

Current Readiness & Enterprise AIRSpeed Newsletter



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Getting P-3s to the “right side of normal”

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

Like other type/model/series in the Naval Aviation Enterprise (NAE), the Maritime Patrol and Reconnaissance Aircraft (MPRA) community is constantly meeting demands and overcoming

common problems that degrade readiness.

Since 2005, the P-3 Type Model Series (TMS) has faced numerous airframe fatigue issues that have challenged the community at unprec-

edented levels, including driving high levels of depot inductions for repair. Despite this and other readiness issues, however, the community still met all its operational commitments and training events.

An unprecedented P-3 TMS ready for tasking (RFT) gap persists. Until its replacement – the P-8A Poseidon Multi-mission Maritime Aircraft (MMA) – reaches its initial operational capability in 2013, the P-3 will continue to be an important weapons system.

In light of the future demands on MPRA and to improve the TMS's readiness, Naval Air Systems Command 6.7/ Process Improvement Branch P-3 executive committee commissioned the Readiness Improvement Initiative (RII) in August. It was staffed by representatives from Maritime Patrol and Reconnaissance Aircraft Program Office (PMA-290) and the Maintenance and Supply Integration Process Improvement Branch (MSIPIB).

With more than 200 years of operational and intermediate maintenance level experience, the team embarked on what had never been done before by Naval Aviation continuous process improvement practitioners – analyze a TMS' system causes and effects down to its tactical task level and provide a strategic, systems-approach solution to generate readiness. The RII completed Phase 2 of its analysis in March.

A different approach

Previous implementations analyzed how maintenance processes were done and how they could be improved. “Much of the focus of this

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VR SELRES: A complementary component

By VR T/M/S Team

The Navy selected reservist. There was a time when the designation had derogatory connotations: Quitter. Part-timer. Someone just playing Navy. Many of us on active duty assumed that reservists drilled for just one weekend per month and attended two weeks of annual training. On

occasion we would hear of a reservist who had been recalled to serve in Iraq and Afghanistan. But we believed that could never equate to the proud sacrifices full-time Sailors were making. Right?

Their nearly 10 years' involvement in two wars and loss of life have not only proven these stereotypes to be

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Not one was lost

Eight squadrons now benefit from a new tool control process

Article and photos by Commander, Helicopter Maritime Strike Wing, U.S. Pacific Fleet AIRSpeed Office

Sailors and Marines are quite familiar with the process of checking in and out tools, hazardous materials (HAZMAT), individual material readiness list (IMRL), and other support-related items from a tool room. In the past, this process has been cumbersome and usually involved standing in a line, waiting for one's turn, and finally getting to the service counter — only to see that check out of each piece of equipment was being recorded by hand in a green logbook. An extremely slow and inefficient process.

Well, that's now history at Commander, Helicopter Maritime Strike Wing, U.S. Pacific Fleet (CHSMWP). All eight of its squadrons are now using the paperless Tool Control Management System. First implemented more than two years ago, by AM1(AW) Donald Gill, Helicopter Marine Strike Squadron (HSM) 41/HSM Wing AIRSpeed Green Belt, the program has provided an outstanding solution to an otherwise outdated process.

The program was fully up and running at HSM-41 on Dec. 14, 2007. Using bar codes on all items in the work center, along with the bar codes located on the back of common access cards, the system flawlessly tracked every single item in and out of the Tool Room window. This included all tools, Navy metrology and calibration items, IRML items, HAZMAT, support equipment, and consumable items. The program has worked so well that in the two years since its inception, there has not been a single item misplaced, lost, or issued if overdue for calibration or inspection.

The program also established pre-operational inspection requirements, an often overlooked process when checking in and out gear, and provided support with maintaining up-to-date inspection and calibration requirements, all required by the Naval Aviation Maintenance Program.

Prior to its implementation, an average of 20 to 30 personnel would wait at the window to check gear in and out during each shift. Consequently, the unit's three shifts lost



Tools are now silhouetted, labeled and bar coded at Commander, Helicopter Maritime Strike Wing, U.S. Pacific Fleet.

about 60 man-hours a day.

After the program was implemented, the lines disappeared. It is estimated that Sailors now only wait an aggregate of nine hours a day for the Tool Room. This means 51 man-hours were returned back to the Maintenance Department just at HSM-41.

About a year after the program was fully implemented, the squadron's chain of command began spreading the word about this new program being used in the HSM-41 Tool Room. And it piqued senior leadership's interest. First, supply officers

toured the facility and were briefed on the program. Then maintenance officers, several commanding officers, executive officers, and eventually Commander, Naval Air Forces (CNAF) also visited the squadron. All were curious as to what the "buzz" was all about.

In light of its success, Capt. Donald Williamson, then Commodore CHSMWP, decided that he wanted all of the commands in his wing to have this program installed into each squadron tool room as soon as possible. Funding was acquired, the equipment was purchased, and an implementation plan was established for each squadron.

Recognizing it as a possible solution, the Naval Air Enterprise deemed the program a "Proof of Concept" — a first step toward replication throughout Naval Aviation.

The overall support for the program has paved the way for other wings to look at acquiring and implementing similar programs. Commander, Helicopter Maritime Strike Wing U.S.

Atlantic Fleet (CHSMWL) toured one of the CHSMWP squadrons in March with plans to bring this program to the East Coast.

The Tool Room Control Management Software has the capability to positively impact every squadron within the Naval Aviation Enterprise, and consequently improve overall readiness in the United States Navy. ■



Helicopter Anitsubmarine Squadron Light 51 Sailors give the new process a smile and a "thumbs up."

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false, but shown that reservists are a dedicated and well-trained force.

The cost benefits

The Fleet Logistics Support Squadron (VR) community has the largest single concentration of reserve manpower in Naval Aviation. The command structure is fully integrated – a nearly 40/60 split of full-time Sailors and selected reservist (SELRES) personnel from the deckplate to the front office. While mobilizing them can be difficult for component commanders, (for example, they are located all over the country, not always readily available at a moment’s notice, and frequently removed from fleet tracking programs and reports in part due to the nature of their workforce and how they are organized), fleet-experienced SELRES provide tremendous bang for the buck.

When pen is put to paper, a VR SELRES proves to be an exceptional economic value to the taxpayer and the Navy. They cost the Navy Reserve roughly one-third of what an active-duty Sailor costs per man-day.

Fitting the square peg into the round hole

Through the Naval Aviation Enterprise Current Readiness process, VR has been able to look beyond its internal framework at barriers and have successfully knocked more than a few of them down. Most significantly, there is an ongoing effort involving Commander, Naval Air Forces Reserves (CNAFR), Center for Naval Aviation and Technical Training (CNATT) and others to identify barriers to qualify selected reservist (SELRES) aircrew personnel during their limited reserve time.

Schools such as the 10-week aircrewman mechanical (AWF) “A” school, pose a significant challenge for SELRES who must balance their civilian employment with their Navy careers. Commander Fleet Logistics Support Wing (CFLSW) has developed a SELRES version of the AWF “A” school curriculum to help mitigate some of these challenges. With CNAF concurrence, beta testing of this course began in March using this abbreviated, bifurcated curriculum, with course evaluations performed by CNAFR and CNATT personnel.

FLSW is attempting to build a “square peg to round hole adapter” that better ensures a seamless fit. This class and the follow-on squadron training is expected to significantly reduce existing SELRES training gaps and provide a greater readiness profile to the fleet. This enterprise solution will have a significant impact on the “care and feeding” of SELRES personnel.

They don’t collect benefits until after they reach 60, and nearly all of them are veterans, trained while on active duty.

Aircrew and ground support personnel frequently perform mission-related work for more than 100 days per fiscal year. Pilots, trained in the fleet and often active in commercial aviation bring outside skill sets and up-to-date methodologies that active forces do not have access to. They translate their airline flight time and experience into readiness levels that could not be attained/maintained on the Navy’s dime alone.

Humanitarian efforts

Most recently, Operation Unified Response in Haiti has been the beneficiary of this ready, available talent. Augmented by over 360 individual SELRES, VR aircraft and personnel have flown more than 115 missions, and moved more than 2,000 passengers and 2.4 million pounds of cargo.

Of greater importance than the numbers are the ways in which VR enabled critical mission completion in the earthquake-ravaged country:

- VR aircraft delivered nearly all Mobile Diving Salvage Unit equipment and personnel necessary for repairing damage to Haiti’s port;

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An air department Sailor prepares a C-2A Greyhound assigned to Fleet Logistics Support Squadron (VRC) 40 for launch during flight operations aboard the aircraft carrier USS George H.W. Bush (CVN 77) in this photo dated March 7. George H.W. Bush is underway in the Atlantic Ocean supporting fleet training operations. (U.S. Navy photo by Mass Communication Specialist 3rd Class Nicholas Hall/Navy NewsStand)

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initiative was on policy, or WHY things are done,” said Laurin Eck, MSIPIB consultant. “We wanted to understand the underlying reason why aircraft were not just fixed.”

The team used the same toolsets employed during previous implementations at intermediate maintenance activities -- the Theory of Constraints and Cause and Effect Logic. “To understand the problems and perspectives of the community, we visited all three P-3 wings located in Whidbey Island, [Wash.], Jacksonville, [Fla.], and Kaneohe Bay, [Hawaii], and surveyed squadron, wing and support organizations about all aspects of P-3 support,” said Eck.

Subsystems capability impact reporting data also was used to indicate work unit codes and job control numbers that impacted readiness the most.

The team took the data and diagrammed the community’s current mode of operations – including available resources, policies, procedures, measurements, behaviors and requirements. A current reality tree visually represented the causes and effects of problems and how they were interconnected. Solutions to mitigate undesired effects and specific actions to implement them were proposed and then captured.

“We tend to treat the symptoms, not their causes,” said Mike Overs, Acquisition Program Manager for Logistics in PMA-290. “Elements of support are looked at in isolation to each other. We don’t take a systems approach. That’s why problems come back.”

Core problems also are stated as a conflict to direct causality to the “system” and avoid directly or indirectly blaming someone or something for them, he said.

The first conflict that emerged from the analysis was

due to the high number of aircraft that were out of service, which conversely resulted in a low number of aircraft that were in service. “With the Red Stripe, modifications, and phase depot maintenance, the community was on the ‘wrong side of normal’ in terms of their aircraft entitlement,” said Eck.

That drove another conflict: whether to remove an aircraft for servicing or to fly it to train aircrew.

Safety is always a priority, said Overs. But P-3 leadership not only had to address the conflict of “fix (induct the aircraft for depot work) versus fly” – which commonly exists in all squadrons – but also the more rudimentary issue of whether or not

to remove the aircraft from service for maintenance to achieve a higher RFT level of readiness. The undesirable effects of the latter amplify the undesirable effects of the former, he said.

“Sailors have reported at least part of the problem is that the P-3 is aging, has fatigue issues and that if any of the aircraft are available, they are often flying, limiting the ability to achieve a greater ready basic aircraft status,” Overs said. “This greatly limits opportunities for aircrew to accomplish all but basic pilot proficiency and basic maintenance.”

The unavailability of aircraft in the P-3 community makes resolution more difficult than in “normal” squadrons. A squadron with its full entitlement of aircraft can exploit aircraft usage solely by involving operations, maintenance and the organization/intermediate maintenance activities.

With P-3s, the number of hours that each aircraft can fly is restricted as well. “So the exploitation and subordination is much more critical and must entail the community’s supporting logistical elements,” he said.

Finding parts for the 30-year-old airframe is another challenge. The different configurations of aircraft also makes it difficult for maintainers to master repair techniques.

Integrated logistics support-related policies, processes and metrics, which were set with the assumption that the P-3 community would have its full entitlement of aircraft, were another conflict. Added to this was airframe’s cost versus performance ratios.

The cause and effect logic illuminated how specific areas within all elements of logistics affect aircraft availability and helped focus resources on improving the responsiveness of those elements, said Overs. “Unless interdependencies are

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Aviation Structural Mechanic 3rd Class Rodney Saucedo, assigned to Patrol Squadron (VP) 47, inspects the horizontal stabilizer of a P-3C Orion during the aircraft’s integrated maintenance concept phase inspection in this photo dated April 2. (Photo by Mass Communication Specialist 2nd Class Meagan E. Klein/Navy NewsStand)

“Boots-on-the-Ground” site visit held in Norfolk

Enterprise behaviors helped commands deploy to Haiti

By AT2 Matthew Stroup, Fleet Readiness Center Mid-Atlantic Public Affairs
and Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs



Cmdr. David Hopper, executive officer of Helicopter Mine Countermeasures Squadron 15 (right, pointing), discusses MH-53E maintenance issues with Commander, Fleet Readiness Centers and Naval Aviation Enterprise Maintenance and Supply Chain Management Co-Lead Rear Adm. Timothy Matthews during “Boots-on-the-Ground” at Norfolk in February. Photo by Jacquelyn Millham.

Naval Station Norfolk hosted a “Boots-on-the-Ground” (BoG) site visit Feb. 24 – 25, its first one in more than four years.

Led by Commander, Naval Air Force Atlantic and Naval Aviation Enterprise (NAE) Current Readiness Cross-functional Team (CFT) Co-Lead Rear Adm. Richard O’Hanlon; and Commander, Fleet Readiness Centers and NAE Maintenance and Supply Chain Management Co-Lead Rear Adm. Timothy Matthews, the tour included Fleet Readiness Center Mid-Atlantic (FRCMA) Site Norfolk, FRCMA’s Voyage Repair Team and Aircraft Department, Carrier Airborne Early Warning Squadron (VAW) 120,

Helicopter Sea Combat Support Squadron (HSC) 2, Helicopter Mine Countermeasures Squadron (HM) 15, and Aviation Supply Detachment Norfolk. Representatives from Commander, Naval Air Forces (CNAF); Naval Air Systems Command (NAVAIR); NAE Total Force CFT; Commander, Helicopter Sea Combat Wing Atlantic (CHSCWL); Defense Logistics Agency; Naval Inventory Control Point (NAVICP); Commander, Patrol and Reconnaissance Group; Commander, Strike Fighter Wing Atlantic (CSFWL); Marine Forces Pacific; Commander, Naval Air Forces Reserves and contract support also attended the event.

Capt. Mike Warriner, executive

assistant for the NAE, explained in his opening remarks the success of the mission demands that “We cannot think myopically about how we do business.”

As a result of fiscal concerns leading to readiness constraints, the NAE was formally established in 2004. However, the strategic significance of the NAE and the BoG and BoD (Boots-on-the-Deck) events isn’t always easily understood by junior personnel. But their significance was addressed by O’Hanlon in his opening statements on the first day. “There are predictions out there that our operating and maintenance budgets will decrease in the near future. That we will not be as well funded as we are today. So it is really important that we continue this NAE journey to further understand our costs and know precisely what we can do to better improve our processes and decrease costs further. If we accept this challenge, then we will be in good position to weather any funding storm and still produce the deployable aircraft and crews that we can send forward and do good things.”

O’Hanlon later reinforced his position to the Sailors that their “buy-in” of continuous process improvement is vital to the success of naval aviation. “I think it’s really key that our Sailors on the flight lines and in the shops know that they are the backbone of this effort. They are the people who make the ‘engine’ of this Naval Aviation Enterprise work. We should listen to them. If what you’re saying makes sense, then we need to make the changes that are required to make this business of warfighting better.”

As the leadership walked through the spaces, it was apparent the success of BoG events lies in communication. Many of the concerns that were raised from the deckplates were noted and discussed in daily “hot washes” that allowed the leadership to hash out

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action items and to determine how to resolve issues.

Throughout the two-day event, the communication within the “triads” — maintenance, supply and operational leadership — was pointed out as being the leading contributor to current operational successes, including Operation Unified Response in Haiti.

CHSCWL Commander Capt. Steve Schreiber said it was the direct assistance of the supply and maintenance communities that allowed his team to deploy as rapidly and as successfully as they did. “The efforts that all of these guys put into making our Haiti operations a success were phenomenal. When it was all said and done, they stepped up to the plate and gave us the support we needed to get us where we were needed as quickly as possible. I was a ‘proud papa’ watching as their efforts came together.”

CSFWL Commodore Capt. Craig Yager was equally as complimentary of the communication efforts. “A lot has been said about the triads over the past few days but they are the real keys to our success,” said Yager.

With the many successes exhibited during the BoG event, it was easy to see a culture of continuous process improvement has taken hold in naval aviation — especially in the maintenance and supply communities that directly support ongoing operations around the globe. As a result, the pride of the Sailors and Marines was evident as they shared the results of their hard work with top level Navy leadership.

Some of the highlighted successes shared with NAE leadership included:

- The T-56 and T-64 engines’ 94 percent first-pass yield rate;
- Armament Division’s collaboration with Naval Air Station Oceana to establish a joint work center and repair capability at Norfolk;
- The 5S of storage drawers that house components for the T-56’s lower cowlings. Supply personnel organized bit parts by national item identification number, name and



Commander, Naval Air Force Atlantic and Naval Aviation Enterprise (NAE) Current Readiness Cross-functional Team (CFT) Co- Lead Rear Adm. Richard O’Hanlon (right), picks up a gas generator turbine blade from a storage rack at Fleet Readiness Center Site Mid-Atlantic’s Power Plants Division as Commander, Fleet Readiness Centers and NAE Maintenance and Supply Chain Management Co-Lead Rear Adm. Timothy Matthews (left, in black jacket) looks on. During an engine rebuild phase, the blades are removed from the engine’s turbine disk, inspected, repaired and/or replaced and inserted into a numbered hole in the rack. The numbered holes help Sailors and artisans maintain the correct order of the blades and facilitate easier assembly of the turbine during its rebuild. Photo by Harry Gerwien, Military Newspapers of Virginia.

quantity, and mapped each drawer for better reference and accessibility;

- Portable tool rooms constructed from refurbished storage containers. Voyage Repair Team artisans now have better access to tools, and can easily inventory and account for their equipment while repairing equipment on ship;
- A new replacement process for E2-C wing fold hinge and spider fittings;
- The consolidation of Oceana and Norfolk’s paraloft divisions, which was completed in October 2009. The work center was able to meet its time to reliably replenish (TRR) 72 percent of the time despite the simultaneous induction of equipment from three aircraft carriers and high priority items from squadrons deploying to Haiti;
- Beyond capability of maintenance interdictions of \$2.4 million in 2009

and \$476,000 in 2010 to date by airframes division artisans. FRCMA Site Norfolk has cost avoided more than \$700 million since 2006;

- The creation of Aircraft Electric Countermeasures Systems (RADCOM/CAT IIID) Center of Excellence. NAVAIR Program Manager 231, NAVICP and CNAF collaborated on a short-term delivery plan to support 27 legacy assets. The decision to transfer the capability to artisans kept depot-level repairs local and enabled the work center to meet flight line demand. The center has a TRR of 19 days – 13 days under its original TRR and is expected to be fully operational in May. Total project savings is expected to yield \$348,000 over the course of fiscal year 2010.

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Maintainer's hunger for improvements proves infectious

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

While continuous process improvement (CPI) successes usually are a result of team efforts, there is always one individual in every unit who brings solutions forward, champions enterprise behavior and whose dedication simply makes him or her stand above the rest. That individual will now be recognized during "Boots-on-the-Ground/Deck" (BoG/D) site visits with the Naval Aviation Enterprise (NAE) Site Visit Enterprise Excellence Award, which was approved by the NAE Air Board in January. The recipient is selected by the host command.

AMC Chad Welch, the AIRSpeed leading chief petty officer at Carrier Airborne Early Warning Squadron (VAW) 120, was the first to be presented the award during the BoG at Naval Air Station Norfolk in February. His story is similar to those often told by intermediate-level Sailors and Marines – one of skepticism and push back about tangible improvements and the inevitable, overwhelming acceptance of CPI by the maintainers in his squadron.

AMC Chad Welch, the airframes branch chief at Carrier Airborne Early Warning Squadron (VAW) 120, always liked to fine-tune things. Whenever a problem emerged, he was among the first to tackle it.

His talents did not go unnoticed. When then Chief Warrant Officer 4 Dan Erb, VAW-120's AIRSpeed officer, was preparing to retire in the summer of 2009, Welch's maintenance master chief, AFCM David Defonzo, asked Welch to fill his shoes.

Not only were they big ones to fill, Welch was about to venture down an un-trodden path. Continuous Process Improvement (CPI) in VAW-120 did not have a long history. It was first introduced by VAW-120's commanding officer, Cmdr. Donald Basden in November 2008. Basden had become a champion of Lean Six Sigma after his first-hand experience during his assignment to Fleet Logistics Support Squadron (VRC) 30. Knowing how it could improve his squadron's readiness, Basden devoted resources to implement it at VAW-120. He wanted someone who would be a change agent after Erb left. And Welch fit the bill.

Welch was familiar with CPI. He first encountered it in 2003 when he was an instructor at the Center for Naval Aviation Technical Training Unit Norfolk. He also worked with Fleet Readiness Center Mid-Atlantic Site Norfolk on several of its events.

"I've seen it grow," said Welch. "It's a welcomed sight in a lot of places."

Before Welch earned his Green Belt in October 2009, most of his knowledge on CPI came from books. "I just jumped right in," he said.

One of his first events was a value



AMC Chad Welch

stream analysis on oil servicing for engines. "The Power Plants guys said that AIRSpeed was a waste," said Welch. But after they began analyzing their processes, they realized that they were wrong.

"We timed the process and measured the number of steps they took. The maintainers were walking 1½ miles to get oil and it took them 45 minutes to perform pre- and post-operation inspections. They had no idea that they were wasting that much time and energy," said Welch.

They applied 5S, changed the process and set up a daily issue locker to ensure supplies and equipment were properly stocked. "We didn't have to rewrite policy. The improvements were already approved. They just weren't being used," he said.

Today, the maintainers now walk a maximum of 400 feet. "The Power Plants shop is a different place. To

say they are onboard with CPI," he said, "is an understatement."

"It's like when a pebble is thrown in a pond," said Welch. "The ripples caused by that event affected the whole command. The maintainers started asking if they could participate in the next event."

Improvements were also made to the tire change process. "The wrenches, jacks and tires were scattered in different places around the hangar. Maintainers had to walk 1.25 miles to change a tire. We put the tools at the point of use, eliminated 1,200 feet of walking off the process," he said.

A 5S event was also held in the hangar bay and all maintenance shops. "Old, broken gear and other stuff were stacked in the corners. We got rid of the excess waste," said Welch. Hazardous Material (HAZMAT) and the Tool Room were also identified as constraints. Maintainers designed a structure to house them so that they could be relocated to a location more readily accessible to the flight line and hangar work areas.

Future VAW-120 improvements include: looking at the allocation and usage of Navy Marine Corps Intranet assets throughout the squadron; relocating the Environmental Branch, Material Control, Logs and Records, the Corrosion Control Branch, the Tool Room, Maintenance Training, Maintenance Administration, the Chief Petty Officer Mess; combining the Electronics and Electrical/Instrument Branches;

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A Voyager Repair Team artisan (second from the left) demonstrates a launch valve rotation device to Naval Aviation Enterprise leadership during Boots-on-the-Ground at Naval Station Norfolk Feb. 24. The device was conceptualized, engineered and manufactured by a “mom and pop” business in Jacksonville, Fla. Called “The Flipper,” the device rotates an aircraft carrier’s steam catapult launch valve – a \$1.6 million asset. The old way of rotating the valve exposed it to the elements and required two artisans to inventory the item, six to flip it and four to load it onto a ship at a cost of more than \$3,800. Now, it takes one artisan to inventory the valve, one to flip it and two to load it aboard a ship at a cost of \$728. The flipper also reduced the risk of injury by almost 100 percent, protects the valve from foreign objects and debris, and enhances emergent response time. Photo by Jacquelyn Millham.

“I think it’s [the BoG site visit] awesome. It’s an opportunity for the leadership to get together and discuss issues and to see how we do business. It makes us feel proud of what we do and it shows that they care,” said Aviation Machinists Mate 1st Class (AW/SW) Brian Kearns, who led NAE representatives through FRCMA Norfolk’s Power Plants Division. A number of significant accomplishments and milestones were recognized over the course of the two-day event. First, Chief Aviation Structural Mechanic Chad Welch from VAW-120 “Greyhawks” was recognized for his leadership role in his squadron’s AIRSpeed accomplishments by being presented the first Naval Aviation Enterprise Excellence Award. (See accompanying article, “Maintainer’s hunger for improvements proves infectious,” on Page 7 for more information.)

Additionally, FRCMA held two ribbon cutting ceremonies for its new aircraft department facility located on the base, as well as its armament division in their current location at FRCMA Site Norfolk. Their new facilities will allow them to conduct extensive depot- and intermediate-level repair on aircraft and components that will directly affect the flight line at Chambers Field at Naval Station Norfolk.

With the continuation of major theater operations around the globe and financial challenges on the home front,

it is evident that the efforts of the NAE to maintain readiness in a cost-wise environment will be one of the largest challenges they have as they lead naval aviation.

“There are always challenges in everything you do...they’re always going to be there. How you address them is what counts,” noted Fleet Readiness Center Mid-Atlantic Commanding Officer Capt. William Bransom.

Representatives from Norfolk and the NAE also discussed: the need for leadership to be aware of the second and third-order effects of their decisions; how naval aviation plans must consider installation infrastructure capacity; developing a metric to determine how process improvements affect flight line readiness; growing the maintenance workforce, especially

machinists; the reliability of MH-53 rescue hoists; the alignment of the Naval Aviation Maintenance Program and NAE requirements; the length of performance-based logistics and original equipment manufacturer contracts; the availability of on-station facilities for transferring squadrons; the measures being taken to cross-train maintainers on F-18, E-2/C2 and H-53 equipment; why maintainers need to obtain DoD and Department of Transportation certifications to transport equipment; and funding for proposed improvements. NAE representatives took these and other issues back to their commands for further discussion and possible resolution. ■

Editors’ note: The original article appeared in the March 25 edition of the Jet Observer.

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and providing improved briefing/debriefing areas for aircrew within Maintenance Control. The squadron will implement these improvements once funding sources have been identified.

The squadron is also facing a requirement to provide hangar space for C-2 planned maintenance intervals (PMI) in a hangar that is currently occupied by another squadron. CPI, said Welch, will be

a major tool that the command will use to address this issue.

Welch encourages all squadrons to learn about and apply CPI even if they have not received formal training. “Venture out. We did it on our own. There is always something in a command that can be improved. Saving maintainers’ time is saving money,” he said.

“Be hungry and learn.” ■

(SELRES continued from Page 3)

- When the U.S. Air Force was unable to meet Navy Expeditionary Logistics Support Group requirements within a specified time, VR provided lift for specialized forklifts and aircraft cargo loaders;
- In addition to hundreds of doctors and specialists, meals ready to eat, medical supplies, and drinking water were flown to support *USNS Comfort* (T-AH-20) during the immediate influx of earthquake victims;
- Crews comprised almost exclusively of SELRES pro-

vided the lion's share of equipment necessary to stand up the Mobile Ashore Support Terminal. These examples have been in addition to the routine airlift and OCONUS commitments met by the VR community, and all at no cost to the Task Force commander. Balancing their time demands with the realities of SELRES manning, these re-volunteered volunteers are active in their civilian lives and eager to continue service to their nation on an as-available schedule. ■

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visible and understood by all providers of readiness, the support elements aren't viewed in an integrated fashion. This leads to a misrepresentation and under appreciation of the pressures the MPRA community is facing," he said.

The next steps

After identifying the conflicts, team members and MPRA leadership questioned all assumptions, created a future reality tree depicting the desired end-state and developed strategies, tactics and actions to achieve it. More than 500 tasks were identified.

While Commander Patrol and Reconnaissance Group and the MPRA community can complete some of the tasks internally, support from outside organizations is needed to reach specified readiness goals.

Some of the tasks include:

- Providing depot-level maintenance activities access to the Optimized Organizational Maintenance Activities program;
- Adjusting allowance and repair capabilities to support demand;
- Establishing policy to allow ample lead time for modifications;
- Establishing policy to remove

aircraft from flight schedule an adequate number of working days prior to induction to groom aircraft and provide on-the-job training to maintainers;

- And improving maintenance processes.

Stakeholders to implement these and other tasks are currently being identified.

"Leadership in all sectors of the NAE and enterprise behaviors will play a huge part of the MPRA community to maximize aircraft availability," said Overs. "It won't happen if we try to do it all at the deckplate level." ■

Links of interest

- **Naval Aviation Enterprise (NAE) Air Plan on Future Readiness**

Future readiness is the bridge between Naval Aviation's current readiness and future capabilities. All stakeholders can contribute to this effort through disciplined management of existing assets and resources.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Air%20Plans/Feb10%20Air%20Plan.pdf

- **DoN CPI-Gram**

The March edition features an article on continuous process improvement (CPI) and total ownership cost.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/CPI%20News/March%2010%20CPI%20Gram%20Issue%204%202010.pdf

Read about CPI success stories at Naval Inventory Control Point in the April edition.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/CPI%20News/April%2010%20CPI%20Gram%20Issue%205-10.pdf

- **Under Secretary of Defense for Acquisition, Technology, & Logistics Dr. Ashton B. Carter's submitted statement to the Senate Armed Services Committee on March 11 concerning the Joint Strike Fighter is available here:**

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/General%20documents/Under%20Secretary%20of%20Defense%20statement%20to%20Congress.pdf

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- **Daily News Update**
This video takes a look at Early Warning Squadron 115 upgrading its aircraft to the new E-2 C Hawkeye 2000.
<http://www.navy.mil/swf/mmu/mmplyr.asp?id=14056>
- **FRCSE Manufacturing “pulls up” Fleet by its bootstraps**
Artisans are manufacturing parts for the F/A-18 Hornet A/B model to keep them in service.
http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=press_release_view&press_release_id=4282&site_id=7
- **NAVSEA Who’s on Watch**
The March 2010 edition includes:
 - * NUWC Newport Consolidates Work for Private Parties Agreements
 - * Panel Removal Fixture-Moonshine Design With the Corrosion Control and Repair Value Stream[https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/WOW%20Newsletter%20\(NAVSEA\)/Mar10WOW.pdf](https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/WOW%20Newsletter%20(NAVSEA)/Mar10WOW.pdf)
- **Lincoln AIMD Uses AIRSpeed in Effort to Save Time, Money**
Read about *USS Abraham Lincoln’s* (CVN 72) Aircraft Intermediate Maintenance Detachment formal introduction to continuous process improvement.
http://www.navy.mil/search/display.asp?story_id=52413
- **First P-8A Poseidon Arrives at NAS Patuxent River**
The aircraft, which was assigned to Air Test and Evaluation Squadron (VX) 20, arrived after a six hour, 55 min. flight from Boeing’s Seattle facilities.
http://www.navy.mil/search/display.asp?story_id=52608
- **Fire Scout Returns from First Operational Deployment**
The Vertical Takeoff and Landing Unmanned Aerial Vehicle was embarked aboard *USS McInerney* (FFG 8) during their recent six-month deployment.
http://www.navy.mil/search/display.asp?story_id=52650
- **FRCSW Lands DoD Environmental Award**
Fleet Readiness Center Southwest was recognized for its environmental efforts which are guided and based upon the International Organization for Standardization 14001, a framework of 17 environmental management elements designed to work in concert with an organization’s management processes.
http://www.navy.mil/search/display.asp?story_id=52587
- **NAS Jacksonville Breaks Ground on P-8 Training Facility**
The \$38 million, 165,000- square-foot facility has many special features including being a “green” building.
http://www.navy.mil/search/display.asp?story_id=52596
- **New facility’s consolidation on track with P3I plan**
Take a look at an Air Force continuous process improvement initiative.
<http://www.robins.af.mil/news/story.asp?id=123199080>
- **NAVAIR Vector – April 21 edition**
This issue of Vector features two videos. The first is an AIReel, filmed April 10 when the first P-8A Poseidon test aircraft arrived in Patuxent River. The second features some of the different tests performed at the operational chemicals laboratory that ensure the environmental safety of materials used on aircraft.
https://homepages.navair.navy.mil/itim/2010/Vector_21April10.pdf