Industry and the Military Joined Forces to Create a Partnership Process for Electronic Warfare Acquisition

The Case for Change

In the past few years, the electronic warfare (EW) community has faced unprecedented challenges from both inside and outside the military. Because of the following challenges, we need to change the way we do business:

- Reform initiatives such as the DoD 5000 Revisions and the SAF/AQ Lightning Bolt Initiatives
- Decreasing defense budgets and termination of EW programs that couldn't justify their contribution to warfighting capability
- Continued existence and proliferation of advanced threats in the post–Cold War world

"We are beginning a new era now. The ways of the past are insufficient to the challenges of the future. We can no longer tolerate delay or pay lip service to the ideas for change and reform."

—Mrs. Darleen Druyun

The Collaboration Between Industry and the Military

To respond to these challenges, industry and the military formed the Partnership Process for EW Acquisition, which includes representatives from industry, the warfighting community, program management staff, and developmental and operational testers. The Association of Old Crows provided crucial industry involvement.

The Partnership Approach

To ensure that all voices were heard, we formed integrated process teams (IPTs) with functionals from all segments of the EW acquisition community. The Process IPT found a more efficient, streamlined path through the acquisition process. The Military Worth IPT identified a method to quantify the value of EW solutions to the warfighter. The Best Solutions IPT devised a better strategy for negotiating the trade space defined by cost, schedule, and performance.

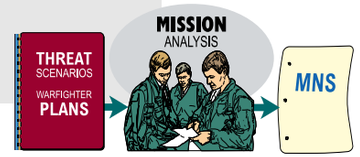
We believe the Partnership Process has found a way to provide better, faster, cheaper solutions for the warfighter.

The Partnership's Mission:

Transform the electronic warfare acquisition process to consistently put superior solutions in the hands of America's warfighters as quickly and inexpensively as possible.

The Streamlined Partnership Process Brings Discipline and Value to Electronic Warfare Acquisition

1. Increase Warfighter Involvement in Quantifying Mission Deficiencies

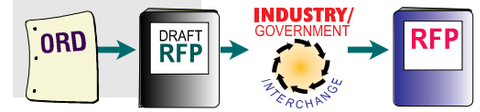


- Use standard threat scenarios and actual warfighting plans to help identify deficiencies.
- Assess deficiencies in terms of warfighter taskings that cannot be accomplished.
- Form partnerships between industry and the military after the government identifies deficiencies.
- Form Integrated Concept/Product Teams to guide each acquisition throughout the process.

2. Establish Requirements in the Warfighter's Terms

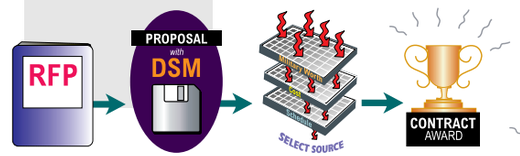
- Use the Partnership's disciplined method to ensure a traceable link from campaign objectives to system design and technical attributes.
- Consider the warfighter's needs within a multidimensional trade space that balances performance, cost, and schedule.
- Define a preferred solutions space that identifies the range of military worth that industry's probable solutions can provide.
- Set a meaningful threshold and objective for military worth that allows contractors to develop additional capability and still remain competitive.

3. Collaborate with Industry to Convey Requirements and Expectations



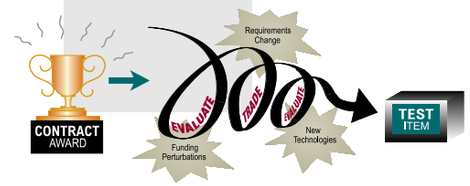
- Ensure improved industry involvement with early dialogue, open sharing of information, and continuous feedback.
- Distribute standardized modeling and simulation tools so industry and government can consistently evaluate possible solutions within the Military Worth Method.
- Emphasize a performance trade space rather than a point requirement so industry has the widest possible leeway to address warfighter needs.
- Encourage industry's innovative solutions with an RFP that captures warfighter requirements instead of specifications. Incentivize industry to provide solutions that aim for the objective.

4. Use a Disciplined Process to Select the Best Source



- Include detailed digital system models (DSMs) of potential solutions in proposals to provide a consistent framework for comparing the military worth of proposed solutions.
- Evaluate proposals by making disciplined trades among cost, schedule, and military worth according to the evaluation criteria stated in the RFP.
- Choose the solution with the best value—not necessarily the solution with the lowest cost or the highest military worth.

5. Develop the Solution Using Insight, Not Oversight



- Continually assess the multidimensional trade space to ensure that we develop the solution with the best value. Respond to changes in the external environment by making informed trades among cost, schedule, and military worth.
- Trace the military worth of the solution from system design and technical attributes to campaign objectives. Show a verifiable link to warfighter needs.
- Use the military worth and earned value methods to continuously make trades with cost as an independent variable (CAIV).
- Allow industry and government to work together to execute the agreed-upon program management approach.
- Involve the test community in testing portions of the solution as they become available. Use test results to improve our digital system models and gain insight into the current military worth of the solution as it is being developed.

6. Evaluate Results to Validate the Contribution to Mission Success

- Use the test community's expertise throughout the acquisition process to gather information for decision making.
- Use the digital system models to link the solution's test results to its military worth. Update this understanding as the solution progresses through test phases and facilities.
- Use our updated understanding of the solution's military worth to justify program and milestone decisions.

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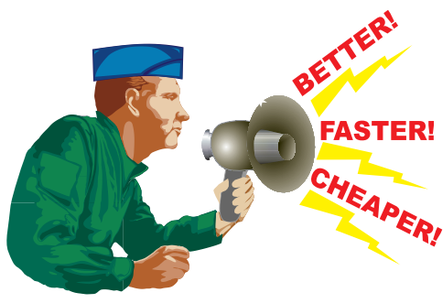
The Partnership Process Meets Warfighter Requirements . . .



The Partnership Process provides a solid analytical foundation for building superior electronic warfare solutions—quickly and cost-effectively. The Partnership Process enables us to:

- Save time and money by eliminating non-value-added processes from the acquisition cycle.
- Achieve mission success by listening to the voice of the warfighter throughout the acquisition process.
- Find innovative solutions by increasing the interchange between industry and the military.
- Prove the value of electronic warfare solutions by quantifying their military worth.
- Obtain the best solution by making informed trades among cost, schedule, and performance.

The Partnership Process is a disciplined approach that encourages openness and communication between industry and the military while ensuring that industry is working within the military's constraints for military worth.

> "Achievement of these goals is the key to providing the warfighter with the right combat capability in the electronic warfare mission area."
>
> —LtGen Ralph Eberhart

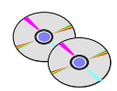
The Partnership Process Has Sponsorship from Key Acquisition Decision Makers

- Assistant Secretary of the Air Force for Acquisition
- Air Force Director for Test and Evaluation
- Air Force Deputy Chief of Staff for Plans and Operations

Learn More About the Partnership for Improving Electronic Warfare Acquisition

To find out more about the Partnership Process, visit our World Wide Web site at the address below or search for the phrase *Electronic Warfare Acquisition Partnership Process Homepage*.

http://www.safaq.hq.af.mil/acq_ref/aqpe



To receive a CD-ROM that contains the full Partnership story, contact:

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EW ACQUISITION PARTNERSHIP PROCESS TEAM
WARFIGHTER • PROGRAM MANAGER • INDUSTRY • TESTER

WE'VE MET THE CHALLENGE OF A RADICALLY CHANGING WORLD

WITH

BREAKTHROUGH TRANSFORMATIONS

IN

ELECTRONIC WARFARE ACQUISITION