Case Study of Warner Robins Air Logistics Center (successful reengineering of a twenty thousand employee facility)

Profile

Warner Robbins Air Logistics Center was one of five USAF logistics centers participating in the re-engineering of Air Force logistics system-wide. http://www.robins.af.mil/units

Situation

Faced with significant funding cuts and the possibility of closure, Warner Robins Air Logistics Center needed to redesign its business processes to significantly improve product and service delivery. Since the Air Force goal was to achieve dramatic rather than incremental improvements, the WR-ALC commander decided to reengineer the entire enterprise.

Solution

Intergraph Services Group (ISG) had been formed with consulting support from AMCi. AMCi also re-engineered the process of reengineering for ISG because, industry-wide at the time, 69% of all reengineering projects were considered at best disappointing.

The Re-Engineering (RE) Office at Warner Robbins ALC formed partnerships with ISG/AMCi and other consultants and academic and industry leaders. Intergraph provided program management and cost-benefit analyses – with a focus on process modeling, systems integration, and training – throughout the project life cycle. Using the approach to process re-design and implementation developed by AMCi, ISG/AMCi helped RE significantly improve wholesale operations and warfighter readiness.

Meeting with senior Air Logistic Center leadership, ISG/AMCi consultants conducted a strategy planning session to produce a clearly articulated, strongly supported strategic vision, goals, and action plan, and to establish a process engineering team. Intergraph/AMCi used IDEF tools to help the team develop an “as-is” process model.

After the team reviewed industry and government best practices, they worked with ISG/AMCi to develop a “to-be” process model that helped them refine processes in a way that is trainable, repeatable, and measurable.

Once the processes were reengineered, the final step in the process engineering approach was training the workforce to use the new processes and technologies. In addition to providing traditional classroom training, cost-effective distance learning solutions were used including; video, the World Wide Web, and other multimedia. Up to 200 trainees a day accessed the training Web site from five AFMC depots nationwide.

Benefits

The process engineering efforts at WR-ALC have resulted in an estimated 40 percent reduction in flow days for commodities and aircraft through the depot, and resulted in nearly two million dollars in savings for just two of the hundreds of contracts at WR-ALC. In the Manufacturing Branch of the Industrial Products Division, action workouts have reduced total cycle time to complete work orders for aircraft engine tubing from 46 to 24 days. Through careful process analysis, implementing the appropriate technologies, and training the workforce, WR-ALC has dramatically improved its bottom line.