

Current Readiness & Enterprise AIRSpeed Newsletter



100 Years of Naval Aviation

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Improving today's readiness; preparing for tomorrow's requirements

A look at the Prowler community's work on component, manpower, current and future cost issues.

By the EA-6B TMS Team

Fiscal Year 2010 saw a number of significant accomplishments under Marine EA-6B Current Readiness (CR). Among them was the expanded definition of Marine Tactical Electronic Warfare Squadron (VMAQ) ready for tasking (RFT) standards to include ALQ-99 band specific transmitter entitlement for CONUS and OCONUS deployments. This expanded definition permitted the Naval Aviation Enterprise (NAE) to accurately capture deployed RFT

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"It's vitally important we sustain the transparency, collaboration and information sharing that makes the NAE so successful in supporting Naval Aviation readiness requirements. Making NAE events like Boots-on-the-Ground/Deck site visits a part of our routine is noticed and valued. Thanks for prioritizing this work

~ Vice Adm. Al Myers
Commander, Naval Air Forces.
Communicated to members of the NAE after attending "Boots-on-the-Ground" at MCAS Yuma, Arizona

A look at Current Readiness' 2010 efforts to improve aviation readiness

By Jacquelyn Millham, NAE Current Readiness CFT/Enterprise AIRSpeed Public Affairs

Current Readiness Cross-functional Team (CR CFT) completed more than 40 action items (AI) in Fiscal Year 2010 that addressed readiness issues in Naval Aviation. What follows are synopses of major AIs and their results.

- **Developed and executed an AV-8B F402 engine production and material requirements plan to meet an engine readiness goal of 24 months and to sustain the aircraft until its out of service date.** Naval Air Systems Command (NAVAIR) AV-8B Harrier Program Office (PMA-257) stood up an engine management board that developed a plan to synchronize all efforts across three F-402 production facilities. Working with Defense Logistics Agency, Naval Inventory Control Point and original

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NAE leadership changes

The Naval Aviation Enterprise welcomes Lt. Gen. Terry Robling, Marine Corps Deputy Commandant for Aviation (left). Robling replaced Lt. Gen. George Traut-



man in January 2011. Rear Adm. Ted Branch (right) relieved Rear Adm. Richard O'Hanlon as Commander, Naval Air Force Atlantic in February 2011.



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gaps and target their root causes.

Additionally, the CR Team established goals to increase Maintainer Core Competency (MCC) and reduce RFT gaps. Through monthly assessments with Commander, Electronic Attack Wing, Pacific (CVWP); Air Electronic Attack Systems and EA-6B Program Office (PMA-234); and VMAQ squadron commanders that analyzed progress and constraints regarding these goals, the CR Team saw the VMAQ MCC dual-shift capability improve from 90 percent to 97.8 percent, achieving a high of 299 out of 300 aggregate qualifications during the year. RFT gap declined from 14.1 percent to 9.5 percent over this time-frame, reaching a low of 4.1 percent in August 2010.

As part of the EA-6B Tier One Cost Analysis Team (CAT), the Marine Aircraft Group (MAG) 14 CR Team discovered two issues, the first of which affects monthly cost performance indexes and the second of which may influence future Aviation Depot Level Repairable (AVDLR) charges for newly delivered Improved Capability (ICAP) III aircraft.

The method and schedule of reimbursing Marine Aviation Logistics Squadron (MALS) 14 charges incurred for repairing components inducted against VAQ aircraft was the first issue. MALS-14 regularly provides lateral support to CVWP and vice versa, primarily through the repair of J-52 engines. Because they are inducted to the MALS, the cost of these repairs remains applied to VMAQ AVDLR and Aviation Fleet Maintenance (AFM) cost per hour (CPH) until reimbursed by the U.S. Marine

Forces Command Budget Office. The trigger for reimbursement is the monthly Budget Operating Target, released by MALS-14. Reimbursement may not occur in the month or months immediately following the repairs. Until the reimbursement occurs, and depending on the amount of outstanding reimbursable transactions,



Sailors assigned to the Rooks of Electronic Attack Squadron (VAQ) 137 perform final pre-flight checks on a EA-6B Prowler aboard the aircraft carrier *USS Enterprise (CVN 65)* in this photo dated Jan. 11. (U.S. Navy photo by Mass Communication Specialist Seaman Jared M. King/Navy News)

EA-6B CPH can be skewed above or below Cost Performance Index (CPI) and Execution Index (EI), two metrics that measure cost performance. These metrics are reported monthly in the Aviation Cost Evaluation System (ACES) and build the cockpit charts that the EA-6B type/model/series (TMS) lead briefs to the NAE.

The October 2010 ACES data briefed during the November 2010 Air Board is an example of the effect that delayed reimbursement can have on documented CPH. After reimbursable charges were removed, total AVDLR/AFM fiscal year cost was reduced by more than \$750,000, translating into an \$83 per hour or 1.6 percent reduction. Discovery of this anomaly in EA-6B cost representation is significant when CPI or EI hover on the cusp (.95 or .96) between the red and yellow

threshold.

The second issue uncovered by the CR CAT Team is the potential increased expense of replacing failed organizational-to-depot (O-to-D) components on newly-upgraded ICAP III EA-6B aircraft versus the legacy ICAP II aircraft. Although the ICAP III system brings a generational leap in technology and capability to the EA-6B, it is a complex and expensive system that comes at an increased cost. MAG-14 received its first ICAP III EA-6B in April 2010 and currently has one of four squadrons fully transitioned; a second squadron is awaiting its last ICAP III aircraft.

ICAP III aircraft contain 16 O-to-D AVDLR components that supplant legacy ICAP II O-to-intermediate-to-D- level weapons replaceable assemblies. The CR Analyst commenced a deep-dive analysis and comparison of ICAP II vs. ICAP III AVDLR costs as part of an effort to determine the effect these O-to-D components may have on current and future Marine Corps EA-6B budgets. Using Aviation Financial Analysis Tool, the CR Analyst extracted 12 months of AVDLR costs. The analysis compared three Navy ICAP III squadrons against three Marine Corps ICAP II squadrons within the same 12-month period. (Of note, the Navy has been flying ICAP III EA-6Bs since 2005.) The number of aircraft and total flight hours were taken into consideration as well as the cost of shop replaceable assemblies for ICAP II components. The results show that ICAP III costs may exceed ICAP II expenses.

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IDATS Team briefs OSD CBM + Action Group on improving avionics diagnostics in DoD

By Dr. Russell Shannon, Lead Systems Engineer, Integrated Diagnostics and Automated Test Systems (IDATS)
NAVAIR 4.8.1.3, Avionics Support Equipment Projects Branch

Nearly three-quarters of all Navy and Marine Corps maintenance action items are related to one type of system: avionics.

Reflected in that statistic are a number of “false alarms” (unnecessary request for maintenance) and “cannot duplicate” conditions (also known as A-799s), which wastes a large number of maintenance man-hours, increases aircraft downtime, and inflates the life cycle costs associated with supporting the system. The lack of advanced diagnostics capabilities on some aircraft often negatively impacts Naval Aviation readiness.

A new capability expected to improve avionics diagnostics within the fleet was briefed to the Office of the Secretary of Defense (OSD) Condition-Based Maintenance Action Group (CBM+ AG) by members of the Naval Air Systems Command (NAVAIR) Integrated Diagnostics and Automated Test Systems (IDATS) team in November. The team also briefed some of their products currently under development.

IDATS, a NAVAIR Support Equipment & Aircraft Launch and Recovery Equipment Department (4.8) strategic initiative, focuses on modernizing the way business is conducted within Avionics Support Equipment and Automatic Test Equipment (ATE) engineering. It was formed to combat strains on time and valuable resources associated with avionics maintenance. The IDATS mission is to develop and implement advanced avionics diagnostics products that will be able to enhance airborne weapon systems' supportability and testability.

By identifying,

repairing, or replacing failed components in a more efficient and accurate manner, aircraft downtime can be minimized, mission readiness can be increased and maintenance costs can be significantly reduced. With a \$4.4 million capital investment from NAVAIR, the IDATS Team reinforced their commitment to the Fleet by opening a laboratory at Joint Base McGuire-Dix-Lakehurst (MLD) in April 2010. The lab will produce products which address today's Fleet avionics diagnostic deficiencies as well as research the next-generation of avionics diagnostics products.

One product which the IDATS Team discussed with the CBM+ AG is the MX-12345/USM Diagnostic Avionics Tester (DAT). The DAT is the replacement for the current electro-optic tester for the AN/ASD-12 Shared Reconnaissance Pod (SHARP) and the AN/ASQ-228 Advanced Targeting Forward Looking Infrared (ATFLIR) Pod. Currently in the production phase of its development and due to be fielded in fiscal year 2012/2013, the DAT is an excellent example of open hardware and software architectures. For several years, OSD has mandated the use of open ar-

chitectures and standards in new designs. The DAT takes advantage of several industry standards in order to mitigate obsolescence and thus reduce total lifecycle support costs to the Navy.

The DAT is also the first piece of fully net-centric support equipment in the Navy. It relies on Net-centric Diagnostic Framework (NCDF) software to transmit, receive and synchronize test data with I-level automatic test equipment, over the F/A-18 Automated Logistics

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Aviation Electronics Technician 2nd Class Jason J. Erdmann performs maintenance on an electro-optical sensor unit from an advanced targeting forward-looking infrared system in the avionics shop aboard the aircraft carrier *USS Enterprise* (CVN 65) in this photo dated March 5. (U.S. Navy photo by Mass Communication Specialist Seaman Jared M. King/Navy News)

MALS-13 “demonstrates” its improvements

By Jacquelyn Millham, NAE Current Readiness CFT/Enterprise AIRSpeed Public Affairs

“Ladies and Gentlemen,” said Sergeant Chad Rowley, Marine Aviation Logistics Squadron 13 ordnance technician addressing more than 60 Marine Aviation Logistics Squadron (MALS) 13 visitors. “Please insert your ear plugs.”

Seconds later, a crackling loud “BANG” from an AV-8B 25 millimeter gun sounded in the Gun Shop, a result of a demonstration of the pneumatic test on the drive unit that replicates the conditions of a 50-round burst and tests the gun’s safety actuator and cylinder.

In 2009, explained Sergeant Chad Rowley before the demonstration, Gun Shop maintainers identified variations in the condition of ready-for-issue armament assets, which affected readiness. “Before a gun is issued to a squadron, it is inspected,” said Master Gunnery Sergeant Timothy P. Gray, ordnance chief. “But because the inspection criteria were so vague, the four CDIs [collateral duty inspectors], who had different levels of experience, were inspecting them differently. We wasted a lot of man-hours on re-inspections.”

A rapid improvement event (RIE) improved and standardized the gun’s 448-day inspection process and its ammunition handling unit. After consulting with MALS-14 and MALS-12 who also maintain the Harrier, MALS-13 developed a detailed inspection checklist. The new procedure includes a receipt checklist that provides maintainers a reason why the gun was inducted for repairs and an in-process checklist for inspectors to ensure they inspect the same areas in the same manner.

“These two events,” said Marine Corps Capt. James H. Ramsey, “now allow us to issue and turnaround reliable gear to the fleet.” Improvements in the Gun Shop increased the num-



Executive Director for Commander Naval Air Forces Pacific/Atlantic SES Jim Beebe, takes a peek inside the AV-8B GAU-12 25 millimeter gun after MALS-13’s demonstration of a pneumatic test on the system that replicates the conditions of a 50-round burst and tests its safety actuator and cylinder.

ber of ready-for-issue gun systems from 17 in July 2009 to 51 in December 2010. Its time to reliably replenish (TRR) also was reduced to 10 days during the last 12 months.

The demonstration was part of a “Boots-on-the-Ground” site visit hosted by MALS-13 at Marine Corps Air Station Yuma, Ariz., Jan. 12. This was MALS-13’s second time to host the event. Eric Fanning, Deputy Undersecretary of the Navy for Business Operations and Transformation Office of the Under Secretary of the Navy; Vice Adm. Al Myers, Commander, Naval Air Forces and Naval Aviation Enterprise co-lead; Rear Adm. William Sizemore, Chief of Naval Air Training



Mr. Eric Fanning, Deputy Undersecretary of the Navy for Business Operations and Transformation Office of the Under Secretary of the Navy (left); and Rear Adm. Timothy Matthews, Naval Air Systems Command Assistant Commander for Logistics and Industrial Operations, Fleet Readiness Centers Commander and Naval Aviation Enterprise (NAE) Maintenance and Supply Chain Management Team co-lead (center), listen to Sgt. Chad Rowley, MALS-13 ordnance technician, point out new steps in the AV-8B GAU-12 25 millimeter gun system inspection procedure.

and NAE Total Force Cross-functional Team lead; Rear Adm. Timothy Matthews, Naval Air Systems Command Assistant Commander for Logistics and Industrial Operations, Fleet Readiness Centers Commander and NAE Maintenance and Supply Chain Management Team co-lead; Brig. Gen. Gary Thomas, Assistant Deputy Commandant for Aviation; and more than 50 representatives from the Defense Logistics Agency; Space and Naval Warfare Systems Command; Center for Naval Aviation Technical Training; Naval Inventory Control Point; Headquarters, Marine Corps Aviation Logistics Support Branch; and Naval Air Systems Command attended the event.

MALS-13 Commanding Officer Lt. Col. Gregory Clarke said during his opening remarks that a culture shift had occurred since the last BoG site visit in 2006 – to a focus on flight line readiness. “Our focus has gone to the [intermediate level] to the O-level (organizational level) to the [ready-for-

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Taking a deep dive into data

By Jacquelyn Millham, NAE Current Readiness CFT/Enterprise AIRSpeed Public Affairs

If you want to know what it's like to have a hand in identifying more than three-fourths of your command's readiness improvements and its cost avoidances, ask Staff Sgt. John Baxley, Marine Aviation Logistics Squadron (MALS) 13 Site Core Team member.

MALS-13 was chosen by Headquarters Marine Corps to develop and pilot a process to tie continuous process improvement (CPI) to flight line readiness. Baxley developed Subsystem Capability Impact Reporting (SCIR) spreadsheet matrices that identified which National Item Identification Number (NIIN) and Family Group Codes (FGC) were causing readiness gaps. With that information, MALS-13 focused its efforts on specific maintenance processes and supply issues, and reduced SCIR hours by more than 334,000 aggregated hours. The spreadsheets alone helped the command identify more than 265,000 aggregated SCIR hours – 80 percent of its total reduction. That effort resulted in the Marine Corps to now focus its efforts on SCIR hours and propelled the use of the spreadsheets by other MALS.

Baxley was recognized for his work with the Naval Aviation Enterprise Site Visit Excellence Award during "Boots-on-the-Ground" at Marine Corps Air Station Yuma, Ariz., Jan. 12

(SCIR is a documentation system generated at the lowest level of maintenance. It provides information on aircraft/equipment inventory and actual subsystem performance, including the number of hours a plane is down for parts or maintenance.)

While maintainers have always



Staff Sgt. John Baxley

had access to the management tool, Baxley said that, on its face, the data did not provide actionable information. "I went through the [organizational-intermediate-depot] interface [standard operating procedure] and realized there was a lot of data analysis available, but it didn't point you in a specific direction," he said.

Starting with the work unit codes (WUC), Baxley pulled down data from the squadrons, looked at their SCIR hours, and then at each family group code under each WUC. "Each WUC is tied to an EOC (equipment operational capability code), so I analyzed the data to find out if it impacted RBA (ready basic aircraft) and RFT (ready for tasking aircraft)," he said.

"Once the gap was identified, we drilled down by family group code, found out its associated NIINs and parts, and that indicated which work centers to focus on," he said.

The data could be predictive and enable MALS-13 to become more

proactive as well, said Baxley. "In 51A [the Structure Shop], SCIR hours were narrowed down to work on the flap. We found this item's TRR [time to reliably replenish] was 64 days but it wasn't keeping the aircraft down and affecting readiness -- yet."

A look at the AV-8B's flap's repair process during a two-week rapid improvement event revealed that the maintainers were drilling the fasteners off-center and into the flap. The flap would then be rendered useless and had to be shipped to a depot-level repair facility.

As a result, maintainers were trained on the proper way to remove fasteners, practicing on an old flap from the Aerospace Maintenance and Regeneration Group. Titanium patches for the left and right side flap were designed and stocked, ready for use. Although the Structure Shop has yet to repair a flap, the estimated TRR is 15 days.

Thanks to the information provided by the datasheets, MALS-13 has expanded the command's Enterprise Alignment Tool (a matrix that aligns organizational goals to enterprise goals) and its plan of action and milestones (POAM). "The POAM is now identified by family group code and all items are linked to its impact on RBA and RFT. We are also looking at not only reducing TRR but preventing the reasons it increases," he said.

One look at the causes behind readiness gaps in the Gun Shop provided a unique lessons-learned opportunity to Baxley. "The work area is very small and we used a video camera to capture their proc-

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equipment manufacturers (OEM), PMA-257 also implemented cooperative material forecasting and procurement to properly time phase delivery of materials. Continuous process improvement was also applied to identify and solve root causes of engine production barriers. In addition, an effort was made fleet-wide to reduce demand for the engines.

PMA-257 implemented a three-pillar sustainment strategy to sustain this effort. The first focused on efficient engine production, which included reviewing Lean practices at Fleet Readiness Center East's (FRC-E) engine and component production, and optimizing production at intermediate-level activities. The second pillar PMA-257 addressed was material solutions, which included synchronizing the component's supply chain, creating public/private partnership component performance-based logistics (PBL) contracts with providers and FRC-E, and creating sustainment strategies for non-return-and-repair components. Third pillar, OEM Integration, included providing additional technical/ engineering support at organizational-, intermediate-, and depot-level maintenance and providing additional production management/engineering support at Marine Aviation Logistics Squadrons (MALS).

While this AI was met in October 2009, Rear Adm. Richard O'Hanlon, then Commander Naval Air Force Atlantic and co-lead of the CR CFT, received updates every six months. The AI was closed out in April 2010.

- **Conducted an end-to-end analysis of AV-8B's consumable supply chain management; and developed and implemented a plan to support the aircraft until its end of service date.** Overarching strategies to meet this AI included inventory optimization at the MALS and the pursuit of strategic acquisition opportunities, such as expanding long-term and virtual prime vendor contracts with the OEMs; developing a single integrator contract that expands the range of consumable support for all vendors; and continuing efforts on the F402 Engine PBL. The Harrier Alignment Working Group took this issue for future action.
- **Developed a model to generate accurate requirements for the Air Systems Support budget.** The model calculates a solution/ best fit for available funding. A list of the funded tasks, which users can adjust, and the readiness results, is created from that data. Use of this model in the budgeting process will provide better decision making in the budgeting and execution processes for this leveraging account.
- **Reduced AV-8B Phase Maintenance Interval (PMI) 1 and PMI-2/3 aircraft repair turnaround time.** Actions for this AI included: identifying solutions for Integrated



Cpl. Sean Moberly, assigned to Marine Medium Tiltrotor Squadron (VMM) 266, 26th Marine Expeditionary Unit (26th MEU), runs preflight checks on an AV-8B Harrier on the flight deck of amphibious assault ship *USS Kearsarge* (LHD 3) in preparation for Operation Odyssey Dawn missions in this photo dated March 19. Joint Task Force Odyssey Dawn is the U.S. Africa Command task force established to provide operational and tactical command and control of U.S. military forces supporting the international response to the unrest in Libya and enforcement of United Nations Security Council Resolution (UNSCR) 1973. (Photo by Mass Communication Specialist 3rd Class Scott Pittman/Navy News)

Maintenance Concept (IMC) material ordered prior to induction; validating the demand on repairable components (7R) during IMC; conducting a PMI-1 cell takt time analysis and an end-to-end analysis of problematic 7Rs; re-assigning PMI-2/3 pre- and post-organizational-level (O-level) tasks; identifying disparities in PMI-2/3 IMC disassembly / reassembly tasks; and conducting a consumable data analysis. (This data will be used when submitting demand planning to the Defense Logistics Agency (DLA) and to adjust forecasts for non-Boeing/BAE items.) At the time this AI was closed out in April 2010, PMI-1 process time had been reduced by 24 percent and PMI-2/3 process time had been reduced to an average of 81 days.

- **Monitored the AV-8B PBL contract.** The PBL has realized a 20 percent reduction in issue priority group 1 backorders since February 2009. Other progress include: recovery of supply for the canopy system; acceleration of the Video System get-well date; a decrease in the delays caused by waiting for FRC-E Harrier Integrated Supply Support-related parts; and improvement in engine accessories availabilities.
- **Modified the definition of rating and pay band FIT for the reserves to take into account the reserve's functional assignment substitution (RFAS) policy.**

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Completion of this AI required Total Force (TF) programmers to analyze Navy Reserve Readiness Module data and integrate RFAS into the TF database allowing accurate measurement and management of reserve personnel.

- **Provided a way-forward to fill instructor billets at the Center for Naval Aviation Technical Training (CNATT).** In April 2009, a backlog of students was determined to be the result of a misalignment between Recruit Training Command and CNATT's Integrated Production Plan (IPP), and the demand signal from the fleet. Actions include repurposing billets to reduce unfunded requirements; realigning internal resources using the Bottom Up Review position mapping process; reviewing and changing Training Projection Plans; using C School instructors in A School; giving Marines priority for class seats (mostly in the T-700 engine repair courses); adjusting CNATT class schedules to align with new Navy Enlisted Classification (NEC) FIT requirements; optimizing the assignment of class seats by realigning student throughput at CNATT Unit North Island, Norfolk, and Jacksonville; and cross-training instructors from H-60F to MH-60R. After a six-month review of the realignment, the AI was closed in February 2010. Significant improvement in NEC FIT resulted from efforts undertaken on this AI.



Aviation Boatswain's Mate (Equipment) Airman Anton Liantara charges an accumulator on an arresting gear engine while standing watch as an arresting gear engine operator aboard the aircraft carrier *USS Harry S. Truman* (CVN 75) in this photo dated Feb. 2. (U.S. Navy photo by Mass Communication Specialist 3rd Class Ryan McLearnon/Navy News)

- **Provided information on the Carrier Readiness Team's (CRT) entitlements and entitlement setting process across all People, Equipment, Sustainment, Training and Ordnance (PESTO) pillars to leadership.** The team received approval for initial entitlements. The CRT PESTO Pillars are derived from:
 - P Pillar – Targets set by U.S. Fleet Forces Command (USFFC) guidance
 - E Pillar – Ready For Tasking-Equipment Business Rules
 - S Pillar – Supply Operations Manual
 - T Pillar – Notional standard from CVN Training and Readiness Manual 3500.2C
 - O Pillar – U.S. Fleet Forces Command /

Commander, U.S. Pacific Fleet (USFF/PACFLT) Standardized CVN Distribution Load Guidance. The team is in the process of developing tools to measure performance against these entitlements, refine them and codify them by instruction. It also is working on linking entitlements to Operating and Support costs and provide decision tools to improve business processes.

- **Determined operational requirements for the Passive Detection System (PDS).** Data showed the E-2 PDS was a major RFT gap driver for the community. The Airborne Command Control and Logistics Wing commodore queried combatant commands concerning the operational impact of not supporting the system which spots and locates radar and radio emitters. As a result, the TMS Mission Essential Subsystem Matrix was changed to remove the requirement resulting in improved RFT performance.
- **Reviewed systemic issues affecting NEC FIT and mitigations in place to address shortages across all**

TMSs. The Total Force CFT (TF CFT) found that TMS teams mitigate gaps by improving the pieces of the process they can control. Close coordination between all stakeholders, they observed, is required to resolve issues. Changes to processes include: submitting the IPP as fleet demand by Commander, Naval Air Forces Aircraft Maintenance Policy Office (CNAF N422) to the Program Management Office's Demand Planning Process; linking the IPP to CNATT production metrics; creating TF triads at all type wings; developing a standard Enlisted Distribution and Verification Report review process; and establishing a unit-level training requirement determination process. Significant improvement in NEC FIT resulted from efforts undertaken on this AI.

- **Analyzed the impact of berthing aboard the new Ford-class aircraft carrier – *USS Gerald Ford* (CVN 78) – on Naval Aviation.** Along with 100 subject matter experts from around the fleet, NAE representatives attended a war game to identify manning issues at the operational and tactical levels and implement neces-

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A formation of F-5E Tiger II aircraft fly over San Diego Harbor while participating in the Parade of Flight, an air show showcasing historic and current naval aircraft in celebration of the Centennial of Naval Aviation in this photo dated Feb. 12. The F-5N is a single seat, twin-engine, tactical fighter and attack aircraft providing simulated air-to-air combat training and adversary combat tactics. The aircraft serves in an aggressor-training role with simulation capability of current threat aircraft in fighter combat mode. The F-5 community is the latest type/model/series to be integrated into the Naval Aviation Enterprise reporting process and is scheduled to brief the Air Board in May. (U.S. Navy photo by Mass Communication Specialist 2nd Class Roland A. Franklin/Navy News)

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sary changes before its commissioning. Based on three scenarios, the war gaming team came away with more than 20 recommendations including: requiring a fleet introduction team to drive the transition of personnel; leveraging lessons learned from Littoral Combat Ship manning/manpower challenges; developing an aircraft carrier hotel management system for all carriers; using unmanned aircraft system and camera technology to reduce additional personnel during Composite Training Unit Exercises; developing a virtual CVN 78 training system; and leveraging technology to move more staff billets of off CVN 78 and into the battle group or back ashore. Since then, CNAF has chartered an Integrated Transition Team for CVN-78, a precursor to a full Fleet Introduction Team.

- **Analyzed the G-instructor shortfall in the EA-18G Growler community and how it affects the transition from the Prowler.** Work on this AI resulted in Commander, Electronic Attack Wing Pacific (CVWP) receiving approval for two enlisted active duty for special work billets through the Active Duty for Special Work (ADSW) Program. (The ADSW program supports short-term Navy mission requirements for which no permanent active duty billet is programmed and supports unplanned or non-recurring short-term projects.) CVWP also recommended establishing an Electronic Attack Weapons School (EAWS) reserve augmentation unit staffed by Navy full-time support and selected reservist transfers.

- **Reviewed all planning, programming and budgeting for contracts for the Flying Hour Program (FHP).** This informational briefing was requested by the NAE and presented by Chief of Naval Operations Fleet Readiness (OPNAV N43). Representatives from OPNAV N43 briefed on the requirements for valid contracts, how they are re-baselined and submitted, and who reviews, validates and approves the request for funding. The data will enable CR CFT leadership to better track the process and identify possible insertion points for better decision making.
- **Developed a service life extension program for the F-5.** The F-5 community became a full TMS Team with their own slot in the briefing process in January 2011. The Current Readiness reporting construct will be used to effectively communicate and manage the community's projected obsolescence issues.
- **Conducted an analysis to determine why the CRT's NEC FIT of 65 percent stabilized for six months.** Distributable inventory; collaboration with Manning Control Authority (USFF/PACFLT) and Navy Total Force (NPC); and revalidation of skills measured in each Navy Tactical Task were identified as major issues to be worked.
- **Conducted an analysis on the impact of the current inventory of test sets on Marine Light Attack Helicopter (HMLA) community's non-ready basic air-**

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Marine Aviation Logistics Squadron 13 Commanding Officer Lt. Col. Gregory

Clarke (center) hands Master Sgt. James Bloomer, AIRSpeed Core Site officer in charge (right), the USMC Continuous Process Improvement Organization Excellence Award plaque presented by Assistant Deputy Commandant for Aviation Brig. Gen. Gary Thomas (left) during "Boots-on-the-Ground" Jan. 12.



The award, given by United States Marine Corps Continuous Process Improvement Program Office, recognizes excellence and outstanding continuous process improvement (CPI) achievements in Marine Aviation and was given to MALS-13 for its work with squadrons and reducing its Sub-

system Capability Impact Reporting (SCIR) hours. MALS-13 was able to drive CPI on the work unit codes that

had the highest non-mission capable maintenance/supply and partial mission capable maintenance/supply SCIR hours. With this information, the command was able to reduce its total aggregate SCIR yearly summary SCIR hours down from 310,000 in June 2009 to 16,900 in June 2010. Ready basic aircraft (RBA) yearly summary SCIR hours decreased from

288,020 in June 2009 to 11,603 in June 2010 and the ready for tasking yearly summary SCIR hours were reduced from 44,000 in June 2009 to 5,900 in June 2010. This effort resulted in the elimination of RBA gaps at MALS-13. ■

than 5,300 SCIR hours so far. The aircraft wash project is another event we'll hold. Currently we have contractors washing our aircraft, but the contract will expire soon and the workload will shift back to the Marines. We are going to look at the impact that will have on readiness," he said.

MALS-13, said Bloomer, also uses a spreadsheet matrix to track TRR by Family Group Code instead of by work center. The command has provided training and maintenance assistance to the organizational level as well. (For more information on the matrix, see the accompanying article, [Taking a deep dive into data.](#))

Maj. Leonard Domitrovits, MALS-13 Aircraft maintenance officer, said the maintenance department has come a long way in three years and that many of the improvements applied in the work centers could be replicated throughout Naval Aviation.

Successes include:

- Increasing ready basic aircraft by six jets per day;
- Achieving 100 percent in maintenance core competency;
- Increasing flight line readiness by six percent;
- Decreasing the number of cannibalizations by 13 per 100 flight hours;
- Reducing the MALS' average TRR down to 15 days;
- Exceeding its F402 production goal by 32 percent;
- Increasing engine production by 60 percent.

"Using the data provided by the Buffer Management Tool and institutionalizing maintenance's rules of engagement, we worked on the right gear first and filled holes on the shelf, resulting in us putting the right equipment at the right place at the right time and reducing the number of SCIR hours. With this, we also increased engine production by 33 percent, achieving the AV-8 Engine Readiness Goal of 167 ready for issue engines," said Domitrovits.

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tasking] level," he said. "Transparency and collaboration are taking place throughout the [type/model/series (TMS) community]. There is a constant drumbeat – telecons [telephone conferences], briefings, conferences, and dashboard reviews. Some of them occur on a daily basis."

Sustaining the Harriers until its expected shutdown date (which begins in 2015) is a challenge because of its out-of-production status, said Col. Anton Nerad, Marine Air Group 13 commanding officer. "That challenge must be met. Identifying and meeting the [organizational]-level needs has resulted in the TMS meeting its requirements. We are using costs to fix practices rather than letting them drive what we do. The community's cost performance index has improved from a .7 to 1.2. Cannibalizations and manning have decreased by 22 percent," he said.

Master Sgt. James Bloomer, AIRSpeed Site Core Officer in Charge, credited the improvement in readiness to MALS-13 using Subsystem Capability Impact Reporting (SCIR) data hours to determine which projects to pursue. (SCIR is a documentation system generated at the lowest level of maintenance that provides information on aircraft/equipment inventory and actual subsystem performance.)

"We took a look at SCIR hours – the time a plane is down for parts or maintenance and used that data to decide where to focus our efforts," he said. "We reduced aggregated SCIR hours from more than 800,000 [hours] to under 466,000 [hours]. That's a 42 percent reduction," he said.

SCIR hours are also driving the decision of the command's next events. "One of the next events we will be holding will be on the AV-8B radar antenna. That system has a 73-day TRR and has accumulated more

Yuma continued from Page 9

(Editors' note: This achievement earned MALS-13 the USMC Continuous Process Improvement Organization Excellence Award. [See photo on Page 9 for more information.](#))

Partnering with the organizational-level also resulted in a substantial return on investment for MALS-13. Data from a black belt project on the AV-8B's gas turbine starter (GTS) revealed that of the 155 GTS turned in for repair, 23 percent were found to be A799 – meaning the MALS could not duplicate the problem reported by the O-level and the component was placed back on the shelf for reissue. More than 6,100 man-hours were expended on each induction. Now, a MALS-13 maintainer troubleshoots the GTS at the squadron before it is removed. Within the first three months, the number of GTS inducted for repairs were reduced by 74 percent and none of them were identified as being A799.

Maintainers in the Structures Shop conducted a number of improvement events to reduce SCIR hours and costs. An RIE on the aircraft's flap revealed that maintainers were not extracting the fasteners properly, causing damage and requiring the flap to be repaired at a depot-level repair facility. In addition, the flap also had to be shipped to a depot-level repair facility if it had burn damage. As a result of the RIE, maintainers received training on how to repair the component using old flaps from the Aerospace Maintenance and Regeneration Group. MALS-13 also obtained full, authorized repair capability which allows maintainers to install pre-cut titanium lap patches. The work center reduced its TRR from 64 days to 15 days and realized a cost avoidance of \$91,000.

The Structures Shop also reduced the TRR for the main landing gear door and connecting link from 20 days to 10 days and its SCIR hours from almost 21,000 hours to 200 hours by training and assigning more CDIs to

the work center, obtaining the capability to repair the component and by submitting an Interim Rapid Action Change to correct maintenance publications on the correct door spacing and to define allowable gouge tolerances within the component.

Another readiness degrader for the AV-8B community is the horizontal stabilizer. By obtaining the ability to repair the component at MALS-13, consolidating work packages and stocking the stabilizer's bearings in pre-expenditure bins, the command has cost avoided more than \$729,000.

Other successes included:

- **The Integrated Weapons System Branch improving its TRR from 37 days to 12 days.** Before applying CPI, more than 11 percent of its requests for maintenance (MAFS) exceeded its design TRR of 28 days and almost 180 components were sent out to depot-level maintenance facility for repairs. Changes to the work center's processes included establishing a radar-specific work center for the two AV-8B radars, designing and stocking carts for each operational test program set which facilitates maintainer repairs and mobility throughout the work center, moving five newly-acquired weapons repairable assemblies to its corresponding radar areas, moving five new Reconfigurable Transportable Consolidated Automated Support System (RTCASS) benches to a centralized location near the noncommissioned officers' production area, and training work center personnel on the RTCASS benches. As a result, the branch reduced the number of components sent out for depot-level repair from 179 per year to 99 per year, established a TRR of seven days for radar repair, and exceeded only three percent of its MAFs' design TRR from November 2009 to November 2010.

- **Creation of a parts room in Power Plants Division that increased production by 60 percent.** MALS-13 established a position in the parts room to manage the issuance of parts and to inspect parts for wear and damage. In addition, maintainers made 39 installation kits for each maintenance task on the F402 engine. The Parts Room, which helped the command reach its readiness goals five months ahead of schedule, is a replication of similar projects implemented at Navy repair sites.
- **Establishing the Jet Engine Component Repair Shop to build major repairable assemblies.**
- **Consolidating its supply inventory.** Before April 2010, Supply had been housed in 35 van pads in two different locations. The department was consolidated into a warehouse that also had been reconfigured to prepare for Joint Strike Fighter (JSF) components. From December 2009 to December 2010, consumable net supply effectiveness went from 86 percent to 90 percent. Consumable depth and range averaged 97 percent; Repairables have a range of 97 percent and a depth of 90 percent.

MALS-13 and NAE leadership also discussed future Program Related Logistics/Program Related Engineering funding, material availability, obsolete components, Harrier Integrated Supply Support Performance Based Logistics, maintaining skills on legacy CASS benches, cross-training Marines on the RTCASS as it transitions from the Electronic Counter Measure repair process; security upgrades to facilities before the arrival of JSF; replicating successful improvements at other repair facilities across Naval Aviation; and turnover of personnel.

BoG attendees took these and other issues back to their commands for further review and possible resolution. ■

Avionics continued from Page 3

Environment (ALE). The test architecture it establishes provides maintainers with directed test, based on historical test data, at both organizational-level and I-level. It is also much smaller, lighter and less expensive than the current F/A-18 electro-optics tester. The directed test capability and other improvements to the tester are expected to realize a \$30 million per year cost avoidance for the F/A-18 Program Office.

Another product briefed to the CBM+ AG is known as the Smart Connector Tester. It is a test capability developed organically and patented at Joint Base MDL. The tester is able to be inserted between avionics boxes to break diagnostics ambiguities before any avionics boxes

are removed or replaced from an aircraft. By providing a combination of bus monitoring and stimulus-and-response testing, it effectively brings I-level testing to the O-level to significantly reduce false removals of avionics boxes. By avoiding unnecessary repairs and realizing the benefits of improved diagnostic capabilities, the Smart Connector Tester, in similar fashion to the DAT, conserves valuable resources.

The CBM+ AG were very receptive to these and other products and concepts presented by the IDATS team. Through their accomplishments, the team has stimulated a conversation that could positively impact NAE maintenance for years to come. ■

Baxley continued from Page 5

esses for the value stream mapping process," he said. "The videotape made the collection of data very detailed. We spent a week with the work center's maintainers identifying value-added and non-value-added activities. They explained to us what they did why they did it. A lot of the responses we got were 'I never realized we did that.' Now we are looking at eliminating hundreds of steps."

Not only was the work center's TRR reduced, but it galvanized the entire work center and the com-

mand. "Marines from other work centers began to take a look at their processes," said Baxley.

Capturing that level of detail also made improving the gun's inspection process better defined and easier to standardize throughout the Marine Corps. ([See *MALS-13* "demonstrates" its improvements for more information.](#))

Baxley, who joined the Marine Corps 18 years ago, said that one of his proudest accomplishments is being assigned to the Site Core Team. "It enables me to be involved in the

improvement of the entire organization," he said. "It has enabled me to grow beyond my original [military occupational specialty] – an aviation metal smith." He is currently attending black belt courses.

He also said he wants to inspire junior Marines to take an active role in their work processes. "Change is inevitable," he said. "I hope I have shown that anything can be changed. And that if you have an idea, don't keep it to yourself. Don't be afraid." ■

AIs continued from Page 8

craft numbers and the effect of increasing the number of test sets to its full allowance. Several mitigation strategies are in work within the Maintenance and Supply Chain Management Team to address component obsolescence, including converting other test sets to other configurations, expediting the repair of existing gear, procuring additional test cells and adaptor kits, and determining if a future common follow-on system can be used for testing.

- **Determined budgetary issues concerning Improved Capability (ICAP) III introduction into Marine Corps EA-6B squadrons.** (ICAP III is an upgrade that will enable faster detection, geo-location, Electronic Warfare Battle Management (EWBM) and improved situational awareness primarily from the new Tactical Jamming Subsystem Receiver (TJSR) and the Multifunctional Information Distribution System.) The Navy EA-

6B TMS Team identified increased repair costs for new ICAP III avionics as cost performance issue. An analysis of the cost adjustments made to the Marine Corps' EA-6B FY11 cost per hour was conducted to determine if the community's budget reflected additional funding required to support the more expensive ICAP III version of the aircraft as it transitions into Marine Aviation.

- **Reviewed EA-18G budgeting.** EA-18G reached its material support date in FY 10. (The date when the government supply system assumes responsibility for all spares and repair parts support of a new weapon system, subsystem, engine or support equipment end item at fleet operational sites.) An analysis of the cost adjustments made to the EA-18G FY11 cost per hour was conducted to determine if the community's budget reflects expected operating costs. ■

EA-6B continued from Page 2

This cost analysis was briefed to the NAE during the November Air Board and resulted in Marine Corps Department of Aviation Plans and Policies, Programs and Budget; Marine Corps Aviation Logistics; Office of the Chief of Naval Operation Fleet Readiness Division; and PMA-234 pursuing an adjustment to future AVDLR budgets. Perhaps more importantly, the analysis revealed a significant ICAP II and

ICAP III cost difference among squadrons, not only between different TMS aircraft but between units with the same TMS. This discovery has led to the next and ongoing cost analysis project for the Marine EA-6B CR Team, attempting to identify the root causes for large AVDLR cost disparities over an extended time between units that share identical platforms. Analysis will consider operating envi-

ronment, intermediate level support and flight hours.

This analysis, if it points to best business practices may be of value to continuous process improvement and Current Readiness End-to-End implementation as those initiatives work towards reducing gaps and providing the right readiness at the right time at the right cost. ■

Links of interest

1. ***The Budget of the United States Government***

The Budget of the United States Government, Fiscal Year 2010 contains the Budget Message of the President, information on the President's priorities, budget overviews organized by agency, and summary tables. To read funding highlights for each department of the government, go to <http://www.whitehouse.gov/omb/budget/Overview>.

2. **Fiscal Year 2012 Department of the Navy Budget Submission**

This *Rhumb Lines* takes a look at the Navy's request which includes funding for overseas contingency operations, incremental costs to sustain operations, manpower, equipment and infrastructure repair, as well as equipment replacement to support the focus on increasing threats. The Secretary of the Navy stated four imperatives to consider while developing the budget: take care of the Sailors, Marines, civilians and their families; treat energy as a strategic national resource; create acquisition excellence; and optimize our unmanned systems. https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Rhumb%20Lines/Fiscal_Year_2012_DoN_Budget_Submission_15_Feb_11.pdf[#]

For more information, go to: http://www.navy.mil/search/display.asp?story_id=58606

To view the All Hands Update on the Navy's budget submission, go to: <http://www.navy.mil/swf/mmu/mmplyr.asp?id=15484>

3. **The Department of the Navy's Business Transformation Plan for Fiscal Year 2011[#]**

A PowerPoint presentation on the *Department of the Navy's Business Transformation Plan for Fiscal Year 2011*, which defines the DoN's strategy and approach for business transformation, is now available at: https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/General%20documents/DON_BTP_FY11.ppt

4. **All Hands Update**

Find out more about the memorandum of understanding on tactical aviation integration at the Pentagon, March 14 signed by Secretary of the Navy Ray Mabus, Chief of Naval Operations Adm. Gary Roughead, and Commandant of the Marine Corps Gen. James Amos. <http://www.navy.mil/swf/mmu/mmplyr.asp?id=15570>

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Links continued from Page 12

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5. **NAE Air Plan - #15[#]**
Results of an Enterprise Approach – Better, Smarter, Faster, Combat-Ready Forces....now and in the future!
This issue highlights some of the NAE's accomplishments in 2010 which included fostering a greater awareness and familiarity with enterprise practices at the unit level; creating new, standardized ways to identify cost and readiness drivers; and finding processes to more effectively and efficiently address our Total Force challenges.
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Air%20Plans/15-Mar11_Air_Plan.pdf
6. **All Hands Update**
A look at the electronic warfare community's transitioning from the EA-6B Prowler to the EA-18G Growler.
<http://www.navy.mil/swf/mmu/mmplyr.asp?id=15414>
7. **NAVAIR/FRCSE test new aircraft tow tractor at NAS Jacksonville**
The fleet will have a larger tow tractor to move the P-8A – a modified Boeing 737 airframe - around the flight line.
http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4513
8. **E-2D begins carrier suitability testing aboard CVN 75**
All aspects of integrating the aircraft into shipboard operation will be addressed during this test phase, including logistics, manpower and interoperability, as well as catapult and arrested landing structural tests.
http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4488
9. **USS Harry S. Truman makes first E-2D Advanced Hawkeye launch**
Read more about the increased capabilities of the aircraft.
http://www.navy.mil/search/display.asp?story_id=58325
10. **ADMACS team celebrates first upgrade delivery**
USS Dwight D. Eisenhower (CVN 69) is receiving the first Aviation Data Management and Control System (ADMACS) Block 2 upgrade that will increase daily efficiency and data management for shipboard operations.
http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4489
11. **Navy Test Pilot Completes First F-35B Flight**
Read about the first flight by a U.S. Navy test pilot of an F-35B STOVL variant Joint Strike Fighter.
http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4492
12. **Navy Test Pilot Completes First F-35C Flight**
The F-35C is distinct from the F-35A and F-35B variants with its larger wing surfaces and reinforced landing gear for greater control in the demanding carrier take-off and landing environment.
http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4501

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Second F-35B test aircraft hits flight milestone

On March 7, the first F-35B Joint Strike Fighter test aircraft (BF-1) completed its 100th flight with BAE test pilot Peter Wilson at the controls. BF-1 flew in short take-off, vertical landing (STOVL) mode to continue expansion of the STOVL flight envelope to demonstrate design durability and in preparation for shipboard testing scheduled for later this year. The F-35B is the first JSF variant with two aircraft completing 100 flights and will be the first stealth fighter for the U.S. Marine Corps and is undergoing test and evaluation at NAS Patuxent River. Photo courtesy Lockheed Martin.

Links continued from Page 13

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13. **F-35C breaks sound barrier for the first time**

The first F-35C test aircraft reached Mach 1.02 at 30,000 feet March 4.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4518

14. **Navy publishes notice of intent to prepare West Coast JSF home basing EIS**

A draft of an environmental impact statement (EIS) evaluating the potential environmental effects associated with basing the F-35C Joint Strike Fighter (JSF) aircraft on the West Coast of the United States is currently being prepared.

http://www.navy.mil/search/display.asp?story_id=58234

15. **UCAS-D completes successful first flight**

Find out about the first flight of the X-47B Unmanned Combat Air System Demonstration at Edwards Air Force Base, Calif.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4461

You can watch video of the flight at http://www.navy.mil/search/display.asp?story_id=58423

16. **Military Flight Operations Quality Assurance Engineering Tool deployed to fleet**

Fleet users of the Military Flight Operations Quality Assurance (MFOQA) program MFOQA Engineering Tool (MET), a risk mitigation tool that assesses MFOQA system design concepts and functionalities in operational environments before they are committed to the MFOQA program of record, find it useful during training sorties.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4494



17. **Aircraft Launch Bulletins move into digital age with cutting-edge calculator**

The Catapult Capacity Selector Valve (CSV) Calculator could eventually eliminate the need for paper-bound launch bulletins.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4512

The ruggedized Catapult Capacity Selector Valve (CSV) Calculator being tested aboard the *USS Harry S. Truman* (CVN 75). (photo from NAVAIR Lakehurst Public Affairs)

18. **V-22 Osprey surpasses 100,000 flight hours**

Marine Medium Tiltrotor Squadron 264 (VMM-264), currently operating in Afghanistan, took the V-22 over the 100,000-hour mark.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4514

19. **P-3 trainer completes final fleet evaluation**

The P-3 Aircrew Tactical Team Trainer can be broken down and transported to remote detachment sites, filling a gap for forward-deployed aircrews requiring ASW proficiency training opportunities.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4519

20. **Marines declare AH-1Z Cobra operational**

The Marine Corps' newest attack helicopter, the AH-1Z Cobra, in February achieved Initial Operating Capability ahead of schedule.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4521

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21. **FRC East takes hard look at FECA cost**
The aircraft maintenance activity is using continuous process improvement to create a more efficient and effective workers' compensation program .
http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4526
22. **DoN CPI Gram[#]**
January
OSD Efficiency Initiatives are featured in this issue.
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/CPI%20News/DON%20CPI%20Gram-%20January%20FY11.pdf
February
Read excerpts from the FY11 DON Business Transformation Plan in this issue.
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/CPI%20News/DON%20CPI%20Gram-%20February%202011.pdf
23. **Navy Recognized as top 125 training organization**
This year marks the second year in a row that the Navy has been recognized for its training practices.
http://www.navy.mil/search/display.asp?story_id=58497
24. **NAWCAD Blog**
Rear Adm. Randy Mahr, commander, Naval Air Warfare Center Aircraft Division (NAWCAD) and assistant commander for Research and Engineering, Naval Air Systems Command, shares his insights and encourages comments on his blog at the NAWCAD web site. Join in on the conversation at www.navair.navy.mil/nawcad.
25. **Rhumb Lines[#]**
The P-8A Poseidon – The Future of Maritime Patrol and Reconnaissance Aircraft
This issue highlights the P-8A Poseidon, the future of Maritime Patrol and Reconnaissance Aircraft.
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Rhumb%20Lines/The_P8A_Poseidon_The_Future_of_Maritime_Patrol_and_Reconnaissance_Aircraft_11_Feb_11.pdf
26. **Navy To Begin Initial Production Of P-8A**
The first of six low-rate production P-8As begin production this summer.
http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&id=4481
27. **Construction Begins on Navy's newest aircraft carrier**
CVN-79, which has yet to be named, is the second in a new class of ships designed to replace Enterprise and Nimitz-class carriers.
http://www.navy.mil/search/display.asp?story_id=58799
To view the All Hands Update on CVN-79, go to: <http://www.navy.mil/swf/mmu/mmplyr.asp?id=15534>
28. **Base commanding general signs to initiate CPI**
Commanding General Maj. Gen. Peter Talleri signed a project letter that initiated the third round of the Continuous Process Improvement Plan at Marine Corps Base Camp Smedley D. Butler in Okinawa, Japan. The plan lists several improvement projects to achieve the 11 goals contained in the Marine Corps Bases Japan Installation Strategic Plan.
<http://www.marines.mil/unit/mcbjapan/Pages/2011/110218-cpi.aspx>
29. **AFSO21 event helps plan fuel conservation initiatives**
Continuous process improvement will be used to achieve the secretary of the Air Force's goal to reduce aviation fuel use 10 percent by 2015.
<http://www.af.mil/news/story.asp?id=123242168>



CoNA links of interest

- 1. Naval Aviation Enterprise Air Plan Special Edition[#]**
The Centennial of Naval Aviation (CoNA) – a legacy of progress and achievement – a future of continued innovation
[https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Air%20Plans/16-Mar11_Air_Plan_\(CoNA\).pdf](https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Air%20Plans/16-Mar11_Air_Plan_(CoNA).pdf)
- 2. FRCSW Almanac – CoNA Commemorative Issue[#]**
This issue is a pictorial celebration of 100 years of Naval Aviation.
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/FRCSW%20Almanac/FRCSW-Almanac-Vol4-4-CoNA-Commemorative-issue.pdf
- 3. Cradle of Naval Aviation kicks off Centennial celebration**
A fly-by of a vintage-painted T-39 Saberliner at Naval Air Station Jacksonville honored the arrival of the first naval aviators.
http://www.navy.mil/search/display.asp?story_id=58180
- 4. All Hands Update**
This video recounts a Naval Aviation milestone: the landing of the first hydroplane flight.
<http://www.navy.mil/swf/mmu/mmplyr.asp?id=15420>
- 5. Naval Air Station Jacksonville kicks off Centennial of Naval Aviation**
Read about the first of many activities scheduled during the year-long celebration.
http://www.navy.mil/search/display.asp?story_id=58207
- 6. Centennial of Naval Aviation Launches at NAS North Island**
Find out how a second site celebrated 100 years of naval flight.
http://www.navy.mil/search/display.asp?story_id=58581
- 7. FRCSE painters create living history on aircraft for naval centennial**
An S-3B Viking is painted with CoNA heritage color scheme during a major maintenance event.
<http://www.navair.navy.mil/newsreleases/index.cfm?fuseaction=home.view&id=4486>
- 8. FRCSE applies “Bat” paint to P-3 Orion, harkens bygone era**
A second P-3C Orion Maritime Patrol and Reconnaissance aircraft was painted with a heritage paint scheme to commemorate the 2011 Centennial of Naval Aviation.
<http://www.navair.navy.mil/newsreleases/index.cfm?fuseaction=home.view&id=4523>
- 9. The CoNA video is now available on-line.**
Naval Aviation’s history, its personnel and aircraft are celebrated in this video.
<http://www.youtube.com/watch?v=ORS0aOB1qEU>



Fleet Readiness Center Southeast aircraft painters apply a coat of Blue Gray over Light Gull Gray paint, a standard color scheme used by the Navy into 1943, to an S-3B Viking in October 2010. (U.S. Navy photo by Vic Pitts/Released)

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