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**Theme: ACC A4 AFSO Level I Facilitator Certification Status**

# AFSO21 Problem-Solving Process

OODA – Observe, Orient, Decide, & Act  
 8-Step Problem-Solving Process

Approval Information/Signatures

## 1. Clarify & Validate the Problem O O D A

A4 AFSO Office doesn't have enough Certified Level I facilitators

- We have 19 trainees but only 2 Certified Level I
- 13 of the trainees have been in training 6 months or greater
- No formal structure to develop/manage organic capability
- Lack of established timeline for certifying Level I facilitators
- Lack of quality and performance measures and goals for facilitators and events

- Held a meeting of Level I Trainees, administered an anonymous survey, led open discussion, interviewed selected division heads. (See supporting information on the following page.)(Some of the resulting clarification is listed under step 4.)

## 2. Break Down the Problem/Identify Performance Gaps O O D A

- 2 trainees are within 1 event of completion, 8 within 2 events of completion, and 9 need all 3 events
- It will take 45 events to train all 19
- Built a long range schedule to forecasting our workload and found that we need the capacity for 5 events a month over the coming year (60 events) (we presently have 24 events on the books over the next 6 months)
- Estimating our requirement for Level I support, we need 5 primary facilitators, and 5 in the pipeline (this would result with 30 training events, and 30 performance events, meeting our target of 60, and providing not just training but growing experience)

## 3. Set Improvement Target O O D A

- We need twice our present capability (2 Level II and 5 Level I, 60 events/year)
- Need a 4-mo Level I Certification timeline standard
- Performance quality 80% or greater
- A4 AFSO Office needs a structured and documented facilitator training program

-- Number of trainees is adequate but trainees are not progressing  
 -- Division support is good  
 -- Trainees express high interest in attaining Certification  
 -- Basically "like having too many 3-levels and not enough 5-levels"

## 4. Determine Root Cause O O D A

Reviewed facilitator tracker, training schedule and trainee progress, reviewed workload from last year, ran 5-Why analysis. (See supporting information on the following page.) Results:

Root Cause – Conclusions:

- A4 AFSO office was just starting up, lack of experience, and in some cases lack of guidance.
- The A4 AFSO office needs to better manage Level I trainee certification activities, better manage the scheduling of trainees for events, monitor progress, and mentor trainees to ensure their education and facilitation skills are effective.
- Step 1 Clarification ruled out the following potential causes and focused the root cause analysis.
  - A4 AFSO Level I trainees express a high interest in AFSO, and have a positive attitude toward expected benefits.
  - A4 Division support is good, and continued support to allow Level I trainees to participate in training and events is important to success.
  - Number of trainees is adequate for present needs to include development of 5 primary Level I, with 5 in the pipeline, and 2 primary Level II, with 2 in the pipeline.

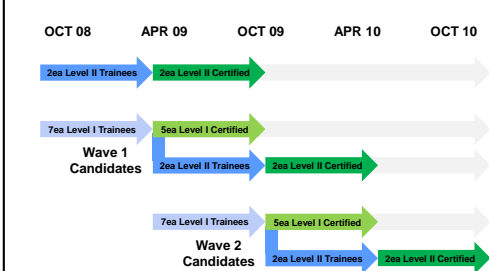
## 5. Develop Countermeasures O O D A

Action Plan: (c/w = complied with)

- Develop a facilitator training strategy – c/w 2 Oct
- Assign a mentor to each trainee – 20 Oct – c/w 15 Oct
- Develop written guidelines for mentors which increases interaction, and develops replacement/recruiting plan, and utilizes mentor post-event evaluation and trainee evaluation forms to evaluate quality and effectiveness – 15 Nov
- Publish a long range calendar of events to trainees to allow better scheduling – c/w 1 Oct
- Focus training on Level I primary cadre (5 people) , and on Level II primary cadre (2 people) – c/w 2 Oct
- Weekly review of trainee progress during AFSO Office Staff Meetings – 6 Oct (at next and subsequent meetings)
- Establish 4-month standard for Level I Certification – c/w 2 Oct (ACC A4-2 approved)
- Evaluation by a review board if not certified within 6 months – c/w 2 Oct (ACC A4-2 approved)

## 6. See Countermeasures Through O O D A

Developed and briefed the following strategy at 6 Oct A4 AFSO EC Meeting (EC approved):



Identified FY08 Wave I Candidates and started scheduling them into events.

AFSO21 Facilitator Certification Status table with columns for Name, Org, AFSO, Performance, Training, and Certification. It lists various personnel and their status across different categories.

## 7. Confirm Results & Process O O D A

- Results will be confirmed through weekly staff meetings, monthly EC meetings, and quarterly reviews to see:

- are we meeting facilitator numbers and timing
- are we meeting the demand (capability) requirements
- are we meeting 80% performance standard

- Supporting management functions will be confirmed by/when/during the following:
- Mentors assigned and following written guidelines
  - Long range/organic sustainment replacement and recruitment plan in place
  - Weekly progress review at AFSO Office Staff Meeting
  - Monthly progress review at A4 EC Meeting
  - Post-Event Checklist review of event and trainee evaluation form
  - Ensure Level I target numbers are met: 5 primary Level I, 5 Level I in the pipeline, 2 primary Level II, 2 Level II in the pipeline
  - Ensure Certification timelines are being met

## 8. Standardize Successful Processes O O D A

Internal Self-Inspection Items:

- Are there written guidelines for mentors, standing reviews in AFSO Office, and EC Council, and is it being observed
- Is there written guidance/publication of performance indicators, and is it being used

Standardization will take the form of:

- Written guidelines for mentors
- Written guidance for standing reviews in AFSO Office Staff Meetings and EC Council Meetings (TTP or A4 AFSO Playbook Annex)
- Written guidance/publication of performance indicators (number of trainees, and event evaluation/gradesheet scores) (TTP or A4 AFSO Playbook Annex)

Team Members:  
Theme:

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## 1. Clarify & Validate the Problem

O O D A

Held a meeting of Level I trainees, conducted a survey and led open discussion. Results:

Survey Results of 12 Level I Trainees:

- 9 of 12 have not facilitated an event
- 6 of 12 have participated in an event
- 8 of 12 are volunteers
- 12 of 12 are interested in completing training
- 10 of 12 express high interest in attaining certification
- 9 of 12 express an interest in continuing to Level II cert.
- 8 of 12 have 24 months or greater retainability (4 have 12-24 mo)
- 10 of 12 will be taking college, PME, or other courses over next year
- 10 of 12 do not anticipate extended TDYs over the next year
- 10 of 12 express a high overall interest in AFSO
- 7 of 12 believe AFSO *has been* successful in improving processes over the past year
- 9 of 12 believe AFSO will be more successful in improving processes in the coming year
- 8 of 12 believe AFSO saves more time than it takes

Open Discussion Recurring Themes:

- Most trainees believe that AFSO events are ineffective due to lack of mid-level leadership involvement.
- Trainees believe that the Air Force is using AFSO to overcome the effects of PBD 720.
- Trainees share the apprehension that if they make process improvements that save money or manpower, that they will lose that money or manpower.
- Trainees believe that AFSO events are numbers driven, and amount to just another tasker that has to be done to "check the box."

## 4. Determine Root Cause

O O D A

5-Whys...

- Why do we have 19 trainees and only 2 certified?
- Tried to spin up too many people at once and then didn't have enough events to complete their certification?
- Why?
- Had ample Level I Training Course availability and flooded the courses, but didn't take into account the small number of available events to ensure completion of certification requirements.
- Why?
- Original strategy was simply to grow the numbers, and there was no long range event forecast.
- Why?
- Reactive approach to meeting AFSO facilitator needs, and uncertain future.
- Why?
- A4 AFSO office was just starting up, lack of experience, and in some cases lack of guidance.
- hmmm... So you're no longer just starting up, you have an experienced AFSO staff, you have policy, you have guidance, you need to get to work and figure out how to better manage the program, create a strategy that will result in an effective steady state, build a long range schedule and figure out what your demand is and the capacity needed to meet that demand, and don't be so reactive.

## 6. See Countermeasures Through

O O D A

## 2. Break Down the Problem/Identify Performance Gaps

O O D A



3-Month Schedule	October	November	December
AFSO (Contract/Event)			
AFSO Operational Maintenance (Contract/Event)			
AFSO Operations (Contract/Event)			
AFSO Support (Contract/Event)			
AFSO Training (Contract/Event)			
AFSO Logistics (Contract/Event)			
AFSO Quality and Fitness of Training (Contract/Event)			
AFSO System Management (Contract/Event)			
AFSO Professional Logistics (Contract/Event)			

Populated Level II and Contractor calendars with known leaves and TDY through the end of 2009 to determine availability, assembled all known event requests and projected tentative dates, and produced a Long-range Event Calendar.

Calendar (Training, Activities, Meetings)	October	November	December
AFSO Operational Training			
AFSO Support Training			
AFSO Logistics Training			

Long-Range Outlook	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
AFSO Events	1	1	1	1	1	1	1	1	1	1	1	1	13	67%
AFSO Support	1	1	1	1	1	1	1	1	1	1	1	1	12	9%
AFSO Logistics	1	1	1	1	1	1	1	1	1	1	1	1	12	9%
AFSO Training	1	1	1	1	1	1	1	1	1	1	1	1	12	9%
AFSO Quality and Fitness of Training	1	1	1	1	1	1	1	1	1	1	1	1	12	9%
AFSO System Management	1	1	1	1	1	1	1	1	1	1	1	1	12	9%
AFSO Professional Logistics	1	1	1	1	1	1	1	1	1	1	1	1	12	9%
AFSO Total	6	6	6	6	6	6	6	6	6	6	6	6	72	30%
Facilitator Capacity	5	5	5	5	5	5	5	5	5	5	5	5	51	

## 5. Develop Countermeasures

O O D A

## 7. Confirm Results & Process

O O D A

## 3. Set Improvement Target

O O D A

## 8. Standardize Successful Processes

O O D A