“Feeling the Need for Speed: Naval Aviation Bridges Stovepipes to Create an Enterprise”

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So What Has Changed?

Peace
- Peacekeeping
- Persuasion
- Dissuasion
- Deterrence
- Presence
- Cooperation
- Collaboration
- Foreign Internal Defense

Crisis
- Law Enforcement
- Police Operations
- Sanctions Enforcement
- Blockade
- Evacuation
- Counterterrorism

War
- Peacemaking
- Strike
- Major Combat

Post-Conflict
- Counterinsurgency
- Security Transition
- Economic/Political Stabilization
- Social Works

Peace
- Humanitarian Assistance/Disaster Relief

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Traditional Functional Groups – often stovepipes – have to come together ...

- Increasing complexity
- Cross spectrum
- Increasing need for a comprehensive approach
“Functional Groups” are in reality -- Complex Adaptive Living Systems

Based on James Grier Miller, Living Systems
FACT is a forum for bringing practitioners, theorists, and analysts together so that we can make progress in conceiving and developing new approaches to achieving the agility, focus and convergence that we need to successfully prepare for and participate in complex endeavors across the spectrum of crisis to conflict.
Focus, Agility, and Convergence … Creating the Naval Aviation Enterprise

- **Focus** – Agree on a single process owner

- **Agility** – Increase transparency through unifying customer driven metrics

- **Convergence** – Identify & breakdown barriers by creating cross-functional teams
Increase Focus
Align the Enterprise

U.S. Navy

Fleet Forces Command

Aviation Enterprise

Surface Enterprise

Subsurface Enterprise
Increase Focus
Align the Enterprise

Readiness Requirement

Providers

Resources
Increase Focus
Create a “Single Process Owner”

Commander Naval Air Forces
“Air Boss”

Aviation Enterprise

Systems Command Engineering Support

Navy Staff Resource Sponsors
Disparate Systems with Unique Fitness Metrics

Requirements Providers Resources
One Enterprise / Single Fleet Driven Metric

Requirements  Providers  Resources
Six Carrier Battle Groups …
- Trained and ready to get underway within 30 days
And another Carrier Battle Group
- Trained and ready to get underway within 90 days
One Enterprise / Single Fleet Driven Metric
Top Level Metrics for “6+1”
Accelerate Convergence – Cross-Functional Teams at Enterprise level …

Cross Functional Team ONE looked at the Readiness requirements, and decided how much readiness was needed to meet Fleet Demand.

Cross Functional Team TWO included most of the providers – the maintenance & suppliers who provided material support to meet Fleet Demand.

Cross Functional Team THREE was tied to the programmers and resource sponsors – and could elevate validated problems to obtain needed operations and maintenance funding.
Accelerate Convergence – Cross-Functional Teams at Wing level …

Wing Maintenance Officer

Aviation Intermediate Maintenance Detachment Officer in Charge

Aviation Enterprise

Aviation Supply Division Officer
Convergence tied to real work – F-18 Hornet Engine – F404 example

- Growing backlog – 30 “bare firewalls”
- Tighten the “requirement”
- Lean/six sigma process

Results
  - Monthly Productivity increased 72%
  - Turnaround time reduced from 83 to 14 days
  - Time on wing increased from 180 hours to over 460

- Three facilities are reduced to two
The Future …
Expand Enterprise in Scale / Scope

- NAE - Naval Aviation Enterprise
- NECE - Navy Expeditionary Combat Enterprise
- SWE - Surface Warfare Enterprise
- USE - Undersea Warfare Enterprise
- NNFE - Naval Network Warfare/FORCEnet Enterprise
Summary

- **Focus** – Agree on a single process owner
- **Agility** – Increase transparency through unifying customer driven metrics
- **Convergence** – Identify & breakdown barriers by creating cross-functional teams
Questions