

NAVRIIP

Naval Aviation Readiness Integrated Improvement Program

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NAVRIIP visits NAS North Island for a H-60 T/M/S evaluation

By AZ 1 Kevin Goodwin
NAS North Island AIMD

Recently, the Naval Aviation Readiness Integrated Improvement Program (NAVRIIP) leadership team of flag officers received an overview on the barriers to readiness for the H-60 type-model-series (T/M/S) at Naval Air Station North Island. The leadership team is continuing its efforts to remove barriers to readiness by each aircraft T/M/S across the naval aviation community.

“The bottom line is that by using NAVRIIP techniques, we have significantly opened lines of communication between all the T/M/S players at NAS North Island,” said Cmdr. John Smajdek, officer in charge, North Island Aircraft Intermediate Maintenance Detachment (AIMD).

The local Triad at NAS North Island, which includes the Wing Commander, wing maintenance Officer and station supply Officer, was established to begin addressing common barriers across the T/M/S. To address and work day-to-day issues and readiness degraders, a local T/M/S team was established, including squadron maintenance material control officers (MMCO), master chief petty officers (MCPO), wing readiness officers, aviation support division (ASD) officers and AIMD MMCO/PO.

Both groups focused on solving readiness problems with a common goal across the H-60 T/M/S to improve the ready for training (RFT) availability.

“It certainly helps us to have the support and the interest of the NAVRIT flag officers keeping everyone focused on what is important — ready for training aircraft,” said Smajdek. “Their support specifically helped us to get some of our support equipment, with a previously long down time, fixed in a timely manner. By introducing NAVRIIP, many of our ASD/AIMD customers were encouraged to visit and review our capabilities and limitations, which enhanced everyone’s understanding of how the maintenance process works for this T/M/S,” continued Smajdek.

NAVRIT is the Naval Aviation Readiness Improvement Team, which serves as the NAVRIIP leadership group.

During NAVRIIP’s first visit to NAS North Island in October 2001, the AIMD’s due in from maintenance (DIFM) count was approximately 667 items. By May 2003, the count was reduced to



RADM Massenburg and RDML Harnitchek look on as AE-2 Sturr performs maintenance on one of the DIFM items that AIMD North Island processes each day to maintain ready for training aircraft in the fleet.

Relevant Information for Leadership (RIFLe)

By Cmdr. David C. Meyers
NAS North Island Supply Officer

The current organization on any air station is not much different than that which was originally laid down over 50 years ago. While the Naval Aviation Maintenance Program (NAMP) identifies processes, procedures, and actual organizational structure designed to promote better aviation maintenance, it has not seen tremendous revision in some time. What tradition and the NAMP have institutionalized works, but as time changes, so do the forces that impact aviation readiness. The more traditional stovepipes between logistics communities – maintenance and supply - have remained constant even as the internal and external influences that impact them have not. Today’s aviation logisticians deal with an increasing array of integrated working groups: type model series (T/M/S) teams, the Naval Aviation Readiness Improvement Team (NAVRIT), the Naval Aviation Readiness Integrated Improvement Program (NAVRIIP) cross-functional teams (CFT) as well as external logistics organizations that are interwoven into the supply/maintenance equation. Changes in maintenance philosophy – an increase in organizational level to Depot Level (O to D) and Organizational to Original Equipment Manufacturer (O to OEM) level maintenance – changes in inventory positioning, budgetary restrictions, and third party logistics contract tools have all profoundly changed the logistics landscape.

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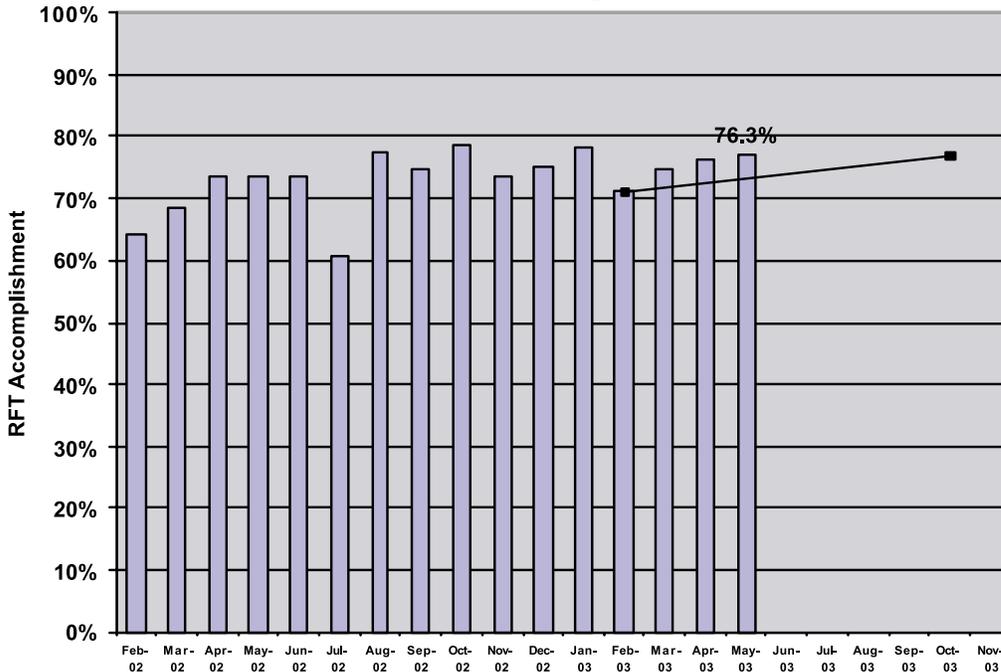
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Master T/M/S Schedule

Revised 8 August 03

RIT Location	CP	VTC	Beaufort	N/A	Pendleton
CY 03	Aug	Sep	Oct	Nov	Dec
HS (SH-60F/HH-60H)	PAR	TRW / RIT			PAR
HSL (SH-60B)	PAR	TRW / RIT			PAR
HC (H-60)	PAR	TRW / RIT			PAR
HC (H-3)					
VAW (E-2)					PAR
VRC (C-2)					
VS (S-3)			PAR		
VP (P-3)			PAR		
VAQ (EA-6B)	RW/PAR/RIT		PAR		
VMAQ (EA-6B)	RW/PAR/RIT		PAR		
VMGR (C-130)					
VMA (AV-8)					
VFA (F/A-18A-C & FRS D)			TRW/PAR/RIT		
VFA (F/A-18E)					
VFA (F/A-18F)					
VMFA (F/A-18A-D)			TRW/PAR/RIT		
VF (F-14)			TRW/PAR/RIT		
HMM (CH-46)				TRW	PAR/RIT
HMH (CH-53)					
HMLA (AH/UH-1)					
HM (MH-53)					

RFT Accomplishment



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NAVRIIP Objective:

NAVRIIP was created to improve naval aviation readiness in the inter-deployment training cycle (IDTC). It is unique because it is a process that addresses the root causes of challenges to meeting Naval Aviation readiness, and because it has widespread, cross-Navy flag officer support. Issues such as training, maintenance and supply are all addressed in a coordinated systematic manner that makes best use of available resources.

Benefits of NAVRIIP:

- [NAVRIIP is a process for improving inter-deployment readiness.](#)
- [NAVRIIP will optimize the performance of the Naval Aviation Triad at all levels.](#)
- [NAVRIIP is important for the Fleet and National Defense now.](#)

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260 items, reflecting a 62 percent reduction in DIFM items requiring repairs.

Again, during NAVRIIP's first visit, the squadron expeditious repair (EXREP) and recapitalization count was up to 134 components. By May 2003, the count dropped to 12 EXREP items in the work centers at AIMD, contributing to a 93 percent decrease in wait time.

By lowering the recapitalization rate, squadron's become more readily available when called upon for a mission. Also, fewer cannibalizations are required of squadrons to meet increased mission demands and needs of the fleet.

In addition, from August 2002 through July 2003, the North Island ASD successfully increased the first day issues of parts and supplies percentage from 68 to 79 percent point of entry and from 76 to 93 percent net.

NAS North Island leaders said the improvements were made possible because of reviews in the manning posture at AIMD North Island. Before NAVRIIP, AIMD was manned at 85 percent, and is now at 103 percent. The leaders are also ensuring that those on board are also qualified for the billets that they are filling. Before barriers identified by NAVRIIP were removed, AIMD North Island had 86 percent of its personnel properly trained. Now the department has 96 percent of its personnel qualified.

NAVRIIP Team Identifies Unique and Aggregate Barriers

By Margaret Kenyon-Ely
NAVICP Public Affairs

The Naval Aviation Readiness Integrated Improvement Program (NAVRIIP) team continues to focus on barrier identification and removal through the Type Model Series (T/M/S) review process.

“I see a lot of synergy. So far, identifying the efficiencies in sites by T/M/S has been working extremely well,” said Capt. Steven M. Nagorzanski, Cross Functional Team-2 (CFT-2) lead.

“We’re recognizing differences among site performance and now we’re asking why,” added Bob Mason, Thomas Group - results manager and barrier collector.

In December 2002, the NAVRIIP team changed its focus to T/M/S barrier identification vice site specific. The utilization of across-the-board representation of top-to-bottom support – Naval Air Systems Command (NAVAIR) program offices, Naval Inventory Control Point (NAVICP) integrated weapon support teams (IWSTs), aircraft intermediate maintenance detachments (AIMDs), naval depots, and the Thomas Group support – is a key advantage of the T/M/S strategy.

Each T/M/S has unique barriers, although the NAVRIIP team is discovering common barriers as it works through the process, noted Nagorzanski.

Significant aggregate barriers include scheduled maintenance as a major driver of aircraft downtime, trained manpower, and obsolescence.

All communities are looking at potential manpower barriers and, for the first time, cross-site optimization, according to Nagorzanski who cited the F/A-18 F-404 engine as an example.

In the case of the F-404 engine, enough components were available but were at the wrong location. The T/M/S team determined that redistributing the assets would optimize the process.

“The number one benefit of NAVRIIP is the fact that it makes the whole logistics chain visible from start to end. For me, it’s personally good to see the items and talk to the people who work on the items – the E-3s, the E-4s, the petty officers. I think that’s important,” commented Cmdr. Joyce Robinson, F/A-18A/C/D weapons manager, NAVICP.

In addition to improving F-404 engine readiness, the NAVRIIP process contributed to increased support material availability (SMA) and decreased backorders on the F/A-18’s radar (previously called the APG-65) and APG-73. Previously, the Defense Logistics Agency (DLA) utilized weapons system designator codes (WSDC) on complete aircraft only. The F/A-18A/C/D program had DLA assign codes to top degraders, including the radar and the APG-73, thus enabling the organization to take a systems focus.

“Immediately after this change, we were able to get the backorders down. Before that, we had no visibility,” said Robinson.



U.S. Navy photo by Photographer's Mate Airman Shannon Smith

Lt. Cmdr. Philippe Grandjean, weapons manager of the P-3, NAVICP, agreed that NAVRIIP fosters resolution of readiness problems.

“What I like about the NAVRIIP process is that it brings subject matter experts together to talk about problems. We’re really looking deep to find solutions. It’s a good process that will pay back dividends,” said Grandjean.

For example, decreasing the gap between entitled ready for training aircraft vice the actual number of RFT aircraft in place is a key goal for the P-3 community.

Already the P-3 T/M/S team has experienced success with the Anti-Surface Warfare Improvement Program Integrated Avionics Trainer (AIP IAT), one of the first NAVRIIP initiatives.

Parts obsolescence is another crucial issue faced by the T/M/S teams, especially in the H-60 B/F/D program.

“We’re looking at ways to improve systems that are always obsolete. We certainly have challenges maintaining required readiness rates in our in-service aircraft,” said Cdr. Michael Ropiak, Weapons Manager of the H-60, NAVICP.

The H-60 Obsolescence Barrier Removal Team (BRT), created in the spring of 2003, focuses on the items that drive customer wait time and RFT aircraft availability. By utilizing an Opportunity Index Tool, the H-60 T/M/S team can examine the number of cannibalizations, failure rates, as well as supply and maintenance downtime.

“We’re already working on improving obsolescence through Performance Based Logistics (PBL) contracting and replacement with parts that are suitable substitutes,” added Ropiak.

Additional T/M/S teams scheduled for training throughout September and October 2003 include the CH-46, CH-53, AH/UH-1, MH-53, H-3, and F/A-18 E/F.

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Lt. Cdr. Philippe Grandjean

In addition, a renewed interest in readiness-impacting metrics - ready for training (RFT) aircraft, non-depot work in process (WIP), average customer wait time (ACWT), dynamic cycle time (dCT) and maintenance turn-around time (TAT) – have reenergized efforts along the inter-deployment training cycle (IDTC).

The compressed IDTC, reconstituting the returning Squadrons, reduced regional budgets, and – in the case of the West Coast aviation support divisions (ASD) – performing an A-76 study, place a significant burden on the organization to perform at expected levels. While the narrowly focused aviation logistics community is working to meet the challenges mentioned in the above paragraph, there are many moving parts at the operational level that are not figuring into many of the solutions currently being implemented or under review. Tomorrow's ASD will not look like today's ASD, and local air station and regional support will be changed as well. Without any doubt and beyond the “we can do it if we try hard enough” extremists, there will be changes to the organization that will profoundly impact support to the aircraft intermediate maintenance department (AIMD) and to the flightline. It would be optimistic to say that metrics will be in place to ensure quality support during this time of pressure and change, but we've had metrics for decades, and they haven't always provided the return expected.

Metrics are simply there to measure performance. However, every air station supply department is set up differently. How do you apply a standard metric across the Navy, when the activities to be measured are not standard? It is difficult, and if the “one size fits all” mentality prevails, what you have are meaningless numbers. So how do we measure effectiveness and how can we apply them to any organization in a way that produces meaningful, sustainable improvements? Enter Relevant Information For Leadership (RIFLe).

To explain RIFLe is to explain Eliyahu Goldratt's Theory of Constraints (TOC). In any organization, there are many processes that come together to achieve the desired result. Some of these processes flow like clockwork while others are stymied by frustrating bottlenecks that hamper increased systemic productivity. Those bottlenecks will impact the entire operation, smooth running or not, creating excesses on one end, and shortages on the other. As a leader – as a manager – our job is to alleviate the impact of that bottleneck on our operations. The difference with TOC and RIFLe (compared to normal micromanagement)

NAVRIP Acronyms

AIMD	Aviation Intermediate Maintenance Department
AIP	Actions in Progress
AMSR	Aviation Maintenance and Supply Readiness
ARFT	Ready for Training aircraft
ASD	Aviation Support Division
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
CNAP	Commander, Naval Air Forces Pacific
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	Expedient Repair
F2F	Face to Face Meeting
FRP	Fleet Response Plan
IDTC	Inter-deployment Training Cycle
ILS	Integrated Logistics Supply
IRTC	Inter-deployment Readiness Cycle
IWST	Integrated Weapon System Team
NAVAIR	Naval Air Systems Command
NAVICP	Naval Inventory Control Point
NAVRIP	Naval Aviation Readiness Integrated Improvement Program
NAVRIT	Naval Aviation Readiness Improvement Team
NAVSUP	Naval Supply Systems Command
NETC	Naval Education and Training Command
PAR	Provider Assessment Reports
RFT	Ready for Training
RIT	Readiness Improvement Team
T/M/S	Type Model Series
TCT	Total Cycle Time
TG	Thomas Group, consulting company
TYCOM	Type Commander
WIP	Work in Progress
WP	Work Package

is, manage those bottlenecks or constraints only when and if they are impacting your bottom line.

Management and leadership philosophies are available for the buying at any bookstore. Everyone is ready to tell you his or her secret to success. But what sort of long-term solution are they offering? Primarily, none. Learning to focus on successful Japanese business techniques will certainly help you manage inventory differently, but will that success transcend your time in that assignment? When I look back on my career, I can see where I have had a significant impact on people, processes, or policy, at one time or another. What I can't see in the haze of what has already been, is any organization where the improvements I've made, continued on much past my tenure there. I'm talking a process of constant improvement that builds upon initial successes. If we're honest with ourselves, we'll see that the best we've done in most cases, is fixed a particular problem for that place and that time. As events unfold, our “winning” policy, or the process we put in place to solve a “then” problem, no longer has relevance today, and is probably as much a barrier to performance as the problem it was designed to fix.

RIFLe has the potential to be that tool which provides the continuity from leader to leader, which goes beyond management styles, and which horizontally integrates the stovepiped logistics infrastructure. The leadership philosophy is already what we do. All of us at the operational level look for those improvements that will take less effort, less resources, and return the most effectiveness. But do we currently have a system that directs us to those areas that really need our attention – that clear the “noise” away – and focus us on areas impacting our stake in aviation readiness? Do we have a system that monitors critical information and warns us of an impending problem – that allows us to be proactive vice reactive? Do we have a tool which encourages individuals up and down the chain of command to do what is good for the system as a whole, instead of focusing on their narrow “measure of success?” We have one now with RIFLe.

As we move into a new era of operational cycles, increased commitments, coupled with a downsized organic logistics infrastructure, RIFLe offers a viable, tested avenue for pursuing relevant goals. It may not be the panacea for every woe that is confronting us, but it comes closest to achieving the coveted “Optimized IMA (intermediate maintenance activity),” than any other suggestion I've seen put forward.