



Art of the Possible

Newsletter

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AIR FORCE SUSTAINMENT CENTER

Welcome to the First Issue of the Art of Possible Newsletter!

Welcome to the first edition of the Art of the Possible (AoP) Newsletter. This newsletter is a monthly publication intended to keep you informed with news and developments related to AoP and its implementation. This newsletter will report on AoP activities, introduce you to best practices and AoP practitioners across the Center, answer Frequently Asked Questions (FAQs), dispel common misperceptions, and provide an overview of upcoming institutionalization activities. If you have any comments, questions, or suggestions for future topics, please forward them to the AFSC AoP Workflow. AFSC.DP.AoPWorkflow@us.af.mil.

Do You Really Understand Art of the Possible?

AoP is a constraints-based management system designed to create an environment for success by creating a culture of problem solvers, defining processes as machines, eliminating constraints, and continuously improving. AoP is the framework for how the AFSC conducts business and how we strive to achieve world class results and warfighter support. AoP is a deliberate scientific approach to cost reduction through improved process control. In addition it drives action, focuses improvement efforts on processes to resolve constraints, and optimizes available resources ensuring cost effective readiness. Utilizing AoP, AFSC has realized \$2.4 billion in cost savings and avoidance, seen dramatic improvement in depot production, and improved processes across the Center.

Meet the Art of the Possible Subject Matter Experts



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In 2015, AFSC established Strategic Objective 7.1 to “institutionalize AoP across the AFSC to achieve the right results, the right way.” As part of that effort, Mr. Allen, the Center’s Executive Director, identified five AoP Subject Matter Experts (AoP SMEs) with a special set of Center-level responsibilities. These responsibilities include formally defining AoP and its core tenets, standardizing AoP tools, approving changes to AoP, coordinating with AFSC/DPD to develop standard AoP training, and acting as trusted cross-location advisors to AFSC/CC, ALC/CCs, wing/CCs and CLs, and directorate civilian leaders on AoP implementation and execution. These AoP SMEs are Mr. Mike Arnold, 448 SCMW; Ms. June Biancalana, OO-ALC; Mr. Doug Keene, WR-ALC; Mr. David Mann, OO-ALC; and Ms. Janis Wood, OC-ALC.

Did You Know? METL and Art of the Possible

AoP should be implemented on the processes that are critical to an organization successfully accomplishing its mission. Units wishing to implement AoP must first know their critical processes. AoP SME experience in implementing AoP, particularly in staff and overhead organizations, has shown that there can be significant confusion in identifying an organization’s critical processes. Mission Essential Task Lists (METLs) are used across all services. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.04D defines an essential task as “Tasks based on mission analysis and approved by the commander that are absolutely necessary, indispensable, or critical to the success of a mission.” A unit’s METL is a complete list of all such tasks for the unit. In implementing AoP, AFSC squadrons and divisions should develop a METL and “get in the struggle” by simply picking an essential task upon which to implement AoP. Additional information on how to use METLs with AoP is available on the AoP SharePoint site. AoP SMEs are also available to provide mentoring and coaching in the identification of essential tasks and implementing AoP processes.

Have a question or want to share a best practices, or lesson learned? Contact

NEWSLETTER POCs

POC: Ms. Michelle Jackson,
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AFSC AoP Workflow:
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Upcoming Events:

Advanced Level Workshops

18-19 Apr 17, Scott AFB

20-21 Jun 17, Robins, AFB

Dates TBD Nov 17, Tinker, AFB

Senior Leader Course

14-16 Aug 17, Tinker AFB

Stock Take II

22-23 Jun 17, Robins AFB

AoP FAQs & Common Misperceptions:

AoP and CPI

AoP is not Continuous Process Improvement (CPI). It is a constraints based management system that is THE enduring management system for AFSC. AoP is an iterative process rather than a one-time event. AoP utilizes CPI tools to eliminate constraints. AoP provides an end to end view of critical processes and uses data to identify the constraint most impacting the process. CPI is the discipline and set of tools employed to address and resolve constraints. In the simplest sense, AoP identifies the right problem to be resolved and CPI addresses it.

AoP SharePoint: <https://cs4.eis.afmc.af.mil/sites/1508/AFSCWay/default.aspx>

Upcoming Topics: AoP Training and AoP in a non-production environment