

*Integrity - Service - Excellence*

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# Develop & Sustain Warfighting Systems (D&SWS)



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# Overview



- AFSSO 21 and D&SWS
- New SECAF Direction – ILCM
- Open Discussion



# SECAF Mission and Goals

**Mission Statement** *The mission of the US Air Force is to deliver sovereign options for the defense of the United States of America and its global interests - to fly and fight in Air, Space, and Cyberspace.*

## ■ **SECAF Goals**

- - Foster Mutual Respect and Integrity
- - **Sustain Air, Space and Cyberspace Capabilities**
- - Provide Persistent Situational Awareness
- - Joint and Battle Ready Trained Airmen
- - Continue to improve the Total Force quality of life
- - Open, Transparent Business Practices, Clean Audit
- - **Foster Lean Processes across the Total Air Force**



**It's all  
about  
this!**



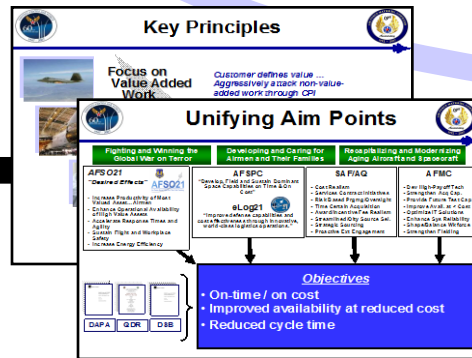
# D&SWS: One of Ten AFSO21 Processes

**ENTERPRISE/  
STRATEGIC**

**CENTER LEVEL**



- End-to-End Assessment
- Identification of HVIs



***D&SWS Vision***  
**"Streamlined and Integrated Life Cycle Management... One Materiel Enterprise"**



- Improve Daily Processes
- Eliminate Non-Value Added Work



# The State We're In

## AF Case for Action

**Rising Personnel Costs**

**Cost to Operate the Fleet**

**Aging Aircraft Inventory**

**Fiscal Environment**

**Highly Dynamic  
GWOT Demand**

**Congressional  
Budget Pressure**

**Increasing  
Fleet Age  
(Avg > 23 yrs)**

**JP8 Fuel Cost more than  
doubled for Air Force from  
2003 to 2006**

**Personnel Healthcare &  
Support Costs Rising**



# The State We're In

## AF Case for Action

**“SO WHAT’S THE ANSWER?”**

**Rising Personnel Costs**

**Highly Dynamic GWOT Demand**

**Congressional Budget Pressure**

**Cost to Operate the Fleet**

**Increasing Fleet Age (Avg > 23 yrs)**

**Aging Aircraft Inventory**

**IPB Fuel Cost more than doubled for Air Force from 2003 to 2006**

**Fiscal Environment**

**Personnel Healthcare & Support Costs Rising**




# AFSO21 is Part of the Answer



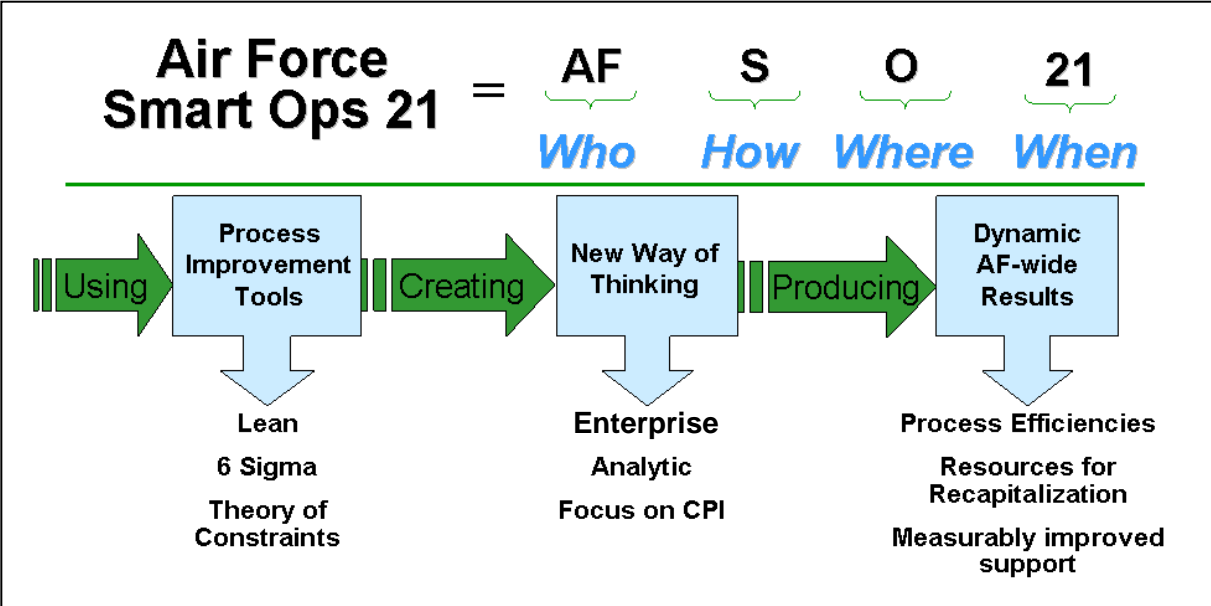
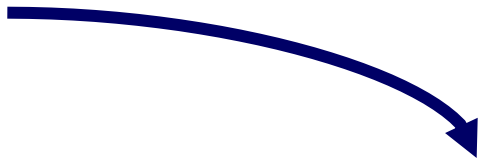
**Funding Our Priorities**

“We will fund transformation through ...  
**organizational efficiencies,**  
**process efficiencies,**  
**reduction of legacy systems and manpower**  
 while sustaining GWOT and ongoing operations in support of the Joint Fight.”




- Michael W. Wynne, SECAF

*Integrity - Service - Excellence*





# D&SWS Key Principles



## Focus on Value Added Work

*Customer defines value ...  
Aggressively attack non-value-added work through CPI*



## Harness Enterprise Efficiencies and Effectiveness

*Leveraging efficiencies from AF-level to better utilize our resources. Rethink processes to take advantage of 21<sup>st</sup> century IT*



## Teamwork

*Creating unity of effort by rethinking the way we do business—Integrated Life-Cycle Management mindset*



## Standards, Standardization, Standard Work

*Driving repeatability and achieving predictable results*



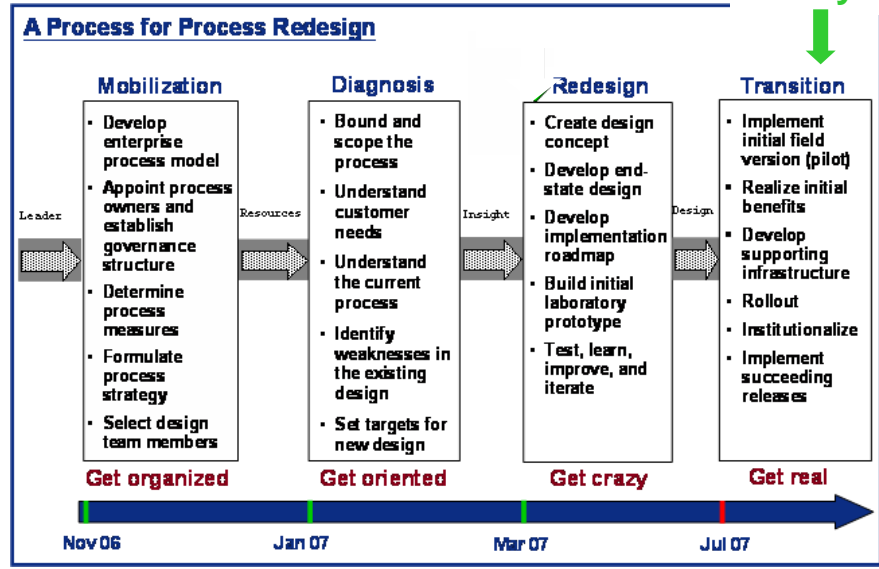
# Where Are We Today?

## End-to-end Assessment Complete:

- Focused on 3 customer-oriented objectives
- Significant value-stream analyses and process mapping conducted
- Identified 27 issues / opportunities
- Set 8 “To-Be” objectives for process redesign
- Grouped initiatives into 4 Focus Areas

| Issues and Opportunities  | On time / On cost | Improve Availability at reduced cost | Reduce Cycle Time |
|---|-------------------|--------------------------------------|-------------------|
| Institutionalize Standard Work                                    |                   |                                      |                   |
| Lack of integrated policy deployment & interpretation process     |                   |                                      | SES               |
| Lack of consistent policy & process compliance                    |                   |                                      | SES               |
| Inconsistent process execution                                    |                   |                                      | SES               |
| Oversight / Command and Control                                   |                   |                                      |                   |
| Policy process takes too long and content is not fully integrated |                   |                                      | SES               |
| Decision authority often unclear                                  |                   |                                      | SES               |
| Gap - No existing LCM enterprise decision process                 |                   |                                      | SES               |
| LCM Program Decision Making                                       |                   |                                      | SES               |
| LCM Performance Monitoring  |                   |                                      | SES               |
| Technology Development  |                   |                                      |                   |
| Inability to identify technology needs                            |                   |                                      | SES               |
| Improved process  | SES               |                                      | SES               |
| Expedite process  | SES               |                                      | SES               |
| AF Materiel Support Broker (TD13)                                 | SES               |                                      | SES               |
| Contract Management   |                   |                                      |                   |
| Lack of program linkage   |                   |                                      | SES               |
| Lack of requirements process                                      |                   |                                      | SES               |
| Lack of requirements / budgeting stability                        | SES               |                                      |                   |
| Lifecycle Management  |                   |                                      |                   |
| Low confidence SDD proposals                                      | SES               |                                      |                   |
| Low confidence AF Program Baseline                                | SES               |                                      |                   |
| Insufficient Execution & Technical Leverage                       | SES               |                                      |                   |
| Test & Evaluation   |                   |                                      |                   |
| Need for qualified T&E personnel                                  | SES               |                                      |                   |
| Need for consistent T&E processes                                 | SES               |                                      |                   |
| Supply Chain Operations   |                   |                                      |                   |
| Absence of an Enterprise View                                     |                   |                                      | SES               |
| Fragmented Planning Processes                                     |                   |                                      | SES               |
| Lack of Integration   |                   |                                      | SES               |
| No Enterprise System Strategy                                     |                   |                                      | SES               |
| Sourcing  |                   |                                      |                   |
| Ineffective & inefficient acquisition of services                 | SES               | SES                                  | SES               |
| Ineffective & inefficient J&A review and approval process         | SES               | SES                                  | SES               |
| Supplier relationship Mgt (Strategic view)                        | SES               | SES                                  | SES               |
| Issues/Opportunities Total  | 12                | 11                                   | 14                |

**“GO Fix” List**



Today

**Thrusts:** Adjust pre-M/S B activity to reduce large scrap & rework  
 ... Create efficiency thru strategic decision-making and enablers



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# New SECAF Direction - ILCM



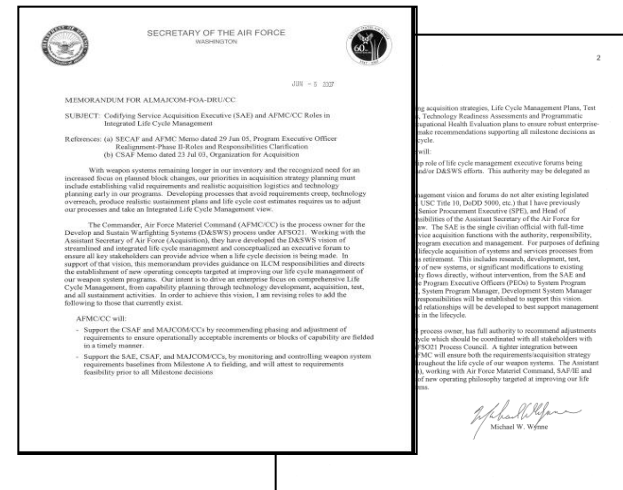
## CSAF Acq Summit - Apr 07 4-Star Involvement Needed



- **Case for action and current environment demands it**
  - **Uniformed accountability in “Big A” and “little a”**
  - **Primary life-cycle advisor to AQ, IE, MAJCOM/CCs**
- **Codified role to act in support of the Chief to:**
  - **Monitor and refine requirements**
  - **Assist in developing acq strategies**
  - **Drive life-cycle decisions across the enterprise**
- **Process re-design may not be sufficient / fast enough**
  - **Leadership push required to move this forward**



## SECAF Memo, 6 Jun 07

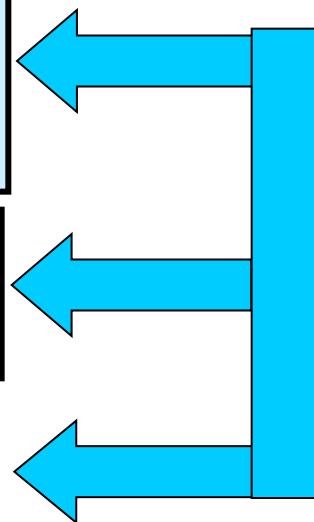


### AFMC/CC will:

- Support the CSAF and MAJCOM/CCs by recommending phasing and adjustment of requirements to ensure operationally acceptable increments or blocks of capability are fielded in a timely manner.
- Support the SAE, CSAF, and MAJCOM/CCs, by monitoring and controlling weapon system requirements baselines from Milestone A to fielding, and will attest to requirements feasibility prior to all Milestone decisions.

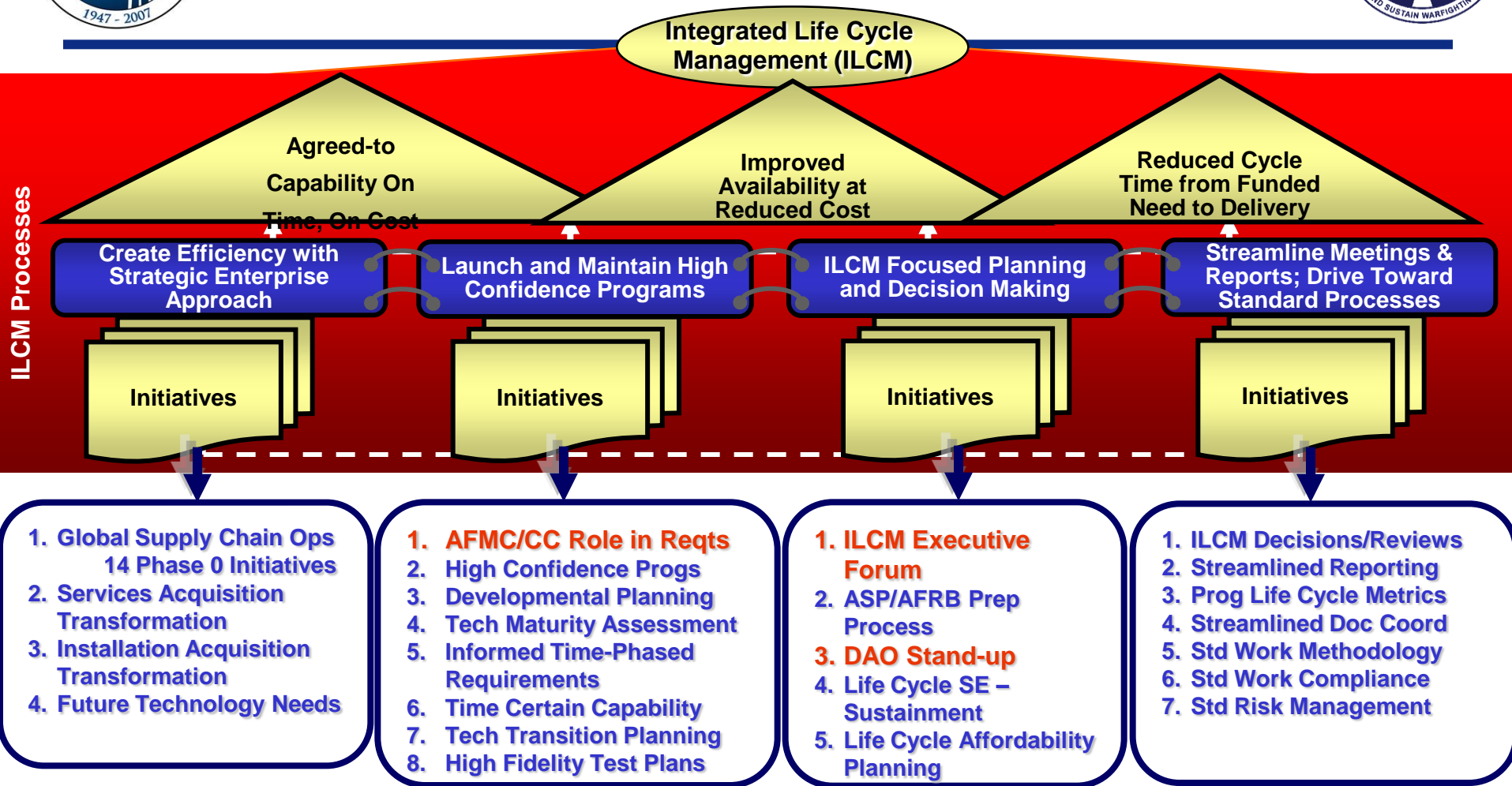
AFMC/CC will: “Support the SAE by reviewing acquisition strategies, Life Cycle Management Plans, Test and evaluation Master Plans, Technology Readiness Assessments and Programmatic Environment Safety and Occupational Health Evaluation plans to ensure robust enterprise-sensitive planning, and will make recommendations supporting all milestone decisions as required throughout the life cycle.”

AFMC/CC will be a Standing Member with SAF/AQ, SAF/IE, and AF/A4/7 of the Integrated Life Cycle Management Executive Forum and as D&SWS Process Owner has full authority to recommend adjustments to processes across the entire life cycle, to be coordinated with all stakeholders.





# Focus Areas and HVIs



**Huge effort—Tremendous pay-off—Eliminate NVA activity to make resources available for this**



# AFMC/CC Role in Requirements Development



- SECAF Memo, 6 Jun 07, established AFMC/CC supporting role in requirements process

## For New Programs:

- AFMC/A2/5 hosted RIE (10-14 Sep 07)
  - AFMC/CC attest to reqts feasibility at AFROCC
    - Codifying in updates to AFROCC charter and AFIs
    - Drafting AFMC OI on required Center actions—ECD 30 Nov 07
  - Delegate to SPM (for smaller mods to fielded systems) to confirm reqts feasibility by signing AF Form 1067, Modification Proposal

## For Existing ACAT I & II Programs

- Participates as member of USD(AT&L) directed Config Steering Board (CSB)
  - SAF/AQ fleshing out details on CSB Process

**Feasible, executable requirements--Enterprise-sensitive strategies**



# ILCM Executive Forum (EF)



- 1<sup>st</sup> ILCM Executive Forum (EF) held 5 Sep 07
- Standing members: SAF/AQ, SAF/IE, AFMC/CC, and AF/A4/7
- EF to be held 2<sup>nd</sup> Monday of each month
  - Approx. 12/yr plus out of cycle ASPs & overlaps
  - Topics scheduled based on USAF strategic rhythm
- Approval for key enterprise strategies (e.g., Technology Investment, Long-Term Sustainment, etc.)
- EF will replace AFRB, ASP, CSB, FVB
- Finalizing new HQ AFMC process leading to ASP/AFRB

**Key Forum---Driving Strategic and Integrated ILCM**



# ALC Designated Acquisition Official (DAO)



## ■ Key Changes:

- Stand up DAO and Establish Clear Lines of Authority/Accountability/Reporting
- DAO directly responsible to SAE for acquisition management and reporting
- Desire DAO to meet DAWIA Certifications – AFMC/CC and SAF/AQ will collaborate on selections
- Create Sustainment Program Master List and use SMART reporting – applies to any investment effort above established threshold
- DAO to establish consistent reporting template/timeline for efforts below threshold
- Enhance ACE offices and acquisition-related training

## ■ Status:

- MOU drafted
- Phased Implementation throughout FY08 – jointly led by AFMC/A2/5, SAF/AQX

## ■ Benefits:

- Improves SAE insight into execution of investment funding at ALCs
- Improves Integrated Life-Cycle Management
- Clarifies and strengthens management and decision authorities lost when DACs removed
- Helps reduce current PEO span of control issue



# Summary



- **AFSO21 Emphasis on Enterprise Solutions**
- **D&SWS is Looking to Make Improvements Across the entire Materiel “Value Stream”**
  - **Taking on AF Enterprise-level Life Cycle Management for Air, Space and Cyberspace**
- **GREAT Benefits for the Enterprise**
  - **Lots of Progress Realized Since July 06 Kick-off**
- **Continuous Process Improvement is a Culture Change**
  - **Success Requires Concerted effort by EVERYONE!**



Source: 7 Summits.com

“The innovation journey is **long** and **tedious...** and requires **perseverance**”

Source: Venture Capital & Private Eqty Assn '05

**Streamlined & Integrated Life Cycle Management ... One Materiel Enterprise**



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# Questions Discussion