**Assistant Secretary of the Air Force**

**for Acquisition Integration**



**Fiscal Year (FY) 2020**

**Continuous Process Improvement (CPI) Report**

**Reporting Period**

**1 October 2019 to 30 September 2020**

Version 1

1 Oct 2020

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01 October 2020

MEMORANDUM FOR SAF/AQ

FROM: ACQUISITION CHIEF PROCESS OFFICER (CPO)

SUBJECT: Fiscal Year (FY) 2020 Air Force Continuous Process Improvement (CPI) Report

References: (a) HAF MD 1-10, *Assistant Secretary of the Air Force (Acquisition)*

(b) Delegation of CPO and Value Engineering Senior Management Official (VE-SMO) to SAF/AQXP Deputy Director, 4 Jan 16

1. The Assistant Secretary of the Air Force (Acquisition) CPI Plan for FY19 was focused on enterprise-driven, process-based, results-oriented themes for solving problems, executing smart business decisions, reducing acquisition cycle time, and increasing process outcomes. The goal of the plan was to assist the acquisition enterprise in becoming more effective and efficient in executing Air Force acquisition consistent with the five Acquisition priorities.
2. COVID 19 Impact:  The nature of COVID 19 greatly impacted 2nd/3rd quarter CPI activities.  While CPI events have traditional been held in person, the flexibility of digital meeting platforms such as Zoom, and Teams have allowed CPI activities to continue.  Because of this, the impact was eased during the final quarter as alternative meeting venues became acceptable and utilized.
3. The FY20 CPI Report covers accomplishments across three focus areas:
   1. CPI Execution/Support: Facilitated nine CPI events to enable Air Force improvements in support of the National Defense Strategy’s three lines of effort. Identified improvement opportunities that span the entirety of the Big “A” Acquisition process (such as the development of FPR/SPR process and associated data, assisting B-2 DMS program with preparation for MS C, of a Digital Engineering Roadmap for execution across the Five Year Defense Plan and the creation of a toolkit to facilitate contracting for Agile Software Development) as well as focus on specific aspects of the process (such as Committee on Foreign Investment in the United States evaluations and Small Business Subcontracting compliance). Consistent with AFI 1-1 *Air Force Culture* that describes “Excellence in All We Do” as directing airmen to develop a sustained passion for continuous improvement, the CPI team provided Just-In-Time CPI training for attendees.
   2. Acquisition Process Model (APM): Consistent with SAF/AQ direction to institutionalize the APM, expanded both the content, functionality and currency of the model. Unfortunately update 11.6 (19 July 2020) was the last revision to the APM. A security concern was identified and validated. The APM updates were halted and access to the Casewise database was restricted until an acceptable resolution was identified and implemented. This issue has not been resolved as of the end of FY 20. However efforts to remedy the issue continue to be pursued. Prior to the security concerns with the APM, we had a successful year in training personnel on the APM. In FY20 we held 63 APM training sessions with 884 people attending. In addition, we added 90 new pages (529 to 619 pages). Most notably we added the Adaptative Acquisition Framework based on DoDI 5000.02 as well as pages for DevSecOps and Software Acquisition Pathway. The APM aided Schatten Douglas (SAF/SB) during his presentation to AFITC. The APM was identified as a tool to allow small business to work more efficiently with the Air Force. This will also meet the request by SAF/CO to capture the processes for the Air Force which was tasked to Mr. William Bailey (SAF/AQX~~). 0 introduced 16 new documents, added 9 pages (from 520 to 529 pages). Most notably, published Middle Tier of Acquisition, and Other Transactional Authority processes, incorporated updates to AFLCMC Logistics Health Assessment and Should Cost processes. The APM also aided in a variety of Air Force efforts not led by the CPI team, such as SAF/MG’s development of the revised Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) Guidance Memorandum. In our effort to further institutionalize and increase awareness of this beneficial tool, we offered and provided both virtual and on-site training. Specifically, we held 63 APM training sessions with 884 trainees~~.
   3. Value Engineering (VE): In 2019, OSD decided to discontinue the VE nominations and awards to repurpose the VMAG to develop plans to better encourage programs to utilize VE so OSD can attain better VE participation and savings across the Services.
4. Execution and day-to-day operations of this effort is the responsibility of the Chief, CPI Branch, and the Center for Reengineering and Enabling Technology team. Any questions with regards to this report can be sent to [usaf.pentagon.saf-aq.mbx.saf-aqxp-cpi-wkflw@mail.mil](mailto:usaf.pentagon.saf-aq.mbx.saf-aqxp-cpi-wkflw@mail.mil).

MILDRED E. BONILLA-LUCIA, NH-IV

Acquisition Chief Process Officer

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# CPI Execution

Throughout FY20, the CPI Branch expanded on its success of facilitating/helping in nine CPI events. The CPI Branch completed events addressing the below nine topics. During these events, the branch trained over 200 people in various CPI tools and techniques. The following are short summaries of each event with further details located in the appendix. Click the titles below to go to the full write-up.

**Events Completed in 2020**

|  |  |  |
| --- | --- | --- |
| Events | Dates | Owner(s) |
| [AFRL Integrated Tech Execution](#AFRLIntegratedTech) | Oct 19 | AFRL/RX, AFLCMC/XZ, SAF/AQX, AFMC/A5R, AFRL/EN, AFRL/RVOP, AFRL/RQO, AFMC/A5RE, AFRL/FMC, HQ AFMC/A5RH |
| [SCRM](#SupplyChainRisk) | Oct 19 | SAF/AQC, SAF/AQX, AFSPC/A4, AF/A4LR, SAF/AQD, SAF/GCQ, SAF/AA-OCEA, SAF/AQR, AFSC, AFMC/A4R, PCTTF, AFOSI HQ, Aerospace/SMC, 448th SCMW, GSA/ITC/2GIT, RRSC, PNNL, SAF/AA, AFMC/IP, AFNWC |
| [F-16 FMS Hill](#F16)  [F-16 FMS Ft. Worth](#F16) | Nov 19 | Morocco F-16, Integration, Lockhead Martin, FM, USG, WWMK |
| [AQX Event](#AQXEvent) | Dec 19 | SAF/AQXE, SAF/AQXP, SAF/AQXS |
| [AQC Board of Director’s Meeting](#AQCBoD) | Dec 19 | AF/AQC, AF/A5A, AFLCMC/PK, SMC/PK, AFICC/CC, AFPC/DP, OUSD A-S |
| [Acquisition Leadership Symposium](#ALS) | Dec 19 | SAF/GC, SAF/AQC, SAF/AQX |
| [AFRL Tiger Team](#AFRLTigerTeam) | Jan 20 | AFRL, AFWIC, CFTs, FiTs, MAJCOMs, PEOs, Centers, COCOMs |
| [AFRL/XP Organizational Structure/Processes](#AFRLXP) | Sept 20 | AFRL/XP and its suppliers/customers |

**AFRL Integrated Tech Execution** (16-18 Oct 19)

**Participating Organizations:**

AFRL/RX, AFLCMC/XZ, SAF/AQX, AFMC/A5R, AFRL/EN, AFRL/RVOP, AFRL/RQO, AFMC/A5RE, AFRL/FMC, HQ AFMC/A5RH

**Problem Statement:**

AF has directed AFRL to change the way it executes the 6.3 portfolio. Instead of stove-piped technology development and delivery to a MAJCOM, AFRL will be conducting both Transformational S&T and Enabling and Enduring S&T for delivery of warfighting capability to transition partners. This change is a huge paradigm shift for AFRL and its researchers. Current AFRL processes do not address capability targets nor include capability metrics as a measure.

**Applied CPI Tools:**

CTQ Tree, SIPOC, Brainstorming, Affinization, Pick Chart, 7-Block

**Direct Results/Benefits:**

The team: 1) developed a Critical to Quality tree to identify success criteria; 2) identified 7 top-level future state processes; 3) identified 22 next level future state processes (with associated process performers); 4) identified, affinitized and prioritized 30 improvement opportunities; 5) refined the top 5 opportunities; and 6) identified way ahead for implementing recommendations.

**Supply Chain Risk Management (SCRM): (**29-31 Oct 19)

**Participating Organizations:**

SAF/AQC, SAF/AQX, AFSPC/A4, AF/A4LR, SAF/AQD, SAF/GCQ, SAF/AA-OCEA, SAF/AQR, AFSC, AFMC/A4R, PCTTF, AFOSI HQ, Aerospace/SMC, 448th SCMW, GSA/ITC/2GIT, RRSC, PNNL, SAF/AA, AFMC/IP, AFNWC

**Problem Statement:**

Section 881 of the FY19 NDAA codified the need for information regarding supply chain risk. As documented in reports such as GAO-19-321 (F-35 Aircraft Sustainment), supply chain issues negatively impact both capability and cost.

**Applied CPI Tools:**

SIPOC, RACI, CtQ Tree, Brainstorming, Multivoting, Prioritization, 7 Blocks

**Direct Results/Benefits:**

The team: 1) agreed on the eight risk categories; 2) refined the SIPOCs, CtQ Trees, and RACI for the eight risk categories; 3) identified 94 improvement ideas/considerations; 4) affinitized the 94 ideas into 42 ideas; and 5) prioritized and refined ten of the improvement ideas (Develop Security Classification Guide, SCRM Strategic Communication Plan, Geo-Location Data Sharing, Improve Information Flow, SCRM Operation View-1, AFSC Geo-Spatial Scalability, Contract Language, Provenance of Material, Prioritization of Supply Chain Risk, and FIAR).

**F-16 FMS Hill:** (13-14 Nov 19)

**F-16 FMS Ft. Worth:** (20-22 Nov 19)

**Participating Organizations:**

Morocco F-16, Integration, Lockhead Martin, FM, USG, WWMK

**Problem Statement:**

The current F-16 Falcon 2020 repair and return process timeline and reporting data does not meet warfighter needs.

Stretch Goal: The timeline needs to be improved to meet or exceed 180-day timeline. Data should be accurate according to agreed-upon Contract Data Requirements List (CDRL)

**Applied CPI Tools:**

Current State Value Analysis, Multivoting, Prioritization, 7-Block

**Direct Results/Benefits:**

In the first event, the team accomplished the following: 1) identified, affinitized, and prioritized 94 improvement opportunities using the multivote technique; 2) refined the top 7 opportunities; 3) identified 15-30 additional opportunities and used a PICK Chart to determine which additional items to work.

In the second event, the team accomplished the following: 1) integrated USG, Lockheed Martin, and MM processes into one process and identified processes as Value Added, Non-Valued Added and Non-Value Added-Required processes; 2) identified, affinitized, and prioritized 94 Improvement Opportunities using the multivote technique; and 3) refined the top 7 opportunities.

**AQX Event:** (3 Dec 19)

**Participating Organizations:**

SAF/AQXE, SAF/AQXP, SAF/AQXS

**Problem Statement:**

Develop an immediate plan to transform SAF/AQX’s role to one that satisfies Dr. Roper’s vision.

**Applied CPI Tools:**

Brainstorming, Real-Time Documentation

**Direct Results/Benefits:**

The team developed a list of scenarios with changes to the organization and how it would affect the workforce, the work being done, and does it meet Dr. Roper’s vision.

**AQC Board of Director’s Meeting:** (5-7 Dec 19)

**Participating Organizations:**

AFLCMC/PK, AF/A1X, AFPC, SAF/AQC, AFMC/PKX, CFM, AFDW/PK, AFICC/KM, AFLCMC/ACE, AFSC Hill/PK, AFICC/CA, AFRL/PK, AFRL/RBK, SMC/PK, AFSC/PK, AFRCO/PK, AFICC/CC, AFICC/KC, AFICC/KH, AFICC/KU, AFICC/KS

**Problem Statement:**

The CY2018 Objectives and Key Results from the Flight Plan are insufficient for CY2019.

**Applied CPI Tools:**

Carousel Brainstorming, Real Time Documentation

**Direct Results/Benefits:**

The team: 1) reviewed and refined the current Line of Efforts and Objectives, 2) reviewed, refined, and closed current applicable Key Results, and 3) developed new Key Results to help meet the Line of Efforts and Objectives.

**Acquisition Leadership Symposium:** (11-12 Dec 19)

**Participating Organizations:**

SAF/AQ, Various AFLCMC Organizations, Various SMC Organizations, Space Camp, AFRCO

**Problem Statement:**

The acquisition enterprise lacks an overarching forum for providing two-way communication on key initiatives as identified by leadership.

**Applied CPI Tools:**

Brainstorming, Real Time Documentation

**Direct Results/Benefits:**

Structured dissemination of information and gathering of acquisition enterprise questions for the various topics (Middle Tier Acquisition, Logistics & Product Support Modernization, AFWIC: The Changing Environment, Air Force Software Enterprise, Hosting a Successful Pitch Day, Applying Agile Software Development Methods, Understanding CloudOne, Partnering with Non-Traditional Vendors, and Smart IP).

**AFRL Tiger Team:** (21-23 Jan 20)

**Participating Organizations:**

AFRL, AFWIC, CFTs, FiTs, MAJCOMs, PEOs, Centers, COCOMs

**Problem Statement:**

AFRL customer environment is evolving. AFWIC has stood-up and supplanted much of what the MAJCOMs and Air Staff were trying to do under the Core Function Lead (CFL) construct. Nevertheless, AFWIC concedes the MAJCOMs still have an active role in sustainment and modernization of legacy systems. Also, more attention is being put on AFRL leading the “transformation” of Air Force capabilities. To effectively do this requires greater collaboration with the Service PEOs to ensure executable and resourced transition plans are in-place.

These changes require AFRL to rethink and integrate engagement activities over an ever greater and still evolving customer base. Where previously we were focused on the MAJCOMs we now have to ensure a complementary engagement with AFWIC and the PEOs. Demise of the Agile Combat Support (ACS) CFL has also left collaboration with the other AFMC Centers in disarray. While previously the Center needs were submitted to the ACS CFL for resolution this path no longer exists

**Applied CPI Tools:**

CtQ Tree, SIPOC, Carousel Brainstorming, Real Time Documentation, PICK Chart

**Direct Results/Benefits:**

The team: 1) identified required products with performance expectations for the six specified AFRL customer sets; 2) identified current state deficiencies in meeting performance expectations; 3) identified required inputs and associated suppliers to produce required products; and 4) identified additional current state deficiencies in meeting performance expectations.

**AFRL/XP Organizational Structure/Processes:** (2-3 Sept 20)

**Participating Organizations:**

AFRL/XP, AFRL/XPO, AFRL/XPR, AFRL/XPP, AFRL/XPT, AFRL/XP2

**Problem Statement:**

AFRL/XP needs to optimize its organizational structure in order to effectively and efficiently conduct its processes and to deliver results to its customers.

**Applied CPI Tools:**

Carousel Brainstorming, Real Time Documentation, SIPOC, 7 Blocks, N/3 Voting

**Direct Results/Benefits:**

The team: 1) reviewed and revised SIPOCs for focused deliverables, 2) identified 59 potential improvement opportunities, 3) prioritized the top 8 improvement opportunities, and 4) developed 7 Blocks for the top 8 improvement opportunities (Identify Analytical Activity, IR&D Cooperation with Other Services, Analytics for Summits, Coordinate/Integrate HQ & TD Alliance Team Activities, Improve Demand Signals from Strategic Documents, Confirm SL Buy In on Digital War Room, Combine Redundant Lines of Effort, Single/Lead POC).

**Upcoming Events in FY21**

At the end of FY20, the CPI branch anticipates addressing the following RIEs in FY21:

* AQC Contracting Board of Directors Flight Plan
* SAF/AQXS MIPR
* Strategic Data Plan
* Small Business Integration/Data Transparency
* SAF/AQC Free Cash Flow
* PEO Assignment

# Acquisition Process Model

**Landing Page Enhancements** – The CPI team added two new tabs to the landing page based on an overwhelming desire from users in the workforce. The first new tab was the “Docs Under Review” tab. This tab allows users to see what documents or templates the CPI team is currently reviewing for future implementation into the model. This tab allows users to get a sneak peek of document updates which are important to them. Another new tab is the “Document Changes” tab. This tab allows users to see what documents have been added, updated, and deleted in the model and when those changes took place.

## APM/Greenbelt Training

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| a/o 29 September 2020 | **FY20 APM and Greenbelt Training**  <http://training.afacpo.com> | | | |
| **Sessions** | | | **Personnel** |
| **Virtual** | **In Person** | **Total** | **FYTD** |
| **Greenbelt Completed** | 0 | 0 | 0 | 0 |
| **APM Completed** | **63** | **12** | **75** | **884** |
| **APM Upcoming** | **0** | **0** | **0** |  |
| **Total APM and Greenbelt** | **63** | **12** | **75** | **884** |

***APM TESTIMONIALS***

*The APM seems like an incredible, one-stop shopping tool. I need to get into it and play w/ it awhile but yes, I do see myself using it.*

*Love it! I have stressed for years that we need an all-encompassing database instead of the hundreds (thousands?) of references/guides, etc.*

*I thought the training was very helpful. It also serves as a form of awareness training or marketing for the APM. Just knowing this helpful resource is available is a big step towards using it.*

*I'm going to use the model to compare DoDI 5000.82 and DoDI 5000.75*

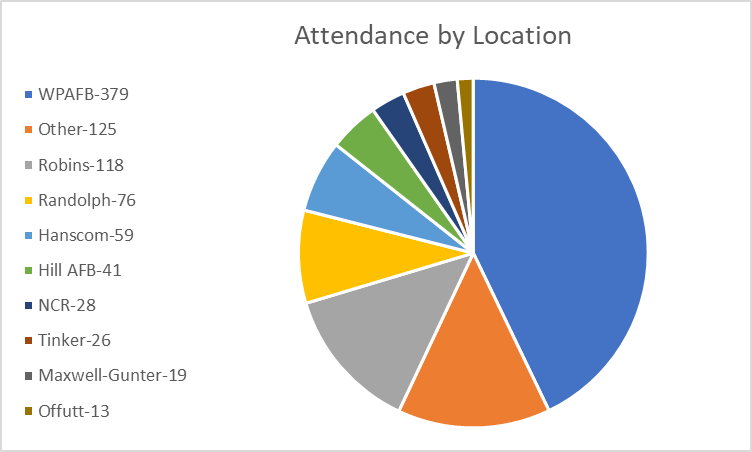
*It seems to be quite thorough and addresses many subject matters/items that I first had questions about when I started working acquisitions. In that respect, I think it is an excellent tool. I am currently working a BCATI program involving IT system integration (AFIPPS), and in this respect, the model does not address the same documentation requirements.*

*I have not had a chance to explore it very much, but as presented this is very much needed.*

*This is amazing! So much work has gone into this product.*

*Thank you! I've been following you using my account. This has really been helpful.*

*Wealth of Information Impressive tool*



Other includes – Eglin (17), Listed location as Bldg no. (9), Holloman AFB (7, )LAAFB (7), Virtual/Telework (7) March ARB (6), N/A (5), Colorado (4), Kirtland (4), Pittsburgh Pa. (4), Dobbins AFB (3), Philadelphia Pa. (3), Tampa FL (3), Buckley AFB (2), California (2), Charlotte NC (2), DCS (2), Florida (2), Fort Washington Md. (2), Lackland (2), Little Rock (2), MacDill AFB (2), McGuire AFB (2), Peterson (2), Pax River (2), TBD (2), USSTRATCOM (2), Youngstown, Oh (2), C-17 SPO (1), Columbus Oh (1), Eielson AFB (1), Fort Wayne Ind (1), Hurlburt Field, FL (1), Maui, HI (1), Mesquite, Texas (1), Minot AFB (1), Port Saint Lucie, FL (1), Remote (1), Ramstein AB (1), SOCOM (1), Tyndall AFB (1), University of Oxford (1), Waco, TX (1), Vance AFB (1)

# APM Working Group (APMWG)

Consistent with the direction from the Vice Chief of Staff of the Air Force and the Under Secretary of the Air Force’s 4 Feb 16 Strategic Guidance memorandum, the implementation of the Air Force Strategic Master Plan included the direction to advance the institutionalization of the APM. On 11 Sep 16, SAF/AQ issued a memorandum encouraging the acquisition workforce to leverage the APM as both a reference tool reflecting the processes included in policy/guidance and a baseline for conducting CPI events. In the memorandum, SAF/AQ directed the establishment of the APMWG – a team composed of Air Staff, PEO Staff, and Program Managers. The objective of the APMWG is to recommend content and functionality improvements to the APM as well as identify specific CPI initiatives related to processes contained in the APM.

With the standup of the APMWG and the continued institutionalization of the APM, SAF/AQXP anticipates a significant influx in new recommendations to revise and enhance the model for both content and functionality. The below list provides the known adjustments for 2021.

New documents include guidance on:

* All five AF/A5R Guidebooks
* Several DoD Documents
* Several AF Documents
* Several AFLCMC Documents

## APM Update Summaries

The APM changes frequently throughout the year. Below is the summary of major changes to the model. More information can be found in the [Appendix](#_C._APM_Updates).

[Version 10.0 Release 4 Oct 2019](#_A._APM_Update)

Changes due to the following document revisions: DoDI 5000.02, AFGM 2018-90-01, CJCSI 5123.01H, AFLCMC Standard Process for Engineering Data Management, Air Staff Document Coordination Matrix, DoD Sole Source Streamlining Toolbox, AFI 38-201 (Deleted), AFI 38-101, DoDI 5000.66, AFI 38-401

[Version 10.0 Release 8 Nov 2019](#_A._APM_Update)

Changes due to the following document revisions: AFLCMC Standard Process for Intelligence Supportability Analysis; AFLCMC Standard Process for Intelligence Sensitivity Determination (Deleted); AFI 14-111 (Deleted); Other Transaction Guide (Deleted); AFI 63-138; AFRB MDD, Dev. RFP, MS A, MS B, MS C Templates; AFLCMC Standard Process for Life Cycle Sustainment Plans; AFLCMC Standard Process for Product Support Business Case Analysis; DoDI 8320.04; AFI 38-401; DoDI 5000.02; AF/A5R Requirements Development Guidebook Volumes 1-5

[Version 10.1 Release 7 Jan 2020](#_A._APM_Update)

Changes due to the following document revisions: DoDI 8500.01, Capabilities-Based Assessment Handbook, Product Support Toolkit

[Version 10.2 Release 21 Feb 2020](#_A._APM_Update)

Changes due to the following document revisions: AFI 99-103, AFI 17-101, AFI 65-601 Volume 3 (Deleted), AFMAN 65-605 Volume 1, MP 5301.9001(f), MP 5301.9001b, MP 5315.3, AFLCMC Standard Process for Transition Support Plan, AFLCMC Standard Process for Cybersecurity Assessment and Authorization, AFLCMC Standard Process to Execute Risk and Issue Management in Acquisition Programs, AFLCMC Standard Process for Change Control, AFI 32-1021 (Deleted), AFI 32-1020, DoDI 5010.44, DoDI 5000.02T, DoDI 8510.01, AF/A5R Requirements Development Guidebooks Volumes 1-5, Software Acquisition Pathway Interim Policy and Procedures, Air Force (SAF/AQR) Memorandum: Delegation of Authority (Deleted), AFMCMAN 63-1202, DoDM 5200.01 Volume 1, DoDI 5000.75, DBS Investment Management Guidance

[Version 10.2 Release 6 Mar 2020](#_A._APM_Update)

Changes due to the following document revisions: DoDI 5000.80; AFFARS Parts 5301.90, 5306, 5307 (Deleted), 5307.104, 5319.201, 5319.7, 5319.704 (Deleted), 5337 (Deleted), 5319.705-4; DFARS PGI 253.219-70; DFARS 206, 215.3, 215.304, 219.201, 219.7, 219.8, 252.234-7001, Appendix F; DFARS PGI 201.170; DoDM 5000.04; DAG Sections 2.2, 2.2.1.1, 2.2.3.3.1, 2.3.1; DoDD 5105.84; AFMAN 63-122

[Version 11.1 Release 14 Apr 2020](#_A._APM_Update)

Changes due to the following document revisions: AFI 91-217 (Deleted), AFI 91-202, DoDI 5000.73, AFLCMC Standard Process to Develop & Manage AFLCMC Standard Processes & Internal Process Guides, DoDI 5000.81, USAF SPPBE Playbook, OSD (AT&L) Electronic Coordination Tool Training (Deleted), AFGM 2018-90-01

[Version 11.3 Release 11 May 2020](#_A._APM_Update)

Changes due to the following document revisions: AFLCMC Standard Process for Packaging, Handling, Storage, & Transportation; AFI 16-1404; AFI 23-101; AFLCMC Standard Process for Logistics Health Assessment; USD (AT&L) Memorandum for Change to Major Defense Acquisition Program Milestone A Requirements (Deleted); USD (AT&L) Memorandum for Change to Major Defense Acquisition Program Milestone B Requirements (Deleted); Title 10, Section 2438; AFPD 90-1; DoDM 5220.22 Volume 2, AFMAN 16-1406 Volume 2

[Version 11.5 Release 15 Jun 2020](#_A._APM_Update)

Changes due to the following document revisions: USD Memorandum for Middle Tier Acquisition (Rapid Prototyping/Rapid Fielding) Interim Governance (Deleted); AFLCMC Process Guide for Reprogramming Requests; AFFARS Parts 5301.90, 5307, 5319.201, 5306, 5319.705-4, 5307.104; AFI 38-101; Air Force (SAF/AQ) Memorandum on FY 18 Configuration Steering Boards (Deleted); Air Staff Acquisition Document Coord Matrix; DFARS Parts 215.304, 25.234-7001, Appendix F, 219.201, 206; FAR Parts 10, 15.3, 19.6, 19.804-2, 7; Milestone Document Identification; DAG Sections 3, 6.3.6.8.2, 8, 4.3.5.2, 1; Public Laws 101-576, 110-417 Sections 815 &1047, 111-23 Section 205, 112-239 Section 812; Title 10 Sections 2448b, 2399(b), 2435, 2441, 2222; Title 15 Section 644; Title 40 Subtitle 3; USD (AT&L) Memorandum for DAB Members and Advisors; AFLCMC Process Guide for Schedule Management Fundamentals; USD (AT&L) Memorandum for Better Buying Power 2.0 (Deleted); DoDD 5000.71; AFLCMC Standard Process for Transition Support Plan; USAF Clinger-Cohen Act Implementation Guide; Acquisition Strategy Template; Program Transition Plan Template; Air Force Memorandum: Implementation of Will-Cost and Should-Cost Management (Deleted); DoDD 5105.84

[Version 11.6 Release 19 Jul 2020](#_A._APM_Update)

Changes due to the following document revisions: USD (AT&L) Memorandum on Should Cost Management in Defense Acquisition; USD (AT&L) Memorandum from USD (AT&L) Assistant Secretary of Defense (Acquisition), Issuance of Fully Burdened Cost of Energy Methodological Guidance; OSD Manufacturing Readiness Level Deskbook; Title 47 Section 305 and 901-904; Title 15 Sections 657q, 638, 644; Title 10 Sections 2438, 2433, 2440, 2433a, 2431a, 2377, 2350, 2306b; Title 40 Section 11312; DoDI 8320.02; DoDI 8330.01; DoD FMR 7000.14-R; DoD Memo for Independent Technical Risk Assessment; DFARS Sections 219.8 and 215.3; AFI 33-360; AFI 17-220; AFI 63-101/20-101; AFI 63-141 (Deleted)

# Value Engineering

## 2021 AF Value Engineering (VE) Plan

Pending direction from OSD, SAF/AQXP will prepare a 2021 VE plan based on timing put forth by the OSD Senior VE Management Official.

## Value Engineering Management Advisory Group (VMAG) Participation

Representing the Air Force’s interests, SAF/AQXP participated in several VMAG calls throughout the year.  The VMAG, as outlined in DoDI 4245.14, is composed of the DoD Components’ Senior VE Management Officials and is chaired by the USD (AT&L) senior VE Management Official.  The group meets periodically to address the following:  review VE program progress and problems, recommend policy changes as required, exchange concepts and techniques, review honorary award nominations and forward its recommendations to the USD (AT&L), recommend and enhance training, and promote VE.

In 2019, OSD decided to discontinue the VE nominations and awards to repurpose the VMAG to develop plans to better encourage programs to utilize VE so OSD can attain better VE participation and savings across the Services.

# Document Reviews & Communication Efforts

## Document Review

As part of its analytical support, the CPI branch provided Subject Matter Expert review of 26 DoD, AFI, policy and strategy documents.  These reviews corrected deficiencies, identified inaccuracies, and recommended content aimed at clarifying guidance.  The additional oversight strengthened the documents and generated discussions that further enhanced the final document(s).

The CPI branch reviewed the following 29 documents in FY19: AFI 63-119  AFPAM 63-128 *Integrated Life Cycle Management*, AFI 17-101 *Risk Management Framework for AF IT*, AFI 90-601 *Strategic Planning, Programing, Budget and Execution*, DoDI 5000.02 *Operation of the Defense Acquisition System*, Enclosures 6 and 8, GAO Report 19-456T- Testimony on *F-35 and Advanced Battle Management Systems Reviewed”*, *Lessons Learned During the Pratt and Whitney [Should Cost] Study and Negotiation*”, “*Arming America*”, book is historical procurement activity and issues experienced by DoD regarding the Defense Industrial Base, *Agile Software Development Testing Guide,* AFI 63-101/20-101 *Integrated Life Cycle Management, Manpower Standard:  Acq and Sustainment, Unit Second Generation Model 35: Personnel Systems Sustainment,* AFMAN 65-506, *Economic Analysis,* AFI 65-50 *Economic Analysis, Framework for T&E of Agile Software Development,* AFPD 60-1 *Air Force Standardization Program,* AFI 10-701 *Operations Security,* AFPD 64-1 *The Contracting System,* AFPD 90-6 *SPPBE, AFWIC PAD Memo,* AFI 90-1801 *Small Business Programs,* AFI 16-604 *Implementation of, and compliance with, The Treaty on Open Skies,* AFI 14-1030 *AF SCI and JWICS, AFWIC CONOPS, Revised Indemnification Guide for Unusually Hazardous or Nuclear Risks,* AFI 16-608 *Implementation of, and Compliance with, Nuclear Treaties and Treaties Involving WMD,* DoDM 5030.55 / AFMAN 63-103, AFI 16-601 *Implementation of, and Compliance with, International Arms Control & Nonproliferation Agreements,* AFPD 62-6 *USAF Airworthiness,* AFMAN 17.xxxx *Architecture Development Guide,* AFPD 10-6 *Capability Requirements Development,* AFPD 16-5 *Planning, Programming, and Budgeting System*, AFI 16-501 *Control and Documentation of Air Force Programs*, AFI 90-201 *Inspector General, DoD Prototyping Guidebook*.

## New Documents Added

* AFLCMC Standard Process for Transition Support Plan
* AFI 32-1020
* DoDI 5010.44
* DoDI 5000.02T
* Software Acquisition Pathway Interim Policy and Procedures
* DBS Investment Management Guidance
* DoDI 5000.80
* AFFARS Part 5319.705-4
* DAG Section 2.3.1
* DoDD 5105.84
* AFI 91-202
* USAF SPPBE Playbook
* Title 10, Section 2441

## [SAF/AQ SharePoint Management](https://cs.eis.af.mil/sites/10263)

The CPI branch served as administrator and technical support for SAF/AQ with duties such as granting access rights to various users, creating sites, and troubleshooting. The branch created a list of site owners for SAF/AQX in order to complete a TMT Task that dealt with removing PII from SharePoint sites.

## Articles Published

The CPI branch published seven articles covering a variety of topics to the APM site. These topics included on-site training, new documents, and new model enhancements.

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| --- | --- | --- | --- |
| Article Title | Published In | Topic | Date Published |
| [DoDI 5000.02 Change 5](https://www.afacpo.com/apm/2019/10/29/dodi-5000-02-change-5/) | APM News Feed | APM | 29 Oct 19 |
| [APM Familiarization Training Focused on DevSecOps at Maxwell-Gunter AFB](https://www.afacpo.com/apm/2020/01/15/apm-familiarization-training-focused-on-devsecops-at-mawell-gunter-afb/) | APM News Feed | APM | 15 Jan 20 |
| [Updated DoDI 5000.02 and DoDI 5000.75](https://www.afacpo.com/apm/2020/01/27/updated-dodi-5000-02-and-dodi-5000-75/) | APM News Feed | APM | 27 Jan 20 |
| [New APM Feature – Chronology of Model Changes](https://www.afacpo.com/apm/2020/04/01/new-apm-feature-chronology-of-model-changes/) | APM News Feed | APM | 1 Apr 20 |
| [APM Version 11.5](https://www.afacpo.com/apm/2020/06/22/apm-version-11-5/) | APM News Feed | APM | 22 Jun 20 |
| [Updated AFI 63-101/20-101](https://www.afacpo.com/apm/2020/07/01/updated-afi-63-101-20-101/) | APM News Feed | APM | 1 Jul 20 |
| [DoDI 5000.84 and DoDI 5000.85](https://www.afacpo.com/apm/2020/08/07/dodi-5000-84-and-dodi-5000-85/) | APM News Feed | APM | 7 Aug 20 |

## Education With Industry (EWI)

Ensured SAF/AQX equites and enhanced involvement and mentorship with EWI Fellows. Coordinated efforts with the EWI program office and attended both EWI orientation and mid-tour conference. Provided mentorship and direct support with the Acquisition candidates. Discussed CPI and potential CPI opportunities they were likely to experience. Presented APM overview. FY20 expectations include follow up with the candidates at the mid-year, review of the EWI papers, provision of additional recommendations to SAF/AQX leadership, and identification and implementation of improvements to the content, process and product to the benefit of the Air Force.

# A. APM Update Logs

The below control logs provide the details of all the changes to the APM.

