



**THE AIR FORCE ACQUISITION REFORM NEWSLETTER**



# NEWS FROM AFAR

**Volume 1, Issue 2**

**May/June 1998**

## *Air Force Announces New Acquisitions Process*

**W**ASHINGTON, DC - In a kickoff to Acquisition Reform Week III, the Air Force introduced its new concept for Acquisition Reform: "The Air Force Acquisition and Sustainment Reinvention Process." Unveiled by the Office of the Assistant Secretary of the Air Force (Acquisition), during a satellite broadcast to acquisition and sustainment personnel, and their industry counterparts, the new process is designed to realize even greater efficiencies toward achieving the goals of "Better, Faster, and Cheaper."

According to Mrs. Darleen Druyun, Principal Deputy Assistant Secretary of the Air Force for Acquisition and Management, "Institutionalizing Acquisition Reform is everyone's job. We built a solid foundation with the Lightning Bolts, and we have made great strides to become better, faster and cheaper, but there are miles to go before we sleep. In today's fiscal environment, the

Air Force must become more proactive in shaping its future. We must look for innovative approaches that will lead to greater efficiency and improved products." *(Continued on page 2)*

## *Acquisition & Sustainment: A Personal View*

*Colonel Bill Selah*

**A**cquisition Reform is a term we've heard time and time again as the path to "Better, Faster, and Cheaper," but where are we going, how do we measure past reform initiatives, and how do we integrate the myriad of reform activities into a cohesive picture?

If the Air Force Acquisition Community expects to successfully respond to decreasing resources yet deliver required capabilities to the warfighters then we must pull together to strengthen the discipline in our approach to systems acquisition and sustainment. Commercial industry faces a similar dilemma of diminishing

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## Leading and Embracing Change - A New Millennium!



## New Process *(Continued from page 1)*

The new process is based on five key points:

- **Communication** - provides unobstructed two-way path for workforce and industry process improvement ideas to Air Force leadership and responses back to the workforce.
- **Integration** - provides long-term cohesion by aligning current and proposed reform initiatives.
- **Reinvention** - realigns processes based on careful investigation of needed improvements to the business process.
- **Follow-through** - validates initiatives prior to deployment and identifies relevant performance measures for improved product delivery.
- **Reward** - rewards workforce innovation and support.

This new concept will take installation, system and sustainment process improvement ideas directly from the workforce and industry. Ideas pushed forward

*"... the new Acquisition and Sustainment Reinvention Process leads the way to breaking down old paradigms..."*

Lieutenant General George K. Muellner, Principal Deputy Assistant Secretary of the Air Force for Acquisition, stated that we must "start managing modernization and sustainment as a corporate process involving all process owners - requirers, acquirers, sustainers, and industry." To that end, the new Acquisition and Sustainment Reinvention Process leads the way in breaking down old paradigms and charting a new course for future acquisition activities.

## Personal View *(Continued from page 1)*

resources and increasing competition and they have reacted with "reinvention" and "reengineering processes" with considerable successes as well as some not so successful attempts.

In the spirit of process reengineering, the Acquisition Management Policy Division (SAF/AQXA) has designed a business model for acquisition reform. The key elements of the model include the following: "Identify" the good ideas for reform initiatives from all quarters of the community, to include industry partners. "Study and Develop" selected ideas through Reinvention Teams chartered to investigate specific high payoff areas, redesign key processes, and package the change to become part of the acquisition culture. After the reform initiative is fully investigated and packaged as executable actions,

*(Continued on page 3)*

as initiatives will be assigned to a team of experts from the acquisition workforce. The team will consider not only the processes that are affected and the "big picture" of related processes, but also the opportunities and rewards for people, previous efforts to address similar issues, and the integration needed to institutionalize the new business process. Each new initiative will be appropriately tested and validated to make sure the result is a smart, practical, and sustainable plan. Finally, the reinvented process will be deployed across the acquisition community with the necessary tools, training and guidance to lead to an integrated acquisition process that is better, faster and cheaper.



VOLUME 1, ISSUE 2

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Leading and Embracing Change - A New Millennium!



***The Office of the Assistant Secretary of the Air Force (Acquisition) is responsible for the overall supervision of the Air Force acquisition system.***

**The SAF/AQ Mission**

***"Provide the leadership, direction, policy, and resources to acquire superior systems, supplies, and services to accomplish the Air Force mission."***

**The SAF/AQ Vision**

***"An innovative team of professionals leading the Air Force in partnership with industry and the other services to rapidly equip America's warfighters with effective and affordable combat systems."***



# MAY 1998

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
<b>ACQUISITION REFORM WEEK</b>						
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

# JUNE 1998

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## Schedule of Events

- 4-8 May – Acquisition Reform Week
- 4-7 May – Navy Acquisition Road Show Paxtuxent, VA
- 6-10 May – DoD E3 Program Review, Orlando, FL
- 17-21 May – Performance Management Association International Conference, Clearwater, FL
- 23-25 June – Defense Management College Alumni Association Symposium, Fort Belvoir, VA

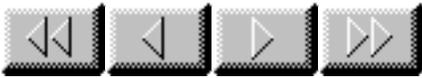
### SATELLITE BROADCASTS

- 27 May – Defense Acquisition Deskbook, 1330-1600 Eastern Standard Time.
- 11 June – Information Technology, 1330-1600 Eastern Standard Time
- 25 June – Contract Pricing - Volume II, 1330-1600 Eastern Standard Time

**SEND US YOUR ACQUISITION CALENDAR EVENTS!**

[arideas@af.pentagon.mil](mailto:arideas@af.pentagon.mil)

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



## Not Business As Usual

Marta Reynosa

**N**eed to reduce the lead-time for parts acquisition? Then follow the lead of the San Antonio Air Logistics Center's Propulsion Directorate and use simplified acquisition procedures! The Directorate saved time and money by embracing change and modifying the standard way of doing business. The negotiations resulted in:

- Commercial instead of military terms and conditions
- Commercial warranty - previously no warranty
- A 61% discount off commercial catalog prices
- Contract lead time for ordering reduced from 180 days to less than 10

The Blanket Purchase Authority was developed to meet three initiatives: commercial approach, contract consolidation and applied acquisition streamlining. Awarded to Allison Engine Company, the contract covers 5,000 replenishment spares applicable to the T-56 engine which is used on the C-130.

## SAF/AQ Web Site Leads the Way

Grace Yang

**I**n the spirit of embracing change, the SAF/AQ web site has been redesigned as a more functional, user friendly site loaded with tons of information on the Air Force and Acquisition Reform. Additionally, the site is now sized for the screen, which eliminates the need to scroll down to view the entire page.

A powerful search engine allows visitors to scan hundreds of archived documents while a revolving news box alert users to hot topics.

In the ever-expanding universe of the Internet, where sites are constantly springing up, the *Field of Dreams* line "if you build it, they will come" no longer applies. Web sites today must be clear and concise, easy to navigate through, and most importantly, must contain timely information users actually want to see.

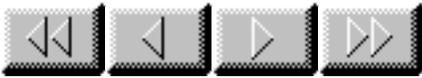
The SAF/AQ Homepage accomplishes all these goals and more. As you navigate around the AQ Homepage, you will notice an abundance of useful information. Need to find out more about the new Acquisition and Sustainment Reinvention Process? It's only a click away. How about...Lightning Bolts and Initiatives? Click on the "Acquisition Reform" button and "presto," you get the latest. Currently, a profile on Mr. F. Whitten Peters, Acting Secretary of the Air Force, greets visitors, but only a few clicks away are in-depth biographies of the entire SAF/AQ staff.

With around 800,000 visitors per month, SAF/AQ knows keeping data current is not a trivial matter; in fact, they are committed to providing a continuous level of superior service.

Visitors should feel free to provide feedback through the Suggestion Box, E-mail, Ask AQ, or POC icons that appear on every page.

The address hasn't changed so bookmark <http://www.safaq.hq.af.mil> today!





## Advisory Group II *(Continued from page 9)*

that run counter to commercial standards.

- Work with field activities to ensure their concerns and local requirements are addressed.
- Capture and store lessons learned into an acquisition knowledge warehouse.

The Air Force's first AFSCAG, formed in the late 1970's, ushered in the current way the Service buys and administers services contracts. AFSCAG II will be formed to move the Air Force into the new millennium. Empowered by acquisition reform initiatives, AFSCAG II will modernize the Air Force services contracting program by unlocking the power of the commercial marketplace. The use of commercial performance requirements and quality standards in defining contract needs, source selection, and quality assurance will ensure that business inefficiencies are eliminated, service delivery is improved and acquisition costs are reduced.

## Electronic Source Selection

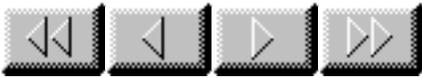
The increased use of paperless methods is being encouraged throughout the Federal Government. Many Air Force organizations are already employing various forms of electronic techniques in their conduct of source selections. Electronic copies of solicitations are often followed by receipt of electronic proposals. Individual acquisitions then use a variety of techniques to further remove paper from the process.

SAF/AQ will aggressively pursue the push towards paperless acquisition by requiring electronic solicitations and proposals. A common set of procedures will also be established to facilitate the use of electronic tools to assist in documenting the analysis of proposals.

## Reengineering the Source Selection Process

The Air Force recognized the need to revamp its existing source selection process when field activities and industry provided feedback that the process was too complex, took too long, required too many people, and was difficult to understand. This, coupled with the fact that over 98% of competitive negotiated acquisitions are under \$10 Million, led the Air Force to pursue improving the process through establishing a Source Selection Integrated Product Team (IPT). The IPT was directed to research ways of changing the existing AFFARS Appendices AA and BB source selection regulations. This effort led to a proposed complete reengineering of the existing policy and procedures. Currently, the new policy and procedures are in the test phase, involving 15 acquisitions with completion expected in July of this year. Based on objective and subjective measurement data, the IPT will analyze the results of the test, then train field activities to implement the new policy by January 1999.

The Air Force expects the new policy to benefit virtually all of the competitively negotiated Air Force acquisitions. Hopefully, all acquisitions, as a result of the new policy, will result in true "best value" decisions and the best use of procurement dollars. In addition, the Air Force expects the policy to be easier to understand and implement. Testing shows that the new policy may require as few as two people to accomplish successfully. These changes, and the success of the test, will offer field personnel yet another tool for contracting in ways that make good business sense while making the best use of existing resources.



## *Contract Simplification and Closeout*

Too many contracts are overly complex and have lengthy contract duration. This often causes contract administration and payment problems and increases overall costs to the government and the contractor.

Some contracts for major systems or complex services can have hundreds of contract line items (CLINs) with multiple funds citations (ACRNs). Through Engineering Change Proposals, contract modifications for additional work, or the exercise of options, contract duration may be extended for years - even decades. These long-term individual contracts present challenges to DFAS in the allocation of funds for proper contract payment, to the Administrative Contracting Officer in tracking progress and delivery of all those line items, and to the Program Managers in accurately tracking program resources over an extended period. Sometimes, the life of a contract can exceed the viable life of the funds that were obligated against it. This causes "funds cancellation" problems which can only be resolved by using scarce current-year funds to pay for items that were contracted for years ago.

To help the Air Force avoid these kinds of problems, SAF/AQ will support and deploy various policies and methods of simplifying contract structure, reducing the length of contract duration, and streamlining the contract closeout process. Some solutions, such as reducing the number of ACRNs on each contract, or using a new contract instrument rather than a modification to exercise an option for a follow-on production lot, are already being used by one or two organizations. SAF/AQ will make those solutions preferred policy Air Force wide. Some potential solutions, such as expanded use of "quick contract

## *Air Force Services Contracts Advisory Group II: Writing Commercial Performance Requirements and Quality Standards*

Air Force Service contracts amount to billions of dollars each year. In fact, it accounts for just over half of what the Air Force spends. These contracts cover a broad spectrum of services ranging from simple maintenance to state-of-the-art research and development. Many service contracts have been criticized for being plagued by performance problems, cost overruns and performance delays. As the Air Force re-engineers the acquisition process to improve service delivery, eliminate inefficiencies, and reduce acquisition costs, it must remove the barrier to implementing commercial practices. This will help the Service realize the full benefits of acquisition reform, usher in business process improvements and result in improved services and cost savings.

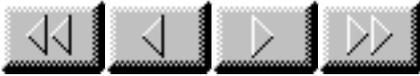
To effectively implement performance-based commercial service contracting, SAF/AQ, upon the conclusion of this summer's Air Force/Private Industry Strategic Sourcing Roundtable, will ask the functional communities to partner with contracting experts to form an Air Force Service Contract Advisory Group (AFSCAG). This group will, as a minimum:

- Review work statements so they comply with terms and conditions of the commercial market place.
- Translate service requirements into desired outcomes.
- Recommend strategic sourcing packaging decisions.
- Revise restrictive Air Force

close-out" procedures, are under limited test at a few activities. If they prove effective they'll be adopted, too.

## Instructions/Manuals

*(Continued on page 10)*



## *Regionalization: Multi-Base Contracting*

Regardless of the service or the close proximity of other military bases, Air Force installations typically solicit and award individual contracts for service requirements. Studies by RAND, discussions with firms at industry forums and field trips to various businesses confirm that "regionalized" or "multi-location contracts" can result in economies of scale and more efficient use of manpower, funds and administration effort.

Today, information technology enables the Air Force to efficiently communicate with users, leverage its worldwide workforce and capture, store and retrieve acquisition knowledge. The time is right to partner with customers at the Air Staff, major commands, bases and, where appropriate, other military departments in determining which types and kinds of services are appropriate for nationwide, regional or local multi-base contracts.

The major commands and the Air Force Services Contracting Advisory Groups will work together to identify requirements appropriate for regional and multi-base contracts and to develop a recommended strategic sourcing plan which considers commercial industry practice, leadership acceptance and approaches for central contract management and control.

## *Using the Internet for Construction Solicitations*

Printing and handling costs for construction, drawings, specifications and solicitation sets are time consuming and costly. One MAJCOM

Internet to post solicitation sets and allow interested construction firms to download that information at minimal cost.

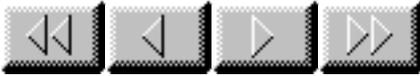
The Air Force wants to exploit Information Technology. IT solutions are available to make printing and mailing of hard copy solicitation sets with Architect-Engineering drawings a thing of the past. The AF Civil Engineer and SAF/AQC are working on joint implementing guidance to send to offices overseeing base construction and contracting activities. This guidance will set a goal for these stateside activities to start issuing construction packages using the Internet this fiscal year.

## *Outsourcing Under the OMB Circular: A-76 Cost Comparison Process*

The A-76 process typically identifies single entities for study. It does not promote efficiencies gained through strategic packaging of related work functions under larger contracts or efficiencies gained through developing centers of expertise for centralized, regionalized, or multi-based cost comparisons. As more and more base operations are outsourced, contract management functions become increasingly more important to wing leadership.

A-76 candidates need to be analyzed for ways to produce greater savings and efficiencies such as those possible in larger contract packages and by leveraging centers of expertise to run the cost comparison for many other locations. Also up for study are commercial practices, risks associated with larger contracts, organizational approaches for contract performance management, prospects of leadership acceptance, and use of incentives.

reported over \$120,000 savings for 14 projects by changing the way they do business. They used the



*Secretary of Defense,  
William S. Cohen*

## Leading and Embracing Change

*Excerpts from Secretary Cohen's Speech given at the kickoff ceremony of Acquisition Reform Week III on May 4, 1998*

Today we are here to spend just a few moments of our time sending a message. We want every person in the Department of Defense to know that we are willing to pay the necessary price and invest our strength and labor in order that we

may reap the benefits of acquisition reform. And we want every person in the Department to know that acquisition reform is critical to a strong defense in the 21st century.

We also owe our progress to the support of President Clinton, Vice President Gore, and Congress. And, of course, we owe our progress to you - our acquisition workforce. Thanks to you, we are reinventing the way we buy things, making "faster, better, cheaper" our mantra. And thanks to you, more of our defense dollars are going to the product, not the process.

True transformations will occur when everyone in our acquisition community is committed: When everyone understands the principles of acquisition reform, believes in them, and puts them into practice.

I and the rest of the Department's leadership are going to fully support you when you try new approaches. Reforming our acquisition system is not a risk-free enterprise. As you innovate and improve, there will be times when honest mistakes will be made. But even when that happens, the DoD leadership will still back up these goals 110 percent. We want you to be thinking about pursuing experiments, not punishing errors. If we are successful in empowering you to fight these problems, then you will be successful in empowering our warfighters with combat superiority.

## Increased Openness

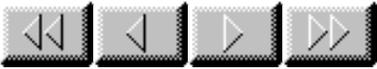
In June 1997, Air Staff's DCSs for Air and Space Operations and Plans and Programs, and the Assistant Secretary of the Air Force (Acquisition) jointly signed a memorandum entitled "Open Communications with Industry." The memo cited numerous opportunities for Air Force personnel to increase openness with contractors. Since that time the benefits derived by increased sharing of information between the Air Force and industry has grown.

This new initiative will build on the tenets of the previous memo by directing enhanced communication along several fronts. The area of negotiated acquisitions as governed by Part 15 of the Federal Acquisition Regulation (Contracting by Negotiations) will be especially targeted so contractors have the maximum opportunity to compete as the Air Force strives to obtain the best value for the warfighters.

## Reengineering Sustainment Process

Recent advances in the development, deployment and use of virtual shopping malls that contain contracting vehicles necessary to acquire commodities and services created an opportunity for the Air Force. Initial efforts by Defense Logistics Agency and other agencies who allow end users to order on-line has proven acquiring goods and services this way saves time and resources. Air Force personnel will further explore these opportunities to determine if Item Managers can use these centralized contract vehicles to order, pay for and track usage of their requirements. If so, shopping on-line will create substantial savings for the Air Force as it moves

into the next millennium.

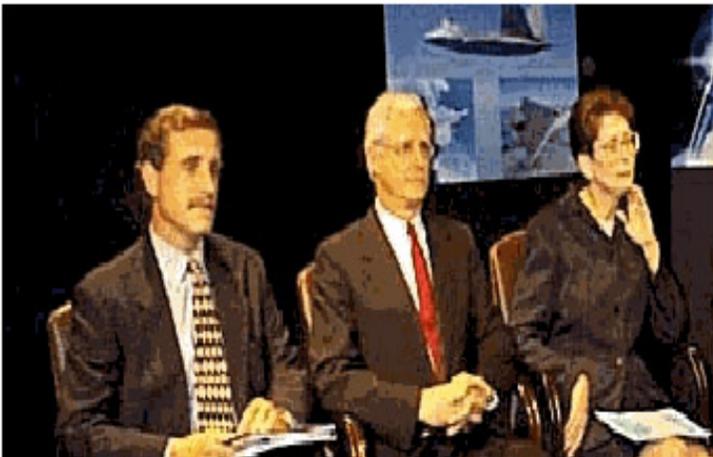


## First Live Video Shoot A Success

Maj Jim Hubert

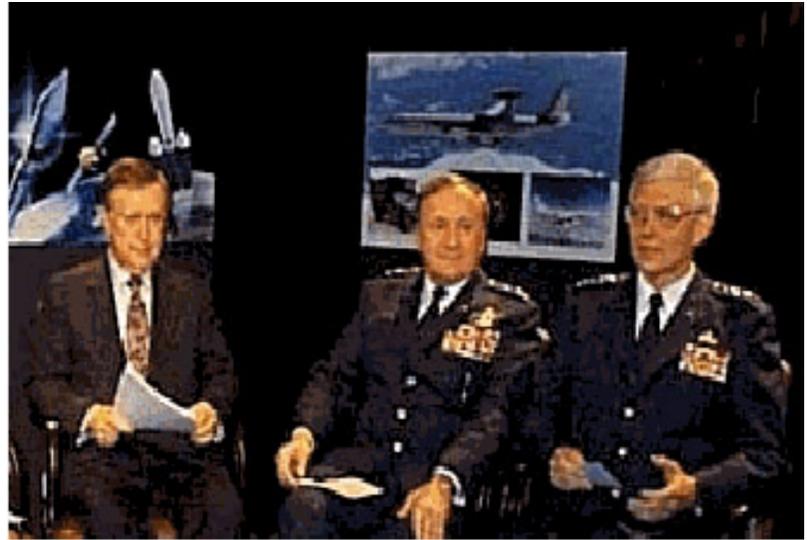
The Air Force kicked-off Acquisition Reform Week III with its first live television broadcast from the Pentagon. The kick-off not only unveiled a new, systematic process for acquisition reform, but it also began a new chapter for Air Force Television (AFTV). While AFTV has a distinguished history of taping presentations, this was their first live broadcast event. Pulling it off perfectly, the studio team rolled the credits and faded to black with just 5 seconds of airtime to spare.

The show was hosted by Lt Gen George Muellner and Mrs. Darleen Druyun of the Office of the Assistant Secretary of the Air Force for Acquisition. During the show, Mrs. Druyun presented the "Acquisition and Sustainment Reinvention Process," which is a process that will re-engineer Air Force acquisition and include direct participation from the Air Force and industry acquisition workforce.



*Left to Right: Mr. Stan Soloway, Dr. Jacques Gansler, and Mrs. Darleen Druyun during acquisition reform panel discussion*

Lt Gen Muellner led off a panel discussion by presenting the warfighter's perspective on reform. The distinguished guests were Dr. Jacques Gansler, Under Secretary of Defense for Acquisition and Technology; Gen George Babbitt, Commander of Air Force Material Command; and Mr. Stan Soloway, Deputy Under Secretary of Defense for Acquisition Reform.



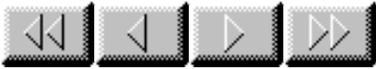
*Left to Right: Mr. Butler, Lt Gen Muellner, and Gen George Babbitt attentively listen to acquisition reform presentations*

Mr. John Primm of AFTV laid the groundwork for the show from initial production decisions and set design through setting up the satellite feed. The final arrangements included a simulcast over commercial channels and the Air Force Education and Training Network. AFTV also conducted overnight distribution to PACAF and USAFE installations. Ms. Darlene Brown took on final production and Mr. Pete Hatzakos directed the live event. Despite the initial tension in the studio as the clock counted down the seconds, the entire production team worked flawlessly. Not a cue was missed!

AFTV used a total of 17 personnel during the broadcast including the producer, director, floor director, production assistant, camera operators, camera control, audio, teleprompter, lighting, set design, maintenance technicians, equipment technicians, and tape operators. The experience in the control room was electrifying with cries of "ready camera 2...roll camera 2!"

SAF/AQ thanks the AFTV team. Additional thanks go to Mr. Nick Mosura of Air Force Graphics for his support producing the background scenes.

Copies of the broadcast are available from the Defense Automated Visual Information System (DAVIS) at [www.redstone.army.mil/davis](http://www.redstone.army.mil/davis)



## Evolved Expendable Launch Vehicle

Mrs. Beverly Tabor

The objective of the Evolved Expendable Launch Vehicle (EELV) program is to develop and field the next generation of medium and heavy lift expendable space launch vehicles. EELV will replace the existing launch vehicle fleet (Titan II, Delta II, Atlas II, and Titan IV) with a more affordable family of launch vehicles evolved from current systems. The program is in the Pre-Engineering and Manufacturing Development (Pre-EMD) module. It is scheduled to enter the Development module in June 1998.

The EELV program remains at the cutting edge of acquisition reform. The program has demonstrated that through insight and reliance on contractor data and metrics, system development can be successfully accomplished with a "lean" team. The program has also successfully exploited electronic commerce to streamline the acquisition process, obtain contract data electronically, and reduce resource consumption. EELV led the way in establishing an electronic source selection capability that not only serves as a model for the Air Force, but also helps bring DoD one step closer to the paperless contracting environment Secretary Cohen is calling for by the year 2000.

*"The Air Force sees the change in acquisition approach as an opportunity to partner with industry..."*

The program took another bold step forward when Noel Longuemare, (acting) Under Secretary of Defense for Acquisition and Technology, approved a change to the EELV acquisition approach. Rather than award only one cost-type contract for the Development module, the Air Force will continue with both contractors through full system development - at a lower level of overall Government

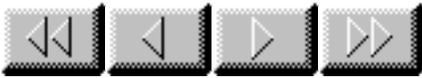


*LtCol Kimhan from the EELV Program Office explains the EELV model during AR Week*

investment. The objectives of this new acquisition approach are to introduce competition across the life of the program, strengthen the U.S. space launch industry, encourage greater contractor investment, and reduce the Air Force's overall development cost.

The Air Force sees the change in acquisition approach as an opportunity to partner with industry to develop a national launch system that supports both government and commercial requirements. The new approach will still reduce the Government's overall launch costs by more than 25 percent while saving between \$5 billion and \$10 billion in program life-cycle costs through the year 2020. By partnering with industry, the Air Force will ensure the EELV contractors have maximum flexibility to implement best commercial business practices in both system development and payload launches.

The recent revision in acquisition approach allows the program to sustain competition for launch services through the life of the program while at the same time reducing the level of investment required by the government. The EELV program is accomplishing its mission better, faster, and cheaper!



## Champions *(Continued from page 3)*

SAF/AQC has identified seven distinct contracting areas or "mission areas" that possess common characteristics that are likely to be encountered by multiple MAJCOMs. These areas are Operational Contracting (OC), Contingency Contracting (CC), Non-Appropriated Funds Contracting (NAF), Contract Administration Services (CAS), Research and Development Contracting (R&D), Sustainment Contracting (SSC) and Systems Contracting (SC). These mission areas represent a continuum of contracting support, from base services and supplies to systems acquisition. SAF/AQC is concentrating on the potential benefits of enhanced communications among members in these mission areas who share common problems.

Mission Area Champions (MACs) have been identified for each mission area. Individual MACs will advocate, on behalf of all the MAJCOMs, the best process improvements, practices, and problem solutions within and across mission areas. MACs will be responsible for investigating, coordinating, getting AQC approval of, and disseminating common practices across the Air Force.

The work of the contracting MAC will be critical as Government acquisition continues to evolve through a variety of reform and streamlining initiatives, and through adoption of more uniform best practices. Taking advantage of enhancements in communications and data sharing, the over 8,300 AF contracting personnel at 105 different locations will be able to actively participate with the MACs and their Secretariat policy focal points to posture Air Force Contracting for the challenges of the 21<sup>st</sup> century.

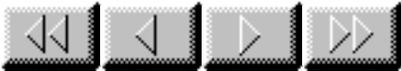
## *An Alternative to Resolving Disputes*

When things go wrong during contract performance, issues or controversies that require settlement may arise between the Air Force and the contractor. The government's policy is for the contracting officer to try to settle such issues through negotiations at the contracting officer level. However, where an impasse occurs, the contractor can use the Contract Disputes Act to establish a claim against the government. That claim often becomes a formally litigated dispute before the Armed Services Board of Contract Appeals or Court of Claims. The larger claims may be litigated for years and can result in huge legal costs for both parties.

To avoid this, the Air Force decided to establish a policy that emphasizes that Alternative Disputes Resolution (ADR) would be the principle method used by the Air Force to settle contract disputes. For cases where normal negotiations fail, ADR can provide a structured way of reaching settlement without litigation. ADR includes such procedures as conciliation, facilitation, mediation, fact-finding, mini-trials, arbitration, or the use of ombudsmen. Even though it still requires diligent preparation and a commitment of resources, ADR can provide a less adversarial and less expensive way to settle a serious dispute.

FAR 33.204 already encourages agencies "to use ADR procedures to the maximum extent practical." However, ADR use is still relatively low in most agencies. This initiative will significantly increase Air Force use of ADR, avoid the additional time and expense of litigation, and foster a more open and less adversarial relationship with industry.

*“Developing the people who  
develop the systems”*



Personal View *(Continued from page 2)*

it is then "Tested" in a low risk environment or piloted in a single program office. This way oversights may be uncovered and full executability may be confirmed along with defining the necessary tools and/or education necessary for implementation. Finally, the reform initiative is "Deployed" across the Air Force acquisition community accompanied with the tools, education, and supporting policies needed for successful implementation. We have already begun to apply this process to identify and launch an initial set of reforms.

*“The Acquisition Reform Challenge Train is accelerating and EVERYONE must be on board!”*

The SAF/AQ Principal Deputies, Mrs. Darleen Druyun and Lieutenant General George Muellner, formally unveiled the process on May 4, 1998, as the Air Force cornerstone of Acquisition Reform Week III. A key part of their message was "The Acquisition Reform Challenge Train is accelerating and EVERYONE must be on board!" Indeed, the entire acquisition community will be given the opportunity to participate and our collective participation will be necessary for the success of acquisition reform for the new millennium.

In the near future you can expect to see Reinvention Teams formed to tackle the first set of initiatives, and furthermore, you can expect to see increased communications keeping you informed on acquisition reform as

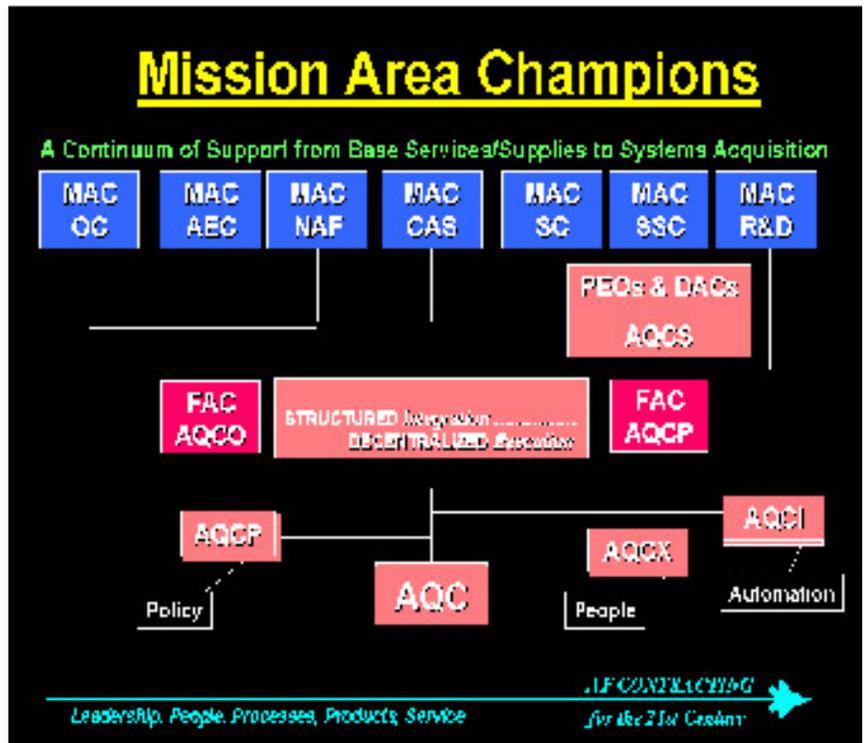
## Mission Area Champions

*LtCol Greg Waeber*

Each of the Air Force Major Commands (MAJCOMs) has a unique and important mission. Air Force contracting authority has been delegated by the Secretariat to the MAJCOMs, and then to contracting officers. This allows for decentralized execution and provides the flexibility needed to empower them to support their customers.

While decentralized execution allows for individual situations, not all Air Force contracting situations are unique. As a result, best practices are not being developed and dispersed uniformly to all potential Air Force users.

Also, staff members at different MAJCOMs may be duplicating efforts and "reinventing the wheel" - researching and developing solutions to problems already faced and solved by others. However, there is a great potential for efficiencies using common processes and procedures across the commands.



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well as encouraging your input and participation on the road ahead. Please keep in touch at: [www.safaq.hq.af.mil](http://www.safaq.hq.af.mil)