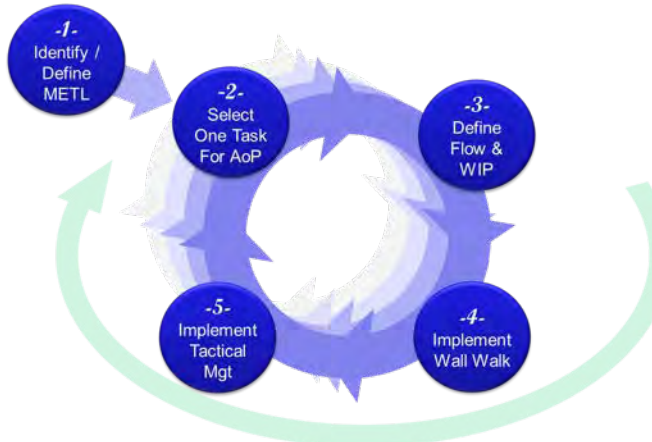## AIR FORCE SUSTAINMENT CENTER

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 Share-Point site at https://cs2.eis.af.mil/sites/22197/aop/default.aspx. If you have a question or would like to submit content for a future AoP Newsletter, please contact the POCs listed below.

NEWSLETTER POCs
Primary: Mr. Tommy Strahan, AFSC/LGSA, DSN 674-2755

Alternate: Mr. Neil Reinsmoen, AFSC/LGSA, DSN 787-9865

AFSC AoP Mailbox:
AFSC.DP.AoPWorkflow@us.af.mil

Art of the Possible (AoP) Doctrine

AoP doctrine is defined in two center level documents: AFSCI 60-101 and AFSCH 60-101. AFSCI 60-101 AoP is the authoritative document for AoP in the Air Force Sustainment Center (AFSC). It provides commanders and directors guidance and standards for implementing AoP within AFSC organizations. It outlines roles, responsibilities, and authorities for AoP within the AFSC and it directs the use of AoP on all Mission Essential Tasks (METs). It also defines responsibilities for governing the AoP program. AFSC directives established in this publication apply to all AFSC organizations. The AoP Handbook, AFSCH 60-101 is the keystone document for AoP and will be used by AFSC senior leaders to create a culture that relies on the skills, abilities, and forward thinking of the entire enterprise to create the teamwork necessary to enable AoP. It sets forth center doctrine for the activities and performance of the AFSC in constraints based management and provides the basis for the implementation, execution, and assessment of AoP within AFSC units. It provides the foundation, fundamentals, and core tenets that guide commanders and directors in implementing, executing, and assessing AoP. It provides the framework within which METs can be optimized to support Air Force operations throughout the world. The AFSCI and AFSCH have been sent for publication and it is anticipated that they will be available on the AF e-pubs website by mid December. Draft versions of the AFSCI and AFSCH are available on the AoP SharePoint site under the guidance link.

5 Steps to Implement AoP

AoP implementation is achieved through five basic steps. The 1st step to implement AoP is for the organization to define its Mission Essential Task List (METL). METL provides the analytical framework to determine the right focus and priority for implementation across a broad range of functions within an organization. The 2nd step is to analyze and prioritize METs for impact and complexity. Select one MET for initial AoP implementation. Initially it is recommended to choose ease of implementation over mission impact to learn and apply basic techniques. The 3rd step is to use the Radiator Chart to build a process machine for the selected MET. Establish flow, and identify WIP and where WIP resides in the process machine, and apply the principals of flow to WIP in the process machine. Step 4 is to implement wall walks. Wall walks should, at a minimum, contain a visual representation of flow, WIP, and gate performance. Wall walks are recurring process-focused reviews that provide a process improvement overview in terms of machine gates. Step 5 is to implement tactical management. Tactical management should occur more frequently than wall walks and should focus on individual items of WIP flowing through the process machine. The primary focus is on tactical constraint resolution to ensure timely delivery of quality products/projects.

Upcoming Events:
Advanced Level Workshops

7-8 Nov 17, Robins AFB

31 Jan-1 Feb 18, Robins AFB

AoP Implementation Performance Review
22 Nov 17, VTC

AoP FAQs & Common Misperceptions:

Does guidance mean AoP is inspectable? Yes, all guidance in AFSCI 60-101 should be inspected IAW AFI-90-201 Chapter 5, The Commanders Inspection Program (CCIP). CCIP includes both a self-assessment component led by commanders and an inspection component led by the Wing IG. At a minimum, commanders will use the AoP Self-assessment Communicator (SAC) to inspect AoP and will utilize Management Internal Control Toolset (MICT) to report compliance and communicate risk to the chain of command and appropriate staff agencies.

Please NOTE the AoP SharePoint URL has changed:
https://cs2.eis.af.mil/sites/22197/aop/default.aspx