



THE NAVAL AVIATION ENTERPRISE AIR PLAN



...One Vision, One Team

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“These principles are the foundation of enterprise culture, which helps Naval Aviation leadership make well-informed decisions in the face of current fiscal and operational requirements.”

- Vice Adm. Al Myers, Commander, Naval Air Forces / Commander, Naval Air Force, U.S. Pacific Fleet

Enterprise Principles – The Heart of the Matter

The fiscal realities of our country reach into the DoD and present opportunities and challenges for Naval Aviation. Maintaining the right combat readiness while making it less expensive, is one such challenge. The [Naval Aviation Enterprise](#) (NAE) is an essential tool available to leadership that can be leveraged to effectively, and ever more efficiently, deliver forces ready for tasking. The bedrock of the NAE is a set of principles that form the basis of behavior and action.

These enterprise principles encourage leadership to commit to openly sharing information and participating in dialogue that results in superior decision-making, and emphasizes the welfare of Naval Aviation ahead of individual organizational interests. This IS enterprise culture, and it is inextricably linked to the following set of principles:

- Consistently apply cross-functional process thinking
- Establish and maintain process discipline
- Utilize consistent, integrated and hierarchical metrics
- Ensure full and consistent transparency of data, information, and activities
- Establish and maintain accountability for actions and results
- Apply an integrated governance structure
- Maintain a Total Ownership Costs perspective
- Tie efforts towards a Single Fleet Driven Metric: *“Naval Aviation forces efficiently delivered for tasking.”*

Cross-functional process thinking: *The Mindset of Continuous Process Improvement (CPI)*

[Enterprise AIRSpeed](#) is a CPI initiative that embodies cross-functional thinking across command boundaries, holds to consistent, and integrated metrics, shared transparently across organizations, and ensures that process improvements drive toward efficiencies and/or total ownership costs reductions. It has been applied successfully throughout Naval Aviation. Recent examples include:

- [MALS 24](#): Unable to repair 60% of inducted systems, a new cross-service repair process was implemented for the P-3 intercommunications system that resulted in an annual cost avoidance in excess of \$192K. New procedures and a parts kit significantly reduced repair time and work center hand-offs and allowed 100% of the systems to be repaired in-house, thus avoiding depot repair costs.
- [Fleet Readiness Center Northwest’s](#) paint shop saved more than \$1.2M by the end of FY10 using CPI tools to determine that directly notifying affected work centers about maintenance delays allowed designated parts to be immediately sent for non-destructive inspection and rust prevention, preventing undocumented rework removing rust accumulated during hand-offs.

Total Ownership Cost Perspective: *The Future Readiness Cross-Functional Team*

- The NAE’s Future Readiness Cross-Functional Team lowers the total cost of our weapons systems by finding opportunities to invest small funding amounts now that have large cost reduction returns over the life of those systems. Recommendations included in the FY-12 budget will bring a 10:1 return of more than a \$1.5B over the life of those systems. FY-13 recommendations are expected to return more than \$900M in future cost reductions.

Key Messages

- Transparency and collaboration are foundational principles of the NAE that enable superior decision-making and underscore the welfare of Naval Aviation ahead of individual organizational interests.
- Enterprise principles guide the NAE to analyze and socialize common issues in order to ensure risks and impacts are fully understood and considered in the decision-making process.
- Applying a CPI mindset results in increased operational readiness and cost savings/avoidance within Naval Aviation.

Facts and Figures

- Between 2004 and 2009, the NAE influenced actions that arrested flying costs-per-hour growth, avoiding as much as \$4 billion in additional costs. Enterprise principles guided NAE actions.
- MV-22 Type/Model/Series Team improvements to reliability and material readiness resulted in an 8.5% reduction in the ready basic aircraft/ready for tasking gap at the end of FY10, increasing aircraft available for training and operations despite growing requirements.
- Fleet Readiness Center Southeast Detachment Mayport reduced T-700 engine testing man-hours in 2010 by 38% and improved their first-pass success rate from 71% to 93%, reducing test costs by \$77,550 per year.