

Readiness Reader

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Photo by Chrystal Smith

Thomas Spencer, Shop 33120 sheet metal mechanic, marks a sheet of polystyrene to cut and install on the duct work of an air conditioning unit on the flight line side of Building 137. Spencer's knowledge of heating, ventilation and air conditioning was integral in diagnosing a faulty heat exchanger in the old unit which caused carbon dioxide to feed back into the ventilation system.

Keeping equipment, facilities humming

By Chrystal Smith

Fleet Readiness Center East Public Affairs Office

There's no limit to the things some Code 6.3 employees do to keep things operating around Fleet Readiness Center East.

When things go thump, thud and bump or become kaput, the local workforce calls on the vast array of skills of the people in Plant Equipment Maintenance Shop 33110, Utilities Maintenance Shop 33120 and Facilities Maintenance and Tooling Shop 33310 to get them fixed.

"If it powers, cools or lifts ... We have to cover a lot of ground," said Chris Norris, Shop 33120 Utilities Maintenance Shop supervisor. "On a day-to-day basis, we handle everything that supports production. We provide shops with whatever they need."

"It's a diverse pool of talent and a diverse pool of work," said Rodney Helms, Shop 33310 supervisor.

In facilities nearly 75 years old, getting some of the repairs accomplished presents unique

challenges.

"There's a lot more work going on than what shows on the books," said Bruce Metts, Shop 33310 Combined Trades work leader, explaining that almost daily urgent issues pop up that get prioritized high on the shop's list of jobs.

The three shops, which employ about 120 employees, comprise numerous, diversely skilled tradespersons to keep pace of the hundreds of work order requests submitted through the Max-

See Maintenance on page 4.

Climate change: Improving environment from people perspective

Commentary by **Mary Beth Fennell**
Corporate Operations Group Head

As you've seen and heard in this space before, the command climate assessment results across Naval Air Systems Command, and for Fleet Readiness Center East, reflect opportunities for improvement, especially in the areas of innovation, rewards and flexibility. This assessment feedback is being considered, along with the organization's Strategic People Goal: "We will foster and cultivate an engaged, agile, ready, diverse and professional workforce focused on safely generating high quality combat air power," to develop a way forward to address concerns and improve FRC East Command Climate.

Command climate reflects the workforce's perception of a unit's leadership, programs and policies. It describes what it "feels like" to people inside an organization, and gauges the effectiveness of communication efforts, and the level of trust and confidence. Command climate is a re-



flection of cohesion in the unit. Individuals are at their best when they feel a part of a strong team. In an extensive study on command climate in the military, U.S. Army Lt. Col. Duane Lempke, concluded: "Command climate is a condition that,

when healthy, causes things to get done."

Currently, specific areas identified through the command climate results have been built into the Strategic People Objectives in fiscal year 2017 Operations Plan. Objective 2.2 addresses fairness and perceptions related to the merit promotion process. Objective 2.3 addresses improved supervisory training and re-establishment of robust apprenticeship and worker-to-journey training programs. Objective 2.4 addresses increased awareness and usage of our rewards and recognition programs. These were all areas where the climate sur-

vey reflected concerns from the workforce and we are actively working to address those concerns.

Also, FRC East black belts met with focus groups formed from randomly selected individuals from all competencies to more clearly understand workforce concerns related to flexibility, rewards, ethics and fairness. Meanwhile, a NAVAIR group is reaching out across the sites for additional information related to innovation. The information gathered through these focus groups will be used to create concrete action plans to address the most prevalent issues.

Working together we will identify the factors that are negatively impacting the climate at FRC East, and together we will implement improvements.

Remember, the climate survey also identified our strengths. Our biggest strength is that we understand our mission and the importance of our work. Our collective goal must be to create a healthy climate that allows us to more readily accomplish our mission and support the warfighter.

NAVAIR strategy to boost readiness, speed

Commentary by
Vice Adm. Paul Grosklags
Naval Aviation Systems
Commander

About a year ago, I established two strategic imperatives for Naval Aviation Systems Command: Improving the current state of readiness, and delivering capabilities with greater speed.

We made steady progress in fiscal year 2016, increasing the number of Ready Basic Aircraft by about 60 (5 percent of the total RBA requirement). Readiness recovery is a broad challenge and will require persistent and sustained effort across the enterprise.



In fiscal year 2017, we'll be ramping up efforts to become more predictive in addressing mainte-

nance and supply issues before they impact readiness.

We're pursuing seven lines of effort including: depot capacity, in-service repairs, depot supply, maintenance, flight line supply, aircraft material condition, and asset utilization. We'll continue development/refinement of RBA Recovery Play-

books for all type/model/series aircraft and continue efforts to optimally balance funding across our readiness accounts.

Over the past year, I've seen several great examples of how to go fast. Whether it's a rapid response to an urgent fleet need or working toward the next program milestone, there's a consistent formula for success and we need to replicate it, faster, across the board.

Here's how we'll do it:

- ⇒ Small, empowered teams: Less oversight, checklists and reviews;
- ⇒ Leadership engagement and support;
- ⇒ Clear objectives and a sense

of ownership in fleet success;

⇒ Focus on schedule: Eliminate steps that don't add value to the end product;

⇒ Accept and manage risk: Expand your critical thinking and exercise the full extent of your authority;

⇒ Communicate, collaborate and build trust.

In general, I need everybody to think about how we can change the culture of this organization to be less conservative and more focused on delivering new capabilities more quickly for our Sailors and Marines.

Visit <https://myteam.navair.navy.mil/corpapps/NAVAIR-Comm/NAVAIRBlog> for more.

"Generating Combat Air Power for America's Marines and Naval Forces"

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Commanding Officer: Col. Vincent E. Clark, USMC
Executive Officer: Col. Clarence T. Harper III, USMC

Public Affairs Officer: John Olmstead (252) 464-9111
Editor: Chrystal Smith (252) 464-7353

Photographer: Dave Marriott (252) 464-7028
Videographer: Kim Walker (252) 464-7230

What are some of the things you notice or look forward to as the holiday season approaches?



Jacquelyn Bourre
 Production Controller
 “Cooler temperatures, which makes it really nice to work ... and the leaves falling. Also, I look forward to my daughter coming to visit. And getting ready for all the different events my granddaughter is involved in — plays, musicals and shopping”



Brian Bercegeay
 Aircraft Engine Repairer
 “Some people start to get a little happier. Some get a little antsy as they think of that special gift to buy their loved one. Some get happier, some get sad, but all in all they look forward to time off.”



Teresa Brooks
 Electronics Industrial Controls Mechanic Training Lead
 “The cooler weather, traffic in the stores. People start talking about the holidays and their plans with family. We are also talking about how we will get together and celebrate with our coworkers.”



Mike Gideon
 Sandblaster
 “The workload picks up here, because we get everything from every shop. And after the holidays it slows down, because everything is moving out.”



Godfrey Williams
 Aircraft Engine Repairer
 “Everyone is more festive. Everyone has plans for the holidays. People seem to become more relaxed as the holidays draw closer. There is a better mood.”



Kim Roundtree
 Production Controller
 “A lot of people take more leave; their use or lose. I notice the workload picks up.”



James Lofurno
 Production Controller
 “The workload slows down, because it’s the end of the year and people are taking their use or lose leave.”



Curtis Williams
 Pneudraulics Systems Mechanic
 “I start seeing the commercial side of (the holidays). I start hearing advertisements about plays and church events.”

Maintenance

Continued from page 1.

imo Computerized Maintenance Management System monthly.

Some of the occupations essential to keeping things operational around FRC East include air conditioning equipment mechanics, carpenters and woodcrafters, electrical equipment repairers, electronic industrial controls mechanics, graphic arts mechanics, industrial equipment mechanics, painters, pipefitters, production machinery mechanics, riggers, sheet metal mechanics, toolmakers, and more.

Throughout the day the crew work to complete their regular workload of tasks in and around the local facilities “to ensure production flows with the fewest of interruptions.” Such tasks include numerous preventive maintenance and repair tasks on the industrial machines and equipment throughout the FRC East facilities as well as attending to various safety hazards. For more complex jobs, the three shops pool necessary skill sets and work as a team to accomplish the mission according to Norris.

“We do a lot of things behind the scenes that people don’t see,” said Norris.

The shops, which represent about 4 percent of the local workforce, go almost nonstop. “It’s a small group trying to satisfy the needs of a big group,” said Metts.

The teams have been an integral part of the organization’s local transformation, working unobtrusively in the background accomplishing required renovations, retrofitting, maintenance, modifications and other related jobs to support the relocations of personnel and services within the Cherry Point footprint. In the past couple of years,

the division has taken on and accomplished work that was previously outsourced.

“The decision to perform the work in-house not only has saved FRC East and the taxpayer but has also allowed the command to meet mission requirements by completing projects on time that otherwise would not have met their deadlines if these projects would have gone through standard contracting processes,” said Buddy Davis,

Industrial Plant Services division director, who added that the success of such efforts led to temporarily standing up the Facilities Modernization Shop, which is made up of several employees from the three shops and employees detailed from production areas when available. Davis said he hopes command leadership will allow him to make the

shop permanent and staff it with permanent employees in the future, as “the payback is there, and having a ‘Mod Squad’ as an option along with the available contracting vehicles, will give us so much more flexibility in supporting command requirements.”

In addition to their normal duties, volunteers from the maintenance shops also make up the Destructive Weather Response Team,

which assembles to ready the facilities against disastrous weather conditions and return it to normal once threats are gone. The work of staging, shuttering, reinforcing and weatherproofing before major storms, as well as performing repairs, restoration of utilities and other required work afterwards are some of the things the team carries out.

“A lot of people take for granted power, water and light,” said Thomas French, electrician from Shop 33120, referencing the effort in preparing and responding to matters related to

Hurricane Matthew in October. “Without those it would shut down a lot of stuff.”

“It is the mission of the division to ensure reliability and readiness of equipment and facilities, and provide timely services to enable the FRC East mission of generating combat air power,” said Davis, who has been employed in the division for more than 31 years. “The employees in this division always have and continue to impress me with their can-do attitudes and their ability to get the job done. I am proud to be a part of what they accomplish each and every day.”

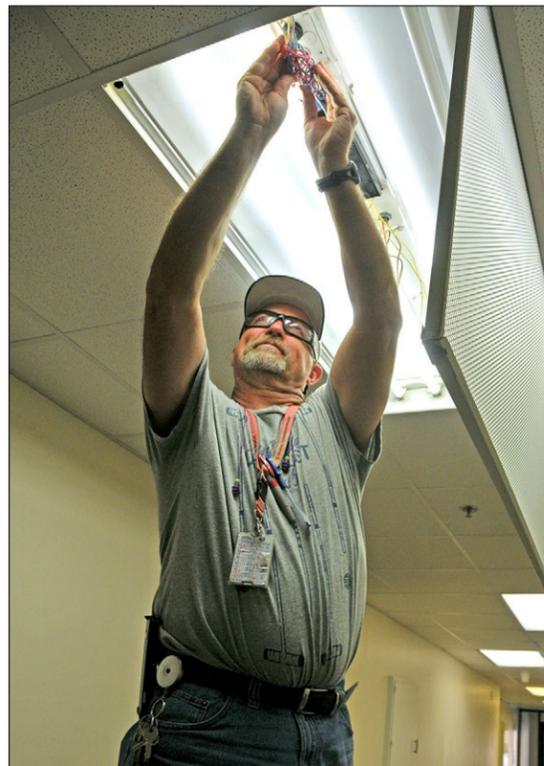


Spencer Walak and John Alston, welders of Shop 33310, work together to fabricate the rear tail section of a H-53 dolly, which is used on the production line to keep artisans level and stable while performing aircraft repairs at the depot.

Photos by Chrystal Smith



Members from Plant Equipment Maintenance Shop 33110, Utilities Maintenance Shop 33120 and Facilities Maintenance and Tooling Shop 33310 work together to install a cooling tower on Building 4224.



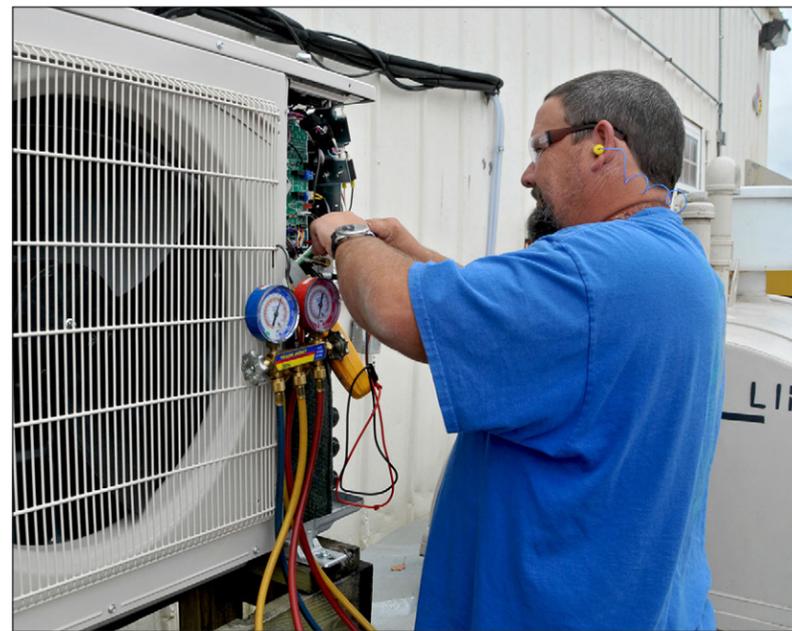
Thomas French, electrician, repairs a lighting fixture in Building 137.



Joe Espiritu, sheet metal worker, presses BURR tags out of the embossing machine, which are used to label aircraft parts throughout the facility.



Hal Wallas, painter, rolls color onto a sling transport, which was built by John Hart, carpenter. The box is a heavy duty shipping crate for an aircraft sling to be used by a field support team.



Jess Condon, heating, ventilation and air conditioning specialist, checks the voltage and refrigerant charge on a heat pump at Building 1006 as preventive maintenance.

New test stand increases component reliability

By Chrystal Smith
Fleet Readiness Center East
Public Affairs Office

Fleet Readiness Center East is embracing new levels of dependability when it comes to testing AV-8 components.

The installation of a new Mark IV Gas Turbine Starter/Auxiliary Power Unit test system removes human error, speeds up the troubleshooting process, eliminates environmental concerns of older equipment, and adds the possibility to increase the capacity to test.

“The new stand is faster. It’s more efficient. It tends to be a little bit more reliable,” said Casey Tosto, pneudraulics systems mechanic and operator, about the Red Viking brand test stand recently installed at the Gas Turbine Starter/Pneumatics Shop 94403 in Building 137.

“This will enable both artisans and engineers to better troubleshoot issues and detect trends in maintenance,” said Diana Wade, Integrated Product Team lead.

Operators of the system welcome the new technology as it takes away the pressure associated with capturing meter readings after testing is underway.

Tosto said the operators used a method where one would allow the GTS to reach a certain speed and then he or she would begin to capture the readings from about 10 gauges that were positioned anywhere from an inch to a few feet apart. And readings were deemed valid only if the operator captured them within 25 seconds.

“There was a lot of human error in that because you would have to start capturing numbers sooner than what you really needed to be,” said Tosto. “With this new stand, now it will capture all the numbers once the GTS gets to a certain speed, simultaneously.”



Photos by Chrystal Smith

Brian Stoll, Mike Sanborn and Casey Tosto discuss possible causes of the problem causing an oil leak on an auxiliary power unit around the Red Viking brand test system. Photo below: Sanborn holds a flashlight as Tosto points to a suspected problem on the oil pump as it is attached to Mark IV Gas Turbine Starter/Auxiliary Power Unit test system.

Engineers are excited at the regularity of recorded data and other statistics the systems affords.

“It takes out artisan subjectivity in the testing, and it allows us to have more consistent results; more repeatable results,” said Brian Stoll, aerospace engineer. “It can allow them to look into statistical process control trends.

So, you’re accurately trending engines over time; which can give insight into the reliability of your test facility as well as the GTS (units) being sold out of the facility.

“It’s difficult to do that when so much of the testing is artisan-dependent, because that artisan can be looking at different things. He may write down the numbers in a different order,



and that, in the case of this particular engine, can make a big difference.”

Tosto said the old system was quite problematic, too. The unit was subject to weather conditions and it was constantly down due to maintenance and calibration issues.

“In the summertime when you would be running a test, the inlet temperature would end up

exceeding 122 degrees, which meant: Anything above that you would have to stop until it cooled down,” said Tosto. “It had multiple issues, which required constantly having engineers out there checking the test cell for problems we were having with maintenance.”

According to Julien Miles, industrial engineer and project manager, the new system replaces outdated technology that was more than 30 years old and “past its useful service life.”

“Obsolete components created a difficult challenge in supporting the existing equipment,” he said.

Wade said the replacement of the old equipment comes at an opportune time for the fleet and Fleet Readiness Centers.

“GTS units are in high demand, but due to recent changes in the commercial support of needed parts, FRC has been challenged with meeting the customer need over the past several years,” she said.

Now that the supply issues are beginning to clear, it is projected that critical parts will be delivered soon. The new stand will enable FRC East to produce the needed GTS units for the fleet during the fiscal year with greater efficiency and reliability, according to Wade.

The Mark IV APU test stand installation was completed in October.

Wounded Warrior leave act

On Nov. 5, 2015, the President signed the Wounded Warriors Federal Leave Act of 2015. The Act adds section 6329 to title 5, U.S. Code. The new section provides a separate new leave category, to be known as “disabled veteran leave,” to any new federal employee who is a veteran with a service-connected disability. This includes a combined degree of disability, rated at 30 percent or more for purposes of undergoing medical treatment for such disability for which sick leave could regularly be used. Disabled veteran leave is available during the first 12 months of employment and may not exceed 104 hours. Disabled veteran leave not used during the first 12 months of employment may not be carried over to subsequent years and will be forfeited. The new leave category will be available to new federal civilian employees hired on or after Nov. 5, 2016. Additional information is available at <https://www.chcoc.gov/content/wounded-warriors-federal-leave-act-2015>. Contact the Labor and Employee Relations group at 464-5245 for more information.

Onsite lactation stations

Fleet Readiness Center East at Marine Corps Air Station Cherry Point now offers onsite private, secure, and clean options for nursing mothers during the work day. Three locations are available in Building 137 (1st Floor), Building 4224 (Front Lobby) and Building 4841 (1st Floor). Contact Rashida Williams at 464-8674 for more information.

LWOP checkouts

Employees checking out at Fleet Readiness Center East in the status of “leave without pay” must notify the checkout point of contact and submit an electronic RPA with the appropriate information before going to the human resource office. Contact Ann-Marie Glenn at 464-7121 or anna-marie.glenn@navy.mil for more information.



Rebecca Bollinger-Davenport accepts the Safety Professional of the Quarter Award from FRC East Commanding Officer Col. Vincent Clark Oct. 27 in the V-22 Break Room in Building 137.

Safety Professional

Pinching penny likely averts loss of lives, aircraft

*By Chrystal Smith
Fleet Readiness Center East
Public Affairs Office*

At first, it seemed like a harmless find: A penny lying on the floor of the cockpit of a MV-22B.

But a second, closer look at the unusual striations on the coins surface suggested that it had been lodged in the bowels of the aircraft’s control panel en route to Fleet Readiness Center East.

Rebecca Bollinger-Davenport’s diligence of gathering foreign object debris likely saved the lives of future pilots and crew of Bureau No. 166391, said Capt. Aaron Whiteman, Fleet Readiness Center East Aviation Safety Officer and V-22 pilot.

According to Whiteman, it was a “critical find,” in that it likely averted loss of life and assets. Before reading the orders to present Bollinger-Davenport with an on-the-spot cash award, he said his pilot training would have led him to first blame his co-pilot for blocking the TCO/thrust cutoff and then on to other problem-solving tactics. In such a scenario, if a pilot is unable to give control inputs to the aircraft, it would likely result in an uncontrollable, speeded decent

toward the ground.

“If we’re not putting in any control inputs, the aircraft would be doing what it wants,” he said. “Hopefully the aircraft is not descending rapidly toward the earth, but it might be. I might not be able to push that power in because of that individual, small penny. And so we’re going to hit the earth at a higher rate of speed than we want to.”

Col. Vincent Clark, FRC East commanding officer, honored Bollinger-Davenport as the Safety Professional of the Quarter (September 2016) on Oct. 27 in the V-22 Break Room.

“Just that extra time, that extra look,” said Clark, may have prevented “something horrific ... something as small as that coin.”

Before presenting the award, Col. Vincent Clark, FRC East commanding officer, gave examples of fatal cases of losing flight control in V-22 aircraft dating back to 2000 where he was responsible for reclamation and recovery of aircraft and aircrew.

“I take this stuff seriously,” he said, as he shared an emphatic memory of having to recover dead crewmembers after an aircraft crash. “Losing flight con-

trol is serious.

“You all are critical. You pump life back into the fleet,” he added.

The coin had the wear patterns on it. This suggested that the aircraft arrived with the coin hiding inside of the bowels of the control panel.

Bollinger-Davenport, aircraft mechanic and Marine veteran, said it was discovered while performing a routine foreign object debris check around the aircraft after the aircraft was inducted into the depot’s work process. She alerted her work leader and quality assurance representative. Further investigation revealed that the FOD could have been lodged in flight controls.

“I’ve seen aircraft go down,” said Bollinger-Davenport. “This is serious business. People just can’t keep leaving FOD on them.”

Leaders encourage the workforce to nominate co-workers observed carrying out commendable professional acts of safety in the workplace for recognition. Submit nominations for the Safety Professional Award to Aviation Safety Officer Capt. Aaron Whiteman by email at aaron.t.whiteman@navy.mil or call 464-5555.

Kudos



Photo by Dave Marriott

Maurice Ottinger, Comptroller Group head, honors Maurice Cork, financial technician, with the group's Employee of the Quarter Award for the first quarter of fiscal year 2017, presented on Nov. 1.



Photos by Dave Marriott

Buddy Davis, Industrial Plant Services Division director, presents Employee of the Month Awards for September to Ellen Goodison, equipment facilities service specialist, and Robert Damron, toolmaker, Oct. 12 in their respective work centers.



Photos by Dave Marriott



Honoring service

Fleet Readiness Center East Commanding Officer Col. Vincent Clark honors employees with more than 25 years of federal service for the third and fourth quarters of fiscal year 2016 during ceremonies on Oct. 11 and Oct. 18 (above).

Give'em Kudos

“Kudos” is reserved for spotlighting members of the workforce and giving special acknowledgements to Fleet Readiness Center East employees. Before presenting the award or certificate of appreciation, contact the *Readiness Reader* editor or the Corporate Communications Division to try to get your team member's noteworthy performance highlighted here. See page 2 for contact information.