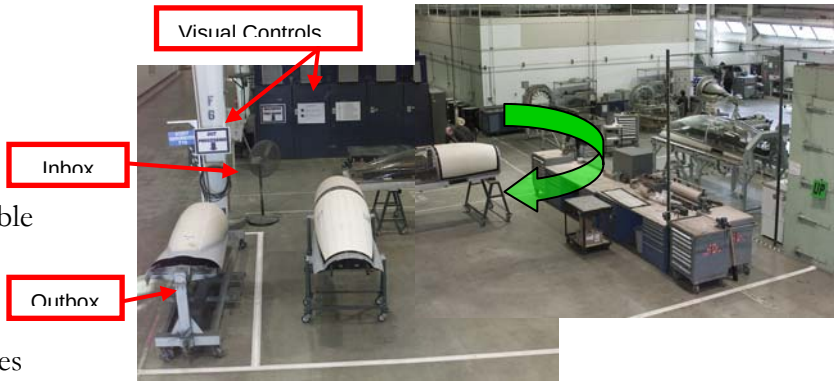
Lean "Best in Class" Success Story

Canopy and Windscreen Rework Cell
Components Strategic Business Team
Naval Air Depot, North Island, CA



Canopy and Windscreen Cell

Description:
Prior to March 2004, F/A-18 Single and Double Canopies were NAVICP backorder degraders with extensive material issues. The canopies were also experiencing long depot repair turnaround times. AIR*Speed* business processes were deployed to the Canopy line in March 2004.

Objective:
The depot's objective was to reduce the turnaround time and eliminate material issues at the repair level through the deployment of AIR*Speed* processes, including Theory of Constraints (TOC), Lean and Six Sigma. AIR*Speed* is Naval Aviation's tool set for improving processes by eliminating waste and logically organizing workflow in a way that adds value to the customer, thereby reducing Turn Around Time (TAT) and costs.

Significant improvements realized:

- Average turnaround time for F/A-18 Night Attack Double Canopy was reduced from 94 days to 53 days, with a significant reduction in material delays.
- Average turnaround time for F/A-18 Single Canopy was reduced from 50 days to 36 days, with a significant reduction in material delays.
- Average turnaround time for all ten types of canopies repaired at the depot was reduced from 73 days to 48 days.
- The only canopies that are still NAVICP degraders are those that are asset constrained due to lack of repairable carcases.

Results to date:

- FY 2005 overall F/A-18 Night Attack Double Canopy TAT is averaging 29 days ahead of scheduled TAT of 82 days without any increase in manpower.
- FY 2005 overall F/A-18 Single Canopy TAT is averaging 63 days ahead of scheduled TAT of 99 days without any increase in manpower.

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H-1 Aircraft Production
Naval Air Depot, Cherry Point, NC

Description:
Prior to September 2001, a large portion of the Marine Corps' H-1 helicopter fleet was experiencing cost overruns and schedule delays during depot maintenance. The decision was made to move portions of the H-1 depot maintenance workload to Naval Air Depot Cherry Point to perform integrated maintenance while reducing turnaround times and costs. In 2002, the US Air Force transferred depot level maintenance of part of its UH-1N fleet to Cherry Point as well.

Objective:
The depot's objective was to improve the availability of Ready for Tasking (RFT) H-1 aircraft to the fleet through the integration of AIR*Speed* initiatives, i.e., Theory of Constraints (TOC), Lean, 5-S Plus 1, and Six Sigma. AIR*Speed* is Naval Aviation's tool set for improving processes by eliminating waste and logically organizing workflow in a way that adds value to the customer, thereby reducing Turn Around Time (TAT) and costs.

Significant improvements realized:

- Average turnaround time for USMC H-1 Standard Depot Level Maintenance (SDLM) was reduced from 350 days to 114 days, at a cost reduction of over $1 Million per aircraft
- Turnaround time for USAF UH-1N SDLM was reduced from over 300 days to 121 days and costs were reduced from over $1.5 Million to $486,000

Results to date:

- Without any increase in manpower resources, during FY 2005 the overall H-1 TAT is averaging 5 days ahead of scheduled TAT of 56 days. 10 of 11 aircraft have sold on or before their due dates, and the last AH-1W was completed 12 days early.
- Cherry Point was selected by the H-1 Program Office to help with the remanufacture of the existing AH-1W Super Cobra and the UH-1N Huey to the AH-1Z and the UH-1Y configurations. In all, 11 Hueys and 180 Cobras are scheduled for rework at the depot through FY 2015.