

AFR Supports AF Priorities

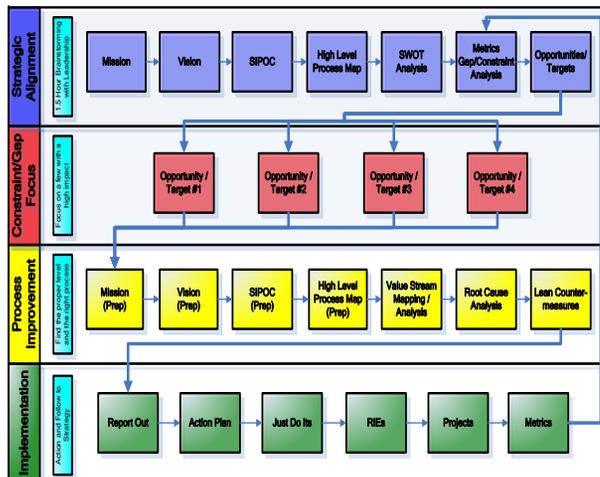


"I challenge each of you to look within your organizations to create better ways of doing business, utilize partnerships outside your organizations to share successes and adopt best practices of others."

— Lt Gen Charles E Stenner, Jr., AFRC Commander

Strategic Alignment

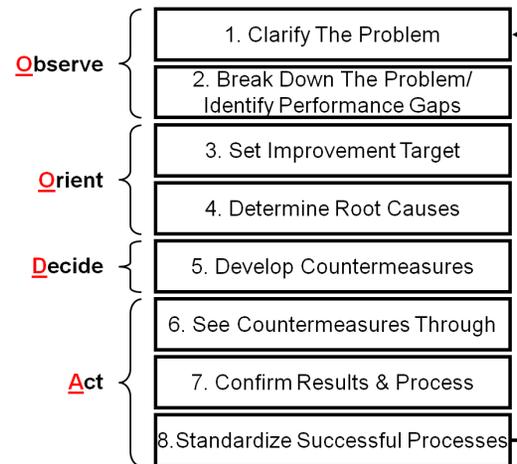
- ◆ Communicates Commander's priorities (to NAFs, Wings, Group and Squadron Commanders)
- Aligns organization to common direction, focus, goals, metrics and actions required for breakthrough
- Gets things done that make a difference; focuses on the "vital few" versus "the trivial many"
- ◆ Assigns accountability and responsibility
- ◆ Aligns Vision, Mission, Priorities, Goals, Objectives, and Measures throughout the organization, both vertically and horizontally, to optimize value to the customer



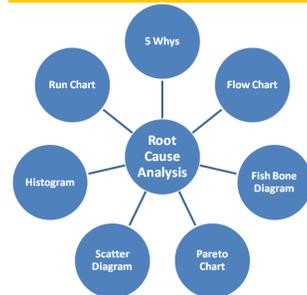
A Process Map to Achieve Strategic Alignment

PROBLEM SOLVING

Eight Step Problem Solving



Root Cause Analysis



Problems occur due to bad processes, not bad people. Look for the cause, not the culprit.

To define causal factors, ask "Why?" five times. When you think you've defined the cause and effects, recite them back-

wards: "cause" therefore "effect". Consider events, conditions, and [lack of] barriers that led to the defect. Then brainstorm solutions and formulate an actionable recommended solution to prevent defect recurrence.

Root Cause Analysis is a step-by-step study of a defect that leads to the discovery of the underlying cause(s) so that corrective action can be taken to eliminate the latent cause and not just symptoms.

WE WANT YOUR FEEDBACK!

Please send comments to:
 HQ AFRC/A9R
<https://www.mil.afrc.af.mil>
 click HQ Staff tab; then click A9



Air Force Reserve

Tools & Techniques for Problem Solving

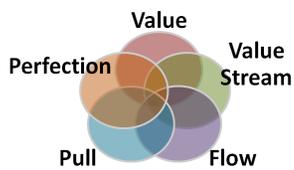


"Addressing Tomorrow's Challenges... Today"

WHAT IS AFS021?

AFS021 is an improvement model customized to the unique environment of the United States Air Force which leverages improvement methods from various sources such as: Lean, Six Sigma, Theory of Constraints and Business Process Reengineering. AFS021 is a transformational initiative empowering all Airmen to eliminate waste from every end-to-end process. It is about delivery of war-fighting capabilities today and tomorrow. AFS021 aligns our innovative Air Force with a world-class Continuous Process Improvement culture to create a standardized, disciplined approach. AFS021 is applicable across organizational, functional and capability boundaries with the ultimate objective of improving combat capability.

Five Principles of CPI



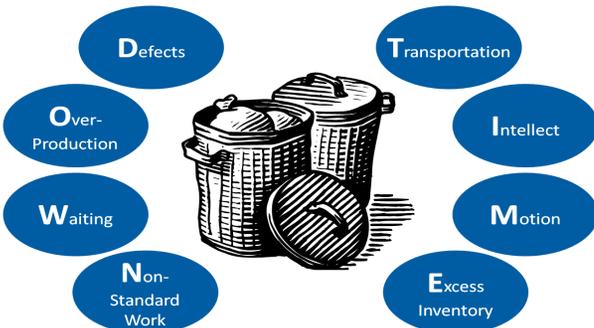
Value: Specify from the perspective of the customer
Value Stream: Everything that goes into creating and delivering value to the customer... including waste!

Flow: Smooth, sequenced movement of product/service along the value stream with minimal queues, stoppages, or backflow of product, information, or services

Pull: Providing precisely the right amount at the right time; flow is triggered from the customer's needs

Perfection: Complete elimination of waste; all activities in the value stream create value; continuously improving

Eight Types of Waste



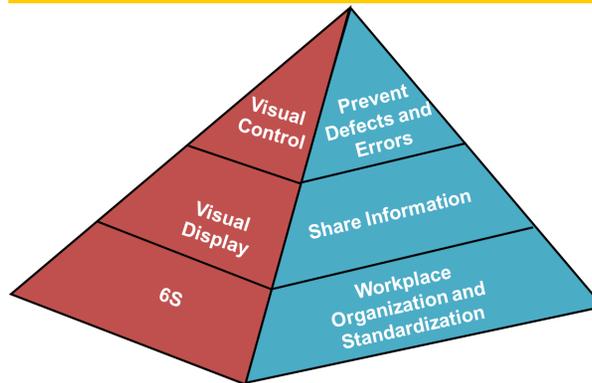
TOOLKIT

6S

- 1 Sort.....get rid of what's not needed
- 2 Straighten....organize what is needed
- 3 Scrub.....clean-up, see, & solve problems
- 4 Safety.....see & fix unsafe conditions
- 5 Standardize....establish "how" to maintain
- 6 Sustain...be disciplined & keep area orderly

6S is the foundation for all future improvements and for visually managing the work area. There is a place for everything and everything is in its place.

Visual Management



Elements of Visual Management

FOUR TYPES OF VISUAL MANAGEMENT TOOLS:

Performance: Production control boards, metric charts, andon signals, gauges, thermometer charts, stoplights

Materials: Shadow boards, kanbans, footprint floor markings, bins labeled with min/max levels, scale rulers

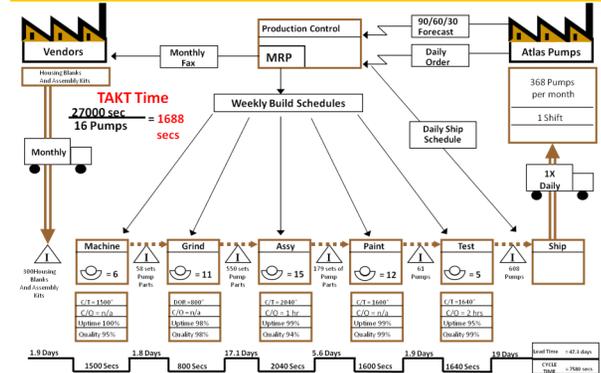
Communication: Signs, labels, displays, electronic display boards, house numbers, street names, color-coding

Improvement: Storyboards, Kneeboards, A-3s, checklists, bar charts, run charts, checklists, control charts

A visual work place is a work environment that is self-ordering, self-explaining, self-regulating, and self-improving. The test: Is the status of the system understood at a glance by everyone involved?

TOOLKIT

Value Stream Mapping



A Value Stream Map is a visual representation of a process that includes all its steps, including waste. It is a tool used to show what is required to meet customer demand from order to delivery, whether the product is tangible or intangible, and shows: material and information flows, personnel, inventory, cycle time and touch time, change-over time, uptime, and first pass yield. It is used to identify non-value added steps, barriers or constraints, bottlenecks, gaps, duplications, defects, and workarounds and provides focus for potential improvement efforts.

Standard Work



THREE ELEMENTS OF STANDARD WORK:

TAKT TIME: (available time)/(customer demand), sometimes referred to as "the beat of the drum," helps set the right production rate vs. "produce as much as you can"

Work Sequence: Sequence of operations/tasks in a single process with the right staffing level, which leads to producing quality units in the most efficient manner

Standard WIP: Inventory and work-in-process is right sized

Standard Work redefines and reorganizes a given process into an improved and standardized flow. The process is consistent, predictable, efficient and reliably capable of meeting customer demand.