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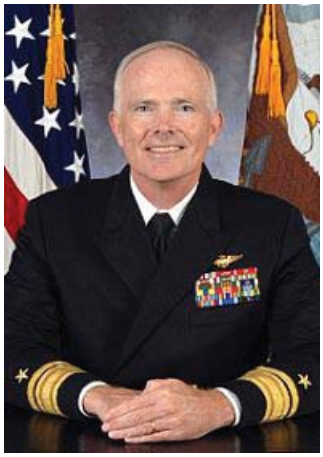
Rear Adm. O'Hanlon:

Enterprise behavior key to meeting the nation's requirements during demanding times

As Commander, Naval Air Force Atlantic, I am honored to work alongside the outstanding Sailors, Marines, civilian, and contractor personnel who form the Naval Aviation Enterprise.

As I begin my tour here in Norfolk, Naval Aviation is entering one of the most challenging times in our history. We face real fiscal challenges, particularly reductions in our flight hour program which may impact our readiness and our ability to meet our nation's global commitments. While daunting, I believe there is a way ahead. CNAF has published guidance regarding our initial steps in the coming months, but your feedback is essential if we are to achieve cost reductions and meet training and readiness requirements. The keys to our success will be found in the leadership and innovation each of you has honed while serving our great nation and I have steadfast faith in your commitment to the Naval Aviation Enterprise and meeting our challenges head on.



Rear Adm. Richard O'Hanlon

For more than 30 years, I have marveled at the innovation our young men and

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CNATT launches NEC Course Challenge Program

By Maj. Richard F. Schofield, CNATT

In May, 2008, the Naval Aviation Enterprise (NAE) Total Force Team was tasked by Vice Adm. Tom Kilcline, Commander, Naval Air Forces (CNAF), to identify and remove barriers contributing to the Strike Fighter Squadron's Navy Enlisted Classification (NEC) FIT gap (qualification shortfalls) in Lemoore, Calif. As part of the process, barriers were ranked and teams were directed to develop plans for removing these individual barriers.

One of the barriers addressed was the lack of a standardized, disciplined process for Sailors who had not received required training en-

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route to their operational command, but had acquired the Knowledge, Skills, and Aptitude (KSA) through on-the-job training, to be evaluated for NEC qualification. Operational requirements and demands on an individual Sailor's technical expertise often prevent Fleet maintainers from returning to formal schools to complete NEC-mandated courses.

The barrier removal team determined there was a lack of objective criteria and no formal process for ensuring these Sailors possessed the required KSAs. A growing consequence of these constraints often extends well beyond individuals or units. Community managers, wings, training stakeholders, and operational planners are handicapped in their attempts to accurately depict mission/unit readiness.

In an attempt to remove this barrier, the Center for Naval Aviation Technical Training (CNATT) organized a team to research and develop a standardized process that would result in the awarding of an NEC after objective criteria were met, thus ensuring the integrity of the NEC qualification process. As a result of this research, CNATT developed an NEC Course Challenge program in June 2008. This pilot program targeted skilled fleet Sailors who were recognized as subject matter experts by virtue of experience, on the job training, and performance. The program recognized and leveraged this expertise and provided Navy leadership a sanctioned alternative for NEC qualification.

In order to capture the essence of CNAF's Barrier Removal Team, the initial phase of this emerging program incorporated a collaborative set of business rules, a specific pool of candidates, and a prescribed method for employment. Geographic location and Type/Model/Series (TMS) structure made CNATT Unit (CNATTU) Norfolk (H-60) and CNATTU Oceana (F-18) the logical choices for the initial "pilot" activities. CNATTU Norfolk and Oceana would be able to facilitate, manage, and measure a program that rewards Sailors for their individual hard work and dedication without compromising the NEC program.

Guided by a basic set of business rules, Lt. Cmdr. J. A. Vargas and Lt. T. R. Martinez, CNATTU training officers, worked with T/M/S Assistant Maintenance Officers Lt. W. Palmer and Lt. S. B. Johnson during the final months of 2008. They queried resident operating squadrons to identify Sailors who met or exceeded KSAs and hosted each challenger through a systematic process designed to test the individual's written and practical knowledge. By December 2008, 16 aviation technicians were officially awarded their respective career NECs through Navy Analysis Manpower Center accreditation without the formal classroom training.

This course challenge process provides a standardized and efficient alternate NEC-generating path for experienced fleet personnel without comprising the integrity of the NEC system, and it contributes to a more accurate measurement of unit and fleet readiness. ■

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women demonstrate – whether that innovation is found on the pitching deck of a ship at sea, a hangar ashore in Virginia, or an airfield in the deserts of the Middle East. However, I am especially proud of our commitment to innovation during these challenging economic times.

Only last month, I witnessed this commitment firsthand when I met Sailors maintaining H-60s during a meeting at Naval Station Mayport. Using continuous process improvement tools, the SH-60 Seahawk integrated maintenance program reduced the time to fix and return aircraft back to the squadrons and reduced non-value added waste in their maintenance processes. From reducing in-service repair problems by more than 80 percent to decreasing the time to replenish the T-700 engine from 12 days to five days, Sailors and artisans in Mayport are demonstrating exactly the type of innovative maintenance practices these times demand.

But Mayport is not unique. As lead for Current Readiness Cross-Functional Team, I am proud to share with you that I have seen the impact of these efforts, as well as the efforts by every other Sailor, Marine, civilian, and contractor involved in the Naval Aviation Enterprise, when I review our ready-for-tasking numbers.

Today, our collective efforts, including those values and behavior principles embodied in our Navy ethos, must be brought to bear on our cross-functional and integrated approaches. By accomplishing this, we will ensure our nation reigns supreme with sustained and effective warfighting capabilities and capacity. In other words, the Naval Aviation Enterprise will produce units ready for tasking that are able to meet global requirements and we will remain the nation's premiere combat force. That is our solemn duty as the United States Navy.

I am honored to work with each of you in the service of our nation. ■

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Measuring how we act: CSEC to include AIR*Speed* questions

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

As early as June 2008, the Aviation Maintenance Management Team (AMMT) and Commander, Naval Air Forces (CNAF) N42 will ask Sailors and Marines in Fleet Readiness Centers (FRC) and Marine Aviation Logistics Squadrons (MALS) a new set of questions that will be added to the computerized self-evaluation checklist (CSEC).

Those questions are the AIR*Speed* continuous process improvement (CPI) inspection criteria that focuses on the integration of CPI into their work centers.

They are part of the AI*RSpeed* CPI Naval Aviation Maintenance Program (NAMP) change proposal submitted by the AIR*Speed* office to Commander, Naval Air Forces (CNAF) N42 for inclusion into the next NAMP release.

While maintenance and supply personnel have been operating in an AIR*Speed* environment for more than five years, they have not been inspected on the effective use of the tools and training, said ATCS Bryan Barton, Maintenance and Supply Integration Performance Improvement Branch (MSIPIB) team member who assisted CNAF N42 and AMMT Team One members in the development, validation and fielding of the questions. "The questions give guidance to the inspectors, the MALS and FRCs," he said.

The questions are being developed and introduced in five phases. The first phase focused on establishing a baseline on inspectors' CPI and AIR*Speed* knowledge. It also included compiling a first draft of the questions and capturing a better understanding of the timelines and scope of an inspection.

The second and third phases included developing and providing training to inspectors on AIR*Speed* fundamentals, such as how the Theory of Constraints requires Sailors and Marines to take a system view of their processes, how sites operate in a time domain, what the Buffer Management Tool is and how sites should use it, what time to reliably replenish is and how to inspect it, and how CPI activities have changed the way the sites conduct business.

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Sample questions

- Are Production Control personnel utilizing the Buffer Management Tool to manage production?
- Are maintenance personnel using CPI analysis tools, with updated data, to compare repair success rates to other activities or lessons learned for CPI opportunities?
- Is the maintenance officer meeting with representatives from supported squadrons, and AIR*Speed* site core team, at least monthly to discuss interdependencies, policies, and barriers impacting squadron mission to include:
  - Recommendations to resolve these issues;
  - Expectations and requirements;
  - Elevate any barriers to appropriate entity.
- Are CPI efforts aligned to the command prioritization tool?

Hornet T/M/S exceeds RFT gap closure goal; turns attention to manpower and service life

By Cdr. John Crawmer, CSFWP Maintenance Officer

For the F/A-18 "Hornet" type/model/series (T/M/S) team, the month of November started with an end to a chapter and a beginning to the next.

Navy Capt. Hal Murdock, Commander Strike Fighter Wing Pacific and Lead Commodore of the largest aircraft wing in Naval Air Forces, delivered his last report to the Naval Aviation Enterprise Air Board.

And, for the first time, the Marine Corps F/A-18 community began reporting to the Air Board, bringing the number of Marine Corps T/M/S integrated into the NAE to 10. T/M/S Co-lead Col. Gregg Brinegar, Commanding Officer, Marine Air Group 31; and Navy Capt. John Hefti, Commander Air Wing (CVW) 20, joined Commodore Murdock during the brief. Col. Brinegar represents the U.S. Marine Corps arm of the F/A-18 T/M/S while CAG Hefti commands the reserves CVW 20 including the FA-18 component. The remaining USMC T/M/S teams will be stood up in Fiscal Year 09.

In the Nov. 3 brief, Commodore Murdock said the F/A-18 Hornet fleet reported very good numbers, not only for the last quarter but the entire 12 -month reporting period. The ready-for-tasking (RFT) availability gap decreased to .5 aircraft in September; the T/M/S exceeded its RFT gap closure goal by 20 percent for Fiscal Year 08. Its cost per hour came in two percent under target.

Capt. Murdock discussed two issues in the F/A-18 community that require further analysis: manning and aircraft service life.

The low number of chief petty officers assigned to West Coast commands, especially Sailors who are aviation electrician's mates, is affecting readiness, he said. East Coast commands also have higher percentages of aviation electronic technicians and aviation ordnance-

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Years later, Mayport shows that improvement is still an ongoing process

By Jacquelyn Millham,Current Readiness/ Enterprise AIRSpeed Public Affairs

Supply personnel, maintenance facilities and artisan integration were the primary topics of discussion during "Boots-on-the-Ground" hosted by Helicopter Maritime Strike Wing U.S. Atlantic Fleet (CHSMWL) at Naval Station Mayport Jan. 27. This was the third time since 2003 that Mayport has hosted Naval Aviation Enterprise (NAE) leadership.

Rear Adm. Richard O'Hanlon, Commander, Naval Air Force Atlantic Fleet and lead for the NAE Current Readiness Cross-functional Team; Rear Adm. Bill Shannon, Program Executive Officer for Unmanned Aviation and Strike Weapons; Rear Adm. (select) Vincent L. Griffith, Force Supply Officer, Commander, Naval Air Forces; and representatives from Naval Air Systems Command, Naval Inventory Control Point and contractor services also attended the event.

In 2005, a visit to the intermediate maintenance activity played a major role in the decision to change the Naval Aviation Enterprise's management of aircraft from a site-specific focus to one that centered on the Type/Model/Series. In that same year, Mayport personnel began their training on continuous process improvement (CPI) tools.

Almost five years later, CHSMWL has eliminated its bare firewall rate and has seen the number of detachments in the red below (units not meeting readiness standards) nearly eliminated, from a high of 10 detachments in late 2005. Capt. Glenn Doyle, Commander, CHSWL and H-60 commodore, said that this was achieved by the careful management of detachment readiness conditions and close coordination with Commander, U.S. 2nd Fleet.

Rear Adm. Richard O'Hanlon, Commander, Naval Air Force Atlantic Fleet and lead for the Naval Aviation Enterprise Current Readiness Cross-functional Team (left); and Lt. Chris Dirkschneider, Naval Air Force Flag Aide (right), look at and discuss a newly-developed composite repair process for the H-60 Main Rotor Head Sliding Fairing (also known as the dog house) with an artisan (center). The original two-step floorboard repair procedure required the removal of discrepant core and replacing it with new core and top skin. This time-consuming procedure required a high level of skill and was very messy. The revised process allows for the use of procured laminate panels for the top skin repairs instead of the wet layup of multiple layers of fiberglass and resin. The laminate panels are locally manufactured at Fleet Readiness Center Southeast Composite shop. The new process will also be beneficial in repairing other H-60 composite panels that require top skin repairs. Photo by Fleet Readiness Center Southeast Public Affairs.

Recent initiatives that have reduced readiness gaps include:

- **Installation of an AN/SRQ4**. The addition of the shipboard radio terminal allows the wing to perform complete mission checks at the wing before it is delivered to the ship. Not only did the new capability decrease the demands on the system components, it has realized a cost savings of $530,000;
- **Acquisition of an aqueous parts washer.** The washer enables Sail-

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ors and artisans to better identify non-ready for issue parts of the T-700 engine; first-pass yield by visual inspection has increased by three percent;

- **Establishment of a pre-deployment inspection (PDI).** An inspection to find common H-60 in-service repair problems is now conducted 90 days prior to deployment. Since the start of PDI two years ago, the number of deployed ISRs decreased by 86 percent, and only five were discovered during Fiscal Year (FY) 08;
- **Establishing innovative repair processes.** Artisan integration has not only expanded the repair capabilities of FRC-SE Site Mayport, but has facilitated the development of new processes for floorboard, radome and rotary blade composite repair that have cost avoided more than $2.6 million in beyond capable maintenance charges;
- **Installation of a full-sized, walk-in curing oven**. The oven, used for finishing composite repair, doubled throughput capacity and reduced the floorboard time to reliably replenish from 43 to 23 days – a reduction of 35 percent;
- **The procurement of four additional captive air training missiles (CATM)**. CATMs accounted for 35 percent of the FY08 ready-for-tasking gap.

The SH-60 Seahawk integrated maintenance program (IMP), in which artisans and Sailors work side by side to perform scheduled depot inspections and repairs, have used Lean and other CPI tools to improve maintenance processes:

- More than $32,000 in cost savings was realized by creating a work sequence plan which synchronized the induction of aircraft with production;
- More than $47,000 in non-value added (NVA) waste was reduced by establishing an avionics rack repair, developing a work flow plan and creating standards of work for avionics, and repair and kitting processes;
- More than $85,000 in NVA waste was reduced in repair cell and disassembly operations by improving flow, organizing work space, developing standard work sequences and establishing visual displays;
- More than 690 NVA man-hours were saved by eliminating a requirement to bubble wrap equipment for storage/transportation.

"Boots-on-the-Ground" attendees had an opportunity to see the newest addition to Helicopter Anti-Submarine Squadron Light (HSL) 42's inventory, the MQ-8B "Fire Scout" (similar to the one pictured here). The display at the event was a first for an unmanned aerial vehicle (UAV) and generated discussion on the manpower and training needed to support the system. HSL-42 Sailors began operating the UAV in February. Photo from Navy.mil.

Other successes include the reduction of:

- overtime from almost 18 percent to less than 13 percent;
- customer turn-around-time (TAT) from an average of 140 days to 123 days;
- process TAT from 98 to 66 days.

Naval Aviation Enterprise and CHSMWL leadership also discussed logistical support to detachments overseas; painting of floors and ceilings in maintenance areas; access to pool facilities for training; rehabilitation of hangars; manpower and facilities needed to support the MH-60R in future funding years when the new T/M/S is rolled out in 2011; and the implementation of the Logistics Maintenance Information System – software that will be deployed on Littoral Combat Ships.

The elimination of the aviation storekeeper rating and the degradation of knowledge that may occur as all enlisted supply personnel are classified under the general storekeeper rating were also discussed.

NAE representatives took these issues back to their commands for further examination and possible resolution. ■

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men than their West Coast counterparts. Solutions to rectify the imbalances are being developed by F/A-18 and Manpower and Personnel leadership.

Service Life Management is a constant and heavy concern for all airframes in the aviation world, including the Hornet community where T/M/S service life management is managed as far down as the squadron level.

Aircraft flight stresses, carrier landings, total landings and flight hours combine to consume service life. Because all the variables do not impact the airframe at the same rate, at the same time and under the same conditions, diligent maintenance is imperative to getting the most out of each and every aircraft airframe. Without constant and aggressive life management this is not possible.

Commodore Murdock assured Vice Adm. Tom Kilcline, Commander, Naval Air Forces, that squadron commanding officers understand the challenges of service life management and are successfully executing its requirements.

Vice Adm. Kilcline thanked Commodore Murdock for his many contributions as lead commodore, noting that the largest and most lethal air component is indeed in great shape due in large part to his stewardship. ■

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Three sites, Naval Air Station (NAS) Jacksonville, Naval Station Mayport and NAS Whidbey Island, have participated in the fourth phase – validating the questions.

AT1 Tyshia Powell, an FRC Southeast Site Mayport AIR*Speed* Office core team member, said that the questions let her know the parameters of the inspectors' questions. "With these questions, we feel that we have even more guidance," she said.

Reviewing the questions, she said, also allowed the AIR*Speed* office to exchange ideas with and voice concerns to AMMT, N42 and the MSIPIB, especially on issues that may affect the command's ability to meet the requirements of the inspection, such as the availability of the Continuous Process Improvement Management System.

"Reading the questions ahead of time gives us an indication of what we might have to change in our operations," said AT2 Brian Rosetta, an FRC Southeast Site Mayport AIR*Speed* Office core team member.

The AMMT, N42 and the MSIPIB are currently incorporating recommendations suggested during a review of the questions at Whidbey Island. MALS 24 is the next command scheduled to be inspected (but not graded) in June. FRC Mid-Atlantic Site Oceana is scheduled to be fully inspected in July.

The effort to include AIR*Speed* in CSEC also involved referencing the inspection criteria to the many naval messages that have directed CPI activities. Plans are in work to formalize those naval messages into future NAMP policy.

Stakeholders are also working on similar questions for supply and plan to include them in the Supply Operating Manual. ■

Links of interest

1. Fleet Readiness Center Southwest (FRC SW) receives award for environmental stewardship
   http://www.navy.mil/management/videodb/player/video.aspx?id=12299
2. AIR*Speed* nets FRC SW an international award
   FRC SW received an honorable mention award for its second place finish in the North American Process Excellence award sponsored by the International Quality and Productivity Center based in London, England.
   http://www.navy.mil/dnu.asp?id=12245
3. NAE Air Plan takes a look at FY 2008 Accomplishments of the NAE.
   http://www.cnaf.navy.mil/nae/content.aspx?AttachmentID=533
4. FRCSE receives Rockwell Collins PBL Award
   The award was given to recognize "Excellent Performance and Superior Customer Service" during the five-year partnership between Rockwell Collins and FRCSE for F/A-18 cockpit displays.
   http://www.cnaf.navy.mil/airspeed/default.asp?PressReleaseID=53856
5. E-2C crew veteran works to improve Hawkeye imagery and threat info
   A look at how retaining with experience is important in shaping the capabilities of today's warfighters.
   http://www.cnaf.navy.mil/cr/default.asp?PressReleaseID=53859