CNSF HOT WASH NEWSLETTER

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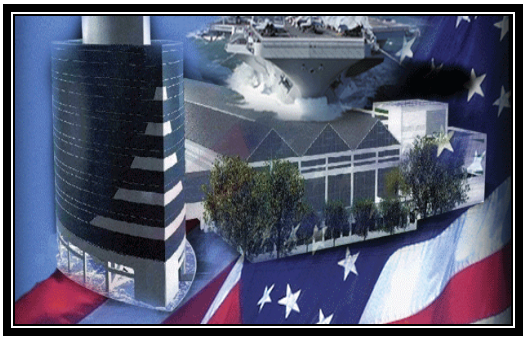
Super Hot Wash Overview

Contribution by CNSF Hot Wash Team



The Super Hot Wash (SHW) Meeting held 23-25 October 2007 at the Virginia Advanced Shipbuilding and Carrier Integration Center (VASCIC) in Newport News, Virginia, was well attended by various organizations involved in the Surface Ship Maintenance and Modernization communities. Approximately 160 people were in attendance throughout the three days. CAPT Rahall kicked off the event with the RMC View from the Bridge, focusing the group on how we should measure our success through the following criteria.

- Drive Time in Maintenance Down
- Drive Cost of Maintenance Down
- Drive Operational Availability Up
- Maintain/Improve Technical Standards

RADM Hugel followed with his overview of the goals and outlook from the Surface Warfare Enterprise and Fleet Maintenance Board of Directors. RDML Smith shared his goals for improvement as Vice Commander of SPAWAR. In keeping with our efforts to reach out to the operators of the fleet, we were also honored with hearing from two commanding officers. USS LAKE CHAMPLAIN (CG 57) Commanding Officer, CAPT O'Connor, and USS OAK HILL (LSD 51) Commanding Officer, CDR Agle, presented their perspectives of maintenance and modernization processes while providing feedback on how the processes impact their operational status. The meeting concluded with leaders from each Regional Maintenance Center briefing the regional challenges and successes faced in their homeports. These presentations provided excellent insight regarding the ways in which processes affect various regions.

Five different breakout teams met during the Super Hot Wash to focus on a particular issue or goal.

- The Hot Wash Analysis Team reviewed existing availability project plans and tools including the Fleet Desk Guide, SWRMC Waterfront Desk Guide, NWRMC Project Management Plan (discussed in more detail on page 9), and the Memorandum of Understanding (MOU) used during USS IWO JIMA's availability. Since the Super Hot Wash, a charter has been drafted to develop an Availability Project Team Handbook which will leverage off these existing tools to build the framework for planning and execution strategies. (See page 3 for a more in-depth discussion of this topic.)

- The Feedback Coordinator Team discussed potential improvements to the Hot Wash Database on Livelink. CNSF and SUBMEPP continue to work together to determine the feasibility of the recommended modifications to make the site more user-friendly.

- The ICMP Breakout Team worked with the Feedback Coordinator Team to develop a process to link Hot Wash feedback issues and the ICMP Technical Feedback. The process will initially be manual to determine the quantity of issues to be cross-referenced. Depending on the magnitude, the two databases will work to automate the cross-referencing capabilities.

- The LAR/RLAR Working Group discussed how to finalize a revised process change recommendations for improving the incorporation of LAR/RLARs in work specifications. The intent is to reduce churn, growth, and cost that derive from the late implementation of such information. The revision will be released via naval message upon approval from the SEA21 leadership.

- The CNO Availability Planning IPT deliberated to finalize recommendations regarding alteration planning. Various recommendations were made to streamline over the existing processes.

Overall, the feedback received from the meeting indicated success in effectively providing a forum in which representatives from various maintenance and modernization commands can meet to discuss challenges and gain new information about the goals of current initiatives while sharing their own goals. The next Super Hot Wash is tentatively scheduled for the spring of 2008 in San Diego, California.

Bottling the Success of the USS IWO JIMA (LHD 7) Availability

A Description of the Challenge & What to Do About It

Contribution by Larry Burrill, CNSF Hot Wash Support

Background

The USS IWO JIMA (LHD 7) FY07 PMA was highly successful not only because the cost, schedule, and timeline objectives were met, but, more importantly, the ship was able to assume duties as the duty Amphibious Readiness Group (ARG) just 10 days after the completion of the availability. The ship achieved "fully operational" ready status in a very short period of time after leaving the yard period with all systems ready to go. This was not a result of any one organization or single effort, but of the overall teamwork of the different stakeholders involved which led to this availability success story.

It is important to note the USS IWO JIMA availability had three major pieces that demanded an increased focus to ensure the complexities and nature of the work could be effectively integrated. These three pieces were:

- A collection of Combat Systems Modernizations items collectively referred to as CAPSTONE.
- MV-22 modernization items.
- Significant repair and modifications to the Collective Protection System (CPS).

Overall, this project put into place an organizational framework to allow and facilitate effective communications that started with focused emphasis on the daily production meetings. Additionally, there was a real emphasis placed on working the tough problems together as they were identified, such as the integration of the CPS work with the CAPSTONE installs. By starting with an aggressive approach to teamwork, the whole project team (including the ship) was able to quickly identify challenges and work together to solve them, whether it was WAF/Tag Out processing, Planning Yard Isolation Drawings, propulsion plant light-offs during the availability, steam valve seal replacement, weekend work item/schedule management or utilizing the lessons learned on previous ships.

This success was echoed at the October 2007 Super Hot Wash. The Hot Wash Analysis Team (HWAT) spent most of its breakout session analyzing the MOU in more detail. In addition, the HWAT reviewed the current status of the Fleet Desk Guide initiative and NWRMC's Project Management Plan for availability management.

The MOU has been credited with being a key element leading to the overall success of the USS IWO JIMA Availability. As a result, USFF N43 has led an initiative to identify how the community might capture and duplicate the success in future similar availabilities.

However, the HWAT concluded that although the MOU was a key element, it was not the sole reason for the IWO JIMA success. The Maintenance Team's effort in the advanced planning phase prior to the start of the availability significantly contributed to the successes achieved. *("Success has 1000 fathers, and defeat is an orphan!")*

Problem Statement

How do we capture the actions and plans used during the USS IWO JIMA availability so that they might be used to achieve similarly successful results in the future?

One action taken prior to the SHW was to develop a Standard Work Item (897-12-002). The HWAT breakout session concluded that this action is insufficient to achieve the stated goal for a few reasons.

First, authorization of a LHD 7 FY07 PMA Program Management AIT Integrator Standard Item for accomplishment by the MSMO does not alone address the issue. It is a great start, but the item does not carry with it the *ORGANIZATIONAL COMMITMENT* achieved by the signatures on the MOU. The MOU took months to get signed. Why? Because it required signatures by individuals who had the authority to commit their respective organizations to provide the information and the documents necessary to accomplish the objectives

Second, the Standard Item does not address the decision-making challenge of how or when the Item should be invoked. What constitutes a complex availability that would necessitate the effort and resources to be allocated to achieve the goals and objectives being discussed here?

Third, shouldn't there be a Project Management Plan in place commensurate with the availability complexity level? Consider that the medicine/dosage be appropriate to the diagnosis. A significant point was made by CNSF N43 that with the Class Modernization Plans (CG 47 Mod/LSD-41 Mid Life/DDG 51 Mod), either in execution or in planning, a "sea change" is a necessity on how we look at the management of these availabilities.

Recommendation

There is great effort going on associated with the development and utilization of Project Management Plans. The Maintenance Continuous Improvement Team (MCIT), in coordination with the CNSF Hot Wash Team, has taken further action to evaluate the situation and make recommendations on how to proceed. Specifically, a Barrier Removal Team (BRT) has been established to review the following documents to build a common approach to availability management.

- IWO JIMA MOU
- Fleet Desk Guide Website
- NWRMC Project Management Plan
- SWRMC Waterfront Desk Guide

It is expected that this review will result in the development and implementation of an Availability Project Team Handbook. A team charter has been drafted and presented at the (MCIT) VTC on 5 December 2007. The HW Team has also been given the green light to proceed forward with recommended changes to the charter.

Pre-Installation Check-Out (PICO) Requirements

Contributed by CAPT (sel) Pernell Jordan, SEA21-F1

In October 2007, the Navy Modernization Analysis Team (NMAT) held a "Pre-assessment Planning" breakout session at the Super Hot Wash in Newport News, VA. The session focused on the requirement to complete a Pre-Installation Check-out (PICO) of equipment prior to modification/relocation of applicable systems and equipment. Feedback forms received from several post availability Hot Washes in the past year, identified issues that point to the consequences of a PICO not being accomplished.

The February 2004 update to the Fleet Modernization Program (FMP) Maintenance and Operations Manual incorporated significant process improvements. Technical Specification TS9090-310D contained in Volume 2 addresses PICO as quoted below:

"3.5.5 PRE-INSTALLATION CHECK-OUT (PICO):

For alterations/SCs that require modifications to existing systems, Ship's Force shall complete a PICO, witnessed and assisted by the AIT/CCT, of applicable systems and equipment prior to modification/relocation. This PICO shall be conducted in order to validate the operational status and characteristics of the systems and equipment. Ship's Force PICO testing shall be based upon PMS currently implemented on the ship. Any additional testing shall be the responsibility of the AIT. The PICO report shall outline SAT or UNSAT performance and will include known discrepancies and designate the activity responsible for correction. The AIT On-site Installation Coordinator/AIT Leader shall provide a copy of the PICO report to the appropriate ship, NSA and TYCOM representatives for record purposes within 3 working days of PICO completion."

The breakout session identified four steps required in the process. The steps are identification, documentation, adjudication and resolution. TS9090-310D clearly delineates responsibility of ship's force, witness by AIT, in conducting a PICO. TS9090.310D also indicates the requirement to designate an activity responsible for correction. Failure to follow this process has led to discrepancies at the end of availabilities when testing/System Operation Verification Test (SOVT) being conducted. This has also led to the utilization of premium dollars required to resolve in a short period of time. The first step in the PICO process utilizes the Preventive Maintenance System (PMS) component of the 3M system to validate the operational status and characteristics of a ship's system and equipment. This is the Identification Step. The second step should be the proper documentation of the results of the PICO testing, for example the completion of the automated OPNAV 4790-2K to be used Current Ship Maintenance Project (CSMP) or inclusion into the integrated schedule. The third step should be adjudication of responsibility for correction of the discrepancy. Finally, the final step would be resolution of the discrepancy. This would also include monitoring the repair as part of the over-all integrated Schedule.

CLASSRON & RMC FACE-TO-FACE MEETING

Contributed by Chief Readiness Officer's Staff

The Chief Readiness Officer, RADM Curtis, and RMC Commander, RDML Orzalli, hosted a CLASSRON-RMC Face-to-Face meeting on 7 November at the Mid-Atlantic Regional Maintenance Center. This conference served as an excellent opportunity for CLASSRON Commanders and RMC Commanders to sit down and have an open dialogue about roles, responsibilities, and expectations. Discussion during the meeting covered many aspects of ship maintenance and focused on the best way for the CLASSRONs to "team" with the RMCs and increase overall effectiveness of maintenance processes. The group noted that the Navy will be facing significant challenges over the next few years and that teamwork will be essential in order to achieve surface ship readiness and war fighting capability goals.

It was noted, for example, that the AEGIS weapon system is nearing the end of its production phase and will be entering a life cycle maintenance phase. This transition means there will be less programmatic support for the system and that the surface ship maintenance community will need to figure out how to provide seamless support for the system through the change. While the RMCs will play an increasing role in supporting and maintaining the system, the CLASSRONs will be playing a key role in monitoring and analyzing performance and cost information to help fine tune the processes that support the RMCs in their maintenance role.

As another example, the group also discussed changes in the ship maintenance budgeting process. Future budgets for the execution year and execution plus one year will be based on actual requirements vice notional requirements. This means that the maintenance community must develop effective maintenance plans that will support the budgeting process.

Additionally, execution flexibility is being reduced with CNO approval required for significant availability changes in the execution year. Consensus was that close cooperation between the CLASSRONs and RMCs in developing effective class and availability maintenance plans is essential to achieving success in this environment. Overall, the meeting was a success with every participant agreeing that they had a better understanding of how the CLASSRONs and RMCs can work together to forge a successful future for the surface navy.

FLEET DESK GUIDE

Contribution by Steven D. Kinnaird
Command Performance Mngt Division, CRMC 100PI

From the Fleet Desk Guide Center of Excellence (FDG COE), I would like to introduce to you the Fleet Desk Guide Maintenance Team Processes Web Site, https://www.marmc.nmci.navy.mil/fdg/index.htm. This website contains maintenance processes that have been formally standardized by the RMCs through the Global Rapid Improvement Events (RIE). This new website has been designed for easy accessibility with the user in mind. A simulation included on the main page of the FDG Website provides a tutorial that walks the user through the site and demonstrates how the information is linked for easy access. Users are encouraged to view this tutorial before navigating the site.

Some of the salient features of the FDG Website include:

- Business process design documentation including process descriptions, flow diagrams, tutorials, printable user guides, and process revision history.
- Ability to view processes associated with roles within the Regional Maintenance Center (RMC).
- Quick Views for commonly seen problems.
- Links to additional resources such as the Joint Fleet Maintenance Manual, Regional Maintenance Automated Information System, NMD, Hot Wash, and other pertinent maintenance websites or documents.

This website represents the initial step in publishing standardized maintenance process documentation. It is a key element in promoting and implementing standard processes across all the RMCs. As with any first effort, end users are likely to see areas that could be improved. The FDG COE wishes to hear about those areas as well as areas and functions you think are useful and should be expanded. There may also be additional requirements that would enhance the utility of the site. Constructive criticism and suggestions for improvement are not only encouraged, but are considered vital to improving the FDG site to help us standardize and improve our Community's ability to meet the challenges of providing fleet readiness through maintenance. Please send comments to: FDGCOE@navy.mil.

RMC

REGIONAL MAINTENANCE CENTER HIGHLIGHTS

The RMCs are major drivers of the Hot Wash Process. Each RMC organizes local post availability Hot Wash meetings and works with the CNSF Hot Wash Team to encourage information sharing. The following inputs have been provided from each of the RMCs.

HAWAII

HRMC availabilities are completed within the repair basin of Pearl Harbor Naval Station as opposed to contractor controlled facilities. As a result, the MSMO contractor and its subcontractors are constantly mobilizing and de-mobilizing their equipment to support availabilities in the various piers in the repair basin. In addition, no on-site office support exists for the project management team. Over the past two years a number of Hot Wash Feedback Forms have been submitted with recommendation to allow for the MSMO contractor to establish a semi-permanent facility near the work area. This would increase efficiency and communications and provide a significant return on investment by reducing the costs to execute repairs. PHNSY & IMF management have been working with Facilities and Navy Region Commanders to establish an area the MSMO contractor can call home near the repair basin. As a result of the Hot Wash process, and diligent effort by management, this lay-down and office area will become a reality in the next few months as a designated area near the bravo-14 pier is turned over to the contractor for use.

SOUTH CENTRAL

The critical path work item affecting schedule and the top cost driver for recent MCM availabilities has been the Ship Alt 315K - Shock Hardened Reverse Osmosis (RO) Desalination Plant Installation. The Hot Wash process at SCRMC has played a critical role in allowing the Maintenance Team to take control of this work item. In particular, as a result of post-availability Hot Wash meetings, the MCM maintenance teams were tasked with ensuring that the existing RO unit foundation was inspected and the AIT drawings were ship checked prior to the availability start date. This allowed for enough lead time to replace a damaged foundation and to approve changes to the drawings. During the USS DEVASTATOR (MCM 6) CNO availability (11 July – 28 September 2007), these steps led to a very successful installation that resulted in the work item completing on schedule and within budget.

SOUTHEAST

SERMC's last input to the CNSF Hot Wash Newsletter discussed the difficulty in setting up the SIPRNET and NIPRNET on living barges during CNO availabilities. During our most recent availability, the USS ROOSEVELT (DDG 80) successfully moved both LANs from the ship to the barge and vice versa resulting in only hours of downtime. The project

manager and port engineer attribute the success to good planning, excellent support from the ship, and on-site technical assistance from SPAWAR. This process will be shared with other maintenance teams in Mayport to ensure that future LAN moves go as smoothly as this one.

In addition to these local efforts, CFFC has awarded a contract to install SIPRNET/NIPRENET offices on East Coast living barges throughout FY08. SERMC's past input via the Hot Wash process contributed to the action taken to get this accomplished.

NORTHWEST

A Project Management Plan: The NWRMC Project Management Plan (PMP) provides the basic recipe for successful completion of Surface Ship Availabilities. It is an extensive document detailing the specifics of an availability. The PMP is approximately 50 pages in length and is designed to be a convenient desk guide with practical information. The PMP is not designed to be an all-inclusive document. The basic form and structure does not change as we transition from one availability to the next. The philosophy and goals for the Project Team are to provide quality industrial, engineering, technical and contracting services for I-level and D-level maintenance and modernization to the ship in the availability. Each team is vying to be the NWRMC's premier Project Team and to provide cost-wise maintenance through a fully partnered MSMO contract. Each team strives to transition smoothly from availability planning to execution and from execution to closeout while delivering the largest increment in maintenance and modernization our budget can afford. The final goals are to complete the availability without personnel harm or injury and to deliver an operationally ready ship on time as demonstrated through a successful sea trial.

The PMP provides the baseline for final certification for Sea Trials. It requires each Management Team to work through the availability prior to the start; considering such issues as high risk work items, risk mitigation strategies, facilities, automated information system requirements, team organization, materials, schedule, inclement weather plans, resources, facilities, progressing, et al. The PMP provides information, resources and guidance that can be used from the beginning of the planning cycle through the final Hot Wash process. Ideally, the PMP will also incorporate all the lessons learned, and thereby enable the next Project Team. The PMP includes a Ready to Start Checklist, samples of the Pre-Arrival Agenda, the Arrival Conference Agenda, the SSPL Weekly Brief Agenda and the Command Level Briefing Agenda with a table of meetings and briefings. The PMP also includes a Table of Messages for the SRA with samples of the messages required. The PMP is an excellent training tool for qualifying Engineering Duty Officers, many of whom have never run a project.

The PMP is essentially written by the Project Officer (typically a qualifying ED) assisted by the Project Management Team using the previous PMP as a template. With this method, lessons learned are passed on and the basic format is retained. Of course, there are aspects of the PMP - the JSN list, the Work Item List, the AIT List, the Organizational Chart, the Phone Lists, etc., that will be specific to the availability. In one aspect, the PMP document can be considered 30% PMP and 70% training. The

goal is to produce a document to help guide the Project Management Team through the availability while avoiding any pitfalls of previous availabilities. A well prepared Project Management Plan contains all of the information necessary for a complete and successful Sea Trial Certification before the ship arrives alongside to begin the availability. Each team realizes that inherent in the use of the PMP is the development of a document that will be used as the basic format for the next Project Team. (To view a sample PMP from NWRMC, visit the Hot Wash web site.)

SOUTHWEST

USS PELELIU (LHA 5) PMA 2007 Coordination Best Practice: Supply storeroom access was at times difficult to coordinate between the ship's force and contractors. USS PELELIU's Supply Department organized a centralized location for shipping and receiving for the contractors. There was a storekeeper with keys to all the storerooms (except classified storerooms), and s/he was available 24 hours a day. However, there were times when the contractors would call requesting access to a specific storeroom and would not allow sufficient time for the storekeeper to arrive to that particular storeroom. The problem was resolved with the implementation of the requirement for the contractor to wait at least 20 minutes for the storekeeper to arrive. Overall, the idea to have things centrally located was a time saver.

USS THACH (FFG 43) SRA 2007 Lessons Learned: All 4 SSDG inspections were scheduled to occur during the avail. Time remaining after refueling and before completion was not sufficient to reasonably address all diesel light-off issues. Last minute issues resulted in considerable stress on ship's force and SWRMC resources in an effort to repair identified issues, and Sea Trials were delayed due to various casualties. As a lessons learned for future availabilities, ship's force, SWRMC, and ISIC need to closely monitor inspection requirements to minimize the number of diesels being inspected during a SRA.

MID-ATLANTIC

USS IWO JIMA (LHD 7) FY07 PMA Success Story:

As briefed at the Super Hot Wash, due to the highly publicized success of the AIT Integration MOU, MARMC has been tasked by US FLEET FORCES COMMAND (USFF) to take the lead in developing the processes and business rules to implement this type of AIT management as a Fleet-wide program. MARMC subject matter experts have met to develop the recommended changes to the Integrator Specification template, NAVSEA Standard Items and JFFM business rules. Additional meetings with USFF and PEO / PMR reps have been held to ensure that the "Best Practices" of numerous current AIT management processes and requirements are captured by the recommended changes.

USS LEYTE GULF (CG 55) FYO7 EDSRA Success Story: The MSMO contractor took the lead and responsibility to manage the close-out and testing of all affected Multi-Cableway Transits (MCTs) during the availability. All AITs, partners, and sub-contractors who disturbed an MCT while accomplishing their own work turned over all packing materials to the MSMO contractor. They then became the single entity responsible for packing, close-out and testing once all work was completed.

Questions? Comments? Feedback?

For more information on the Hot Wash feedback process
or to send comments or input for future newsletters,
contact LCDR Gina Brock (ginalyn.brock@navy.mil)
or Inga Magi (inga.magi.ctr@navy.mil).

The next CNSF Hot Wash Newsletter is scheduled for March 2008.

RMC Feedback Coordinators

Each RMC has a designated Feedback Coordinator who manages local Hot Wash activity.

HRMC:	Mr. Neil Copeland, william.copeland@navy.mil
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