



# PM GAZETTE

Relevant and Timely Acquisition Information

U.S. AIR FORCE



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### "2013 - A Challenging Year"

As we enter the second quarter of FY13 we continue to be challenged with the Continuing Resolution and potential for sequestration. You know the drill from years past, but we may be challenged by the regrettable possibility of a potential furlough. Financial concerns aside, we remain committed to growing our PMs with experience and expertise.

This Gazette is focused on those two last thoughts, experience and expertise. The article by Under Secretary Frank Kendall highlights his recently released Better Buying Power (BBP) 2.0 which is intended to drive critical thought and keep us from falling into the trap of "schoolbook" answers and checklists. It is about conducting our business in a smarter way -- building expertise. See the factsheets on the [SAF/AQXC website](#).

The article on Updated PM Career Field Education & Training Plans is particularly useful as we mentor our up-and-coming PMs, and provide them with the right training at the right time. Similarly, the article on the Acquisition Document Development & Management tool outlines how automation can help a program through our exceptional bureaucracy and legal requirements.

The lessons learned from the Light Air Support source selection article provides a cautionary lesson that we all must learn from, and must avoid experiencing for ourselves. Similarly, we cannot shortchange our lifecycle management responsibilities, and in that arena we offer lessons on Protecting the Electronics Supply Chain.

Remember that the confidence of our leaders is vested upon you as PMs. Thanks for being good Stewards of the People's money. — *vr, Rob Pollock*

### LIGHT AIR SUPPORT SOURCE SELECTION — LESSONS LEARNED

BY ANGEL NEWMAN, SAF/AQC

In our pursuit of acquisition excellence, we are sharing with Acquisition Program Managers (PMs) the lessons learned from the Commander's Directed Investigation (CDI) into the Light Air Support (LAS) source selection. On 27 Feb 2012, the Air Force Materiel Command (AFMC) Commander initiated a CDI focused on two parts:

**Part 1** focused solely on the execution of the source selection processes and procedures in the original LAS contract. Because of the ongoing LAS source selection, we are unable to discuss portions of Part 1 of the CDI report.

**Part 2** reviewed two source selections from each AFMC Product Center and Space and Missile Systems Center. The

review focused primarily on standard source selection processes and supporting infrastructure to include facilities, IT support, tools and local procedures. Special attention was given to source selection training and file management. While it was determined that LAS source selection issues were not systemic, we are using this event to reinforce the following throughout the enterprise:

Enhanced Training for all Source Selection Members that includes Government Accountability Office (GAO) and Court of Federal Claims (COFC) protests procedures; education of Program Executive Officers (PEOs), Source Selection Authorities (SSAs), and Source Selection Advisory Councils

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### PROTECTING THE ELECTRONICS SUPPLY CHAIN

BY MAJ JONATHAN MARSHALL AND SCOTT D. ADAMS, SAF/AQXA

The technological advantages upon which the Air Force depends to maintain its superiority over adversaries are increasingly under attack -- sophisticated adversaries now have the capability to degrade billion dollar weapon systems before they are even fielded. It is incumbent upon Program Managers (PMs) to protect the systems they develop from compromise through effective program protection planning and proactive supplier management.

In today's global economy key weapon system components are largely manufactured outside of the United States or by foreign-owned businesses within the United States. Quality assurance is typically lost through multiple supply chain tiers resulting in a substantially increased risk of counterfeit parts. Software products are also largely coded by foreign-owned

entities, resulting in a greater risk that malicious code or hidden functionality may be inserted into DoD platforms.

Once incorporated into the weapon system, counterfeit parts and software can result in higher failure rates, reduced warfighting capability, weapon system confiscation, and/or sensitive technology compromise. The unpredictability of a counterfeit failure can also destabilize an operation. Counterfeit parts are difficult to identify and correcting the damage can potentially be very costly. Inspections and tests can not catch every counterfeit and it would be prohibitively expensive to try. The most effective method for preventing counterfeit parts is to address risks as early as possible – *PMs are the first and most effective defense.*

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## Moving Forward

By Mr Frank Kendall, Under Secretary of Defense for Acquisition, Technology and Logistics

Article is reprinted from [AT&L Magazine, January—February 2013 Issue](#).

I wanted to take this opportunity, with the general election now behind us, to give Defense AT&L Magazine readers a sense of what we can expect during the next few years. First of all, we can expect to be challenged. Budgets are shrinking and threats to our national security are not. The department has articulated a sound strategy, and, unless there are major budget reductions to come and we are forced to make revisions, we will be charged with supporting that strategy through effective acquisition of products and services across the full spectrum of Defense Department needs. We must do everything we can to execute effectively – to extract full value from the money with which we are entrusted. Over the next several years, I will do everything I can to help you perform that challenging duty.

When I replaced Dr. Ashton Carter in an acting capacity over a year ago, I articulated six priorities: support ongoing operations, achieve affordable programs, improve efficiency, strengthen the industrial base, strengthen the acquisition workforce, and protect the future. You can expect those priorities to remain in place.

I recently introduced the “for comment” version of [Better Buying Power \(BBP\) 2.0](#). BBP 2.0 is the next step in a process of continuous improvement. Like BBP 1.0, it is not intended to be a “school solution” or a checklist of ideas for you to unthinkingly “check off”. BBP 2.0 is consistent with my goals and priorities, and it is designed in large part to drive critical thought in the daily execution of our work. BBP 2.0 will help improve our effectiveness in the tradecraft of acquisition. There is no single “schoolbook” answer in this business, and as we move forward on BBP 2.0 over the next year or two, we will learn from our joint experiences and make adjustments as necessary. We will identify and share new best practices, and we will reject or modify the ideas that turn out to be impractical or ineffective. You can expect future versions of BBP as together we learn about and discover what works and what doesn’t.

Increasingly, we will measure our own performance and try to learn from those who are most successful at acquiring products and services for our warfighters. This winter I will publish the first edition of what I intend to be an annual AT&L publication on “The Performance of the Defense Acquisition System.” For the first time in my experience, we will begin to measure the trends in our own performance and to understand, through data and analysis, the root causes of superior performance. You can expect that this report will be updated annually and that it will contain increasingly sophisticated assessments of our ability to execute programs of various types, of the productivity of Department of Defense institutions, and of the firms in the defense industrial base.

This winter, I will issue the coordination draft of the new DoDI 5000.02. This draft will update 5000.02 to be consistent with current law. It also will provide a range of models for structuring programs, and it will emphasize the need to tailor our acquisition approaches to the natural work flow and decision points for the product being developed and fielded. I will expect the principles embodied in the new 5000.02 to be used immediately while the document goes through the standard review cycle.

The process of rewriting DoDI 5000.02 has made clear to me that over the years an increasingly complex web of statutory direction has significantly complicated the lives of our key leaders, particularly our program managers. As a result, I have asked my chief of staff, Andrew Hunter, to form a team with other stakeholders, working with interested parties from Congress, to prepare a legislative proposal that would provide a single coherent and simplified body of law to guide the defense acquisition system. The goal is to have this completed and submitted to Congress within one year.

Finally, you can expect my continued support and dedication to giving you all of the tools you need to be effective. You, the total acquisition workforce—and I include in this grouping all of you who are involved in technology development, logistics, and sustainment activities of all types, as well as those working in the traditional product development and production activities—are the key to our success.

The next few years are not going to be easy. I expect that the Department will be stretched significantly as we attempt to retain the force structure needed to execute our national security strategy while simultaneously maintaining readiness, sustaining infrastructure, recapitalizing or modernizing aging equipment, introducing innovative technologies, preserving our industrial base, and ensuring the continuing technological superiority that our forces have every right to expect. Our success depends on your ability to execute the overall AT&L mission: supporting the warfighter and protecting the taxpayer. I look forward to meeting this challenge with you.



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(SSACs) on the roles and responsibility of SSACs relative to comparative analysis; updated SSA and SSAC training modules published under “What’s New in Contracting” and accessible at [https://www.afcontracting.hq.af.mil/download\\_FST\\_training/index.cfm](https://www.afcontracting.hq.af.mil/download_FST_training/index.cfm)

Documentation and File Management Guidance that establishes clear minimum file standards as well as the use of EZ Source, an electronic source selection tool.

A Focus on Manpower and Resources to ensure that experience levels of Source Selection members match the Source Selection complexity.

Better alignment/leverage of oversight mechanisms. The SSA and Contract Approval Authority (CAA) must coordinate and reassess number and length of Multi-Functional Independent Review Teams (MIRTS) Critical Decision Point (CDP) reviews based on complexity of acquisition, team member experience, and other oversight mechanisms.

Open Communication with SSA is critical. In many cases because of their seniority, the SSA may be perceived as inaccessible. The SSA **must be** fully engaged.

We offer the following **Tips for Success** for upcoming Source Selections that you are participating in:

- \* The SSA should determine members of the SSAC, Source Selection Evaluation Board (SSEB) or other advisors based on source selection complexity.
- \* The SSAC chair should not be in the SSA’s chain of command chain to eliminate confusion about roles and responsibilities between the two source selection positions.
- \* Embed legal counsel with the source selection team so they participate in reviews especially with ACAT I and high visibility programs.
- \* The SSA must promote active communication within the team... and must be accessible.
- \* The SSEB Chair is encouraged to raise concerns/issues.
- \* Allow dissenting opinions – document and reconcile.
- \* The decision can be subjective — supporting documentation **must not** be.
- \* Ensure the decision is sound and supportable.
- \* Actively participate in independent reviews (MIRTS, Peer Reviews, Red Teams).
- \* The CAA must ensure all review comments are adjudicated and must provide feedback to the SSA.

The CDI and implementation of its recommendations represent a commitment by USAF leadership to continue on a path towards Acquisition Excellence. If you have questions or would like more information on the training that is available to your team, please contact Nannette Benitez SAF/AQC at [nannette.benitez@pentagon.af.mil](mailto:nannette.benitez@pentagon.af.mil).

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Department of Defense Instruction (DoDI) 5200.44, Protection of Mission Critical Functions to Achieve Trusted Systems and Networks (TSN) was signed on 5 November 2012 expanding the program protection process and the Program Protection Plan (PPP) to include securing the program’s supply chain throughout the program’s entire lifecycle. DoDI 5200.44 requires most acquisition programs containing electronic components to:

- (a) implement assurance consistent with the criticality of the system,
- (b) use all-source intelligence analysis of suppliers of critical components for risk-management decisions,
- (c) manage supply chain risk throughout the entire system lifecycle,
- (d) reduce system vulnerabilities through system security engineering, and
- (e) control the quality, configuration, and security of software, firmware, hardware, and systems throughout their lifecycles, including components or subcomponents from secondary sources.

The forthcoming AFPAM 63-113, *Program Protection for Life Cycle Management*, will further detail program protection planning activities.

A PM must document a risk mitigation plan against foreign supply chain attacks within the PPP at each milestone. The PPP should evolve like many program work products and reach substantial maturity by Milestone B. Counterfeit risk mitigation is an on-going process and must continually consider new technologies and threats to effectively protect TSNs.



In order to address program protection risks, a program needs to identify their critical program information (CPI) and critical components (CCs), submit their CC’s vendor information to the Defense Intelligence Agency’s Threat Analysis Center (TAC) via their TSN Focal Point, complete a risk assessment that takes into account the threat (identified via the DIA TAC reports) and vulnerabilities (identified via a vulnerability analysis) of their system, and identify/implement countermeasures to decrease the overall level of program protection risk in the system. The Air Force has two MAJCOM TSN focal points to support PMs and their teams: Ms [Teresa Moyer](#) in AFMC/A5Q, and Ms [Judy Gonce](#) in AFSPC SMC/EN. These focal points support PMs provide training, mitigation guidance, and all-source intelligence.

For more information, contact Major Jonathan Marshall of SAF/AQXA at [jonathan.marshall@pentagon.af.mil](mailto:jonathan.marshall@pentagon.af.mil).

**Using the New Acquisition Document Development and Management Tool**

*By Maj Bryan Edmunds, SAF/AQXI*



The Acquisition Document Development and Management (ADDM) application is a new software tool created to assist program offices with preparing documentation required for upcoming acquisition milestone reviews – for example, Materiel Development Decision, Milestones A/B/C, Full Deployment, etc. The ADDM tool provides the following:

- ◆ Document templates, guidance, references and instructions for each milestone based on ACAT category. It also notifies the program office of template updates due to policy changes.
- ◆ The ability to track, manage, and report acquisition document development status. ADDM's newest release supports multiple users creating and updating documents.
- ◆ Future releases will allow automatic content sharing amongst documents – creating an authoritative data source for information that is used in more than one acquisition document, thus, ensuring configuration control.
- ◆ Future releases will interface with other enterprise systems and tools such as Microsoft Office products and future enterprise routing tools being developed by AT&L.

As a new user, you must first register for an account via the ADDM application site at <https://www.aekm.wpafb.af.mil/Addm/Login/index.jsf>. New users are encouraged to participate in training — the training schedule can be viewed at the ADDM Community of Practice (CoP) site at <https://afkm.wpafb.af.mil/community/views/home.aspx?Filter=AF-AQ-00-04>. Please join the next ADDM Training via Defense Connect Online, <https://connect.dco.dod.mil/addmtraining>, on 6 Feb from 1300 -1500 EST, Telecom (937) 257-8000 or DSN 787-8000. No pre-registration is required to join the training class.

For more information, please contact the ADDM Point of Contact Ms Stephanie Lute of AFLCMC/AZ, [stephanie.lute@wpafb.af.mil](mailto:stephanie.lute@wpafb.af.mil) or DSN 674-5654.

**Updated Acquisition Program Management Career Field Education and Training Plan**

*By Capt Ron Jenkins, SAF/AQH*

Program Managers (PMs) have an updated tool with which to mentor and develop staff. The updated [Acquisition Managers \(63AX/1101\) Career Field Education and Training Plan \(CFETP\)](#) incorporates acquisition process changes, a refined list of on-the-job training tasks, and other improvements that were suggested by PMs in the field. The updated CFETP is available on the Air Force Portal's Acquisition Program Management Career Field page at <https://www.my.af.mil/gcss-af/USAF/site/ACQUISITION/Acquisition%20Program%20Management%20Career%20Field>. Military 63AX and Civilian 1101s through the grade of Captain/GS-12 (or pay band equivalent) are required to complete the core tasks on the Unit Training Task Lists.

The CFETP is an excellent mentoring and development planning tool that PMs are encouraged to use in regular feedback sessions, as well as for incorporation into Individual Development Plans. The CFETP's training tasks specify experiences and training that all acquisition managers should accomplish in their initial and intermediate level assignments. Although these task lists are geared towards junior and intermediate level individuals, they also have great utility for intermediate and advanced-level cross-flows into acquisition management, and those in other acquisition functional categories.

If you are using the 2008 version of the CFETP, please also review the *Guidance for the 2012 Revision* paragraph in the Part I Preface section of the 2012 CFETP regarding documentation of previously completed training tasks.

If you have any questions, please contact your local PM functional office. MAJCOM functional and APDP managers can address questions to Capt Ron Jenkins, SAF/AQH, [ronald.jenkins@pentagon.af.mil](mailto:ronald.jenkins@pentagon.af.mil), DSN 327-9637 x2517.

**Helpful Policy Links**

**Stay up to date with the latest DoD and Air Force policy updates!**

- ◆ For DoD, sign up for email updates at [http://www.dtic.mil/whs/directives/whats\\_new.html#e-mail](http://www.dtic.mil/whs/directives/whats_new.html#e-mail)
- ◆ For Air Force, sign up for email updates at <http://www.e-publishing.af.mil/index.asp>