SHIPMAIN CHRONICLE

The right maintenance at the right cost at the right time

Volume I Number VI

SHIPMAIN Process: Systems Commands and Warfare Centers Adapt to the Ship Change Document (SCD)

WASHINGTON DC -- By the end of April 2005, SCD throughput has doubled since the beginning of the calendar year as SYSCOM and Warfare Center Personnel gain experience and confidence with entering SCDs. As with any new process implementation, the user community experienced some initial difficulty in becoming acclimated to the Entitled Process and the SCD, but, an aggressive homeport training schedule, including roll-out of SHIPMAIN Training Package 4 (TP4), several training sessions targeted at "Training the Trainers" at each activity, and a comprehensive set of online training assets posted on the FMP Website and NDE, mitigated these difficulties.

Recently, the Program Executive Office for Integrated Warfare Systems (IWS) and Naval Surface Warfare Center Dahlgren (NSWCDD) submitted an SCD for the Stabilized Compact Optical Experimentation System (SCOPE), which was assigned Change Tracking Number (CTN) 502. COMNAVSURFOR staff reviewers recognized this SCD as the model for how this document should be written. "As a reviewer for Combat Systems SCDs, it is often difficult to understand the intent of the change because we are not Subject Matter Experts in all areas. Folks who have extensive system knowledge wrote many of the SCDs we have seen to date. With these SCDs, there seems to be an assumption that the reviewer will know what functionality a new interface will bring or how that new functionality relates to the overall mission. That particular (CTN 502) SCD was written in such a way that we were able to understand what was actually going to be accomplished, what functionalities the change bring, and how those new functions relate to the overall mission," remarked Mr. Richard Watanabe, NSWC Port Hueneme, Combat Systems Fleet Liaison for COMNAVSURFOR. The Initiator of this model SCD, Mr. Casey Clark of NSWCDD, commented on

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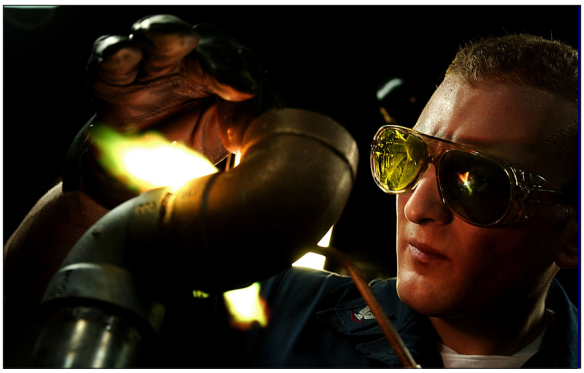
SHIPMAIN - Keeping the Fleet 'Fit to Fight' Better than Ever

By Marshall Fukuki
Pearl Harbor Naval Shipyard Public Affairs

PEARL HARBOR, Hawaii -- The material condition of surface ships homeported at Pearl Harbor has been improving in spite of tighter maintenance budgets. Likewise, shipboard items requiring repairs are being repaired sooner.

Pearl Harbor Naval Shipyard has been able to achieve these successes in large part by aggressively applying tools and philosophies from SHIPMAIN. Short for "Ship Maintenance," SHIPMAIN is a Navywide initiative to streamline surface ship maintenance and modernization. "[SHIPMAIN] allows us to do our work for less money," said Lt. Cmdr. Patrick McDermott, the Shipyard's surface Ship Maintenance Coordinator. "Readiness has improved ... as a result of efficiencies gained."



McDermott noted that material condition and the average age of casualty reports (CASREPs) has been gradually improving even as less money has become available to plan and do the work. "We're squeezing the turnip," he said. "Our FY 05 budget is less than our FY 04 budget."

In spite of that, "none of our ships have missed a deployment date. Our ships are still ready to go and getting underway on time." One of the major innovations of SHIPMAIN is the setup of maintenance teams for each ship. The members are permanently assigned to the team and are drawn from the ship, shipyard and other organizations planning, assigning and doing the work.

Continued on page 2

SHIPMAIN Process: Determining the Technical Merit of a Proposed Ship Change

WASHINGTON DC -- In previous SHIPMAIN NEWSGRAMS, details of the SHIPMAIN Entitled Process were discussed, including the Alteration Figure of Merit (AFOM) and Cost Benefit Analysis (CBA) review processes. This installment will focus on the third and final review step, the Technical Assessment.

Before the advent of the SHIPMAIN Entitled Process, a thorough assessment of a ship alteration's technical merit by the SYSCOM Technical Warrant holders for a ship alteration was lacking. In many cases, the program office developing the ship alteration had not fully considered the total-ship technical implications of introducing new systems or other changes in a shipboard environment. This was particularly true in the case of commercial off the shelf systems (COTS) equipment. This often resulted in a failure to account for the impact of an alteration on heating, ventilation and air-condition (HVAC), weight-and-moment, topside integration, chilled-water systems and other infrastructure and support systems. New alterations often exceeded the design margins of one or more of these shipboard support systems, thereby creating unforeseen impacts on habitability, stability as well as introducing unplanned costs into the execution of the alteration to correct these deficiencies.

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20 accounts for 80

SHIPMAIN in the Spotlight program was developed to focus senior management attention on the 20% of maintenance that accounts for 80% of the budget. The larger ships and complex availabilities are fewer in number and that accounts for this 80/20 split. It is hoped that through focused attention of all levels of the chain of command on this largest share of the maintenance budget the Navy can realize maximum efficiency through adherence to Shipmain processes and barrier removal. So what does this mean for the Maintenance Team.

At SWRMC the GERMANTOWN, BONHOMME RICHARD and DENVER are all in this program. At regular intervals the Maintenance Team briefs the status and highlights issues with the planning and execution of their ships availabilities. Tough issues that Maintenance Teams struggle with are getting resolved and clarification from the chain of command on the intent of SHIPMAIN processes is being provided in time to make a difference. The teams are also able to feed back where those processes are not working as intended in the field. The program is so mutually beneficial that we have had requests from Maintenance Teams not in the program requesting entry.

For the BONHOMME RICHARD Maintenance Team it was highlighted several weeks before the milestone date to RMC management that drawings were going to be delayed past the milestone. This allowed the RMC to coordinate with the planning yard on priority and risk mitigation to get the follow on milestones back on track with minimal impact to the planning process. In the case of GERMANTOWN a clarification of the specific work item growth reserve policy helped to reduce the amount of churn that would have been experienced had not the in depth brief been held. DENVER has benefited doubly from this program and the hotwash program for the planning of their LPD sustainability availability.

The expected outcome of the program is to reduce churn in the key high dollar availabilities and therefore reduce late work premiums. We also expect that new issues or implementation issues will surface from the field and those will be surfaced through the SHIPMAIN leadership to be addressed.

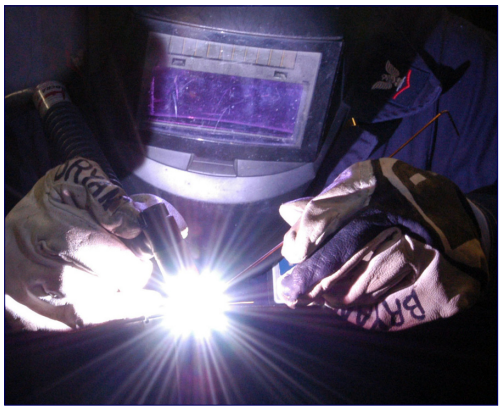
SHIPMAIN - Keeping the Fleet 'Fit to Fight' Better than Ever continued...

The Shipyard has six teams, each handling two each of the dozen ships homeported here. Perhaps not as well known is the Regional Maintenance Team (RMT) that supports these maintenance teams. Located within the Yard's Surface Ship Type Desk, Code 1216, the RMT provides common core services, such as budget administration, funding authorization, and developing, implementing and overseeing SHIPMAIN-related training and initiatives.

The Shipyard was at the forefront in instituting SHIPMAIN in several areas, including ship's force training, maintenance team and planning board stand-ups, data capture for metrics and business plan development.

The Yard was the first to incorporate use of the Maintenance Figure of Merit (MFOM), a tool to help teams decide what jobs should be done first. Simply put, the MFOM is a number from 0 to 100 that helps rank work in order of importance. The higher the number, the greater priority it has.

"SHIPMAIN is not something separate," said McDermott, mentioning another ongoing effort to bring together the many Shipyard and SHIPMAIN policies and instructions. These are being developed into local business rules and procedures that are being combined into easily understood handbooks for maintenance teams to follow. Secretary of the Navy Gordon England, testifying in March before the Senate, said, "The primary mission of SHIPMAIN is to generate savings through improvements in the surface ship maintenance and modernization planning processes." McDermott noted, "At the pier level, there will always be something to fix. At [the shipyard] level, we want to deliver the most maintenance with the money we are given."



For more information on Pearl Harbor Naval Shipyard, visit http://www.phnsy.navy.mil.

Availability Milestones: The Map to a Successful Availability

It takes a lot of effort to successfully compile and plan a maintenance availability. Maintenance Teams (MT's) have the responsibility to coordinate and integrate multiple planning products from different activities that all need to arrive in a timely manner. The reward of following good milestone discipline is a well-coordinated planning package which results in a well executed availability. When maintenance and modernization work is defined on time, when funding is available on time, and when the work package is definitized on time, the Maintenance Team has the greatest opportunity for success. Reducing premiums, improving on-time completion, and more effective and efficient use on the ship's Maintenance and Modernization Business Plan (MMBP) can all be realized with disciplined milestone compliance. For example, The Navy paid only 4.6% in premiums on the USS FORD's (FFG 54) recent maintenance availability. This was the lowest premium paid out of eight ships that surpassed the Navy's goal of 11% for FY 05.

Maintenance Teams are charged with managing availability milestones and are directly responsible for the on time performance of planning milestones within their control, and shall actively work with all the other milestone owners to collect completion data and assign risk for future milestones based on past performance. This information will be used by the MT's and the Regional Maintenance Centers (RMC) as a tool for availability planning. MT's shall report milestone compliance problems to their RMC Class Team Leader so that attention and assistance can be brought to bear and corrective actions can be made to put the MT back on the road to success.

The milestones in CNSF Notice 4702 and in the JFMM have been updated. This latest revision will be published in the JFMM as part of Rev A Change 4 (Vol. II, Part II, Chapter 2, Appendix I). This change will be published in October 2005. The milestones below are to be used for all Surface Ship maintenance availabilities. The recent Navy Maintenance Database (NMD) update, Change #19, contains the latest milestones and allows the Maintenance Teams to track these approved milestones in NMD. This also allows the RMC Business Offices to use NMD data for SHIPMAIN metric monitoring without the MT's having to maintain separate SHIPMAIN milestone charts. Milestones will be color-coded green/yellow/red based on compliance and future risk. These milestones will remain in effect for the next six months, any recommendations for changes can be submitted through your RMC.

Milestone discipline will lead the MT's to successful availabilities and that will drive the Surface Ship Navy to a successful future.

Click here for the SHIPMAIN Planning Process Milestones chart