



402d Electronics Maintenance Group



Installation Profile

The 402d Electronics Maintenance Group at Warner Robins Air Logistics Center, Warner Robins, Georgia provides depot level maintenance, repair, and overhaul capabilities for America's war fighting forces and foreign military allies. This responsibility includes test, repair, manufacturing, modification, calibration, certification, and engineering support to 328 airborne electronics weapon systems and associated support equipment.

We have a staff of 1,407 certified electronic mechanics, technicians, engineers, and support personnel in 80 different work centers spread across 16+ acres with an annual operating budget of approximately \$383M. The group operates and sustains 7,996 pieces of individual test equipment and 830 automatic test stations valued over \$7B in order to meet customer demands.

Mission: To provide combat ready avionics parts and services which enable our warfighter to put bombs on target! Transforming capabilities into effects!

Vision: Provide global Avionics excellence through continuous innovation.

Achievements

- Secured 4 new workload/missions in FY08 that are scheduled to begin in FY09
 - F-22 Electrical Power System
 - Large Aircraft Countermeasures
 - Flat Panel Displays
 - MUSTANG (B-52 Pylon Tester)
- Executed Air Force-level Repair Network Transformation (RNT): secured over 100K additional workload hours
- "Excellent" rating during 2008 Logistics Standardization Evaluation Team visit: produced 9 superior performers and professional teams
- Implemented Strategic Alignment & Deployment concept throughout all five squadrons
- Deployed Model Cell concept to 23 different production lines and support areas
- Built Transformation Plan of Care for three squadrons
- Accomplished 119 Lean events during FY07 & FY08: successfully closed 832 projects & Do-its for a 93% closure rate

- Produced 70,740 assets valued over \$462M in support of the Global War on Terrorism
- Implemented production takt time and manual cycle time for all 10 production flights
- Embraced Voluntary Protection Program (VPP) throughout group: established 22 safe sites to date and 15 areas assessed with 4 Bronze level and 11 Silver level sites.
- Implemented Test Equipment Database visual/management program: test equipment mission capable rate increased 12% in FY08
- Lean initiatives reduced N1 Gyro from #1 Air Force MICAP item to zero backorders in FY07
- Improved employee workspace and production areas by investing \$21M in facility upgrades
- Invested \$57M into 42 state-of-the-art Versatile Depot Avionics Testers (VDATS)—will replace 84 legacy tester and will eliminate station downtime and obsolescence/supportability issues
- Exceeded earned hours target by 410,175 hours in FY07 & 230,757 hours in FY08
- Decreased Cost of Goods Sold by 11.2% in FY07 & 9% in FY08 from original target
- Achieved .01 quality defect rate in workmanship spread over 1,593,106.7 actual hours

Awards

- 2006 Shingo Public Sector Bronze Recipient for F-15 Fighter Avionics Squadron
- 2006 Outstanding Unit Award
- 2007 General Thomas P. Gerrity Award
- 2007 Maintenance Effectiveness Award
- 2007 John Slattery Professional Achievement Award at National level
- 2007 Outstanding Unit Award
- 2008 Commander-in-Chief's Special Recognition Award for VDATS
- 2008 Ben T. Epps Award
- 2008 Outstanding Exhibit Award for VDATS, AUTOTESTCON and Department of Defense (DoD) Symposium
- 2007 & 2008 Individual and Team Awards
 - 31 Air Logistics Center Awards
 - 17 Air Force Materiel Command Awards
 - 4 Air Force level Awards

PEOPLE

A highly motivated, trained, and dedicated workforce is the foundation to our success. We partner with 10 local technical colleges and universities to train our initial workforce (Co-ops) and provide continuous learning opportunities for the remainder of our team. We have 1,120 direct personnel who are collectively trained on 10,000 maintenance control numbers and certified on over 30,000 maintenance-related tasks in order to insure 100% task coverage on all possible workload.

Procedures and systems are in place to involve employees at all levels in our AFSSO21 processes, Lean events, and VPP decisions in order to continue our journey towards operational excellence.

PROCESS

Throughout the group, integrity first, excellence in all we do, and service before self sets the standard at which we operate and focus on customer requirements. We continue to utilize AFSSO21 and Lean principles as the methodology to evaluate and improve our operations and processes. We took feedback from the 2006 Shingo visit and built a plan to improve the entire group and continue our lean journey. Our group has been using AFSSO21 for two years and Lean Principles for 10 years now. Every year our senior leadership participates in the Strategic Alignment and Deployment process to insure we're focused on the right areas necessary to meet internal and external customer goals. Our leadership involvement, employee buy-in, and daily use of AFSSO21 and Lean tools resulted in a maintenance group that is totally focused on customer needs, aligned to strategic objectives, dedicated to eliminating waste, and committed to improving people, products, and processes.

The group embedded 10 Lean facilitators into the four production and one support squadron in order to coach leadership, train employees, validate potential improvements, and sustain our transformation journey. This setup, along with biweekly Lean Board meetings, has allowed us to maintain a rhythm of 60 Lean events per year capitalizing on every tool from Rapid Improvement Events to Air Force level Standard Work events such as RE21.

PRODUCT

Our product, while centered around avionics components and systems, is as diverse as the aircraft and weapons systems in today's military inventory. We repair shop replaceable units and line replace-

able units ranging from small hand-held radios to complex Electronic Warfare Attack Pods. Our customers include the United States Army, Air Force, Marines, Navy, and 17 foreign military services. We consumed 1,641,809.7 labor hours in FY08 while sustaining a 102.9% personnel efficiency rate in spite of stringent budget cuts, fluctuations in customer demand, a four month grounding of the F-15 fleet, diminishing manufacturing sources, and parts obsolescence issues. We continue to be the DoD's Avionics Center of Excellence while sustaining avionic items built with 1950's tube technology to state-of-the-art laser and micro circuitry.

PLANT

Our maintenance and support facilities encompass 7 production/manufacturing buildings, 17 support facilities, 4 storage buildings, and 5 radar ranges spread across 16+ acres. The production areas encompass 700,000 square feet of environmentally-controlled, secure work space and includes eight safe firing laser rooms and over 17,000 square feet of clean rooms (class 10,000 to 300,000) necessary to meet the ever-changing requirements of today's combat military organizations.

PARTNERING IN COMMUNITY

In addition to support for national security, every year our people also give back to national charity groups and the local community through two major events:

- Holiday Food Drive, with an average of 5,100 cans of food donated each year during the holiday season
- Combined Federal Campaign, with an average of \$100,000 donated to support charitable organizations at the local, national, and international level

Other activities include bi-monthly American Red Cross Blood drives which collected 662 pints of blood in the past two years, Gifts for the Christmas Angel Tree, Salvation Army Kettle Drive, and annual Tot-Lot playground clean-up where the group picked up over 26 bags of trash/debris this year alone.

FOR MORE INFORMATION CONTACT

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