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

Mark Clemente

14th ICCRTS
Washington, DC

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Cajole and Coordinate?
C2 in Nation

Analysis, Modeling, S

13th ICCRTS
June 17-19 20

Edward A. Sm

NATO – Fli
Comprehen
Security

13th ICCRTS
June 17-19 2008

Mark N. Clemente
Senior Effects-Based A
The Boeing Company

Wicked Problems and
Comprehensive Thinking in
Irregular Warfare

Dr. Ed Smith
Mark Clemente

14th ICCRTS
Washington, DC

5/22/2009 3

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So What Has Changed?

Major Combat

Peace **Crisis Response** **War** **Post-Conflict** **Peace**

Peacekeeping

Counterinsurgency

Persuasion
Dissuasion
Deterrence
Presence
Cooperation
Collaboration
Foreign Internal Defense

Law Enforcement
Police Operations
Sanctions Enforcement
Blockade
Evacuation
Counterterrorism

Peacemaking
Strike
Major Combat

Security
Transition
Economic/Political
Stabilization
Social Works

Humanitarian Assistance/
Disaster Relief

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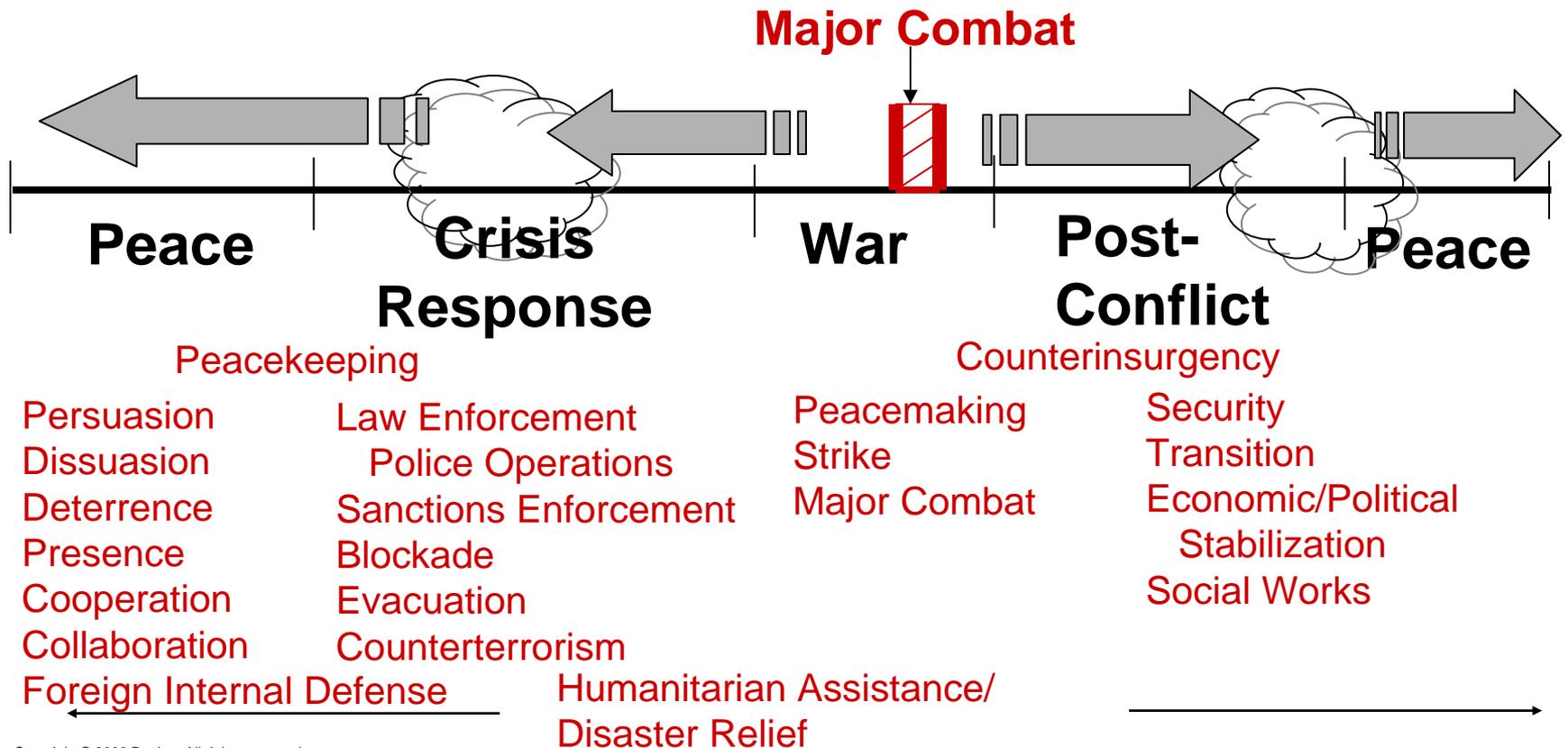
Traditional Functional Groups – often stovepipes – have to come together …

Major Combat

Peace   Crisis Response   War   Post-Conflict   Peace
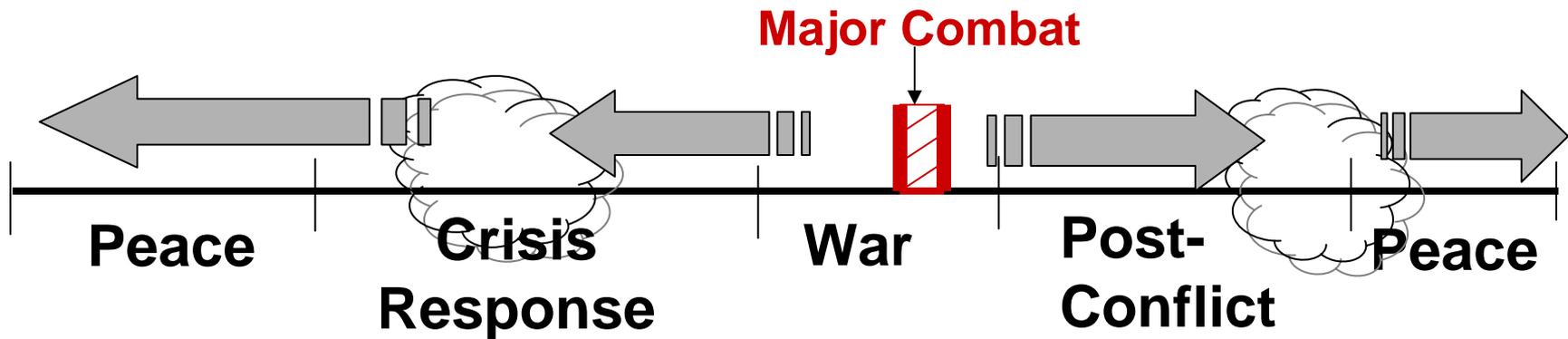
- **Increasing complexity**
- **Cross spectrum**
- **Increasing need for a comprehensive approach**

"Functional Groups" are in reality -- Complex Adaptive Living Systems

Supranational

Societal

Community

Organization

Group

Sociological

Organism

Biological

Organ

Cell

Based on James Grier Miller, Living Systems

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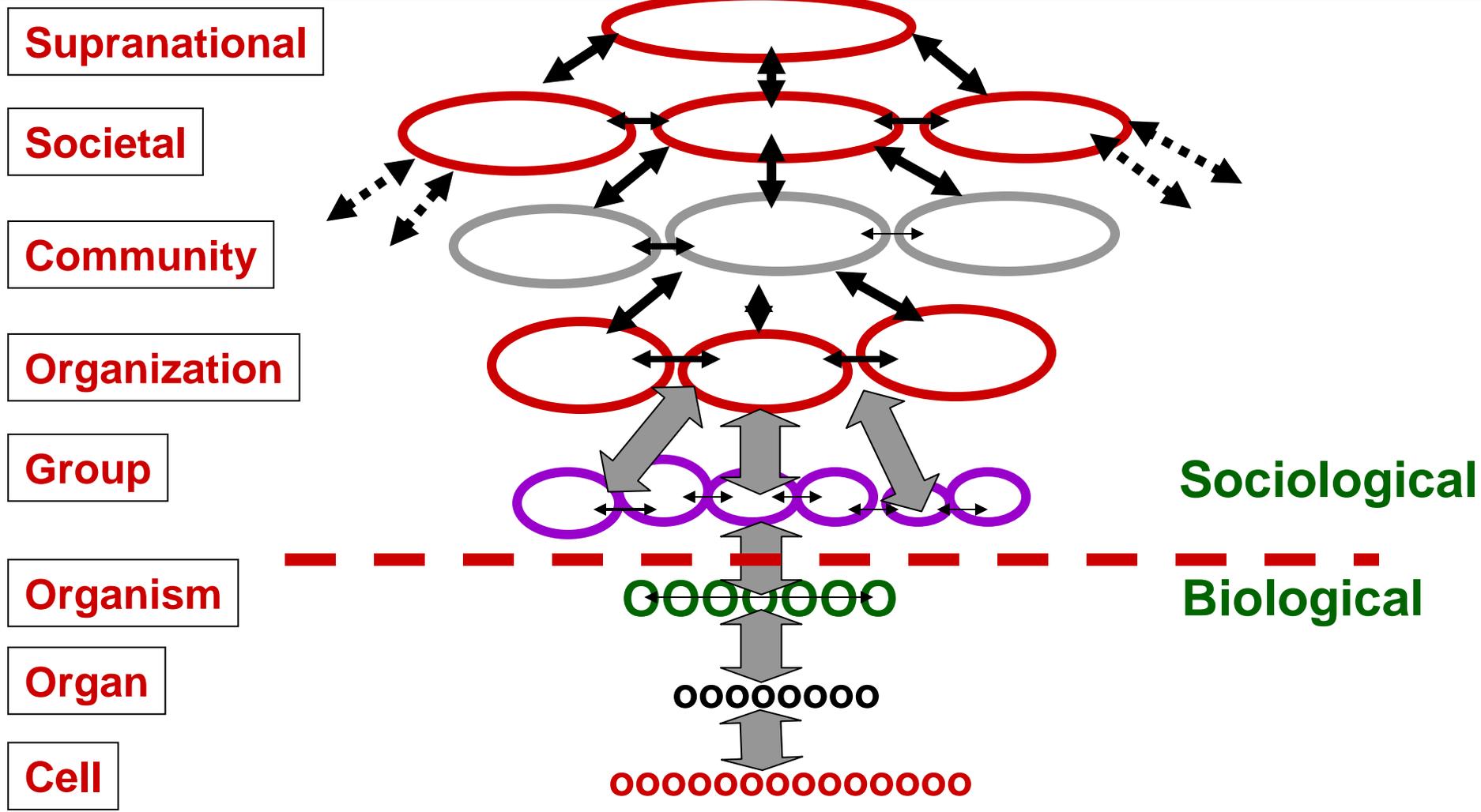
Framework:
Focus, Agility, and Convergence …

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.
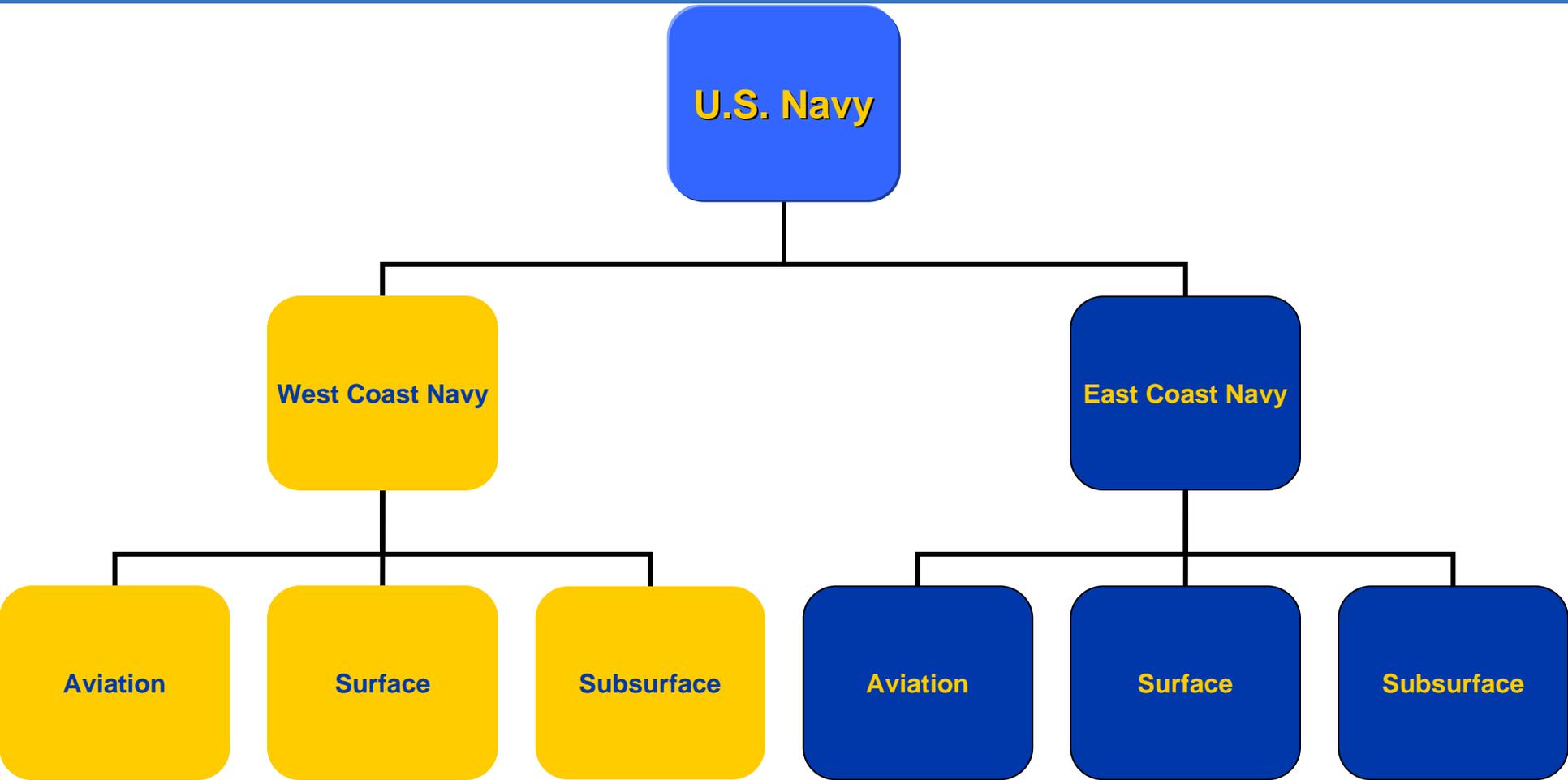
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Focus, Agility, and Convergence …
Creating the Naval Aviation Enterprise
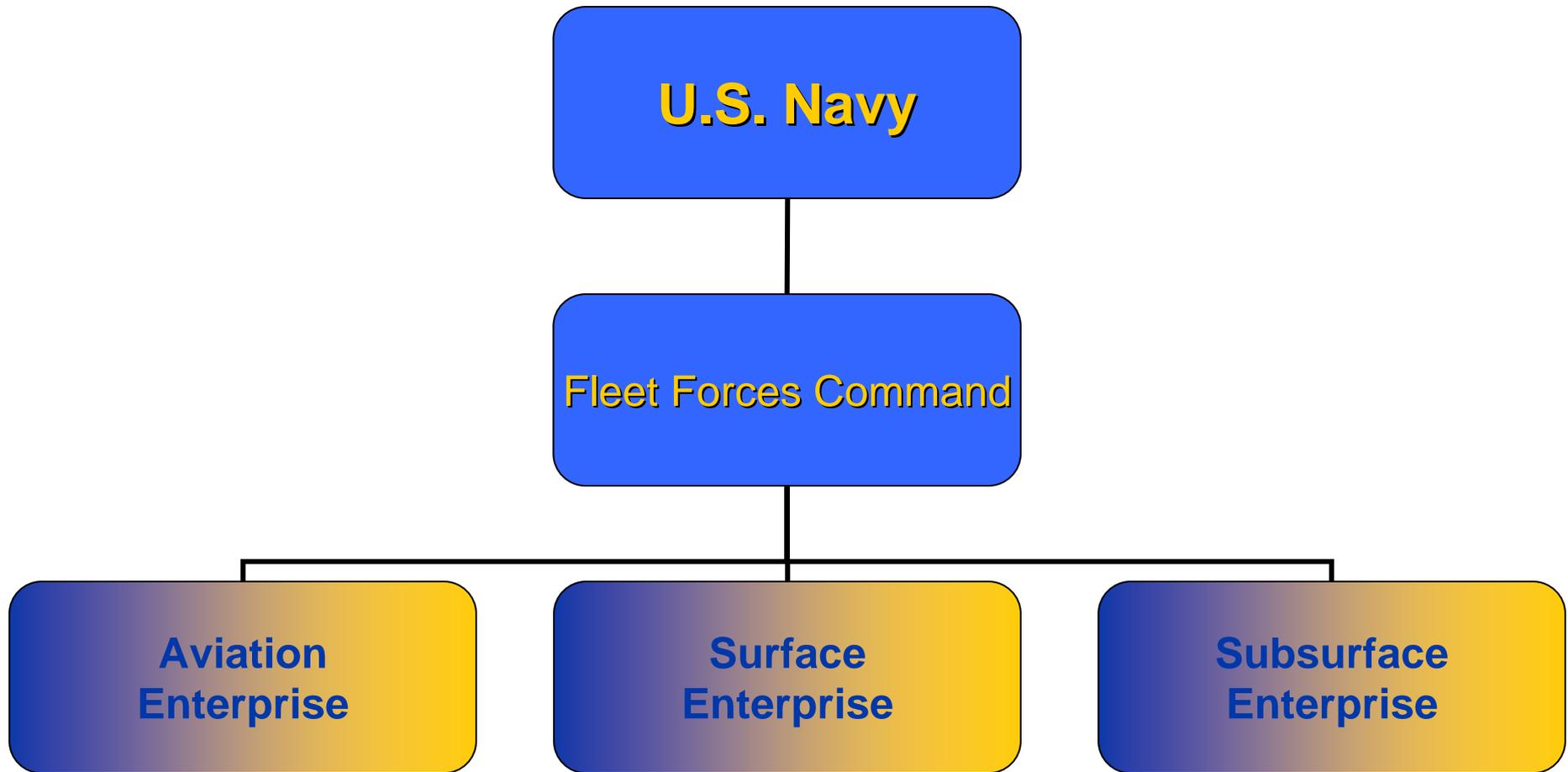
- **Focus –**
  Agree on a
  <u>single process owner</u>

- **Agility –**
  Increase transparency through unifying
  <u>customer driven metrics</u>

- **Convergence –**
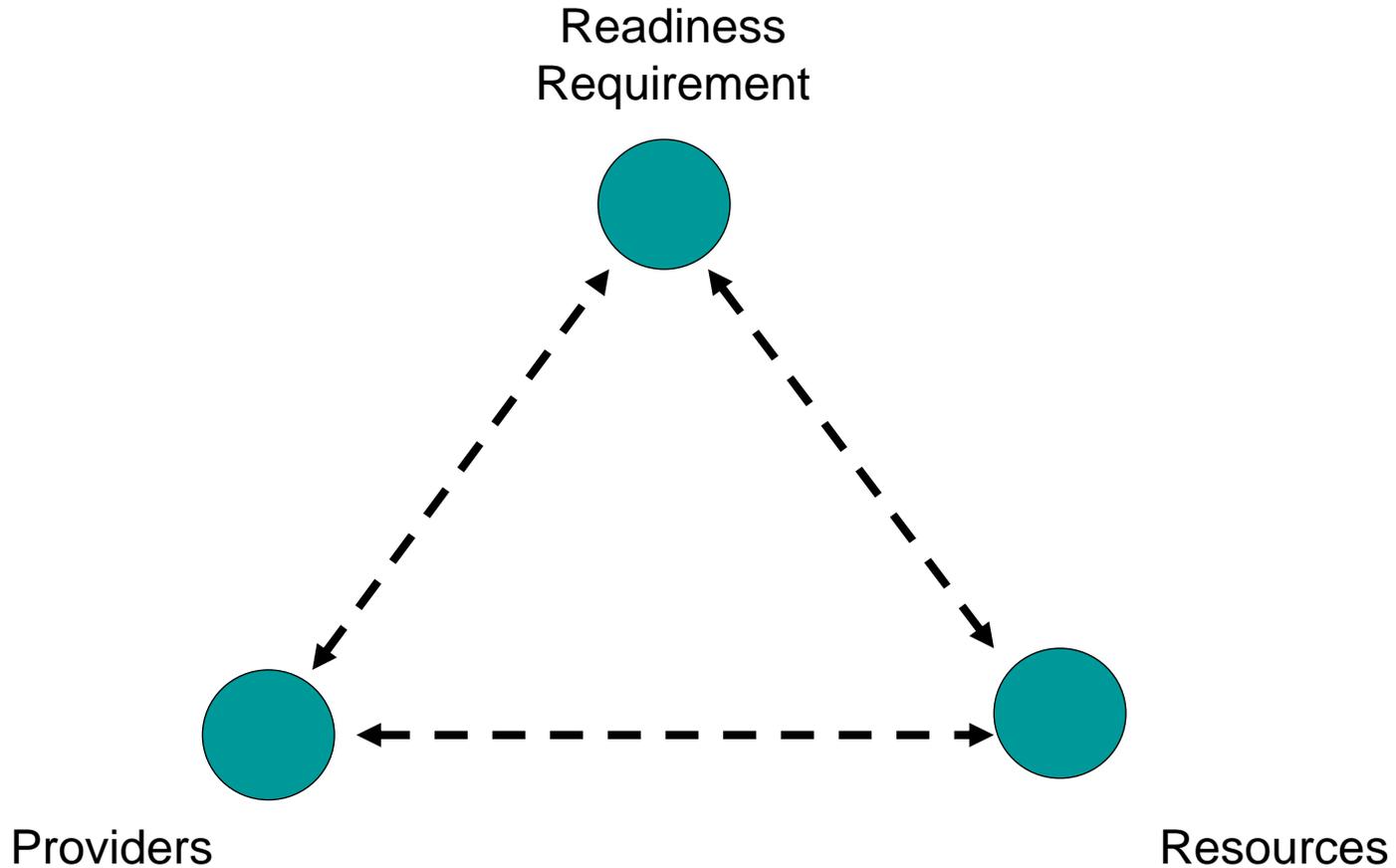 Identify & breakdown barriers by creating
  <u>cross-functional teams</u>

Increase Focus
Align the Enterprise

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Increase Focus
Align the Enterprise

U.S. Navy

Fleet Forces Command

Aviation Enterprise

Surface Enterprise

Subsurface Enterprise

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Increase Focus
Align the Enterprise

Readiness
Requirement

Providers

Resources

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Increase Focus
Create a "Single Process Owner"

Commander Naval Air Forces
"Air Boss"

Aviation Enterprise

Systems Command
Engineering Support

Navy Staff
Resource Sponsors

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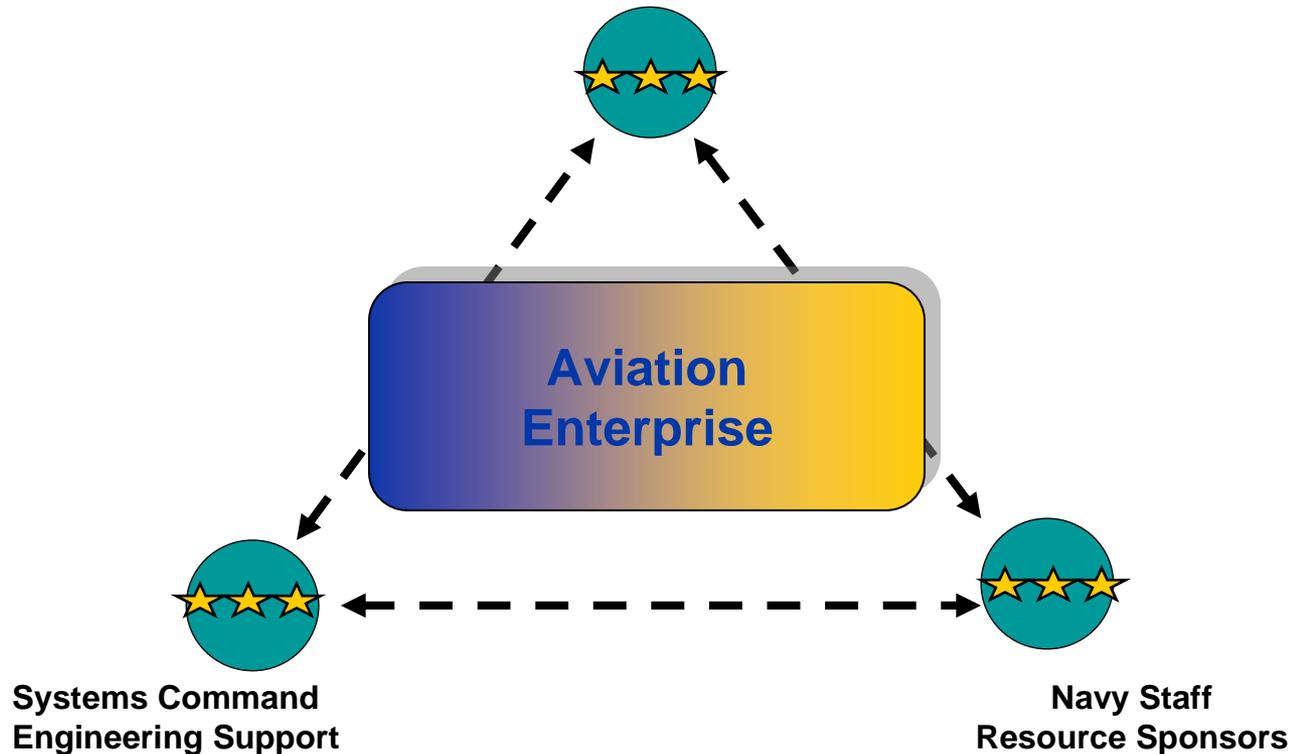
Increase Agility
Drain the Readiness Bathtub

Non-Deployed Airwing Readiness
Days Prior to Deployment
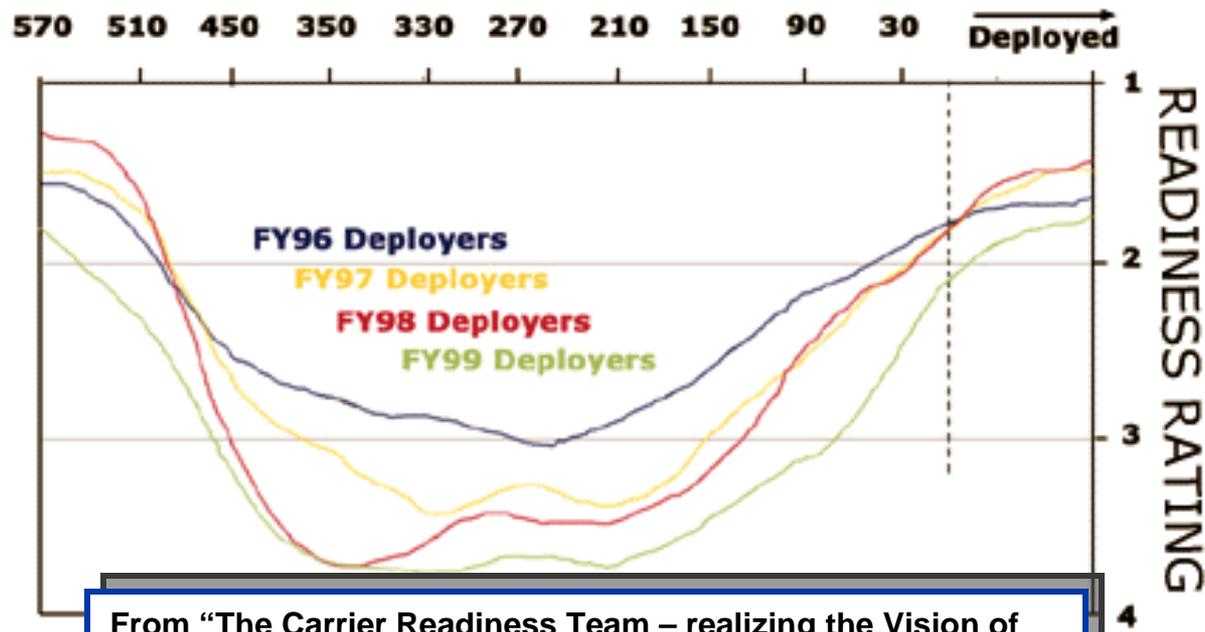
FY96 Deployers
FY97 Deployers
FY98 Deployers
FY99 Deployers

From "The Carrier Readiness Team – realizing the Vision of the Naval Aviation Enterprise" by Carroll F. LeFon Jr. Mar '09
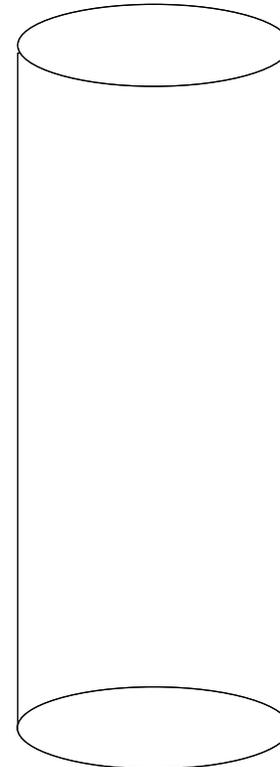
Disparate Systems
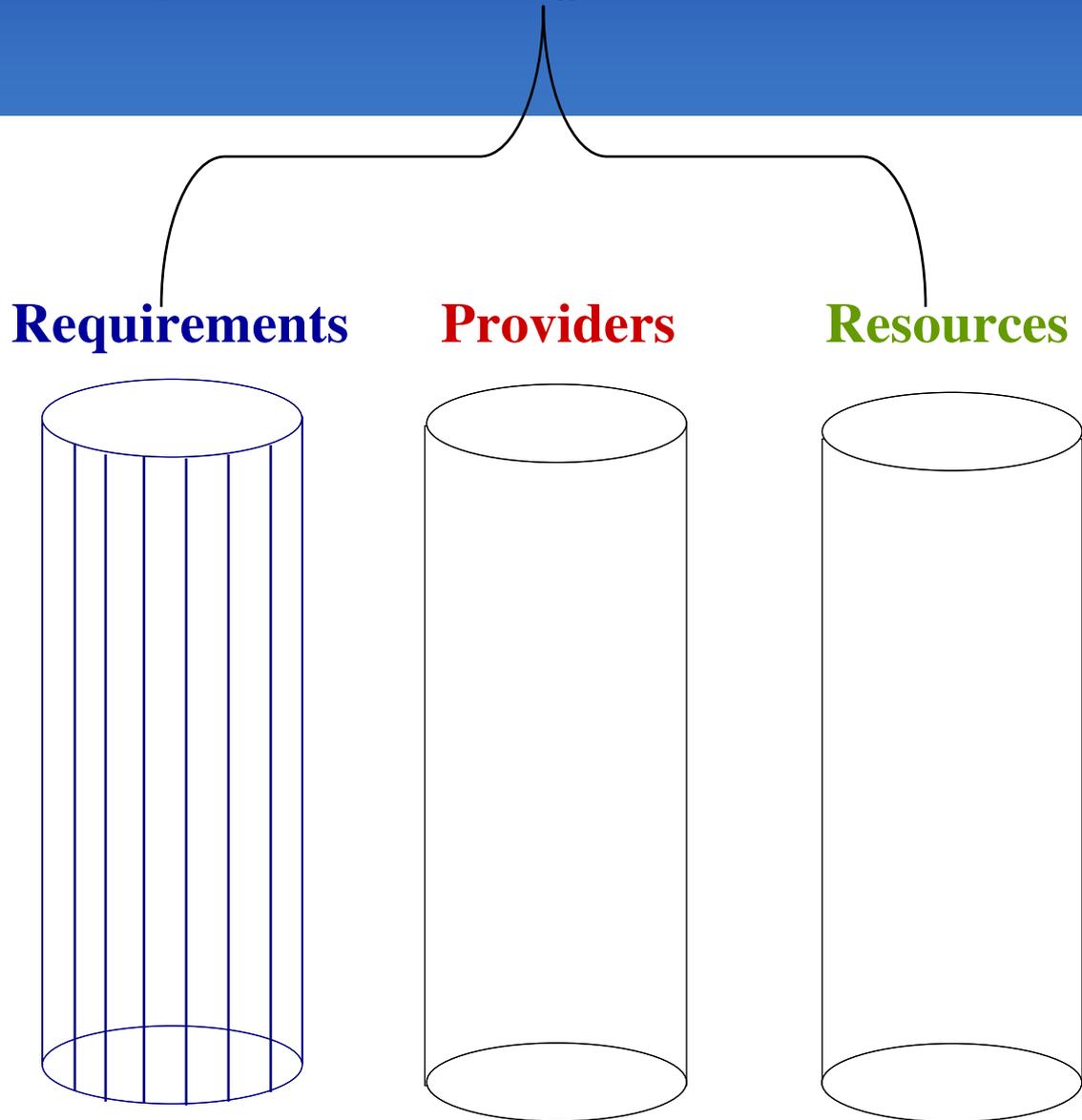# with Unique Fitness Metrics
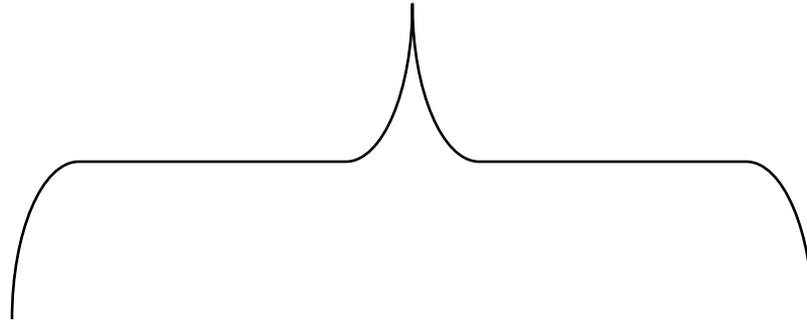
Requirements   **Providers**   **Resources**
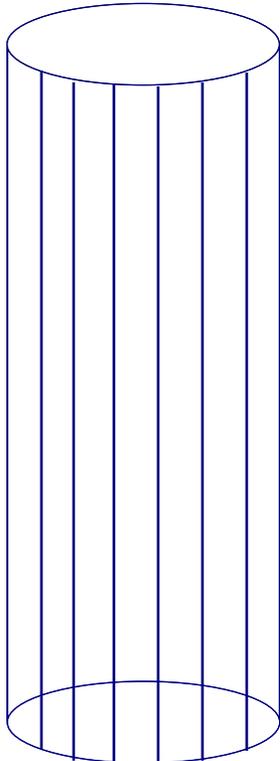
One Enterprise / Single Fleet Driven Metric

Requirements **Providers** **Resources**
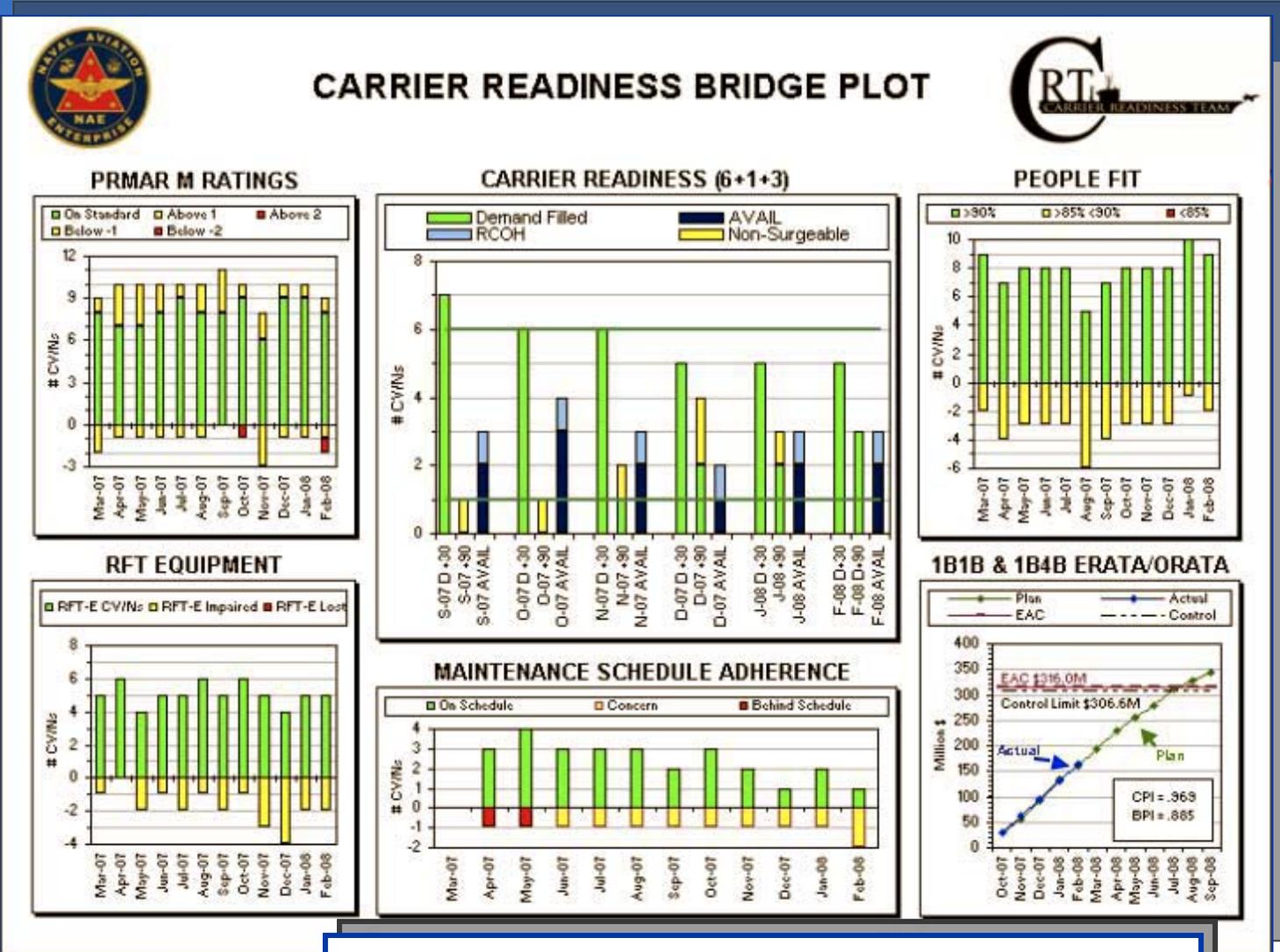
One Enterprise / Single Fleet Driven Metric

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"

CARRIER READINESS BRIDGE PLOT

From "The Carrier Readiness Team – realizing the Vision of the Naval Aviation Enterprise" by Carroll F. LeFon Jr. Mar '09

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

Aviation Enterprise
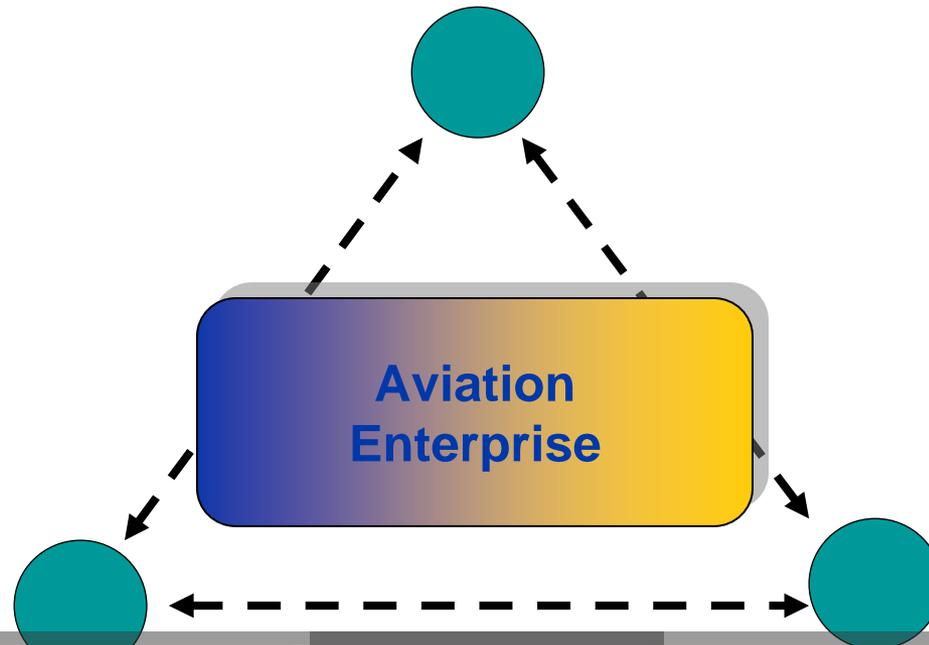
Cross Functional Team TWO inclu the providers – the maintenance & provided material support to meet

Cross Functional Team THREE was tied to the programmers and resource sponsors – and could elevate validated problems to obtain needed operations and maintenance funding

Approved

Accelerate Convergence –
Cross-Functional Teams at Wing level …

Wing
Maintenance
Officer

**Aviation
Enterprise**

Aviation Intermediate Maintenance
Detachment Officer in Charge

Aviation Supply
Division Officer

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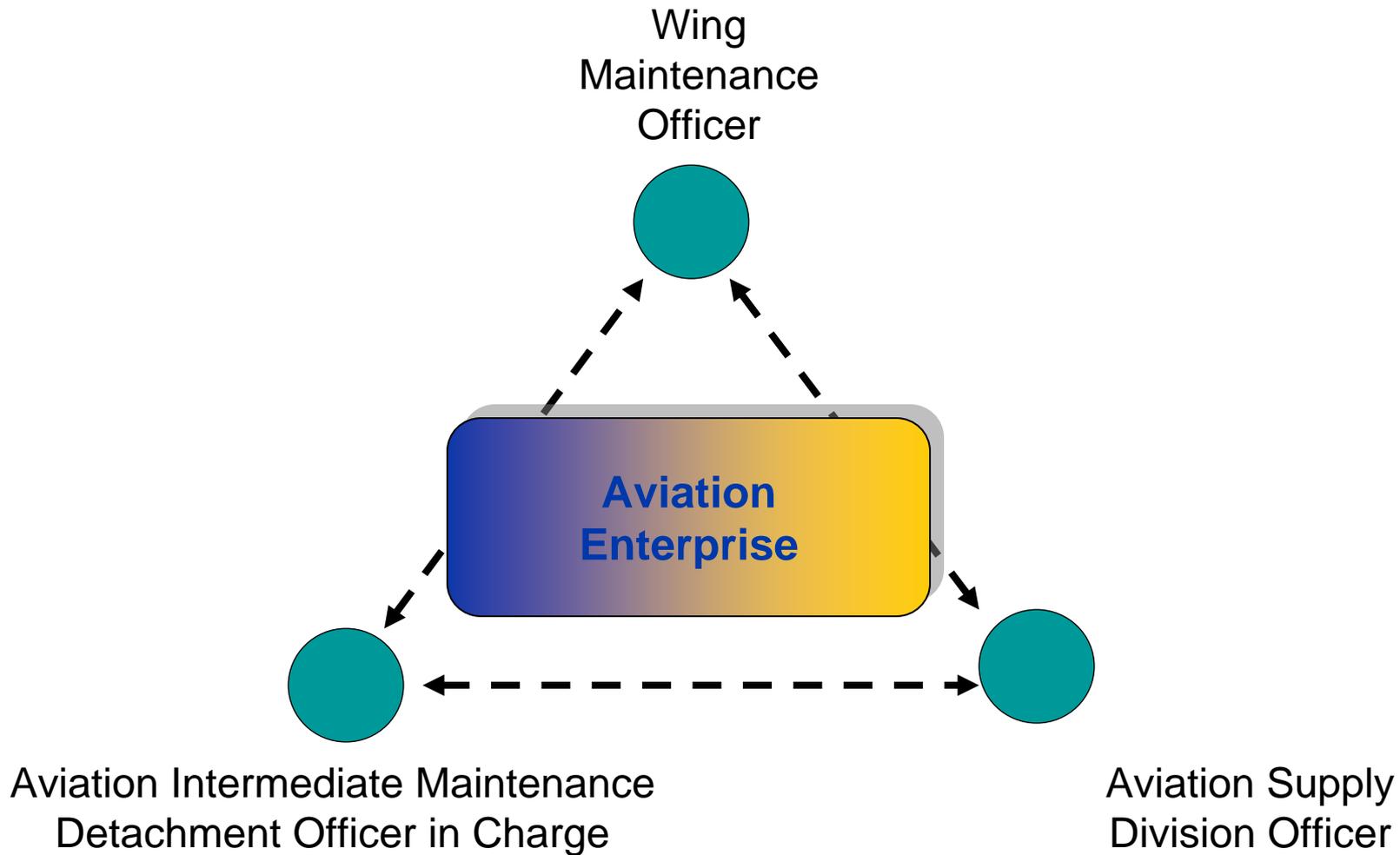
Convergence tied to real work –
F-18 Hornet Engine – F404 example

- **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**

U.S. Navy photo by Photographer's Mate 3rd Class Nicholas Fry

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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**

U.S. Navy photo by Mike Wilson

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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

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