

**BY ORDER OF THE COMMANDER  
RAMSTEIN AIR BASE**

**RAMSTEIN AIR BASE INSTRUCTION 90-101**



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**Special Management**

**86TH AIRLIFT WING AIR FORCE SMART  
OPERATIONS FOR THE 21ST CENTURY**

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This instruction implements DoD Continuous Process Improvement/Lean Six Sigma Guidebook and the Air Force Smart Operations for the 21st Century (AFSO21) Playbook. It establishes the structure and responsibilities to govern the Air Force's Continuous Process Improvement (CPI) methodology, AFSO21 for the 86th Airlift Wing (86 AW). It defines the structure to initiate and institutionalize CPI to ensure consistency in training application of improvement efforts; provide the requisite supporting structure to supervisors, process owners, and the workforce; provide required leadership governance over process improvement; and direct studies that enhance organizational effectiveness and efficiency, realize cost avoidance and give time back to Airmen. This instruction applies to all 86 AW personnel. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*. Route AF Form 847 from the field through the appropriate functional's chain of command.

**1.** AFSO21 is our standard concept and approach to immediate and long-term improvement. In addition, it helps Air Force leaders make sound resource allocation decisions to achieve these goals. The objective of this program is to maximize value and reduce and/or eliminate waste in all 86 AW processes to fully integrate continuous improvement in wing missions.

1.1. The general philosophy of the wing's AFSSO21 program is that this is a group led, wing monitored program. Squadrons and groups will look for areas in which improvements can best be made or in which changes to programs/processes will have the greatest impact. The 86 AW AFSSO21 Office (86 AW/CCO) will then advise/assist the group or squadron Process Managers in their application of AFSSO21 tools and concepts.

**2. Organization.** The 86 AW AFSSO21 Office (CCO) will work for the Director of Staff, but will report to the 86 AW/CV in order to initiate and institutionalize continuous process improvement for the entire wing structure. The CCO is responsible for ensuring consistency in application of improvement efforts, training of group process managers, provide supporting structure to groups, process owners, supervisors and the workforce while providing the required leadership governance over process improvements. The structure below is the prescribed setup for the 86 AW.

2.1. Executive Council. The Executive Council is to provide governance and leadership to AFSSO21 efforts for the 86 AW.

2.1.1. Members include 86th Airlift Wing Commander (86 AW/CC), 86th Airlift Wing Vice Commander (86 AW/CV), 86th Airlift Wing Command Chief (86 AW/CCC), Group Commanders, Director of Staff, 86th Airlift Wing Comptroller Squadron (86 AW/FM), Group Superintendents, and the Wing Process Manager.

2.1.2. Meetings are chaired by 86 AW/CC, 86 AW/CV or designated representative.

2.1.3. Meetings are held quarterly or as directed by the chair.

2.1.4. Wing Process Manager serves as the Council's recorder and will publish minutes within 5 duty days of the meeting.

2.1.5. The Executive Council will:

2.1.5.1. Direct and oversee 86 AW AFSSO21 programs.

2.1.5.2. Align 86 AW goals, objectives and key performance measures with Headquarters United States Air Forces in Europe (HQ USAFE) and Air Force programs.

2.1.5.3. Formulate a wing-wide Enterprise Value Stream Analysis or similar policy deployment method to focus wing processes and prioritize improvement efforts.

2.1.5.4. Clearly communicate AFSSO21 policies to wing units.

2.1.5.5. Standardize AFSSO21 efforts in wing units.

2.1.5.6. Make decisions on personnel redeployment plus redistribution of facilities and equipment resulting from AFSSO21 initiatives.

2.1.5.7. Monitor and support implementation teams by providing resources and removing barriers.

2.1.5.8. Establish incentives to promote and reward continuous improvement.

2.1.5.9. Ensure group and squadron commanders receive commensurate AFSSO21 training.

- 2.1.5.10. Integrate AFSSO21 into regular wing operations (e.g. exercises, inspections, staff meetings, etc.)
- 2.2. Wing Process Manager.
  - 2.2.1. 86 AW/CCO office chief serves as the Wing Process Manager and reports directly to the 86 AW/CCV.
  - 2.2.2. The Wing Process Manager will:
    - 2.2.2.1. Manage and coordinate efforts of the wing's core AFSSO21 team, comprised of one full-time AFSSO21 Process Manager and any members assigned to 86 AW/CCO for direct supervision.
    - 2.2.2.2. Serve as a member of the Executive Council and as recorder.
    - 2.2.2.3. Interface with HQ USAFE/CCO and other wing offices to coordinate the wing's AFSSO21 efforts and implement command policies.
    - 2.2.2.4. Plan and execute wing-wide biennial Enterprise Value Stream Mapping effort.
    - 2.2.2.5. Track implementation measures to ensure the success and delivery of AFSSO21 programs throughout the wing.
    - 2.2.2.6. Deliver AFSSO21 familiarization and certification training to wing units.
    - 2.2.2.7. Periodically assess the maturity of the AFSSO21 program.
    - 2.2.2.8. Complete or actively working towards completion of Black Belt (Level 2) Certification.
    - 2.2.2.9. Schedule quarterly Wing Process Manager Board meeting with Group Process Managers
- 2.3. Group and Squadron Process Managers.
  - 2.3.1. Each Group wing and squadrons shall appoint at least one Process Manager to implement AFSSO21 programs within their respective units.
  - 2.3.2. All Process Managers should have at least 12-15 months retainability with the unit at the time of appointment.
  - 2.3.3. Process Managers will:
    - 2.3.3.1. Implement unit programs.
    - 2.3.3.2. Group Process Managers serve as members of the Wing Process Manager Board.
    - 2.3.3.3. Ensure strategic alignment of efforts between subordinate units.
    - 2.3.3.4. Ensure use of AFSSO21 tools during rapid improvement efforts and completion of reporting requirements.
    - 2.3.3.5. Schedule newcomer familiarization training with 86 AW/CCO.
    - 2.3.3.6. Seek AFSSO21 Green Belt (Level I) certification via training opportunities and keep 86 AW/CCO abreast of unit training status.

2.3.3.7. Monitor program implementation through wing metrics program.

2.3.3.8. Assist implementation teams and primary work areas to eliminate waste through the proper use of AFSSO21 tools and practices to solve problems that come to the surface as the organization strives for perfection by establishing a continuous process improvement culture.

2.3.3.9. Report project implementation status to unit commanders.

2.4. Process Manager Board. The Process Manager Board is comprised of group Process Managers and is chaired by the Wing Process Manager. Advisors include representatives from the wing's Manpower Office (86 MSS/MOF) and 86 AW/FM. The board will:

2.4.1. Support the Wing's Executive Council.

2.4.2. Meet prior to Executive Councils to formulate recommendations for approval.

2.4.3. Align organizational goals and objectives with command and Air Force goals, objectives and key performance measures.

2.4.3.1. Validate enterprise-wide processes and prioritizes efforts.

2.4.3.2. Align efforts through approval of teams and initiatives.

2.4.3.3. Make decisions dealing with resource allocations such as manpower, facilities and funding related to AFSSO21 program.

2.4.3.4. Communicate AFSSO21 policies to subordinate units.

2.4.3.5. Ensure standardized deployment of AFSSO21 efforts across wing units.

2.4.3.6. Make decisions on personnel redeployment plus redistribution of facilities and equipment resulting from AFSSO21 efforts.

2.4.3.7. Ensure resources are available to support AFSSO21 programs.

2.4.3.8. Monitor and support implementation teams by providing resources and barrier removal.

2.5. Facilitators.

2.5.1. Primary Point of Contact (POC) for conducting improvement events.

2.5.2. Facilitators will coordinate efforts with 86 AW/CCO, Process Managers and Team Leads.

2.5.3. Facilitators without at least a Green Belt (Level 1) certification will not facilitate events without approval of 86 AW/CCO.

2.6. Team Lead.

2.6.1. Coordinate team activities with event facilitator before and during AFSSO21 improvement events.

2.6.2. Responsible for pre-event preparation and coordination among team participants prior to the project.

2.6.3. Advises commander of barriers to event preparation, assures adequate event support, and manages post-event and follow-up activities.

2.6.4. Team lead to keep commanders informed of upcoming rapid improvement events or new value stream initiatives and the people and resources needed to accomplish these efforts.

2.7. Implementation Team.

2.7.1. Managed by the Team Leader and Facilitator.

2.7.2. Composed of subject matter experts and skilled working level employees who have received basic Continuous Process Improvement instructions.

2.7.3. All team members are equally responsible for and are key contributors to any successful process improvement event. An effective practice during the course of a weeklong value stream mapping or related activity event is to bring participants from the work area together to review current state problem analysis with a goal of highlighting findings and establishing a sustainable future state.

2.7.4. Teams should be of a manageable number to accomplish the value stream improvement, with the Team Leader and facilitator agreeing as the participation level and team composition. Additional help should be on call as needed throughout the value stream improvement.

2.8. Process Owner. Senior manager (Sq CC, Flt CC, Flt Chiefs, etc.) will be responsible for the process considered for improvement.

2.8.1. Notify Group Process Managers of improvement initiatives.

2.8.2. Eliminate barriers, ensures progress and helps sustain changes.

2.8.3. Track initiatives from start to completion.

2.8.4. Reward team members as appropriate.

2.9. Conclusion. Our goal in the 86 AW is to create and sustain an environment of continuous process improvement across the wing, from the top of the organization down to each individual squadron, flight, and work center. The organization culture must strive to eliminate duplication of effort, value-added commitment of resources and an ability to challenge available multi skill/dimensional/cultural work teams to help push/strive for higher levels of productivity, efficiency, and effectiveness.

MARK C. DILLON, Brigadier General, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DoD Continuous Process Improvement/Lean Six Sigma Guidebook, July 2008

Air Force Smart Operations for the 21st Century Playbook Version 2.2 June 2009

Air Force Manual 33-363, *Management of Records*, 1 March 2008

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

***Abbreviations and Acronyms***

**AFMAN**— Air Force Manual

**AFRIMS**— Air Force Records Management System

**AFSO21**— Air Force Smart Operations for the 21st Century

**AW**— Airlift Wing

**CPI**— Continuous Process Improvement

**OPR**— Office of Primary Responsibility

**POC**— Point of Contact

**RDS**— Records Disposition Schedule

***Terms***

**Process Owner**—Responsible for designing, prioritizing, and leading Air Force-wide process improvement efforts and champion process improvement across the Air Force.

**Process Manager**—Individuals responsible for developing core teams' charter and identify sub processes. Report directly to the Commander at Wing, Group, and Squadron level.

**Facilitators**—Experienced individuals (with appropriate credentials) with primary responsibility for conducting training and process improvement events.

**Team Lead**—Coordinate team activities with event facilitator before and during AFSO21 improvement events, and have primary responsibility for pre-event preparation and coordination.

**Implementation Team**—Team composes of subject matter experts and skilled working level employees who have received basic AFSO21 instructions who are responsible for and a key part of any successful improvement event.