



## The *AT&L Human Capital Strategic Plan*

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gram into simultaneous EMD/LRIP. In just three years, annual funding increased from \$80 million per year to more than \$300 million. To accommodate this increased investment, prime contractor employment increased from 200 people to more than 800. The lead contractor also changed during this period when Northrop Grumman acquired Teledyne Ryan.

The program management tools and personnel skills sufficient to manage a smaller effort were not adequate to run a large ACAT ID program. One example is the lack of an overarching integrated master schedule (IMS) that linked all aspects of the program, including the different EMD spirals, production lots, and deployment activities. An ad hoc process of individual IMSs for distinct program elements was sufficient to execute the smaller ACTD program but was not adequate to identify bottlenecks in the more complex program. Two other important processes that were not sufficiently mature were the risk management process and the earned value management system. Northrop Grumman has now tapped expertise from across the corporation and put more robust processes in place, but the transition did not occur fast enough to prevent program perturbations. In fact, the program is currently completing a Nunn-McCurdy certification process for breaching program cost targets, in part because we did not have the proper tools in place early in the program.

There is no doubt Teledyne Ryan was an excellent choice to run the ACTD program. However, the Air Force faced a crossroad when transitioning the program into EMD/LRIP. We should have considered two options: first, re-competing the program to select a team better equipped to manage a larger effort; or second, working aggressively with the existing contractor team to put the proper tools and skills in place. In reality, we didn't execute either option. The Air Force awarded the follow-on contract to Northrop Grumman to keep the program moving forward, but we didn't adequately evaluate the contractor team's readiness to handle the larger program. At this point we have conducted a government-contractor assessment and corrected most of the identified tools/skills deficiencies. In retrospect we should have completed this step much earlier, as we were transitioning the program out of the ACTD phase.

### **Pursue More Measured Approach to Capability Improvements**

In transitioning the program into EMD/LRIP, DoD's goal was to field an operationalized version of the ACTD hardware while using spiral development to add incremental capability enhancements. One of our major challenges was defining which enhancements were absolutely required to achieve an operationalized system, and which could be deferred for later delivery. Our extensive deployment and combat experience with ACTD hardware added fuel to the debate. To reflect many of the lessons