



AEROSPACE ACQUISITION 2000

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Today's leaders strive to transform their organizations as easily and creatively as possible. Editor Ronald Thomas introduces how leadership can make Aerospace Acquisition 2000 a tool for change to help the acquisition workforce prepare for the demands of the 21st century.

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Learn how to take your success story and get it published in the Aerospace Acquisition 2000 Newsletter. We are interested in sharing your organization's success with others!

Editor's Notes

Strategic Planning: A Road Map for Change by Mr. Ronald Thomas, SAF/AQXA, Editor

In order for organizations to survive and become more effective in today's fast-paced, constantly changing environment, they must know where they are and where they are going. SAF/AQ has been developing its strategic plan to accomplish that very goal. An effective strategic plan responds to tomorrow's opportunities and challenges—it defines what we want to do and how we will do it. Therefore, key components of any plan include the vision and mission statements.

SAF/AQ has defined its vision as: "Innovative professionals partnered with industry and our customers to lead the acquisition of aerospace capabilities." The SAF/AQ mission is: "Assuring dominant aerospace power: world-class technology; streamlined acquisition; affordable, timely, and effective integrated systems, supplies, and services for the warfighter." Like any effective plan, SAF/AQ's plan includes feedback to and from all of the stakeholders, supporting and restraining forces, and responsibilities and time lines for each part of the plan. Additionally, SAF/AQ's plan includes implementation, ongoing change, and improvement initiatives. Due to the dynamic nature of the strategic plan, it must be flexible and able to meet the changing needs of customers as often as requested.

Strategic planning is only one part of any total "change management" initiative. Change management is a discipline that serves as an enabler to help people (stakeholders, customers, and recipients of services) meet new challenges in an ever-changing environment. To this end, we are putting processes in place to move toward a more flexible and dynamic workforce.

The challenge today's leaders face is to move their organizations and people toward transformation as easily and creatively as possible. Such an approach needs to be holistic or "whole-istic"—that is, it aligns all parts of the organization to work as a synergistic whole. This incorporates people factors, organizational culture, organizational structure, work processes/systems, and information technology.

The process of transforming an organization isn't quite as easy as the process by which a caterpillar becomes a butterfly. Once the caterpillar is in its cocoon, it is protected and prepared for metamorphosis, and at some point, it will make the shift and fully transform

into a butterfly. An organization can become "cocooned" and never make the shift to the desired state, until the leaders and the workforce use the synergy of their talents to make the transformation.

In the months ahead, we will include articles that explore and build on the holistic approach to acquisition reform. The articles will provide useful information that will enable both the leaders and the workforce to prepare and transform their organizations. We look forward to your feedback.

Front Cover: A&LR Week Pentagon Courtyard Activities

The quickest way to learn about a broken process is to ask someone who works in the process:



"Can you describe an example of what goes wrong?"

and

"Why isn't the process working as well as it should?"

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What's News?

New AFPD and AFI

On Aug 1, 2000, AFPD 63-11 "Modification System" and AFI 63-1101 "Modification Management" became effective.

AFPD 63-11 "Modification System" applies to all modifications for Air Force systems and equipment in response to validated needs. This directive defines the scope and principles of the AF modification system, describes the functions of the Single Manager (SM) and lead command, and delineates responsibilities of the joint-service modification programs.

AFI 63-1101 "Modification Management" implements AFPD 63-11. It defines and describes the modification process and delegates Milestone Decision Authority (MDA) for modifications to the lowest appropriate level.

For the complete copy of the AFPD and AFI, visit <http://afpubs.hq.af.mil/pubs/publist.asp?puborg=AF&series=63>.

Strategic Planning Conference

Dr. Lawrence J. Delaney, Gen Lester Lyles, and Lt Gen Michael Zettler will host the first integrated AQ-AFMC-IL Strategic Planning Offsite from Aug 22-24, 2000. Their vision is to continue strengthening the acquisition and sustainment team by developing a synergistic action plan that maximizes service to the warfighting MAJCOMs. This offsite, which will bring together senior leadership across the community, is an important step in this exciting process. We'll include updates in future newsletters to keep you informed as we work together to achieve real "cradle-to-grave" system management!

The opinions expressed in this newsletter are not necessarily those of the United States Air Force, its employees, or subcontractors.

Reverse Auctioning Training Conference

The Reverse Auctioning Training Conference was held on August 2, 2000 in Washington, DC. Reverse Auctioning is an online auction where contractors compete for business by bidding down the price of a product or service. The conference featured presentations and discussions that centered around the processes involved, the associated savings, and the risks of reverse auctioning. If you'd like to learn more about reverse auctioning, visit <http://www.fcw.com/fcw/articles/2000/0807/web-auction-08-09-00.asp>.

A Change in Small Business Size Standards

Effective October 1, 2000, Small Business Size Standards for all Federal Government programs will be the same as those established by the Small Business Administration (SBA) for industries, as described in the North American Industry Classification System (NAICS). Size Standards for Industries described in the Standard Industrial Classification (SIC) will no longer apply.

For more information, visit <http://www.sba.gov/regulations/121/naicsfinal.txt>.

"The Road Ahead"

"The Road Ahead," released this past June, is a report designed to communicate the key elements of the DoD's vision of its future acquisition and logistics environment, and to outline initiatives underway to accelerate the Department's progress toward achieving that vision. It can be read in its entirety at <http://www.acq.osd.mil/dsac/TheRoadAhead.pdf>.

Acquisition Workforce 2005 Broadcast

On September 12, 2000, DoD will host a live satellite broadcast titled "The Acquisition Workforce 2005: Managing Change, People and Performance". This broadcast is the next in a series of acquisition programs hosted by Stan Z. Soloway, DUSD (AR). Program highlights include: panel discussions; a showcasing of Military Department and Defense Agencies' best practices and success stories for managing change; a building of workforce skills and abilities; and other strategies DoD will utilize to enhance its greatest asset—PEOPLE PERFORMING THE MISSION.

For more information, visit <http://12.26.72.174/information.htm>

PEO/SYSCOM Commanders' Conference and Technology Expo

"Continuous Improvement and Innovation—Everyone's Responsibility" is scheduled for October 11 through 13, 2000 at Ft. Belvoir, VA. The Conference and Technology Expo is hosted by the Defense Systems Affordability Council (DSAC) to enhance long-term connectivity between the acquisition, S&T, and operational communities and to make DoD acquisition managers aware of maturing technologies.

For more information visit DSAC PEO/SYSCOM Commanders' Conferences website at <http://www.acq.osd.mil/dsac/confern.htm>.

Next Issue:

The Sep/Oct 2000 issue will highlight AFMC's Acquisition Support Teams, Knowledge Management, Federal Procurement Data System (FPDS) changes, and Dr. Jacques S. Gansler's speech to the Excellence in Government Panel on July 10, 2000.

Acquisition and Logistics Reform Week in Review



“Acquisition and logistics reforms provide us with an opportunity to save dollars we can better put to work developing and fielding new combat capability.”

—Lt Gen Stephen B. Plummer
Principal Deputy Asst. Secretary of the Air Force (Acq.)
Edwards AFB, May 24, 2000



“I think broad sharing of information has led to a common understanding of what it is we’re trying to accomplish—that is getting more capability in the hands of the warfighter at less cost, and developing the processes, procedures, application of technology—reaching out to all those areas that can help us in this broad task.”

—Dr. Lawrence J. Delaney
Assistant Secretary of the Air Force (Acq.)
Wright-Patterson AFB, May 24, 2000

May 22-26,
2000



“What we’re trying to do is work hand-in-hand with the warfighters, understand what their most immediate needs are, and, as smart business people, figure out how to get that to them today instead of two years from now.”

—Mrs. Darleen A. Druyun
Principal Deputy Asst. Secretary of
the Air Force (Acq. and Mgt.)
Tinker AFB, May 24, 2000



Recognition Awards

The David Packard Excellence in Acquisition Award recognizes civilian and/or military organizations, groups, or teams that have made significant contributions to acquisition reform by demonstrating exemplary innovation and best acquisition practices. Seventeen Air Force teams submitted nomination packages to SAF/AQ. Unfortunately, SAF/AQ could only nominate five teams. The five teams selected were: the F-16 Peace Marble V Team, the ACCWAY Computer Store Team, the Global Air Traffic Operations/Mobility Command and Control System Program Office, the Distributed Mission Training (DMT) Team, and the Combat Support Operational Test & Evaluation Team. Although none of these teams won the coveted Packard Award, Dr. Lawrence J. Delaney and Lt Gen Stephen B. Plummer presented them with SAF/AQ Excellence Award plaques for their exemplary efforts. To read about each winning team, visit http://www.safaq.hq.af.mil/acq_ref/news/julyaug00/ja00-afawards.html.



ACCWAY Computer Store Team

From left to right: Col Alan Evans, Lt Gen Stephen B. Plummer, Dr. Lawrence J. Delaney, Maj Kevin Johnston, and Mr. Mario Manfre.

Global Air Traffic Operations/ Mobility Command and Control System Program Office

From left to right: Lt Gen Stephen B. Plummer, Dr. Lawrence J. Delaney, Ms. Cheryl Ripson, Ms. Donna Warner, and Mr. Hugh Cothran.



Distributed Mission Training (DMT) Team

From left to right: Lt Gen Robert F. Raggio, Lt Gen Stephen B. Plummer, Dr. Lawrence J. Delaney, and Lt Col Michael P. Chapin.

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Recognition Awards

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Combat Support Operational Test & Evaluation Team

From left to right: Lt Gen Stephen B. Plummer, Dr. Lawrence J. Delaney, and Capt Dawn Githens.

F-16 Peace Marble V Team

From left to right: Lt Gen Robert F. Raggio, Lt Gen Stephen B. Plummer, Dr. Lawrence J. Delaney, Maj Randall Howard, Ms. Farris Welsh, Lt Col Moshe Serfate (Israeli AF), and Mr. J.R. Wildridge (Lockheed Martin).



The three winners of the David Packard Excellence in Acquisition Award were the US Army Medium Tactical Vehicle Replacement (MTVR Team), the US Marine Corps Department of Navy Advanced Amphibious Assault Vehicle (AAAV) MARK 46 Weapon System Development Team, and the National Reconnaissance Office Communications Directorate Relay Satellite Team. For more information on these award winners, please visit <http://www.acq.osd.mil/alrweek2000/dpawards.html>. Congratulations to all award recipients!



Trivia Corner

To test your knowledge of military trivia, two trivia questions will appear in each edition of *Aerospace Acquisition 2000* (AA2000). One question will be in the printed newsletter; the other will be located on the AA2000 newsletter web site at www.safaq.hq.af.mil/acq_ref/news/.

Please send all responses by e-mail to arnews@pentagon.af.mil. When more than one correct response is received, the winner will be determined by the date and time on the response.

Winners will be announced in the following edition of AA2000. Each winner's name will go into a drawing to be held at the end of the calendar year for the grand prize—a \$50.00 gift certificate to Blockbuster Video. Good luck to everyone!

QUESTION #1 - WHAT WAS THE NAME OF CAPT EDDY RICKENBACKER'S SQUADRON?

Get Published

Aerospace Acquisition 2000 is a bimonthly newsletter published by the Office of the Assistant Secretary of the Air Force (Acquisition). The purpose of the newsletter is to disseminate information pertinent to the professional development of the Air Force Acquisition and Logistics Workforce.

Subject matter may include, but is not limited to, professional development, acquisition reform, acquisition and logistics program accomplishments, technology developments, and policy guidance.

Articles must be no more than 4 double-spaced, typed pages. Photos may be black and white or color. Please submit illustrations in separate files from text. Photos and illustrations will not be returned unless requested. All scanned photos and illustrations must have a resolution of at least 300 dpi, or prints of all photos may be submitted via U.S. Mail, FedEx, etc.

All articles must be cleared by the author's security/OPSEC office and public affairs office prior to submission. The cover letter accompanying the article must state that these clearances have been obtained and that the article has command approval for open publication. Offices and individuals submitting articles that report Air Force savings must be prepared to quickly provide detailed documentation upon request that verifies cost savings. Authors are requested to include a short biographical sketch.

Submission dates:	<u>Issue</u>	<u>Author's Deadline</u>
	January/February	10 October
	March/April	10 December
	May/June	10 February
	July/August	10 April
	September/October	10 June
	November/December	10 August

To submit an article, please provide manuscripts (MS Word), illustrations (EPS or 300 dpi TIFF or JPEG scans), and photos (glossy prints or 300 dpi TIFF or JPEG) via e-mail at arnews@pentagon.af.mil or on a 3 1/2 inch floppy disk or a 100-MB ZIP disk via U.S. mail to SAF/AQXA, 1060 Air Force Pentagon, Washington, DC 20330-1060. All submissions must include the author's mailing address and office phone number (DSN and commercial).

Aerospace Acquisition 2000 reserves the right to edit for publication style and clarity.



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