

NAVRIIP

Naval Aviation Readiness Integrated Improvement Program

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NAVRIIP Leadership: Program Builds Aviation Readiness for Today and Tomorrow

“Our charter is to improve non-deployed readiness. After two years, I think we have readiness about right. Now our task is to move from readiness at any cost to cost-wise readiness.”

– VADM Mike Malone, Commander, Naval Air Forces

“NAVRIIP’s focus is being expanded from meeting the Fleet’s objectives of ‘aircraft ready for training, to aircraft ready for training and operations’ by bringing the operators, providers and the entire resource network together in real-time to expedite the development and implementation of solutions to readiness barriers as Naval Aviation changes its processes.”

– VADM Wally Massenburg, Commander, Naval Air Systems Command

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AIRSpeed enables the framework for achieving and sustaining Naval Aviation cost-wise readiness

From AIRSpeed Executive Steering Committee (ESC)

**For a listing of acronyms, please refer to page 4*

Adm. Vern Clark, Chief of Naval Operations (CNO), mandated the new Fleet Response Plan (FRP) to support emerging Fleet and contingency operations in the Global War on Terrorism. The naval logistics community has focused its integration and modernization contributions to enabling FRP into a concept called AIRSpeed.

FRP requirements are scheduled for implementation this month. In addition to the impact on the FRP with current funding levels, Naval Aviation leadership must innovatively continue supporting current levels of readiness despite a fiscal year 2005 budget shortage.

In order to meet the CNO’s requirements, a unique capability that supports force protection and cost-wise flexibility and responsiveness is needed. Many Navy leaders agree that the Theory of Constraints (TOC) architecture that fits under the NAVRIIP umbrella is crucial to satisfying organizational, intermediate and depot maintenance and supply requirements.

This naval logistics integration and modernization solution is formally defined as AIRSpeed. TOC for the Naval Aviation Enterprise is designed to integrate the decision-making processes of asset positioning and visibility with those of planning and scheduling across the entire logistics chain. In addition to TOC, Lean, Six Sigma and other process improvement tools will be introduced where appropriate to increase efficiencies and achieve cost-wise readiness.

AIRSpeed will make a lasting and profound logistical and cultural change in the way Naval Aviation maintains and supplies the Fleet. AIRSpeed provides for the expeditious repair and replenishment of critical items and assets needed to achieve and support cost-wise readiness

The scope of AIRSpeed includes support for Naval Aviation maintenance activities (organizational, intermediate, and depot), naval supply activities (retail and wholesale), and associated headquarters functions. These include, but are not limited to Navy and Marine Corps aviation

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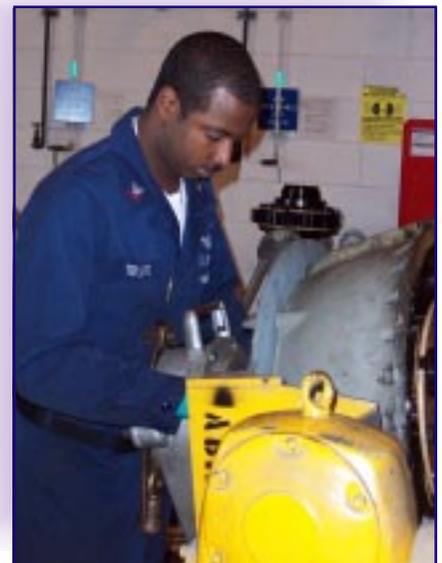
NAVRIIP Process Actively Engages Fleet at Jax

By NAVRIIP Communications Action Team

NAVAIR Depot Jacksonville recently applied the NAVRIIP process to isolate specific issues and solutions to improve the reliability of the T-56 engine.

Following the methodology of the NAVRIIP, NAVAIR Jacksonville intermediate level depot activities revealed processing, manpower, capability and training issues that contributed to the low reliability of the reduction gearbox assembly (RGA) of the T-56 engine. In the past, maintainers identified quick fixes or potential fixes for near-term and long-term reliability improvements.

“It was not until the NAVRIIP process was introduced to the T-56 engine



AD2 Anthony Troupe, NAS Jacksonville – Aircraft Intermediate Maintenance Department, repairs the reduction gearbox assembly to improve the reliability of the T-56 engine.

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Master T/M/S Schedule

The TYCOM Readiness Workshop (TRW) consists of two elements: Readiness and Aircraft/Systems. During the Readiness portion of the workshop, 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 APLMs 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.

RIT Location	VTC	Jax/Mayport	VTC	Miramar/Beaufort	VTC	Brunswick	VTC	Cherry Point	VTC	New River/Pendleton	N/A	Kanehoe
CY 04	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
HS (SH-60F/HH-60H)	PAR	RIT		TRW		PAR	RIT		TRW			PAR
HSL (SH-60B)	PAR	RIT		TRW		PAR	RIT		TRW			PAR
HC (H-60)	PAR	RIT		TRW		PAR	RIT		TRW			PAR
HC (H-3)							TRW / RIT		TRW			PAR
VAW (E-2)			TRW		PAR	RIT		TRW			PAR	RIT
VRC (C-2)		RIT	TRW		PAR	RIT		TRW			PAR	RIT
VS (S-3)	RIT		TRW		PAR	RIT		TRW			PAR	RIT
VP (P-3)	RIT		TRW		PAR	RIT		TRW			PAR	RIT
VAQ (EA-6B)		PAR	RIT		TRW		PAR	RIT		TRW		
VMAQ (EA-6B)		PAR	RIT		TRW		PAR	RIT		TRW		
VMGR (C-130)						TRW/RIT				TRW		
VMA (AV-8)			TRW/RIT		TRW		PAR	RIT		TRW		
VFA (F/A-18A-C & FRS D)	TRW		PAR	RIT		TRW		PAR	RIT			TRW
VFA (F/A-18E)			TRW	RIT		TRW		PAR	RIT			TRW
VFA (F/A-18F)			TRW	RIT		TRW		PAR	RIT			TRW
VMFA (F/A-18A-D)	TRW		PAR	RIT		TRW		PAR	RIT			TRW
VF (F-14)	TRW		PAR	RIT		TRW		PAR	RIT			TRW
HMM (CH-46)		TRW		PAR	RIT		TRW		PAR	RIT		
HMH (CH-53)		TRW		PAR	RIT		TRW		PAR	RIT		
HMLA (AH/UH-1)					TRW/RIT		TRW		PAR	RIT		
HM (MH-53)							TRW/RIT		PAR	RIT		

NAVRIIP Leadership

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NAVRIIP is a program designed to make fundamental process changes to the way the Navy provides manpower, equipment, maintenance, supply and training to stateside Naval Aviation commands between deployments.

- ◆ NAVRIIP improves non-deployed readiness – NAVRIIP directly supports the Fleet Response Plan (FRP) by increasing sustained readiness levels and surge capabilities throughout Naval Aviation.
- ◆ NAVRIIP integrates the Warfighter’s Needs to the Acquisition Cycle – By connecting the warfighter’s needs to the planning and programming, and acquisition communities, NAVRIIP ensures investments are made in the right products for cost-effective readiness.
- ◆ NAVRIIP aligns aviation business processes to Sea Enterprise - By driving cost-wise readiness initiatives, NAVRIIP compels commanders to identify operating costs, cost drivers and methods to reduce costs. The program enables Naval Aviation leaders to develop and implement appropriate strategies for reinvestment.
- ◆ NAVRIIP delivers aircraft for Sea Strike capability - NAVRIIP monitors operational metrics that deliver aircraft ready for training and operations to support the Warfighter. Metrics inform leaders on real-time adjustments necessary to meet evolving joint requirements in the Global War on Terrorism.

T/M/S Team Ready for Training (RFT) Status

T/M/S	RFT Aug '02	RFT Achieved Sep '03
SH-60 F/H	86%	94%
F-14	83%	92%
F/A-18	88%	97%
E-2	49%	66%
S-3	67%	92%
EA-6B	56%	78%
SH-60 B	53%	54%
P-3	63%	70%

“Since August 2002, NAVRIIP has paid major dividends in Naval Aviation readiness, with significant increases in ARFT across all T/M/S. As a recent example, the sustained performance over July, August and September of this year has exceeded performance a year ago in every T/M/S. At every Wing, TMS teams are empowered to find ways to improve readiness, and the return on investment across the board shows that NAVRIIP is moving us in the right direction.”

Lt. Cmdr. Donnie Gamboa – NAVRIIP CFT-2 Metrics Team Lead
Operations Research Directorate, NAVICP

NAVRIIP Tackles Training Barriers Across Many Commands

By CDR Dave Nelson
 Head, Aviation Enlisted Assignments Branch (PERS-404)
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“When NAVRIIP first started, one of the common themes heard from numerous “boots-on-the-ground” visits were the high percentage of Sailors showing up at their command without the benefit of en route training. The reasons for not receiving en route training were many and varied, but the reality was that many Sailors were not receiving the required training, which affected the mission.

This training deficiency affected the various commands’ ability to produce aircraft ready-for-training and operations (ARFT-O) in order to meet readiness requirements. A trained manpower barrier was identified. The Manpower/Personnel/Training (MPT) sub-group of CFT-2 was tasked to remedy the situation.

By working together, the Center for Naval Aviation Technical Training (CNATT) and Navy Personnel Command (NPC) are improving the training situation. CNATT and the various training facilities within their cognizance have stepped up to meet the Fleet’s training needs by adding additional seats into already existing classes, and standing up additional classes where possible.

In some cases, night-shift sessions were added for classes at numerous Naval Air Maintenance Training centers (NAMTRAs) to ensure opportunities were made available to allow Sailors the en route training required. Navy Personnel Command (NPC) detailers have worked closely

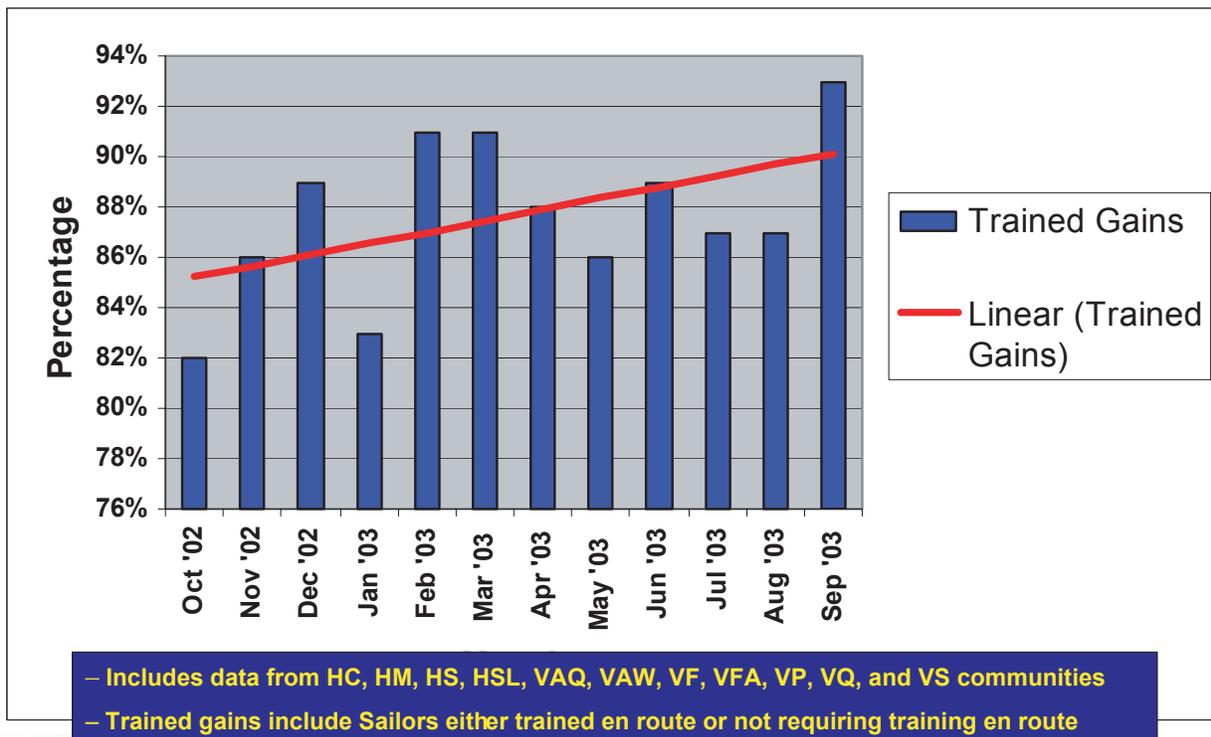
with CNATT to determine when and where additional training seats and classes were necessary.

The result is a much higher percentage of Sailors receiving en route training. According to NPC statistics, for fiscal year 2003, 88 percent of all Fleet Sailors received training en route to their next command. An additional 4 percent received their training via comeback quotas, necessary due to the timing of the Sailor’s arrival at the next command.

The training community is working to ensure more opportunities are available for Sailors to receive en route training, while also working diligently at the local level to provide training opportunities for Sailors already in place at their respective commands who did not receive the benefit of en route training. Local NAMTRAs are making phone calls and posting their class schedules to make the local commands fully aware of training availability. This entire effort is aimed at increasing the percentage of trained manpower within every Fleet aviation squadron.

The Fleet’s exact training requirements are sometimes fluid and ever changing. Consequently, constant awareness and oversight by the training community, the manpower distribution community, and the Fleet itself is necessary to ensure the gains already realized in en route training remain, and to ensure the percentage of trained manpower in every Fleet aviation squadron continues to meet the requirement. However, the gains already realized are a tremendous example of how Naval Aviation continues to benefit from the Naval Aviation Readiness Integrated Improvement Program.”

ALNAV FY03 Trained Gains Trend



maintainers that a structured and disciplined approach was used to identify and implement the most effective solutions,” said Martha Irene, Fleet support team engineer at the depot.

The team began with the identification of a readiness degrader and the lowest reliability module developing from the T-56 engine.

The team found the RGA to be the module with the lowest reliability. Data obtained from Fleet databases, such as aircraft engine management system decision support system (AEMS DSS) and logistics management decision support system (LMDSS), revealed a high number of RGA rejections with a very low time since repair (TSR). A high number of RGAs were being rejected with less than 500 hours TSR.

By using the NAVRIIP barrier removal team (BRT) process including Fleet members on the team, maintainers were able to completely understand the problem by addressing different factors such as manpower, material, processes and training. The BRT used cause-and-effect diagrams to address all factors contributing to low RGA reliability.

The team collaborated the efforts and expertise of the T-56 engine program managers, Fleet support team and Fleet members working on the engine to allow for discussion of possible solutions. The team approached the readiness degraders and solved the problem by eliminating the barrier completely. The BRT also addressed interim solutions and solutions which had not been previously considered.

“The NAVRIIP process helped to accelerate implementation of improved cleaning procedures for the RGA, and assisted with improving the procedures for oil draining and magnetic plug inspection,” Irene said. “The team also developed a proposal to update the NATOPS (Naval Air Training and Operating Procedures Standardization) which will avoid future mission aborts.”

“Overall, the use of the NAVRIIP BRT allowed us to follow a disciplined and structured approach to solving a readiness issue. It also incorporated the Fleet as active participants in the process and facilitated their acceptance of some of the change and improvements introduced,” Irene added.

AIMD	Aircraft Intermediate Maintenance Department
AIP	Actions in Progress
AMSR	Aviation Maintenance and Supply Readiness
APML	Assistant Program Manager for Logistics
ARFT-O	Aircraft Ready for Training and Operations
BOG	Boots on the Ground
BRT	Barrier Removal Team
CAT	Communications Action Team
CFFC	Commander Fleet Forces Command
CFT	Cross Functional Team
CFT-1	Readiness Requirements
CFT-2	Providers Requirements
CFT-3	Planning & Programming
CINCPACFLT	Commander, US Pacific Fleet
CNAF	Commander, Naval Air Forces
CNAP	Commander, Naval Air Forces Pacific
CNATT	Center for Naval Aviation Technical Training
CNO	Chief of Naval Operations
CO	Commanding Officer
COMLANTFLT	Commander, US Atlantic Fleet
COMNAVAIRLANT/CNAL	Commander, Naval Air Force, U.S. Atlantic Fleet
COMNAVAIRPAC/CNAP	Commander, Naval Air Force, U.S. Pacific Fleet
COMPACFLT	Commander, US Pacific Fleet
CpC	Cockpit Chart
DIFM	Due in from Maintenance
DLA	Defense Logistics Agency
EXREP	Expeditious Repair
FRP	Fleet Response Plan
HQMC	Head Quarters Marine Corps
IDTC	Inter-deployment Training Cycle
ILS	Integrated Logistics Supply
IRTC	Inter-deployment Readiness Cycle
MAG CO	Marine Air Group Commanding Officer
MALS CO	Marine Air Logistics Squadron Commanding Officer
NAMRA/NAPRA	Naval Air Mediterranean Repair Activity/Naval Air Pacific Repair Activity
NAMTRAs	Naval Air Maintenance Training Centers
NAVAIR	Naval Air Systems Command
NAVICP	Naval Inventory Control Point
NAVRIIP	Naval Aviation Readiness Integrated Improvement Program
NAVRIIT	Naval Aviation Readiness Improvement Team
NAVSUP	Naval Supply Systems Command
NETC	Naval Education and Training Command
NATOPs	Naval Air Training and Operating Procedures Standardization
OPNAV	Office of the Chief of Naval Operations
PMA	Program Manager
PAR	Program Assessment Review
RIT	Readiness Improvement Team
T/M/S	Type/Model/Series
TCT	Total Cycle Time
TG	Thomas Group, consulting company
TOC	Theory of Constraints
TSR	Time Since Repair
TYCOM	Type Commander
TRW	TYCOM Readiness Workshop
WINGMOs	Wing Maintenance Officers
WIP	Work in Progress

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maintenance and supply facilities ashore, afloat (CVN/L-Class) and abroad (OCONUS), and NAVAIR Depots at Jacksonville, Fla.; Cherry Point, N.C.; and North Island, Calif.; NAMRA, NAPRA, and NAVICP. The information systems used in the enterprise will be assessed and gaps will be addressed. Those systems include the Naval Aviation Logistics Command Manager Information System/Optimized Operation Maintenance Activity (NALCOMIS/OOMA), R-Supply, SIGMA, SMART, and MRPII/MRO.

The AIRSpeed initiative falls under Cross-Functional Team 2 (CFT 2) of NAVRIIP. An executive steering committee (ESC) will provide the overarching guidance for the AIRSpeed initiative. The AIRSpeed ESC is comprised of members from CNAF, HQMC, CNAL, NAVAIR 3.0 and 6.0, NAVICP, DLA and OPNAV. This group will provide oversight for the AIRSpeed project office, which is housed in the NAVAIR Logistics competency and will provide updates to NAVRIIP via CFT 2.

AIRSpeed training is scheduled to begin this month and the rollout will begin in January 2004. For more information on AIRSpeed, please contact Ann Kuntz (ann.j.kuntz@navy.mil).