



48th Maintenance Group



Integrity – Service – Excellence

Strategic Alignment & Deployment (SA&D)



Col Matthew D. Cox
48 MXG/CC
29-30 Nov 11

Unclassified



Overview



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- Purpose
 - Summary
 - Agenda
 - Schedule
 - Team Members
 - Team Preparation
 - Event Summary
 - Event Cost
 - Event Products
 - Strategy Map
 - Way Ahead
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Strategic Alignment and Deployment (SA&D) - Purpose

- **Communicates Commander's Intent to Groups & Squadrons**
- **Aligns the Wing enterprise Themes to Common Focus, Metrics, and Actions**
- **Provides a Common/Standard Methodology for Implementing Plans**
- **Assigns Accountability and Responsibility**

USAF AFSSO 21 Playbook

"Our plans miscarry because they have no aim. When a man does not know what harbor he is making for, no wind is the right wind." – Seneca (4 B.C. – 65 A.D.)



Purpose

- **To align the 48th MXG with the 48th FW Strategic Plan**
 - **To develop the 48th MXG SA&D and Strategic Plan for 2012-2013**
 - **Set top level goals and objectives for where we want to take the group in the coming year**
 - **Establish measures of success**
 - **Build an action plan and a method of tracking our progress**
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Summary

- **Purpose: 48th MXG SA&D and Strategic Plan for 2012-2013**
 - **Duration: Two Days, 29-30 Nov 11, 0800-1700**
 - **Location: RAF Mildenhall, Bob Hope Community Center**
 - **Deliverables:**
 - **48 MXG SA&D aligned with the 48 FW SA&D**
 - **Group Goals with Objectives to meet Goals**
 - **Measures of Success with Targets with a Tracking Mechanism**
 - **Action Plan of Tasks**
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Agenda

- Opening Remarks
 - Administrivia and ROE
 - Objectives and Expectations
 - SA&D Overview, Purpose, and Methodology
 - Strategic Planning
 - Air Force Strategic Plan
 - CAF Strategic Plan
 - Strategic Alignment and Deployment
 - USAFE Strategy Map
 - 48 FW Wing Strategy Map
 - Effective Mission and Vision Statements
 - 48 FW Mission and Vision
 - 48 MXG Mission and Vision Review
 - Suppliers, Inputs, Processes, Outputs, and Customers (SIPOC)
 - Assumptions for Near Term (2012, 2013)
 - Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis and Evaluation
 - 48 MXG Top Issues Prioritization
 - Guidelines for Setting Effective Goals and Objectives
 - 48 MXG Goals for 2012
 - 48 MXG Strategy Map
 - Goals
 - Objectives
 - Measures
 - SA&D Tool Development
 - Target Metrics – Determining Success
 - Transformation Roadmap
 - Implementation and Action Plan Development
 - Communication Plan
 - “Catch Ball” Dialogue
 - Follow-up Actions
 - Logic Check
 - Closing Remarks
 - Key Learnings and Critique
-



Schedule – Day 1

DAY 1, Tue, 29 Nov 11

- **0800-0900 -- Opening Remarks, Administrivia and ROE, Objectives and Expectations, SA&D Overview, Purpose, and Methodology**
 - **0900-1000 -- Strategic Planning, Strategic Alignment and Deployment**
 - **1000-1100 -- Effective Mission and Vision Statements, 48 FW Mission and Vision, 48 MXG Mission and Vision Review**
 - **1100-1200 -- Suppliers, Inputs, Processes, Outputs, and Customers (SIPOC)**
 - **1200-1300 -- Lunch**
 - **1300-1400 -- Assumptions, and SWOT**
 - **1400-1500 -- 48 MXG Top Issues Prioritization**
 - **1500-1700 -- 48 MXG Goals for 2012**
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Schedule – Day 2

DAY 2, Wed, 30 Nov 11

- 0800-1000 -- 48 MXG Strategy Map, Goals, Objectives, Measures
 - 1000-1100 -- SA&D Tool Development, Target Metrics
 - 1100-1200 -- Lunch
 - 1200-1300 -- Transformation Roadmap, Implementation and Action Plan Development
 - 1300-1400 -- Communication Plan, “Catch Ball” Dialogue, Follow-up Actions
 - 1400-1500 -- Logic Check, Closing Remarks, Key Learnings and Critique
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Team Members

- **48 MXG/CC, CCC**
- **48 MXG Commanders**
- **48 MXG Chiefs**
- **48 MXG QA Chief**
- **Wing Weapons Manager**

- **Facilitators and Admin:**
 - **Cox, Matthew D Col USAF USAFE 48 MXG/CC**
 - **Ehrler, Melissa A 1stLt USAF USAFE 48 MXG/MOF**

Attendees:

Alverson, Jason P SMSgt 48 MOS/CEM
Andre, Todd W LtCol 48 AMXS/CC
Cannon, Bryan D CMSgt 48 CMS/MXM
Colgate, Shad K Maj 48 MUNS/CC
Conley, Clint R CMSgt 48 MUNS/MXW
Couch, Samuel S CMSgt 48 AMXS/MXA
Deguchi, Anthony R Maj 48 EMS/CC
Drexler, Joseph T CMSgt 48 EMS/CEM
Frazier, John E CMSgt 748 AMXS/MXA
Gerling, Joseph H CMSgt 48 MXG/CEM
Llantada, Ronald M Maj 48 CMS/CC
Moore, Argie S LtCol 748 AMXS/CC
Olsen, Carl Maj 48 MOS/CC
Tauchus, Dennis P CMSgt 48 MXG/MXGQA



Team Members





Team Preparation

Each Team Member List Their Top 3 to 5 Issues

- ...related to people, quality of life, dorms, facilities, support equipment, maintenance, operations, programs, processes, and base support agencies
- ...Commanders bring their squadron priorities developed in October 2011

Review:

- Air Force Strategic Plan 2006-2008
- Building the Future Air Force
- CSAF Vector 2011
- CAF Strategic Plan
- USAFE Strategy Map
- COMUSAFE Strategic Narrative
- USAFE A4/7 Priorities
- 48 FW Wing Strategy Map
- 48 MXG Draft Inputs to 48 FW SA&D
- 48 FW Top 3 Roadblocks
- Ten Things to Stop Doing
- Four Fatal Flaws of Strategic Planning
- Crib Notes - Stephen Covey's Seven Habits of Highly Effective People





Event Summary

- **Completed agenda items up to and including the 48 MXG Strategy Map**
 - **Complete re-write of the Group Mission and Vision Statement**
 - **Developed Priorities, Goals, Objectives, Measures, and Tasks**
 - **Aligned 48 MXG SA&D Strategy Map with the 48 FW Strategy Map**
 - **Outlined remaining tasks to be completed**
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Event Cost

- **262 Manhours (est)**
- **\$38.50 Supplies and Printing**



SA&D Methodology





HQ USAFE A4/7 - Priorities



Theme: Shrinking infrastructure and budgets will cause us to change behavior in order to meet mission

- **Drive Efficiencies: Ensure USAFE Meets AF Mission/Efficiency Objectives**
 - Ensure smooth beddown of ECSS throughout command (OPR; A4M)
 - Improve AF Reachback initiatives effecting USAFE (OPRs; A4M, A4R, A7S)
 - Smartly implement AF-level efficiency initiatives (ALL)
 - Smartly implement reorganization efforts (ALL)
- **Improve Business Processes**
 - Fix Installation Support Agreements across Command (OPR; A4R, OCR; ALL)
 - Implement Common Levels of Standards (OPR; A4R, OCR; ALL)
 - Match infrastructure to mission (OPR; A7P OCR; ALL)
- **Improve Resiliency of our force**
 - Improve Units' Ability to meet AF Flying Program Goals (OPR; A4M, OCR; ALL)
 - Ensure combat-ready forces (ALL)
- **Champion USAFE Surety: Integrate talent within A4/& to improve support and sustainment**
 - Fully Support A3 -- Be Command's Lead Advocate for Security, Infrastructure, and Maintenance Support Issues (OPRs; A7S, A7P, A4M, A4R)



Brigadier General Warren D. Berry, USAFE A4/7



COMUSAFE Strategic Narrative



- Win the Fight
- Strengthen the Team
- Shape the Future





48 FW Goals

- **Sharpen Combat Capability**
- **Strengthen the Team**
- **Shape the Installation**



ROYAL AIR FORCE LAKENHEATH, England - U.S. Air Force Maj. Mike Conrad, 493rd Fighter Squadron pilot, (left) checks aircraft forms as Swedish Air Force Capt Fredrik Bergstrom, 211th Fighter Squadron, watches prior to take-off, Nov. 17, 2011. This is Bergstrom's first time ever in a foreign aircraft. Members from the SAF and the 48th Fighter Wing trained together to increase their interoperability and gather experience with foreign aircraft. (U.S. Air Force photo/Senior Airman Tiffany M. Deuel)



48 FW Mission and Vision

Vision

Premier combat wing, capable of dominating any adversary

Mission

Provide worldwide responsive combat airpower and support



USAFE and 48 FW SA&D



USAFE- Win The Fight	USAFE- Strengthen The Team	USAFE- Shape The Future
<p>Train and operate to standards of excellence</p> <p>Execute the fight by training and deploying mission ready forces</p> <p>Deploy forward-based forces to support global operations</p>	<p>Build joint international relationships and partnerships</p> <p>Retain and develop first class Airman, invest in the right people and inspire confidence through continuing education and challenging opportunities</p>	<p>Build/sustain partnerships to enhance interoperability with NATO through full spectrum training, education and operational events</p> <p>Optimize infrastructure to enhance our capabilities and create contingency basing to support current and future operations</p> <p>Collaboration with our allies provides value for USAFE Airmen: our team is stronger when we recognize what each person brings to the fight</p>
48 FW- Sharpen Combat Capability	48 FW- Strengthen The Team	48 FW- Shape The Installation
<p>Provide sorties to the Combatant Commander</p> <p>Provide combat ready Airman to the Combatant Commander</p> <p>Maintain nuclear readiness</p> <p>Enhance coalition interoperability</p>	<p>Develop Airman</p> <p>Care for Airman and their Families</p> <p>Strengthen UK partnership</p> <p>Stabilize the force</p>	<p>Defend the base</p> <p>Provide installation support</p> <p>Gain efficiencies</p>



48 FW Strategic Roadmap

U.S. AIR FORCE

Mission: Provide worldwide responsive combat airpower and support

Vision: Premier combat wing, capable of dominating any adversary

Priorities and Goals	Objectives	Metrics	Task
<p><u>SHARPEN COMBAT CAPABILITES</u></p> <p>Goal: <i>Liberty Airman ready for combat on day one of the conflict</i></p>	<ul style="list-style-type: none"> -Provide sorties to the Combatant Commander -Provide combat ready Airmen to the Combatant Commander -Maintain nuclear readiness -Enhance coalition interoperability 	<p><u>KPIs:</u></p> <ul style="list-style-type: none"> - A/C Availability - MC rate - Aircrew qualification - Combat mission readiness - Status of functional training (All GPs) - Pre-deployment training (All GPs) - Medical readiness: IMR/PMR/DAV (MDG) - Proper posturing %/#/short notice taskings (MSG) - Theater deviations (MSG) - TCN taskings (MSG) - PRP Certified: total #, % of Goal, amount of time to get certified (MSG), amt of time for MDG to clear (MDG), - Inbound PRP Amn meeting reporting instructions (#/%) (MSG) - MWRM/NCE Accountability: (MSG) - SCE: total #, % of goal/req (MSG) <p>-----></p>	<p>Increase MX Trng Rate >75%</p> <p>- Event</p> <p>- Pre: Name/POC/Obj. (1 m prior)</p> <p>- Post: did we meet Obj.? (people, cost, equipment, time)</p>



48 FW Strategic Roadmap

U.S. AIR FORCE

Mission: Provide worldwide responsive combat airpower and support

Vision: Premier combat wing, capable of dominating any adversary

Priorities and Goals	Objectives	Metrics	Task
<p><u>STRENGTHEN THE TEAM</u></p> <p>Goal: Invest in Liberty Airman to strengthen resiliency, care for communities and promote a culture of accountability.</p>	<ul style="list-style-type: none"> -Develop Airman -Care for Airman and their families -Strengthen UK partnership -Stabilize the force 	<p><u>KPIs:</u></p> <ul style="list-style-type: none"> - CCAF/MAS completion (MSG) - PME completion rates (MSG) - Fitness (MSG) - Status of Training by group - Break the Base (Stress Index) (MSG) - Safety --DUI, ARI s , (SEW) - DUI/ARI Recidivism (MDG) - CDC rate (MSG) - Healthcare availability (MDG) - Family care plan(MSG) - Newcomers/Heartlink (MSG) - Deployments (All GPs) <ul style="list-style-type: none"> -- Key spouses (MSG) -- CC contact (All GPs) - Quality Sponsorships (All GPs) - Man hours impact (XPI) - Workload 	<ul style="list-style-type: none"> - Create Social engagements Calendar (XPI) - Create Calendar cost (XPI, GPs)



48 FW Strategic Roadmap

U.S. AIR FORCE

Mission: Provide worldwide responsive combat airpower and support

Vision: Premier combat wing, capable of dominating any adversary

Priorities and Goals	Objectives	Metrics	Task
<p><u>SHAPE THE INSTALLATION</u></p> <p>Goal: <i>Defend, operate and maintain RAF Lakenheath and Feltwell's installation readiness while driving efficiencies</i></p>	<p>-Defend the base</p> <p>-Provide installation support</p> <p>-Gain efficiencies</p>	<p><u>KPIs:</u> Physical: Alarms Fences Training Human: Training Manning Conditional/Intel: Information Communication</p> <p>-FSS MILPDS process time (MSG) -Timely/accurate contract execution (MSG/CPTS) -Timely work order execution by priority (MSG) -NIPR/SIPR/BLKBERRY Downtime (MSG) -Supply Kit Fill rate (MSG) -MICAP Delivery time (MSG)</p> <p>- Measure Energy Consumption (MSG) - Measure Water Consumption (MSG) -Maintain top 10 list (AFSO21) - Save 30min/wk/person (AFSO21)</p>	<p>--Compile KPIs into presentation for FW/CC—Col. Benza , Draft 1 Nov., Final, 1 Jan</p> <p>- Reduce Energy Consumption by 25% - Reduce Water Consumption by 10% - Top 10 list with 5 on deck - ID an initiative to save 30min/wk @ Sq or > every month</p>



48th MXG Commander Priorities and Goals



■ Maintenance Capability and Readiness

■ Fleet Health - *Capable*

■ Training (Combat, Maintenance, Nuclear)

■ Compliance (Generation, Maintenance, Nuclear)

■ Scheduling (Flying Hour Program, Maintenance)

■ People - *Resilient*

■ Caring for Airmen and their Families (Development, Resiliency, UK Partnership, Workload, Services, Support)

■ Resources - *Efficient*

■ Money (Budget, Energy)

■ Manpower (Constrained and Critical AFSCs, Civilian)

■ Supplies (Kits, Supply Chain, CIRF)

■ Equipment (Mobility, Critical)

■ Facilities (Mission Essential, Infrastructure)

- Provide mission ready aircraft and munitions to meet OPLAN and training requirements
- Develop proficient technicians and leaders
- Ensure readiness of mission critical facilities and equipment
- Engage and support MXG families



Event Products

- **Team Member Expectations**
 - **48th MXG Accomplishments 2011**
 - **48th MXG Mission and Vision (Re-write)**
 - **48th MXG Top Issues**
 - **Assumptions for the Near Term (2012, 2013)**
 - **SIPOC**
 - **SWOT Analysis**
 - **48th MXG SA&D Strategy Map**
 - **Parking Lot**
-



Expectations

(Team Member Pre-Event Expectations)

- How do we better support our customers
- Training opportunity
- Leveraging technology
- Teamwork
- Useful, doable -- not a bunch of charts
- Identify areas of duplicated effort and time wasters
- 3 to 5 actionable and understandable Maintenance Group focus areas
- Develop efficiencies in the Maintenance Group -- thus no more 18-hour days
- Fun to be at Lakenheath and get the job done
- All on the same page and understand priorities in the Maintenance Group
- Directed fires - 3 to 5 things we are “all in” on as a team
- Change the perception of the Squadrons and Group from Negative to Positive
- Acknowledge our personnel constraints to develop a positive roadmap
- Learn to be one team, one fight
- Pick up new tools for the squadron to line up objectives
- No matter what we come up with -- follow through -- review (quarterly) and actually do it
- Start something that lives, a legacy
- Make sure we understand how each Squadron supports the Group priority
- Know when to say No to outside agencies when it is in the best interest of our Group
- Sometimes conflict is good
- Make sure we can control or influence the result
- Commit -- Speak up now, say what's on your mind, call each other out



48th MXG Accomplishments 2011



The result of Great People, Great Leadership, Clear Expectations, and Empowered Airmen

- ORI, TACEVAL Outstanding
- OP ODYSSEY First to Fight
- OOD, OUP, OEF, OCD
- Back to Back AEFs
- LCAP Overall Satisfactory
- LCAP EMS AGE Best Seen to Date
- LCAP Best Practice in EMS AGE Paint Scoring and Shared across the CAF
- LCAP CMS Only Squadron to Score Excellent
- Successful USAFE SAV for EMS
- Air Force Lew Allen Winner
- CSAF Profiles In Courage Airman
- USAFE MTF of the Year 3-Years Running
- 96% CDC EOC Pass Rate while Deployed
- Fly Bys and Statics
- ACRs for Flightline Avionics
- CMS Engine CIRF CSAF Team Excellence Award
- Pod CIRF
- Lybia
- Deployed to Korea
- Deployed to Al Dafra
- Simultaneous deployments to Korea and Al Dafra (AFCENT)
- Deployed 3 AMUs Simultaneously plus Maintained Home Station Ops
- Operated from Mildenhall for a month during Lakenheath Runway Closure with 540 Mx Personnel Deployed
- Quickturned HH-60s from Bagram to OOD during Reconstitution
- Built Culture of Compliance
- Recaptured Maintenance 101
- First RAFM Base Stock WSN Inventory
- Saved massive transportation costs leaving GBU-15s and AGM-130s in Korea
- 14-ship TDY to Sardinia
- Joint MXG efforts throughout TDYs and Deployments
- Decreased People Issues
- EPR Late Rate decreased from 86% to 16%
- Recaptured Fleet Health - Met and Sustained Fleet Health Metrics Standards first time in over a year



48th MXG Mission and Vision



Vision

**Liberty Maintainers... USAFE's first choice for
combat capability anywhere anytime**

Mission

**Maintenance excellence... TSRB
(together, safe, reliable, and by the book)**



48th MXG Top Issues



- * FHP
- * Training Backlog
- * Scheduling (flying and maintenance)
- * Out of Hide Additional Duties
- * Dormitory Culture and Safety
- * Dormitory Integrity
- Budget
- NCO and SNCO Development
- Teamwork
- Support Agreements
- Facilities
- * SDB Building Release from MOD
- Effective Use of Time
- 2-Year DEROS
- * E-Tools
- Effective Use of People
- WLAN on the Flightline
- * ARIs
- Task Qualification
- MXG Deployment Battle Rhythm (staff, processes and structure)
- * Suspenses
- * EPRs, OPRs, and Decorations



Assumptions for the Near Term... 2012, 2013...

(Forward thinking... What will the future environment be like?)



- Budget cuts
- Personnel cuts
- Pop-up contingencies
- No new facilities
- No new equipment
- Increased deployment length and dwell
- Over-inspection
- Decreasing white space
- Decreasing FHP
- Reduction in experience (of technicians)
- Maintenance training backlog will remain the same or increase
- Negative impact on morale and retention due to ops tempo and decreased resources, benefits, and services
- There will be more unprecedented responses (cuts, closures, divestment, etc.) in organizations and services as a result of budget cuts
- Propulsion Contract Field Team (CFT) will lose funding
- Depot CFT will remain stable
- Korea TSP will become routine
- Current OCD “like” deployments will be the norm
- There will be increased stressors due to cuts
- AEF Banding will create additional stress and limit flexibility
- Increased out-of-hide requirements... (make up for support services, eg. Post Office, MPF, SF...)
- “Something will not get done.”
- Increased turmoil due to more deployments, more inspections, less dwell time at home, and increased out-of-hide responsibilities
- The mission will grow
- There will be more challenges at home
- There will be increased personnel, disciplinary, morale, and family issues (impacts resiliency)
- “The only break people will get is when they deploy.”



48th MXG SIPOC



SUPPLIERS	INPUTS	PROCESSES	OUTPUTS	CUSTOMERS
<ul style="list-style-type: none"> * LRS * Operations AFMC * USAFE * Technical Schools CAF/ACC * GLSC * FTD Air Staff (policy) * Each Other (internal) Medical Group Mission Support Group Wing FHP XP Contractors SPM/SPO * MOD/Host Nation 	<ul style="list-style-type: none"> Requirements Resources * People * Money * Facilities * Services * Guidance * Parts * POL Food Medical Care * Munitions Supplies * Equipment * Training * Vehicles Child Care Transportation Fitness Security Tools * Aircraft 	<ul style="list-style-type: none"> * Inspection Troubleshooting * Repair * Training * Scheduling * Production Servicing Documentation Leadership Development Analysis Delivery Decision Making * Planning Deployment Storage Self-policing / Quality Assurance * C2 Metrics Security Discipline Rework Requisition Coordination 	<ul style="list-style-type: none"> Freedom * Engines * Pods * Sorties * Munitions Calibration Metrics Statistics * Training (aircrew, maintainers) * Aircraft Safe Haven Statics Alternate Fitness Testing Location Technically Proficient Airmen * Deployable Combat Capability Manpower 	<ul style="list-style-type: none"> * Operations Group Aircraft * Our Own Airmen AMC AMSOC * 48 Fighter Wing NATO AFCENT AFRICOM EUCOM American People ACC * COCOM AFMC Joint Partners (Army, Navy, Marines) * Soldiers on the Ground * USAFE SAS Warfighters Terrorists Aircrew Ourselves Our Families Other Groups and Squadrons



Strengths

- *** Generate Aircraft**
- *** Responding to Crisis**
- **Adapting**
- *** Deploying**
- **Instilling Discipline**
- **Sponsorship Program, and Welcoming Newcomers**
- *** CIRFs (engines and pods)**
- **Teamwork in Rescue**
- **Mentoring and Training Airmen and NCOs in the AMUs**
- **Saying “Yes”**
- **Innovation**
- **Some Communication**



Weaknesses

- *** Saying “No”**
 - **Prioritizing our Efforts**
 - **Facilities**
 - **Some Communication (internal and external)**
 - *** Re-inventing the Wheel (continuity)**
 - *** Articulating the Cost**
 - **Training**
 - **Some Frontline Supervision**
 - **Reactive**
 - *** Technical Proficiency on the Line**
 - **Building NCOs in the AMUs**
 - **Some Production**
 - *** Not Using our People Correctly (efficiently and effectively)**
 - **Exercise Planning**
 - **Taking Care of People**
 - *** Scheduling (long range flying schedule)**
 - **Budgeting (managing our money)**
 - *** Using our Facilities and Equipment Efficiently and Effectively**
 - **Not Leveraging Technology**
-



Opportunities

- * Mobile Training Teams
- Adobe Pro for Electronic Signatures
- Strategic Consolidation of Services
- * Enroute FTD
- MILPDS Access
- PDCs for NCOs
- AFIT and DAU Courses
- Cross-Utilization
- Synergy with the 100th Maintenance Group
- MTF Portfolio Utilization
- * AFETS Training
- Open House Tours
- * AFSO 21 (process improvement capability)
- FTD Shepard Training
- Power Steering (CPIMT)
- * AFREP
- * Ops/Mx Education (cross-flow information)
- * DRMO
- Mission Generation Roadshow Course
- AMSC
- Opportune Training
- Recycling (returning money to the Group)
- CSS Consolidation Results (what is it doing for us)



Threats

- *** FHP Conflict/Disconnect between Maintenance and Operations... A3 and A4**
 - *** Budget Cuts**
 - **Policy (legacy/out of date)**
 - *** Lack of Training**
 - **Lack of Equipment**
 - **Legacy Equipment**
 - *** Parts and Supplies**
 - **Vehicles**
 - *** End Strength (people)**
 - *** Dynamic of DEROS Challenges, Deployment Schedule, and AEF Banding vs. Enablers**
 - **Additional Taskings**
 - *** Mission Creep**
 - *** Out-of-Hide Additional Duties**
-



48th MXG SWOT Analysis



STRENGTHS

- * Generate Aircraft
- * Responding to Crisis
- Adapting
- * Deploying
- Instilling Discipline
- Sponsorship Program, and Welcoming Newcomers
- * CIRFs (engines and pods)
- Teamwork in Rescue
- Mentoring and Training Airmen and NCOs in the AMUs
- Saying “Yes”
- Innovation
- Some Communication

WEAKNESSES

- * Saying “No”
- Prioritizing our Efforts
- Facilities
- Some Communication (internal and external)
- * Re-inventing the Wheel (continuity)
- * Articulating the Cost
- Training
- Some Frontline Supervision
- Reactive
- * Technical Proficiency on the Line
- Building NCOs in the AMUs
- Some Production
- * Not Using our People Correctly (efficiently and effectively)
- Exercise Planning
- Taking Care of People
- * Scheduling (long range flying schedule)
- Budgeting (managing our money)
- * Using our Facilities and Equipment Efficiently and Effectively
- Not Leveraging Technology

OPPORTUNITIES

- * Mobile Training Teams
- Adobe Pro for Electronic Signatures
- Strategic Consolidation of Services
- * Enroute FTD
- MILPDS Access
- PDCs for NCOs
- AFIT and DAU Courses
- Cross-Utilization
- Synergy with the 100th Maintenance Group
- MTF Portfolio Utilization
- * AFETS Training
- Open House Tours
- * AFSO 21 (process improvement capability)
- FTD Shepard Training
- Power Steering (CPIMT)
- * AFREP
- * Ops/Mx Education (cross-flow information)
- * DRMO
- Mission Generation Roadshow Course
- AMSC
- Opportune Training
- Recycling (returning money to the Group)
- CSS Consolidation Results (what are they doing for us)

THREATS

- * FHP Conflict/Disconnect between Maintenance and Operations... A3 and A4
- * Budget Cuts
- Policy (legacy/out of date)
- * Lack of Training
- Lack of Equipment
- Legacy Equipment
- * Parts and Supplies
- Vehicles
- * End Strength (people)
- * Dynamic of DEROS Challenges, Deployment Schedule, and AEF Banding vs. Enablers
- Additional Taskings
- * Mission Creep
- * Out-of-Hide Additional Duties



48th MXG SA&D Strategy Map

Priority 1, Goal 1



Mission: Maintenance excellence... TSRB (together, safe, reliable, and by the book)

Vision: Liberty Maintainers... USAFE's first choice for combat capability anywhere anytime

Priorities and Goals	Objectives	Measures	Tasks
Priority 1: Ready for today's fight Goal 1: Liberty maintainers, aircraft, and equipment ready for he fight	G1 O1: Mission ready Airmen	O1: STMR; IMR; Fitness Pre-deployment training ART; SORTS	Perform, track, and manage STMR training requirements Continue to monitor IMR, Fitness, pre-deployment training, ART, and SORTS
	G1 O2: Mission ready aircraft	O2: MC Rate; TDI; DD Rate	Continue to monitor HOF
	G1 O3: Mission ready equipment	O3: Critical equipment status WRE accountability and status (engines, tanks, racks) Pod FMC rate	Continue to monitor WRE and pods Establish a recurring review of Kit status, stockage effectiveness, and daily demand rate
	G1 O4: Mission ready supply kits	O4: Kit fill rate Stockage effectiveness Daily demand rate	Annual kit validation Post deployment kit validation
	G1 O5: Maintain nuclear readiness	O5: PRP authorized vs assigned Load crews req'd vs trained NCE accountability and serviceability NSAV results	Continue to rotate encoders/decoders on cycle Establish an active management process for PRP



48th MXG SA&D Strategy Map

Priority 2, Goal 1



Mission: Maintenance excellence... TSRB (together, safe, reliable, and by the book)

Vision: Liberty Maintainers... USAFE's first choice for combat capability anywhere anytime

Priorities and Goals	Objectives	Measures	Tasks
<p>Priority 2: Strengthen the maintenance team</p> <p>Goal 1: Develop professional and resilient Airmen</p>	<p>G1 O1: Provide leadership development training, forums, and opportunities</p> <p>G1 O2: Care for maintenance group Airmen and their families</p> <p>G1 O3: Stabilize the force</p>	<p>O1: CCAF completion against AF average Course 14 completion percentage eligible versus complete PDC attendance rate Officer professional development (officer training matrix status)</p> <p>O2: Key spouse training SOD; ARIs ERDs Sponsorship survey results Unit Climate Assessment Deployed spouse contact BTZ Number of annual award winners</p>	<p>Quarterly mentoring session Production Super course Flightline Expeditor course Section Chief course Explore and engage shadowing opportunities</p> <p>Create dormitory integrity Establish a close working relationship with Airman and Family Readiness Training for key spouses Deployed spouse contact Spouse group meetings</p> <p>Identify ways to better plan and scheduling to minimize turmoil, and implement countermeasures</p>



48th MXG SA&D Strategy Map

Priority 3, Goal 1



Mission: Maintenance excellence... TSRB (together, safe, reliable, and by the book)

Vision: Liberty Maintainers... USAFE's first choice for combat capability anywhere anytime

Priorities and Goals	Objectives	Measures	Tasks
<p>Priority 3: Shape the maintenance complex</p> <p>Goal 1: Institutionalize our maintenance processes</p> <p>Goal 2: Build a long term facility plan</p> <p>Goal 3: Build a budget plan</p> <p>Goal 4: Implement innovative solutions to address future challenges</p> <p>Goal 5: Balance manpower with mission requirements</p>	<p>G1 O1: Ensure all local guidance is accurate, relevant, and available, and value added for today's environment</p>	<p>O1: Number of relevant supplements vs number reviewed</p> <p>O1: Number of non-value added tasks eliminated</p> <p>O1: % reviewed per quarter</p> <p>O1: Status of support agreement reviews</p>	<p>Identify and document all Lakenheath-isms, WOMs, lessons learned, local practices and formalize</p> <p>Review, validate, and refresh all maintenance supplements</p> <p>Identify key maintenance processes and formalize the associated planning processes</p> <p>Establish a recurring planning and review schedule</p> <p>Review and validate maintenance support agreements</p>



48th MXG SA&D Strategy Map

Priority 3, Goal 2



Mission: Maintenance excellence... TSRB (together, safe, reliable, and by the book)

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Priorities and Goals	Objectives	Measures	Tasks
<p>Priority 3: Shape the maintenance complex</p> <p>Goal 1: Institutionalize our maintenance processes</p> <p>Goal 2: Build a long term facility plan</p> <p>Goal 3: Build a budget plan</p> <p>Goal 4: Implement innovative solutions to address future challenges</p> <p>Goal 5: Balance manpower with mission requirements</p>	<p>G2 O1: Assess facility status</p> <p>G2 O2: Determine existing requirements</p> <p>G2 O3: Prioritize requirements</p> <p>G2 O4: Determine modernization requirements</p> <p>G2 O5: Determine utilization</p> <p>G2 O6: Identify new requirements</p>	<p>O1: RAC codes</p> <p>Number of work orders</p> <p>Age of work orders</p> <p>Critical facility status</p> <p>[To be completed at next monthly SA&D Review]</p>	<p>[To be completed at next monthly SA&D Review]</p>



48th MXG SA&D Strategy Map

Priority 3, Goal 3



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Priorities and Goals	Objectives	Measures	Tasks
<p>Priority 3: Shape the maintenance complex</p> <p>Goal 1: Institutionalize our maintenance processes</p> <p>Goal 2: Build a long term facility plan</p> <p>Goal 3: Build a budget plan</p> <p>Goal 4: Implement innovative solutions to address future challenges</p> <p>Goal 5: Balance manpower with mission requirements</p>	<p>G3 O1: Build a zero-based budget for FY 12</p> <p>G3 O2: Execute to the budget</p> <p>G3 O3: Identify areas of potential savings</p> <p>G3 O4: Identify and prioritize unfunded requirements and be ready to execute</p> <p>G3 O5: Grow AFREP capability and opportunities to generate revenue</p>	<p>O1: Zero-base budget baseline</p> <p>O2: Zero out the budget on 30 Sep</p> <p>O3: Savings realized</p> <p>O4: 100% execution of unfundeds (given fallout money)</p> <p>O5: AFREP performance</p>	<p>Each squadron build their zero-base budget</p> <p>Weekly budget review and execution management</p> <p>Each squadron identify areas of potential savings</p> <p>Establish a group level dollar savings committee</p> <p>Each squadron Identify and prioritize unfunded requirements and be ready to execute</p> <p>AFREP business development plan</p>



48th MXG SA&D Strategy Map

Priority 3, Goal 4



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Priorities and Goals	Objectives	Measures	Tasks
<p>Priority 3: Shape the maintenance complex</p> <p>Goal 1: Institutionalize our maintenance processes</p> <p>Goal 2: Build a long term facility plan</p> <p>Goal 3: Build a budget plan</p> <p>Goal 4: Implement innovative solutions to address future challenges</p> <p>Goal 5: Balance manpower with mission requirements</p>	<p>G4 O1: Build an in-house CPI capability</p> <p>G4 O2: Identify and eliminate waste, leverage technology, save time, improve quality, and increase performance</p>	<p>O1,2: Return on investment (expressed in dollar savings, cost avoidance, time savings, increase in aircraft availability, impact to aircraft MC rate/MPIs... as applicable)</p>	<p>Train personnel in AFSSO 21</p> <p>Get people certified as AFSSO 21 facilitators</p> <p>Develop a prioritized list of process improvement events</p> <p>Build the business case and show return on investment</p> <p>Fund/resource and execute</p>



48th MXG SA&D Strategy Map

Priority 3, Goal 5



Mission: Maintenance excellence... TSRB (together, safe, reliable, and by the book)

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Priorities and Goals	Objectives	Measures	Tasks
<p>Priority 3: Shape the maintenance complex</p> <p>Goal 1: Institutionalize our maintenance processes</p> <p>Goal 2: Build a long term facility plan</p> <p>Goal 3: Build a budget plan</p> <p>Goal 4: Implement innovative solutions to address future challenges</p> <p>Goal 5: Balance manpower with mission requirements</p>	<p>G5 O1: Understand when out-of-hide resources start to affect mission capability</p> <p>G5 O2: Identify maintenance capability</p> <p>G5 O3: Give time back to Airmen</p>	<p>O1,2: Mx capability (FHP hours and sorties)</p> <p>O1,2: Requirements (FHP hours and sorties)</p> <p>O1,2: Capability gap caused by constraints (AFSCs, facilities, equipment)</p> <p>O1,2: Work week standard</p> <p>O1,2: Mx experience levels (task qualification)</p> <p>O3: Number of hours returned to Airmen</p>	<p>Produce an accurate first look</p> <p>Develop and produce a quarterly maintenance capability re-look / study / review tool focusing on the critical/constrained AFSCs, equipment and facilities</p> <p>Identify gaps and constraints in maintenance capability</p> <p>Build action plans to resolve gaps (consider using consolidation opportunities)</p> <p>Identify the things we should stop doing</p>



Parking Lot

- **Develop in-house CPI/Lean capability**
 - **Other groups alignment with Wing Objectives in question**
 - **How to link the specifics of other Group's support to sortie generation**
 - **What is the future going to look like and what are we going to do about it... how do we prepare ourselves and our people to be effective in the future environment**
 - **We must give time back to our Airmen**
 - **There must be a focus on the Positive... Right now we only focus on the negative and this is pervading our image to the rest of the Wing**
 - **How do we respond to be where we want to be**
 - **There must be a balance**
-



Way Ahead

- **Agenda Items to be Completed:**
 - **Transformation Roadmap**
 - **Implementation and Action Plan Development**
 - **Communication Plan**
 - **“Catch Ball” Dialogue**
 - **Follow-up Actions**
 - **Logic Check**
 - **Establish Group SA&D Executive Council**
 - **Schedule Monthly SA&D Review**
 - **Implementation**
-



Questions?

