

***Air Force***  
***Global Logistics Support Center (AFGLSC)***

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**The Shipping and  
Receiving Lean Team**  
**Hill Air Force Base, Utah**



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# The Shipping and Receiving Lean Team

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- Analyze and lean Shipping and Receiving
- Goal = Excellent processes with little variation in performance = Predictability and speed
- Apply Theory of Constraints, Lean, Six Sigma
- Combined team from Hill AFB, Tinker AFB, Robins AFB, Defense Logistics Agency (DLA)



# Team Findings

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- **Current State Inbound: 6 days average on base before receipt to maintenance**
  - 1 day = DLA; 5 days = AF
- **Current State Outbound: 5-6 days average on base after maintenance sale**
  - 3-4 days = AF; 1 day = DLA
- **8 process improvements for DLA**
- **25 process improvements for AF**



# Team Accomplishments

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- **Unclogged 100's of parts that ship daily in/out of Hill**
- **Ensured war fighter has dependable, rapid supply**
- **KO'd redundancies, streamlined processes**
- **Tenaciously attacked problems**
- **Reduced in/outbound operations 12 days to 4 days**
- **Created 33 new process improvements for ALCs**
- **Savings**
  - **Cost = \$227K**
  - **Cost avoidance = \$92M**
  - **Man-hours saved = 5,050**
  - **Reduced 2 positions**



# Example: Water Spider

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- **Toyota Concept**
- **In the wild, a Water Spider is always moving, sinks if still**
- **Current State: Items sat after they were unpacked**
  - **No responsibility to move items on a schedule**
- **Future State: Hired a “water spider”**
  - **Hourly movement of items and paperwork**
  - **Items move and move and move all day**
- **Benefits of Water Spider:**
  - **Reduces flow days and cycle time**
  - **Savings due to decreased inventories**



# Mishaps

- **Buckle up and hang on**
- **Initial decline– NORMAL**
- **Issues (Now fixed)**
  - **No boxes in shipping and receiving, seriously, none!**
  - **Notification to field didn't happen (whoops!)**
  - **Electronic notification to Schedulers did not work**
- **Problems were solved**
- **Problems are normal**
- **Learn a lesson**
- **Don't stop just because things are difficult or worse in the beginning, they will get better**



# Preparing the Workforce



- **New mindset:**
  - **Change is coming, whether you accept it or whether you fight it, it's coming anyway**
  - **You want to be value added to the Air Force**
  - **You want the warfighter to be supported**
  - **You want the taxpayers to get their moneys worth**
  - **You want to get the job done and get it done well**



# Change Management Strategies



- **Communicate until you are blue, once you turn blue keep communicating!**
- **Input from all levels, from the bottom up**
  - **Really listen**
- **Control rumor mill**
- **Team was ready and willing to learn**
- **Help each other through the changes, it's not easy on anyone**
- **Proactive and positive!**
- **Transformation is a way of life, not a program, not a project**





# Final Thoughts

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- **The AF and the AFGLSC is embracing change and continuous process improvement**
- **If there was no change, there would be no butterflies**
- **If you don't change or adapt, your value to the organization dwindles**
- **Small changes DO add up! We didn't do anything difficult or sweeping, just many little things**
- **If we can do it, anyone can**



# My Team ROCKS!



- **We won the Air Force Materiel Command Supply Chain Team of the Year!!**



*Global Logistics – Warfighter Focus*



# Questions





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