Naval Aviation Enterprise

28 June 2011

Mr. Russ Scott

Topics

- NAE EXCOM Offsite
- Enterprise Principles & Governance
- Strategic Planning
- What the NAE Means to You
- Your Role in the NAE

NAE EXCOM Offsite

NAE EXCOM Offsite:
New Mission

"Advance and *sustain* Naval Aviation warfighting capabilities at an *affordable* cost...*today and in the future*."

NAE EXCOM Offsite: New Focus

- Imperative to challenge past practices and assumptions

- Ensure proper use of executive bandwidth
  - Topics fully staffed / prep work complete
  - Appropriate periodicity
  - "Inform to decide"

- Blurring the lines between Chain of Command & Enterprise

NAE EXCOM Offsite: Stakeholder Engagement

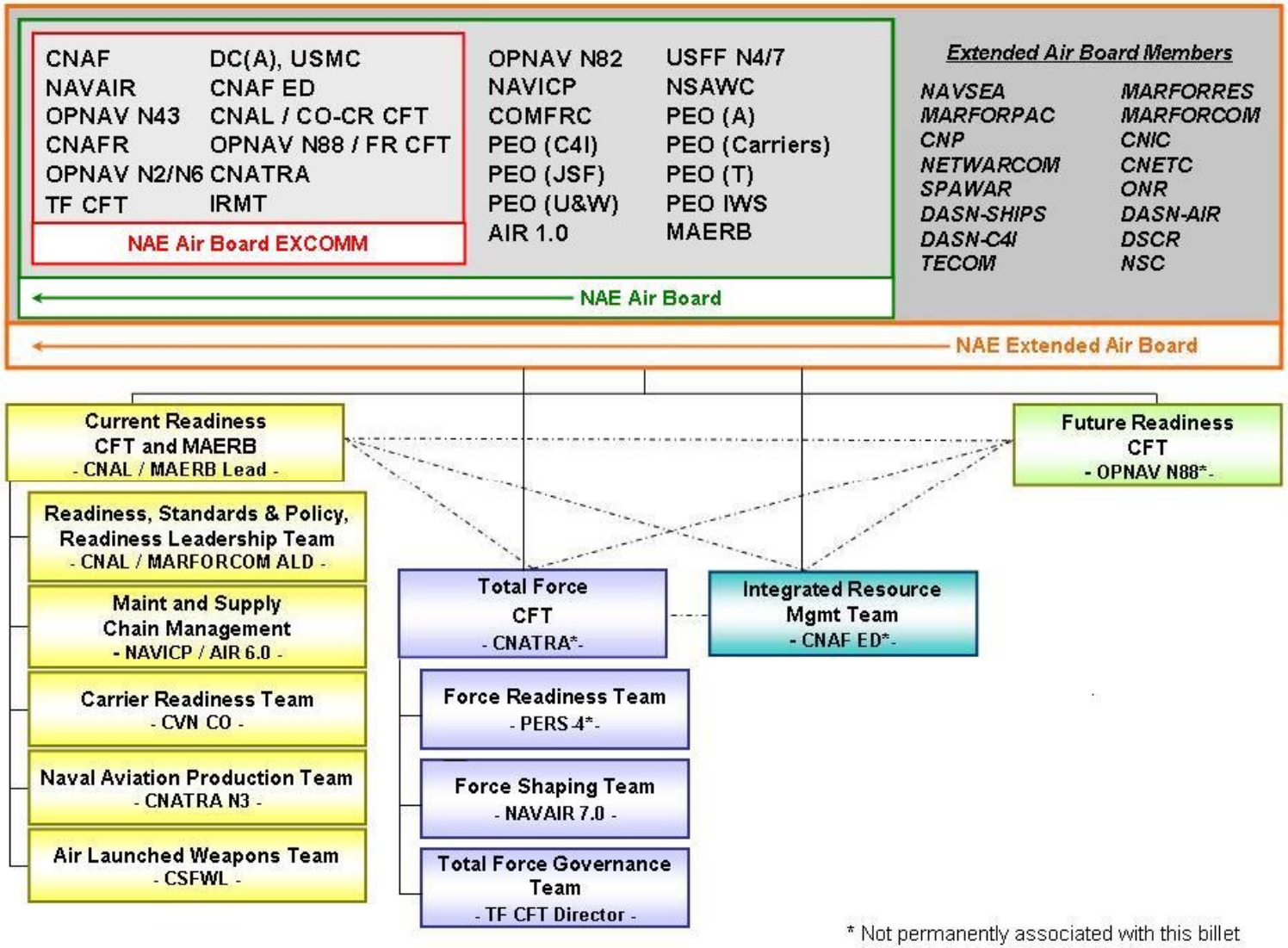
- Stakeholder commit to:
  - Effective preparation and analysis.
  - Addressing briefer's issues.

- Stakeholders hold themselves responsible for actions and results.
  - Acceptance of an action by a commander implies his staff's commitment to complete the action.

- TMS Team Briefs
    - TMS Lead jointly brief with provider stakeholders
    - Provider stakeholders required to discuss TMS Team identified action issues and actions.

NAE Governance & Principles

NAE Membership



* Not permanently associated with this billet

NAE Governance

Principles:

- Consistently apply cross-functional process thinking
- Establish and maintain process discipline
- Utilize a set of consistent, integrated and hierarchical metrics
- Ensure full and consistent transparency of data, information and activities
- Establish and maintain accountability for actions and results
- Apply an integrated governance structure
- Total ownership costs perspective
- Single Fleet driven metric

Tenets:

- Cross-functional process improvement
- Dedication to effectiveness and efficiency
- Active participation in scheduled events and tasks as a priority
- Transparency in process and data
- An (imperative) to challenge past practices and assumptions
- A commitment to the greater good of Naval Aviation

NAE Governance

NAE ≠ Naval Aviation
NAE ≠ Chain of Command

NAE & Chain of Command
support Naval Aviation

Support to the Waterfront/Flightline

Line Leaders

Readiness, Standards, & Policy * USN TMSs

* Executive Secretariat

Carrier Readiness Team

USMC Readiness Leadership Team USMC TMSs

Naval Aviator Production

Air Launched Weapons Team

CNAF/CNAP

NAVAIR

OPNAV N88

NPC

HQMC

Providers

Future Readiness

MAWs

Maintenance & Supply Chain

Integrated Resource Management Team

Total Force – Force Readiness

MARFORs

NAVICP

AIR 6.0

OPNAV N43

CNAL

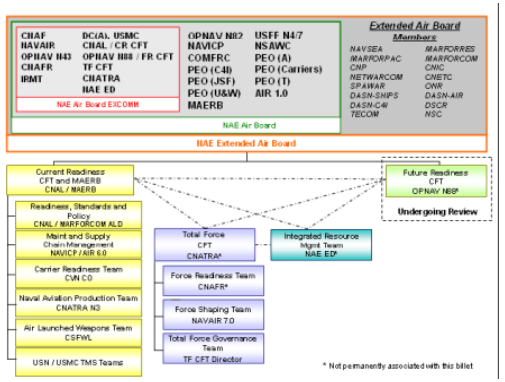
CNATRA

COMFRC

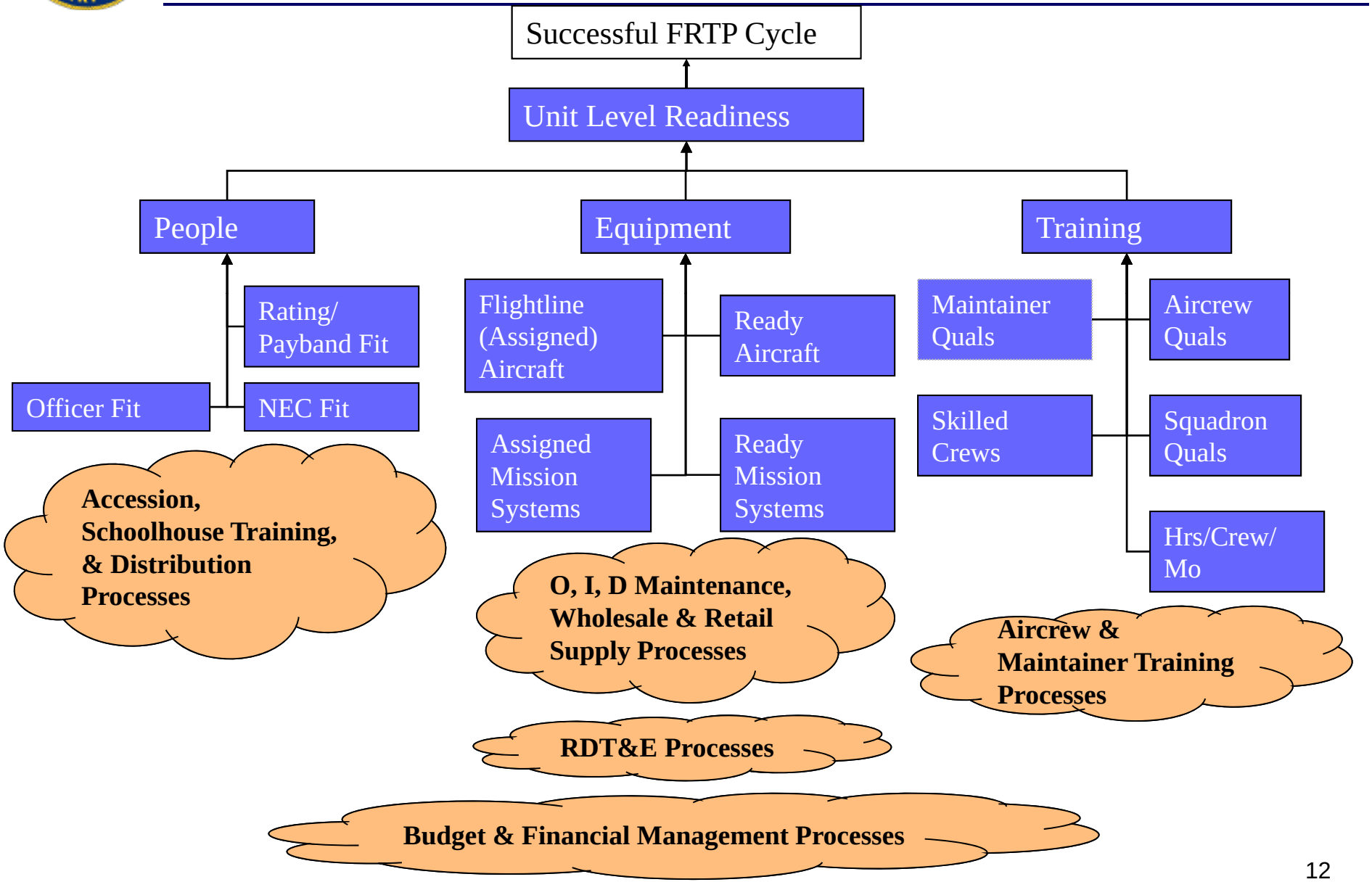
Current Readiness

Marine Aviation Executive Review Board

Executive Leaders

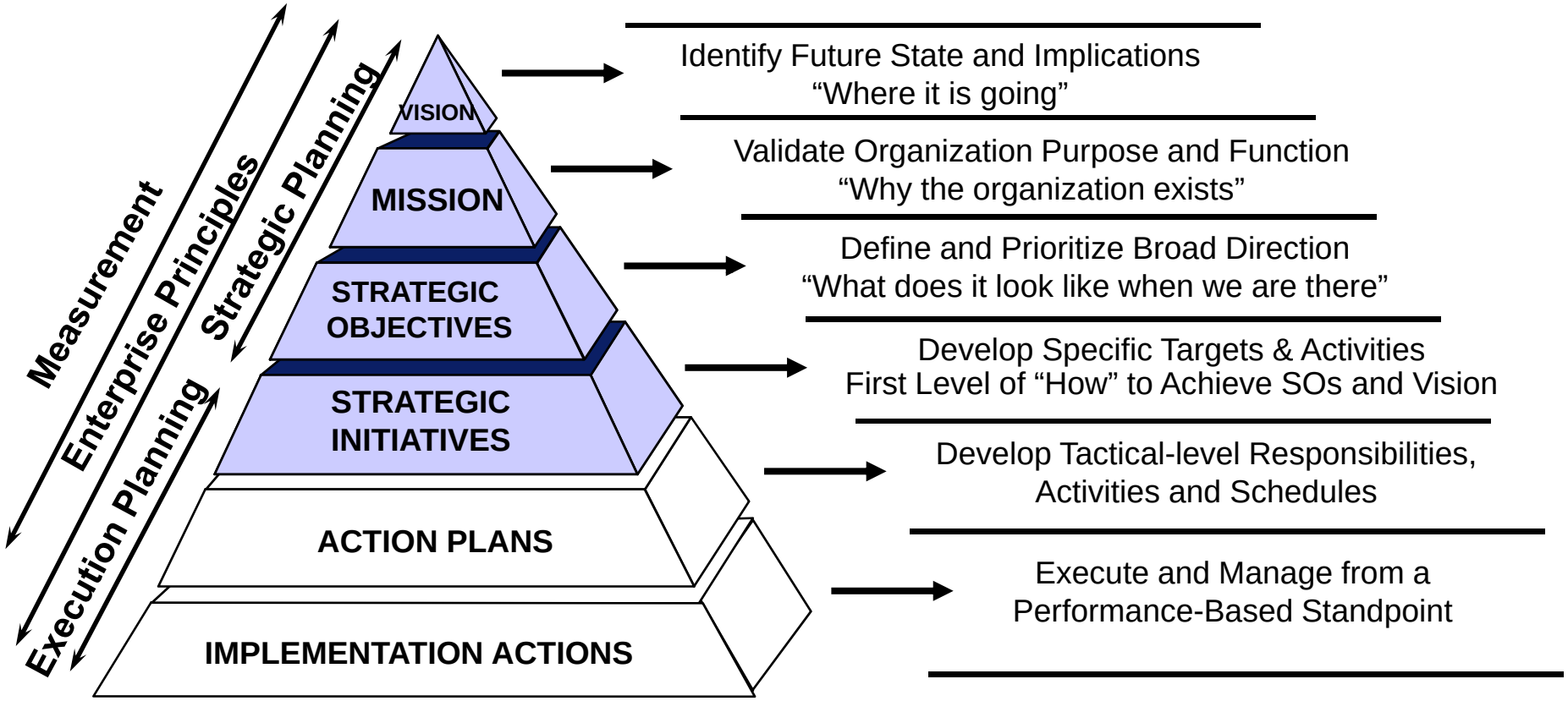


Unity of Effort



Strategic Planning

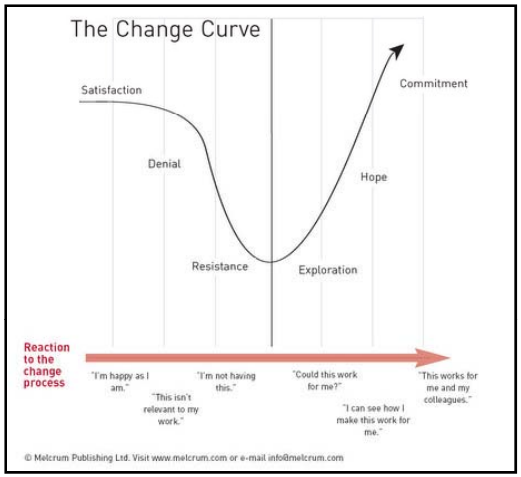
Strategic Planning Model



Strategic planning is an iterative process that identifies where an organization wants to be in the future **(vision)**, where it must focus effort **(mission)**, and how it intends to get there **(strategic objectives and strategic initiatives)** – it ***drives change***

Strategic Objectives

- Enterprise Culture and Communication
  Champions: CNAF, DC(A), NAVAIR
  - Achieve a culture that emphasizes and rewards collaboration, ownership, transparency and continuous improvement among Enterprise stakeholders and partners in support of Naval Aviation readiness.



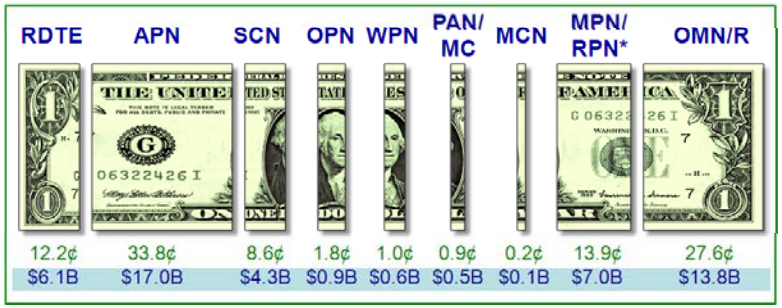
- Current Readiness
  Champions: CR CFT Co-Leads (CNAL/Deputy MFC)
  - Deliver combat ready forces to meet current and future operational requirements at the optimal O&S cost.

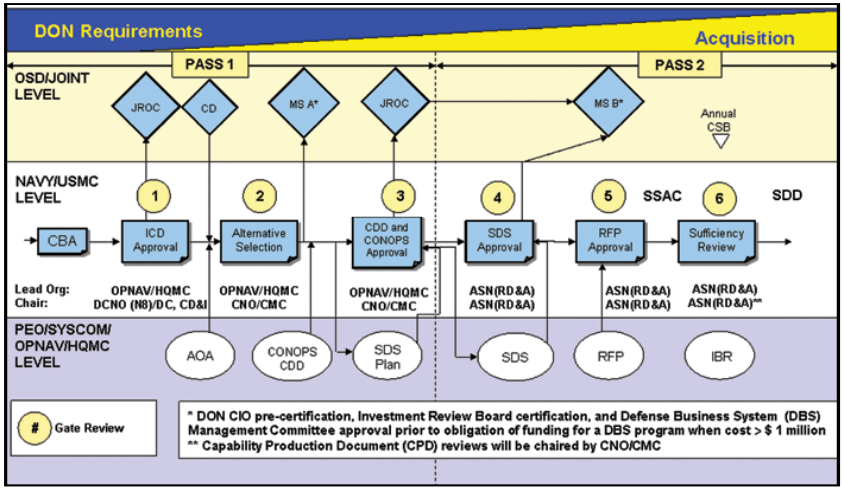
Strategic Objectives

- People
  Champion: TF CFT Lead (CNATRA)
  - Enhance the delivery, enrichment, and shaping of a proficient, diverse, and cost effective Total Force to perform all of the functions required for Naval Aviation to fight and win in combat.

Strategic Objectives

- Future Readiness
  Champion: FR CFT Lead (OPNAV N88)
  - Engage stakeholders to effectively produce required levels of future readiness while optimizing costs.



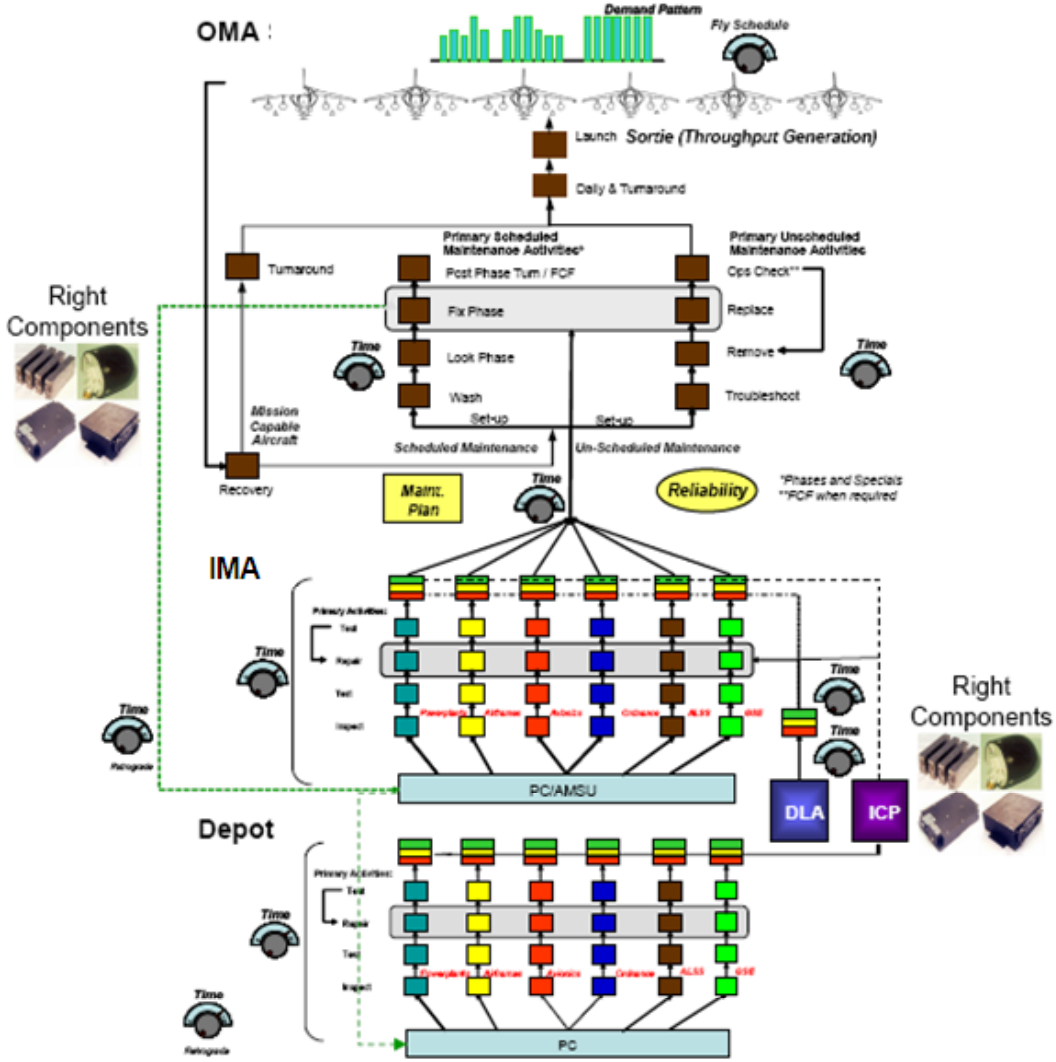


- Integrated Resource Management
  Champion: IRMT Lead (CNAF N02)
  - Strategic cost management and external integration.

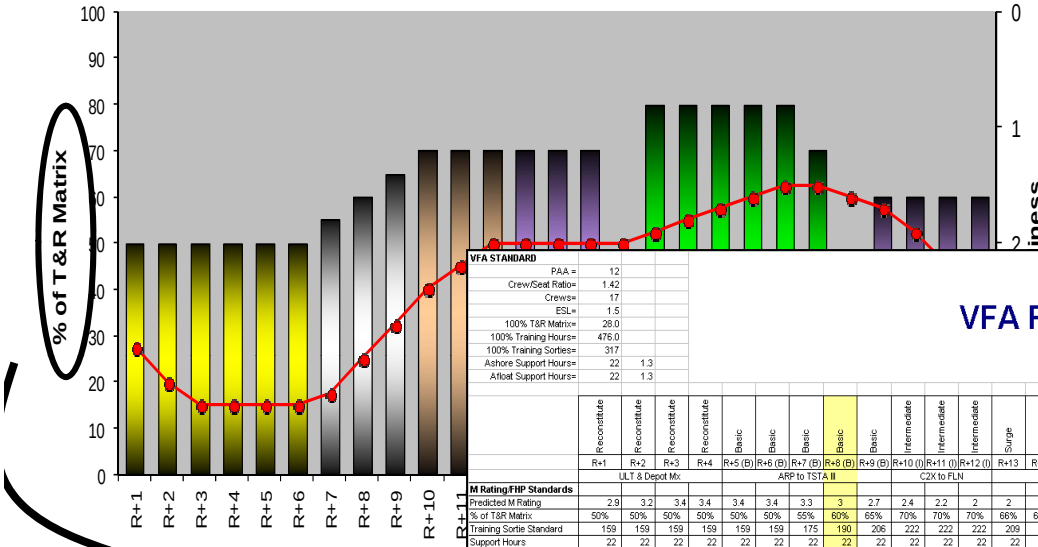
Naval Aviation Enterprise
What it Means to You?

How the NAE Impacts You

- CNAFINST 3510.11B TMS FRTP Standards
- TBD Carrier FRTP Standards
- Key Performance Indicators
- Supporting Metrics/Analytic Tools
- Aircraft RFT Concept
- CVN RFT-Equipment
- MET Based MESM
- EVM
- Alignment to DRRS-N
- Mission Essentiality Driven Allowancing Product
- TMS Team Construct
- Link to Logistics War Room
- Local Maintenance & Personnel “Triads”
- Platform Support
- AIRSpeed/CPI
- End to End
- Corrosion Focus
- Culture of Collaboration
- Forum for escalating issues
- Maintenance T&R
- Qualified Proficient Technician
- Maintenance Personnel Readiness/Maintainer Core Compatency



FRTP Standards & Cost



VFA FRP Standard

VFA STANDARD		
PAA =	12	
Crew/Seat Ratio=	1.42	
Crews=	17	
ESL=	1.5	
100% T&R Matrix=	28.0	
100% Training Hours=	476.0	
100% Training Sorties=	317	
Ashore Support Hours=	22	1.3
Aflloat Support Hours=	22	1.3

	Reconstitute	Reconstitute	Reconstitute	Reconstitute	Basic	Basic	Basic	Basic	Basic	Intermediate	Intermediate	Intermediate	Surge	Surge	Surge	POM	Deploy	Deploy	Deploy	Deploy	Deploy	Deploy	PDL	Surge	Surge	Surge	Surge
	R+1	R+2	R+3	R+4	R+5 (B)	R+6 (B)	R+7 (B)	R+8 (B)	R+9 (B)	R+10 (I)	R+11 (I)	R+12 (I)	R+13	R+14	R+15	R+16	R+17	R+18	R+19	R+20	R+21	R+22	R+23	R+24	R+25	R+26	R+27
	ULT & Depot Mx				ARP to TSTA III					C2X to FLN			Sustain				Deployment						Sustain				
M Rating/FHP Standards																											
Predicted M Rating	2.9	3.2	3.4	3.4	3.4	3.4	3.3	3	2.7	2.4	2.2	2	2	2	2	2	1.9	1.8	1.7	1.6	1.5	1.5	1.6	2	1.9	2.2	2.4
% of T&R Matrix	50%	50%	50%	50%	50%	50%	55%	60%	65%	70%	70%	70%	66%	66%	66%	40%	80%	80%	80%	80%	80%	70%	40%	66%	66%	66%	66%
Training Sortie Standard	159	159	159	159	159	159	175	190	206	222	222	222	209	209	209	127	254	254	254	254	254	222	127	209	209	209	209
Support Hours	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22	22
Total Hours Standard	260.1	260.1	260.1	260.1	260.1	260.1	283.9	307.7	331.5	355.3	355.3	355.3	334.9	334.9	334.9	212.5	402.9	402.9	402.9	402.9	402.9	355.3	212.5	334.9	334.9	334.9	334.9
Aircraft Standards																											
Flightline (Sorties) %	63%	63%	63%	63%	63%	63%	69%	75%	81%	88%	88%	88%	82%	82%	82%	50%	100%	100%	100%	100%	100%	88%	50%	82%	82%	82%	82%
Flightline (M Rating) %	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	90%	90%	90%	90%	90%		80%	80%	80%	80%	80%
Flightline %	63%	63%	63%	63%	63%	63%	69%	75%	81%	88%	88%	88%	82%	82%	82%	100%	100%	100%	100%	100%	100%	100%	80%	82%	82%	82%	82%
RFT %	47%	47%	47%	47%	47%	47%	52%	56%	61%	66%	66%	66%	62%	62%	62%	38%	80%	80%	80%	80%	80%	70%	38%	62%	62%	62%	62%
Flightline Standard	7.5	7.5	7.5	7.5	7.5	7.5	8.3	9.0	9.8	10.5	10.5	10.5	9.9	9.9	9.9	12.0	12.0	12.0	12.0	12.0	12.0	12.0	9.6	9.9	9.9	9.9	9.9
RFT/RBA Standard	5.6	5.6	5.6	5.6	5.6	5.6	6.2	6.8	7.3	7.9	7.9	7.9	7.4	7.4	7.4	4.5	9.6	9.6	9.6	9.6	9.6	8.4	4.5	7.4	7.4	7.4	7.4
Assigned TFLIR Standard	2	2	2	2	5	5	5	5	5	6	6	6	4	4	4	8	8	8	8	8	8	8	4.0	4.0	4.0	4.0	4.0
Ready TFLIR Standard	1.5	1.5	1.5	1.5	3.75	3.75	3.75	3.75	3.75	4.5	4.5	4.5	3	3	3	6	6.4	6.4	6.4	6.4	6.4	6.4	3	3	3	3	3
Assigned LDT Standard					4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Ready LDT Standard					3	3	3	3	3	3	3	3	3	3	3	3	3.2	3.2	3.2	3.2	3.2	3.2	3	3	3	3	3
Aircrew Standards																											
Pilot Upper Limit	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17
Pilot Lower Limit	12	12	12	12	12	12	12	12	14	14	14	14	14	14	14	14	16	16	16	16	16	16	16	16	16	14	14
ACTC Level 1 and Above	12	12	12	12	12	12	12	12	14	14	14	14	14	14	14	14	16	16	16	16	16	16	16	16	16	14	14
ACTC Level 2 and Above	9	9	9	9	9	9	9	9	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	11.2	11.2
ACTC Level 3 and Above	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	8	8	8	8	8	8	8	8	8	6.3	6.3
ACTC Level 4 and Above	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	3.5	3.5
CVW Strike Leads	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	3	3
SFARP	0	0	0	0	0	0	0	0	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	3.5	3.5
NVG Quals	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	9.8	9.8	9.8	9.8	9.8	9.8	9.8	9.8	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	13.6	9.8	9.8

FHP	
AVDLR	$ 25,966,592
AFM	$ 6,984,688
POL	$ 8,840,364
Contracts	$ 855,901
	$ 42,647,545
Personnel	
Officer	$ 5,491,233
Enlisted	$ 28,264,394
	$ 21,755,627
Weapons	**$ 9,524,200**
Depot	
PMI-1	$ 3,420,847
PMI-2	$ 425,869
Engines	$ 1,064,311
	$ 4,911,026
Other WARTS	
Adversaries	
Ranges	$ 3,434,110
TAD	$ 410,635
Simulators	$ 176,128
	$ 4,020,873
Total P4+WARTS	**$ 94,859,271**

DATED INFO

Aircraft Ready For Tasking Sets

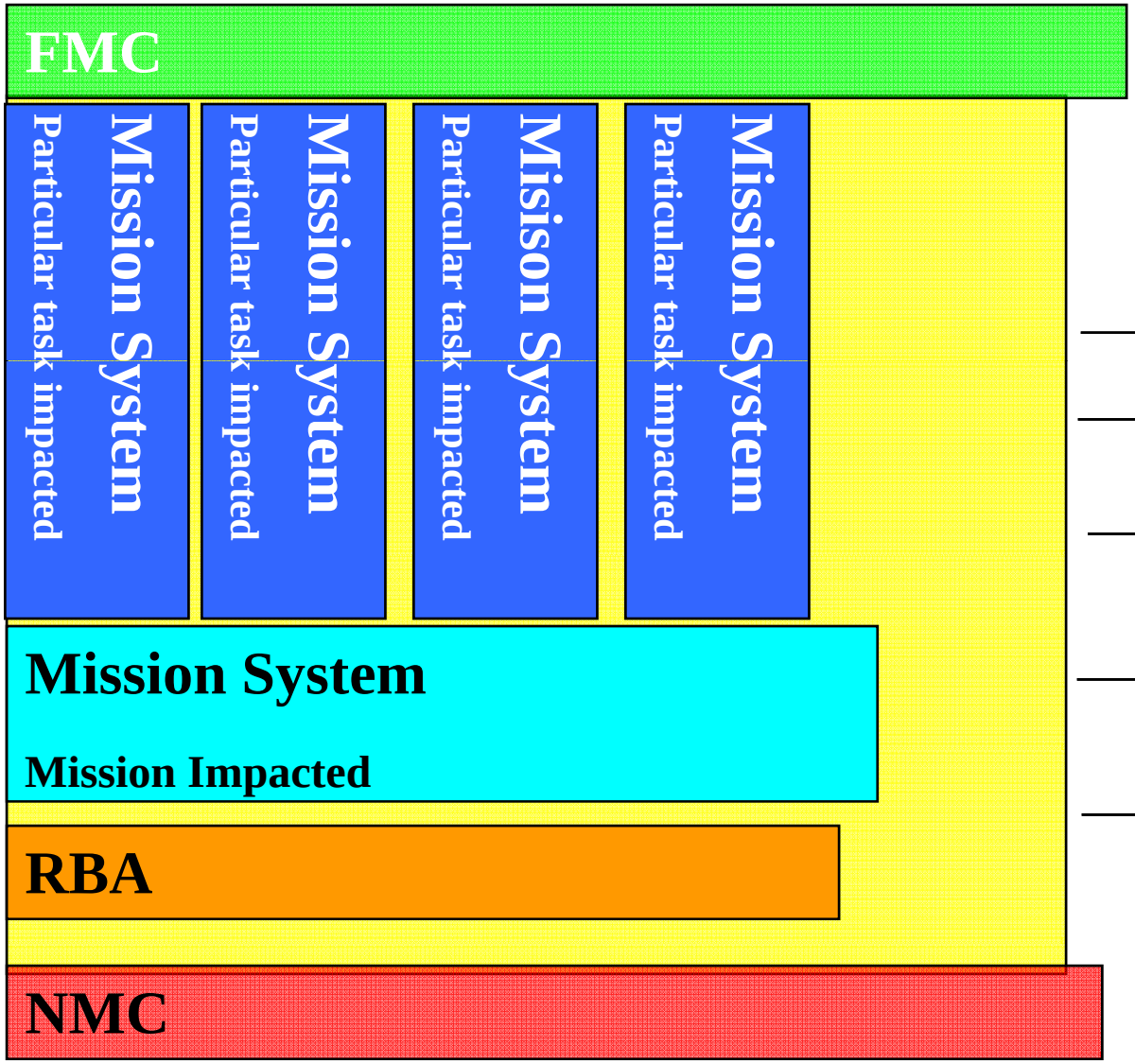
- "The right aircraft in the right configuration in the right place at the right time to support expected readiness"

- "Living, breathing definition of FMC" (FRP phase dependent)

- RFT is NOT an 'Aircraft', it's a concept
  - Monthly combination of "Up" Aircraft (Ready Basic Aircraft - RBA) and Mission Systems

- 4 parts: Ready Basic Aircraft, Mission Systems, Standard, Ready for Tasking Sets algorithm

RFT Concept



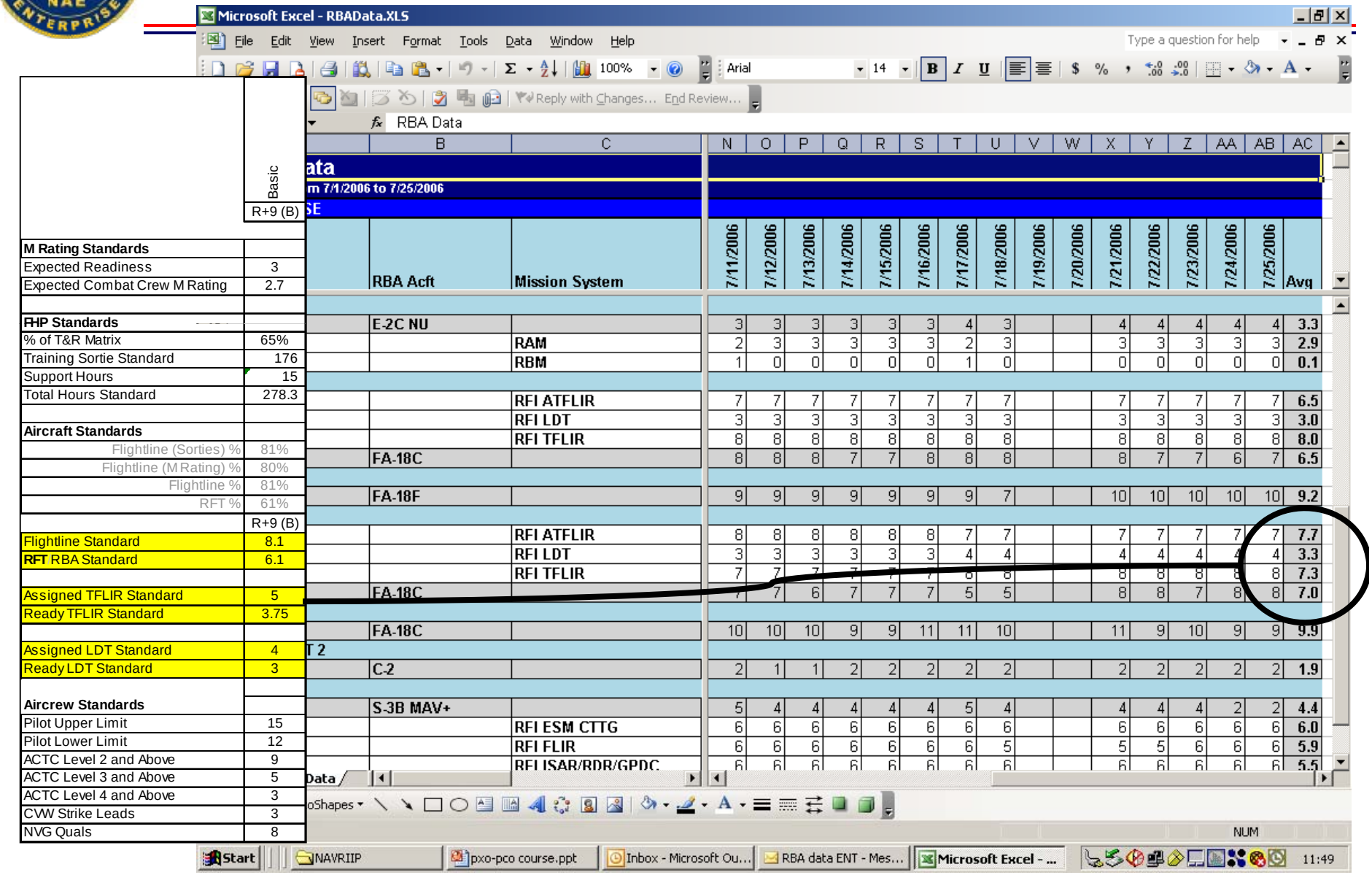
Standards

A/E3 14 Plane Standard

	Alert	Standard	
General			
Unit Name		VMA211, 214, 311, 513, 223, 231, 542 or VMAT-203	
TEEP/Event		Free Text Enter by Month	
Type Month		Contingency	Deployed
TRating		2	2
Sorties		Per COMNAVAIRFOR Numeric Enter by Month	
Training Hours		No Associated Standard	
Support Hours		No Associated Standard	
Operational Hours		No Associated Standard	
Contingency Hours		No Associated Standard	
Simulation Hours		Per COMNAVAIRFOR Numeric Enter by Month	
Total Hours		Per COMNAVAIRFOR Numeric Enter by Month	
Sorties/Day/Month Rown		No Associated Standard	
Hours/Day/Month Rown		No Associated Standard	
Simulation Hours/Day/Month Rown		No Associated Standard	
Core Skills			
		Contingency	Deployed
FAM		16	16
AAR		16	16
LAT		15	15
NFS		15	15
NS		15	15
AA		10	10
CAS		15	15
AR		15	15
SCAR		15	15
AAW		10	10
A		14	14
FCLP (Dets Only)		NA	NA
FCLP (Night) (Dets Only)		NA	NA
CQ (Dets Only)		NA	NA
CQ (Night) (Dets Only)		NA	NA
Combat Leadership			
SEC LDR (Section Leader)		11	11
DIV LDR (Division Leader)		6	6
MSN CDR (Mission Commander)		3	3
COB			
Pilot Upper Limit		22	22
Pilot Lower Limit		21	21
Equipment			
Pilot fire Aircraft		14	14
Ready Basic Aircraft		105	105
Assigned Target Pods		7	14
Ready target Pods		525	105
Assigned DECM (AAQ)		7	14
Ready DECM (AAQ)		525	105
Assigned Tanks		28	28
Ready Tanks		21	21
Assigned Guns		14	14
Ready Guns		105	105

RFT SETS

RFT Link To Execution



Microsoft Excel - RBAData.XLS

File Edit View Insert Format Tools Data Window Help

RBA Data

	Basic
	R+9 (B)
M Rating Standards	
Expected Readiness	3
Expected Combat Crew M Rating	2.7
FHP Standards	
% of T&R Matrix	65%
Training Sortie Standard	176
Support Hours	15
Total Hours Standard	278.3
Aircraft Standards	
Flightline (Sorties) %	81%
Flightline (M Rating) %	80%
Flightline %	81%
RFT %	61%
	R+9 (B)
Flightline Standard	8.1
RFT RBA Standard	6.1
Assigned TFLIR Standard	5
Ready TFLIR Standard	3.75
Assigned LDT Standard	4
Ready LDT Standard	3
Aircrew Standards	
Pilot Upper Limit	15
Pilot Lower Limit	12
ACTC Level 2 and Above	9
ACTC Level 3 and Above	5
ACTC Level 4 and Above	3
CVW Strike Leads	3
NVG Quals	8

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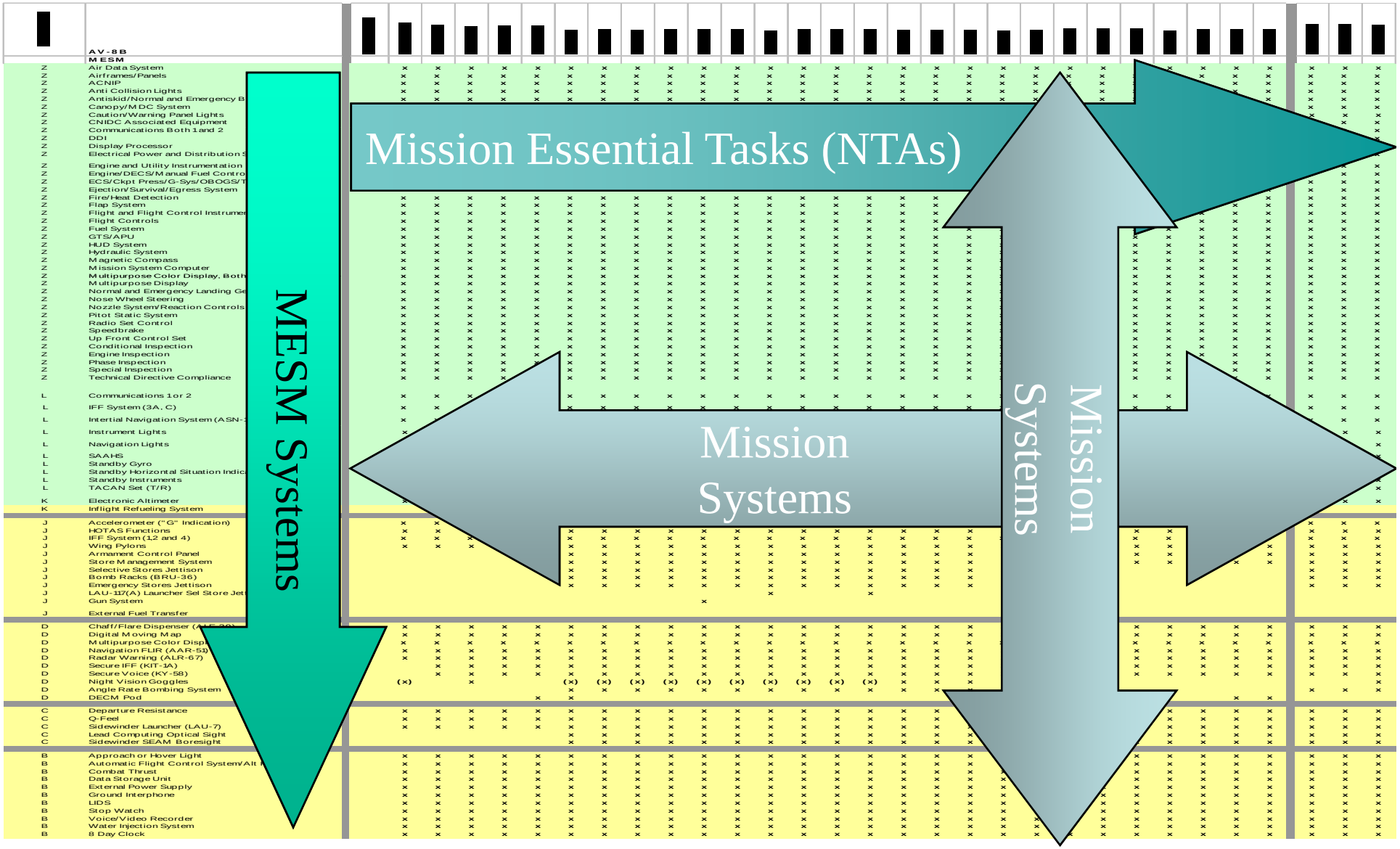
m 7/1/2006 to 7/25/2006

SE

RBA Acft	Mission System	7/11/2006	7/12/2006	7/13/2006	7/14/2006	7/15/2006	7/16/2006	7/17/2006	7/18/2006	7/19/2006	7/20/2006	7/21/2006	7/22/2006	7/23/2006	7/24/2006	7/25/2006	Avg
E-2C NU		3	3	3	3	3	3	4	3			4	4	4	4	4	3.3
	RAM	2	3	3	3	3	3	2	3			3	3	3	3	3	2.9
	RBM	1	0	0	0	0	0	1	0			0	0	0	0	0	0.1
	RFI ATFLIR	7	7	7	7	7	7	7	7			7	7	7	7	7	6.5
	RFI LDT	3	3	3	3	3	3	3	3			3	3	3	3	3	3.0
	RFI TFLIR	8	8	8	8	8	8	8	8			8	8	8	8	8	8.0
FA-18C		8	8	8	7	7	8	8	8			8	7	7	6	7	6.5
FA-18F		9	9	9	9	9	9	9	7			10	10	10	10	10	9.2
	RFI ATFLIR	8	8	8	8	8	8	7	7			7	7	7	7	7	7.7
	RFI LDT	3	3	3	3	3	3	4	4			4	4	4	4	4	3.3
	RFI TFLIR	7	7	7	7	7	7	8	8			8	8	8	8	8	7.3
FA-18C		7	7	6	7	7	7	5	5			8	8	7	8	8	7.0
FA-18C		10	10	10	9	9	11	11	10			11	9	10	9	9	9.9
T 2																	
C-2		2	1	1	2	2	2	2	2			2	2	2	2	2	1.9
S-3B MAV+		5	4	4	4	4	4	5	4			4	4	4	2	2	4.4
	RFI ESM CTTG	6	6	6	6	6	6	6	6			6	6	6	6	6	6.0
	RFI FLIR	6	6	6	6	6	6	6	5			5	5	6	6	6	5.9
	RFI ISAR/RDR/GPDC	6	6	6	6	6	6	6	6			6	6	6	6	6	5.5

Start | NAVRIIP | pxo-pco course.ppt | Inbox - Microsoft Ou... | RBA data ENT - Mes... | Microsoft Excel - ... | 11:49

Alignment to DRRS-N: MET-MESM Mapping



Readiness Reporting Today

Aviator/aircrew training only. No accounting for maintainer training

Capability				CDR	Computed	P	E	S	T	O
ASU - Anti Submarine Warfare										
	MET	Title	Data							
	NTA 2.2.1	Collect Target Information	XX-XXX-XXXX		97	99	96		95	
	NTA 3.2.2.1	Attack Surface Targets	XX-XXX-XXXX		92	99	93		85	

Maintenance tasks are implied in aviator/aircrew tasks.

Combined maintenance & aviator/aircrew personnel makes metric insensitive to gaps in aviators/aircrew.

Aircraft systems only. No accounting for support equipment/IMRL.

Maintainer T&R

Directly measures contribution of aviators/aircrew

Specific to aviator/aircrew training

Capability				CDR	Computed	P	E	S	T	O
ASU - Anti Submarine Warfare										
	MET	Title	Data							
	NTA 2.2.1	Collect Target Information	XX-XXX-XXXX		86	74	95		88	
	NTA 3.2.2.1	Attack Surface Targets	XX-XXX-XXXX		87	73	97		92	
MNT-Maintenance										
	MET	Title	Data							
	NAT 4.1.4	Maintain Explosive Safety	XX-XXX-XXXX		63	40	88		60	
	NTA 4.1.5	On Load and/or Off Load Ordnance	XX-XXX-XXXX		73	40	93		85	
	NTA 4.2.1.1	Conduct Refueling	XX-XXX-XXXX		93	83	97		98	
	NTA 4.3.2.1	Perform Preventative Maintenance	XX-XXX-XXXX		65	98	70		28	
	NTA 4.3.2.2	Diagnose & Repair	XX-XXX-XXXX		63	62	40		88	
	NTA 4.3.2.3	Perform Quality Assurance	XX-XXX-XXXX		73	71	61		86	
	NTA 4.3.2.4	Perform Modernization	XX-XXX-XXXX		87	89	74		100	
	NTA 4.3.2.5	Perform In Service Repair	XX-XXX-XXXX		81	85	87		70	
	NTA 4.3.3.1	Substitute Parts	XX-XXX-XXXX		78	78	95		62	
	NTA 4.3.3.2	Exchange & Return	XX-XXX-XXXX		59	77	50		49	
	NTA 4.5.3	Provide Position Reports for In Transit Visibility	XX-XXX-XXXX		46	78	33		26	
	NTA 4.6.2.1	Provide Preparation, Preservation, and Packaging of Supplies and Equipment	XX-XXX-XXXX		65	74	24		96	

Add logistics NTAs to explicitly measure logistics readiness

Directly measures contribution of appropriate personnel in maintenance departments

Directly measures contribution of support equipment/IMRL

Specific to maintainer training

FILL-FIT

- Fill: Manning Measurement. The percentage of COB vs. BA (Overall or by Rating).

- Rating Fit: Skill + Seniority Measurement
  - The percentage of Current On Board (COB) vs. BA that are in the right

Use these definitions to communicate with Navy Total Force

  - Rule: Excess Supervisors and Journeyman can "rolldown" to fit vacancies but Apprentice and Journeyman can not "rollup".

- NEC Fit: Seniority + Schoolhouse Training
  - The percentage of Current On Board (COB) vs. BA that are in the right Pay band with the right NEC DNECed into an NEC billet.

Your Role in the NAE

Your Role in the NAE

- **Flag / General**:
  - Lead Naval Aviation / NAE
  - Develop NAE strategy
  - Represent NAE equities in organizational meetings
  - Participate in NAE strategic communications efforts
  - Elevate barriers / issues

- **Major Command:**
  - Lead command(s)
  - Warfighting / Fleet focus
  - Materially participate in NAE activity drumbeat
  - Resource allocation / CPI
  - Process discipline (metrics)
  - Barrier identification / removal
  - Advocate for the NAE

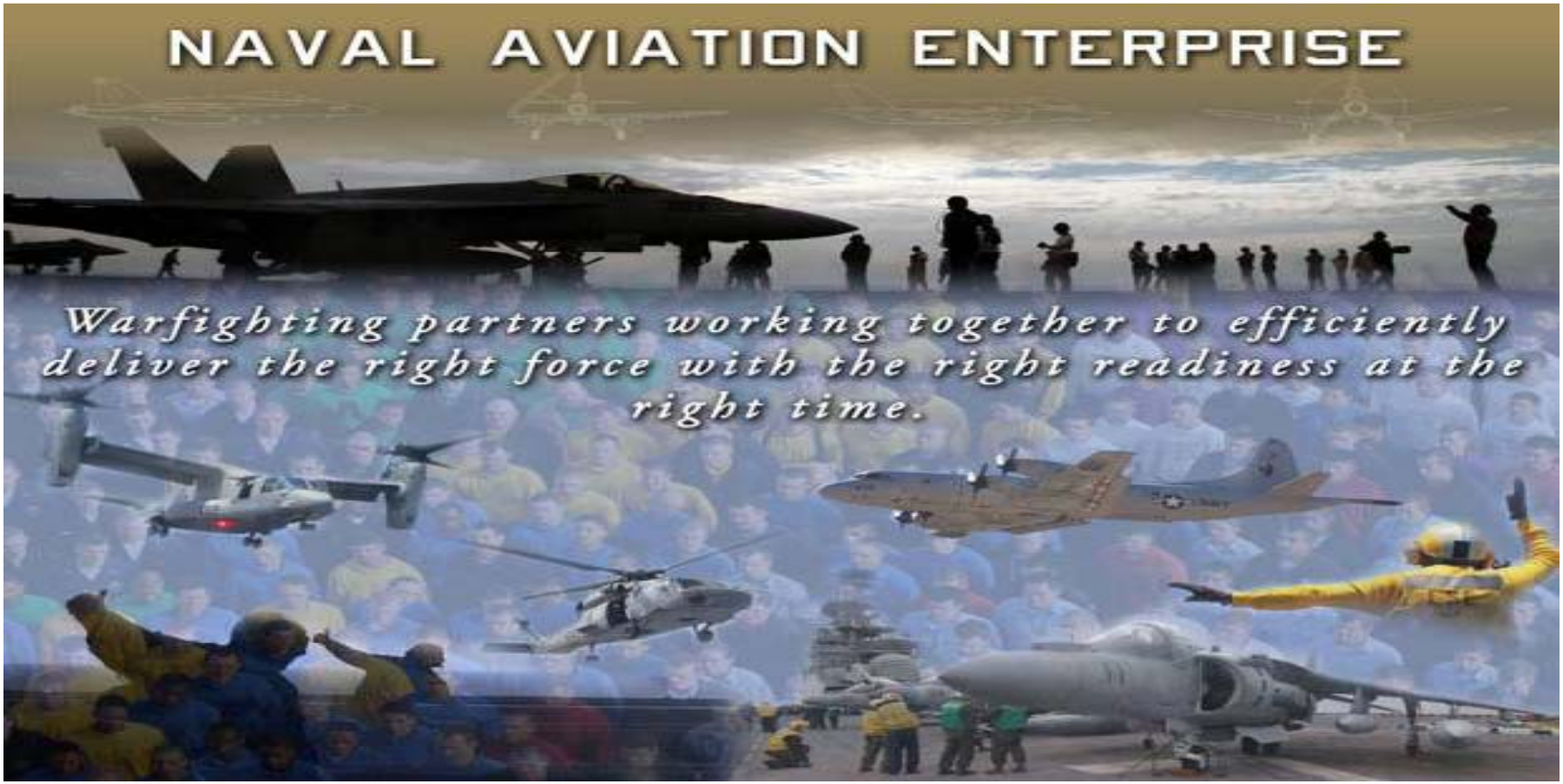
- **O-5 Command:**
  - Lead command
  - Warfighters / warfighter support
  - Share key messages and themes at squadron-level
  - Responsible stewards of allocated resources
  - Barrier identification / removal

- **Dept Head and Junior Officer:**
  - Lead Marines and Sailors
  - Tactician / Manager
  - “Fly the Profile”

- **A Marine / Sailor**
  - Deckplate leadership
  - AIRSpeed practitioner (as function of rate/MOS and job)
  - Identification of barriers and best practices

Everyone engages in the NAE…in varying degrees...and <u>everyone</u> benefits.

Questions



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