



# NEWS FROM

# A F A R

## Air Force Acquisition Reform

Volume 1      Number 2      May 1995

### Acquisition Reform Message Taken "On the Road" Roadshow Program Will Bring Information and Training to the Field

Knowing that only a trained and informed workforce can ensure successful reform, the Air Force acquisition leadership is taking its reform message on the road. In fact, in a series of events likely to take the rest of the year, members of the acquisition community will be treated to a multifaceted acquisition reform Roadshow. Air Force and Materiel Command staffs jointly developed the Roadshow, patterned after a similar Army program, to let the acquisition workforce know what is going on in acquisition reform, how it affects them, and how they can flourish in the new envi-

ronment.

The Roadshow series will consist of several different activities. Roadshow I will kick off in June and July with PEO/DAC/Single Manager conferences.

Then, throughout the summer, Lt Gen Hawley, SAF/AQ, will be sharing an acquisition reform update with our partners in the using commands. Finally, a SAF/AQ developed videotape will take the "Acquisition Renaissance" message to the rest of the workforce. The videotape may be shown alone, or in conjunction with Roadshow



- Educate
- Communicate
- Motivate

II. Roadshow II is AFMC's follow-on training program that will bring detailed training to each of the AFMC centers and labs.

This delivery strategy is new—originally the program was divided into Roadshow I, a SAF/AQ briefing to each AFMC and user location, and Roadshow II, an AFMC-

*Continued on Page 10*

### Acquisition Community Saddened Mr Fiester, Col Clark Among C-21 Crash Victims

The Air Force acquisition family suffered a personal blow recently when it lost two of its members in a military airplane crash. Clark G. Fiester, Assistant Secretary of the Air Force (Acquisition), and Colonel Jack Clark II, his military assistant, were killed when their C-21 crashed on 17 Apr 95 in northern Alabama. Mr Fiester was enroute to Brooks AFB, where he was scheduled to present an acquisition

reform "Roadshow" briefing. Six others also died in the crash.

As the Air Force Acquisition Executive, Mr Fiester was responsible for Air Force research, development and acquisition activities. Confirmed by the Senate in May 93, Mr Fiester was coaxed out of retirement by Secretary of Defense William Perry to lead the Air Force acquisition reform effort. Previously, he had



*Continued on Page 8*

### What's Inside

|   |          |
|---|----------|
| <b>Our Acquisition Challenge</b> .....  | <b>2</b> |
| <b>Feedback/NewsBits</b> .....  | <b>3</b> |
| <b>Datebook--Upcoming Events</b> .....  | <b>8</b> |
| <b>Who's Who In Acquisition Reform</b> .....                                    | <b>4</b> |
| <b>Features</b>   |          |
| - <b>Acq Reform Roadshow</b> .....  | <b>1</b> |
| - <b>Program Implementation Series:<br/>SBIRS Streamlines Acquisition</b> ..... | <b>5</b> |
| - <b>DoD Pilot/AF Lead Programs</b> .....                                       | <b>7</b> |
| - <b>Streamlining the SPO</b> .....   | <b>2</b> |
| - <b>Process Action Team Update</b> .....                                       | <b>8</b> |

# Our Acquisition Challenge . . .

By Darleen Druyun

Now is a time of unprecedented change in the acquisition community—downsizing, reengineering, and a significant change in the threat—all happening at the same time. Although many view these changes as a threat, I see them as an opportunity.



Mrs Druyun is the Acting Asst Secretary (Acquisition)

And whether we welcome these changes or not, they are a reality. With a shrinking defense budget and continuous operations throughout the globe, you can expect the modernization budget to continue its decline.

Our response to this time of challenge will be a measure of our professionalism. I believe the acquisition community can excel by focusing our attention on innovation, teamwork, and perspective.

Innovation is more important than ever—new ideas that will help us meet the user's needs faster and cheaper are vital to getting a larger percentage of our declining defense dollar into

modernization. We need new acquisition strategies that encourage risk taking and creative ideas by both the contractor and SPO members of the program team.

Which leads me to my next point—teamwork is crucial! We can no longer afford to compete with and work against one another. Whether it's the SPO with the contractor, or the Service Staff with OSD—it's just not productive to work to cross purposes. We need to share information openly, and operate in an environment of trust. We must help each other, and take advantage of our collective experience. After all, we have a common goal to provide the best equipment the warfighter needs, expects, and can afford. If we're going to survive with drastically smaller SPOs and headquarters Staffs, teamwork is the only way.

And small SPOs are becoming a reality—30 in JASSM SPO will replace hundreds in the TSSAM SPO. In this type of environment, perspective is important. We won't have the staff to do all of the things we used to do, nor to do them the way we used to. We need to

*Continued on Page 4*

# Streamlining the Program Office: How To Get The Job Done With Fewer People

By Terry Little, JDAM Pgm Dir

In Acquisition Reform: A Mandate for Change, Secretary of Defense William Perry writes "...It (DoD) must reduce the cost of the acquisition process by the elimination of activities that, although being performed by many dedicated and hard working personnel, are not necessary or cost effective in today's environment." Certainly he couldn't be talking about us--the dedicated and hardworking people working in program offices. He must be talking about all those headquarters staff people—those people that give us program office people so much misery and grief. Right? Wrong!! He is talking directly to those of us in program offices. Not only are program offices where most of the people are, but they are also a primary source from which many of the unnecessary and non-cost effective activities emanate.

Now that all the program office inhabitants are spun-up ... let's talk about basics. What do program offices (including

their functional support and support contractors) primarily do today? In particular, what do program offices do relative to our contractors who are doing the actual designing and building of the systems we are buying? Words that most often

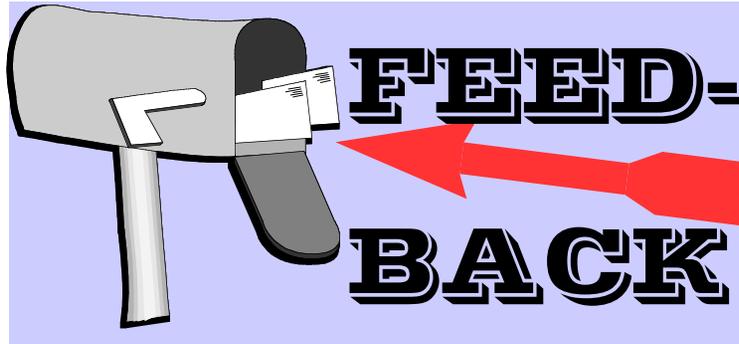


come to mind include "monitor," "oversee," "review," "assess," "analyze," "evaluate," and so on. Think about what's connoted in these words. First, all of these words suggest passive activity—work that's not really work in the sense that it will invariably add tangible net value to the end product. Sometimes it will, but more often, it won't.

*Continued on Page 4*

## NewsBits: News and events from the world of Acquisition Reform

- The Oversight & Review PAT results are now final. In a 28 Apr memo, Defense Acquisition Executive Paul Kaminski directed implementation of the approved recommendations. Although the more ambitious recommendations were not adopted, the PAT's suggestion of Integrated Product Teams was wholeheartedly endorsed. Under this concept, a multidisciplinary staff team (OSD and service) would participate in continuous, cooperative review, versus the adversarial DAB reviews of today.
- When it comes to acquisition reform, the 104th Congress seems ready to pick up where the 103rd left off. Several new acquisition reform bills have been introduced in the first few months of the new Congress. These include an Administration bill, that builds on last year's Federal Acquisition Streamlining Act, and the Roth-Kasich bill which proposes consolidation of all DoD acquisition functions. No hearings have been scheduled yet, but we'll keep you up-to-date when there are.
- With the departure of the Navy's Nora Slatkin to the CIA, two of the three services are left without an appointed Service Acquisition Executive. Gil Decker, the Army's acquisition boss, is the lone remaining Clinton administration appointee.
- The Air Force Acquisition Model (AFAM) got a big vote of confidence by the latest OSD PAT. The Automated Acquisition Information (AAI) PAT recommended AFAM as the basis for a new program management software tool. The Deskbook will contain reference material for all DoD acquisition agencies, and will be built by a Joint Program Office built largely from the AFAM SPO at ASC.



Dear AFAR,  
Is evolutionary acquisition being considered in any of the process action teams (PATs)? We currently have to try to "fit" our program in the 5000.2 mold. It would be nice if while they were redesigning the acquisition model, they would consider evolutionary acquisition as a true alternative methodology.

*I don't believe evolutionary acquisition has been considered explicitly in any of the PATs to date. However, we'll forward your question to folks who will know, and we'll publish the results in the next issue. It's a good question--we should try to make sure we consider all methodologies.*

Dear AFAR,  
Could you provide more details on the Process Action Teams? The summary in the last issue was a bit brief.

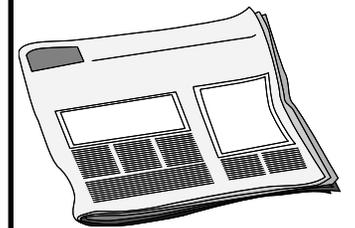
*You'll find an expanded status of the OSD acquisition reform process action teams on page 8 of this issue. We could write a book on each PAT, but we don't have the space for that. We will continue to keep you up-to-date whenever there are developments in the PATs.*

Dear AFAR,  
I received a March issue of your acquisition reform newsletter, but did not get an April issue. Will the newsletter come out monthly or bi-monthly or what?

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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*We had originally planned to publish monthly. However, like many of you, we have a shortage of resources to publish monthly. We're considering moving to a bi-monthly schedule--Let us know what you think!*

## Druyun

*Continued from Page 2*

determine what are the important things to do, what are the important things to know, and how we can best apply ourselves to make a difference. At all levels of government, we must manage and control risk—we'll not be able to avoid it—and march into the future with our eyes open. It's what I call insight vs oversight, and it's one way we can make the most of our limited staffs.

As we adapt to the new environment, we're sure to make mistakes. We have to be willing to make them, learn from them, and press on. It will be a challenge, but I know we're up for it. I can also assure you that if mistakes are made, the senior leadership will work with to correct the mistakes. But our ultimate objective is to manage risk and take action before mistakes occur.

## Redesigning the SPO . . .

*Continued from Page 2*

Second, these words imply a hierarchical relationship between the program office and the contractor—a relationship like the teacher/student relationship, the physician/patient relationship, the boss/employee or the banker/borrower relationship. There is not necessarily anything innately bad about hierarchical relationships. Sometimes they are appropriate. However, one must understand that a hierarchical relationship is the antithesis of a collaborative or team relationship.

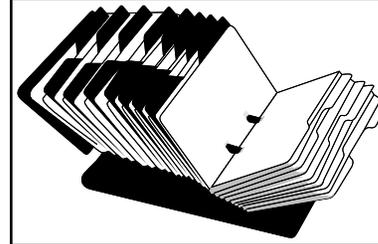
As program offices, we can have a hierarchical relationship with our contractor, or we can have a team relationship. We cannot have both. I propose that we are spending an enormous amount of people resources sustaining hierarchical relationships with our contractors when we could be using

far fewer resources and be just as effective (or more effective), in a true team or collaborative relationship.

For you engineers out there, I will translate "enormous" into numbers. For program offices that have a hierarchical relationship with their contractors (which is most program offices), a transition to a teaming relationship would allow a 50-70% reduction in government and support contractor manpower dedicated to the program. That's right--50-70%!

Notwithstanding all the lip service we pay to teaming, there are two critical, mostly unspoken, and totally fallacious perceptions that largely underlie why most program offices continue to maintain hierarchical relationships with their contractors. The first perception is that government people (and

*Continued on Page 9*



## Who's Who In Acquisition Reform

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## SBIRS SPO Used Innovation to Streamline DAB and RFP Cycles

By Capt Matt Dubois and Capt Scott Dalrymple, SBIRS Program Office

Trying to buy a large, complex weapon system? The people at the Space Based Infrared Systems (SBIRS) SPO can show you the latest innovations in defense acquisition. SBIRS proved itself an acquisition pathfinder by obtaining program approval in only three months, one-fourth the normal time for a Milestone I Defense Acquisition Board (DAB). "It's a great example of how dedication, teamwork, and proactive planning result in a process that is fast, efficient, and effective," said Col. Craig Weston, SBIRS SPO Director.

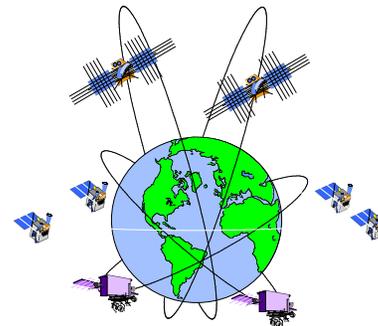
SBIRS will perform missile warning, missile defense, battlespace characterization, and technical intelligence missions for the next 25 years. A significant aspect of SBIRS is the consolidation of various space systems into a single architecture. This architecture will combine constellations of different satellites in geosynchronous, highly elliptical, and low earth orbits, and will include a consolidated ground system capable of processing information from any of

the satellites and from other sources.

In Nov 94, the SBIRS program was designated an Air Force Lead Program and directed to award a pre-EMD requirements analysis contract by Jun 95. With only eight months to define and implement the acquisition strategy for a major program, acquisition reform was more than an opportunity, it was essential for program success. At the outset, the SBIRS SPO recognized four primary opportunities to streamline the acquisition process: Documentation, Approval Cycle, Contract Management, and Program Execution.

There were two initial documentation challenges: requirements and a program plan for program approval. The SBIRS program objectives were to maximize cost effective commonality in the space and ground segments, to increase DOD system interoperability, and to take advantage of existing government infrastructure. To meet these goals, SBIRS requirements were derived by consolidating three sets of traditionally stovepiped require-

ments into a single capstone requirements document. The resulting integrated space and ground system meeting these requirements will enable multiple agencies to perform their missions more effectively. Developed with an eye toward commonality, a single, multi-purpose ground processing station will maximize resource sharing and mission synergism.



Perhaps the most significant SBIRS streamlining of the acquisition documentation process was through development of its program plan, the Single Acquisition and Management Plan (SAMP). The SBIRS SPO designed the SAMP to incorporate all management, technical, budget, contracting, risk, schedule and programmatic issues normally required for a DAB into one concise docu-

ment. In most "normal" programs, this information was contained in approximately 17 different documents, often exceeding 1000 pages. The SBIRS SAMP was developed by four functional working groups (Management, Contracts, Financial Management, and Systems Engineering) involving all of the staff organizations normally required to approve DAB documents. This SPO/staff team approach reduced the redundant, reformatted, or non-applicable information that is often submitted during the DAB process and resulted in an approved 39-page document.

Development of the SAMP also resulted in a very streamlined program approval cycle. Instead of the typical DAB review, the SBIRS SPO developed a streamlined Defense Acquisition Executive (DAE) Review modeled around the SAMP. Only three pre-briefs were required before briefing the DAE due to the heavy Air Force and OSD staff involvement in the SAMP development. As a result of these pre-briefs, the actual DAE briefing was abbreviated to only 32 charts and was delivered in less than 50 minutes!

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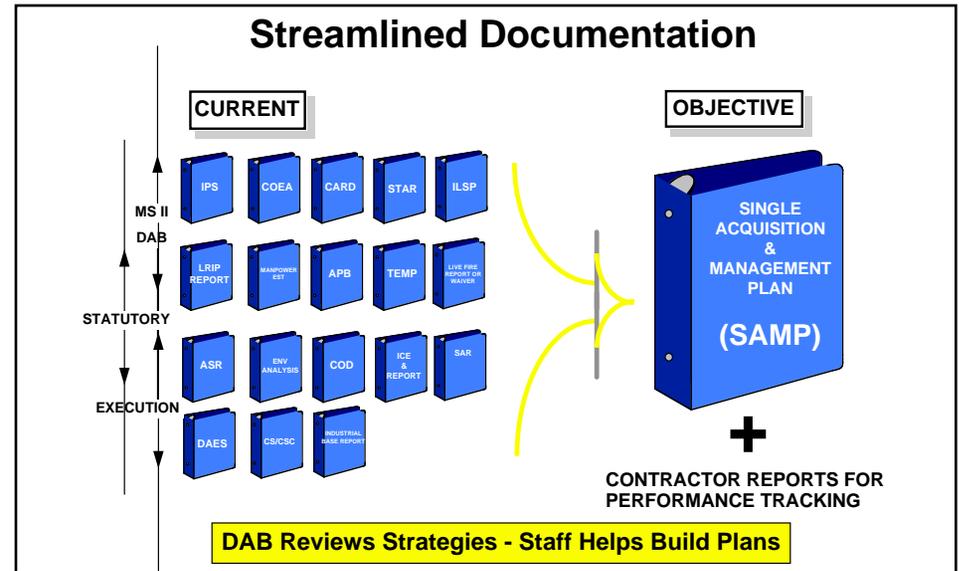
# SBIRS Acts As Reform “Pathfinder”

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Streamlined contract management must start with a streamlined Request for Proposal (RFP). The SBIRS RFP provides an excellent example of acquisition streamlining. The RFP relies heavily on performance-based contracting. This approach places the emphasis for designing an affordable system that meets our requirements on the contractor, rather than the government. The RFP also does away with the statement of work. Instead, the RFP provides a high level Statement of Objectives, high level Integrated Master Plan (IMP) instructions, and a Work Breakdown Structure (WBS) outline. The offerors are required to provide a Contract WBS, complete with detailed definitions and an IMP. The emphasis is to tell the contractors what we want, not how to do it.

Another innovative aspect of the SBIRS RFP’s performance based contracting approach is the reduced data requirements and MIL-Spec and STDs. The SBIRS RFP required four formal data items: a Cost Performance Report, a Cost Funds Status Report; an Integrated Master

Schedule; and a Design Review Data Package. The numerous data items typically used for government oversight are replaced by the contractors’ own internal reporting methods. The SPO expects to maintain visibility into contractor performance by using the reports the contractor generates for their own use. Additionally, the SBIRS RFP only required the offerors to comply with two specs and standards: the SBIRS Technical Requirements Document (derived from the capstone requirements document discussed earlier) and Mil-Std-1388-2B (DOD Requirements for Logistics Support Analysis Record). In accordance with Mr Longuemare’s 20 Dec 94 guidance memorandum, the RFP also cites Mil-Std-881B (Work Break Down Structure for Defense Material Items) as a reference for the offerors’ WBS development. Instead of the traditional plethora of mandatory specifications and standards, the RFP required the offerors to propose the necessary specifications and standards to ensure consistent and disciplined practices and processes are applied in system development. Offerors were given freedom to pro-



pose commercial, industrial, international, company or military specifications or standards.

Of course, streamlining acquisition only starts with a streamlined contract. The real gains are to be won during program execution. The SBIRS SPO is postured to benefit from numerous innovations after contract award including a “CEO Stakeholders Board,” electronic data exchange, and an award/incentive fee process that truly motivates contractor performance. The CEO Stakeholders Board, modeled after successes from the F-22 program, will periodically bring together all of the key program decision makers (including the user, the contractor and major subcon-

tractors, and OSD staff representatives) with a goal of promoting requirements and funding stability and resolving issues before they impact the program. The SBIRS program will also benefit from electronic data exchange, shared government/contractor data access, and software application compatibility between the SPO and contractors. This effort will start with basic capabilities but will evolve with the program to maximize sharing of essential program information. After the program down-selects to one contractor, an innovative award/incentive fee approach will be implemented. This approach will correspond with the contractor’s increased

*Continued on Page 7*

## **DOD Pilot And Air Force Lead Programs**

### **Experimental Programs Designated To Try Out Acquisition Reform Ideas**

In an attempt to develop acquisition reform experiments, both OSD and the Air Force have designated a special status for select programs. Currently, there are two such initiatives to provide acquisition reform models: OSD Pilot Programs and Air Force Lead Programs. These programs are given special deference in waiver requests, reporting processes and documentation requirements.

The OSD Pilot Programs were “officially” established in the 1994 Federal Acquisition Streamlining Act signed in Oct 94. There are five programs in the law: Fire Support Combined Arms Tactical Trainer (Army), Joint Direct Attack Munition (AF), Joint Primary Aircraft Training System (AF), Commercial Derivative Aircraft (AF), and Commercial Derivative Engine (AF). Two of the Air Force programs, Commercial Derivative Aircraft and Commercial Derivative Engine, are considered “umbrella” categories, whereby any program that meets the criteria laid out in the law can be considered a Pilot Program by OSD without going back to Congress. Currently, there is only one program under each “umbrella,” the Non-Developmental Airlift Aircraft

and C-17 Engine. The main thrust of these programs is to procure commercial products using commercial-like practices. They are not required to comply with many of the statutory and regulatory constraints that apply to most gov-

- DoD Pilot Programs**
- **Fire Support Combined Arms Tactical Trainer (FSCATT)**
- **Commercial Derivative Aircraft**
- **Commercial Derivative Engine**
- **Joint Direct Attack Munition (JDAM)**
- **Joint Primary Aircraft Training System (JPATS)**
- Air Force Lead Programs**
- **Space Based Infrared System (SBIRS)**
- **Evolved Expendable Launch Vehicle (EELV)**
- **Wind Corrected Munitions Dispenser (WCMD)**
- **Ground Theater Air Control System (GTACS)**

ernment purchases. For example, the law specifically exempts these programs from 18 socio-economic laws, i.e., Prohibition on Hiring Persons Convicted of Defense-Related Fraud, Federal Water Pollution Control Act, Clean Air Act and Drug-Free Workplace.

SAF/AQ designated the Air Force Lead Programs on 9 Dec 94. The programs are Space Based Infrared System (SBIRS), Evolved Expendable Launch Vehicle (EELV), Wind Corrected Munitions Dispenser (WCMD), and Ground Theater Air Control System (GTACS). SAF/AQ was given waiver authority from SECAF to waive or modify any Air Force rule, policy or regulation (except those based on statute or regarding OT&E) for the Lead Programs.

The goal of Lead Programs is to use “experimental” processes in managing their programs, whereby, their results could be documented and used for future acquisitions. One such “experiment” is the Single Acquisition Master Plan (SAMP). This is a single document used to codify a program for its Defense Acquisition Board (DAB) review. SBIRS used the document successfully for its MS I+ DAB and EELV has a SAMP in coordination. Another example is the WCMD program’s Statement of Objectives. This document outlines the government’s basic concept of the program; it is given to each offeror to use in developing their Statement of Work.

## **SBIRS**

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*Continued from Page 6*

responsibility for program success or failure inherent with the performance-based contracting approach. The contractor will receive positive incentives for achieving program milestones and system operational performance, and lose incentives for failing to perform as expected.

SBIRS has taken a leading role in acquisition reform. A commitment to performance based contracting and acquisition streamlining by the SBIRS SPO demonstrates just some of the possibilities for reforming the DoD acquisition process while still maintaining the high standards of performance needed to perform Air Force missions. Expect SBIRS to continue to set the standard for streamlined acquisition as it meets our infrared space surveillance requirements into the 21st century.

## C-21 Accident

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retired after a 38 year career in the design and development of high technology systems.

Colonel Jack Clark II had been Mr Fiester's military assistant since November 1994. He came to that position after serving as the Chief of the Pentagon's Weapon Programs Division. A command pilot, Col Clark had over 2,000 flying hours in the F-16 and F-4.

On 18 Apr 95, Secretary of the Air Force Sheila Widnall named Mrs Darlene A. Druyun the Acting Asst Secretary of the Air Force (Acquisition).

## OSD Acq Reform PAT Status

Electronic Commerce/Electronic Data Interchange (EC/EDI): Being implemented with enhanced capabilities at 23 locations. Includes electronic notices, RFPs, and bids.

Oversight and Review: Approved recommendations being implemented. Includes staff Integrated Product Teams (IPTs) and reduced documentation. In addition, Dr Perry has signed a memo directing the use of IPTs in all DoD acquisition functions.

Automated Acquisition Infor-

mation: Implementing an Acquisition "Deskbook" application that includes a reference set, software tool list, and an on-line program manager's forum. Also developing Automated Program Status Reporting.

Procurement: PAT report includes 28 recommendations to improve competitive and sole source procurements, and to develop a "procurement wisdom" system.

Contract Administration: PAT report includes 36 recommendations intended to cut down on SPO and DCMC duplication, improve early support to programs, and target DCMC resources to high risk areas.

DOD 5000 Rewrite: Underway. Dividing 5000 series into must do, should do, and could do sections. Revised 5000 will be incorporated into Acquisition Deskbook.

Metrics Tiger Team: New effort to develop metrics to measure the success of acquisition reform initiatives.

## How To Get News From AFAR

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If you are an interested reader, but don't quite meet our rigorous distribution list criteria **DO NOT PANIC**. Help is on the way. News From AFAR is available by email to anyone in the US Government who is not on the distribution list. Just send an email to [grahamb@aqpo.hq.af.mil](mailto:grahamb@aqpo.hq.af.mil) and you will be added.

In addition to an email account, you will need the Adobe Acrobat reader (its free), and a PC (486 or better recommended, with MS Windows or OS/2), or a Macintosh.

In a few weeks (years?), News From AFAR will be making its debut on the WorldWide Web and several bulletin boards--making it even easier to obtain. Stand by for more info.

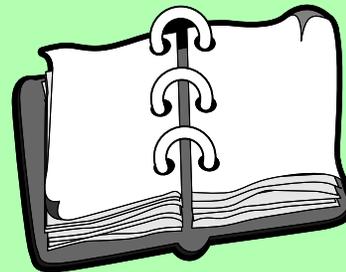
## DATEBOOK: Upcoming Events From The World of Acquisition Reform

- An Air Force Association Symposium on Acquisition Reform will be held 31 May 95 - 1 Jun 95 at MITRE Corporation in Bedford, Mass. Call Col Harv Greenberg, ESC/AR, DSN 478-1519; or Mr. Vince Aquino, GTE, (617) 861-1642, for details.

- The Council for Excellence in Government will host Real Acquisition Reform: Managing Risks in the New Environment on 21-22 Jun 95 in Washington, DC. Fax Laszo & Associates, (202) 393-7027, for details.

- A Defense Systems Management College (DSMC) Acquisition Research Symposium dealing with Acquisition Reform will be held in Rockville MD on 28 - 30 Jun 95. Call Joan Sable, DSN 655-2525 for details.

- The DSMC Alumni Association's 12th Annual Program Manager's Symposium, "Implementing Acquisition Reform," will be held 17-19 Jul 95 at Ft Belvoir, VA. Call the DSMCAA at (301) 309-9125 for details.



## Redesigning The SPO . . . Teaming Is Key

*Continued from Page 4*

their support contractors) know more about designing and building weapons, airplanes, satellites, missiles, electronics, software, etc., than the contractor does. That presumption may stem from arrogance, ignorance, previous experiences with buffoon contractors, or simply the vestigial remains of the days where much of the research and development on systems was actually done in-house. Whatever the genesis, this presumption today is simply absurd. The truth is that government people generally lack the experience and expertise to “second-guess” contractor processes and add value.

Second, where we have directed or redirected contractor technical activities in substantial ways, there is almost no evidence to suggest that any outcome was altered as a result. Put another way, there is no correla-

tion between program success and the number of program office eyes looking at what the contractor is doing.

Third, as past performance becomes a much more substantial source selection criterion, buffoon contractors—what few are left—will disappear.

Finally, if resources and available government talent were no longer constraints, we in program offices should deny any role for ourselves that dilutes our contractor’s accountability to do what we are paying him to do. If everyone is accountable, then no one is (quoth the Raven).

The second gross misperception perpetuating the hierarchical arrangements between us and our contractors is the perception that contractor objectives and government objectives are mostly incongruent. “We need to hold their feet to the fire.” “Give the

contractor an inch and he’ll take a mile.” “The contractor’s just trying to do as little as we’ll let him get away with.” “The only thing the contractor wants to do is maximize his profit.” “The contrac-



tor’s just trying to blow smoke up our \_\_\_\_.” All of us have heard or said these words or similar ones many times. These are symptomatic of behavior-governing attitudes that are both no longer appropriate and are inimical to building a team relationship.

The facts today are that on most programs, with most contractors, program office and contractor goals are 80-95%

congruent. The contractor wants to perform to his promises; we want him to perform to his promises. The contractor wants a fair and reasonable profit from his work; we want to pay a fair and reasonable profit for the

work. The contractor wants a happy user (more business); we want a happy user (our business). The contractor wants a stable program; we want a stable program. The contractor wants to build a good reputation; we want him to have a good reputation (because our reputation is tied to his). I could go on, but I think my point is obvious. We have a lot more common goals with

our contractors than uncommon ones.

The SECDEF’s mandate is a clarion call to all of us—a mandate to cast aside our old patterns of how we see our jobs—a mandate to begin developing real teaming relationships with our contractors—a mandate to add net value to the process. If we continue to just talk about teaming and persist in our old ways then we are like a baseball team with two people trying to play shortstop at the same time or with a right fielder who decides he knows more about what the next pitch should be than the catcher. In short, we are a “non-team”. In my next article, I will talk about Step 2: how to leverage from mutual contractor program office goals and the program office’s role in a teaming relationship. For those of you who can’t wait, I will give you a major hint: the program office’s chief role has to do with “interfaces.”

# Acquisition Reform Hits The Road This Summer

*Continued from Page 1*

sponsored multi-day seminar providing detailed instruction and practical exercises on acquisition reform topics. Although Roadshow II is mostly unchanged, there have been significant



changes in the plans for Roadshow I. Unfortunately, the untimely death of Mr Fiester (see story page 1) left SAF/AQ unable to complete the 29 scheduled Roadshow I trips in a timely manner.

In its place, Mrs Darleen Druyun, the acting Air Force Acquisition Executive, will use a two-tiered strategy to fulfill the Roadshow I mission.

She is hosting the Air Force's senior acquisition leaders at two acquisition reform conferences this summer. The two-day conferences, scheduled for 12-13 June and 27-28 July in Queenstown, Maryland, will focus on the future of acquisition reform in the Air Force.

Mrs Druyun will use a videotaped message as the primary means of telling the acquisition reform story to the thousands of acquisition workers spread throughout the country at over 13 acquisition, logistics, and test centers and laboratories. The videotape is expected to be approximately 30 to 40 minutes long and will cover acquisition reform activities originating in the Congress, OSD, and within the Air Force. Roadshow II, on the other hand, is the outreach program to bring practical implementation education to the acquisition workforce on changes that have already been approved

and initiatives that are being developed. It deals with such topics as MIL-Specs and STDs, best value acquisition strategies, and Request For Proposal streamlining. Roadshow II is the product of cooperation between SAF/AQ and HQ AFMC/DR. Maj Keith Yockey, HQ AFMC/DRI, has been directing the development of the Roadshow II course material by BRTRC Technology Research Company. "We're providing a turn-key course to each of the centers and labs," says Yockey. "They'll have everything they need to put on the course. We're encouraging them to take ownership of the course—to tailor and customize it to meet the needs of their workforce."

Course materials will consist of overhead projection charts, facilitator instructor guides and participant books containing practical exercise notes. The course mate-

rials were scheduled to be completed on 8 May 95.

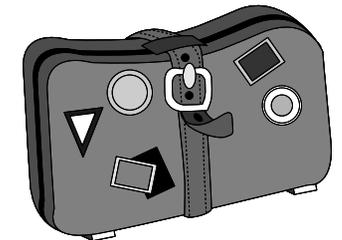
Then, from 22 May to 30 Jun, BRTRC will train a 100 member cadre of experienced Air Force acquisition professionals to be facilitators for extending acquisition improvement training throughout AFMC. The goal is to help individual facilitators become reform advocates and to assist center points of contact in their planning of the local courses.

Finally, in July or August, the first of the locally conducted Roadshow II workshops will begin. Typically, a senior official will begin the workshop with an overview of acquisition reform in general. Subject matter experts will present briefings on key topics addressed in workshop practical exercises. Additional subject matter expert briefings will be given as appropriate for the workshop location.

Approximately 50% of

the workshop will be spent in small, cross functional work groups of about 15 individuals. Facilitators will lead the work groups through a series of case studies and practical exercise will be followed by a report out/discussion period in plenary session to allow sharing of alternate viewpoints and issues.

Although it is a major undertaking, officials believe that Roadshow II will be worth the invest-



ment. "Roadshow II is poised for success," says Yockey, "and with the commitment of the center and lab commanders, we feel it can help our workers finally begin to experience the advantages of acquisition reform." Roadshow is coming soon to a location near you—get your tickets now!