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Operations

PROGRAM MANAGEMENT

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This Instruction defines a process used by 21 Space Wing (SW) Program Managers to manage 21 SW projects and programs. It implements space operations policies established by Air Force Policy Directive 10-12, *Space*, and establishes wing policies in support of MAJCOM efforts to organize, train and equip the wing. It applies to any 21 SW unit activation, inactivation or move; acquisition or modification in excess of \$10M in any one-year or \$50M over the life of the program, or as otherwise determined under section 4.0 of this instruction. 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 21 SW. 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. Maintain and dispose of records created as a result of prescribed processes in accordance with Air Force, Records Disposition Schedule (RDS) that may be found on-line at "<https://webrims.amc.af.mil>".

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed. The revision of this publication is to meet the format standards required by Air Force. It also makes several updates in responsibilities, procedures, terminology, and publication titles. A bar (|) indicates a revision from the previous edition.

1. 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 Integrated Product Team (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.

2. The Objectives/Goal of this Instruction are:

- 2.1. Objective: Provide senior leadership oversight and direction over all programs affecting the 21 SW.
- 2.2. Objective: Ensure program completion with minimal adverse impact to operations.
- 2.3. Objective: Ensure program completion using the widest possible scope of wing expertise and involvement by all those who will be affected by the program.
- 2.4. Goal: Establish a consistent and standardized process for managing all programs affecting the 21 SW.

3. Responsibilities:

- 3.1. **21 SW/CC/CV:** Approves specific programs, as required, to be brought under this process; provides senior input and/or direction to this process; directs transference of program responsibility, if required.
- 3.2. **21 SW/XP:** The wing-implementing agency.
 - 3.2.1. Recommends programs for this process.
 - 3.2.2. Is the Office of Primary Responsibility (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, or longer, if required.
 - 3.2.3. Selects the program manager from within XP.
 - 3.2.4. 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.
 - 3.2.5. Provides a project OPR or Program Manager (PM) to work various issues until Initial Operational Capabilities (IOC).
 - 3.2.6. Recommends transfer of program responsibility to appropriate group sometime between OT&E and IOC/Operational Assessment (OA) declaration.
- 3.3. **Group Commanders (21 SW/DS, 21 OG/CC, 21 MSG/CC, 21 MDG/CC, 721 MSG/CC, 821 ABG/CC and 21 MXG/CC, as appropriate):**
 - 3.3.1. Recommends programs to 21 SW/XP to be brought under this process, based on operational impact.
 - 3.3.2. Accepts program management responsibility after successful completion of OT&E but prior to IOC or OA declarations. The receiving Group's PM 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.

3.4. **21 SW Subordinate Units:** Provide points of contact and operational expertise in accordance with group commander tasking and guidance.

3.5. **Program Manager:**

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

3.5.2. Responsible for unit activations, inactivations, or moves; will provide the program management until completion of the implementation plan.

3.5.3. Responsible for acquisitions, modifications, and upgrades; will provide the program management at least through successful completion of OT&E. After OT&E, but prior to IOC or OA, the PM will recommend program/system transference.

3.5.4. Reports program status or issues to 21 SW/CC/CV/XP on a monthly or as needed basis. Program managers will ensure status briefs are available for team leads' review.

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

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

3.5.7. Will use program management tools determined by 21 SW/CC/CV/XP as essential for standardization and normalization of the management process, to streamline action item tracking, staffing, etc.

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

3.6. **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. Team leads will attend meetings called by the PM or outside agencies. As appropriate, team leads will coordinate with 21 SW/XP and brief their group commanders.

4. **Procedures:**

4.1. 21 SW/XP selects which programs should be brought into this program management process. Programs should be a unit activation, inactivation or move; an acquisition or modification 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. Also, any program, at the discretion of the 21 SW commander, vice commander or implementing agency, may be brought into the program management process. 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 or other appropriate process.

4.2. 21 SW/CC/CV will resolve any dispute or disagreement regarding which wing organization shall manage a program.

4.3. Upon assuming responsibility for a program, 21 SW/XP selects a program manager. Program managers will use current XP and 21 SW guidelines for program management, coordination and staffing.

4.4. The program manager, will request that group commanders appoint appropriate team leads to implement a program within the 21 SW. The team leads will depend on the functional areas that are

pertinent to the program. The program manager will also request/identify primary points of contact for organizations outside 21 SW (e.g., 14 AF, HQ AFSPC, SMC, etc.), as necessary.

4.5. 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.

5. Reports:

5.1. The 21 SW/CC/CV is briefed monthly or as needed. The 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).

ALVIN B. STRAIT
Director of Staff

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Air Force Instruction 33-104, 10 May 2001, Base-Level Planning and Implementation.

Air Force Instruction 99-103, 6 August 2004, Capabilities Based Test and Evaluation.

Air Force Instruction 10-601, 30 July 2004, Capabilities Based Requirement Development.

Air Force Policy Directive 10-12, 1 February 1996, Space.

Air Force Space Command Instruction 10-102, 2 January 2004, Air Force Space Command Concept Development.

Terms

Initial Operational Capability (IOC)—The first attainment of the capability to effectively employ a weapon, item of equipment, or system of approved specific characteristics with the appropriate number, type, and mix of trained and equipped personnel necessary to operate, maintain, and support the system. It is normally identified in the Capability Development Document (CDD). **NOTE: IOC should be event-driven and not tied to a specific future date.**

Operational Test & Evaluation (OT&E)—Test and evaluation conducted in as realistic an operational environment as possible, to estimate the prospective system's operational effectiveness and operational suitability. In addition, operational test and evaluation provides information on organization, personnel requirements, doctrine, and tactics. It may also provide data to support or verify material in operational instructions, publications, and handbooks.

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.

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.

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

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.

Modification—An alteration to a configuration item applicable to aircraft, missiles, support equipment, ground stations software (imbedded) trainers, etc. As a minimum, the alteration changes the form, fit, function or interface of the item. A weapon system is defined as a combination of elements that function together to produce the capabilities required to fulfill a mission need, including hardware, equipment, software, and all Integrated Logistics Support elements, but excluding construction or other improvements to real property.