

**BY ORDER OF THE COMMANDER
UNITED STATES AIR FORCES IN
EUROPE-AIR FORCES AFRICA**



**AIR FORCE INSTRUCTION 38-401
UNITED STATES AIR FORCES IN
EUROPE-AIR FORCES AFRICA**

Supplement

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Manpower and Organization

**CONTINUOUS PROCESS
IMPROVEMENT**

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This supplement implements AFI 38-401, *Continuous Process Improvement* and provides guidance on implementing and sustaining Continuous Process Improvement (CPI) across the USAFE-AFAFRICA (U-A) command as directed by the USAFE-AFAFRICA Innovation & Transformation Office (U-A ITO). Its purpose is to formalize and codify the U-A CPI program and outline a disciplined process to execute CPI initiatives. This supplement applies to all U-A staff, U-A Numbered Air Forces (NAF), Direct Reporting Units (DRU), Field Operating Agencies (FOA), Air Force Reserves (AFR) and other organizations assigned or attached to U-A. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFMAN 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management (AFRIMS) Records Disposition Schedule (RDS). See **Attachment 1** for a glossary of references and supporting information. This supplement describes processes which prescribe the creation of various records and/or reference one or more information technology (IT) system/database. This publication requires collection and maintenance of information protected by the Privacy Act (PA) of 1974. The authorities to collect and maintain the records prescribed in this publication are 10 U.S.C. § 8013 and E.O.

9397. Privacy Act System of Records Notice F036 HQ AFPC Q, Personnel Data System (PDS), applies. This instruction applies to all U.S. Air Force military and civilian personnel. It may be supplemented at any level, but all supplements must be routed to the USAFE-AFAFRICA Innovation and Transformation Office (U-A ITO) for coordination prior to certification and approval. Due to the National Guard Bureau's (NGB) joint construct, the Air National Guard may defer to formal NGB implementation guidance in lieu of this publication. The NGB's implementation guidance will be coordinated with the USAFE-AFAFRICA Innovation and Transformation Office (U-A ITO). Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, through the Publication OPR.

1.2. (Added) Introduction to CPI. Continuous Process Improvement (CPI) is an integrated system of improvement that focuses on doing the right things, right. It is also an enterprise-wide "way of thinking" for achieving lower costs, shorter lead times, and higher quality processes. CPI is relevant to any process, regardless of complexity or importance. CPI provides an ongoing focus on enhancing the satisfaction of the Warfighter's needs. CPI can seek "incremental" improvement over time or "breakthrough" improvement all at once. Delivery processes are constantly evaluated and improved in the light of their efficiency, effectiveness and flexibility.

1.3. (Added) CPI Goals:

1.3.1. **(Added)** Fundamentally change the culture of the Air Force so that Airmen understand their role in improving daily processes and eliminating wasted efforts that do not add value to mission accomplishment.

1.3.2. **(Added)** Instill a mindset of CPI and problem solving in all levels across the workforce.

1.3.3. **(Added)** Provide an objective assessment of Air Force processes and focus on using and applying CPI tools and techniques to promote process improvement, eliminate waste and create a feasible action plan that may be replicated by other organizations.

1.4. (Added) USAFE-AFAFRICA ITO Lines of Effort.

1.4.1. **(Added) Education & Training.** The mission of education in CPI is to provide Airmen the tools they need to understand CPI concepts and think lean. The goal of training is to help provide Airmen the experiences they need to perform CPI functions in their units.

1.4.2. **(Added) Operational Innovation.** Solve or mitigate capability gaps to enhance mission capability. Provide capability solutions for the Theater through deliberate project management, where the AFFOR/NAF Staff does not have necessary capacity, funding, or authorities in the Directorates.

1.4.3. **(Added) Program Management.** Maintain a program manager role over CPI for the MAJCOM whose responsibilities include standards, program oversight, program implementation guidance, and establishing and measuring the health of CPI programs across the command.

1.4.4. **(Added) Outreach and Engagement.** Maintain the CPI culture in the forefront of Airmen's minds through various means of advertisement, education, and engagement via social media, digital media, print, and briefings at all levels of leadership (e.g. SLC, U-A Squadron Leadership CPI (SqLC) Course, NCOA, FTAC, CGOC, etc.)

1.4.5. **(Added) Standards and Assessments.** Write, implement, and communicate CPI standards based on higher headquarters instruction for possible inspection.

2.8.3. (Added) The Commander, USAFE-AFAFRICA (COMUSAFE-AFAFRICA) will:

2.8.3.1. **(Added)** Establish and articulate key command themes, organizational direction and specific priorities.

2.8.3.2. **(Added)** Serve as the command CPI sponsor (may be delegated to USAFE-AFAFRICA/CD).

2.8.3.2.1. **(Added)** Chairs the Innovation and Transformation Council (ITC).

2.8.3.3. **(Added)** Sends Airmen Powered by Innovation (API) updates quarterly to SAF/MG with inputs from U-A ITO. (See AFI 38-402, *Airmen Powered by Innovation*).

2.9.9. (Added) The USAFE-AFAFRICA Master Process Officer (MPO) will:

2.9.9.1. **(Added)** Hold a Black Belt certification from a SAF/MG recognized certification authority or be able to obtain one within 12 months.

2.9.9.2. **(Added)** Develop policy, guidance, processes and procedures, as needed, for implementing and managing CPI within the command.

2.9.9.3. **(Added)** Support COMUSAFE-AFAFRICA and staff efforts solving enterprise-level gaps, deficiencies, or other shortfalls as required.

2.9.9.4. **(Added)** Support commanders' and directors' efforts to organize, train, and equip organic, strategically aligned, continuous process improvement capabilities throughout the organization.

2.9.9.5. **(Added)** Maintain a copy of all A3s generated across the MAJCOM.

2.9.9.6. **(Added)** Ensure CPI projects, events, training and certifications are accurately documented in the U-A ITO CPI portal and AF CPI Portal accordingly.

2.9.9.7. **(Added)** Manage the CPI awards program.

2.9.9.8. **(Added)** Prioritize Senior Leader Course and practitioner training attendance.

2.10.3. (Added) The USAFE-AFAFRICA A1M will:

2.10.3.1. **(Added)** Ensure wing manpower offices work closely with the U-A MPO and Wing Process Manager (WPM) on CPI efforts.

2.10.3.2. **(Added)** Participate in validating all innovation submissions to the U-A ITO SharePoint page, Capturing Innovations Tracker (CIT) as necessary.

2.10.3.3. **(Added)** If a submission is invalid, provide a detailed description of the shortfall and suggest improvements for the innovation to meet validation requirements.

2.11.2. **(Added)** Appoint WPM in writing and provide letter to U-A ITO.

2.12.8. (Added) The USAFE-AFAFRICA Wing Process Managers (WPMs) will:

2.12.8.1. **(Added)** Be Green Belt certified or be able to obtain certification within 12 months.

2.12.8.2. **(Added)** Maintain a portfolio of all wing CPI initiatives that directly support the wing strategy.

2.12.8.3. **(Added)** Oversee and manage CPI training and events across the wing.

- 2.12.8.4. **(Added)** Certify qualified practitioners to teach AF and U-A developed courses upon authorization by U-A ITO representative.
- 2.12.8.5. **(Added)** Represent the wing during WPM Symposiums and monthly “WPM Calls” as well as communicate wing concerns, issues, initiatives and any other relevant information.
- 2.12.8.6. **(Added)** Work with U-A ITO to request facilitation, training or other support not available or accessible at wing level.
- 2.12.8.7. **(Added)** Report maturity matrix, health of the wing, Airmen Powered by Innovation (API), facilitator and belt training progress to U-A ITO via the U-A ITO SharePoint site.
- 2.12.8.8. **(Added)** Update CIT and “Belt Roster” on the U-A ITO SharePoint site.
- 2.12.8.9. **(Added)** Serve as the POC for all CPI communications from U-A ITO.
- 2.12.8.9.1. **(Added)** Disseminate information as required to the wing workforce.
- 2.12.8.9.2. **(Added)** Serve as liaison between field and U-A ITO to ensure improvement effort integration across the enterprise.
- 2.12.8.9.3. **(Added)** Represent the wing at command sponsored CPI meetings as required.
- 2.12.8.10. **(Added)** Identify replacement to U-A ITO no less than 6 months prior to (Date Estimated Return Overseas) DEROS or as soon as possible, whichever is earlier.
- 2.12.8.11. **(Added)** Maintain the U-A ITO Belt Roster of all Problem Identification Training (PIT), Yellow Belt, and Green Belt trained personnel (to include all manpower personnel who obtain Green Belt training at the AETC Manpower Apprentice course).
- 2.14.3. **(Added) The USAFE-AFAFRICA Commanders/Directors (All levels) will:**
- 2.14.3.1. **(Added)** Establish Commander/director intent for CPI, strategy development and execution efforts, and CPI initiative implementation.
- 2.14.3.2. **(Added)** Align organizational activities and mission performance with U-A strategic requirements and focus.
- 2.14.3.3. **(Added)** Remove barriers that inhibit all Airmen from improving mission effectiveness and efficiency.
- 2.14.3.4. **(Added)** Provide metrics to be briefed in the ITC to the U-A ITO.
- 2.15. (Added) The USAFE-AFAFRICA Directorates will:**
- 2.15.1. **(Added)** Sponsor field-level CPI initiatives that require command-level support (i.e., policy, funding, resourcing and command sponsorship).
- 2.15.2. **(Added)** Review MPO identified CPI projects for enterprise-wide applicability.
- 2.15.3. **(Added)** Serve as subject matter experts for API submissions as tasked to the U-A ITO from SAF/MG(M).
- 2.15.4. **(Added)** Follow through with implementation and oversight responsibilities as defined in this supplement.

2.15.5. **(Added)** Monitor wing level initiatives for best practices, potential command standard processes (U-A benchmarks) and other synergistic opportunities that could extend across U-A mission areas.

2.16. (Added) The USAFE-AFAFRICA Financial Management (FM) will:

2.16.1. **(Added)** Ensure assigned and trained CPI practitioners work closely with the MPO on CPI opportunities and projects.

2.16.2. **(Added)** Participate in validating all innovation submissions to the U-A ITO SharePoint page CIT on a regular basis.

2.16.2.1. **(Added)** If a submission is invalid, provide a detailed description of the shortfall and suggest improvements for the innovation to meet validation requirements.

2.16.3. **(Added)** Track expenditures of Innovation Madness monetary awards to offer fidelity of the program supporting installation quality of life investments.

2.17. (Added) The USAFE-AFAFRICA A8B will:

2.17.1. **(Added)** Provide CPI expertise to COMUSAFE-AFAFRICA, headquarters staff, U-A corporate structure and field organizations. Develop and publish policy governing the command CPI program. Establish the policy and procedures framework, and advocate for resources necessary to train, organize and equip U-A certified CPI staff.

2.17.2. **(Added)** Implement Air Force standards for CPI facilitator training and identify and approve additional training sources.

2.17.3. **(Added)** Lead command-wide integration of all CPI initiatives. Facilitate rapid dissemination of wing-level improvements across the command in order to maximize efficiencies and establish standard processes. Maintain a portfolio of command-wide initiatives; make those initiatives visible across the command through the medium of the ITC, initiate policy changes through the appropriate HQ U-A directorate to codify and lead cross implementation of those improvements and/or command standard processes.

2.17.4. **(Added)** Work with appropriate headquarters staff directorates or special staff to coordinate selected enterprise-level CPI efforts. Provide qualified facilitators to address enterprise improvement opportunities identified by COMUSAFE-AFAFRICA.

2.17.5. **(Added)** Maintain open communication channels and conduct regular meetings with CPI and strategy development points of contact (POCs) across the command.

2.17.6. **(Added)** Serve as the U-A focal point for all activities associated with CPI efforts.

2.17.7. **(Added)** Develop and oversee execution of wings' CPI maturity matrices.

2.17.8. **(Added)** Develop and oversee execution of the command CPI Belt Tracker.

2.17.9. **(Added)** Provide status of maturity matrix and facilitator certification progress to COMUSAFE-AFAFRICA during quarterly ITC. U-A ITO is not the approval authority for CC or directors on Measures of Performance (MOP).

2.17.10. **(Added)** Facilitate rapid dissemination of best practices and lessons learned.

2.17.11. **(Added)** Provide Green Belt and 8-step problem solving training as required.

2.17.12. **(Added)** Upload graded A3's to the SAF/MG CPI Portal.

2.17.13. **(Added)** Provide Black Belt evaluators for SAF/MG Black Belt boards as required.

2.18. (Added) USAFE-AFAFRICA Black Belts will:

2.18.1. **(Added)** Support leadership in identifying and resolving strategic gaps to include facilitating enterprise-level events.

2.18.2. **(Added)** Provide WPM information on the CPI courses they are instructing. Report course completions to WPM no later than one business day after completion of the course, including the roster.

2.18.3. **(Added)** Review mentee's certification package for completeness and work with candidate to correct, as necessary. Once complete, forward certification package to WPM.

2.19. (Added) USAFE-AFAFRICA Green Belts will:

2.19.1. **(Added)** Support leadership in identifying and resolving performance gaps to include facilitating CPI events addressing a process that impacts one of the following factors: quality, cost, or speed.

2.19.2. **(Added)** Provide WPM with information on the CPI courses they are instructing. Report student course completions and roster to WPM in accordance with WPM requirements.

3.3.3. **(Added) USAFE-AFAFRICA Green Belt Training.** Green Belt Training is an entry-level course that teaches problem-solving skills and competencies to eliminate waste and maximize effectiveness. The U-A Green Belt 2.0 is delivered in a phased approach consisting of Phase I and Phase II. U-A CPI Instructors must use the U-A Green Belt 2.0 curriculum unless otherwise directed by U-A ITO. SAF/MG has approved U-A as a pilot command for the U-A developed Green Belt 2.0 curriculum.

3.3.3.1. **(Added)** Green Belt Phase I. Curriculum covers the first two days of the Green Belt course. Students will be required to provide a problem statement before class during this phase as the initial step in their Green Belt project development.

3.3.3.2. **(Added)** Green Belt Phase II. Curriculum covers the remaining three days of the Green Belt course. It is conducted 4-6 weeks after Phase I to allow students time to take the problem statement they created and further develop their Green Belt project using the first three steps of the learned Practical Problem Solving Method (PPSM) from Phase I.

3.3.4. **(Added) Green Belt Certification Requirements.** After training, Green Belts must complete the following requirements under the tutelage of a Black Belt to receive certification. Green Belt certified requirements are as follows:

3.3.4.1. **(Added)** Observe or co-lead one Green Belt event.

3.3.4.2. **(Added)** Lead one Green Belt event.

3.8. (Added) Yellow Belt Training. Yellow Belt Training is a pre-entry level of CPI training for a practitioner. This training cultivates a standard, innovative, critical thinking culture to improve the way we work. This one day course provides introductory knowledge on CPI approaches, methodologies, tools, and techniques. Upon completing the course, Yellow Belts will be able to assist in CPI projects by identifying and communicating problems to enable data-driven decision making as well as conduct data-collection throughout the planning and analysis

phase of each project. Yellow Belt training will be conducted by approved U-A CPI Instructors using the U-A developed curriculum.

3.9. (Added) Problem Identification Training. Problem Identification Training is a one day introductory course that focuses specifically on the first three steps of the PPSM. This course provides practitioners the tools they need to identify, validate, and effectively communicate problems for data-driven decision-making. PIT will be provided by U-A approved CPI Instructors using the U-A developed curriculum.

3.10. (Added) Squadron Leadership CPI Course. The Squadron Leadership CPI (SqLC) Course is developed to ensure squadron leadership knows how to use CPI to improve operational processes, maximize mission capabilities, and reduce costs. The course provides an overview of how CPI is used to define problems; measure, manage, and monitor performance; strategically align organizational goals, objectives, and project selection; gain an overall understanding of CPI concepts and adopt a CPI mindset. SqLC will be provided by U-A approved CPI Instructors using the U-A developed curriculum.

3.11. (Added) USAFE-AFAFRICA CPI Instructor Certifier.

3.11.1. **(Added)** To certify instructors to teach AF and U-A developed courses as a U-A CPI Instructor Certifier, qualified individuals must demonstrate capability and comprehension for the task and be authorized by U-A ITO. CPI Instructor Certifiers must complete all of the following requirements in [Table 3.1](#) to receive certification.

Table 3.1. (Added) USAFE-AFAFRICA CPI Instructor Certifier Requirements.

| CPI Instructor Certifier Criteria | | | |
|--|-----------------------------------|---|-------------------------------|
| Certifier for: | Must hold the position of: | Must have qualification of at least: | Must be authorized by: |
| SqLC | WPM/U-A ITO | GB Trained | U-A ITO |
| YB | WPM/U-A ITO | GB Trained | U-A ITO |
| PIT | WPM/U-A ITO | GB Certified | U-A ITO |
| GB | WPM/U-A ITO | BB Trained | U-A ITO |

3.12. (Added) USAFE-AFAFRICA CPI Instructor.

3.12.11. **(Added)** To teach AF and U-A developed courses as a U-A CPI Instructor, qualified individuals must demonstrate capability and comprehension for the task and be certified by a U-A CPI Instructor Certifier authorized by a U-A ITO. CPI Instructors must complete all of the following requirements in [Table 3.1](#) to receive certification. Capability must be demonstrated and documented on a grade sheet.

Table 3.2. (Added) USAFE-AFAFRICA CPI Instructor Requirements.

| CPI Instructor Criteria |
|--------------------------------|
|--------------------------------|

| Instructor for: | Conduct initial step w/ a U-A CPI Instructor: | Conduct final step w/ a U-A CPI Certifier: | Must have qualification of at least: | Must be authorized by: |
|-----------------|---|--|--------------------------------------|------------------------|
| SqLC | Observe/Co-Teach | Teach | N/A | WPM/ITO |
| YB | Observe/Co-Teach | Teach | N/A | WPM/ITO |
| PIT | Observe/Co-Teach | Teach | GB Trained | WPM/ITO |
| GB | Observe/Co-Teach | Teach | BB Trained | WPM/ITO |

3.11.2. **(Added)** Short and focused training can build CPI skills tailored to the needs of the organization. These can go beyond what is taught in formalized AF CPI training to include those in industry and academia. Examples of this training could be use of CPI tools (e.g. SIPOC, SWOT, 5 Why's, Visual Management, etc.) or how to apply CPI concepts (e.g. Root Cause Analysis). WPMs may develop and conduct local courses in order to help spread CPI awareness, culture, and development. Since this training does not result in a certificate, there is no formal requirement to be certified to teach. This does not apply to courses listed on the U-A ITO SharePoint site.

3.11.3. **(Added)** Upon completion of a Green Belt course, CPI Instructors will load the roster of students who passed the curriculum on to the U-A ITO SharePoint site Belt Tracker. WPMs will then upload the names of Green Belt trainees to the AF CPI Portal.

4.2.3. **(Added) Obtaining Green Belt Equivalency.** To obtain an Air Force CPI GB Certification via equivalency, submit a nomination package through the WPM to the MPO. A candidate must be able to demonstrate effective use of Lean CPI tools and fulfill each guideline.

4.2.3.1. **(Added)** Ensure the following documents are included:

4.2.3.1.1. **(Added)** Green Belt Certificate.

4.2.3.1.2. **(Added)** A3 or similar document of candidate's CPI project work from the past 12 months.

4.2.3.1.3. **(Added)** Body of Knowledge (BoK) or certification transcript.

4.2.3.2. **(Added)** Achieve one or a combination of the following (confirmed by the MPO or a Black Belt or Master Black Belt):

4.2.3.2.1. **(Added)** Conduct Lean A3 Project.

4.2.3.2.2. **(Added)** Complete Exam.

4.2.4. **(Added) Obtaining Black Belt Equivalency.** To obtain an Air Force CPI BB Certification via equivalency, submit a nomination package through the WPM to the MPO. A candidate must be able to demonstrate effective use of Lean CPI tools and fulfill each guideline.

4.2.4.1. **(Added)** Ensure the following documents are included:

4.2.4.1.1. **(Added)** Black Belt Certificate.

4.2.4.1.2. **(Added)** Documentation of teaching the PPSM or GB course with an AF CPI certified GB or BB.

4.2.4.1.3. **(Added)** A BB-level A3 or similar document of candidate's CPI project work from the past 12 months.

4.2.4.2. **(Added)** Achieve one or a combination of the following (confirmed by the MPO or a Master Black Belt):

4.2.4.2.1. **(Added)** Teach a U-A Green Belt Course.

4.2.4.2.2. **(Added)** Conduct A3 Lean Project.

4.2.4.2.3. **(Added)** Complete Exam.

4.2.4.3. **(Added)** Once evaluated, MPO will confirm recommendation of each package and forward it to SAF/MG(M) for final approval.

5.3. (Added) Innovation Transformation Council (ITC). The ITC is a quarterly MAJCOM-wide forum that allows the COMUSAFE to receive and share information regarding wing innovations and improvement projects as well as provide guidance, vision and intent for Continuous Process Improvement (CPI) programs throughout the command. Guidelines for the ITC are as follows:

5.3.1. **(Added)** ITC will be chaired by COMUSAFE-AFAFRICA (may be delegated to USAFE-AFAFRICA/CD) and facilitated by U-A ITO. Members of the council will include the U-A Wing Commanders, U-A Directors, 3 AF/CCC, 3 AF/CV, and Special Staff Directors.

5.3.2. **(Added)** Council members will meet quarterly to discuss health and maturity of wing CPI programs, share and establish ideas, and utilize the forum to exchange feedback and lessons learned from wing and MAJCOM CPI efforts.

5.3.3. **(Added)** Wings will submit required metrics to U-A ITO in requested timeframe to be briefed at ITC.

5.3.4. **(Added)** The source of information for building the ITC slide deck will be the U-A ITO SharePoint site with specific inputs from each WPM where necessary. The CIT and Belt Tracker will be used to show number of projects the wing has completed and number of belts trained in the wing, respectively. The maturity matrix will be updated for the Installation/Wing Commander by the WPM or designated representative.

5.4. (Added) USAFE-AFAFRICA ITO SharePoint Site:

5.4.1. **(Added)** The U-A ITO SharePoint site is currently located at <https://portal.usafe.af.mil/sites/A589/A8B/sitepages/main.aspx> and is the focal point for CPI information within the command. There are two main platforms in this database that need to be maintained by the WPM; the CIT, and the Belt Roster.

5.4.2. **(Added)** The U-A ITO SharePoint site is the central repository for all the innovations conducted in U-A and will be used by U-A CPI practitioners pursuing certification. It is a resource for students and instructors for CPI material and information. Guidance for the U-A ITO SharePoint site are as follows:

5.4.2.1. **(Added)** The Capturing Innovations Tracker will be used by U-A WPMs to track all innovations conducted within their organization. Information in the Capturing Innovations Trackers will be used as a source for developing the ITC Slide deck.

5.4.2.2. **(Added)** The Belt Tracker will be used by WPMs to track and update information on the status of CPI practitioners within their organization.

5.4.2.3. **(Added)** Educators who are not WPMs will turn in their rosters to WPMs for populating the Belt Tracker.

5.4.2.4. **(Added)** All U-A CPI courses will be annotated on the U-A ITO SharePoint site calendar to provide course availability and visibility to the command.

5.5. (Added) Standard work.

5.5.1. **(Added)** The A3 workbook is the standard template for documenting and submitting all project work. It is available on the U-A CPI SharePoint site.

6.3. (Added) USAFE-AFAFRICA CPI Awards program. Innovation Madness is a year-long U-A CPI competition hosted by U-A ITO. Each wing is invited to compete. See USAFE-AFAFRICA I 36-2847, *USAFE-AFAFRICA Innovation Awards Program* for Innovation Madness criteria and nomination instructions.

6.4. (Added) Installation Recognition. Commanders at any level may develop a recognition program for innovations. Examples of these can be the Innovator of the Month Award, Innovator Traveling Trophies, best practice and outstanding team awards, etc.

Chapter 7 (Added)

OPERATIONAL INNOVATION

7.1. (Added) Introduction to Operational Innovation. The Operational (Ops) Innovation Branch is a multi-directorate operation embedded within U-A ITO. The branch identifies, bridges and fills operational capability gaps within the U-A areas of responsibility, using innovative technology, thinking, and talent to expedite projects from cradle to execution.

7.2. (Added) Scope.

7.2.1. **(Added)** All projects managed under Ops Innovation must meet certain criteria tied to larger overall national directives before they can be approved as a project. The agencies and directives below are all examples of validation references:

7.2.1.1. **(Added)** Joint Forces Air Component Commander's (JFACC) Lines of Effort (LOE).

7.2.1.2. **(Added)** Justification Book (JBOOK) requirements. The JBOOK entails overall budget requirements.

7.2.1.3. **(Added)** CSAF, SECDEF, and POTUS directives.

7.2.2. **(Added)** Projects can be proposed by senior leadership, action officers, U-A directorates, or through the Ops Innovation Project Managers.

7.3. (Added) Project Lifecycle. The lifecycle steps listed below are not all inclusive of every project, but rather a structure for Project Managers to reference when building execution plans for project. Each project is unique and requires specific planning to meet objectives:

7.3.1. **(Added)** Initial Discovery. The Ops Innovation Branch actively seeks operational opportunities through the following activities:

7.3.1.1. **(Added)** Actively engage in U-A Working Groups.

7.3.1.2. **(Added)** Participate in exercise planning conferences.

7.3.1.3. **(Added)** Attend Weapons and Tactics conferences.

7.3.1.4. **(Added)** Attend trade show for operational technologies.

7.3.2. **(Added)** Request for Information (RFI). At this phase, the Ops Innovation Branch will work with customer and internal agencies to gather information required to determine feasibility of projects.

7.3.3. **(Added)** Facilitation. Intent is to help directorate assigned AOs to professionally manage U-A projects with Ops Innovation program management.

7.3.4. **(Added)** Feasibility. Technical research will be conducted as follows:

7.3.4.1. **(Added)** Contractor assessment to determine if promised capability is at a maturity level sufficient for implementation within Ops Innovation timelines.

7.3.4.2. **(Added)** Work with applicable directorates to determine feasibility within the appropriate theater and operating area.

7.3.4.3. **(Added)** Work with governmental agencies to ensure there are no conflicts of interest and that unity of effort is maintained.

7.3.5. **(Added)** The first level of validation is at the directorate AO/SME level. The Ops Innovation team will develop a preliminary brief to the USAFE-AFAFRICA/CD.

7.3.6. **(Added)** Programming. Focus is to develop a tentative timeline from cradle to execution.

7.3.7. **(Added)** Resourcing from multiple sources. During the resourcing state, multiple sources will be considered and researched (e.g. POM requests, emerging requirements, fall-out funds.)

7.3.8. **(Added)** Additional Requirement Validation. To ensure there is no other requirements, this stage entails an overall review and preparation of a project for presentation and approval.

7.3.9. **(Added)** U-A Requirement Validation. At this stage, the Ops Innovation Branch will ensure that the proposed project is vetted through U-A leadership.

7.3.10. **(Added)** EUCOM Requirement Validation. At this stage, the Ops Innovation Branch will ensure that the proposed project is vetted through EUCOM channels.

7.3.11. **(Added)** Contracting. The Ops Innovation Branch will use a Special Contracting Vehicle to expedite contracting actions, under the guidance of the Specialized Contracting Squadron.

7.3.12. **(Added)** Bed Down/Pre-Deployment Site Survey (PDSS). The Ops Innovation Branch will work to coordinate visit to potential site (if conducting bed-down project). Tasks include host nation coordination through appropriate Air Attaché and appropriate team construction. Specifics will vary depending on site location and objective.

7.3.13. **(Added)** Host National Agreements.

7.3.14. **(Added)** Base Operating and Sustainment Infrastructure (BOSI)/Government Funded Equipment (GFE). Work with appropriate directorates to coordinate GFE support and funding for items a contract may be unable or unauthorized to provide. Some examples include network infrastructure, COMSEC, fork lifts, power sources, and furniture.

7.3.15. **(Added)** Intermediate User Sustainment Transition (Execution).

7.3.16. **(Added)** End User Sustainment Transition (Execution).

7.4. (Added) Delivery of Capability. Operational Innovation brings projects from cradle to execution. Once a project has been deemed to have met Initial Operating Capability (IOC) by the end user, the project is officially considered complete by the Operational Innovation Branch. The end user will in turn be able to maintain and self-sustain the project with their own resources.

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Director of Plans, Programs, and Analyses

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

DODI CPI 5010.43, *Implementation and Management of the DoD Wide Continuous Process Improvement/Lean Six Sigma (CPI/LSS) Program*, 17 July 2009

USAFE-AFAFRICAI 36-2847, *USAFE-AFAFRICA Innovation Awards Program*, 14 August 2018

Prescribed Forms

No Forms Prescribed

Adopted Forms

No Forms Adopted

Abbreviations and Acronyms

API—Airmen Powered by Innovation

CIT—Capturing Innovations Tracker

CPI—Continuous Process Improvement

DoD—Department of Defense

DRU—Direct Reporting Unit

FOA—Forward Operating Agency

HQ—Headquarters

IOC—Initial Operating Capability

ITC—Innovation & Transformation Council

ITO—Innovation & Transformation Office

JFACC—Joint Forces Air Component Commander

LOE—Lines of Effort

MAJCOM—Major Command

MOP—Measures of Performance

MPO—Master Process Officer

NAF—Numbered Air Force

OPR—Office of Primary Responsibility

PDSS—Pre-Deployment Side Survey

PIT—Problem Identification Training

POC—Point of Contact

POM—Program Objective Memorandum

PPSM—Practical Problem Solving Method

SAF/MG—Secretary of the Air Force/The Deputy Under Secretary of the Air Force, Management

SME—Subject Matter Expert

U-A—USAFE-AFAFRICA

WPM—Wing Process Manager

Terms

Benchmark—A superior method or innovative practice that contributes significantly to improved performance of a process across the command.

CPI—Tools and techniques applied by all Airmen to promote process improvement, eliminate waste and create feasible action plans.

Maturity Matrix—A self-inspection tool for directors and commanders to measure progress toward implementing and sustaining continuous process improvement.

Organic capability—The ability for each Wing to conduct unit CPI events and training as well as incorporate one GB for each Group and one BB for each Wing.

Process Owner—The manager of a process; has the authority to change the process.

Strategy Map—Strategy management framework designed to clarify the leadership strategic priorities, and translate strategic objectives into operational terms.

Wing Innovations—Innovations that have been generated at an installation that have produced savings and presented at a quarterly Innovation and Transformation Council (ITC) for potential replication.