

# *Air Force Security Assistance and Cooperation Directorate*

*Advancing national security by building global partnerships one case at a time*



## Acquisition Insight Focus Days

### FMS Challenges and Opportunities



**Brigadier General Shaun Morris**  
**AFSAC Director**  
**25 March 2014**

*AFLCMC ... Providing the Warfighter's Edge*



# Overview

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- **AFSAC – Who we are and what we do**
- **AFSAC's Role and Organization**
- **FMS Challenges and Opportunities**
- **What I've Learned**



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# ***AFSAC – Who we are and what we do***



# AFSAC

## Mission and Vision



**Mission: Advancing National Security  
by building global partnerships one  
case at a time**

**Vision: The best Security Assistance  
organization in the world**



***Speed with Discipline***



***Unity of Purpose***

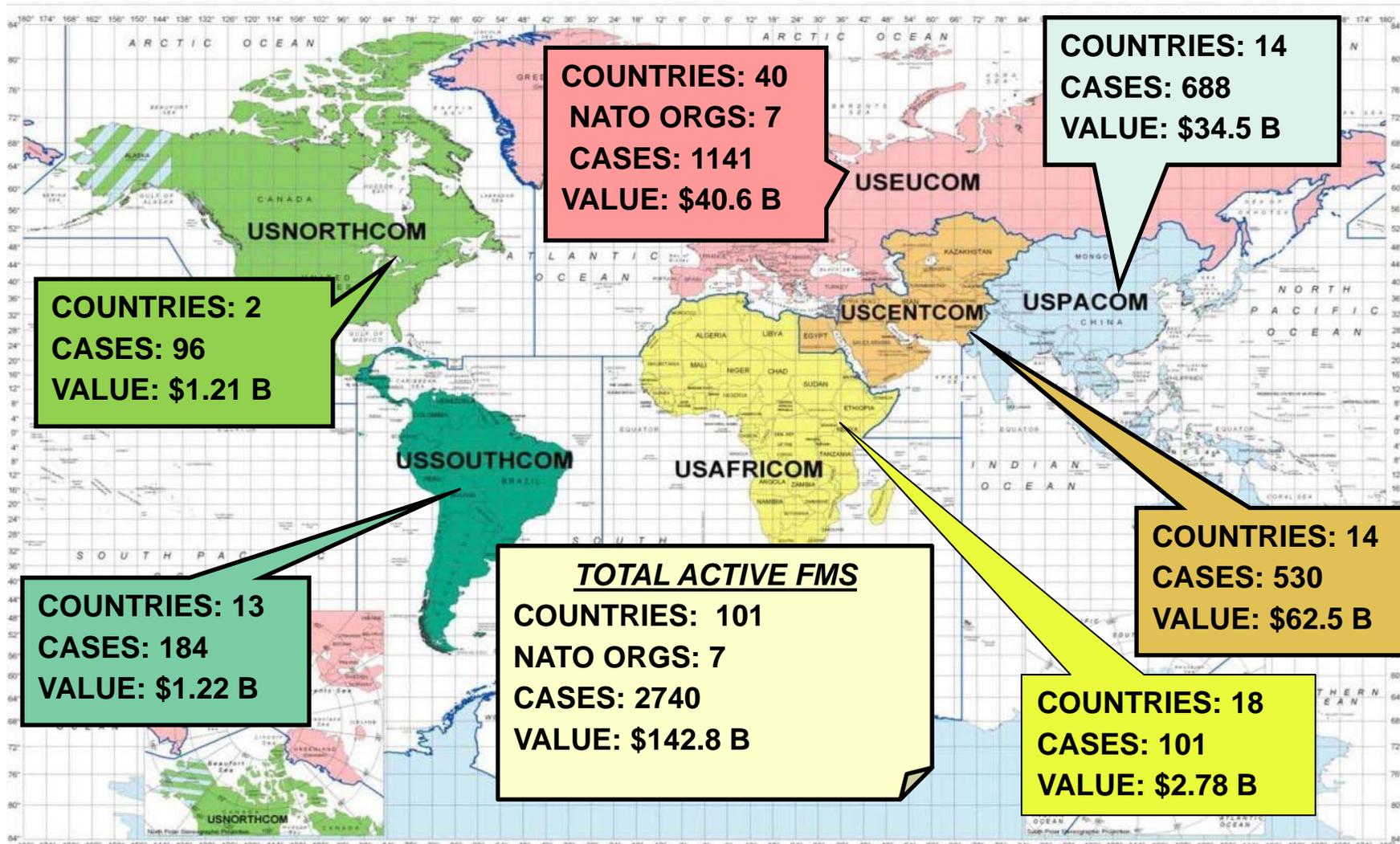


***Trust and Confidence***





# USAF FMS Portfolio



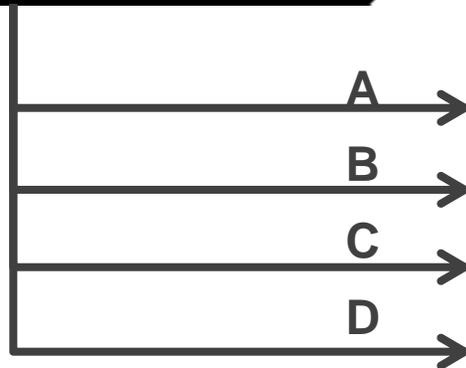


# AFSAC Production



**TOTAL ACTIVE FMS**  
**COUNTRIES: 101**  
**NATO ORGS: 7**  
**CASES: 2740**  
**VALUE: \$142.8 B**

(as of 1 Mar 14)



CY12		CY13		CY14	
#	Average Time	#	Average Time	#	Average Time
384	63.0	401	63.2	78	73.8
696	122.9	679	124.2	111	113.0
18	390.5	39	345.6	7	233.9
47	79.9	55	68.3	4	37.0
<b>1,145</b>	<b>105.3</b>	<b>1,174</b>	<b>108.1</b>	<b>200</b>	<b>100.4</b>

#: Number of LOA, Amd, Mod Actions  
 Average Time: Average Processing Time

**600+ actions in work at any one time**



# AFSAC

## Breadth of Mission



### Cradle-to-Grave Support...



### For a Full Range of Weapon Systems...





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# ***AFSAC's Role and Organization***

# AFSAC's Role in AFMC



**Lead for Foreign Military Sales (FMS) execution**



**Conduct daily operations of FMS and execution**



**Develop Command's FMS POM/ Budget and monitor execution**

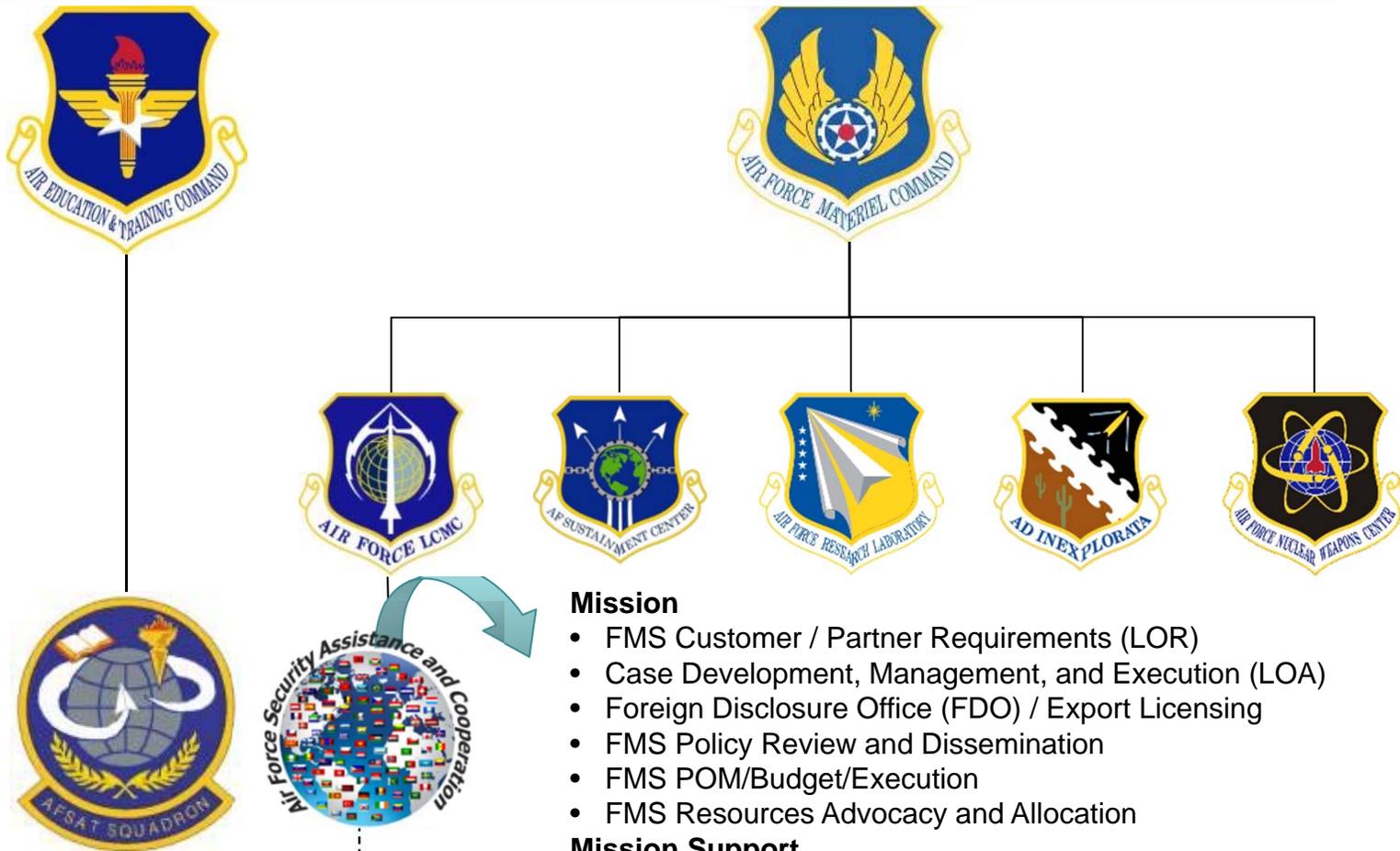
**Promulgate FMS policy**



**Foreign Disclosure Office (FDO) authority**

# AFSAC

## A Leader in the FMS Enterprise



### Mission

- FMS Customer / Partner Requirements (LOR)
- Case Development, Management, and Execution (LOA)
- Foreign Disclosure Office (FDO) / Export Licensing
- FMS Policy Review and Dissemination
- FMS POM/Budget/Execution
- FMS Resources Advocacy and Allocation

### Mission Support

- AFLCMC Functional Management
- FMS Civilian Employment Plan (CEP) Requirements
- Organizational Senior Functional Responsibilities
- Security Cooperation/Security Assistance Training

# Roles and Responsibilities

## AFSAC and the PEOs



**AFSAC / CCMs**  
 • Report to Customer, External Audiences  
 • Enterprise Management  
 • Requirements and Resourcing

**AFMAN 16-101**  
 International Affairs and  
 Security Assistance  
 Management

**PEO / SAPMs**

- Program Management and Execution
- Acquisition Authority and Oversight
- Line Responsibility



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# ***FMS Challenges and Opportunities***

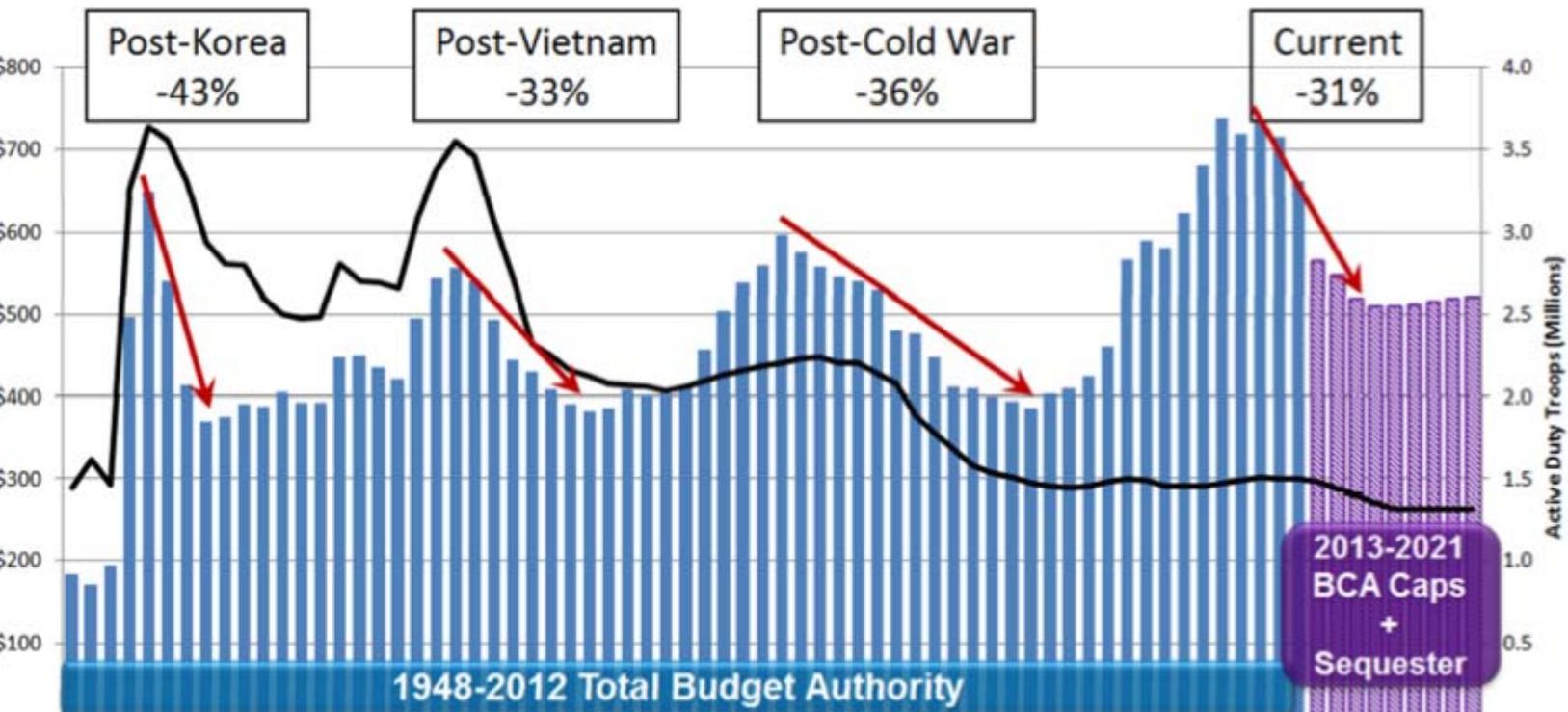


# Challenge



## Decreasing U.S. Budgets

- Impacts on acquisition workforce
- Impacts on industrial base

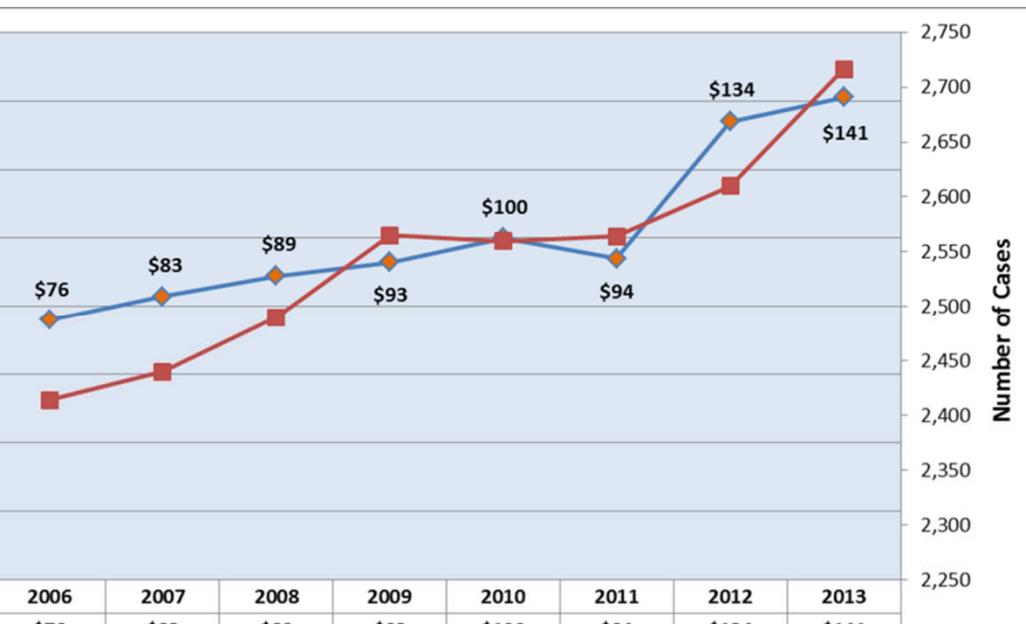


# Opportunity

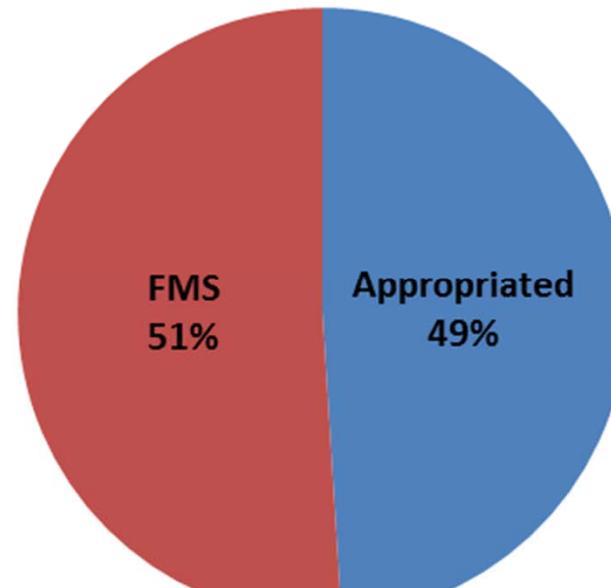


***Consistent FMS growth within the USAF ...***

**AFSAC FMS Workload Growth**



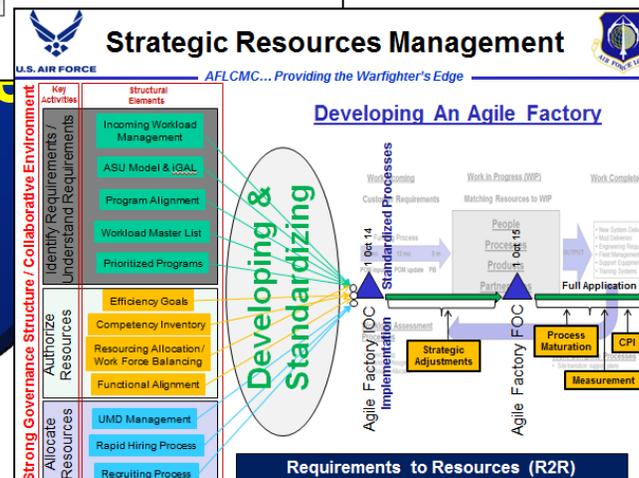
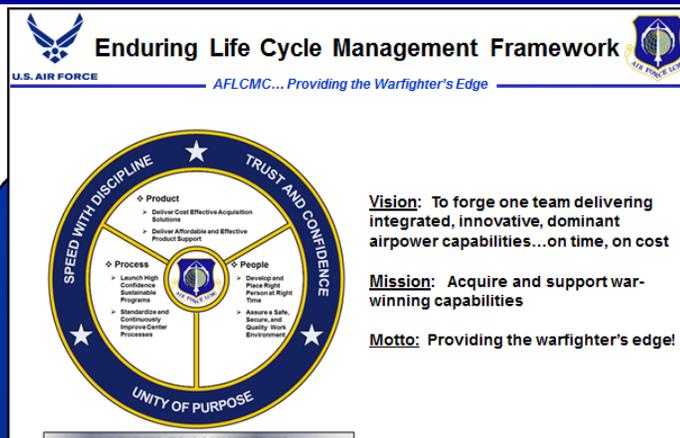
**AFMC Funds**



# Opportunity Strategic Resource Management



Acquisition / FMS  
Acquisition  
Workforce  
Workforce  
Water agility in a res  
onstrained enviro



Realign Investments



# Opportunity

## Preserve Industrial Base



### SAF/AQ & IA Identify Targeted Opportunities

- ID vulnerable production lines



### Existing Weapon Systems

- FMS Partner Take Lead
- Reverse opportunity—U.S. in follower vs lead role



### Opportunity for innovative partnerships between USG and Industry



# Challenge



**Current processes not optimized to meet increased demand**

- **Leverage closer ties with PEOs**
- **Continue aggressive process improvement efforts**

# Leverage Closer Ties with PEOs



## AF Life Cycle Management Center

Center

PEO PEO

Center

PEO

**AFSAC**

Center

PEO PEO PEO  
PEO PEO PEO

Center

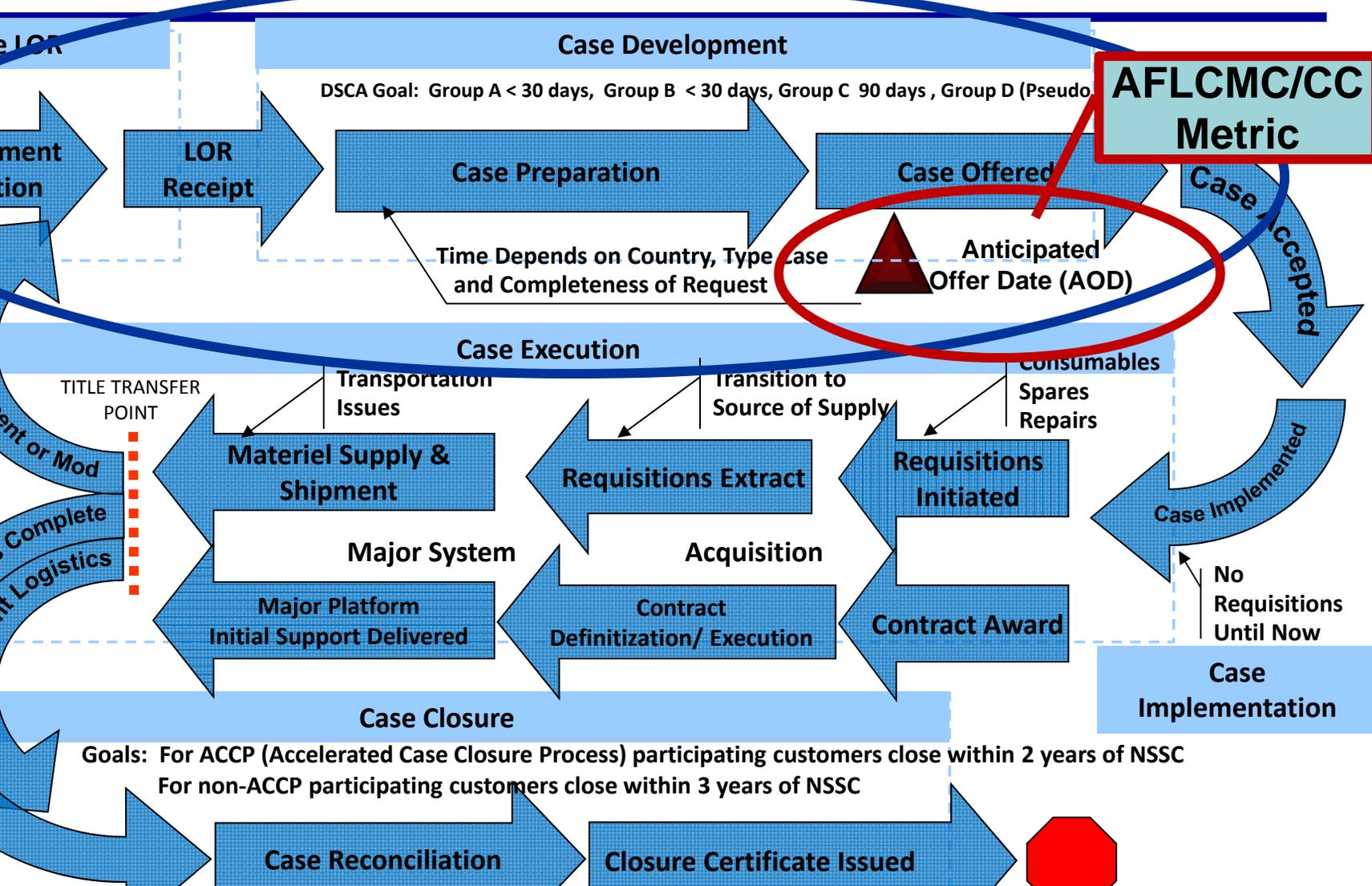
**AFSAC**

• One Commander – Lt Gen C.D. Moore

• Unity of Command ... and Purpose

# FMS Enterprise Process

## Roles and Responsibilities



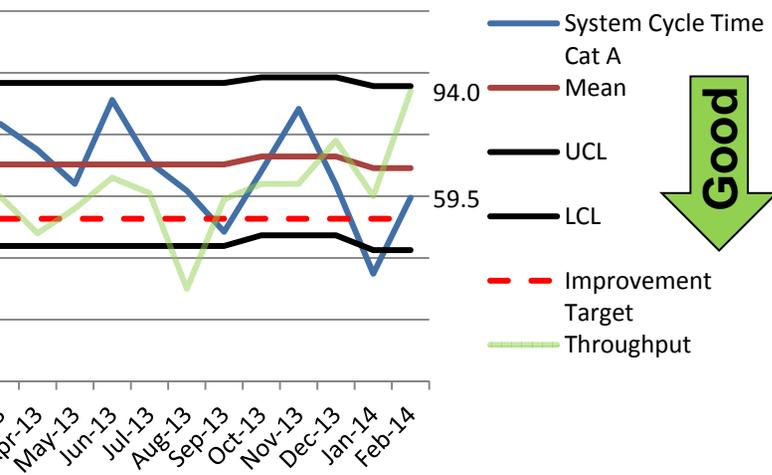
# Ongoing Initiatives

## Getting to AOD

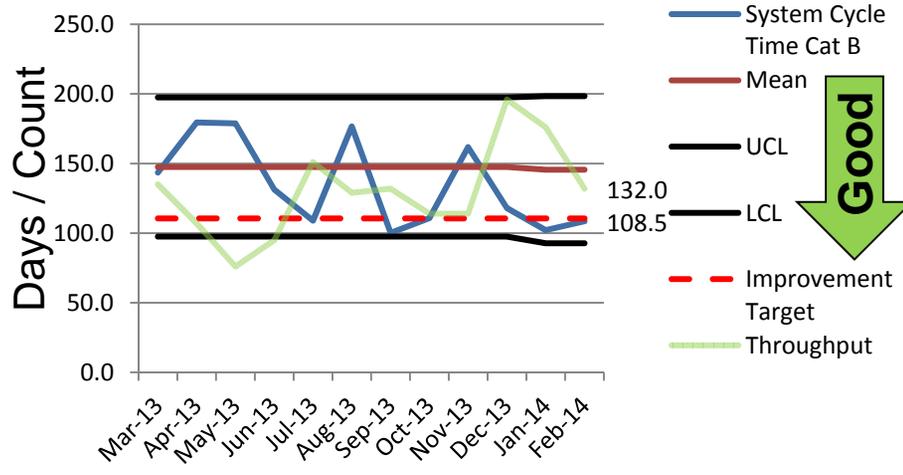


- **Instituted LOR Automation Tool**
- **Improved collaboration & communication**
- **Gatekeeper process**
  - **Manages interfaces between sections**
  - **Controls process flow and work in progress**
  - **Instills system quality and feedback loop**
- **Reduced worker variation across Case Managers**
- **Standard work process desk guides and business rules**
- **Standard process specification and statistical process control metrics**

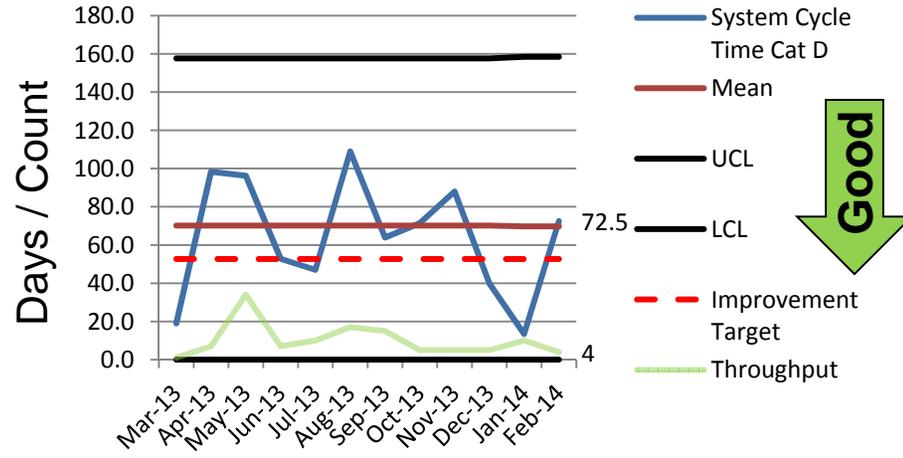
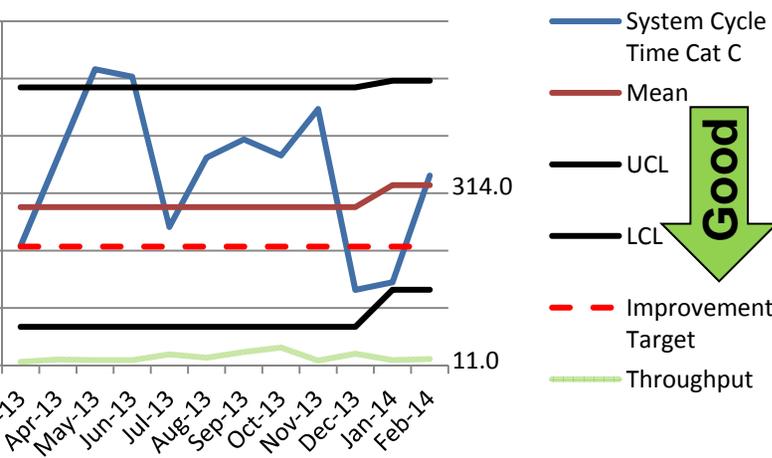
# Completed LOA Cycle Time by Case Category



Blanket order (CAT A)

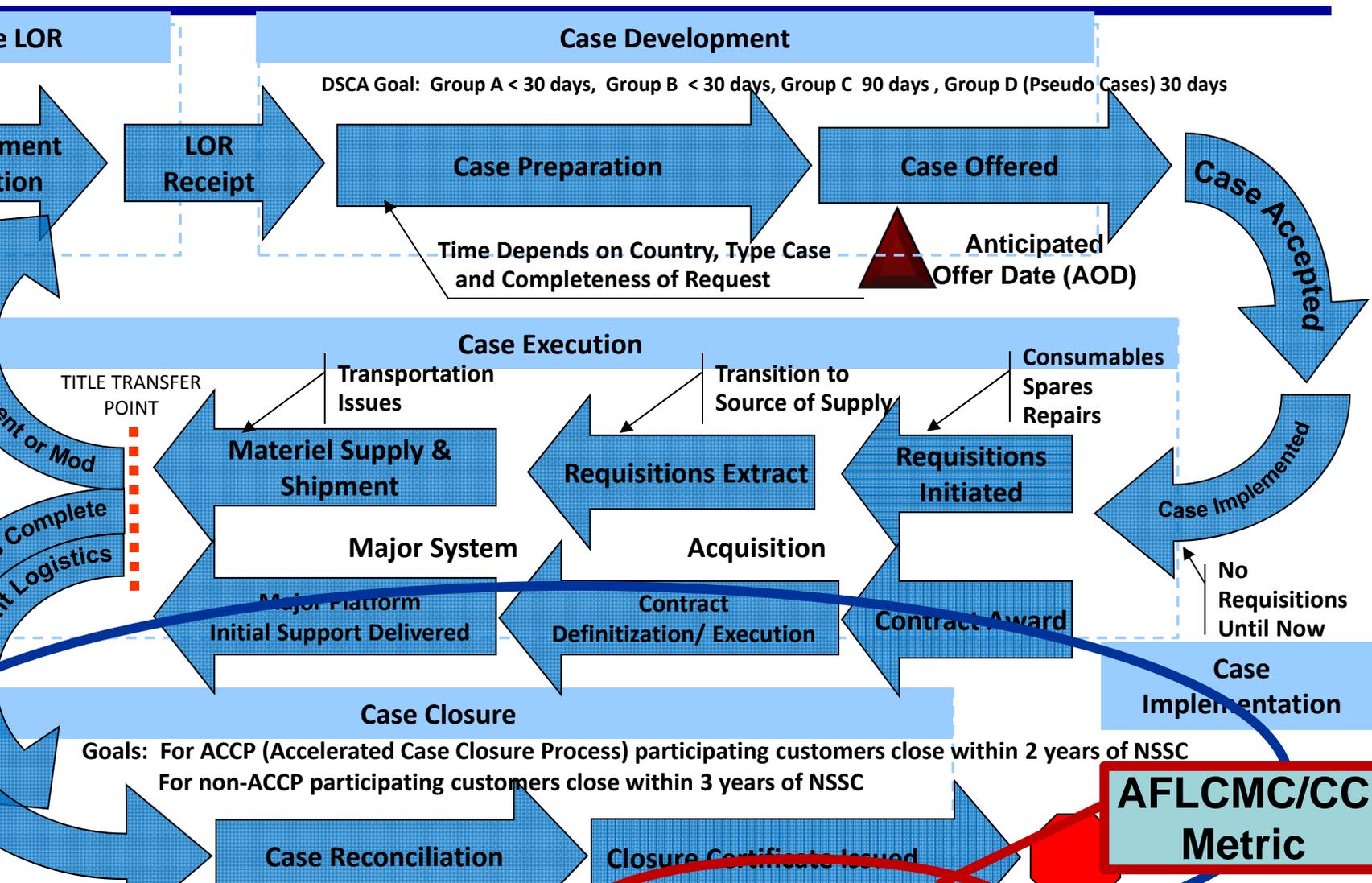


Defined Order (CAT B)



# FMS Enterprise Process

## Roles and Responsibilities





# Ongoing Initiatives

## Case Closure Certification



### Improvements facilitating expedited Delivery Reporting

- Auto Comparison Reconciliation Tool for SAMIS/DFAS interface
- Auto error detection and identification

Eliminated production of duplicate source documents

Automated civilian payroll delivery reporting to reduce errors

Expunged numerous internally-managed ULOs which were holding cases open

Reinvigorated annual case reviews to identify discrepancies earlier in the process

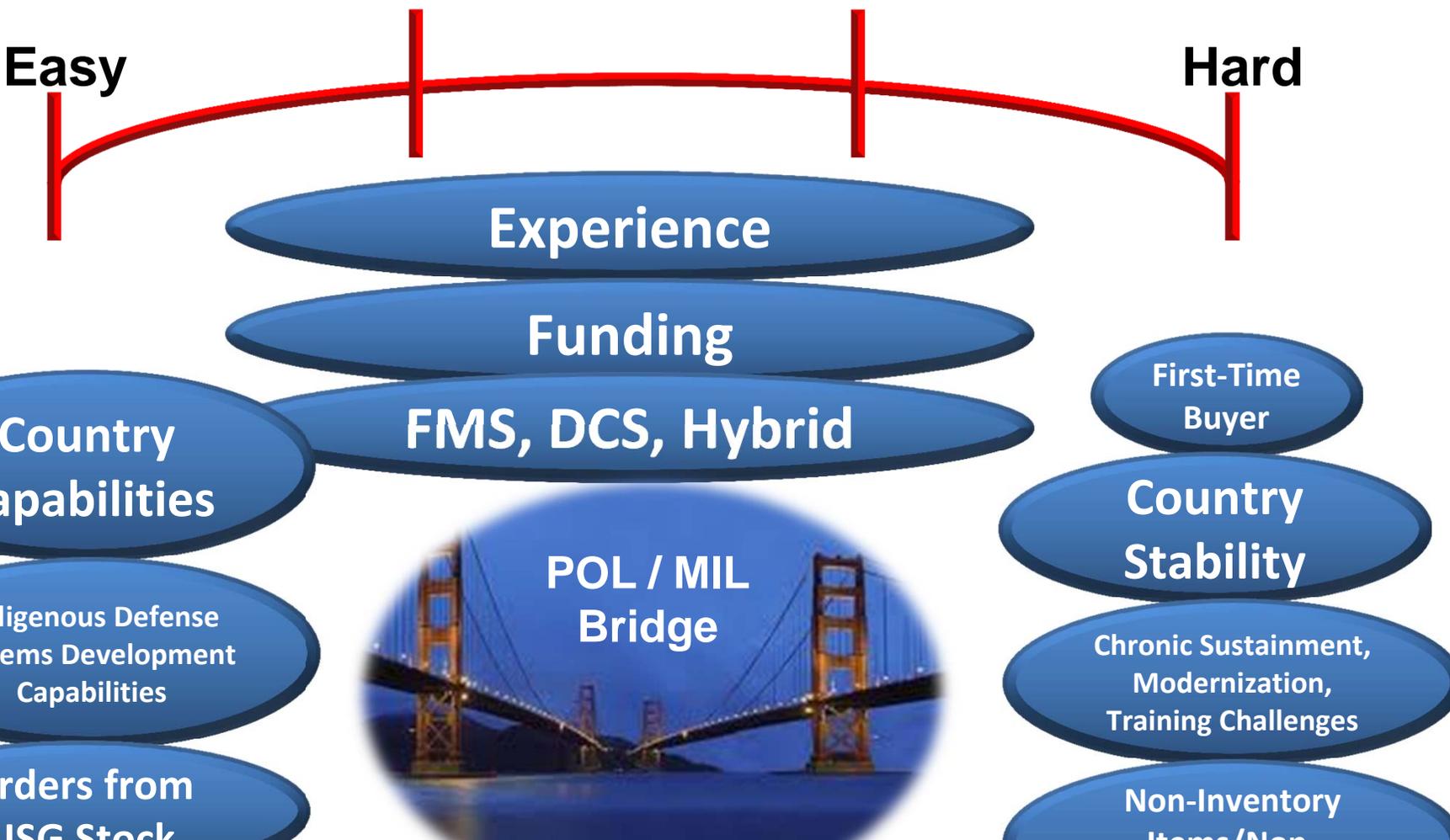
Detailed monthly line reconciliation expectations to improve quality at the source



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# ***What I've learned so far....***

# Case Work is Dynamic





# Partner Expectations Matter



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**Understand the Requirements**

**Affordability of the Total Package Approach**

**Hybrid and follow-on FMS to support Direct Commercial Sale**

**Non-Standard FMS Products/Support**

***Managing Partner Expectations is Critical***

# Relationships are Key



**Personal relationships set the stage for business relationships**

**Make an effort to make it personal**

- Credibility
- Face with a name
- Culturally sensitive



**CCM takes the lead for building and nurturing partner relationships**

# Industry Is A Full Partner



EMO DOO U U U

# The Results: Building Partnership Capacity





# Summary



**FSAC Directorate...**

**Building Global Partnerships**

**Promoting National Security**

**Leading Foreign Military Sales  
Enterprise**



# *Questions*

