ASSISTANT SECRETARY OF THE AIR FORCE FOR ACQUISITION INTEGRATION

2016 CONTINUOUS PROCESS IMPROVEMENT REPORT

REPORTING PERIOD
(01 JANUARY 2016 TO 31 DECEMBER 2016)

01 February 2017

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01 February 2017

MEMORANDUM FOR SAF/AQ

FROM: ACQUISITION CHIEF PROCESS OFFICER

SUBJECT: Calendar Year 2016 Air Force Continuous Process Improvement Report
References: (a)   HAF MD 1-10, 02 Sep 16, Assistant Secretary of the Air Force (Acquisition)
(b)   Delegation of Chief Process Officer (CPO) and Value Engineering Senior Management Official (VE-SMO) to SAF/AQXP Deputy Director, 04 Jan 16

1. The Assistant Secretary of the Air Force (Acquisition) Continuous Process Improvement (CPI) Plan for Calendar Year 2016 was focused on enterprise-driven, process-based, results-oriented themes for solving problems, executing smart business decisions, reducing acquisition cycle time, and increasing process outcomes. The goal of the plan is to assist the acquisition enterprise in becoming more effective and efficient in executing AF acquisition.

2. The 2016 CPI Report covers accomplishment across three main focus areas:

   a. <u>CPI Execution</u>: Facilitated nine CPI events that refined the following processes: Acquisition Program Reporting, Auditing, Directed Energy and Intel Mission Data prioritization at both the SAF/AQ and OSD levels. Also, conducted Just-In Time CPI training for 154 attendees.

   b. <u>Acquisition Process Model (APM)</u>: Through document changes, revisions, and additions, the APM was expanded to over 2,400 processes and 500 pages. 21 APM training sessions were held with 260 trainees. The APM provided current state process context for several events, most notably the Acquisition Tiger Team.

   c. <u>Value Engineering</u>: Reviewed 23 VE award nominations across the services with one award going to the Air Force SBIRS program which saved $1.59B. Also, provided guidance to improve the CLE001 VE training class and improved the 2017 VE Plan.

3. Execution and day-to-day operations of this plan is the responsibility of the Chief Continuous Process Improvement Branch, and the Center for Reengineering and Enabling Technology team. Any questions with regards to this report can be sent to usaf.pentagon.saf-aq.mbx.saf-aqxp-cpi-wkflw@mail.mil.

MILDRED E. BONILLA-LUCIA, NH-IV
Acquisition Chief Process Officer

BREAKING BARRIERS...SINCE 1947

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CONTINUOUS PROCESS IMPROVEMENT EXECUTION

In 2016, the CPI Branch continued its success of facilitating/helping in multiple CPI events. The CPI Branch completed events addressing the below 7 topics (with 4 more on going into 2017). During these events, the branch trained over 150 people in various CPI tools/techniques. The following are short summaries of each event with further details located in the appendix. Click the titles below to go to the full write-up.

Prior Year Events Impacting 2016 Events

- Critical Intelligence Parameters – (Nov 15) In support of SAF/AQX, SAF/AQXP led a CPI effort to revise the Configuration Steering Board (CSB) process and recommend policy changes for more effective integration of intelligence in the requirements process and acquisition lifecycle. The successful execution of this event led to two other related CPI opportunities: IMD prioritization for the Air Force and IMD prioritization for OSD.
- SAF/AQX Offsite – (Dec 15) In support of SAF/AQX, SAF/AQXP led a CPI effort to create goals for SAF/AQX as well as address issues and concerns created by the reorganization of SAF/AQX. The successful execution of this event led to follow-on CPI actions, e.g., Audit Process and Capability Development Working Group.

Events Completed in 2016

- Acquisition Program Reporting Tiger Team – (Jan 16) In support of SAF/AQX, SAF/AQXP leveraged both its Continuous Process Improvement (CPI) skills and the Acquisition Process Model (APM) to identify revisions to the program reporting process/tools used by Acquisition Program Managers. The revisions are expected to provide $7+ million in benefits over a 3-year period starting in FY17.
- USAF IMD Prioritization Planning – (Jan 16) In support of AF/A2, SAF/AQXP led a CPI effort to develop a new process to provide for Air Force prioritization of IMD to eliminate conflicts and duplication of effort. Implemented in June, the process received accolades from GAO (GAO-17-10 recommend a revision to DoDI 5000.02 to reflect this process).
- Directed Energy Weapons Flight Plan – (Feb 16 & Apr 16) In support of SAF/AQR, SAF/AQXP led a CPI effort to develop an overarching plan on the Air Force's long-term vision and guide for planning/developing Directed Energy capabilities to strengthen the Air Force's Directed Energy enterprise. The plan was approved by AF/A5/8 on 17 Nov.
- Engineering Enterprise Executive Council Health of Engineering Metrics – (Mar 16) In support of SAF/AQR, SAF/AQXP led an offsite to help the Air Force develop metrics to measure the health of engineering. As a result, the effort identified six contributing factors to assess the health of engineering.
- SAF/AQH Process Mapping/Continuity Guide – (Apr 16) In support of SAF/AQH, SAF/AQXP helped develop process maps for several processes to help in the building of SAF/AQH's continuity guide.
- Office of the Secretary of Defense (OSD) Intelligence Mission Data (IMD) Prioritization (Apr 16 & Jun 16) In support of the AIR Task Force, SAF/AQXP led several events to

identify potential deficiencies involved with the production of IMD. As a result, the effort identified 19 Courses of Actions to help in this effort.

- Capability Development Working Group (CDWG) – (Jul 16) In support of SAF/AQR, SAF/AQXP led an effort to help the CDWG group develop clearly defined processes for accomplishing its responsibilities. The effort led to the identification of next steps for implementing the CDWG processes.

Events Continuing into 2017

- Enterprise Affordability Process Improvement – In support of SAF/AQX, SAF/AQXP led several 0-6 and 2-Star sessions to collaborate efforts on an affordability process that would provide AF leadership timely, decision-quality information. Currently, as the affordability process is matured, FMC, A8X, and AQX agreed to look at programs nearing their Milestone Decision review, and determine constraints at the 0-6 level, and if parties are unable to agree elevate to senior leadership for their awareness and to discuss possible trade space.
- Audit Tracking Process – In support of SAF/AQX, SAF/AQXP led several discussions to improve the responsiveness and timeliness of corrective actions taken in response to audit findings and recommendations, leverage corrective actions from audit findings to identify and implement process improvements enterprise-wide, and to improve accountability to reduce the need for follow-on audits. A SharePoint site has been developed for the acquisition community to track the status of audits.
- Small Business Metric – In support of SAF/SB, SAF/AQXP has led multiple discussions with SAF/SB to help predict the level of Small Business contracts for any given fiscal year. Currently, SAF/AQXP has help SAF/SB develop the scope and recommendations for the way ahead for this event. Currently, SAF/SB is developing a list of specific attendees for the event.
- Civilian Hiring Process – In support of SAF/AQH, SAF/AQXP has led multiple discussions with SAF/AQHP to help develop a standard process for all civilian hires to allow faster placement in the workforce. Currently, AFPC is undergoing major staffing changes, and the event will continue after this change.

ACQUISITION PROCESS MODEL

The APM provided benefits throughout 2016. In January, the APM provided the process architecture basis of SAF/AQXS submission of Organization Execution Plan (OEP) information for relevant systems. The APM also provided process architecture support for some non-OEP systems. SAF/AQXP leveraged the APM as the process basis of several CPI events. The most notable event was the Acquisition Program Reporting Tiger Team efforts (details on page 17 of this document). The SAF/AQ Management Inspection stated that the APM is a "robust and well-documented data repository" which "directly supported the SMP (Empower the Air Force as a customer), improved the acquisition process, and enhanced AF warfighting capability." Throughout the year, the model has been updated multiple times and contains over 2,400 processes and 500 pages. The CPI Branch also conducted 21 APM training sessions with over 200 Air Force personnel in attendance. The APM was also publicized in several articles (Acquisition News and Gazette) and was mentioned in several Tips and Tools publications.

Further, DAU added a page on the Acquisition Community Connection linking to the APM. For further information about the APM, please visit: http://afacpo.com/acpo/.

Institutionalize the APM – Consistent with strategic guidance from the VCSAF/USecAF, SAF/AQ directed the Institutionalization of the APM. In addition to conducting 17 in-person and virtual training sessions on the APM, SAF/AQXP led the kickoff session of the APM Working Group (formed to identify enhancements to the APM as well as process improvement opportunities).

SAF/AQ Management Inspection – The report on the SAF/AQ Management Inspection cited both SAF/AQXP's CPI services as a Strength and the APM as a "robust and well-documented data repository."

Collaboration with Defense Acquisition University (DAU) – On 26 Sep, SAF/AQXP personnel met with DAU personnel to present the APM as well as discuss future collaboration opportunities. The DAU attendees provided positive feedback on the APM and offered to have the APM serve as a topic for a future Lunch and Learn session.

Acquisition Enterprise Architecture (AcqEA) – In its role as the Acquisition CIO, SAF/AQXS manages AcqEA. Given that the Acquisition CIO declared that the APM is the process component of AcqEA, the CPI branch provided key inputs for the selection of an appropriate tool. The CPI branch actively participated in the evaluation of several candidate tools with primary focus on the impact on APM functionality. SAF/AQXS ultimately agreed with the CPI branch recommendation that Casewise provided the best solution.

APM TRAINING

The CPI Branch began APM training in October of 2016 in response to the Institutionalizing the APM memo signed 11 Sept 2016. During these last three months, we conducted a total of 13 DCS sessions (10 Familiarization and 3 Update) with 114 people attending. In addition to these sessions, 8 in-person sessions were conducted with 141 people attending. The in-person sessions were conducted at Hanscom AFB (2 sessions) Wright Patterson (3 sessions) and the Pentagon (3 sessions).

Feedback from the attendees help improve the APM training. Initially, the CPI Branch e-mailed attendees of the class a brief survey for them to return. The CPI Branch automated this process by sending the survey to attendees immediately upon completion of the class. Finally, for the in-person classes, the CPI Branch asked each participant to complete the survey prior to leaving the training venue.

The CPI Branch gained several lessons learned through this year's training. First, in-person training sessions are preferred over virtual training sessions. Specifically, the in-person allow for better tailoring of the model review as well as enhanced interaction with the participants. Thus, the branch plans to conduct more on-site training sessions. Using the RATPAC training as an example, the branch plans to leverage organization specific events (such as Program Manager Days) to schedule multiple training sessions. Second, attendees are more likely to complete surveys when attended in-person compared to virtual. The branch received surveys back from

nearly 100% of attendees when training is conducted in-person and well below 50% return when training is done virtually. Third, the branch learned that the APM needs to be placed in context with other related tools (such as the DAU website, AFIT training, and ADDM). Fourth, using the principles of just-in-time training from its CPI support, the branch identified the benefits of conducting just-in-time APM training coincident with organizational execution. For instance, if a program is approaching a Preliminary Design Review, the APM training would focus on the processes and information required to accomplish the desired result.

Finally, we have a tool that contains everything we need. We no longer have to go to several different areas. ~GS-13 Acquisition Support POC

Thank you for building this product. As a PM with an engineering degree, this helps organize the data in a way I think. The introduction to the website definitely helped me to understand the structure and make the data useable for the future. ~GS-12 Program Manager
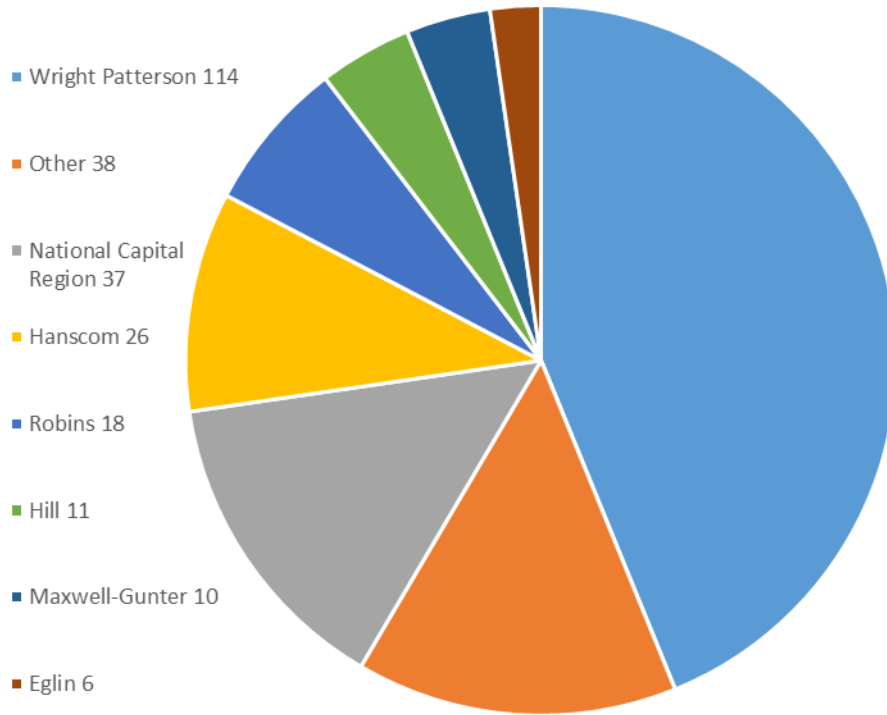
Great quick update of the significant revisions to the tool. This was extremely timely training, as we are in the early planning phase for MS-B and ASP development. The tool will be extremely helpful. ~GS-13 Acquisition Manager

I work in Space Sustainment, but knowing the steps involved and having the ability to drill down into those steps to know what is being required of the program office is invaluable.

I plan to use APM to prepare for Early Strategy and Issue Session (ESIS) and Acquisition Strategy Panel (ASP) with PEO.

2016 Training Statistic						
Training	Delivery Method	Number of Sessions	Number of Attendees			
			Mil	Civ	Ctr	Total
APM Familiarization	In-Person	8	45	77	19	141
	Virtual	10	17	67	14	98
APM Update	Virtual	3	0	16	5	21
Total		21	62	160	38	260

Attendance by Location

- Wright Patterson 114
- Other 38
- National Capital Region 37
- Hanscom 26
- Robins 18
- Hill 11
- Maxwell-Gunter 10
- Eglin 6

Other includes – Los Angeles (5), Offutt (5), Peterson (5), Tinker (5), MacDill (4), Randolph (4), Philadelphia (3), Kirtland (2), Edwards (1), Holloman (1), Lackland (1), Langley (1), and Patrick (1).

APM WORKING GROUP

Consistent with the direction from the VCSAF and USecAF's 4 Feb Strategic Guidance memorandum, the implementation of the Air Force Strategic Master Plan included the direction to advance the institutionalization of the APM. On 11 Sep, SAF/AQ issued a memorandum encouraging the acquisition workforce to leverage the APM as both a reference tool reflecting the processes included in policy/guidance and a baseline for conducting CPI events. In the memorandum, SAF/AQ directed the establishment of the APMWG – a team composed of Air Staff, PEO Staff, and PMs. The objective of the APMWG is to recommend content and functionality improvements to the APM as well as identify specific CPI initiatives related to processes contained in the APM. On 14 Dec, SAF/AQXP led an initial planning session with Air Staff Acquisition personnel to prepare for the first official meeting of the APMWG (scheduled for 15 Mar 17).

With the standup of the APMWG and the continuation of the effort to institutionalize the APM, SAF/AQXP anticipates a significant influx in new recommendations to revise the model for both content and functional reasons. The below list provides the known adjustments for 2017.

Content changes – Most of the foundational documents for the APM are in revision. Specifically, SAF/AQXP expects revisions to all of the following in 2017: DoDI 5000.02, AFI 63-101/20-101, AFI 10-601, and the Defense Acquisition Guidebook. Additionally, the FY17 NDAA language will drive content changes to the APM. Finally, SAF/AQXP anticipates content changes to include processes for ACAT II/III programs as well as Software Intensive Programs.

Functional changes – SAF/AQXP expects to migrate the APM from the current Visio-generated webpages into an architecture tool (Casewise). The projected benefits include modeling and simulation capability, robust data dictionary functionality, and information system/data mapping within processes. Additionally, SAF/AQXP expects to provide an RSS feed of APM changes and training offerings.

Training changes – In addition to providing more frequent training (monthly familiarization and quarterly update), SAF/AQXP anticipates providing addition on-site training offerings throughout the CONUS. SAF/AQXP will work with acquisition personnel at various bases to identify relevant forums for such training, e.g., Program Manager Days. Also, in response to recommendations from 2016 trainees, SAF/AQXP will offer focused training offerings, e.g., work with a Program Office approaching a milestone review.

APM UPDATES

Every quarter, the APM undergoes a revision incorporating multiple updates from various revised documents. The below lists the four revisions with details of changes. More information can be found in the Version Descriptions Documents located in the Appendix.

[Version 6.4 Release 15 Dec 15 (Baseline for CY16)](#)

Version 6.4 incorporated several changes as listed in the attached Version Description Document (VDD). The intent of this version is to update the model to incorporate AQX Re-Organization, AFLCMC Process Guide for Reprogramming Requests, AFLCMC Standard Process to Standardize and Manage AFLCMC Processes, and the SAF/AQ CPI Plan.

[Version 6.5 Release 27 Mar 16](#)

Version 6.5 incorporated several changes as listed in the attached VDD. The intent of this version is to update the model to incorporate AFI 33-360, AFI 33-580, AFI 33-401, AFLCMC Standard Process for Engineering Data Management, AFLCMC Process for Configuration Control, and AFLCMC Standard Process for Logistics Health.

[Version 6.6 Release 15 Jul 16](#)

Version 6.6 incorporated several changes as listed in the attached VDD. The intent of this version is to update the model to incorporate AFI 61-201, HAF MD 1-56, DOD Risk, Issue, and Opportunity Management Guide for Defense Acquisition Programs, Revised Templates for AFRB, ASP, and CSB and AFLCMC Standard Processes.

[Version 6.7 Release 6 Oct 16](#)

Version 6.7 incorporated several changes as listed in the attached VDD. The intent of this version is to update the model to incorporate AoA Handbook, AFI 63-101/20-101 Guidance Memorandum, and Ms. Costello's Institutionalize the APM memo.

VALUE ENGINEERING

2015 AF VE REPORT

In accordance with DoDI 4245.14, each component is required to submit one VE summary report covering the entire year to the USD (AT&L) within 90 days after the end of the reporting period pursuant to the sample format in OMB A-131 Attachment 1. In the 2015 Report, Ms. Mildred Bonilla-Lucia, the Air Force VE-Senior Management Official, used the various projects of the SBIRS program to calculate the VE savings of $1.59B.

2017 AF VE PLAN

As part of the process for establishing the 2017 VE plan, SAF/AQXP recommended and later received approval for the removal of the TOA basis of the VE goals (instead use a base amount as the VE savings goal for 2017).

VALUE ENGINEERING MANAGEMENT ADVISORY GROUP (VMAG) PARTICIPATION

Representing the Air Force's interests, SAF/AQXP participated in several VMAG calls throughout the year. The VMAG, as outlined in DoDI 4245.14, is composed of the DoD Components' Senior VE Management Officials and is chaired by the USD (AT&L) senior VE Management Official. The group meets periodically to address the following: review VE program progress and problems, recommend policy changes as required, exchange concepts and techniques, review honorary award nominations and forward its recommendations to the USD (AT&L), recommend and enhance training, and promote VE. At the beginning of the year, SAF/AQXP evaluated 23 VE award nominations from all the services. They approved 20 nominations. The Air Force had one awardee which was the Space Based Infrared Radar System (SBIRS) which resulted in a $1.59B savings for the Air Force. Throughout the year, SAF/AQXP participated in 6 VMAG calls covering the award process for 2015 submissions, preparing the 2017 VE plan, and reviewing 2016 award submissions. SAF/AQXP also provided feedback on how to improve CLE001 Value Engineering training for OSD. Later in the year, SAF/AQXP began evaluating Packard Awards and the CCaRs database for possible award nominations and to find VE savings for the 2016 VE Report.

DOCUMENT REVIEWS & COMMUNICATION EFFORTS

DOCUMENT REVIEW

As part of its analytical support, the CPI branch provided Subject Matter Expert review of 18 DoD, AFI, policy and strategy documents. These reviews corrected deficiencies, inaccuracies and content that, had they been left in the documents, would have caused confusion. The additional oversight strengthened the documents and generated discussions that further enhanced the final document(s).

The following contains the 18 documents reviewed: AFI 63-104, AF Dat Framework, OTI Plan, AFI 63-101/20-101, AFI 90-1604, AFI 36-2551, Strategic Basing, NGRER, Intellectual Property Guide, DoDI 5000.02, CWMD Enterprise Flight Plan, Energy Flight Plan, API, FMS Process Improvement, Us Cyber Command Imp Plan, PPBE Playbook, AF Statement of Assurance, and WMD education Com Consortium Charter.

SAF/AQ SHAREPOINT MANAGEMENT

The CPI branch acquired a new role in 2016 – address various SharePoint concerns with Air Force Acquisition.

During the spring of 2016, SAF/AQXP asked the CPI branch to manage the SAF/AQX SharePoint site and its subsites. A few weeks later, SAF/AQXP asked the CPI branch to help them migrate their BURP process to SharePoint and to give a demonstration to the branches on the benefits of SharePoint.

Next, SAF/AQX tasked the CPI branch to create the PM Tips & Tools and the SAF/AQ News & Gazette SharePoint sites. During this time, the SAFTAS contract expired and the person in charge of SAF/AQ's site and subsites left. SAF/AQX asked the CPI branch and the Strategic Communications branch to serve as the SharePoint site collector admins for SAF/AQ and to become the SAF/AQ portal admins.

Since this time, the CPI branch has periodically worked on updating both Portal and SharePoint sites for the various divisions in SAF/AQ. Recently, the CPI branch completed the training required to be the site admin for SAF/AQ's external public facing site and complete training for being a site collector admin for SharePoint 2013.

Lastly, the CPI branch participated in a meeting for the different divisions in SAF/AQ to discuss the upcoming migration of SharePoint from 2010 to 2013. Follow-up actions include a future meeting with Col. Beg and completion of the migration by the end of February 2017.

ARTICLES PUBLISHED

The CPI branch published several articles throughout the year. Six articles, one about Value Engineering and five about the APM, appeared in the Acquisition News and Gazette. The APM made appearances in several Tips and Tools publications as well as in a DAU article. The CPI branch also presented the APM on two ACE/PEG calls which resulted in attendees to multiple

training opportunities. The CPI branch also served as a featured presenter of the APM at this year's RATPAC session at Hanscom AFB. On its Acquisition Community Connection website, DAU published an article about the APM with links to both the .com and .mil websites.

Article Title	Published In	Topic	Date Published
Value Engineering: Submit your team for the OSD Level Award	Acquisition News and Gazette	VE	14-Dec-16
Acquisition Process Model Training	PM Tips and Tools	APM	18-Nov-16
Air Force Acquisition Process Model (APM)	DAU Acquisition Community Connection	APM	08-Nov-16
The Acquisition Process Model: A Visual Tool Created for You!	Acquisition News and Gazette	APM	01-Oct-16
Acquisition Process Model Update	Acquisition News and Gazette	APM	01-Sep-16
Enabling Improved Thinking: Acquisition Process Model	Acquisition News and Gazette	APM	01-Jun-16

A. GLOSSARY OF REFERENCES

United States Air Force Strategic Master Plan, 01 May 15

DoDI 4245.14, DoD Value Engineering Program, 26 Oct 12

HAF MD 1-10, Assistant Secretary of the Air Force (Acquisition), 02 Sep 16

AFI 38-401, Continuous Process Improvement, 15 Apr 16

AFI 63-101/20-101, Integrated Life Cycle Management, 16 Sep 16

SD-24, Value Engineering Guidebook of Best Practices and Tools, 13 Jun 11

B. ABBREVIATIONS AND ACRONYMS

AECO   Acquisition Excellence and Change Office

AF   Air Force

AF CPI   Air Force Continuous Process Improvement

APM   Acquisition Process Model

CPI   Continuous Process Improvement

CPO   Chief Process Officer

DAU   Defense Acquisition University

DoD   Department of Defense

PEO   Program Executive Officer

ROI   Return on Investment

SAE   Service Acquisition Executive

SMP   Strategic Master Plan

USAF   United States Air Force

C. APM UPDATES

The below Version Description Documents (VDD) provide the details of all the changes to the APM based on the major four releases.

Version 6.4 VDD

APMVDD6_4.doc

Version 6.5 VDD

APMVDD6_5.doc

Version 6.6 VDD

APMVDD6_6.doc

Version 6.7 VDD

APMVDD6_7.doc

D. CPI EVENT SUMMARIES

Event	Dates	Owner
Prior Year Events Impacting 2016 Events		
Critical Intelligence Parameters (CIP) Policy	Nov 15	SAF/AQX
SAF/AQX Offsite	Dec 15	SAF/AQX
Events Completed in 2016		
Acquisition Program Reporting Tiger Team	Jan 16	SAF/AQX
USAF IMD Prioritization Planning	Jan 16	AF/A2
Directed Energy Weapons Flight Plan	Feb 16 and Apr 16	SAF/AQR
Engineering Enterprise Executive Council Health of Engineering Metrics	March 16 - Present	SAF/AQR
SAF/AQH Process Mapping/ Continuity Guide	Apr 16	SAF/AQH
OSD IMD Prioritization	Apr 16 and Jun 16	J2 led AIR Task Force
Capability Development Working Group	Jul 16	SAF/AQR
Events Continuing into 2017		
Enterprise Affordability Process Improvement	Sep 16 – Present	SAF/AQX
Audit Tracking Process	Nov 16 – Present	SAF/AQX
Small Business Metrics	Dec 16 – Present	SAF/SB
Civilian Hiring Process	Dec 16 – Present	SAF/AQH

Critical Intelligence Parameters (CIP) Policy (1 Event – Nov 15)

BBP Alignment – Anticipate and plan for responsive and emerging threats by building stronger partnerships of acquisition, requirements, and intelligence communities.

Participants: 14

AFMC/A2, HAF/A2D, HAF/A5RC, HAF/A5RP, NASIC, SAF/AQQ, SAF/AQX

Problem Statement:

Critical Intelligence Parameters are threat capability or threshold established by program managers, changes to which could critically affect the effectiveness and survivability of the proposed system. HAF/A2 leadership determined that the Air Force must better integrate Intelligence into the requirements and acquisition processes for the development of CIPs, and the resolution of CIP breaches.

CPI Methodology:

Implemented various CPI techniques and tools from which the participants developed process and policy changes.

Applied CPI Tools:

Process analysis, Real Time Documentation, Current State and Desired State process mapping and analysis.

Number of Recommendations:

69

Direct Results/Benefits:

Team members revised the Configuration Steering Board process and recommended policy changes for more effective integration of intelligence into the requirements process and the acquisition lifecycle. Revisions to AFI 10-601— Operational Capability Requirements Development (Draft), AFI 14-111 – Intelligence Support to Acquisition (Implemented), AFI 63-101 – Integrated Lifecycle Management (Final Review) are in process or complete.

Indirect Results/Benefits:

Successful execution of this event led to SAF/AQX support of two other related CPI opportunities: IMD prioritization for the Air Force and IMD prioritization for OSD (through the Acquisition Intelligence and Requirements Task Force).

SAF/AQX Offsite (1 Event – Dec 15)

BBP Initiative – Eliminate Unproductive Processes and Bureaucracy

Participants: 11

SAF/AQX, SAF/AQXP, SAF/AQXE, SAF/AQXS

Number of Recommendations:

17

Problem Statement:
After the June 2015 reorganization of SAF/AQX, the directorate lacked goals for the new organization structure as well as recognized issues and concerns created by the reorganization.

CPI Methodology:

Implemented various CPI techniques and tools which resulted in the development of four COAs to address the problem.

Applied CPI Tools:
Prioritized Acquisition Number (PAN) matrix, Line of Sight Goals, Acquisition Process Model, Brainstorming, SIPOC, document reviews.

Direct Results/Benefits (16 Recommendations):
The team agreed upon both directorate and division level goals that linked to the AQ priorities. The team identified and addressed issues related to FAFO implementation. The team also identified follow-on CPI actions, e.g., Audit Process and Capability Development Working Group.

Indirect Results/Benefits:
The PAN matrix provided a complete documentation of all work performed within SAF/AQX. Also, SAF/AQXP developed continuity books for all division processes. The identification of morale as an improved area led to revised recognition activities, e.g., Birthday and Promotions.

Acquisition Program Reporting Tiger Team (1 Event – Jan 16)

BBP Initiative – Eliminate Unproductive Processes and Bureaucracy

Participants: 12

PEO/BES, SAF/AQD, SAF/AQXC, SAF/AQXE, SAF/AQXR

Problem Statement:

Acquisition Program Reporting is the reporting structure for ACAT ID and ACAT IAM Programs and is directed by Statute. SAF/AQ leadership was not satisfied with acquisition program reporting as the existing process was perceived as having the following problems (e.g. duplicate data entry by the program offices, data manipulation, lack of an authoritative data source, and cost issues).

CPI Methodology:

Implemented various CPI techniques and tools which resulted in the development of four COAs to address the problem.

Applied CPI Tools:

Current State and Desired State process mapping and analysis, Acquisition Process Model, Brainstorming, PICK chart, document reviews.

Number of Recommendations:

5 Courses of Action

Direct Results/Benefits:

Team found that the long-standing existing acquisition System Metric and Reporting Tool (SMART) was the principal issue that caused duplication of work, rekeying of information, data manipulation, and insufficient information on ACAT II and III programs. SAF/AQ leadership approved the first recommended COA, leveraging alternate existing reporting tool in place of SMART. Estimated savings of $7M over a 3-year period, exclusive of time savings in the program offices.

Indirect Results/Benefits:

Removed risk of incorrect and/or conflicting acquisition information being presented to leadership. Removed redundant actions that were consuming man-hours.

USAF Intelligence Mission Data (IMD) Prioritization Planning (1 Event – Jan 16)

BBP Initiative - Anticipate and plan for responsive and emerging threats by building stronger partnerships of acquisition, requirements, and intelligence communities.

Participants: 20

ACC/A2, AFGSC/A2, AFMC/A2X, AFSPC/A2, AMC/A2, HAF/A2D, HAF/A2C, HAF/A5R, NASIC, SAF/AQX, 21 IS, 53WF/68EWS

Problem Statement:

IMD is used for programming platform mission systems in development testing, operations, and sustainment including but not limited to, the functional areas of signature, electronic warfare integrated reprogramming, Order of Battle, Characteristics and Performance, and Geospatial Intelligence. HAF/A2 leadership determined that the current IMD requirements process does not articulate the Air Force's highest priorities for IMD allocation of limited IMD resources to optimize mission impacts.

CPI Methodology:

Implemented various CPI techniques and tools which resulted in efficient, streamlined processes with clear roles, and responsibilities enabling better planning, developing, and prioritizing IMD requirements.

Applied CPI Tools:

Critical to Quality Tree, Is/Is Not Analysis; Current State and Desired State process mapping and analysis, Real Time Documentation.

Number of Recommendations:

19

Direct Results/Benefits:

Executed the revised processes and conducted an initial Air Force-wide IMD prioritization session in June 2016 – initial feedback indicated that this session was successful. Policy updated through Guidance Memorandum to AFI 14-111, Intelligence Support to the Acquisition Life-Cycle, issued 20 June 2016. Institutionalizing these process revisions results in a more efficient allocation of limited IMD resources to optimize mission impact(s).

Indirect Results/Benefits:

Success in this event led to SAF/AQX CPI support for the OSD-sponsored Acquisition Intelligence and Requirements Task Force for the improvement of IMD prioritization across the services. In its report GAO-17-10, GAO recommended DoD revise relevant guidance and procedures to incorporate the process developed within this event. This effort also led AF to

request the Acquisition Intelligence Requirements Task Force establish a department level process for IMD prioritization. That effort was launched in October 2016 with cross-Service inputs due to Jt Staff 1 Mar 2017. This is now becoming part of a new business model to support Intelligence Mission Data requirements tasking, production planning and risk mitigation for the Department of Defense.

Directed Energy Weapons Flight Plan (2 Events – Feb 2016 and Apr 2016)

BBP Initiative - Anticipate and plan for responsive and emerging threats by building stronger partnerships of acquisition, requirements, and intelligence communities.

Participants: 44

ACC, AFGSC, AMC, AFRL, AFLCMC, AFTC, AFMC, AFNORTH, AFSOC, AFSPC, HAF/A2, HAF/ST, HAF/A5R, SAF/AQR, SAF/AQL, SAF/AQXP (64)

Problem Statement:

Address the concern that the Air Force must continue to adapt and respond faster than our potential adversaries given constrained resources. To do this, we intend to investigate new ideas; experiment on their use, obtain deep understanding on utility, feasibility, limitations, dependencies; explore full range of innovative and multi-domain, cross-portfolio concepts; and push new ideas and concepts to their breaking point, and generate empirical data to inform decisions about doctrine, organization, training, technology and materiel development.

Applied CPI Tools:

Process Analysis, Action Items, Virtual Facilitation

Number of Recommendations:

24

Direct Results/Benefits:

Developed overarching plan on the Air Force long term vision and guide for planning/developing Directed Energy capabilities to strengthen the Air Force Directed Energy enterprise and maintain technological advantage over adversaries. AF/A5/8 signed the plan on 17 Nov.

Indirect Results/Benefits:

Provided foundational background for the work done in response to the issuance of the Air Force Strategic Master Plan, Better Buying Power 3.0 (9 Apr 15), and AFI 61-101 (14 Mar 13).

Engineering Enterprise Executive Council Health of Engineering Metrics (Multiple Events – March – Present)

BBP Initiative – Strengthen organic engineering capabilities

Participants: 10

SAF/AQX, SAF/AQR, AFMC/ENS, SMC/ENE, AFLCMC/EZ

Problem Statement:

In the annual EEEC offsite, AFLCMC/EZ indicated that the Air Force lack metrics to measure the health of Engineering.

CPI Methodology:

Implemented various CPI techniques and tools which resulted in identifying six factors and a set of questions designed to measure the health of Engineering.

Applied CPI Tools:

Virtual Facilitation, Real Time Documentation, Brainstorming, Questionnaire Development, Process Development

Number of Recommendations:

1

Direct Results/Benefits:

Identified six contributing factors to assess the Health of Engineering. Once implemented in 1Q CY17, the questions should identify both systemic and specific issues within Air Force Engineering.

Indirect Results/Benefits:

The results of this analysis should also address various aspects of BBP 3.0, e.g., Strengthen Organic Engineering Capability.

SAF/AQH Process Mapping/Continuity Guide (Multiple Discussions – Apr 16)

BBP Initiative – Eliminate Unproductive Processes and Bureaucracy

Participants: 1

SAF/AQH, SAF/AQXP

Problem Statement:

SMSgt Wilkerson lacked process maps and continuity guides for his work processes. With his leaving AQH, his replacement did not have details about the processes.

CPI Methodology:

Leveraged both Value Engineering and traditional CPI techniques

Applied CPI Tools:

FAST Diagramming, Process Mapping

Direct Results/Benefits:

SAF/AQXP developed process maps for 6 of the processes: Promotion Board Activity, Pre-Board Actions, Board Actions, Post-Board Actions, Command Release, and AQH Daily Superintendent Management.

Indirect Results/Benefits:

SAF/AQXP strengthened their relationship with SAF/AQH which led to another event on the Civilian Hiring process.

Office of the Secretary of Defense (OSD) Intelligence Mission Data (IMD) Prioritization (2 Events – Apr – Jun 16)

BBP Initiative - Anticipate and plan for responsive and emerging threats by building stronger partnerships of acquisition, requirements, and intelligence communities.

Participants: 50

SAF/AQX, USD(I), AIR TF, USN, ONI, HAF/A2, USA/ASA-ALT, DIA, AT&L USMC Intel, SAF/AQ, USN/RDA, USA JS/J8, DIA-DI/TLA-IMDC, USMC DC&I, NGIC, AT&L M&S, USMC ACQ, Test

Problem Statement:

IMD is used for programming platform mission systems in development testing, operations, and sustainment including but not limited to, the functional areas of signature, electronic warfare integrated reprogramming, Order of Battle, Characteristics and Performance, and Geospatial Intelligence.

The OSD-level Acquisition Intelligence and Requirements Task Force was chartered to identify potential deficiencies with the production of IMD. The Task Force identified four deficiencies:

1. The need for an enterprise process for prioritizing IMD requirements driven by intelligence sufficiency to meet operational requirements.

2. The need to improve data transparency and consistency.

3. The need to specify the role modeling and simulation can play in supporting IMD intelligence sufficiency determination.

4. The need to improve the agility of the process.

CPI Methodology:

Implemented various CPI techniques and tools which resulted in the development of 19 COAs addressing the four problem statement needs.

Applied CPI Tools:

Critical to Quality Tree, Is/Is Not Analysis, Real Time Documentation, BACKTRACK, 7-Block.

Number of Recommendations:

19

Direct Results/Benefits:

Through SAF/AQX facilitated exploration, the participants identified the following program lifecycle intelligence issues: Requirements, Early Acquisition (AoA through Milestone (MS) B),

Production and Fielding (MS B through Full Operational Capability (FOC)), and Operations and Support. Defined 19 Courses of Actions (COAs) that consisted of: development of IMD breach process, consolidation of IMD databases, creation of a common IMD data format and dictionary, and employment of a portfolio approach to improve efficiencies.

Indirect Results/Benefits:

The benefit of this event will allow an improved IMD prioritization process to meet operational requirements throughout the lifecycle, and provide a feedback mechanism to deal with arising issues to make the process agile.

CDWG Processes (2 Events – Jul 16)

BBP Initiative - Anticipate and plan for responsive and emerging threats by building stronger partnerships of acquisition, requirements, and intelligence communities.

Participants: 17

SAF/AQX, SAF/AQR, AF/A5R, AFMC/A5/8/9, AF/A2D, SDPE, AF/A3D, AF/A6, AF/A5S, AF/A5/8

Problem Statement:

Established by the CSAF/SecAF within the Charter for Air Force Capability Development, the Capability Development Working Group does not have clearly defined processes for accomplishing its responsibilities.

CPI Methodology:

Implemented various CPI techniques and tools to begin CDWG process definition and identification of actions required to implement CDWG processes.

Applied CPI Tools:

Process Mapping, Critical to Quality Tree, Is/Is Not Analysis, Real Time Documentation, PICK Chart, Brainstorming, 7-Block.

Number of Recommendations:

4

Direct Results/Benefits:

The 2 events identified the prioritized next steps for implementing the CDWG processes. Specific results are pending the completion of the next steps.

Indirect Results/Benefits:

Once completed, these processes should provide benefits to associated activities, e.g., execution of related pre-Milestone B acquisition processes.

Enterprise Affordability Process Improvement (Ongoing Discussions - Multiple Sessions held since Sep 16)

BBP Initiative – Eliminate Unproductive Processes and Bureaucracy

Participants:

SAF/AQX, SAF/FMC, SAF/FMB, SAF/FMP and AF/A8X

Problem Statement:

MDAP/MAIS programs not meeting their affordability goals at Major Milestone Decisions. Disconnect between Core Function Leads and Program Office cost estimates leading to unaffordable programs.

The objective is to achieve consensus on an affordability process providing AF leadership timely, decision quality information.

Direct Results/Benefits:

Through SAF/AQX facilitated exploration, the participants identified program appropriation disconnects (RDT&E, Procurement, O&S). SAF/AQX in coordination with FMB/FMC/FMP/A8X are working to achieve a repeatable process that informs affordability decisions for AF programs.

Indirect Results/Benefits:

The outcome will 1) improve timeliness and planning for program affordability and 2) mature process to inject in AF Corporate Structure.

Current Status:

As a result of a recent vector check held with Ms. Costello 20 Mar, SAF/AQX held a 2-star level meeting 19 Apr with SAF/FMC, AF/A8X, AF/A8P, and SAF/FMB to collaborate on efforts with regard to affordability. As the affordability process is matured, FMC, A8X, and AQX agreed to look at programs nearing their Milestone Decision review, and determine constraints at the 0-6 level, and if parties are unable to agree elevate to senior leadership for their awareness and to discuss possible trade space.

Audit Tracking Process (Ongoing Discussions - Multiple discussions held since 1 Nov 16)

BBP Initiative – Eliminate Unproductive Processes and Bureaucracy

Participants: 5

SAF/AQX, SAF/AQXP, and SAF/MG

Problem Statement:

Annual audits continue to identify negative trends in high-dollar AQ portfolio; however, SAF/AQX is not adequately tracking historical, current, and planned audit results.

The objective is to improve the responsiveness and timeliness of corrective actions taken in response to audit findings and recommendations, leverage corrective actions from audit findings to identify and implement process improvements enterprise-wide, and to improve accountability to reduce the need for follow-on audits.

Direct Results/Benefits:

Audits of acquisition programs result in recommendations that, when implemented, improve the overall financial health and performance of Acquisition programs enterprise-wide and ensure good stewardship of Air Force resources. Also, the outcome should result in a more disciplined process that supports SAF/AQX role as clearinghouse for acquisition audits.

Indirect Results/Benefits:

The outcome of this initiative should allow applicable SAF/AQ management officials to track and correct deficiencies identified in audit reports. Therefore, corrective actions should result in quantifiable improvement to Air Force acquisition programs and processes.

Small Business Metrics (In Process – Dec 16)

BBP Initiative – Increase small business participation, including more effective use of market research.

Participants (Projected):

SAF/SB, AFMC, AFSC, SMC, AMC, ACS PEO, AFRC, AFRL, Lockheed, Boeing, SAF/AQX, SAF/AQC, SAF/AQH, CIO/A6, AF/A9

Problem Statement:

Despite having specific goals, the Air Force lacks the ability to predict the level of Small Business contracts for any given fiscal year. The lack of metrics impedes acquisition professionals from taking actions to influence the achievement of such goals.

Current Status:

SAF/AQXP has met with SAF/SB on three occasions to scope the event and develop recommendations for the way ahead. The next step requires SAF/SB to work with the various organizations to identify specific persons who will participate in the event. Once this is done, SAF/AQXP will actively lead the participants in pre-event telecons and associated homework assignments.

Civilian Hiring Process (In Process – Dec 16)

BBP Initiative – Eliminate Unproductive Processes and Bureaucracy

Participants (Projected):

SAF/AQXP, SAF/AQHP, AFPC

Problem Statement:

The current processes for placement of civilian personnel do not have clear guidance from AFPC to allow AQHP to process same-like actions the same way every time. This lack of clarity impedes the hiring of personnel in a timely manner often going back to the organization to get more information based on the AFPC "rule of the day". The other issue is that although the organizations are provided a Recruitment Checklist (attached) to provide to AQHP for timely processing of the civilian actions, often (8 out of 10 times) the documentation is incomplete. Example, request for signature on a position description took 64 days. On this same action, sent documentation for a Relocation Package on 28 Sep 16 and as of 18 Oct, still do not have it back.

Current Status:

Two telecons held with Cheri Smith to shape expectations of RIE.

Email dated 12/7 from Cheri Smith indicated that the local AFPC unit is going through some major staffing changes to include the Chief, However, in preparation for continuing that scope, after the first of the year, we will be conducting a process establishment/improvement of our internal processes.

E. SUPPORT DOCUMENTATION

Institutionalize the APM Memo

Institutionalize the
APM

SAF/AQ Management Inspection

SAF/AQ
Management Inspec

2015 VE Report

2015 VE Report

2017 VE Plan

2017 VE Plan