



NAVRIP

AIRSpeed

July 2004 Naval Aviation Readiness Integrated Improvement Program Volume 2 Issue 3

JRB Fort Worth Reserve team embraces NAVRIIP/AIRSpeed

By Betsy Haley
NAVRIP Communications Team

Navy and Marine Corps Reserves recently combined their talents at Joint Reserve Base (JRB), Fort Worth, Texas, in order to begin implementing best business practices into maintenance and supply activities. The purpose is to gain efficiencies and follow the Naval Aviation Enterprise (NAE) cultural change to cost-wise aircraft ready for tasking (A-RFT).

During a recent tour of the base, NAVRIIP leadership team exposed the Reserves to the process improvement tools available in the NAVRIIP and AIRSpeed toolkits. The team focused on areas where implementing best business practices and principles would prove beneficial to the unique Reserve operational environment and help support RFT aircraft.

“We are in the AIRSpeed bubble,” said CDR Dennis Moody, JRB Fort Worth, aircraft intermediate maintenance department (AIMD) maintenance officer. “We are educated in the theory, and now we want to learn how it



AD2 (AW) Hercules Mays completes the buildup of an GE F404-400 fan module in the AIMD module repair powerplants division. Photo by PH2 (AW) Desiree Lester

should be applied to our daily operations.”

The focus of NAVRIIP is to expedite the development and implementation of cost-wise solutions to readiness barriers as the NAE changes its processes. AIRSpeed is NAVRIIP’s enabler for operationalizing cost-wise readiness across the NAE. AIRSpeed focuses on the total aviation solution within all levels of supply and maintenance, using

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NAS North Island RIFLe team wins Admiral Stanley Arthur Award

From NAVAIR Public Affairs Office

The Combined Integrated Maintenance Activity (CIMA), which includes the Aviation Intermediate Maintenance Department (AIMD) and Aviation Supply Department (ASD), at Naval Air Station North Island, was recently honored with the prestigious 2003 Admiral Stanley Arthur Award for Logistics Team of the Year. The award, which includes a plaque and check for \$10,000, was presented at a Pentagon ceremony on June 28, 2004.

The Admiral Stanley Arthur Awards for Logistics Excellence are bestowed annually on individuals and teams who epitomize

logistics professionalism and excellence. Nominees may be involved in any or all phases of Navy logistics, from early life-cycle planning to in-service logistics support, and are judged on their contributions which: advance logistics technology, products, services and processes, resolve major logistics issues, resulting in substantial tangible or intangible benefits and provide innovative logistics planning and execution that merits adoption for standard usage.

The CIMA won the award by working to make Naval Air Station North Island the first Naval Air Station to implement the Relevant

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BRTs aggressively attack barriers to cost-wise readiness

By Margaret Kenyon-Ely
NAVRIP Communications Team

“Barrier removal teams give NAVRIIP the ability to quickly and effectively attack any issue” – Rear Adm. Mark Harnitchek, Commander, Naval Inventory Control Point (NAVICP), and NAVRIIP Providers Organization (CFT-2) team lead.

The nine existing type-model-series (T/M/S) teams continue to diligently partner with the cross-command subgroups to remove various process barriers that will result in measurable improvements.

By working through the NAVRIIP process, the T/M/S Teams, which include the F-14, E-2, F/A-18, P-3, S-3, SH-60F/H, SH-60B, MH-60S and EA-6B aircraft, discovered numerous aggregate barriers impacting several platforms.

Representing all type wings with the same type of aircraft, the T/M/S Teams include: program manager for acquisition (PMA); assistant program manager, logistics (APML); integrated weapons support team (IWST); and aircraft intermediate maintenance department (AIMD) representatives.

Each T/M/S includes a barrier removal team (BRT) empowered to define, measure and make recommendations on the removal of barriers that hinder progress in meeting improvements in readiness, aircraft ready for tasking (A-RFT) and cost reductions within the community. Often other commands join BRTs as required to help remove barriers. BRTs select barriers by examining the performance data represented on the monthly cockpit charts. Each barrier must be linked to improving at least one of the measurements displayed. Once the barrier is removed and the measurement responds, the BRT is disbanded.

“BRTs are established to attack difficult and complicated problems. To get results, you have to focus on one problem or issue at a time,” said Harnitchek. “BRTs also give NAVRIIP the cross-functional focus and expertise needed to quickly

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NAVRIIP Chief of Staff discusses AIRSpeed lessons learned

*Interview with Capt. Mike Hardee
NAVRIIP Chief of Staff and AIRSpeed Project Manager
May 2004*

QUESTION: CNAF originally tasked that all wing commodores, program managers, carrier commanding officers, supply officers, maintenance officers and aviation intermediate maintenance department officers receive AIRSpeed training. What significant outcome is expected now that the initial group of leaders has been trained?

Hardee: Since the initial group of leaders is trained and is exposed to the industrial process improvement tools, the expectation is that they engage in supporting those process improvement initiatives globally and also locally at their own sites. There is also an expectation of sustainment. NAVRIIP and AIRSpeed are not just a passing fad. We've gone through a considerable investment in training the leadership – the top layer of the icecream sandwich. The top layer of the sandwich is Navy leadership. The bottom layer is leadership/fleet and others who have already bought in and readily accept/use the processes. The middle layer is anyone left to learn about and accept NAVRIIP/AIRSpeed.

QUESTION: What does this mean for NAVRIIP?

Hardee: This means a continuing evolution of readiness improvement for NAVRIIP, that is we are taking NAVRIIP a step further. We are going to the next level. We are moving from the collegiate sports level, and hopefully into the professional arena. We need to become much more inclusive and collaborative than we ever were before as a Naval Aviation Enterprise (NAE). We still have a lot of stovepipe efforts that need to continue cross communications.

QUESTION: Has the original training task been fulfilled?

Hardee: The initial group of leaders is trained. We have an 80 percent solution right now. Some program managers still need to be trained and this training is ongoing. The plan is to get the majority, if not all of the PMs and their deputy's, trained.

QUESTION: As AIRSpeed matures and expands from depots, to shore stations maintenance/supply squadrons and now two carriers, have the implementation teams begun to notice a culture shift to "continuous process improvement" taking hold in the minds of the Sailors and Marines?

Hardee: We have noticed a culture shift at the tactical ground level. It's very clear that the troops understand it, even if they haven't been fully educated in it. They know there is a shift in the culture and they know that they are going to get tasking or be afforded the opportunity to provide inputs into that process. It is taking hold. Wherever we go, it's clear that change management is something that people actively engage in — more so than I've ever experienced with change management initiatives. You are still going to have some percentage of people who are not comfortable with change. It's something that is not in their fabric, and they will be very uncomfortable with it. A lot of times this may be perceived as resistance. Their belief systems just don't allow them to accept change. I think that those people are few and far between though.

QUESTION: What have been the greatest barriers?

Hardee: The greatest barriers have been local, such as local culture and lack of knowledge. What I mean by local culture is that people have either been insulated or isolated from this mainstream of change management called NAVRIIP. Because they don't understand it, it's going to take them awhile to socialize it. Local policies - that's one of the things we've tripped over. I've constantly run into it with my own work. We've been unconscious of a lot of barriers that we've just grown up with. That rock's been in our shoe, and we are OK with that, until we pull the shoe off and dump the rock out. Then, we say, "Oh, I didn't know that was in there. No wonder my foot hurts. Maybe I should not put the rock back in again." We find that local policies are part of tribal culture – and a lot of it is passive policy – behavior that has either been encouraged or rewarded, but never articulated in any official policy. This is part of the tribal culture. A lot of what process improvement does is shine a light on that behavior. It affords people the opportunity to know there are other options which may make their quality of work and quality of life a whole lot easier, a lot more effective and efficient.

QUESTION: What can you say about mitigating these barriers that might benefit those who read this before AIRSpeed is introduced to their work areas?

Hardee: Typically, mitigating the barriers involves an education process. As soon as the Fleet understands it's a process change, and there are clear benefits to the change, the troops are already preloaded to do the work with the least amount of effort, with the best results. It's a natural progression for them once they see a better, faster way of doing it. Then, they tend to at least explore it, if not at least wear it for a while. The challenge is the inertia to go back to the old ways because that's what they are comfortable with. It also requires local leadership to be just as equally educated and empowered in understanding that we have a new path. You can go back to the old ways, but a price is to be paid going back to doing it a lot more slowly and less efficiently.

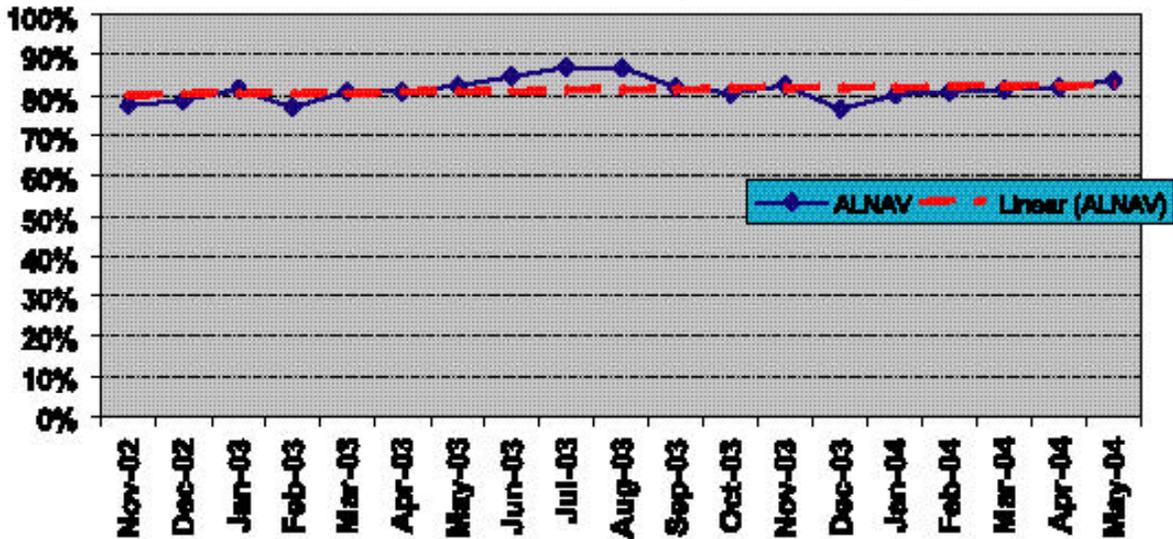
QUESTION: What do you think is different about NAVRIIP/AIRSpeed tools, including Lean, Theory of Constraints (TOC) and Six Sigma, compared to other tools/programs?

Hardee: Total Quality Management, Reliability Centered Maintenance (RCM) teams – those initiatives were good then, but these new tools are more powerful for several reasons: One – NAVRIIP/AIRSpeed encompasses industry standard tools (best business practices) that have survived market forces, market environments and have been proven to actually provide a significant return on investment, which incentivizes a certain behavior. And, two –

NAVRIIP/AIRSpeed has extremely strong supportive leadership from the CNO all the way down to the Program Executive Offices. Leadership is taking this path and becoming more efficient as a fighting force. I think that's what different. There is a tremendous amount of momentum associated behind this effort. I think the troops sense that from leadership.

QUESTION: Some industry and military organizations focus heavily on Lean, and not as much on Theory of Constraints (TOC) and Six Sigma. Often the tools are not implemented as a set. Why is it important to implement the tools together? How is the implementation team addressing this?

Type Model Series Status - Ready for tasking availability



“As shown above, NAVRIIP continues to sustain aircraft ready for tasking (A-RFT), as the cultural shift to cost-wise readiness for the Naval Aviation Enterprise takes hold,” Lt. Cmdr. Roger Alvarez, CFT-2 providers metrics lead, Operations Research Directorate, Naval Inventory Control Point (NAVICP).

The ALNAV (all Navy) line depicts the actual monthly data points for all T/M/S. The Linear ALNAV line is the ready for tasking trend and average of the actual data. The Linear ALNAV trend is from 80 percent to 83 percent. The upward trend suggests that the ready for tasking percentage attainment is improving over time.

Type-Model-Series Schedule

Date	Description	Location	Notes
07/04	8 th Thurs	CFT 1 TRW	VTC VFA, VF-TRW
	12 th Mon	CFT 2	VTC No PAR
	14 th Wed	CFT 3	VTC 1300 – 1430
	26 th Mon	RIT	VTC Virtual Syscom
08/04	N/A	CFT 1	N/A No TRW
	16 th Mon	CFT 2	VTC HSL, HS, HC – PAR
	18 th Wed	CFT 3	VTC 1300 – 1430
	25 th – 26 th	Flag Brief	Brunswick NAS Brunswick
	26 th Thurs	RIT	VTC VP (P-3)
09/04	9 th Thurs	CFT 1	VTC HM, HMM, HMH, HMLA-TRW
	15 th Wed	CFT 2	VTC VAQ, VRC-PAR
	15 th Wed	CFT 3	VTC 1300 – 1430
	30 th Thurs	RIT	VTC HSL, HS, HC
10/04	13 th Wed	CFT 2	F2F, Norfolk VFA, VF-PAR
	14 th Thurs	CFT 1	VTC VAW, VS, VP, VMGR, VMA-TRW
	20 th Wed	CFT 3	VTC 1300 – 1430
	27 th – 28 th	Flag Brief	Whidbey Is. NAS Whidbey Island
8 th Thurs	RIT	VTC VAQ, VRC (EA-6B, C-2)	
11/04	17 th Wed	CFT 3	VTC 1300 – 1430
	18 th Thurs	CFT 1	VTC HSL, HS, HC – TRW
	N/A	CFT 2	N/A No CFT 2 meeting
	N/A	RIT	N/A No RIT meeting
12/04	2 nd Thurs	CFT 2	VTC HM, HMH, HMM, HMLA-PAR
	8 th – 9 th	Flag Brief	Miramar MCAS Miramar
	9 th Thurs	RIT	VTC VFA, VF (F/A-18A-C, F-14)
	14 th Tues	TRW	VTC VAQ, VMAQ, VRC-TRW

The **Type Commander (TYCOM) Readiness Workshop (TRW)** consists of two elements:

Readiness and Aircraft/Systems.

During the readiness portion, the Lead Commodore/Marine Air Group Commanding Officer and program manger (PMA) will review readiness gaps and provide/develop gap closure planning using top-level chart analysis. This is also the forum for readiness barrier escalation to the TYCOMs.

Hosted by TYCOM N42s, the aircraft and systems workshop allows O-6 and below staffs to work with the Wing Maintenance Officers/Marine Air Logistics Squadrons Commanding Officers and Assistant Program Manager for Logistics on cockpit chart interpretation, degrader rank ordering, and root cause analysis.

During the **Program Assessment Review (PAR)**, the PMA and Lead Commodore provide a detailed aircraft and systems barrier escalation brief to provider organizations (CFT-2).

During the **Readiness Improvement Team (RIT)** meeting, the Lead Commodore and PMA provide a summary readiness and aircraft systems barrier escalation brief.

For schedule updates, link to www.airpac.navy.mil/navriip.

Hardee: TOC is an overarching architecture, which becomes extremely important because advanced TOC associates all of the interdependencies that feed in to the local area or local behavior that has global impact over the entire Naval Aviation Enterprise. We use Lean in the TOC to address those constraints and those barriers that are constraints. We use Lean principles to actually mitigate, if not eliminate, those barriers — eliminate the waste and reduce the variability. It's important to implement the tools as a blend because of their interdependencies. For example, by using a toolbox analogy the interdependencies become clear. You don't use a hammer to secure a screw, just as you don't use a drill to secure a nail. Lots of tools used for different tasks are housed in a toolbox. You do not use one tool for all tasks. There are times when Lean is appropriate, there are times when Six Sigma is clearly appropriate (when reducing variation), and there are times we have to approach it from a supply chain enterprise management perspective.

There does seem to be a pretty strong focus out there on Lean in industry and the military for a lot of very good reasons. Lean is relatively easy to implement. The results are immediate. The results are highly visible. The opportunity for feedback and incentivizing behavior is very strong. It tends to accelerate certain cycles of learning, but it's all very localized and tactical to a point of use. Lean has excellent tactical application, and I don't discount Lean at all, it's a very powerful tool. But, in using TOC, we address not only inefficiencies but also the interdependencies that if not well connected and communicated, have fairly significant unintended consequences associated with them.

QUESTION: What does *AIRSpeed* implementation mean for the Naval Aviation Enterprise (NAE) in the future?

Hardee: What it means is that the NAE gains efficiencies at the tactical local level, and in turn, cumulatively at the Enterprise level. We can do a lot more with what we have and become much more efficient at doing it.

QUESTION: How is *AIRSpeed* helping daily operations in the Fleet? How does it link to operations?

Hardee: Personally, it's helping my day-to-day work because I use some of the fundamental principles in Theory of Constraints (TOC). It forces you to focus on the vital few that are meaningful and that provide the greatest return today, as opposed to 10,000 things. Sometimes, I'll have to defer some things because they aren't anywhere near as important as the vital few that help me get the job done. And what *AIRSpeed* allows the Fleet to do is to perform their functions and enable cost-wise readiness to ready for tasking (RFT) aircraft much more efficiently and at a much lower cost in inventory and in man-hours. It improves their quality of work, and hence their quality of life.

In one work center at aircraft intermediate maintenance department (AIMD) Oceana, Virginia they went from three shifts, seven days a week, to one shift, probably five days a week, and the troops are now off on the weekends. If we can continue to perform those kinds of services, we are going to free up a lot more troops time to do much more important things. Again, focusing the troops on the vital few.

QUESTION: What is the most improved statistic? Mission accomplishment?

Hardee: The most improved statistic is the reduction in unused inventory. Why? Because it's inventory we no longer have to repair,

hold or replenish. Another is the amount of man-hours it takes to get the job done, for much of the same reasons. We are also seeing components, for instance the bomb release unit rack (BRU-32s), staying out, and being used for its entire 210 day cycle, much more often than having it break in the middle of the 210 days and come back for unscheduled maintenance. We are seeing our ability to actually execute maintenance plans as they are intended.

The main improvement to mission accomplishment is that we are achieving aircraft ready for tasking (A-RFT). Or, at least getting close to what the leadership thinks is the entitlement or what they want as RFT. As VADM Malone (Commander, Naval Air Forces) says, "readiness is about right." We are still meeting the requirement.

QUESTION: Since leadership support is key to the cultural shift to new ways of doing business in Naval Aviation, what is some of the feedback you are receiving from them on the implementation process, and how the tools are working thus far?

Hardee: Leaders out in the Fleet are saying, "I want more of this [NAVRIIP/*AIRSpeed* tools] and I want it now". They like it. I think once the tools have been implemented and applied, it's a natural result of successful implementation that the Fleet can take off and run with. NADEP North Island has been doing Lean and Basic Theory of Constraints (BTOC) for over two years now. You look at what Cmdr. John Smajdek, AIMD officer, Naval Air Station, North Island, California and Cmdr. David Meyers, supply officer, Naval Air Station, North Island have done with reducing millions of dollars in inventory and improving the work quality and the work area/environment; its tremendous. After BTOC implementation, people in Lemoore came to me and said, "you can't get to me fast enough with Advanced TOC. We want it yesterday." But, we physically do not have the people to train everyone simultaneously. Fortunately for me, in FY 05, we'll actually split into three simultaneous implementations. We barely have enough people now. They are trained, mentored and seasoned. Soon, we'll have enough people for three implementations at one time, instead of serial or linear fashion.

We just finished *AIRSpeed* design implementation at AIMD Oceana. From there we will move to MALS 31 in Lemoore, California, then Naval Air Depot North Island, California. In those areas, the most important to me is the Depot because they represent the extension of the continuum of those components that we were working on at AIMD Oceana. Many of the components that can't get fixed at Oceana are the ones that are being sent to the Depot at North Island. Natural progression is to go ahead and implement the same process improvements at that end of the continuum. They now understand these are the same "head hurters" that were at Oceana. We'll find much of the same kind of constraints – with a slightly different environment. The natural progression is to go ahead and implement issues we saw at Oceana. Lemoore will also be a mirror image of Oceana, because again it's Hornets on the west coast. So, it will be good to see if we can template some of the lessons learned that occurred at Oceana. We can't template everything because the environments will be subtly different in certain ways, but there may be certain repair activities that we duplicate at both sites. But, because we freed up additional capacity through efficiency, we may find we can combine two repair facilities to one.

To read the complete interview, link to www.airpac.navy.mil/navriip/qa_hardee.asp.

For more information on *AIRSpeed*, link to <https://logistics.navair.navy.mil/airspeed/>.

NAS NI RIFLe Award Continued from page 1

Information for Leadership (RIFLe) philosophy across the AIMD and the ASD. The RIFLe program – now referred to as Basic Theory of Constraints (BTOC) with RIFLe and a key element of the AIRSpeed program – was created by the Marine Corps and sponsored by NAVAIR. The RIFLe implementation core team consists of members from Aviation Support Logistics (ASL), Head Quarters Marine Corps (HQMC) and NAVAIR 3.0 senior enlisted and officers. The NAS North Island and core RIFLe team revolutionized the approach to cross-functional problem solving in aviation logistics and maintenance.

Using Theory of Constraints (TOC) to focus on critical local and wholesale systems barriers to aircraft readiness, CIMA achieved unprecedented supply and maintenance improvements, and their innovative ideas and quantifiable benefits modeled the way ahead for TOC implementation across the entire Naval Aviation Enterprise.

According to the award citation, the performance of the team “is a

benchmark for any further comparison of what the combined aviation logistics team – Maintenance and Supply – can accomplish with a single focus and a single goal. By their exceptional professional ability, unprecedented initiative and dedication to duty the Integrated Maintenance Activity at Naval Air Station North Island reflected great credit upon themselves, upheld the highest traditions of the United States Naval Service and are most worthy of being awarded the 2003 Admiral Stanley Arthur Award for Logistics Team of the Year.”

Members of the Combined Integrated Maintenance Activity include: Cmdr. William T. Ainsworth, USN; Cmdr. John C. Smajdek, USN; Cmdr. David C. Meyers, SC, USN; Lt. Gary S. Joshway, USN; Lt. Vinsant D. Evans, SC, USN; Lt. j.g. Jeffry M. Peltonen, SC, USN; Aviation Structural Mechanic Senior Chief Jon S. Smith; Aviation Electrician Senior Chief David M. Willard; and 1st Class Petty Officer Surface Warfare Victor H. Moreno. For more information about the awards, visit the web site at <https://ucsobdom02.hq.navy.mil/stanarthur>.

Reserves embrace NAVRIIP/AIRSpeed Continued from page 1



AD2 Allison Lawton, JRB Fort Worth, AIMD module repair powerplants division, applies the engine serial number to the high pressure compressor (HPC) module for easier visual identification. Photo by PH2 (AW) Desiree Lester

industry process improvement tools under the architecture of Theory of Constraints (TOC), along with Lean and Six Sigma.

“NAVRIIP/AIRSpeed builds the assets to do more work, quicker,” said Vice Adm. Wally Massenburg, commander of the Naval Air Systems Command and NAVRIIP chief operating officer. “It becomes a vehicle you ride on. Navy and Marine Corps troops then have the tools they need when deployed. The programs give you leverage.”

The biggest challenge facing the Marine Air Logistics Squadron 41 (MALS-41) and AIMD power plants division is a limited number of F-404 engine mechanics.

“We are looking to you, the NAVRIIP Leadership, for improvement guidance,” said Moody.

Recently, the Navy and Marine Corps Reserve leadership initiated steps

in the right direction by introducing Lean and the other process improvement tools to the AIMD/MALS-41 work center staff. Though still in the learning process, the team is beginning to streamline the work center processes and reorganize the work areas in an attempt to achieve increased production and morale. In particular, the maintainers have begun combining and consolidating all of the maintenance assets into one main building, reorganizing the workstations for disassembly, repair, assembly and ready for issue (RFI), relocating tools and parts inventory closer to the modules and reducing excess materials. The improvements have already proven beneficial by creating more convenient access to parts and tools and reducing the maintenance footprint.

“We are focusing strictly on putting out good products,” said Gunnery Sgt. James Hernandez, 400-division production control chief, AIMD/MALS-41. “Quality is first and foremost. We won’t see an engine back here before it’s due for average scheduled maintenance because we are careful and have slowed down our processes. We have pride in our products. The Navy and Marines also work extremely well together, which helps.”

Lean methodologies help focus the Navy and Marine Corps Reserves on improving facilities repair, material management and training procedures. Also, by building new supply bins for the intermediate maintenance requirements list and locating the parts in the center of the work area, 8-10 man-hours have been saved due to less travel time. The parts are decentralized and out on the floor for more convenient access. Now, a civilian on station fills the bins twice a day, instead of requiring the maintainers to travel back and forth for parts.

“We are learning to better manage our manpower,” said Hernandez.



The hush house facility at JRB Fort Worth is used as an engine test cell. The hush house allows for continuous engine testing that is not impeded by time, weather or noise restraints. Photo by PH2 (AW) Desiree Lester

“Right now, we produce six engines a month; our goal is seven or seven and a half. In addition to building the new engine repair facility, and as we continue with the process improvements and training the Fleet, we should reach this goal.”

The Reserves in AIMD/MALS-41 power plants also requested maintenance parts kits for the F-404 engine. This new process is planned, using Lean principles.

“Also, everyone is enjoying a better quality of life because we are no longer working on the weekends,” said Gunnery Sgt. Julian Escamilla.

Due to be completed next month, the new engine repair facility will provide the Reserves with features that are not available in the current building. The new building is equipped with proper lighting for the entire shop floor, air conditioning that will allow for comfortable year-round working conditions and overhead cranes [that extend from one end of the facility to the other. There is approximately 20,000 square feet of production floor space, which is 2,000 more square feet than what is available now. The new facility will be used to maintain both F-404 and T-56 engines.

To avoid configuration rework in the future, the NAVRIIP team suggested implementing Lean theories into the design and layout phases in an effort to introduce best business practices now before the building is complete. Implementing Lean theory now is essential because the Reserves are still in the early learning stages of AIRSpeed implementation and have not fully introduced its tools into all of their processes or into the current design of the new facility. By redesigning now, the Reserves will avoid having to change the layout of the maintenance footprint in the future after fully engaging with AIRSpeed.

“Now is the time to implement Lean principles into the current design,” said Massenburg. “It is important for center supervisors to attend Lean training to become proficient in the practices and process improvements before work-center design begins. By following Lean methodologies, you will increase efficiency, build capacity, prevent stovepipes and find that less workspace is required. Instead of letting the budget dictate the size of the building, we need to focus on the requirement and value to the NAE,” he said.

“We will work toward a leaner process,” said Lt. Dave Zundel, AIMD division officer. “We are focusing on the appropriate spaces and layout for modules and will work from there.”

Located at JRB Fort Worth is a “hush house” engine test cell facility which allows for continuous engine testing not impeded by time, weather or noise restraints. The hush house is multi-functional, supports squadrons’ morning flights and is capable of testing engines both on and off of the aircraft.

“One of the greatest benefits to the hush house is its reliability,” said Tom Cassidy, facilities test cell maintenance manager. “We receive a true reading after all tests because the facility is not impacted by the wind or any other external elements.”

Built using congressional funding, the hush house can test one engine every one and a half hours. The squadrons normally test 10-12 engines a month. Currently, the test cell is under capacity and could use more work.

“I am impressed with the cleanliness, newness and that the cell exists,” said Massenburg. “I am concerned about how the facility fits into the NAE scope and who realizes the test cell exists.] We need to determine if this facility fits into the potential operational needs of the NAE. It is crucial to ask ourselves what is the output we need from the entire NAE and not just one site or location,” continued Massenburg. “We need to Lean the NAE too, not just single nodes.”

Rear Adm. Mark Harnitchek, Naval Inventory Control Point (NAVICP) and NAVRIIP provider’s cross-functional team lead, reiterated the need to spread best business practices and cost-wise capabilities throughout Naval Aviation. “For instance, the Reserves at JRB Fort Worth have figured out how to support customers at other sites in a timely and efficient manner. This is something we want to improve in the active duty community,” said Harnitchek. “We must learn from each other and share our successes to improve readiness throughout the Enterprise.”

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AD2 Ysac Holguin, JRB Fort Worth, AIMD module repair powerplants division, is torquing the side-mount struts on the test cell trailer in preparation for the post-maintenance test and check. Photo by PH2 (AW) Desiree Lester

Barrier removal teams *Continued from page 1*

attack and solve problems. Their cross-functional nature ensures that the course of action that the BRT comes up with is the best available solution,” Harnitchek continued.

Since the inception of the NAVRIIP and BRTs, T/M/S teams have removed numerous barriers, resulting in sustained increases in A-RFT at the squadrons. Over 30 BRTs are now active, addressing issues ranging from a shortage of radar devices to a lack of trained maintainers.

The breadth of the current BRTs with the T/M/S Teams is: lack of required radar (6 active BRTs), number of aircraft in depot repair (5 active BRTs), engine shortages (3 active BRTs), lack of Forward Looking Infrared (FLIR) (2 active BRTs), too much scheduled maintenance time (2 active BRTs), too many aircraft in O-level repair (2 active BRTs), other barriers, including cost reduction (10 active BRTs).

Sharing of BRT information between T/M/S Teams occurs through briefings to other support commands. Each month the type commander (TYCOM) assistant chief of staff group conducts a workshop to monitor the barrier removal progress of a T/M/S team. Similarly, the provider organization (CFT-2) holds a monthly review with the T/M/S teams. These formal reviews are supplemented by communications among the Thomas Group facilitators, a NAVRIIP consulting company working with each T/M/S Team.

Key examples of T/M/S BRTs in action include the S-3 and SH-60B communities.

For the past 9-10 months, the S-3 BRT has worked hard to resolve issues involving the aircraft control logic assembly (CLA), right-hand side. The team first looked at its items that cost the most for the Fleet to obtain and further researched whether or not the high cost was an anomaly. In the case of the CLA, the team was uncertain why the cost was excessive.

Since the CLA’s circuit cards were failing, the Fleet would wind up beyond capability of maintenance (BCMing) the entire assembly to the Depot, thus incurring the cost to buy a new CLA.

“We worked with the AIMD in Jacksonville, Florida, to provide them with a loaner, or a maintenance action module (MAMS). We gave them a ready-for-issue (RFI) CLA and helped with the coordination,” explained Lt. Cmdr. Richard Heinz, NAVICP S-3 IWST Head.

AIMD Jacksonville created a gold disk that could take a working circuit card to create a signature on the disk and then copy it to a CD that would show what a circuit card signature looks like when it works correctly. Now that the Fleet can turn in its CLAs for circuit card inspection at AIMD, they no longer have to pay for a BCM at the Depot level.

To date, this process improvement has produced a \$450,000 cost avoidance for the S-3 community. The S-3 T/M/S BRT next plans to address the left side CLA issues.

“It’s neat that we’ve started to focus on costs and what’s driving them. The maintainers and supply guys are now looking at *why* we spend money,” commented Heinz.

The H-60 BRT has also struggled with aircraft parts issues.

The AAS-44 Forward Looking Infrared (FLIR) has been a logistics support challenge since its inception, due to accelerated Fleet introduction, higher than expected systems failures, and limited spares availability. In addition, Operations Enduring Freedom and Iraqi Freedom created increased demand for a limited number of FLIR mission kits, impacting A-RFT.

Current Fleet inventory has 116 modified airframes and 86 mission kits. To negate the impact, funding is required to purchase 100 fixed forward-firing/head-up display kits and 10-armed helicopter kits.

NAVICP is addressing FLIR system reliability issues by a performance based logistics (PBL) contract. which was awarded in September 2003.



An HH-60H Seahawk from the “Black Knights” of Helicopter Anti-Submarine Squadron Four (HS-4) lands on the flight deck aboard USS John C. Stennis (CVN 74). The ship and Carrier Air Wing Fourteen (CVW-14) are taking part in Rim of the Pacific (RIMPAC) 2004, during her scheduled deployment supporting the Navy’s new Fleet Response Plan (FRP) Summer Pulse 2004. Photo by Mate 3rd Class Mark J. Rebilas (RELEASED)

The FLIR PBL provides the Fleet customer reduced total life cycle costs, improved supply material availability and enhanced system reliability, and is estimated to provide the U.S. federal government in excess of \$31.3M cost avoidance over the total life of the contract.

“Our focus has been on improving the quantity (availability of spares) and quality (reliability) of FLIR spares in response to the needs of the Fleet,” said Carol Kotowski, NAVICP H-60 IWST Deputy. “We’re doing miracles (with the PBL) and the team is applying lessons learned from its first FLIR to future FLIRs,” Kotowski continued.

In addition to its issues with the FLIR, the H-60 community is faced with growing obsolescence challenges.

Since the SH-60F/B platforms are 20 to 25 years old, many of their systems developed in the 1980s are no longer state-of-the-art. The primary obsolescence plan for the SH-60F/B aircraft was to replace it with a new helicopter, the MH-60R, through a re-manufacturing effort. However, the subsequent decision to change from re-manufacture to new manufacture created a new set of H-60 obsolescence challenges. Not only are the F/B aircraft not being retired as early as originally thought, they will now remain in service for a decade or more than originally planned.

The SH-60F/B and HH-60H aircraft continue to experience increasing reliability issues, resulting in decreased readiness levels. Funding is required to investigate technology insertion, perform end-of-life buys, and develop engineering change proposals (ECPs) for known obsolescence issues.

The inability to address obsolescence issues has resulted in a steady decrease in readiness; currently with a 22 A-RFT gap overall and a five to six A-RFT gap due to obsolescence each month.

“Prior to the emergence of these obsolescence issues, more O and I level repair and swapping out of components was possible. Now, since many of the piece part components are obsolete, in many instances the O/I level must BCM a whole assembly to the depot. This adds to Fleet cost and frustration,” said Kotowski, adding that in many cases private industry may try to reverse engineer the system, but often that becomes too cost-prohibitive for all parties involved.

“Now we’re trying to find better ways of self-financing and different ways of looking at things. With NAVRIIP we know what the problems are and we are asking more *why* questions,” Kotowski said.

Kotowski noted the example of a Petty Officer stationed in Sigonella, Italy, asking why he potentially had to BCM a \$150,000 H-60 display converter if he only needed a \$750 linear microcircuit piece part to fix it. “No one thought that way before or wanted to ask the right questions,” she said. **7**

NAVRIP Leadership:

Vice Adm. Michael Malone

Commander, Naval Air Forces
NAVRIP Chief Executive Officer

Vice Adm. Wally Massenburg

Commander, Naval Air Systems Command
NAVRIP Chief Operating Officer

Rear Adm. James Zortman

Commander, Naval Air Atlantic
CFT 1 Readiness

Rear Adm. Mark Harnitchek

Naval Aviation Inventory Control Point
CFT 2 Providers

Rear Adm. Michael Bachmann

Asst. Commander Logistics, Naval Air Systems Command
CFT 3 Planning and Programming

Capt. Mike Hardee

NAVRIP Chief of Staff
AIRSpeed Project Officer

NAVRIP Web site:

www.airpac.navy.mil/navriip

AIRSpeed Web site:

logistics.navair.navy.mil/airspeed

MyNAVAIR Web site:

mynavair.navair.navy.mil (Portal for NAVRIIP documents)

For more information on NAVRIIP and AIRSpeed, link to www.airpac.navy.mil/navriip or call 301.757.1487.

Contact Betsy Haley to be added/deleted from the NAVRIIP distribution list, or for newsletter content suggestions.

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Reserves embrace NAVRIIP/AIRSpeed

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The JRB Fort Worth supply division experiences constraints due to delays in shipping, time to obtain security clearances for civilian personnel, and barriers with aviation depot level repairable funding channels. All of these components add time and frustration to achieving A-RFT.

The NAVRIIP leadership team learns about the Fleet's "head-hurters" during each visit to a base or site. Because such improvements have been realized using TOC, the process improvement tool will be pushed to all AIMDs and MALs to standardize and modernize all processes as the NAVRIIP/AIRSpeed program evolves throughout Naval Aviation.

Massenburg noted, "after all of the AIMDs/MALS have been introduced to the AIRSpeed toolkit, then we will Lean by products. The new business model must focus on reducing the cost of doing business, instead of spending what they gave us to avoid losing the funding in the next year."

"We are in the process of making Sailors and Marines responsible for cost," said Harnitchek. "Our goal is to reduce cost by five percent in 2005 with the same mission as in 2004."

"As a station and command, we fully support the NAVRIIP/AIRSpeed effort, and we are working together to decrease downtime. Our focus is on quality and achieving full mission capability," said Escamilla.

NAVRIP University continues to educate the Fleet across the Naval Aviation Enterprise

By Betsy Haley

NAVRIP Communications Team

"NAVRIP 101 was a great learning experience. I wish I had this training before I served as the AIMD officer!"
Participant feedback from NAS Patuxent River, Md.

"Overall, I am quite pleased with the opportunity to attend NAVRIIP University. I think that it is crucial for all personnel to receive training on this subject because of the impact the cultural change will have on the work we do everyday."
Participant feedback from NAS Oceana, Va.

In an effort to accelerate the migration to cost-wise readiness and to leverage best business practices into more Navy and Marine Corps operations, NAVRIIP University has been established to facilitate the education process.

Training sessions are scheduled throughout 2004*.

The following dates are available:

17 August 04	S-3/H-60 Wing	Jacksonville, Florida
24 August 04	CVWP	Whidbey Island, Wa.
September 04	OPNAV	OPNAV, Wash D.C.

*More dates will be added soon.

For registration and course information, contact the Thomas Group by email at dbeachum@thomasgroup.com, or by calling 972.401.4276. Additional sessions will be added if demand exceeds the current schedule.

The NAVRIIP 101 basic overview course is a one-day training session, which focuses on the processes, tools and applications available in the NAVRIIP and AIRSpeed toolkits. By providing exposure to NAVRIIP history, processes and tools, any employee assigned to units participating in NAVRIIP and AIRSpeed activities will learn how to quickly become an effective member of the team in support of the initiative.

Members of the NAVRIIP management team and the Thomas Group, a consulting company with expertise in process management, will teach the course.

The training will introduce NAVRIIP and AIRSpeed history, the charter and organization, an overview of the processes, tools, teams and success stories.

In addition, employees will learn about process value management tools, which address dynamic cycle time, and best business practices including a focus on Theory of Constraints, Lean and Six Sigma. The training will also explain the aviation financial analysis tool (AFAST), and cross-functional team and type/model/series team participation.

For schedule updates, link to www.airpac.navy.mil/navriip/navu.asp