THE NAVAL AVIATION ENTERPRISE AIR PLAN

...One Vision, One Team

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"The Naval Aviation Enterprise (NAE) is focused on implementing strategic actions that will improve Naval Aviation readiness. Implementing a Theory of Constraints Critical Chain Project Management initiative is one of those actions."

- Rear Adm. Paul Sohl, Commander, Fleet Readiness Centers (COMFRC)

Efforts to Sustain the Long-Term Health of Naval Aviation

Diagnosis

Increased numbers of Out of Reporting (OOR) aircraft presents Naval Aviation with significant challenges in meeting aircraft readiness requirements. Naval Aviation leaders identified and are addressing barriers to Fleet Readiness Centers' (FRC) production and capacity, engineering, depot funding, in-service repairs, aircraft corrosion and material condition, inventory management and aircraft utilization through an enterprise approach which facilitates cross-command stakeholder engagement.

Prognosis/Treatment

Reestablishing flow in Fleet Readiness Centers: COMFRC is implementing a Theory of Constraints Critical Chain Project Management (TOC CCPM) initiative across the enterprise to improve production flow and throughput at the FRCs. The TOC CCPM methodology accounts for variability and resource sharing across projects. FRC East has completed its initial CCPM implementation at Cherry Point and is in the execution phase. FRC Southeast has completed its initial CCPM implementation and is in the execution phase. FRC Southwest is currently undergoing implementation and execution is anticipated by third quarter, fiscal year 2015.

Improving material availability: Naval Supply Systems Command and the Defense Logistics Agency have instituted processes to minimize down-time for material. Between the two organizations, they have invested well over $1 billion in fiscal years 2014 and 2015 in consumables, spares and repair of repairables to minimize OOR production work-stop and increase up-time for in-service aircraft. The number of aircraft at work-stop for material has dropped 63 percent in the past 12 months.

Attacking corrosion: In 2007, the NAE took a significant cross-command step toward addressing corrosion with the establishment of the NAE Corrosion Prevention Team (CPT). Since then, the CPT has initiated a variety of process improvements focused directly on prevention, detection and treatment procedures, data capture and management, training, materials and human factors improvements, and communications as part of a holistic approach to the NAE's platform corrosion abatement strategy. F/A-18 OOR Integrated Program Team efforts to mitigate corrosion-induced OOR have accelerated this effort.

Optimizing inventory management: Efforts underway to optimize the use of available inventory include: adjusting fixed induction dates to support operational need, investigating and implementing a flight-hours-based vice calendar-based induction schedule where appropriate, conducting depot events concurrently to minimize OOR time, cancelling center barrel replacement inductions where appropriate, un-inducting or not inducting and preserving select aircraft from the depot to manage work in progress, deploying with mixed-lot aircraft where possible and conducting cross-coast deployments.

Synchronizing sustainment accounts: NAVAIR is developing the Sustainment Harmonization Tool, a web-based application that will predict the proper balance of funding, readiness and aircraft flying hours to drive efficiencies, improve productivity and maximize resources. Instead of having to "live within our means," we can use this tool to precisely articulate and justify the resources we need to achieve our readiness goals and to optimize our use of resources across all accounts. Currently, Operations and Maintenance, Navy (O&M,N) and sustainment-related Aircraft Procurement (APN) accounts for Naval Aviation are championed and funded as individual entities, leading to sub-optimal funding from a Naval Aviation perspective. Each account is interrelated, contributing to overall type/model/series readiness, and must be balanced to effectively use the dollars that exist within the enterprise. This tool will be available in fiscal year 2015. Refinements to the tool will be made over the next several budget cycles as subject matter experts within the NAE adjust it to more accurately reflect alignment of accounts.

Latest NAE Award Winners

Questions? Ask: nae@navy.mil

September 2014: Audie Dennis, AIR-6.8.2, Naval Air Systems Command
November 2014: John Stacey, Naval Air Systems Command
December 2014: Capt. Sean Bailey, Pre-Commissioning Unit Gerald R. Ford & Scott Madden, AIR-6.8.2, Naval Air Systems Command

Main Points

- Naval Aviation is committed to sustaining the long-term health of Naval Aviation through:
  - Re-establishing flow in Fleet Readiness Centers, increasing capacity and throughput
  - Attacking corrosion
  - Improving inventory management
  - Synchronizing sustainment accounts

Facts/Figures/Resources

- NAVAIR and COMFRC are working together to deliver organic Maintenance, Planning, Scheduling and Execution (MPS&E) capability by summer 2016.
- NAVAIR is developing a "Sustainment Harmonization Tool," which will reach initial capability in fiscal year 2015, to align and balance Naval Aviation readiness, enabler and follower accounts.