



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

Office of the Assistant Secretary

9 JUL 1993

MEMORANDUM FOR SEE DISTRIBUTION

FROM: SAF/AQ
1060 Air Force Pentagon
Washington DC 20330-1060

SUBJECT: Acquisition Reform and Open Communications with Industry

In June 1997, the heads of the Air Force's planning, requirements and acquisition communities issued a joint memo entitled "Open Communications with Industry" (Atch 2). That memo sent a clear message about the benefits of open communications and strongly encouraged our members to adopt many actions to enhance our cooperative relationship with industry. Over the past year we have made significant strides in expanding our channels of communication and created a new climate of cooperation and trust. It is now time to build on the foundation we have established and further expand this cooperative environment in order for both the Air Force and industry to reap the benefits of this new culture and accelerate our acquisition reform efforts.

The acquisition and sustainment reinvention process highlighted during Acquisition Reform Week and the initial set of initiatives that we are pursuing have great potential. Once implemented, these initiatives will significantly improve our acquisition process. Increased openness and cooperation with industry will have a multiplier effect that will allow us to accelerate and institutionalize acquisition reform.

To further expand our open communications, I have directed some specific changes that will be implemented in the Air Force Federal Acquisition Regulation Supplement (AFFARS):

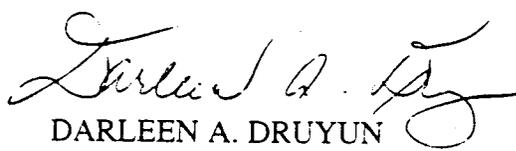
- Mandatory release of evaluation standards used in competitive acquisitions
- Requiring contractor participation in the award fee decision process
- Mandating for all ACAT programs that each offeror in a competitive negotiated procurement be provided their rating status prior to request for final proposal revision
- More extensive post-award debriefings
- More frequent performance feedback during contract execution
- Increased emphasis on teaming by the Air Force and sole source contractors in contract development and award

Another area in which open communications will result in significant mutual benefits is in the resolution of disputes. In cooperation with the Air Force's Dispute Resolution Specialist (SAF/GC) we will establish the use of Alternate Dispute Resolution (ADR) as the first and primary method to settle contract related disputes. Government personnel will be more thoroughly trained on the use of ADR and I am asking our contractors to strongly consider the

use of ADR in lieu of more lengthy or expensive litigation. The use of ADR will save the Air Force and our industry partners time, money, and contribute significantly to an open cooperative environment and accomplishment of the Air Force mission.

Finally, we will be using our improved communications channels to implement a new initiative to enhance small business opportunities on our major systems and large outsourcing acquisitions. We will be looking to our major contractors to help us create opportunities for small businesses to participate in Air Force acquisitions. We plan to make small business participation an element of award fee and source selection considerations. Open communication with industry will be the cornerstone of how we make this initiative succeed.

While we have made great strides--we have much more to accomplish. I call on both industry and Air Force acquisition leaders to support these efforts and further build on the foundations created through open, fair and continuous communication. Please address any questions or comments to my point of contact, Colonel Terry Raney, SAF/AQC, at (703) 588-7010.


DARLEEN A. DRUYUN
Principal Deputy Assistant Secretary
(Acquisition and Management)

Attachments:

1. Distribution List
2. Joint AF/XO/XP & SAF/AQ memo, 23 Jun 97