



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

APR 24 2008

MEMORANDUM FOR SAF/AQ and HQ AFMC

FROM: SAF/AQ (Air Force Service Acquisition Executive) and AFMC/CC

SUBJECT: Streamlining Within the Air Force Life Cycle Enterprise

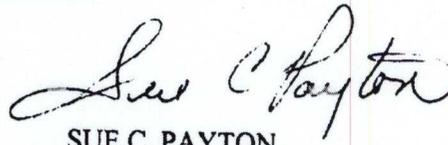
The wing/group/squadron construct was established three years ago to enhance the Air Force's understanding of the acquisition community by making acquisition organizations resemble the operational Air Force. Simultaneously the AF embarked on the largest recapitalization program in recent history and during the FY08 POM cycle we slashed our acquisition workforce. Additionally, we effected an Air Staff reorganization. The combination of all of these has led to some growing pains. To address these, we have directed our staffs to work together to address the following areas for improvement:

- a) By changing the names of the SPOs to the traditional numerical nomenclature, we lost the SPO descriptors. To correct this, AFMC/CV in a memo dated 18 Jan 08, directed the use of parenthetical descriptors to eliminate this confusion.
- b) The DoD Directive 5000.1 is clear, "In no case, shall there be more than two levels of review between a PM and the MDA." It can be difficult at times to determine who the true Program Manager of record is. In some cases it is the Wing Commander/Director. Other times it is an individual within a Materiel Squadron. The term "program manager" is often used interchangeably between "project officer," "project manager," and the true Program Manager of record. No matter what AFSC or duty titles we use, we must make sure the accountable program manager is clearly identified and his/her name is shown on the data reporting systems. For organizational leaders between the program manager and the PEO/MDA, they need to stay informed but must not hinder direct and open access.
- c) While the acquisition and "command" lines of authority are distinct, they often reside simultaneously with the same individuals. Each commander/director must ensure we keep these separate authorities clean and our processes streamlined. We must also work to keep the coordination required by the SAF, HAF, AFMC and Center staffs to the minimum required to successfully manage our programs while executing them in accordance with published policy, instructions and public law.
- d) Finally, Center Commanders are empowered to re-assign personnel throughout the Centers and between programs as necessary in order to rapidly respond to the changing life cycle environment. As long as organizational structure changes are not made each Center Commander has the flexibility to move resources, whether military or civilian, between wings/groups/squadrons based on the needs of the organization.

These challenging times demand that we ensure our teams are empowered to perform their work in the most efficient and effective manner possible. Thank you for all the great things that each of you do each day to ensure mission success as we continue to deliver on our pledge of 'on cost and on time' to our war-fighting customers.



BRUCE CARLSON
General, USAF
Commander



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cc:

AFPEO/AC
AFPEC/C2&CS
AFPEO/WP
AFPEO/F-22
AFPEO/JSF
AFPEO/CM
OO-ALC/CC
OC-ALC/CC
WR-ALC/CC