



SHIPMAIN CHRONICLE

The right maintenance at the right cost at the right time



Volume I Number IV

SHIPMAIN Entitled Process Realizes Savings

The SHIPMAIN Entitled Process, which is now operating in a semi-automatic mode within the Navy Data Environment-Navy Modernization (NDE-NM) is starting to realize savings. As of April 2005, over 500 submitted Ship Change Documents (SCDs) were active in NDE-NM with 125 forwarded to the O-6 Decision Board for voting and disposition. To date, 61 have been approved for progression into Phase II. Several ship changes were disapproved due to lack of cost, technical or warfighting benefit, resulting in a cost-avoidance of over \$27.6 million. In addition, submitters have rejected over 50 SCDs initiated by various Fleet, SYSCOM or Warfare Center personnel due to inadequately identified or out of date requirements, cost or technical data, thereby saving additional time and expense for

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SHIPMAIN Process: Using Alteration Figure of Merit (AFOM) To Assess The Warfighting Benefit of a Ship Change

The SHIPMAIN Entitled Process, a transformational business approach that revolutionizes the manner in which the Navy executes modernization on the Surface and Aircraft Carrier Fleet, has evaluated over 550 Ship Change documents since Jul 04. Systems Command (SYSCOM), Warfare Center, and Type Commander (TYCOM) Submitters entered these into the Navy Data Environment-Navy Modernization (NDE-NM) Ship Change Document (SCD) module. So far, the O-6 Decision Board has voted on a third of these changes, using cost, technical, and warfighting benefit decision aids.

The Alteration Figure of Merit (AFOM) was developed to provide the Decision Board members with a quantitative indicator of Warfighting Benefit by specifying how a ship change fits into the overall Navy's modernization priorities, as well as capturing the degree to which a ship change provides an "improvement."

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Hawaii Regional Maintenance Center

Northwest Regional Maintenance Center

Southwest Regional Maintenance Center

Southeast Regional Maintenance Center

Mid-Atlantic Regional Maintenance Center

South Central Regional Maintenance Center

Life before and after SHIPMAIN

(Editor's note: The following article is based on a Log interview with Michael Carnes, senior port engineer in Code 1216, Surface Ship Type Desk.)

First of all, what are port engineers and what do they do?

We're "pump-kickers." Most of us have HME (hull, mechanical and electrical) backgrounds. Basically, we identify and plan what work must be done on a surface ship, and when and how to do it.

The Navy first hired three port engineers on the East Coast of the Mainland in 1980 as a way of emulating successful practices in private industry. The experiment was a roaring success and the Navy hired more port engineers to handle maintenance on its auxiliary support and amphibious warfare ships, and then eventually on the combatant ships.

How did port engineers end up in the Shipyard?

Port engineers were attached to Commander, Naval Surface Group Middle Pacific (COMNAVSURFGRU MIDPAC). When the Hawaii Regional Maintenance Center (HRMC) stood up in 2003, the port engineers became part of the Shipyard's Business and Strategic Planning Office, Code 1200.

How is all this tied in to SHIPMAIN?

SHIPMAIN, which comes from the words "ship maintenance," is a Navy initiative to streamline the surface ship maintenance process. Four high-level cross-functional teams, each led by an admiral, are working on different areas of the maintenance process. The carrier

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Emergency Availability Finishes 2 Days Early



The emergency dry-docking availability of USS Lake Erie (CG 70) at Pearl Harbor Naval Shipyard was successfully completed April 13, two days ahead of schedule. The availability was accomplished

using concepts from SHIPMAIN, a massive initiative to streamline surface ship maintenance throughout the Navy.

Under SHIPMAIN, a core maintenance team is established for each ship. This group functions as a planning board for maintenance and remains in existence for the life of the vessel. The members are drawn from the ship and the activities planning and executing the work.

"Core maintenance teams are one of the biggest positives in SHIPMAIN because the whole team knows what's on the plate," said Yvonne "Ivy" Caires, Code 400 project manager for Lake Erie. "Everybody has a common goal. We're a team."

For Caires, one of the benefits of SHIPMAIN is the element of continuity. She and Code 1216 port engineer Kent Able are permanently assigned to the core maintenance teams of two ships of the same class.

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SHIPMAIN in the Spotlight



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 Southwest Regional Maintenance Center, USS Germantown (LSD 42), USS Bonhomme Richard (LHD 6) and USS Denver (LPD 9) 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 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 Entitled Process Realizes Savings - Cont.

adjudicating incorrectly submitted SCDs.

"Although we've experienced several administrative challenges in implementing manual elements of the Entitled Process before the fully automated Entitled Process software is available this summer, the Navy is already reaping the benefits of this process. It is helping to save money by providing total visibility of the cost, technical, and warfighting benefits of the proposed ship change to the Fleet and OPNAV stakeholders before expending funding on initial preliminary engineering activities" remarked CFT-4's Action Officer, CAPT Dean Pedersen. More information on the SHIPMAIN Entitled Process may be found on the FMP Website at <http://www.fmp.navy.mil/>.

Four Ships Successfully Complete CNO Docking Phased Maintenance Availability

USS Grasp's (ARS 51) Maintenance Team executed over 7,000 man-days of maintenance and modernization. Grasp completed the package preparation for solicitation with a 90 percent first pass yield and delivered the work package to Mid-Atlantic Region's Maintenance Center's Contracts Department on-time. During execution, the ship maintained premium costs to one percent below the current port average and four percent below the established port baseline, despite incorporating two work items after contract award for CASREP'd components which were required to support the ship's post-availability operational schedule.

USS Vella Gulf's (CG 72) Maintenance Team planned and executed 7,000 man-days of maintenance and modernization. Most notably, the SRA was completed on schedule and premium costs were held to 10 percent below the Fleet's average.



USS Shreveport's (LPD 12) team planned and executed over 25,000 man-days of maintenance and modernization. The ship completed the availability one day ahead of schedule and demonstrated the excellent quality of work accomplished by



executing a highly successful sea-trial.

USS Elrod's (FFG 55) Maintenance Team planned and executed over 13,000 man-days of maintenance and modernization. The ship also accomplished this while holding growth work below seven percent, completing the SRA \$250,000 under budget and finishing one day ahead of schedule.

These efforts were responsible for returning all four ships to the Fleet in superior material condition and with substantially improved capabilities.

SERMC'S Shipkeepers: The Maintenance Teams

The Southeast Regional Maintenance Center (SERMC) quickly realized the attributes of not only implementing Maintenance Teams, but also touts that the actual physical collocation of the teams as being key to success in the port's ship maintenance and repair efforts. MT members agree that by locating 'knowledge and experience' together, the organization is creating a culture that's more equipped to be on the same page, including customers, with a steady flow of information moving in every direction, not just up and down the chain of command but laterally through workforce.

Over a thirteen-month period, renovation of eight offices yielded a single "Maintenance Team Suite" which now houses all of the Mayport MT's (PENG, PM, SHIPSUPT and Contracts Negotiator). Mike Agnor, the Business Office Department Head, was assigned the task to design and manage the project.

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