



THE NAVAL AVIATION ENTERPRISE AIR PLAN



...One Vision, One Team

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“In 2013, we focused on taking the Naval Aviation Enterprise back to its roots. The Naval Aviation team renewed its emphasis on finding and fixing readiness degraders while working to reduce costs, and we will continue this approach as we tackle challenges in the future.”

- Vice Adm. David Buss, Commander, Naval Air Forces (CNAF)/Commander, Naval Air Force, U.S. Pacific Fleet (CNAP)

2013 Year in Review: A selection of what you have achieved working together as a Naval Aviation team

Re-set Enterprise to founding principles. Leadership targeted impactful readiness degraders and cost reductions, and revitalized stakeholder/provider engagement at every forum. The strategic plan was scaled and drumbeat meetings re-centered to resolve tangible, concrete barriers to warfighting readiness/affordability within Naval Aviation. Leadership also called for detailed root cause analysis and assigned actions as well as accountability for each identified issue. The ultimate result is a more productive and effective Enterprise.

Championed initiatives to improve future readiness while optimizing costs. The NAE Future Readiness (FR) Cross Functional Team (CFT) received commitments to fund four initiatives in Program Objective Memorandum (POM) 2015, achieving a projected cost avoidance of \$488.8 million resulting from an investment of \$40.7 million. From POM-12 through POM-15, the FR CFT received funding for 22 readiness and sustainment initiatives with an investment of approximately \$330 million and a projected cost avoidance of \$3.3 billion.

Defined U.S. Fleet Forces Readiness Kill Chain (RKC) analysis process. The NAE played a key role in building the foundation for the RKC process and the top level process maps for People, Equipment, Supply, Training, and Ordnance (PESTO) readiness pillars used by all Type Commanders (TYCOM) in their RKC models. They developed the initial RKC matrix and refined the analysis tools and methods used by all stakeholders. The NAE created first-ever RKC matrices for “TYCOM as a Weapon System” and Mission Readiness Assessments for VAQ and CVN platforms.

Improved experience levels in aviation squadrons. The Aviation Community Detailing Initiative (ACDI) was launched in 2013 to improve communications between Navy Personnel Command and TYCOM in order to better utilize Sailor skills and experience. Earlier this year, the Total Force (TF) CFT conducted a study to develop an aggregate baseline of aviation maintainer experience for select type/model/series (T/M/S) communities, and follow-on analysis is now underway to measure changes to that baseline. While this analysis is not yet complete, early results indicate an increasing trend in experience levels in deployable aviation squadrons.

Improved supply system metrics for T/M/S teams. The Current Readiness (CR) CFT worked with Commander, Naval Air Force Atlantic N41 and Naval Supply Systems Command Weapon Systems Support, to draft and implement revised Percent First Day Issue, Average Customer Wait Time and Unfilled Requisitions Basis for Measurements (BFMs). The revised BFMs and metrics provided a common language for fleet and supply stakeholders, enabling them to identify root causes of T/M/S teams’ supply chain issues (such as cannibalization practices).

Focused Commander, Fleet Readiness Centers (COMFRC)/NAVAIR/NAVSUP/Defense Logistics Agency (DLA) efforts in partnership with the F/A-18 T/M/S Team and TYCOM Class Desk to steadily improve F/A-18 readiness and availability. These key stakeholders are working together to optimize depot throughput. The teams’ coordinated efforts seek to address F/A-18 ready-for-tasking (RFT) gaps due to High Flight Hour Inspection impacts and aging airframe issues, focused on improving material availability, workflow planning improvements and more.

Partnered with Science and Technology (S&T) community to build cost-reduction roadmap. In support of the NAE Chief Technology Officer effort to develop roadmaps for all 33 S&T Objectives (STO), the FR CFT worked with S&T stakeholders in the NAE community to develop a comprehensive roadmap for the Total Ownership Cost (TOC) STO—detailing not only strategic goals and metrics to measure achievement, but also a detailed map of which S&T projects will meet those goals. For example, the TOC STO roadmap includes a need to reduce operations and support (O&S) costs through energy reduction. Closing this gap is supported by near, mid, and long term goals, multiple approaches meeting those goals, and several active S&T projects.

Closed training gaps through innovative use of Mobile Training Teams. In response to a Commander, Airborne Command Control and Logistics Wing (ACCLOGWING) request, TF CFT facilitated a barrier removal team to develop options to improve access to required aviation technical training. As a result, the Center for Naval Aviation Technical Training (CNATT) developed a plan to formally schedule Mobile Training Team visits to the west coast which will close most of the training gaps and reduce the requirement to send Sailors on temporary duty for training.

Main Points

- Every member of the NAE has a responsibility to contribute to the successful accomplishment of the NAE mission to “Advance and sustain Naval Aviation warfighting capabilities at an affordable cost...today and in the future.” Getting back to the founding principles has produced results ahead of process.
- With the fiscal and security environment challenges we face, we must leverage the collective power of the NAE membership even more over the next 10 years to ensure Naval Aviation capability, capacity and wholeness.

Facts/Figures/Resources

- The [NAE Strategic Guidance, 2013-2014](#)* detailed specific requirements for Enterprise efforts moving forward: a dynamic O&S cost reduction strategy, a renewed emphasis on “cost-wise readiness” and a demanding “should cost” perspective across the NAE.
- The [NAE Strategic Plan, 2014-2019](#)* describes the new, streamlined NAE strategic objectives: Cost-Wise Current Readiness, Cost-Wise Future Readiness and Collaborative Environment.

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