

# Current Readiness & Enterprise AIRSpeed Newsletter



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## NAE CR CFT, DCAOs take next steps toward better, faster, smarter naval aviation readiness in FY11

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

**M**ore than 170 senior Naval Aviation leaders from both the Navy and Marine Corps held a Naval Aviation Enterprise (NAE) Current Readiness Sum-

mit in San Diego, Calif., Aug. 23-26 to train, share information, review best practices, and chart the way forward for Fiscal Year (FY) 2011.

The CR CFT is a collaborative

group of subject matter experts and decision makers who address fundamental change in the way Naval Aviation readiness and resource requirements are determined, managed, coordinated and prioritized.

The summit represents the next step toward implementing actions to improve current and future Naval Aviation readiness in a cost-wise manner as outlined by the NAE Air Board

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### A letter on CRT's road ahead from Capt. Billy Hart

Carrier Readiness Community, as I begin my tour in command of *USS Theodore Roosevelt* (CVN 71) and my tenure as the lead of the Naval Aviation Enterprise's

Carrier Readiness Team, I want to give you an update on CRT activity and a snapshot of our road ahead. The accompanying "Carriers – Ready



Capt. Billy Hart

on arrival" article (on Page 1) expresses the key tenets of my vision, some challenges that will certainly affect our operations, and a few thoughts on how we intend to move forward.

I would like to build on the firm foundation we have established

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## Carriers—Ready on arrival!

By the Carrier Readiness Team

**A**s an essential element of the Naval Aviation Enterprise (NAE), the Carrier Readiness Team's vision is to be the preeminent partnership of operators, sponsors, and providers who

champion the efficient delivery of the right carrier force, with the right readiness, at the right time . . . today and in the future. Although our methods and challenges will continue to evolve, the aim point of this vision is to continue

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providing Naval Aviation leadership with improved decision support necessary in a complex environment. The key is to more efficiently achieve required operational readiness based on accurate, actionable metrics and approved entitlements, project a clear understanding of cost performance achieved versus anticipated, and analyze risk and leading indicators to predict and mitigate future readiness challenges.

## Challenges

Maintaining effective and efficient carrier readiness now and in the future is, and will be, challenged by several factors including the Navy's distributable inventory of trained, qualified people that frequently lead to manpower shortages; pressurized operating and maintenance budgets while fully funding the 50-year carrier (CVN) lifecycle; and gaps in carrier inventory due to overlapping shipyard availabilities, and between decommissioning the oldest carriers and commissioning the newest ones. These and other challenges are being addressed today in a collaborative effort by a dedicated team of experienced professionals.

## Carrier readiness today

The NAE Carrier Readiness Team (CRT) relies on experts who aim to influence decisions shaping today's readiness of our carrier fleet through the Current Readiness pillars of people, equipment, supply, training and ordnance (PESTO) as well as developing our future capabilities and improving shipboard operational efficiencies. The mission of the team, as an influencing organization, is to boost CVN readiness through the cross-functional engagement of our stakeholders using actionable metrics to enable better-informed Title 10 resource decisions in meeting requirements.

Today the transformed CRT is gaining an increasing understanding of expectations, entitlements, and Earned Value principles as applied to carrier readiness. It is also using collaboration among engaged stakeholders (including Commander, Naval Air Forces (CNAF) departments, Carrier Team One, NAE Total Force, Carrier Planning Activity, Naval Sea Systems Command, Naval Air Systems Command, Office of the Chief of Naval Operations and the fleet) to efficiently achieve results in solving CVN manpower Navy Enlisted Classification (NEC) gaps, implementing the Carrier Sierra-Hotel Aircraft Readiness (CV SHARP) program aboard our ships to accurately report training and readiness of our watch teams, and attacking systemic equipment readiness issues to maintain required availability for sustained operations. Recent successes include:

- CVN NEC Fit has improved from 54 percent to 67 percent over the past 30 months using the NEC Gap mitigation strategy developed and implemented through collaboration by NAE Total Force, CRT and the Center for Naval Aviation and Technical Training (CNATT). The CRT is working to continue the execution of this strategy to close the CVN NEC Gap.

- This year the Cost Optimized Readiness – Equipment Team quantified and vetted \$25.5 million in cost avoidance initiatives.
- A Modernization Matrix and Aircraft Carrier Class Maintenance Plan (ACCMP) lifecycle maintenance strategy was refined and developed for incorporation into the Chief of Naval Operations availabilities.
- CVN Unit Level Training analysis and execution was outlined in a revised CVN Training Manual. Nine of 11 carriers are reporting readiness via CV SHARP to the Defense Readiness Reporting System–Navy (DRRS-N).
- The CNAF CVN Continuous Process Improvement (CPI) instruction (CNAFINST 5220.1) was signed and implemented. Phase 1 AIRSpeed training has been completed on seven CVNs. Four ships – *USS Dwight D. Eisenhower* (CVN 69), *USS Carl Vinson* (CVN 70), *USS Harry S. Truman* (CVN 75), and *USS Ronald Reagan* (CVN 76) – now have the ability to train themselves.
- The CRT facilitated routine cross talks with the Surface Warfare Enterprise and the large deck amphibious ship (LHD CLASSRON) to share best practices, attack common equipment and people readiness issues, and assist in the development of CPI programs and AIRSpeed implementation onboard LHDs.

## Carrier readiness tomorrow

The Carrier Readiness Team will build upon its strong foundation and expand the engagement of stakeholders and stakeholder organizations to accomplish the CVN readiness objective of the NAE's Strategic Plan with a focus on efficient delivery of a combat-ready carrier fleet to meet current and future operational requirements. We will:

- Expand our stakeholder communication and engagement strategy to align and enhance effectiveness of stakeholder Title 10 responsibilities. More actively engage CVNs in the process to ensure proper focus on readiness degraders to improve future availability.
- Establish approved DRRS-N readiness entitlements for each pillar through each phase of the Fleet Response Training Plan. We will then link required resources to entitlement cost and develop Earned Value metrics to monitor efficient delivery of readiness and improve on our identification of barriers and systemic issues.
- A CVN version of the CNAF Readiness Instruction (CNAF 3510.11) will be drafted to codify readiness entitlements, resources, and relevant cost accounts.
- Gaps in readiness and cost will be more efficiently identified, analyzed for systemic issues, and acted upon collaboratively by Title 10 stakeholders to drive efficient and effective attainment of required readiness standards.
- Continuous process improvement teams will be fully implemented on our ships, institutionalizing best prac-

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- Improve 50 year CVN lifecycle management awareness and its relationship to total ownership cost reductions.
- Leading indicators will be developed to anticipate, analyze, and address future readiness challenges and risks.
- Actively engage in force modernization and transition issues tied to shipboard introduction of new aircraft such as the Joint Strike Fighter.
- Engagement will occur in process changes necessary in manpower, training, supply, and equipment management required for the successful introduction of the new CVN 78 class through active participation in the CVN 78 Integrated Transition Team.

## Summary

The Carrier Readiness Team under the leadership of Captain Billy Hart, commanding officer of *USS Theodore Roosevelt* (CVN 71), will focus on the principles of com-

munication, readiness, and partnership to enable our CVN Title 10 stakeholders to continue to provide carriers that are “ready on arrival” consistent with the proud history of carrier aviation. Frequent and active engagement with our fleet operators to identify efficiencies (without sacrificing effectiveness) will provide the catalyst towards producing solutions to current readiness degraders with the aid of our cross-functional processes. We will leverage the priorities developed annually through the Naval Aviation Requirements Group (NARG), our codified readiness entitlements, known readiness degraders and challenges, and dynamic schedules, commitments, and requirements to identify leading indicators of readiness challenges which lie ahead to enhance operational availability.

Key is the promotion of an environment of continuous collaboration and communication among operators, suppliers, and staffs to facilitate barrier identification and removal, to ensure quality results, and to remain professionally ready for the fight today and tomorrow. ■

(Planning continued from Page 1)

Executive Committee and the NAE Extended Air Board during a meeting earlier this year.

In his keynote speech during the opening plenary session, the Executive Director for Commander, Naval Air Forces, SES Jim Beebe, said that the solutions developed by the CR CFT would play a major role in the way the NAE supports Naval Aviation readiness requirements in a fiscally-constrained environment. “Your efforts are helping Naval Aviation move in the right direction and are improving how we use limited resources,” he said.

“You’ve [measured] much of naval aviation’s business. The data has served us across the entire gamut – not just for aircraft,” he said, “but also the programmatic piece of Naval Aviation – flight hour, maintenance and support costs.”

Beebe also asked summit attendees to develop a professional understanding of enterprise principles in junior service members. “We have a responsibility to mentor those who stay in the Navy and Marine Corps. The health of the Enterprise depends on it,” he said. “We are disciples responsible for keeping the NAE on this journey.”

NAE CR CFT leaders exchanged

information about future operating, maintenance and personnel budgets; operating and support costs; transitioning to the Defense Readiness and Reporting System; Program Objective Memorandum 12 funding strategy and end strength; manpower distribution; allocation and readiness; technical training demand signals; cost trends; legacy platform transitions; enterprise activities at the squadron level; and understanding total ownership costs.

The major focus of the four-day event, however, was the working level discussions focused on the contribution of people, equipment, training, and cost to readiness. In each of these facilitated breakout sessions, major functional area leads conducted training on metrics and analysis, shared information, and solicited best practices for process improvement – all aimed at closing gaps between expectations and reality for cost and performance in FY 11

Following the summit, CR CFT leadership reviewed their action plans and developed a straw man strategic communications strategy for the next fiscal year.

NAE director/coordinator/advisor/action officers (DCAO) representing CR, Total Force and Future Readiness

CFTs, Marine Corps and Navy type/model/series teams and the Integrated Resource Management Team also met on Sept. 21 and 22 and conducted additional work on planned FY 11 actions plans and communications strategy.

The DCAOs reviewed their CFT’s FY10 accomplishments and FY11 action plans. They also discussed: coordination among the chains of command and the Enterprise and between the CFTs within the Enterprise; how to capture the return on investment of the NAE and the creation of a repository to house the information; updating the NAE’s Strategic Plan; criteria for developing leading indicator metrics; and communicating with NAE stakeholders.

Additional work on Naval Aviation readiness in FY 11 is currently being conducted by CR sub-teams and other NAE CFTs. Two groups – the Maintenance & Supply Chain Management sub-team, which is responsible for providing oversight to maintenance and supply processes and policy, and the Carrier Readiness Team, which enables NAE leadership to define and achieve aircraft carrier readiness standards – also met in September. ■

# Readiness, being “green” go hand-in-hand at VRT

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

Sometimes continuous process improvement (CPI) is not just about increasing Naval Aviation readiness by eliminating waste in a common process or by changing policy. If you ask the Voyage Repair Team (VRT) at Fleet Readiness Center Mid-Atlantic, they will tell you that protecting assets, safety and being environmentally-friendly are important goals as well.

VRT’s new stowage container for catapult gantries is an excellent example of this case in point. Catapult gantries are a catapult support component, that “raises or lowers” a catapult on to the flight deck of an aircraft carrier. After an incident in 2007 during which 20 out of 30 gantries shifted just as a trailer was pulling away to transport them to an aircraft carrier, the artisans knew that they had to devise a better way to ship the almost four-decade-old asset.

VRT Production Controller and Green Belt Candidate Bobby Harkins said the process to develop the stowage containers wasn’t actually a textbook CPI event. “Our methodologies leading up to this improvement contained many attributes of a kaizen event. We took inputs from the deckplate artisans, managers, and the customer,” he said. “Containment, inventory, transportation, and storage were issues we wanted to resolve. Additionally, we knew that we had to factor in safety to all of the above attributes.”

VRT had previously engi-

neered a basic pallet design in 1992 to support an emergent overseas requirement. With this new design, “We simply added all the collective improved attributes from the team,” said Harkins.

VRT had to keep the environment in mind as well. Over the last few years, Naval Facilities Engineering Command has emphasized the need to eliminate potential risks for oils and greases leaching into storm drains in and around water sources. The pallets, they realized, would need to be covered.

The associated gantry support equipment posed a problem as well. “All gantry support equipment was stored in large wooden crates, which always seemed to be dilapidated,” said Harkins. “The previous pallet design also didn’t have a compartment for inventory of all the smaller support components. We improved that process by manufacturing aluminum crates; however, an artisan still had to unload all of its contents, inventory it, then reload back in to it crate.”

After defining the requirements for the storage containers, VRT solicited bids for a manufacturing contractor in the industrial sector to manufacture them. A small “mom and pop” operation was selected. The contractor recommended several improvements that were incorporated during the construction phase at little to no cost to VRT, including a vacuum breaker relief valve,

*(Gantry continued on Page 5)*



Above: Gantry support equipment was stored outside before the receipt of the new stowage containers. Below: All gantries are now stored and transported in the blue stowage containers. Support components are stored in compartment underneath the gantries visible in the foreground. The covers for the pallets are in the background. Photos by VRT.





Above: A truck loaded with 25 gantries and support equipment with the new transportation process. Below: An artisan inventories gantries under the old process.



## The way ahead

The catapult gantry stowage container improvement was originally showcased to Naval Aviation Enterprise leadership during “Boots-on-the-Ground” at Naval Air Station Norfolk in February. Since then, VRT artisans have taken on additional ALRE projects:

- **Piston Ring Installation Tool.** This tool will allow an artisan to single-handedly install one of three piston rings on a set of Catapult Spear/Piston Assemblies in one swift motion. This will also allow the artisan to keep their fingers clear of pinch points and install the ring in one-tenth of the time.
- **Arresting Gear Soft Patch Hatch.** This non-watertight hatch will allow VRT artisans to quickly and easily rig required arresting gear components through a pre-installed, lightweight soft patch in the overhead of the hangar bay onboard aircraft carriers. This application will reduce original estimated man-hours for a typical “restack” of an arresting gear engine by 40 percent.
- **Catapult Water Brake Overhaul Work Stand.** This structurally sound work stand will support a 12,000 pound waterbrake during an aircraft carrier’s overhaul phase. This stand will also enable an artisan to safely remove the end plug component, which requires 1,300 pound of torque to release and 700 pounds of torque to re-install it.

(Gantry continued from Page 4)

certified crane lifting points, and tie-down anchors for the gantry itself.

What used to take six artisans eight hours to load a tractor trailer, today takes one artisan 15 minutes. The cost to transport and return gantries to the ship has been reduced from almost \$15,000 to less than \$1,700.

Now the palletized containers are easily strapped down onto tractor trailers, greatly reducing the threat of a mishap on the highway. And with the containment design, said Harkins, the risk of injury has been reduced by 95 percent and there is zero risk of environmental hazardous material impact to the roadways and waters.

“Additionally, these containers have overwhelmingly increased our overall efficiency and productivity in areas from crane service lifting them aboard to stowage. And now a certified asset is protected on the flight deck,” said Harkins.

The benefits go beyond supporting aircraft carriers. The palletized containers can easily be loaded onto a KC-130, C-5A, or a Carrier Onboard Delivery (COD) type aircraft, for an overseas requirement, he said.

And success breeds success. Since taking delivery of the first set of storage containers, the artisans have made recommendations for even more improvements on the next generation of palletized gantry containers. ■

# Planning for the future; sustaining for the present

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

**“How do we, within the next 10 to 15 years, fly and maintain legacy aircraft while transitioning to new airframes at the same time? That is the challenge we face,”**

said Rear Adm. Timothy Matthews, commander, Fleet Readiness Centers (FRC) and Naval Aviation Enterprise (NAE) Maintenance and Supply Chain Management team co-lead, to “Boots-on-the-Ground” attendees. Fleet Readiness Center Northwest (FRC NW) at Naval Air Station Whidbey Island hosted its second Boots-on-the-Ground site visit on June 23.

The question arose after FRC NW Commanding Officer Cmdr. Kimberly Schulz; Commander, Patrol and Reconnaissance Wing 10 Commanding Officer Capt. Garner Morgan; and Commander, Electronic Attack Wing U.S. Pacific Fleet Commanding Officer Capt. Thomas Slais discussed their issues during the visit.

The challenges extend beyond aircraft, said Mor-

gan. Unlike the P-3 [Orion], the P-8 [Poseidon] will perform ASW [anti-submarine warfare] differently. Sailors must have that proficiency so that the mission can be met, he said.

The cost of manpower was also discussed. “The P-3 does not have UAS [unmanned aircraft system] capabilities. When we receive the UAVs [unmanned aerial vehicles], we will need to man them,” said Morgan.

Morgan also pointed out that the EP-3 is not transitioning to a new platform and the need to focus on the type/model/series’ readiness until another weapons system takes its place.

Slais explained that when the Navy inherited the electronic and computer attack mission forward deployed after the Air Force’s EF-111 Ravens were retired for budget reasons and ex-



AM1 Travis Miessner (right in camouflage uniform) explains the availability of Prowler canopy glass and its return and repair process to Naval Aviation Enterprise leadership. Fleet Readiness Center Northwest is currently training organizational-level maintenance to better maintain canopies to extend their service life. Photo by Jacquelyn Millham.

tended the Prowler’s life until 2014 or 2015, demand for the EA-6Bs parts increased, said Slais.

He also expressed an appreciation for the NAE. With the support of its stakeholders – including its triad, Naval Air Systems Command (NAVAIR) and industry partners – a wingfield transfer hose shortage was mitigated, resulting in a maximum time loss of only 30 minutes on the flight line, he said.

“We also are partnering with the Navy Postgraduate School to determine if we have enough capacity to meet EA-18G and Super Hornet demand,” Slais said. “We are asking ourselves if the assumptions we made when planning for the airframes still hold true and how we can better leverage local talent.”

Matthews said that part of the answer how to meet mission requirements in an environment of fiscal constraints lay in efficiencies gained through continuous process improvement (CPI).

FRC NW first applied CPI to its processes in 2004 and has worked with other FRCs on common processes, such as the T-56 engines, said George Wolcott, FRC NW AIRSpeed manager. (See accompanying article on Page 7.) The Level 2 repair facility initiated 21 projects in 2010 alone and has validated more than \$1.2 million in one-time cost avoidances. The AIRSpeed office is still validating the savings for the year.

The level 2 repair facility also saw a \$4.4 million

*(Whidbey continued on Page 8)*



Rear Adm. Timothy Matthews, commander, Fleet Readiness Centers (FRC) and Naval Aviation Enterprise Maintenance and Supply Chain Management team lead, speaks with “Boots-on-the-Ground” attendees at Naval Air Station Whidbey Island on how continuous process improvement will play a key role in Naval Aviation meeting its emerging fiscal challenges. Photo by Lt. Cmdr. Rebecca Hagemann, Fleet Readiness Center Northwest.



## A cross-country, OCONUS effort yields results

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

**A**t Fleet Readiness Center Northwest, (FRC NW), the cost avoidances and efficiencies realized through the efforts of the Lean Six Sigma T-56 Intermediate Level 3rd Degree Repair Improvement Team speak for themselves.

FRC NW's time to reliably replenish (TRR) maintenance was reduced from 10 to five days and its infant mortality rate decreased from nine percent to two percent. The site's cannibalization rate dropped by 65 percent.

Using Six Sigma's Define, Measure, Analyze, Improve and Control methodology, the team first met two years ago to analyze third degree repair processes for T-56 conducted at FRC Southeast, FRC Northwest,

Aircraft Intermediate Maintenance Detachment (AIMD) Misawa and Marine Aviation Logistics Squadron (MALS) 24.

"There was a lot of time on wing TRR variations among primary repair sites. None of them had the same performance rates," said George Wolcott, FRC NW AIRSpeed officer. Thirty-six months of data revealed high infant mortality rates at each site as well. "We all had different processes for the same work," he said.

Team members also discovered that many of the sites' processes reduced productivity. While maintainers were on the clock for eight hours,

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Photo above: Aviation Machinist's Mate 3rd Class Alfred Barreta, assigned to Patrol Squadron (VP) 40, inspects the engine compartment of a P-3C Orion aircraft for leaks during a "man-on-the-stand" maintenance evolution in this photo dated July 23. Fleet Readiness Center (FRC) Northwest, FRC Southeast, Marine Aviation Logistics Squadron 24, and Aircraft Intermediate Maintenance Detachment Misawa were part of the team brought together to analyze third degree repair processes for T-56 engines. Photo by Mass Communication Specialist 2nd Class Meagan E. Klein/Navy NewsStand

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cost avoidance due to Fleet Capability Alignment Program (FCAP) – \$2.7 million more than originally planned, said Wolcott. FCAP is an application used to identify reduced repair costs realized by improved processes. The National Item Identification Number Analysis Tool, an application that gives maintainers visibility into the global performance on every Aviation Depot Level Repairable repaired by the work center, was also instrumental in decreasing the level 2 repair facility's times to reliably replenish.

Other successes include:

- Tire and wheel process. In 2007, the tire shop applied a one-directional flow for repairs and saw the ready for tasking rate for the Prowler increase by 58 percent. The work center also applied level loading, which limits the number of tires inducted each week and one-for-one ordering of tire rubber which improved visibility into the true cost accounting of aircraft operational repairs.
- Metal Pre-X Accounting. Metal

sheeting used for repairs were charged to one squadron; the scraps would be used for other repairs but not charged to the customer. Now metal is charged by the inch, reducing the cost variability and enabling squadrons to see the true cost of repairs.

- Improving the flow of Quality Assurance Division. Bottlenecks of people at the front door of the room were commonplace before the division applied CPI. Now customers can enter the office, locate their representative and find out his or her telephone numbers with just one look. QA representatives also took down cubicle dividers that impeded communication and reduced the number of steps required for each audit.

Future projects include the P-3 Readiness Improvement Initiative to align organizational- and intermediate-level activities, sustainment of CPI at the organizational level; strategic planning sessions to ensure that short- and long-range goals are defined and implemented, reorganizing the Consolidated Automated Support System storage area, and improving the Aviation Supply Department/Joint Aviation Screening Unit routing process.

The need for EA-6B piece parts, ALQ-99 Pod Band 4 and 56 transmitters, nose radomes, generation control units, engineering change proposals, issues with the keys and anchor nuts of the Growler tires, and glass availability for the Growler canopy were also discussed.

Naval Aviation Enterprise representatives from NAVAIR, Defense Logistics Agency; Headquarters Marine Corps Aviation Logistics; Naval Inventory Control Point, Commander, Naval Air Forces, Commander Naval Air Forces Atlantic and contractor support also attended the event and took these and other issues back to their commands for further discussion and possible resolution. ■

*(See accompanying article on Page 7 for more information on the improvements to the T-56 engine maintenance processes.)*



(Above) Rear Adm. Timothy Matthews, commander, Fleet Readiness Centers (FRC) and Naval Aviation Enterprise Maintenance and Supply Chain Management team co-lead (center, in black jacket), watches Aviation Electronics Technician Airman Seth French install an AN/ALQ-218 wideband receiver wingtip pod on an EA-18G Growler at Electronic Attack Squadron 132. (Left) Cmdr. Rick Taylor from NAVAIR 6.6 (right) discusses

some of the tactical features of the Growler with Rear Adm. Timothy Matthews and Fleet Readiness Center Northwest Commanding Officer Cmdr. Kimberly Schulz (left). Photo by Jacquelyn Millham.

*(Effort continued from Page 7)*

non-value added activities, such as retrieving tools, ate into their day. Often, they would only spend four hours actually working.

The agreed upon solution was an administrative management policy that would standardize maintenance and logistics support for the T-56 engine build-up and tear down processes.

First, The T-56 engine shop at all of the sites were base lined. They also conducted a comparison with the T-56 quick engine change (QEC) at Little Rock Air Force Base where T-56 engines also are maintained. Data on maintenance man-hours, awaiting parts time, consumable costs per repair, and infant mortality were also collected.

Team members agreed that FRC NW would draft a repair process checklist with the help of MALS-24. Also, all sites agreed that there should be a memorandum of agreement (MOA) to ensure sustainability.

Best practices from all sites and from industry were incorporated into a standard operating policy (SOP). "The most difficult part," said Wolcott, "was agreeing what the standardized process was going to be. Everyone believed in their own processes."

The checklist contained all required steps and reference photos for the repair process for a complete repair of a T-56 QEC assembly. "It was broken down into major module sections so that if only one module needed to be replaced, there was a section of the checklist that covered it," said AD1(AW) Robert Kirk,

**The T-56 Benchmarking Team:**

- Created repair runs and repair runs logic
- Established module removal logic
- Agreed that all repair sites would have the same functional layout
- Standardized teardown, buildup, and maintenance action form procedures
- Established exit rates
- Established scalable manning levels
- Standardized checklists
- Standardized workbook
- Standardized supply cages
- Established AE kit for cell 2
- Standardized blue parts bins
- Standardized kits for power section, reduction gearbox, major engine inspection, and turbines

FRC NW AIRSpeed Core Team member. If a repair is not covered by the checklist, a short repair is performed and the asset is sent back to the fleet.

"A major change that resulted from the project was how we ordered and received parts," said Wolcott. "Before, we would have a crew working on one engine and the maintainers would order parts as it was being torn down. This resulted in a large number of engines on the floor in various stages of repair. Each parts order would create more work in progress, cannibalizations and forgotten pieces. Technicians would forget to order bit parts and, consequently, engines had long lead times."

In the current cellular build process, the maintainers have cabinets contain-

ing materials and list of required parts for each stage of the repair process. "We went from maintainers working on different engines at different times to three-man crews who were assigned to work on a particular engine from 'cradle-to-grave'," he said.

In addition, buffers of

materials were created to increase allowed lead times. FRC NW also prototyped production cabinets stocked with 216 line items which serve as buffer to seven floor cabinets and seven major engine inspection (MEI) kits.

Logistics specialists, instead of maintainers, are ordering parts. "This keeps the technicians working on the engines instead of walking around the shop performing non-value added tasks," said Wolcott.

FRC NW saw a 15 percent reduction in its process and work in progress (WIP) and a four percent reduction in engine WIP. It also reduced its overhead costs by more than \$12,500 per engine. "We used to absorb that cost. Now it is charged to the proper organization code," he said.

FRC Southeast, AIMD Misawa and MALS-24 have seen results as well, said Kelly Marlow, T-56-A-14 Benchmarking Team lead and a black belt at FRC SE.

The project is currently in its control phase and is expected to be validated in January 2011. ■

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and continue to address and collectively solve the systemic issues which create our underway readiness challenges with a better understanding of the resources required.

For the carrier commanding officers, your engagement in the process and your valuable input anytime on readiness degraders has kept us on track in working the right things and I want to invite you to continue to send me issues and challenges we need to be working. Together we can influence the "system" and make a collective difference for our Sailors. I promise to keep you informed but not overwhelmed.

Sail Safe,  
Billy

# Supply expert bridges different “worlds” at FRC NW

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

**R**ichard “Ric” Dutton often finds himself surrounded during Fleet Readiness Center Northwest’s (FRC NW) continuous process improvement (CPI) events by aviation maintenance experts. But the inputs of the AIRSpeed manager for Electronic Attack Wing, Pacific Aviation Supply Division, into FRC NW’s CPI events have been invaluable – and have been cited as the core reason for their success. Dutton was recognized for his efforts with the Naval Aviation Enterprise Site Visit Excellence Award during “Boots-on-the-Ground” at Naval Air Station Whidbey Island on June 23.

## From black to brown

The former storekeeper said he has learned a lot since he was hired in stock control more than four years ago. After 22 years of service with the “black shoe” Navy, he not only had to learn aviation vernacular, but also the nuances that come with the community and its culture. “It was eye-opening,” he said. “Aviation supply is very in tune with [their customers] and its Sailors are very detailed oriented.”

His education did not stop there.

After he first began working as a civilian, Dutton was given a green belt training manual. That wasn’t his first exposure to improving readiness in the Navy, however. Early in his military career he served as a Total Quality Logistics (TQL) facilitator while assigned to Naval Submarine Base New London. Almost immediately, he realized that AIRSpeed was different.

“Unlike TQL, I could see that AIRSpeed was here to stay,” he said. “It was robust and had broader applicability. The training was more in depth and I could see that leadership was embracing the methodology. That enthusiasm was impressive and whetted my appetite. I wanted to be a part of that momentum by serving as a liaison between FRC NW and the supply world.”

Dutton’s first event – and the one that he is most

proud of – was a rapid improvement event (RIE) in the tire wheel shop. “When I walked in to the planning meetings, I could see that I was going to be collaborating with a diverse group of Sailors and civilians – there were was a lieutenant commander, a master chief and several junior enlisted. Everyone had a voice,” he said.

Leadership’s inquisitiveness about their analysis also impressed Dutton. “During the out brief, we saw leadership accepting our improvements, but it was not blind acceptance. They asked driving questions and they challenged us. Only after that did they accept our proposal and encouraged us to implement and to grow it.”

## Maturing the process

That RIE, along with other early AIRSpeed events, were very Lean-centric. After being introduced to the Theory of Constraints, he and other members of the team went back to the tire shop to determine where the constraints were.

“We started building tires and saw an increase in throughput. We also saw peaks and valleys in the demand and knew we had to level them,” said Dutton.

Now, Sailors replenish tires daily instead of working in bulk. “The tire shop puts out tires five hours everyday – that’s down from two shifts a day and one shift on the weekends. The shop can ramp up to meet the demand. There have been no outages or expeditious repairs due to maintenance,” he said.

Dutton also played a major role in the creation of rolling pre-expenditure (pre-ex) bins. “Supply has allowances that drive ready maintenance spares and determines what on-site

consumables are available. The inventory needs to support a lot of customers,” he said.

The old process required maintainers to pick up parts from the supply window. “Our analysis showed us

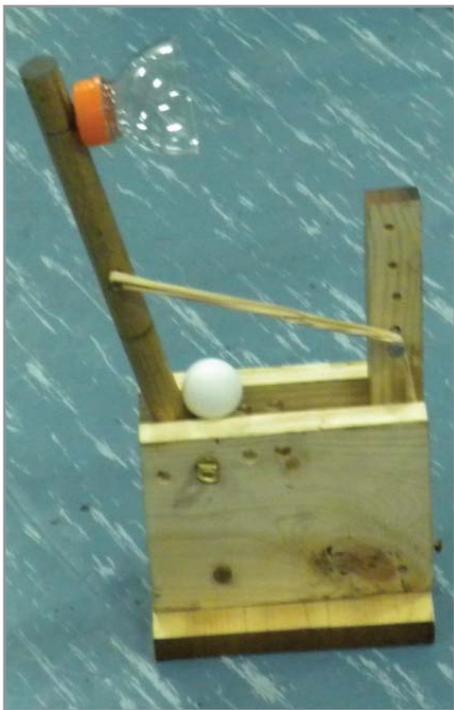
*(Dutton continued on Page 12)*



Ric Dutton (left) talks with CWO2 John Gomez, Marine Aviation Logistics Squadron 14 continuous process improvement (CPI) officer in charge, about the improvements made in the Aviation Supply Department. Fleet Readiness Center Northwest has a supply representative involved in all of its CPI activities. Dutton has represented supply on 12 of the level 2 maintenance facility’s events. Photo by Jacquelyn Millham.

# Master black belt deploys with GW

by AT3 Richard Wilder, *USS George Washington*



Above: Handmade statapults constructed from discarded pieces of wooden pallets and plastic water bottles. Below: Newly-trained continuous process improvement practitioners aboard GW. Photos courtesy of *USS George Washington*.

**O**nboard the forward-deployed *USS George Washington* (CVN 73) currently patrolling the Western Pacific Ocean, Don Dean, a certified black belt, joined the ship's AIRSpeed / continuous process improvement (CPI) core team for three weeks to assist with training and provide mentoring to her Sailors.

His visit included a review of previous events required for green belt and black belt certification of core team members. He also assisted the CPI Office on the implementation of new software analysis tools and observed *George Washington's* black belt during the ship's first out-to-sea green belt course. AT1 (AW/SW) Traylor, who taught the course under Dean's observation, fulfilled his final requirement for green belt instructor certification, greatly benefiting the command's future progress in meeting Enterprise training goals.

The class was as a huge success, due largely to two handcrafted statapults - simple "machines" that simu-

lates a product engineering/manufacturing scenario and provides students with realistic applications of solutions. AM2 (AW) Hunt, a certified green belt and black belt in training and also a core team member, stepped up to build the statapults from scratch in order to satisfy the green belt course curriculum. With nothing more than a visual representation, his personal experience with woodworking, and a little Sailor ingenuity, he assembled the statapults from discarded pieces of wooden pallets and plastic water bottles. Within a matter of hours, he had constructed working models that met the requirements of the course's statapult exercises. Thanks to his initiative, 14 GW Sailors were able to complete their training and get one step closer to their green belt certification.

Along with observing the green belt class, Dean assisted the AIR-Speed Office with the implementation of new tools for metrics research and

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we didn't have the depth and range of parts we needed. And we wanted to make it more predictable," said Dutton.

Now, maintainers roll pre-ex bins that hold consumable materials for all builds to the floor and roll them back to be restocked each week. Supply personnel can determine how many items are non-development items (NDI), and can take an accurate account of the number of failures in each kit.

"Before the pre-ex bins, supply would contract to buy parts and then store them. By the time it came to restock, the contract had expired. Maintainers and supply personnel didn't trust the system and stockpiled what they thought they would need.

"With the pre-ex bins, the system sees the 'hits' more often for all of the parts that are needed. Defense Logistics Agency sees the hits and can order them on a regular basis," said Dutton.

### Turning a trained eye toward supply

A value stream analysis (VSA) in Awaiting Parts (AWP) was the first ASD-only event that Dutton facilitated. "People who had never even heard of *AIRSpeed* were involved in the event," he said.

"We looked at the flow of the division and found that personnel were manually putting together a consolidated report from eight different sources four times a week for a department that was no longer in existence. Not only was it eating up half of AWP time, but the information was available in other places. No one could say why they needed the report," said Dutton.

The report, which took two to four hours a day to prepare, was totally eliminated.

With the freed-up time, supply tackled another issue

– supply management inspection (SMI), an inventory of the supply department's authorized allowances. "Some of the gear in the shop is too large to come to supply," said Dutton. Our new process allows us to go to those areas to perform inventory more frequently," he said.

A third event which was completed in April involved moving two FRC expeditors from the Program Management Unit to where AWP is located. "In the past, items would be expedited when they went AWP. That required expeditors to visit multiple locations. Moving them provides one-stop shopping for the customer, reduces the time and distance to get the job done and facilitates the ability of the command to gather real-time statistics," Dutton said.

Recognizing the value of CPI and to better collaborate with the FRC NW, ASD created a one-man *AIRSpeed* office last year and assigned Dutton to the role. "My job is not to be THE expert but to know who is and get them involved in improving our supply process, he said.

Dutton is looking to take CPI beyond FRC NW. "I want to see CPI at the operational level, especially the flight line. I believe it is an integral part of improving the Navy as a whole," he said.

Dutton advises fellow CPI practitioners to innovate and not to shy away from trying new processes or approaches. "I understand and learn most from my failures. Most people won't venture out because they are afraid to fail. Implement your ideas. If it fails, you have learned something," he said.

And, he cautioned, beware of complacency. "Just because you are comfortable doesn't mean that your processes can no longer be improved. There is always work to be done." ■

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analysis, including the Carrier Project Alignment Tool (cPAT) (a matrix similar to the Enterprise Project Alignment Tool that enables the strategic alignment of maintenance CPI activities with the Naval Aviation Enterprise's strategic objectives and initiatives), the Job Status Tool (JST) (developed for Fleet Readiness Centers, the application allows users to see a National Item Identification Number's (NIIN) Naval Aviation Logistics Command Management Information System status throughout its repair cycle), Enterprise Logistics Analysis Tool, and the NIIN Analysis Tool. In those three weeks, metrics and quantitative

data quickly became the catchwords for Sailors as they learned how to use these tools to display waste and cost savings.

At the end of his visit, Dean said that the *AIRSpeed* Office was enthusiastic and eager to learn about the additional tools that enhanced their visibility into their maintenance activities. "Although they are still overcoming their learning curves with the initial deployment of cPAT, JST, and the NIIN analysis tool, I have every confidence that they will pick up and run with these tools, putting the final touches on AIMD's [Aircraft Intermediate Main-

tenance Department] *AIRSpeed* / CPI program implementation and subsequent command-wide awareness and practice," he said.

Lt. j.g. Brian McKee, AIMD's *AIRSpeed* officer, said George Washington has a good CPI team that is highly motivated, intelligent, and eager to lead the way in CPI initiatives. "And we invite every Sailor up-and-down the chain-of-command," he said "to play an active role, to work smarter, to produce that desired ripple effect of efficiency that will help put USS George Washington on the map as the most cost-wise, mission-ready warship." ■

## Links of interest

### 1. DoN CPI Gram September 2010

This issue focuses on Naval Inventory Control Point's annual Continuous Process Improvement (CPI) Program Executive Planning Session and the new additional qualification designation Code 2C1 for CPI / Lean Six Sigma green belt certified officers.

<http://www.intelink.gov/go/Y4hXyO>

### August 2010

Read about the *USS John C. Stennis* (CVN 74) CPI success story

<http://www.intelink.gov/go/E16mwl>

### 2. NAVAIR Commander's Intent

Vice Adm. David Architzel's long-term strategic priorities - current readiness, future capability and people – and near-term actions in three important areas are mapped out in this document.

<http://www.intelink.gov/go/kwp7aw>

### 3. Commander, Fleet Readiness Centers Community News

Find out what's happening at Fleet Readiness Centers in this issue.

<http://www.intelink.gov/go/cCqA0Y>

### 4. Progress visible at P-8 Integrated Training Center

Learn more about the \$38-million, 165,000-square-foot facility scheduled for completion in the summer of 2011.

[http://www.navy.mil/search/display.asp?story\\_id=55253](http://www.navy.mil/search/display.asp?story_id=55253)

### 5. Center for Army Lessons Learned celebrates 25 years

The center, commonly referred to as CALL, gleans information from combat experiences and re-tools that information into usable lessons for the modern warrior. Its newest Rapid Adaptation Initiative will provide information more quickly to DoD users with Common Access Card and is scheduled to be available in October.

<http://www.army.mil/-news/2010/08/13/43667-center-for-army-lessons-learned-celebrates-25-years/?ref=news-home-title6>

### 6. RIE looks to prioritize funding, eliminate waste

A Tinker Air Force Base rapid improvement event, which was conducted in July, evaluated the installation's facilities, focused on capital planning and analyzed the long-term plan for prioritizing and budgeting money for facility improvements and maintenance.

<http://www.tinker.af.mil/news/story.asp?id=123217701>

### 7. When "Ike" calls, FRCSE answers with a quick fix

FRCSE answers an urgent weekend request for liquid oxygen sample analysis.

[http://www.navair.navy.mil/press\\_releases/index.cfm?fuseaction=press\\_release\\_view&press\\_release\\_id=4394&site\\_id=7](http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=press_release_view&press_release_id=4394&site_id=7)

### 8. NAE August Air Plan – MALSP II

Marine Aviation Logistics Support Program II is the next generation expeditionary logistics chain management system which uses a holistic approach to ensure that Marine Corps aviation logistics more effectively supports the Aviation Combat Element, optimizes current world-class logistics networks, and provides more

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tailored and flexible support packages to sustain the force.

[https://www.portal.navy.mil/comnavairfor/Naval\\_Aviation\\_Enterprise/Air%20Plans/12%20-%20Aug10%20Air%20Plan.pdf](https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Air%20Plans/12%20-%20Aug10%20Air%20Plan.pdf)

**9. Naval Air Training Command celebrates one million flight hours**

The twin-seat, single-engine Goshawk used to prepare student aviators to transition to front-line Navy and Marine Corps fleet aircraft reaches a milestone.

[http://www.navy.mil/search/display.asp?story\\_id=55686](http://www.navy.mil/search/display.asp?story_id=55686)

**10. Put into Flight: Airworthiness Newsletter – September edition**

This newsletter is published by Research and Engineering Competency (NAVAIR-4.0).

<http://www.intelink.gov/go/x091w6>

**11. Rhumb Lines:**

**Today's Navy Training**

This issue highlights Navy Training and the Naval Education and Training Command's blended training solution.

<http://www.intelink.gov/go/iHhzbn>

**Department of Navy Civilians**

Department of the Navy civilians, a key component of the Total Force that provides the Navy with a broad range of capabilities in support of the joint warfighter and the Navy's Maritime Strategy, is the topic of this issue.

<http://www.intelink.gov/go/LMS9GE>

**12. FRCSE Sailors go lean and green**

Fleet Readiness Center Southeast Support Equipment Division Sailors identified inefficient processes involving tow tractor repairs and hydraulic fluid sample testing.

[http://www.navair.navy.mil/press\\_releases/index.cfm?fuseaction=press\\_release\\_view&press\\_release\\_id=4401&site\\_id=7](http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=press_release_view&press_release_id=4401&site_id=7)

**13. USS Enterprise (CVN 65) does its part to reduce waste for a greener ocean.**

Sailors learn how to be better stewards of the environment.

<http://www.navy.mil/swf/mmu/mmplyr.asp?id=14965>

**14. Naval Aviation News Summer 2010**

A review of Naval Aviation events and activities during 2009.

<http://www.history.navy.mil/nan/currentissue/currentissue.htm>



## New nomination deadline

The deadline to submit nominations for the 2010 MGySgt John S. Evancho Innovator of the Year, Enterprise AIRSpeed Leadership and Site of the Year awards has been extended

to **Oct. 29**. For more information, go to <http://www.public.navy.mil/airfor/nae/2010%20AIRSpeed%20Awards%20Criterion/Awards%20criterion.aspx>.