Team Members:
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Team Members: P&S Schedulers

18 MXG P&S Aircraft Jacket Files Process

8 - 10 Sep 09

OODA – **O**bserve, **O**rient, **D**ecide, & **A**ct
8-Step Problem Solving Model

Approval Information/Signatures
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Reviewed and approved 10 Sep 09

1. Clarify & Validate the Problem

O O D A

- Numerous Forms Writeups
- Jacket File Inspection Failures
- AMUs do not bring forms to P&S in a timely fashion
- AMUs not returning missing forms or signed missing form letters
- Aircraft forms take too long to review and process for filing in the Jacket Files, contain numerous errors, and in some cases are missing forms altogether
- AMUs take from 5 to over 90 days to review and forward active aircraft forms to Plans and Scheduling (P&S) for filing in the aircraft Jacket Files - Huge backlogs are prevelant across the 5 AMUs
- P&S takes from 5 to 9 days to process active forms for filing in the Jacket Files
- Huge batches of forms being delivered to P&S for filing

2. Break Down the Problem/Identify Performance Gaps

O O D A

- Not getting forms every day
- Not currently a standard for pulled forms delivery to P&S
- Weekly standard of delivery needs to be established
- Quality Assurance writes up P&S as opposed to the AMU for missing forms
- Performance Gaps: Forms must be pulled, reviewed, and routed within the AMU daily, and delivered to P&S on a weekly basis
  -- Exceptions for sets: Extended maintenance such as CANN, Phase, ISO, TCTOs, Depot Status, TDY, and so on.
- Performance against this standard is measured by tracking forms by aircraft tail number

3. Set Improvement Target

O O D A

- Ultimate target: 0 (zero) missing forms
  "SMART" criteria: S-yes, M-yes, A-no, R-yes, T-yes
- Incremental target: 25% decrease per month (over 3 months)
  "SMART" criteria: S-yes, M-yes, A-yes, R-yes, T-yes
- Notional target: 72 missing forms per month (or about 1 per aircraft per month deemed a reasonable/acceptable level)
  "SMART" criteria: S-yes, M-yes, A-yes, R-yes, T-yes

4. Determine Root Cause

O O D A

Missing Forms Per Month

AMU	Current State: # Letters (est.)	Current State: # Follow-ups	Current State: Time to Produce Letters (minutes)	Current State: Follow-up Time (minutes)	Future State: # Letters (est.)	Future State: # Follow-ups	Future State: Time to Produce Letters (minutes)	Future State: Follow-up Time (minutes)
44th	100	4	1000	180	27	1	270	49
67th	100	7	1000	315	27	1	270	49
33rd	10	2	100	120	0	0	0	0
909th	90	12	900	720	16	1	160	62
961st	10	2	100	120	2	0	20	0
Totals	310	27	3100	1455	72	3	720	160
Total Hrs			51.7	24.3			12.0	2.7

Root Cause Brainstorming:
- There is no standard for when a set is due
- Can not tell the status of jacket files against 7-set standard
- Definition of a "set" is ambiguous
-When is a set due? or overdue?
- What defines a "set"?
- No local standards or definitions

5. Develop Countermeasures

O O D A

Action Plan (OPRs and completion dates have been assigned on AFSO Action Plan format/worksheet):
- Develop a Maintenance Group Directive to establish the requirement
- Set up Accordian Files for AMUs and train on how to use
- Build a Missing Forms Tracker
- Revise MSEP (QA Inspection Plan) to assign missing forms letters to the AMU instead of attributing to P&S
- Build and display monthly a status slide for AMUs and senior leadership
- Standardized followup notification process
- Develop tracking for forms last receipt dates by a/c tail number
- Follow-up this plan

6. See Countermeasures Through

O O D A

- Follow the Action Plan
- Complete "just-do-its"
- Change policies/practices (ref. Group Directive, MSEP revision, and other items)
- Train the P&S office on the new process
- Send missing forms status reports to the AMUs
- Utilize a local checklist

7. Confirm Results & Process

O O D A

Results will be confirmed over the next 3 to 6 months by:
- Tracker (the number of missing forms should go down) -- the tracker will provide the data necessary to see if the process is improving or not
- Jacket file quality assurance pass rate (should go up/get better in the area of missing forms writeups)

Event Results and Potential Process Improvement Results:

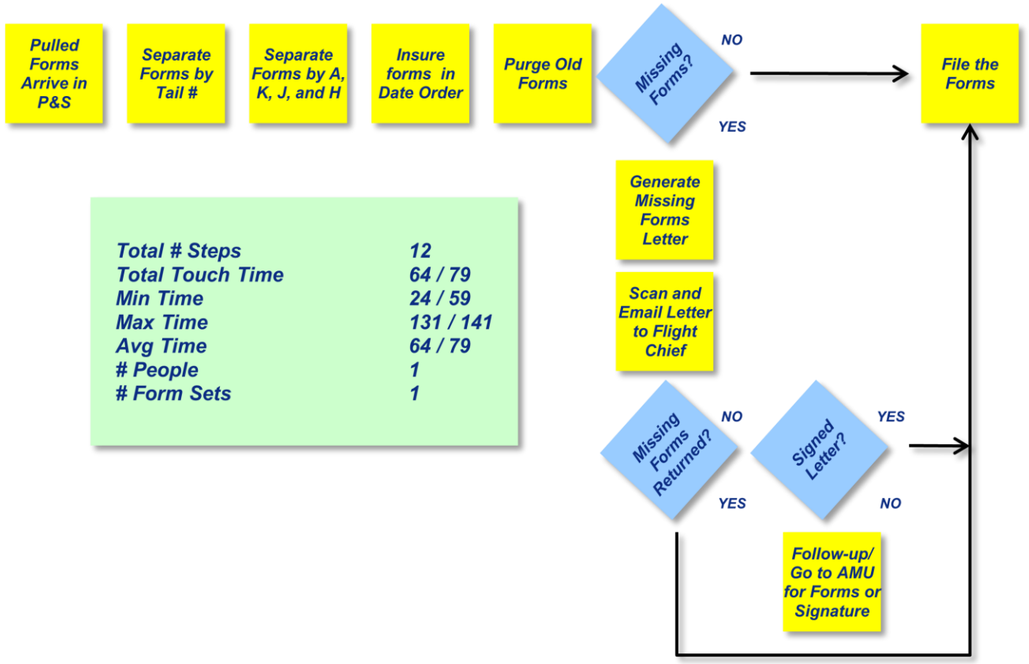
Results	Current State	Future State	Delta	Improvement
# Process Steps	12.00	13.00	+ 1	
Avg Process Time	79	21.00	- 58	73%
# Missing Forms Letters	310	72	- 238	77%
# Follow-ups	27	3	- 24	89%
Hours Generating Letters	52	12	- 40	77%
Hours Following up	24	2.5	- 21.5	90%
Total Hours	76	14.5	- 61.5	81%

8. Standardize Successful Processes

O O D A

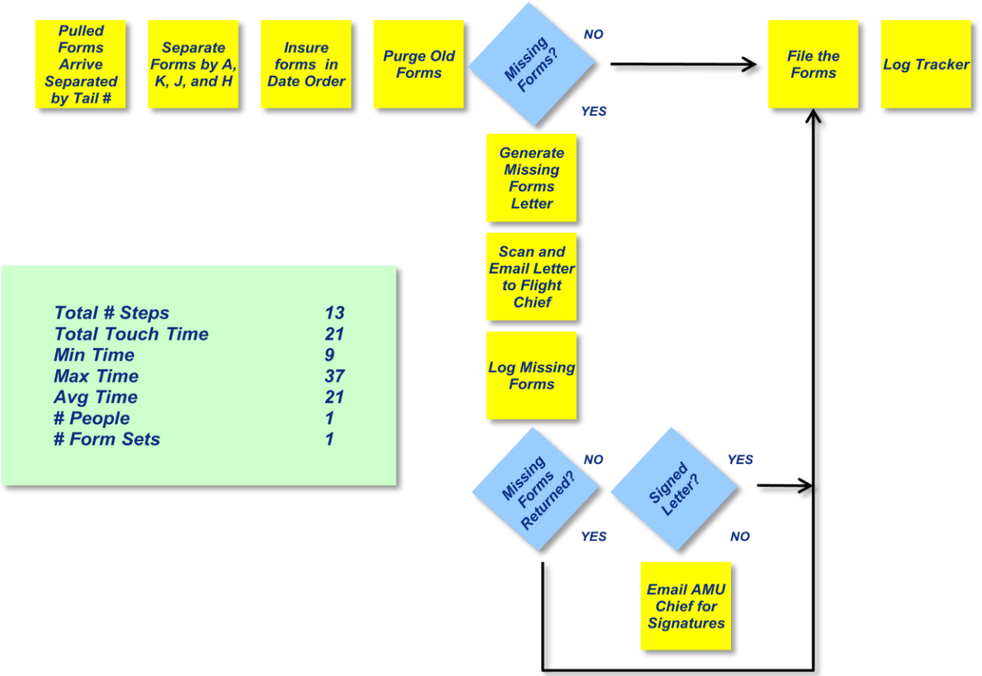
- MXG Directive (which will be incorporated into the local supplement to AFI 21-101 at the next revision)
- Local P&S Checklist
- Missing form notification process standardization
- MSEP quality assurance program plan
- Status slides displayed monthly for senior leadership

CURRENT STATE



Total # Steps	12
Total Touch Time	64 / 79
Min Time	24 / 59
Max Time	131 / 141
Avg Time	64 / 79
# People	1
# Form Sets	1

FUTURE STATE



Total # Steps	13
Total Touch Time	21
Min Time	9
Max Time	37
Avg Time	21
# People	1
# Form Sets	1

Legend

Touch Time									
Min	0	1	1	5	1	10	45 / 60	1	
Max	0	15 sec	1	1	4 sec	5	15 / 50	30 sec	
Average	0	5	5	10 / 20	5 sec	15	90/ 90	2	
south / north	0	1	1.5	5 / 10	4 sec	10	45 / 60	1	

0	1	1	5	1	11		1	1	
0	1	1	1	4 sec	5.5		30 sec	30 sec	
0	5	5	10 / 20	5 sec	16		2	2	
0	1	1.5	5 / 10	4 sec	11		1	1	

RESULTS

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ACTION PLAN

Event Name:	Plans & Scheduling inactive forms filing	0% Complete
Goal:	Decrease amount of time spent to generate/follow-up on missing forms	

Priority	Projects	RIE	Just-do-it	Project Description	POC	Start Date	ECD	Status	Comments
			X	Establish requirements for MXG Directive	MSgt Rhodes	22-Sep-09	23-Sep-09		Research AFI/Directives
	X			Create MXG Directive for process	SMSgt Warren	22-Sep-09	5-Oct-09		Initial draft and routing
			X	Build accordion files for AMUs	TSgt Robinson	22-Sep-09	23-Sep-09		Files need purchased
			X	Create missing forms tracker	SSgt Narciso	14-Sep-09	18-Sep-09		Coord with Automations
	X			Revise MSEP	SMSgt Warren	9-Sep-09	1-Oct-09	On-track	In-work
			X	Create status slide	TSgt Valelo	14-Sep-09	18-Sep-09		
			X	Establish when/where slide will be shown	TSgt Valelo	14-Sep-09	12-Oct-09		Monthly QA brief
			X	Create standardized notification process	MSgt Rhodes	14-Sep-09	15-Sep-09		
			X	Develop system to verify forms currency					
	X			Conduct follow-up of process	Lt Col Cox / SMSgt Wagus	18-Nov-09	18-Nov-09		