



THE AIR UNIVERSITY



IMPLEMENTING THE WING INNOVATION OFFICE

SQUADRON OFFICER SCHOOL CLASS 14B
THINK TANK





Overview



- **Background & Problem Review**
- **Barriers to Innovation**
- **Functions**
- **Manning & Organization**
- **Trial Wing**



Background



Innovation Defined

The process within the Air Force of developing, implementing, and sustaining new technology, tactics, processes, or procedures in order to save money, increase efficiency, or expand capability

Previous SOS Think Tank Suggestion

Create a Wing Innovation Office run by O-6 select with previous command experience; office will sponsor innovation council, innovation sabbaticals, industry coordination, innovation databases



Current SOS Think Tank Tasks



- Provide specific examples of barriers to innovation
- Describe functions of a Wing Innovation Office (WIO) to mitigate these barriers to innovation
- Develop a manning construct
- Propose an AETC Wing for a WIO beta test



Barriers to Innovation



- Background & Problem Review
- **Barriers to Innovation**
- **Functions**
- **Manning & Organization**
- **Trial Wing**

Focal Point

Advertising & Awareness

Bureaucracy

Lack of Incentives



Barrier 1: Lack of Focal Point



- Competitive
 - 20+ programs/offices/processes to facilitate innovation
 - AFSO21, PECEI, IDEA, BP, AFL2P, C3, and more
- Repetitive
 - Overlapping program functions leads to duplication of effort
 - A1 lead for AFSO21/PECEI/IDEA/API/CPI
 - A8 lead for C3/funding requirements
 - CLO lead for tech training transformation

Confusing array of programs, offices, and reporting chains



Barrier 2: Advertising & Awareness



- Ineffective Advertising
 - Only 47% of surveyed CGOs can name at least two innovation programs
 - 55% of surveyed CGOs do not know where to submit an idea
- Negative Publicity
 - AF Portal comments: Member submitted idea worth \$10K+, received no bonus
- Not Presented in Formal Course Syllabi Until NCO Academy
 - Only 1/3 of PME courses mention innovation programs

“Message not reaching frontline workers” (2013 C3 Review)



Barrier 3: Bureaucracy



- Complexity
 - 700+ Separate Improvement Process (SIP) techniques
- Delays
 - AFSO21 improvement events can last months
 - IDEA submissions: several months to over a year
 - AFI modification requires 3 months to a year
 - 2+ years for AFI to accommodate new capability for ACC unit

Confusion and inflexible practices hinder innovation



Barrier 4: Lack of Incentives



- **Inconsistent Reward**
 - 574 AMXS (Hill AFB): Submitted process improvement to IDEA, no reward
- **Lack of Recognition**
 - SNCO focus group identified lack of public recognition as significant barrier
- **Perceived Disincentives**
 - AFSO21 Frequently Asked Questions
 - Successful innovation reduces future resources
 - Change process increases work load

Incentives are inconsistently developed and applied



TSgt Layman's Experience



- Poor Advertising
 - Unaware of change process or available innovation programs
- Lack of Central Focal Point
 - Approval authority unknown, process unclear
- Bureaucracy
 - 3.5 years from idea generation to implementation
 - No help identifying or navigating SIP
- Inadequate Incentive
 - IDEA program suspended, no monetary reward, one EPR bullet



TSgt Travis Layman
Minuteman III Maintainer



Functions



- Background & Problem Review
- Barriers to Innovation
- **Functions**
- Manning & Organization
- Trial Wing

Education and Training

Facilitation

Coordination



Vision Statement



VISION

Build and maintain a Wing culture that fosters innovation from conception to implementation



Function 1: Education & Training



SENIOR LEADER CONTACT

GOAL – OUTREACH TO ALL UNITS

TOPICS: Motivate Innovation Efforts, Debunk Myths, Introduce Innovation Programs

8 HR INNOVATION COURSE

GOAL – 1 REP / WORKCENTER

TOPICS: Innovation Programs, AFSO21, Tactical Debrief, Case Study, Hands on Exercise

COMMANDER'S INNOVATION SME

AFI 90-201 PARA 2.20.10

Use problem solving tools to remedy deficiencies

Breaks Advertising Barrier

Measures of Effectiveness

- Airmen demonstrate awareness of innovation process and tools
- Commanders use innovation tools to improve their units



Function 2: Facilitation



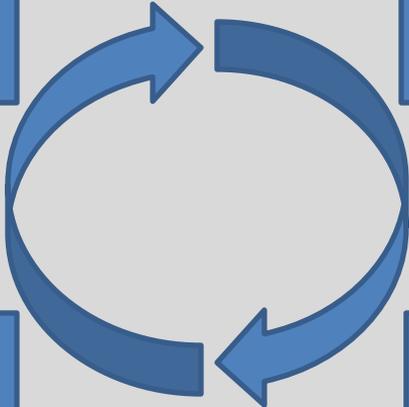
WING INPUT/
CC'S GUIDANCE

(4)
FOLLOW-
UP

(1)
COLLECT

(3)
VECTOR &
SUBMIT

(2)
REFINE/
RETURN



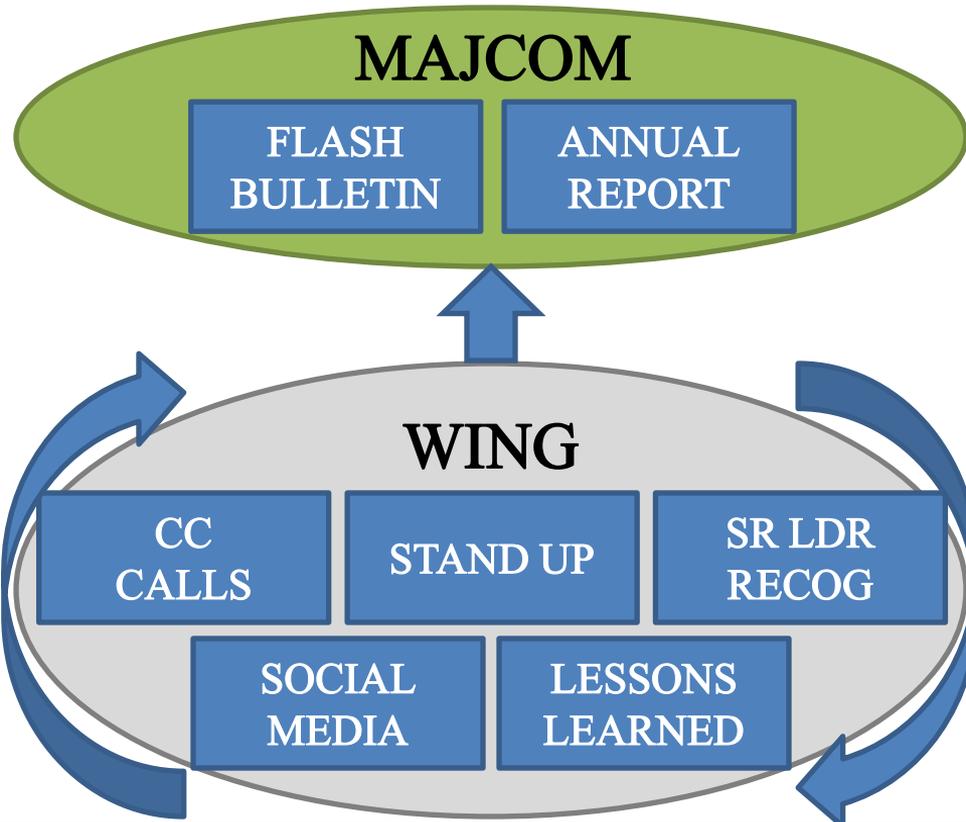
Breaks Focal Point and
Bureaucracy Barriers

Measures of Effectiveness

- Airmen identify problems, develop ideas, implement solutions
- Realize return-on-investment



Function 3: Coordination



**Breaks Bureaucracy and
Incentive Barriers**

Measures of Effectiveness

- Innovative ideas distributed and implemented across Wing
- Successful ideas pushed to MAJCOM for wider impact



Manning & Organization



- Background & Problem Review
- Barriers to Innovation
- Functions
- **Manning & Organization**
- Trial Wing

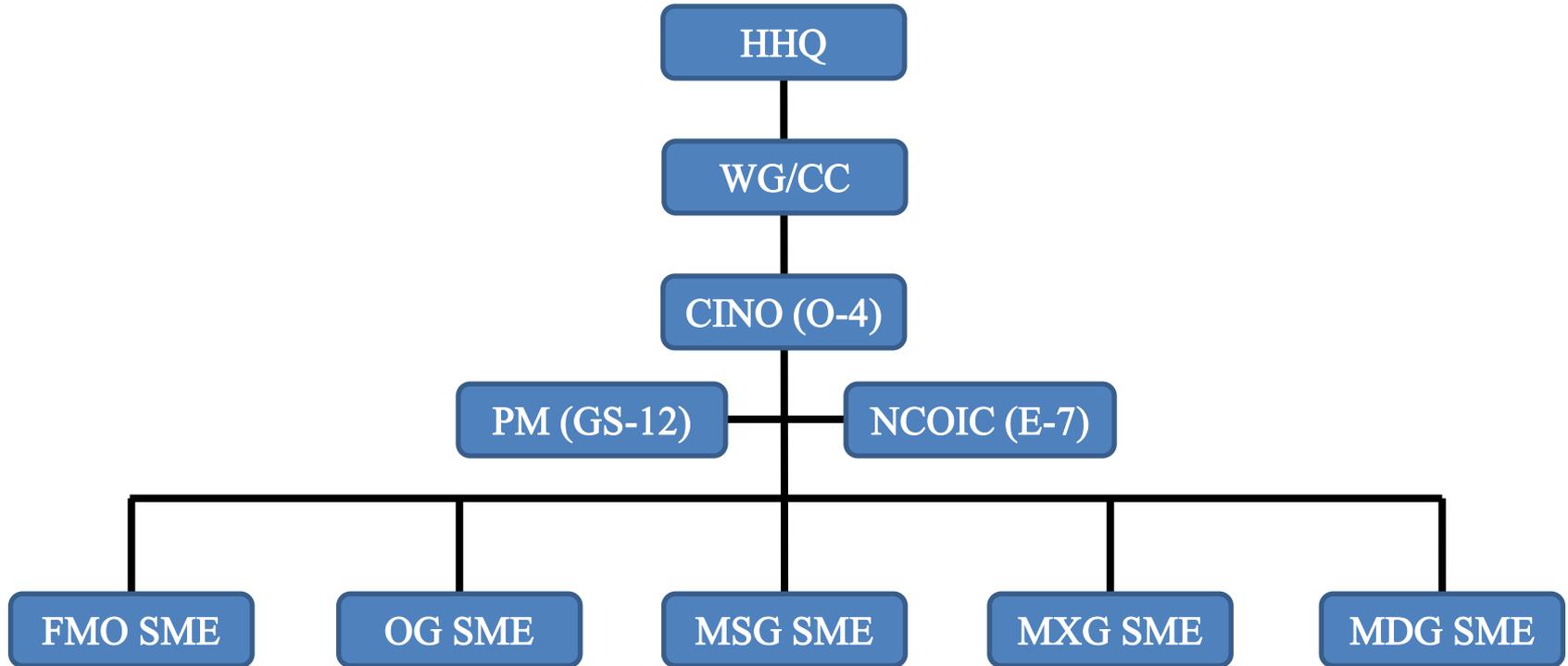
Manning Structure

CINO Qualifications

WIO Composition



WIO Organization

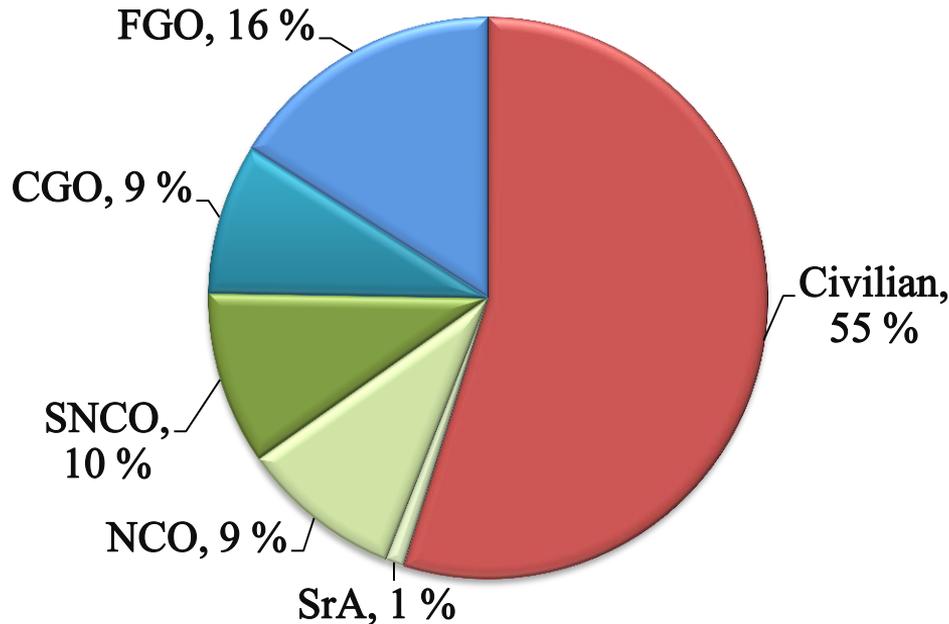




Manning Rationale



Cost Conscious Culture Contributors



Ensures key contributors to C3 program are represented in WIO construct



WIO Personnel



- Desired Team Skills
 - Strong working knowledge of Wing's mission
 - CAG, Business Office, Tiger Team, exec, First Sgt or similar experience
 - Instructor qualification
 - Innovation program or AFSO21 exposure
- Chief Innovation Officer (CINO)
 - Primary duty, O-4, located at Wing HQ
 - One-year staff job, selected on competitive basis from Wing populace
 - Maintain currency in primary AFSC



WIO Personnel



- Innovation Program Manager (GS-12)
 - Permanently assigned for continuity
 - Sourced from pre-existing Wing innovation program offices (e.g. AFSO21)
- Innovation Office NCOIC (E-7)
 - Primary duty, Wing HQ, one year staff job, competitive basis
 - Represents enlisted force; training and education point of contact
- Group SMEs: Officer, enlisted, or civilian
 - Group commander nominated; 5-lvl minimum skill level desired
 - Full-time Wing Innovation Office position (except FMO – part time as req'd)



Trial Wing



- Background & Problem Review
- Barriers to Innovation
- Functions
- Manning & Organization
- **Trial Wing**

Selection Criteria

Decision Matrix



Wing Selection Criteria



| CRITERIA | WEIGHT | RATIONALE |
|-------------------|--------|--|
| Flying Wing | 19% | Flying activity is 18% of AF budget |
| Host Wing | 19% | Wing controls infrastructure/base support |
| Mission Diversity | 19% | Multiple mission areas enhance opportunities |
| Total Force | 19% | Ensure total force adequately represented |
| C3 Participation | 14% | Proven recent innovation |
| Demographics | 5% | Ensure ratio of O/E/CIV w/in 20% of AF average |
| Non-UPT | 5% | Rigid UPT syllabus concerns |



Recommendation: 71 FTW



| WING | TOTAL SCORE | DIFFERENCES |
|----------------------|-------------|--------------|
| 71 FTW, Vance AFB | 69 | UPT |
| 97 AMW, Altus AFB | 67 | Demographics |
| 14 FTW, Columbus AFB | 65 | UPT |
| 56 FW, Luke AFB | 63 | C3 Results |
| <i>AETC Average</i> | <i>53</i> | |



71 FTW, Vance AFB



- C3, 2nd most ideas per capita (41/\$3.1 million): Proven innovators
- International Student Pilot Training: Diverse perspectives
- Contracted Support Services and Functions: For-profit perspective
- Naval Aviation Training Unit: Joint perspective
- Supports Three Airframes (T-1A, T-38C, T-6A): Flight line variety



TSgt Layman's New Experience



- Effective Advertising
 - Championed by WG/CC, Group SME, and workcenter representative
- WIO Focal Point
 - Idea collected, refined, and vectored to approval authority
- Streamlines Bureaucracy
 - Idea tracked, WG/CC updated (e.g. stand up), feedback given
- Incentives
 - Sr ldr recognition and innovation program rewards coordinated



TSgt Travis Layman
Minuteman III Maintainer

Over 3.5 years, Air Force saves nearly \$13M and 45K man-hours



Conclusion



- **Background & Problem Review**
- **Barriers to Innovation**
- **Functions**
- **Manning & Organization**
- **Trial Wing**

To mitigate barriers to innovation like central focal point shortfalls, poor advertising and awareness, bureaucracy and the need for consistent incentives, we recommend **AETC/CC establish a Wing Innovation Office** testbed at Vance AFB, capitalizing on senior leader endorsements at all levels and **manning drawn from existing organizations within the 71 FTW.**



INNOVATION
"OVER, NOT
THROUGH"



Backup Slides

Barriers to Innovation



20+ Programs/Offices/Processes



- 561 JTS Flash Bulletins
- AF Smart Operations for the 21st Century (AFSO21)
- AF Defense Research and Development Rapid Innovation Fund
- AF Joint Lessons Learned Program
- AF Lessons Learned L2 Program (AFL2P)
- Airmen Powered by Innovation (API)
- Best Practices (BP)
- Business Transformation Office (BTO)
- Center for Innovation
- Chief Learning Office (CLO)
- Continuous Process Improvement (CPI)
- Continuous Process Improvement Management Tool (CPI-MT)
- Cost Conscious Culture (C3)
- Defense Innovation Marketplace
- Development through Employee Awareness
- Innovative Development Through Employee Awareness (IDEA)
- Open Innovation Pavilion
- Productivity Enhancing Capital Investment (PECI)
- Small Business Innovation Research (SBIR)
- Small Business Technology Transfer (SBTT)
- USAFA Center of Innovation



Innovation in PME



- AU catalog course listings including CPI

| COURSE | RESIDENCE? | ANY CPI MATERIAL MANDATED? |
|----------------------|------------|----------------------------|
| ALS | N | N |
| ALS | Y | N |
| FSA | N | N |
| FSA | Y | N |
| NCOA | N | Y |
| NCOA | Y | Y |
| SNCOA | N | N |
| SNCOA | Y | N |
| SOC | N | Y |
| SOC | Y | Y |
| ACSC (v5.2 and v6.0) | N | N |
| ACSC (Mil Op A&S) | N | N |
| ACSC (Mil Op A&S) | Y | N |
| ACSC (FTE) | Y | N |

| COURSE | RESIDENCE? | ANY CPI MATERIAL MANDATED? |
|---------------------|------------|----------------------------|
| AWC | N | N |
| AWC (Strat Studies) | Y | N |
| AWC (GSP) | Y | Y |
| EPMEIC | Y | N |
| SOCFD | Y | N |
| SOCLDP PCE | N | Y |



Survey



- 86 SOS Students Surveyed
- 95% Confidence Rate
 - +/- 10% Margin of Error
- Questions Focused on Barrier Identification

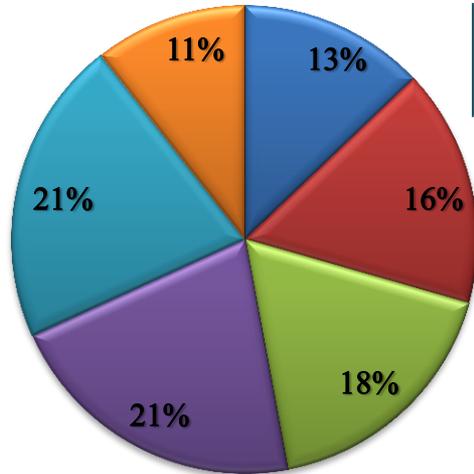


Survey



Multiple Points of Entry/Inadequate Advertising

I can immediately name two or more innovation programs currently available through USAF or DoD.

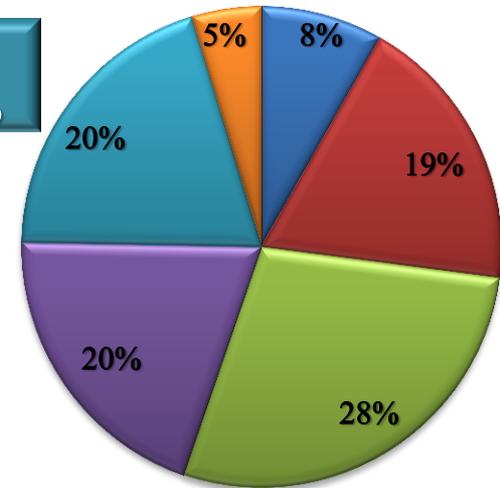


Agree: 47%
Disagree: 53%

Agree: 45%
Disagree: 55%

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

I know where to go to submit an innovative idea.





Backup Slides

Functions and Measures of Effectiveness



Innovation Curriculum



- *“Fueled by Innovation”* -- Innovative Airman Case Study (0.25 hrs)
- *“ID the Problem”* -- Tactical Debrief Root Cause Analysis (2 hrs)
- *“Analyze the Process”* -- AFSO 21 Basic Certification (2 hrs)
- *“Know the Tools”* -- Innovation Programs Overview (1 hr)
- *“Solve the Problem”* -- Hands-on Capstone Exercise (2 hrs)
- *“Tell the Story”* -- Present Innovative Airman Case Study (0.75 hrs)



Training vs. Education



| Innovation Training | | Innovation Education |
|------------------------|-----------------------|----------------------------------|
| Skills | Develop... | Critical thinking |
| Specific and Immediate | Apply... | General and Broad |
| Proficiency in task | Demonstrate... | Attitudes, values, understanding |
| Pre-determined | Outcome... | Open-ended |



Training vs. Education



| Innovation Training | | Innovation Education |
|--|-----------------------|--|
| Skills <i>Use specific AFSO21 tools</i> | Develop... | Critical thinking <i>Debrief Root Cause Analysis</i> |
| Specific and Immediate <i>AFSO21 Basic Course for event</i> | Apply... | General and Broad <i>Array of AF innovation tools</i> |
| Proficiency in task <i>Fill out AFSO21 A3 form</i> | Demonstrate... | Attitudes, values, understanding <i>Share the AF Innovation Story</i> |
| Pre-determined <i>State the 8 AFSO21 steps</i> | Outcome... | Open-ended <i>Apply tools to complex problem</i> |



AFI 90-201



2.20.10. Root Cause Analysis. Problem-solving responsibility and the corrective action process reside at the lowest appropriate command level. **Commanders will ensure RCA is completed for all deficiencies using the problem-solving approach/tool and level of effort best suited to the situation. Commanders should strongly consider using the rigor of the AF 8-Step Problem Solving Model** as outlined in the AFSO21 playbook for CRITICAL and SIGNIFICANT deficiencies to determine primary and, if applicable, contributing root causes.



Workcenter Representatives



Reps at “workcenters” for face to face support towards innovation

- Number of representatives depends on size and location of unit
 - OSS spread across multiple buildings vs. small ops squadron in one building
- Key duties include:
 - Enable and encourage airmen to submit ideas
 - Educate on pre-existing programs and process
 - Connect to innovation campaigns and resources for idea refinement
 - Ideas refined or re-evaluated at the lowest level



Submission Status



Easy status check for submitted ideas

- **Initial operational capability: Manual tracking via in-house product**
 - Requires follow-up via phone, email, and other standard channels
- **Full operational capability: Online status check and feedback system**
 - Prevents follow up calls but still provides desired feedback
 - Follow the AF Enterprises Services Desk (ESD) job ticket construct
 - Avoid costly systems like Task Management Tool (\$200 annual per admin account)
- **Single innovation database**
 - Consolidate data from pre-existing databases (IDEA, Every Dollar Counts, AFSO21, C3)
 - No login, NIPR-based
 - Categorized by topic and idea status (active, inactive, denied, routing, etc.)



Function 2-1: Collect Ideas



RECOGNIZE
PROBLEM

CC FOCUS
TOPIC

IDEA

INNOVATOR

WORKCTR
REP

WING INNOVATION OFFICE

- Bottom-up inspiration
 - Airman ID's problem and solution
- Top-down motivation
 - CC provides innovation focus
- Submit ideas through work-center representative
 - Critical thinking and dialogue
 - Improve idea at lowest level
- Submit ideas directly



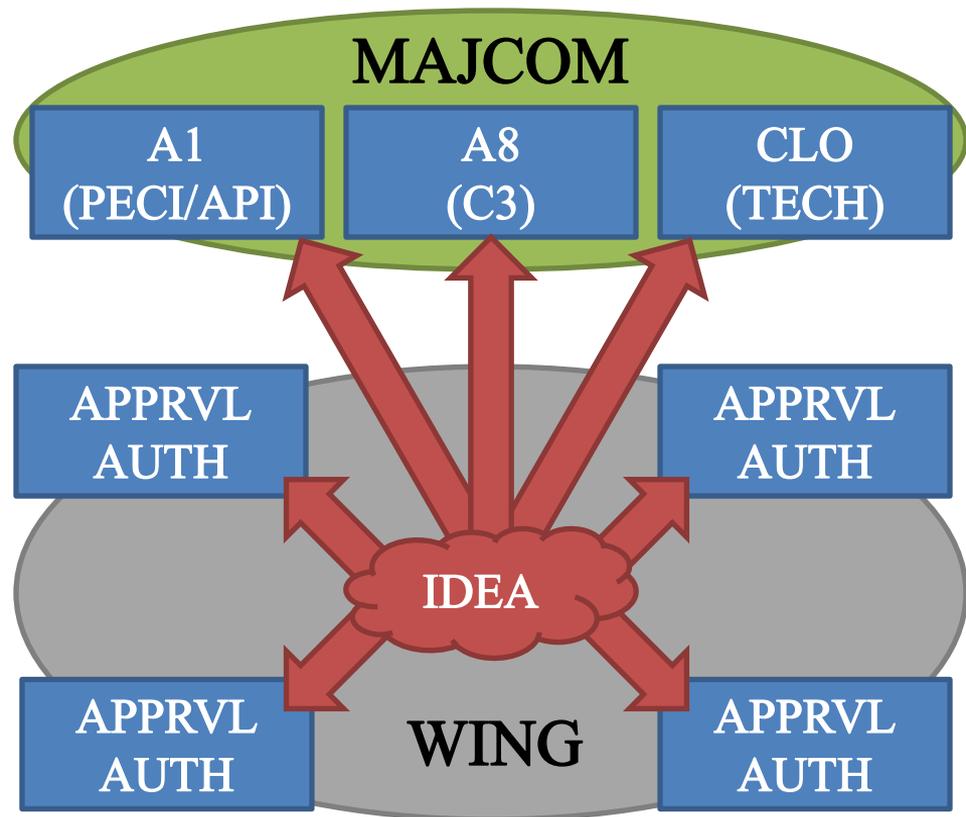
Function 2-2: Evaluate/Refine



| | | | |
|---------------------|---------------------|------------------------|------|
| HIGH | CONSIDER/ REFINE | PRIORITIZE & REFINE | |
| LOW | RETURN | CONSIDER/ REFINE | |
| IMPACT / SAVINGS | HARD | EASE OF IMPLEMENTATION | EASY |



Function 2-3: Vector/Submit



- WIO personnel are experts in matching ideas to appropriate innovation programs
- Attempt to have ideas approved and implemented at the lowest level
- Understand prerequisites for submitting ideas to MAJCOM (or higher) programs



Function 2-4: Follow-Up



- Track progress of ideas through the approval chain
 - From Wing-level through MAJCOM-level or HHQ-level, if required
 - Update idea generators and WG/CC
- If idea rejected
 - Provide feedback to idea generator and assess opportunity to improve
- If idea approved
 - Assist with initial implementation
 - Assess projected impact/return with actual impact/return; one year follow-up
 - Coordinate with other offices and agencies to ensure maximum impact from idea



Report to MAJCOM



- Flash Bulletin
 - Sent to MAJCOM NLT five business days post-approval
 - Info intended for MAJCOM and other Wings' use
 - Anticipated impact on Wing
 - Timeline for full implementation
- Reported Annual (Review)
 - Approved ideas
 - Money and time saved thus far
 - Ideas currently at MAJCOM level awaiting feedback
 - Suggestions to refine processes
 - Sustainment needs and requests to MAJCOM



Recognition by Senior Leader



- Achievement Award
 - Highest level recognition
- Commanders' Call
 - Coin and "Recognition of Excellence" Certificate
- Public Recognition
 - AF Portal
 - Base website
 - Base social media



Implementation Timeline



| Initial Operating Capability | Function | Full Operating Capability |
|--|---------------------------------|--|
| <ul style="list-style-type: none">• Senior leader outreach• Develop training materials in-house• Incorporate AFI 90-201 changes | Education & Training | <ul style="list-style-type: none">• Standardized MAJCOM-maintained training materials• AFN commercials, newsletters, social media advertisement |
| <ul style="list-style-type: none">• Appoint full-time office members• Identify focus groups for key issues• Provide substantive feedback | Facilitate | <ul style="list-style-type: none">• Train reps in all workcenters• Develop job rotation plan |
| <ul style="list-style-type: none">• Recognize top contributors• Acknowledge successes/failures• Build continuity/lessons learned | Coordination | <ul style="list-style-type: none">• Inform MAJCOM of progress• Compile idea database• Share ideas with like wings |



Measures of Effectiveness/Performance



EDUCATION AND TRAINING

- MoE: Airmen throughout the Wing demonstrate awareness of innovation process and tools

-- MoP: Percentage of units to receive innovation outreach

-- MoP: Completion rate of innovation and problem solving TTPs course

-- MoP: % of unit members that can identify existing innovation programs or POC

- MoE: Commanders use innovation tools to improve their units

-- MoP: Innovation Officer seeks feedback at least quarterly from commander(s)

-- MoP: Commanders are aware of root cause analysis tools IAW AFI 90-201 Para 2.20.10

-- MoP: Wing has appropriate quota of trained AFSO21 subject matter experts

FACILITATION

- MoE: Airmen identify problems, develop ideas, and implement solutions rapidly at the lowest-level

-- MoP: # of ideas collected by WIO

-- MoP: # of ideas refined by WIO vetting

-- MoP: # of ideas vectored for approval

-- MoP: # of proposals returned to idea originator with initial phase 1 feedback

-- MoP: # of proposals approved for implementation with phase 2 feedback

-- MoP: # of implemented proposals successfully sustained with phase 3 feedback

-- MoP: Time from submit to implement

- MoE: Realize return-on-investment

-- MoP: Money saved

-- MoP: Hours saved

-- MoP: Capability improved

COORDINATION

- MoE: Innovative ideas distributed and implemented throughout the Wing

-- MoP: WIO provides rollup of ideas for wing review at least quarterly

-- MoP: WIO pushes lessons learned to relevant entities within the wing

- MoE: Successful ideas pushed to MAJCOM for wider impact

-- MoP: Innovation Officer provides annual report to MAJCOM

-- MoP: Innovation Officer periodically provides lessons learned, results of problem solving events, and successful innovations to MAJCOM for publication



Initial Assessment



- Involve submitters in Refine phase
 - Requires participation of idea generator to build proposal package
 - Discourages bad or wasteful ideas
- Provide substantive feedback
 - Keep motivated innovators interested with positive and critical feedback
- Communicate with supervisors when necessary
 - Ensure airmen are not distracted by innovation at the expense of primary duty



Backup Slides Manning Construct



E-7 Justification, AFI 36-2618



5.2. Specific SNCO Responsibilities.

5.2.1. Master Sergeant (MSgt). MSgts are transitioning from being technical experts **and first line supervisors to leaders of operational competence skilled at merging subordinates' talents, skills, and resources with other teams' functions to most effectively accomplish the mission.** They continue to develop their leadership and management skills. **This rank carries significantly increased responsibilities and requires a broad technical and managerial perspective.** MSgt-selects should immediately enroll in and complete the AFSNCOA by distance learning in preparation for their new roles. The SNCO Joint PME is also recommended for those preparing for joint assignments. MSgts should complete the CCAF degree in their current Air Force Specialty Code (AFSC), if not already earned. As senior enlisted leaders, they must reflect the highest qualities of a leader and professional. **MSgts normally operate at the operational competence level of leadership.** The official term of address is Master Sergeant or Sergeant.



GS-12 Grade Justification



- Position falls under Management and Program Analysis Series, GS-0343
- Nonsupervisory GS-9 to 13 positions fall under Administrative Analysis Grade Evaluation Guide

FACTOR LEVEL RELATIONSHIPS

The following table illustrates how the FES factor levels combine in typical administrative analytical positions at grades GS-09 through GS-13. The table is provided to aid users in understanding the most common factor relationships at each grade; i.e., the level of knowledge required to perform work of a particular level of complexity. However, other combinations of factors may be appropriate for particular positions.

GRADE CONVERSION TABLE

Total points on all evaluation factors are converted to GS grade as follows:

| GS Grade | Point Range |
|----------|-------------|
| 9 | 1855-2100 |
| 10 | 2105-2350 |
| 11 | 2355-2750 |
| 12 | 2755-3150 |
| 13 | 3155-3600 |
| 14 | 3605-4050 |
| 15 | 4055- up |

Total Points:
2,855

| Factors/Grade Levels | GS-09 | GS-11 | GS-12 | GS-13 |
|-----------------------------|--------|------------|-------|------------|
| Knowledge | 1-6 | 1-7 | 1-7 | 1-8 |
| Supervisory Controls | 2-3 | 2-4 | 2-4 | 2-4 |
| Guidelines | 3-3 | 3-3 | 3-4 | 3-4 or 3-5 |
| Complexity | 4-3 | 4-4 or 4-5 | 4-5 | 4-5 |
| Scope and Effect | 5-3 | 5-3 or 5-4 | 5-4 | 5-4 or 5-5 |
| Personal Contacts | 2 or 3 | 2 or 3 | 3 | 3 |
| Purpose of Contacts | b or c | b or c | c | c |
| Physical Demands | 8-1 | 8-1 | 8-1 | 8-1 |
| Work Environment | 9-1 | 9-1 | 9-1 | 9-1 |



GS Hiring Considerations



- Potential Risks and/or Uncertainties
 - Master Labor Agreement restrictions at beta test base
 - Supervisory versus nonsupervisory position
 - Long-term hire is potential strength and/or weakness
- Potential Scenarios
 - Best Case: If there is an AFSO21 position already at the Wing, or similar position description (PD), then the beta test base need only ensure that the PD is “sufficiently similar” to the new position to move the GS12.
 - Worst Case: If there is NOT an AFSO21 position, then the beta test base is unable to “reassign” someone without negotiating with the bargaining unit.



Backup Slides Wing Selection



Weighted Ranking Rationale



| | Flying Wings 4 (19%) | Not-UPT 1 (5%) | C3 3 (14%) | Host Wing 4 (19%) | Demographics (O/E/CIV) 1 (5%) | Mission Diversity 4 (19%) | Total Force (AG/AFR) 4 (19%) |
|----------------------|-------------------------|-------------------|---------------|----------------------|-------------------------------------|---------------------------------|------------------------------------|
| Flying Wings | | | | | | | |
| Not-UPT | FW | | | | | | |
| C3 | FW | NON-UPT | | | | | |
| Host Wing | FW | HOST | HOST | | | | |
| Demo (O/E/Civ) | FW | DEMO | C3 | HOST | | | |
| Mission Diversity | MSN DIV | MSN DIV | C3 | MSN DIV | MSN DIV | | |
| Total Force (AG/AFR) | TFI | TFI | C3 | HOST | TFI | TFI | |

- **Methodology:** Pair rank each criterion against all others; calculate relative weight
- **References:** *Morgan Jones, “The Thinker’s Tool Kit” ch 10; USCG Process Improvement Guide; [Project Management Institute Pairwise Comparison](#)*
- **Key:** *Yellow = low confidence pair rank*



Wing Selection Matrix



| Weights | Flying Wings | Not-UPT | Quality Resources | Host Wing | Demographics | Mission Diversity | Total Force (AG/AFR) | Total |
|-------------------------|--------------|---------|-------------------|-----------|--------------|-------------------|----------------------|-------|
| | 19% | 5% | 14% | 19% | 5% | 19% | 19% | |
| 71 FTW, Vance AFB | 1 | 0 | 0.75 | 1 | 0.33 | 0 | 1 | 0.694 |
| 97 AMW, Altus AFB | 1 | 1 | 1 | 1 | 0 | 0 | 0.5 | 0.667 |
| 14 FTW, Columbus AFB | 1 | 0 | 0.75 | 1 | 0.33 | 0 | 0.75 | 0.647 |
| 56 FW, Luke AFB | 1 | 1 | 0 | 1 | 0.33 | 0 | 1 | 0.635 |
| 12 FTW, Randolph AFB | 1 | 1 | 0.25 | 0 | 0.33 | 1 | 0.75 | 0.623 |
| 81 TW, Keesler AFB | 0 | 1 | 1 | 1 | 1 | 0.5 | 0.25 | 0.571 |
| 502 ABW, Lackland AFB | 0 | 1 | 0.5 | 1 | 0.33 | 1 | 0.25 | 0.563 |
| 47 FTW, Laughlin AFB | 1 | 0 | 0.25 | 1 | 0 | 0 | 0.75 | 0.560 |
| 82 TW, Sheppard AFB | 1 | 1 | 0 | 1 | 0.66 | 0 | 0.5 | 0.555 |
| 58 SOW, Kirtland AFB | 1 | 1 | 0 | 0 | 0 | 1 | 0.25 | 0.476 |
| 33 FW, Eglin AFB | 1 | 1 | 0 | 0 | 0 | 1 | 0.25 | 0.476 |
| 17 TW, Goodfellow AFB | 0 | 1 | 0.75 | 1 | 0.33 | 0 | 0.25 | 0.409 |
| 314 AW, Little Rock AFB | 1 | 1 | 0 | 0 | 0 | 0.5 | 0.25 | 0.381 |
| 59 MW, Lackland AFB | 0 | 1 | 0.5 | 0 | 0.33 | 1 | 0.25 | 0.373 |
| 37 TW, Lackland AFB | 0 | 1 | 0.5 | 0 | 0.33 | 1 | 0.25 | 0.373 |
| 80 FTW, Sheppard AFB | 1 | 1 | 0 | 0 | 0.66 | 0 | 0.5 | 0.365 |
| 42 ABW, Maxwell AFB | 0 | 1 | 0.25 | 0 | 0 | 0.5 | 0.25 | 0.226 |



97 AMW, Altus AFB



- 2nd Most C3 Submissions and Potential Savings: Proven innovators
- 2014 AF Installation Excellence Award Runner Up: Cost savings
- HQ AMC/A3T Simulator SMEs for Tankers: IT innovations
- 2013 Base-Wide Community Involvement: "Women Inspiring Innovation Through Imagination: Celebrating Women in STEM"



14 FTW, Columbus AFB



- 3rd Most C3 Savings per Capita: Big dollar savings potential
- C3 King of the Hill Runner-Up: Proven competitors on innovation
- 2012 AETC Energy Savings Winner: \$250K reinvested
- Make Innovation Happen: WG/CC 4th guiding principle
- C3 Airman of the Month Posted on Base Webpage: High visibility



81 TRW, Keesler AFB



- Brig Gen Higby Endorses WIO Concept: Champion for success
- C3 King of the Hill Champions: Proven innovators
- 2013 AF Installation Excellence Award Winner: Proven cost savings
- Compressed Work Schedule (5-4-9): Contact/training opportunities
- Financial Mgmt School, 2 AF HQ NCOA, AFR Wing, Medical Center



14C Think Tank Topic - Draft



"Recent violations of our Air Force Core Values have caused some observers to question the ethical and/or moral health of our service. From the CGO perspective, what is the problem and how can it be remedied? How should the Air Force strengthen the commitment to our Core Values by each and every Airman?"