Industry Navy Discussion Panel

August 7, 2019

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Distribution Statement A: Approved for Public Release.

Why Are We Here?

- *The Industry Navy Discussion Panel (INDP) is one of several forums that allow Navy and Ship Repair Industry leaders to collectively discuss challenges and opportunities across the business enterprise*

- *These forums should promote an enduring, transparent, and constructive dialogue; building trust, alignment, and credibility across our enterprise and with our key stakeholders*

- *Underscores our commitment to work as a team*

On Time Delivery!

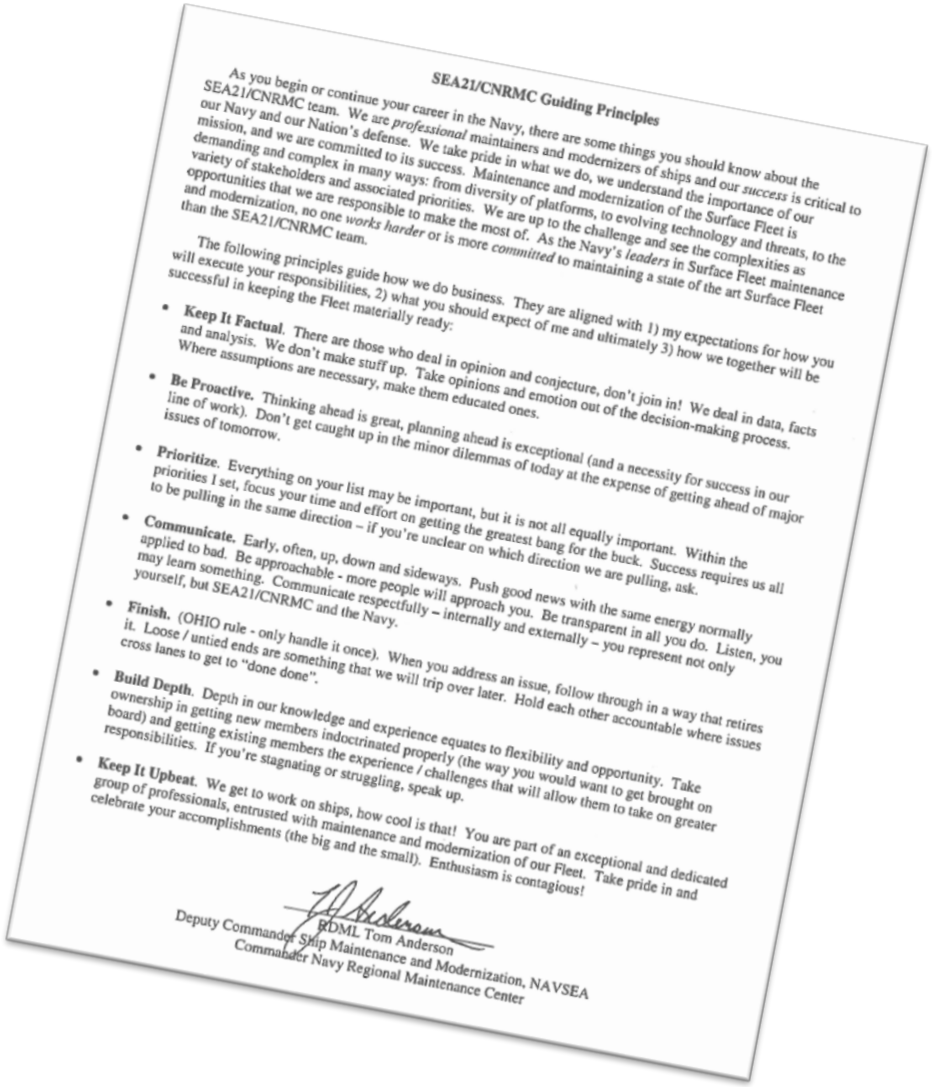
Perspective

- *Qualified as a SWO aboard USS CAPODANNO (FF 1093)*
- *Selected as an Engineering Duty Officer in 1996*
  - *DDG 51 / FFG 7 Class Planning Yard Officer (SUPSHIP Bath)*
  - *Mine Warfare Type Desk Officer (SURFLANT N43)*
  - *DDG 51 Chief Engineer and Post Delivery Branch Head (PEO Ships)*
  - *Requirements Officer (OPNAV N86)*
  - *LCS Program Manager (PEO LCS)*
  - *EA to COMNAVSEA (NAVSEA)*
  - *Commander, Naval Surface Warfare Center (NAVSEA)*

Interested in Your Feedback

Guiding Principles

- Keep It Factual
- Be Proactive
- Prioritize
- Communicate
- Finish
- Build Depth
- Keep It Upbeat!



SEA21/CNRMC Guiding Principles

As you begin or continue your career in the Navy, there are some things you should know about the SEA21/CNRMC team. We are *professional* maintainers and modernizers of ships and our *success* is critical to our Navy and our Nation's defense. We take pride in what we do, we understand the importance of our mission, and we are committed to its success. Maintenance and modernization of the Surface Fleet is demanding and complex in many ways: from diversity of platforms, to evolving technology and threats, to the variety of stakeholders and associated priorities. We are up to the challenge and see the complexities as opportunities that we are responsible to make the most of. As the Navy's *leaders* in Surface Fleet maintenance and modernization, no one *works harder* or is more *committed* to maintaining a state of the art Surface Fleet than the SEA21/CNRMC team.

The following principles guide how we do business. They are aligned with 1) my expectations for how you will execute your responsibilities, 2) what you should expect of me and ultimately 3) how we together will be successful in keeping the Fleet materially ready:

- **Keep It Factual**. There are those who deal in opinion and conjecture, don't join in! We deal in data, facts and analysis. We don't make stuff up. Take opinions and emotion out of the decision-making process. Where assumptions are necessary, make them educated ones.
- **Be Proactive.** Thinking ahead is great, planning ahead is exceptional (and a necessity for success in our line of work). Don't get caught up in the minor dilemmas of today at the expense of getting ahead of major issues of tomorrow.
- **Prioritize**. Everything on your list may be important, but it is not all equally important. Within the priorities I set, focus your time and effort on getting the greatest bang for the buck. Success requires us all to be pulling in the same direction – if you're unclear on which direction we are pulling, ask.
- **Communicate.** Early, often, up, down and sideways. Push good news with the same energy normally applied to bad. Be approachable - more people will approach you. Be transparent in all you do. Listen, you may learn something. Communicate respectfully – internally and externally – you represent not only yourself, but SEA21/CNRMC and the Navy.
- **Finish.** (OHIO rule - only handle it once). When you address an issue, follow through in a way that retires it. Loose / untied ends are something that we will trip over later. Hold each other accountable where issues cross lanes to get to "done done".
- **Build Depth**. Depth in our knowledge and experience equates to flexibility and opportunity. Take ownership in getting new members indoctrinated properly (the way you would want to get brought on board) and getting existing members the experience / challenges that will allow them to take on greater responsibilities. If you're stagnating or struggling, speak up.
- **Keep It Upbeat**. We get to work on ships, how cool is that! You are part of an exceptional and dedicated group of professionals, entrusted with maintenance and modernization of our Fleet. Take pride in and celebrate your accomplishments (the big and the small). Enthusiasm is contagious!

RDML Tom Anderson
Deputy Commander Ship Maintenance and Modernization, NAVSEA
Commander Navy Regional Maintenance Center

90 Day Assessment

- *Industrial manpower / workload forecasting*
- *Industrial base health*
- *Acquisition strategy / contract vehicles*
- *Org. construct and staffing requirements*
- *Leadership team expertise / competency*
- *Documentation Health (instructions, policies, processes, etc.)*
- *New Con / In Service Coordination (maintenance / reliability)*
- *Data capture and usage*
- *Wartime Readiness / Planning*

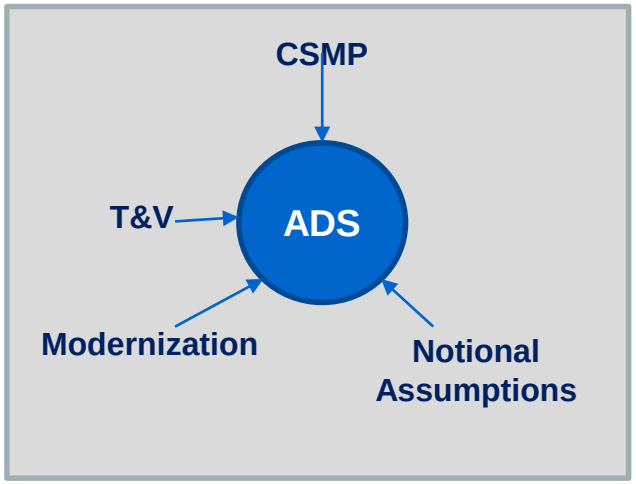
Initial Assessment of the State of Command to Inform Priorities Moving Forward

Travel for First 90 Days

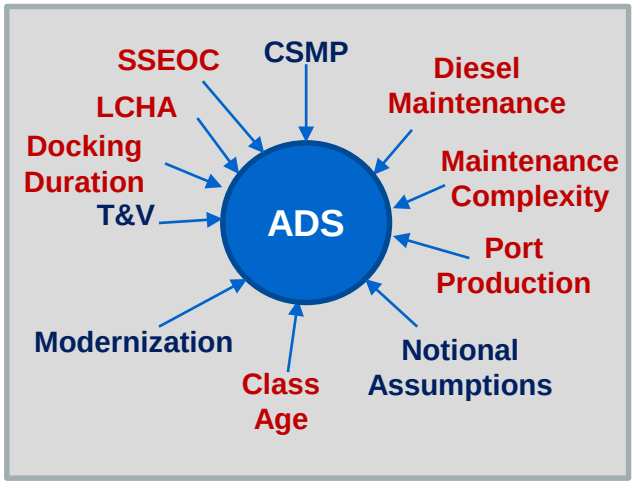
- ✓ *Week of 10 JUN: Norfolk (CNRMC, MARMC, SURFMEPP, SURFLANT, Shipyard Visits)*
- ✓ *Week of 24 JUN: San Diego (SWRMC, SURFPAC, Shipyard Visits)*
- ✓ *Week of 08 JUL: Mayport (SERMC, Shipyard Visits)*
- ✓ *Week of 22 JUL: Pacific Northwest (NWRMC, INACTSHIPS / Bremerton, PGSNY, Shipyard Visits)*
- ✓ *07-09 AUG: San Diego (Industry Day / ASNE FMMS)*
- ➢ *15-16 AUG: Norfolk (MARMC Change of Command)*
- ➢ *Week of 19 AUG: Yokosuka & Sasebo, Japan (SRF-JRMC, Shipyard Visits)*
- ➢ *26 AUG: Pascagoula (FITZGERALD QPR)*
- ➢ *Week of 02 SEP: Rota, Naples, Bahrain (FDRMC, Shipyard Visits)*

Schedule Durations

Current



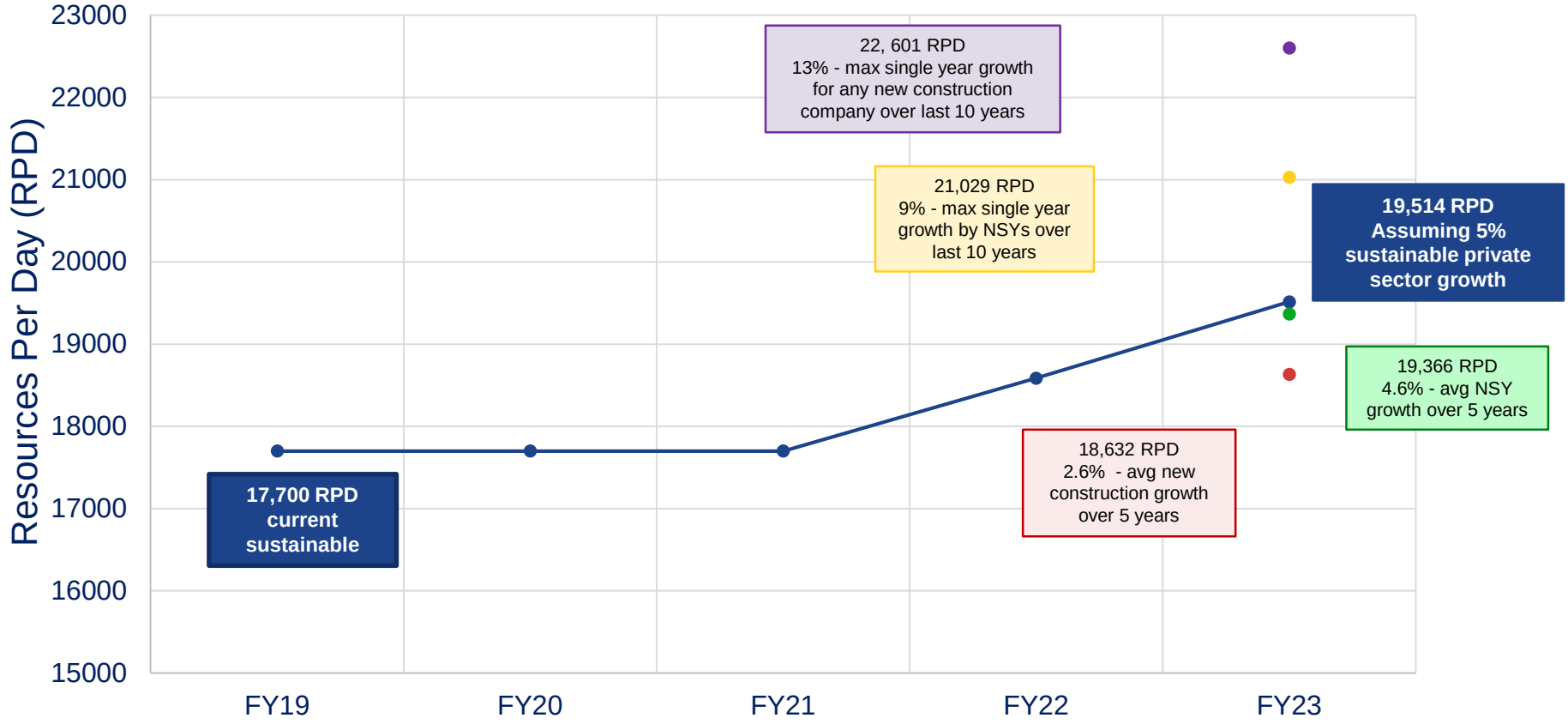
Improved



- ***Surface Ship Eng. Operating Cycle***
  - *Addresses impact of cancelled avails & avail shifts greater than 24 months*
- ***Life Cycle Health Assessment***
  - *Addresses non-compliance with U/W husbandry / drivetrain maintenance plan*
- ***Docking Duration***
  - *Acknowledges aging effect on U/W hull / drivetrain*
- ***Class Age***
  - *"Learning Curve" for new ships / "Aging" for older ships*
- ***Diesel Maintenance***
  - *Addresses the added complexity of performing diesel engine maintenance (location / # of diesels)*
- ***Maintenance Complexity***
  - *Addresses integration of substantial, complex work in one or more constrained areas of a ship*
- ***Port Production***
  - *Accounts for extensions attributed to missed milestones not attributable to growth or new work*

Capacity Growth

Growth Rate Comparisons



Perform to Plan

- *Updates will be briefed to VCNO and ASN(RDA) quarterly with monthly updates to Fleet Commanders*
- *Aligns the surface ship maintenance community's efforts to improve on-time delivery from Echelon 1 to Echelon 4*
- *Provides senior level leadership visibility to surface ship maintenance challenges*
- *Will be an enduring project, constantly driving to refine the 'plan' and measure performance in meeting the plan*

Contract Initiatives

- ***LOE to Completion CLIN***
  - *Funded at contract award rather than per change during execution IAW budgeted growth; reduces upward obligations*
    - ✓ *Currently included on 41 CNO Avails in solicitation and/or execution, 19 cross FYs*

- ***Small Dollar Value Growth***
  - *Small Dollar Value Growth & Daily Rate for extension of dry dock and availability periods*
  - *Majority of change (~70%) < $25K; Reduce / eliminate cycle time for low $ changes via pre-priced change*
    - ✓ *Currently included on 11 CNO Avails in solicitation, 10 CNO Avails in execution*
    - ✓ *Included in all future RFPs*

- ***Quality Assurance Checkpoint Reduction***
  - *Standard Item and Checkpoint Reductions have been reduced by 30% with a goal of reaching 50% by FY20*
  - *50% pilot availabilities for increased checkpoint reductions include BULKELEY / ARLEIGH BURKE and SHOUP / ESSEX*
  - *Results being assessed. Anticipate implementing across all availabilities by FY21*

- ***Award at A-120***
  - *Improve workload predictability and stability*
    - ✓ *USS SHOUP (DDG 86) is pilot ship for A-120 Award*
      - *Contract awarded 3 December 2018 (A-91)*
    - ✓ *USS ANCHORAGE (LPD 23) was next target*
      - *Contract awarded 21 March 2019 (A-109)*
  - *Milestone Notice moving all awards to A-120 in final routing*

- ***Vertical Availability Grouping***
  - *Improves the ability for forecast future workloads by soliciting multiple overlapping availabilities within a single RFP*

- ***Horizontal Availability Grouping***
  - *Improves the ability to forecast future workload by soliciting multiple sequential availabilities within a single RFP*

Other Initiatives Being Pursued…

- Split CLIN
- Greater Fidelity Manpower Reporting
- Port Specific Industrial Base Health Assessments to Inform Contracting Strategy
- PSI / PSO
- Retentions

Looking for Feedback and Alignment

Here We Go…

Questions?