

Editor's Debrief

Transformation: THE topic of day. This summer edition of the ER deals almost exclusively with transformation...at the base level, at the MAJCOM level, at the AF level...transformation at all levels. We're transforming EVERYWHERE!

This time, it's different. The Air Force often transforms through reorganization. New leaders with new visions and new priorities often result in new organizational structures, such as: Maintenance under an LG, maintenance under the OG, maintenance under the MXG, maintenance back to the OG, on the merry-go-round of organizational structures. But this time the transformation is more than the just moving the org charts around...much more.

This time the Air Force is REALLY transforming. There's a revolution in logistics, dare I say, a Revolution in Military Affairs. The Air Force is taking a bold step transforming the very way we provision our logistics mission. Global Logistics Support Center (GLSC); Repair Network Transformation (RNT), Regionalized C-5 Isochronal Inspection, Centralized Asset Management (CAM), Expeditionary Combat Support System (ECSS), are just a few of the more radical changes in our logistics support processes. The one common thread in all of these transformations is centralized management. Partially driven by PBD 720 manpower requirements; partially driven by leaps in technology; and partially driven by successes in private industry, centralization of logistics is the raging trend. This ER edition will review these major initiatives.

There's another transformation occurring. In addition to a major shift to centralized oversight, the Air Force is making inroads on process improvement and waste-cutting lean initiatives. At the unit level our Airmen, NCOs and junior officers are transforming, not in eureka-like transformations but in incremental innovative process improvements, that are slowly but surely improving our mission effectiveness. Point-of-use trailers, visual management, 6-S boards and many more bottom-up changes at the unit level indicating our Airmen are literally transforming the way we do our mission. Formally, under the Air Force Smart Operations for the 21st Century (AFSO 21), the Air Force is emphasizing bottom-up communication for using teams, project workouts and Rapid Improvement Events (RIE). In reality, the really good leaders are providing a climate that stimulates bottom-up innovation. Several articles in this edition review the progress of our AFSO 21 program and more importantly unit leaders who are stimulating innovation. To further promote this successful innovation, the ER Journal will display an AFSO 21 Crosstalk, where individual units will submit successful AFSO 21 events.

Our Air Force is in a state of dynamic flux. This ER edition reveals major shifts in the way our Air Force will do its business. The current transformations are more than just reorganization alphabet soup. Most, not all, of the changes will truly transform our processes. Rather than resist the process change, we must embrace the process change and advance it as part of our journey of Good to Great.

—COL DENNIS DALEY AND YOUR ER WORLDWIDE TEAM



Col Dennis Daley

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