



## CCAD celebrates first Lean practices implementation

*(Editor's note: The following is an address by Charles H. Anderson, chief, Lean/Transition Office, presented to the attendees at the Lean Review/Employee Appreciation ceremony on Mar. 14 with some editing for context and length.)*

W elcome distinguished guests, and welcome CCAD workforce, the true distinguished guests at this event. I appreciate you being here to celebrate your recent successes.

Value, value stream, flow, pull, and the pursuit of perfection - These are the key principles of Lean practices. Most of you don't know what they are or what they mean, but it is what is happening in this hangar. The folks (in this hangar) have learned and applied these principles on the A to A Blackhawk line. Although Col. Budney already gave you some of this information, much of it bears repeating.

Some basics for you to hear: We took the aircraft from 30 tows down to eight. We went from eight buildings down to four. We once dragged the aircraft 5.5 miles to repair it, now we move it less than one mile. We went from

368,000 sq. ft. utilized to 110,000 sq. ft. Tools and materials are positioned in easy-to-reach patterns. The markings on the floor tell everyone if something is out of place. It is an extremely efficient design developed by the artisans who turn the wrenches, create the travelers, stamp the paperwork, and move the parts. Created by the people who do the work...YOU!



photo by Ed Slonaker

Col. Jim Budney (c), is joined by John Johns (l), deputy to the commander, systems support command, AMCOM, and Jerry Sawyer, district office manager, 27<sup>th</sup> Congressional District, in cutting the ribbon which signaled the first phase of the assembly process for the UH-60 A to A recapitalization incorporating Lean practices.

Everyone remembers the attack on America on 9-11. You know where you were, what you were doing, who you were talking to, and how you felt. I felt shocked, hurt, sad, angry, and finally all the emotions I had were channeled into one feeling: I wanted to do something--I just wanted to do *something*. I think most people in America felt the same way. Everyone wanted to do *something*. So America did what we *could* do and we all went back to work.

*(See "Lean" on page 2)*

## 7th annual CCAD heart healthy survey

by Juandalynn Givhans  
CCAD Wellness Center

The 7<sup>th</sup> annual CCAD Heart Healthy Survey is scheduled for 12-16 May 2003. The CCAD Wellness Center offers this

medical evaluation in conjunction with Christus Spohn Health Services at no cost to CCAD employees.

The Heart Healthy Survey offers employees the opportunity to gather more information about their personal cholesterol levels, blood sugar levels, blood pressure and weight and body composition analysis. The evaluation is confidential and intended for the employee's use only. Approximately 1100 CCAD employees participated in the survey last year.

Registration for this year's Survey is being conducted through Apr. 11. All employees interested in participating may sign up through their supervisors.

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# Teamwork alive and well throughout CCAD

by Ray Reeves aka "Dr. Balance"  
Equipment Engineering Branch

CCAD's helicopter main rotor blade balance stands #1 and #2 are some of the most powerful, high-tech test facilities operated by the Department of the Army. Better known as whirl towers throughout the aviation industry, these facilities give CCAD the capability to balance and test virtually every rotor blade manufactured by Sikorsky and Boeing Aircraft Corporations. They are the lifeblood of CCAD's H-60 main rotor blade repair and overhaul program, which is currently one of the depot's highest production priorities. Stand #2 can produce 10,000 shaft horsepower.

The blade balance stands require an extensive and time-consuming annual preventive maintenance procedure due to the complex and intricate design of the facility and the punishment received from testing unbalanced blades in a highly corrosive salt-air environment. Last month the annual preventive maintenance program for stand #1 was due at the same stand #2 was down due to a motor drive control malfunction. CCAD was faced with a critical delay in H-60 main rotor blade production due to the lengthy duration of the maintenance and repair procedures required for both stands.

Normal annual maintenance procedures for stand #1 require at least five weeks to complete because the entire rotorhead and its related components are removed, disassembled, inspected and re-assembled. It would take another month to coordinate the required contractor's services to repair stand #2. This period of time was unacceptable.

The equipment engineering branch, directorate of engineering services (DES) proposed a plan to coordinate maintenance on both stands simultaneously while cutting the estimated completion date in half. The plan required 100% support and coordination of over 25 CCAD shops and offices in eight different directorates along with IAED and private contractor services. Over 100 stand parts would have to be given immediate attention as soon as they arrived in a process shop, then hand-carried to the next location. Maintenance personnel and the stand operators would be required to work day and night shifts, six days per week. The proposed plan was approved and put into action. The entire rotorhead and its' related components were removed in one day with over 20 CCAD employees of different trades and responsibilities working simultaneously on both stands. This was a significant

accomplishment since a torrential downpour on that day delayed removal of the rotorhead until 10:00 AM. Parts were routed throughout the depot to various process and repair shops and the task at hand began immediately. Depot personnel (production and DES) continued to perform outside maintenance tasks on both stands despite a week of cold, drizzly weather conditions. Stand #1 was going together as fast as it came apart, while DES and contract personnel were working on stand #2.

Blade Balance Stand #1 was fully operational and released for production in a record number of 13 working days in deplorable weather conditions--four days ahead of the original schedule. Blade Balance Stand #2 was also ready for production ahead of schedule, but an unexpected malfunction in the blade elevator caused a delay.

All depot personnel involved in this project deserve special recognition and appreciation for a job well done. This project was an excellent display of teamwork, cooperation, coordination and capability. It is the highly skilled and talented workforce of the Corpus Christi Army Depot coming together in a united effort to support our customer in the field.

## Lean Review/Employee Appreciation Ceremony

*("Lean" continued from page 1)*

Some went to the malls, some to Wall Street, some to McDonald's. But, we got to come back to CCAD. We have the greatest military the world has ever known and we know that what we do (at CCAD) has a direct impact on ensuring that it remains the best in the world. You can't get that working at WalMart. We have an honorable profession and it is satisfying to know that we help.

So: Value, value stream, flow, pull, and the pursuit of perfection. Look around you in this hangar, your fellow work mates have applied these principles all over the hangar. They want to do even more to help the American war fighter. I want to thank them all, and I ask the rest of you, that if you like what you see here, go back and talk to your supervisors, talk to your directors, tell them you want to do more. Tell them you want Lean in your areas. Thank you.



photo by Ed Slonaker

Charles Anderson (standing at podium) addresses the assembled guests and employees at the Lean Review/Employee Appreciation ceremony on Mar. 14 in CCAD Hangar 47.

## CCAD'ers called to duty



Sgt. Suarez (left foreground) and spouse, Grace, from the directorate of engineering listen to family readiness briefings on subjects ranging from the unit's mission to employer support of the Guard and Reserve.



Members of Detachment 1, 453<sup>rd</sup> Transportation Company (Det. 1, 453<sup>rd</sup> TC) (l-r) Spec. Mitchell Holmes from CCAD's military personnel office, Staff Sgt. Connie Rendon with Raytheon Aerospace, Sgt. Gilbert Suarez from the directorate of manufacturing/process production, MSgt. Ronald Smith from the directorate of quality assurance, and Sgt. First Class Noe Quintanilla from the directorate of aircraft production are shown at the Reserve Center at NAS Corpus Christi. The U.S. Army Reserve unit's activation ceremony was held at the NAS CC Wings Auditorium on Mar. 16.

photos by Lois Contreras

**CCAD's job -  
supporting our  
sons, daughters,  
siblings, spouses  
- now our  
customers.**



Spec. Mitchell Holmes (center) accepts a commander's coin from Brig. Gen. Bruce Moore, commander of the 453<sup>rd</sup> TC. Holmes was commended for his rendition of our National Anthem prior to the Det. 1. activation ceremony on Mar. 16.

## Family members serving in support of Operation Iraqi Freedom



*(Ed. note: The photo left and following caption were pulled from internet news service. Soldier in front is Pvt. Nickolaus Moreno, son of Raul Moreno, from the directorate of quality assurance and Grace Ramos from the directorate of engineering services.)*

Soldiers from the 101st Airborne Division board a commercial airliner being used to charter them from Fort Campbell, Kentucky February 28, 2003. Thousands of soldiers from the 101st Airborne Division are in the process of leaving for operations in the Gulf Region. **REUTERS/Jason Reed**



(Left) CW2 Joseph O'Rourke, a UH-60L pilot with the 3/158<sup>th</sup> Bde, 12<sup>th</sup> Avn Bde, out of Gieblestadt, Germany deployed in Feb. Adela Ornelas, directorate of resource management is the proud mom.



Pfc. Roger Canales, USMC, WPNS Co. 3/4 CAAT-1 is the son of Osvaldo and Yolanda Canales. Dad works in the directorate of engineering services.

More photos  
on page 4!

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Col. Jim Budney presented certificates of appreciation and commanders' coins to Jackie Johnson (above) and Tina Castillo (below) during staff call on Mar. 18. The two employees from the CCAD Lean/Tran Lean/Transition Office were recognized for their efforts in setting up the dedication ceremony for the Luther G. Jones Conference Room last Jan.



*photos by Lois Contreras*

## Employees' family proudly serve

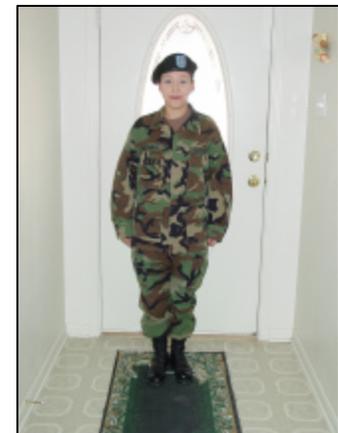


Spec. Gilbert Andrew Suarez, 21, U.S. Army, Task Force 2-6, 7159 Aviation Regiment, son of Gilbert from the NDT shop and Grace Suarez from the directorate of engineering services, is serving in Kuwait. Dad's reserve unit (Det. 1, 453<sup>rd</sup> TC) activated on Mar. 16 and deployed to Ft Hood on Tue. Grace's niece, Pfc. Laura Gage (photo right) with the U.S. Army, deployed to Port of Kuwait in Feb.



*courtesy photos*

Send your family members' digital photo to: [lcontrer@ccad.army.mil](mailto:lcontrer@ccad.army.mil) along with name/rank, age, unit, parents' (or sibling's) name, city of residence, and a short message from the family. PAO will forward to CC Caller-Times for their "Our Troops" section and will also publish them in the Aircraftsman newsletter.



SSgt. Margaret I. Mitchell, 4<sup>th</sup> Infantry Division out of Ft. Hood, will soon be on her way with her unit. Parents are Eddie and Edna Rodriguez. Dad works in the directorate of production management.



On Mar. 25 the transmission/gearbox branch #2 sold its 50<sup>th</sup> AH-64 main transmission in support of the war effort. The branch employees are pictured above with the cake provided by branch chief R. A. Guzman to thank them for a job well done. The AH-64 main transmission surge has been ongoing since Dec. 16 and the shop continues to work 7 days a week to meet its goal of 100. The half-way mark was reached in record time with excellent support from many of the CCAD process shops.