

ART OF THE POSSIBLE NEWSLETTER

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AIR FORCE
SUSTAINMENT CENTER

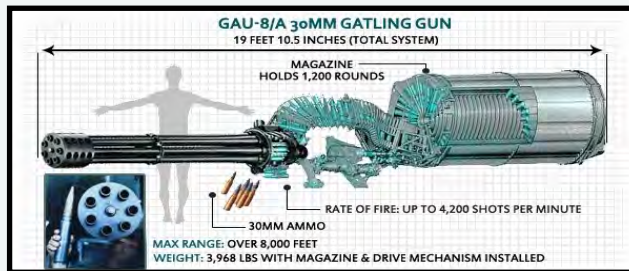
The AoP Newsletter is a monthly bulletin to communicate the latest enterprise AoP activities to the AFSC workforce. It provides updates on significant AoP institutionalization and implementation activities and tools. More detailed information is available on the AFSC AoP SharePoint site at <https://cs2.eis.af.mil/sites/22197/AoP/SitePagesR/Home.aspx>. If you have a question or would like to submit content for a future AoP Newsletter, please contact the POCs listed below.

Treating the Technician as the Surgeon —An AoP Success Story

When one drives through the various gates of Hill AFB at 0700 MST on a weekday, they learn quickly that Hill AFB is one of the busiest and most populous bases in the world. However, if you make the drive out to the remote northeastern edge of the base, you begin to feel as though you are on a different base entirely. You will find deer roaming by the street side, tumbleweed blowing across the fields, and magnificent panoramas of the Wasatch Mountains.

This secluded area is home to one of the most unique shops in the Ogden Air Logistics Complex (OO-ALC)—the gun shop, belonging to the 531 Commodities Maintenance Squadron. The gun shop is the only indoor range in the world capable of testing and shooting the A-10 Gatling gun. This 30 millimeter (mm) gun is nearly 20 feet long, weighs more than 600 pounds, and can fire upwards of 4,000 rounds per minute. In addition to the 30mm gun, the gun shop also maintains several varieties of 20mm guns utilized throughout the Air Force and Navy.

The gun shop formally began their AoP journey in March 2017 with the disciplined approach and understanding that AoP was a constraints-based management system that needed the entire enterprise to be synced together. The goal was to take two tactical level machines (20mm & 30mm) and implement them leading up to one operational machine ("GUNS!").



The gun shop's approach was a five-step process. After the decision was made to support a mission essential task (MET) with a machine, they had to understand the flow of the process machine, how each individual fit into it and determine the overall machine work-in-progress (WIP). Next, the flow was mapped and gated. Third, each employee was asked to point to exactly where their responsibilities fit in the overall flow. This allowed them to see the big picture, and how they fit into all of the different pieces moving around them. Fourth, the team implemented an operational-level wall walk. The wall walk taught each of them how to monitor and measure the machine. Each gate became understood and known; and the constraint was identified. Continuous process improvement opportunities were applied to the constraint and a Drum-Buffer-Rope (DBR) approach for kitting was implemented which propelled efficiency to never-before-seen heights. Lastly, the shop held tactical management meetings that enabled them to truly see where issues were located and pinpoint limitations they could actively pursue.

The major driver for the success at the gun shop was the kitting operations — treating the technician as the "surgeon." All kitting functions were laid out for each machine in sequence of build-up, and delivered to the specific timelines set to the critical path. The shop also implemented a "shared resources" meeting to bring the enterprise together to schedule back shop-routed parts to the kitting area. Standard work combination sheets were developed and placed in front of the technicians showing the linear and concurrent operations to meet critical path. The technicians truly developed the ability to know if they had a "good day."

The results? Flow days for the 30mm guns were reduced from 108 to 49 days, and WIP was reduced by 66% (9 to 3). The 20mm gun machine even surpassed that, with a flow-day reduction from 168 to 34 days, and a 75% WIP reduction (16 to 4). The team has bought in and the gun shop is more successful than ever.

Despite its remote location, the gun shop is a destination location for distinguished visitors and AoP enthusiasts, alike. The gun shop's contributions and model for success have made a positive, lasting impact on the mission of AFSC.

NEWSLETTER POCs

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UPCOMING EVENTS:

AoP 301 Sq/Div Leadership Course

12-13 Jun 18, Tinker AFB

30-31 Oct 18, Langley AFB

AoP 401 Senior Leader Course

8-10 Aug 18, Tinker AFB

AoP Implementation Performance Review (IPR)

5 Sep 18 & 7 Nov 18

AoP Enterprise Monthly Call

Last Friday of the Month, 1430 EST,
MMN DSN 852-9999; passcode 1103#

AoP FAQs and Misconceptions:

Is there a timeline to have AoP implemented in each organization?

In para 5.5.1.2., AFSCI 60-101 states commanders/directors will "implement AoP on all METs or establish a burn down plan detailing when AoP will be implemented on all METs where AoP has not been implemented." AFSC is currently refreshing its strategic plan, including Objective 7.1, the AoP objective. The new AoP objective shifts focus from putting the center level institutional instruments, such as the AFSCCH and training, in place to implementing AoP on all METs.

The new objective is "Implement AoP across the AFSC to achieve the right results, the right way." During the 2 May 18 AoP Implementation Performance Review (IPR), the complexes, wings, and staff directorates briefed their plan to implement AoP on all their METs. 15/18 units plan to complete implementation by the end of FY19.

If you have not yet implemented AoP, what is your unit's plan?

AoP SharePoint URL:

<https://cs2.eis.af.mil/sites/22197/AoP/SitePagesR/Home.aspx>