

**BY ORDER OF THE COMMANDER
AIR FORCE SUSTAINMENT CENTER**

**AIR FORCE SUSTAINMENT CENTER
INSTRUCTION**



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Standardization

ART OF THE POSSIBLE

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This instruction implements AFPD 60-1, *Air Force Standardization Program* and prescribes minimum requirements for implementing Art of the Possible (AoP), a standard constraints-based management system for managing, conducting, tracking, and reporting workload performed within Air Force Sustainment Center (AFSC). This instruction also supports and compliments CI2 guidance outlined in DAFI 38-401, Continuous Process Improvement (CPI). It applies to individuals at all levels of AFSC, except where otherwise noted. This publication does not apply to the United States Space Force. As stated in Joint Publication (JP) 4-0, Joint Logistics, “the relative combat power that military forces can generate against an adversary is constrained by a nation’s capability to plan for, gain access to, and deliver forces and materiel to required points of application.” AoP is the model used by AFSC to provide effective support to the delivery of combat power by the warfighter. Refer recommended changes and questions about this publication to the OPR listed above using the AF Form 847, Recommendation for Change of Publication; route AF Form 847 from the field through the appropriate chain of command. Requests for waivers must be submitted to the OPR listed above, or as otherwise stipulated within this publication, for consideration and approval. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and disposed of IAW Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This document has been substantially revised and should be reviewed in its entirety. Changes have been made to Scope and Purpose, Roles and Responsibilities for AFSC Commander/Executive Director (AFSC/CC/CA), Air Logistics Complex Commanders (ALC/CCs), 448 Supply Chain Management Wing Civilian Leader (448 SCMW/CL), AoP Subject Matter Experts (AoP SMEs), and commander/directors. Roles and responsibilities have been added for AFSC Software Directorate (AFSC/SW). Due to A-staff structure re-organization, roles and responsibilities for AFSC/DP and AFSC/LG have been re-aligned to AFSC Manpower, Personnel, and Services Directorate (AFSC/A1), and AFSC Studies, Analyses, and Assessments (AFSC/A9).

1. Scope. This document provides overarching doctrine on constraints-based management of center processes.

2. Purpose. It directs the use of AoP principles on the center's most critical processes or Mission Essential Tasks (METs).

3. Application.

3.1. **The guidance in this publication is directive; as such, it will be followed by all AFSC organizations.** If conflicts arise between the contents of this publication and the contents of complex, wing, or directorate publications, this publication will take precedence unless the commander of the AFSC has provided more current and specific guidance.

4. AoP Overview. AoP merges the power of proven management methods like Theory of Constraints (ToC), Lean, Six Sigma and Operations Management into a single “constraints-based management system.” As a powerful process management system, it drives action, focusing improvement efforts on processes and problems that give the highest return on investment. The AoP methodology demands standard processes, creates organizational alignment and common understanding. It tears down “silos”, builds teams, creates problem solvers, and engages the work force at all levels.

5. Roles & Responsibilities.

5.1. AFSC/CC or CA:

5.1.1. Appoints AoP SMEs to serve as the center-level authority over content defining the AoP program.

5.1.2. Sets the number of AoP SMEs.

5.2. ALC/CCs, 448 SCMW/CL, and AFSC/SW/CL:

5.2.1. Maintains full-time NH-04 non-supervisory position for AoP SME.

5.2.2. Identifies and recommends candidates to be appointed as AoP SMEs.

5.2.3. Funds AoP SME travel in support of center wide AoP activities.

5.3. AFSC AoP SMEs:

5.3.1. Define AoP core tenets, documentation, terminology, and tools.

5.3.2. Develop AoP institutionalization and maturation strategy.

5.3.3. Provide guidance, approval, and oversight of AoP training.

5.3.4. Act as trusted cross-location advisors to AFSC/CC, ALC/CCs, wing/CCs and CLs, and directorate CLs on AoP implementation and execution.

5.3.5. Are the decision authority for what is and is not AoP.

5.3.6. Approve or reject proposed changes to AoP core tenets, documentation, terminology, and tools.

5.3.7. Instruct AoP courses IAW AFSC AoP Comprehensive Training Guide.

5.3.8. Advise AFSC/CC or CA on the number of AoP SMEs.

5.4. AFSC/A9A, Program Management (PM) Team:

5.4.1. Coordinates program content through AoP SMEs for validation.

5.4.2. Maintains configuration control of center level AoP core tenets, tools, and documentation based on AoP SME direction.

5.4.3. Provides a virtual, centralized repository to hold AFSC AoP documentation.

5.4.4. Aligns AoP SMEs to AFSC complexes, directorates, and wings to advise on AoP implementation and maturity.

5.4.5. Programs for AoP funding requirements to support center level activities.

5.4.6. Funds AoP PM travel in support of center wide AoP activities.

5.5. AFSC/A1 Training Team:

5.5.1. Develop and maintain an AoP Comprehensive Training Guide.

5.5.2. Develop and maintain approved AFSC AoP training content on AoP SharePoint site.

5.5.3. Validate AFSC AoP training content with AFSC AoP SMEs

5.5.4. Provide advisory services for rotational courses to host location POCs.

5.5.5. Fund travel for one AFSC/A1 personnel.

5.6. All Commanders/Directors:

5.6.1. Implement AoP on unit's critical processes or METs as identified by the commander/director using AoP core tenets; the AoP Handbook (AFSCH 60-101); AoP SMEs; and additional tools and resources available on the AoP SharePoint site.

5.6.1.1. Conduct Wall Walks on a recurring basis appropriate to the cadence of each process machine. Wall Walks should visually display flow, Work in Process (WIP), and process machine performance in order to identify constraints.

5.6.1.2. Implement tactical management meetings and conduct them on a recurring basis appropriate to the cadence of the work (e.g., daily).

5.6.1.3. Implement training IAW AFSC AoP Comprehensive Training Guide and ensure unit training managers maintain records in the AF approved system of record.

5.6.2. Assess AoP Maturity.

5.6.2.1. Ensure process owners assess the maturity of their process machines using the Maturity Matrix which can be found on the AoP SharePoint site in the Tools folder.

5.6.2.2. Conduct semi-annual maturity reviews and brief AoP maturity self-assessments on selected process machines or process machines identified by the next higher-level commander/director to their respective group, wing, ALC, directorate commanders/directors.

STACEY T. HAWKINS
Lieutenant General, USAF
Commander

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

JP 4-0, *Joint Logistics*, 20 July 2023

DAFI 38-401, *Continuous Process Improvement*, 23 August 2019

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

DAFPD 60-1, *Air Force Standardization Program*, 14 June 2024

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms AF—Air Force

AFPD—Air Force Policy Directive

AFSC—Air Force Sustainment Center

AoP—Art of the Possible

AoP SME—Art of the Possible Subject Matter Expert

CA—Executive Director **CC**—Commander

CL—Civilian Leader

CPI—Continuous Process Improvement

IAW—In Accordance With

JP—Joint Publication

MET—Mission Essential Task

OPR—Office of Primary Responsibility

PM—Program Management

RDS—Records Disposition Schedule

SME—Subject Matter Expert

ToC—Theory of Constraints

WIP—Work in Process

Office Symbols

448 SCMW/CL—448 Supply Chain Management Wing Civilian Leader

AFSC/A1—Air Force Sustainment Center Manpower, Personnel, and Services Directorate

AFSC/A9—Air Force Sustainment Center Studies, Analyses, and Assessments Directorate

AFSC/CC/CA—Air Force Sustainment Center Commander/Executive Director

AFSC/SW—Air Force Sustainment Center Software Directorate

ALC/CCs—Air Logistics Complex Commanders