



# Air Force Materiel Command

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## Acquisition Incident Review (AIR)

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HQ AFMC/A2/5  
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*One Team Delivering Capabilities to Fly, Fight & Win...Today & Tomorrow*



# Background

- **Acquisition Incident Review (AIR) process began in March 2013**
  - **AFMC/CC directed a review on Expeditionary Combat Support System (ECSS)**
  - **Oversight delegated to HQ AFMC/A2/5**
- **ECSS AIR report completed and briefed to AF senior leadership and Congress in June 2013**
  - **Outlined root causes of program failure**
  - **Made recommendations to improve AF acquisition processes**
- **Early 2014, SECAF and AFMC/CC directed an AIR on an ACAT III program**
  - **AIR in progress - ECD April 2014**

***The primary goal is to determine root causes of program failure***



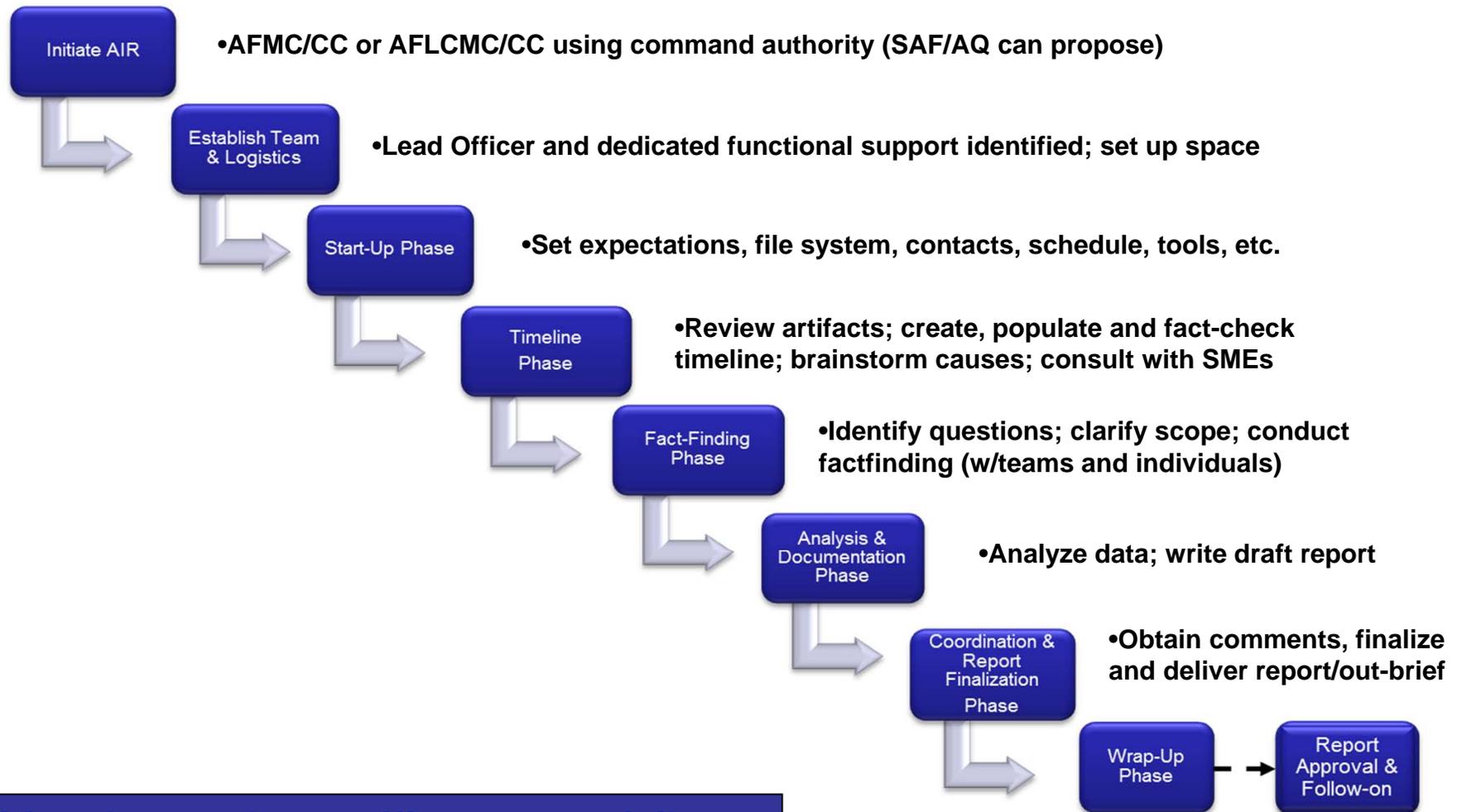
# Purpose

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# AIR Process



***Initiated to study specific program failures***



# Framework Comparison

Framework	SIB	AIR	AIB	Follow-On Investigation
Definition and Purpose Statement	X	X	X	X
Team Composition and Responsibilities	X	X	X	X
Convening Authority	X	X	X	X
Privileged Safety Information	X			
Conducting Investigation	X	N/A	X	X
Data Collection	X	X	X	X
Interviewing Witnesses	X	Fact Finding	X	X
Written Testimony			X	X
Release of Information	Non-Privileged Non-Privacy Act	FOUO	Publicly Releasable	Varies
Formal Allegations			X	X
Reports and Briefings	X	X	X	X
Convening Authority Report Approval	X	X	X	X
Investigating Space Mishaps	X		X	Varies
Recommendations	X	X		X
Corrective Actions	X	X	X	X
Formal Disciplinary Actions if Required			X	X

***AIR framework leverages other investigation best practices***

\* Safety Investigation Board (SIB)

\* Accident Investigation Board (AIB)



# ECSS AIR

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- **Multiple schedule delays and unsuccessful materiel solutions led to a strategic pause with three options to consider**
  - **Stay the course**
  - **Further descope**
  - **Cancel program**
- **AF recommended ECSS program cancellation - December 2012**
- **March 2013, AFMC/CC in coordination with SAF/AQ appointed an AIR to review the ECSS program**



# ECSS AIR

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- **ECSS AIR team accomplished analysis in 75 days:**
  - **Developed timeline of 261 events**
  - **Fishbone analysis highlighted 140 potential causes**
  - **Conducted 71 consultations with persons with business system acquisition exposure**
  - **Reviewed 588k pieces of data that spanned 10 years**
  - **Interviews conducted - 104**
  - **Main discussion points - 27**
- **Conclusion that four contributing and six root causes drove ECSS failure**
- **18 recommendations**



# Root Causes

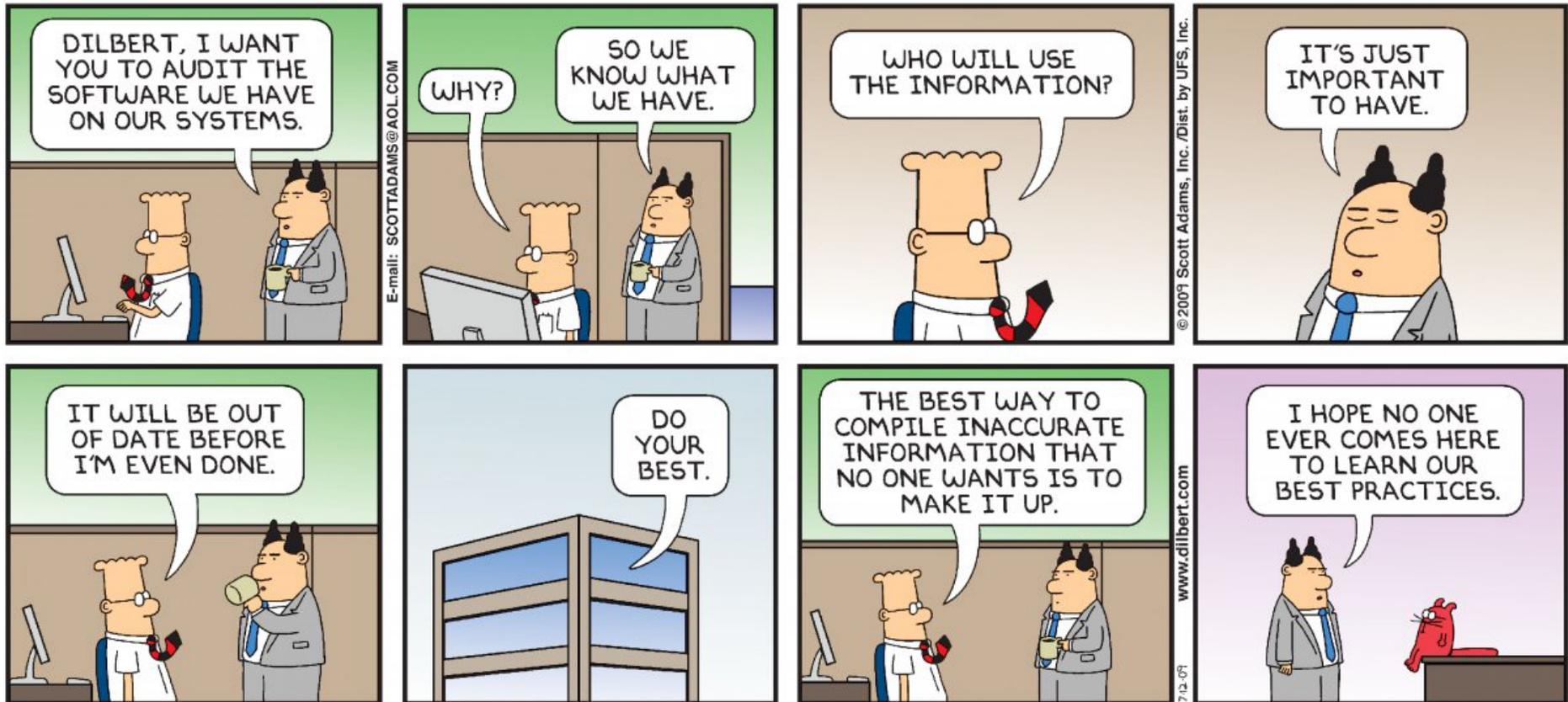
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- Understanding the Data
- Understanding the “As-Is” and “To-Be” Architectures
- Transition Plan from “As-Is” to “To-Be”
- The Right Execution Plan
- The Right Development Environment
- The Right Culture

***PARCA determined AF review was Excellent***



# AIR – Assessing and Recommending Best Practices



***AIR is intended to be timely and efficient  
Ensure critical acquisition issues are addressed and executable***



# Summary

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- HQ AFMC/A2/5 leading AIR process efforts under the direction of AFMC/CC
- ACAT III AIR in progress – ECD April 2014
- AIR process has significant Congressional and AF/DoD senior leader visibility and support
- Inaugural AIR successfully addressed critical and systemic AF acquisition issues in high-visibility ACAT I program
- Formal codification of the AIR Process is in-work

***AIR is now a critical tool for senior AF leadership***



# AIR – Facilitating AF Acquisition Change

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# QUESTIONS?