

Air Force Smart Operations for the 21st Century (AFS021)

Air Force Smart Operations for the 21st Century (AFS021) focuses on generating efficiencies and improving combat capabilities across the Air Force. AFS021 applies to all of the processes associated with the Air Force mission. Governed by proven process improvement techniques, the goal of AFS021 is to significantly increase the Air Force's combat capabilities.

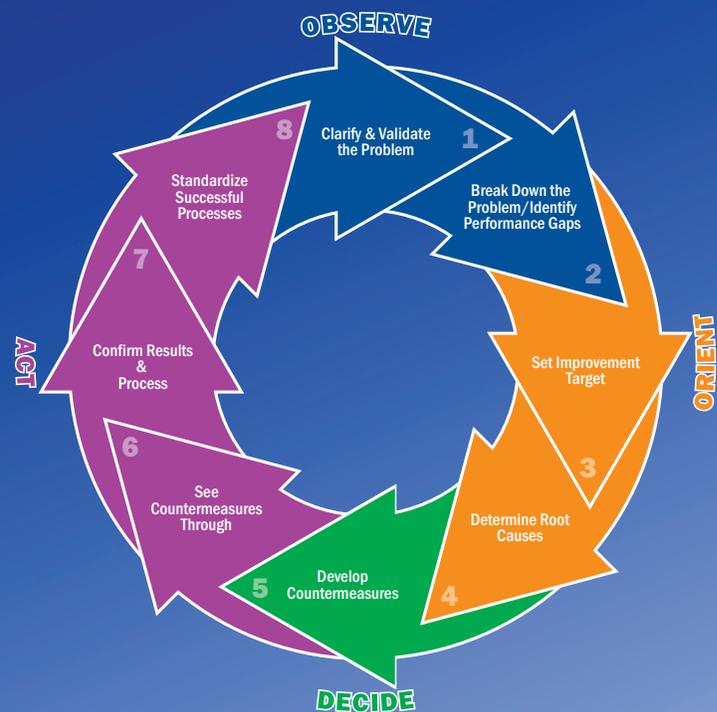
AFS021 principles and tools enable Airmen to change the day-to-day operating style to integrate continuous improvement into the full spectrum of Air Force operations. Even good processes can be made better. The improvements must be centered on the core missions that Airmen are responsible for conducting—maintaining the asymmetric advantages and capabilities the US Air Force delivers in air, space, and cyberspace.

AFS021'S FIVE DESIRED EFFECTS

The AFS021 Five Desired Effects guide improvement initiatives at every Air Force level to contribute to the demands of the warfighter. Every Airman should know and understand these five desired effects, in order to better improve processes that contribute to Air Force priorities while generating efficiencies and savings. The AFS021 Five Desired Effects are:

- **Increase productivity of our people**
Doing more of the right things with the same or less effort
- **Increase critical equipment availability rates**
All assets available at a greater rate from aircraft, to information technology, to range space, etc.
- **Improve response time and agility**
Quicker response time to the warfighter
- **Sustain safe and reliable operations**
Reduce injury rates, increase people safety and safe use of materiel assets
- **Improve energy efficiency**
Make energy conservation a consideration in everything we do

AFS021 8-STEP PROBLEM SOLVING MODEL



A FEW EXAMPLES OF AFS021 IN ACTION

- **Ancillary Training:** Effective 1 Oct 07- Annual Total Awareness Training reduced from 8 hours to 90 minutes saving 4.875M man hours- Selected Force & Event Driven Training review seeks 50% reduction
- **AFPC:** Reduced 65 billets (14% savings- \$4.1M) while supporting 23,786 more personnel
- **Hill AFB:** F-16 aircraft realized savings: 30% flow days, 75% rework, and achieved 100% customer on-time delivery rate, receiving a 2006 Shingo Prize Silver Winner Award
- **Keesler AFB Hospital Ambulatory Surgery Unit:** Decreased patient admission time from 172 to 75 minutes (56% reduction) and reduced staff from 14 to 4 (71% savings)
- **McChord AFB:** Wheel and Tire shop reduced times 60% and manpower from 14 to 5 personnel
- **Pope AFB:** Installed ramp lighting central control - Cost \$103K with yearly savings of \$157K
- **Robins AFB:** C-5 aircraft reduced from 339 days to 171 days
- **Tyndall Pharmacy:** Reduced prescription processing time from 48 to 16 minutes
- **USAFE:** Consolidated Network Control Center (NCC) Help Desk saved 21 billets



AFSO21 process improvements come in different forms. Some processes are quick and simple fixes, others are complex and may involve several organizations working improvement plans over a lengthy period of time. AFSO21's three main categories of process improvement actions are:

- **Just Do It**
- **Rapid Improvement Events**
- **High Value Initiatives**

AFSO21-“JUST DO IT”

A quick fix to a process irritant; a simple answer to an obstacle in an individual process. “Just Do Its” typically do not involve a formal process review team or an improvement event, but is a process improvement that can quickly be put into action and yields immediate results.

AFSO21-RAPID IMPROVEMENT EVENT (RIE)

Rapid Improvement Events usually last a week and apply a series of problem solving steps to determine root causes of problems, eliminate waste, set improvement targets and establish clear performance measures to reach desired effects.

Successful RIEs usually have the following four components:

- Strong leadership buy-in.
- Knowledgeable and open-minded participants.
- A tightly focused event scope
- An implementation plan and metrics to track results

AFSO21-HIGH VALUE INITIATIVE (HVI)

High value initiatives produce significant returns against key Air Force challenges. These processes are more complex and involve a crossfunctional team to ensure that identified improvements are incorporated into the day-to-day operations of an organization. HVIs typically require four to six months in order to successfully define and implement the required process changes.

Continuous Process Improvement will become the new norm for our Air Force; daily looking for innovative ways to use our materiel and personnel more efficiently. **AFSO21** gives us the tools we need to shed non-value added work and to ensure every Airman's efforts contribute directly to accomplishing the Air Force mission – to fly, fight, and win in air, space, and cyberspace.

Learn more about AFSO21 at <http://www.af.mil/library/smartops.asp>

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For more information, please contact your local AFSO21 office: