Current Readiness & Enterprise AIRSpeed Newsletter

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CRT contributes to the "Readiness Kill Chain"

By the Carrier Readiness Team

Editor's note: This abridged article can be read in its entirety on the NAE SharePoint Site and can be accessed by clicking on the following URL: https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Volume_11_Issue_2-Posted_February_2013.pdf

For the foreseeable future, the operating environment for our carrier force will be defined by increasing operational demands, decreasing resources, emerging threats and evolving capabilities in our air wings and aircraft carriers (CVN). To successfully navigate this landscape, leaders at all levels of the Navy must continually examine how available resources can

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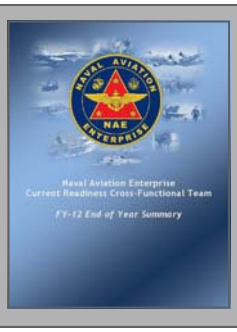


The CR FY12 End-of-Year Summary is now available online

Learn about Current Readiness Cross-functional Team's work conducted in FY12 in support of Naval Aviation's readiness objectives.

To view the document, click here or go to:
https://www.intelink.gov/go/mTfYhtz

(Note: This is a CAC-enabled link)

An MV-22 Osprey maneuvers on the flight deck of the aircraft carrier *USS George H.W. Bush* (CVN 77) during test operations. Photo by Mass Communication Specialist 2nd Class Brian M. Brooks/Navy.mil

In this issue:

We value your inputs!
Click here to answer a five-question assessment on the newsletter.
http://www.surveymonkey.com/s/7PXRZR5

Enterprise principles facilitate Osprey's ongoing fielding in the fleet

By the MV-22 TMS Team

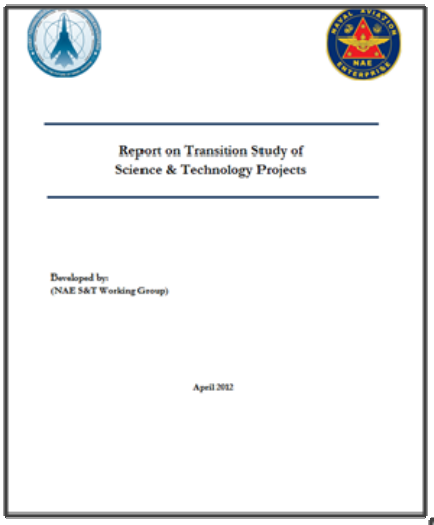
The MV-22 has entered its sixth year of fleet operations while continuing its transition throughout the Marine Corps. This year's transition ended with the successful standup of the sixth squadron at Marine Corps Air Station (MCAS) Miramar for Marine Aircraft Group (MAG) 16 and the first Marine Medium Tiltrotor Squadron (VMM)

(Osprey continued on Page 9)

How Future Readiness affects tomorrow's current readiness issues

By NAE Chief Technology Office and NAE Future Readiness Cross Functional Team

Naval Aviation is in the midst of one of the largest transitions in its history. Legacy aircraft will account for approximately one-third of the total aircraft inventory carried by the Navy through FY20. Over the next 15 years, the Navy and Marine Corps will transition roughly 23 aviation communities, platforms, new classes of aircraft carriers and aviation-capable surface ships. Having a comprehensive understanding of the costs and continuously seeking solutions to manage them in legacy and future platforms is our shared responsibility as stewards of the nation's resources. Partnerships within the enterprise help stakeholders use cross-functional analytic processes, tools, and strategies to focus on advancing and sustaining warfighting capabilities and to transition from the force of today to the force of tomorrow.


Report on Transition Study of
Science & Technology Projects

Developed by:
(NAE S&T Working Group)

April 2012

Today's defense budgets present a significant challenge to Naval Aviation's ability to maintain readiness and a global presence while still shaping future forces to meet increasingly diverse threats. The Naval Aviation Enterprise (NAE) is engaging stakeholders to identify solutions that maintain future readiness while optimizing costs. In 2009, due to the rising legacy equipment maintenance costs and decreasing budget, the NAE under the leadership of Vice Adm. Thomas Kilcline, then Commander, Naval Air Forces, recognized that a greater focus was needed on Future Readiness. This led to the establishment of the NAE Future Readiness Cross Functional Team (FR CFT). The objective of the FR CFT is to engage stakeholders to effectively ensure future readiness while optimizing costs.

Recognizing the need to influence readiness issues earlier in the acquisition process to stay within reduced budgets, the NAE focuses on identifying systemic issues and championing future readiness solutions in order to optimize total ownership costs (TOC) to ensure that funding decisions yield the highest possible return on investment over the life cycle of the investment. Resource sponsors and senior leadership are therefore better equipped to make resource allocation decisions that optimize Naval Aviation's ability to meet operational requirements.

The NAE FR CFT focuses on readiness and affordability by championing proactive, holistic cost-saving solutions for fielded weapon systems that can deliver out-year TOC reductions within the Future Years Defense Program (FYDP). These solutions use cross-enterprise collaboration to integrate them into the appropriate life cycle processes - from program inception to disposal.

Within the FR CFT, there are three strategic initiatives. One focuses on aggregating, prioritizing, elevating, championing and tracking issues for fielded systems and sustainment infrastructure. The second focuses on facilitating NAE engagement in the requirements and acquisition processes to make better informed trade-off decisions that consider readiness and TOC. The last initiative, which will be the primary focus of this article, emphasizes leveraging Science and Technology (S&T) for the benefit of future readiness at optimized cost.

Since the inception of the FR CFT, the NAE Chief Technology Office (CTO) and the FR CFT S&T Strategic Initiative members have closely teamed together with the goal of ensuring future readiness and that reduction of total ownership costs is emphasized within the S&T domain. Since 2009 the team has had many successes that included developing a new TOC Science and Technology Objective (STO), creating reports and knowledge products, participating in proposal reviews, and establishing methodologies for tracking metrics.


NAVAL AVIATION ENTERPRISE
SCIENCE AND TECHNOLOGY
HANDBOOK

AN INTRODUCTION TO NAVAL AVIATION S&T

Version 1

Teaming with the CTO, the FR CFT helped develop the TOC STO for one of the System Safety, Availability and Affordability STOs. The team assisted with the 2012 revision of the STO Document that encourages stakeholders to develop solutions that not only provide and improve capabilities, but also to consider opportunities for cost reductions and improving effectiveness across each of the STOs. The revised STO document has a new introduction that clearly identifies affordability as a key focus area. The NAE TOC STO incorporated Future

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A screen shot of the computer-based H-60 Focus Area List Corrosion Inspection and Prevention Procedure computer-based training.

Adding the "how" to achieve fleet success

By Navy Capt. Dave Bouvé, Commander, Helicopter Maritime Strike Wing, U.S. Pacific Fleet

It's one thing to read how to do something.
But it's different to actually comprehend the how and WHY behind the action it is done.

After analyzing cost and readiness data over the last year, I came to believe that a gap in knowledge was behind the high number of aircraft requiring extensive corrosion repairs during depot-level maintenance. To overcome this deficiency, Helicopter Maritime Strike Wing, Pacific (HSMWP) used in-house resources and employed job performance aids in our training.

First steps

More than three years ago, Naval Aviation began to develop focus area lists (FAL) for all Navy and Marine Corps type/model/series (TMS) -- one of the most significant events chartered by the Naval Aviation Enterprise (NAE). The NAE established the Corrosion Prevention Team with all major stakeholders setting the stage for effective corrosion care of aircraft.

The Office of the Secretary of Defense report prepared by LMI Aerospace in May 2011 estimated annual corrosion cost for Navy and Marine Corps aviation to be $2.7 billion or 27.7 percent of maintenance costs.

The F/A-18 and H-60 were the first two TMSs to benefit from FALs. At that time, the H-60 community was transitioning to the new MH-60R & S models, offering the perfect time to engage squadrons on best corrosion practices.

Along with other platforms in the NAE, the H-60 community also was experiencing a reduction in manpower, especially in experienced manpower. Senior technicians were being replaced with junior, less experienced petty officers. Without seasoned maintainers to mentor them and model repair processes, young technicians' limited knowledge and skill sets impacted readiness on the flight line.

I knew I would be unable to quickly or easily change the number of senior Sailors in my workforce, but I also knew I could influence how our technicians received and understood the requirements that would help them be the best stewards of the aircraft they were assigned.

Supplementing the FAL

Using a two-pronged approach,

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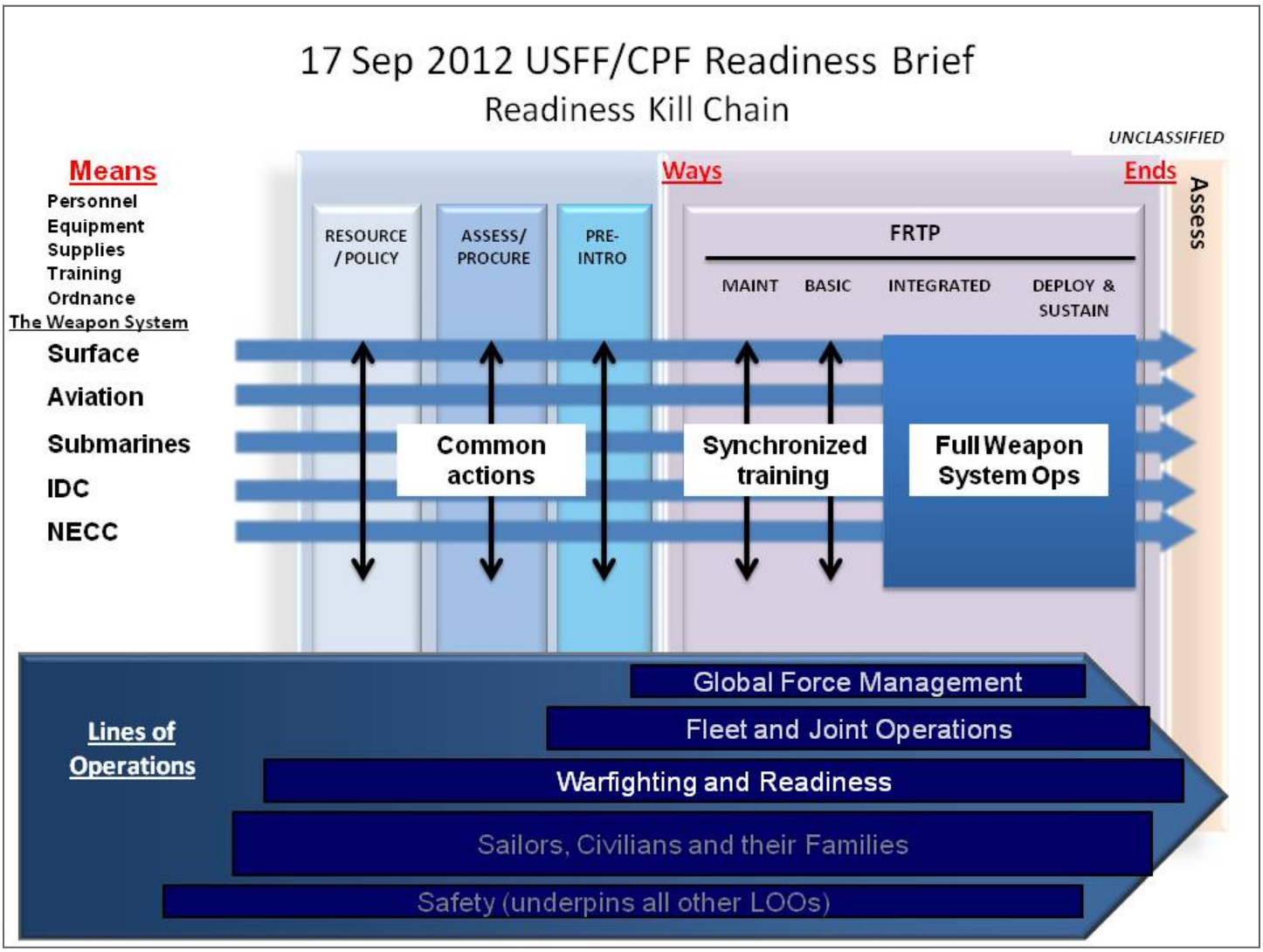

The Readiness Kill Chain (RKC) is the end-to-end process for ensuring tight coordination across fleets, systems commands, type commands, and other partners throughout the readiness production battle space. The RKC identifies the resources that will be used (means), how will they be used (ways), and the desired strategic outcomes (ends). In the Navy's RKC, the readiness pillars (personnel, equipment, supplies, training, ordnance, installations, and networks) are the means; the procurement, acquisition, and early Fleet Readiness Training Plan phases are the ways; and ready, forward-deployed forces are the ends. The Navy's effort to accomplish the mission is divided into five Lines of Operations (LOOs). To read more, go to: http://www.public.navy.mil/usff/Documents/CUSFF_vision_guidance_05OCT2012.pdf

(CRT continued from Page 1)

best be aligned to these requirements. Just as combatant commanders have a theory on how to fight their battle space, our battle space is the production of warriors and readiness.

As such, Commander, U. S. Fleet Forces has initiated a process called the Readiness Kill Chain (RKC) to map the processes involved in producing ready forces, identifying process gaps, eliminating non-value added work, and improving root cause analysis to identify and solve performance and readiness gaps.

This initiative will identify and prioritize readiness best practices, barriers to readiness production, and align responsible stakeholders to effectively resolve those barriers. In short, it is a fresh look at the end-to-end process for ensuring tight coordination between stakeholders throughout the readiness production "battle space." Although the RKC encompasses the entire Navy, The Naval Aviation Enterprise's (NAE) Current Readiness Cross-Functional Team, supported by the Carrier Readiness Team (CRT), has been called upon to lead an initial effort to demonstrate the effectiveness of this initiative and prove the value of our maturing enterprise approach to readiness.

In mapping our processes for each of the readiness

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pillars, we have identified the resources used (means), how they are being used (ways), and the readiness outcomes in support of Fleet Readiness Training Plan entitlements and forward deployed forces (ends). This is an iterative process that will continue to evolve, encompass our aircraft types and surface and submarine forces, and strengthen working relationships among all levels of command. Our ability to assess and obtain feedback from the warfighter will be the key to success of the initiative.

The CRT's effort focused on a platform wholeness assessment for carriers in parallel with similar work by an aircraft type/model/series team. This work, which started in September 2012, used Defense Readiness Reporting System – Navy (DRRS-N) and NAE metrics to identify gaps in our ability to meet readiness performance expectations. We performed root cause analyses using fishbone diagrams to identify each of these deficiencies. The process thus far has validated best practices which have effectively aligned stakeholders in the readiness process including:

- Master Aviation Plan process: a best practice for transition management
- Naval Aviation Requirements Group process: a best practice for future requirements planning
- Training and Readiness matrix concept and underlying processes and tools (including Aircrew Combat Training Continuum, Sierra-Hotel Aviation Readiness Program, CV-SHARP): a best practice for executing readiness
- Naval Aviation Enterprise construct: a best practice across all readiness pillars
- Integrated Production Plan process for technical training
- Training triads (learning centers, CVN administration and training officers/type commander (TYCOM) staffs, and Navy Training Center Program Management Office)
- Use of Learning Center Mobile Training Teams, Naval Air Technical Data and Engineering Service Command, and contractors to provide required formal and "hands

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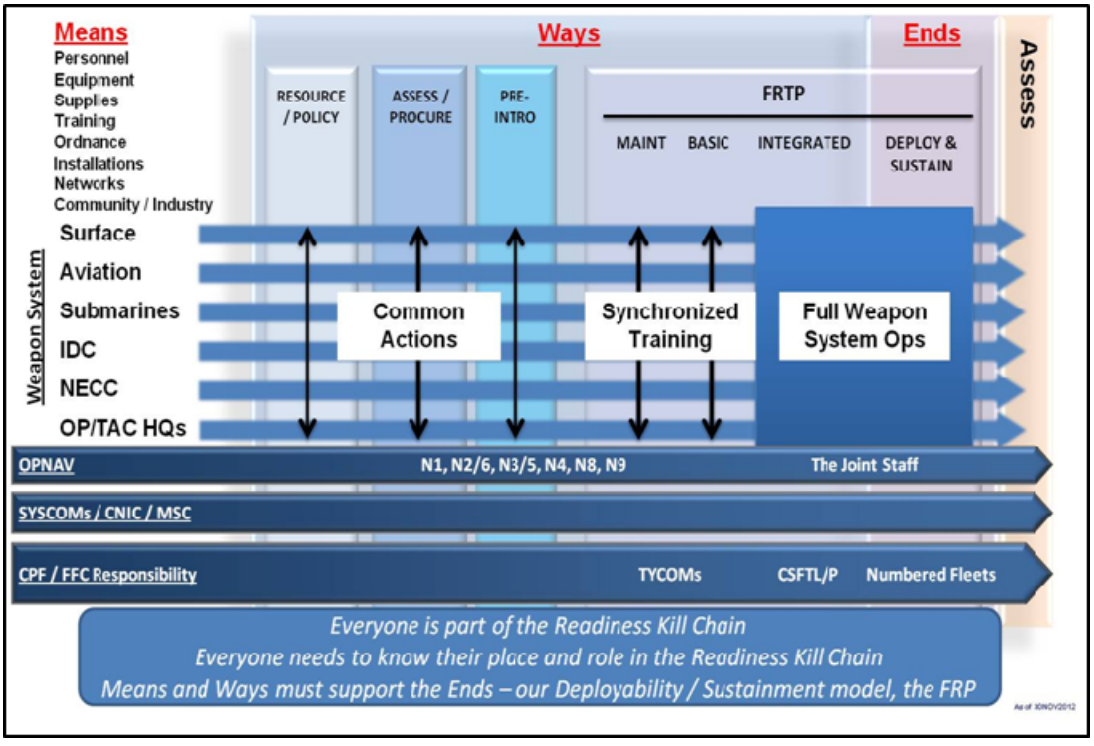
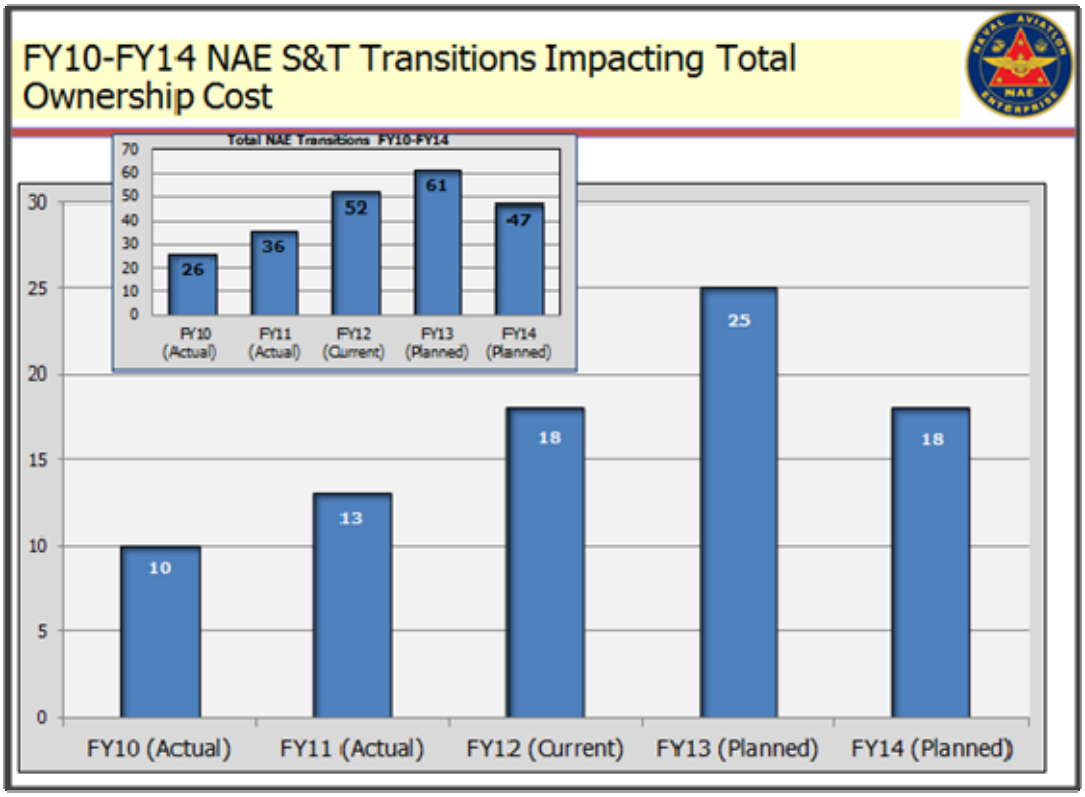
What is the 9-Step Process?

In order to increase the fidelity of the maintenance budget and reduce the churn associated with work deferral or availability cancellation, the Navy instituted a CVN process improvement in August 2007, known as the "9-step process." It provides a hull-by-hull review of individual ship maintenance requirements to better refine notional ship maintenance requirements and tailor them to the physical condition of individual platforms as they get closer to the point in time when they will be inducted into their scheduled availability period. The process also considers expected shipyard performance, conducts shipyard capacity analysis, and develops alternative courses of action for the completion of any work requirements that exceed the available capacity.



This chart depicts the unified action between the fleets and within the respective chains of command required to execute the RKC.



Of the current 895 projects tracked in FY11, 200 projects (22 percent) impact Total Ownership Cost $73 million of the total FY11 S&T Funding (21 percent).

TOC related projects account for 35-50 percent of the total project transitions per year.

(S&T continued from Page 2)

Readiness and TOC objectives into the S&T roadmap process, made FR life cycle costs a priority in S&T project selection, and will continue to track the outcome and transition rate of related S&T projects on an annual basis.

In order to gain a better understanding of the enablers and barriers that affect an S&T project's ability to successfully transition from S&T funding to research and development (R&D), the NAE CTO/FR CFT team conducted a root cause analysis on successful and unsuccessful S&T product transitions. The final report *Transition Study of Science & Technology Projects* was delivered at the Office of Naval Research (ONR)-hosted NAE Day in April 2012 by FR CFT S&T Lead Bill Reardon. A primary finding of the study was "communication early and often is the key enabler for a successful project transition.. Before project planning begins, S&T projects should be coordinated with the organization's science advisor. Throughout the project there should be frequent engagement with the requirement officers and S&T leads. The CTO should engage with science advisors (i.e., Office of the Chief of Naval Operations (OPNAV) or fleet) to assist with direct communication with the OPNAV and act as the single point of contact to ensure personnel turnover hurdles are managed and changing priorities are recognized.

A significant barrier that impacts the outcome of S&T project is the lack of education / understanding of the S&T transition processes. In order to address the barriers discovered in this transition study, the team developed an S&T handbook that promotes a common understanding of S&T processes among key stakeholders (requirements officers, acquisition sponsors, and technical subject matter experts), explains the interdependent roles of each stakeholder group, and offers detailed information on how to navigate available S&T funding programs. The handbook also provides the necessary tools to be knowledgeable of the responsibilities related to managing and transitioning relevant technologies / innovations to the fleet. To supplement the material found within the handbook, the interactive Funding Source Diagnostic Tool was developed which helps users match projects to an

The NAE S&T Handbook can be found at:
https://mynavair.navair.navy.mil/portal/server.pt/community/nae_s_t_101_handbook/1638

Other Reference Guides can be found at:
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Future_Readiness/ILA_Display/Ref_Guide.aspx

Click on the URLs above to access the publications.
Note: these are CAC-enabled links

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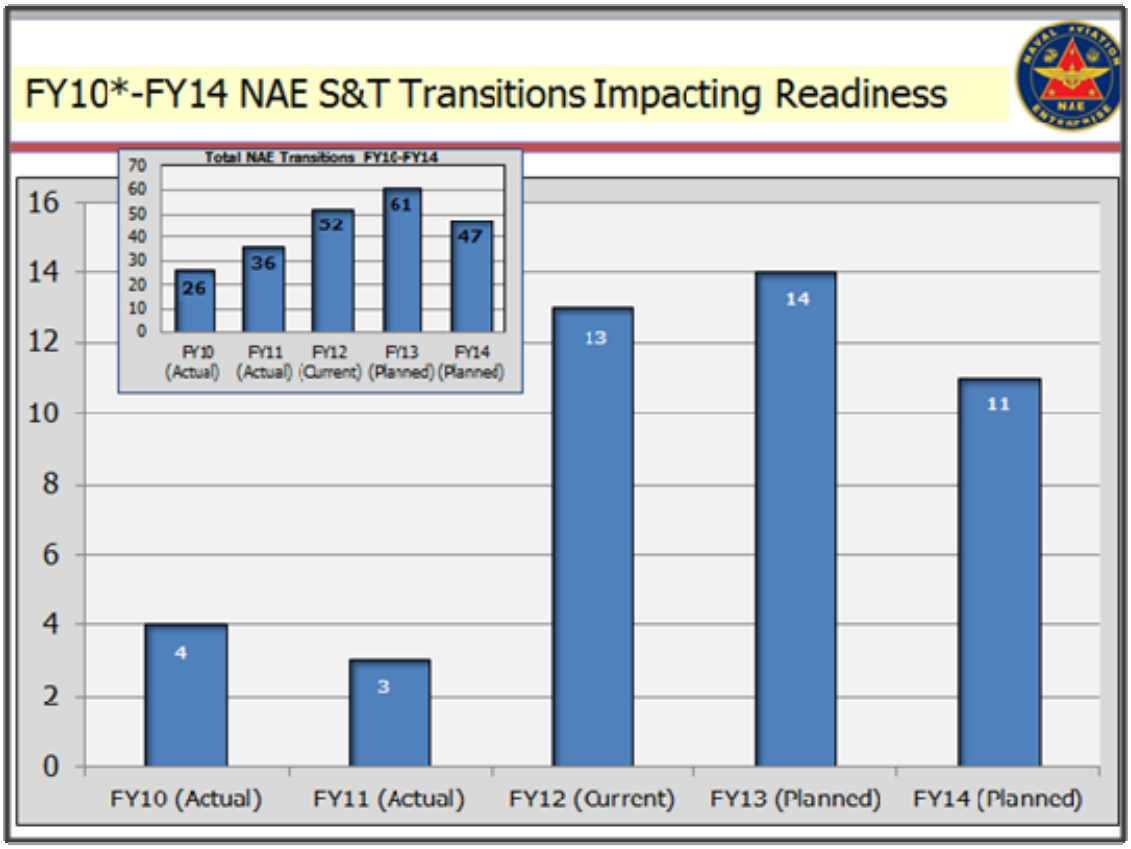

Of the current 895 projects in FY11, 231 projects (26 percent) have a readiness impact $117.2 million of the total FY11 S&T Funding (33 percent).

Projects impacting readiness account for 15-25 percent of transitions year to year.

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appropriate S&T funding source. The tool provides detailed information on specific S&T funding sources to explore possible sources based on user inputted data such as: technology readiness level; amount of funding required; and timeframe to completion, etc.

For all CAC-users, the S&T Handbook reference guide can be accessed at: https://mynavair.navair.navy.mil/portal/server.pt/community/nae_s_t_101_handbook/1638.

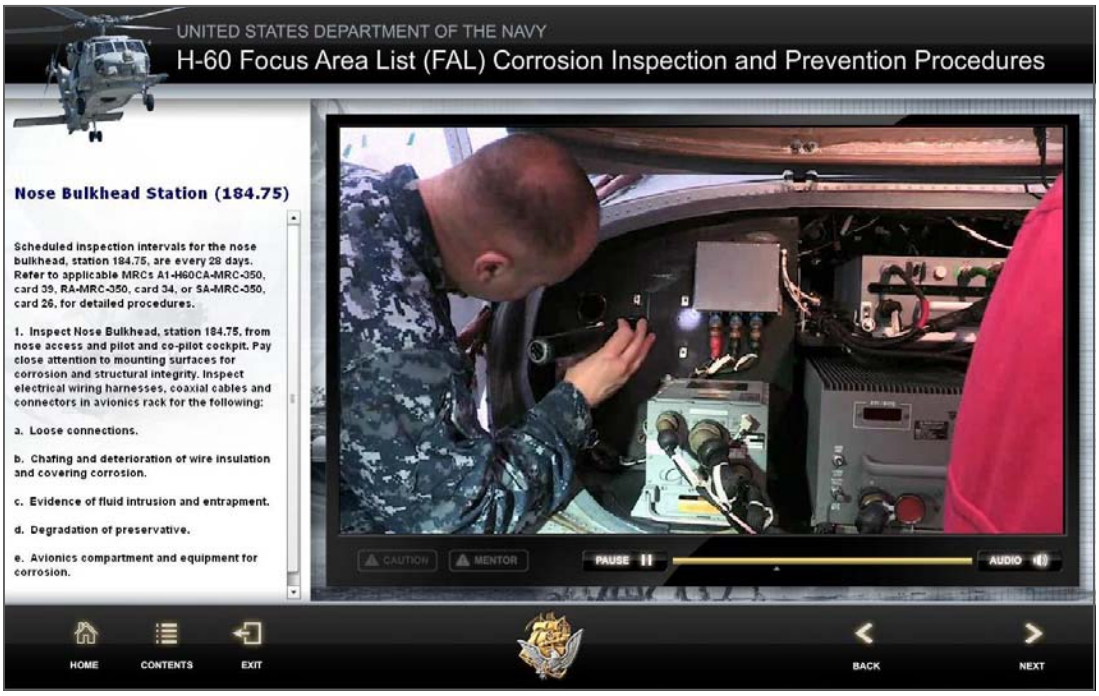
The FR CFT has also developed other information/reference guides for efforts such as the Systems Engineering Technical Reviews, and Independent Logistics Assessments, which can be accessed via CAC at: https://www.portal.navy.mil/comnavairfor/Naval_Aviation_ Enterprise/Future_Readiness/ILA_Display/Ref_Guide.aspx.

The FR CFT members have participated in the initial Future Naval Capability (FNC) review sessions since 2010 and have been involved with providing recommendations to the Enterprise Platform Enablers (EPE) FNC Integrated Product Team voting members. Additionally, the team also participated in the reviews of the Naval Air Systems Command Rapid Technology Transition and Technology Insertion Program for Savings proposals.

A methodology and associated metrics to help identify and track projects expected to impact readiness and R-TOC within the NAE S&T Portfolio was developed by the team. The NAE CTO has been annually tracking metrics of S&T projects that impact TOC since FY09 and Readiness since FY10. Over the past several years, there has been an increase in the number of TOC and readiness-related projects.

For metric purposes, set definitions are given to the S&T IPT and their technical points of contact. TOC is defined as the reduction of ownership cost for defense systems. A project can only be defined as TOC if it has direct impact on cost reduction and savings must be quantifiable. Improved/Increased readiness are defined as efficiencies and capabilities needed to support the mission and readiness of the warfighter. A project should be assessed as contributing to readiness if it has a notable impact on mean time between failures (reliability), repair (maintainability), or logistics down time (supportability).

In order to afford our future, the total ownership cost of current capabilities must be reduced. We must leverage existing and emerging technologies to enhance and achieve operational capabilities across multiple warfare areas while providing cost savings and increased operational effectiveness. Engaging the S&T community in the development of potential solutions is one of the keys steps to improving the long-term effectiveness of both Future Readiness and TOC initiatives that are critical to solving the current readiness problems of tomorrow. ■



This screenshot on inspecting the H-60 Nose Bulkhead Station is an example of how TPA gives step-by-step instructions.

(How continued from Page 3)

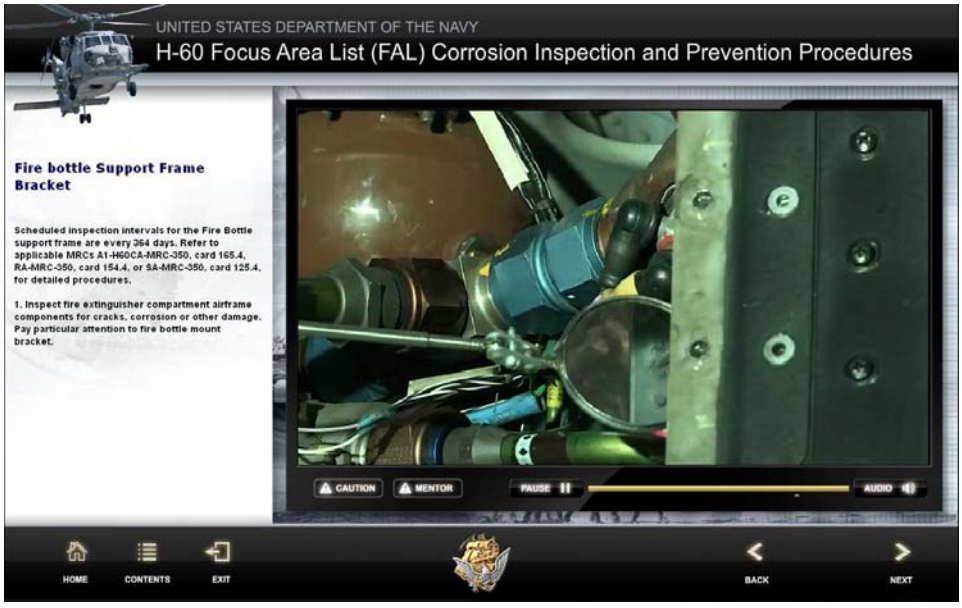
we engaged our Continuous Process Improvement, and Wing Training and Inspection teams and tasked them to come up with a solution. The HSMWP Wing Inspection Team took the lead in the effort to educate and communicate best practices in corrosion treatment. Because he served as commanding officer of the Center for Naval Aviation Technical Training Unit North Island, Cmdr. Kevin Ferguson, HSMWP wing maintenance officer, was tapped for this effort. His expertise was instrumental in interpreting fleet requirements and in how to apply teaching methods that would quickly educate junior Sailors while at the same time developing their technical proficiency.

Collaboratively, the two groups developed a method which would ensure transfer of information while increasing knowledge. This coupled approach not only educated squadron maintenance technicians on the “how” of corrosion treatment, but “why” it was important as well.

Enter the H-60 FAL Training Performance Aid (TPA), a video clip that communicates proper corrosion inspection and treatment techniques to the user. It includes a mentor segment that further amplifies techniques and points out where the technician must pay closer attention. It also educates them as to the reason behind the emphasis — the high instances of corrosion damage discovered during depot-level prescribed maintenance interval events.

Since implementing the TPA, HSMWP hasn’t had any Material condition inspection failing grades or "over and above" costs for MH-60R.

“The H-60 FAL TPA - provides the step-by-step instructions necessary to understand the most corrosion prone area,” said Aviation Mechanic 3rd Class Sabrina Heins, an airframe technician who is in her first tour of duty at Helicopter Maritime Strike Squadron 73 .” It's like knowing what's on the test." ■



TPA allows users to learn at their pace. It can also be accessed for refresher training or for remediation.

Cpl. Bryan Swanson, assigned to Marine Medium Tiltrotor Squadron (VMM) 266 (Reinforced), installs a hub in an engine of an MV-22 Osprey aboard the amphibious assault ship *USS Kearsarge* (LHD 3) in this photo dated Feb 2. Kearsarge was participating in Composite Training Unit Exercise (COMPTUEX) off the East Coast of the U.S. in preparation for an upcoming deployment this spring. Photo by Mass Communication Specialist 3rd Class Tamara Vaughn/Navy.mil

(Osprey continued from Page 1)

in MAG-36 in MCAS Futenma, Okinawa, Japan.

Squadrons from both 2nd and 3rd Marine Aircraft Wings have maintained a continuous Osprey squadron presence in support of the Marine Corps effort in Operation Enduring Freedom. To date the MV-22 has successfully deployed with the 22nd, 24th, and 26th Marine Expeditionary Unit (MEU) on the East Coast; the first VMM-supported MEUs on the West Coast are scheduled for deployment in the summer of 2013. The Marine Corps has further showcased the Osprey's self-deployment capabilities by deploying to the Farnborough Air Show while operationally deploying to Belize and Kuwait.

By year's end the MV-22 fleet has flown over 136,000 hours. The MV-22 Type/Model/Series (TMS) Team's active engagement has had a profound and positive impact on the V-22 community at home and abroad. The Naval Aviation Enterprise (NAE) support has enabled the warfighter to focus on training and fleet operations through increased aircraft readiness and safety. Scheduled aircraft delivery will be at its highest level since the program's inception. The logistics system's capability has been closely monitored to ensure all scheduled requirements are met.

A key event in the V-22 program will be the stand up and acceptance of the first V-22 delivered to Marine Helicopter Squadron (HMX) 1 in the spring of 2013.

The TMS team efforts included the expertise of its partners across the NAE: They have been instrumental in working through issues in order to support both the emerging fleet needs and operational requirements. As a team, they have continually identified critical components which have led to either improving the reliability of components or by reducing the time to produce and deliver those components to the flight line. Using the Barrier

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Removal Team (BRT), the NAE team addressed many issues before they became problems. They have included teaming with industry partners, Navy Supply Systems Command as well as the Naval Air Systems Command V-22 Joint Program Office (PMA-275) in streamlining, rightsizing and improving forecasting tools to meet the requirement for an emerging V-22 fleet.

Supporting these efforts, Marine Aviation Logistics Squadron (MALS) 26 hosted a Boots-on-the Ground (BoG) site visit in May. The event provided an opportunity for Marines to showcase to senior military and NAE leaders initiatives and processes developed to increase the quality of support to the fleet. By improving the supply and maintenance environment, the efforts of the MALS's BoG have taken great steps in creating an optimal Aviation Supply Consumable Management Division warehouse, identified new maintenance processes and procedures, and streamlined many functions which have proven a force multiplier in the current readiness of the V-22 fleet.

Marines with 8th Communications Battalion, II Marine Expeditionary Force, load into an MV-22B Osprey piloted by Marines with Marine Medium Tiltrotor Squadron (VMM) 263 to a training center near Atlantic Beach, N.C., Jan. 23. VMM-263 Marines transported more than 30 Marines during this field training exercise. Photo by Lance Cpl. Manuel Estrada/Marines.mil

Concurrently, Marine Medium Tiltrotor Training Squadron (VMMT) 204 conducted an end-to-end metrics review which resulted in the implementation of continuous process improvement initiatives providing them with the ability to meet their mission. VMMT-204 was being faced with increasing mission requirements. The TMS team addressed the two greatest barriers to a continued success of the Fleet Replacement Squadron (FRS), those being the funding for Block A specific parts through FY20 and the increase of numbers of Block B aircraft to the FRS flight line. TMS team efforts have ensured the funding for Block A specific parts through FY20 and have effected changes to the Aircraft Distribution Plan to increase the number of Block B aircraft on the FRS flight line from four to eight.

During this time, the NAE TMS team has focused on those issues

(Osprey continued on Page 11)

Block Descriptions:

V-22 capability is being increased and fielded over time via a Block upgrade acquisition strategy. MV-22 Block A provides a "Safe and Operational Test and Training Asset" configuration that supports developmental and operational flight tests, as well as fleet training. MV-22 Block B provides for correction of previously identified deficiencies and suitability improvements. MV-22 Block C provides mission enhancements, primarily in the areas of environmental control systems upgrades and mission systems improvements. Block 0/10 is a CV-unique configuration including radar and electronic countermeasures upgrades for Special Operation Forces. Block 20 will provide an enhanced CV-unique configuration with communications and aircraft system performance upgrades.

(Osprey continued from Page 10)

that have had the greatest affect on maintaining and improving readiness. Using the critical component list, also known as the "Six Pack," as the cornerstone effort, the V-22 program has continued to increase readiness: the number of ready basic aircraft (RBA) has increased from 54.7 percent to 64 percent as the fleet grows from 26 aircraft to 147. In addition to the increase in RBA percentage, other key NAE metrics, such as Aircrew Core Competencies (ACC), Maintenance Core Capabilities (MCC) and cost, have been met or exceeded. Maintenance Core Capabilities improved from five dual-shift capable units to seven by year's end. The combined efforts of supporting agencies have led to a reduction in cost-per-flight hour from $ 10,533 to $9,520 during FY12 with an average cost of $9,161 – coming under the target cost of 10,952.

Their dedication and efforts to discover better ways of training our Marines and maintaining the fleet will continue to lower costs ensuring the best support on the battlefield for years to come. ■

Sailors position an MV-22B Osprey assigned to Marine Medium Tiltrotor Squadron (VMM) 261 (Reinforced) on the elevator aboard the multipurpose amphibious assault ship USS Iwo Jima (LHD 7). Photo by Mass Communication Specialist Seaman Scott Youngblood/Navy.mil

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on" training

- CVN planning - integrated availability work package development, Class Maintenance Plan, Modernization Plan, Consolidated Ship Maintenance Project
- CVN budgeting: 9-Step Process, Capabilities Plan, Fleet Availability Support Team
- CVN execution: Carrier Team One proven practices
- Aviation Logistics Review/Readiness Review Conference/Maintenance Personnel Readiness metrics/ Logistics Cost War Room/Maintenance Management Teams
- Naval Air Systems Command's (NAVAIR) Logistics Assessment process, Critical Item Logistics Review, Integrated Logistics Support Management System, Initial Operating Capability Supportability Review
- NAVAIR's Program Related Logistics /Program Related Engineering Optimization Performance Model
- Adjusting ship fill allowance to fair share ordnance shortages/cross-decking ordnance to meet deployment schedule
- New weapons handling technologies
- Expedited weapons safety approval process for operational requirements

To read about identified key process and performance gaps and barriers, go to: https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/current_readiness/MSCM/AirSpeed/newsletter_jumps/CRT_Vol-11_Issue-2.aspx. (Note, This is a CAC-enabled link.)

The next steps for the Carrier Readiness team are to combine these issues with the specific systemic readiness degraders identified by our enterprise process and input from our CVN commanding officers and develop barrier removal teams and activities to influence solutions. By doing so we can continue to be a value added force for improving readiness of our nation's carrier fleet. ■

Links of interest

1. **Navy Live -- The Official Blog of the United States Navy**
   Remotely piloted assets enhance Navy's warfighting capabilities
   Vice Adm. Mark Fox, deputy chief of Naval Operations for Operations, Plans and Strategy (N3/N5), discussed with the New York Times how the Navy uses remotely piloted intelligence, surveillance and reconnaissance systems to enhance the Navy's warfighting capabilities.
   http://navylive.dodlive.mil/2013/01/29/remotely-piloted-assets-enhance-navys-warfighting-capabilities/

2. **Naval Aviation Enterprise *Air Plan* Year in Review - January 2013**
   This edition highlights a few Naval Aviation Enterprise successes achieved during 2012 in removing readiness barriers and degraders, and advancing cost-wise readiness.
   http://www.public.navy.mil/airfor/nae/Air%20Plan/Jan13AirPlan2.pdf

3. ***Lean Stuff****
   Lean Stuff is a compilation of commercial resources on continuous process improvement (CPI) distributed by Naval Sea Systems Command.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter_Repository_2012/Lean_Stuff/2-1-13.pdf

4. ***NAE S&T SitSum****
   Highlighted in this issue is the Massive Multiplayer Online War Game (MMOWGLI); Electromagnetic Maneuver (em^2); the NAE S&T Objectives Road Mapping; a sec 219 research project as well as the FY14 call for Joint Capability Technology Demonstration proposals and guidance.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter_Repository_2012/NAE_S-T_SITSUM/Jan_2013.pdf

5. **NAVAIR *Airwaves***
   Take a look back at the naval aviation accomplishments of 2012 with this year-end edition of *Airwaves*. Included is a piece on the X-47B Unmanned Combat Air System demonstrator as the aircraft catapults for the first time; K-MAX, an unmanned helicopter, taking the load off troops overseas; and a welcome for the P-8A Poseidon as it officially joins the fleet.
   http://www.navair.navy.mil/index.cfm?fuseaction=home.VideoPlay&key=DA3AA22D-436B-4E76-AFF9-F50BDE83494C

6. ***Carrier Readiness Team Newsletter****
   Read about Professional Apprenticeship Career Track and its impact on aircraft carriers, and updates from the Carrier Readiness Team PESTO (People, Equipment, Sustainment, Training and Ordnance) Pillar leads.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/current_readiness/Carrier_Readiness/Carrier%20Readiness%20Document%20Library/CRT%20News%20Ltrs/9_CARRIER%20READINESS%20TEAM%20NEWSLETTER_07%20FEB%2013.docx

7. **DoN *CPI Gram* – February 2013***
   Read how a Naval Air Systems Command black belt used CPI to improve the reliability of an F/A-18 weapons repairable assembly, find out about CPI events at the Washington Navy Yard, and learn more about upcoming CPI events.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter_Repository_2012/DoN_CPI_Gram/Feb_2013.pdf

- Site is CAC-enabled. Some readers may not be able to access the link.

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