



# THE NAVAL AVIATION ENTERPRISE AIR PLAN



...One Vision, One Team

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*"Naval Aviation works. It works because of the people, the processes, and our drive to succeed. The NAE is an essential element of that success and I am totally committed to maximizing the NAE contributions to Naval Aviation."*

*- VADM Al Myers, Commander, Naval Air Forces*

NAE leadership changes are an opportunity to consider past performance and to look ahead. Today's NAE was a first-of-its-kind, and was a necessary innovation to address serious challenges facing Naval Aviation. Naval Aviation leadership created the transparent, collaborative and cross-functional framework of the NAE which put processes in place that righted the course of off-track fundamentals essential to Naval Aviation readiness:

- *Arrested* rapidly increasing cost-per-flight hour growth rates. In the Navy, growth rates were slowed from ~\$300/hr for each year between 2000 and 2003 to an average growth of ~\$70/hr from 2004-2009. Left unchecked, this growth rate would have increased costs to Naval Aviation by more than \$700M in 2009, and as much as \$4B from 2004-2009. Informed, risk-balanced decisions by Naval Aviation stakeholders within the NAE drove this turnaround without losing our warfighting relevance.
- *Changed* the readiness at any cost and consumption mindset. The NAE's continuous process improvement toolset, standardized and transparent metrics and a disciplined stewardship of resources were core efforts within Naval Aviation directed at the efficient delivery of the right force with the right readiness at the right time.

Looking ahead, Naval Aviation today does not face the same issues of the past because of the NAE. We confront different challenges today that redouble the importance of the NAE in helping our leaders arrive at effective solutions.

*"It is evident that enterprise principles and processes have led to tangible improvements in Marine Corps Aviation readiness. More is still possible."*

*- LtGen George Trautman, Deputy Commandant for Aviation, USMC*

- NAE Boots on the Ground/Deck events throughout Naval Aviation have facilitated real-time dialogue between Naval Aviation leadership and Fleet Sailors and Marines which drive resolution of targeted readiness barriers.
- Consistent with OSD guidance, Enterprise processes have created efficiencies that reduce "tail" to fund "tooth" expenditures, permit money to be repurposed to capture unfunded flight hours and pay for reliability improvements.

*"The NAE has coordinated effective, cost-wise delivery of Naval Aviation readiness in a way that simply did not exist before the Enterprise. Our current fiscal environment necessitates we stay this course."*

*- VADM David Architzel, Commander, Naval Air Systems Command*

- NAE practices within Fleet Readiness Centers joined seasoned depot artisans with intermediate maintenance level Sailors and Marines to rapidly create a much deeper experience base within Naval Aviation.
- Enterprise principles led to the Aviation Rapid Action Team concept which partners hand-selected engineering, logistics, and other experts directly at the source to focus on and eliminate significant barriers to aircraft readiness.

*In Naval Aviation, the NAE enables us to stay on course and on glide slope*

## Key Messages

- The most visible result of NAE efforts is increased aircraft ready for tasking on USN/USMC flight lines.
- The NAE encourages and rewards a culture of transparency and collaboration focused on solving Naval Aviation's most significant challenges as a unified team.
- The NAE Total Force is more than just putting bodies in billets; it is focused on helping our people attain the right skills and be in the right place at the right time.

## Facts & Figures

- In FY09, NAE-facilitated efficiencies created over 6100 additional flight hours of training opportunities (~\$32M)
- NAE focus on accurate alignment of the Total Force has resulted in improving the Enlisted Rating Fit on aircraft carriers from 84% to 93% since 2005.
- The NAE Future Readiness CFT identified \$110M in investments to fix high cost/reliability issues that could return \$1.48B over the systems' remaining life (15:1).