



Acquisition Metrics, Dashboards, and Efficiencies

**Tom Fitzgerald, SES
Director, Program Management and Integration
19 October 2010**



Quest For Enterprise & Individual Program Metrics Continues At Feverous Pace

- **SMC, greybeard groups, like SPAG, SAF/AQ, University of Tennessee and OSD continually exploring/experimenting**
- **No silver bullet or few magic or clever metrics found yet!**
 - **Each attempt confronted with myriad of factors determining metric(s) effectiveness:**
 - Phase of program, dollar value/visibility of program and CBA of expected risk verses administrative burden to use, and maybe most important, the skill and competency of those who must use them
 - **No decision maker uses the exact same list of metrics:**
 - Gen (ret) Claude Bolton: POPs
 - Gen (ret) Craig Cooning; Satellite weight and power growth trending
 - Most use some form of EVMS data
 - Some have a simple set of questions they ask, but almost no leader uses the exact same set
 - IPAs by Wormington, Cromer, Hughes, Torino, Mitchell, Welch, Rosenberg, Parkinson etc(19 areas equal multiple questions per area)
 - “5 Whys” simplest form
 - PIF has evolved PMR process to force consistent questions and areas for review, with room for PM and PEO to tailor



SPAG Panel On PM Reporting and Metrics: 2007

- **“All the oversight in world does not make up for poor program office execution against their baselines”**
 - **“Constant challenge to manage cost, schedule, technical and programmatic risk, with lots of diversions: “Spend more time reporting on programs than on managing them”**
 - **“”Lots of data – little information”**
 - **Proactive risk management, critical path analysis, “trending” better than more reactive EVMC and MARs reporting: schedule the leading metric**
 - **Determine executable baseline, maintain the baseline with a hard nosed mentality, do not accept increased risk, contract for a govt/industry partnership**
 - **Manage the contract: schedule discipline, IMS, critical path, critical component risk management, resource monitoring, S/W tracking thru DR’s etc)**
 - **Head counts and subcontractor contract status monitoring**
 - **Track/trend test events, requirements, funding, and configuration changes, number of drawings, Class I and II changes, ECP activity etc.**
 - **Schedule, schedule, schedule and watch those inch-stones**



Booz, Allen, Hamilton Space Cost Growth Analysis and Metrics: 2002

- Document ever-changing program assumptions (requirements, technical, cost, operational, systems, processes, design etc.)
 - Scrutinize new assumptions whom ever they come from
- Track and apply internal and external lessons learned: don't reinvent wheel, repeat mistakes
- Metrics derived from Checklist for Acquisition Programs (12+ more with proposed metric definitions)
 - Generate realistic budgets – resist optimistic ones
 - Understand operational capability needed, conops etc.
 - Limit KPPs to absolute minimum
 - Use block, spiral or incremental approach to meet requirements
 - Constant attention to reducing cycle times
 - Entry and exit criteria
 - Understanding of roles and responsibilities of key stakeholders
 - Ensure mature technical description is documented and over time show maturity is being achieved
 - Requirements decomposition early and maintain traceability
 - Agreement on operational suitability criteria
 - IMP and IMS at or soon after contract award
 - Keep key acquisition documentation current and use as baseline for tracking progress
 - (APB, SAMP (ILCP), CARD, SEP etc.
 - Track EACs understand changes, differences in yours and contractors
 - Establish “win-win” philosophy between government and contractor
 - Track manpower and financial resources
 - Spend at least 12% of contract value on system engineering
 - Keep metrics at minimum and meaningful



Program Success Metrics: 2002

- **Became AF POPs**
- **Uses summary/dash board display**
- **Organized like a WBS (Program Success Level 0, Factors for Success Level 1, and Metrics at Level 2)**
- **Information keyed with colors and symbols for easy absorption and to generate discussion**
- **Five factors:**
 - **Program Requirements**
 - **Program Resources**
 - **Program Execution**
 - **Program “fit” for capability vision**
 - **Program Advocacy**



Earned Value Management System: Revised Almost Constantly

- **Government and contractor management technique/system emphasizing disciplined integration of technical performance to associated cost and schedule**
 - **To objectively measure work progress against a baseline**
 - **States value of work completed in dollars**
 - **Provides objective cost and schedule metrics**
 - **Budget cost of work scheduled, the plan**
 - **With budgeted cost of work performed, the earned value**
 - **Compared to actual cost of work performed with estimates of the future need to complete the plan**
 - **Real value: Discussions data should generate with contractors**
 - **Data Analysis Objectives:**
 - **Where are we today?**
 - **Where are we headed? Any cost, schedule trends that surprise?**
 - **What is estimated cost at completion?**
 - **What should I be doing now about what I see?**
-



Metrics/Lessons Learned Discussion Al Goldstein (Aerospace): 1996

- **Emphasize systems engineering**
- **Cautiously use analyses only when system and subsystem testing not possible**
- **Apply experience and lessons learned from others**
- **Adequately oversee subcontractors**
- **Careful use qualification by similarity**
- **Limit cost and schedule induced risk**
- **Enforce process controls and discipline**
- **Employ strong, independent mission assurance**
- **Use specifications and standards, even if tailored**



Achieving Acquisition Excellence: Dr. Bill Ballhaus: 2005+

■ Attributes that lead to success

- Good people**
- Disciplined processes and contract execution**
- Accountability**
- Realistic cost, technical and schedule estimating**
- A healthy industrial base**
- Stability**
- Use of Metrics:**
 - Ultimate Metric: Promises made = promises kept**
 - Warfighter needs met?**
 - Meeting cost, schedule and performance baselines**
 - Use outcome oriented metrics (such as tracking qualification testing)**



“Independent Program Assessment” Best Practices: An Approach To What’s Important To Track: 2008

- **Currency and details of Acquisition strategy**
- **Government cost baseline**
- **Quality of schedule baseline**
- **Quality and/or completeness of technical baselines**
- **Quality of contractor processes and implementation to those processes**
- **Quality of government oversight of contractor processes and testing, need to trust but verify**
- **Requirement changes**
- **Disruptions due to problems in government decisions (timeliness, getting consensus of many stakeholders/overseers**
- **Systems engineering shortfalls, risk plans etc.**
- **Applying lessons learned and best practices**
- **Enough qualified people in SPO and at contractors**
- **Integration of program segments and other components of the capability**



IPA Assessment Areas (questions asked in each area available in Aerospace TOR)

- Acquisition Strategy
- Program execution status
- ADM Exit criteria and Direction at Previous KDP
- Requirements and architecture
- SE processes
- Alternatives assessed
- Most promising alternation and rationale
- Cost driver and trade-offs
- Risk
- Supportability
- Interfaces on other systems
- Clinger Cohen
- Mission protection, program protection, IA and crypto
- DT and OT
- Environmental, Safety and Occupational health
- PO Estimate
- IMS



SMC PMR Dashboard: 2007

- **Color coded and able to deep dive into selected areas**
 - **Overall PM evaluation**
 - **Cost**
 - **Schedule**
 - **Performance**
 - **Funding**
 - **Issue Assessment**
 - **Risk Assessment**
 - **Metrics program uses**
 - **Supportability**
 - **Documentation**
 - **Tech readiness**
 - **Certification and Accreditation (IA)**
 - **Logistics**
 - **Manning**
 - **Obligating and Expenditures**
 - **POPs and MAR score**



SMC PMR Content: 2010

- **Program overview**
- **Operational status**
- **Program organization/manning**
- **Program commitment status**
- **PM assessment: personnel, performance, cost, schedule/milestones, funding T&E, System safety, production planning, logistics/sustainment, contracts**
- **Program risk**
- **Issue summary**
- **Special topics**
- **Financial data/earned value/funding**
- **Program contractor headcount**
- **Program supportability**
- **Recent successes**



AFSPC A5 Requirments and Acquisition Management Plan (RAMP) Initiative Summer 2010

- **Desire by Command to have a knowledge management infrastructure that has key program, organization and people data in it**
 - **Started out to improve requirements generation speed and output quality but has expanded to broader collection of data**
 - **A5 visit to SMC 12-13 August with us deliberating with them to better understand what exactly they need and why**
 - **While Center has not embraced GPS is working with them to provide some data in a pathfinder**
 - **Appears to have duplication of data collection that various Hq staffs should already have**

Headquarters U.S. Air Force

Integrity - Service - Excellence

Acquisition Enterprise Metrics



**18 Aug 2010
SAF/ACPO**

U.S. AIR FORCE



Enterprise Overview – A Deck

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Metric	Goal	Current
Overall MAR Rating	85%	65%
PoPS Rating	N/A	80% Green
PAUC Original (Less than 30% Growth from Original APB)	90%	96%
PAUC Current (Less than 15% Growth from Current APB)	100%	96%
APUC Original (Less than 30% Growth from Original APB)	90%	89%
APUC Current (Less than 15% Growth from Current APB)	100%	93%
Original Cost Growth (Less than 10% Cost Growth)	65%	61%
Current Cost Growth (Less than 10% Cost Growth)	90%	82%
Schedule Achievement (Within 3 Mons)	90%	64%
PoPS PM Manning Assessment (% with Green/Yellow Assessment)	70%	71%



Enterprise Overview – A Deck

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Metric	Goal	Current
Acquisition Workforce – Military Certifications (Meets Cert Requirements/Within 24 Mons)	66%	44%/95%
Acquisition Workforce – Civilian Certifications (Meets Cert Requirements/Within 24 Mons)	66%	55%/94%
KLP Qualification Rate (KLPS who meet Statutory Requirements)	85%	75%
GAO Protest Sustainment Rate (0% of Protests Sustained)	0%	0%
Percent Competitive Contracting Dollars	65%	55%
Final RFP to Proposal Receipt (Non-UCA) (Days)	75	124
Final RFP to Award (# of Months)	10	10
DCAA Audit Request to Audit Receipt (Non-UCA) (# of Days)	45	62
UCA (Days to Definitize)	180	386

Overall MAR Rating

(ACAT I-III programs, Jul 09 – Jul 10)

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As of: 31 July 2010



1/3 of our Programs consistently have execution issues

- Red
- Yellow
- Green
- - - Goal
- % Green

- Red Programs (consecutive months):**
- JSF F-35 Air System (6)
 - MPS (10)
 - B-52 CONECT (5)
 - IBS (14)
 - LAK (4)



Overall MAR Rating

(ACAT I-III programs Jul 10)

U.S. AIR FORCE

As of: 31 July 2010

July 2010 Overall MAR Ratings :

RED (consecutive months at this rating)

ACAT I: JSF F-35 Air System (6), MPS (10)

ACAT II: B-52 CONECT (5), IBS (14)

ACAT III: LAK (4)

YELLOW

ACAT I: AEHF, AFNET Inc I, AMRAAM, AOC WS, C-17A, DEAMS, EELV, FAB-T, GBS, Global Hawk, GPS IIF, GPS OCS, JASSM, JMS, JPALS, JPATS, NPOESS, SBIRS, SBSS Bik 10

ACAT II: 3DELRR, AFSCN, JSTARS Mods, LTRS, MALD, TACP-M

ACAT III: AF DCGS, ALR-69A , ATP/SNIPER XR, DCAPEs, Eglin SLEP, Engine CIP, GCSS-AF, GEMS, HTVSF, IWPC, JS Re-engining, JTE, MP-RTIP, P5CTS, RAIDERS, T-38 PMP, UL/UC2, US AWACS NGIFF



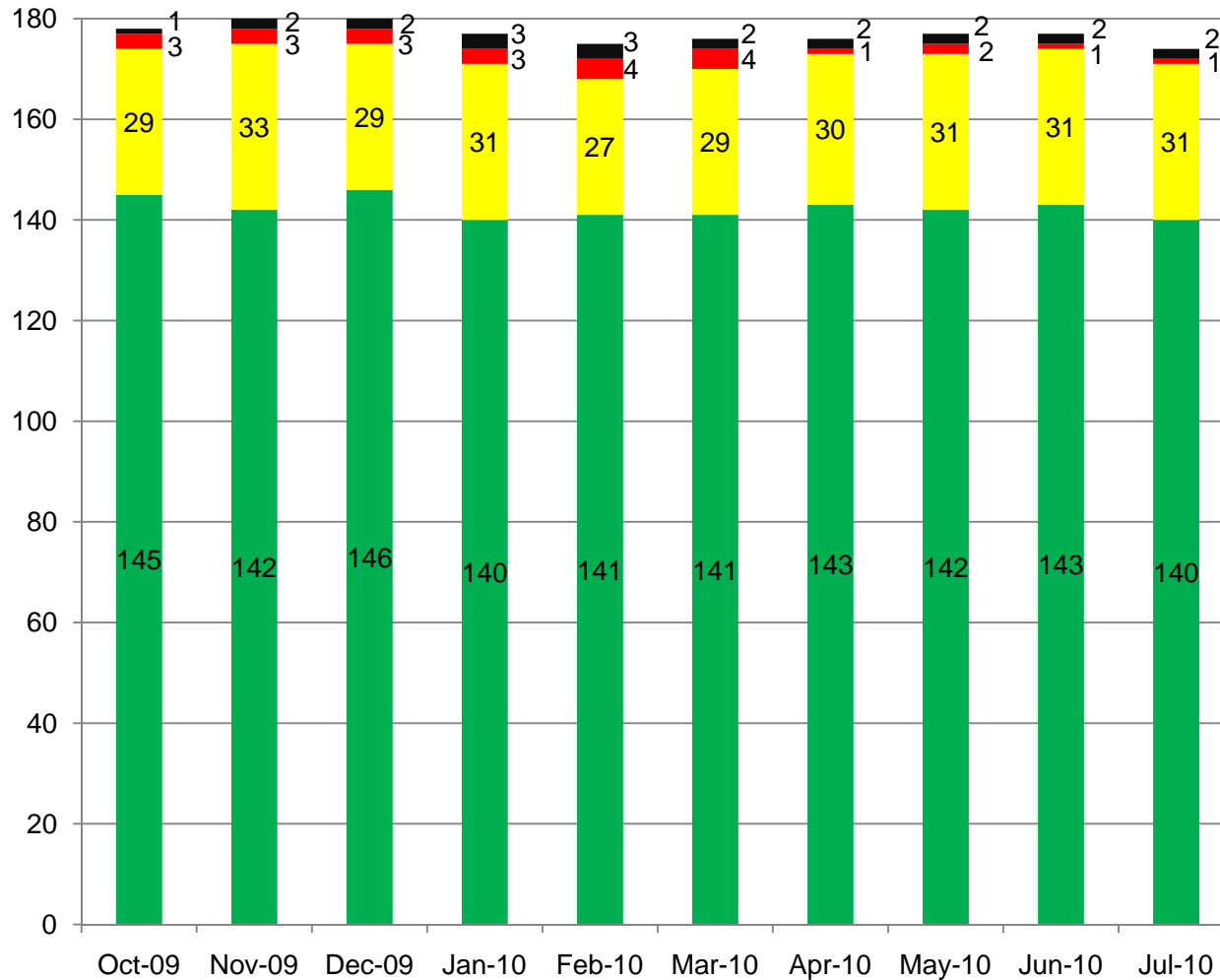
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Overall PoPS Rating

(ACAT I-III programs, Oct 09 - Jul 10)

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As of: 31 July 2010



- Enterprise PoPS profile is consistent.
- 20% have high risk factors that can impact successful execution
- Green's should drop next month with new scoring

- Red Prgms (consecutive mths):
 - MPS (KB) (8)
 - GCSS-AF (KB) (19)
 - Cyber Control Sys (CCS) (2)



Overall PoPs Rating

(ACAT I-III programs, Oct 09 – Jul 10)

U.S. AIR FORCE

As of: 31 July 2010

July 2010 Overall PoPS Ratings:

RED (consecutive months at this rating)

ACAT I: MPS (KB) (8)

ACAT II: N/A

ACAT III: GCSS-AF (KB) (19), Cyber Control Sys (CCS) (2)

YELLOW

ACAT I: 3DELRR, AEHF, AOC WS, ECSS, FAB-T, Global Hawk, HNI Roll Up, JASSM Baseline, JMS, JPALS, Predator, Reaper, SBIRS

ACAT II: AFSCN, ATP (LITENING), B-52 CONECT, CCS-C, GEMS, LTRS, TACP-Mod

ACAT III: AFSAT, ALR-69A, ASIP 2C, F-16 ADTE, GBS SBM DECC, IWPC, JTC TRS, JTE, P5CTS, PRPS, RAIDRS



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Nunn-McCurdy Breaches Non-Space Programs 2001-2010

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As of: 31 July 2010

Program	01	02	03	04	05	06	07	08	09	10	Cause of Critical N-M Breach(es)
B-1 CMUP <i>(no longer an MDAP)</i>											
F-22A											Development - Dedicated IOT&E slipped by eight months. Procurement – Quantity reduction, loss of multiyear contracting savings in FY04 and FY05, revised airframe (e.g. composites, LO coatings) and engine estimates, updated risk assessment, MILCON estimate increase.
JSF <i>(jointly managed with Navy)</i>											Revised F136 engine dev cost estimate (incl inclusion of additional components and test to enhance interchangeability with the P&W F135 engine), SDD schedule extension due to weight issues w/STOVL variant, labor and overhead rate increases, and a 1yr prod delay . FY10 – SDD delays due to test aircraft delivery delays; and production plan extension with impacts from material price increases (primarily titanium) subcontractor cost growth
Global Hawk											Requirements growth as the RQ-4 program was directed to increase aircraft capacity to accommodate combined imagery and signals intelligence payloads.
C-130J				*							The N-M breach reported in the 2004 SAR resulted from DoD terminating the program (huge quantity reduction) in the '05 PB. However Congress restored the funding and the notification never went forward.
AMRAAM											
C-17A											
C-130 AMP											Funding instability drove schedule slips and cost growth. Boeing and the AF did not fully understand the complexity of this mod, given the many C-130 variants the AF operates. After 9/11, a number of upgrades were mandated for the AF's Special Mission aircraft (AC/MC-130s).
JASSM											Primarily caused by the addition of the more costly JASSM-ER variant missiles (not included in original program baseline) and reliability issues
JPATS											Underestimated Government program oversight costs, contractor learning curves, and overhead costs; unexpected engineering change proposals, changes in program scope; and not adhering to a steady, efficient production rate
C-5 RERP											Cost growth in the areas of engines, pylons and touch labor
Breaches Against Current Baseline						Breaches Against Original Baseline					Breaches due to the FY06 NDAA directing initial implementation of the Original Baseline Estimate
15% - 25%		+25%		30% - 50%		+50%					



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Nunn-McCurdy Breaches Space Programs 2001-2010

As of: 31 July 2010

U.S. AIR FORCE

Program	01	02	03	04	05	06	07	08	09	10	Cause of Critical N-M Breach(es)	
SBIRS High											-FY01/02: Primarily attributed to increased complexity and software for the HEO payload, added software development costs for the Mission Control Station, redesign and increased complexity and weight for the GEO payload, and increased development costs for the mobile vans. - FY05 Program cost growth driven by HEO EMI, Single Board Computer halts, SPA Architecture throughput issues.	
EELV											- Commercial launch market did not develop as projected.	
AEHF											- FY08: Congressional add of 4 th satellite and development delays to AEHF-1 integration and test cycle impacting schedule for AEHF-2 and AEHF-3.	
NPOESS											- Program experienced technical issues (primarily with VIIRS payload) resulting in increased cost and schedule slips during the EMD portion of the program	
MMIII GRP												
WGS											- Attributed to production gap-related issues with the addition of WGS 7-8 in PB11.	
Breaches Against Current Baseline						Breaches Against Original Baseline					Breaches due to the FY06 NDAA directing initial implementation of the Original Baseline Estimate	
	15% - 25%			+25%			30% - 50%					+50%



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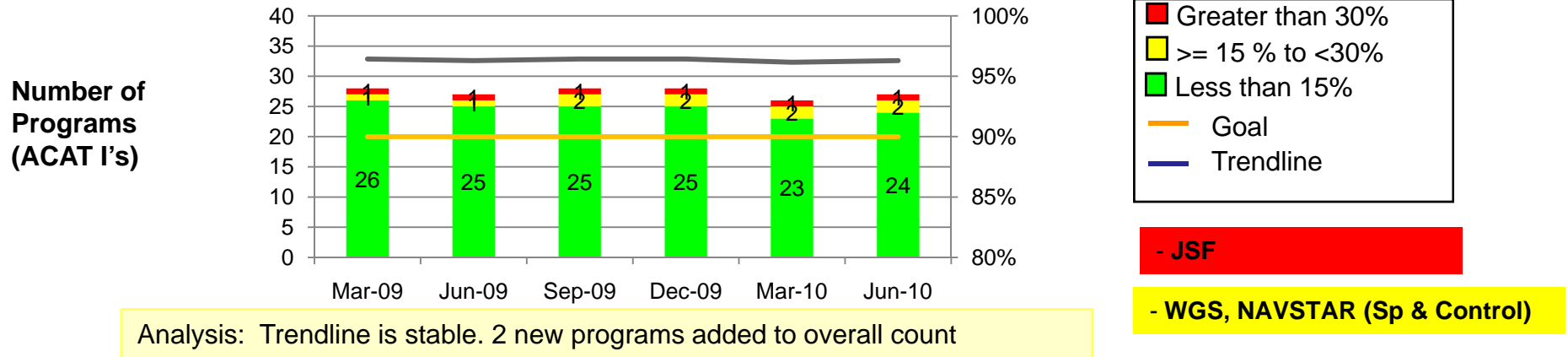
Cost – Program Acquisition Unit Cost (PAUC) Growth

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*As of: 30 Jun 2010
Next Update: 30 Sep 2010*

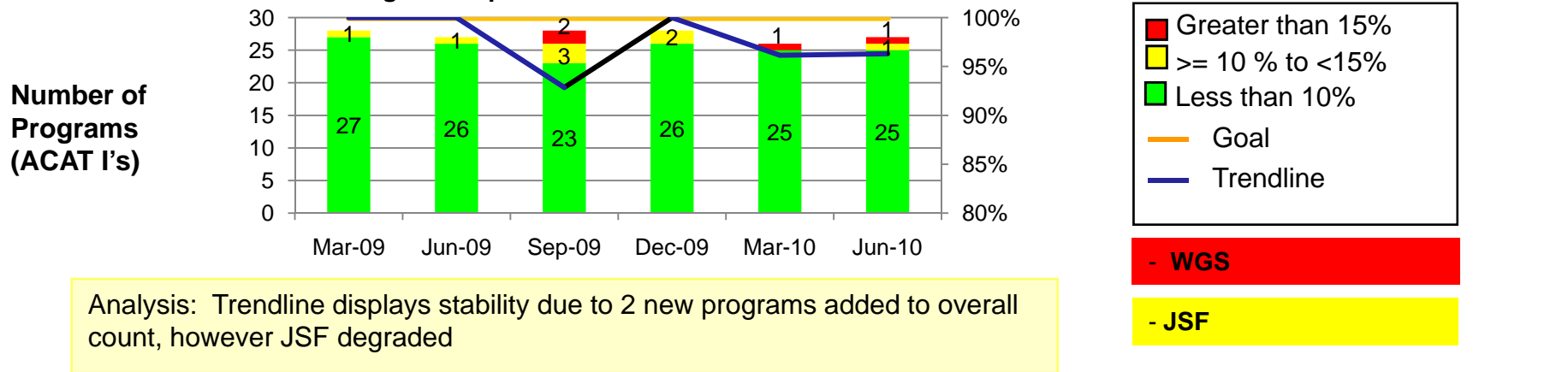
PAUC – Original APB

Goal: 90% or greater of MDAP AF Programs reported in DAMIR with less than 30% PAUC Growth from their Original Baseline



PAUC - Current APB

Goal: 100% of MDAP AF Programs reported in DAMIR with less than 15% PAUC Growth from Current APB





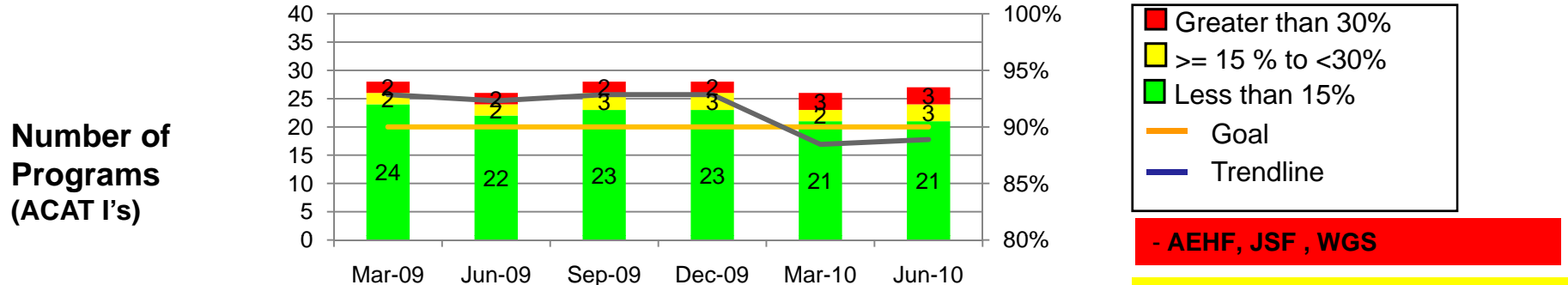
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Cost – Average Procurement Unit Cost (APUC) Growth

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*As of: 30 Jun 2010
 Next Update: 30 Sep 2010*

APUC - Original APB

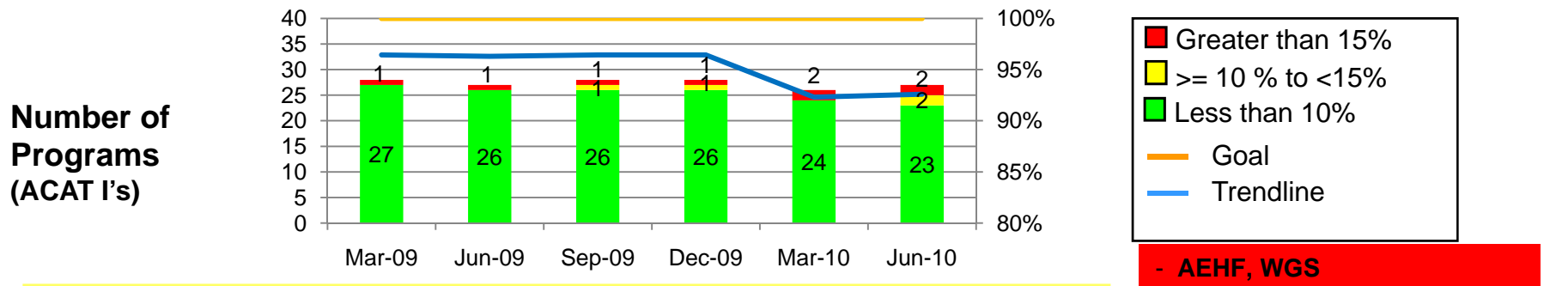
Goal: 85% or greater of MDAP AF Programs reported in DAMIR with less than 30% APUC Growth from their Original Baseline



Analysis: Trendline is misleading, trendline actually degraded due to 2 new programs added to overall count and 1 program degraded (C130-AMP). All identified Yellow Program APUC Growth further increased

APUC - Current APB

Goal: 100% of MDAP AF Programs reported in DAMIR with less than 15% APUC Growth from their Original Baseline



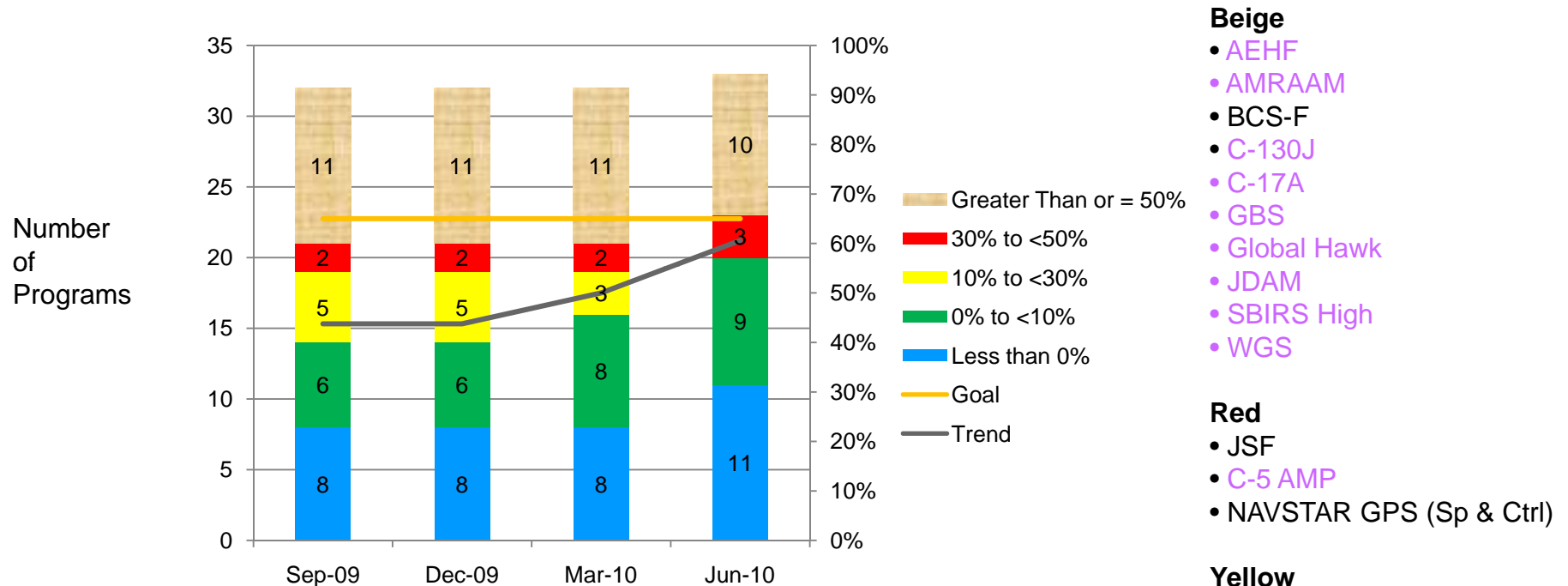
Analysis: Trendline is misleading, trendline actually degraded due to 2 new programs added to overall count and 2 programs degraded



Cost Growth (Initial APB to PM Estimate)

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As of: 30 Jun 2010
Next Update: 30 Sep 2010



Beige

- AEHF
- AMRAAM
- BCS-F
- C-130J
- C-17A
- GBS
- Global Hawk
- JDAM
- SBIRS High
- WGS

Red

- JSF
- C-5 AMP
- NAVSTAR GPS (Sp & Ctrl)

Yellow

- N/A

Notes: Purple text indicates quantity increases from the initial APB

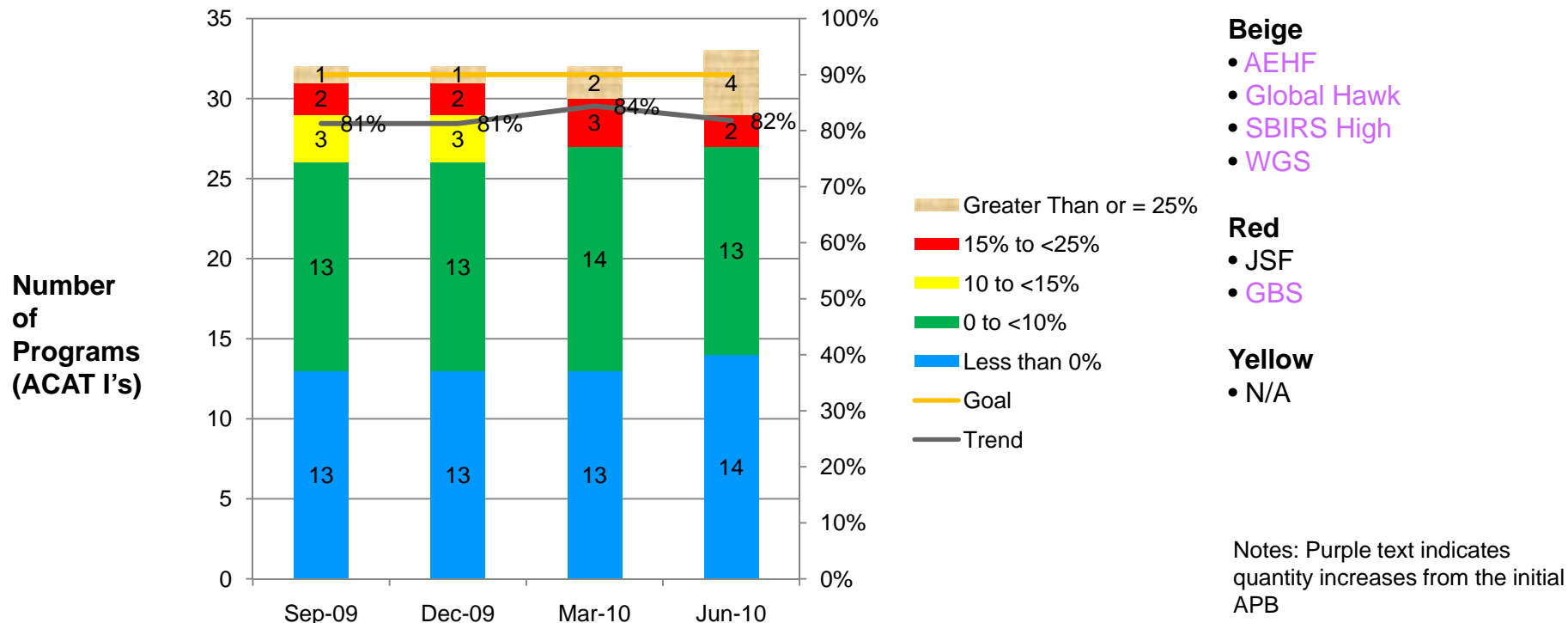
Analysis
 -NPOESS, JPATS, and JCA trending favorable (less than zero) from their initial APB (Improved into Green and Blue categories)
 -JSF degraded to Red
 - HC/MC 130 added to Green category (APB Signed)



Cost Growth (Current APB to PM Estimate)

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As of: 30 Jun 2010
Next Update: 30 Sep 2010



Analysis

Overall trendline is degrading due to:

- Beige category degraded, increased from 2 to 4 programs
- JSF degraded from Green to Red category
- JCA improved from Red to Blue category due qty decrease
- HC/MC 130 added to Green category (APB Signed)



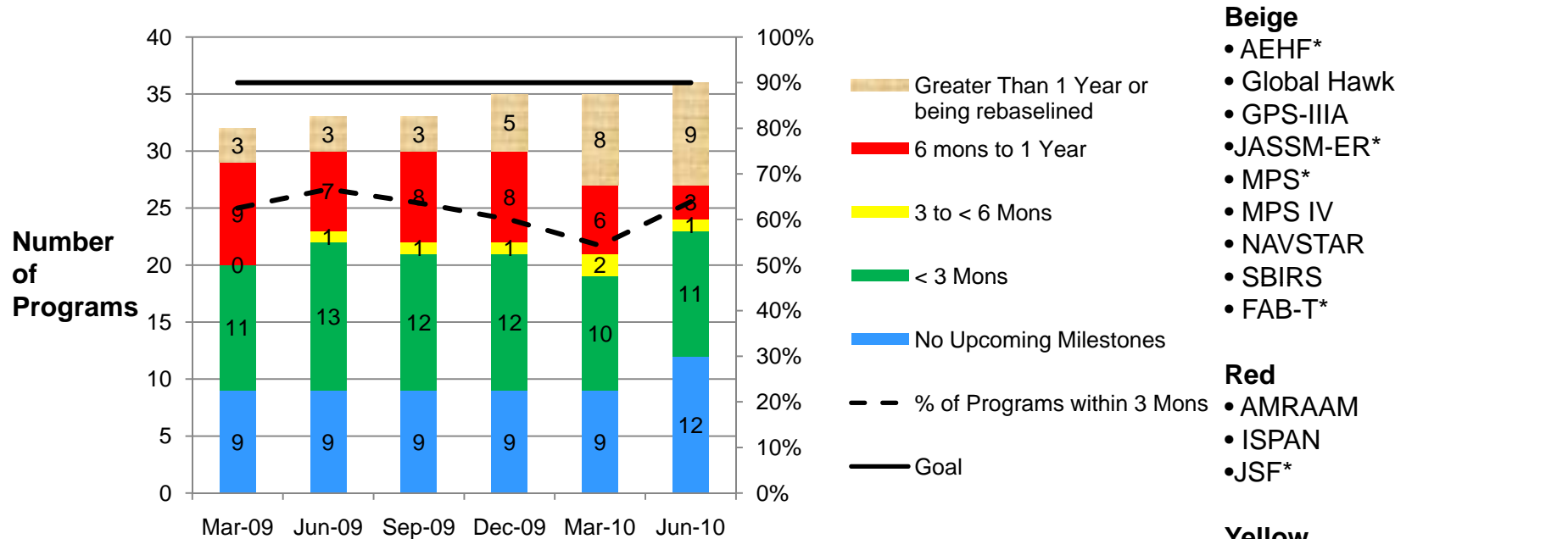
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Schedule Achievement

(Next Upcoming/Current APB Milestone)

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As of: 30 Jun 2010
Next Update: 30 Sep 2010



Analysis

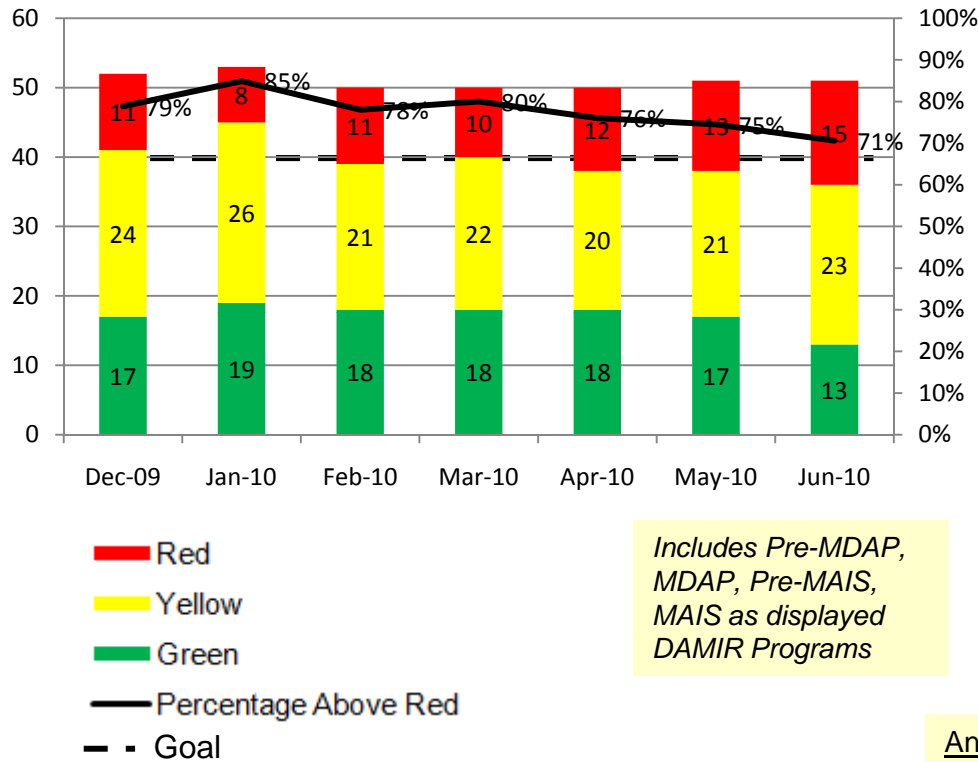
- Trend improved due more programs have completed their APB milestones (B-2 RMP, MP-RTIP, MQ-1)
- 5 Programs currently being rebaselined due to threshold breaches (included in Beige category)
- Green – Improved C-130 AMP moved to next milestone, LAIRCM improved
- Beige - GPS IIIA (7 to 14 mons, now uses MS-C instead of KDP-C)



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**PoPS PMs Manning Assessments-
 ACAT Is**

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As of: 15 July 2010



PoPS with a Red Manning Assessment

- AOC-WS Inc 10.2 – Key Personnel Changes
- B-2 EHF Inc 1 – Key Personnel Changes
- B-2 EHF Inc 2 – Key Personnel Changes
- B-2 RMP – Key Personnel Changes
- C-130 AMP - Key Personnel Turnover
- AFNET Inc I - Qualifications
- DEAMS – Key Personnel Changes
- F-22 - Key Personnel Changes
- Global Hawk - CAP Rotation
- JASSM - Key Personnel Changes
- JCA - Billeting, CAP Rotation
- JDAM - Key Personnel Changes
- MP-RTIP - Key Personnel Changes
- SBIRS High - Qualifications
- SBSS Block 10 - Key Personnel Changes

Analysis

29% of pre-MDAP, MDAP, Pre-MAIS, MAIS have high risk manning issues per the assessment of the PM
 -13 of 15 Red ACAT I's have high risk due to Personnel Turnover and/or CAP Rotation

Data Source: PoPS (Dec 09 – Jun 10)
 As of: Jul 15

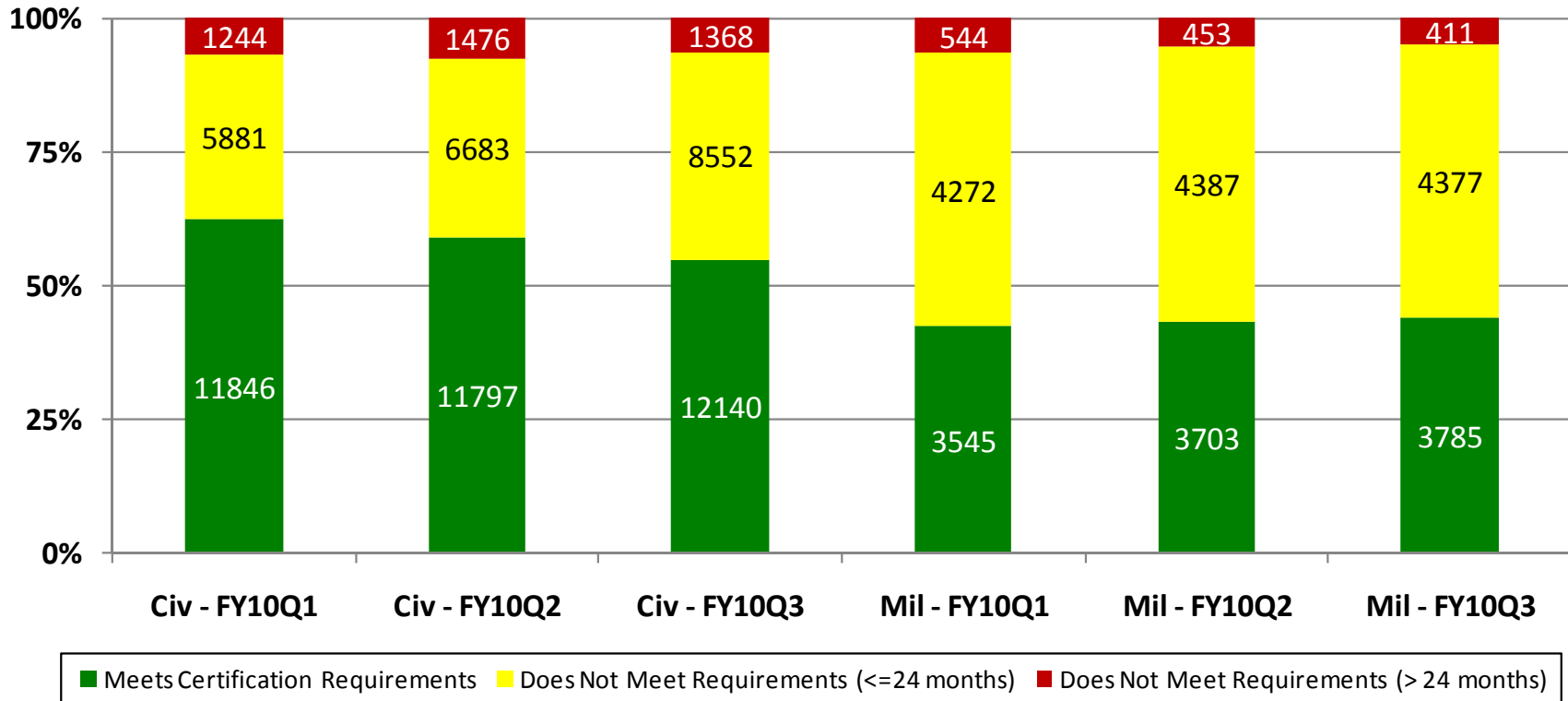


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Acq Workforce Certification Rates Military and Civilian Breakouts

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As of: Jun 2010



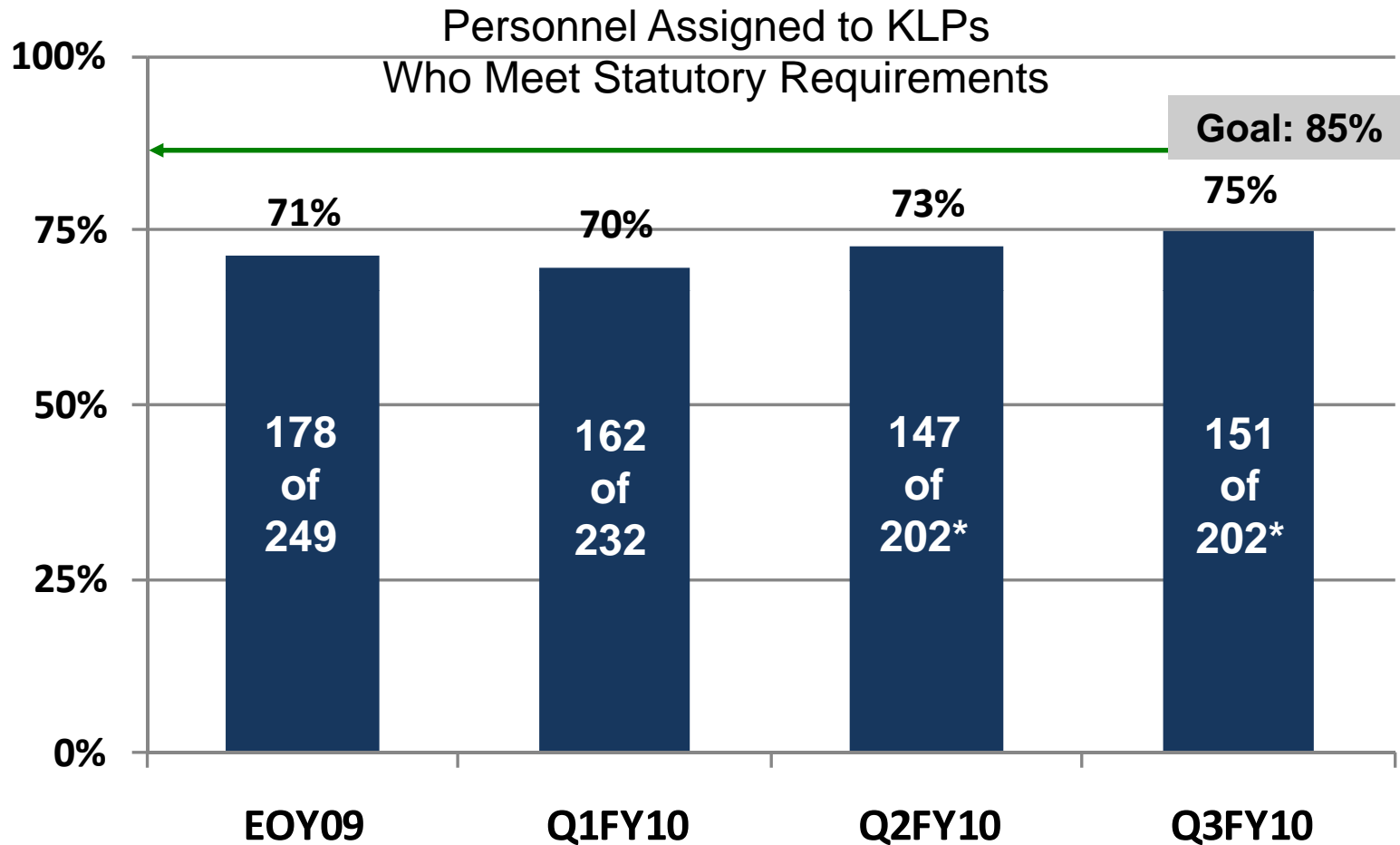
- Total # civilians within 24 month grace period increased due to newly coded positions and new positions.



KLP Qualification Rate

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As of: Jun 2010



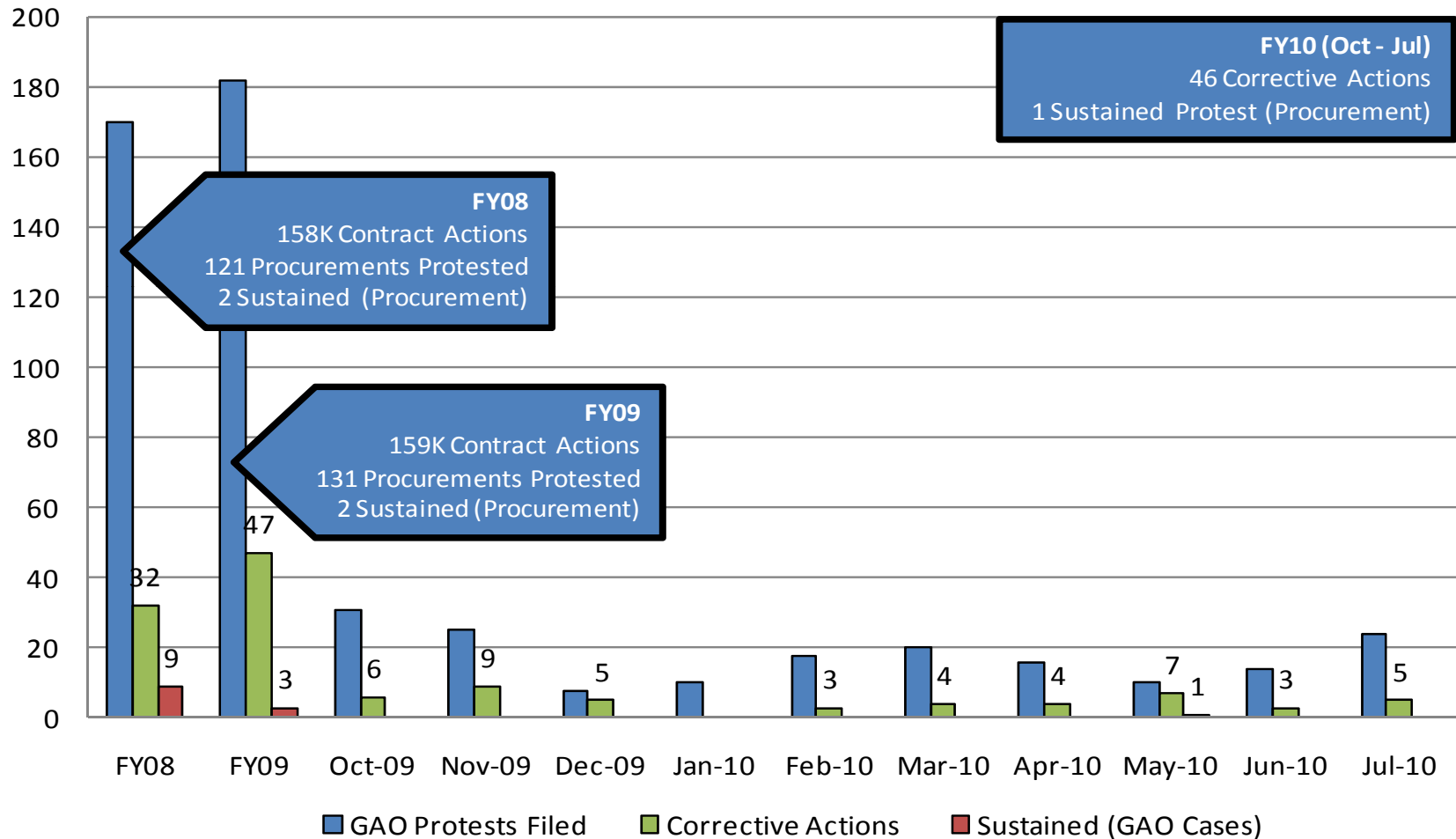
- *Fluctuation in number of KLPs is due to changes in APML and SMART. These numbers will change again as DoD policy adds MDAP functionals to KLP pool.
- 29 personnel need PMT402

Data Source: 5000.55

GAO Protest Sustainment Rate with Corrective Actions

As of: July 2010

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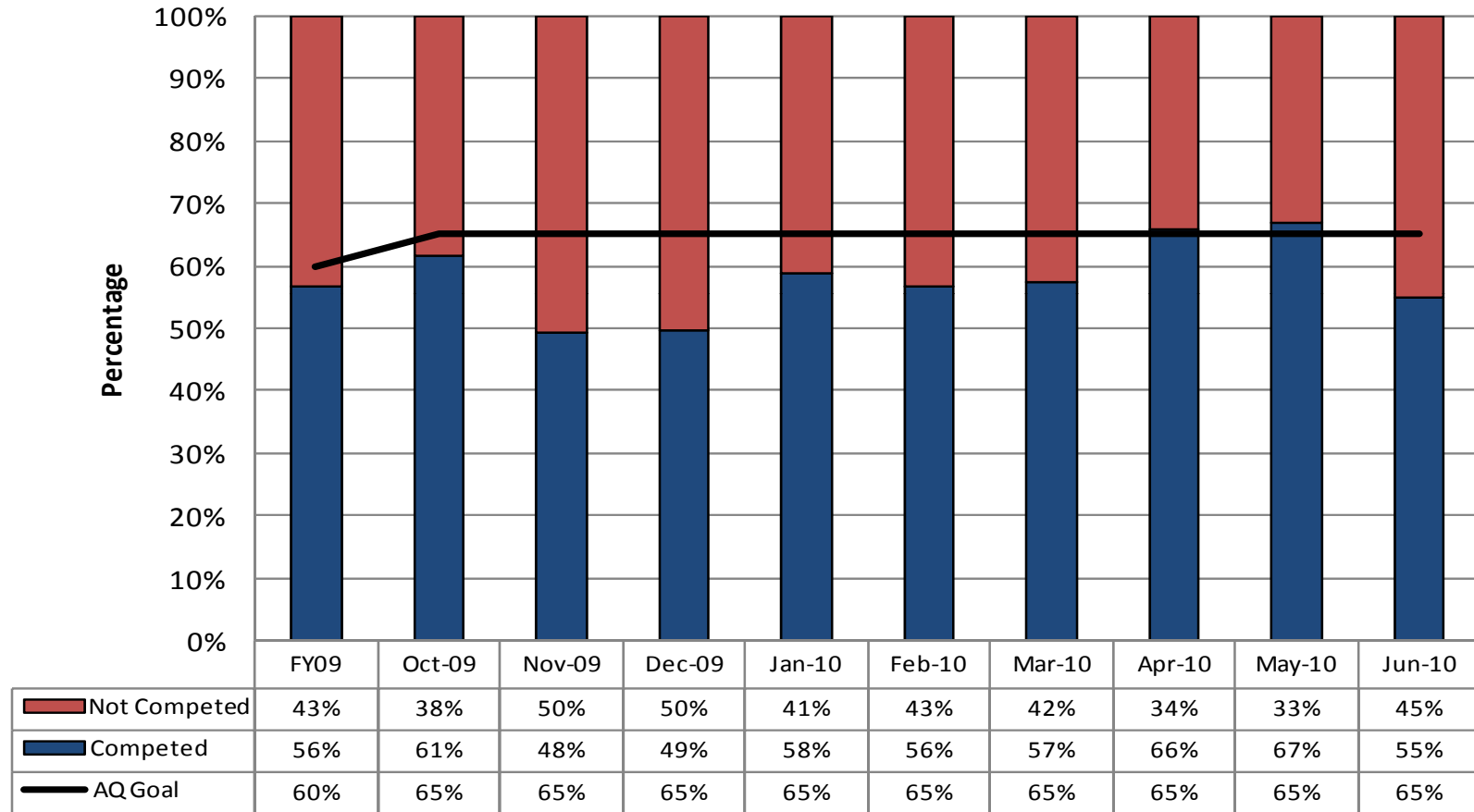
Data source: Federal Procurement Data System—Next Generation (FPDS-NG)



Percent Competitive Contracting Dollars

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As of: Jun 2010



Source: Data Query - FPDS-NG - Competition Based on Obligation Report



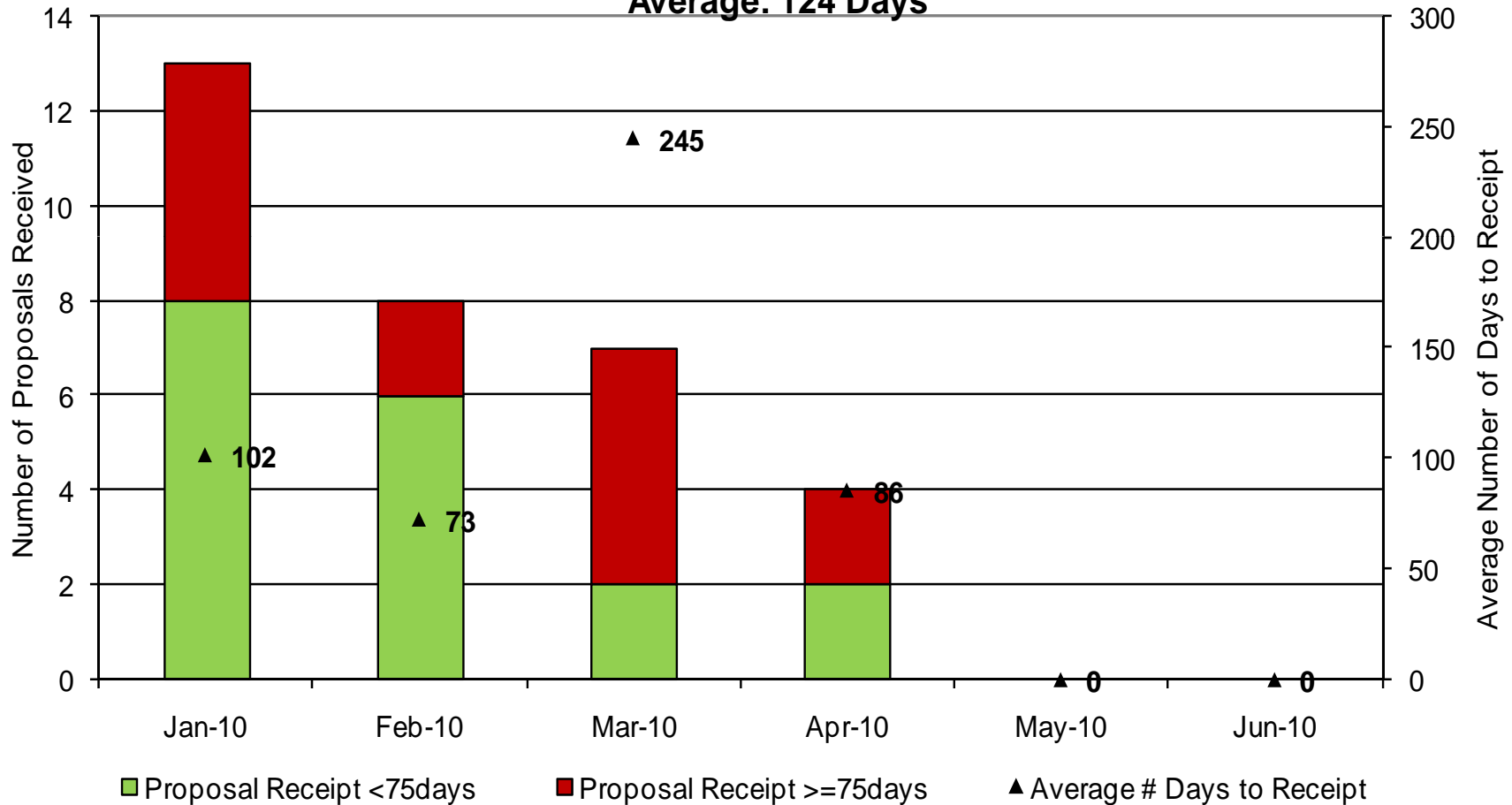
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Cycle Time: Final RFP to Proposal Receipt (Non-UCA)

As of: Jun 2010

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Goal: 75 Days from RFP Release
Average: 124 Days



Source: Manual Data Call - Enterprise Metrics Data Call - ACAT I - Jun 10



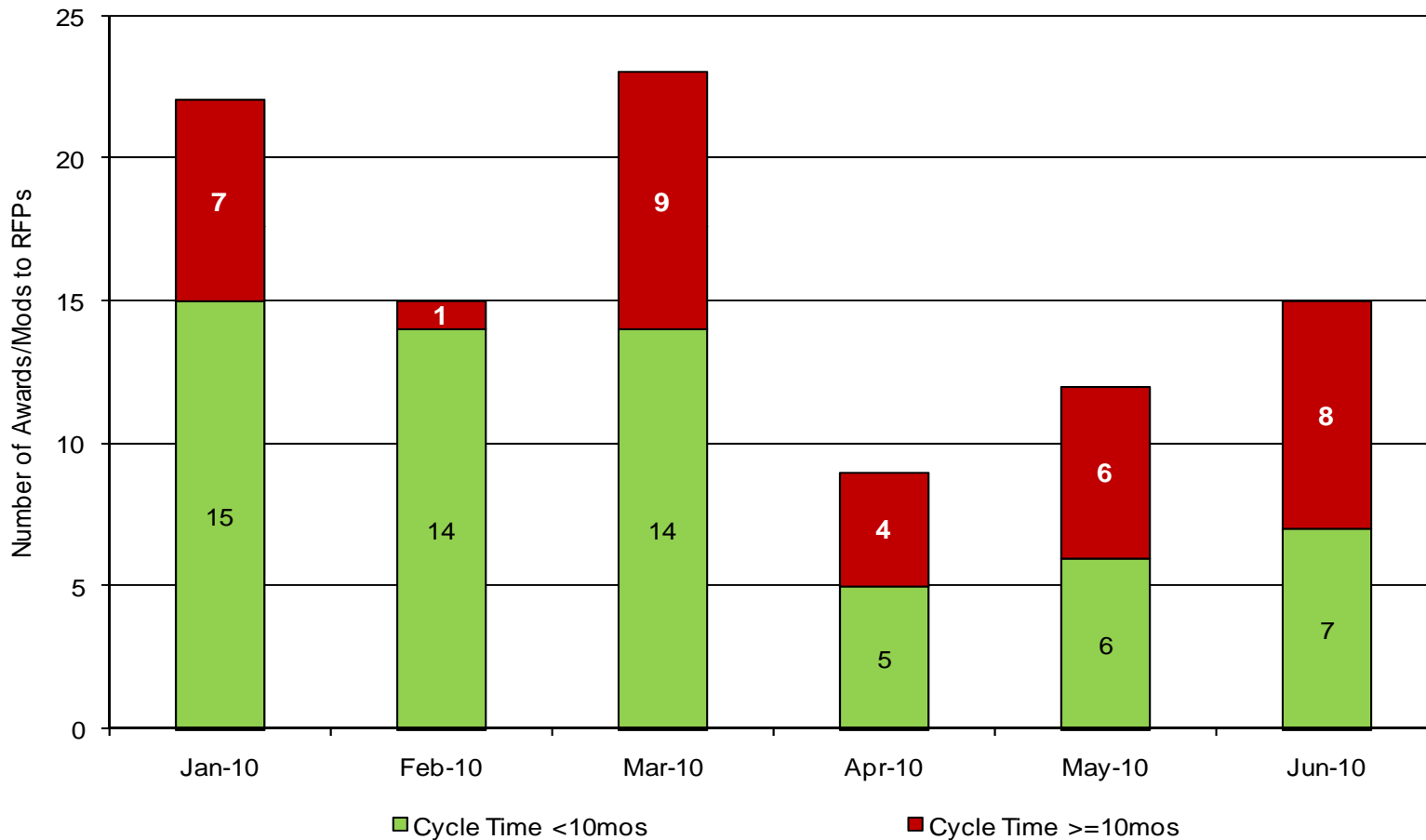
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Cycle Time: Final RFP to Award (Non-UCA)

As of: Jun 2010

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Goal: 10 Months



Source: Manual Data Call - Enterprise Metrics Data Call - ACAT I - Jun 10

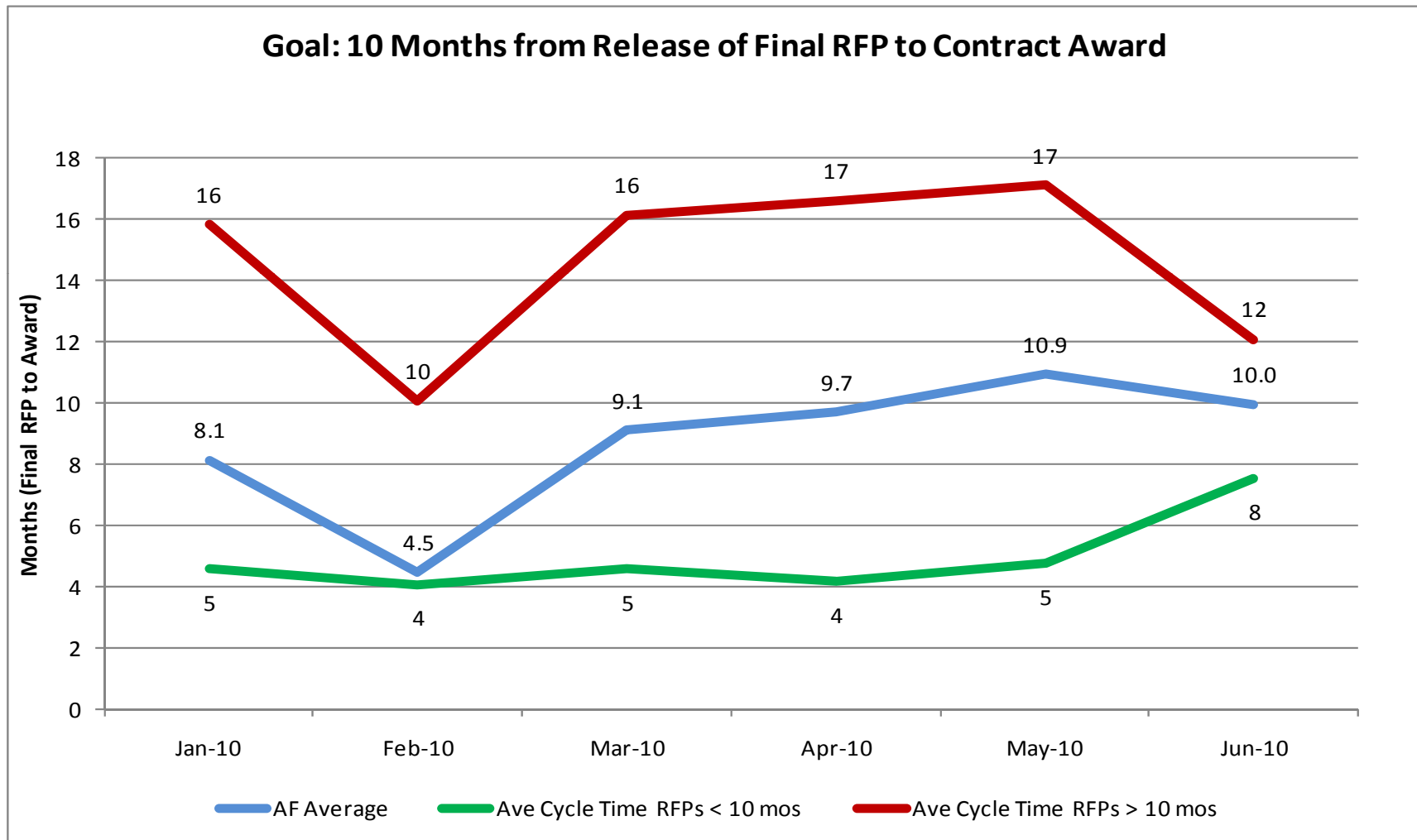


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Cycle Time: Final RFP to Award (Non-UCA)

As of: Jun 2010

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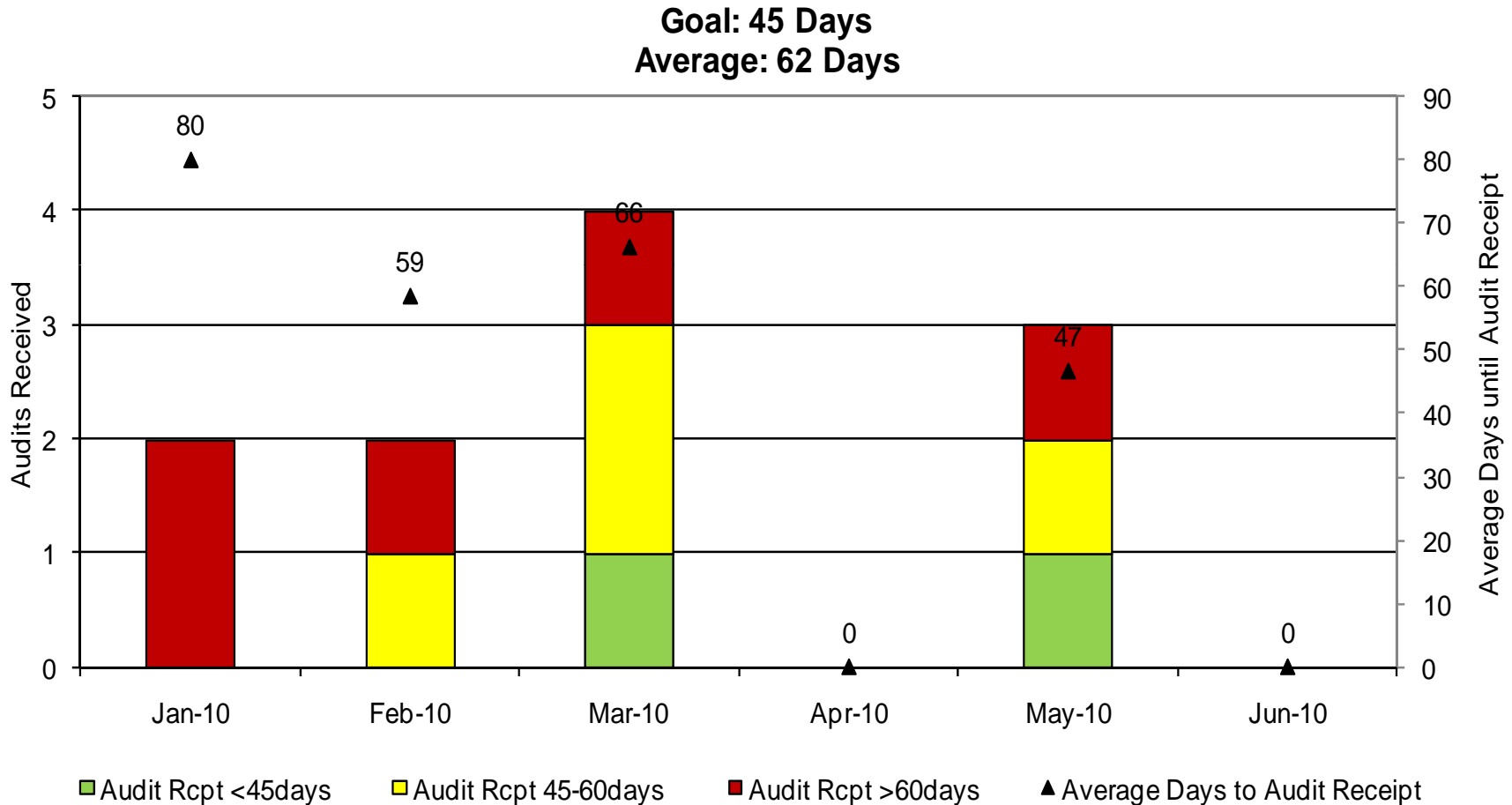


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Cycle Time: DCAA Audit Request to Audit Receipt (Non-UCA)

As of: Jun 2010

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Source: Manual Data Call - Enterprise Metrics Monthly Data Call - ACATI - Jun 10

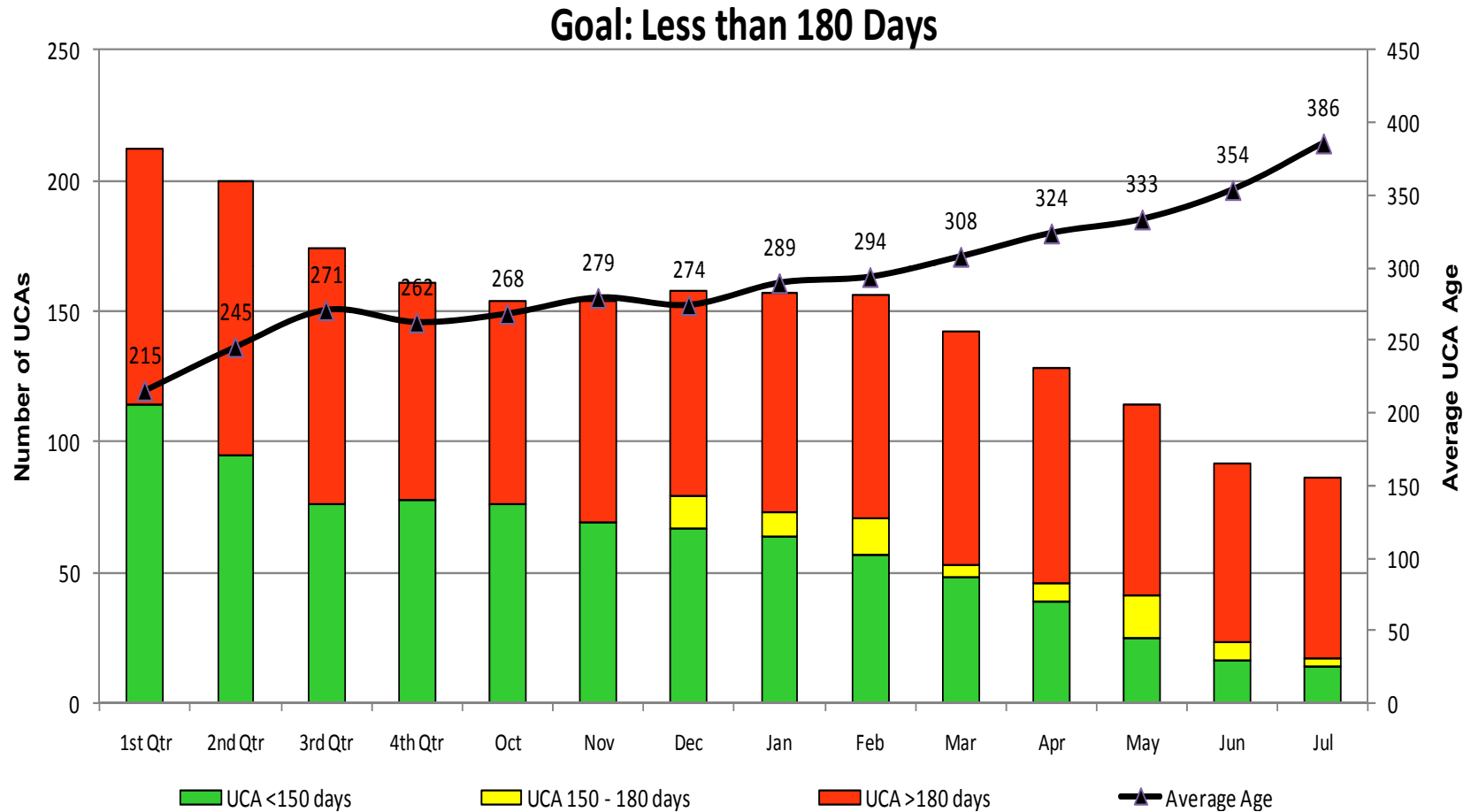


Business Sensitive – Not for Release

Undefinitized Contract Actions

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As of: Jul 2010



Source: Manual Data Call - UCA Monthly Data Call - Jul 10



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WIP Charts

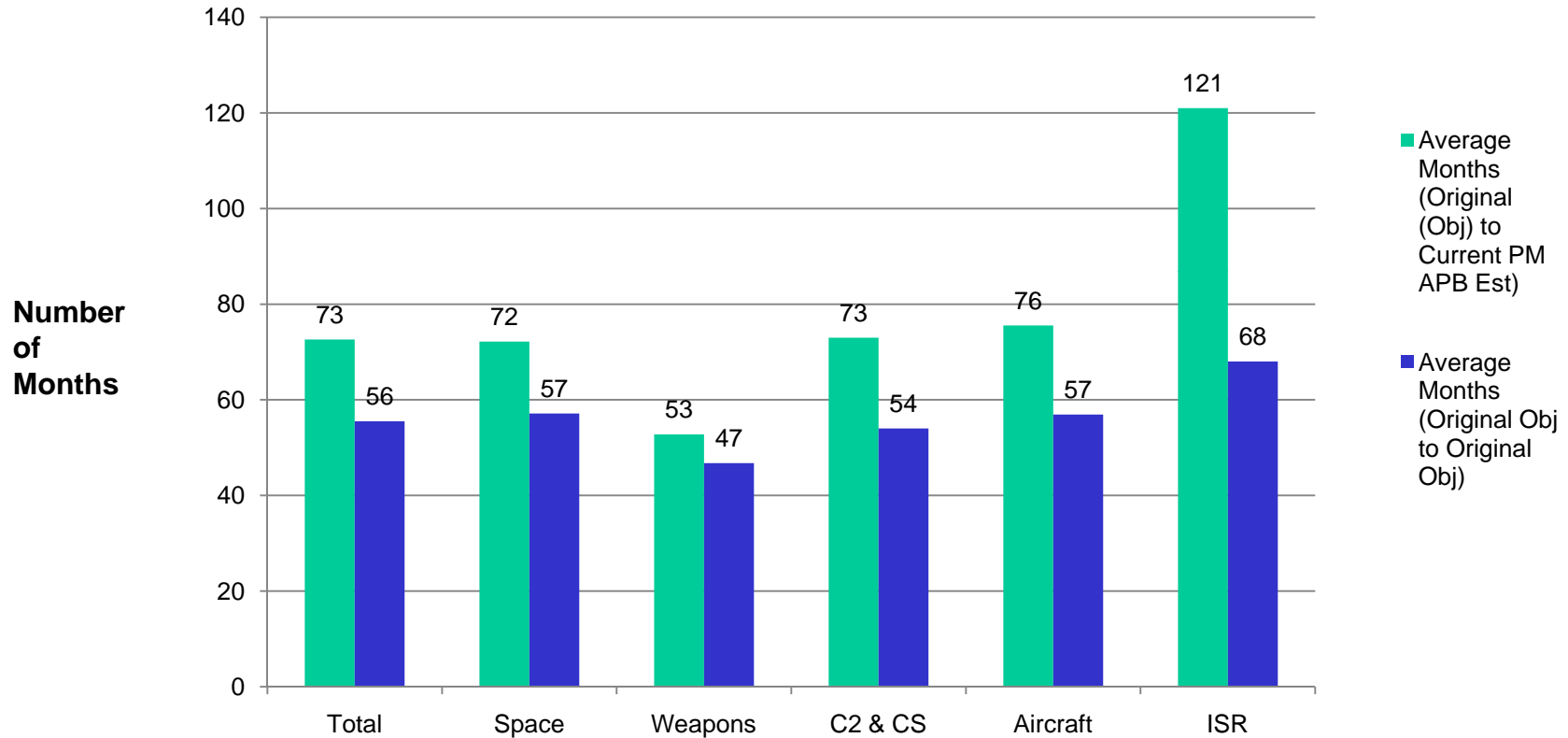


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ACAT I Schedule Growth – B to C

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As of: 11 Aug 2010



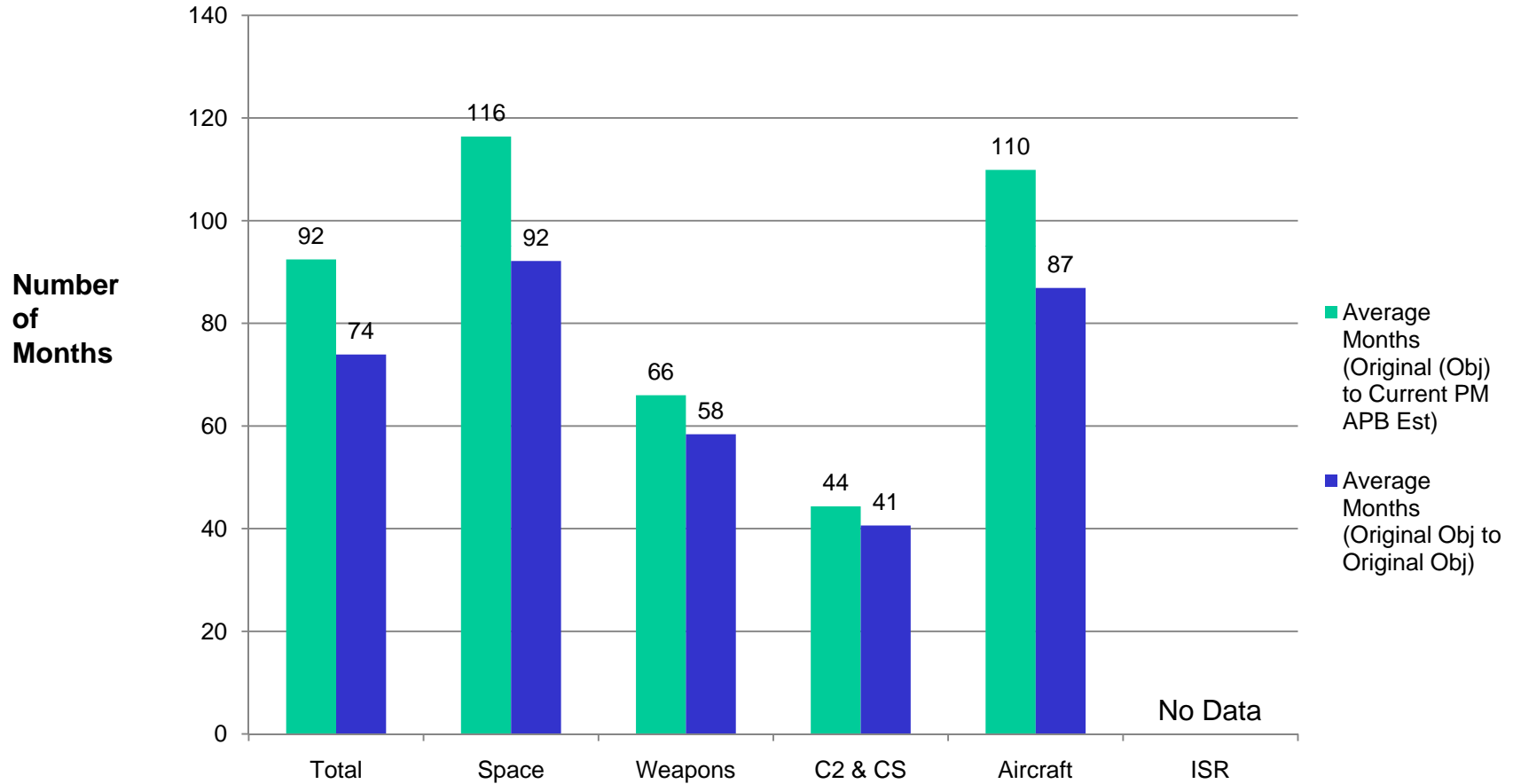


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ACAT I Schedule Growth – B to IOC/RAA

As of: 11 Aug 2010

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ACAT I Cycle Times

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As of: 11 Aug 2010

Cycle Time Interval	Total		Space		Weapons		C2 & CS		Aircraft		ISR	
	# of Programs	Average Months (Original (Obj) to Current PM APB Est)	# of Programs	Average Months (Original (Obj) to Current PM APB Est)	# of Programs	Average Months (Original (Obj) to Current PM APB Est)	# of Programs	Average Months (Original (Obj) to Current PM APB Est)	# of Programs	Average Months (Original (Obj) to Current PM APB Est)	# of Programs	Average Months (Original (Obj) to Current PM APB Est)
B to C	28	73	8	72	4	53	4	73	11	76	1	121
B to IOC/RAA	26	92	7	116	5	66	5	44	9	110	No Data	No Data
C to IOC	26	47	6	70	4	26	4	-6	10	53	2	91
B to FRP	12	85	1	35	3	79	3	48	5	121	No Data	No Data
FRP to FOC	3	79	No Data	No Data	No Data	No Data	2	27	1	184	No Data	No Data



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ACAT I – Milestone Growth

U.S. AIR FORCE

As of: 11 Aug 2010

Milestone Growth	Total		Space		Weapons		C2 & CS		Aircraft		ISR	
	# of Programs	Average Growth (Months)	# of Programs	Average Growth (Months) - Original Obj to Current PM Est	# of Programs	Average Growth (Months) - Original Obj to Current PM Est	# of Programs	Average Growth (Months) - Original Obj to Current PM Est	# of Programs	Average Growth (Months) - Original Obj to Current PM Est	# of Programs	Average Growth (Months) - Original Obj to Current PM Est
MDD	2	0	No Data	No Data	1	0	1	0	No Data	No Data	No Data	No Data
MS A	12	-1	3	0	4	-2	1	0	4	0	No Data	No Data
PDR	4	0	2	0	1	0	No Data	No Data	1	0	No Data	No Data
MS B	33	1	9	1	5	0	7	1	11	2	1	0
Post CDR	14	7	6	2	1	0	1	0	6	15	No Data	No Data
MS C	30	14	6	16	7	7	3	6	12	17	2	27
FRP/FDD	14	14	1	1	4	7	3	5	6	25	No Data	No Data
IOC/RAA	31	16	5	32	10	13	3	2	10	21	3	0
FOC/FDD	10	22	1	90	1	0	2	6	2	57	4	0



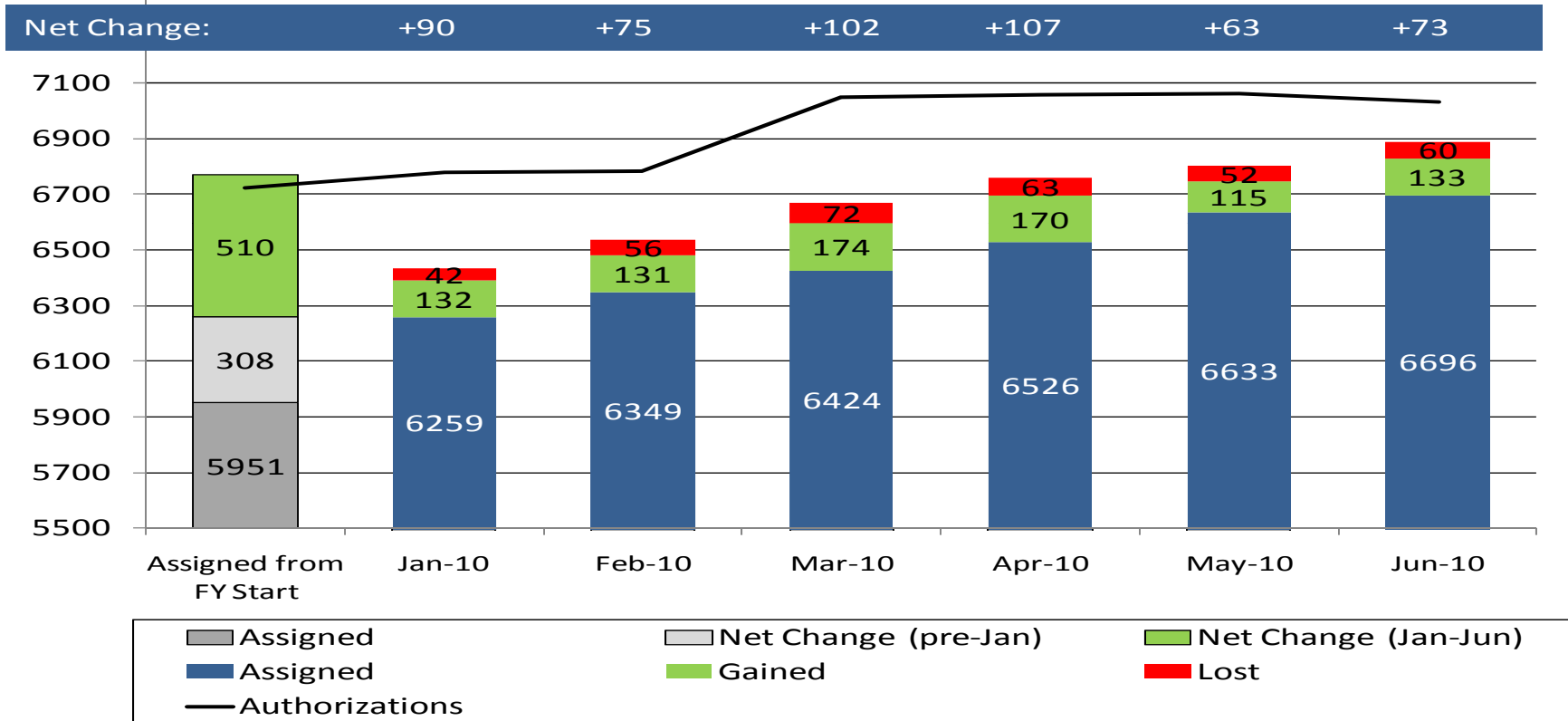
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Civilian Gains/Losses – Summary*

U.S. AIR FORCE

As of: June 2010

Center Summary



*Summary data for AAC, ASC, ESC and SMC acquisition-coded positions only
 FY10 Q3 Organic Acq Workforce Total: 30,633 (22,088 Civilian, 6,910 Officers, 1,635 Enlisted)



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Combined Mil/Civ Certification Status

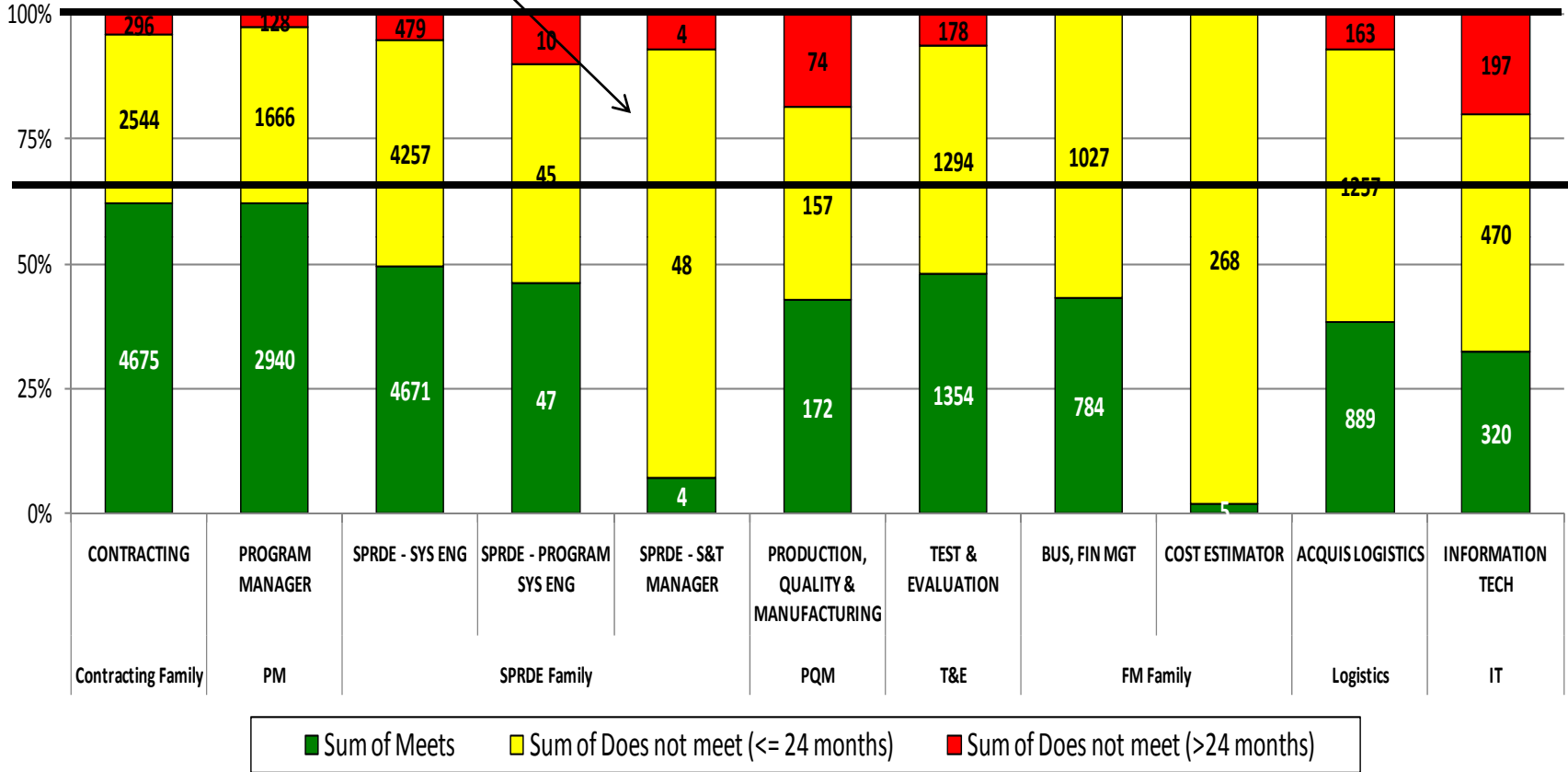
As of: 30 June 2010

U.S. AIR FORCE

S&T coding on positions recently pushed

Goal: None "in the red"

Goal: 66% "In the green"



* FM certification requirements changed; grace period reset to 30 months.

Data Source: 5000.55 Q3FY10



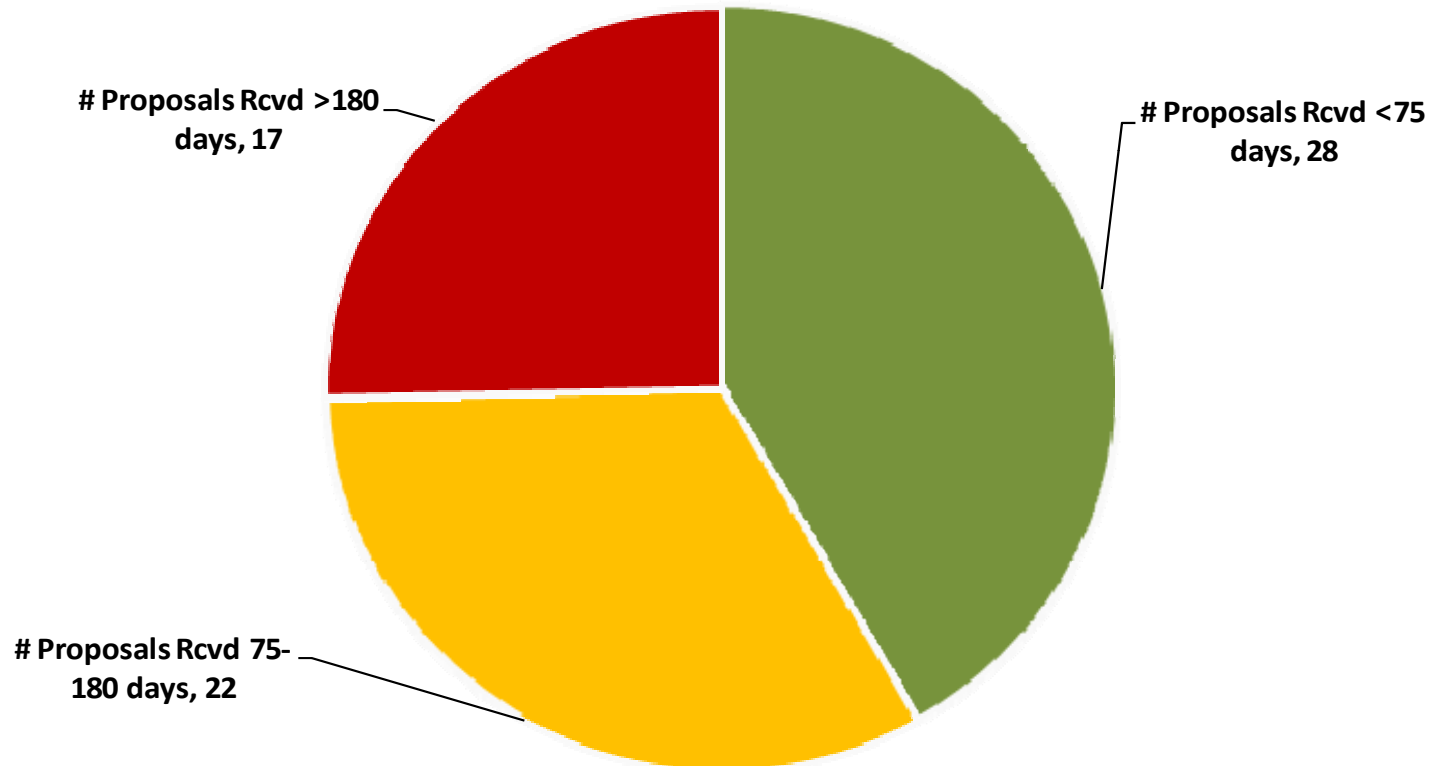
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Cycle Time: ATP to Proposal Receipt (UCA)

As of: 30 June 2010

**Goal: 75 Days
Average: 160 Days (Jan - Jun)**



Source: Manual Data Call - Enterprise Metrics Data Call - ACAT I - Jan - Jun 10



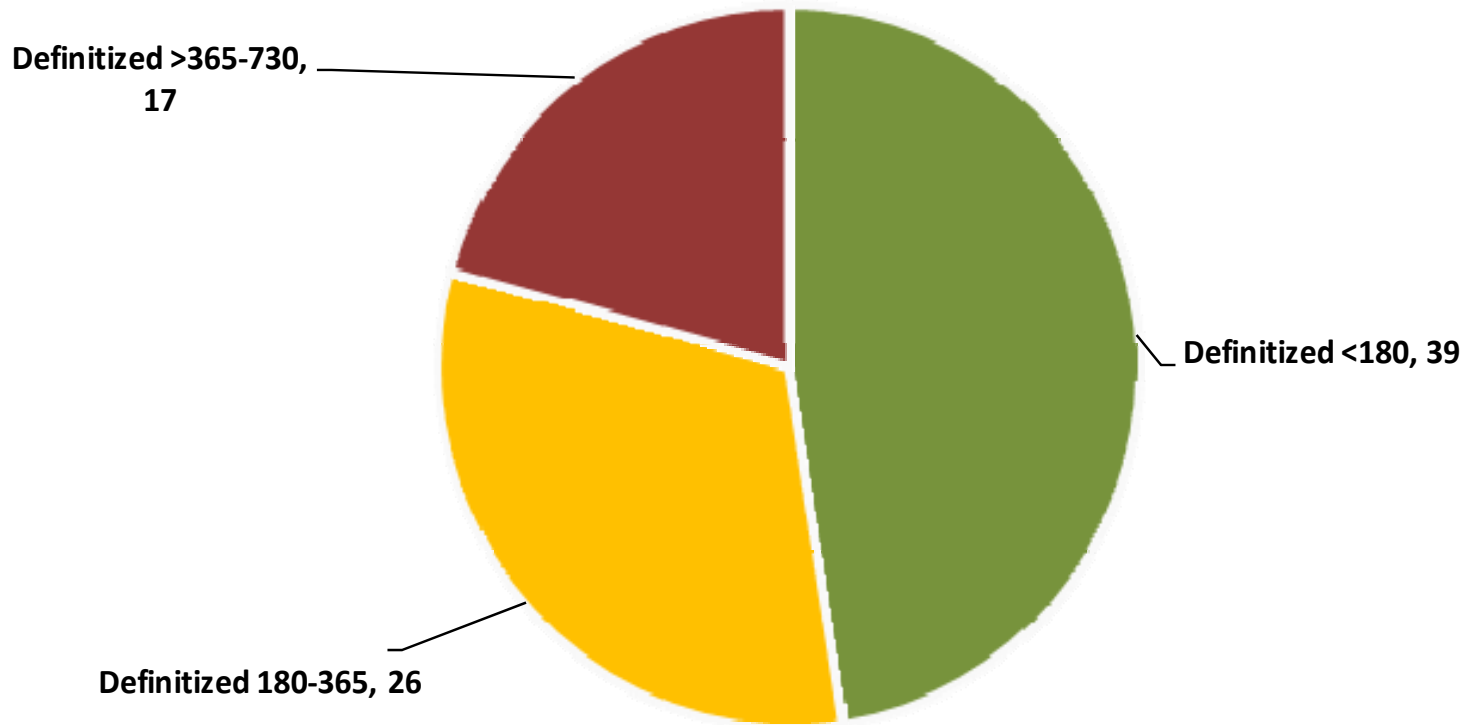
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Cycle Time: Proposal Receipt to Definitization (UCA)

As of: 30 June 2010

Goal: 180 Days
Average Cycle Time: 236 Days (Jan - Jun)



Source: Manual Data Call - Enterprise Metrics Data Call - ACAT I - Jan to Jun 10

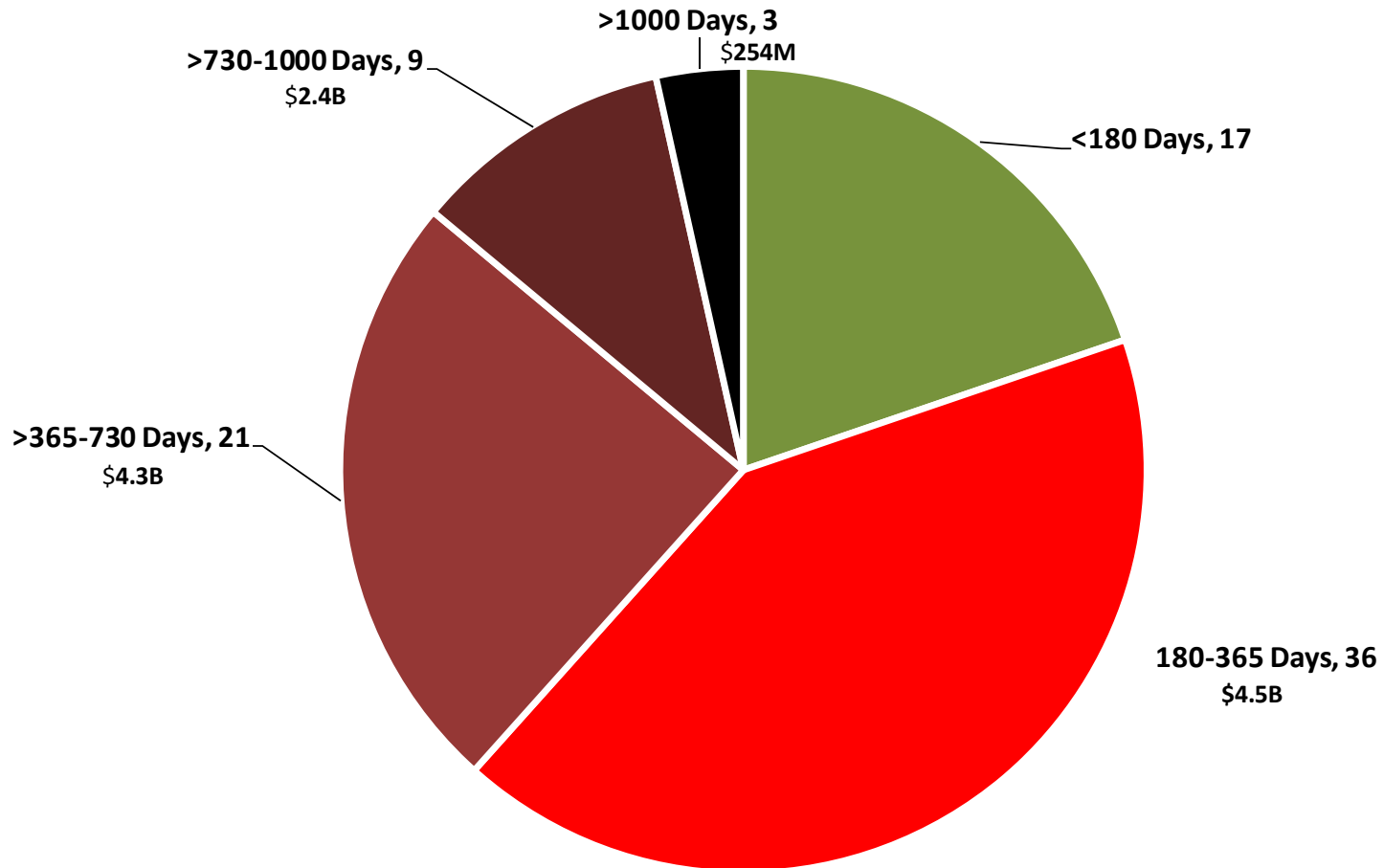


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UCA Overage Inventory & Dollar Value

U.S. AIR FORCE

As of: 30 July 2010



Source: SAF/AQ Inventory Slides - Jul 10

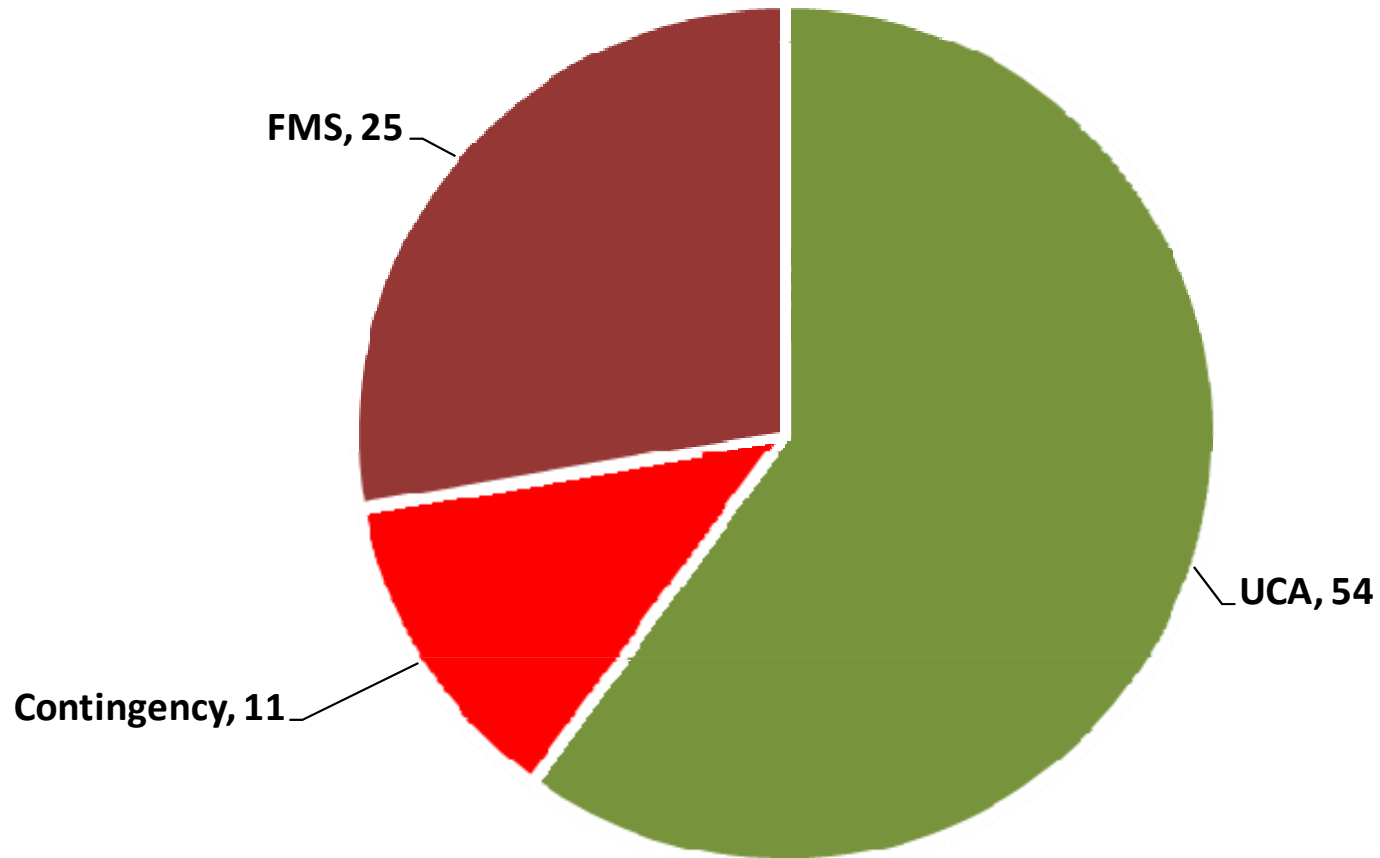
Total \$ > 180 Days: \$11.6B



UCA Type Breakout

U.S. AIR FORCE

As of: 30 July 2010



Source: Manual - SAF/AQ Datacall - Jul 10

DRAFT: Reconciling data with field orgs--do not release



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Acquisition Workforce Certification Rates by Level Required

U.S. AIR FORCE

As of: 30 June 2010

Certification Level Required	Meets	% Meets	Does not meet (<= 24 months)	% Does not meet (<= 24 months)	Does not meet (>24 months)	% Does not meet (>24 months)
Level 1	1254	36%	2102	61%	103	3%
Military	657	45%	765	52%	39	3%
Civilian	597	30%	1337	67%	64	3%
Level 2	10553	49%	9508	44%	1414	7%
Military	2269	40%	3059	55%	280	5%
Civilian	8284	52%	6449	41%	1134	7%
Level 3	4115	72%	1319	23%	262	5%
Military	859	57%	553	37%	92	6%
Civilian	3256	78%	766	18%	170	4%
Total	15922	52%	12929	42%	1779	6%



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SAF/CSAF Acquisition Dashboard: 2009

■ **Executive CCARS:**

- SAF/AQX tool developed by CCARS contractor
- Takes existing program submissions (MAR, POPs, DAES, SMART etc) and presents data in a more easily readable format with click buttons to get additional detail
- Like POPs, only a tool to generate discussions, provide a program snapshot in selected areas
- Consists of a Main Screen with 6 areas of data, but has many details behind buttons
 - List of PEO programs, ACAT status, program phase, program manager's name
 - Funding grids with additional secondary screens

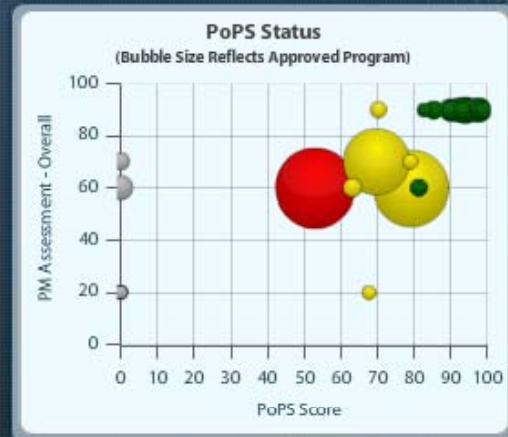
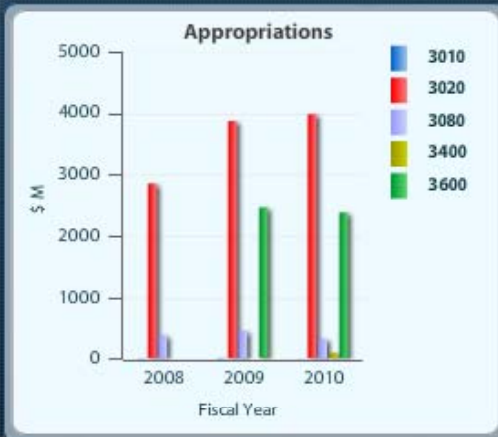
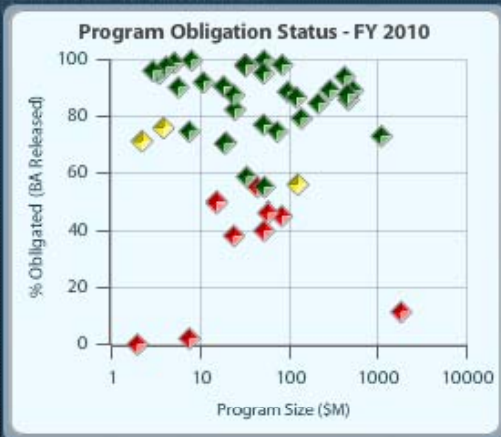
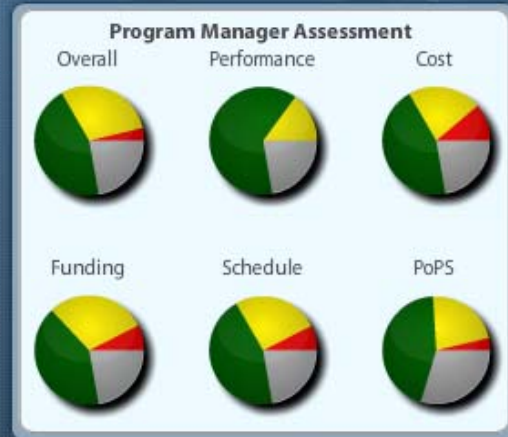
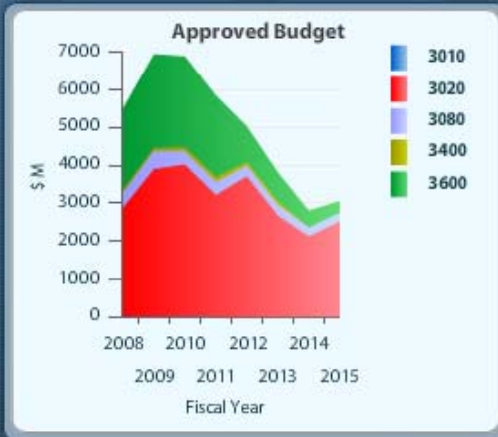
Program List



AFPEO/SP DASHBOARD

AFPEO/SP

Programs: 36 Available / 27 Reporting





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Obtaining Greater Efficiency and Productivity In Defense Spending

U.S. AIR FORCE

- **6 April, 2009, SECDEF announced “must reform how and what we buy, meaning a fundamental overhaul to our approach to procurement, acquisition and contracting”**

- **USD(AT&L) Memos 28 Jun 2010 and 14 Sep 2010:**
 - **Must change our business practices**
 - **Capable, qualified and appropriately sized acquisition workforce key**



Dr Carter's Directives

U.S. AIR FORCE

Target Affordability and Control Cost Growth

- **Mandate affordability as a requirement**
 - **At Milestone A set affordability target as a Key Performance Parameter**
 - **At Milestone B establish engineering trades showing how each key design feature affects the target cost**
- **Drive productivity growth through Will Cost/Should Cost management**
- **Eliminate redundancy within warfighter portfolios**
- **Make production rates economical and hold them stable**
- **Set shorter program timelines and manage to them**

Incentivize Productivity & Innovation in Industry

- **Reward contractors for successful supply chain and indirect expense management**
 - **Increase the use of FPIF contract type where appropriate using a 50/50 share line and 120 percent ceiling as a point of departure**
 - **Adjust progress payments to incentivize performance**
 - **Extend the Navy's Preferred Supplier Program to a DoD-wide pilot**
 - **Reinvigorate industry's independent research and development and protect the defense technology base**
-



Dr Carter's Directives

U.S. AIR FORCE

Promote Real Competition

- Present a competitive strategy at each program milestone
- Remove obstacles to competition
 - Allow reasonable time to bid
 - Require non-certified cost and pricing data on single offers
 - Require open system architectures and set rules for acquisition of technical data rights
- Increase dynamic small business role in defense marketplace competition

Improve Tradecraft in Services Acquisition

- Create a senior manager for acquisition of services in each component, following the Air Force's example
- Adopt uniform taxonomy for different types of services
- Address causes of poor tradecraft in services acquisition
 - Assist users of services to define requirements and prevent creep via requirements templates
 - Assist users of services to conduct market research to support competition and pricing
 - Enhance competition by requiring more frequent re-compete of knowledge-based services
 - Limit the use of time and materials and award fee contracts for services
 - Require that services contracts exceeding \$1B contain cost efficiency objectives
- Increase small business participation in providing services



Dr Carter's Directives

U.S. AIR FORCE

Reduce Non-Productive Processes and Bureaucracy

- Reduce the number of OSD-level reviews to those necessary to support major investment decisions or to uncover and respond to significant program execution issues
- Eliminate low-value-added statutory processes
- Reduce by half the volume and cost of internal and congressional reports
- Reduce non-value-added overhead imposed on industry
- Align DCMA and DCAA processes to ensure work is complementary
- Increase use of Forward Pricing Rate Recommendations to reduce administrative costs