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Our Aerospace

The Newsletter of AED-AMD Officers
Volume 12 • Issue A
August 2004

EA-6B PROWLER JOURNEY

By LCDR K. Jerry Brown, USN
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One of the most common themes heard throughout implementation of Lean is "if it is not broke don't fix it." On the contrary, the mindset that should exist throughout an organization is "if it is not perfect, what can we do TO continuously improve it". Despite seemingly overwhelming objections to change at first, "Lean Thinking" is becoming firmly ingrained at NAVAIR Depot Jacksonville. The changes are evident even after only three events in the EA-6B Prowler Line.

First of all, what is an event? Events that take place in Airspeed Lean are called *Kaizen* Events or translated from the original Japanese, *Continuous Improvement* Events. Continuous Improvement is the cornerstone upon which the entire Lean Production Methodology rests. One continuous improvement definition states that Lean Production is: "…a *strategy for achieving* ***Significant Continuous Improvement*** *in performance through the Elimination of ALL Waste of Resources and Time in the Total Business Process."* The purpose of eliminating wastes is to provide only what the customer requires and needs. Whether customer satisfaction derives from an on-time aircraft delivery from the Depot, an RFI component that can go back into an airplane from AIMD, or ultimately a successful plane launch off the pointy-end, waste elimination achieves those goals. The purpose of an event is to Value Stream map a process so that all involved understand it, set up teams to focus on particular areas within a process, target these process wastes and get rid of them.

During the last 5 months the NAVAIR Depot Jacksonville EA-6B line has been on the path of *Kaizen*. The first weeklong event took place in mid-December and focused on the problem of EA-6B turn-around-time (TAT) exceeding War Fighter Readiness Requirements. More specifically, the EA6B Ops Check (Final Stage) average TAT was 71 days, which exceeded Target TAKT (pace) of 20 days for an 82-89A SDLM/Re-wing modification. The overall charter of the Event Teams was to reduce the TAT by 20 percent. Subsequently, a Value Stream Map was developed that pointed to the specific problem areas of availability of HAZMAT and difficulty in locating Pre-Expended bin items, work area capacity, and toolbox control. Teams were then formed to Value Stream map each of the targeted improvement areas and work on resolving each specific barrier to improvement. At the end of the Event week, point of use commodities on HAZMAT and pre-expended bin carts were set up to deliver the items pre-shift to the artisans on the shop floor thereby reducing worker travel time from 29,375 feet to 7,328 feet. Twenty-six square feet of shop floor space recovered, an 81 percent improvement, through the elimination of all unused and unnecessary items and taping out specific locations for all necessary shop items and Support Equipment. Tool Boxes were reduced from 10 boxes to one centralized box saving time in box inventories and redundant tooling.

LEAN Nuggets

- **Heijunka - Smooth, streamlined flow.**
- **Hoshin - Alignment of key measures and strategies.**
- **Kaizen - Continuous improvement.**
- **Kanban - Signals for just-in-time flow.**
- **Poke Yoke - Mistake proofing.**

EA-6B OPS CHECK *CURRENT*

Cycle Time – 56 days
Walking Distance (for PEB) – 1,342 ft

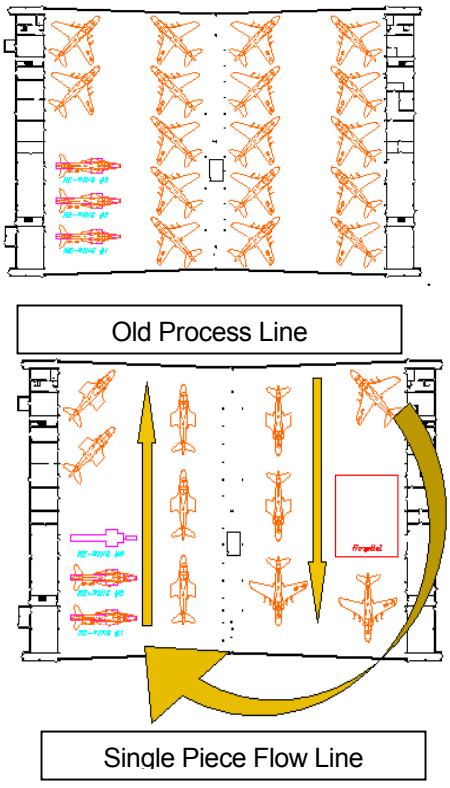
From many in flow to Single Piece

EA-6B OPS CHECK *BEFORE*

Cycle Time – 71 days (baseline)
Walking Distance (for PEB) – 15,750 ft

Traditionally, work crews on the EA-6B line would move from aircraft to aircraft when a work stoppage or problem area would develop on one of the jets. This proved to be difficult to manage for the General Foreman and Work Leaders with frequent shifts in personnel and little or no communication as to what work had been performed in the previous shift. Moreover, with the attention being diverted from aircraft to aircraft issues such as improper tooling, slow supply response times and variation in artisan workmanship were hidden by work stoppage.

Currently the Line has been transformed into a Single piece flow where crews manage specific areas and do not move to various aircraft. Only the aircraft moves from cell to cell receiving the applicable modifications. Therefore when an aircraft is at work stoppage, the whole line is held up and the reason for the stoppage is brought to everyone's attention and resolved. One might say that the spotlight will fall at some point in time to most of the internal and external maintenance and support processes, as barriers are continually being pointed out and removed. This is not to say that Lean is being used as a tool to "beat up" those not performing to a particular standard rather, it exposes shortcomings that prevent a process from recognizing it's full production capability.



The EA-6B example scratches the surface of the detail that goes into the planning, execution and sustainment that is required for true organizational change. Since the first event, two more events were held in January and March. Each time marked improvements have been seen throughout each Event Week. Some big pictures results include:

* **Reduced TAKT (aircraft pace) Time:**
• From 33 days in FY03 to 22 days in FY04 (so far, still improving).
• 11 aircraft delivered in FY03 vs. 8 aircraft delivered in FY04 (so far).
• Target of 16 deliveries in FY04.

* **Reduced Work In Process (WIP):**
• Began FY04 with 16 aircraft in flow, currently 13 aircraft in flow.
• Projected 12 aircraft in flow on 29 Apr 04.
• Projected 9 aircraft in flow by the end of FY04.

Once embarked upon, any Lean Journey will run aground on rocks as the water level of the "sea of waste" is lowered and those rocks become exposed. These rocks must be removed in order for the ship to continue on its journey. The path of *Kaizen* is fraught with pitfalls as waste is exposed, but these waste eliminations must be viewed as "opportunities" for improvement for the overall good of the organization. NAVAIR Depot Jacksonville has by no means arrived and still has many opportunities for improvement, however, the journey gets more exciting every day as lessons are learned and successes are celebrated.

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RIFLe - THE YEAR IN REVIEW

By David C. Meyers, SC, USN

"Until you have smoked out the bees, you can't eat the honey."

- Russian Proverb

In has been almost a year since my original article about Relevant Information For Leadership – RIFLe; the Organic and Intermediate Aviation application of AGI-Goldratt Institute's Theory Of Constraints (TOC), and the changes that we were seeing at Naval Air Station, North Island. Progress though, must be constant in the dynamic environment of aviation readiness, and it must be able to transcend people, overcome unanticipated problems, and the loss of enthusiasm by becoming passé. The first excitement of rapid improvement at this air station has steadied off, and as we reevaluate where we have come and where we are heading, I thought that a follow-up article would be appropriate.

In our time in the Navy, most of us have seen innovation come, and innovation go. There has never been a shortage of "best business practices" as the plethora of books in that section of any bookstore attests. For each successful CEO, CIO, or CFO, there seems to be a publisher willing to spin their success, and an equally eager audience willing to read about it and wonder "what if?" I don't believe that the Navy has been any more immune to this fascination than the commercial sector, and as we have seen many of the business luminaries of the 1980's and 90's fade away with the economic bubble that carried them to such dizzying heights, I think that the lessons on which our Corps is founded continue to transcend the latest craze.

We are a sea-going community with a focus on sustaining global combat operations by our naval forces. We do this with direct support to the warfighter by managing a tremendously large and complex supply chain. Within such a large organization, there are always opportunities for improvement, for realigning business processes and practices to the proper stakeholder, and for creative solutions to challenges at every level. Provided with transformational guidance from above, the resultant action at the logistics tail closer to the "pointy end," should be one of great magnitude. Envision swinging a long stick. The hand may move only a few inches; the end of the stick may travel many feet in its arc. At the retail end of the supply chain, the changes necessary to support wholesale system transformation must of necessity, be even larger. The closer to the bottom of a pyramid, the more blocks you'll find.

We have then, two items to consider as the Integrated Maintenance Activity evaluates the changes that RIFLe has brought about. The first is simple:

- ❑ Is RIFLe – Theory of Constraints – simply a "flash in the pan" get-well program that

lacks the depth needed to be a long-term part of our business practices?

And the second:

- Does RIFLe allow us to radically transform the retail level supply chain and the Intermediate Maintenance Activity to better align and support top-level goals set forth by CNO, by NAVAIRSYSCOM and NAVSUPSYSCOM, and by the TYCOM, while providing the expected level of warfighter support?

Tall orders! And yet, having implemented RIFLe more than a year ago, we now have over 15 months of data to review. In that time – almost the span of the old Inter-Deployment Training Cycle (IDTC) – NAS North Island has seen the deployment of our supported carriers and every deployable aviation Squadron from our four Type Wings. We have had to maintain the Fleet Replenishment Squadrons in order to meet Ready For Training goals. We have witnessed the return of the OEF/OIF deployed units, and have worked on the reconstitution of our Air Wings and deployed helicopter detachments, and we have had to increase our Repair & Return workload to support the USS KITTY HAWK (CV-63) shipyard availability period. We have done all this while working with NAVAIR and CNAP to help put into practice cost-wise readiness measures.

Our first item to evaluate was: ***Is RIFLe – Theory of Constraints – simply a "flash in the pan" get-well program that lacks the depth needed to be a long-term part of our business practices?*** Given the tremendous change in our operating schedule and that of the units we support, while managing two disparate A-76 studies and trying to implement additional Naval Readiness Integrated Improvement Program (NAVRIIP)-focused business changes, RIFLe has passed with flying colors. At the end of this article I will include a metrics chart that indicates where we are after 15 months of RIFLe, the same metrics we measured earlier. I think by that token alone, TOC is a viable part of our logistics toolbox. We have seen not only all of our pre-OEF business return – and in spades! – but we have been able to accept additional work, and suggest the same up the NAVRIIP chain of command. Repair & Return business has grown steadily, and we now have an increasing number of our aviation Squadrons finishing up their initial post-deployment maintenance cycle, and are on a 48-hour deployable tether, meaning Force Activity Designation (FAD) II support from a FAD III air station. And we continue to innovate.

Beyond the metrics that we use to measure our local success, the success of RIFLe at this air station helped argue the case for using TOC for the entire aviation enterprise at all levels of maintenance and support. This is now a reality under NAVRIIP's AIRSpeed concept. RIFLe has also rolled out to other Air Stations and MALS. NAS Point Mugu, NAS Whidbey Island, NAS Oceana have implemented, with the other air stations to follow suit as part of a grander AIRSpeed roll-out of TOC with LEAN Manufacturing and Six Sigma variance analysis. RIFLe works.

Finally, in addressing this one item, RIFLe has moved into other areas of our operations, and new barriers have been identified and attacked. We've streamlined other practices within the organization. The management of air station inventories is one key area that was most appropriate for applying TOC. At NAS North Island, we have used RIFLe to enable us to reduce our logistics footprint by shrinking our local retail inventory levels. We have identified potential material reductions to our Shore Consolidated Allowance List (SHORCAL) in excess of 50% of current inventory levels – both Aviation Depot Level Repairable (AVDLR) and consumable – without impacting on-station readiness. That is not a typo, leaning down our inventory by more than 50% is not only doable, but is in the process of being done. Working with CNAP and NAVICP, we expect that the near-term number of line items managed by NAS North Island will reflect this change. Having done so, will allow similar consolidations and efficiencies to be realized at those levels of support we rely upon from NAVICP and DLA.

By focusing on current barriers, RIFLe as a process and business improvement philosophy has not stagnated, and by allowing creative solutions to percolate up from the deck-plate level, we are capturing the energy and enthusiasm of the entire work force.

Then there is the second item of interest: ***Does RIFLe allow us to radically transform the retail level supply chain and the Intermediate Maintenance Activity to better align and support top-level goals set forth by CNO, by NAVAIRSYSCOM and NAVSUPSYSCOM, and by the TYCOM, while providing the expected level of warfighter support?*** I have to answer again, that it does.

For those of us involved in the business of Naval Aviation, this past year has seen some unique changes and a new focus on the business end of things. VADM Malone, Commander Naval Air Forces (CNAF), released the precedent setting "Personal For" message—The Business of Naval Aviation—that included the introduction of the NAVRIIP initiated AIRSpeed project. With this, Theory of Constraints is one application in a suite of tools designed to drive improvements in readiness and mission success, but in a cost efficient manner. TOC from the top dovetails into TOC (RIFLe) at our level, and improvements presented from senior Navy leadership should parlay into similar improvements at the operational level. The success of RIFLe at this IMA, as well as similar success stories seen at other NAS and Marine Corps sites, helped bolster this radical change in how we do business. Coupled with the proven success of LEAN production solutions at certain IMAs, as well as initial Six Sigma methodology to reduce quality variances, this NAVRIIP umbrella package is already helping various sites achieve significant business improvements.

In addition, once the low-hanging fruit were picked, such as local Average Customer Wait Time (ACWT), Expeditious Repairs (EXREPs), Range & Depth improvements, and so on, this IMA found itself with time on its hands. When you have a workforce that is armed with the knowledge that their input, through RIFLe and TOC, had removed many of their seemingly insurmountable barriers, you begin to manage an organization that believes there is nothing to prevent them from venturing into new territory. The bees have been smoked out…and when you are no longer reacting to the stings, you can be proactive in obtaining the honey.

The success of RIFLe at the IMA was contagious. Our Stock Control, excited by the results they were seeing, began using the RIFLe methodology to identify their barriers

to helping the IMA achieve their goal. One answer was improving and marketing a local CNAP Allowance Change Request (ACR) program originally developed in 1993. This ACR process automates submission using current AV3M data, our ICRL, and NAVICP's PPR, and identifies our capability to repair, our demand patterns, and even piece-parts issues, in a single, simple data pull for submission to the TYCOM and NAVICP. Our success rate in approved ACRs as a result is one of the highest in the Navy, and the tool is helping AIMD and ASD focus on those critical stock items necessary to reduce AWP and ACWT. In addition, our stock Item Managers are using the information to then expedite C1/C2 stock requirements that appear to be reaching a critical state. On the flip side, the same tool is used to review existing allowances for decrementing or deleting (the inventory reduction initiative mentioned above), and we have already garnered approval for over 300 line items that are in the process of leaving our inventory, and we have now identified more than 780 other potential AVDLR candidates. These are AVDLRs that can now be moved into the wholesale system to satisfy outstanding requirements or be better positioned to fill retail needs as the ICP sees fit. At NAS North Island these low- or no-demand AVDLRs represent almost 40% of my AVDLR inventory and their transfer back to the wholesale system or redistribution will help fill critical aviation requirements elsewhere for not much more than the cost of packaging and shipping.

Since March 2003, Stock Control has identified more than 16,000 consumable line items that are excess to our demand, and we have made that material available to DLA Emergency Operations Support Center (ESOC)s or Item Managers to support other DoD requirements, while also using the capability of R-Supply to make excess inventory available to Navy customers via Center Point Entry Network/Virtual Master Supply Record CPEN/VMSR. These actions provide NWCF sales, register demand at the IM level, and move "out of position stock" to where it is needed. To date, we have shipped to other DoD and Navy customers, over 4,000 excess consumable line items valued at more than $2.5M.

But process improvements are more than supply focused. We have implemented the only Joint Aviation Screening Unit (JASU), a combination of two different divisions – one that worked for AIMD, one that worked for ASD – into a single, smaller unit that is leading the way in IMA integration. There is a separate write-up on the JASU in this edition of the Newsletter by one of our Wing Supply Officers, LT Allen Rivera.

We are working with AIMD to improve and expand two major "Lean" production lines – Power Plants and General Support Equipment. This means ensuring that supply has the material they need, where they need it. We have teamed together with our four supported Type Wing Maintenance Officers to identify O to OEM and O to D-Level candidates for I-Level test & check capability to help identify needless OEM/D A-799 action on our BCM which costs the Flying Hour Program. Can we improve O-Level training, are there problems with the current maintenance technical publications, do we need D-Level artisan's to assist at the O- or I-Level? We don't know what we don't know, but we do know that the O to OEM and O to D cost at this Air Station represents more than 50% of our annual Aircraft Operations Maintenance (AOM) budget – so it needs to be looked into. These, and other initiatives started at NAS North Island, are just the beginning of what we hope are positive, long-term, NAVRIIP-focused efforts which will provide immediate, as well as future savings to the Navy's Flight Hour Program (FHP). Cost-wise readiness, coupled with a zeal for aviation logistics, drives this air station. By encouraging hands-on ownership of local processes and fostering an environment of open dialogue, NAVRIIP has been a TRIAD enabler for innovative solutions, and the vehicle by which all stakeholders are aligned to provide readiness solutions for the Fleet.

Clearly, as I've mentioned only briefly above, there are opportunities that abound in our business. These opportunities are there at every level in our career path and at every command. The direction that our senior leadership has embarked upon, provides the catalyst to energize our resources to help achieve the aggressive goals presented to us. No one tool is the panacea, but by combining experience with common sense, best commercial and governmental business practices, and a disregard for the "what if it doesn't work" scenarios that hinder creative thinking and innovation, you can leverage improvement from any situation. Sitting back and thinking that "good enough, is good enough" is not only a disservice to the Navy, but also a disservice to the talented people who work with you to provide the support our warfighters need. Our passion for excellence, and the demands of our occupation, require that we—the Navy's logistics experts—challenge assumptions, put forward alternatives, risk criticism, and implement successes like RIFLe, whenever we can.

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Editor's Note: CDR Meyers has departed NAS North Island and assumed the duties as Supply Officer, USS ABRAHAM LINCOLN (CVN-72) in Everett, WA.

War Logistics Support Reps (WLSRs)

By CAPT(sel) Ken Campitelli, USN
NAVAIR 6.0 Industrial Operations

Operation "Enduring Freedom" and the Global War on Terrorism resulted in a 136% increase in demand for aircraft engines and engine components resulting in a parts flow bottleneck and a production backlog at Navy Intermediate and Depot repair facilities. Fleet engine "bare fire walls", aircraft without engines, were at an all time high of 212 and Readiness Based Spares, engine and engine module supply spares available to squadrons, were short by 1,017 units.

The Naval Air System Command (NAVAIR) responded by temporarily staffing key engine repair and support facilities with 48 War Logistics Support Representatives (WLSRs) at 22 strategic sites from March 2002 to March 2004. This innovative program provided the Fleet with a cross organizational team of logistics experts that proved to be logistics "Special Forces", energizing the Navy's engine repair and supply pipeline.

The WLSR Program was an integrated cross-organizational Barrier Removal Team (BRT) that managed the abnormalities and exceptions that created bottlenecks to production and supply availability. The team encompassed the Defense Logistics Agency (DLA), Naval Inventory Control Point (NAVICP), Type Commanders (TYCOMS), NAVAIR, Naval Aviation Depots, Marine Aviation Logistics Squadrons (MALS), Aircraft Intermediate

Maintenance Departments (AIMD) and Aviation Supply Departments (ASD).

People make the difference. As we improve our business processes with tools like Enterprise Resource Planning (ERP) and Material Resource Planning (MRP) nothing will ever replace human interaction as the most valuable asset we have in our quest towards mission accomplishment and cost-wise readiness.

What made this innovative logistics team uniquely successful was WLSRs developed a unique system of trust and cooperation across the logistics chain that resulted in a level of teamwork not found in our current process.
– WLSRs came on board fully qualified (average 23 years of experience) producing results.
– WLSRs provided stability and continuity on a daily basis.
– WLSRs ensured the validity of the requirements.
– WLSRs were focused on readiness priorities.
– WLSRs researched and recommend non-traditional sources for acquisition of required material.

Our field WLSRs had access to not only the troops on the shop floor at the AIMDs, MALS and Depots, but they also participated in high-level meetings with site Production Control Officers, station Supply Officers, Type Wings, Type Commanders and NAVAIR Program Managers (PMAs). They communicated the site's urgency of need and any production bottlenecks directly to the NAVICP and DLA WLSRs. This resulted in the system delivering critical parts to the appropriate repair facility "just in time" to complete and issue the next engine the Fleet needed. Through phone calls and e-mails, this approach literally saved thousands of supply delivery days and dramatically improved Fleet readiness. This open network to improve mission essentials was key to the success of the WLSRs.

The WLSR concept revolutionized the way the Fleet, DoD and Naval Supply agencies work together by establishing a relationship of trust and teamwork. In the end, the war-fighter became the benefactor through optimum readiness.

The WLSR Program quickly made positive supply support impacts at engine production facilities. For example:

- NAS Brunswick WLSRs reduced awaiting parts (AWP) down time by 43%.
- NAS Whidbey Island WLSRs obtained through stock re-screens, Illustrated Parts Breakdown (IPT) reviews, Recover in Lieu of Procurement actions or through the WLSR network, 28 items and saved 2,509 days awaiting parts.
- The MALS-24 WLSR in Kaneohe Bay Hawaii had 23 engines AWP in 2002, but by October 2003, this reached an all time low of only 5 engines, a 78% reduction.
- The NAS North Island WLSRs efforts reduced the cannibalizations from 78 in August to 38 in September 2003, a 49% reduction.

While these are just a few specific examples at some of the sites supported, collectively the tangible results and benefits to the Navy and Marine Corps were:

- In 2003, not one engine was lost or surveyed because two WLSR engine expediters traced and located on average 40 engines a month to ensure they arrived at the proper destination. The GAO previously faulted the Navy for having 658 engines and modules valued at $415M listed as "in transit" for over 90 days to as long as 18 years, and for surveying 92 engines/modules valued at $42M dollars.
- Reduced Readiness Based Spares gap, "Ready for Issue" spare engines and engine modules available to Fleet squadrons, deficit by 41%
- Reduced Fleet Bare Fire Walls by 68%. More airplanes on the flight line ready for training or operations.
- Reduced engine and engine module requisitions backorders at NAVICP by 36%. This allowed items managers to better focus on remaining workload.
- Reduced Issue Priority Group I engine and engine module requisition backorders at DLA by 61%. This allowed Weapon System Managers (WSM) to better focus on remaining workload.
- Reduced Fleet engine and engine modules in the repair process at AIMD and MALS at work stop for parts 51%. This is a significant achievement. It has taken the burden of the backs off our sailors in that they are no longer routinely working extended hours and weekends trying to make up for system shortfalls.
- WLSRs located 512 items of material valued at $237k mistakenly stocked at various air stations and ships that did not support those engine platforms making them available to the correct repair facilities.
- Significantly contributed to cost-wise readiness and the Warfighter's ability to carry out the Global War on Terrorism (GWOT).

WLSRs were an innovative "out of the box" approach to logistics excellence. Their contribution to engine readiness, at a time when bare firewalls were climbing, was significant. The combination of the WLSRs unique skills, background and a total commitment to improving readiness were instrumental in the success of this temporary program.

DCMA Supports the Fleet

By: LT Matt Edwards
DCMA Sikorsky Operation Officer
Stratford, CT

The Defense Contract Management Agency (DCMA) contributes directly to the combat readiness of the U.S. military by ensuring products and services are delivered on time, within cost, and meet performance requirements. DCMA serves the Department of Defense (DoD) by providing experienced personnel with expertise in a wide range of functional areas to oversee defense contractors in direct support of the Program Manager (PM). DCMA is the "on-site" eyes and ears for the PM providing daily oversight of contractor performance. This article will provide an overview of DCMA, then give a more detailed look at how DCMA supports the fleet with respect to Naval Aviation by discussing some of the activities at DCMA Sikorsky Aircraft.

DCMA 101

DCMA is an independent combat support agency within the DoD and is responsible for

ensuring Federal acquisition programs, supplies, and services are delivered on time, within cost, and meet performance requirements. DCMA was formerly known as the Defense Contract Management Command (DCMC) under the Defense Logistics Agency. In addition to its DoD customers, DCMA provides Contract Administrative Services (CAS) to other Federal and Allied Government agencies.

The agency consists of DCMA Headquarters, three districts (East, West, and International), and 125 Contract Management Offices (CMO). It is comprised of approximately 12,500 civilian and 530 military personnel from all the services who serve as "information brokers" and as representatives for the buying customer at contractor facilities. DCMA provides experience and expertise to assist its customers during all phases of the acquisition life cycle. Prior to contract award, DCMA helps to identify potential risks, develop effective solicitations, determine the most capable contractors, and write effective contracts that serve the needs of the customer. After contract award, DCMA provides on-site monitoring of the contractors' performance and management systems to ensure that cost, performance, and schedule parameters are in compliance with the terms and conditions of the contract. In addition, DCMA provides Contingency Contract Administration Services (CCAS) in support of deployed combat operations overseas. Currently there are 78 military and civilian personnel serving in 9 different countries, including Iraq and Afghanistan, providing combat support to the warfighters.

DCMA is implementing a transformation initiative focused on improving customer service by shifting from an internal, process-oriented approach to a customer-centered approach. Although a customer centered focus may not seem entirely innovative, it is a true cultural change at an Agency that has, in the recent past, been focused on internal metrics and a semi rigid "one size fits all" approach. Each CMO is now encouraged to find new and innovative ways to meet its customers' needs, rather than concentrating on internal DCMA processes. This flexible approach is based on a performance management methodology, which defines performance measures based on customer success requirements. Performance management utilizes a number of tools, which allow CMOs to manage their limited resources in a more effective manner. These tools include: a risk management plan used to determine medium and high risk areas relating to a program or contractor and mitigating those risks; emphasis on predictive analysis, which provides the PM with early insight, analysis, and recommendations of issues that may negatively impact the program rather than mere reporting of facts; and a more global Earned Value Management (EVM) approach.

DCMA plays an integral role in supporting the PM in a number of significant functional areas including: contract management; quality assurance (QA); engineering; product acceptance; aircraft test, acceptance and delivery; pricing and negotiation; EVM; property management; and industrial security. Because of DCMA's proximity to the defense contractors, often located on-site at the contractor's facility, DCMA professionals bring unique insight and extensive knowledge of a contractor's ability to perform. Direct support of the PM is accomplished by continuously monitoring the contractor and timely communication of any factors that may impact program cost, schedule, and technical performance. A Program Support Team (PST), led by the Program Integrator (PI) is assigned to all major ACAT I & II Programs. The PST monitors major functional areas and is comprised of an Administrative Contracting Officer (ACO), Contract Administrator (CA), Cost/Price Analyst, Property Administrator, Engineer, Industrial Specialist, EVM Analyst, QA Specialist, and Contract Safety Specialist (CSS).

DCMA Sikorsky Aircraft

DCMA Sikorsky employs 116 DoD civilians and 15 active duty military members from the Army, Navy, and Marine Corps, and manages more than 10,000 contracts totaling $9.1 billion. While the majority of the contracts are for spare parts, DCMA Sikorsky manages 4 major ACAT I Programs; the MH-60S, MH-60R, UH-60L, and UH-60M. Sikorsky is DCMA's largest and most active flight activity based on the number of sorties and flight hours. Additionally, DCMA Sikorsky provides contract support to allied countries under the Foreign Military Sales (FMS) program.

DCMA Sikorsky QA plays a significant oversight role in all phases of manufacturing, and overhaul and repair, to include the back shops, the assembly area, and the aircraft hangar. They monitor the contractor's Quality System on a continuous basis to assure compliance to ISO 9000 Quality requirements. They closely monitor the contractor's manufacturing, production, and QA processes; conduct Product Audits on Critical Safety Items, provide 100% surveillance of Safety of Flight characteristics through Aircraft Inspection Operations, and review data for trend analysis. Additionally, DCMA QA works closely with DCMA engineering and the Government Flight Office when quality issues arise, including fleet issues such as Quality Discrepancy Reports (QDR's), to conduct root cause analysis and determine proper corrective action.

The Government Flight Office, led by the Government Flight Representative (GFR), conducts military flight operations and oversees contractor flight operations. Military flight operations consist of acceptance test flights, torque time flights, and aircraft deliveries. Acceptance test flights are full profile functional check flights, and torque time flights are flown to log hours on the aircraft to ensure torques on the dynamic components are stable prior to delivery. Torque time flights also allow DCMA aircrews to maintain proficiency, while further evaluating aircraft performance to ensure a quality product is delivered to the fleet. Once DCMA Sikorsky receives direction from the PM on delivery dates, the flight office works closely with fleet squadrons to provide delivery support as needed.

A GFR is required on all DoD aircraft contracts that incorporate the Ground & Flight Risk or Aircraft Flight Risk clause. The GFR is responsible for surveillance of all contractor flight and ground operations involving Government aircraft where the Government assumes any risk of loss or

damage. The GFR's responsibilities are broad and include approval of contractor flights, procedures, and aircrews; and ensuring compliance with contractual requirements related to aircraft operations.

The GFR leads the Aviation Program Team (APT), a team of technical experts, in conducting day-to-day surveillance of contractor ground and flight operations. The team consists of an Aviation Safety Officer (ASO), Aviation Maintenance Manager (AMM) and Contract Safety Specialist (CSS), and is supported by QA and the PST. The ASO is a service aviation safety school graduate and monitors both military and contractor flight operations. The AMM is a senior enlisted maintenance expert that oversees the contractor's FOD and tool control programs, technical publications, and ground support equipment. The CSS ensures contractor compliance in areas such as aircraft rescue and fire fighting, occupational safety and health, and environmental safety. The APT conducts an annual risk assessment of the contractors' flight and ground operations, which, along with continuous surveillance, significantly reduces program risk.

As far as AEDO jobs are concerned, working at an on-site CMO, such as DCMA Sikorsky, is an excellent opportunity to gain in-plant manufacturing and production experience while working closely with the contractor on issues important to the PM and the fleet. It is also a great way for AEDO's, including the Commander, to gain experience flying new production fleet aircraft.

The mission of DCMA is "to provide customer focused acquisition life cycle and combat support to ensure warfighter readiness, worldwide 24/7." DCMA Sikorsky is fulfilling this mission by embracing the DCMA transformation process and by striving to exceed the Program Manager's expectations in order to meet program cost, schedule and performance requirements.

Advanced Logistics and Technology Program

By CDR Will Ainsworth, USN
Executive Officer, Naval Aviation Mediterranean Repair Activity (NAMRA)

I recently had the great privilege of attending the Advanced Logistics and Technology Program at the University of North Carolina Kenan-Flagler Business School. The program is conducted by the Center of Excellence in Logistics and Technology (LOGTECH), whose primary mission is to leverage global best practices and explore leading-edge logistics technologies. LOGTECH's format provides for "shoulder-to-shoulder" exchanges between senior military and civilian counterparts from all the services, senior private sector logisticians, and leaders in the academic community.

The organizational framework for the program involves the critical discussion and analysis of practices and supporting technologies that combine to enable the transformation of logistics. The program curricula focuses on:

- Strategic logistics issues and the ways in which emerging logistics technologies and practices can improve institutional performance.

- Case studies and benchmarks of best practices from "best of breed" companies in the private sector and DoD.

- Examination of a set of dynamic and continuing logistics "core concerns" or themes faced by the DoD logistics community with analysis of how leading private sector companies have addressed similar concerns.

Titles for the sessions conducted during the week I attended were: "Winning With Logistics", "Product Life Cycle for Design and Maintenance" "Logistics Chain 101", "Balanced Scorecard Metrics" "Transformation: Hardwired for Yesterday?", "GE Transportation Systems", "Technology and Business Innovation", and "Dynamic Leadership and Organizational Effectiveness". The instructors included UNC professors and people from private industry that are leaders in their field. The instruction was top-notch and the learning experience was enhanced by the lively participation of the class, which included representation from all of the services.

The course is a first-class operation in all respects, and it is the best supported training that I have ever attended. It is taught at the University of North Carolina's Paul J. Rizzo Conference Center at Meadowmont in Chapel Hill. The Rizzo Center provides an outstanding and comfortable learning environment. On-site resources allow guests to learn, build relationships and relax in one self-contained residential executive conference facility. The "retreat" setting and atmosphere make it a superior place for learning. All accommodations, including meals, are provided along with state-of-the-art instructional technology, computers and technical support. At meals and informal gatherings, as well as in class and team exercises, LOGTECH program participants exchange views with the faculty and each other. The guest rooms and dining accommodations are beautifully furnished, and there is a health club on-site. There are great jogging paths throughout the area, which is a very good thing because your biggest concern for the week is the strong likelihood that you will gain some weight -- The food is outstanding!

Military members in grades O-4 through O-6, and Department of Defense Civilians in grades GS-13 through GS-15 (or equivalent) are eligible for the Advanced Logistics and Technology course. Nominees must have at least 5 years of experience in a logistics career field or occupation, and must have demonstrated the potential for leadership in the process of Defense Logistics Transformation. Attributes of creativity, innovation and vision are key. GS-12 (or equivalent) applicants will be considered by exception. LOGTECH also conducts an Executive Level course for Flag and SES (O-6 by exception). Headquarters, U.S. Army Material Command serves as the DoD Executive Agency for LOGTECH, and they provide the funding for all DoD students attending the course, regardless of service.

Remaining program dates for the Advanced Course for this calendar year are 23-28 May 2004 and 11-15 October 2004. Navy participation is coordinated by the Navy Supply Corps School (NSCS), which solicits nominees by letter sent to Echelon I and II commands. For additional information on the course, visit the LOGTECH website at www.logtech.unc.edu, or call/email the NSCS Director of Executive Education/International Training, LCDR "Stoney" Bangert, at
Office: (706) 354-7259 DSN: 354
Fax: (706) 355-7446 DSN: 354
Cell: (706) 296-3315
Email: Lawrence.bangert@navy.mil

The point of contact for the Executive Course is CDR Randy Onders, Chief of Naval Operations (N412E), phone: (703) 604-9946 (DSN: 664), email: randal.onders@navy.mil.

The next Executive Course will be conducted September 13-17 2004.

NIMITZ Strives Through PIA

By LT Frank Bennett, USN,
AIMD IM2 Division Officer

While moving from Hawaii to San Diego, I was looking forward to my first "I" Level tour and initial assignment as a member of ship's company. Having only "O" Level experience, I was eager to begin my tour as the IM2 Division Officer. I could not have asked for a better ship than the USS NIMITZ (CVN-68). She reached her 29th birthday in May, after celebrating a year full of accomplishments, including winning the 2003 Commander Naval Air Forces (COMNAVAIRFOR) Battle Efficiency Award and a successful eight-month deployment in support of Operation IRAQI FREEDOM.

When approaching the pier, I was astounded to see various portions of the superstructure draped in plastic, with numerous portable trailers positioned on the flight deck and hangar bays. There was also a particular high volume of civilian personnel floating around the ship as well. I soon found out that to meet its future operational requirements and sustain an acceptable material condition of readiness, the ship entered a six-month Planned Incremental Availability (PIA) in February. CVN-68 will undergo extensive ship repairs and alterations by Puget Sound Naval Shipyard and Northrop Grumman Newport News Ship Building. While an abundant amount of effort is directed toward the ship's propulsion system, a widespread number of projects are in progress to upgrade its mission capabilities and renovate both work and living spaces. Contractors and ship's company personnel alike are working 24 hours a day, seven days a week to meet an aggressive schedule for a late Summer Sea Trial obligation.

Expecting to gain knowledge of engine build up, NDI Lab responsibilities and additional IM2 functions, I quickly realized my priorities became monitoring the Organizational Maintenance Management System (OMMS) and the Carrier Availability Support Team (CAST) View Finder. OMMS is the ship's NALCOMIS equivalent to performing shipboard maintenance. CAST is a single Excel spreadsheet, which receives input from numerous databases to provide a single source management tool to track all work items during the availability.

AIMD, recipient of the Black "E" Maintenance Efficiency Award, is not only pursuing departmental necessities, but has greatly contributed to the Ship's Force effort as well. Over 50 technicians have been temporarily reassigned to one of numerous "PIA Teams." These teams cover ship-wide projects that include, tile replacement, painting, lagging, ladders, and doors to name a few. AIMD personnel have been assigned to key leadership positions within these teams, based on their production and maintenance experience. CDR Lorentzen, AIMD Officer, was recently named the Ship's Force Director of Operations.

Over the past three months, precedence has been set for all divisions to ensure AIMD spaces, including assigned passageways and Air Wing spaces, were brought up to the best achievable material condition. To do this, nearly all spaces received a coat of paint, new or repaired decking, and whatever other material provisions were needed.

Throughout the department, various projects were undertaken to increase AIMD's ability to support the Carrier Air Wing ELEVEN through upgrades and reconfigurations. The Power Plants Branch is currently working closely with CNAP and the PIA Coordination Team to replace the legacy engine chain hoists, with pneumatic hoists. This will allow for a more reliable and safer means for transferring engines within the shop. Additionally, a contract is in place to install 8 feet high storage cabinets within the Jet Shop for IMRL gear. As a result, increased floor space will be available, which will increase engine build-up capability. The Aviation Life Support Branch has been busy manufacturing an abundant amount of items in support of other departments. The sewing machines have been working overtime to produce curtains for berthing spaces, fire hose covers, and several other projects. To make it easier to perform maintenance on rafts and other flotation devices, 81B work center is having workbenches replaced and cabinets installed. The Airframes Branch has also been providing a lot of support by fabricating items needed throughout the ship. In particular, they have been repairing all the tables within the dining facilities.

At the beginning of PIA, IM-4 transferred operations to Building 801 at NAS North Island, where they have been reworking over 500 pieces of aeronautical support equipment, to include painting all the gear. Their shipboard projects include moving the jack tester and installing a power source on the flight deck for the aircraft crane "Tilly" to prevent condensation build-up within the battery compartment. Furthermore, the HLU-196 Bomb Hoist is being modified from gas to battery power. This necessitated the storage facility to be modified for batteries, instead of gas. The AIMD Calibration Lab has been fully operational throughout PIA, providing in-house support as well as completing ship-wide projects.

The process to deliver pods and components to Shops 11, 12 and 13 was inefficient and unsafe. Modifications were put in place, which upgraded the decking and stanchions around the platforms, while adjusting the hangar bay elevator to have the means to stop at an even level with the stanchion for equipment drop-off.

While the spotlight has been on PIA obligations, AIMD has not lost site of its primary mission. Bench maintenance is continually being performed. Beginning this summer, all work centers will begin a bench validation and verification in preparation for work-ups, which will include an R-Pool verification. When IMRL items are not being transferred to commands with higher priority, technicians are diligently performing required equipment PMs. In addition, the IMRL Manager has been effectively working with CNAP to off load both F-14 and S-3 items that are no longer required.

The Quality Assurance Branch has worked with work centers and program managers to sustain requirements as set forth in the 4790. All personnel are actively preparing for a Maintenance Program Assist Visit scheduled

later this fall. The IM5 Branch continues to maintain the highest caliber performance in regards to performing 3M maintenance, which will pay dividends when the ship receives its assessment this September. With a high degree of turnover, Maintenance Administration has been full of activity to ensure a smooth transition for newly assigned personnel while implementing a hefty turnaround-training plan. Additionally, NIMITZ has been selected by CNAP for an Optimal Manning Experiment (OME). NIMITZ's Activity Manning Document was scrubbed and a new BA was established, decreasing the overall number of authorized billets. The experiment will cover the full Fleet Response Training Plan cycle and will include further adjustments where smart manpower adjustments can be made.

During the PIA, the ship has been deemed partially uninhabitable. Those crew members typically living aboard the ship have been relocated to a berthing barge moored next to NIMITZ. In addition, various offices, personnel support and classrooms have transferred to the barge. To accommodate duty section requirements, special berthing areas have been established onboard NIMITZ. Since the Wardroom, Chief's Mess, and Mess Decks have all been secured, meals are being served on the barge. However, an accelerated workday (0630-1300) was implemented to permit personnel to forego lunch in order to return home earlier in the day.

While it has been nice to be in port and spending time with the family, the majority of the crew is looking forward to completing this necessary yard period and going back to sea this fall to do what we do best; launch aircraft off the pointy end of this ship!

Naval Personnel Command (PERS 3) Undergoes Reorganization

By LCDR Trent DeMoss, USN
AMDO Community Manager

The Naval Personnel Command (PERS 3) has been reorganized and is no longer responsible for changing an officer's general information on their OSR and ODC. Those changes are now being handled by NSIPS (Naval Support Integrated System) out of New Orleans. Any changes to an officer's personnel record that would also result in an update of the officer's OSR and ODC needs to be sent to NSIPS for appropriate updating. Specifically, changes such as prior service, service schools attended as well as educational achievements and degrees are now being accomplished by NSIPS. This DOES NOT apply for changes to FITREPs, officer photo submissions or designator changes. Personal awards still must be submitted via the Board of Decorations and Medals in Washington DC and DAWIA certifications are still processed by PERS 447 in Millington TN.

Questions or concerns may be addressed to either the AMDO or AEDO Community Managers listed on the second to last page of this newsletter, or by contacting NSIPS via email at nsipshelpdesk@navy.mil or calling 1-877-589-5991.

Suggested Books on Leadership and Management

By CAPT Terry Merritt
Head Detailer, AEDO/AMDO Communities

Play to Your Strengths
by Haig Nalbantian, Richard Guzzo, Dave Keiffer, and Jay Doherty

This book is one of the primers on the new fact based field of Human Capital Management. Intuitively we have always known that one of our most underutilized assets were our people. However, all too frequently people are treated as a cost not an investment. The reason for this is that people and their skills – unlike material and other tangible assets – are hard to measure and even harder to predict. With this new way of managing our people, we can align our human capital strategy with our business strategy and unleash one of the most powerful assets in our organizations.

Every organization has a Human Capital Strategy (HCS) either by design or default. The challenge for leadership is to determine how to use that strategy to maximize the value of their human capital (HC). The authors define HC as the accumulated set of skills, experience, and knowledge that resides in a workforce and drives productive labor. It consists of six essential factors: people, processes, managerial structure, information and knowledge, decision-making, and rewards. These six factors work together as a system. The tactics, policies and practices used to manage this system are the Human Capital Strategy. Since each system is a unique combination of these elements within the context of the external marketplace, HCS cannot be effectively copied from one organization to another. It requires that leadership understand in quantitative terms their human capital. To do so each organization must answer three questions.

1. What are we spending on Human Capital (cost) and what is it buying us (value)?
2. Are we sure that our Human Capital Strategy is aligned with our business strategy?
3. What can we change in the way we manage people to achieve greater returns – should we cut, reallocate, or increase our investment?

In most organizations, the answers to these questions are not readily available and consequently large variances in the cost of manpower exist from year to year and product to product. The authors identify four barriers to answering these questions and understanding human capital:

- People are treated as an operating cost not a source of value creation.
- No one really owns human capital or is focused on making decisions about it.
- Practices and policies are made one at a time and are not connected.
- Companies lack internal measures and elect to benchmark others.

The science of human capital management attacks these barriers and allows organizations

to take advantage of their human capital through three core principles: Systems Thinking, Get the Right Facts, and Focus on Value.

Systems Thinking. Like LEAN and Theory of Constraints, Human Capital Management emphasizes the nature of systems – closed and open. Systems are made of interrelated parts and the subsystems or processes may operate with varying degrees of independence. Every system is a complex web of causal pathways within which an end may be achieved in any number of ways. Every change within a system has consequences both intended and unintended. Every system has an optimal path for human capital management but it will be different for every organization. The goal for each leader should be to create change from which there is increased human capital value.

Get the Right Facts. It is impossible to solve problems in a system by simply treating the symptoms. It is necessary to attack the root causes by gathering quantitative data and that leads to the second principle – Get the Right Facts. Relevant and reliable facts are needed to make good decisions. Facts derived with analytical rigor that show a cause and effect relationship are powerful. These facts should guide the development of a human capital strategy. Readers are encouraged to understand how to recognize patterns of work force behavior over time and evaluate their impact both within and external to the organization.

Focus on Value. And finally the third principle is Value. Value is simply output minus cost. Human capital is an investment with a system of economic returns. Any change in this equation results in a different return. Human capital is altered by changes in the policies and practices of management such as promotions, rewards and tenure policies but can also be as simple as the personal preferences and choices of individual employees. In order to determine which attributes drive value into an organization it is necessary to get the right facts.

In the second half of the book, the authors provide the reader with some Human Capital Strategy tools that may be used within any organizations. Using a series of questions to assist leaders in identifying human capital drivers, they show how to craft a Human Capital Strategy and align it with the organization's business strategy. An important first step is understanding the current workforce and its capabilities. Each organization needs to have a coherent and explicit HCS that produces the right workforce for its business and manages it in such a way as to optimize economic productivity. The authors introduce two models to accomplish this – Internal Labor Analysis and Business Impact Modeling (BIM). One provides a quantitative tool for tracking the impact of management policy and practices on employee mobility. The other is a microeconomic model to determine the productivity of human capital.

This book is a must read for all those striving to further improve the cost wise readiness of their organization. The CNO has challenged us to understand the total cost of our business and ensure that we are not only the most effective but most efficient we can be. At a time when almost 50 percent of our Total Obligating Authority (TOA) is the cost of manpower, we must strive to understand how we can get the most value for our investment. I encourage everyone to take the principles outlined in this book and explore how they can be applied to your organization –

- Do you really know the capability of your work force and what products and services they support?
- Do the work force behaviors you reward support the values of the customer?
- Are your efforts aligned with the strategy of your command?
- Do you really treat Human Capital as an investment?

As we progress through Work Force Shaping and AIRSpeed, this primer provides a comprehensive look at one approach to achieving competitive advantage through Human Capital Management and shows us how we can gain competitive advantage in cost wise readiness by actively managing and guiding our human capital strategy.

Other references:

HR Scorecard by Brian E. Becker
Good to Great by Jim Collins
The War for Talent by Ed Michaels
Action Coaching by David L. Dotlich

From the Desk of the Head Detailer

By CAPT Terry Merritt
Head Detailer, AEDO/AMDO Communities

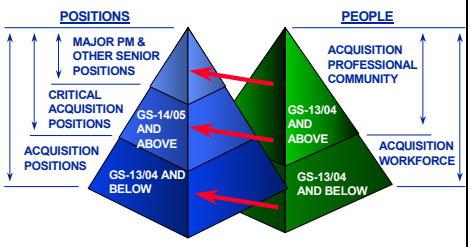
Are You Qualified for Major Acquisition Command?

All of us, from the moment we are commissioned, aspire to command. Acquisition Command, just like operational command, is achieved through a very defined process. Understanding the steps to acquisition command allows an individual to select the best billets and training opportunities throughout their career. The path to Major Acquisition Command involves three distinct processes: Acquisition Professional Community (APC) Membership, Command Screen, and Systems Command Slating Panel. These three separate processes are integrated to ensure the best possible individual is selected for Major Acquisition Command. In this article, we will detail how to successfully prepare for Acquisition Professional Community (APC) membership, provide insight on the Command Screening Process, and outline the minimum steps necessary for selection to Major Acquisition Command on a Systems Command Slating Panel.

Defense Acquisition Workforce Improvement Act (DAWIA)

Passed in 1990, the Defense Acquisition Workforce Improvement Act (DAWIA) was enacted to improve the effectiveness of the acquisition work force charged with managing all aspects of the Department of Defense Weapon System Acquisition. Through stringent requirements for training, education, and experience, DAWIA ensures individuals are qualified to perform in the demanding acquisition environment. Each DOD component has the responsibility to ensure excellence in its acquisition workforce at all levels. As shown below, each service manages its acquisition work force by coding both the billets in the acquisition infrastructure and certifying the civilian and military who serve in those positions.

Positions versus People



THIS STRUCTURE ESTABLISHED IN LEGISLATION

Figure 1

How do I know if I am in a billet coded for acquisition? Per SECNAVINST 5300.36, each billet or position identified as supporting the acquisition work force shall be identified. For military billets this is accomplished with an Additional Qualification Designation (AQD) on the manning document. An acquisition workforce billet may be classified as either non critical or critical. Non critical billets are those GS-13/LCDR and below positions in which an acquisition workforce member gains initial experience and develops the skills to perform in a critically coded acquisition billet in the related acquisition career field. Critical acquisition billets include all GS-14/CDR and above billets. All critical acquisition billets require Acquisition Professional Community membership and a career field certification Level III within 18 months of assignment. These positions include specialized intermediate billets as well as all Acquisition Command billets. Both major AIMD Officer and APML billets are critical acquisition positions.

What does certification mean? DAWIA established a certification process for all acquisition workforce members. Certification is the process through which DON ensures that all personnel working in acquisition positions meet the minimum mandatory training, education, and experience requirements.

What do I need to be certified for my billet? All billets are defined by the knowledge, skills, and abilities (KSA) needed to effectively perform in that capacity. This combination of KSA is called a competency. In the case of acquisition billets, the required core competency is that of the acquisition career field in which the billet resides, such as Program Management, Test and Evaluation, Acquisition Logistics, or Production and Manufacturing. Non-critical billets will require a minimum of Level I certification. LCDR and GS 09 through 12 will require Level II certification. All critical acquisition billets require Level III certification in the designated career field.

Where do I get training to achieve certification? The primary source of acquisition training is Defense Acquisition University (DAU). This organization headquartered in Fort Belvoir, Virginia provides both classroom and online training. In addition, some college courses as well as professional seminars are equivalent training. You can register for a DAU course at www.atrrs.army.mil. The specific training requirements for each career field and the equivalent courses are outlined on the Director, Acquisition Career Management (DACM) website: www.acquisition.navy.mil.

Acquisition Professional Community (APC)

The DOD Acquisition Workforce consists of more than 212,000 members of whom 134,337 are performing direct Acquisition, Technology, and Logistics functions. But as shown in Figure 1 above, not all of these individuals are members of the APC. The Acquisition Professional Community is a select group of senior members of the acquisition work force both military and civilian that have achieved a significant level of acquisition expertise. As of 30 September 2003 there were a total of 21,758 APC members DOD wide. The Navy and Marine Corps organizations accounted for approximately 11,000 of those individuals. These individuals participate in 13 separate career fields. In the Naval Aviation Enterprise, most APC members are involved in Program Management, Acquisition Logistics, Test and Evaluation, Manufacturing, and Systems Planning, Research, Development, and Engineering (SPRDE). Each career field has three levels of certification.

Do I have to become an APC Member? No. Membership in the APC community is voluntary. However, there are several reasons that membership is critical to career development at the LCDR level especially for Aerospace Engineering Duty Officers both 1510 and 1520 sourced officers. Virtually all CDR and above billets at NAVAIRSYSCOM, SPAWARSYSCOM, and NAVSEASYSCOM are critical acquisition billets. To fill a critical acquisition billet, an individual must be an APC member. Additionally, membership provides higher priority and funding for Defense Acquisition University training.

How do I become a member of the APC? A selection board convenes twice a year to select new members. The APC Community Manager, PERS 447, releases a NAVADMIN announcing the board and the specifics of the application process. Per SECNAVINST 5300.36, to be selected for APC membership an individual must meet the following minimum criteria:

- LCDR (O-4) / GS- 13 or Above
  - URL must be CDR Command Screened
- Bachelor Degree with 24 credit hours in Business
- Four Years of Acquisition Experience
- Level II Certification in any Acquisition Career Field

The most recent NAVADMIN announcing the next APC Board as well as the results of the last selection board are available at www.persnet.navy.mil/pers447. If you are uncertain if you meet the minimum requirement for selection, which tours count as acquisition tours or which college courses count toward your education requirement, you should contact the APC Community Manager or your Community Management Team for an assessment of your qualifications.

Command Screen

Per NAVPERS 15559B, each officer community is charged with screening its members and ensuring they are afforded the maximum opportunity to participate in those command opportunities for which they are eligible. In Naval Aviation, PERS 43 conducts an annual screen for aviation operational command at both the Commander and Captain level. The Major Aviation Command Screen includes an Acquisition Command eligible screen. Once screened for Acquisition Command, these Captains are eligible to participate in any SYSCOM Major Acquisition Command Slate. Aerospace Engineering Duty Officers are screened for acquisition command at the Commander and Captain level. This screen is a prerequisite for Major Acquisition Command assignment.

Do I apply for command screen? No. Command screens are governed by the MILPERSMAN not SECNAVINST. All new Commanders and Captains are automatically screened during the year in which they are selected for promotion. In addition the next three senior year groups are also screened on that board.

What do I need to get command screened? To be selected for any command screen sustained performance is always a requirement. For acquisition command screen, an individual must be an APC member, at least Level II in a designated acquisition career field, and have a minimum of four years of experience in an acquisition billet in any career field. The experience requirements vary for each level screen. To be screened for Major Program Manager eligible an individual must have 72 months of experience; some of which may be acquired through education and leadership positions.

Major Acquisition Command Slating Panel

All Systems Commands and other DoD components have Acquisition Command billets throughout their organizations. These include Major Program Manager, Deputy Program Manager, and Shore Acquisition Command. Most of these key leadership positions may be filled by either a civilian or military Acquisition Professional Community member. As critical acquisition positions, the selection of individuals to fill these positions is governed by SECNAVINST 5300.36.

What process is used to select individuals for Acquisition Command in the Naval Aviation Enterprise? Each DoD component is accountable for ensuring their acquisition professional community is managed well. Slating Panels are conducted at each Systems Command to select qualified individuals for each command position in the Program Executive Offices and Field Activities.

How does the NAVAIRSYSCOM Slate Panel work? Twice annually NAVAIRSYSCOM will convene a panel to select individuals for acquisition command positions. This panel consists of Flag and General Officers and Senior Civilians from across DoD. The membership will include fleet representatives, USMC, other officer communities, as well as acquisition professionals. Following the protocol and procedures used by BUPERS for administrative boards, this panel reviews the qualifications of all applicants to select the individual who is best qualified.

Do I have to apply for a Systems Command Slate? Yes. Participation is voluntary. All 22,000 APC members, both military and civilian, are eligible to compete for any position they are qualified to fill.

How will I know what acquisition command opportunities are available? Each Systems Command normally announces their upcoming command opportunities 30 to 60 days in advance of the slating panel. NAVAIR announces its opportunities via NAVADMIN and email.

What command opportunities are available at NAVAIRSYSCOM? There are Commander and Captain NAVAIR Acquisition Commands including such diverse positions as Program Manager, NADEP CO, Test Squadron CO, NAMRA, DCMA, and NATEC. Additionally, other Systems Commands, NAVSEA, SPAWAR, NAVFAC, and NAVSUP, have Program Manager and other critically coded command positions for which Naval Aviation Enterprise Acquisition Professionals routinely compete. A complete list of the NAVAIR Acquisition Commands may be found at www.navair.navy.mil. All Acquisition Command billets are critically coded billets.

How do I get selected for Test and Evaluation Squadron Commanding Officer? Both the Chief Test Pilot and the Commanding Officer billets are critical acquisition billets. Additionally, they both have a subspecialty code of 5403 assigned. Since they are critical acquisition billets, the requirements for filling these billets are governed by SECNAVINST 5300.36. Therefore to be selected for these positions on the NAVAIRSYSCOM slating panel, an individual must meet the following minimum requirements:

- ❑ Commander Acquisition Command Screened
- ❑ A TPS graduate (Subspecialty code 5403)
- ❑ An APC member
- ❑ Certified Level II in Test and Evaluation
- ❑ 48 months experience in acquisition or related billets

What qualifications must I have to be selected for Acquisition Command? To be competitive for any acquisition command opportunity sustained superior performance in acquisition related positions is critical. In addition, an individual must be an APC member, screened for Acquisition Command, have the requisite experience detailed in the SECNAVINST, and be a minimum of Level II certified in the career field associated with the position for which they are being considered.

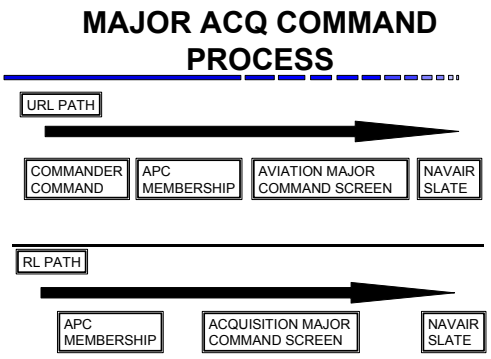


Figure 2

To best provide cost-wise readiness and ensure the most effective capabilities are provided to our Navy and Marine Corps team, the Naval Aviation Enterprise has adopted a proactive Human Capital Strategy that aligns the right skills to each and every fleet requirement. The acquisition career path is a critical component of the way ahead. As shown in Figure 2, the acquisition career path involves three distinct processes: Acquisition Professional Community (APC) Membership, Command Screen, and Systems Command Slating Panel. Understanding the steps to acquisition command allows an individual to select the best billets and training opportunities throughout their career. All members are encouraged to explore the websites below.

IMPORTANT WEB SITES

www.acquisition.navy.mil
www.dau.mil
www.navair.navy.mil
www.persnet.navy.mil
www.atrrs.army.mil

From the Desk of the AMDO Detailer

By CDR Marty Sherman, USN
AMDO Detailer

The Major AIMD selection board will convene in early October. As this milestone represents the 1520 "Gateway to O-6," it is extremely important that everyone understands the process.

During this Board, all Commanders and Commander (selects), who have not previously been selected for a major AIMD, will be

screened for assignment to this important professional milestone – equivalent to URL Commander Command. The screening process is an administrative board that is run similar to a promotion board. All eligible CDRs and CDR selects have their records screened a week prior to the board by assistant recorders who review each record for accuracy and completeness. Then, when the board members arrive, the records are randomly distributed and "marked up" by the board members. Once all of the records have been reviewed and all annotations made to each officer's record, they are then sent to "the tank" where the records are briefed and subsequently voted upon. After all of the records have been voted on by the members, the officers with the highest average confidence score will be selected for a Major AIMD position. Officer records that are extremely close in average score are usually re-briefed and re-voted upon (as needed) until the board has selected the appropriate number of officers needed for that particular board.

The following nine Major AIMD Opportunities will be slated this October:

CV 63 USS KITTY HAWK

CVN 65 USS ENTERPRISE

CVN 68 USS NIMITZ

CVN 69 USS DWIGHT D. EISENHOWER

CVN 71 USS THEODORE ROOSEVELT

CVN 75 USS HARRY S. TRUMAN

AIMD NORFOLK

AIMD NORTH ISLAND

AIMD LEMOORE

Community Manager's Corner

CAPT Terry Merritt, USN
LCDR Darrell Lack, USN
LCDR Trent DeMoss, USN

CDR Art Pruett transferred in June 2004 to report as AIMD Officer on USS RONALD REAGAN (CVN 76). For the past 2 years, Art has superbly led the AMDO Community and has positioned the community for continued success in the 21st century. The community management team will sorely miss his knowledge of the Defense Acquisition Workforce policies, Officer end-strength, and accessions as well as the advice on the education, training, and experience requirements for every AMDO.

Without question, CDR Pruett's extraordinary contributions will ensure long term stability for the AMDO Community. We appreciate the incredible support that he ALWAYS provided.

Welcome aboard LCDR Trent DeMoss who is Art's replacement. LCDR DeMoss just completed his IM1 tour aboard USS Dwight D. Eisenhower (CVN 69) (Who likes IKE?) Welcome aboard Trent!

Points of Contact

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47122 Liljencrantz Road
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Reference Corner

**Fitness reports. If missing a fitness report from your microfiche send a copy to:

(via regular mail)
NAVY PERSONNEL COMMAND
PERS-311
5720 Integrity Drive
Millington, TN 38055-3110
DSN 882-3316/COMM(901)874-3316

(via Certified Mail/FEDEX)
NAVY PERSONNEL COMMAND
PERS-311
Bldg 769 – Wood Hall
5751 Honor Drive
Millington, TN 38055-3110

**Photograph. The official requirement to submit a photograph is within three months after acceptance of each promotion. At minimum you should be in your current paygrade. Photographs can be submitted on NAVPERS 1070/10 to:

NAVY PERSONNEL COMMAND
PERS-313C
5720 Integrity Dr.
Millington, TN 38055-3130

**Personnel Records are now on CD ROM: Order your CD ROM online at BUPERS Access It will be mailed to your command - (to your command's official address) No fax or signature required! Log on to BUPERS Access, click Programs and then Microfiche Req.

BUPERS Access should be your primary source for obtaining your Microfiche. Only if you cannot access BUPERS Access should you fax or mail in the Microfiche Order form and mail or fax it to: (Don't forget to sign the form!)

NAVY PERSONNEL COMMAND
PERS-313C
5720 Integrity Dr.
Millington, TN 38055-3130

DSN 882-3415/3596
COMM(901)874-3415/3596
FAX 882-2664 COMM (901) 874-2664

**Performance Summary Record (PSR)
Officer Summary Record (OSR)
Officer Data Card (ODC)

Go to the BUPERS Home Page
www.persnet.navy.mil/index.html
and click on "BUPERS On-Line" link;
log in using your SSN and password,
click Performance Summary Record,
click View Now!
**Have you updated your contact information on the AEDO /AMDO web site lately? If not, please click on the appropriate website and update your contact info. It will only take a couple of minutes and will greatly assist your Detailer! Thank you for your support!

** Download the latest AEDO or AMDO E-Directory at the respective website. User Name "aed-p446"
Password "engineering"

**Medals. If missing an award send a copy of signed citation to Navy Department Board of Decorations and Medals (print or type your SSN in upper right corner).

(SECNAV Awards Board & Unit Awards)
Navy Department
Board of Decorations and Medals
Attn: N09B13
2000 Navy Pentagon
Washington, DC 20350-2000
COMM (202) 685-1770 DSN 325

(CNO Awards Board & Personal Awards)
Chief of Naval Operations
Board of Decorations and Medals
Attn: N09B13
2000 Navy Pentagon
Washington, DC 20350-2000
COMM (202) 433-4992 DSN 288

**Letters to the Selection Board:

President, FYXX (Grade) (Competitive Category) Promotion Selection Board
Department of the Navy
NAVY PERSONNEL COMMAND
PERS 80
5720 Integrity Drive
Millington, TN 38055-0000
FAX 882-2746 COMM(901) 874-2746

**Educational Achievements:

NAVY PERSONNEL COMMAND
PERS 313G
5720 Integrity Drive
Millington, TN 38055-3120
FAX 882-2660 COMM(901) 874-2660

Web Sites:

AEDO/AMDO info:
http://www.persnet.navy.mil/pers446/p446_webpage.htm

AMDO info:
http://www.amdo.org

DAWIA and APC info:
http://dacm.secnav.navy.mil

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