



New Acquisition Executive Confirmed!

The eagerly anticipated confirmation of Mr. Arthur L. Money as the new Air Force Acquisition Executive by the Congress came on Friday, 26 January 1996. Mr. Money

began his confirmation hearings back on 14 November 1995 after weeks of intense preparation. With the long wait since then finally over, Mr. Money is planning to be fully involved in acquisition activities within a very short period of time.

During the confirmation process, Mr. Money reaffirmed his strong support for the Air Force's many acquisition reform efforts. It is expected that many new efforts will be initiated in the upcoming months. Additionally, he emphasized integrity as his personal guiding principles. Welcome, Mr. Money, to the dynamic Air Force acquisition team! ❖

Re-engineering the System Program Office — Step II

By Terry Little

After the thunderous lightning storm of the last several months, I'm back with another installment on reengineering the program office: reengineering to eliminate activities that are no longer necessary or cost effective in today's acquisition environment and reengineering to reduce the size of our program offices. Last article (May), I suggested that, as a first step,

we must abandon the hierarchical relationships that have characterized historical program office/contractor interactions—abandon them and move quickly and surely to begin forging true team relationships with our contractors. This time I will try and highlight what the program office's role on that team should be.

A program office exists for one reason: "interfaces."

News From **AFAR**



Air Force Acquisition Reform

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Every systems acquisition has a host of interfaces that must come together if the acquisition is to succeed. Some are technical, design interfaces—mechanical, electrical, or logical. These are interfaces we pay the contractor to manage (though, at times we get amnesia or temporary insanity and try to do this ourselves). Other interfaces are non-techni-

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TRAINING AS A TEAM: AFA SPONSORS JOINT USAF/INDUSTRY ACQUISITION REFORM TRAINING

Fresh from the success of their Industry Round Tables, SAF/AQ and the Air Force Association recently completed three joint training sessions on acquisition reform. The 700 who attended the three sessions, approximately 75% industry and 25% government, learned about several hot acquisition reform topics and had the opportunity to ask questions from senior Air Force acquisition and industry leaders.

The training sessions, conducted at Ft Belvoir, VA on 7 December 1995, and Ft MacArthur, CA on 23 and 24 January

1996, grew out of industry comments from the four round tables that were held from August to October last year. At the round tables, industry attendees expressed concern about the lack of training—both in the government and in industry. The prevalence of that concern led to a commitment by Ms. Darleen Druyun, Acting Assistant Secretary (Acquisition), to conduct joint training on acquisition reform with industry.

The training was geared with the mixed audience in mind.

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Re-engineering the SPO *continued from page 1*

cal: interfaces with the PPBS process, interfaces with the user's requirements process, interfaces with other Government agencies and the oversight process, interfaces with the operational test community, etc. These non-technical interfaces are what the taxpayer pays us Government program office weenies to manage. In general, the program office's rightful role on the acquisition team should be to do just two things: those things that are inherently Government functions (i.e., something the Government must do) and those things that the contractor

could plausibly do but that the program office can do better, faster, or cheaper. It's not always black and white, but many of what folks have called inherent Government functions are not. Let's examine some concrete examples.

Reviewing a contractor's design to ascertain if the contractor is ready to build the system or component for test or production (i.e., CDR or PRR). Inherent Government function? Nope! Something the contractor could do but the program office can do better? Maybe, maybe not. If the review is a peer-type, second-party inde-

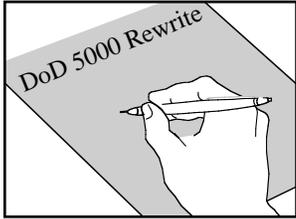
pendent review sans reviewers assigning action items or demanding "warm fuzzies" from the contractor, then it's probably added value. Otherwise it's an outdated ritual that is inconsistent with team play and a downsized workforce. Let's get those anxiety juices flowing by trying another example.

Deciding if the contractor has the appropriate managerial and technical processes in place and that his processes are under control. 'Tis neither an inherent Government function nor one that Government can do better than the contractor. The contractor should be

the determiner of "appropriateness"—not some Government techno-bureaucrat. What is an inherent Government function is evaluating the products of a contractor's processes—evaluating them for timeliness, quality, and, in the case of end items, performance. "What" versus "how"—big distinction!

Development testing. It's not an inherent Government function, though the "test mafia" might whine and moan that it is. Certainly there are some circumstances where the Government may be able to do development testing better,

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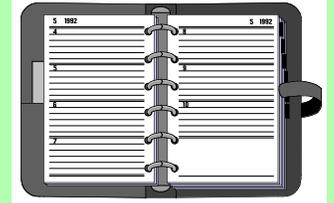
5000 Series Update

Now that the initial review of the revised DoD 5000 series acquisition documents is complete, it's time to assess the damage inflicted on the drafts by their many reviewers. Keep in mind, this was the first major rewrite of the DoD 5000 series since early 1992. It is also the first attempt to integrate the Major Defense Acquisitions Program and Major Automated Information System guidance into a single set of defense acquisition policies and instructions. That being said, let's take a quick look at the results of the initial draft review.

To complete a corporate Air Force review within OSD's very aggressive 30-day window, the Air Force established four multifunctional Integrated Product Teams (IPTs) to assess the various parts of the new DoD 5000 series. These IPTs received over 600 comments from organizations across the Air Force. They assessed each comment, resolved any conflicts, and presented their findings to Ms. Druyun, the Acting Air Force Acquisition Executive, for her concurrence. When the dust finally cleared, the Air Force had compiled 271 separate comments for the OSD 5000 series writing team to address.

Thirteen were deemed so crucial they were categorized as "Major," meaning the Air Force will not coordinate on the new 5000 series unless the concerns expressed in these comments are adequately addressed. One-hundred-eleven comments were categorized as "Significant" in that the Air Force was open to negotiating how to best address these concerns. The remaining 147 comments were found to be "Minor" in nature. Overall, OSD received 149 "Major" comments, mostly from the OSD staff agencies, and 1,183 "Significant" and 678 "Minor" comments. The OSD 5000 writing team is now in the process of assessing each of the comments received. They have already reached agreement, in principle, on the Service's "Major" issues and are now working to resolve the OSD staff agencies' "Major" comments and the 1183 "Significant" ones. I expect any further formal Service reviews to be limited to identifying "show-stopper" issues only in an effort to meet the goal of publishing the new DoD 5000 series in early February 1996. ❖

Datebook: Upcoming Events From The World of Acquisition Reform



- **The Society of Logistics Engineers (SOLE) will host the Meeting entitled Challenges of Defense Acquisition Reform: A Government and Industry Forum. Several of the topics to be included are getting on-line: how to download RFPs and respond, creating business opportunities as a result of privatization, gaining competitive advantages through strategic alliances and partnerships, and the status of specification reform. Invited speakers include: Secretary of Defense William Perry, Dr. Paul Kaminski, USD(A&T), and Mrs. Colleen Preston, DUSD(AR). The forum will be held on 1-3 April 1996, at the Doubletree Hotel, Arlington, VA. For addition information, call SOLE at (301) 459-8446.**
- **The JAST '96 Conference will be held in conjunction with the AHS 52nd Annual Forum and Technology Display. JAST '96, "Developing the Future Joint Air Strike Weapons Systems," will focus on the principal joint-Service airborne weapon systems. The conference will feature leading DoD, military, and industry speakers on JAST concept definition and design; common airframes, engines, avionics, and weapon systems; and technical presentations. The conference will be held on 5 June 1996 in Washington, D.C. For additional information, call AHS at (703) 684-6777.**

SAF/AQ Launches Interactive Age

By Bob Hanifin

The Acquisition Workforce has reached a milestone in interactions between the computer and human operator with two interactive dialogue systems now available on the SAF/AQ Web site. The systems are appropriately entitled Ask AQ and Shop Talk. Each provides the acquisition community a new way of communicating vital up-to-date information.



Ask AQ allows users to submit acquisition-related questions. Current topics include: RFP Streamlining, Source Selections, Past Performance, Downsizing, IPTs, Policy, and

SAMPs, to name a few. Since many users of this system have a specialized knowledge of acquisition policies and procedures, the forum was developed to allow anyone to post an answer to any question. Submitted questions are indexed according to subject matter and listed for all to see on the WWW. If you are reading a question and feel you have a meaningful or definitive answer, all you have to do is submit it either privately or publicly. All answers will be "held" for review by an AQ official prior to being submitted on the Web site. This means that you will not see an immediate posting of your answer (unlike the posting of a question, which is immediate). If your answer is deemed accurate, it may be included with the "official" answer provided by the process owner. Moreover, official answers to questions are provided within two business days (how's that for service?).

shop talk ShopTalk was set up much the same way as Ask AQ. ShopTalk, however, is geared more toward allowing users to express their thoughts and views about acquisition-related topics versus submitting questions and answers. Users will still be able to express their views publicly or privately, although an official response will not be provided. Hopefully, this will allow users more freedom in expressing their views. If you have any questions about either of these systems all you have to do is use it, or you can e-mail comments to grahamb@aqpo.hq.af.mil. ❖

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Keeping up with SAF/AQ and Acquisition Reform has never been easier, thanks to the World Wide Web. You can reach the SAF/AQ web-site by entering the following URL (uniform resource locator) into your favorite browser (Netscape recommended):

<http://www.safaq.hq.af.mil/safaq/>

It's that simple! Problems or questions, contact Capt Barry Graham at: grahamb@aqpo.hq.af.mil

Re-engineering the SPO continued from page 2

faster, or cheaper than the contractor. The Government may have unique test facilities that would be too expensive for the contractor to duplicate. Likewise, the Government may possess test aircraft that the contractor does not have. But this does not necessarily mean that the government should actually run the testing. Often the case is that the Government should support development testing—but "supporting" and "doing" are not synonyms! Every situation is different, but deciding how best to do development testing should not be a unilateral Government decision; rather, it should be a collaborative one between the program office and the contractor. The basic logic train for the decision is that (a) development testing is part of the design process and

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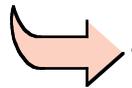
Training As A Team continued from page 2

The topics covered are of particular interest to our industry partner but are important for the government folks to understand as well. The topics covered include:

- Acquisition Reform Overview (including Cost as an Independent Variable)
- Changes in USAF Solicitations and Industry's Response
- Past Performance Changes
- Source Selection
- Military Specification and Standard Reform
- Question and Answer Panel

Industry response to the session was excellent, although the amount of detail that could be covered in a single day left many craving for more. The sessions did generate a considerable number of questions, the answers to which are being posted on the SAF/AQ World Wide Web page. The response to the training also makes it likely to be a continuing item, so look for more sessions in the future.

All of the briefing materials for the Joint USAF/Industry Acquisition Reform Training session are also available on the World Wide Web. To access them from the SAF/AQ Web page (see box on page 4), select Acquisition Reform, and then Joint USAF/Industry Acquisition Reform Training. Links to the briefing material, questions and answers, and announcements for future sessions can be found on the Roundtables page. If you have questions, the point of contact is Capt Scott Miller, SAF/AQXA, (703) 695-2785. ❖



• [Joint USAF/Industry Acquisition Reform Training](#)

NewsBits: News and events from the world of Acquisition Reform

With about a third of the fiscal year gone, we finally have an authorization bill. Late in January, the Congress passed and the President announced his intention to sign the FY 96 Authorization Act. The bill contains several acquisition reform provisions—most notably a “pilot plant” program somewhat similar to the pilot programs instituted in the Federal Acquisition Streamlining Act of 1994. It also includes a 25% cut in the size of the acquisition workforce—though the cut had been expected and planned for (a.k.a. Lightning Bolt #3).

Mr Art Money, the new Asst Secretary (Acquisition), is pressing quickly ahead. He's planning an Acquisition Reform Conference for early March. Invitees will be limited to Program Executive Officers, Mission Area Directors, Designated Acquisition Commanders, and Program Managers for the larger AF programs. Rumor has it that Mr Money will use this offsite to reinforce his support for acquisition reform, and to kick off a new round of implementation activities.

Re-engineering the SPO *continued from page 4*

(b) the contractor should be responsible for the design process and (c) therefore the contractor should do development testing unless by mutual agreement it is better, faster, or cheaper for the Government to do it.

Final example. Approving engineering changes not affecting the performance specification

or external interfaces. Clearly, clearly, clearly a responsibility that belongs with the contractor, notwithstanding a long history otherwise. It's a huge pill to swallow, especially for the Government engineering workforce,

but an essential pill if we are to downsize. When we make the contractor accountable for the design and for the cost of producing that design (cost-as-an-independent variable, remember?)

then we absolutely must give him control of that design. To do otherwise can only yield disappointment and frustration.

We cannot dramatically downsize and continue to do as we've always done. Won't work! "Less with less" means big change, not marginal change. And, big change means big leadership challenge. Can we do it? We have no choice. ❖

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Implementing Acquisition Reform

Reprinted from Robins Rev-Up Newspaper for Robins AFB

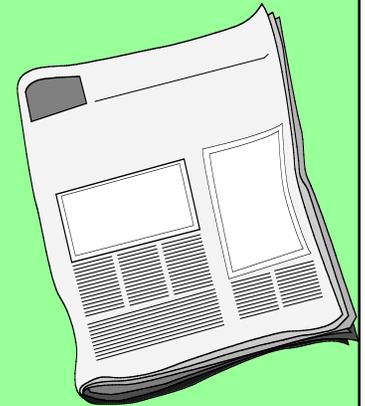
By Steve Davis

Executive Director, Warner Robins Air Logistics Center

Let's focus on Goal No. 3 of the game plan —Implement Acquisition Reform. Acquisition reform is not a new idea. After all, there have been nine major studies of the defense acquisition process—from the Hoover commission in 1949 through the Section 800 Panel Report in 1993. If acquisition

About News From AFAR

News From AFAR is produced by SAF/AQX as an informal way of disseminating important acquisition reform related information. It is an electronic publication—produced both in Adobe Acrobat format, and in a World Wide Web compatible format. The Acrobat version is sent by email to the members of our distribution list: Single Managers, DACs, PEOs, and Mission Area Directors.



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If you don't have access to the Web, check with your computer support people about getting access. If that doesn't work, just drop an email to the address below.

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Implementing Acquisition Reform *continued from page 6*

reform has been needed for these many years, then why hasn't something been done about it? Primarily because of changing leadership and conflicting agendas in Washington, D.C.

So, why do we think we can now implement reform? First of all, our administration—from the President and the Vice President to the Secretary of Defense to the Air Force Acquisition Executive—are totally committed to reform.

Secondly, there is strong Congressional support for reform. Air Force Materiel Command commander Gen. Henry Viccellio has tasked us to “be bold...get started...learn as we go.” And at home, Maj. Gen. Rondal Smith, Warner Robins Air Logistics Center commander, has embraced the concept and has created an environment in which we can implement reform.

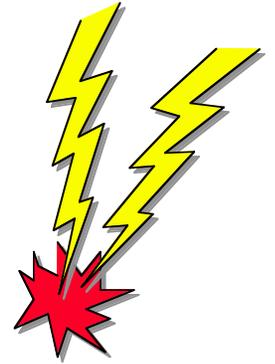
So what is acquisition reform? I can best illustrate it by describing to you one of our ongoing major acquisitions for contract depot repair in which acquisition reform is being implemented in a big way. I was briefed on the streamlined process to be used on this program and am excited about the innovative approach. Here's what excited me.

We're using an integrated team approach—that is, a joint contractor/government team that learned each other's current processes, jointly determined minimum performance requirements, and jointly developed the streamlined acquisition process to be used. Some of the features of the streamlined process are:

- No government imposed military specs or military standards—the contractor will propose how best to satisfy the requirement instead of us establishing how to do it.
- We'll release a relatively simple letter of solicitation rather than a complex request for proposal—we'll then jointly develop the contract terms and conditions.
- On line, electronic communications will be the rule, and both parties will share data bases, reducing the need to buy contractor data items.
- And, government oversight during contract performance will be reduced. All this adds up to the reduction of the contract cycle time by several months plus reduced administrative costs. But, more important, contract performance will be enhanced, meaning better weapon system support to our customer. ❖

JDAM Program Wins Acquisition Reform Awards

Reprinted from the 5 January 1996 issues of Skywriter and Eglin Eagle.



EGLIN Air Force Base, Fla. — Lightning struck twice for the Joint Direct Attack Missile Acquisition Team which won both the Air Force Association's 1995 Outstanding Achievement Award for Acquisition Reform and the Air Force Acquisition “Lightning Bolt Award.”

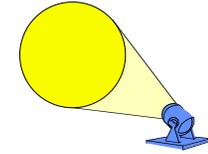
Darleen Druyun, Acting Assistant Secretary of the Air Force (Acquisition), presented the AFA award Nov. 27 in Washington, D.C.. She will fly to Eglin to present the entire JDAM team with the Air Force Acquisition Lightning Bolt Award.

JDAM is a joint Air Force/Navy program that developed an affordable, adverse weather, accurate guidance kit for 1,000- and 2,000-pound bombs. The guidance kits attach to the bomb and use controlled tail fin movement to direct the bomb to designated targets. JDAM will be carried on the B-1, B-2, B-52, F-15, F-16, F/A-18, F-22 and AV-8B aircraft.

“I feel our winning was the result of both our aggressiveness and continuing perseverance pursuing acquisition reform initiatives,” said Richard Calan, deputy director for JDAM. “But the initial motivator for us was JDAM's designation as a Defense Acquisition pilot program and the extraordinary support we received from the Undersecretary of Defense

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War Room Spotlights Reform Success Stories



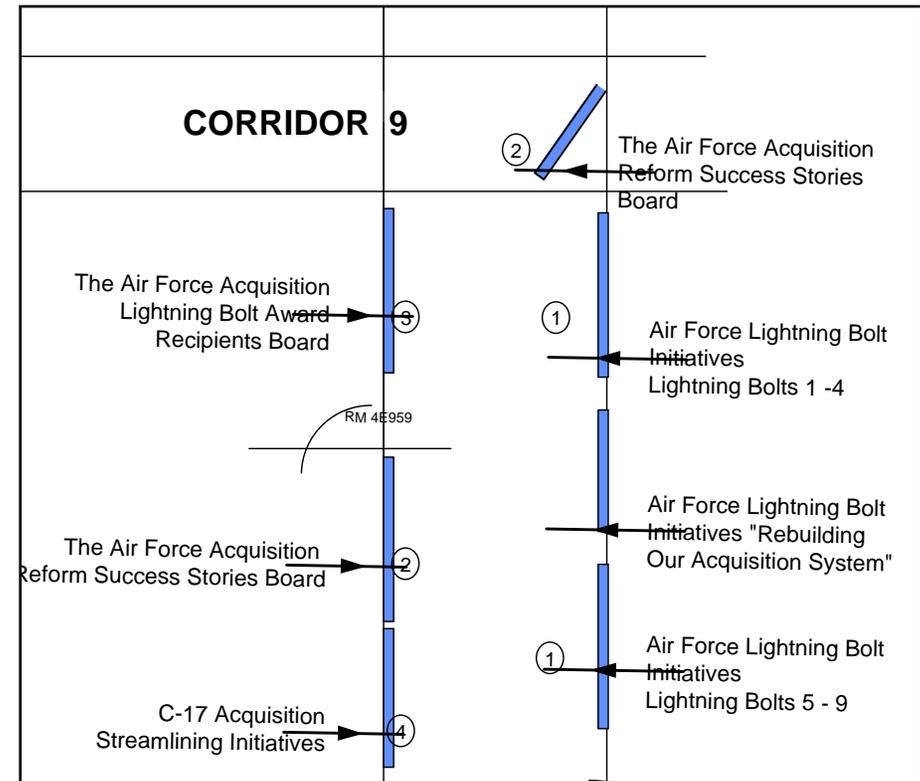
On 31 May 1995, SAF/AQ announced the Air Force Lightning Bolt Initiatives. Nine initiatives have been developed to date and are specifically designed to recognize leaders in acquisition reform. A Lightning Bolt War Room was established in November to monitor our progress in implementing acquisition reform and to communicate that progress to interested visitors. Both the SAF and CSAF have visited the War Room and found it enlightening.

The War Room features the people, programs, and metrics involved in implementing the Lightning Bolt Initiatives and consists of five areas:

1. The Lightning Bolt Initiative Board gives a short description of each Lightning Bolt, highlights some of the successes and accomplishments, and shows how we track the progress of the Initiatives.
2. The Acquisition Reform Success Stories Board gives specific examples of how Acquisition Reform has allowed programs to do their job "faster," "better," and "cheaper."
3. The Acquisition Lightning Bolt Award Recipients' Board will display those individuals or offices that win the Acquisition Lightning Bolt Award.
4. C-17 Acquisition Streamlining Initiatives Board highlights Acquisition Reform initiatives used by the C-17 Program.
5. The PEO and DAC Boards are still under construction. Once completed, these boards will show us how each PEO and DAC is implementing Acquisition Reform in their programs.

In the few months since its opening, the War Room has already generated friendly competition among programs. SPOs more clearly than ever see the benefits of highlighting their successes as they vie for their due recognition within the room.

Floor plan of War Room Boards and Offices



Located near Room 4E959, the War Room highlights progress in implementing acquisition reform. The numbers on this diagram correspond to the areas described in the accompanying article

Make sure you visit the War Room on your next trip to the Pentagon. In addition to the information displayed, equally impressive are the graphical presentations developed by Air Force Graphics. ❖

SPOs Win Air Force Honors

Reprinted from the January 1996 Skywriter.

*By Jeff Louderback
Skywriter Staff*



WRIGHT-PATTERSON AIR FORCE BASE, OHIO —Two system program offices at Wright-Patterson received recognition from Acting Assistant Secretary of the Air Force for Acquisition Darleen Druyun. In a ceremony held last month, the C-17 SPO was honored with the Air Force Organizational Excellence Award and the Exemplary Civilian Service Award. The Non-Developmental Airlift Acquisition SPO earned the Lightning Bolt Award.

Druyun planned to present the awards here, but her flight out of Washington, D.C. was canceled due to inclement weather. Gen. Henry Viccellio Jr., Air Force Materiel Command commander, presided over the event instead.

The C-17 SPO earned the laurels by “expertly managing the development, production, deployment and sustainment of the C-17 Globemaster III aircraft to meet the operational requirements of the Air Mobility Command.” The Exemplary Civilian Service Award recognizes efforts of the organization’s 225 civilian employees. “These awards give well-deserved recognition to our SPO members who have demonstrated superior performance,” said Col. Lawrence Szcur, who is head of the C-17 Weapons System Integrated Product Team. “The Organizational Excellence Award is especially difficult to win, and it’s a great accomplishment.” The award citation praised C-17 SPO members for implementing new processes and operating procedures which “dramatically improved the timeliness and quality of delivered aircraft and overall customer satisfaction.”

Designated a Department of Defense Acquisition Reform Pilot Program, the NDAA SPO received the Lightning Bolt Award for providing the Air Force with a viable alternative and supplement to the C-17. Druyun complimented the organization for acquiring a minimally-modified commercial off-the-shelf-airlifter in half the standard time with a third of the employees traditionally assigned to comparable programs. “We were one of the most progressive programs in the area of acquisition,” NDAA SPO director Dan Kugel said. “That shows she appreciates the hard work that went into meeting her objectives,” he added. “This is an honor every member of our organization is proud of.” ❖



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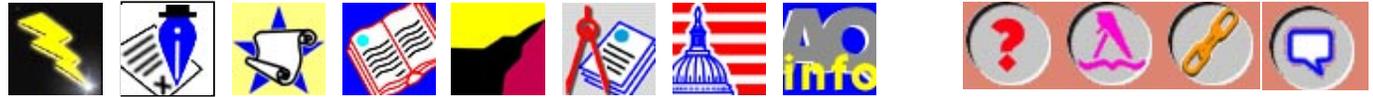
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What's On The Web?



Since its inception only 4 months ago, the amount of information available on the SAF/AQ Home Page has increased tremendously, both in terms of topics covered and sheer volume. Following is a brief summary of the different topics under each of the major subject areas.

Acquisition Reform: General information on acquisition reform centered on the Lightning Bolt Initiatives. News From AFAR and Roundtables and Roadshows. There is also a link to the Partnership Process for Electronic Warfare Acquisition.

Contracting: Issues concerning contracting and contracting actions. Also provides the FAR/DFARS and AFFARS documents along with other relevant information.

Acquisition Workforce Info: Acquisition workforce information from the Director of Acquisition Career Management. Provides up-to-date info on important issues in career development such as training, scholarships, rotation policies, certifications, and waivers.

Acquisition Policy: Includes DoD 5000 series rewrite acquisition policy review team results. Coming soon will be information on Air Force Acquisition Policies, AF Directives and Instructions and information on reinventing the AFSARC.

Program Information: Programmatic information concerning Earned Value Policy Implementation and Single Acquisition Management Plans (SAMP) guidance.

Engineering, Industrial, and Environmental Policy: This section is still under development; information will soon be

available on the Air Forces' Standard Improvement Program, Industrial Resources, and Weapon System Pollution Prevention.

Budget & Congressional Info: Congressional updates and budget tracks (.mil and .gov domains only). Also provides access to numerous other sources of Congressional data.

SAF/AQ Information: Biographies on SAF/AQ's leadership, the official organizational chart, and the SAF/AQ mission statement.

Ask AQ: You can submit acquisition-related questions to knowledgeable acquisition professionals. An Air Force response will be provided within 2 business days.

Search: Search allows you to find a particular topic or document within the SAF/AQ Web site simply by typing in a keyword or phrase.

Web Links: Links to neighboring organizations, other government and military agencies, DefenseLink and other institutions.

Shop Talk: Government and Industry users alike can share ideas and comments concerning new policies, the latest initiatives, or any other issues concerning the acquisition of systems and/or equipment.

We hope these topic areas cover the needs of the acquisition community. If you have any ideas for other important topics that should be included, send your thoughts to grahamb@aqpo.hq.af.mil. ❖

The following notes summarize the AIAA Conference on Acquisition Reform: Progress and Prospects, held 12-13 December 1995 at the Hyatt Regency in Reston, Virginia.

Dr. Paul Kaminski opened the conference by highlighting some accomplishments of the past year:

- Obtained a great deal of legislative and regulatory relief. Still working financial relief for PMs via additional reprogramming authority.
- Deleted MILSPECs. Particularly cited JDAM for using no MILSPECs and, as a result, lowered unit cost. Next phase will be the block change program announced on 8 December.
- Cultural changes resulting in reengineering process cycle times. Cited 23 scheduled DABs, but only held 7, and, the average time for an ADM to be issued after a review has been reduced from 23 to 1.5 days.
- Revision of the 5000 series.

Dr. Kaminski introduced the CEO panel (Dan Tellep, Lockheed Martin; Dan Bannister, DYNCORP; Harry Stonecipher, McDonnell Douglas; Kent Kresa, Northrop Grumman; and Robert Beyster, SAIC), who addressed key issues of acquisition reform:

- On the issue of MILSPECs versus commercial standards, industry still senses a degree of nonconformity among the Services.
- It is felt that the real ability to reduce developmental cycle times is controlled by Congress through reprogramming actions.
- Need training, and must publicize acquisition reform success stories.
- Evaluation of past performance during the selection

process is important but is inconsistently applied. Industry needs to know the criteria.

- To decrease the number of protests, better debriefings are key. The Army Materiel Command has a debriefing handbook. It is essential that a business know why it lost. It was also noted that during a commercial transaction, no protests are allowed; a losing company only receives a debriefing. (The obvious contradiction here was also noted: Industry wants the government to implement commercial practices, yet they also want to be able to protest selection decisions.)
- The industry leaders warned that the government must be careful with performance-based RFPs. If they are not properly written, there could be a large number of protests.

Dr. Kaminski closed by expressing his desire for improved trust and teamwork.

Ms. Colleen Preston opened the afternoon session by highlighting several of the FAR reform actions:

- Raising the small purchase threshold.
- Simplifying procedures for acquiring commercial items.
- Procuring military items using commercial practices.

Ms. Preston stressed the following points:

- Reduced oversight has never been a direct goal of acquisition reform. Rather, it is a byproduct of making oversight more effective.
- OSD is developing rules to codify best value decisions. All decisions, however, are best value choices. It sometimes happens that the best value is the cheapest item.

In regard to performance evaluations:

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- Nobody is doing it electronically.
- The evaluations are needed for source selection and risk mitigation.
- The evaluations must be done carefully so we don't get a protest every evaluation.
- Metrics are needed to show Congress that acquisition reform is working.

Following Ms. Preston's presentation, the Service acquisition executives conducted a panel discussion concerning principal elements of each Service's reform initiatives and implementation. Ms. Druyun could not attend, and Lt Gen Muellner outlined the Lightning Bolt Initiatives and discussed some areas which need to be addressed within the acquisition reform area:

- There have not been many successes within the logistics area. This needs to be fixed and the successes highlighted.
- Past performance and product liability must be incorporated into the acquisition process.
- The acquisition reforms which have been implemented to date have not been applied uniformly. While this problem exists primarily between services, it is also true to a lesser degree within the Air Force.
- Training must continue to be given within the military so the Air Force fully and consistently applies the reform measures and to industry so they clearly understand how the new process works.

Lt Gen Muellner ended his presentation by stressing that acquisition reform has been institutionalized and is here to stay.

During the question and answer period, Mr. Decker and Lt Gen Muellner addressed what can be done to ensure program stability:

- The new Congress is leaning toward multi-year contracts.
- The need to develop the mindset that if a program is approved, funded, has a high priority, and is going well, don't tamper with it.
- Have PMs tell the real story of what happens to a program when it is reprogrammed. ❖

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for Acquisition, Dr. Paul Kaminski."

Druyun announced the Lightning Bolt Initiatives at a conference of Air Force managers in May. The initiatives are designed to streamline organizations, develop superior acquisition strategies, focus attention on risk management vs risk avoidance, and encourage the use of teaming as an acquisition work force multiplier. They also help streamline acquisitions by giving the contractor more freedom to design and build the system. JDAM, as one of the Department of Defense Acquisition Streamlining pilot projects, is leading the way in their implementation.

The JDAM team's successes haven't slowed the members as they continue meeting a demanding schedule for the guidance kit.

"Being one of the leaders in acquisition reform has not been an easy task for our people," said Calano. "When you break down traditional barriers, you are sometimes perceived as a non-team player, but receiving awards like these gives us confidence that indeed the system does want to reform."

"It encourages us to continue to be proactive in seeking new ways to do business." ❖