



# Mid-Atlantic Regional Maintenance Center



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Capt. Tim Barney, MARMC Commanding Officer





# Strategic Business Plan

## SMART Goals



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### Alignment with CNRMC/SEA21 intent

1. Define CNO work better
2. Align our people for our mission better
3. Establish communications plan
4. Strengthen contractor/Navy relationship
5. Streamline material procurement
6. Develop and measure competence
7. Streamline contractor change process
8. Constructively keep contractors on task
9. Document and train to the processes

CO Dashboard Summary

SG Performance (Planning)			Explanation of Metrics							
Ship	SMART Goal 1	SMART Goal 5	Click for Explanation of SMART Goal Key Metrics							
			SG Performance (Availability)							
Ship	SMART Goal 2	SMART Goal 3	SMART Goal 4	SMART Goal 6	SMART Goal 7	SMART Goal 8	SMART Goal 9			
ANZ	●	●								
ARL	●	●								
BAI	●	●								
BAT	●	●								
COL	●	●								
CTH	●	●								
FSH	●	●								
GON	●	●								
HUE	●	●								
IWO	●	●								
JWS	●	●								
LAB	●	●								
LTG	●	●								
MAH	●	●								
MAS	●	●								
MCF	●	●								
MIT	●	●								
MTY	●	●								
BAI	●	●	●	●	●	●	●	●	●	
BUL	●	●	●	●	●	●	●	●	●	
FSH	●	●	●	●	●	●	●	●	●	
GET	●	●	●	●	●	●	●	●	●	
GHWB	●	●	●	●	●	●	●	●	●	
GON	●	●	●	●	●	●	●	●	●	
GRV	●	●	●	●	●	●	●	●	●	
GUN	●	●	●	●	●	●	●	●	●	
JDM	●	●	●	●	●	●	●	●	●	
KSG	●	●	●	●	●	●	●	●	●	
LTG	●	●	●	●	●	●	●	●	●	
MAS	●	●	●	●	●	●	●	●	●	
MVD	●	●	●	●	●	●	●	●	●	
OSA	●	●	●	●	●	●	●	●	●	
RAM	●	●	●	●	●	●	●	●	●	
TOR	●	●	●	●	●	●	●	●	●	
VIK	●	●	●	●	●	●	●	●	●	

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Metric Available approved by SME      Metric Available under review by SME      Perform To Plan (P2P) Metric

#### Run the Business Metrics

<b>Process Metrics</b> <ul style="list-style-type: none"> <li>WY12 Comparison</li> <li>Schedule Adherence</li> <li>LOE to Completion CLIN Funding</li> <li>CNO Availability Process Milestones</li> <li>SID Delivery</li> <li>SID Funding</li> <li>LLTM Ident/Plcd, Funded, and Ordered CNRMC</li> <li>CNRMC LLTM Mod &amp; Repair Delivery</li> <li>LLTM Delivery PMS 407</li> <li>Contract Award</li> </ul>	<b>Driver Metrics</b> <ul style="list-style-type: none"> <li>OMP Assessment Execution</li> <li>MOD Availability Funding</li> <li>Late Add Percentage</li> <li>FTA Open</li> <li>FTA by ESWS</li> <li>FTA Passed to Outside Activity</li> <li>FTA Avg Touch/Response Time</li> <li>Dry Dock Utilization</li> <li>Contract Change Cycle Time</li> <li>Private Sector Capacity vs Workload</li> <li>Growth and New Work</li> <li>P2P System Scheduled vs Assessed</li> </ul>	<b>Quality Metrics</b> <ul style="list-style-type: none"> <li>Work Package Quality</li> <li>Deferred Mandatory Maintenance</li> <li>Material Condition at EDA</li> <li>Directive Maintenance Percentage</li> <li>SID Performance</li> <li>Duration Estimate Accuracy</li> <li>Corrective Maintenance</li> <li>009-40 Compliance Effectiveness</li> <li>LOE to Completion CLIN Bandwidth</li> <li>DMD (Y) Band</li> <li>DMD Risk Trends</li> </ul>
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NAVSEA



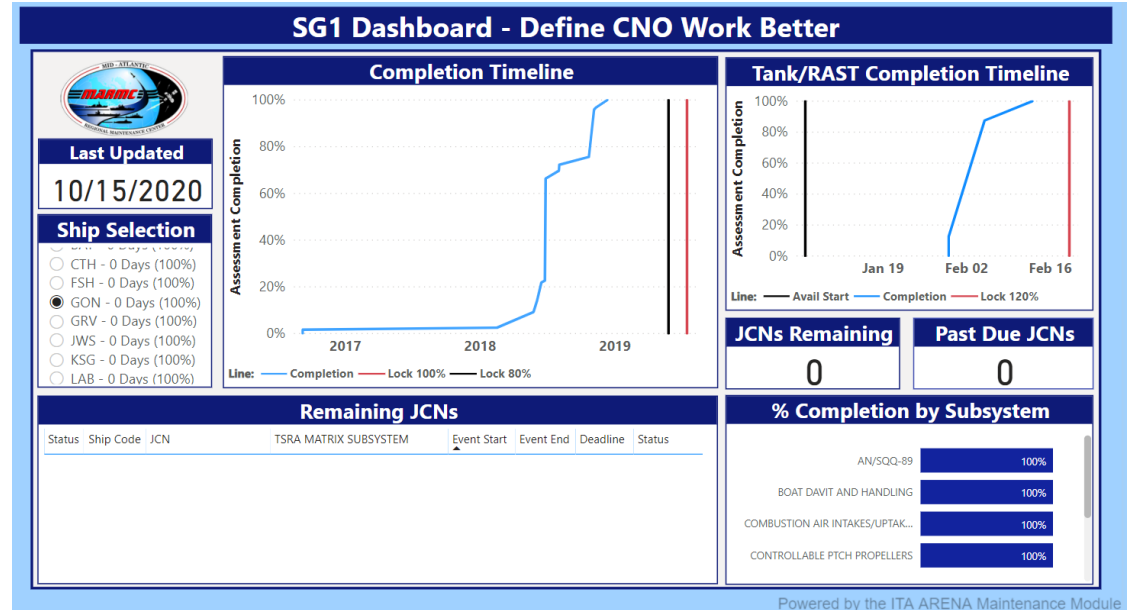
# Strategic Business Plan

## Define CNO Work Better



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- Identify assessments related to historical Critical Path Systems and Work Items
- Track and ensure these are accomplished before the 80% Package Lock Date to improve planning
- Track and ensure tank and structural assessments complete before the Avail 20% point for earlier identification of possible Critical Path issues





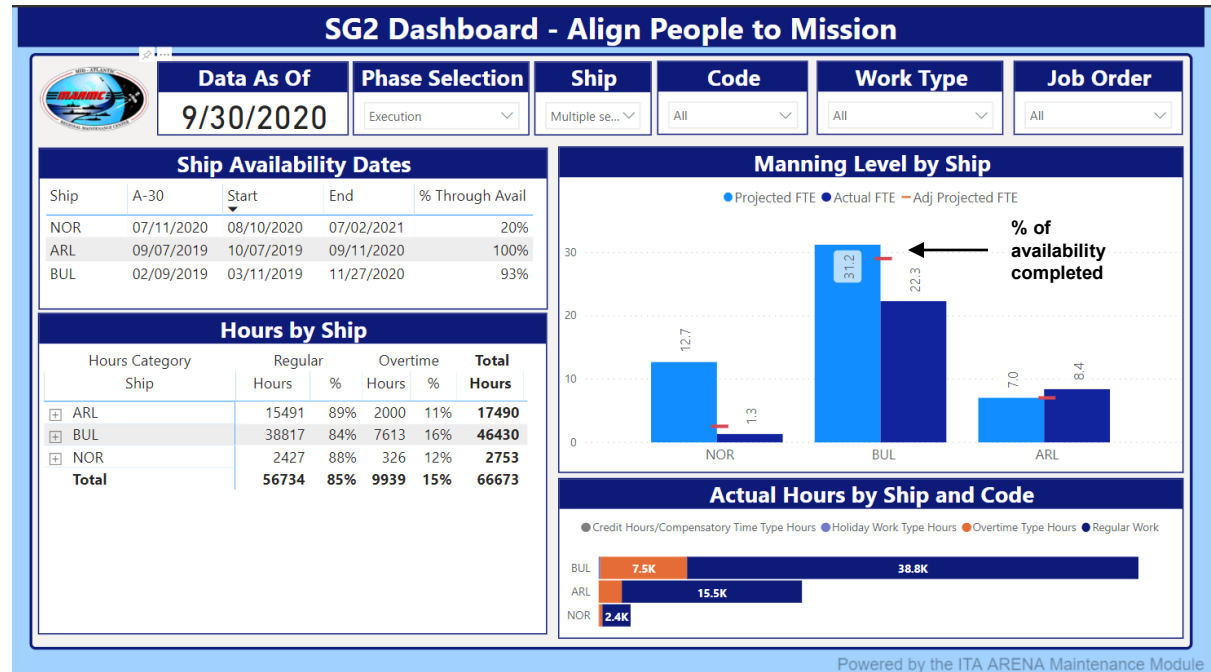
# Strategic Business Plan

## Align Our People for Our Mission Better



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- Match requirements to the assigned staff
- Compare the assigned staff to actual time and attendance data
- Analyze time and attendance data for proper charging
- Evaluate the execution related to historical avails
- Validate staff for completion of training requirements
- Review the data for planning of future avails





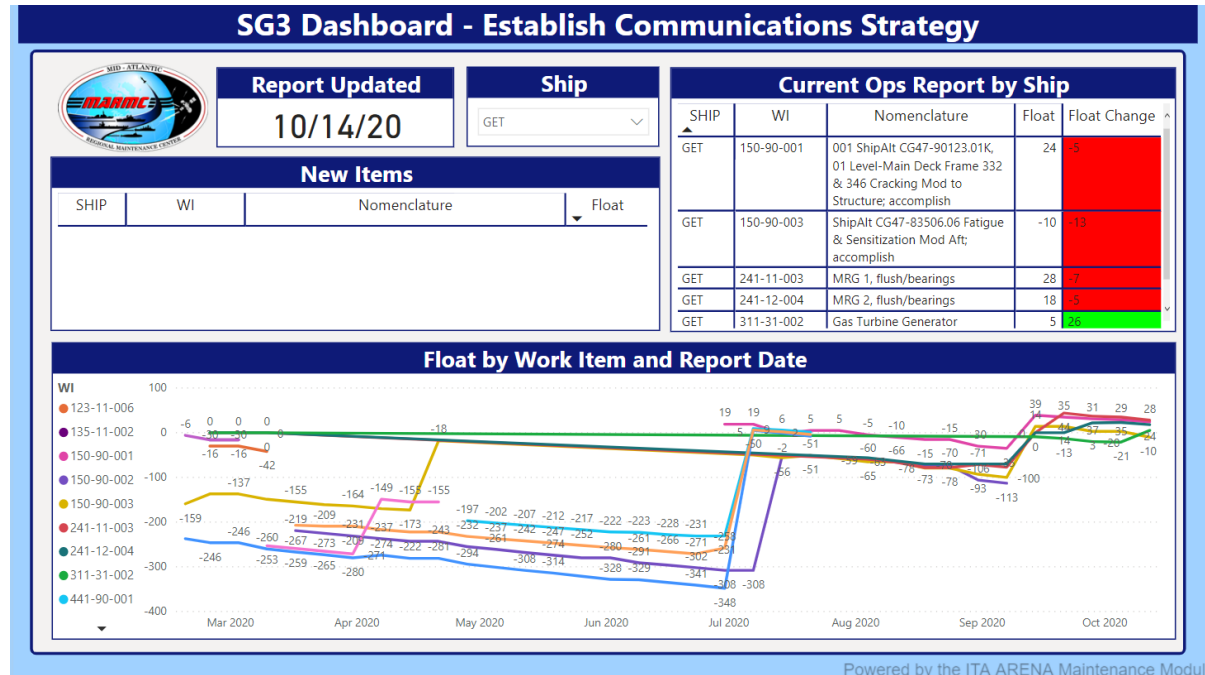
# Strategic Business Plan

## Establish A Communication Plan



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- Tracking schedule float on a weekly basis of Critical Path Work Items
- Trip wire is negative 15 days
- Float obtained from 009-60 analysis and Project Manager remarks in the weekly OPS report



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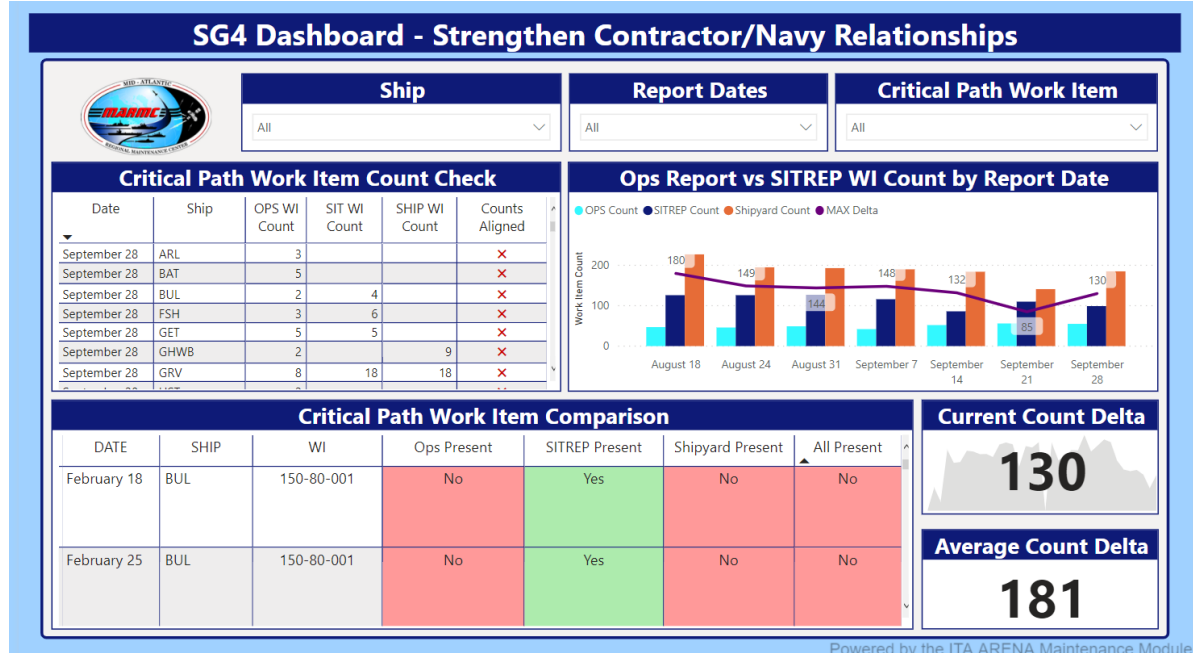
# Strategic Business Plan

## Strengthen Contractor/Navy Relationship



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- Making sure that the ship, industry and MARMC are aligned on the correct Critical Path Work Items
- Focus on Critical Path in all forums of communication including, but not limited to, planning and execution briefs
- Identification of gaps in reporting allowing us to pursue compliance with 00-960





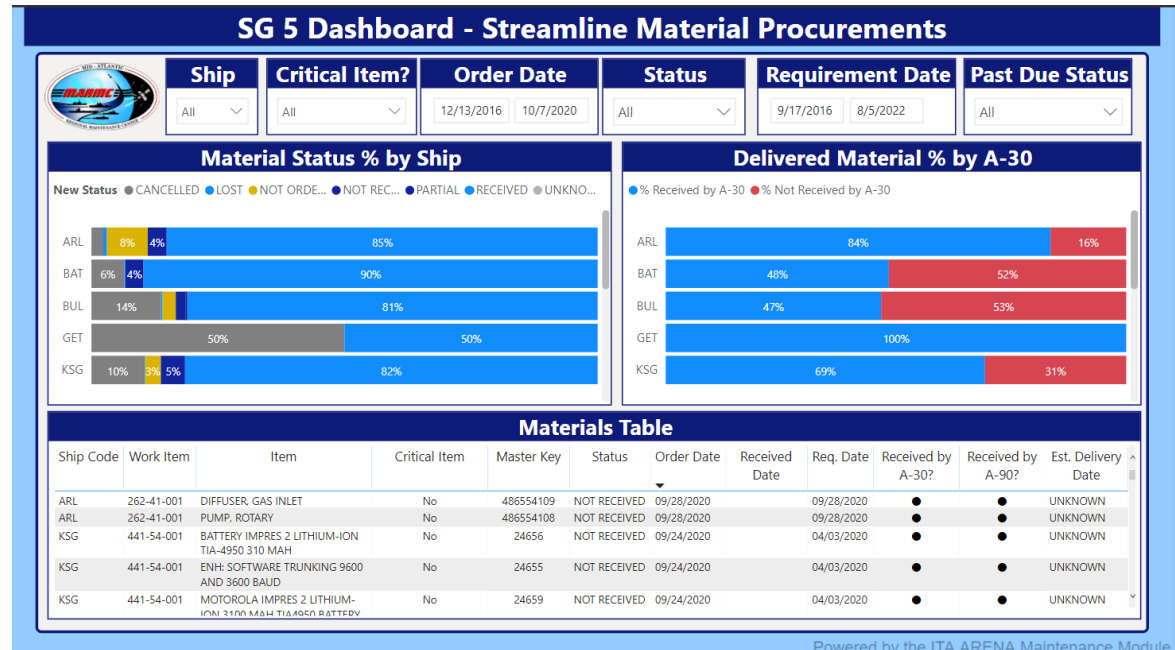
# Strategic Business Plan

## Streamline Material Procurement



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- Have modified processes in place within MARMC to identify all critical path long lead time material by the 100% lock date to facilitate ordering and receipt 30 days before availability start date
- Directly affects ship's on time delivery back to the fleet by planning phase's ability to correctly identify critical path material requirements





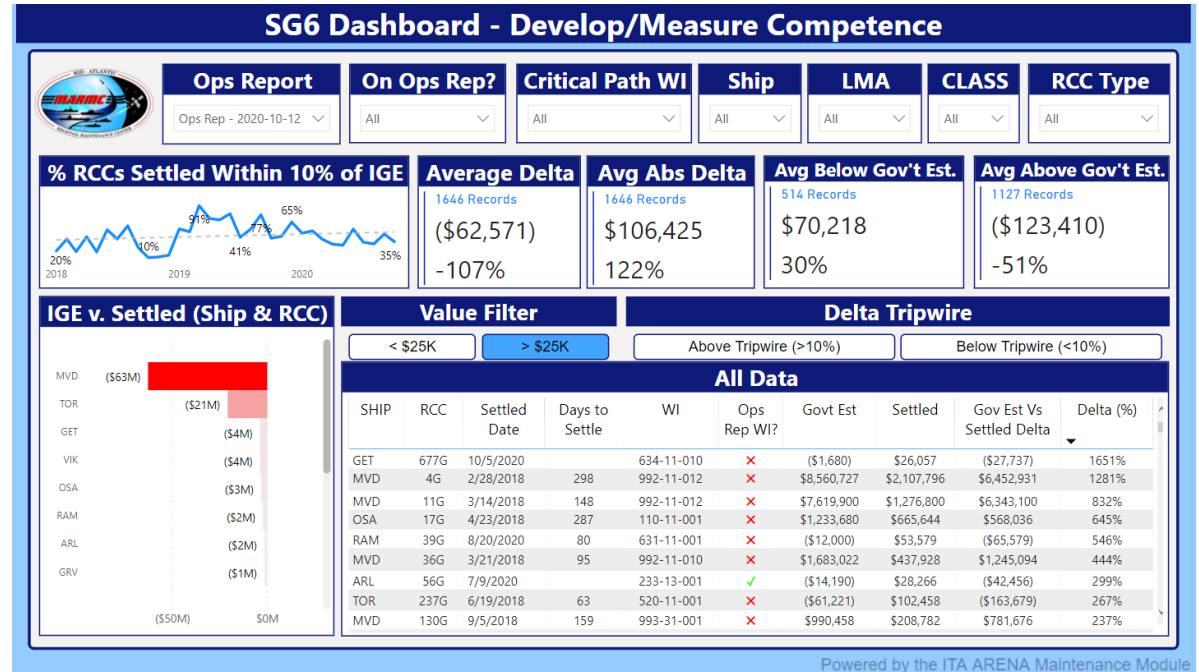
# Strategic Business Plan

## Develop and Measure Competence



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- Measuring government IGE vs settled costs
- Improve first pass yield of the RCC between MT & ACO
- Develop training that will help the MT close the delta between the IGE and settle cost







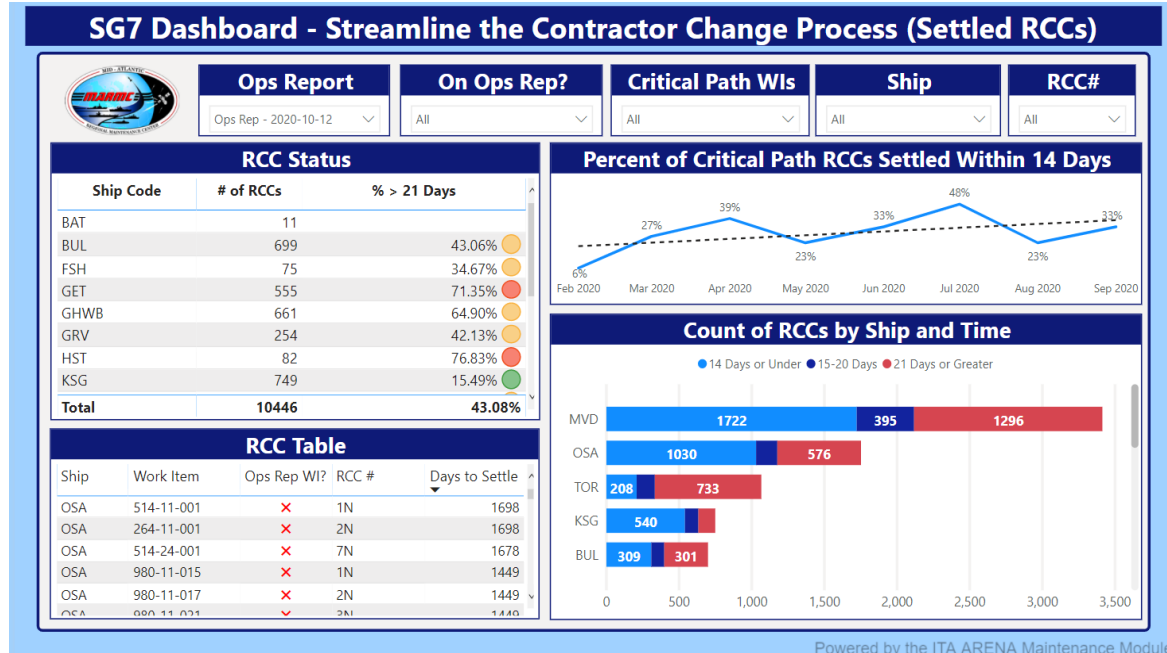
# Strategic Business Plan

## Streamline Contractor Change Process



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- Capture every Critical Path RCC
- Focus on settlement in 14 Days or less
- Prioritize RCCs to mitigate risk to availability schedule
- Exploit NMD/SMDII and third party analysis to change behavior





# Strategic Business Plan

## Constructively Keep Contractors on Track



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- Change the culture – work with, not against KTR
- Correct deficiencies on-the-spot when possible
- If CAR is to be issued, default to Meth A vice B
- Meth B CAR requires PM and QA Supervisor approval
- Target a 4:1 ratio between OTS, Meth A, Meth B
- Empowers SBS and QAS to work with KTR on deckplate to keep the job moving forward

### SG8 Dashboard - Constructively Keep Contractor on Track

		<b>CAR A Ratio</b> <span style="color: green; font-size: 1.2em;">9.8</span>	<b>CAR B Ratio</b> <span style="color: red; font-size: 1.2em;">1.9</span>	<b>CAR Ratio Compliance</b>							
<b>Ops Report</b> All		<b>CP WIs with CARs</b> All		SHIP	Avail Start	Avail End	On The Spot	CAR A	CAR B	CAR A Status	CAR B Status
<b>CAR A &amp; B Occurrences</b>											
SHIP	Work Item	CAR Serial Number	Issued Date	CAR Type							
GET	241-11-003	MARMCN-2020-1037	10/9/2020	B							
TOR	241-11-002	MARMCN-2020-1160	10/9/2020	A							
TOR	241-11-002	MARMCN-2020-1135	10/6/2020	A							
<b>On The Spot Observations</b>											
SHIP	Work Item	Observation #	Observation Date	Total Defects							
ARL	233-12-001	188414	3/6/2020	1							
GET	150-90-002	188709	3/9/2020	2							
GET	150-90-002	188711	3/9/2020	10							
GET	150-90-002	191565	4/15/2020	2							
GET	150-90-002	191662	4/16/2020	3							

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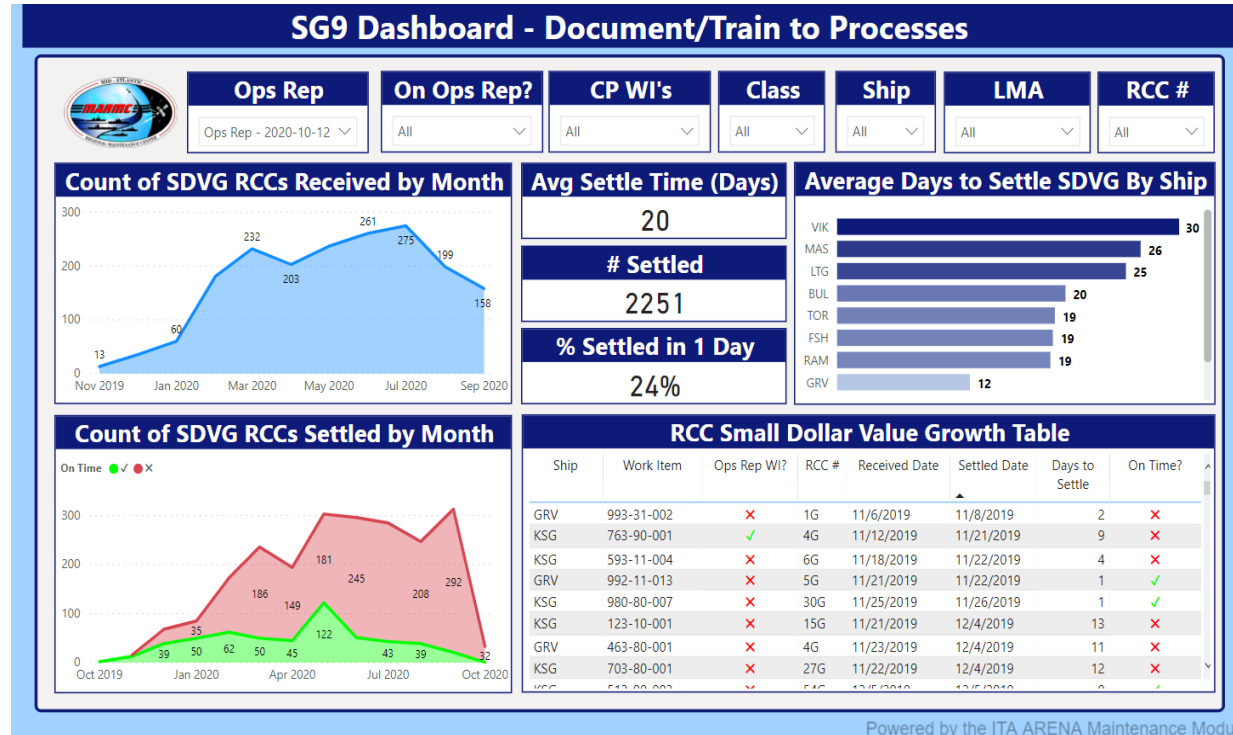
# Strategic Business Plan

## Document and Train to the Process



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- Document SDVG Cycle Times
- Identify and Understand Trends for Long Cycle Times
- Train MT and LMAs on Proper Use of SDVG Process





# CNRMC/NAVSEA Alignment



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- **How does MARMC align with CNRMC/NAVSEA intent?**
  - Assessing systems on-time reduces the potential for growth and new work increasing the chances for On-Time Delivery
  - To support “On-Time Delivery” the project team focuses on settling Request for Contract Changes (RCC) that are in the critical or controlling path first. There is also an overall effort to shorten RCC cycle time – time from identification of new or growth work to getting the work on contract



# Using Metrics



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- **A demonstration of use of metrics to show how we meet the mission**
  - The Goal 1 Dashboard data focuses specific efforts to accomplish the Critical Path-related assessments on time
  - The project team focuses on settling Request for Contract Changes (RCC) that are in the critical or controlling path first. Based on the shipyard's schedule, the critical path is identified and any RCCs affecting that work are worked to settlement first. The prioritized list of outstanding RCCs is briefed at least weekly in the standardized brief for the weekly Progress Meeting





# Metrics Driven Decision Making



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- **How is MARMC transitioning to metric driven fact based decision making (less reactive)?**
- By identifying Depot-Level work items On Time (or earlier), we build a better work package and have more time to address tank work issues
- MARMC is transitioning to data/metric driven decision making mainly through the use of the Strategic Business Plan 9 Smart Goal Metrics
- MARMC's Business office also creates CNO Availability Work Books based on the LMA's 009-60 Reports including
  - Total Work Item Float Analysis
  - Work Item to KE/MS Float Analysis
  - Planned vs Actual Men Per Day Analysis
  - Planned vs Actual Work Item Completion Analysis
  - Critical Path Float Analysis derived from the Weekly Operations Report
  - RCC Cycle Time Impact on the Critical Path
- MARMC conducts weekly and monthly meetings to review metrics and make decisions including:
  - Weekly CNO Availability Execution Brief
  - Weekly RCC Cycle Time Analysis Meeting
  - Monthly Executive Leadership Counsel Meeting
- These meetings are all in addition to the Maintenance Team meetings with the LMA and the MARMC Leadership
- The prioritized list of outstanding RCCs, based on identified critical path is briefed at least weekly in the standardized brief for the weekly Progress Meeting



# None of this matters if we don't do it SAFELY!



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Mid-Atlantic RMC

We Fix Ships!



# Questions



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