

Current Readiness & Enterprise AIRSpeed Newsletter



Volume 8, Issue 8

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Transparency refocused H-60B community's cost-wise awareness

By Commander, Helicopter Maritime Strike Wing Pacific

During its readiness reporting cycle to the Naval Aviation Enterprise Air Board in August 2010, the Helicopter Maritime Strike Squadron (HSM) community reported an improvement in its cost performance index (CPI) from .81 to 1.06 and a cost avoidance of \$8.1 million. The 24 percent increase in CPI was due in part to providing wing

and squadron personnel better access to data.

During the May 2009 H-60 type/model/series (TMS) Air Board, the HSM community reported that the H-60 Bravo cost data was well above plan and promised a fix. Taking a back-to-the-basics approach, we thoroughly reviewed the data and best

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What are the best practices in the NAE?

A compilation of best practices from around the fleet will be featured in a special edition of the newsletter scheduled to be published in the next few

weeks. For more information or to contribute to the publication, email the Performance Improvement Branch by Nov. 29 at AIRSpeed.OPS@navy.mil

The HSC community:
Coordinating at sea, ashore



Aviation Ordnanceman 3rd Class Marquis Bagley (left) and Aviation Ordnanceman Airman Lamarcus Morgan, hook a pallet sling onto an MH-60S *Seahawk* helicopter assigned to the "Island Knights" of Helicopter Combat Support Squadron (HSC) 25, aboard the aircraft carrier *USS George Washington* (CVN 73) during a vertical replenishment. Read how the HSC community used Enterprise behavior to close its Navy Enlisted Classification Fit gap on [Page 2](#). (Photo by Mass Communication Specialist 3rd Class Charles Oki/ Navy NewsStand)

Fixing the NEC Fit gap step by step in the H-60 community

Editors' Note: Recent assessments revealed manpower as the number one area in which respondents desired additional Naval Aviation Enterprise (NAE) support. The article below chronicles how Commander, Helicopter Sea Combat Wing Pacific used Enterprise behaviors to close its Navy Enlisted Classification Fit gap in their community. It is just one example of the work being performed in Naval Aviation to ensure Sailors with the right training are in the right place at the right time now and in the future. Click on the links below to read previously published articles on how the Total Force Cross-functional Team is tackling manpower issues and on the progress being made in the Strike Fighter Squadron community: <http://bit.ly/8ZhoZz>, <http://bit.ly/9rdbXA> and <http://bit.ly/aPUHPr>.

By Commander, Helicopter Sea
Combat Wing Pacific

As a result of training and process improvements that spanned two years, Commander, Helicopter Sea Combat Wing Pacific (CHSCWP) has closed 450 Navy Enlisted Classification (NEC) gaps and has maintained a 95 percent NEC Fit throughout 2010 – the highest percentage in the Naval Aviation Enterprise.

The systemic change in the wing's assistant maintenance officer (AMO) training and its coordination with the Bureau of Navy Personnel (BUPERS) began in January 2009 after Lt. Cmdr. Jose Otero responded to concerns from a new squadron AMO about NEC gaps in his command.

To address the initial problem, Otero, the wing AMO, and Eli Gallegos, wing manpower analyst, met with squadron AMOs to discuss critical shortages. They recognized that Helicopter Sea Combat Squadrons (HSC) H-60 Sierra squadron manpower/manning documents (SQMD) erroneously still had requirements for NECs 8378 (aviation ordnance-men (AO) rate) and NEC 6701 (aviation electronics technician (AT) rate), both of which were for legacy aircraft. The new requirement for H-60S is NEC 8389 (electronics system organizational career maintenance technician) and should have been reflected on all HSC SQMDs.

Otero and Gallegos then compiled the first of several blanket activity manning document (AMD) change requests that identified gaps in four ratings for all wing squadrons



Marines assigned to the 26th Marine Expeditionary Unit (26th MEU) embarked aboard the amphibious assault ship *USS Kearsarge* (LHD 3) board an MH-60S *Seahawk* helicopter assigned to the “Sea Knights” of Helicopter Sea Combat Squadron (HSC) 22 to fly to Djibouti. (Photo by Mass Communication Specialist 3rd Class Scott Pittman/Navy NewsStand)

and submitted the requests through the commodore to the type commander. Accordingly, the NEC Fit percentage temporarily decreased until the change was reflected appropriately in the SQMDs.

Then, Otero addressed the challenge of training squadron AMOs. He noticed that due to a large turnover of AMOs within the wing, many of them were unfamiliar with the process of screening permanent change of station (PCS) orders. First, a group training session was held to educate squadron AMOs about Enlisted Distribution and Verification Report (EDVR) screening. Next, AMOs were trained on what to look for in each Sailor's

orders. AMOs learned how to communicate with the rating detailer to request a school en route or to get a comeback quota if the Sailor did not hold the required NECs. During this process, a BUPERS line of accounting for the school would be identified and charged after the trainee reported.

Finally, each AMO met with either Gallegos or Otero to scrub the EDVR against the SQMD. If any shortfalls were identified, and if they determined that the Sailor earned the qualification, they directed the AMO to submit a Navy Personnel Command Form 1221/6 to Enlisted

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Aviation Boatswain's Mate 2nd Class David Simpson, right, observes Aviation Boatswain's Mate 2nd Class Matthew Kolb direct the take off of an MH-60S *Seahawk* helicopter from Helicopter Sea Combat Squadron (HSC) 23 aboard the amphibious transport dock ship *USS Ponce* (LPD 15). (Photo by Mass Communication Specialist 1st Class Nathanael Miller/Navy NewsStand)

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Personnel Readiness and Support Branch (PERS 4013) to update the EDVR.

To improve coordination between squadron requirements and detailing, and training prospective gains, the wing initiated triad meetings with squadron AMOs, H-60 wings (Helicopter Sea Combat Wing, U.S. Pacific Fleet and Helicopter Maritime Strike Wing, Pacific and the Center for Naval Aviation Technical Training Unit (CNATTU)). If there is a requirement for a specific NEC, there is now a process that requires the detailer to either detail Sailors with the correct NEC (AO and AT NEC) or include the appropriate school for NEC classification prior to reporting to the squadron. Bringing CNATTU into the discussion was the idea of Cmdr. Kevin Ferguson, the wing MO (now the executive officer at CNATTU).

After the initiation of the triad meetings, detailers relinquished their hold on school quota availability and seat reservations, allowing squadron AMOs to incorporate long-term planning for school attendance into Sailor career development. Previously, squadrons were al-

lowed access to the schedules and quotas only 30 days prior to the commencement of the course. Close coordination with the training unit allowed extra classes to be scheduled as needed and squadrons to fill empty seats in classrooms.

However, in forward deployed naval force (FDFNF) squadrons where the cost of sending a Sailor to the career course is prohibitive, career NEC Fit shows a gap when a Sailor advances to E-5, even if the Sailor had the initial NEC awarded after attending a school. Until April 2010, squadrons had the ability to submit requests for on-the-job training awardable NECs. Now, the wing is working with PERS and CNATTU to find a solution that does not hamper FDFNF squadrons in their ability to muster qualified personnel after their promotion to E-5 while overseas.

As part of sustainment, the triad meetings are still conducted on a quarterly interval and have expanded to include PERS 4013, rating detailers, and CNATT Pensacola. ■

Hellfire is lethal, maintainable, and cost effective

By Capt. Brian Corey, Program Manager, Direct and Time Sensitive Strike Program, Program Executive Office Unmanned Aviation and Strike Weapons

As a Naval Aviation readiness stakeholder, part of Direct and Time Sensitive Strike Program Office's (PMA-242) mission is to efficiently deliver combat ready weapons to meet current and future operational requirements. Aligned with the Naval Aviation Enterprise (NAE) Strategic Initiatives, the Direct and Time Sensitive Strike Weapons Program Office is optimizing availability and Total Ownership Costs (TOC) for fielded weapons by developing

and implementing holistic sustainment strategies focused on reliability, service life management, and logistics processes.

A recent effort led by Maj. Louis Camardo, integrated product lead for precision guided munitions, has been the review and validation of defined TOC for the AGM-114 *Hellfire* missile.

Lockheed Martin's *Hellfire* missile poses unique tactical and logistical challenges to the Department of the Navy

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(Transparency continued from Page 1)

employed the tools we had available to better influence our processes to become a more cost-effective TMS.

To achieve the desired CPI reduction, we made a strong commitment to improve our efforts to educate our wing and squadron personnel so that they could better and more actively monitor expenses.

Two of the most effective tools to ensure informed and appropriate management decision making are the Aviation Financial Analysis System Tool (AFAST) and Daily Aviation Requisition Tool (DART). Even though AFAST is not a certified financial reporting system, it provides users with the necessary level of detail to better evaluate incurred costs and is an important analysis tool to identify maintenance cost drivers affecting ready for tasking (RFT) entitlement goals. DART allows the wing to review everything ordered in the Naval Aviation Logistics Command Management Information System by the intermediate maintenance activity for organization codes across any specified date range. This system is incredibly useful when used to bridge the gap until requisitions are submitted into AFAST.

Both systems were made available at the squadron level. Training to wing staff and squadron leadership contributed to tangible improvements in closing the CPI goal for the H-60 Bravo as well. Leadership across the board, from squadron commanding officers (CO), maintenance material control officers (MMCO) and material control officers (MCO) to the wing maintenance officers (MO) and supply officers, were tasked to embrace the ownership cost as if it were a personal checking account.

The wing actively engaged the MMCO/maintenance material chief petty officer (MMCPPO) of each squadron during monthly meetings to ensure that they understood the data and were using the tools available to make sound resourcing, maintenance and supply support decisions. CWO4 Jerry Cahow, HSL-43 MMCO, said "I like the ability to see the actual cost



Sailors assigned to Helicopter Maritime Attack Squadron (HSM) 70 perform maintenance on an MH-60R *Seahawk* helicopter aboard the aircraft carrier *USS George H.W. Bush* (CVN 77) in this photo dated Oct. 25. (Photo by Mass Communication Specialist 3rd Class Kasey Krall/Navy NewsStand)

of components and where we are on our squadron's overall cost. Now we do not replace items outside their assigned tolerance just because the aircraft is open for scheduled maintenance and we have access to inspected areas. In the past year, we have never had to remove an item during scheduled maintenance because it was outside its tolerance."

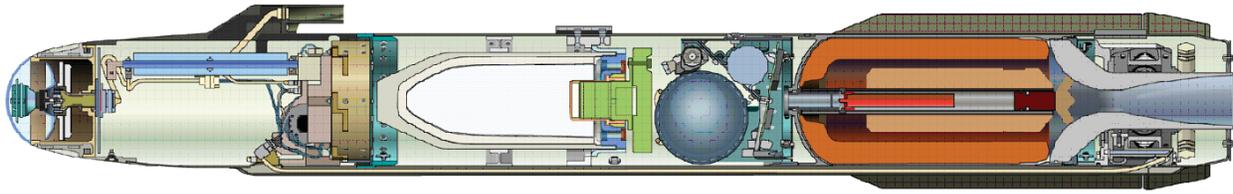
Increased awareness of Current Readiness best practices and better understanding of the cost data allowed for more active management of wing processes. During the Monthly Commanding Officer's Meeting with the commodore, the COs brief and are expected to fully understand the squadron performance data. It became evident that the squadrons

were meeting the wing's expectations and that command leadership teams had taken a more personal interest in improving processes based on analysis of the data. Cmdr. Clay Michaels, HSM-77 commanding officer stated, "Simply put, we pay attention to our AFAST numbers. We confirm that a component needs to be replaced before we turn it in. We shoot wires and swap parts with other aircraft to confirm the component is faulty and there is not another problem. We also make sure we have the maximum number of aircraft available at any given time. This allows us to troubleshoot with the aircraft in the hangar and not have to make the decision between a flight and troubleshooting."

As a steward of the precious resources provided to us by the American taxpayers, Naval Aviation commands are required to meet readiness requirements through producing RFT aircraft in the most cost-effective and efficient manner possible. Our efforts to increase the wing and squadrons' visibility into financial and supply activities proved to be just one effective strategy to meet this expectation. ■

Cost Performance Index (CPI) demonstrates actual cost performance to what was budgeted. A CPI greater than 1.00 indicates a type/model/series' performance cost less than budgeted (under budget). A CPI less than 1.00 indicates its performance cost more than budgeted (over budget).

AGM-114N Thermobaric Hellfire



MISSILE

LENGTH - 64 INCHES
DIAMETER - 7 INCHES
WEIGHT - 106 POUNDS

WARHEAD

LENGTH - 12.94 INCHES
DIAMETER - 5.06 INCHES
WEIGHT - 27.40 POUNDS

(Hellfire continued from Page 3)

with its 11 all-up-round variants, two inert training variants, and Captive Air Training Missiles (CATMs). Optimized for different target sets ranging from armor to personnel with different warheads and different software loads, the many Hellfire variants are all laser-guided weapons. Primarily integrated on rotary wing platforms (AH-1W/Z *Cobra* and H-60B/H/R/S *Seahawk*), the Hellfire is also being integrated on the fixed wing Marine Corps KC-130J *Harvest Hawk* for high altitude deliveries. All of this combines into a requirement for a versatile and flexible maintenance concept with a quick turnaround time for current contingency operations.

The Hellfire budget is approximately \$100 million annually. Ninety-eight percent of the budget over the Future Years Defense Plan (FYDP) is scheduled for procurement of Hellfire missiles. Eighty-nine percent of that procurement money in FY10 was spent on missile production. With

an aging inventory of Hellfire missiles dating back nearly 20 years, every bit of the approximately \$500,000 annual maintenance budget must be judiciously allocated.

Because of this, two recent efforts have been highlighted as potential areas for cost savings. First, Hellfire operates under an operational-level to depot-level (O to D) maintenance concept, with the cost of inducting a Hellfire missile into the depot at \$4,900 per missile. Historically, due to low inventory and in an effort to expedite the missiles through the Government Owned Contractor Operated (GOCO) depot, the guidance sections in need of repair would be removed, replaced, and stored to be repaired at

a later date. This allowed maximum throughput of Hellfire missiles. When sufficient guidance sections accumulated, they were re-inducted into the depot, incurring an additional cost of \$3,900 per guidance section. Beginning this year guidance sections are repaired upon first induction saving \$3,900 per missile.

Second, while intermediate-level maintenance was attempted for the Hellfire missile approximately 10 years ago, it did not prove to be cost effective. A recent Army-led effort to extend the capability of the Hellfire depot into

the current theater of operations is coming to fruition with a Forward Test and Repair Facility (FTRF) offering limited depot repair capabilities. The two main benefits of the FTRF are lower transportation costs, as missiles no longer need to be moved from theater back to CONUS for repair, and faster turnaround time (TAT) for the missiles. The current TAT for Hellfire can be upwards of 24

months from the time it leaves the warfighter's hands until he gets it back for the fight. The FTRF is expected to be able to provide a TAT of 90 days for Hellfire in theater.

In a competitive fiscal environment, the weapons budget has to effectively provide new capability while maintaining existing inventory. The AGM-114 Hellfire missile has served the American warfighter for over 20 years and continues to do so because of the diligence, from both contractor and joint services alike, in continuously improving the processes that keep the Hellfire missile relevant and tactically capable. ■

The current turnaround time for Hellfire can be upwards of 24 months from the time it leaves the warfighter's hands until he gets it back for the fight. The [Forward Test and Repair Facility] is expected to be able to provide a turnaround time of 90 days for Hellfire in theater.

MALS-24 re-evaluates, re-energizes and re-engages

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

Six months ago Marine Aviation Logistics Squadron (MALS) 24 took a step back to review their continuous process improvement (CPI) activities.

Leadership asked itself, “Are our continuous process improvement projects increasing flight line readiness? How do we measure that impact? And how do we ensure changes in our CPI efforts put us in the right direction?”

In light of these issues, MALS-24 completely transformed its approach to identifying and resourcing projects. This led to the launch of several CPI projects that supported its renewed focus that were highlighted at “Boots-on-the-Ground” held at Kanahoe Bay on Sept. 1.

Two major initiatives that enabled MALS-24 successes and touted to Boots-on-the-Ground attendees were the Logistics Response Time/Production Delay Time (LRT/PDT) metric (which provided the command with increased visibility into its support of the flight line) and the Individual Material Readiness List (IMRL)

Manager’s Access Database (IMAD) (which improves the tracking of support equipment). (See accompanying articles below and on Page 8 for more information.)

One of the first AIRSpeed projects MALS-24 conducted under its new focus was a 5S event in the Ordnance Branch. Before the event, the ready for issue (RFI) pool was kept separately from the maintenance area. As a result of the event, the work center was re-designed in a one-way circular flow to facilitate inspections and the RFI pool storage area was placed closer to the work center. This reduced the number of steps in the shop from 608 to seven and reduced customer wait time from one hour to 30 minutes.

Maintainers also identified maintenance of RFI pool assets as a constraint and are seeking to reduce the number of items in the pool by 43 percent. An industrial parts washer was purchased to address the constraint caused by manually washing parts and is waiting to be installed.

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Rear Adm. Steven Eastburg, program executive officer for Air, Assault and Special Mission Programs, PEO (A) (center), takes a look at a sample of shredded sonobouy slicks. The shreds are loaded into chipper bags for recycling which can hold the equivalent of three pallets – 144 slicks – of unshredded sonobuoys.

Making the connection

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

Lt. Col. Brian Haviland, Marine Aviation Logistics Squadron (MALS) 24 commander, needed to better define how his command was contributing to organizational-level readiness. “I asked my Marines and Sailors two questions. First, how is a MALS measured? It is by the support it gives to its customers, the squadron. The second question I asked was ‘If I’m in a squadron, what do I care about?’ The answer was getting the product, service, parts and equipment when I want it. Then we had to figure out how to capture it,” he said. The Logistics Response Time/Production Delay Time (LRT/PDT) metric was their solution.

LRT refers to the elapsed time that transpires between when a request is made by the squadron for a

ready basic aircraft/ready for tasking (RBA/RFT) requirement and when the squadron receives the product or service. MALS-24’s current goal is one hour and 30 minutes. Currently, it is applied to requests for high priority items, support equipment, ordnance, and aviation life support systems.

If the time to provide that product or service exceeds the allotted time, the time delay is captured using PDT which identifies where and why the delay occurred.

LRT/PDT validates the intermediate maintenance activity’s time to reliably replenish and takes into account Supply’s buffer and organizational-level (O-level) demand. It also identifies where the constraints are and

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Disposal of sonobouys slicks also posed a safety and manpower problem. Airmen spent more than 500 man-hours clearing the weeds from the storage area, separating the casing from the skids and loading sonobouys onto trucks for recycling. Junior enlisted, who had to deal with insects and frequently suffered minor injuries, asked if the sonobouys could be reused or shredded for easier transportation. After MALS-24 procured a recycling chipper, man-hours expended on this process was reduced by 99 percent and storage space for live sonobouys was expanded.

MALS-24 also:

- **Reduced its P-3 main mount rubber inventory by almost \$50,000.** A rapid improvement event (RIE) found that the squadrons were batching requests for tire rubber and the tire shop was keeping a pool of them without reordering materials. Based on a re-evaluation of customer demand, they were able to reduce the number of tire rubbers in the pool from 200 to 50.
- **Increased its Remote Expeditionary Support Package (RESP) supply effectiveness.** Supply personnel reviewed 720 days of Naval Aviation Logistics Command Operating Maintenance Information data to determine the number of requisitions against a single item and to show demand for each day. RESPs are now pulled based on historical demand. In 2008, the event's baseline year, Fly-in Support Packages (FISP) had a supply effectiveness of 19 percent; In 2010, during the Weapons and Tactics Instructor course (WTI), its effectiveness increased to 28 percent and then to 46 percent. During the 2010 Rim of the Pacific exercise, supply effectiveness increased to 70 percent. The MALS-24 is also working on increasing the number of line items FISP carries from 518 to 1,150 – a 600 item increase at a cost of more than \$600,000. This will improve parts availability by three times and



Executive Director for Commander, Naval Air Forces SES Jim Beebe, takes a look at a control panel of an NC-10 Power Cart.

lower manpower and transportation costs.

- **Reduced the P-3 Intercommunication System (ICS) Control Box's time to reliably replenish (TRR) from 29 days to eight days.** Before June 2010, Communication/Navigation Branch maintainers were only repairing documented gripes on the ICS Control Box – the second highest readiness degrader for the P-3. They were seeing the same pieces of gear return to the work center for a different repair multiple times. In just nine months, eight expeditious repairs led to more than 1,600 partial mission capable supply hours, and more than 4,200 man-hours were spent fixing these items. Sixty percent of its control boxes were beyond capable maintenance of MALS-24 and shipped to other repair facilities at a cost of more than \$14,000 each. The new process now requires maintainers "run" the entire box and fix all of the failures at one time. They also designed a parts kit that enables them to repair the box 70 percent of the time at a lower cost. Currently, only 40 man-hours are spent on each box. To date, Avionics has repaired three boxes in under a week and has had zero expeditious repairs. Fewer boxes are being inducted and more boxes are staying in the aircraft longer.
- **Established a single-piece flow in Aviation Life Support Systems (ALSS).** Several just-do-it events led to the redesign of the inspection and repair process of ALSS, changing it from a batch to a single-piece flow. As a result, the RFI pool inventory was reduced by 42 percent, 110 scheduled inspections were eliminated and the department cost avoided more than \$50,000 in inventory.
- **Realigned Awaiting Parts Branch (AWP).** MALS-24 had 32 work centers that were turning in AWP assets to a centralized locker. A modification to the functions and responsibilities among the Warehouse Management Division, Repairable Control Branch and Supply Response Division reduced 2,700 man-hours in AWP and cost avoided more than \$148,000 in a six-month period.

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MALS-24 also demonstrated its TCMAx system. Created by Commander, Helicopter Maritime Strike Wing, U.S. Pacific Fleet (CHSMWP), the system uses a scanner to read common access cards to log out tools and its associated parts. A tool tag containing information on its borrower is then hung on the tool tag board until the tool is returned. For a previously published article on the process, go to: <http://www.public.navy.mil/airfor/nae/Current%20ReadinessEnterprise%20AIRSpeed%20Newsletters/Vol-ume%208,%20Issue%203%20-%20Posted%20April%202010.pdf>

Naval Aviation Enterprise (NAE) and MALS-24 leadership also discussed: the T-56 reduction gear box removal and replacement – its first joint level 2 and organizational-level CPI event; the need for additional delivery vehicles, humidity controlled facilities, and inert ordnance stowage; preparation for the arrival of new aircraft platforms; the command's unique cadre consisting of almost an equal number of Sailors and Marines; its participation in an initiative to improve T-56 maintenance process (For more information, see here: <http://www.public.navy.mil/airfor/nae/Current%20ReadinessEnterprise%20AIR-Speed%20Newsletters/Volume%208,%20Issue%207%20-%20Posted%20September%202010.pdf>); the need for local intermediate technical support; proficiency levels of Sailors and Marines; and Ordnance Department's request to expedite the installation of power for its parts washer.

Lt. Gen. George Trautman, III, deputy commandant for Marine Corps Aviation and co-lead of the Naval Aviation Enterprise (NAE); Brig. Gen. William Beydler, commanding general, 1st Marine Aircraft Wing; Rear Adm. Timothy Matthews, commander, Fleet Readiness Centers and NAE Maintenance and Supply Chain Management co-lead; Rear Adm. Steven Eastburg, program executive officer for Air, Assault and Special Mission

Programs, PEO (A); Executive Director for Commander, Naval Air Forces, SES Jim Beebe; and representatives from Headquarters Marine Corps Aviation Logistics; Naval Inventory Control Point; Naval Air Systems Command; MALS-13; MALS-36; MALS-12, Marine Aircraft Group 36; Marine Aircraft Wing 12; 4th Marine Aircraft Wing;

1st Marine Aircraft Wing; Program Executive Officer, Strike Weapons and Unmanned Aviation; Commander, Naval Air Forces; Commander, Naval Air Forces Atlantic; Fleet Readiness Center Southwest; and contractor support attended the event. Action items were recorded and assigned for further discussion and possible resolution. ■

IMAD gives Marines a panoramic view on SE

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

Developed by two non-commissioned officers – Gunnery Sgt. Evan Parker, Marine Aviation Logistics Squadron (MALS) 24 Production Control chief, and Sgt. Jeff Yeager, MALS-24 Individual Material Readiness List (IMRL) manager – the IMRL Manager's Access Database (IMAD) integrates four different databases – the IMRL program, Navy Metrology and Calibration Program, the Naval Aviation Logistics Command Information System and Relational Supply – to improve the accuracy of support equipment (SE) accounting.

Yeager said the development of the Access-based application grew out of a need for a more accurate and granular reporting and accounting system of SE in MALS-24. Local Asset Management System (LAMS), a standardized system for the management of SE allowances, asset location, availability, and inventory at all three levels of Naval Aviation maintenance, did not give the Marines the information they needed to improve flight line readiness.

The age of the aircraft MALS-24 supports – the P-3, H-60 and H-53 – are some of the oldest in the fleet and gear is harder to find, said Yeager. "Data on the status of assets were a month behind the actual [movement] of IMRL. Also, there are 13 people in the work centers, and before the introduction of IMAD, only one person at a time could use the system to track information."

In addition, each unit had its own nomenclature for the same asset which made communication and tracking equipment difficult.

With an initial investment of \$6,600 for 11 servers (one for each work center) and 440 man-hours to program them, waste in transportation has been reduced by 95 percent, the number of inaccurate requisitions has been reduced by 43 percent, and a cost avoidance of approximately \$800,000 has been realized. MALS-24 had not lost a single asset since it started using IMAD almost a year ago.

Users can track historical trends, the current state of each asset regardless of its disposition, and the demand for those assets. "Data can be entered by all users at the same time, making the database dynamic. And we now have the ability to look forward and determine asset availability," said Yeager.

If implemented fleet-wide, IMAD would fundamentally change the way SE is managed, said Yeager.

Headquarters Marine Corps Aviation Logistics and Naval Air Systems Command are currently evaluating IMAD. (Read more about Yeager in the accompanying article on [Page 9](#).) ■

Sgt. Jeff Yeager: Bringing solutions to bear

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

The U.S. Marine Corps has brought Sgt. Jeff Yeager full circle.

Six years ago, the Marine Aviation Logistics Squadron 24 Individual Material Readiness List (IMRL) manager was at a crossroad. As a software engineer major at Auburn University, he was unsure of his choices.

“My father has his own business and works countless hours,” he said. “I didn’t know whether or not I wanted to sit behind a desk.”

So in his senior year, Yeager enlisted into the Marine Corps as a tool manager which, said Yeager, turned out to be an education in itself. “It was a 180-degree turn from what I was doing,” he said.

When he became the IMRL manager at MALS-24, he recognized a need for more information on support equipment (SE). He said the Local Asset Management System (LAMS), a standardized system for the management of SE, did not accurately report the command’s range and depth requirement, or required procurements. And Marines and Sailors were wasting valuable time replicating work.

Yeager voiced his frustrations and Gunnery Sgt. Evan Parker, who had been Yeager’s instructor in the IMRL Asset Manager Course, encouraged him to develop a solution that would give him the tools to better manage SE.

“He knew I had three years of software engineering training and said that we ought to use it,” said Yeager.

First he deconstructed LAMS, and then other applications commonly used by Marines and Sailors in order to determine what the applications could and couldn’t do. “This process made me realize that more data exists than we know about,” he said. He also referenced military instructions to ensure IMAD would be compliant.

Yeager wrote more than 80,000 lines of custom Visual Basic Code by hand. The result was the IMRL Manager’s Access Database (IMAD). Yeager was recognized for his

yearlong effort with the he Naval Aviation Enterprise Site Visit Excellence Award presented during the “Boots-on-the-Ground” on Sept. 1.

IMAD integrates four different databases – the IMRL program, Navy Metrology and Calibration Program, the Naval Aviation Logistics Command Information System and Relational Supply – to improve the accuracy of SE accounting. Its use has improved the fidelity of MALS-24’s SE data

and reduced the number of man-hours used for data entry.

Yeager credits Parker with providing him with direction throughout the process. “He put me on the path to figure out what was wrong with the databases we were using,” he said. “[Parker] has been in the Marine Corps for more than 17 years and brought insight and information to the process that I couldn’t have possibly known.”

Lt. Col. Raymond Barnett, aircraft maintenance officer, said Yeager, was also instrumental to his success. “He essentially gave me the keys to the kingdom and trusted me. That took a big leap of faith.”

Developing IMAD had a personal impact on Yeager as well – he came to the realization of why he originally wanted to be a software engineer and decided to finish his education.

Taking five classes a semester at Hawaii Pacific University, he not only completed his bachelor’s degree in six months, but is on track to have earned his master’s degree in two years’ time.

“The Marine Corps brought me this far. It paid for my school,” said Yeager. “I wanted to return the favor and IMAD was a way to do that.”

He also used his skill set to become an entrepreneur. Yeager owns an online business that sells trend analysis data on the stock market.

“I enjoy what I’m doing,” he said. “The Marine Corps brought me back to what I am good at.” ■



Sgt. Jeff Yeager, Individual Material Readiness List (IMRL) manager (left,) pitches the fleet-wide adaptation of the IMRL Manager’s Access Database to “Boots-on-the-Ground” attendees. Pictured at the table (from left to right) Brig. Gen. William Beydler, commanding general, 1st Marine Aircraft Wing; Rear Adm. Steven Eastburg, program executive officer for Air ASW, Assault and Special Mission Programs, PEO(A); Lt. Gen. George Trautman III, deputy commandant for Marine Corps Aviation and co-lead of the Naval Aviation Enterprise; and Rear Adm. Timothy Matthews, commander, Fleet Readiness Centers and Naval Aviation Enterprise Maintenance and Supply Chain Management Team co-lead.

Newly NAVAIR-certified MBB celebrated

By NAVAIR AIRSpeed Public Affairs

The first Naval Air System Command – certified master black belts (MBB) were awarded their credentials by NAVAIR Commander Vice Adm. David Architzel and other NAVAIR leaders Oct. 5.

The 17 continuous process improvement (CPI) experts worked four to five years to earn their certification, completing projects that helped boost readiness for aircraft programs, and increasing efficiency for program executive offices, depots and more. They also come with a unique perspective on how CPI can meet NAVAIR's needs and support the Commander's Intent.

Architzel charged the group to lead the way toward efficient, effective change during the ceremony held in the Rear Adm. William T. Moffett building – NAVAIR's headquarters.

"Sailors and Marines are out there fighting for us and we'd better be there when they need it," said David Theilacker, a master black belt who was certified during the ceremony.

Many of the newly certified MBBs have family serving in the military, or they're veterans themselves, and they've served many years supporting the Department of the Navy in various ways.

"I spent 10 years as a program manager and we'd often look around and wish that we could fix stuff," Theilacker said. "It feels good to help programs make improvements," said Theilacker, who has worked to streamline P-3 surveillance and anti-submarine aircraft maintenance assessments. "I've got two sons in U.S. Army airborne units," Theilacker said. "For me, continuous process improvement is not just about numbers or a check in the box."

AnnMarie Abell, another newly certified MBB, said she has one son who is a Marine and another son on his way to Marine boot camp. "I think of them," Abell said. "I

think of every son and daughter, husband and wife."

"They need to be able to complete their missions," said Abell, who has helped the Marines improve readiness for the AV-8B fighter aircraft. Her goal, she said, is to help the command serve the warfighter with speed and perfection, echoing some of the NAVAIR leaders at the ceremony.

Speakers during the program agreed, especially during this fiscally challenging time, that CPI work and expertise is critical. "The people of NAVAIR are looking to you as leaders," said Keith Sanders, NAVAIR's assistant commander for acquisition. "You've earned their respect. Now help them, show them, lead us all."

Looking for ways to improve efficiency should be a part of command culture, said Architzel. And, all of the master black belts play, "a vital role," in leading the command toward doing more with the resources available, he said.

It takes knowledge to make progress quickly, Architzel said. He's looking to groups like the MBBs to help. Work with the command to execute strategy, he said, build and maintain important relationships between programs and competencies and help produce results that matter.

Architzel also said he expects this group of experts to look for smart ways to take a flat budget and help the command continue to grow. Already, he added, the belts have made it a priority and continue to help various programs reach their goals to work ahead of schedule and deliver key assets back to the Navy.

"You all represent a very unique capability," Architzel said, "and I think we're all very fortunate to have you here." ■

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where continuous process improvement (CPI) events would have the greatest impact, said Haviland.

For example, a breakdown of LRT/PDT in July showed that 55 percent of the requests were made within LRT. "Five percent were PDT NIS [not in stock]. This means we were suppose to have the items but didn't have them. Fourteen percent were PDT NC [not carried] meaning we didn't carry it, we aren't rated to carry the item and had to go out to wholesale for it," said Haviland.

But 26 percent were rated PDT issue. "This means that the item was

on the shelf and we couldn't get it to them within one-and-a-half hours, indicating where the constraints are that need to be looked at," he added.

Of that 26 percent, 34 percent of the delays were due to database entry; 26 percent were due to status transition; 22 percent were due to requisitions being made during peak order times; nine percent were due to shift change and eight percent were due to transportation. Several areas, such as data entry, also measure O-level activities, further emphasizing the need to involve squadrons in MALS-24 CPI efforts.

LRT/PDT helped MALS-24 identify the need to establish allowances for 10 National Item Identification Numbers (NIIN) items that are not carried and the need to increase the allowances for 10 NIINs items that were not in stock. The IMA now has a process to rack and stack items impacting flight line readiness and to provide actionable data to the Naval Inventory Control Point and the Defense Logistics Agency.

Plans are underway to include Individual Material Readiness List items in the future. ■

Links of interest

1. Celebrating 100 years of Fly Navy

Rhumb Lines - The Centennial of Naval Aviation

This edition takes a look at Naval Aviation's historical events and looks forward to its 100th year celebration.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Rhumb%20Lines/The%20Centennial%20of%20Naval%20Aviation%204%20Nov%2010.pdf

Fleet Readiness Center Southwest Almanac – Volume 4, Issue 2

This issue features an HM-60S Seahawk painted to the Navy's color scheme circa 1950 by FRCSW artisans in commemoration of Naval Aviation's 100th anniversary and the final C-2A Greyhound transport aircraft inducted for the Service Life Extension Program.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/FRCSW%20Almanac/FRCSW%20Almanac%20Vol%204-2.pdf

All Hands Television

Click on the link below to view a video clip on how 100 years of U.S. naval aviation paved the way for today's air dominance.

<http://www.navy.mil/swf/mmu/mmplr.asp?id=15151>

2. CNO releases 2011 Guidance

The guidance reaffirms Chief of Naval Operations Adm. Gary Roughead's three focus areas: to build the future force, maintain the Navy's warfighting readiness, and develop and support Sailors, Navy civilians, and their families.

http://www.navy.mil/search/display.asp?story_id=56660

To read the document, go to: <http://www.navy.mil/features/CNOG%202011.pdf>

3. Navy Reserve launches 2011 Strategic Plan

The plan lays out 12 strategic initiatives and includes an imperative to deliver POM-12 and revisions to Naval Aviation Plan 2030 in which the valued capabilities delivered by the Navy Reserve are properly resourced.

http://www.navy.mil/search/display.asp?story_id=56333

4. The Department of the Navy's Energy Goals

Secretary of the Navy Ray Mabus recently announced five energy targets to move the Navy and Marine Corps away from a reliance on petroleum and dramatically increase the use of alternative energy. To view the document, go to the Secretary of the Navy's web site at: <http://www.navy.mil/secnav/index.asp>

Naval Aviation Enterprise Air Plan: NAE Strategic Planning for Energy Efficiency

This edition discusses the NAE's alignment with the SECNAV's energy reforms.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Air%20Plans/13%20-%20Oct%2010%20Air%20Plan.pdf

All Hands Television

This video clip takes a look at programs that are keeping the Navy on track to meet SECNAV's goals.

<http://www.navy.mil/swf/mmu/mmplr.asp?id=15051>

5. Rhumb Lines

Material Readiness

Read how artisan integration in Fleet Readiness Centers and other initiatives throughout the Navy ensure

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its material readiness.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Rhumb%20Lines/Materiel%20Readiness%2028%20SEPT%2010.pdf

Naval History and Heritage Command

This *Rhumb Lines* profiles the Naval History and Heritage Command, the central historical resource for the Navy.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Rhumb%20Lines/Naval%20History%20And%20Heritage%20Command%2012%20Oct%2010.pdf

6. Fleet Readiness Center Community News

Read what's going on in Fleet Readiness Centers stateside and around the world.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/COMFRC/COMFRC%20SITCOM%2011.01.10%20FINAL.pdf

7. AH-1Z helicopters found operationally effective and suitable

The U.S. Marine Corps' newest attack helicopter, the AH-1Z Cobra, has successfully completed its Operational Evaluation. A total of 189 new and remanufactured AH-1Z helicopters are anticipated, with deliveries expected to be complete by the end of 2021.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&Press_release_id=4413&site_id=23

8. P-3 Orion in the news

FRCSE returns grounded P-3s to Fleet ahead of schedule

Fleet Readiness Center Southeast scheduled 12 aircraft for extensive labor-intensive repairs, but completed 15 aircraft, a 25 percent increase over planned deliveries in FY10.

<http://www.navair.navy.mil/newsreleases/index.cfm?fuseaction=home.view&id=4424>

FRCSE artisans 'flip' over P-3 wing donor program

Two sets of wings removed from P-3 Orion aircraft stored at the Arizona "boneyard" arrived at Fleet Readiness Center Southeast, Jacksonville, Fla., marking the beginning of a wing donor program designed to extend the aircraft's service lifespan.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=press_release_view&press_release_id=4426&site_id=7

Daily News Update

Learn about the final steps to return P-3 engines to the fleet aboard Misawa Air Base, Japan.

<http://www.navy.mil/swf/mmu/mmplyr.asp?id=15101>

9. GAU-21 deploys with UH-1Y

The Navy and Marine Corps newest .50 caliber weapon system, the GAU-21, began its initial deployment with Marine Light Attack Helicopter Squadron 's UH-1Y helicopters.

<http://www.navair.navy.mil/newsreleases/index.cfm?fuseaction=home.view&id=4423>

10. Wasp serving as JSF test platform

USS Wasp (LHD 1) was selected this year to be the test platform for the F-35B *Lightning II*, the short take-off and vertical landing (STOVL) variant of the JSF. The ship will undergo a series of modifications and assessments through the coming months as it prepares to be the first ship to carry the new fighter.

http://www.navy.mil/search/display.asp?story_id=56265

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11. Navy awards multiyear contract for 124 F/A-18, EA-18 aircraft

The contract provides \$600 million in taxpayer savings over the next four years and is an example of how the Navy is finding ways to be more efficient with its budget.

http://www.navy.mil/search/display.asp?story_id=56281

12. DoN CPI Gram – October

In this issue, read about the changes in the Department of the Navy continuous process improvement governance and how Space and Naval Warfare Systems Command linked efficiencies to performance objectives.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/CPI%20News/October%20CPI%20Gram%20final.pdf

13. NAVSEA's Who's on Watch – September 2010

In this issue you will find information on how an Naval Surface Weapons Center Port Hueneme Division rapid improvement event resulted in almost a \$4 million cost savings and avoidance.

[https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/WOW%20Newsletter%20\(NAVSEA\)/SEP10WOW.PDF](https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/WOW%20Newsletter%20(NAVSEA)/SEP10WOW.PDF)

14. The Navy celebrates its 235th birthday

All Hands Television

Click on the link below to view a video montage of naval images taken throughout US history.

<http://www.navy.mil/swf/mmu/mmplyr.asp?id=15054>

All Hands Radio

Click on the link below to listen to Chief of Naval Operations Adm. Gary Roughead talk about the Navy's 235th Birthday.

<http://www.navy.mil/navydata/radioPlay.asp?id=4134>

Naval Aviation highlights Navy's 235th birthday

Read about the celebration at the Navy's only East Coast master jet base.

http://www.navy.mil/search/display.asp?story_id=56613

15. B-1 High Velocity Maintenance prototype phase next step in program

The Air Force's High Velocity Maintenance concept changes the way maintenance is performed on aircraft in the field at main operating bases and the depot. The prototype process goal is to reduce programmed depot maintenance flow days to 128 days from 160 days and ensures only four aircraft wait for maintenance in the depot at any given time.

<http://www.afmc.af.mil/news/story.asp?id=123223866>

16. Army Shadow earns DoD Performance-based Logistics Award

The Army's Shadow unmanned aerial system was recently named as the system-level winner in the DoD's 2010 Performance-Based Logistics awards program for achieving exceptionally high readiness with the system, while simultaneously reducing its costs and improving its reliability.

<http://www.army.mil/-news/2010/09/27/45763-army-shadow-earns-dod-performance-based-logistics-award/>

