What is Art of the Possible?
Contents

November 2016

AIRCRAFTSMAN

The Aircraftsman is an authorized unofficial monthly publication for members of the Department of Defense. Contents are not necessarily the official view of or endorsed by the U.S. Government, the Department of Defense or the Department of the Army.

The editor reserves the right to edit all information submitted for publication.

On Cover: The AoP movement makes our shop floor processes more proactive, efficient and predictable, enabling reliable workload and material forecasting, accurate scheduling and cost reductions. Sound familiar? It should. These are goals for every industrial business.

5  Message from the Command Office

6  Art of the Possible
   Unlike other process changes, the Art of the Possible takes a scientific approach to managing production

12  Awards Around the Depot
    Certificates of Appreciation.

21  Profiles in Professionalism
    Edward Gonzalez, Toolmaker

Commander
Col Allan H. Lanceta

Public Affairs Division Chief
Carla Johnson

Writer and Editor
Brigitte Rox

Editor and Graphic Designer
Ervey Martinez

Visual Support
Kiana Allen
Joe Wassmann
COVER STORY

Art of the Possible
Unlike other process changes, the Art of the Possible takes a scientific approach to managing production.

FEATURES

UPLIFT
The latest graduating class of Upward Leader Investment for Tomorrow (UPLIFT) class graduates 25.

Security Sentinel
Police bike patrols offer many advantages to the safety and security of CCAD.

LEAP
When it comes to reducing cost, Corpus Christi Army Depot (CCAD) delivers.

Fun Facts

- October 3, 1932 - Iraq gained independence from Britain and joined the League of Nations.
- On October 4, 1957, the first artificial satellite was launched by the Soviet Union.
- On October 5, 1947, the first presidential telecast address from the White House was made by Harry S. Truman.
- On October 12, 1492, Christopher Columbus landed in America.

- On October 18, 1867, The U.S. flag was formally raised over Alaska.
- On October 22, 1836, Sam Houston was inaugurated as the first president of the Republic of Texas.
- October 29, 1929 - The stock market crashed as over 16 million shares were dumped amid tumbling prices. The Great Depression followed in America, lasting until the outbreak of World War II.
Eight-year CCAD artisan, Eric Dougherty, rivets inside the tailboom of an AH-6D. Eric wears all required PPE despite the extreme summer heat.

Photo by Ervey Martinez
I am extremely proud of each and every one of you and honored to be on this great team called CCAD. I need look no further than CCAD to see America’s workforce exemplifying the pride and dedication inherent in our Army mission. Our diverse and highly-skilled cadre is committed to excellence in every facet of aircraft maintenance. I see our production team engaged in repair and overhaul of helicopters, engines, and aircraft components. I see our support team diligently ensuring our unending commitment to Army aviators. Because of your individual and collective efforts, our Nation’s defenders take to the skies with confidence knowing their aircraft is built with CCAD quality and CCAD pride. Your daily efforts contribute to our National Security and directly contribute to the readiness of the Army, which is the Chief of Staff of the Army’s #1 priority.

I trust you are ready to continue our journey towards excellence with the “Art of the Possible.” Thank you for serving our Nation with us today and every day.

ALLAN H. LANCETA
COL, AV
Commanding
By now, many of you have heard CCAD Commander COL Allan H. Lanceta discuss the Art of the Possible (AoP) coming to the Depot.

Unlike other process changes that cut costs, the Art of the Possible takes a scientific approach to managing production. The AoP movement makes our shop floor processes more proactive, efficient and predictable, enabling reliable workload and material forecasting, accurate scheduling and cost reductions. Sound familiar? It should. These are goals for every industrial business.

What is Art of the Possible?

THE END OF THE LINE

The Army is transitioning to the UH-60 Victor-Model. By 2018, our biggest program – the UH-60L Recap production line – will go away.

CCAD’s future rests on a replacement workload for the UH-60L Recap line, but we have to earn that work with organizational excellence and by delivering, on time and at cost, a product of unquestionable quality.

IT WORKS

The warfighter needs the organic industrial base they have come to know and trust at the Corpus Christi Army Depot. This community relies on the continuing impact we have on the economy and for the local working-class family. The Army is counting on us.
CCAD needs the Art of the Possible. AoP is a proven management strategy that is already transforming military aviation readiness.

Col. Lanceta and a hand-picked team of key personnel traveled to Tinker Air Force Base where AoP began. They studied the Air Force Sustainment Center (AFSC), which began AoP five years ago. Since AoP, the aviation center has executed more work and delivered more capability than ever before.

AFSC commander, Lt. Gen. Bruce Litchfield credits his workforce for the center’s sustained growth since they started to see what the AoP could do for them.

“Art of the Possible is about reaching beyond today's limitations to grasp previously unimagined heights of performance,” said Lt. Gen. Bruce A. Litchfield. “It is about challenging each other to recognize opportunities, eliminate constraints, improve processes, and optimize resources to achieve world-record results.

“It isn’t about working harder, cutting corners or jeopardizing workplace safety; but about expanding our visions of what is truly possible and refusing to settle for marginal improvements.”

Their success has gone viral in the organic industrial military base as more leaders across Department of Defense benchmark, what they call, the “AFSC Way.” Lt. Gen. Litchfield even posted a free downloadable guide at the sustainment center’s website as an insider’s guide to preserving aviation sustainment in times of uncertainty.

OUR ONE OPPORTUNITY

Historically, CCAD could always rely on speed and production to make it a top pick for Army Aviation support, but all that has changed. Readiness costs are rising across the board. Sustainment costs are growing at an unsustainable rate and other entities are boosting capabilities to take work that would have traditionally gone to CCAD.

CCAD is struggling to produce on cost and on schedule, and the Depot is losing work opportunities because of it.

This can change. With Art of the Possible, this will change. The key is cost-effective readiness.

As we move forward, the AoP will drive our focus on cost-effectiveness to assure on-time and on-budget readiness delivering quality, mission-ready helicopters, engines and components to our Soldiers and Armed Service Members.

The Art of the Possible also provides the steps and tools to make the shop floor a better and more stable work environment every day.

Our artisans will have every opportunity to contribute to the growing efficiencies as AoP spreads throughout CCAD after the initial UH-60 launch.

THE LAUNCH

The first phase of the Art of the Possible is underway. This phase will make the UH-60L line better than it has ever been. Our Enterprise Resource Planning (ERP) software gives us structure and visibility at a level we never had. We are maximizing these tools by combining the technology with our shop floor expertise to optimize our production schedule. We’re essentially turning CCAD into a living and breathing machine, one program at a time.

CHANGE STARTS NOW WITH YOU

By focusing on delivering UH-60Ls on schedule and on cost, we will drive the improvements necessary to secure the UH-60V workload. This secures CCAD’s future for years to come. This also enables us to support the Soldier as we have since helicopters entered the fields of Vietnam. As long as there are Soldiers defending our Nation, CCAD will be there to meet their aviation needs.

We need everyone’s commitment on the Art of the Possible as we move to the next generation of Army helicopters. With your help, CCAD will be the provider of choice for rotary wing aircraft repair and overhaul for years to come.
While students throughout Corpus Christi prepared for their first day of school, Corpus Christi Army Depot (CCAD) honored the latest graduating class of Upward Leader Investment for Tomorrow (UPLIFT) August 19th at the Naval Air Station Corpus Christi Wings Auditorium.

The graduating UPLIFT Class 16-1 is part of a growing alumni of future civilian leaders. CCAD’s on-site course builds from the Army Materiel Command’s premier program that develops civilian leaders through the Army’s core leadership competencies.

The course was designed at CCAD by the Workforce Development Division for CCAD non-supervisory personnel. To qualify for the six-month course, potential students must be nominated by a supervisor and undergo a rigorous application process that includes a Q&A before a panel of judges.

Twenty-three Army civilians stepped up to the challenge.

Event speaker and UPLIFT trainer, Sergeant First Class Patrick Gallagher, spoke about the panel interviews that preaced the UPLIFT course. Nominees were asked to recall times they failed as leaders.

“If only they had known that was the easiest day of the program,” he commented.

Once selected, UPLIFT students spent the next half-year juggling program coursework along with their existing responsibilities at work and at home. “They were repeatedly challenged and tested,” Gallagher said. But the 16-1 class proved their abilities. As students brought their shared drive and determinism to each lesson, they quickly coalesced into high functioning teams. Students also shadowed a number of CCAD’s most influential mentors and leaders, like Marc Gonzalez, Director of Engines and Powertrain Production, who delivered the keynote address.

Craig Tuttle, Senior Instructor and curriculum writer for UPLIFT, ensured the course wasn’t a simple overview of leadership attributes. Students engaged in the psychodynamics of interpersonal communication and the Army problem-solving method to prepare them to effectively manage the Army Soldier-Civilian dynamic they would encounter in the Army’s organic industrial base.

“Soldier and Army Civilian alike, by doctrine and profession, by word and deed, we are members of the same team,” Gallagher said at the graduation.

“Where the Soldier creed declares ‘I serve the people of the United States, and live the Army values,’ it is matched by the Army Civilian Corps creed which states: ‘I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.”

The commencement ceremony ended with cake and refreshments as UPLIFT graduates shared details of the course and the next step on their Army civilian leadership journey.

UPLIFT offers a unique experience for Army civilian employees to acquire critical leadership skills and to learn from industry and professional leaders. For more information about CCAD’s UPLIFT class and how to apply for the next course offering, call (361) 961-7003.
Future Leaders in Thriving Development Program

Juan Almaguer  Accessories & Rotor Blade Production
Clifford Chapman  Infrastructure & Risk Management
Meghan Clardy  Production Engineering
Hector Contreras  Manufacturing Process Production
Rikki Craig  Manufacturing Process Production
Bobby Ellis  Engines & Power Train Production
Edward Garcia  Manufacturing Process Production
Peggy Hatcher  Quality Management
Juan Hernandez  Infrastructure & Risk Management
Harold Hoffmaster  Production Engineering
Lonnie Johnston III  Engines & Power Train Production
Matthew LaPointe  Aircraft Production
Alex Martinez  Manufacturing Process Production
Victor Martinez  Production Engineering
Eric Murphy  Manufacturing Process Production
Christopher Powell  Information Technology
Dexter Rhines  Production Management
Eduardo Rodriguez  Resource Management
Glenn Rogers  Production Management
Christopher Ryza  Office of the Chief of Staff
Rosa Maria Segovia-Luther  Production Management
Ruben Teran  Engine Production
Veronica Verastiqui  Manufacturing Process Production
Police bike patrols offer many advantages to the safety and security of CCAD. They enable our military police, Navy masters-at-arms and DoD police to patrol in densely populated areas; in many cases respond to incidents faster than on foot patrols; aid in rapidly negotiating CCAD’s characteristically tight industrial spaces – areas that may not be conducive to standard police vehicles; and they foster better communications between employees, residents, visitors and the police. According to Mr. Eric Wilke, CCAD security officer, “Bike patrols are another proven method to better, more comprehensive community policing.”

To become a member of the bike patrol, trainees must successfully complete the NASCC Security 40-hour certification course. A number of security personnel are currently qualified to perform bike patrols. NASCC is planning another course this fall.
According to Mr. Charles Gillum, NASCC Security police instructor and lead bike instructor, the police bike course is a rigorous endeavor. Applicants must arrive in “biking shape,” because they will ride for many miles during the week-long course. Personnel will be trained on accident avoidance, emergency braking, high-risk field stops, power-sliding, negotiating stairs and obstacles, employing firearms and using bikes as offensive and defensive weapons. Once trainees complete the course, which includes a written exam, they will be ready to patrol the roads of CCAD.

If you encounter a bike patrol, give them a “thumbs-up.”

If you need assistance, feel free to wave them down.

4th Street Partial Lane Closure

From 24 Oct - 28 Nov, the northbound lane of 4th Street will be closed from Gettysburg Street to Ocean Drive for maintenance.

North Gate Traffic Pattern Change

Beginning Oct 24, motorists entering North Gate between 0900-1100 and 1200-1400 must use the OUTER INBOUND LANE to enter the North Gate. Temporary: 3 wks

Learn more about these and other traffic changes on the CCAD News, located on the intranet.
AWARDS & RECOGNITION

Donivan Babcock

Marco Garcia

Brenda Bartley

Cheryl Green

Dalexis Cavaness

Kathrine Harris
Certificates of Appreciation:
For exemplary support to the Corpus Christi Army Depot’s UPLIFT class 16-1 while serving as leader sponsor for the shadow experience. Their willingness to share personal and professional experiences, and provide insight to daily leader challenges contributed to the continued development of our future leaders.
Certificates of Appreciation:
For exemplary support to the Corpus Christi Army Depot’s UPLIFT class 16-1 while serving as leader sponsor for the shadow experience. Their willingness to share personal and professional experiences, and provide insight to daily leader challenges contributed to the continued development of our future leaders.
CCAD Deputy to the Commander Kresten Cook presented commander’s coins to employees for their contributions and support as team members of the Lean Six Sigma Black Belt project: reduce cost on the power turbine shafts during the chrome plating process.

CCAD Deputy to the Commander, Kresten Cook presented Certificates of Achievement and commander’s coins to employees for their exceptional performance, dedicated service and unwavering support to restore critical equipment.
When it comes to reducing cost, Corpus Christi Army Depot (CCAD) delivers. The Depot won two of the ten 2015 Army Lean Six Sigma (LSS) Excellence Awards at a ceremony held at the Pentagon, Wednesday, Sept. 14.

Under Secretary of the Army Patrick J. Murphy presided over the awards ceremony for the Army Lean Six Sigma Excellence Awards Program (LEAP) and called to attention the significance of the top cost effective projects to the Army. Murphy said that of the 1,374 projects submitted for consideration, the ten projects chosen as winners yielded some $1.1 billion in cost savings to the Army.

Today, he said, the operations tempo for the Army is still high, adding, "[But] we are going to have to do more with less," he told Lean and Six Sigma practitioners who attended the awards ceremony. "What you are doing to do more with less, and what you are doing to lead by example -- is just awesome."

No other organization in the industrial base has a workforce quite like CCAD's. When they work as a team, some amazing things can happen.

The Depot took home two Process Improvement Project Team Excellence Awards (PIPTEA) at the Non-Enterprise Level. The two teams were recognized locally by Depot leaders during an award presentation, Sept. 22.

Improving the Internal Product Quality Deficiency Reporting Process

One team found their big win out of a need to minimize lost revenue in credited material that stemmed from inaccuracies in the internal product quality deficiency reporting (PQDR) process.

This Green Belt project brought together a team of specialists who dedicated 17 months to a solution.

They focused on the PQDR process standards to ensure the best methods and expectations were consistently applied across the board. They standardized the roles, responsibilities, and performance requirements within the entire process.

This improved the reporting accuracy and visibility of PQDRs to 98% and reduced associated revenue losses by 90%, generating more than $7 million in cost benefits over the next three years.

Saving Time and Money Repairing AH-64 Gun Turret Flanges

The Army's current fiscal climate affects not only the amount of funding certain programs receive, it also pushes existing programs and capabilities to their limits. In situations where the organic industrial base is capped on its resources, it comes down to the ingenuity and collaboration of the total team to ensure Army readiness.
When one team received an AH-64 Apache with gun mount pad damage, it was faced with a lengthy and tedious standard repair process and the need for a laser alignment fixture limited for high-priority work.

They had to find another way.

That’s when the team met with Boeing and the US Army Aviation and Missile Research, Development and Engineering Center, Engineering Directorate, to develop an alternate structural repair process through a locally developed maintenance engineering change.

The team endured 14 months of hard work to achieve an alternate AH-64 Apache repair process that is 545 days faster with a cost benefit of $9.2 million to-date.

Though these two projects were recognized at the Pentagon, individuals and teams across CCAD continue to step up time and time again to demonstrate excellence in professionalism and process improvement. In FY15, 63 Lean Six Sigma projects achieved $41.4 million in financial benefits. Every day, the LSS Black Belts are approached by employees with suggestions for process improvements and a desire to learn more through LSS training. It is from the shop floor level that more projects will continue to be validated as more savings and efficiencies are discovered every day.

These efficiencies are more than a trend at CCAD. It is the reality of modern defense sustainment. The Depot has the talent and ingenuity from the patriots and professionals of our Nation.

Col. Allan H. Lanceta recognizes the CCAD team that won an Army’s Lean Six Sigma Project Team Award for its improvement project on the AH-64 Apache gun turret flange repair process, saving $6.9 million, reducing labor costs by 89 percent and decreasing process lead time by 78 percent. (Photo Credit: Ervey Martinez)

Col. Allan H. Lanceta recognizes the CCAD team that won Army’s Lean Six Sigma Project Team Award for streamlining the product quality deficiency report process, saving $7 million over three years and reducing defects from 57 percent to 10 percent. (Photo Credit: Ervey Martinez)
Depot News

Pre-FEHB Open Season Presentations

CCAD Learning Center
Bldg 1260, Room 109

Nov 1, 2016
   Session 1: 0700-0900
   Session 2: 1300-1500

Nov 3, 2016
   Session 3: 1300-1500

Nov 7, 2016
   Session 4: 0800-1000

The Army Benefits Center - Civilian’s (ABC-C) 2016 Pre-Federal Employees Health Benefits (FEHB) Open Season presentations will instruct employees on how to make an FEHB Open Season election using the Employee Benefits Information System (EBIS), FEHB Open Season navigation tips in EBIS and on the Office of Personnel Management (OPM) website for plan comparisons, provider coverage details and premiums.

Employees must obtain supervisor approval to attend these sessions.

2017 Federal Employees Health Benefits Fair

Nov 8, 1100 – 1700
Nov 9, 0500 – 1430

Building 8, in front of Subway

The next Federal Benefits Open Season for FEHB, Flexible Spending Accounts (FSA), and Federal Employees Dental and Vision Insurance Program (FEDVIP) runs from Nov 13 through Dec 11. Insurance carriers and other resources will be on-site, including the NASCC Fire Dept, who will provide blood pressure checks.

Check Your CAC Expiration Date

Check your CAC expiration date and renew if it's within 60 days of expiration.

The CAC Office, located in Bldg 1260, Security Office, is a full service DoD ID Office for active or retired military, military dependents, current or retired civilians and contractors.

The CAC Office will be closed during the CCAD holiday break (24-27 Nov and 27 Dec -2 Jan) so plan ahead. Schedule an ID appointment online: <http://go.usa.gov/KmxT>

Upcoming Observances

Nov 10  US Marine Corps Birthday
Nov 11  Veterans Day
Nov 24  Thanksgiving Day
Dec 02  Share Your Christmas Food Drive
Dec 15  CFC ends
Dec 16  US Army National Guard Birthday
Dec 26  Christmas Day

Daylight Savings Time ends on Sunday, 6 November 2016, at 0200 hrs. Remember to turn your clocks BACK one hour.
Aircraftsman Profile on Professionalism: Edward Gonzalez "Excelling With Every Challenge"

Healthy curiosity and a thirst for knowledge resulted in a promotion for Tool and Die Shop machinist, Edward Gonzalez.

Gonzalez was promoted to WG-3416-12 Toolmaker as part of the Tool and Die WG-11 Target 13 Developmental Program.

He challenged himself to learn something new and is now a toolmaker with one of the most innovative boring machines in the aviation industry.

The machine is a SIP 5000 Series CNC jig boring machine. It’s designed to vertically manufacture high precision work pieces and is used in particular for the fine boring and milling of holes, edges and surfaces as well as for precision grinding. It uses a Renishaw probe for setting of machine offsets, and in-process measurement.

Using prints, Gonzalez programs the machine to make each requested part. The job plays up to the toolmaker’s problem-solving skills as he achieves each task with a level of strategic creativity.

He claims that the key to his success, and his advice to younger generations of employees, is to never stop learning and to accept new challenges.

With eleven years of CCAD experience, Gonzalez is a source of knowledge for current machinists and is happy to share his wisdom to the next generation of depot machinists.

Changes in the Bldg 8 Main Lobby

CCAD’s Protocol Office moved out of the Public Affairs Office and into the Bldg 8 Main Lobby. Those seeking the IT Service Desk can find them directly upstairs, in Room 257. If you have any work-related computer or internet problem, please call 961-2044.
HAVE A STORY?

Contact Us
Submit your own stories and photos for one of our publications. We value your feedback and ideas. What do you want to see? Let us know!

Contact CCAD Public Affairs at
361.961.3627
Or e-mail  usarmy.ccad.usamc.mbx.pao@mail.mil