

# Current Readiness & Enterprise AIRSpeed Newsletter



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## VAQ/VMAQ TMS: A team in transition

Joint USN and USMC team uses the power of the NAE to stay aligned

By the VAQ/VMAQ TMS Team

The United States Navy/ Marine Corps Airborne Electronic Attack (AEA) community is currently undergoing dramatic changes as it continues to pursue the challenges and uncertainty of the ever-changing 21st Century electronic battlefield.

The VAQ/VMAQ Type/Model/ Series (TMS) Naval Aviation Enterprise/Current Readiness (NAE/CR) team has kept an overarching state of vigilance for the fleet under the



The EA-6B Prowler is a twin-engine, mid-wing aircraft that protects friendly aircraft from radar detection and hostile fire. It combines long-range, all-weather capabilities with advanced electronic countermeasures. Photo from Marines.mil.

co-direction of Col. Andrew Shorter, the Marine Aircraft Group 14 commanding officer and Navy Capt. Christopher Shay, commander Electronic Attack Wing Pacific. This team has

*(Joint continued on Page 5)*

## TACAMO focuses on detachment NEC fit

By the VPU/VQ TMS Team

Naval Aviation is facing the reality of reduced manpower as the maintenance workload to maintain our aging fleet increases. This reduction of manpower places a very high emphasis on training our maintenance personnel to meet these demands.

TACAMO (Take Charge and Move Out) has three permanently forward deployed detachments, Strategic Communication Wing (SCW) 1 Detachment (Det), Offutt Air Force Base (AFB) Neb.; Fleet Air Reconnaissance Squadron (VQ) 3 Det, Travis AFB Calif.; and VQ-4 Det, Naval Air Station Patuxent River, Md.

Overall, Navy Enlisted Classification (NEC) fit at these detachment sites has been historically below fleet minimums.

The three-year NEC fit average prior to 2012 was less than 60 percent. As of April 2012, our detachment NEC fit is just more than 70 percent. The leading cause of this gap has been, and remains, the career NEC 8343 — E-6 systems organizational career maintenance technician. The apprentice NEC 8843 — E-6 systems organizational initial maintenance technician — has remained constant at nearly

*(NEC continued on Page 6)*

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Editors' note: Publication of the BoD and award articles in this issue were delayed due to ship's schedule.

# From stem to stern, Ike takes hold of CPI

By Jacquelyn Millham, NAE Current Readiness CFT/Enterprise AIRSpeed Public Affairs

**W**hat do USS Dwight D. Eisenhower's (CVN 69) (Ike) Aircraft Intermediate Maintenance, Weapons, Reactor, Navigation, and even her Media departments have in common?

They've all applied continuous process improvement (CPI) in their work areas.

Naval Aviation Enterprise (NAE) heard first-hand about the successes of these and other departments during Dwight D. Eisenhower's "Boots-on-the-Deck" site visit April 12. Ike last hosted the event in 2007.

## "Found money"

Simply applying 5S can result in monetary savings, said Ike Sailors repeatedly in their briefs to NAE leadership. The Engineering Department's Chemical Warfare work center, for example, worked with her CPI Division on a month-long event that resulted in the elimination of 106 bags of trash, three trash cans of scrap metal, and five tri-walls of worn parts.



Aviation Ordnanceman 2nd Class (AW) Ray Hardy (right) and Aviation Ordnanceman 2nd Class (AW) Maurice Childress explain to Rear Adm. John King, commander, NAVSUP Weapon Systems Support (center), and Boots-on-the-Deck attendees the improvements made in the Weapons Department Aviation Weapons Equipment work center. Photo by Mass Communication Specialist Seaman Sabrina Fine

(A tri-wall is a very large box that contains multiple smaller shipments going to the same destination.) The team

also reallocated more than 225 overstocked items and reclaimed 504 square feet of space. This led to the discovery and repurposing of materials that had been ordered for Ike's upcoming Board of Inspection and Survey review. As a result, work center realized a cost avoidance of almost \$30,000.

Using CPI, the Combat Systems Department reduced its backlog, and its response time to customers from two weeks to less than 24 hours by redesigning the Automated Data Processing (ADP) Help Desk Trouble Ticket System. Before, work order requests were listed from newest to oldest and Sailors would perform the easiest fixes first. Now, requests are prioritized by the system's mission criticality and then by the rank of the requestor. The department also developed a repository that provides answers to common problems and

*(IKE BoD continued on Page 8)*



Vice Adm. David Architzel, Commander, Naval Air Systems Command and co-lead of the Naval Aviation Enterprise, listens to Aviation Electronics Mate 1st Class (AW/SW) Christie Link explains how Avionics Shop 6 reduced the time to set up high-use operational test program sets. The board in the background is a visual identification system that lists and color codes high use operational test program sets. Photo by Mass Communication Specialist Seaman Sabrina Fine

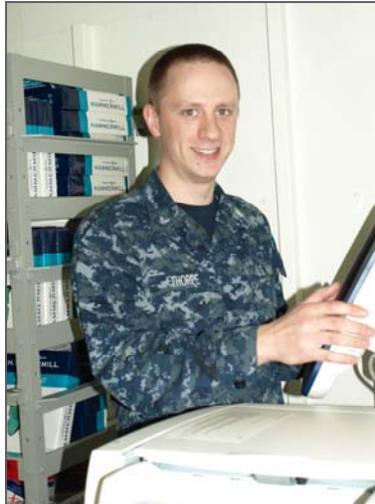
# CPI: It's not just for maintenance or supply rates anymore

By Jacquelyn Millham, NAE Current Readiness CFT/Enterprise AIRSpeed Public Affairs

Unlike many of his fellow continuous process improvement (CPI) practitioners, Devin Thorpe, who served in *USS Dwight D. Eisenhower's* (CVN 69) CPI Division for seven months, is not an aviation electronics technician (AT), an aviation electrician's mate (AE), an aviation maintenance administration man or even a logistics specialist.

He is a mass communication specialist third class who, during his tenure in the CPI Division, solely conducted a 5S event on the Navigation Bridge and was instrumental in producing more than 1,000 yellow belts aboard *Ike*. Thorpe is evidence that the use of CPI transcends the maintenance and supply communities and was awarded the Naval Aviation Enterprise Site Visit Excellence Award for his accomplishments during "Boots-on-the-Deck" (BoD) hosted by *Ike* April 12.

Like many who first encounter CPI, Thorpe wasn't sold on its value immediately. He first heard about it two weeks after checking in aboard the ship after arriving from his last duty station at the Office of Community Outreach in Millington, Tenn. "I was told that I would be on TAD [temporary duty] from the media department to the CPI Di-



MC3 Devin Thorpe

vision," he said. "Lt. Aaron Moeller [Dwight D. Eisenhower's CPI division officer and IM-3 division officer] told me I'd be using my brain a lot."

After he received his green belt training during his first week in the division, Thorpe helped to conduct events all over the ship, including an event in the Hygiene Office and another in the Aeronautical Weapons Support Equipment Department (AWSE).

"I have to say that AWSE was the event that had the most profound effect on me," he said. "We started from scratch. I explained CPI to five or six of their maintainers and they discussed the problems in their process. You could see it in their eyes as they began to discover they could

change their environment. In turn, I learned a lot about what they do."

He learned something about himself as well – he enjoyed teaching. "As a member of the CPI Division, I helped them think outside of the norms of what they would usually do or told to do," said Thorpe. "CPI gave them the tools to make changes and to be effective."

*(Thorpe continued on Page 7)*

## A 12-year effort brings additional capability to *Ike*

*USS Dwight D. Eisenhower* (CVN 69) also showcased an organically designed software program during "Boots-on-the-Deck" that fosters leadership's communication with damage control petty officers (DCPO) and enables them to better administer their areas of responsibilities (AOR). "DCPOs are ship-wide. And with more than 50 work centers to look at, they can be difficult to manage," said Damage Control Master Chief Terry Wyle, Damage Control Department lead chief petty officer.

The Access database, called Repair Central, is an inventory tracking program that provides reports on all ship structures and devices DCPOs and their assistants are responsible for, including emergency egress breathing devices (a portable 10-minute emergency air supply), gaskets and closing mechanisms on water-

tight doors and hatches intended to seal off damaged areas of the ship after flooding or fires aboard.

Wyle said that his program gives Sailors advantages over the current software in use, the Operational Management System.

"It not only handles maintenance request, but Repair Central also maintains a database on the history of each DCPOs. "The metrics it provides tells us the serial number of a component, the joint duty assignment list, the name and email of who owns it, when it is due in for maintenance and the status and condition of parts. We can predict needs and usage, find out when the last time a part was ordered and when it should be ordered.

"It enables us to predict two years out what parts are needed for our Planned Incremental Activity, and

*(DCPO continued on Page 11)*

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# Shining a spotlight on outstanding CPI practitioners

By Jacquelyn Millham, NAE Current Readiness CFT/Enterprise AIRSpeed Public Affairs

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*Editors' note: Since 2007, the Maintenance and Supply Integration Performance Improvement Branch has recognized excellence in the use of continuous process improvement methodologies by the fleet. Fleet Readiness Center Mid-Atlantic (FRCMA) Site Oceana was awarded the 2011 Site of the Year Award and Master Sgt. John Sommers was named 2011 Enterprise AIRSpeed Leader of the Year.*

*The 2011 Master Gunnery Sgt. John S. Evancho Innovator of the Year was then Aviation Electronics Technician 2<sup>nd</sup> Class Richard Walsh who at the time of his nomination was assigned to FRCMA Site Oceana. Walsh checked in aboard USS Dwight D. Eisenhower (CVN 69) in February. Not only did he hit the ground running, applying his expertise and experiences at his new command within a few days of checking in on board, he was tapped to attend the Navy Warfare Command Junior Leader Innovation Symposium in June and was recently promoted to first class. His future plans include applying for limited duty officer candidate school.*

*Read below to learn about Sommers and Walsh's innovative approaches and solutions that improved Naval Aviation readiness.*

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## Changing the world with just a few ideas

Apple co-founder and Chief Executive Officer Steve Jobs once stated "People who are crazy enough to think they can change the world are the ones who do."

While Aviation Electronics Technician 2<sup>nd</sup> Class Richard Walsh may not be changing the world yet, no one can deny how much his application of continuous process improvement (CPI) methodologies is indelibly impacting his corner of it.

For more than seven years, Walsh was assigned to Fleet Readiness Center Mid-Atlantic (FRCMA) Site Oceana. During his tenure, he developed two data analysis software programs, introduced a new Fleet Readiness Center financial metric, forwarded several beneficial suggestions (BeneSuggs) through his chain of command, and led several AIRSpeed initiatives which cost avoided almost \$28 million. He was named Enterprise AIRSpeed's 2011 Master Gunnery Sgt. John S. Evancho Innovator of the Year for his efforts.

### Driven by foresight

Walsh, who joined the Navy nine years ago, was part of FRCMA's Site Implementation Team and has led or collaborated on more than 12 CPI events at FRCMA Site Oceana. At the same time, he served as the FRCMA Individual Material Readiness List manager and FRCMA Fleet Capability Alignment Program coordinator.

Improving first pass yields, he believes, will enable

the Navy to better address the challenges that lay ahead. "We have no real control over every aspect of maintenance, but what we can control is making sure we get it right the first time every time," said Walsh. "Making sure that at the

*(Walsh continued on Page 14)*

## From skeptic to subject matter expert

When Master Sgt. John Sommers first walked into his new office after being recently promoted and reassigned to Marine Aviation Logistics Squadron (MALS) 12, the AIRSpeed Office was conducting an event in his work center, Maintenance Administration. He found a sergeant and a corporal taping off areas on his desk to designate spaces for his computer mouse, keyboard, inbox, and other items. Having just come from Marine Heavy Helicopter Squadron 463 and unfamiliar with continuous process improvement (CPI), he asked them what they were doing. They proudly replied "AIRSpeed!" In response, Sommers not-so-kindly told

*(Sommers continued on Page 12)*

*(Joint continued from Page 1)*

been working together for over four years utilizing the processes of the NAE to identify gaps and align all of the providers to reduce or eliminate their impact on readiness. As the TMS co-lead, Col. Shorter's guidance for the NAE/CR team is simple: "Find and align every possible resource we can get in order to ensure that the Prowlers are flying and staying in the fight."

As the premier AEA platform in the Department of Defense (DoD), the EA-6B Prowler has been the workhorse of choice for the nation throughout the years. Since its inception over 40 years ago, the Prowler has played many significant roles in various operations ranging from the Libyan crisis in the mid-80s, to Desert Shield/Desert Storm, the Balkans in the 90s and more significantly, in support of the Global War on Terror in both the Iraq and Afghanistan campaigns. As a low density/high demand strategic asset for the nation, the significance of Prowler operations, while often shrouded in secrecy, is of vital importance not only for the commanders but for future warfighting concepts and operations.

In the midst of these challenging operational commitments, the aging platform continues to be challenged on a different level with regards to its readiness and serviceability. The Navy has decided to replace its aging fleet of Prowlers with the EA-18G Growler while the Marine Corps is upgrading its fleet of Improved Capabilities II (ICAP II) Prowlers to the newer and more capable ICAP III version. So far, the Navy has transitioned six squadrons to the Growler, and has successfully completed its first expeditionary and carrier-based deployments. The Marine Corps has nearly completed upgrading its four squadrons to the ICAP III Prowler, providing superior warfighting capabilities and ensuring continued sup-

port for the electronic attack mission. With both services transitioning in some way, the challenge for the TMS team is to keep the fleet in a constant state of readiness and relevance for all commitments that require AEA.

For the TMS team, the availability of ALQ-99 pod assets, the primary weapons system of the Prowler and Growler, remains the community's primary readiness driver. Initiatives generated by the TMS team involving tracking costs and production availability have enabled higher headquarters better oversight to fleet requirements and production capability. In conjunction with the intermediate repair facilities for the TMS, the CR team developed a long-term viability plan that will bring additional repair capabilities for the ALQ-99 to Level 2 maintenance activities, providing for a quicker and more responsive turn-around time for the pod assets in support of fleet requirements. In addition, the CR team is working hand-in-hand with the rest of the community in the development of newer, solid state technology that can possibly replace the current model of ALQ-99 assets.

These new technologies can also potentially serve as a foundation for

on-going and future electronic warfare initiatives to include Next Generation Jammer programs as well as Unmanned Aerial Systems vehicles of the future.

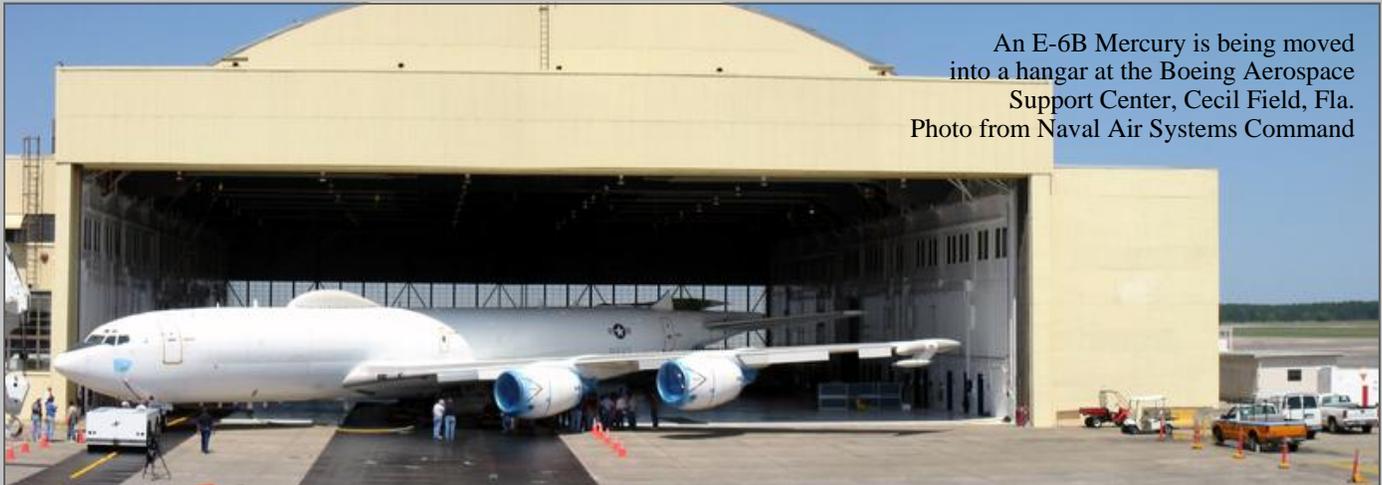
The team has also had some successes utilizing the NAE processes, notably the EA-6B landing gear life extension program. There are several key components of the landing gear that have reached their end-of-life service limits. If not for the efforts of the entire TMS team, these components would have grounded some of the EA-6B fleet in the near future.

The TMS team, working with all of its providers, identified these potential gap drivers early on and was able to take the appropriate steps to curtail their potential impact. Personnel from NAVSUP -- Weapon Systems Support were instrumental in ensuring that these parts were put on contract as early as possible. They also visited each of the manufacturing sites to ensure that everyone involved understood the importance of their hard work. These efforts have paid off in new parts being produced on time or ahead of schedule and have completely eliminated the landing gear

*(Joint continued on Page 10)*



Sailors from the Patriots of Electronic Attack Squadron (VAQ) 140 take out a generator from an EA-6B Prowler in the hangar bay aboard the Nimitz-class aircraft carrier *USS Dwight D. Eisenhower* (CVN 69) in this photo dated May 12. Photo by Mass Communication Specialist Seaman Douglas Revell/Navy.mil



An E-6B Mercury is being moved into a hangar at the Boeing Aerospace Support Center, Cecil Field, Fla. Photo from Naval Air Systems Command

*(NEC continued from Page 1)*

83 percent over the same time frame due to effective permanent change of station (PCS) en route training and roll down from journeymen distributed to the apprentice NEC 8843.

The career NEC fit gap is contributed primarily to mid-tour advancements. It has become commonplace for Sailors to PCS onboard as a petty officer third class (PO3) with the apprentice NEC, then promoting to PO2 within 12 to 18 months onboard, making them eligible for the career NEC. With the majority of our journeymen billets filled by home grown PO2s, en route career training opportunities are limited. This places the responsibility of funding mid-tour schools on the functional wing commander.

There are two primary barriers that impacted our ability to maintain expected NEC fit:

- **Limited number of Sailors available for mid-tour schools.** Each detachment has a complement of fewer than 15 total career 8343 NEC billets spread across four rates. Sending more than one Sailor per rate to a mid-tour career school or Naval Aviation Maintenance Program (NAMP)-required school creates an unacceptable operational risk
- **Temporary additional duty (TAD) funding.** Detachments are not in fleet concentrations areas. All Center for Naval Aviation Technical Training Unit and NAMP-

required courses require TAD funding. This and other travel requirements compete for the limited TAD allocations.

Capt. Charles Baker, Strategic Communications Wing 1 and Task Force 124 commander and TACAMO type/model/series commodore, has made detachment career NEC fit improvements a high priority. Improved communications between detachment aviation maintenance officers (AMO) and wing TAD funding managers have created "opportunistic" course funding; i.e., when unplanned funds are available, the first priority is to detachment career NEC courses.



An E-6B maintainer takes a look at an engine. Photo from TACAMO

Detachment AMOs and wing TAD funding managers have created "opportunistic" course funding; i.e., when unplanned funds are available, the first priority is to detachment career NEC courses.

Detachment AMOs are currently requesting Navy Personnel Command (PERS) provide en route apprentice 8843 and career 8343 NEC training for reporting apprentices (E4 and below). Distribution and Held (D&H) NEC management is essential in achieving accurate D&H NEC fit. Upon mid-tour school completion the squadron or detachment AMO is responsible for contacting PERS to update the distributed NEC (DNEC1).

These mitigations have improved our detachment career 8343 NEC fit by nine percent, and

our overall detachment NEC fit by eight percent over the past six months. Courses scheduled through July indicate all three detachments will exceed the minimum required NEC fit of 75 percent this fiscal year. ■

(Thorpe continued from Page 3)

“Every day that I taught, I learned something new,” he said.

Recognizing a need to communicate CPI’s value ship-wide and to reach out to young Sailors, Thorpe brought his media skills to bear and re-designed the ship’s monthly CPI newsletter, the *CPI Corner* while TAD. “I just made it look more professional,” said Thorpe. “I also designed and produced seven posters for display around the ship to promote CPI.”

When he returned to the media department to become IKE’s *Five Star* newspaper editor, Thorpe found that he had changed as well. “I began noticing things,” he said. “For example, our movie list inventory wasn’t accurate. The movies were pretty much just in one grand pile. I reorganized it by date, not alphabetically, so that we know which movies were more recent and so that they could be played more frequently.”

Thorpe is in the process of using CPI to shorten

the *Five Star*’s editing process. “It takes four to five hours to go through the process, during which it goes through several people. We are looking at making sure that the people who are in the editing chain have the proper skill sets. This will help us better meet deadlines,” he said.

With less than five months left in the Navy (at the time of the BoD), Thorpe said he plans to not only use his media experience as a civilian, but his CPI skill set as well. After attending school for a career in photography, computer graphic design or in another communications field, he wants to be a business owner. “With my new perspective, I know how a business can be better managed, how to make work area a lot cleaner, and reduce the inefficiencies common in all processes.

“CPI methodologies can be used outside of maintenance,” said Thorpe. “You don’t have to know the details of how an AT or AE maintains a component,” said Thorpe. “You just have to know the tools that will fix what’s wrong.” ■

## Bravo Zulu! CR/E2E, Marines recognized by NAVAIR, DoN

- The Current Readiness/End-to-End Alignment Team (CR/E2E) was awarded the 2012 NAVAIR Commander’s Award for Logistics and Industrial Operations in June, marking the third time a team from the Maintenance and Supply Integration Performance Improvement Branch was recognized for technical, business and leadership excellence in support of NAVAIR’s strategic priorities.
- Marine Aviation Logistics squadrons 11, 12 and 14 were named in May as winners of the Department of the Navy CPI Project Competition in the categories of “Best Example of Readiness/Availability Impact,” “Best Use of Replication” and “Best Improvement in Mission Benefits,” respectively.
- (Photo above) Chief Warrant Officer Robert Willis, CR/E2E Alignment Team lead and Marine Aviation Logistics Support Program II Supply Chain Team lead (right), explains the strategy and methodologies behind applying continuous process improvement in squadrons to (above photo from right to left) Vice Adm. David Architzel, commander, Naval Air Systems Command (NAVAIR); Leslie Taylor, director, Flight Test Engineering; Rear Adm. Jeffrey Penfield, com-



mander, Fleet Readiness Centers; Stephen Cricchi, director, Integrated Systems Evaluation, Experimentation and Test Department, and other NAVAIR leadership. CR/E2E Alignment was one of five briefs presented during NAVAIR’s CPI Day which was held to better inform leadership about the efforts and successes of continuous process improvement activities in the command. Willis, who will retire this summer, was one of two recipients of NAVAIR Logistics and Industrial Operations Innovative Logistics Excellence Award which was presented in June for his work on the CR/E2E Alignment Team. ■

*(IKE BoD continued from Page 2)*

created a customer feedback process. As a result of the black belt project, ADP, Air Wing and Information Assurance were consolidated into a single trouble call system. The improvement was forwarded to the Center for Naval Analysis for possible replication.

Even a just-do-it event in the Operations Department increased the percentages of completed Isolated Personnel Reports (ISOPREP) ship-wide from less than 10 percent to more than 75 percent by standardizing the process. (An ISOPREP is a document that lists personal information used to authenticate a person's identity.) ISOPREPs now have increased visibility as each department's completion rate is currently reported through the ship's Division in the Spotlight Program.

Capt. Marcus Hitchcock, Dwight D. Eisenhower commanding officer, said one reason for their success was the socialization of CPI throughout all ranks and its expected use throughout the ship. "We have set specific goals in training. CPI is part of our School to Ship Program so everyone who checks in onboard not only knows about CPI but is expected to embrace the culture."

Currently Ike is well on her way to meeting her goals: Hitchcock said that all E-7s and above are expected to complete the ship's Champion Training – a green belt class whose curriculum was tailored by the ship to teach CPI from a team lead perspective. Currently, 89 percent of E-7s and above have completed the training. Ike is on track to see every Sailor E-6 and below attend yellow belt training, with 47 percent of her crew already having done so. Six percent of her crew is green belt trained, superseding the goal of five percent.

"We want to implement 5S 100 percent across the board and apply



Capt. Marcus A. Hitchcock, commanding officer of Nimitz-class aircraft carrier *USS Dwight D. Eisenhower* (CVN 69) (left), discusses flight deck operations with Vice Adm. David Architzel, Commander, Naval Air Systems Command (center left) the Honorable Eric Fanning, Deputy Under Secretary of the Navy and Deputy Chief Management Officer (center); and Vice Adm. Allen Myers, Commander, Naval Air Forces (right). Photo by Mass Communication Specialist 3rd Class A.J. Jones

lean as well. Sailors at every level should be looking at each process in their work area with a questioning attitude," he said.

A rapid improvement event (RIE) on the Aeronautical Weapons Support Equipment (AWSE) maintenance process, spotlighted during the site visit, was another example of how much CPI has permeated Ike's culture.

"We have more than 4,000 pieces of gear to maintain throughout five voids," said Aviation Ordnanceman 2nd Class (AW) Ray Hardy. "One of the hardest things we had to do was find gear that was located throughout the ship so that we could perform maintenance on them. It would take all day."

AWSE created inventory matrices and visual aids, organized equipment on shelves by lot, serial number and periodicity of maintenance, and stored the information in binders or on the work center's computer. A seven-day hazardous materials (HAZMAT) locker within the work center was also

established. "Instead of waiting on line for HAZMAT, we have the HAZMAT and tools we need for repair called for on the maintenance requirement cards," he said. The locker is re-certified every seven days and HAZMAT inspects the locker quarterly. As a result of this event, AWSE reduced the number of process steps from 58 to 20, eliminated 1,457 foot-steps and reduced maintenance time from eight hours to 42 minutes.

"Now our day is freed up to perform other work," said Hardy. "This was Sailor developed, Sailor executed and is Sailor sustained."

Other successes include:

- Reducing the time to perform ship's life preserver planned maintenance system (PMS). After Ike came out the yards, the Deck Department conducted an RIE on its 6,088 abandon ship life preservers. Initially, 39 Sailors took part in the life preserver PMS, but due to unfamiliarity with the inspection criterion, it took too long to com-

*(IKE BoD continued on Page 9)*

*(IKE BoD continued from Page 8)*

plete. By conducting the PMS like an assembly line, only six Sailors, including one person that checked line items and one Sailor who was in charge of quality control, the time to examine each life preserver went from 30 minutes apiece to an average of 7 minutes.

- Simplifying the support equipment operator license routing process. By providing applicants with an example of how the licensing application should be completed, (which eliminated the need for review by four departments) and by placing applications in green folders to enable the division officer to quickly identify the request and sign-off on the forms, the Air Department Support Division reduced the time to route licensing paperwork from more than 15 hours to less than three. The new process has been shared with other ships in the fleet.
- Improving the HAZMAT check-out

process. Sailors used to spend up to 40 minutes in line waiting for HAZMAT materials, often returning to their work areas without the needed items. The old process also required Sailors and HAZMAT personnel to walk from HAZMAT (located off the hangar bay) to aft – where the materials were stored – to retrieve the items. By creating an electronic bulletin board with a stoplight chart, Sailors requesting HAZMAT now can see their work center's status at a glance and determine if they can check out HAZMAT without waiting in line. They also moved end-use items from Hangar Bay 3 to a storeroom attached to the work center. This reduced HAZMAT check out time from an average of 14 minutes to four minutes and reduced the distance travel by 95 percent.

- Reducing the time to set up operational test program sets (OTPS). By color coding the Individual Material Readiness Lists (IMRL) for

weapons replaceable assembly testing and its associated OTPS, and creating a board that lists the top ten high-use OTPS sets, set up time was reduced by 50 percent and travel distance was reduced by 59 percent.

- Establishing a classroom aboard ship. After relocating Avionics Shop 1 into Avionics Shop 10, and consolidating their IMRLs and manpower, Ike became the first ship to have an area dedicated to teaching CPI and the first to provide office space for its division personnel.
- Reorganizing the Navigation Department. A 5S event in the Signal Bridge reduced the time Sailors spent looking for tools and flags, reclaimed floor space and eliminated the need for Sailors to print out and retrieve documents from another deck on the ship.
- Creation of a Velocity Pool. The Supply Division's Rotatable Pool and Repairable Asset Management were consolidated into one storage room near the hangar bay into the Velocity Pool. The Velocity Pool now contains 110 high-demand items selected from more than 50,000 National Stock Numbers. As a result, three logistics specialist were reassigned and the Component Control Section gained additional space to process retrograde materials.



An E-2C Hawkeye from the Bluetails of Carrier Airborne Early Warning Squadron (VAW) 121 launches from the flight deck of Nimitz-class aircraft carrier *USS Dwight D. Eisenhower* (CVN 69) after completing COMPTUEX, May 17. Dwight D. Eisenhower, the flag ship for Carrier Strike Group 8, was underway conducting a composite training unit exercise (COMPTUEX) in the Atlantic Ocean shortly after hosting the BoD. Photo by Mass Communication Specialist 3rd Class Ridge Leoni/Navy.mil

### Future plans

Ike isn't finished applying CPI in her spaces. Weapon's Department G-3 Division personnel conducted an RIE on the Guided Bomb Unit (GBU) 12 building process, replicating a project implemented at Naval Air Station Fallon. The team identified three areas to improve in the future: acquire all tools needed to build the GBU-12; establish a second tool box so that maintenance can be performed forward and aft; and improve

*(IKE BoD continued on Page 11)*



for use with squadrons in support of contingency operations. These kits were designed to enable the en-route support of transient aircraft maintenance Marines to quickly replace an engine by consolidating commonly used consumable replacement parts into one easily packable and deployable package. The kit was meant to save valuable time for the Marines when replacing an engine while minimizing valuable cargo footprint within the support trail aircraft. This time and cost savings initiative will significantly improve the readiness and the war-fighting capability for a deploying squadron.

As the USMC fleet transitions to the more advanced ICAP III model and the Navy transitions to the Growler, the VAQ/VMAQ TMS team continues to remain at the forefront of ensuring that all agencies supporting the fleet understand and are aligned to meet their needs. Through the collaborative power of the NAE, the VAQ/VMAQ TMS will maintain its vigilance to ensure the electronic warfare capability of the DoD remains as cutting edge and viable as ever. ■

Aviation Structural Mechanic Airman Bradley Barber, assigned to the Rooks of Electronic Attack Squadron (VAQ) 137, guides the canopy of an EA-6B Prowler in the hangar bay aboard aircraft carrier *USS Enterprise* (CVN 65) in this photo dated March 14. Photo by Mass Communication Specialist 3rd Class Scott Pittman/Navy.mil

*(Joint continued from Page 5)*

issue for the team. This level of collaboration throughout the team has been brought about through the monthly drumbeat of the TMS team meeting.

Another success story is the work done on the aft bleed air shutoff valve through the Navy's 'Fast Track' program managed by BAE Systems which streamlined the efforts to redesign and manufacture this obsolete, high-failure rate item. The team, comprising members from BAE Systems, the EA-6B Fleet Support team, two Fleet Readiness Centers, PMA-234, VX-23 along with Meggitt Control Systems, the manufacturer of the valve, were able to go from an idea to a part ready for full production in 15 months. The team was able to leverage existing designs to produce a valve which is not only lighter and less complicated than the original but one which is half the cost of the obsolete valve as well. Reducing the replacement rate of this valve will not only save money but will also increase the ready basic aircraft (RBA) rate.

Replacing the valve requires removing and re-installing the starboard engine. Since the new valve should

never need to be replaced, this will save valuable maintenance man-hours as well as decreasing the time the aircraft is non-RBA awaiting the associated functional checks required after removing an engine.

Last but not the least, the MAG-14 CR team, in collaboration with MAG-14 and fleet maintenance personnel, developed a Quick Engine Change kit



Aviation Machinist's Mate 2nd Class Jeffrey Willhoite, assigned to the Rooks of Electronic Attack Squadron (VAQ) 137, inspects the engine tail pipe of an EA-6B Prowler in the hangar bay of the aircraft carrier *USS Enterprise* (CVN 65) in this photo dated April 30. Photo by Mass Communication Specialist 3rd Class Scott Pittman/Navy.mil

*(IKE BoD continued from Page 9)*

the flow of the build process.

Through its Consumable Management Initiative, the Supply Division is realigning its management and manpower to concentrate on the 15 to 20 percent of the line items it carries that account for 95 percent of its demand.

Supply's Inventory Response Team Management Initiative is looking to improve Ike's inventory accountability, decrease the frequency of unplanned food dispersals, reduce the amount of wasted food and improve the quality of the ship's meals.

Hitchcock said his goal is to implement 5S and efficiency principles in all of the ship's offices, storerooms, and work centers, believing it will save time and money. As part of this ongoing effort, four temporary assigned personnel rotate every six months among ship departments to support CPI. This recently included a Sailor from the ship's Media Department. (See accompanying article, [CPI: It's not just for maintenance or supply rates anymore](#) on Page 3.)

"Not every shop has an officer, a chief, or even an E-6 or E-5. The day-to-day leaders are the E-4s. We have to develop them, today and tomorrow. They are the people who have the innovative ideas," he said.

NAE co-leads Vice Adm. David Architzel, commander, Naval Air Systems Command (NAVAIR); and Vice Adm. Allen Myers, commander, Naval Air Force, led the event. The Honorable Eric Fanning, Deputy Under Secretary of the Navy/Deputy Chief Management Officer; Maj. Gen John Croley, deputy commander, U.S. Marine Corps Forces Command, and commander, United States Marine Corps Forces South; Rear Adm. Jeffery Penfield, commander, Fleet Readiness Centers; Jim Beebe, executive assistant, Commander, Naval Air Forces; Brig. Gen. Scott Jansson, commander, Defense Logistics Agency - Aviation; Rear Adm. John King, commander, NAVSUP Weapon

Systems Support; Dennis West, deputy, Fleet Readiness Centers, NAVAIR; Brig. Gen.(s) Matthew Glavy, Headquarters Marine Corp incoming assistant deputy commandant for Aviation; and representatives from U.S. Marines Forces Command, Aviation Logistics Division; NAE Carrier Readiness Team; Program Executive Office Aircraft Carriers, Aviation Systems; Commander, Naval Air Forces Atlantic; Center for Naval Aviation Technical Training; *USS Theodore Roosevelt* (CVN-71); U.S. Marine Corps Headquarters, Aviation Logistics Strategy and Plans; and contractor support also attended.

NAE and Dwight D. Eisenhower leadership also discussed: ships' access to the Continuous Performance

Improvement Management System; CPI classrooms aboard other ships; challenges associated with Information Assurance Vulnerability Alert software updates; long lead time on procuring parts; the availability of welding services and associated equipment; part obsolescence; the skill sets and experience levels of incoming Sailors; visual communications training for quartermaster and signalman rates; calibration; how the ship assists Sailors in acquiring high-demand Navy enlisted classifications; and challenges associated with accessing information stored in multiple databases. NAE leadership took these and other issues back to their commands for further review and possible action. ■

*(DCPO continued from Page 3)*

makes our [Consolidated Ship's Maintenance Plan] reviews and preparing for [Board of Inspection Surveys] easier too," he said.

Keeping track of training and qualifications can also be done using the program. "We can determine what training is necessary and can focus on what we need to teach," said Wyle. "Sailors who need damage control qualifications can log into the system and see which ones they need and have a link to the coursework."

The capability is available throughout the ship. "Anyone can log in and know where [Naval Ships' Technical Manual] parts are located," said Wyle. "They click on the part to see how many are in stock, and can print out a receipt to request it. Because of the 5S work that was done in the Engineering Department, everything has a bin number and it is

easier to access. We keep those receipts and inventory our supply and the database."

DCPOs have been using another feature of Repair Central to perform their jobs better – the bulletin board. "That feature has increased communication among the DCPOs who use it to share tips and tricks," he said.

Wyle, who created and has refined the program over the course of 12 years, has used it while assigned to *USS George Washington* (CVN 73) and *USS Ashley* (IX-83). Learning programming required him to step outside of his comfort zone, he said, but it is a tool he has found to be immeasurably useful to improve readiness aboard ship, reduce the workload on Sailors and be proactive.

"It can be replicated on any ship," he said. ■

*(Sommers continued from Page 4)*

them to “AIRSpeed” their way out of his office.

Word of the encounter soon made it to his then commanding officer, Lt. Col. Jonathan Gackle, who “educated” Sommers on the value of CPI and instructed him to attend the next green belt course as a first step to embracing the command’s culture.

“For the first few days, I argued, questioned, and disagreed with pretty much everything the instructor was saying,” said Sommers. But soon, he too became a believer.

“Eventually I realized the instructor was saying exactly what I believed,” he said. “There is a lot we can improve on.”

Sommers often tells this story to yellow and green belt students as a way of letting them know he understands their initial skepticism.

But this story has an epilogue as well. He later went on to become MALS-12’s AIRSpeed Division chief, and attended black belt training and the Logistics Chain Improvement Practitioner Course. In FY11, his work contributed to MALS-12’s ability to reduce the average daily number of aircraft that were non-mission capable due to supply by two. Sommers was awarded the 2011 Enterprise AIRSpeed Leadership Award for his accomplishments.

### Tailoring a few good ideas

Sommers’ successes includes his work on the ALR-67 Radar Warning Receiver which cost avoided more than \$200,000, and was based on projects conducted at MALS-11 and Naval Air Station Le-



Master Sgt. John Sommers

moore. “Any event we are ready to perform is first researched in the [Continuous Performance Improvement Management System] to see if any Navy or Marine command has done something similar,” he said. “If any events are found, we will review and brainstorm among ourselves to determine what we can possibly gain that will make our event either easier or better.” This process allows the team to take differences in supply chains, external support, depot-level assistance, and other factors into consideration.

“We took the lessons learned from each site. Because we could justify our need, MALS-12 received its bench upgrade earlier, which took care of the reliability issues maintainers were constantly dealing with.

“The team also identified the need to conduct a rapid improvement event on one shop repairable assembly, the A-11 card. This card, which was only ordered three times but due to cannibalizations appeared on eight different [expeditious repair requests], accounted for 90 percent of the ALR-

67’s awaiting parts time,” he said.

The Human Capital Project, which allows maintainers to work a dedicated schedule without interruptions and sets aside time for them to conduct administrative and other required tasks, is another solution that was replicated at MALS-12. As a result, this doubled the time Marines spent on maintenance and the number of components that exceeded their times to reliably replenish (TRRs) was reduced by 50 percent.

“This is overall equipment effectiveness applied to the manufacturing world –looking at your utilization of manpower and assets that are available - benches in our case – and try to max them out as a first step in fixing TRRs and BMT [Buffer Management Tool],” said Sommers.

“I have been looking at this for many years. We underutilize or mismanage personnel and equipment,” he said. “The normal amount of turnaround time spent AWM [awaiting maintenance] is 80 percent of the total time; in the O-level (organizational-level), more than 50 percent of NMC [non-mission capable] time is NMC due to maintenance and close to 90 percent of that is AWM. That means the work center has all its parts for the repair, but the component is not being worked on. I believe it is caused by how we structure our work day with other activities such as urinalysis, training, medical, and dental,” he said.

### Taking CPI to the O-level

MALS-12 conducted a rapid improvement event at Marine Fighter Attack Squadron (VMFA) 242 which

*(Sommers continued on Page 13)*

*(Sommers continued from Page 12)*

reduced the time aircraft spent in phase maintenance from 21 to 10 days.

Prior to the event, it took VMFA-242 three weeks to complete the inspection and return it to the flight schedule as a ready basic aircraft (RBA). Before the event, maintainers would troubleshoot pre-existing gripes, preventing the inspection from moving forward. Because they knew that the aircraft would be down, high-demand components were cannibalized. "The future state developed during the event called for two days for technical directives, two days for the look phase, and six days for aircraft grooming, which would get the aircraft back on the flight schedule 11 days earlier," said Sommers. "The pilot conducted during the control phase of the event actually had the aircraft back in an RBA status in four days."

Establishing a Aeronautical Material Screening Unit (AMSU) in Supply's warehouse, also contributed to the increase of RBA on the flight line. All repaired components are required to have automated log set (ALS) associated with it -- records that provide its historical maintenance tasks and usage, he said. Those records, however, were not always generated, which meant components could not be put into aircraft until the squadron received the ALS. Now AMSU tracks all components inducted into and distributed by maintenance and verifies that its ALS is up-to-date.

### Compressing the last "tactical mile"

Not all readiness degraders at MALS-12 had internal causes.

Sommers said one of MALS-12 most involved and far-reaching events is the 706 Off-Station Requisition Process. "Our supply officer determined that the MALS was being held responsible for the long lead time for parts that it had no control over," said Sommers.

An analysis of more than 75,000 requisitions conducted over a course of a year found that almost 570 items - 135 repairables and 432 consumables normally supplied from CONUS - met the criteria to be stocked locally in Japan at Defense Distribution Depot Yokosuka (DDJY). (To meet this criteria, a component must have been requested a minimum of four times in at least two months during the past 12-month period.)

"These components accounted for 1,413 repairable requisitions and 2,680 consumable requisitions, of which 178 were identified as being non-mission capable supply (NMCS). The analysis showed that the average shipping time for the consumables

took an average of 1.9 days longer and shipping for the repairables took an average of 7.88 days longer from CONUS than from DDYJ. This added up to a total of 853 days extra NMCS time solely for the fact that the material was being shipped from CONUS rather than DDYJ.

"Further analysis showed that if these items had been stocked locally at the Marine Corps Air Station Logistics Warehouse located at Iwakuni instead of DDYJ, a total of 1,946 days - or 5.3 years - of NMCS time could have been eliminated," he said.

Since the presentation of this data, NAVSUP Weapon Systems Support has increased the range and depth of 245 repairable components in DDYJ's stock. This event has generated several others that are currently underway.

### A shared recognition

Sommers identified MALS-12

*(Sommers continued on Page 16)*



A powerline technician with Marine All-Weather Fighter Attack Squadron 242, checks components on an F/A-18D Hornet jet after a pro-flight. Photo by Cpl. Jennifer J. Pirante/Marines.mil

*(Walsh continued from Page 4)*

time of induction you have the repairable and the consumable for the repairable bundled as a package to the maintainer. There is no way to achieve that without trend analysis.”

And Walsh’s drive to create tools to provide that capability to maintainers paid off – literally. He received a monetary award in January for developing the Weighted Degradation System, a statistical analysis model originally designed to assist in expediting troubleshooting and subsequent repair of the F/A-18 APG Radar Transmitter. The primary focus of this event was the Wing Encoder Decoder (WED) repair process. The WED A1 circuit card assembly was determined to be the primary failure and the following bit piece parts (Q6), and/or (Q4) transistors are the most repetitive failures (high probability/root cause) as identified through trend analysis. A simple test procedure was identified to determine if these transistors had failed prior to the initial Consolidated Automated Support System run. If identified as bad they were replaced and traditional test set procedures were followed. This greatly reduced the turnaround times for this component. Similar procedures were established for other components.



Rear Adm. (sel) C.J. Jaynes, Naval Aviation Systems assistant commander for Logistics and Industrial Operations, presented then Aviation Electronics Technician 2<sup>nd</sup> Class Richard Walsh with the Enterprise AIRSpeed’s 2011 Master Gunnery Sgt. John S. Evancho Innovator of the Year aboard *USS Kearsarge* (LHD-3) in February.

Each part is “weighted” for certainty and frequency. (See sidebar, Weighted Degradation System rating scale on Page 15. A high weighted value represents a probability that the replacement part is the root cause of the failure. Use of the model has been extended to troubleshoot other components. In conjunction with PMA 265’s BOA SRA Matrices which analyzed trends in BOA codes, it has been validated to realize a return on investment of \$25 million over the lifetime of the F/A-18 APG Radar System. (A BOA is an identification code that indicates a fault.)

“This process should not be considered as a replacement for manually troubleshooting the rest of the circuit around that item or for understanding failures iterations,” he said. That is a skill set maintainers will continue to need. As aircraft and their components get older other types of repairs will begin to emerge. But this process can be replicated at that point once they are identified.” (For more information on the model and the award, go to DoN CPI Gram: [https://www.portal.navy.mil/comnavairfor/Naval\\_Aviation\\_Enterprise/AirSpeed%20Newsletters/Newsletter\\_Repository\\_2012/DoN\\_CPI\\_Gram/March\\_2012.pdf](https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter_Repository_2012/DoN_CPI_Gram/March_2012.pdf)) (Note: This is a CAC-enabled link)

The project that had the greatest impact in FRCMA Site Oceana, in his view, was the Individual Component Repair List (ICRL) Optimization project. The project fo-

*(Walsh continued on Page 15)*

## Other CPI accomplishments

- Walsh was a major player in the research and development of a new financial metric for Commander, Fleet Readiness Centers (COMFRC) which aligned best maintenance practices with positive financial results while capturing the true value of the Fleet Readiness Center’s Fleet Capability Alignment Program (FCAP) process. (FCAP enables FRC sites to compare their current processes, defined by national item identification number (NIIN) to the site’s fiscal year baseline. It generates reports that show whether a site is spending more or less on each NIIN it processes.) It is currently under review at COMFRC for review and validation.
- His efforts also have contributed to an increase in FRCMA’s ready for issue to beyond the capability of maintenance rate from 51.4 percent to 82 percent, a 46 percent reduction in expeditious repairs and a 25 percent decrease on work in progress.
- As an E-5, Walsh was a member of Naval Air Systems Command F/A-18 and EA-18G Program Office’s Integrated Vehicle Health Management Initiative. As part of the team, he identified several design issues on the F-18 Generator Control Unit which led to the development of the BOA Malfunction Codes to Shop Repairable Assembly Matrix and its associated weighted degrader.
- As the Depot Artisan Site Implementation Team leading petty officer, he coordinated the achievement of \$34 million beyond the capability of maintenance interdiction (BCMI) cost avoidance and \$17 million in FCAP cost avoidance in FY 11, including an all time NAE BCMI record of \$5.6 million in the month of March 2011.

## Weighted Degraded System rating scale

Each component was weighted based on the following rules:

- If a fix was achieved the first time 10 points are applied
- If a technician worked on a given repairable multiple iterations and eventually fixed it, five points are applied to the last maintenance iteration because of lack of certainty
- If there are multiple parts ordered, the value is split because of the lack of certainty
- Once the data has been gathered from the site or the Enterprise, it can then be mapped over the location of the corresponding components on a schematic three dimensionally with the height of the bar reflecting the weighted value (See graphic below)
- This allows a maintainer to understand how the primary failure modes fall into groups and also the collateral damage paths for each failure mode



A three-dimensional model that reflects the weighted value of components most likely to need repair. Data is notional.

*(Walsh continued from Page 14)*

cused on the items Oceana processed in FY10 in Material Control - 14,953 NIINs – all of which held X1 status and would automatically be sent to another maintenance facility for repair. Using the NIIN Analysis tool, it was discovered that 45 of the 14,953 items were repaired at other facilities and limited repair capability. Not only did this effort allowed approximately 280,060 maintenance man-hours to be real-

located and cost avoided more than \$2.7 million, but the outcome will continue to yield cost savings for the command each year.

(For more information on Walsh's successes, see sidebar – [Other CPI accomplishments](#) on Page 14 or read about Oceana's Boots-on-the-Ground site visit at [http://www.public.navy.mil/airfor/nae/Current%20ReadinessEnterprise%20AIRSpeed%20Newsletters/Volume\\_10\\_Issue%202\\_Posted\\_February\\_2012.pdf](http://www.public.navy.mil/airfor/nae/Current%20ReadinessEnterprise%20AIRSpeed%20Newsletters/Volume_10_Issue%202_Posted_February_2012.pdf))

### Support from many sources

A skeptic at first, Walsh said that with the help of driven mentors and a supportive command, CPI changed his life for the better. Working in an environment that embraces the culture of CPI is the real impetus of change, he said. "The real turning point at any command occurs when you have sincere top level support. In our case, it was truly from the top down – first from Capt. [William] Bransom, who was FRCMA CO [commanding officer] before Capt. [James] CoBell assumed command, to the current CO [CoBell], from the officers in charge and maintenance officers and the entire chain of command. When your senior leaders support something sincerely, the chief's mess follows. Then your junior Sailors come along. As I was watching all of these projects occur across the command, I could feel the unit coming together towards a common goal," he said.

Walsh also credits his mentors for his success. "They were truly amazing – Matthew Bellonis (then a DRC contractor) and Jeff Woell, (a contractor working with from the Naval Air System Command F/A-18 and EA-18G Program Office's Integrated Vehicle Health Management), and Jim Reiersen (Commander, Fleet Readiness

Centers AIRSpeed lead) just to name a few. With their gentle stick and rudder my ideas and projects slowly but surely improved and matured," said Walsh.

### Enabling the Naval Aviation of the future

As a leader and as a black belt, Walsh looks at any process with a long time horizon. "I no longer am focused on today or tomorrow, but on high level goals 10 or 20 years from now in some cases," he said.

*(Walsh continued on Page 16)*

*(Walsh continued from Page 15)*

That includes the future fiscal and physical environments in which Sailors and Marines will be working and fighting, Walsh said.

While Walsh knows his efforts benefit the maintainer working in the work center today, he also believes they will yield even greater dividends in the future.

And just like Steve Jobs, Walsh believes Sailors should go beyond today's lessons learned.

"My suggestions and events are groundbreaking and knocking down barriers allowing far more impactful

ideas from the fleet to flood the Navy in the years to come. Everything I have been working on is laying a foundation for the Sailors and Marines who will come after me, most of whom are far more intelligent than I could dream of being," said Walsh.

"Yes, they should look at their current paradigms – and then throw them away," he said. "What got them to that paradigm won't resolve problems."

Their perseverance to implement innovative solutions, he believes, will be a key component to accomplish change not just in their corner of the world, but throughout Naval Aviation. ■

## Reminder:

### Due date to submit initiatives to Future Readiness CFT for POM 15 is July 16

The deadline to submit initiatives to the Naval Aviation Enterprise Future Readiness Cross Functional Team (FR CFT) for this year's Program Objectives Memorandum 15 budget submission is July 16. Submitted initiatives should credibly demonstrate the ability to improve readiness and/or reduce sustainment costs associated with fielded weapons system platforms and associated infrastructure, now and in the future.

FR CFT initiatives focus on two specific areas:

- Platform-specific initiatives that use credible data to demonstrate a significant readiness impact and/or

quantify reduced total ownership cost.

- Big-picture, systemic, cross-platform initiatives that use quantifiable projections to demonstrate a positive readiness impact and/or reduced total ownership cost.

The investment must be within the Future Years Defense Program, proposals must be Technology Readiness Level 6 or higher, and the initiatives must not be a replacement for routine Program Related Logistics/Program Related Engineering and funding, studies, or military construction.

Subject matter experts from Naval Air Systems

Command and the FR CFT will gather, score, and champion inputs. The review is scheduled to be completed by Aug. 15 and a prioritized list will be presented to NAE leadership. Initiatives will also be briefed to the Type Commander (TYCOM) Priority Panel for consideration on the TYCOM Priority List. Supported initiatives will be championed in POM 15 budget submission.

Questions and inquires on the submission process should be directed to [NAE@navy.mil](mailto:NAE@navy.mil), Subject Line: FC CFT POM-15 Initiatives. For more information, read the June Air Plan at: [https://www.portal.navy.mil/comnavairfor/Naval\\_Aviation\\_Enterprise/Air%20Plans/24-June12\\_Air\\_Plan.pdf](https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Air%20Plans/24-June12_Air_Plan.pdf) (Note: This a CAC-enabled link) ■

*(Sommers continued from Page 13)*

Commanding Officer Lt. Col. Charles Redden as the driving force behind the success in the command. "From his desire to pick me as the AIRSpeed officer and chief based on experience, not the [military occupational specialty] billeted for the position, to his constant support which brings command wide involvement, MALS-12 CPI is a team effort. The 2011 Enterprise AIRSpeed Leadership Award is a unit award that just happened to be given to an individual," said Sommers. "The training I provided, events we performed, and improvements we have made and continue to make at MALS-12 directly re-

flects the contributions I have received from all levels of the command, from the commanding officer down to the work center level."

Since his first introduction to CPI, he sees problems differently than he did before. "In the past, I looked at many things as not being possible because of some constraint or another. I have spent time in my career at the O-level, [intermediate] and wing levels and always saw someone who was at fault and who caused the process to be broken," said Sommers.

"Because of CPI, I've really learned to look at every situation as a potentially beneficial improvement." ■

## Links of interest

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1. **Fleet Readiness Center Southwest *Almanac*\***  
This issue features include a synopsis of the Commercial Technologies Maintenance Symposium and the 5th Annual Maintenance Skills Competition.  
[https://www.portal.navy.mil/comnavairfor/Naval\\_Aviation\\_Enterprise/AirSpeed%20Newsletters/Newsletter\\_Repository\\_2012/FRCSW\\_Almanac/FRCSW\\_Almanac\\_Vol\\_5\\_Issue\\_6.pdf](https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter_Repository_2012/FRCSW_Almanac/FRCSW_Almanac_Vol_5_Issue_6.pdf)
2. **DoN *CPI Gram* – June\***  
DoN's CPI training schedule and tips on iGrafx and Minitab are available in this edition.  
[https://www.portal.navy.mil/comnavairfor/Naval\\_Aviation\\_Enterprise/AirSpeed%20Newsletters/Newsletter\\_Repository\\_2012/DoN\\_CPI\\_Gram/June\\_2012.pdf](https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter_Repository_2012/DoN_CPI_Gram/June_2012.pdf)
3. **Northrop Grumman unveils U.S. Navy's MQ-4C BAMS Triton**  
The Triton will be an adjunct to the P-8A Poseidon as part of the Navy's Maritime Patrol and Reconnaissance Force family of systems.  
[http://www.navy.mil/submit/display.asp?story\\_id=67815](http://www.navy.mil/submit/display.asp?story_id=67815)
4. **First CH-53E trainer arrives in Hawaii**  
This system fully supports training for CH-53E crew coordination, emergency procedures, aerial refueling, terrain flight, confined area landings and shipboard operations. Training can be conducted in day mode or simulated night environment using night-vision goggles.  
<http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=5036>
5. **Atlantic Test Ranges acquires permanent Lakehurst telemetry site**  
A state-of-the-art mobile telemetry system that provides real-time data to test engineers, the system allows the Navy to measure and transmit data from remote sources for all aircraft tested at Joint Base McGuire-Dix-Lakehurst, N.J.  
<http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=5040>
6. **First asymmetric weapons load test for F-35B**  
An F-35B Joint Strike Fighter test aircraft BF-2 completed the first test flight for the short takeoff and vertical landing variant with an asymmetric weapons load – an AIM-9X Sidewinder inert missile on the starboard pylon, a centerline 25 mm gun pod, and a GBU-32 and AIM-120 in the starboard weapon bay.  
<http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=5034>
7. **NAE *S&T Sitsum*\***  
In this edition, the Office of Naval Research's Future Naval Capability Survey of Industry Science and Technology Investments Request for Information are highlighted.  
[https://www.portal.navy.mil/comnavairfor/Naval\\_Aviation\\_Enterprise/AirSpeed%20Newsletters/Newsletter\\_Repository\\_2012/NAE\\_S-T\\_SITSUM/June\\_2012.pdf](https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter_Repository_2012/NAE_S-T_SITSUM/June_2012.pdf)
8. **FRCSW delivers F/A-18D under costs and ahead of schedule**  
The maintenance cycle was completed 700 man hours ahead of schedule with a cost savings of more than \$175,000 to the U.S. taxpayer.  
<http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=5047>
9. **First external weapons test flight for the F-35C**  
The carrier variant of the F-35 Joint Strike Fighter flew for the first time with external weapons June 27.  
<http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=5048>

*\*- Site is CAC-enabled. Some readers may not be able to access the link.*

*Content in this publication has been cleared for release.*