

**BY ORDER OF THE COMMANDER
21ST SPACE WING**

21ST SPACE WING INSTRUCTION 10-2

1 April 1999

Operations

PROGRAM MANAGEMENT



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This Instruction defines a process used by 21 st Space Wing Program Managers to manage 21st Space Wing projects and programs. It implements space operations policies established by Air Force Policy Directive 10-12, Operations, Space, and establishes wing policies in support of MAJCOM efforts to organize, train, and equip the wing. It applies to any 21st Space Wing unit activation, inactivation, or move; acquisition, modification (an alteration while the system is still in production), or upgrade (an alteration made once the system is out of production) in excess of \$10M in any one year or \$50M over the life of the program. This operating instruction also applies to programs selected at the discretion of the commander, vice commander, or implementing agency, 21 SW/XP. The program management process is a proactive method used by the wing to ensure programs are successfully completed in the most efficient way possible. The process applies to all units under the operational command of the 21st Space Wing. Its purpose is to ensure program completion with minimal adverse impact to operations while providing for the widest possible scope of involvement by all those who will be affected by the program. The process includes coordination with higher headquarters agencies on behalf of the wing, and coordination across the wing functional areas to ensure action items are tracked and accomplished. The program manager is responsible to wing CC/CV/XP.

1. REFERENCES

- 1.1. Air Force Instruction 33-104, 1 August 1996, Communications, Base-Level Planning and Implementation.
- 1.2. Air Force Instruction 99-102, 1 July 1998, Operational Test and Evaluation (OT&E).
- 1.3. Air Force Instruction 10-601, 1 October 1998, Operations, Mission Needs and Operational Requirements Guidance and Procedures.
- 1.4. Air Force Policy Directive 10-12, 1 February 1996, Operations, Space.

1.5. Air Force Space Command Instruction 10-606, Development and Use of Conceptual Documents, 2 May 1996.

1.6. HQ AFSPC Command Management Guide for Space and Missile Systems Acquisition, Tenth Edition, 30 September 1997.

2. Terms Explained:

2.1. Implementation Plan (IPlan): An IPlan is the wing's response to tasks assigned by a higher headquarters programming plan (PPlan) or programming message or at the 21 SW/CC's or XP's direction. The IPlan delineates detailed responsibilities and tasks required for accomplishing force structure changes. The IPlan is in the form of annexes and usually results in action items crossing functional areas.

2.2. Concept of Employment (COE): The COE describes how a specific system or systems will be, or is currently being employed to meet mission accomplishment. By its nature, it's more detailed than the MAJCOM CONOPS but follows the same organizational structure. The COE discusses the user segment, crew force management, training, exercises, surge capabilities, and wartime operations to include specific tasks identified in OPLANS. It is a key document, which reinforces the need for system upgrades to mitigate existing deficiencies. The 14 AF Commander is the approval authority for COE documents.

2.3. Program: A unit activation, inactivation, or move; an acquisition, modification (an alteration while the system is still in production), or upgrade (an alteration made once the system is out of production) in excess of \$10 million in any one year or \$50 million over the life of the program; or at the discretion of the commander, vice commander, or implementing agency. For the purposes of this operating instruction, 21 SW/XP is the implementing agency. Projects not meeting the criteria to be governed by this operating instruction will be accomplished through the configuration management process.

2.4. Program Manager (PM): The person responsible for management of a specific program. Coordinates with higher headquarters agencies on behalf of the wing, and coordinates across the wing functional areas to ensure action items are tracked and accomplished. The PM is responsible to wing CC/CV/XP.

2.5. Wing Integrated Product Team (IPT): Consists of functional area experts to address specific concerns of a program. The PM leads the logistics team.

2.6. Team Members: Primary points of contact (POCs) from the groups or squadrons who interface with the program manager and provide technical expertise to the program. Team members are usually the Office of Primary Responsibility (OPR) for planning annexes.

3. General: 21 SW is impacted by many programs. The program management process is a proactive method used by the wing to ensure programs are successfully completed in the most efficient way possible. The wing IPT is based on a matrix concept, which causes minimal adverse operations impact, yet provides maximum input from all agencies involved with or affected by the program.

4. The Objectives/Goal of this Instruction are:

4.1. Objective: Provide senior leadership oversight and direction over all programs affecting the 21 SW.

- 4.2. Objective: Ensure program completion with minimal adverse impact to operations.
- 4.3. Objective: Ensure program completion using the widest possible scope of wing expertise and involvement by all those who will be affected by the program.
- 4.4. Goal: Establish a consistent and standardized process for managing all programs affecting the 21 SW.

5. Responsibilities:

5.1. 21 SW/CC/CV: Approves specific programs to be brought under this process; provides senior input and/or direction to this process.

5.2. 21 SW/XP: The wing implementing agency.

5.2.1. Recommends programs for this process.

5.2.2. Is the OPR for the program management responsibilities until the implementation plan is rescinded for activations, inactivations, or moves; and through Operational Test & Evaluation (OT&E) for acquisitions, modifications, or upgrades.

5.2.3. Selects the program manager from within XP.

5.2.4. Is the higher headquarters' and the wing's focal point for policies and staffing for all aspects of program management and coordination of all supporting documentation.

5.2.5. Provides a project OPR or PM to work various issues until IOC.

5.3. 21 OG/CC and 821 SG/CC:

5.3.1. Recommends programs to 21 SW/XP to be brought under this process, based on operational impact.

5.3.2. Accepts program management responsibility on successful completion of OT&E. The 21 OG and 821 SG PMs will obtain all program management tools and status from the 21 SW/XP PM upon program management transfer. Program management transfer will include a briefing on program status, category deficiencies, and areas of concern.

5.4. 21 SPTG/CC, 721 SPTG/CC, and 21 LG/CC:

5.4.1. May recommend programs to 21 SW/XP to be brought under this process, based on operational impact.

5.4.2. Can accept program management responsibility upon successful completion of OT&E. The receiving Group's PM will obtain all program management tools and status from the 21 SW/XP PM upon program transfer.

5.5. Geographically Separated Units: Provide points of contact and operational expertise in accordance with the 21 OG or 821 SG tasking and guidance.

5.6. Program Manager:

5.6.1. Responsible to 21 SW/CC/CV/XP for management and integration of the program.

5.6.2. For unit activations, inactivations, or moves, will provide the program management until completion of the implementation plan.

5.6.3. For acquisitions, modifications, and upgrades, will provide the program management until successful completion of OT&E, at which point this responsibility will transfer to the appropriate group.

5.6.4. Reports program status or issues to 21 SW/CC/CV/XP on a monthly or as needed basis.

5.6.5. Meets with team leads weekly or as needed on status of issues and has authority from 21 SW/CC/CV/XP to lead wing effort to manage the program.

5.6.6. Monitors the progress of the program, and provides wing inputs to higher headquarters.

5.6.7. May use the 21 SW Program Management tools and the System Operational Requirements Matrix as guideposts for program implementation for acquisitions, modifications, or upgrades. Additionally will use the program management tools determined by 21 SW/CC/CV/XP as essential for standardization and normalization of the management process. Program management tools are standardized and computerized process models used to streamline action item tracking and ensure programs are managed according to agreed-upon processes.

5.6.8. Will continue to participate in working groups until IOC is declared.

5.7. Team Leads: Team leads will be the PM's primary points of contact and primary sources of information. Working under the direction of the program manager, the team leads will establish and work the program issues within their functional areas. As appropriate, team leads will attend meetings called by the PM or outside agencies.

6. Procedures:

6.1. 21 SW/XP recommends which programs should be brought into this program management process. Programs should be an acquisition, modification, or upgrade in excess of \$10 million in any one year or \$50 million over the life of the program; force structure changes requiring an IPlan directed by higher headquarters or 21 SW leadership; other programs recommended by the wing commander, vice commander, or implementing agency.

6.2. 21 SW/CC/CV approves or disapproves 21 SW/XP's recommendation on programs to be managed by this process.

6.3. Upon program approval, 21 SW/XP selects a program manager. Program managers for unit activations, inactivations, or moves requiring an implementation plan may use PM products such as the System Operational Requirements Matrix to track action items. Program managers for acquisitions, modifications, or upgrades will use the 21 SW Program Management Guide and Program Management process tools to monitor the status of their programs.

6.4. The program manager will request appropriate team leads to implement the program. The team leads will depend on the functional areas that are pertinent to the program. Team leads can come from within and outside the wing as appropriate (e.g., ANG, HQ AFSPC, SSSG).

6.5. To ensure a consolidated wing position is reached, 21 SW/XP will route project management documentation that crosses functional areas of responsibility through the appropriate group commanders for coordination prior to seeking approval or signature from the 21 SW/CC/CV.

7. Reports: The 21 SW/CC/CV is briefed monthly as part of a monthly Wing Plans Review. The monthly status briefing will be tailored to the format desired by the 21 SW/CC/CV. It will vary in detail based on what issues are most prominent for the program(s).

8. Concepts of Employment (COE): When tasked by the 14 AF, the 21 SW/CC has the overall responsibility for the development and coordination of COE documents. 21 SW/XP will be the OPR for this process, with the appropriate functional area within the 21 OG and /or the 821 SG operating as the OCR.

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