

# 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/default.aspx>. If you have a question or would like to submit content for a future AoP Newsletter, please contact the AoP Newsletter POCs listed below.

## ***B-1B PDM Case Study - Mr. William Baumann, 567 AMXS/CL***

The 567 AMXS's primary customer is the B-1B System Program Office (SPO) supporting Air Force Global Strike Command (AFGSC) operational missions. The B-1B fleet is comprised of 62 aircraft at three separate Air Force bases. PDM and IBS modification production lines support 22 B-1B inputs per year (12 PDM/10 IBS) and are on contract to produce at an established Aircraft Maintenance Production/Compression Report (AMREP) flow time of 187 and 218 days respectively with internal Art of the Possible (AoP) goals of 116 and 170 as well.

In 2014, B-1B PDM AoP goal was set to 116 days based on continued customer requests for Aircraft Availability Improvement (AAI) and, as of then, unrealized potential for improvements to a traditionally planned PDM line. The B-1B IBS modification line AoP flow goal was developed in 2015 at 170 days in an effort to reduce the WIP toward a goal more acceptable to customer demands. These AoP goals were 57 days and 48 days, respectively, lower than the scheduled AMREP or contracted date and set a realistic but very challenging goal for both the PDM and IBS production lines. PDM AoP goals had been achieved at some point in the past, but in 2015, with additional project requirements, these goals seemed impossible to achieve.

The primary crises in 2014/15 was slow throughput, excessive WIP, and aircraft in queue, causing customers to delay inputs. These factors drove the 567 AMXS to reemphasize the basic tenets of AoP. Leadership began a very aggressive Continuous Process Improvement (CPI) methodology focusing on known constraints. Using this methodology, a multitude of Enterprise Value Stream Mapping (EVSM) events were identified, executed, and ultimately increased throughput, reduced WIP to acceptable levels, eliminated all aircraft in queue, and helped 567 AMXS significantly reduce flow time in PDM and achieve AoP results in IBS and win the 2017 Robert T. Mason Award for Depot Level Excellence.

The 567 AMXS has only scratched the surface of reduction in waste. The focus in the future will be discipline to gate script and repeatability. This discipline allows meaningful performance data to be collected and acted upon. Follow on EVSMs and gate script optimization will ensure the most efficient route to critical path completion. The focus is on developing as much repeatability as possible in the MRO environment. This gives time for teams of support functions to plan and prepare for the constraints that may have some level of repeatability and provide the time to solve those truly unpredictable problems as quickly as possible when they are exposed.

The most important lesson gleaned by the 567 AMXS's journey has been the importance of mapping our process, ensuring we are really accomplishing what we had planned, questioning our methodology, identifying those constraints or problems preventing achievement of goals, and implementing improvement countermeasures. Our success has depended on our ability to successfully analyze and interpret what performance data had told us and then act in a way that improves upon past performance.

To read the B-1B PDM case study in its entirety, please go to the AoP SharePoint and click on "Tools" on the right-hand side of the page — all of the AoP case studies and success stories can be found under the second folder. For additional information about this case study, feel free to contact Mr. William Baumann or Mr. Rodney Shepard in the 567 AMXS located at Tinker Air Force Base, Oklahoma.

### NEWSLETTER POCs

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### UPCOMING EVENTS:

#### **Advanced Level Workshops**

10-11 Apr 18, Hill AFB

12-13 Jun 18, Tinker AFB

Oct 18, Langley AFB

#### **Stock Take III**

13 Mar 18, Tinker AFB

#### **Senior Leader Conference**

8-10 Aug 18, Tinker AFB

**HOT! AFSCI 60-101 AND AFSC 60-101** have been published and posted on Air Force E-Publishing: <http://www.e-publishing.af.mil/>

### **AoP FAQs and Misconceptions:**

#### **What is an AoP Stock Take?**

AoP stock take sessions are meetings that are part of a larger process to continually improve AoP guidance, specifically AFSC 60-101, the AoP Handbook. One month after the guidance is published, AFSC/LG will SOCCER a questionnaire to the complexes, staff directorates, and wings to provide constructive feedback on the latest AoP guidance. The questionnaire responses will be used to frame the agenda for the stock take session. Stock take sessions will be held three months after the update to AoP guidance and will include representatives from each complex, staff directorate, and wing. AFSC/LGS SOCCER'd the questionnaire for the 13 Mar 18 stock take on 22 Jan 18.

### **AoP SharePoint URL:**

<https://cs2.eis.af.mil/sites/22197/aop/default.aspx>