

Headquarters U.S. Air Force

Integrity - Service - Excellence



AFSO21

Air Force Smart Ops For The 21st Century

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SAF/SO21

AFSO Program Overview

- Total AF actively engaged
- Desired effect is increase in AF combat capability *directly linked to the core AF mission*
- Lean/TPS concepts are the governing foundation
- Combination of local action and priority opportunities
- Working to increase “common platforms”
- Led by SecAF, Process Council, CMSAF and MAJCOM leadership...executed by all Airmen
- Ramp up in supporting initiatives
- Inclusion of diverse areas including Ancillary Training and Energy

AFSO21 Initial Program Objectives

- 40K+ FTE of Productivity gains
- Significant increase in equipment availability rates on multiple platforms
- Safe and reliable operations
- Resilient CPI Foundation

AFSO21 is about combat capability – strengthening the Air Force.

Mainstream AFSO and the Role of Leadership

- **Understand Current Operational Performance**
- **Assess improvement potential on *at least 4 dimensions* (Safety, Productivity, Equipment Readiness, Agility)**
- **Take action**
- **Measure effect**

3 dimensions define the transformation

■ “The physical system

■ Operating system

■ Management infrastructure

■ “The formal management and leadership structures”

■ Mindsets and capability

■ “The way people think, feel and conduct themselves in the workplace, both individually and collectively”

Critical Success Factors

- Leaders leading
- Fact based assessment and targeting
- Valuation and linkage to large scale operational objectives
- Current State: Future State Design vs. “lots of events”
- Seek critical sources of value vs. just Cycle Time
- Engage on all three dimensions of transformation
- Solid Operational metrics and performance dialogue
- Common Platforms
- Maintain operational control and accountability in the mainstream leadership structure
- Engage and develop front line leadership ranks
- Preserve a role for “experience” leaders and “directed” problem solving...this is more than good facilitation

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