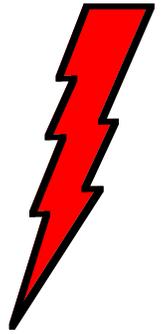


LIGHTNING BOLTS: SIX MONTHS LATER



Well, it's been six months since Mrs Druyun announced the Lightning Bolt Initiatives. Amid all the flurry of activity that followed—implementing eight, and then nine initiatives—perhaps now

is a good time to take stock of our situation. Exactly where do we stand, and what is next on the horizon?

In this feature, we'll bring you up to date on all the Lightning Bolts, highlight some of successes

of the past six months, and outline the plans for the future. If you haven't seen the monthly Lightning Bolt Updates, this may be new to you. If you have seen the updates, maybe we can give you a new perspective on the hard work that has gone into implementing the Lightning Bolts. In either case, we hope you'll take advantage of the continual updates that are available on the Air Force Acquisition World Wide Web page (see the box on page 8).

Well, enough preliminaries, lets move on to LIGHTNING BOLTS—SIX MONTHS LATER.

LIGHTNING BOLT #1—
Establish a centralized Request

For Proposal (RFP) support team to scrub all RFPs, contract options, and contract modifications over \$10 million:

When we interviewed Centralized RFP Support Team (CRFPST) chief, Mr Bob Lach in our July edition, things were just getting started. Now, the team is up and fully operational, and the days of scrambling for office space and phones, staffing the team's positions, developing a concept of operations, and training the team seem almost like distant memories. As we go to press, the CRFPST

continued on page 5

News From

AFAR



Air Force Acquisition Reform

Volume 1 Number 6 November/December 1995

SAF/AQ Undergoes Reorg-- PEOs to Align with MADs

SAF/AQ will complete a significant reorganization in 1996. The reorganization, which is intended to make the Pentagon Acquisition Staff both more efficient and effective, was recently approved by the Secretary of the Air Force.

Under the reorganization plan, a number of the Air Force Program Executive Officer (PEO) portfolios will be modified to align with new Mission Area Directorates (MADs), which mirror the recently modified Air Force Board Structure. Several functional and support offices will also be consolidated to cut staffing requirements. The major changes brought on by the reorganization are:

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NewsBits: News and events from the world of Acquisition Reform

Lightning Bolt Award: The Air Force has established a new award specifically designed to recognize leaders in acquisition reform. Recipients of the Air Force Lightning Bolt Award, named for the acquisition reform initiatives, are selected by SAF/AQ. The awards are approved and signed by Secretary and the Chief of Staff. Public presentations by the Secretary are currently planned. Look for the first awards to be presented in Dec or Jan.

- **“War Room”:** SAF/AQ has established an acquisition reform “war room” to showcase improvements in Air Force acquisition programs. The “war room”--actually a set of display boards lining the SAF/AQ hallway--covers the Lightning Bolt initiatives, success stories, and Lightning Bolt award winners. “Visually stunning” and “packed with great information” are two of the descriptions that have been applied to the “war room.” If you’re in the Pentagon, be sure to check it out (Room 4E964); otherwise, look for a “war room” page on the SAF/AQ WWW page (see page 8).

- **Acquisition Vision:** SAF/AQ and HQ AFMC have jointly approved an “Air Force Acquisition Vision for the Year 2000.” The vision is: “To provide timely and affordable systems that meet the warfighters’ needs. To have absolute credibility with the warfighters, OSD, Congress and the American people based on wise use of resources, making common sense decisions, and meeting commitments. To be the unquestioned leader in applying innovative acquisition processes and practices. To be a vibrant learning organization where trained, informed people are empowered to make decisions, and where mutual trust is the foundation of all relationships.”

Senate Considers USAF Acquisition Executive Nominee

The President has nominated Mr. Arthur L. Money to be the Assistant Secretary of the Air Force, Acquisition, filling the vacancy left by the death of Clark Fiester in April. Mr Money appeared before the Senate Armed Forces Committee on 14 Nov 95, for hearings on his confirmation. During the hearing, Mr. Money reiterated his strong support for acquisition



reform. The committee subsequently reported favorably on the nomination. The next step is for the full Senate to consider his nomination.

Prior to his nomination by President Clinton, Mr. Money was a vice president and deputy general manager for the TRW Avionics and Surveillance Group. This group is internationally recognized for airborne electronic systems and technologies. Though he assumed this position on 1 Jan 95, Mr. Money had been with ESL Incorporated, a subsidiary of TRW, since 1972. He joined the company as an engineer and was subsequently named manager and director of various ESL units before becoming president in Jan 90. Prior to joining ESL, Mr. Money worked 10 years for Lockheed Missiles and Space Company, where he analyzed data for numerous systems, including the Agena satellite.

In addition to his extensive industry experience spanning over 33 years, Mr. Money is no stranger to Government service. During his career he has served on a variety of panels and ad hoc committees in support of DoD and has served as a consultant to the National Security Agency Scientific Advisory Board since 1981.

Mr. Money is a 1965 graduate of San Jose State University with a Bachelor of Science, Mechanical Engineering, and a 1970 graduate of the University of Santa Clara with a Master of Science, Mechanical Engineering. Mr. Money hails from Stockton, CA, and currently resides in Cupertino, CA, with his wife Sharon. They have two children and are the proud grandparents of A.J., Samantha, and Kenneth. ❖❖

DoD 5000 Rewritten

By Maj Ken Robinson

To keep pace with the rapidly changing acquisition reform process, the DoD 5000 series acquisition documents are getting a facelift—and what a facelift it is! A multiservice team just completed a total rewrite of the DoD “acquisition bible.” All DoD Services and Agencies are providing comments. The acquisition leadership is hoping the new policy will help make reform easier to implement.

The rewrite was spurred by the recommendations of several acquisition reform Process Action Teams (PATs). The PATs felt a rewrite was necessary to: integrate changes required or allowed by the Federal Acquisition Streamlining Act of 1994; clarify mandatory versus discretionary guidance; consolidate the acquisition process for automated information and weapon systems; and simplify the morass of acquisition management procedures for major programs.

The new DoD 5000 is dramatically different. Two volumes, DoDD 5000.1 and DoDI 5000.2, totaling 131 pages replace the current three-volume 900 page set. They also replace the DoD 8120 series documents for automated information systems. The new 5000.1 is manda-

tory for all acquisition programs. DoDI 5000.2 is also mandatory for ACAT I programs but optional and tailorable for all other acquisition programs. Discretionary guidance and best practices have been removed, and will be available through the on-line DoD Acquisition Deskbook. The document is organized in a logical process flow instead of functional areas, and encourages: teamwork, tailoring, empowerment, cost as an independent variable, commercial products, and use of best practices.

The draft documents were released on 14 Oct 95 for a 30 day review period. Because of the hyper-aggressive review schedule, the Air Force formed four teams, each headed by a General Officer or civilian Senior Executive, to conduct

a review. The Air Force review, coordinated by Maj Ken Robinson of SAF/AQXA, produced a corporate Air Force response that ensures the new 5000 fully supports the Lightning Bolt Initiatives. The other DoD services and agencies are also working comments on the documents, however, the magnitude of the effort may cause a slip in the coordination and approval process. Despite the potential slip, we still expect to have a new 5000 signed by early next year. ❖❖



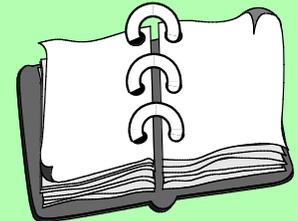
Datebook: Upcoming Events Upcoming Acquisition Reform Events

- AIAA will host a forum on acquisition reform, “Progress and Prospects,” at the Hyatt Regency, Reston, Virginia, on 12-13 December 1995.

The forum will consist of an executive focus on the legislative, legal, and policy changes in the acquisition process. Speakers will include Mr. Paul Kaminski, Undersecretary of Defense for Acquisition and Technology.

- SAF/AQ and the AFA are cosponsoring Joint USAF/Industry Acquisition Reform Training events. Lectures will address changes in USAF solicitations, including streamlined RFPs, SOOs, the impact these initiatives are intended to have, and how offerors are expected to respond. The first session was held at Fort Belvoir, VA on 7 December 1995. The training will be repeated at two additional sessions on 23-24 January 1996 at San Pedro, CA. Registration is limited to 150 each day. To receive a registration package, fax your request to the AFA POC, Mr. Charles Durazo, AFA National Director, fax (703) 437-1855.

- The Society of Logistics Engineers is holding an Acquisition Reform symposium on 1-3 Apr 96 in Arlington, VA. Invited speakers include Secretary of Defense William Perry, Dr Paul Kaminski, USD(A&T), and Mrs Colleen Preston, DUSD(AR). Call Glenn at SOLE (301) 459-8446 for program and registration information.



Industry Round Tables Are A Resounding Success

As reported in the September edition of *News From AFAR*, the Air Force Association (AFA) agreed to sponsor four industry round tables as a forum to allow SAF/AQ to spread the word about acquisition reform. The round tables also provided an opportunity to solicit industry feedback and inputs on the Lightning Bolts. The round tables were held:

- 11 Aug at DSMC, Ft Belvoir, VA
- 28 Sept in Los Angeles, CA
- 6 Oct in Dallas, TX
- 16 Oct in Dayton, OH.

The program for each round table was simple: bring together selected representatives from industry, Program Executive Officers, and Designated Acquisition Commanders; inform industry of the Lightning Bolts and how they will affect future ways of doing business; and seek industry's feedback.

Comments from the work groups were collected and presented at subsequent round tables, allowing each to build successively on the work of the previous meetings. A summary is provided below.

For more information on the industry round tables, contact Maj John Farris at (703) 695-3032 or farrisj@aqpo.hq.af.mil.

- Implement acquisition reform across entire facilities
- Establish incentives for reform
- Reduce FAR requirements
- Educate industry on source selection process
- Creatively reduce CDRLs
- Communicate early, openly
- Ensure CPAR information is relevant and recent

- Train industry on acquisition reform.

An outgrowth of the round tables was the need to provide industry and Air Force acquisition personnel with training on the unique aspects of Air Force acquisition reform. To meet this need, SAF/AQ and the AFA will cosponsor a Joint USAF/Industry Acquisition Reform Training event. Lectures will address changes in USAF solicitations,

The program for each round table was simple: bring together selected representatives from industry, Program Executive Officers, and Designated Acquisition Commanders; inform industry of the Lightning Bolts and how they will affect future ways of doing business; and seek industry's feedback.

including streamlined RFPs, SOOs, the impact these initiatives are intended to have, and how offerors are expected to respond.

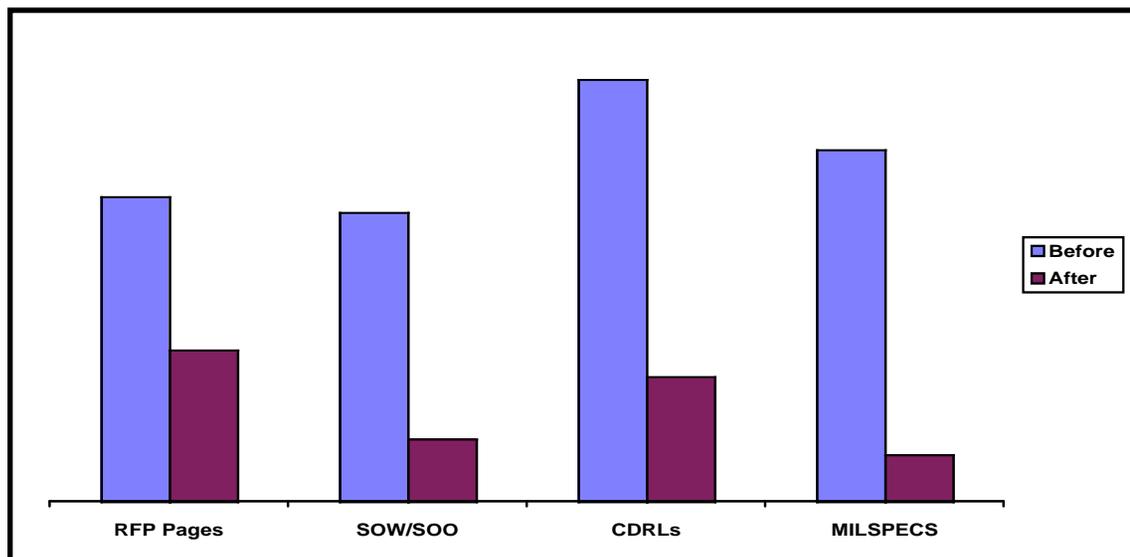
The first session held at Fort Belvoir, VA, on 7 December 1995. The training will be repeated at two additional sessions on 23-24 January 1996 at the Fort McArthur Community Center, San Pedro, CA.

Registration is limited to 150 per day.

You can find additional information on the SAF/AQ World Wide Web page at <http://www.safaq.hq.af.mil/SAFAQ/>. Information can be found under "Acquisition Reform:Industry Round tables."

If you have any questions, you may call the POC, Ms. Jo Nichols, SAF/AQ, at (703) 695-5973 or fax (703) 614-1491. To receive a registration package, fax your request to the AFA POC, Mr. Charles Durazo, AFA National Director, fax (703) 437-1855. ❖❖





has already assisted over 25 program office teams in streamlining their proposals, and has started working with an additional 35 program teams.

Their activities so far have resulted in success stories at both extremes. For example, the GPS IIF SPO working with CRFPST, reduced their RFP from a draft of 1700 pages to a final RFP of 300 pages. Meanwhile, the Medium Launch Vehicle SPO made only minor changes to their RFP—it was streamlined to begin with. Both are success stories because a team effort led to an effective, streamlined RFP. See the summary of their results in the accompanying box.

The CRFPST is quick to give credit to the program offices they’ve supported. “They have all been very receptive—remember, they’re doing the work—we’re

just there to provide suggestions,” says Maj Larry Knight, the chief of staff of the CRFPST.

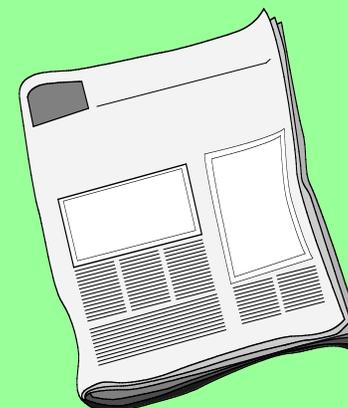
The CRFPST is made up of both core and auxiliary members from across AFMC. This team composition will help accomplish another of their other primary purposes—training. The CRFPST is intended to not only streamline the RFPs in which they are involved, but to embed the acquisition reform culture throughout the AF acquisition community. Getting active, trained RFP support offices (RFPSOs) at each of the centers is one of the exit criteria for the CRFPST. The RFPSOs will help further the reform culture within their own center.

The CRFPST publishes a monthly newsletter to capture lessons learned. It is

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About News From AFAR

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



If you are an interested reader, but don’t quite meet our rigorous distribution list criteria **DO NOT PANIC**. News From AFAR is available on the Web. Just visit the SAF/AQ Web site at www.safaq.hq.af.mil/safaq/.

You can either download the newsletter, or view it on line. If you need the Adobe Acrobat Reader, it’s there too. Instructions are available on the News From AFAR page of the Web site.

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

News from AFAR 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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available through email, or on the SAF/AQ World Wide Web page. Some of the things the team has found are:

- People in the SPOs are aware of acquisition reform, but they're unsure of how it affects them
- Many of the Centers did not have RFPSOs, or had understaffed or inactive offices
- Training is needed at all levels

The CRFPST has been one of the major successes of the Lightning Bolt Initiatives, but much work is still to be done. One of their major tasks remains—embedding a change in the way the Air Force does RFPs—and its success will be their long term legacy. So far, they're making great progress toward meeting the goal of phasing out the CRFPST in two years.

LIGHTNING BOLT #2—Create a standing Acquisition Strategy Panel (ASP) composed of senior level acquisition personnel from SAF/AQ, AFMC and the user:

Lightning Bolt #2's goal of establishing standing senior level Acquisition Strategy Panels (ASPs) has now been met. Mrs Druyun signed the letter designating the ASPs on 7 NOV 95. Actually, there are three levels of ASPs: the Service Acquisition Executive, the

Senior, and the Center ASP. The SAE ASP is intended for ACAT I programs, the senior ASP primarily for ACAT II programs and the Center ASP for ACAT III and IV programs. The matrix in the accompanying box shows which ASP level would be utilized for various program sizes and phases.

The intent of Lightning Bolt #2 is to ensure good, consistent acquisition strategies on all Air Force programs. As the JDAM program has demonstrated—good acquisition

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ACQUISITION STRATEGY PANEL MATRIX			
ACAT LEVEL	MAJOR MILESTONE DECISION	SIGNIFICANT CHANGES	OTHER
ID			
IC			
II			
III/IV			

KEY:	PEO/DAC CHAIRS SENIOR PANEL	
AQ CHAIRS SAE PANEL	PEO/DAC CHAIRS CENTER PANEL	

NOTES:
 A. The Principal Deputy Assistant Secretary of the Air Force for Acquisition and Management will be the SAF/AQ chairperson.
 B. Any chairperson role delegated by SAF/AQ to the PEO or DAC is not redelegable.
 C. The SAE Panel will attend all ASPs chaired by SAF/AQ or delegated by SAF/AQ to the PEO/DAC.



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strategies make good acquisitions. The JDAM acquisition strategy helped the Air Force save over \$1.5B. The Senior level ASPs, having a consistent membership, can help us share good ideas, avoid repeating mistakes, and ensure high level “buy-in” for our program strategies.

The SAE ASP met for the first time on 31 Oct 95, on the Joint Air-to-Surface Standoff Missile (JASSM) program. Now that the ASPs are in operation, we’ll be able to start seeing the impact of Lightning Bolt #2 on our acquisition programs.

LIGHTNING BOLT #3—*Develop a new SPO manpower model that uses the tenets established in the management of classified/SAR level programs.*

Lightning Bolt #3 has been one of the most misunderstood of the initiatives. Its purpose is not an arbitrary cut in the size of SPOs—rather it’s a plan for dealing with the inevitable. By the end of the decade the Air Force acquisition workforce will be one third smaller than it was in 1990 and Congress expects even further reductions. The Congress will not support large research and devel-

opment and investment budgets in the future; therefore, our acquisition infrastructure must be reduced. The Secretary of Defense recently directed: “DoD must reduce the costs of the acquisition process by elimination of activities that, although being performed by many dedicated and hard working personnel, are not necessary or cost effective in today’s environment.”

Many of these cuts are already laid into the Future Years Defense Plan (FYDP).

Congress is also looking to cut the level of contracted support. These changes require a “total workforce” plan to deal with the acquisition workforce size of the future. Reductions will occur both in the field and the headquarters.

Given the inevitability of workforce reduction, the time for workforce planning is now, not when

we find ourselves with a “skeleton crew.” Lightning Bolt #3 was established with this goal in mind and based on the recognition that the SPO is the lifeline of the Air Force Acquisition process. Any paradigm shifts must first take hold in the SPOs. The System Program Director (SPD) is charged

with eliminating non-value added activities in order to reduce program costs and manpower. The Lightning Bolt #3 Final Report, issued on 6 Nov 95, provides the SPD tenets

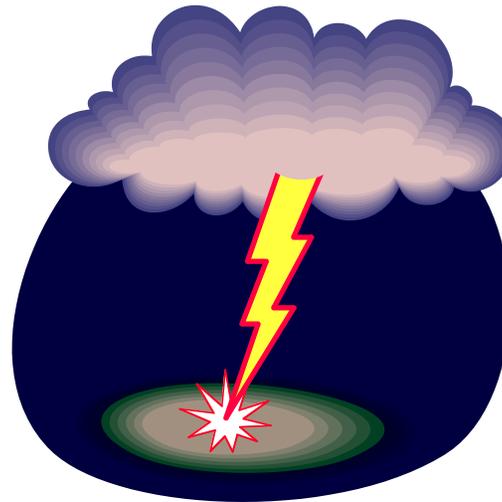
to achieve efficiencies in operations and reductions in manpower. The report is available on the SAF/AQ World Wide Web page.

The tenets are based on the concepts of operation for classified programs, other acquisition success stories, and contractor inputs. The report is divided into three sections. The first section repre-

sents a major paradigm shift in Air Force acquisition philosophy. These tenets should be followed by every SPD. They embrace the following key elements: Aggressive Risk Management; Insight versus Oversight; Clear Accountability in Design; IWSM; and the reduction of CDRLs. The second section identifies tenets, that if selectively employed could further reduce a program’s cost and manpower requirements. These tenets include: Maximizing long-term teaming arrangements; Milestone Based Contract Line Items; Increased Contractor Involvement in Logistic Support; and Refocus and Restructure of a SPOs Engineering Staff. The third section of the report provides a summary of industry’s suggestions to assist in SPO downsizing.

The Final Report should be used by every Program Director, Center Commander, and PEO during their restructuring activities to comply with SECDEF’s mandate to reduce the cost and manpower associated with the acquisition process. They can lay out plans to reduce their program offices over the period of time it takes them to transform their programs in accordance with

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Lightning Bolts—6 Months Later continued from page 7

the tenets. For example, one of the tenets is that, in most cases, the SPO should not be doing systems integration. The GPS program office has laid out a strategy to consolidate all of their many contracts into one, allowing them to get out of the systems integration business. This strategy allows them to reduce their SPO size by 38%.

Each of the Program Directors is laying out their SPO workforce plan in the Lightning Bolt #8 reviews through Dec 95. The SPO sizing tenets report is expected to help them in making their plans. Remember, the goal of Lightning Bolt #3 is not to “do more with less,” it’s to change our programs

to where we can “do less with less.” Good program decision can help us eliminate non-value added work, and transfer activities that are not “core government functions” to the contractor. These changes will help us to live within the smaller acquisition workforce of the future.

LIGHTNING BOLT #4—Cancel all AFMC Center-level acquisition policies by Dec 1.

Proliferation of policies at all levels has made the AF not one, but many different customers, increasing cost for our warfighting customers.

Mrs Druyun signed a letter on 1 Nov 95 that canceled all center-

Keeping Up With The Home Page

Bookmarks

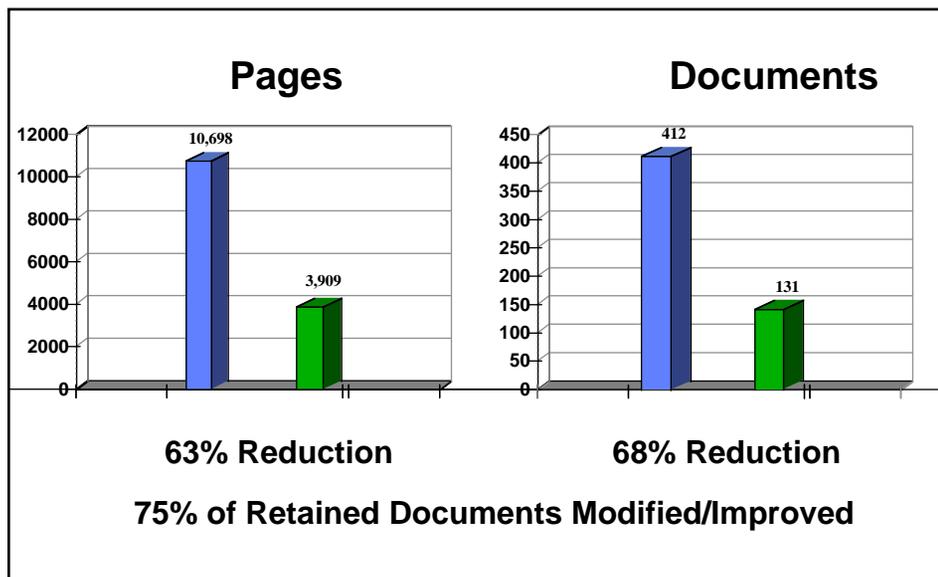
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Air Force Acquisition Homepage

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

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

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



level policies, and required modification of many others at all levels. Those organizations responsible for modified policy must make the necessary changes and forward their revised policy to SAF/AQXA by Jan 96.

The acquisition policy review examined Air Force acquisition policy to bring it in line with Lightning Bolt #4 which cancels all AFMC center acquisition policy and requires all new and revised policy to be reviewed by the New Policy Review Team. Over 50 functional specialists, mostly from

the AFMC product and logistics centers, participated in the Acquisition Policy Review which eliminated redundant, obsolete and non-value added guidance. Many documents are being revised and a number of documents are rescinded to implement these findings.

The accompanying box shows the overall result of the policy review. The New Policy Review Team (NPRT) will review the modified policies and ensure they are consistent with the acquisition reform philosophies.

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Lightning Bolts—6 Months Later *continued from page 8*

The group will also be responsible for reviewing all future policy. SAF/AQ approved the results of AFMC/PK and SAF/AQC's review of field-level FAR supplements 17 Oct 95. Many of the field level supplements will be canceled as of Dec 1 and some information will be incorporated into HQ AFMC or higher-level FAR supplements.

For now, some of the recipients of the SAF/AQ letter are in denial—"not my policy" is a commonly heard sentiment. But the work of the NPRT will continue, and they'll significantly reduce our self imposed limitations, and help to make Air Force acquisition a single customer to our contractor partners.

LIGHTNING BOLT #5—Reinventing the AFSARC process through Integrated Process Teams.

This is all about Integrated Process Teams (IPTs). Program support IPTs are being formed here at the HQs to help make program milestone decisions and oversight easier for the SPOs. The IPTs will group together all of the Pentagon stakeholders to continually work program issues. The

goal is to resolve issues before they get to be "showstoppers."

SAF/AQ is currently undergoing a reorganization (see story page 1) to realign the IPTs with the new Air Force board structure, eliminate duplication between the Mission Area Directors and Program Executive Offices and help reduce the size of the organization.

Seventy Air Force IPTs have been identified, many of which are not acquisition-oriented (like BRAC, PCS, Family Programs, etc.), 15 are SAF/AQ-led, including B-2, F-22, JDAM, JSTARS and Theater Missile Defense. Many acquisition programs were incorporated into "basket" groupings of related projects to limit the number of total IPTs. The new corporate structure does not effect PEM assignments or responsibilities. The defined leadership and membership responsibilities of all the IPTs are being articulated for the new organizations in preparation of building the FY 98 POM.

IPT training is progressing along several fronts: monthly AQ sessions open to all HQ USAF offices, a new OSD-sponsored effort to produce an IPT education video, and IPT leader training.

IPT policy guidance will be published in a SAF/AQ memorandum by Dec 1.

Lightning Bolt #6 has a goal of improving our data collection systems in addition to raising the level of influence that past performance plays in source selection decisions.

LIGHTNING BOLT #6—Enhance the role of past performance in source selections.

Making past performance co-equal with technical and cost considerations has been a high priority throughout the DoD.

[Incidentally, co-equal does not mean equal weighting in your factors for award. It simply means that past performance will be evaluated and scored instead of just being an "other factor."] The question is how to do it fairly and effectively. Many who have used past performance effectively in the past say that it must be: relevant, recent, and balanced.

Lightning Bolt #6 has a goal of improving our data collection sys-

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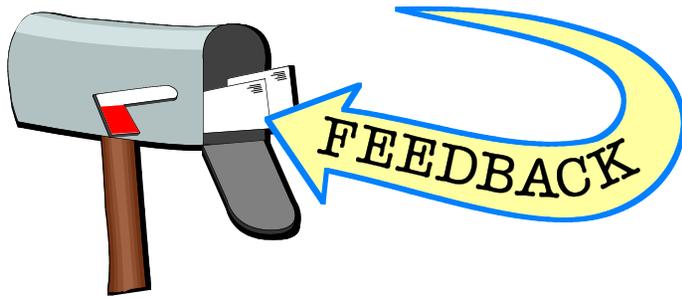
“Knowing what you know about the contractor’s ability to actually execute what he promised in his proposal, would you award the contract to the contractor today-- given that you had a choice?”

1 - 2 - 3 - 4 - 5

DEFINITELY
NOT

MAYBE

DEFINITELY
YES



Dear News From AFAR: I realize that SPOs are going to be getting smaller, but even so I'm confused about what we 'should' be doing after contract award. We've been given a long list of what we won't be doing: no oversight, no integration, no checking the contractors work. Do we sign the contract and then walk away?

Well, I certainly don't want to give the impression that you shouldn't keep track of what's going on in your program. But with smaller SPOs, you're just not going to be able to do everything you used to do. Here are a couple of key points:

- Since you can't do everything, work the important things
- Important things are those that add risk--from whatever source: funding, particular technical issues, subcontractor performance, requirements, interface with the user, contract cost, schedule, and performance, etc.
- You should keep track of less important things (insight) only to the extent that you can gauge if the risk has changed.
- You manage risk--do continual risk assessment within your SPO to avoid having a "sleeper" become a "fire drill."
- The SPO, of course, also has to continue to do inherent government functions associated with the contract.

What we will not be doing is the contractor's work-- design and testing. We'll hold the contractor accountable, and ensure he is fulfilling the terms of the contract. If you spend most of your time on high risk items, and spend the rest on risk assessment and inherent government functions, I bet you'll still be plenty busy.

Lightning Bolts—6 Months Later continued from page 9

tems in addition to raising the level of influence that past performance plays in source selection decisions. Perhaps the most notable immediate change is the modification of the CPAR form shown in the accompanying box. Each Program Manager is being asked to rate the contractor in terms of the following rhetorical question: "We've been through a lot together, you and me, Mr Contractor, and given the totality of our experience I would/would not pick you to do the job again." The modified CPAR form is intended to put past performance into context for future source selections. Regardless of the challenges a program might have encountered, the contractor we selected might still have been the best qualified. The operative question for the CPAR then is: how well did the contractor's actions match the assertions made in his proposal?

Additional guidance on the use of past performance is forthcoming. The DFARS and AF FARS changes have already been drafted and are in final coordination. AFMC is developing a policy on how to best use past performance in source selections.

LIGHTNING BOLT #7—*Replace acquisition documents with the Single Acquisition Management Plan (SAMP).*

The SAMP continues to be one of the more popular acquisition reform topics. The world is anxiously awaiting the release of the final SAMP policy and guide. The final version of the policy and guide are currently in coordination, and should be complete soon. The latest draft of the SAMP guide is now posted on the SAF/AQ Home Page. All the major issues have been resolved; so, although marked "draft," the posted guide should be very close to the final version.

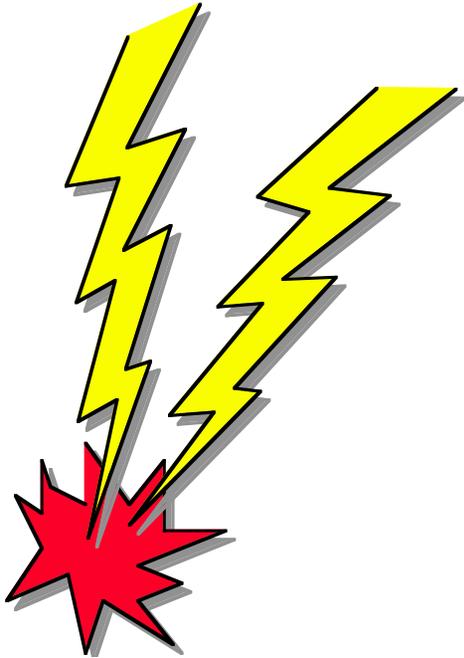
Many of you are struggling with the current SAMP guidance. Remember preparing a SAMP requires a complete shift in your traditional acquisition mindset. The SPO has the lead in preparing the SAMP, however, all staff elements, above the PEO or DAC need to be active participants in SAMP preparation. The proper functioning of the IPT is critical to the success of the same. The intent of the SAMP process is to ensure that all the staff's "pet rocks" are put on the table early and all the relevant issues can be adequately cussed and discussed. When preparing the SAMP you need to keep in mind that it is intended to address the overall program strategy. This includes both the acquisition strategy and the program management strategy. Finally, the

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SAMP is intended to be read by the Milestone Decision Authority, cover to cover. If you keep this in mind, it will help guide your decisions about the appropriate length and detail.

One final important point needs to be reiter-



ated. There is a fine line between “vague enough” to allow the program manager flexibility to quickly exploit opportunities and “specific enough” to convince the headquarters staff that the program manager has control of the program. This line will vary from program to program, and within the program from decision to decision. The SAMP is written at a strategic level, in an executive summary format. However, this does not relieve the program manager from the responsibility for completing the detailed planning required to successfully

execute the program. The only change is that this detailed planning is not required to be formally documented, unless the program manager chooses to do so. The SAMP is a vehicle to decentralize program execution to the program manager, while allowing the headquarters staffs insight into the overall program strategy.

All ACAT I programs are required to submit a SAMP by either 31 Dec 95 or 28 Feb 96. The due date is determined by when the program’s acquisition reform program review (Lightning Bolt #8 Review) was conducted. PEO/TS, PEO/ST, and SMC program SAMPs are due on 31 Dec 95. Other program SAMPs are due on 28 Feb 96. ACAT II programs are expected to prepare a SAMP at the “next event,” either a milestone review or change in acquisition strategy. Use of the SAMP is optional for all other programs.

LIGHTNING BOLT #8—Revise the PEO and DAC portfolio review to add a section that deals specifically with acquisition reform.

Several of the Acquisition Reform Implementation Reviews have already been held, and the rest will be completed by 15 Dec. The review covers what each Program Director is doing to implement the Lightning Bolt Initiatives. SPO sizing and military specification and standard reform have been key issues to date.

The idea behind Lightning Bolt #8 is that each SPO should reevaluate their program to determine if there are potential reform opportunities. Using the Lightning Bolts as a template, each Program Director looks for opportunities

to save. Both new and old programs can benefit from a restructure. The MILSTAR and GPS programs—neither of them new—saved money and cut their SPO size by reforming the way they do business.

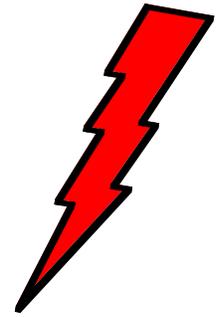
With Lightning Bolt #8, everyone is going to get an opportunity to report the reinvention of their SPO.

LIGHTNING BOLT #9—Enhance our acquisition workforce with a comprehensive education and training program that integrates acquisition reform initiatives.

Training is a critical tool to help us embed a reform culture in the Air Force acquisition community. Lightning Bolt #9 was announced to help us put emphasis on this important area.

Since it’s the newest bolt, plans are not yet final. However, Col Bobby Wright, AFMC/DP, is working to create a comprehensive plan to cover training, education, and career development. The Roadshow II program developed by AFMC/DRI and SAF/AQX predated Lightning Bolt #9, but it answers only a part of the need.

Col Wright is working to integrate acquisition reform training and education into System Acquisition School, AFIT, and an upcoming Roadshow III program. In addition, a SAF/AQ and the Air Force Association sponsored industry training program is planned. The first Joint USAF/Industry Acquisition Reform training sessions are scheduled *continued on page 12*



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for Fort Belvoir, VA, on Dec 7 and Fort McArthur, CA, on Jan 23 and 24.

Since it is a vital part of reforming the acquisition culture, you can expect to hear a great deal more on Lightning Bolt #9 in the coming months.

SUMMARY

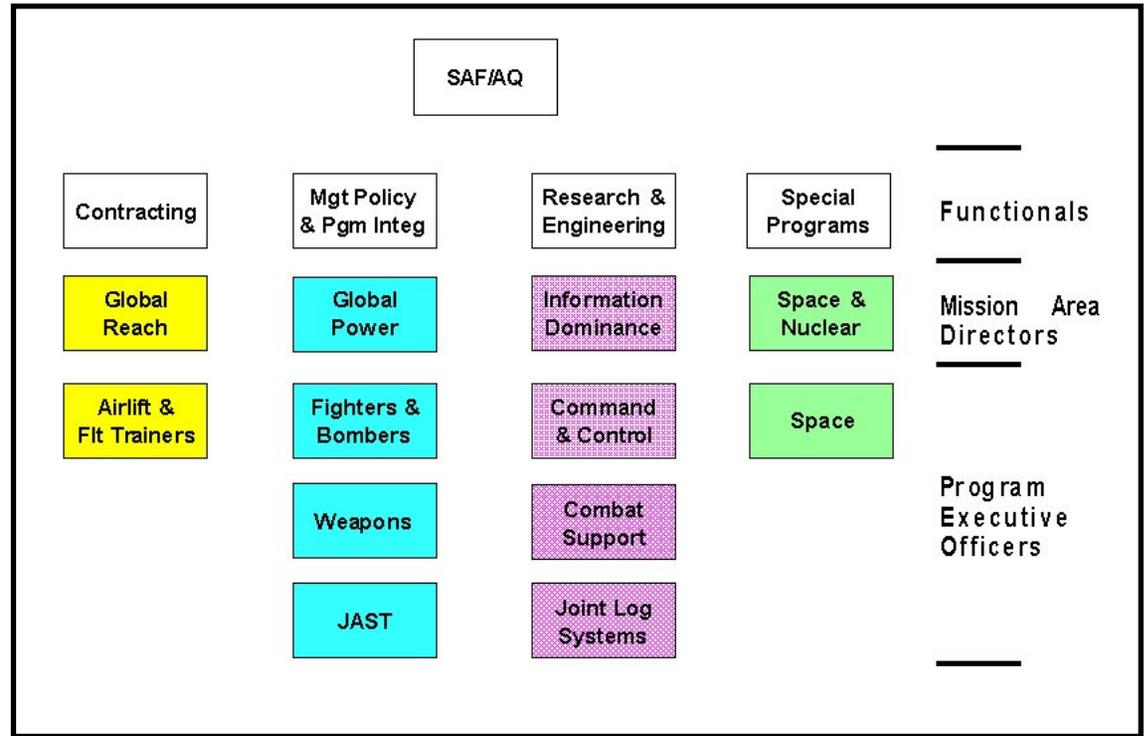
It's been a busy six months since Mrs Druyon announced the Lightning Bolt Initiatives. Many people have put in a lot of hard work and creative effort into implementing the Lightning Bolts, but we still have a long way to go. We're just starting to see the early results of the initiatives, and the true test for the Lightning Bolts will be when they are implemented on programs and organizations—not when the teams are

Acquisition reform is not an event, it's a process, and it's up to each of us to make it happen on our programs, projects, and in our organizations.

appointed and the documents signed.

With the likelihood of a new Service Acquisition Executive being confirmed soon, you can expect to see more acquisition reform initiatives. Acquisition reform is not an event, it's a process, and it's up to each of us to make it happen on our programs, projects, and in our organizations. It really is an exciting time to be in Air Force acquisition. To stay current on what's happening, check the SAF/AQ WWW page often.

We're always looking for better ideas--if you have a new Lightning Bolt to suggest, or you have an idea of how to make them more effective, please let us know. Submit your ideas to Capt Barry Graham, SAF/AQXA, DSN 223-3222, email grahamb@aqpo.hq.af.mil. ❖❖



SAF/AQ Reorg continued from page 1

- Creates an Information Dominance Mission Area Director
- Creates a Program Executive Officer for Logistic Systems
- Realigns programs to establish a direct correlation between one or more PEOs and a MAD.
- Consolidates acquisition manpower, personnel, and training
- Consolidates research and engineering activities
- Transfers non-acquisition functions to other Secretariat or Air Staff offices.

The new organizational structure is shown in the diagram above. The alignment of PEOs with MADs and the MADs with the new Air Force Board Structure is expected to significantly streamline the headquarters. It allows PEOs and MADs to develop synergy between their staffs. PEO and MAD staffs can be located together—making teamwork even easier.

The new organization is also intended to help facilitate downsizing in the Secretariat. As part of the Lightning Bolt initiatives, SAF/AQ established a goal of downsizing by at least 30%. ❖❖