



NAVRIP AIRSpeed

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2nd MAW Marines share mission, AIRSpeed successes

By Eddie Riley
NAVRIP Communications Team

The NAVRIIP leadership contingent paid its first visit to a Marine Corps wing April 27-28. The Marines shared their successes and challenges with the AIRSpeed journey of applying best practices to supply and maintenance to deliver cost-wise readiness to meet operational requirements.

Senior military and civilian leaders of the Naval Aviation Readiness Integrated Improvement Program visited Marine Corps Air Stations Cherry Point and New River.



Col. Thomas Murray, MAG 26 commanding officer, welcomes Maj. Gen. John G. Castellaw and Vice Adm. Wally Massenburg to MCAS New River and the group facilities. Photo by Lance Cpl. Wil Acosta

The flag officers, program managers and resource sponsors got a close-up look at the efficiencies gained at the squadron level through the implementation of Enterprise

Continued on page 2

Oceana Sailors work smarter not harder

By Elizabeth Poe, Editor, Jet Observer
Naval Air Station Oceana, Va.

How many times have you tried to suggest a different way of doing things only to hear one of the following answers?

“We’ve always done it that way.”

“That won’t fly around here.”

“We tried that before and it didn’t work.”

In any organization there will always be some people who resist any kind of change, even for the better.

Still, amazing changes can occur and that is exactly what’s happening at Oceana Aircraft Intermediate Maintenance Detachment. By implementing two of the AIRSpeed tools, Basic Theory of Constraints (BTOC)/ Relevant Information for Leaders (RIFLe) and Lean, Sailors in the AIMD Electronic Countermeasures Center have reduced their working hours by 45 percent while increasing productivity by 30 percent.

“Lean and BTOC/RIFLe are process improvement tools. It’s a way of weeding out the things that inhibit your ability to perform your job,” said ATC (AW/SW) James Prince, the leading chief petty officer and security manager for Electronic Countermeasures Center, Workcenter 640. “A Lean process would make it simpler for you to perform something you do on a regular basis.”

“If I can complete a process faster, using less



AT2(AW) Eddie Meharg calibrates a 406 sweep cart automated test station. Photo by PH3 Mark Gleason

Marines unite with NAVRIIP effort to improve operational readiness

By Betsy Haley
NAVRIP Communications Team

Touring Marine Aviation Logistics Squadron 26 (MALS-26), including the CH-46 and 53 type-model-series (T/M/S) workbenches, the NAVRIIP leadership team of senior flag officers and civilians learned how NAVRIIP and AIRSpeed processes are effectively and productively evolving at the 2nd Marine Air Wing (MAW) at Marine Corps Air Stations Cherry Point and New River.

The Marines and Navy senior leadership joined forces on April 26-27 to discuss and evaluate recent successes and the positive impact to Marine Aviation readiness after adopting NAVRIIP and AIRSpeed processes. The Marines also addressed the nuances of Marine aviation maintenance, rotary wing expeditionary capabilities and readiness requirements to meet operational commitments.

“Readiness now is our most important metric,” said Maj. Gen. John G. Castellaw, commanding general, 2nd MAW. “I need to have everything I have ready to deploy at any time. I need aircraft ready and maintained.”

Using some of the components of AIRSpeed (Basic Theory of Constraints (BTOC)/Relevant Information for Leadership (RIFLe) and Lean), NAVRIIP’s enabler for operationalizing cost-wise readiness, MALS-26 Marines began to notice process improvements and increases in efficiency with their maintenance and diagnostic workbenches.

“We are now proactive versus reactive,” said Lt. Col. Carmine Borrelli, executive officer, MALS-26. “If we are proactive instead of reactive, we can prevent the next expeditious repair. AIRSpeed improvement tools help to maintain and sustain our readiness.”

Specifically, MALS-26 is concentrating on BTOC/RIFLe, which is used to align the organization and assign ownership and metrics to relevant processes. RIFLe is a leadership information software system that is used in the BTOC/RIFLe practice. Instead of focusing on all processes at once, BTOC/RIFLe allows leaders to focus on areas that require the most attention and vital issues that provide the largest

Continued on page 6

Continued on page 3

Marines demonstrate expeditionary flightline capabilities

By Lance Cpl. Wil Acosta
Staff Correspondent, MCAS, Cherry Point, NC.

On April 26, members of the Naval Aviation Readiness Integrated Improvement program (NAVRIIP) leadership team visited Cherry Point to tour and evaluate the 2nd Marine Aircraft Wing (MAW).

NAVRIIP evaluates the total end-to-end readiness support process that begins when an aircraft returns from deployment until the aircraft is deployed again.

Maj. Gen. John G. Castellaw, 2nd MAW commander, opened the NAVRIIP leadership visit by addressing military readiness of the 2nd MAW.

During his presentation, Castellaw explained the importance of the visit. "It is important to me because it has to do with readiness now," said Maj. Gen. Castellaw. "I get a phone call every other day asking me to deploy (aircraft and troops). So, I need to have all of the aircraft I have left right now ready to deploy to places like Iraq, the Horn of Africa, or Haiti."

NAVRIIP leadership flew to Marine Corps Air Station New River via CH-46E Sea Knight for a "boots-on-the-ground" tour of the facilities, which provided them with the chance to speak candidly with Marines regarding the local supply, maintenance and operations in support of cost-wise readiness and Marine aviation requirements.

After the tour at New River, the group was escorted to Marine Corps Auxiliary Landing Field Bogue for hot chow and a demonstration of

Marine expeditionary flight line capabilities.

During the demonstration Marines of Marine Wing Support Squadron 271 displayed their ability to establish, maintain, and defend an expeditionary landing field.

From a Harrier fly-by to an aircraft rescue fire fighting unit extinguishing a blaze after a planned blast set off by explosive ordinance disposal, members of NAVRIIP witnessed Marines reenact several flight-line scenarios.

The purpose of the NAVRIIP flag-level visit and the demonstration was to exhibit the Marine's unique operational environment that is distinctly different from the Navy's aviation deployment support environment.



As part of the capabilities display, NAVRIIP leaders traveled to 2nd MAW units via CH-46E training flights. Photo by By Lance Cpl. Wil Acosta

2nd MAW shares mission *Continued from page 1*

AIRSpeed components – Basic Theory of Constraints (BTOC)/ Relevant Information for Leaders (RIFLe) and Lean Management.

"The unfolding story of Marine Corps Aviation's participation in the Global War on Terrorism was a continuous theme throughout the BOG visit to 2MAW," said Maj. Gen. John G. Castellaw, 2nd Marine Aircraft Wing commander and host of the visit. "I believe that every leader in attendance got an "up close and personal" view of how Marine Aviation is fully participating in support of the Global War on Terrorism (GWOT)," he added to highlight the operations that drive 2nd MAW requirements.

Navy and Marine Corps leaders agree that the introduction of AIRSpeed at the organizational, intermediate and depot-level maintenance and supply departments has contributed to improved and increased readiness. Now, they are currently defining the operational requirements on which to base the infrastructure and processes for maintenance and supply to meet readiness goals.

"The Navy is doing top-down sortie-based training with entitlement and the Marine Corps is doing bottom-up sortie-based training," said Vice Adm. Wally Massenburg, commander of the Naval Air Systems Command and NAVRIIP chief operating officer. This means the Navy wants operational commanders to set the requirements for Naval aviation support and adjust maintenance and supply provisions accordingly. Marine Corps leadership says they have to be ready to respond rapidly to any and all requirements from operational commanders and prefer to set support provision based on that high state of readiness.

"Marine aviation squadrons are held to readiness levels that must support deployment within days of receiving an operational tasking and we are seeing this type of short notice taskings coming much

more frequently these days," Castellaw said. "The deployment of a detachment from HMLA-269 this month is the most recent example. They were packed up and on their way within three days time following receipt of a deployment order to support the crisis in Haiti."

"The bottom line is that our mission today and tomorrow will be to provide combat ready squadrons for deployment and at the same time sustain a robust capability to continue training ready aircrews and to produce viable aircraft for follow-on contingencies," Castellaw added.

To help meet these increasing readiness requirements, the 2nd MAW began to embrace two components of AIRSpeed during the last year. The Marines instituted BTOC/RIFLe and Lean Management in two Marine aviation logistics squadrons. They also implemented BTOC/RIFLe in a third squadron. For example, in MALS-31 at MCAS Beaufort, S.C., Lean processes have been implemented in several production work centers including power plants, ground support equipment, intermediate maintenance requirements list, ordnance and airframes.

Castellaw said squadrons are experiencing "significant improvements in repair rates and in production cycle times while saving hundreds of man hours in processing time" across the board where Lean has been implemented. He added that the MALS-31 Power Plants shop provides a good snapshot of how much Lean has helped their intermediate maintenance effort as AIRSpeed takes hold in other 2nd MAW squadrons.

"They've (MALS 31 Power Plants) improved engine cycle time by 20 percent, reduced the time it takes to build stator cases by 30 percent and have decreased non-value travel time within the work center by a whopping 45 percent," Castellaw said.

The wing has also reaped benefits to people and operations in MALS-



AT2(AW/SW) Paul Cordes aligns a weapons replaceable assembly on a consolidated automated support system (CASS). CASS allows AIMD to take on increasingly more intermediate level avionics maintenance. "A lot of things that have traditionally gone to depot are being supported by CASS," Cordes said. Photo by PH3 Mark Gleason

time, I'm working more efficiently," said Prince, who supervises about 45 Sailors.

AT2 (AW) Eddie Meharg has been at Workcenter 640 since December 2002. At that time there was an extremely high backlog.

"We didn't get as much production done as we possibly could. It was pretty rough," Meharg said.

The Sailors in the shop worked nine-hour days during the week. "On duty weekends, we put in about 10 hours a day on Saturdays and six hours a day on Sundays," Meharg said.

It wasn't any fun.

"When I first got here, morale was so bad that people on shore duty were volunteering to go on sea deployments," Meharg said.

"The entire philosophy of how we approach production and maintenance of gear has changed," he said. "When Chief Prince reported, he gave all the technicians in the shop the opportunity to tell him what they thought was wrong and what they thought would fix it," Meharg said.

Meharg was surprised that the Sailors' input was requested. "It was a big shock. My time in the Navy has never been that way. However management told you to do things, if you didn't do them that way you got in trouble," Meharg said.

Changing the way Workcenter 640 did business began with the reconfiguration of the workbenches and toolboxes to make everything more accessible to the technicians. It eliminated a lot of unnecessary steps, which saved time.

"The fact is that now we're working smarter, not harder," Meharg said.

"We're doing less work, but accomplishing more," said AT2(AW/SW) Paul Cordes, who is TAD from AIMD Norfolk. Cordes is an E-2C Hawkeye aircraft technician.

Another important change was redistributing experience.

"We were very thin on experience. We had a lot of people rotating in and rotating out," Meharg explained.

When Meharg reported, the shop was running three full shifts. The experienced Sailors had to run production and perform administrative duties just to try to keep up with the backlog. So the senior Sailors weren't able to supervise the junior Sailors working at the benches.

"The main problem was lack of training," said AT1(AW) Daniel Blaylock, who joined the shop in October.

By focusing on training – not the backlog – and how to do the work properly, the shop became more efficient. Previously when the shop received gear, the technicians would troubleshoot the gear and determine which parts needed to be fixed or replaced.

"But they'd get the parts in, put them in and it would still be broken. So they'd have to troubleshoot it again," Blaylock said. It wasted man-hours and money. Last year the shop reordered \$300,000 worth of parts because of cannibalization.

Blaylock said that once the shop began focusing on proper troubleshooting procedures in order to get the job done right the first time, the attitude within the shop changed dramatically.

"We consolidated and got rid of a complete shift and brought our experience back to the junior Sailors so we can train on a daily basis. It created an ability to eliminate mistakes before they happen and to raise the entire quality of all the technicians," said Meharg, who is a collateral duty inspector.

Meharg says it's made an enormous difference in the shop. "We came together and created a team concept. Each section has a team leader and it gives the junior Sailors a person to go to when they see something they haven't seen before. The senior guy has seen it before or knows a way to figure it out. Electronics are funny. They can do different things every time they fail," Meharg said.

"One thing that I've been impressed with – and hadn't encountered yet in the Navy – is our ability to take a relatively small group of people and accomplish such a large amount of work in a very effective and efficient manner. And it's showing in the numbers," said Cordes, who is the day shift production supervisor.

The benefit to the Sailors is tremendous. Whereas weekend duty used to be simply par for the course, Sailors now have their weekends free, unless they are standing a watch or assisting Reserve unit training.

Best of all, by empowering the Sailors in their everyday activities, Blaylock says, they empower themselves in their own career development.

"It gives them something to strive for on a daily basis, which ultimately results in advancement and added responsibilities, and makes for a stronger Navy," he said, because "when I can do the job of three or four people or an airman can do the job of two or three people, we've just met the requirements of what the Navy is shooting for."

Positions in the shop are well defined. By establishing a direct area of concern for every individual within a workcenter, the machine that seems overwhelming at times is broken down into its basic components, Blaylock said.

On the day shift, Cordes assigns tasks as necessary to the team leaders, who in turn assign tasks to their team members. "It ends up being a real smooth transition without a lot of confusion," he said.

Morale has gone through the roof in Workcenter 640. "The entire shop morale has gone up. Everybody looks forward to getting in here and getting the job done. We have hardly any personnel issues anymore," Meharg said.

Sailors Work Smarter Continued from page 3

AIMD 640 is ATAN William Johnson's first command, and he said the atmosphere is fairly relaxed.

"Everybody has their stressful moments, but I'm getting a lot of good training in this shop," Johnson said.

As shop management is receptive to new ideas, Johnson is able to use his own ingenuity to develop a piece of gear that will ultimately save the shop more money and man-hours. He's creating a box to test cables on test benches that will indicate if the cables are working by simply flipping a switch. At present, the cables must be checked individually pin by pin.

"When I first got here, everyone was being driven to work toward the numbers, the backlog. That was their whole focus – getting gear out the door," Blaylock said. "Nobody liked that. Now all anybody has to worry about is getting trained to troubleshoot effectively.

AWP (awaiting parts) and the backlog have dropping steadily and significantly.

"As that came down the stress level of the workcenter came down as well. Now everybody comes to work to be trained, not to get beat up about the backlog," Blaylock said.

Other benefits to Sailors include being able to workout more frequently on shop time in the morning as long as the backlog doesn't go above 80. When Blaylock reported to the shop the backlog was well over 100 items needing repair. Now the backlog averages about 65.

Blaylock credits the team environment with empowering the techs. "It's strengthened the chain of command and streamlined accountability. Training time has been cut in half," he said.

Additionally, the team concept allows Sailors to complete tasks effectively in the absence of the team leader. Team members are rotated periodically so that everyone has the chance to learn how to operate various workbenches in the workcenter.

"Within the next six months every person in the shop will have the chance to learn how to do every job in the shop," Blaylock said.

"The only thing that holds anyone back is themselves. Now everyone

has to opportunity to excel if they take advantage of it," Blaylock said. "No matter who you are – a supervisor, a chief, a division officer – you need to understand that there is always room for improvement," Blaylock said. He also said that he was certain that the Sailors in Workcenter 640 would have to opportunity to advance in the Navy.

"Their future is laid out for them if they want to take it," he said.



AtAN William Johnson hoods up a power meter to be calibrated for the sweep cart. Photo by PH3 Mark Gleason

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Commander, Naval Air Systems Command

NAVRIP Chief Operating Officer

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(Portal for NAVRIIP documents)

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

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Vice Adm. Wally Massenburg and Marines from MAG 26 discuss the improved layout for work area after Lean implementation.

Photo by Lance Cpl. Wil Acosta

impact to their readiness goals. Currently, 15 projects have been identified by the BTOC/RIFLe process to receive Lean implementations within the logistics squadron.

“This is a journey. You should look at each step as a success,” said Vice Adm. Wally Massenburg, commander of the Naval Air Systems Command and NAVRIIP chief operating officer.

“The Marine Aviation logistics support package (MALSP) provides support to deployed and non-deployed units. In the future, MALSP must be smaller and more flexible to better support simultaneous real world contingencies and a constant state of readiness,” said Borrelli. “We need to get the response time down across the logistics footprint. TOC and the focus on Lean is helping to achieve this goal.”

Other approaches the Marines are using to work toward this end include facilitating the linkage between squadron commanders, T/M/S commodores and program managers. By creating this connection through the NAVRIIP cross-functional team (CFT) involvement, each member now sees and understands the relationship to each step in the readiness process.

“NAVRIIP helps to open our eyes to every required step along the way,” said Borrelli. “TOC and Lean help us to understand cause and effect relationships within our organization to better focus on our readiness goals.”

“NAVRIIP gives you the tools down the chain of command to determine what to work on when and how to increase readiness,” said Massenburg. “NAVRIIP works using two dimensions – horizontal linkages and vertical linkages. Understanding where your team fits is critical to the whole process.”

The horizontal linkages include supply, maintenance and the operators, and the vertical linkages include the Naval Aviation Enterprise partners, such as NAVAIR and the Office of the Chief of Naval Operations, which execute and fund the requirements. The entire group encompasses the CFTs that prioritize and attack the barriers to readiness. The NAVRIIP leaders toured areas within MALS-26 where process improvements have been made using Lean and TOC.

Gunnery Sgt. Charles McRory, assistant production control chief, manages the maintenance control facility for MALS-26. On a daily basis he posts the number of critical items waiting repair, and the number waiting for parts. He explained that his highest number of repairable items is due to waiting for parts.

“The maintainers in the shop have increased their responsibility and accountability in the shop since initiating AIRSpeed tools, in particular, Theory of Constraints,” said McRory. “They work toward operational goals and to lowering customer wait time.”

Massenburg stressed that creating metrics that link to operational goals will help to guide maintenance and supply in the direction of the greatest readiness need.

TOC is a process improvement tool, based on rigorous cause and effect, used to increase a systems’ throughput while simultaneously decreasing inventory and operational expense.

“TOC and Lean help to create more visibility between each department. Maintenance now knows what supply is doing and vice versa,” said Capt. Jeffrey Bolduc, MALS-26 supply officer. “TOC helped to tie it all together to increase interaction and communication between departments,” continued Bolduc. “Our main difficulty is maintaining constant communication between different departments.”

In the airframes department, which oversees the maintenance on both the CH-46 and CH-53 T/M/S aircraft components, Master Sgt. Aston Dacosta, air frames division chief, explained to the leadership group how his shop evaluated the current repair process by using spaghetti diagrams and stick-on notes to track all of their steps and to help redesign the cell for increased efficiency.

Spaghetti diagrams are standard work sheets that provide process flow diagrams. Value stream mapping is a Lean tool applied to eliminate waste.



Vice Adm. Wally Massenburg reiterates the value of how stick-on notes bring visibility to all steps in the repair process and help redesign the cell for increased efficiency. Photo by Lance Cpl. Wil Acosta

“We performed a rapid improvement event (RIE) where we took a detailed look at the cure time for adhesives, paint and sealants. During the RIE, we also performed a detailed evaluation of the engine air particle separator (EAPS) repair process for the CH-53 T/M/S,” said Dacosta. “Using stick-on notes to document each step in the repair or adhesive process, we were able to visualize the route from when we receive the component in the shop to the time it took to go back to the aircraft. We tracked our steps and displayed the course using a spaghetti diagram. The total repair process took 98 steps. After we eliminated and combined steps, our process reduced to 33 steps, while staying within the manufacturer’s guidelines.”

One of the main improvements to decrease the number of steps was a reduction in the drying time of the adhesive that reduced the overall process flow time. Additional improvements included rearranging the cell for increased efficiency, combining process steps, direct delivery of parts to the division and the increased capability to test the EAPS motor and actuator. *Continued on page 6* **5**

Marines unite to improve readiness *Continued from page 5*

Other TOC achievements include reducing critical due in from maintenance (DIFM) items by 50 percent in the first month, and from 129 items to 20 items overall. Also, from January 2002 to present, the average yearly readiness rate increased from 72 to 77 percent.

“Lean is a constant. We are always seeking perfection in the process. To us, improvement is never complete – it is ongoing,” said Dacosta.

Within the airframes shop, reductions in waste and inefficiencies in the repair cycle were realized after Lean implementation. The shop moved parts/supplies closer together, consolidated consumables in one location and aligned one process closer to the next that enabled quicker access to tools and test equipment. The changes allowed for a reduction in touch time on the EAPS by 5 percent, a reduction in flow time by 20 percent and a reduction in distance by 87 percent.

“Our next focus is on supply (awaiting parts) where most of the bottlenecks seem to exist,” said Chief Warrant Officer Warren David, air frames division officer.

The maintenance and supply departments are realizing the benefits of information sharing and aligning their activities. Massenburg challenged them to take the next step.

“You’ll never get the full affect of NAVRIIP until you include all of

the players –supply, maintenance and operators. By incorporating the operators, you work toward a requirement metric related to what they need. No one is left off the hook, or to point fingers,” said Massenburg.

By outlining current and future requirements being supported, MAG-26 operational squadrons exemplified their need for constant readiness and continued support. In 2003, HMM-264 squadron maintained a seven and a half month deployment cycle. During their operations, they supported Operation Iraqi Freedom (OIF) and deployed six CH-46s and six CH-53s. This schedule has not ceased and the squadron continues to support operations in support of Joint Task Force Haiti, with a constant need for maintenance and supply support of their requirements from the MALSP.

“NAVRIIP is important to me to help achieve the most effectiveness, the most efficiencies and to ensure the best management of resources,” said Castellaw.

“We are here to find out how Naval Aviation Enterprise leaders can get what the Marines need to increase readiness by removing barriers and constraints, and by lowering our cost and reducing cycle time,” said Massenburg. “Lean initiatives are also important tools for non-supply and maintenance centers, such as a hazardous materials facility. Lean will help to create efficiency, increase timeliness and enhance improvement processes.”

2nd MAW shares mission *Continued from page 2*

26 at MCAS New River, despite the challenge of understanding, training and implementing BTOC/RIFLe over the last year, according to the general. He said the process “has been a challenge but the results have been well worth the effort.”

In addition to the morale boost, empowerment and ownership the general has noticed in the Marines as they implement BTOC/RIFLe, the methods have “resulted in some dramatic achievements in material availability,” which have helped to increase MAG-26’s aircraft mission capable rate by 8 percent.

This connection between improvements to material availability and increases in operational capability is one that Massenburg stresses often. During the visit to MALS-26 where the supply and maintenance Marines were discussing their metrics, the admiral summoned the MAG commanding officer to come get involved with the metrics that support his mission capability.

“Demand should be generated based on operator requirements, not self-generated by maintenance and supply goals that are independent of a warfighter need,” Massenburg said.

For clarity, the admiral added, “In order to preload the supply system (to exploit constraints), we need a requirement to buy to. The system will react to a demand pull.”

This supply-versus-demand discussion is related to the process for balancing the definition of requirements and targeting the appropriate level of availability that the Navy and Marine Corps leaders continue to work out as AIRSpeed spreads across the Naval Aviation Enterprise. Massenburg said, “Cost-conscience trade-offs will have to be made and risks will have to be taken in defining and pursuing availability or we will just keep building a support footprint big enough to provide any level of desired availability.”

As requirements, levels of support and availability are defined, all involved with AIRSpeed implementation agree that the concept is

paying in dividends that contribute to balancing current and future readiness.

“There’s no question that we are on the right track with AIRSpeed. AIRSpeed provides us the tools to understand and improve our business processes and thus optimize readiness in the most cost smart ways,” Castellaw said.

In addition to the specific comments on AIRSpeed’s impact on 2nd MAW resources, the general issued the following parting challenge to leaders across the Naval Aviation Enterprise.

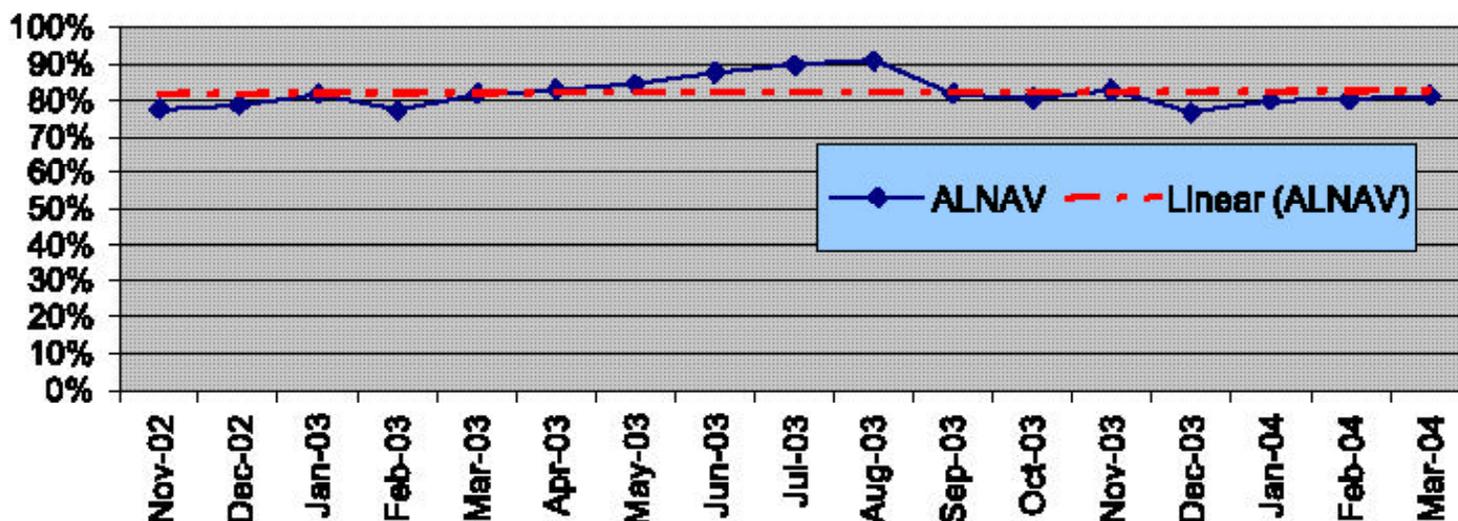
“It’s important too that aviation commanders at all levels understand AIRSpeed and its relevance to the goal of cost-wise readiness and that they lead the way building AIRSpeed into our squadrons and into the mindsets of our Sailors and Marines.”



Dust Abatement: Marines at Bogue Field, from the Marine Wing Support Squadron, demonstrate the new method to help prevent brownouts by spreading a mixture called tri-PAM. Brownouts occur in expeditionary airfields where dust and sand cause pilots to lose visibility when landing. Tri-PAM is a combination of aluminum chlorohydrate, polyacrylamide and a super-absorbent. Photo by Lance Cpl. Wil Acosta

Type Model Series Ready for Training Status

Ready for training availability



Readiness remains consistent as Naval Aviation focuses on cost

“As the NAVRIIP cost-wise readiness cultural change continues at the Wings, the Naval Aviation Enterprise is maintaining a steady improvement in readiness. Efficiency and cost-management are the key elements to drive variability and waste out of Naval Aviation’s current business practices. As we make this new paradigm shift, we expect the improving ready for training trend to continue, but at a reduced cost in the face of newly-realized efficiencies in our work practices.” LtCmdr. Roger Alvarez, CFT-2 providers metrics lead, Operations Research Directorate, Naval Inventory Control Point (NAVICP-P)

Cross Functional Teams - Calendar of Events

| MONTH | DATE | DESCRIPTION | LOCATION | NOTES |
|-------|-------------|------------------|----------------|------------------------------|
| MAY | Wed 12th | CFT-2 Meeting | VTC | VAW,-PAR |
| | Thurs 13th | TRW | VTC | VAQ, - TRW |
| | MON JUN 7th | RIT | VTC | VF - MAY VTC Moved to JUNE 7 |
| JUN | | NO TRW | | |
| | Tues, 8th | CFT-2 Meeting | F2F, WLO | VS, VP-PAR |
| | Thurs 24th | RIT | JRB Fort Worth | VAW, |
| JULY | Wed 14th | CFT-2 Meeting | VTC | NO PAR |
| | Thurs 8th | TRW | VTC | VFA, VF-TRW |
| | JUL 20-21 | NAVRIIP Flag MTG | Dallas | NO RIT-NAVRIIP Flag Off-Site |
| AUG | Thurs 12th | | | NO TRW |
| | Tues 17th | CFT-2 Meeting | VTC | HSL,HS, HC- PAR |
| | Thurs 26th | RIT | Brunswick | VS, VP |
| SEPT | Thurs 9th | TRW | VTC | HM, HMM,HMH,HMLA -TRW |
| | Wed 15th | CFT-2 Meeting | VTC | VAQ, VRC-PAR |
| | Thurs 30th | RIT | VTC | HSL, HS, HC |
| OCT | Wed 13th | CFT-2 Meeting | F2F, NORFOLK | VFA, VF-PAR |
| | Thurs 14th | TRW | VTC | VAW, VS, VP, VMGR, VMA - TRW |
| | Thurs 28th | RIT | Whidbey | VAQ, VRC |
| NOV | Thurs 18th | TRW | VTC | HSL, HS, HC - TRW |
| | | CFT-2 | | NO PAR, No CFT2 meeting |
| | | RIT | No RIT Meeting | |
| DEC | Thurs 2nd | CFT-2 Meeting | VTC | HM, HMH, HMM, HMLA -PAR |
| | Thurs 9th | RIT | Miramar | VFA, VF |
| | Tues 14th | TRW | VTC | VAQ, VMAQ, VRC-TRW |

The **TYCOM Readiness Workshop** (TRW) consists of two elements: *Readiness and Aircraft/Systems*. During the readiness portion, the Lead Commodore/MAG CO and 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 WINGMOs/MALS COs and APMLs 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. During the **Readiness Improvement Team** (RIT) meeting, the Lead Commodore and PMA provide a summary readiness and aircraft systems barrier escalation brief to the team.