Better Buying Power 3.0 DRAFT

Achieving Dominant Capabilities through Technical Excellence and Innovation

#### **U.S. AIR FORCE**

#### **Achieve Affordable Programs**

Continue to set and enforce affordability caps

#### Achieve Dominant Capabilities While Controlling Lifecycle Costs

- Strengthen and expand "should cost" based cost management
- Build stronger partnerships between the acquisition, requirements, and intelligence communities
- Anticipate and plan for responsive and emerging threats
- Institutionalize stronger DoD level Long Range R&D Planning

#### **Incentivize Productivity in Industry and Government**

- Align profitability more tightly with Department goals
- Employ appropriate contract types, but increase the use of incentive type contracts
- Expand the superior supplier incentive program across DoD
- Increase effective use of Performance-Based Logistics
- Remove barriers to commercial technology utilization
- Improve the return on investment in DoD laboratories
- Increase the productivity of IRAD and CR&D

#### Incentivize Innovation in Industry and Government

- Increase the use of prototyping and experimentation
- Emphasize technology insertion and refresh in program planning
- Use Modular Open Systems Architecture to stimulate innovation
- Increase the return on Small Business Innovation Research (SBIR)
- Provide draft technical requirements to industry early and involve industry in funded concept definition to support requirements definition
- Provide clear "best value" definitions so industry can propose and DoD can choose wisely

#### Eliminate Unproductive Processes and Bureaucracy

- Emphasize AE, PEO and PM responsibility, authority, and accountability
- Reduce cycle times while ensuring sound investments
- Streamline documentation requirements and staff reviews

#### **Promote Effective Competition**

- Emphasize competition strategies and creating and maintaining competitive environments
- Improve technology search and outreach in global markets

#### Improve Tradecraft in Acquisition of Services

- Increase small business participation, including through more effective use of market research
- Strengthen contract management outside the normal acquisition chain installations, etc.
- Improve requirements definition
- Improve the effectiveness and productivity of contracted engineering and technical services

#### Improve the Professionalism of the Total Acquisition Workforce

- Establish higher standards for key leadership positions
- Establish stronger professional qualification requirements for all acquisition specialties
- Strengthen organic engineering capabilities
- Ensure the DOD leadership for development programs is technically qualified to manage R&D activities
- Improve our leaders' ability to understand and mitigate technical risk
- Increase DoD support for STEM education

Strengthening Cost Consciousness, Professionalism, and Technical Excellence

Integrity - Service - Excellence



**Dr. LaPlante's Acquisition Enterprise priorities:** 

- **1.** Get the high priority programs right & keep them on track
- 2. Improve relationships & transparency with stakeholders
- 3. Own the technical baseline for important programs (SAF/AQR)
- 4. Build on "Better Buying Power" to improve business acumen & small business to achieve best program outcomes
- 5. Build to the long term strategy resiliency to peer competitors experiment and innovate (SAF/AQR)



### **SAF/AQR** Priorities

- Own the Technical Baseline (SAF/AQ Priority 3)
  - Implement Engineering Enterprise Strategy
  - Enable high quality engineering decisions; Implement digital thread
  - Leverage pilot programs to define OTB
- Build the Future Air Force (SAF/AQ Priority 5)
  - Align S&T Program to near, mid, and far-term Air Force priorities
  - Reinvigorate prototyping and experimentation
  - Align Development Planning (DP) to Air Force priorities
  - Leverage Reliance 21, ManTech, International, SBIR and RIF
- Recruit, develop, and retain a high performing S&E workforce
- Develop recognized value of Air Force ST&E

Integrity - Service - Excellence



### AF Engineering Enterprise Strategy

AIR FORCE BINGINEERING ENTERPRISE STRATEGIC PLAN J014 - 2024





#### FOREWORD

To fulfill its mission, it is imperative the United States Air Force successfully execute joint warfighter operations across the air, space, and operspace domains. Our support of these operations requires developing, fielding, and sustaining weapon systems and equipment that provide tactical and strategic superiority to our warfighters across all three domains.

In the more than 60 years that have passed since the AF Force's founding, our engineers and scientists continue to lead the world in the development of those outling-edge weapon systems vital to the security of our radion and its alies. The ability of the AF Force to deliver superior weapon systems to the werighter strengthenes our secred trust with national leadership and with our follow citizens. AF force technological achievements are based upon the Ingenuity of our engineering and scientific workdonce, which repeatedly unlike with the operational community, industry, and academia to deliver game-changing systems, and systems-of-systems, while achieving a balance between code, acheving and performance.

Arriid over-changing threads and today's fiscal realities, Air Force engineers and scientists continue to fulfill their duty to our nation and to the warfightsr. Although our takents are strong, the shear dynamics of the bad-changing global environment demand we harmost the necessary tools and technologies to continue improving the way we execute our mission. With this strategic plan, a clear course is charted for the future of the Air Force Engineering Enterprise.

I approve this strategic plan as a guide for Air Force engineers and scientists and their leadership, as they continually push innovation to deliver affordable war-winning capabilities for future decades.

Deborah Lee Jarries Secretary of the Air Ford

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Mare A. Webb III General, USAP Chief of Staff

PADE 1

INTEGRITY - BERVICE - EXCELLENCE

Integrity - Service - Excellence



## AF Engineering Enterprise Strategy

Priority 1: Refine engineering enterprise governance, roles and responsibilities, and supporting policy

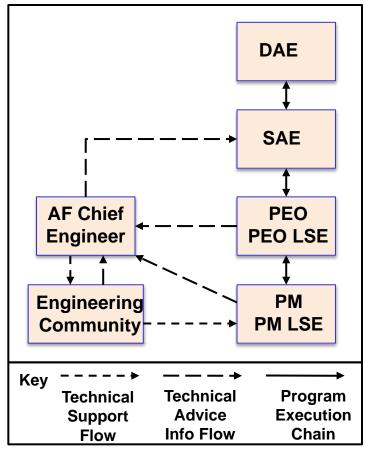
Priority 2: Enable high-quality engineering decisions and seamless communication

Priority 3: Improve engineering discipline through technical information management and standardization

Priority 4: Address engineering enterprise workforce issues, including core competencies, structure, development, and assignments

# Air Force Technical Authority

- 25 Oct 13 SAF/AQ "Technical Authority" memo
- Air Force Chief Engineer, SAF/AQR will:
  - a) Provide technical advice to SAE
  - b) Engage PEO LSEs (DOEs) & PM LSEs (Chief Engineers) on tech matters
  - c) Oversee engineering policy and guidance
  - d) Direct external program assessments, as needed
- Expectations:
  - a) SAF/AQR will support OSD PSAs
  - b) SAF/AQR will direct external program assessments as needed; PM will support
  - c) Center-level ENs will engage & support programs; participate in 9 principal tech reviews (ACAT I & non-delegated); provide feedback to PM, PEO, AQR, and MDA
  - d) PEO/PM LSEs & Center-level ENs will discuss tech status w/ AQR prior to AQ reviews





**U.S. AIR FORCE** 



# Technical Reviews Reporting Template

- 9 Principal Technical Reviews
  - Alternative Systems Review (ASR)
  - System Requirements Review (SRR)
  - System Functional Review (SFR)
  - Preliminary Design Review (PDR)
  - Critical Design Review (CDR)
  - System Verification Review (SVR)
  - Functional Configuration Audit (FCA)
  - Production Readiness Review (PRR)
  - Physical Configuration Audit (PCA)
- Template provided for reporting to SAF/AQR, PM, and PEO on the ASR, PDR, CDR, and PRR



## Technical Reviews Reporting Template

- Template content:
  - Current Top 3 Technical Risks (unless there are more than 3 High risks, in which case report on all High technical risks)
  - Prior Technical Review Top 3 Technical Risks
  - Current Top 3 Technical Issues
  - Prior Technical Review Top 3 Technical Issues
  - OSD Technical Management Emphasis Areas (SAF/AQR will identify the OSD emphasis areas annually)
  - Status Current ESOH High Risks (DoDI 5000.02 Requirement)
  - General Observations/Recommendations
  - Relevant Documents (list attached documents, if any, and provide as required to complete this report)