

# Current Readiness & Enterprise AIRSpeed Newsletter



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## Manning is all in the “details”

By the F/A-18 TMS Team

**A**s maintenance leaders, we continually espouse the mantra “maintenance by walking around.” How does this translate to staff personnel who do not have hands-on contact with aircraft or contact with pilots and aircrew but are respon-

sible for supporting our assigned missions? We get alerted, energized via email, telephone conversations or message traffic on sundry fleet issues.

It’s pretty simple really. Our missions are to man, train, and equip the fleet. To do what? Generate readiness. With that

*(Details continued on Page 5)*

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## Update your bookmarks!

The Naval Aviation Enterprise, Current Readiness and Enterprise AIRSpeed web pages have found a new, permanent home. Check it out!

<http://www.public.navy.mil/airfor/nae/Pages/Home.aspx>  
[http://www.public.navy.mil/airfor/nae/Pages/Current\\_Readiness.aspx](http://www.public.navy.mil/airfor/nae/Pages/Current_Readiness.aspx)  
<http://www.public.navy.mil/airfor/nae/Pages/AIRSpeed.aspx>

Don’t forget to follow us on Facebook and Twitter as well!

<http://twitter.com/naepao>  
<http://www.twitter.com/NAEAIRSpeed>



### New NAE Leadership

Vice Adm. David Architzel, former Principal Deputy Assistant Secretary of the Navy (Research, Development and Acquisition), assumed command of Naval Air Systems Command on

May 18th. Architzel replaces Vice Adm. David Venlet who is now serving as the program executive officer for the F-35 Lightning II Program. For a virtual glimpse into the change of command ceremony, go to



Vice Adm.  
David Architzel

[https://homepages.](https://homepages.navair.navy.mil/itim/2010/Vector_19May10.pdf)

[navair.navy.mil/itim/2010/Vector\\_19May10.pdf.](https://homepages.navair.navy.mil/itim/2010/Vector_19May10.pdf)

## IMERs at the right place at the right time and at the right cost

By the NAE Air Launched Weapons Team

**I**n 2006, despite Naval Aviation’s inventory of approximately 1,000 Improved Multiple Ejector Racks (IMER), there were not enough of these assets in the right place, at the right time at the right cost to meet the fleet needs.

The issue garnered the attention of Naval Aviation Enterprise (NAE) leadership when Commander, Naval Air Forces (CNAF) received a readiness degradation message concerning a shortage of IMERs. CNAF endorsed the message and requested Naval Air Systems Command (NAVAIR) Program Manager Air (PMA) 265 to approve the use of Improved Triple Ejector Racks (ITER) in F/A-18A-F for light practice

*(IMERs continued on Page 3)*

# Purposing, prototyping and positioning: A look at what's going on in MALSP II

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

**T**he Marine Aviation Logistics Support Program II (MALSP II) Project Office reached several notable milestones and accelerated its information technology (IT) proto-typing of operations within a time-domain across a nodal lay down. The IT initial operational capability (IOC) target date moved from 2014 to 2010 during the last 10 months.

“Our Marines need the capabilities of MALSP II now. They are engaging an increasingly adaptive threat,” said Lt. Col. Vince Clark, MALSP II Project Office lead.

The completion of several high-level documents that define the requirements and capabilities of its IT program – Marine Aviation Logistics – Enterprise Information Technology (MAL – EIT) – is one accomplishment that will enable the time-domain nodal lay down to be achieved in 2012, two years ahead of its originally scheduled date of 2014.

In the past, MALSP II has been described as a fundamental change in the way Marines do business – transforming Marine Aviation Logistics from a “push” system to a “pull” system using a series of nodes to improve aircraft readiness and logistics support in any environment.

“However, it is much more dynamic and complex; the planning and execution reflect that,” said Clark. “It is a material and non-material ‘family’ of systems which includes people, parts, repair capability, information technology solutions and transportation.” Responsibilities for those components other than IT do not reside in the MALSP II Project Office.

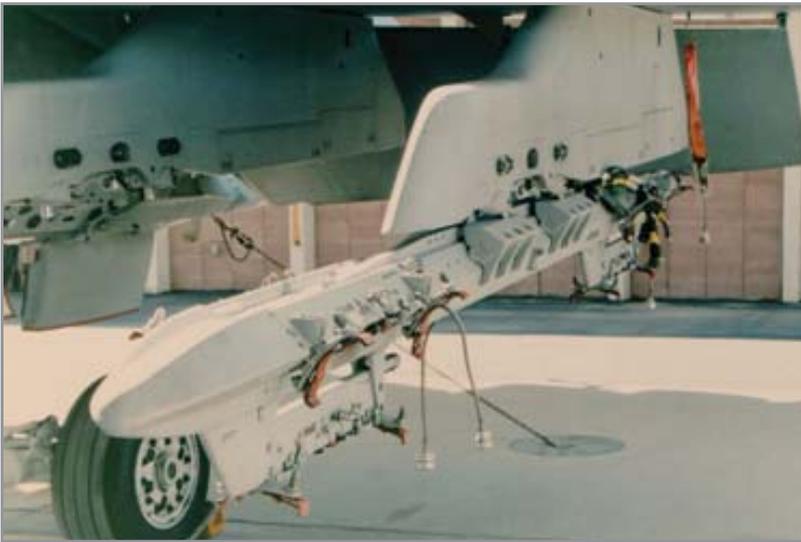
“We must precisely develop each component of MALSP II to ensure that it is executable. Aligned documents, such as the Concept of Operations, the Capstone Document

*(MALSP II continued on Page 4)*



(Above) An MV-22 Osprey with Marine Medium Tiltrotor Squadron 261, 3rd Marine Aircraft Wing (Forward), spins up in preparation for a day full of missions at a forward operating base in Afghanistan in this photo dated April 24. The Osprey continues to prove a valuable asset for “shrinking the battle space” in 3rd MAW (FWD)’s operations area, flying faster and farther than any assault support aircraft in the region. (Below) Two Marines from Marine Heavy Helicopter Squadron 461 (Reinforced), 22nd Marine Expeditionary Unit (MEU), perform maintenance on a CH-53E Super Stallion during its humanitarian assistance assignment to Haiti in January. A project to develop and model MV-22 “Osprey” and CH-53E “Super Stallion” spares allowances that will support new MALSP II methodologies and concepts are currently underway. Photos by Gunnery Sgt. Steven Williams, 3rd Marine Aircraft Wing (FWD) and Lance Cpl. Christopher M. Carol, 22nd MEU, respectively.





An IMER on an F/A -18

(IMERs continued from Page 1)

ordnance. The price tag for the ITER flight clearance was approximately \$1.5 million. When the request was “racked and stacked” against other requests, it ranked near the bottom of the priorities list, preventing a near-term solution.

It was perfect timing. The Air Launched Weapons Team (ALWT), a cross-functional team of the NAE’s Current Readiness, had been recently stood-up in July 2006 and it fell within their purview to resolve the reported shortage.

In October 2006, ALWT determined that out of 1,007 IMERs in inventory, there were 650 ready for issue (RFI). The team knew that 30-40 years ago, when the MERs were procured, requirements were tied to aircraft inventory. Also, the team knew that in the new age of continuous process improvement, cost-wise readiness and enterprise behavior, the existing IMER inventory would experience improved management and distribution if tied to readiness.

ALWT initiated an action in process (AIP) to “establish IMER entitlement tied to Fleet Readiness Training Plan (FRTP) to

ensure readiness and IMER’s long-range health.” A barrier removal team (BRT) was formed consisting of representatives from Commander, Strike Fighter Wing Atlantic (CSFWL); Strike Fighter Weapons School Atlantic (SFWSL); Commander, Naval Air Forces (CNAF); and NAVAIR PMA-201.

With funding constraints and the delay of ITER’s flight clearance due to higher funding priorities, the BRT set out to identify what a squadron needs or what it was “entitled to” in order to achieve readiness. The team decided to link IMER entitlement to the NAE’s established aircraft ready-for-tasking (RFT)/ready basic aircraft (RBA) entitlements. These entitlements identify the number of RFT aircraft required to support the flying hour program, aircrew training, contingency and deployment requirements. Tying IMER entitlement to RFT/RBA entitlement provides the appropriate numbers of IMERs, as well as where to locate assets for Navy and Marine Corps training and deployment requirements (including shore-based activities).

(IMERs continued on Page 5)



### Keeping them flying

(Above) Fleet Readiness Center Southeast (FRCSE) Commanding Officer Capt. Paul Sohl (left) listens as Artisan Tuan Duo explains how he rebuilds a hat assembly on a T-34 Beechcraft trainer during a site visit at Naval Air Station (NAS) Whiting Field.

FRCSE artisans provided quick solutions for the joint services training command after fleet maintainers performing routine inspections discovered cracks in the rudder assemblies (right) of numerous T-34 Beechcraft aircraft in February. The solution was designed, funded and resourced from inception to completion in only 54 days. The cracks were a topic of discussion during the March Naval Aviation Enterprise Air Board and highlighted during the “Boots-on-the-Ground” site visit hosted by NAS Jacksonville last month. For more information, go to <http://www.intelink.gov/go/w5rX2n>. Photo by Vic Pitts, FRCSE



*(MALSP II continued from Page 2)*

and the Initial Capabilities Document, will not only provide stakeholders with a blueprint of the way forward, but are the first steps to making MAL – EIT a program of record,” said Clark.

A major component of MALSP II defined in the documents is the Remote Expeditionary Support Package (RESP). Dependent on the establishment of End-to-End (E2E) aligned logistics chains for each type/model/series (TMS), a RESP is the initial basic package of material buffers based upon demand profiles for 30 days (or more, depending on the need) of combat operations.

In December 2009, the Aviation Allowance Working Group was assigned a project to develop and model MV-22 “Osprey” and CH-53E “Super Stallion” Aircraft Procurement, Navy (APN)-6 aviation spares allowances that will support new MALSP 2 methodologies and concepts.

MALSP support packages are currently built to support large scale operations but often lack the range of spare parts that are required to support distributive operations. In collaboration with the Naval Inventory Control Point (NAVICP), the Project Office is working to build and test new allowancing products that align with current and future distributive operations by providing enhanced support capabilities. The new allowances will be calculated using existing NAVICP allowancing tools, and then the Project Office will use the new allowances to create tailored support packages.

Once these packages have been developed, the Project Office has tasked NAVAIR 6.8.2.2 to employ the Prediction of Daily Demand (PODD) and the MALSP II Process Flow Model (MPFM) to determine and evaluate the effectiveness of the packages based upon multiple operational scenarios. PODD allows the prediction of daily demand patterns based upon historical removal and predicted aircraft utilizations. The MPFM provides the simulation of the buffered nodal supply chain. The use of simulation allows virtual execution of hundreds of deployments. The outputs of these simulations will

be analyzed to determine the effectiveness of the new allowances and the tailoring process.

The MV-22 was initially selected because NAVICP was preparing the Program Objectives Memorandum 13 budget submission for APN-6 spares requirements. Additionally, the MV-22 is still being fielded and it is imperative to purchase the right mix of spare parts based upon new MALSP II support and sustainment concepts as early in the aircraft’s life cycle as possible. The airframe’s current Fly-in Support Packages and Peculiar Contingency Support Packages are built to support 24 and 36 aircraft, respectively, and these packages do not have adequate depth to support squadrons operating from multiple Forward Operating Bases (FOBs) simultaneously. The new support packages being developed will model smaller deployable packages for 12 and six aircraft. If this project is successful, NAVICP could change its allowancing process which will transform methodologies used to support Marine Aviation in the future.

A second component of MALSP II is the Contingency Support Package (CSP) Program. Because the current CSP, which directs the distribution of personnel, parts, support equipment and mobile maintenance facilities (MMF), is designed to support current doctrine, it must be reconfigured to align to MALSP II.

Transportation operations will undergo a change as well. MALSP uses MMF to transport, house and maintain supplies and equipment in forward-deployed environments and resources them in anticipation of demand. Under MALSP II, supply buffers will be positioned at nodes and the use of military and commercial transportation providers will be optimized.

MAL – EIT is another capability that recently emerged as a crucial and distinct component of MALSP II, said Clark. “Marines must execute day-to-day maintenance operations, have visibility across the supply chain and know transportation availability in near real time wherever they operate. The movement of parts and data will be

enabled by MAL – EIT – a deployable, automated, wireless logistics management and decision solution.”

The first step to MAL – EIT was launched in January 2010. The Project Office has worked with NAVAIR 6.8.4 and a contractor to define functional and technical requirements for the development of an AIRSpeed Analysis Tool (AAT). AAT is being developed to replace the Enterprise Logistics Analysis Tool (ELAT), and it will provide a buffer sizing capability which will be able to interface with R-Supply, the Expeditionary Pack up Kit (EPUK), and the Next Generation Buffer Management System (NGEN BMS). AAT is currently scheduled for release during the first quarter of Fiscal Year 2011.

On January 13, the Operational Concept Description for the Logistics Planning Tool (LPT) was completed. Additionally, EPUK Release 1 development is near completion and is scheduled to be ready for field testing in the fourth quarter Fiscal Year 2010. AAT, LPT, EPUK-2, and NGEN BMS are all part of a family of systems which will eventually comprise MAL – EIT.

Other capabilities that will enable and must be aligned with MALSP 2 have also been identified. They include the Aviation Logistics Support Ships, Maritime Pre-positioning Force, Expeditionary Delivery Systems, and the Geographic Pre-positioning Program (A program that strategically places military equipment and supplies in key areas worldwide to ensure rapid availability during a major theater war, a humanitarian operation or other contingencies). Collaboration efforts are currently underway to address potential shortfalls and gaps.

“We’ve done a lot of work over the last ten months, but there is still much to accomplish,” said Clark. “Our efforts are a continuation of Marine Corps Aviation Current Readiness and E2E initiatives. When fully implemented, MALSP II will be a critical enabler to Aviation Combat Elements of the Marine Air Ground Task Force by making it more agile, responsive and lethal.” ■

*(Details continued from Page 1)*

said, the wing staff is here to work the barriers as best as possible in order to pave the way more smoothly so that squadrons can optimize the assets they get to do their mission.

One example is the recent manpower imbalance in the Hornet community. During the December 2008 F/A-18 type/model/series (TMS) Air Board, then Commodore Hal Murdock stated that if it was not corrected, the way Sailors were assigned to billets would result in an impact to readiness that would take the community a long time to recover from. As a result of that Air Board, Commander, Naval Air Forces (CNAF) and Naval Aviation Enterprise Air Boss, Vice Adm. Tom Kilcline, Jr., established what would later be called the Distribution Challenges Barrier Removal Team (BRT). Admiral Kilcline determined the issue worthy of direct flag-level leadership and so appointed Rear Adm. Patrick McGrath, Commander, Naval Air Force

Reserve, as lead.

What began as a chief petty officer level manning imbalance between East and West coast squadrons was expanded to include an examination of the detailing system. As a result of this profound leadership and months of hard work by senior-level leadership within CNAF, (primarily Force Personnel staff), some very significant detailing and assignment business rules have been changed. This cross-functional BRT made several recommendations that, when incorporated, would result in favorable outcomes.

Not all the recommended solutions were possible simultaneously. Two however, have been implemented and are making significant impacts. The Career Management System (CMS) at the time of the BRT had a “red zone” detailing window – a reference to a time that was beyond a Sailors normal rotation date. It could also indicate a time when a Sailor was coming

off limited duty. The improved CMS shifts the red zone to the “left” allowing detailers more time to assign Sailors to high priority billets. Eligible Sailors are now more “available.”

The second positive action established a process to allow each type wing to submit lists of billet priorities to CNAF for possible consideration as red zone candidates. The list is scrubbed by CNAF prior to submitting to Navy Personnel Command for posting. This process has taken the manning process from fixing it at the wing level at the eleventh hour, to getting the right bodies into the right billets at the right time. This coordinated solution created by Enterprise stakeholders, called “Projected On Board” was developed in nine months. During the months before full implementation, the gaps stabilized and the fleet’s manpower imbalance saw a marked improvement. ■

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*(IMERs continued from Page 3)*

The approach to identifying actual need (entitlement) for Navy and Marine activities included:

- Using the existing NAE aircraft RFT metric against the FRTP:
  - Each squadron under the Fleet Readiness Plan (FRP) would have varying entitlements based on its current phase of training/deployment/sustainment;
  - Each forward deployed naval force, Marine, unit deployment program and shore command would have constant entitlement numbers (With one exception, however. Squadrons deployed with carrier air groups (CAG) would assume the CAG squadron entitlement.);
- Developing a three-year schedule and deriving entitlements per squadron on a per month basis using the Transition Squadron Process Action Team – 37 (TSPAT-37) plan; since superseded by the Master Aviation Plan;
- Based on first two steps, determining the highest monthly entitlement

during a 36-month future period (This timeframe was expanded from its original 32-month period.);

- Validation of the BRT’s results by Navy and Marine Corps squadrons.

The ALWT’s BRT also identified the correct entitlement as the highest month’s total need during the three-year cycle. By linking IMER entitlement to aircraft RFT/RBA, the BRT discovered that there was not a shortage of IMERs, but rather a distribution problem across the fleet.

The total entitlement for the fleet was 560 IMERs in the fall of 2007 – 90 IMERs less than the 650 that were RFI. The team re-validated these numbers with the fleet and then submitted the numbers to CNAF N40 for review. After final review by the staff, CNAF formally published the authorized readiness-based IMER standards for Navy and Marine Corps Hornets. This effort cost avoided the \$1.5 million ITER flight clearance for the near term. This effort benefited from the rapport and the cross functionality established by the BRT.

However, the IMER’s increasing rework costs and age-related loss of assets begged for a longer-term fix.

For the long term, ALWT member PMA-201 performed a business case analysis that revealed how to sustain readiness until the initial operational capability (IOC) of the Multiple Purpose Bomb Rack (MPBR), the IMER’s replacement for the F/A-18E/F, comes online (F/A-18A/D will continue to use IMER/ITERs for the duration of the aircraft’s life). After an extensive study, PMA-201 developed a plan to optimize existing inventory and gain ITER flight clearance for practice stores. Once the ITER flight clearance is in place, in Fiscal Year (FY) 11, depot repair for the IMER will cease, realize a net cost avoidance of \$11.7 million and eliminate the projected IMER shortage in the out-years.

IMER inventories remain stable with no substantial degraders in the foreseeable future. The MPBR program continues to progress as expected towards a FY-17 IOC. ■

## Links of interest

- 1. TRAWING 5 Initiates Training on T-6B Texan**  
Training Squadron 3 is the first squadron to transition to Naval Aviation's newest training aircraft.  
[http://www.navy.mil/search/display.asp?story\\_id=52750](http://www.navy.mil/search/display.asp?story_id=52750)
- 2. Online Career Management Tools**  
This *Rhumb Lines* contains several useful links and highlights the variety of online career management tools available to Navy personnel to assist with their professional development and career management.  
<http://www.intelink.gov/go/d5SnoC>
- 3. Navy Tests Biofuel-Powered "Green Hornet"**  
The F/A-18 Super Hornet strike fighter jet runs on a 50/50 blend of conventional jet fuel and a biofuel that comes from camelina, a hardy U.S.-grown plant. Research, development and increasing the use of alternative fuels is a priority for the Department of the Navy.  
[http://www.navy.mil/search/display.asp?story\\_id=52768](http://www.navy.mil/search/display.asp?story_id=52768)  
See the flight on *Daily News Update*:  
<http://www.navy.mil/swf/mmu/mmplyr.asp?id=14322>  
And check it out on NAVAIR's *Vector*:  
[https://homepages.navair.navy.mil/itim/2010/Vector\\_5May10.pdf](https://homepages.navair.navy.mil/itim/2010/Vector_5May10.pdf)
- 4. Navy Launches Official Blog**  
The blog was launched as a platform for talking about issues and important matters confronting the Department of the Navy in an interactive setting.  
[http://www.navy.mil/search/display.asp?story\\_id=52809](http://www.navy.mil/search/display.asp?story_id=52809)  
Post a comment at: <http://navylive.dodlive.mil/>
- 5. The "Scorpions" of Electronic Attack Squadron (VAQ) 132 convert from the E/A 6-B Prowlers to the E/A 18-G Growlers.**  
The airframe's new weapons systems were tested at Naval Air Station Fallon.  
<http://www.navy.mil/swf/mmu/mmplyr.asp?id=14352>
- 6. DoN May CPI-Gram**  
In this issue, read about one of NAVAIR's continuous process improvement projects that was selected to the first process to be replicated across the DoD.  
<http://www.intelink.gov/go/Osb0BW>
- 7. Unmanned aircraft systems will play an important role in the Navy's future**  
The introduction of its new capabilities will present an opportunity for Navy operations to exceed the limits of human endurance.  
<http://www.navy.mil/swf/mmu/mmplyr.asp?id=14371>
- 8. The Fire Scout unmanned aerial vehicle returns from its first deployment**  
This *Daily News Update* relates how two MQ-8Bs were used in counter drug smuggling operations.  
<http://www.navy.mil/swf/mmu/mmplyr.asp?id=14312>
- 9. SECNAV Announces Five New Principles for Navy Acquisitions**  
The principles are designed to address the affordability of procurement programs and to empower managers.  
[http://www.navy.mil/search/display.asp?story\\_id=53239](http://www.navy.mil/search/display.asp?story_id=53239)
- 10. Fleet Readiness Center Southwest Almanac -- March-April 2010 Issue**  
This edition features the command's participation in the 3rd Annual Maintenance Skills Competition held in Las Vegas in March and its selection as the recipient of the 2009 Gold-level California Award for Performance Excellence.  
<http://www.intelink.gov/go/ALneQx>
- 11. Naval Aviation Enterprise Leaders Plot the Course for the Year Ahead**  
Focus areas for the coming year include a strategic direction for Fiscal Year 2011, refining the NAE's measurements and key thresholds, assessing successes and challenges, and reviewing the relationship to other enterprises.  
[http://www.navy.mil/search/display.asp?story\\_id=53356](http://www.navy.mil/search/display.asp?story_id=53356)