

Team Members:  
 Facilitator: SMSgt Wagus  
 Team Leader: MSgt Lewis  
 Team Members: 18 MXG (See block 8)

**18 MXG Unit Deployment Managers / Mobility Process**  
 1 – 4 Dec 09  
**OODA – Observe, Orient, Decide, & Act**  
 8-Step Problem Solving Model

Approval Information/Signatures  
 Col Dave Brown, 18 MXG/CC  
 Lt Col Matthew Cox, 18 MXG/CDM  
 Reviewed and approved

**1. Clarify & Validate the Problem** O O D A  
 - Numerous cargo and passenger chawks are processing late  
 - UDMs do not have standardized delivery of HAZDECS and Load Lists  
 -- 18 AMXs & 718AMXS deliver; 18 CMS & 18 EMS have user pick-up  
 - UDMs do not have standardized practices across the Maintenance Group  
 -- 718 AMXS UDMs inspect cargo prior to dispatch to K5 Right  
 -- 18 AMXS & 718 AMXS load entire UTC into LOGMOD once Dep-Order drops; chalk personnel out when chawks are available  
 -- 18 CMS & 18 EMS only loads UTC by chalk when available  
 - Sections do not understand what they are responsible for on each UTC  
 - Sections do not provide accurate list of deployable personnel to fill tasking  
  
 - Tools used: VSM Current State Map

**4. Determine Root Cause** O O D A  
 - Mobility process is inconsistent across SQs  
 - Lack of standardization across SQs; some squadrons deliver HAZDECS and load lists and others have increment monitors pick them up  
 - Unrealistic timelines established by WG/XP  
 -- Chawks are loaded into LOGMOD after their marshaling complete time or with insufficient time to accomplish task  
 - Limited equipment and personnel availability  
 -- Maintenance Group is being tasked to generate aircraft while simultaneously being tasked to deploy the equipment and personnel needed to generate the aircraft  
 - Flights do not have access to a product that shows them current status of who is deployable  
 - Flights do not understand what each UTC contains and what their requirements are  
  
 - Tools used: 5-Whys and Brainstorming/Affinity

**6. See Countermeasures Through** O O D A  
 - Follow the Action Plan  
 - Establish and change policy  
 - Establish a Mobility Binder  
 - Train personnel on procedures  
 - Brief the new process to MXG Supervision.  
 - 30, 60, 90 and 6-month reviews of action plan  
  
 - Tools used: Visual Mgt and Standard Work

**2. Break Down the Problem/Identify Performance Gaps** O O D A  
 - Presently takes as long as 40 days for 18 Maintenance Group UDMs to prepare for and execute a Local Operational Readiness Exercise  
 -- Must be able to do this in 6 days  
 - Presently takes 12 people to perform the process -- Need to reduce this amount to the absolute minimum required by AFI 21-101 and the IDP  
 - Current process increases possibility of cargo and passenger chawks processing late  
  
 - Tools used: KPI/Metrics, Performance Gap Analysis, Bottleneck Analysis

**5. Develop Countermeasures** O O D A  
 Action Plan:  
 - Establish Mobility Binders  
 -- Validate Current UTC taskings  
 -- Provide monthly list of non-deployable personnel  
 -- Copy of Group directive  
 - Establish monthly UDM meetings  
 -- Discuss lessons learned  
 -- Review previous LORE discrepancies  
 -- Provide in-house training  
 - Provide training for section chiefs and section mobility on binders  
 -- Review UTC taskings  
 -- Review non-deployable personnel list  
 - Obtain LOGMOD access for all Increment Monitors  
 -- Validate need  
 -- Provide LOGMOD training  
 -- Coordinate with appropriate agencies for approval  
 - Create UDM folder on share drive  
 - Establish procedure for standardized load of passengers into LOGMOD  
 - Create Group directive  
 -- Include a description of the process and have reviewed by leadership  
  
 - Tools used: A3, Action Plan, and Timeline/Schedule

**7. Confirm Results & Process** O O D A  
 - Compare old exercise results to new results  
 -- Number of discrepancies  
 -- Cargo chawks late processing  
 -- Number of personnel replaced from initial list provided to UDMs  
  
 - Tools used: KPIs/Metrics, Performance Mgt, Standard Work, and Audit

RESULTS	Current	Future	Delta	Improvement
Total # Steps	36	16	-20	56.6%
# People	12	12	0	0.0%
Min Time (days)	8.5	3.4	-5.1	60%
Avg Time (days)	17.2	5.6	-11.6	67.4%
Max Time (days)	40.2	12	-28.2	70.1%

**3. Set Improvement Target** O O D A  
 - Presently takes as long as 40 to prepare and execute LORE  
 -- Target reduction is 34 days  
 - Presently takes 12 people to perform the process  
 -- Target reduction is 6 people (second phase)  
 - Current process increases possibility of cargo and passenger chawks processing late  
 -- Target is consistent performance above the standard with zero late chawks  
  
 - Tools used: Ideal and Future State Maps

**8. Standardize Successful Processes** O O D A  
 - Maintenance Group directive (local supplement to AFI 21-101)  
 - Local training for Mobility Binders  
 - Annual review of supplement  
  
 - Tools used: Checkpoints/Standardization Table, AFI Policy Change with Checklist and Training, Annual Reviews

**TEAM MEMBERS:**  
 18 MXG UDM: MSgt Lewis  
 18 MXG UDM: MSgt David Boyd  
 18 AMXS UDM: SSgt Tsukiyama  
 18 CMS UDM: SSgt Yelvington  
 18 EMS UDM: SSgt Babb  
 718 AMXS UDM: SSgt Fansler