

Headquarters U.S. Air Force

Integrity - Service - Excellence

Air Force Services Contracting Symposium 14-17 Jan 03



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HQ USAF/ILEXO
4 Mar 03***



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Outline

- **Overview**
- **Senior Leaders Views**
- **Key Issues**
- **Questions**



- **A functional perspective**
- **Air Force Services Contracting Symposium**
- **14-17 Jan 2003**
- **Theme: Achieving Global Dominance through Service Acquisitions**
- **Goal:**
 - **Communicate senior leadership perspective of future service acquisition policy**
 - **Identify key issues to focus on to improve future services acquisitions**
- **Not intended to focus on PBSA but part of the discussion**



- **Broad cross section**
- **Over 60 people representing:**
 - **AFAA and GAO**
 - **Air Force PEO for Services**
 - **Air Staff, command and base level CE and Contracting**
 - **Air Staff Maintenance, Logistics Readiness, Comm Operations, Services**
 - **Army and Navy**
 - **FOAs - AFCESA, AFLMA**
 - **Industry**



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Senior Leaders Views



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Senior Leaders Views The Leaders

■ Senior leaders

- Brig Gen Darryl Scott - Deputy Assistant Secretary for Contracting, Office of the Assistant Secretary of the Air Force for Acquisition
- Mr. Timothy Beyland - Air Force Program Executive Officer for Services
- Mr. Stan Solloway - President of the Professional Services Council
- Mr. Grover Dunn - Deputy Director of Maintenance, Deputy Chief of Staff for Installations and Logistics
- Mr. William Timperley - Member of Director of Defense Procurement Staff



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Senior Leaders Views Key Points

- **Services are more than 1/2 of our discretionary dollars**
- **# of services contractual actions increased 31% from 1999-2002**
- **Only 1 part of the FAR out of 53 covers services**

- **Vendors bid a fixed # of jobs a year -- will not bid if RFP and PRD are unclear**
- **Markets change-- marketplace robust for service right now -- may be different in 10 years**



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Senior Leaders Views Key Points

- **We do not know our baseline costs**
- **Look at how we use incentives**
 - **Management tools today are retrospective - reward or penalize based on what happened**
 - **Look at other kinds of awards**
 - **Award terms**
- **Risk factors do not always match evaluation criteria**
- **Recruitment, retention, training, and transition must be a part of evaluation plan**



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Senior Leaders Views Key Points

- Contracting community must significantly increase their understanding of technical requirements
- Functionals need training on industry innovations and effective market research
- We need to look at the best way to buy things - we need to leverage our buying power when possible
- Be innovative risk takers
- “...If a policy or procedure, or a particular strategy or practice, is in the best interest of the Government and is not specifically addressed in the FAR, nor prohibited...the Team should not assume it is prohibited.” (FAR Part 1.102-4(e))



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Senior Leaders Views Key Points

- **Value of dialogue when no RFP is at stake is under appreciated**
 - **Educate government on market capability, practices, and concerns**
 - **Listen to government needs and constraints**



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Senior Leaders Views Key Points

- **Not easy to answer the question of what is performance based - must allow for innovation**
- **Need to communicate with our people how the process affects them and plan for the impacts**
- **Our success and vendors' are inextricably linked**
- **Teamwork #1 determinant of mission success or failure**
 - **Contracting, functionals, and contractors**
 - **Must move away from ad hoc process now used**



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Key Issues



■ Working group process

- Identified randomly several working groups to start
- Described the current environment in services acquisition
- Generated a list of practices and challenges (P&C) in that environment and identify the top 3 of each
 - Grouped similar P's and C's - this revealed 4 primary areas of concern
- Identified 5 bold steps (or key initiatives) in each area to improve it
- Developed plan to implement the single initiative in each area deemed the #1 priority



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Key Issues Process

- **AF Senior Leaders and contract representatives were briefed on the results**
- **At every step, discussions with other groups about their concepts, visions, and understanding**
- **Over two days to work through this process**
 - **Extensive discussions within each group to generate these #1 priorities**



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Key Issues

Major Areas of Concern

- **Services Program Management**
- **Communication and Information Dissemination**
- **Partnering for Mission Success**
- **Training**

Services Program Management

- **5 Bold Steps (Key Initiatives)**
 - **Capture, analyze, and use spend analysis data**
 - **Revise AFIs (technical) - less restrictive, less prescriptive, more consistent**
 - **Level playing field between GSA and AF - either loosen the rules for AF acquisitions or tighten the rules for GSA acquisitions**
 - **Investigate implementation of Contract Program Management Office AF-wide**
 - **Balance risk/reward and embrace lessons of failure**



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Key Issues

Comm and Info Dissemination

- **5 Bold Steps (Key Initiatives)**
 - AF vision communicated globally
 - Communication with external and internal customers
 - **Improve communication/information dissemination - starting at the AF leadership level**
 - Leadership support
 - SAF/AQC and AFPEO/SV role development



Key Issues

Partnering for Mission Success

- **5 Bold Steps (Key Initiatives)**
 - **Joint SECAF/CSAF policy letter directing partnering**
 - **Charter Acquisition Centers of Excellence (ACE) to promote partnering**
 - **Benchmark commercial teambuilding training**
 - **Team performance feedback**
 - **Use of facilitators**



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Key Issues Training

- **5 Bold Steps (Key Initiatives)**
 - **Conduct AF-wide analysis of training needs**
 - **Identify and validate training sources**
 - **AF-level funding support**
 - **Establish centralized management office for services training**
 - **Deliver PBSA message**



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Key Issues Symposium Top 4 Initiatives

- Capture, analyze, and use spend analysis data
- Improve communications and information dissemination
- Issue SECAF/CSAF policy letter directing partnering
- Establish a centralized management office for services training

The report, summary slides, and other information on the symposium are available on SAF/AQs web page <http://www.safaq.hq.af.mil/contracting/>.



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Key Issues What's Next

- SAF/AQC reviewing all 20 of the bold steps
- Assessing what is needed to accomplish each
- Establishing timelines
- Will task as needed



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Questions



2003 Air Force Services Contracting Symposium

Achieving Global Dominance through Service Acquisitions



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Agenda

DAY 1

0800 Continental Breakfast and A-Team Welcome

0830 SAF/AQC Vision
- BGen Scott

0930 Break

0945 AFPEO/SV Vision
- Mr. Beyland

1030 Break

1045 Background Briefs
- TBD (OSD, IL, etc.)

1200 Lunch

1300 Create Context Maps

1500 Break

1515 Gallery Walk

1600 Adjourn

TBD Homework

DAY 2

0800 Welcome Back

0830 Sub-groups identify the Top 3 Practices and Top 3 Challenges

0930 Cross Talk

1030 Break

1045 Cross Talk (Cont'd)

1200 Lunch

1300 Sort the P/Cs

1400 Break

1415 Gain understanding of what's in each bucket

1600 Adjourn

TBD Homework

DAY 3

0800 Welcome Back

0830 Sub-groups draw their 5-Bold Steps charts and capture rationale for their plans in PowerPoint slides.

1200 Lunch

1300 Continue work on the 5-Bold Steps exercise

1400 Cross Talk

1500 Prep for out briefs

1600 Adjourn

TBD SMART Homework

DAY 4

0800 Welcome Back

0830 Prepare briefings on best practices, challenges, projects, and key recommendations

1000 Brief Leadership and Capture Action Plan

TBD Wrap Up & Adjourn

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