



SAF/AQ Adopts Vision Statement

SAF/AQ recently adopted a new vision statement for the Pentagon acquisition staff. The “SAF/AQ Vision for the Year 2000” was developed at a management off-site meeting in late June by the SAF/AQ Mission Area Directors, Deputy Assistant Secretaries, and Program Executive Officers. The SAF/AQ vision (see box) focuses on a lean, well-trained, cooperative acquisition staff. The goals and objectives being developed to accompany the vision stress the need for staff Integrated Process Teams, innovative strategies, and elimination of non-value added activities. ♦

SAF/AQ Vision for the Year 2000

A well-trained team of professionals leading a lean, agile, innovative acquisition community to rapidly equip America’s warfighters with effective and affordable combat systems.

Propelling Acquisition into the 21st Century

By Myrna-Lynne Whitney

In the aftermath of the eight “Lightning Bolts,” more changes are now in the works. At the off-site Acquisition Management Workshop, held 26-27 June, Mrs Darleen Druyun and other senior Air Force leaders started the strategic planning process to restructure SAF/AQ and ultimately Air Force acquisition for the 21st Century. They realize that although radical changes are necessary, these changes must be planned and the people and careers involved considered; therefore, revolutionary changes are not

going to happen overnight--BUT, they will happen. One outcome of the Workshop was the creation of an Integrated Process Team (IPT) Pilot Project. Brig Gen John Hawley, Director of Fighter, Weapons, Command and Control and Missile Defense Programs for SAF/AQ, will lead the planning for the project. He believes that product support IPTs are a way to increase staff efficiency without drastically changing the formal organization. He emphasized that these IPTs are to improve and expedite the acquisition *process*, not an “attempt to manage programs from ➤

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Brigadier General John Hawley

*21st Century
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Washington.”

The IPT Pilot Project will comprise about 10 action officers from the JSTARS and AWACS programs. Gen Hawley said that the plan is to move this small cadre to Rosslyn by August and run the test program through May 96. He feels that having individuals, from across the Pentagon

staff, working together in one location will increase their efficiency and expedite the coordination process. Also, SAF/AQ will get a better idea of what it will be able to accomplish in the future with fewer people.

“One advantage to implementing the IPT Pilot Project quickly and moving them is that they are forced to improve electronic connectivity and go paperless,” Gen Hawley said. An extra benefit, he contends, is that these test, off-site IPTs will enable AQ to determine what is involved with functioning outside of the Pentagon, which will give it a better understanding of the potential difficulties when many in AQ move to Rosslyn next year.

According to Gen Hawley, the second benefit in expeditiously establishing the Pilot Project is to allow them to work the last half of the FY 97 budget cycle. He thinks that the Pilot Project will help streamline the resource justification documentation in the budgeting process. Undoubtedly, this in itself would be a boon to the acquisition process.

Gen Hawley believes that as the IPT members per-

form their functional duties they will uncover the areas where organizational efforts overlap or are duplicated. He also maintains that the Pilot Project will help eliminate excessive quality control of staff work. He emphasized that “key to the success of the IPT process is that the individuals have the authority to speak for their organizations.” He acknowledged that “there will be times when the team member may need to confirm a position with the parent organization, but essentially they should feel comfortable in making the decisions.”

Besides forming the IPT Pilot Project Plan, the Workshop members considered ideas to improve SAF/AQ and the acquisition execution chain of command. They also

***... although radical changes are necessary,
[they] must be planned and the people and
careers involved considered ...***

drafted visions, goals, and objectives for SAF/AQ and Air Force Acquisition for the Year 2000. To include the Acquisition Workforce in the planning process, Mrs. Druyun asked that they comment on the visions, goals, and objectives.

Gen Hawley thinks the AQ management off-site accomplished a lot and is off to a good start in the strategic planning process. “Self-examination--determining who we are and what our REAL jobs are--is important,” he contended. He acknowledged that to succeed in restructuring both the acquisition process and the organization that the visions, goals, and objectives are just the beginning. “Concrete results and definite actions are needed to make this real and make it happen,” Gen Hawley commented. He added that the PEO/MAD Roundtable forum will be the mechanism to continue with the Acquisition strategic planning process. “We have to change our processes and do less with less--we have no choice.” ♦

News From AFAR is produced by SAF/AQX as an informal way of disseminating important acquisition reform related information. It is only useful if it meets your needs.

If you would like to contribute material, submit questions, or you have comments on

the Newsletter, please contact the editor:

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NewsBits: News and events from the world of Acquisition Reform

★ The big news is the personnel changes at SAF/AQ. Gen Richard Hawley got his fourth star, and has departed to command USAFE. Maj Gen George Muellner has been selected as his replacement and will get a third star. Meanwhile, Mrs Darleen Druyun, who has been the Acting Assistant Secretary, says she expects the Clinton administration to nominate a new Assistant Secretary by Fall.

★ The Pentagon has got IPT fever. The memos and plans have been flowing all over the building since IPTs got the thumbs up from Sec Perry. Now, acquisition boss Dr Paul Kaminski has called a 20 Jul 95 “all hands” meeting on IPTs to try to ensure the Department implements IPTs correctly.

★ Mrs Druyun is leaving no stone unturned to make sure everyone hears about the Lightning Bolt initiatives. She has scheduled AFA-sponsored roundtables around the country to share thoughts and ideas with our industry partners. She has also scheduled a follow-up to the Acquisition Renaissance Workshop in Sep.

★ The first of the PEO Acquisition Reform Implementation Reviews (LB #8) will take place in early September. Mr Harry Schulte, PEO for Conventional Strike, will be first out of the chute, followed shortly by Maj Gen James Childress, PEO for Tactical and Airlift.

Earned Value: Exploding Some Myths

By Maj Chris Pele

I first used earned value in 1986 as the business manager for the GPS User Equipment Program (one of those career-broadening assignments for aspiring, young program managers). Before that, my only encounter with earned value, or its more intimidating name, Cost/Schedule Control System (C/SCS), was sleeping through the same AFIT and DSMC courses many of you have. Today, as the Air Force Defense Acquisition Executive Summary (DAES) focal point, I have again become involved with earned value after a 6-year hiatus.

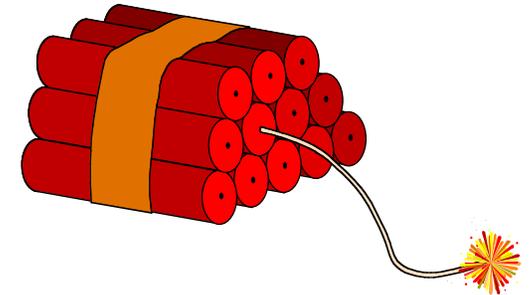
Twenty-five years ago, C/SCS was conceived to provide the Government with a way to evaluate cost, technical, and

If you are talking about . . . 8, 10, or 20% variances, the CPR shouldn't tell you anything you don't already know (if it does, you may want to think about career alternatives).

schedule performance. Recently, the Air Force has taken steps to revitalize the use of C/SCS as a program management tool.

That's right, a program management tool—not a financial management tool.

As co-chair of a recent Performance Management Process Action Team (PAT),



I gained insight into how earned value is used by program managers (PMs). Their overall assessment was that earned value is a financial management tool used by “bean counters.” The primary use of earned value is to evaluate the contractor's estimate at completion (EAC) and to ensure there are adequate funds to cover the Government's liability. Obstacles to a wider use of earned value are the thickness and timeliness of the monthly reports and the perception of it as a black art to interpret the “snake charts.”

There are a number of “bright spots” (probably from a lightning bolt strike) in the Air Force, most notably the F-22, C-17 and MILSTAR programs. They have real-time access to the contractor's database and most current earned value ➤



data. Also, both programs' Integrated Product Teams (IPTs) evaluate and brief the contractor's data to the PM.

Another encouraging sign appears in the Wind Corrected Munitions Dispenser program. During source selection, they spent a significant amount of time examining the offeror's technical understanding of the effort. In essence, they initiated the Integrated Baseline Review (IBR).

In this era of reform and downsizing, traditional CS reviews need to be held to a minimum. However, performing an IBR is an absolute must. A good technical baseline understood by both the contractor and the Government is essential—of course, the program office and the contractor always agree! If you ever get the opportunity to participate in an IBR, take it. Nothing beats the

experience for gaining an understanding of the power of the earned value management tool.

Many of the PAT's recommendations can be implemented right now within the existing guidance. For example, if the Cost Performance Report is too thick, take a look at your contract. Have you

experience has shown that once the gap ... approaches \$40 million, ... you are in danger of a claim ... bankruptcy, or default—none of which are healthy ...

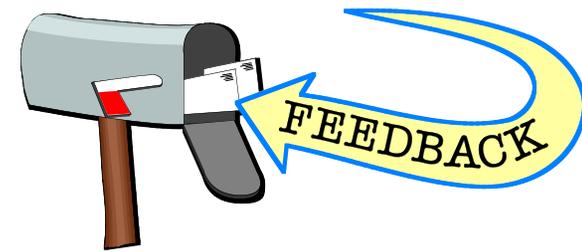
asked for the “standard” variance analysis requirement of plus or minus 10% or \$500? If so, *tailor* it. Written variance analysis should be limited to levels and cost accounts that are critical to the program, probably not more than 10 to 15%. What is the Work

Breakdown Structure reporting level? Generally, it should be at Level 3 or above. Reporting below Level 3 should be used only on the riskiest parts of the contract.

After reviewing a year of DAES reports, I have noticed a number of myths that appear to be culturally ingrained. Despite some popular misconceptions, there is no black art involved in interpreting earned value data. All that is required is a basic understanding of how the system works. I would like to take this opportunity to debunk some of these myths.

Myth #1. The CPR doesn't tell me anything I don't already know.

As with all good mythology (or good lies), this myth contains at least 80% truth. If you are talking about problems when they get to be 8, 10, or 20% variances, the CPR shouldn't tell you anything you don't already ➤



How can you cut 50% from all of the SPOs? If you do, where do all of the people go?

Hold on, now! Pink slips are not imminent! Don't expect ALL SPOs to be cut by 50% within the next week. What you can expect is a planned reduction in SPO size over a period of several years. In many of the large SPOs, we're going to have to change the way we do things (i.e. get out of the system integration business). Second, many of the “basket” SPOs will be evaluated carefully to see how much, if any, they can be reduced. Finally, remember that this is just implementation of personnel cuts which already have been approved, or are being contemplated by the Congress. The Lightning Bolts are a planned reaction to the environment—we're going to get smaller, so we might as well do it the right way.

Why can't you put News From AFAR in MS Word 6.0? Isn't it the Air Force standard?

First, word processing packages cannot support the type of layout that we use in News From AFAR. If I used Word, the newsletter would inevitably look far more . . . well, BLAH. Second, I'm not sure the Air Force has a standard format for word processors—many of the people in the Pentagon use Word 2.0 or Wordperfect 5.1. Although I know there are still some problems with Adobe Acrobat, (people with 386s, installation, etc) I will be glad to help anyone with their problems. Also, newer, better computers are sure to be just around the corner. Hang in there! ◆

Myths continued from page 4

know (if it does, you may want to think about career alternatives). The value of the CPR as a diagnostic tool is in looking at the 2 and 5% variances. For example, if you have a small variance caused by late parts delivery, what do you do? Call up and ask. Your response (and career prospects) depend on whether the parts are late because the subcontractor's plant exploded or because they were lost in transit.

Myth #2. The contractor will recover by improving his efficiency, and no impact to the program is anticipated.

This one is wrong for several reasons. First, research has shown that after about 10 to 15% contract completion, the contractor's cost efficiency does not vary by more than 10%. Second, schedule variance at completion is always zero because the work is completed. So, of course, the contractor is

always going to "recover." Third, at the root of almost any variance is a technical problem. Unless the technical problem has been resolved, the contractor's efficiency is not going to improve. That is one

you should focus on identifying the root cause of the variance and working the issue to resolution with the contractor.

strength of C/SCS: it ties technical, cost, and schedule performance together.

Myth #3. Even though the current EAC exceeds the Government's liability, there is no impact to the program because we are funded to ceiling.

This is one of my personal favorites, and it could not be more wrong. Our experience has shown that once the gap between the

Government's liability and the EAC approaches \$40 million, start looking over your shoulder. At that point, you are in danger of a claim for equitable adjustment, bankruptcy, or default—none of which is healthy for you or your program.

I would like to leave you with a final thought. Many PMs and IPT members get hung up on "the numbers." Don't! The fatal trap most fall into is explaining why the numbers are wrong and how the program is not in as bad shape as it appears. The power of the C/SCS system is that it allows you to focus on exactly what cost accounts or summary levels are causing the variance. As PMs and IPT members, you should focus on identifying the root cause of the variance and working the issue to resolution with the contractor. ♦



Lightning Bolts Star at Acquisition Renaissance Workshop

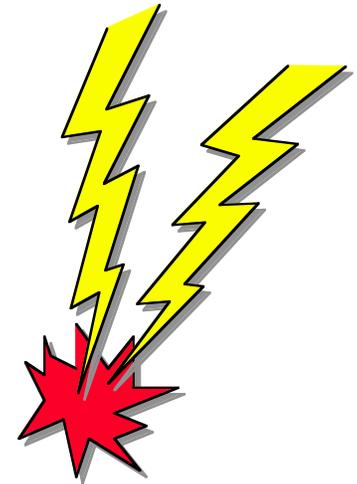
By Maj Kim Hurd

SAF/AQ initiated the Acquisition Renaissance by announcing the "Air Force Acquisition Lightning Bolt Initiatives" on 31 May 95, and hosting a series of Acquisition Renaissance Workshops. The purpose of the Workshops is to have senior management "roll up their sleeves" and evaluate selected processes/issues and develop

alternatives/resolutions pertinent to the Lightning Bolts.

The first Workshop, held 11-13 June 1995, brought together the Air Force PEOs, selected Single Managers (SMs), and some AQ staff to discuss specific lightning bolts. This group worked on centralized RFP support team (#1), acquisition strategy panel (ASP) (#2), SPO manpower downsizing (#3), enhancing past performance (#6), and developing a single acquisition management plan (SAMP) (#7). The workshop format consisted of three parts: briefings by Single Managers, who had experience in the Lightning Bolt area; small-group workshops; and a final outbrief by each small-group workshop leader.

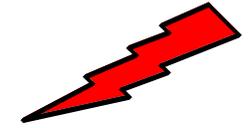
The briefings included Col Weston on the Space Based Infrared System (SBIRS) RFP development and SAMP development; Mr. Little on how JDAM instituted insight versus oversight with a "rolling downselect" process in



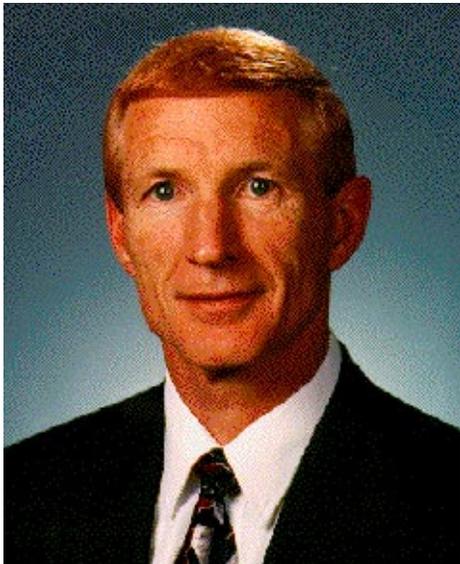
► See *Acquisition Renaissance Workshop*, page 9

Lightning Bolt Update: Bolt Number One--RFP Support Team

An Interview with Bob Lach, RFP Support Team Leader



The first of Mrs Druyun's Lightning Bolt Initiatives was to establish an RFP Support Team to help embed acquisition reform throughout the acquisition community. In June, she named Mr Bob Lach, formerly the HQ AFMC/DR Deputy, to head up the team. In this interview, conducted on 28 Jun 95, he gives an update on the status of the team, and its plans for implementing Lightning Bolt #1.



Mr Bob Lach, RFP Support Team Leader

AFAR: Since Mrs. Druyun announced the Lightning Bolt initiatives, there has been a lot of skepticism about what and how quickly things would happen. What's been going on with the RFP Support Team, and what progress have you made?

Lach: Well, obviously there's a chief and a deputy, Lt Col John Rolsen. We also have some people out of HQ AFMC/DR helping us do some initial leg work, and we have some DP and CE folks helping us as well. We now have a facility, and our computers are currently being installed—we'll be set up and fully capable within the first week of July. Mrs. Druyun requested HQ AFMC/CV identify people to form an initial cadre of about 19 people; they'll be Level 3 people from all acquisition disciplines, really experienced hard chargers. I expect them to show up sometime during the second week of July. We will begin initial cadre training the following week. Then, we'll need to finalize the CONOPS and develop some guides, tools, and templates. Finally, working with the center teams, we'll finalize our basic

workload priority scheme and be in a position to do some work in the early August timeframe. So, I'm optimistic, guardedly optimistic, that we'll meet our 1 August standup date.

What activities do you expect to focus on in your early days?

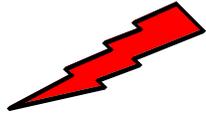
We must do a couple of things immediately. One is to come to grips with how we are going to perform this service. To answer that question, we really need to come up with a process and techniques so that when we show up, on day one at the program office to assist them, we are able to congeal down the nuggets of what acquisition reform is relative to their program and their phase and whatever product journey they're about to embark upon. Next, we've got to distill the best practices out of our pilot and lead programs and meet face to face with the Army since they are considerably ahead of us in using a

centralized team. I think priority number one is to figure out the nuts and bolts of what we are going to do.

You mentioned an initial cadre of 19 members. How much bigger do you expect to get?

My strategy—it's in the formative stage and hasn't been approved yet—envision a core group based and housed at Wright-Patt and then a center augmentation strategy. Each center will provide additional people to provide the full capability, kind of like the guard and reserve. They would be journeymen in their respective acquisition disciplines. We would bring the augmentees to Wright-Patt, do some team building, educate them, and then, when we are ready to work with the center, we'll bring them back to do some pre-planning. Then, they would go back to their center and be a part of the centralized team. They would support program offices at their center, but when they aren't

To be effective, we've got to distill the best practices out of our pilot and lead programs . . .



engaged in RFP support activities, they could return to their normal duties. That way, we can minimize the resource impact to the centers and still have dedicated people, in terms of priority, to the centralized team. Once we have them fully trained, I would hope that at some point we'd identify a replacement and then OJT the new person. That would permit us to spread the word more and minimize the impact to the centers. This lets us expand the number of people who in fact get the word, and we still get the job done.

To what extent are you going to be participants in the RFP development versus reviewers?

It is not a review, approval, or inspection queue. I mean, it's a big equals sign with a line through it. We're going to come into the SPO and provide some insights and assist them in preparing those products. We'll stay with the SPO throughout the review process, both to assist and to be an advo-

It is not a review, approval, or inspection queue. I mean, it's a big equal sign with a line through it.

cate. One thing we're going to have that no one else will have is tentacles into every single program activity. If [a program] is a little bit different, but it makes sense, [the SPO] will enjoy the heck out of having us being able to articulate that—we're the objective individuals and we have the centralized knowledge. So, we can provide not only a "how to" and a "doing" function, but also the advocacy function. I'm hoping that after having a dose of us, they will be a lot more pleased than they were initially—assuming we were just another review. There will be no new reviews—we'll just participate in the existing ones that

are a part of normal SPO business. We will have the most current information available, not only on each reform initiative, but also on how to implement them. So, I am hoping that we really do reduce the rework and repair that SPOs could be faced with in a changing environment. Hopefully we'll be a labor-

saving device and an important part of their team.

AFMC is also doing Roadshow II training on acquisition reform. Are these efforts complementary?

They are certainly complementary. If I had to describe the difference, Roadshow II is probably

coming in at a WBS level 2 or 3 while the SPO has to operate at a WBS 4 or 5 level. We have to be able to drive down to the bottom and say "here are the factors you need to consider for your program, and this is what you might want your SOW to say." We have to deal with the "how to's" for a particular program. That's a much lower level of detail than Roadshow II can target.

The RFP Support Team is only supposed to last for 2 years. How would you break it up into life cycle phases?

The only thing that comes to mind is a normal product life cycle:

birth, growth, maturity, and decline. The birth part is forming the initial cadre and putting together the CONOPS. If that occurs during the July timeframe, I would hope by August the initial cadre is starting to do some work, while the augmentation scheme is starting to spool up. When the full cadre is put together and actually doing work, I would argue we have reached growth. Then, once we've gone out and done this a number of times, at different centers, and we know what works and what doesn't—what knocks balls out of the park—then, we've reached maturity. I would hope that we'll achieve maturity by this fall or winter. At that point, we'll try to set up something tantamount to a certification program—centers that have met the exit criteria and

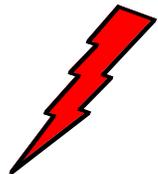
have demonstrated that they know what they're doing would no longer require a centralized support team. That would be the way we would

begin to unhook. . . .

So after you get into the maturity phase, you are going to focus on deploying the capability? ➤



Lightning Bolt Update



Lach Interview continued from page 7

Yes. After we've broken the code—and let's face it, until we've done some programs we only have theory—but after we have a pretty good handle on it and are in the 80-90 percent solution bracket, then I think we can really zero in on spooling the people up. Since they are going to be augmenting us, we'll know if they really know what's cooking. Then we can determine when a center and its team are fully capable of sustaining their only requirements. They may in turn have their own augmentation scheme. So this is how I think we'll unhook. My expectation would be that by the end of a year we'll have nailed this thing and have a good feel for what to do. Then we can begin unhooking and start to spool down to essentially zero by the end of '97.

What kind of feedback have you been getting?

Indirect feedback from the uninformed is “gosh, this looks like another review.” You and I both know how you would react to that (another review). So, I think there's a lot of anxiety born out of ignorance—once we've laid out the CONOPS and talked to the DACs, PEOs, and single managers, I think we can allay a lot of the fears. And once we demonstrate that we're not just talk—we're do—then I think people are going to realize that this is something that they actually want, not something they are stuck with.

Any other message to our readers?

Only that if they're level 3 certified in their specialty, field grade or civilian equivalent, and they are interested in making a difference, they may want to tell their leadership they would like to be a member of our team. ♦

Roadshow II is Ready To Go

*By Capt Karen Castillo,
HQ AFMC/DRI*

A crowd of over 50 select acquisition professionals listened intently as Lt Gen Richard “Dick” Hawley kicked off the second Roadshow II “Train the Trainers” session in Fairfax, Virginia, on 19 Jun 95. It was both an ending and a beginning. For Hawley, it was a swan song—he has been nominated for his fourth star and will depart soon to be the Commander of USAFE. But it was the



What we hope to accomplish is to provide weapon systems to the warfighter faster and cheaper than we have in the past—when you get right down to it, that's what acquisition reform is all about.

beginning of 5 days of intense acquisition reform training for the audience.

Hawley stressed the important role of the Roadshow II trainers in helping AFMC implement acquisition reform. “What we hope to accomplish is to provide weapon systems to the warfighter faster and cheaper than we have in the past—when you get right down to it, that's what acquisition reform is all about. You are key to helping us do that!”

During the training, the Roadshow II trainers

learned about streamlining RFPs, best value acquisition strategies, and other acquisition reform initiatives. They also had the opportunity to hear Deputy Undersecretary of Defense (Acquisition Reform), Mrs Colleen Preston, speak about the important accomplishments throughout the Department during a luncheon on the second day of training. The session was the second of three designed to train Roadshow II trainers, who will, in turn, train the workforce at their home center or lab. The third ►

Roadshow II continued from page 8

session is scheduled for August.

With the completion of the training sessions, preparation for the kickoff of Roadshow II is nearly complete. In early June, senior AFMC leaders reviewed the training materials, and training packages were shipped in mid-July to the centers and labs. A Roadshow II Integrated Product Team (IPT) composed of members of HQ AFMC/DR, PK, EN, DO, ST, DP, FM, AFIT, SAF/AQ, and the U.S. Army Materiel Command completed the monumental effort of setting up the Command-wide program.

Now, with Roadshow II training opportunities opening up soon throughout the Command, IPT leader Maj Keith Yockey believes it is vital for everyone to know their center or lab Roadshow II focal point. These focal points are responsible for scheduling and conducting the tailored training sessions at each AFMC location. Call them to find out about the Roadshow II experience. ♦

Roadshow II Center Focal Points

Mr. David Stocking	AFFTC/PKB	(805) 277-3900, x2203
Ms. Robin Grollmus	ASC/AZ	(513) 255-6667
Lt Col Dave Genovese	ESC/AR	(617) 377-8382
Capt Kenneth Delano	HSC/YAEH	(210) 536-4090
Ms. Deborah Talley	OC-ALC/FMIRA	(405) 736-2553
Ms. Kathy Manning	OO-ALC/FM	(801) 777-5691
Ms. Francie McBee	SA-ALC/DPE	(210) 925-1197
Mr. Sturgis Wade	SM-ALC/FM	(916) 643-1280/81
Lt Col Ken Glastetter	SMC/PLOM	(213) 363-3226
Col Ted Karoglou	WR-ALC/FM	(912) 926-2519
Mr. Alvin Simmons	AEDC	(615) 454-7537
Mr. Dave Lambert	AFDTC/PK	(904) 882-9403

Acquisition Renaissance Workshop

Continued from page 5

their RFP and JDAM's organizational concept; Maj Gen Drewes (AQC) on evaluating performance-based proposals; Col Wiedemer on the GPS organizational concept; and, finally, Brig Gen Kwiatkowski on MILSTAR's reform and downsizing initiatives.

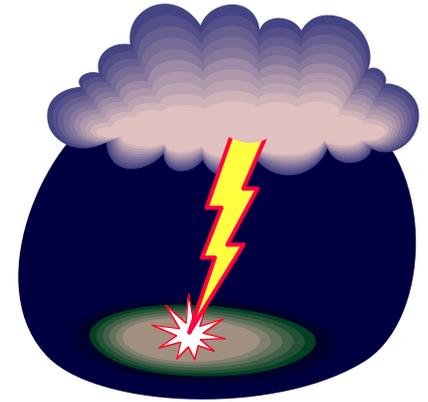
The most important part of the Workshop was the small-group sessions focusing on particular Lightning Bolts. Each group was given a specific objective that supported the overall implementation of the Lightning Bolt they were considering. Their findings will be directly incorporated into detailed implementation plans for the bolts.

The RFP support team (#1) group's objective was to develop the concept of operations for a centralized RFP support organization. The basic concept is *not to inspect* and *no rework*. This will be accomplished by providing timely training/education and assistance to SPOs, helping SPOs produce their products from the onset, developing center expertise, and accomplishing all of this at the SPO's location. The team will have a

cross-section of experienced functional and program management personnel. They will work extensively with the established center organizations. Tentative IOC for organization is Aug 95. Mr Bob Lach, formerly deputy AFMC/DR, is the team lead.

The ASP (#2) group's objective was to fine tune the Integrated Acquisition Strategy Panel process. The concept is to establish a permanent body of experts covering the range of functions and staff organizations to help advise program managers on their acquisition approaches. The RFP Support Office will establish a process action team to hammer out the details using AFMCP 800-7 as a starting point.

The issue of SPO manning (#3) had two groups: one that addressed new programs, and the other mature programs. Their objective was to develop basic tenets (guides) for SPO sizing (not a numeric model). The ➤



new programs group identified 14 tenets. The most important ones were to understand core tasks to accomplish the program, delegate Total System Performance Responsibility (TSPR) to the contractor, tailor your contract strategy with manpower constraints in mind, and minimize Government reviews and approvals. The mature programs group identified many of the same tenets, but the differences were: to take control of your existing processes, divest the SPO of its prime integrator role, inject more commercial products into the system, and reduce the number of contracts and contract actions.

The group responsible for past performance (#6) was tasked to develop new Contractor Performance Assessment Report (CPAR) standards. The main deficiency in the CPAR is no identification of potential: Could this contractor perform on its next contract? The recommendations were to have SAF/AQ issue a letter directing the PMs and PEOs to prepare CPARs with future source selection in mind, modify the CPAR form to emphasize source selection information and add an overall rating scale, expand the

Performance Risk Assessment Group charter to include past performance evaluation including prior non-AF work, and evaluate the need for an annual third party assessment to supplement or replace the CPAR.

The SAMP (#7) group was to refine the concept and contents of the document. The SAMP is the single overarching plan, developed by the stakeholders, to provide a roadmap for management and execution of the program. The objectives of the SAMP are to subsume numerous documents,

reach a 50-page goal, be the only program document requiring HQ approval, gain and maintain stakeholder buy-in, be both a milestone decision and program management document, and reduce program approval cycle time.

The small-group workshops ended with unanimous agreement on each of the recommendations and a mandate to incorporate each one into the appropriate Lightning Bolt implementation plan.

The second Workshop in the Acquisition Renaissance series will be held 26-28 Jul 95 and will include the DACs, selected SMs, and some SAF/AQ staff. ♦

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Lightning Bolt Leaders		
RFPSO	Mr. Lynskey	SAF/AQCS
ASP	LtC Waeber	SAF/AQCS
SPO Sizing	LtC Harrington	SAF/AQXA
Cancel Regs	LtC Syckes	SAF/AQXA
AFSARC/IPT	Ms. Brewer	SAF/AQXA
Past Perform	Ms. Rider	SAF/AQCO
SAMP	Maj Pelc	SAF/AQXA
AR Metrics	Maj Pelc	SAF/AQXA

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NRO Offers Acquisition Streamlining Opportunities

Recently Acknowledged Organization Seeks Outstanding Acquisition Officers

By Mrs Darleen Druyun, Acting Asst Secretary (Acquisition). Brigadier General Donald Walker is Director, Space Systems Acquisition, National Reconnaissance Office (NRO)

Recently, General Walker and I discussed the unique opportunity that an NRO assignment affords military and civilian personnel to experience streamlined acquisition in action. The NRO was established with special authorities and directed to develop and use streamlined acquisition methods. Consequently, it has been in the forefront of acquisition streamlining. The NRO always has been an excellent Air Force

assignment. Here are some insights into the NRO's mission and the important role that acquisition professionals play.

The NRO ensures that the United States has the technology and space-borne assets to acquire intelligence worldwide for the National Command Authorities, the military services and other governmental agencies. This mission is accomplished through research, development, acquisition, and operation of the nation's intelligence satellites.

General Walker emphasized that the NRO offers major systems acquisition experience. Its cradle-to-grave management philosophy ensures that assignments are varied and dynamic. You are able to move from among space systems research, development, acquisition, and operations assignments to get the big picture perspective. Assignments are highly selective and competitive. The NRO's mission demands hard work, creativity, and the ability to make things happen. General Walker commented that "short chains of command enable quick decisions and action;" thus,

you will leave the organization knowing the results of your initiatives have impact on mission success. He also added the organization is staffed jointly, with more than half being Air Force officers, enlisted, and civilians.

After talking with General Walker, I agree—for innovative Air Force acquisition professionals the NRO offers an environment where you can put your creative ideas into practice. So, not only for something different, but also career broadening — I encourage you to include the NRO as a prominent career option. ♦



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