



## AIR-6.0 2011-2012 Operational Plan

### Overview

In October 2010, AIR-6.0 leadership released its 2011 Strategic Plan which identified the Logistics and Industrial Competency's long-term priorities, goals, and objectives. This 2011-2012 Operational Plan is a follow-on to the Strategic Plan and identifies the specific initiatives to be implemented within the next two years.

The selection of a relatively small number of carefully-selected initiatives, led by national subject matter expert teams, will allow us to make measurable and sustainable progress across the organization and in all four of our Strategic Priority areas:

- **Future Capability**
- **Current Readiness**
- **People**
- **Process, Productivity, and Communication Improvements (Enablers)**

This focused approach will allow us to move forward strategically while remaining agile and responsive to the emergent day-to-day needs of the Navy and Marine Corps, and our more than 4,000 employees and supporting contractors stationed worldwide.



## Definitions: Operational Plans and Initiatives

Operational Plans are developed as part of the Competency's strategic planning process. Leadership will use the Operational Plans to describe specific initiatives and actions to be taken each year in order to maintain progress toward our longer-term strategic goals, while responding to emerging needs and opportunities.

For our FY11-12 Operational Plan, potential initiatives were generated through review of recent customer surveys, management assessments of critical competency gaps, and actions that have been directed to AIR-6.0. In future Operational Plans, ideas for initiatives will also be solicited directly from our employees (in fact, completion of a website for employees to provide both feedback and improvement recommendations is part of an FY11 Initiative).

Initiatives that were considered for the Operational Plan included "national-level" activities that would have significant positive impact on AIR-6.0 and/or our customers (by closing critical gaps or developing needed capability), and required collaborative effort across multiple departments and/or sites to complete. As a result, our approved FY11-12 Initiatives are just a few of the many activities that AIR-6.0 will carry out over the next couple of years, and certainly are not the only efforts being executed that support the Admiral's strategic goals, and NAVAIR and NAE objectives.

## The Initiatives

The 2011-2012 Operational Plan has eighteen (18) Initiatives; thirteen (13) of these are new starts that will begin activity in FY11 and be completed no later than FY12. The remaining initiatives were begun in FY10 and are being "carried forward" into this Operational Plan, and will also be completed by the end of FY12.\*

Each initiative has been assigned a single senior-level executive or manager to serve as the initiative's Executive Champion. Executive Champions have accountability and overall responsibility for their assigned initiatives, including developing success criteria/measures, project plans and deliverables; building and motivating teams; and reporting project status, challenges and risks to AIR-6.0 leadership on a regular basis.

Our initiatives\* are aligned to Strategic Priority Areas (Future Capability, Current Readiness, People, or Enablers), and are briefly described in the following sections. Also identified for each initiative is the:

- Initiative Champion
- Strategic objective(s) that the Initiative supports; objectives are summarized at the top of each Strategic Priority section  
(*Note that an Initiative can support multiple objectives.*)

*\* Initiatives started in FY10 and "carried forward" into this Operational Plan are designated with a (\*) in the subsequent pages.*



## Strategic Priority: 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.**

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

### Initiative 1 (FC-1):

#### **Establish Virtual Center of Logistics Excellence**

Champion: Mr. Mike Overs, AIR-6.6.1 APEO(A)-L

- Limited expert logistics influence early and upfront in the acquisition process drives inadequate logistics budgets, high Total Ownership Cost (TOC), and support system delays. This Initiative will establish a virtual center of logistics excellence, capable of assisting the logistics workforce in all aspects of early acquisition planning.
- Supports Future Capability Objective(s): #1, 2, 3

### Initiative 2 (FC-2):

#### **FMECA Procurement Guidelines (Logistics Impact Assessment)**

Champion: Mr. Dave Swanson, AIR-6.7.1

- Inadequate and/or untimely maintenance planning results in improper identification of logistics requirements, insufficient support system development, and a lack of logistics influence on weapon system design. This Initiative will establish procedural guidance that supports timely FMECA assessment to enable effective design influence and maintenance planning. Focus on the importance of the FMECA on logistics support system development will be emphasized in cross-competency policy working groups and integrated into logistics training courses.
- Supports Future Capability Objective(s): #1, 2

### Initiative 3 (FC-3):

#### **Support System Design Review (SSDR)**

Champion: Mr. Mike O'Mealy, AIR-6.6 TD

- Programs continue to face significant risks due to a general lack of awareness of Operation and Support (O&S) Cost Drivers & their relationships, a failure to utilize an IMS for the Support System (Acquisition through Delivery), not having a Support System Requirements Trade Process or early Stakeholder engagement, and, lack of true Support System product integration. This Initiative will fully develop and implement a Support System Design Review (SSDR) methodology that validates/demonstrates support system acquisition, integration and delivery processes. A pilot SSDR will be completed on one T/M/S platform.
- Supports Future Capability Objective(s): #1, 2, 3



## Strategic Priority: 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.**

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

### **Initiative 1 (CR-1):**

#### **In-Service Analysis Toolset, Common across Weapon System Platforms**

Champion: Mr. Dan Nega, AIR-6.8

- A common, standardized method/analysis toolset to identify and address cost drivers across currently fielded systems, which can be used by in-service logisticians, does not exist. This Initiative will develop a common set of analysis tools & metrics for PEOs/PMAs to use to measure in-service support systems.
- Supports Current Readiness Objective(s): #1, 3

### **Initiative 2 (CR-2):**

#### **Improve Technical Data Delivery and Usage for Fleet Readiness Center (FRC) Production**

Champion: Mr. Garry Newton, Deputy COMFRC (Acting)

- Difficulty integrating "High 6.0" logistics expertise into the "Low 6.0" organization has led to inefficiencies and higher production costs. This Initiative will leverage technology for digital data management at the FRCs, providing artisans access to technical data on the production floor in the shadow of the aircraft.
- Supports Current Readiness Objective(s): #4

### **Initiative 3 (CR-3):**

#### **Common Cross-Platform In-Service Maintenance Planning Sustainment Process**

Champion: Mr. Dave Swanson, AIR-6.7.1

- After initial fielding of systems, supportability analysis is either not performed or is done inconsistently across programs, which results in increased maintenance costs, sub-optimal fleet support infrastructure, and reduced weapon system readiness. This Initiative will develop a common in-service maintenance planning sustainment process and set of assessment tools, and will deploy them throughout NAVAIR Program Offices.
- Supports Current Readiness Objective(s): #3

### **Initiative 4 (CR-4) \*:**

#### **AIR-6.0 Models the Outcomes (Value) Resulting From Funding In-Service Support Requirements**

Champion: Mr. Dan Nega, AIR-6.8

- Continue to refine the Air Systems Support Model and achieve OPNAV model accreditation in FY12.
- Supports Current Readiness Objective(s): # 2



## Strategic Priority: People

### GOAL:

**ATTRACT, RETAIN AND DEVELOP  
OUR WORKFORCE TO MEET  
21ST CENTURY  
NAVAL AVIATION CHALLENGES.**

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

### Initiative 1 (P-1):

#### **National AIR-6.0 Personnel Staffing Improvement Initiative**

Champion: Mr. Sonny Fann, AIR-6.0C

- Our timeliness in filling civilian and military vacancy requirements is considered “excessive” by both our customers and managers. This initiative will develop a consistent methodology to effectively manage civilian and military staffing for 6.0 competency and program team positions; and implement innovative recruiting, reassignment, and billeting processes to reduce placement cycle time.
- Supports People Objective(s): #2, 3

### Initiative 2 (P-2):

#### **National AIR-6.0 Workforce Skills Development Strategy**

Champion: AIR-6.6 Dept Director (Mr. Mike O’Mealy, Acting)

- With anticipated attrition and both present and future workload demands, our existing range and depth of logisticians will not be adequate to meet customer requirements. AIR-6.0 requires a cohesive national strategy to develop/recruit and procure needed expertise. This Initiative will identify essential logistics acquisition and sustainment functions and the processes and tools needed to close proficiency gaps. This is the first step in designing a comprehensive workforce strategy for the 6.0 Competency.
- Supports People Objective(s): #1, 4

### Initiative 3 (P-3):

#### **National AIR-6.0 Master Logistics Skills List**

Champion: AIR-6.6 Dept Director (Mr. Mike O’Mealy, Acting)

- A standardized or common method that can be used to assess an individual’s skills gap against what is required for a specific position or assignment does not exist. These “skills gap assessments” are critical for determining cross-competency training course needs and for supervisors to outline Individual Development Plan (IDP) requirements for their employees. This Initiative will develop a Master Skills List for each job category that is essential for delivering logistics acquisition and sustainment services to our customers. This inventory will enable effective skills gap assessments and support effective staffing and development.
- Supports People Objective(s): #1, 4



## Enablers: Process, Productivity, and Communication Improvements

**GOAL:**

**DRIVE PROCESS, PRODUCTIVITY, AND COMMUNICATION IMPROVEMENTS AT ALL LEVELS OF THE ORGANIZATION.**

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

### **Initiative 1 (E-1):**

#### **Establish AIR-6.0 Competency Operating Guide**

Champion: Mr. Joe Incorvia, AIR-6.0T

- There is currently a lack of understanding (both internal and external to 6.0) of our AIR-6.0 operations, as well as the functions, structure, and management processes that guide our national organization. This Initiative will document and publish this information in an AIR-6.0 Operating Guide, based on the draft AIR-6.0 Operating Guide and NAVAIR CAO Concept of Operations Guide.
- Supports Enablers Objective(s): #1, 2, 3

### **Initiative 2 (E-2):**

#### **Develop an Internal and External AIR-6.0 Communication Strategy**

Champion: RDML Matthews

- AIR-6.0 needs to improve the effectiveness and timeliness of its communications, internally to NAVAIR and across the workforce, specifically, and to external organizations across the Navy and Marine Corps. This Initiative will establish a national communication strategy to increase awareness and support of AIR-6.0 priorities, initiatives and accomplishments; and effectively address the information needs of employees, and its customers and stakeholders.
- Supports Enablers Objective(s): #1, 2

### **Initiative 3 (E-3):**

#### **Requirements Document for Storing and Hosting Logistics Processes/Tools**

Champion: Mr. Garry Newton, AIR-6.0A

- Many information systems for storing "knowledge artifacts" currently exist (websites, shared drives, portals, wiki sites, e-rooms, etc.). However, most are site/department-specific and contain duplicative data (often outdated/non-authoritative) or are missing user-needed information. This Initiative will develop a national AIR-6.0 approach for storing and enabling all-employee access to consistent and accurate information, from anywhere across the national organization.
- Supports Enablers Objective(s): #1, 2, 3



## Enablers (continued)

### Initiative 4 (E-4):

#### **Release an Updated AIR-6.0/COMFRC CPI Strategy**

Champion: RDML Matthews

- We have not fully leveraged the benefits that Continuous Process Improvement (CPI) can bring to the AIR-6.0 organization, nor have we communicated the Admiral's commitment to integrating CPI training, improvement efforts, and performance measures into our everyday business. This Initiative will finalize and publish the AIR-6.0 Continuous Process Improvement (CPI) strategy. This three-year plan will contain specific actions and deliverables to implement RDML Matthews' vision of a high-performing CPI-enabled organization.
- Supports Enablers Objective(s): #1, 2, 3

### Initiative 5 (E-5) \*:

#### **Align, Prioritize, and Apply Focus to AIR-6.0 and COMFRC Activities Needed For Long Term Success**

Champion: Mr. Joe Incorvia, AIR-6.0T

- Continue to refine the Strategic and Operational Planning processes, developing mechanisms to better integrate leadership and customer priorities, external factors, and workforce feedback into strategic decision making.
- Supports Enablers Objective(s): #1, 2

### Initiative 6 (E-6) \*:

#### **Monitor Progress Against Long- And Short-Term Goals Via Scorecard/Metrics \***

Champion: Mr. Joe Incorvia, AIR-6.0T

- Develop the basis of measurement and process for measuring and collecting metrics identified in the Strategic Plan, which will be used to assess whether results being achieved through our Initiatives are having the intended effect(s).
- Supports Enablers Objective(s): # 2

### Initiative 7 (E-7) \*:

#### **Develop Product Support Process Framework Strategy and Product Support Integrated Master Schedule (IMS)**

Champion: AIR-6.6 Dept Director (Mr. Mike O'Mealy, Acting)

- Develop a standard but tailorable logistics IMS for use by program teams, that includes all product (ie. logistics) support elements and management items.
- Core products/processes (and how they are connected) will be documented, with the high-level info presented in a DoD 5000-like acquisition lifecycle "wall chart".
- Supports Enablers Objective(s): # 2, 3



## Executing the Operational Plan

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### *Progress Monitoring and Leadership Reporting*

Sponsors will develop reporting measures and success criteria for each initiative to provide leadership with insight on progress and performance. Reporting to the executive leadership team will occur on a recurring basis, which provides a forum for awareness and quick resolution of issues (when required), and drives results and accountability.

### *Communication*

Initiatives may guide the development and introduction of new AIR-6.0 programs and policies. As such, a communication strategy will be implemented to ensure employees and customers/stakeholders are provided with timely information so they can understand how these Initiatives will benefit them.

### *Update*

AIR-6.0 will begin implementing these initiatives in FY11. This Operational Plan should be considered a living document, as we will adapt and adjust our efforts to meet new and/or accelerating priorities.

Follow-on Operational Plans will be influenced by annual reviews of existing national initiatives, customer expectations, and environmental scans. Successful local (department/site) efforts will also influence future national initiatives, as we seek to replicate positive outcomes to drive continual improvement and best practices across the organization.

## Closing

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The Logistics and Industrial Competency will focus on key national initiatives in FY11-12 that will drive progress in each of our strategic priority areas. Maintaining a needed balance between strategy and day-to-day execution, we will ensure that the Sailors and Marines we support remain...

**at the forefront of everything we do.**



### **AIR-6.0 welcomes comments and suggestions regarding this Operational Plan.**

Please forward to your supervisor or submit via the "Feedback" form on the AIR-6.0 MyNAVAIR Community of Interest.