Current Readiness & Enterprise AIRSpeed Newsletter

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Aircraft carrier training and people readiness – Now and in the future

By the Carrier Readiness Team

Since the Naval Aviation Enterprise Carrier Readiness Team's implementation of the Training Pillar and Training & People Readiness Team (T&PRT) in 2008, the aircraft carrier (CVN) community has improved numerous processes, producing benefits and improvements in carrier readiness.

Early on, the T&PRT sought to create a meaningful and focused opportunity for CVN leaders to meet during bi-monthly teleconferences to discuss the most difficult training and people issues affecting fleet readiness. The forum is a vehicle for the carrier fleet to provide input on issues with particular emphasis

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Maintaining Relevancy is NOT our problem!
Actively managing the CH-46 Sundown

By the CH-46 TMS Team

On October 12, the commanding officer of Marine Medium Helicopter Squadron 268 Reinforced (HMM-268(REIN) Red Dragons) flew off the *USS Makin Island* (LHD-8) following the conclusion of the out brief with the Commanding General, 1st Marine Expeditionary Force (1MEF) signifying the end of the two-week Certification Exercise (CERTEX). The CERTEX for the 11th Marine Expeditionary Unit (11th MEU) was the culminating point for a pre-deployment workup period that began May 2 when the reinforced squadron was created.

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New leadership

The Naval Aviation Enterprise welcomes Rear Adm. Jeffrey Penfield who was named Commander, Fleet Readiness Centers on Nov. 7.

In this issue:

A TMS' "familial" ties

By the CH-53E TMS Team

The current population of 152 CH-53Es is wholly immersed in combat support, joint operations, maintainer and aviator training and is afloat with Navy expeditionary strike groups/Marine Expeditionary Units worldwide as well as participating in the Research, Development, Test and Evaluation world in support of CH-53K.

Beyond just our traditional Marine Air Ground Task Force involvement and support, it is evident that all services and allied forces are covetous of the high, heavy lift and long-range combat radius capability that the "Super Stallions" bring to the fight, as well as their proven capabilities in support of worldwide humanitarian assistance operations. For these reasons, it is in our best interests to

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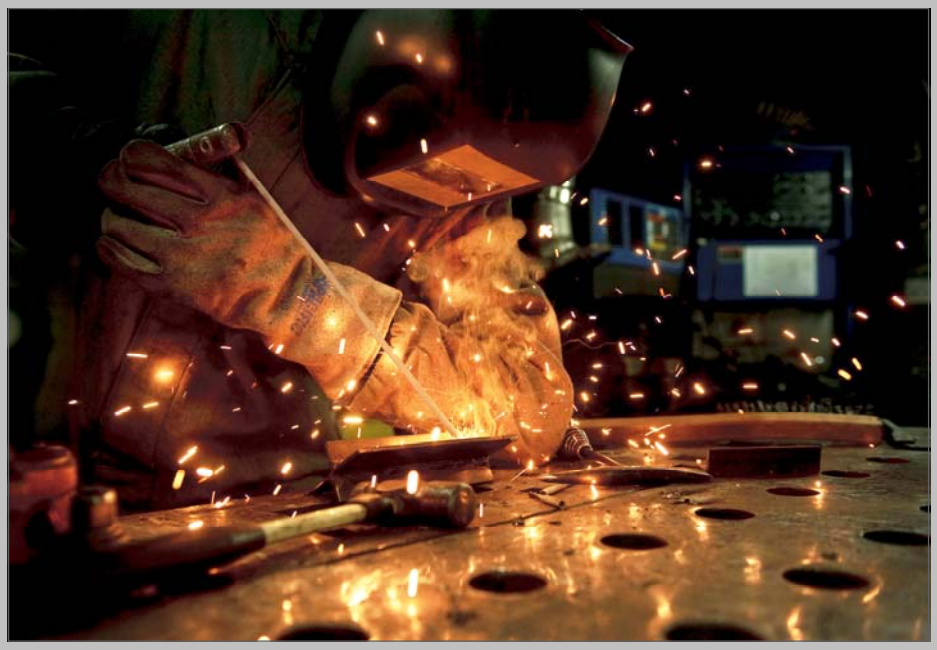
Zone Inspection Process Improvement Project on board Stennis

By LT Robert Wainscott, USS John C. Stennis

The Continuous Process Improvement (CPI) Division onboard *USS John C. Stennis* (CVN 74) recently completed validation of its zone inspection process improvement event with remarkable results.

The team of CPI professionals consisted of Cmdr. Grant Gorton, project champion; Lt. Andres Pico, team lead; Lt. Robert Wainscott, black belt; Aviation Maintenance Administrationman Master Chief Richard Gilman; Aviation Support Equipment Technician 2nd Class Bradley Smith; Aviation Machinist Mate 3rd Class Michael Stemick; and Aviation Electronics Technician Edward Probst who undertook the project in April 2011 to address the high rate of delinquent Zone Inspection Deficiency List (ZIDL) entries and multiple discrepancies found within those entries.

The preliminary objective of the improvement project was to focus on two distinct facets of the Zone Inspection Program. The first was the timeliness of discrepancy entries into the Maintenance Onboard Data Exchange System (MODES). The second was the timeliness of correcting and administratively completing those discrepancies in MODES.



Hull Maintenance Technician 3rd Class Gabriel Shaw welds a bracket in the sheet metal shop aboard the Nimitz-class aircraft carrier *USS John C. Stennis* (CVN 74) in this photo dated Dec. 3 . John C. Stennis is deployed to the U.S. 5th Fleet area of responsibility conducting maritime security operations and support missions as part of Operation Enduring Freedom and New Dawn. (U.S. Navy photo by Mass Communication Specialist 3rd Class Will Tyndall/Navy.mil)

The team goal was to ensure compliance with Commander, Naval Air Force Surface Maintenance and Material Management Manual guidance for documenting results of required zone inspections. The instruction requires that all ZIDL discrepancies be entered into the MODES database within seven days of the inspection; and discrepancies that cannot be corrected by the parent division must be referred to the ship's maintenance manager within 30 days of the inspection. This process is considered to be a "sign-off" by the parent division. The discrepancies must also be administratively correct to be accepted by the ship's maintenance manager.

The CPI team analyzed data in MODES for a 12-month period and accompanied zone inspectors through the inspection and discrepancy generation process on several occasions. The team found that the initial data gathered was astounding. Only 64 percent of zone inspection discrepancies were actually entered into the MODES database. The average time to enter the discrepancies into MODES was discovered to be 4.22 days. The average time to administratively correct and sign-off the discrepancies was 36 days.

By evaluating factors such as manpower constraints, personnel-to-space ratios, non-standard processes and information system utility, the team strategically isolated problematic root causes and then went to work developing durable solutions to remedy the reporting and sign-off procedures. The following high-impact changes were incorporated to the zone inspection process:

- implemented the use of a two-copy inspection form instead of a four-copy inspection form. This forced departments to

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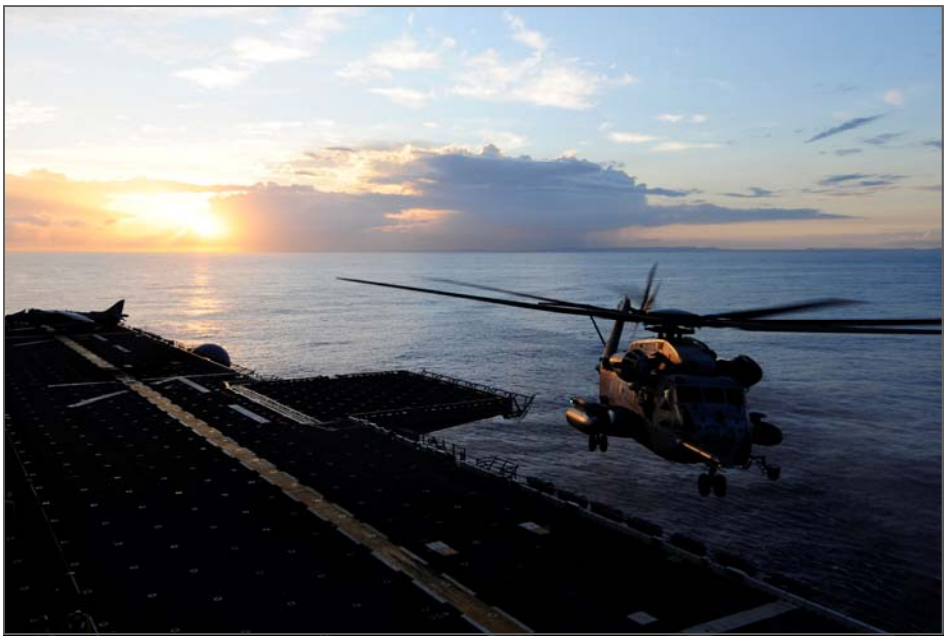

A CH-53E Sea Stallion assigned to Marine Medium Helicopter Squadron (HMM) 265 prepares to land aboard the forward-deployed amphibious assault ship *USS Essex* (LHD 2). (U.S. Navy photo by Mass Communication Specialist 2nd Class Casey H. Kyhl/Navy.mil)

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sustain these low-density, high-demand assets in the best ways we know how, especially given the increasingly constrained fiscal environments we are confronted with. To this end, through many configurations the Naval Aviation Enterprise (NAE) Current Readiness (CR) means and methods evolved and continue to evolve.

Key to the effective functioning and relevance of this type/model/series (TMS) team is the close communication and mutually supporting relationships between units, headquarters and elements critical to sustaining U.S. Marine Corps heavy lift capability. Keeping CH-53E alive and responsive is more than just parts and pieces in the right quantity, in the right place and at the right times, although that is a herculean enough order alone. Sustainment must also reign in adequately trained aviators, technicians and mechanics who are every bit as crucial an element in making an inanimate machine an instrument of near unlimited utility.

CH-53E TMS has enjoyed the benefit of a well-oiled and close-knit heavy lift "family" before the NAE and CR became daily subjects of discussion. That history of engagement is making our adoption and exploitation of CR easier than it might otherwise be. CR offers us a disciplined, repeatable and measureable means by which to gauge our health and readiness in the short-, medium- and long-term. The fact that frequent communication between those supported and those supporting is required is a plus insofar as our situational awareness is maintained and our various elements are engaged. The examples may appear untraditional in the pure interpretation of TMS team utility, but are typical in 53E modus operandi associated with CR.

For instance, as it became evident that CH-53 main gearbox major components would become critical pacing items, logistics and engineering elements at the behest of the type commander (TYCOM) came together to craft a mitigation plan to ensure ability of CH-53E to perpetuate heavy lift operations. Aside from that specific mitigation planning, key 53D TMS personnel traveled to the depot repair facility along with logisticians and original equipment manufacturer (OEM) representatives to review in process repairs. As the CH-53D gearboxes are overhauled and repaired in the same facilities, the 53D team efforts resulted in equal benefit to 53D and 53E.

Another example is the collaboration among stakeholders when informed of difficulties with coping with the nuance ridden and significantly differing procedures from T-64GE-416 fuel control and collective bias rigging steps versus those associated with 419 engines. The assistant program manager for logistics in concert with TYCOM arranged for deployment of an OEM member to assist a unit with getting a handle on their engine rigging processes. This resulted in a near-immediate increase in ready basic aircraft. More importantly, it brought training and hands-on expertise to our Marines forward.

In the more mundane, thankless and often invisible efforts, the Naval Air Systems Command H-53 program office, In-Service Support Team members, Defense Logistics Agency, and Naval Supply System Command Navy Weapons Systems Support, (formerly NAVICP) participate in a quarterly critical parts review during which components from major depot level repairables to detail assembly consumables are reviewed, discussed and dissected for the purpose of making CH-53 sustainment possible at all three levels of maintenance support. An in-service sustainment cell at the program office maintains a close watch on contract quantities of consumables in support of all CH-53s, Navy and Marine Corps.

TMS activity and involvement has resulted in more than simply a measurement, monitor and intervene process across all CH-53s. It has solidified our lines of communication and focused our attention. That is not to say that we are where we need or want to be in all venues. There are challenges ahead and opportunities to be exploited. ■

Sailors conduct firefighting training aboard the Nimitz-class aircraft carrier *USS Abraham Lincoln* (CVN 72) in this photo dated Dec 2. . Abraham Lincoln was preparing for a change of homeport deployment that began Dec. 7. (U.S. Navy photo by Mass Communication Specialist Seaman Zachary S. Welch/Navy.mil)

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on collaborative solutions. In an environment of increasing personnel stresses, the key is informing leadership of the facts and trends affecting readiness to formulate mitigating actions.

The T&PRT, by involving stakeholders (CVNs, Naval Aviation Enterprise and Commander, Naval Air Forces staff), implements programs tracking individual training readiness and personnel metrics to ensure the right manning, with proper certifications and training, is delivered to the carrier at the right time. The results: shipboard training accomplishment is on standard at a reduced cost. The T&PRT develops and reports readiness standards, metrics, processes and measurement tools that connect training readiness to personnel onboard CVNs, while simultaneously identifying and solving near- and long-term training and manning shortfalls. The team is committed to delivering sustained readiness, increasing training readiness productivity, and assessing process and linkage performance through proven metrics. The key to success is delivering and refining the tracking and reporting tools for training accomplishment and readiness, while directly supporting the fleet through an increasingly standardized training process. Key guidelines include:

- oversight responsibility of development, enhancement and installation of the Carrier Sierra Hotel Aviation Readiness Program (CV-SHARP)
- incorporation/modification of all Navy Mission Essential Tasks and Navy Tactical Tasks
- implementation of a standard shipboard readiness training process across all CVNs
- providing ongoing support for readiness and people metrics
- initiating process improvements to deliver the right people at the right time with the right skills to the right position
- providing continued Defense

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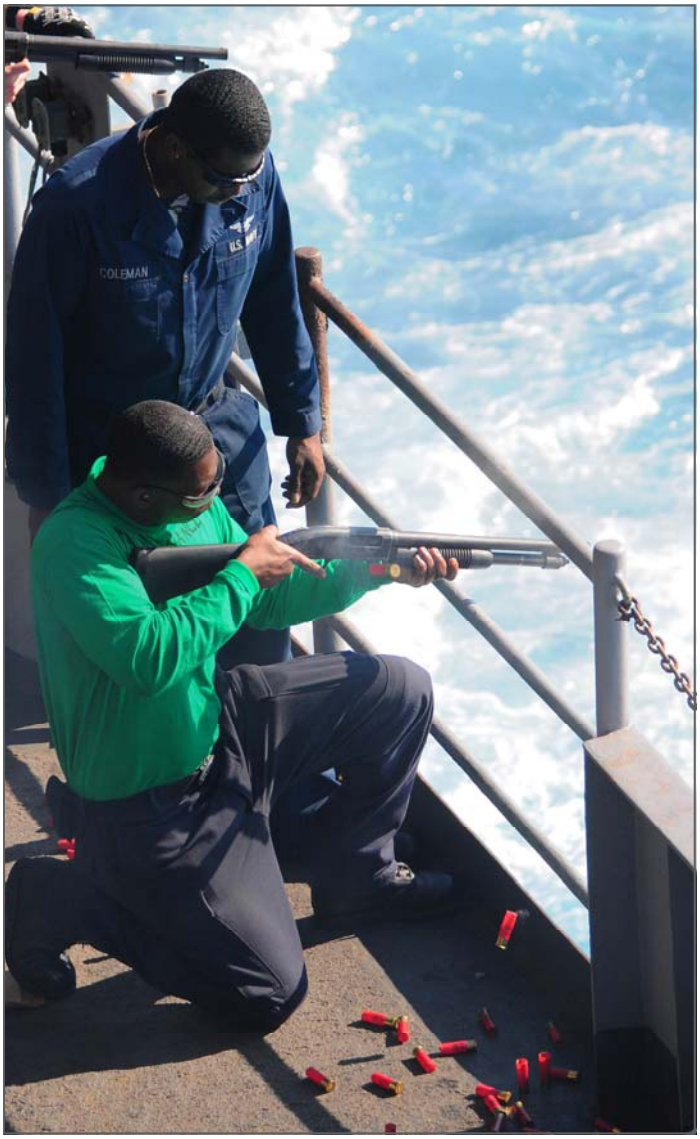
Readiness Reporting System–Navy support

- supporting development and refinement of the CVN Training Manual.

Several topics are very new to the fleet that were not issues a few years ago. The CVN Training Manual and CV SHARP are tools for the fleet - we need your input and feedback to make them readiness enablers. Looking forward, several near-term challenges will require an all-hands effort. They include:

- consistent, accurate training and readiness data-streaming (CV-SHARP)
- predictive analysis capability for not only CVN commanding officers but also type commander leadership
- distributable inventory
- fiscally-constrained force structure



Aviation Boatswain's Mate (Equipment) Airman Jovon Dupree fires a Mossberg 500 shotgun on the fantail of the aircraft carrier USS Ronald Reagan (CVN 76) during a weapons handling evolution. (U.S. Navy photo by Mass Communication Specialist 3rd Class Alexander Tidd/Navy.mil)

Meetings and teleconferences are scheduled during the CVN's basic phase to provide valuable lessons learned, as well as seek fleet feedback for improvements, or identify head hurters for elimination and/or mitigation. At a recent T&PRT, the *USS Dwight D. Eisenhower* (CVN 69) training officer commented, "Great brief! This will help me on our up-coming event," based on a basic phase debrief provided by the *USS Ronald Reagan* (CVN 76) training officer.

Integrating relevant real-world briefs into the monthly T&PRT is a key to our success. Monthly people metrics updates are provided and highlight overall manning levels and rating, Navy enlisted classification, officer, and training and education fit/fill measurements. Additionally, future CV-SHARP software updates will be "socialized" in the monthly telephone conferences to ease software change transitions.

"Once I learned how to really use CV-SHARP, it made my job so much easier," commented the *USS George Washington* (CVN 73) training officer following a CV-SHARP update.

Lastly, yearly updates to the CVN training manual are solicited via the T&PRT along with standard staffing processes to ensure the document is a "fleet-authored" enabling document.

A library of all briefs can be found at the T&PRT Shared Documents link below.

https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/current_readiness/Carrier_Readiness/TPRT/Shared%20Documents/Forms/AllItems.aspx

Through the fleet's communication with CNAF N7, the T&PRT, and vice versa, no challenge will be too great and no barrier too high to hurdle as we proceed towards greater training and accurate/timely readiness reporting. ■

PIB Update

Brenda Sanders, was named as the Maintenance and Supply Integration Performance Improvement Branch (PIB) manager in October.

Bravo Zulu to Aviation Maintenance Administrationman 1st Class Aron Davis for being selected as NAVAIR's Senior Sailor of the Quarter, Third Quarter 2011.

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End of workups

The reinforced squadron consisted of multiple detachments to include Marine Aircraft Groups (MAG) 39, 16, 13, and Marine Air Control Group 38. Additionally, this deployment marked the first ever Marine Expeditionary Unit aviation combat element (MEU ACE) to be supported by both the UH-1Y and AH-1Z as well as marking the Initial Operational Capability for the AH-1Z. This MEU deployment is also significant as it symbolizes a return to the MEU mission for MAG-39 Marine Medium Helicopter squadrons (HMM) as well as the first of up to five MEU deployments for the CH-46 aircraft.

The MV-22 will eventually assume the 1st and 3rd MEF MEU mission but in the short term, while transitioning two VMM squadrons per year, the CH-46 is still filling the critical MEU mission. The goal of the "Red Dragons" is to not only support the 11th MEU with medium lift assault support but to set the standard for how the CH-46 will execute its sundown plan. This will not be a "go quietly into the night" moment as the CH-46 is slowly removed from service. In fact, MAG-39 and the type/model/series (TMS) team are posturing for the CH-46E to support MEU (ACE) deployments into FY-15.

HMM-268(REIN) Red Dragons conducting operations during the 11th MEU's Realistic Urban Training (RUT).

Exceeds Standards

During the workup period, not only was HMM-268 very successful in that its maintenance department met all of the operational requirements generated by the 11th MEU, but it also achieved a noteworthy success rate. Since the change of operational control, HMM-268(REIN) did not drop a single mission due to maintenance availability and was able to meet all of the missions as planned by the MEU. Setting the prior MEUs achievements as the bar to meet or exceed, the Operations and Maintenance Departments worked diligently yet seamlessly throughout the workup cycle.

The end result exceeded the number of aircraft provided per mission and the overall number of flight hours flown in support of the MEU workups when compared to the previous MEU. An excellent testament to the work of the Marines keeping the CH-46s operational was seen in the final certification "grade" for the MEU ACE. HMM-268 (REIN) supported over 14 tactical missions during the two-week exercise and was the only major supporting element of the 11th MEU to receive the grade of "Exceeds Standards."

DIRCM enabled

The aircraft that will deploy with the 11th MEU are equipped with the Directed Infrared Countermeasures systems (DIRCM) and have been certified by the Joint Asymmetric Warfare Systems (JAWS) Team as operational and ready for deployment. The DIRCM capability added to the CH-46 is a force protection multiplier as it provides another layer of survivability for the valuable cargo both flying and being transported by the "Phrogs." Installation of the DIRCM systems for U.S. Marine Corps assault support aircraft was a combined effort by the Naval Aviation Enterprise (NAE) to provide necessary protection for assault helicopters. The combination of Marine Corps tactics as well as advanced aircraft survivability equipment result in a relevant, reliable assault support platform ready to forward deploy in support of MEU missions.

Manpower and Funding Maps

While the maintenance department continues its yeoman's work on the aircraft, the ACE Command team is focused on both near-term (18 months) and long-term (3-4 years) personnel requirements. The command used a time horizon of late 2015 as the final sundown of the CH-46. Inside that horizon, the command was able to identify the requirements for both manpower as well as projected maintenance cycles for the aircraft. The NAE successfully executed the installation of the DIRCM systems recognizing the same level of effort will be required

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to ensure the CH-46 meets its sundown projections. The future will require a steady stream of manpower into the community to ensure the last deployments in 2015 are as viable as those during the preceding years. Additionally, APN-5 (Aircraft Procurement, Navy) and APN-6 (Spares) funds are applied in the appropriate proportions to maintain capability for each MEU deployment. As the aircraft is in the five-year period prior to retirement, funding for new initiatives outside of safety-of-flight issues will not be available but the aircraft will require sustainment funding up to and including its retirement. The Enterprise perspective will be to support the aircraft as it crosses the finish line.

HMM-268(REIN) conducting Gas & Oil Platform operations during 11th MEU's Certification Exercises.

Run Don't Walk to Sundown

The end of the CH-46 era is finally in sight. Whether its last deployment is in 2015 or sometime sooner, the community is poised to support each MEU deployment with aircraft and personnel at a level equal to or surpassing the MEU that went before them. The goal is to not limp across the finish line but to race across it knowing they have the ability to keep going. The goal for the NAE will be to support the CH-46 as they have for the last four decades and thus ensure the Marine Corps has a capable platform that CAN be retired vice one that MUST be retired. The Red Dragons deployed in November 2011 and will lead the way for others to follow. ■

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populate and use the MODES database as their primary point of reference instead of maintaining paper documentation. This also provided for more legible discrepancy data

- assigned the Material Maintenance Management (3M) Office the responsibility of verifying that MODES entries are expeditiously completed by the departmental 3M assistant, as required
- Established periodic departmental 3M assistant meetings with the 3M Office to enforce accountability and to review the maintenance process for correcting discrepancies
- implemented reviews of departmental compliance using the improved processes with the executive officer, 3M officer and department heads during weekly meetings to increase awareness and accountability
- modified the data information system to provide clear distinction between trouble calls and Zone Inspection Discrepancy Modules.

After the implementation of these changes, the team re-evaluated the process at 30-, 60- and 90-day intervals. The final results showed that discrepancy inputs increased 39 percent, the average time to enter the discrepancies into MODES was reduced 42 percent, and the average time to administratively correct and sign-off the discrepancies was reduced 75 percent.

The improvements made to the Zone Inspection Program directly enhanced the ship's material readiness. Through hard work, the CPI team provided a better tool to the crew at a reduced cost in both money and Sailor resources to keep the ship at peak material condition. ■

Links of interest

1. ***CNO's Sailing Directions***
   This document contains the Navy's tenets and guiding principles.
   http://www.navy.mil/cno/cno_sailing_direction_final-lowres.pdf

2. ***2012 NAE Strategic Plan****
   Read how the Naval Aviation Enterprise will advance and sustain the balance of readiness and cost.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/current_readiness/MSCM/AirSpeed/Shared%20Documents/2012_NAE_Strategic_Plan_Electronic.

3. ***Current Readiness Handbook****
   The *Current Readiness Handbook* focuses on policies, process, and procedures which drive the successful execution of day-to-day operations, monthly analysis and briefings, and gap reduction procedures.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/current_readiness/Handbook/Pages/default.aspx

4. ***NAE Air Plan* — Naval Aviation: Judicious Use of Resources***
   Read how enterprise principles maximizes the return of Naval Aviation's resources.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Air%20Plans/21-Dec11_Air%20Plan.pdf

5. **Understanding the Navy's Tactical Energy Priorities***
   This *Rhumb Lines* take a look at why the Navy is broadening its energy alternatives to reduce its one-source vulnerabilities.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Rhumb%20Lines/Understanding_the_Navys_Tactical_Energy_Priorities.pdf

6. ***Lean Stuff****
   The following PDF documents are a list of links from commercial resources compiled by NAVSEA and disseminated to CPI practitioners and organizations throughout the Navy.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Lean_Stuff/December_2011

7. **C-40A Clippers to replace C-9 as Navy's newest logistics aircraft**
   This *All Hands Update* features the new aircraft which gives the Navy more capabilities to meet its mission.
   http://www.navy.mil/swf/mmu/mmplyr.asp?id=16382

8. ***Performance Matters* - Fall 2011***
   Performance Matters is published by the DoD Lean Six Sigma Program Office. This edition features articles on how the Mine Resistant Ambush Protected Battle Damage Assessment and Repair facility used CPI to reduce its maintenance cycle time, and Tobyhanna Army Depot's enterprise approach to its CPI efforts.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Performance%20Matters/Performance_Matters_Fall_2011.pdf

9. ***USS Wasp* concludes JSF testing**
   The F-35B Joint Strike Fighter recently completed an 18-day test period aboard amphibious assault ship *USS Wasp* (LHD 1).
   http://www.navy.mil/search/display.asp?story_id=63444

10. ***DoN CPI Gram****
    September — Read how flight test engineers at Naval Air Warfare Center used CPI to improve unmanned air systems turnaround time.

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https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/CPI%20News/DON_CPI_Gram-September11.pdf

October — This issue features a synopsis of the FY 2012- 2013 Department of Defense Strategic Management Plan
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/CPI%20News/DON_CPI_Gram-October-FY12.pdf

November — The Marine Air Ground Task Force Training Command/Marine Corps Air Ground Combat Center CPI Program is this edition's "Organization in the Spotlight."
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/CPI%20News/DON_CPI_Gram-November11.pdf

11. **Advanced technology upgrades improve P-3 Orion's anti-submarine warfare mission**
One of the upgrades included Link 16, which allows for enhanced situational awareness and full interoperability with U.S. Navy battle groups, other military services and NATO forces.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4809

12. **First F-35C catapult launch at NAS Patuxent River**
With its larger wing surfaces and reinforced landing gear designed to withstand catapult launches and deck landing impacts associated with the demanding aircraft carrier environment, the F-35C carrier variant of the Joint Strike Fighter is distinct from the F-35A and F-35B variants.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4807
Watch the video on All Hands Update: http://www.navy.mil/swf/mmu/mmplyr.asp?id=16539

13. **F-35C and EMALS demonstrate start of Naval Aviation's next century**
Testing the F-35C on EMALS provided an early opportunity to evaluate technical risks and began the process to integrate the carrier variant Joint Strike Fighter with the future carrier fleet aircraft launching system.
http://www.navy.mil/search/display.asp?story_id=64038

14. **Navy completes UAS Common Control System demo**
Operators used the CCS to control a simulated unmanned aircraft system (UAS) and associated sensors tasked by Special Operations Forces during the demonstration.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4818

15. **P-8A successfully launches first MK 54 weapon test**
With this capability, the P-8A can now successfully execute anti-submarine warfare missions worldwide.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4805

16. **Navy Secretary and USDA Secretary announce largest government purchase of biofuel**
The fuel is made from a blend of non-food waste (used cooking oil) and algae.
http://www.navy.mil/search/display.asp?story_id=64163

17. **FRCSE leads transition to next generation nondestructive inspection tools**
The use of digital imaging reduces the footprint by eliminating the chemical processing of film.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4843

18. **NSWC Dahlgren demonstrates new material's ability to increase weapons' explosive force**
The high-density reactive material is designed to replace steel in warhead casings with little or no compromise in strength or design.
http://www.navy.mil/search/display.asp?story_id=64164

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

Content in this publication has been cleared for release.