



# Naval Aviation Enterprise (NAE) Charter

December 2015

Approved by:

Handwritten signature of VADM T. M. Shoemaker in black ink, positioned above a horizontal line.

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**Date Charter Initiated** 19 Dec 2005 (revised 16 Feb 2007, 12 Jun 2008, 30 Oct 2009, 31May2013, 28Dec 2015)

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**Identification** Naval Aviation Enterprise (NAE)

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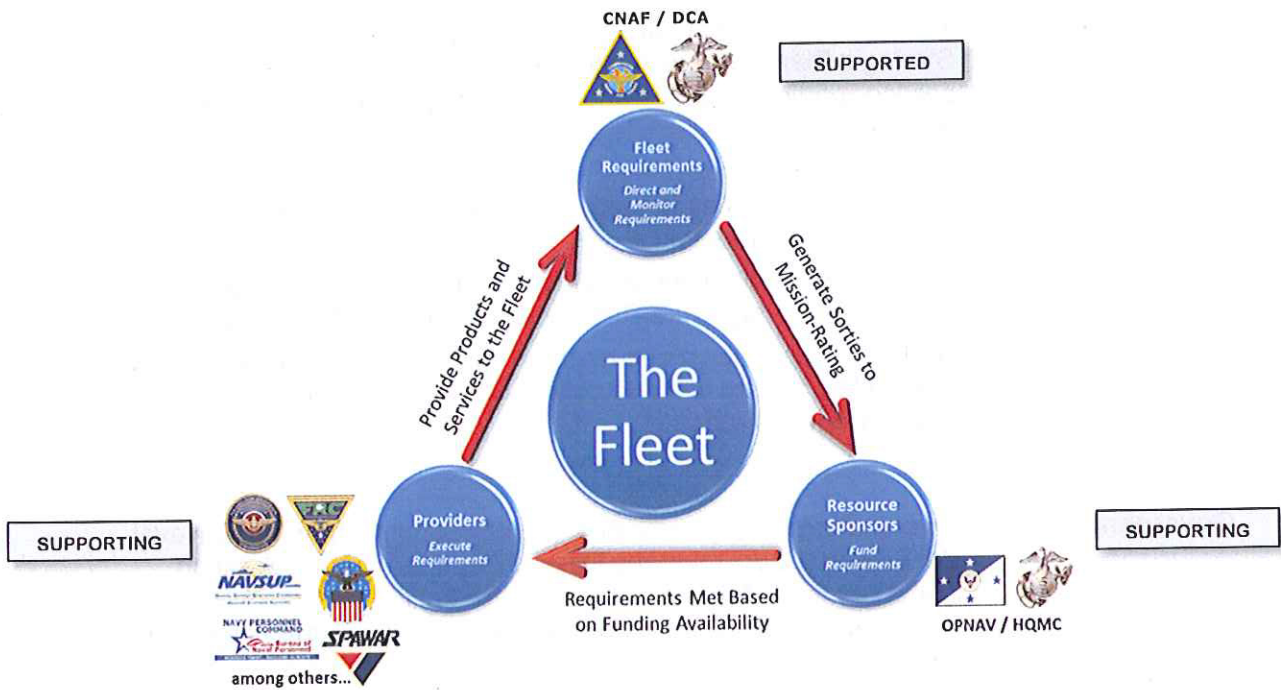
**Background** The NAE was formed in 2004 and is a cooperative partnership across Title 10 stakeholder organizations and services focused on providing the required readiness for Naval Aviation forces. This partnership is collaborative, transparent and cross-functional and is focused on generating decision-quality information in order to resolve Naval Aviation readiness issues.

The objective of the NAE is to work across stakeholders to enable the generation of Naval Aviation warfighting readiness, wholeness, capability and capacity to train for and meet Service requirements to support national tasking. The NAE coordinates, collaborates and communicates with stakeholder organizations to improve processes by which warfighting readiness is produced. The NAE is focused on optimizing all processes required to ensure achievement of required levels of readiness and sustainment within both active and reserve Navy and Marine Corps aviation forces.

Led by Commander, Naval Air Forces (CNAF) and the Deputy Commandant for Aviation (DCA), the Navy and Marine Corps are equal partners as the leaders of the Naval Aviation Enterprise.

The NAE includes over 190,000 people, 3,700 aircraft, 10 aircraft carriers, and influences a budget in excess of \$40 billion annually. Focusing these resources to provide the country with the warfighting readiness necessary to meet national policy and priorities is a shared responsibility of each member of the NAE. Communication and collaboration across all Enterprise stakeholder commands fosters organizational alignment, encourages inter-service integration, stimulates a culture of productivity, and facilitates change when needed.

The diagram below illustrates the supported and supporting relationships between fleet readiness requirements, resource sponsors, providers and the Fleet.



**Mission and Strategic Plan**

The Mission of the Naval Aviation Enterprise is to sustain required current readiness and advance future warfighting capabilities at best possible cost.

It is critical for the Enterprise to tie all efforts to a single, overarching metric in order to measure success - Naval Aviation forces in the numbers required to meet Navy and Marine Corps readiness and warfighting requirements. It is fundamental that all efforts of the NAE are aimed at generating warfighting readiness across assigned forces.

The NAE Strategic Plan is the road map to support Naval Aviation priorities. The strategic plan is collaboratively developed to focus on process and engagement actions necessary to improve delivery of current and future readiness; streamline and facilitate how Naval Aviation attracts and develops the finest Sailors, Marines, and career civilians; and inform and influence decisions that impact total ownership costs. The strategic planning process is flexible. It allows leadership to respond to internal and external pressures while remaining focused on investments and efforts needed to meet warfighting requirements in a fluid fiscal environment. The NAE is committed to communicating this plan from the deckplates to senior leadership within the NAE as well as to external partners, and to fostering a culture that draws on a collective and aligned approach to achieve Naval Aviation readiness objectives.

## **Strategic Objectives**

There are two overarching strategic objectives in the NAE Strategic Plan. Strategic objectives focus on identifying and solving readiness issues and maintaining wholeness at best possible cost.

1. Current Readiness – Drive actions to deliver combat-ready forces to meet current training and operational requirements.
2. Future Readiness - Drive actions to achieve required levels of Future Readiness for what it takes to win.

Underpinning these objectives is a commitment from all members of the NAE toward working collaboratively in an open, honest, and transparent environment.

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## **Governance**

Overarching NAE governance is directed by Commander, Naval Air Forces (CNAF) and the Deputy Commandant for Aviation (DCA) as the NAE process owners for their services. Commander, Naval Air Systems Command (NAVAIR) serves as the primary provider to the NAE. That governance is executed by the Executive Committee (EXCOMM) and implemented across the stakeholders within the Air Board. As a partnership of Title 10 organizations, the NAE proactively utilizes embedded authorities and teaming relationships to work cooperatively to properly align efforts in order to achieve required levels of readiness. The goal is an integrated approach to maximize both readiness and efficiencies.

CNAF and DCA are supported commanders for both current readiness and future capabilities. The resource/requirements sponsors and provider commands within the NAE partnership are the supporting commanders. Exercising their Title 10 authority, Enterprise stakeholders are accountable to CNAF and DCA for their assigned responsibilities to support the readiness and sustainment of Fleet aviation forces and deliver future capabilities. Similarly, CNAF and DCA have supporting relationships with the Fleet Commanders/Marine Forces Commanders to provide combat-ready forces to the Fleet.

The NAE EXCOMM is composed of senior leadership with decision-making authority that guides the course of Naval Aviation and is directly responsible for, or performs a critical support function for manning, training and equipping forces to produce the required warfighting readiness. This body:

- Sets NAE strategic direction with input from the NAE Air Board and in consonance with the Fleet Commanders Readiness Council (FCRC) and/or Service guidance and policy. Serves as the single voice on readiness and sustainment of Naval Aviation forces.

- Integrates efforts of organizations across the NAE necessary to efficiently deliver Naval Aviation warfighting readiness at the required levels in execution year and beyond: T-2.5 for USN and T-2.0 for USMC.
- Coordinates NAE activities with other Warfare Enterprises, and Marine Forces commands.
- Supports/improves efforts to manage, prioritize and align resources (e.g., personnel, equipment, supply, training and ordnance - PESTO) and activities to meet Naval Aviation readiness, sustainment and cost requirements.
- Identifies and removes NAE-level constraints and escalates higher level constraints to higher headquarters.
- Leads change implementation and fosters a Continuous Process Improvement (CPI) focus across the Enterprise.
- Attends the EXCOMM TELCON (weekly).
- Attends the Air Board VTC (monthly).
- Participates in decisional briefs representing NAE interests and own organizational billets.

The NAE Air Board includes EXCOMM members as well as major stakeholders that influence the course, performance and success of Naval Aviation. Members have a strong independent relationship and perpetual linkage with the NAE. It also includes select operational commanders who directly consume or employ the warfighting readiness produced and supported by the NAE. Members may also provide exceptional insight into higher enterprise structure or provide unique benefits by their participation. This body:

- Contributes to the development and execution of the strategic plan and objectives of the NAE.
- Improves and supports efforts to align and prioritize resources to meet the warfighting and readiness requirements of Naval Aviation.
- Leads, directs, and prioritizes changes to USN/USMC processes impacting the NAE.
- Identifies and implements solutions to identified readiness constraints (current and future).
- Participates in decisional briefs representing NAE interests.
- Represents NAE equities in organizational meetings and events.
- Provide insight or assistance regarding Enterprise issues in concert with NAE CFTs.
- Attends the Air Board VTC (monthly).

The EXCOMM meets every Friday via TELCON. The Air Board meets monthly via VTC which also includes the EXCOMM. The EXCOMM and the NAE Air Board carry out separate face-to-face meetings, as needed (typically annually).

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### **Key Linkages and Dependencies**

The following key organizational categories are supporting stakeholder partners that interact within the NAE and are held accountable by CNAF and DCA to leverage their Title 10 authority in support of readiness and sustainment of the Fleet. CNAF and DCA as the principal NAE process owners provide central leadership and guidance for these organizations.

- Providers (principally NAVAIR, NAVSUP, NAVSUP WSS, DLA Aviation, COMFRC, NPC, PEOs, CNIC, SPAWAR and NAVSEA).
- HQMC and OPNAV Resource/Requirements Sponsors (OPNAV N1, N43, N2/N6F2, N98, HQMC P&R and M&RA). The NAE works closely with each sponsor to ensure appropriate resourcing supports Fleet readiness requirements.
- Program Offices (PMA). The NAE partners with PMAs to facilitate and sustain delivery of the best products to the fleet with manageable risk in cost, schedule and performance.
- Marine Aviation Executive Readiness Board (MAERB). The MAERB integrates with the NAE to develop, track, report and facilitate the USMC TMS goals and metrics that produce the right readiness.
- Type Model Series (TMS) Teams. Primary composition of the TMS Team is the triad of Type Wing Commodore/Marine Aircraft Group Commander, the TMS Program Office (PMA) and the NAVSUP WSS/DLA Aviation Supply Leads. The triad is supported by the Navy or Marine Corps resource/requirements sponsors and key provider organizations. TMS triads effectively communicate, collaborate and coordinate as one team to identify and address readiness issues for their communities. Readiness degraders that cannot be resolved by the TMS team are elevated to the Air Board for resolution.

**Deliverables**

The following are key deliverables of the NAE:

- Overarching mission and strategic plan in accordance with Navy and Marine Corps guidance and policy. Common voice on readiness and sustainment for Naval Aviation forces.
- Required aviation readiness with balanced wholeness, capability and capacity across the Enterprise.
- Transparent, cross-functional governance and processes supported by hierarchical metrics that enable risk-balanced decisions in support of Naval Aviation readiness and sustainment requirements.
- Combat ready forces with requisite technical and operational training to support the warfighter to achieve mission success.
- Clear assignment of authority and responsibility by organization to better prioritize allocation of personnel, equipment, supplies/services, training, and ordnance resources within Naval Aviation to meet warfighting readiness requirements.
- Presentation of significant issues targeting root causes of readiness gaps and/or cost inefficiencies for leadership review and action.
- Ongoing Continuous Process Improvement (CPI) focus across Naval Aviation.
- Effective communication of NAE activities and accomplishments to both internal and external stakeholders.

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**Completion Date**

The Naval Aviation Enterprise is a permanent body

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**Roles and Responsibilities**

Organizations and teams within the NAE have the requisite authority and accountability to execute their assigned responsibilities. General roles and responsibilities for all cross-functional teams reporting to the NAE:

- Establish and maintain a reporting relationship to CNAF and DCA for their respective areas of responsibility.
- Create and implement a clear charter, integrated governance structure, scope and boundaries for team.
- Use metrics to assist in driving readiness gap closure, and apply continuous process improvement with accountability for measurable results.

- Operate with a bias for action as individuals and as an Enterprise to ensure efforts are focused on delivering results-oriented outcomes.
  - Identify and manage risks.
  - Maintain active communication throughout the Enterprise.
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## **Principles**

NAE members subscribe to tenets that form the basis for active participation and decision-making. These principles are the cornerstone to success of the NAE:

- Concentrate efforts on producing required readiness while sustaining fleet wholeness and improving efficiency.
  - Exercise a bias for action.
  - Drive systemically cross-functional, cross-command practices.
  - Apply disciplined, process-driven, analytic methodologies.
  - Understand the single fleet driven metric: Naval Aviation forces ready for tasking, in the numbers required to meet Navy and Marine Corps readiness and warfighting requirements.
  - Use consistent, integrated and hierarchical metrics that are focused on Fleet readiness and sustainment.
  - Ensure full and consistent transparency of data, information and activities.
  - Establish and maintain accountability for actions and results.
  - Commit to active participation.
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## **Other**

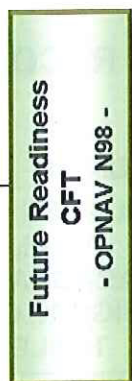
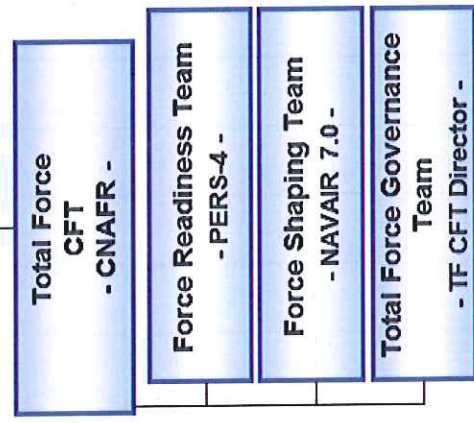
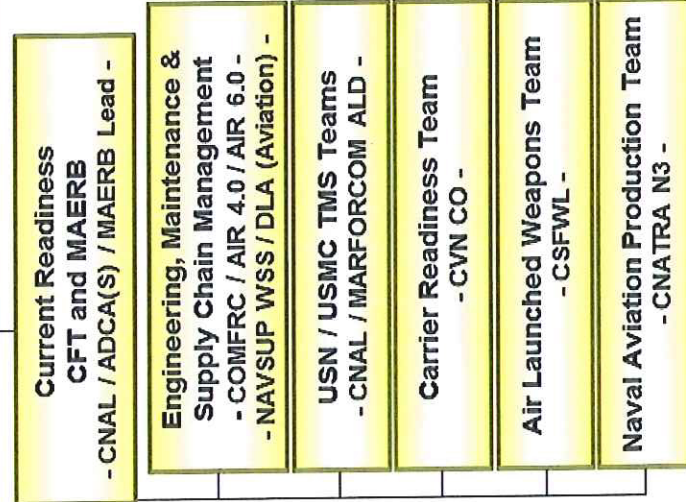
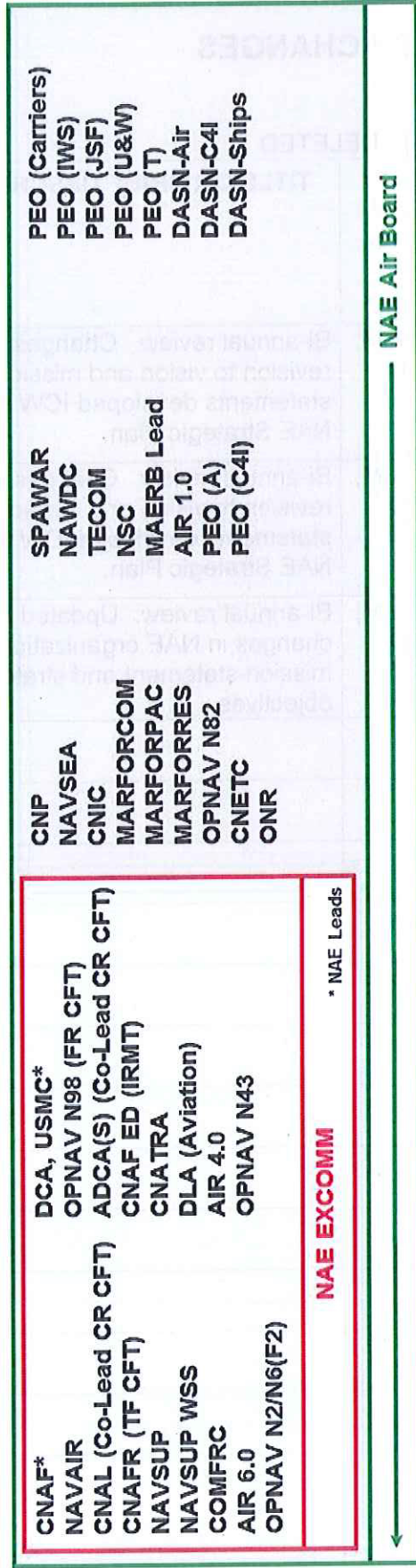
This charter will be reviewed on a recurring basis as needed by the Commander, Naval Air Forces, Deputy Commandant for Aviation and Commander, Naval Air Systems Command.





# APPENDIX A NAE Organizational Chart

December 2015



CFT Leads are held accountable for roles / responsibilities and required outcomes