



AFSO21 **Air Force Smart Operations for the 21st Century**

Week of 5 Jan 07 – 11 Jan 07

Everything we do is a process that involves our time and efforts. Nothing upsets most of us more than to waste our time performing tasks that are unnecessary for what we are trying to achieve. These tasks not only take our time, but cost money as well. It is especially frustrating when we recognize such tasks take time and resources that could be best used on our warfighting mission.

That's why we have embarked upon a dedicated effort called Air Force Smart Operations for the 21st Century (AFSO21), designed to maximize value and minimize waste. This effort is built on a strong foundation to ensure there is a lasting impact:

- Leadership at every level, from the SECAF and CSAF, all the way down to wing leaders, is committed to supporting you in AFSO21 efforts.
- We are not starting from scratch. We are applying six years of history and lessons learned using AFSO21 principles (from within Air Force Material Command) to help ensure success.
- We're growing and expanding AFSO21 in phases without setting a new ancillary training requirement for the entire force. Training is provided to teams just-in-time before improvement events begin, while orientation to AFSO21 will be provided through use of strategic communications tools.
- AFSO21 is about results. Senior leaders have identified the major result areas that will be our primary focus called "Five North Stars." They are *Productivity of our People*; *Equipment Availability*; *Agility*; *Safe and Reliable Operations*; and *Energy Efficiency*. To this end, initiatives are already tackling some of our biggest challenges in ancillary training, space launch operations, aircraft fuel conservation and facility energy savings.

No process is immune from the critical reviews of AFSO21. Airmen are applying the principles of AFSO21 with positive results on the flightline, in maintenance shops, in customer service centers, in offices, and on construction sites—EVERYWHERE. Your time is valued and should not be wasted. We need your involvement to march unnecessary work out the door. Seek out ways that you can help. With the innovation and imagination of everyone, at every level, we'll become better, more efficient, warfighters.

"We must fundamentally change the culture of our Air Force so that all Airmen understand their individual role in improving their daily processes and eliminating things that don't add value to the mission. For such a comprehensive effort to be successful, it has to be led by commanders at all levels—from the front."

- General T. Michael Moseley, CSAF

For more information:

News Articles:

Leaders at all levels must be aware of AFSO21 efforts - <http://www.af.mil/pressreleases/release.asp?storyID=123026929>
AFSO21 leans out uniform development - <http://www.af.mil/news/story.asp?storyID=123025183>

Senior Viewpoints:

Letter to Airmen - <http://www.af.mil/library/viewpoints/secaf.asp?id=219>

Commentary:

AFSO21: A "smart" way to do the job - <http://www.af.mil/news/story.asp?storyID=123024076>