



2011
STRATEGIC PLAN
AIR 6.0 LOGISTICS AND
INDUSTRIAL OPERATIONS





a message from ...
AIR-6.0

As NAVAIR's Assistant Commander for Logistics and Industrial Operations, I am pleased to present the AIR-6.0 2011 Strategic Plan. My leadership team and I have developed this Plan through a systematic and collaborative process, which included gaining input from PEO, PMA, Fleet customers and other stakeholders; performing an in-depth assessment of our external environment; and taking a more introspective look at the effectiveness of our internal operations.

Our ability to meet our customers' acquisition and in-service logistics needs while supporting overseas contingency operations is truly impressive. Our proven ability to balance requirements and deliver to expectations will serve us well as we continue to face the challenges of increased fiscal pressures and numerous aircraft and aviation system transitions. It will be essential that we posture ourselves to take these challenges head-on, by engaging our technical experts earlier to identify and mitigate program cost and schedule risks; improving our in-service support processes; and developing innovative ways to reduce the sustainment cost and maintain the safety of our aircraft, weapons systems and related equipment.

This Strategic Plan serves as my direction for AIR-6.0 and includes Goals and Objectives that will align activities across our national organization, in support of three strategic priorities, and important "key enablers":

- ▶ Strategic Priorities:
 - Future Capability, Current Readiness, Our People
- ▶ Key Enablers: Process, Productivity, and Communication Improvements

I will also issue Annual Operational Plans which will identify specific actions, accountabilities and timelines to drive progress to plan. This approach ensures we maintain strategic focus while remaining agile and responsive to the emergent, tactical, and day-to-day needs of the Navy and Marine Corps.

I am extremely proud to lead our incredibly dedicated team of employees into the future. Together, we will ensure AIR-6.0 continues to be a world-class provider of acquisition and sustainment logistics support services.



RADM Tim Matthews, USN
Assistant Commander, Logistics &
Industrial Operations (AIR 6.0)



Who We Are ...

AIR-6.0 is composed of approximately 4,000 personnel (civilian, military, and contractor support services) geographically dispersed around the world. Our 6.0 teammates reside at NAVAIR Headquarters, Fleet Readiness Center In-Service Support Centers, Naval Air Warfare Centers (Aircraft and Weapons Division sites), the Naval Air Technical Data and Engineering Command (including reporting detachments), and Resident Integrated Logistics Support Detachments (RILSD) at prime contractor sites.

Our three Departments collaborate to develop, acquire, field, and sustain integrated and affordable logistics support systems for Naval Aviation aircraft and weapons systems. Our employees are assigned to Integrated Product Teams (IPTs) and support NAVAIR Program Offices, Fleet customers and logistics and maintenance programs that benefit all Type/Model/Series and Enterprise Teams.

Our mission is to:

- Provide the resources to develop, plan, and integrate logistics support considerations into weapon system designs, and
- Establish and maintain integrated logistics support capable of sustaining Fleet operations and maintenance throughout the full life cycle of aviation weapon systems and related equipment

Our Priorities

Integrating new capabilities and transitioning systems into the existing Navy and Marine Corps infrastructure, in an affordable and operationally effective manner, will bring significant challenges to our organization. At the same time, we will need to maintain our legacy platforms in a safe and efficient manner until every aircraft and weapon, and every piece of equipment that supports them, is retired.

To meet this challenge, one of our highest priorities is to ensure we have the correct balance and depth of critical skills to address changes in acquisition policy, sustainment approaches, and emerging technologies and innovations. Our workforce recruitment, development and retention strategies must be agile and responsive to preserve and grow our valuable knowledge base.

We will expand our usage of Continuous Process Improvement (CPI) methods and tools to improve the efficiency, quality and responsiveness of our operations, as well as the aviation logistics systems we deliver to the Fleet.

Recognizing our ability to influence Total Ownership Cost (TOC) significantly diminishes after Critical Design Review (post Milestone B), we will ensure logistics and sustainment considerations are addressed early in the acquisition process as key criteria in developmental program design.



These priorities provide clear, balanced focus and direction for our national AIR-6.0 competency team, which will be essential to:

- NAVAIR program success
- NAE weapon system supportability, maintainability, and readiness
- Logistics discipline credibility and relevance

Goals and Objectives

The Goals and Objectives collectively identify “what” and “how” the organization will do to meet its mission. Three Strategic Goals, each with supporting Objectives, have been established in this Strategic Plan. The Goals are closely aligned with, and directly support, DoD, CNO, USMC, NAE, and NAVAIR priorities.

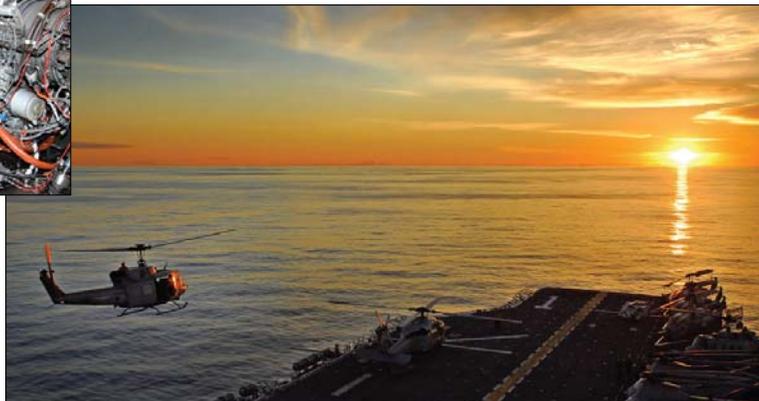
Our first two Goals focus on improving logistics products to support future weapons acquisitions (Future Capability) and in-service support of our fielded weapons systems (Current Readiness). The third goal supports the continued development of our AIR-6.0 workforce. Strategic enablers have been identified which will focus on improving communications, logistics processes, and productivity tools, which indirectly facilitate progress towards the three primary Goals.

Outcome Measures

The Outcome Measures identified in the Plan will be used by leadership on a recurring basis to monitor progress toward achieving our Goals and Objectives. Initial measures selected are available for analysis in the near-term. These measures will be adjusted, updated or replaced as necessary in future Strategic Plan updates.

Initiatives

We will identify near-term (executable within 24 months) Initiatives, each with supporting Action Plans, to enable achievement of our strategic Goals and Objectives. National Initiatives will be approved by Competency leadership each year and included in Annual Operational Plans.



Strategic Priorities

Future Capability

GOAL: Ensure logistics and sustainment considerations are incorporated early into the design and development of aviation weapon systems, delivering more affordable and supportable capabilities to the USN/USMC.

Objectives

- Develop innovative and affordable support strategies for new and transitioning weapons platforms, ensuring compliance with logistics process and infrastructure standards, sharing of best practices between programs, and expediting urgent warfighting capability acquisitions when required.
- Determine, articulate, and properly incentivize supportability in procurement strategies and contract language early in the acquisition process.
- Engage NAE stakeholders throughout the acquisition phase to ensure Future Capability sustainment requirements are clearly communicated.

Measures

- Risks for Logistics Programs at Pre-MSB and Pre-MSC, as measured by ILA Ratings
- IOCSR – *First pass*
- OPEVAL (Suitability) – *First Pass*
- Support System Design Review



Strategic Priorities

Current Readiness

GOAL: Sustain and improve fielded logistics and maintenance support systems to ensure aviation warfighting assets meet the Navy and Marine Corps' demand for aircraft Ready for Tasking, at the lowest possible cost.

Objectives

- Deliver logistics products and services to all Programs and Fleet customers on time/cost, responding with agility when required to meet warfighter demands, while maintaining the highest of quality standards.
- Communicate In-Service Support resources (manpower and investments) needed to ensure safety and readiness levels are achieved, enabling NAE Stakeholders and Resource Sponsors to make better-balanced, risk-based funding decisions.
- Develop robust capabilities to analyze the performance of our support systems and resulting impacts on total ownership costs (TOC) and readiness, within and across T/M/S Teams.
- Identify, develop, and implement solutions to improve in-service logistics support processes and maintenance practices that affect supportability, maintainability, and affordability of our aircraft, weapons, and related systems.

Measures

- Cost Reduction Proposals (RTOC & Critical Items Logistic Reviews (CILR) Initiatives) Funded and ROI
- Non-Material Support System Improvements Implemented
- Initial and Final Response Turnaround Time to Fleet-Reported Support System Deficiencies



Strategic Priorities

People

GOAL: Attract, retain and develop our workforce to meet 21st century Naval Aviation challenges

Objectives

- Develop and sustain a long-range Total Workforce Plan that identifies the optimal size and skill mix needed to meet future workload requirements, and activities necessary to posture the Competency accordingly.
- Promote an environment that values innovation, diversity, and achievement of both individual and team excellence.
- Ensure long-term organizational stability by expediting hiring of high-quality talent (reassigning when required to meet urgent customer needs) and removing recruitment and retention barriers.
- Ensure our workforce has the skills needed to support current and long-term needs of the USN/USMC, with a focus on improving logistics technical training and increasing knowledge of Continuous Process Improvement (CPI) principles.

Measures

- Progress made against Total Workforce Plan milestones
- Customer and Workforce Feedback (Interviews / Surveys)
- Recruitment and Retention Measures
- Required Training / Certification Levels Achieved



Strategic Enablers

Process, Productivity, and Communication

GOAL: Drive process, productivity, and communication improvements at all levels of the organization.

Objectives

- Improve communications across the Logistics organization and with our stakeholders and customers, in order to broaden awareness, understanding, and encourage innovation amongst our workforce.
- Embed Continuous Process Improvement into the culture across AIR-6.0, and encourage consistent use of CPI principles to meet strategic objectives and management goals, at all levels of the organization.
- Ensure our workforce has access to the procedures, tools, and processes needed to most effectively and efficiently do their jobs.

Measures

- Process & Productivity Improvements Generated, Implemented, and Shared across AIR-6.0 and supported NAVAIR programs
- Logistics Process Shortfalls Reduced (% Logistics Processes fully documented with facilitating tools, training, and available SME assistance)
- Workforce Survey



Moving from Strategy ... to Execution



Strategic Planning Process

AIR-6.0 conducted a comprehensive environmental scan prior to developing this Strategic Plan, including the review of higher-echelon guidance such as the Quadrennial Defense Review; National Military Strategy; Acquisition, Technology and Logistics Strategic Roadmap; DoD Strategic Management Plan; DoD Logistics Strategic Plan; DoD Human Capital Strategic Plan; NAE Strategic Plan; and the NAVAIR Commander's Intent. Together, these strategy documents guided the development of our Plan and ensured our priorities are aligned with DoN and DoD priorities. We also reviewed customer and stakeholder strategic plans including those from NAVAIR PEOs, Naval Air Warfare Centers, and other Navy Agencies (including DLA, NAVSEA, and SPAWAR) to ensure we understood and addressed their requirements and goals in supporting NAE and national security interests. The feedback and perspectives of our direct customers was essential in crafting a results-oriented strategy with measurable performance goals, now documented in this Strategic Plan.

Operational Planning

Each fiscal year, AIR-6.0 will publish an Operational Plan that will identify the national initiatives to be completed during the next 12 to 24 months. Initiatives will directly support achievement of strategic objectives, and will be assigned to Competency leaders to ensure accountability and follow-through. Each Initiative will have supporting measures to assess progress and identify necessary course corrections.

Cascade and Align

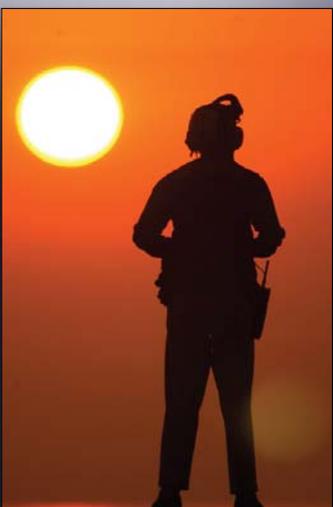
AIR-6.0 Department Directors and Site Leads are expected to review their respective organizational strategies, activities and performance measures, and revise them as necessary to ensure alignment with this Strategic Plan and future Operational Plans.

Monitor, Report, Correct

The Logistics Competency Executive Leadership Team will regularly assess progress of our Strategic and Operational Plans, and take action to remove barriers and obstacles when required.

Update

Annual updates to the Strategic Plan will be made to identify changes in the external and internal environment, concerns of our customers, and to reflect progress made towards achieving our goals, objectives, and initiatives. Successful localized efforts will be replicated across the organization and added to Strategic Plan updates, to drive continual improvement and maintain a needed balance between strategy and execution. Major strategic planning efforts will occur every five years or sooner, if directed by leadership and/or prompted by strategic, global, and or mission changes.





A Shared Vision ...



Over the next several years, pressures to balance affordability, capability, and readiness will continue to increase; transitioning systems will replace legacy ones; and Sailors and Marines will continue to support missions in multiple theaters worldwide. To meet these challenges, the NAE and NAVAIR will depend on AIR-6.0 to develop new and innovative logistics approaches and support solutions that affordably integrate into the Navy infrastructure. Together, with a shared vision for, quality, agility, and an unwavering motivation to support our men and women in uniform, I am positive we will exceed their expectations.

We have made great strides in developing this Strategic Plan, and the foundation and framework are in place. The next step is implementation, which requires each leader, manager, supervisor, and employee to communicate, be innovative, and align their daily efforts to this Plan so we are all pulling in the same direction. Doing so will ensure we are providing sustainment solutions that keep Naval Aviation both ready and affordable. Accordingly, I ask you to support the AIR-6.0 Strategic Plan, as a valued member and contributor to our national AIR-6.0 team!