309th Aerospace Maintenance and Regeneration Group

309 AMARG
Renewing the Force...

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Leader Standard Work initiative helps overtasked production supervisors

By Mr. Robert Foley
309 AMARG Business Operations

What is Leader Standard Work or LSW? An initiative to improve the efficiencies of production operations through enhanced visibility of daily operations and the communication between the workforce, their supervisors, managers, support functions and all levels of leadership.

The objectives of LSW include reducing burdens of production supervisors, providing quality focused processes and products and taking care of 309 AMARG people.

Directed by Brig. Gen. Cooper, the commander of the 309th Maintenance Wing (309 MXW) at Hill AFB, Utah, this effort is designed to help first line supervisors remain focused on five specific areas of responsibility:

1) Squadron director's Self Inspection Process or SQIP
2) Managing job assignments
3) Managing production to the plan
4) Maintaining a safe and healthful work environment
5) Ensuring training for shop specific responsibilities

The elements of LSW grew out of a 577th Commodities Reclamation Squadron's (577 CMRS) Aerospace Maintenance Quality System (AMQS) Pathfinder event in 2009. The AMQS is comprised of three elements; SQIP, Process Certification and Configuration Management and is enabled through successful implementation of LSW.

Designed around a 3-to-4 Spiral implementation plan, AMARG's approach to LSW begins with Spiral 1, the focus on first line supervisors. Spiral 1 includes:

1) Shop floor control through execution management boards
2) Task standardization
3) Touring cycles (layered auditing)

Execution management boards are displays in each workcenter containing critical information pertaining to the shop's activities. These displays provide the focal point for illustrating shop performance, safety, quality, supervisor tasks, SQIP, etc. The boards are also designed to collect information and issues which may be impacting production efforts providing focal point for leadership to both understand and participate in resolution of issues facing the shop.

Mr. Timothy Moore, Routine Reclamation Work Lead, above left, and Mr. Kenny Armstrong, Routine Reclamation Supervisor review daily job assignments, scheduled training and supply requisition due-in dates for current/future projects, all posted on 577th Commodities Reclamation Squadron's execution management board, shown right.

Standardization of Supervisor Tasks, or tasks associated with the five "buckets" of first line responsibilities, are clearly defined and documented. Certain tasks are assigned to a support technician in order to free up the supervisor to spend more time on the shop floor addressing workforce issues.

Layered auditing, or touring cycles is an age old management technique, often referred to as MBWA (management by walking around). Establishing a culture of leadership awareness, this auditing process gets leaders at all levels out of the office, face-to-face with subordinates and discussing both management expectations and production execution challenges. This effort will ensure the engagement of leadership in discussion of daily challenges facing work center supervisors and their personnel while helping supervisors more clearly understand the expectations of leadership.

To solidify the standards being developed, LSW at the supervisory level is being introduced throughout the production shops in 577th CMRS (the Pathfinder) and in pilot areas within each of the other Group's squadrons; the 576th Aerospace Maintenance and Regeneration Squadron's C-130 programmed depot maintenance line; the 578th Storage and Disposal Squadron's demilitarizaion section; and the 309th Support Squadron's woodmill.

Local A-10s undergoing quick fuselage repair at AMARG

Dubbed Speedline II, mechanics here are again accomplishing a critical depot-level maintenance repair on the A-10 aircraft.

The original Speedline, completed last July, inspected and repaired unexpected wing cracks on 84 aircraft from around the continental U.S. and ended last July.

This new 27-day repair is concentrated along the upper longeron, or back of the air frame, just behind the cockpit.

Using an Eddy-current inspection technique, non-destructive inspection (NDI) technicians detect the presence of even the smallest cracks in the fastener holes. Structural repair mechanics then perform the repair according to an Air Force technical order or repair instruction.

Cracked fastener holes are enlarged slightly by reaming to remove any cracks that are found. The holes are electromagnetically inspected again, to verify that cracks were removed, before the installation of bushings which re-establish the required hole sizes. The mechanics then install a strengthening strap using close-tolerance fit fasteners.

"This is a common repair for cracked fastener holes which exceed the limitations of a TCTO (time compliance technical order)," said Mr. Dave Roe, AMARG's structural liaison engineer.

According to Mr. Steve Ondo, 576th Aerospace Maintenance and Regeneration Squadron's Production Support Flight Chief, AMARG has already successfully produced eight of these aircraft since the first January induction and expects these repairs to continue through fiscal year 2011.

"Currently, AMARG is only receiving local Davis-Monthan jets for this repair," said Mr. Ondo, adding that at a future point in time AMARG could accept aircraft from other units.

Mr. Dave Otanez (left) and Mr. Dave Snider, both certified A&P and structural mechanics, secure a solid-steel strap to an A-10 air frame using cleco fasteners while installing permanent fasteners.

Chief Petty Officer receives Navy and Marine Corps commendation

CPO Charles Stanley received a medal Wednesday for meritorious service while assigned as the maintenance and quality assurance chief for the Naval Inventory Control Point (NAVICP) Detachment here.

Col. Thomas Schneider, AMARG Commander, presented the award on behalf of Rear Admiral R. E. Berube, commander of the Naval Inventory Control Point in Philadelphia, Penn.

According to the Navy, Chief Stanley's two-year Field Service Office (FSO) assignment with the local NAVICP resulted in a dramatic increase in their war fighting capability.

Chief Stanley was instrumental in the successful regeneration of three T-34Cs, and one KC-130R aircraft for the Navy according to Mr. Horn, NAVICP's FSO director. An additional KC-130R is still in the process of reactivation.

Thirty-five stored UH-1N helicopters are currently providing parts for the Navy's operational fleet of UH-1Ys due to the Chief's acumen in planning and oversight. And, as a result of his direct effort, more than $6 million worth of critical common components will be salvaged to support accelerated Navy deployments of the UH-1Ys.

"He did an outstanding job here and his technical knowledge, leadership skills and professionalism made him a very valuable asset to the NAVICP Detachment and AMARG," said Mr. Horn.

Colonel Schneider, AMARG Commander (right) presents CPO Charles Stanley with a certificate of recognition for his meritorious service while assigned at the Naval Inventory Control Point (NAVICP) Field Service Office Detachment located at AMARG. The presentation was made on behalf of the commander of NAVICP.

The Chief's last day here is May 7 and he claims this has been the most enjoyable job he's had in the Navy.

"Tim's been a great boss. This was going to be my last tour of duty, but working here inspired me to stay in," said the Chief.

The Chief's next assignment is on board the USS Carl Vinson.

"You always hate to lose good people and Chief Stanley will be greatly missed," said Mr. Horn. "We wish him fair winds and following seas in all of his future endeavors."