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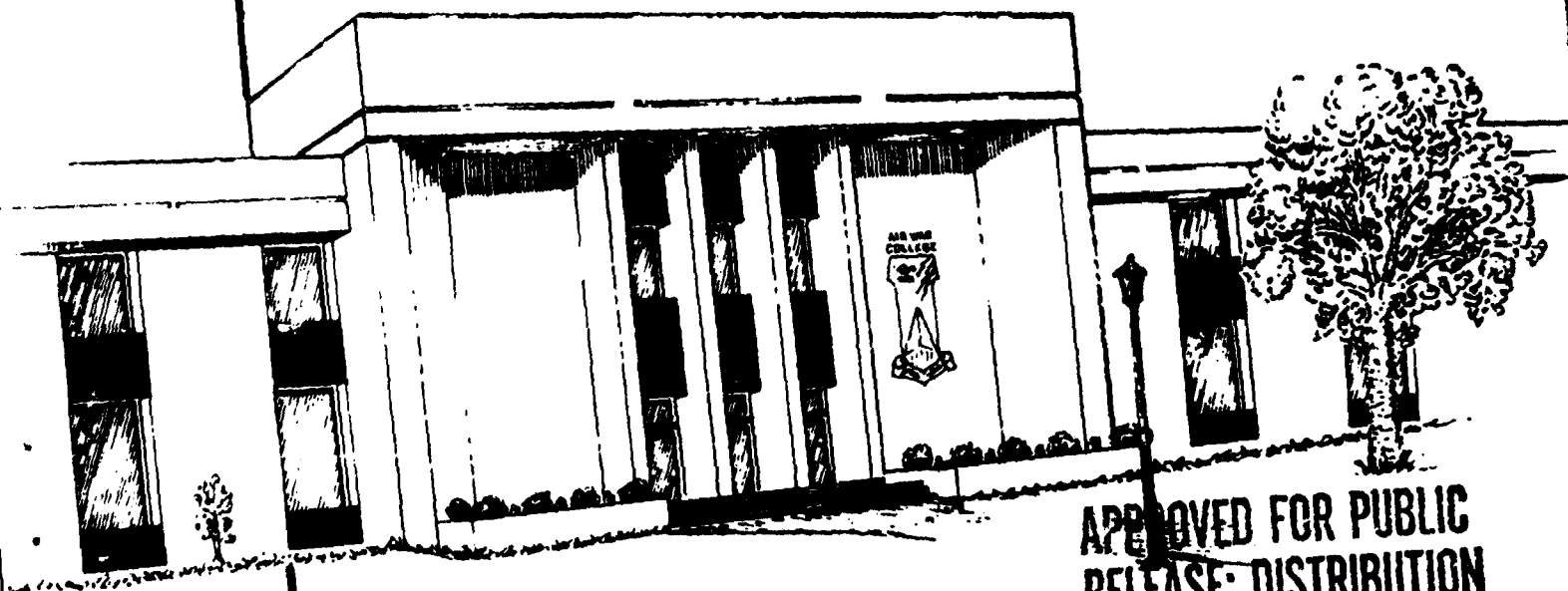
## RESEARCH REPORT

SYSTEM PROGRAM DIRECTORS AND WING COMMANDERS:  
ARE THEY EQUIVALENT?

LT COL MARVIN J. BRIGMAN, JR.

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SYSTEM PROGRAM DIRECTORS AND WING COMMANDERS: ARE THEY  
EQUIVALENT?

by

Marvin J. Brigman, Jr  
Lieutenant Colonel, USAF

A DEFENSE ANALYTICAL STUDY SUBMITTED TO THE FACULTY  
IN  
FULFILLMENT OF THE CURRICULUM  
REQUIREMENT

Advisor: Colonel Charles Fuller

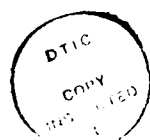
MAXWELL AFB, ALABAMA

March 1989

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## EXECUTIVE SUMMARY

TITLE: System Program Directors and Wing Commanders: Are They Equivalent?

AUTHOR: Marvin J. Brigman, Jr, Lieutenant Colonel, USAF

Between January and March 1989, a survey was conducted to determine equivalency between operational Wing Commanders and Program Directors, and secondly to assess evaluation areas used in identifying Program Director positions. The survey included respondents representing SAC, MAC and TAC Wing Commanders and Air Force Systems Command's Program Directors.

Comparing two such unrelated positions is difficult and the results are imprecise. Despite many differences, comparisons are possible and conclusions can be drawn regarding equivalency. The conclusion is that there is rough equivalency between the two positions with the exception of the unique legal status conferred upon commanders.

The survey results indicate that there is structural equivalency between the positions and rough equivalence in specific functions and duties of the incumbents. Structur-

ally, both operational wings and system program offices are key organizational elements instrumental in accomplishing the Command's mission.

The positions are not equivalent in that Program Directors are not Commanders and consequently do not have the unique legal authority conferred upon commanders. Consequently, Program Directors perceived that they have less authority than do Wing Commanders.

In assessing the selection of Program Director positions, the results reflect that Program Directors concur with selection criteria but have a different ranking of relative importance between criteria. Overall, Program Directors are pleased with the establishment of a special identifier for their position.

## BIOGRAPHICAL SKETCH

Lieutenant Colonel Marvin J. Brigman, Jr. is a career acquisition officer who has served in program offices at three of Systems Command's product divisions and also on the headquarters staff. With the exception of small development electronic programs early in his career he has been involved mostly with major programs including the A-10, F-15 and the AMRAAM. Colonel Brigman is a graduate of the Air War College, class of 1989.

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## 1. INTRODUCTION

### A BACKGROUND:

Prior to 1988 the terms Program Manager and Program Director were often used interchangeably and there was no Air Force Specialty Code (AFSC) to distinguish between the two. In early 1988 the Air Force created a new AFSC, 0029, specifically for Program Directors. The new AFSC was to be awarded only to officers leading major defense system acquisition programs. In Air Force Systems Command, the Command with the vast majority of 0029 positions, the Commander personally approves the award of 0029 AFSCs and the designation as Program Director.

While Systems Command had several reasons for establishing the 0029 AFSC, one was to acknowledge the importance of the Program Directors position by providing the the Directors with recognition normally associated with Wing Commanders. The system which identifies 0029 positions and candidates is now in place and operating, and Systems Command has identified 38 0029 Program Director positions.

### B. PURPOSE:

The purpose of this survey was to gather information from Program Directors and operational Wing Commanders for an assessment of factors associated with their positions to determine equivalency between the two positions. MAC, SAC, and

TAC Wing Commanders and Air Force Systems Command (AFSC) Program Directors were surveyed to determine similarities and differences between the positions. Additionally, the survey was used to assess the evaluation areas used to establish 0029 positions within Systems Command.

C. SURVEY PROCEDURES:

The survey was mailed to 103 individuals and 70 responses were received for a response rate of 68%. Involvement of individual commands is reflected in Table 1.

TABLE 1  
MAJCOM Survey Involvement

| <u>MAJCOM</u> | <u># Mailed</u> | <u># Responding</u> | <u>% Response</u> |
|---------------|-----------------|---------------------|-------------------|
| AFSC          | 38              | 25                  | 66%               |
| MAC           | 14              | 10                  | 71%               |
| SAC           | 28              | 16                  | 45%               |
| TAC           | 23              | 19                  | 70%               |

The survey contained two sections; one each to assess equivalency of positions and the other to assess 0029 selection factors. Section I was designed to compare System Program Director positions with Wing Commanders and included questions designed to support study in six areas: (1) scope of responsibility, (2) job complexity, (3) position authority, (4) time management, (5) preparation for the position and (6) personal factors. Each of these six areas are addressed in this report. Section II solicited information

only from Program Directors and was designed to assist in a assessment of relative importance of selection factors used to determine 0029 positions.

The survey was mailed on 12 January 1989 and the last response was received on 6 March 1989.

## 2. FINDINGS/DISCUSSIONS

### a. Scope of Responsibility. (33,37)

Two factors were used to compare the scope of responsibility between the two positions; dollars as reflected in the annual budget for the organization and the number of people assigned to the organization. Illustrations 1 and 2 graphically portray the results which basically show that Wing Commanders are responsible for the most people and Program Directors are responsible for larger budgets. Seventy four percent of the present Wing Commanders have organizations larger than the largest program office. The majority of wings have over 1500 personnel assigned while a vast majority of all SPOs have less than 300 people. On the other hand, 50% of the Program Directors have budgets larger than 81.1% of the Wing Commanders. The annual budget of most Wings is less than \$250 million while half of the Program Directors have annual budgets over \$250 million. Only Program Directors (8.3%) have annual budgets greater than \$1Billion.

# SIZE OF ANNUAL BUDGETS PERCENT

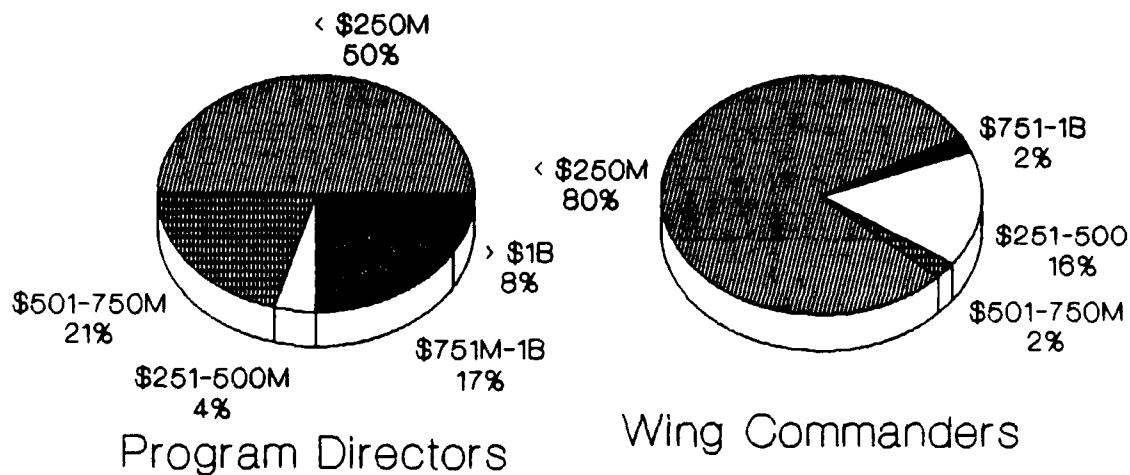


FIGURE 1

# SIZE OF ORGANIZATIONS PERCENT

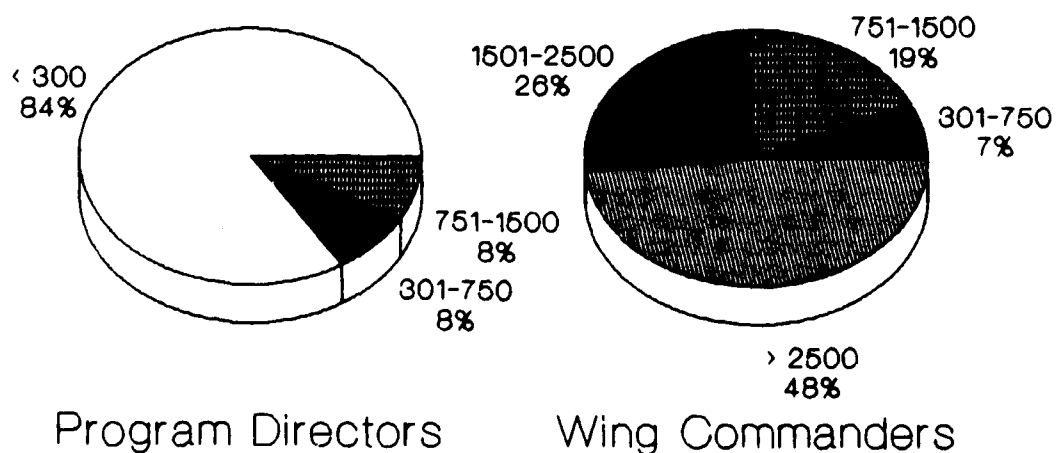


FIGURE 2

b. Complexity of Organization.

In analyzing the complexity of each environment three categories were established for comparison: (1) environment within the organization, (2) requirements from outside the organization and (3) oversight imposed upon the organization.

(1) Environment within the organization. (15,16,23,24, 29,34,38,56)

The personnel composition within the two organizations is entirely different with operational wings composed primarily of enlisted personnel and program offices comprised rather equally between officers and civilians. With such composition, Wing Commanders view discipline as more of a concern than do Program Directors. Yet none of the Program Directors and only 22.2% of the Wing Commanders considered discipline a concern within their organization. Both view unit identification and esprit de corps as important motivational factors toward mission accomplishment, but Wing Commanders are stronger in their views.

When asked to describe the most demanding aspect of their jobs, Wing Commanders often identified maintenance of proper direction of the organization toward mission accomplishment. Toward this goal they view their leadership as the key motivational factor for the organization. Wing Commanders also think they can contribute more to the welfare of their people (93.3%) than can Program Directors (72%).

Interestingly, Program Directors spend more of their time training assigned personnel than do Wing Commanders. This training disparity could stem from the absence of technical training schools available prior to initial SP0 assignments and the requirement for increased OJT in the program offices. Similarly, Program Directors often noted inexperienced personnel as a problem area even though their personnel are generally older and more highly educated than those assigned to Wings.

The span of control of Program Directors is generally larger than that of a Wing Commander (40% of Program Directors have 12 or more people reporting to them versus 26.7% of the Commanders) and every Program Director relies on matrixed personnel assigned to his office. Program Directors are more likely to be involved in meetings than Wing Commanders as 82.2% of the Commanders will attend 15 or less meetings per week, while 36% of the Directors will attend 16 or more meetings.

Both groups are concerned with resource shortages. Numerous Program Directors and Wing Commanders identified resources as being the most demanding of their attention. Both related resource shortages to concerns for mission accomplishment and increased challenge.

(2) Requirements from outside the organization. (6,8, 18,20,25)

Program Directors are more affected by influences from outside their organizations than are Wing Commanders. More Program Directors (40%) regularly work with over 16 other organizations as opposed to only 11.1% of the Wing Commanders. Program Directors have much greater contact with other MAJCOMs and defense contractors while Wing Commanders have much greater contact with the non DOD civilian community. Inquiries from outside the immediate organization required more of the Program Directors time for response than Commanders i.e. 72% of Program Directors spend a considerable amount of time responding to outside inquiries versus 35.5% for Wing Commanders.

The Wing Commanders have more of a vertical relationship with the Air Force as opposed to a more complex relationship which Program Directors have with other government agencies. Unique to Program Directors is that their requirements are determined by the using commands. Fluctuation of these user requirements was noted in numerous responses as one of the causes of program instability.

(3) Oversight imposed upon the organization. (14,26,27 28,30)

Both Wings and Program Offices are subject to considerable oversight from Higher Headquarters and above as well as from independent agencies. Seventy five percent of all Wings have experienced an IG inspection in the last six months com-

pared to 36% of the program offices, but 69% of all SPOs have had GAO reviews versus 26.6% of the Wings. The majority of both Program Directors and Wing Commanders have hosted the Air Force Audit Agency in the past six months. Additionally smaller numbers of various other agencies have conducted either reviews or inspections in both organizations.

The Program Directors will spend more time on the briefing trail and brief at higher levels than will the Wing Commander. Forty four percent of the Program Directors have presented briefings to higher headquarters or above in the past six months compared to 13.3% of the Wing Commanders and 52% of the Program Directors have briefed as high as OSD versus only 6.7% of the Commanders. There is an inverse correlation between the number of briefings/ briefing level and the perceived amount of support received from higher headquarters. Although Program Directors brief more often and at higher levels than Wing Commanders, only 48% perceive that they get good support from headquarters while 86.7% of the Wing Commanders receive good support from their headquarters. Influencing the assessment of headquarters support could be the difference in understanding of job requirements and mission clarity. Ninety one percent of the Commanders strongly agree that their job requirements and mission are clear to them compared to a strong agreement of 68% of the Directors. Perhaps heavy briefing schedules are the reason Program Di-

rectors travel more often. Ninety two percent of the Directors will have between 3-8 TDYs each month as compared to only 24.4% of the Wing Commanders. Most Wing Commanders will take 1-2 TDYs per month.

c. Perceived Authority (2,3,4,5,9,15)

When asked if they had adequate authority for their level of responsibility 88.9% of the Wing Commanders responded in the affirmative compared to 60% for the Program Directors. When asked if they had complete control over their organization, 71.2% of the Wing Commanders agreed but only 32% of the Directors agreed. The impact of disparity between one's responsibility and authority overlaid with an extensive bureaucracy is described by one Program Director who wrote "...responsibility piled on the 0029 with the real authority 2 to 4 levels above. The difficulty is that levels between responsibility and authority often disagree and provide conflicting information, guidance and direction if any...". Further illustrating the difference in perceived authority is that Program Directors have less authority to select key personnel within their organization. Both Program Directors and Wing Commanders have about the same percentage of agreement that they can establish policy within their organization but the Wing Commanders more strongly agree (57.8% vs 28%)

Related to perceived authority are limitations imposed on ones authority. Eighty eight percent of the Program Directors indicated that they sometimes knew what needed to be done but system constraints prevented them from doing it. Wing Commanders responses reflected more confidence in their authority although 61% still agreed that at times constraints prevented them from doing what they knew should be done.

d. Time Management. (17,22,31,32)

Both Program Directors and Wing Commanders work long hours with 60% of the Directors indicating that they work 13 or more hours as compared to 64.5% of the Wing Commanders. Time Management is of particular concern to the Wing Commanders as 15 written comments pertained to constrained time or prioritization of work within time constraints. Numerous Wing Commanders related their time management problems to an austere resource situation.

From the responses provided, it appears that Wing Commanders have more discretionary time available than do Program Directors. Interestingly 42.3% of the Commanders feel there isn't enough time in a day to get all the work done, still 48.8% agree that they had some free time each day. Conversely, 64% of the Program Directors felt there wasn't enough time in a day and only 24% agreed that they had any free time. This perception of free time could be related to

the control factor as Wing Commanders have more control over their own work schedule and are less affected by extraneous outside demands. In addressing time management, one must also consider the number of briefings given, meetings attended and TDYs taken as described in paragraphs 2b(1) and 2b(3) above. In all these areas the Program Director is more involved which reduces discretionary time.

e. Job Preparation and Perception. (7,11,12,13,21,24,35)

Both Wing Commanders and Program Directors view themselves as leaders more than managers but the Commanders are more united in the view. While 76% of the Program Directors stated that they considered themselves leaders more than managers, 100% of the Wing Commanders did so. Similarly both groups considered their leadership/management style to be the most important factor in doing their job when asked to select between experience, education, common sense, leadership/management style and attitude. Although the survey group is highly educated, none of the respondents selected education as the most important factor.

When looking at position expectations versus position reality, a majority of both groups agreed that their job met their preassignment expectations. Only 22.2% of the Wing Commanders and 32% of the Program Directors agreed that the job required more of them than they anticipated prior to taking the job. Additionally 88.9% of the Commanders and 80% of

## RELATIVE IMPORTANCE PERCENT

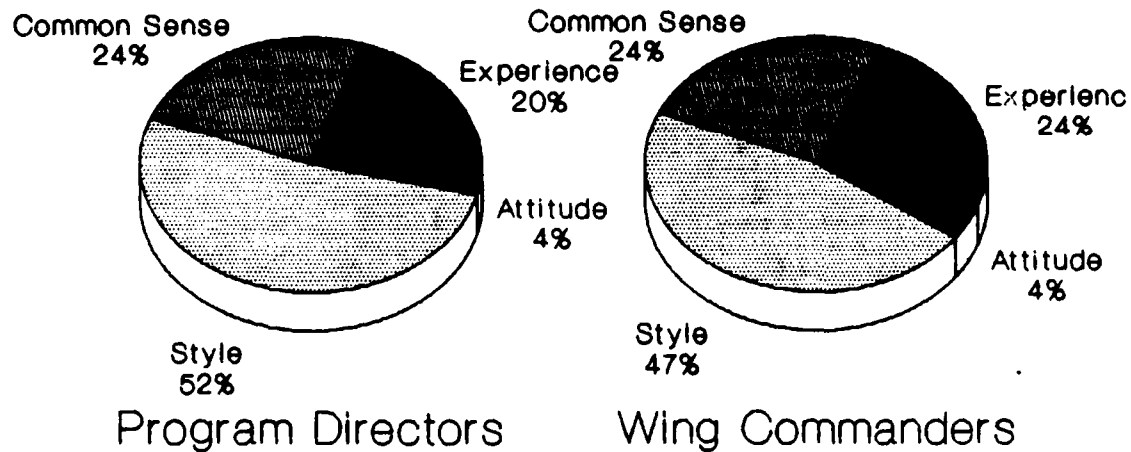


FIGURE 3

the Program Directors indicated that they were adequately prepared for the job when initially assigned.

When specifically asked if solid operational experience was the best preparation for a System Program Director position 52.3% of the Commanders agreed and the remainder had no opinion while 60% of the Program Directors disagreed. This particularly interesting statistic indicates that people who have served in a Program Director capacity view preparation for that position differently than those who have not served in the position. It is important to note however, that the phrasing of the question was "...the best preparation..." It is not possible to determine from the question if Program Directors considered operational experience important.

Perception of each others position also differs between the Program Directors and Wing Commanders. Implicit in the data is that Program Directors have a better understanding of operations than do Wing Commanders of acquisition. Many Program Directors have had operational assignments and/or working contact with operational personnel either in a career broadening assignment or in their normal work routine. One Wing Commander summarized his misperception of Program Directors by writing "...0029 will/should never be equivalent to Wing CC. They are not even in the same ball park. Command is uniquely different from staff...". The Colonel was correct in concluding that command is unique but was incorrect in assuming that Program Directors are staff officers. Within Systems Command, program offices are line organizations staffed by line officers.

f. Position Incumbents.

Information was obtained to identify (1) personal profile for Program Directors and Wing Commanders and (2) to determine relative education and training of both.

(1) Personal Profile. (36,39,40,41,43,44,45,46,50,51)

In comparing statistics on age, Time in Grade (TIG), and Total Active Federal Commissioned Service (TAFCS) more similarities than differences are observed. Wing Commanders appear to be a little younger as 64% of the Program Director are 46 or older compared to 46.6% of the Wing Commanders. No

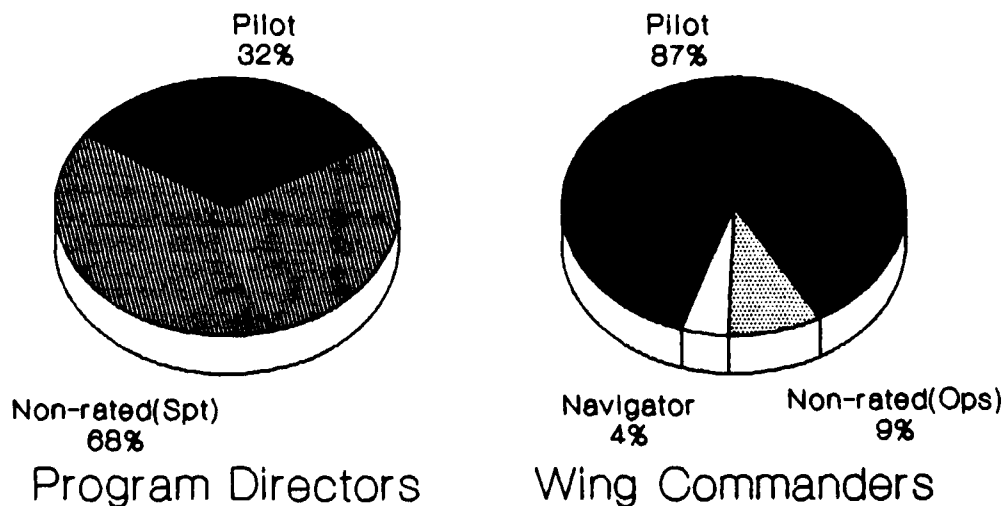
Commander is over 50 years of age but 12% of the Program Directors are between 50-53 years. In reviewing TIG and TAFCS one finds that Program Directors are on the extremes of the time scale while Commanders are more centrally concentrated i.e. all commanders have between 20-27 years commissioned service while there is one Director with less than 20 years and 8% with over 27 years service. Similarly 12% of the Directors have less than 2 years TIG while no Commander has less than 2 years in grade and there are more Directors than Commanders with five years TIG. Although the survey did not ask if officers had received below the zone promotions, the distribution of data indicates that a large majority of Wing Commanders have received early promotions. The data also indicates that a minimum of two years preparatory time as a Colonel is required prior to assuming duty as a Wing Commander.

Wing Commanders are more mobile than Program Directors as they move more frequently and work in more organizations. Seventy two percent of the Directors have had less than 11 PCS assignments while 82.2% of the Commanders have had 11 or more PCS assignments. Wing Commanders have also served more overseas than Program Directors. No Program Director has had more than 2 overseas assignments and 46.6% of the Wing Commanders have. Of all the commands TAC Wing Commanders have had the most PCS moves and most overseas assignments.

Commanders also have more experience within different Commands although MAC officers have fewer different MAJCOM assignments than do any of the other surveyed officers. With current legislation restricting movement of Directors, the mobility of Program Directors could become even less than it is today.

An aeronautical rating comparison between the two groups presents the most striking difference in personal profiles. While 86.7% of the Wing Commanders are pilots, only 32% of the Program Directors are. The majority of Program Directors (68%) are Nonrated (Support) officers--a category which produced no Wing Commanders.

## AERONAUTICAL RATING PERCENT



(2) Education/Training. (42,47,48,49,53,54,55)

The majority of both Program Directors and Commanders are ROTC graduates (64% and 62.2% respectively) with the second largest commissioning source being the service academies (32% and 22.2% respectively). Both groups are highly educated with 100% of the Program Directors possessing advanced degrees (including 16% Doctorates) and 93.3% of the Commanders have advanced degrees. But there are dissimilarities between the types of degrees obtained particularly at the Baccalaureate level. Most (75%) of the Directors have engineering Bachelors degrees compared to only 15.6% for Commanders. At the post graduated level there is more of a trend toward business study (39.1% of Program Directors and 54.8% of Commanders) although more Program Directors (47.8%) still concentrate on engineering for post graduated study.

The Professional Military Education (PME) trend becomes divergent between the two groups as the officers increase in rank. Both Program Directors and Wing Commanders attend Squadron Officers School (SOS) in residence in about the same numbers (56.6% vs 51.1%), but a large disparity is seen in Senior Service School (SSS) attendance as only 52% of the Directors have attended SSS in residence while 97.7% of the Commanders have. Of those attending in residence, most of both groups attended the Air War College (38.5% of the Directors and 45.5% of the Commanders). Next to Air War Col-

lege attendance, Program Directors attend the National War College and the Industrial College of the Armed Forces (ICAF) in equal numbers (23.1%) while Wing Commanders attended the National War College (20.5%) and other service schools (15.9%) as their second and third most frequently attended senior service school.

None of the Wing Commanders have attended the senior acquisition management school, the Defense Systems Management College (DSMC), while 48% of the Program Directors have attended DSMCs Program Managers Course.

### 3. CONCLUSION

Structurally, System Program Offices and Wings are equivalent within their parent organizations. Both are the primary structural line elements within their Commands through which the Commands mission is accomplished. Both are the single point at which requirements and resources come together with a mission goal at the end. Although the missions of the organizations are entirely different and the nature of their work dissimilar, there are many similarities in demands imposed upon both the Program Directors and Wing Commanders. While both positions require leadership and management expertise, the unique aspects of Command, as legally chartered, will always present a distinction between the two positions.

In reviewing the survey results several very distinct images which reflect differences between Program Directors and Wing Commanders are apparent. Throughout the survey results, there appears a "frustration factor" apparent within the Program Director community which does not exist to an equivalent level with Wing Commanders. The frustration level is caused by "too much"; too much oversight, too much bureaucracy, too much instability. Corresponding to the "too much" is the "too little" element i.e. too little control and authority.

The bottom line to any organization is measured by its ability to achieve its mission. For the purpose of this survey, the determination of mission accomplishment was made by the respondents and it is through them that we find that 97.8% of the Wing Commanders and 72% of the Program Directors felt that they accomplished their mission last year. Twelve percent of the Program Directors said that they did not accomplish their mission but more important were the 16% who didn't have an opinion. They didn't know. The nature of the work may be attributed to uncertainty on the part of some Directors since mission clarity isn't as great as in the operational field and the results of a Directors efforts are not immediately seen. But, not one Wing Commander responded that he didn't know if he accomplished his mission or that his mission was unclear to him.

Overall, Wing Commanders seem to be more content with their jobs, probably because of the amount of control which they perceive to have over their destiny and the immediate feedback they receive for their actions. Both Commanders and Directors work hard and confront hard problems on a daily basis, but the Commanders seem to be able to do more about solving their problems than do Program Directors.

## SECTION B

### Selection of 0029 Positions

#### 5. Findings/discussions

The Systems Command staff used a weighted factor evaluation system to rank order programs competing for 0029 designation. Weights were assigned to seven areas based upon criticality and level of difficulty. In the survey, Program Directors were asked to weigh the seven component areas based on a scale of 1 to 10. Relative weights provided by the respondents resulted in a prioritization of areas considerably different from that used by the command staff. Generally the areas considered most important to the Program Directors were weighted with lesser importance in the actual selection system. The two highest weighted areas by the staff; R & D to complete and Schedule were ranked next to last and last in importance by the Program Directors. Table 2 shows the rankings by weights given by the command staff as compared to

that given by the respondent Program Directors. To return the respondents relative weights to base 96 as in the original effort, the mean averages were divided by the total mean averages (49.4) and the results multiplied by 96 to determine the respondents maximum points.

Table 2  
Priority of Evaluation Areas

| <u>By Command Staff</u> |                        |         | <u>By Program Directors</u> |                        |         |
|-------------------------|------------------------|---------|-----------------------------|------------------------|---------|
| Rank                    | Area                   | Max Pts | Rank                        | Area                   | Max Pts |
| 1.                      | R & D to complete      | 24      | 1.                          | Complexity factors     | 17      |
| 2.                      | Schedule               | 15      | 2.                          | Program scope          | 15      |
| 3.                      | Complexity factors     | 13      |                             | User involvement       | 15      |
|                         | Production to complete | 12      | 4.                          | Oversight level        | 14      |
| 4.                      | User Involvement       | 12      | 5.                          | Production to complete | 12      |
|                         | Program scope          | 12      |                             | R & D to complete      | 12      |
| 7.                      | Oversight level        | 8       | 7.                          | Schedule               | 11      |
| <hr/>                   |                        |         | <hr/>                       |                        |         |
| 96                      |                        |         | 96                          |                        |         |

Relative rank prioritization of each evaluation area indicates that none of the areas were agreed upon for a common ranking position by the staff and Program Directors.

Relative movement of positions in the priority listing indicates considerable difference of opinion regarding level of importance between the two groups. Table 3 shows the relative movement of position from the staffs ranking to the respondents ranking. In the Table 3 comparison the unrounded numbers provided by the respondents was used.

Table 3

Priority Rank Movement: Staff to Respondents List  
(Position movement indicated by +/-)

|                           |                      |
|---------------------------|----------------------|
| -5 Schedule               | +3 Oversight level   |
| -5 R & D to Complete      | +2 Complexity factor |
| -1 Production to Complete | +2 Program scope     |
|                           | +1 User Involvement  |

In their written comments, several Program Directors commented favorably on the establishment of the 0029 AFSC.

##### 5. CONCLUSION

Program Directors agree with the staff on selection of evaluation areas for award of 0029 positions, but disagree in the relative importance of the areas. Program Directors also like the idea of having a specific identifier, similar to Wing Commanders. Although the 0029 AFSC is still young and its long term significance unclear, its very existence has had a positive effect on Program Directors.

ATTACHMENT  
SURVEY WITH ANSWERS

This attachment contains the actual survey questions and the answers presented as a percentage of the respondents.

(Answers are given under each question. SPD=Program Directors and WC=Wing Commanders)

### Section I

Please use the following scale to indicate how much you agree or disagree with each of the following statements.

| STRONGLY<br>AGREE | AGREE | NEITHER AGREE<br>NOR DISAGREE | DISAGREE | STRONGLY<br>DISAGREE |
|-------------------|-------|-------------------------------|----------|----------------------|
| A                 | B     | C                             | D        | E                    |

Mark A if you strongly agree

Mark B if you agree

Mark C if you neither agree or disagree

Mark D if you disagree

Mark E if you strongly disagree

1. The requirements of my job and the mission of my organization are very clear to me.

SPD: A--68%

B--28%

C-- 0

D-- 4%

WC: A--91.1%

B-- 8.9%

2. I have the authority to select key personnel for placement within my organization.

SPD: A--20%

B--16%

C--20%

D--28%

E--16%

WC: A--28.9%

B--37.8%

C--17.8%

D--11.1%

E-- 4.4%

3. I am free to establish policy within my organization.

SPD: A--28%

B--60%

C-- 4%

D-- 8%

WC: A--57.8%

B--37.8%

C-- 4.4%

4. Sometimes I know what needs to be done but system constraints prevent me from doing it.

SPD: A- 20%

B--68%

C-- 4%

D-- 8%

WC: A-- 4.4%

B--55.6%

C--11.1%

D--26.7%

E-- 2.2%

5. I have adequate authority for my level of responsibility.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--28% | WC: | A--51.1% |
|      | B--32% |     | B--37.8% |
|      | C--12% |     | C-- 4.4% |
|      | D--24% |     | D-- 6.7% |
|      | E-- 4% |     |          |

6. I spend a considerable amount of my time responding to questions or inquiries from outside my organization.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--44% | WC: | A-- 4.4% |
|      | B--28% |     | B--31.1% |
|      | C-- 8% |     | C--15.6% |
|      | D--20% |     | D--46.7% |
|      |        |     | E-- 2.2% |

7. I had adequate preparation for this job when I was initially assigned.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--40% | WC: | A--55.6% |
|      | B--40% |     | B--33.3% |
|      | C--16% |     | C-- 6.7% |
|      | D-- 0  |     | D-- 2.2% |
|      | E-- 4% |     | E-- 2.2% |

8. My job requires considerable interface with the non-DOD civilian community.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--20% | WC: | A--42.2% |
|      | B--12% |     | B--48.9% |
|      | C--28% |     | C-- 2.2% |
|      | D--28% |     | D-- 6.7% |
|      | E--12% |     | E-- 0    |

9. I have complete control over my organization.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A-- 8% | WC: | A--15.6% |
|      | B--24% |     | B--55.6% |
|      | C--32% |     | C--13.3% |
|      | D--20% |     | D--15.6% |
|      | E--20% |     | E-- 0    |

10. Last year I was successful at achieving my mission objective.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--32% | WC: | A--51.1% |
|      | B--40% |     | B--46.7% |
|      | C--16% |     | C-- 0    |
|      | D--12% |     | D-- 2.2% |

11. My job requires more of me than I expected prior to taking the job.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--12% | WC: | A-- 4.4% |
|      | B--20% |     | B--17.8% |
|      | C--16% |     | C--17.8% |
|      | D--40% |     | D--44.4% |
|      | E--12% |     | E--15.6% |

12. I consider myself to be a leader more than a manager.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--44% | WC: | A--57.8% |
|      | B--32% |     | B--42.2% |
|      | C--16% |     |          |
|      | D-- 8% |     |          |

13. I consider myself to be a manager more than a leader.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | B--8%  | WC: | B-- 6.7% |
|      | C--20% |     | C-- 2.2% |
|      | D--44% |     | D--55.6% |
|      | E--28% |     | E--35.6% |

14. I receive good support from higher headquarters.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A-- 8% | WC: | A--17.8% |
|      | B--40% |     | B--68.9% |
|      | C--32% |     | C--11.1% |
|      | D--12% |     | D-- 2.2% |
|      | E-- 8% |     |          |

15. I can directly contribute to the welfare of people in my organization.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--24% | WC: | A--48.9% |
|      | B--48% |     | B--44.4% |
|      | C--24% |     | C-- 2.2% |
|      | D-- 4% |     | D-- 4.4% |

16. Disciplinary problems are a concern within my organization.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A-- 0  | WC: | A-- 4.4% |
|      | B-- 0  |     | B--17.8% |
|      | C-- 8% |     | C--20.0% |
|      | D--52% |     | D--44.4% |
|      | E--40% |     | E--13.3% |

17. On average I have some free time during each duty day.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A-- 0  | WC: | A-- 4.4% |
|      | B--24% |     | B--44.4% |
|      | C--16% |     | C--15.6% |
|      | D--36% |     | D--31.1% |
|      | E--24% |     | E-- 4.4% |

18. My job often requires me to work with other MAJCOMs.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--84% | WC: | A-- 8.9% |
|      | B--12% |     | B--40.0% |
|      | C-- 0  |     | C--24.4% |
|      | D-- 0  |     | D--26.7% |
|      | E-- 4% |     | E-- 0    |

19. I feel comfortable in my job.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--56% | WC: | A--62.2% |
|      | B--32% |     | B--37.8% |
|      | C-- 4% |     |          |
|      | D-- 8% |     |          |

20. I regularly work directly with defense contractors.

|      |         |     |          |
|------|---------|-----|----------|
| SPD: | A--100% | WC: | A-- 2.2% |
|      |         |     | B--24.4% |
|      |         |     | C-- 4.4% |
|      |         |     | D--46.7% |
|      |         |     | E--22.2% |

21. The best preparation for a System Program Director is solid operational experience.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A-- 4% | WC: | A--18.2% |
|      | B--12% |     | B--34.1% |
|      | C--24% |     | C--47.7% |
|      | D--40% |     |          |
|      | E--20% |     |          |

22. There isn't enough time in a day to get all the work done that's needed.

|      |        |     |          |
|------|--------|-----|----------|
| SPD: | A--24% | WC: | A--15.6% |
|      | B--40% |     | B--31.1% |
|      | C-- 8% |     | C--20.0% |
|      | D--24% |     | D--28.9% |
|      | E-- 4% |     | E-- 4.4% |

23. Training of assigned personnel is a time consuming part of my job.

|             |           |
|-------------|-----------|
| SPD: A-- 8% | WC: A-- 0 |
| B--52%      | B--35.6%  |
| C--12%      | C--15.6%  |
| D--28%      | D--42.2%  |
|             | E-- 6.7%  |

24. Unit identification and esprit de corps are important motivational factors within my organization.

|             |            |
|-------------|------------|
| SPD: A--44% | WC: A--80% |
| B--48%      | B--20%     |
| C-- 8%      |            |

## Section II

Please select the most appropriate answer as your choice. In some instances more than one response will be appropriate and some questions require written answers on the questionnaire.

25. Approximately how many organizations(outside of your own) do you work with on a regular basis?

|                | SPD | WC    |
|----------------|-----|-------|
| A. Less than 5 | 0   | 11.1% |
| B. 6-10        | 36% | 55.6% |
| C. 11-15       | 24% | 22.2% |
| D. 16-20       | 8%  | 8.9%  |
| E. 21 or more  | 32% | 2.2%  |

26. Identify the organizations which have conducted reviews of your organization within the last six months.

|                                   | SPD | WC    |
|-----------------------------------|-----|-------|
| A. Inspector General              | 36% | 75.5% |
| B. USAF Audit Agency              | 76% | 64.4% |
| C. General Accounting Office(GAO) | 68% | 26.6% |
| D. Other                          | 24% | 28.8% |

27. Approximately how many congressional inquiries has your organization responded to in the last six months?

|              | SPD | WC    |
|--------------|-----|-------|
| A. None      | 36% | 13.3% |
| B. 1-2       | 20% | 18.9% |
| C. 3-5       | 20% | 24.4% |
| D. 6-8       | 8%  | 11.1% |
| E. 9 or more | 16% | 22.2% |

28. Approximately how many briefings have you presented to higher headquarters in the past six months?

|               | SPD | WC    |
|---------------|-----|-------|
| A. 1-3        | 20% | 48.9% |
| B. 4-6        | 36% | 37.8% |
| C. 7-9        | 12% | 4.4%  |
| D. 10-14      | 20% | 6.7%  |
| E. 15 or more | 12% | 2.2%  |

29. How many meetings will you attend in an average week?

|                | SPD | WC    |
|----------------|-----|-------|
| A. Less than 5 | 0   | 0     |
| B. 6-10        | 24% | 40.0% |
| C. 11-15       | 40% | 42.2% |
| D. 16-20       | 24% | 17.8% |
| E. 21 or more  | 12% | 0     |

30. What is the highest organizational level you have briefed in the last six months?

|                                | SPD | WC    |
|--------------------------------|-----|-------|
| A. Numbered Air Force/Division | 4%  | 24.4% |
| B. MAJCOM                      | 4%  | 48.9% |
| C. Air Staff                   | 12% | 6.7%  |
| D. Air Force Secretariat       | 28% | 13.3% |
| E. OSD                         | 52% | 6.7%  |

31. How many hours do you normally work in an average day?

|               | SPD | WC    |
|---------------|-----|-------|
| A. 9 or less  | 4%  | 2.2%  |
| B. 10         | 20% | 17.8% |
| C. 11         | 16% | 15.6% |
| D. 12         | 36% | 26.7% |
| E. 13 or more | 24% | 37.8% |

32. Approximately how many TDYs will you take in an average month?

|               | SPD | WC    |
|---------------|-----|-------|
| A. 1-2        | 4%  | 75.6% |
| B. 3-5        | 68% | 24.4% |
| C. 6-8        | 24% | 0     |
| D. 9-10       | 0   | 0     |
| E. 11 or more | 4%  | 0     |

33. What is the annual budget for your organization?

|                            | SPD   | WC    |
|----------------------------|-------|-------|
| A. Less than \$250 million | 50%   | 81.8% |
| B. \$251-500M              | 20.8% | 13.6% |
| C. \$501-750M              | 4.2%  | 2.3%  |
| D. \$751-1Billion          | 16.7% | 2.3%  |
| E. Over \$1B               | 8.3%  | 0     |

34. How many people report directly to you?

|                | <u>SPD</u> | <u>WC</u> |
|----------------|------------|-----------|
| A. Less than 5 | 8%         | 8.9%      |
| B. 5-7         | 12%        | 28.9%     |
| C. 8-9         | 28%        | 24.4%     |
| D. 10-11       | 12%        | 11.1%     |
| E. 12 or more  | 40%        | 26.7%     |

35. Which of the following do you consider to be the most important in doing your job? (Select only one)

|                                | <u>SPD</u> | <u>WC</u> |
|--------------------------------|------------|-----------|
| A. Experience                  | 20%        | 24.4%     |
| B. Education                   | 0          | 0         |
| C. Common Sense                | 24%        | 24.4%     |
| D. Leadership/management style | 52%        | 46.7%     |
| E. Attitude                    | 4%         | 4.4%      |

36. If you have taken the Myers-Briggs Type Indicator, what is your profile? (Don't answer this question if you haven't taken the indicator)

|                          | <u>SPD</u> | <u>WC</u> |
|--------------------------|------------|-----------|
| A. ISTJ                  | 11.8%      | 8.0%      |
| B. ESTJ                  | 29.4%      | 16.0%     |
| C. INTJ                  | 5.9%       | 12.0%     |
| D. Other(Please specify) | 11.85      | 4.0%      |
| E. Don't recall          | 41.2%      | 60.0%     |

37. Approximately how many people are assigned to your organization?

|                  | <u>SPD</u> | <u>WC</u> |
|------------------|------------|-----------|
| A. Less than 300 | 84%        | 0         |
| B. 301-750       | 8%         | 7.0%      |
| C. 751-1500      | 8%         | 18.6%     |
| D. 1501-2500     | 0          | 25.6%     |
| E. Over 2500     | 0          | 48.8%     |

38. Please enter in the space provided the approximate percentage mix for your organization. (Do not use the answer sheet for this question and leave number 38 blank on the answer sheet)

| <u>SPD</u>   |          | <u>WC</u>    |
|--------------|----------|--------------|
| <u>42.6%</u> | Officer  | <u>15.8%</u> |
| <u>2.8%</u>  | Enlisted | <u>75.7%</u> |
| <u>53.8%</u> | Civilian | <u>7.9%</u>  |

39. How much time do you have in your current grade?

|                         | <u>SPD</u> | <u>WC</u> |
|-------------------------|------------|-----------|
| A. Less than two years  | 12%        | 0         |
| B. Three years          | 40%        | 33.3%     |
| C. Four years           | 20%        | 42.2%     |
| D. Five years           | 4%         | 8.9%      |
| E. More than five years | 24%        | 15.6%     |

40. How much Total Active Federal Military Service (TAFMS) have you completed?

|                           | <u>SPD</u> | <u>WC</u> |
|---------------------------|------------|-----------|
| A. Less than twenty years | 4%         | 0         |
| B. 20-22 years            | 32%        | 40.9%     |
| C. 23-24 years            | 40%        | 45.5%     |
| D. 25-27 years            | 16%        | 13.6%     |
| E. Over 27 years          | 8%         | 0         |

41. Do you have any enlisted time?

|        | <u>SPD</u> | <u>WC</u> |
|--------|------------|-----------|
| A. Yes | 8%         | 18.2%     |
| B. No  | 92%        | 81.8%     |

42. What is your source of commissioning?

|                     | <u>SPD</u> | <u>WC</u> |
|---------------------|------------|-----------|
| A. Service Academy  | 32%        | 22.2%     |
| B. ROTC             | 64%        | 62.2%     |
| C. OTS              | 4%         | 11.1%     |
| D. Other (Av Cadet) | 0          | 4.4%      |

43. How many PCS assignments have you had in your career?

|               | <u>SPD</u> | <u>WC</u> |
|---------------|------------|-----------|
| A. 8 or less  | 44%        | 2.2%      |
| B. 9-10       | 32%        | 15.6%     |
| C. 11-13      | 20%        | 37.8%     |
| D. 14-17      | 4%         | 33.3%     |
| E. 18 or more | 0          | 11.1%     |

44. How many overseas assignments have you had?

|              | <u>SPD</u> | <u>WC</u> |
|--------------|------------|-----------|
| A. 1         | 62.5%      | 33.3      |
| B. 2         | 37.5%      | 20.0%     |
| C. 3         | 0          | 33.3%     |
| D. 4         | 0          | 8.9%      |
| E. 5 or more | 0          | 4.4%      |

45. How many Major Air Commands have you been assigned to in your career?

|               | <u>SPD</u> | <u>WC</u> |
|---------------|------------|-----------|
| A. 1-2        | 33.3%      | 17.8%     |
| B. 3-4        | 45.8%      | 44.4%     |
| C. 5-7        | 16.7%      | 37.8%     |
| D. 8-10       | 4.2%       | 0         |
| E. 11 or more | 0          | 0         |

46. If you have had a career broadening assignment in your career was it in an operational field?

|                   | <u>SPD</u> | <u>WC</u> |
|-------------------|------------|-----------|
| A. Yes            | 36%        | 35.6%     |
| B. No             | 24%        | 40.0%     |
| C. Not applicable | 40%        | 24.4%     |

47. Please indicate your highest level of education.

|              | <u>SPD</u> | <u>WC</u> |
|--------------|------------|-----------|
| A. No degree | 0          | 0         |
| B. Bachelors | 0          | 6.7%      |
| C. Masters   | 84%        | 91%       |
| D. Doctorate | 16%        | 2.2%      |

48. Which best describes your Bachelors academic major?

|                 | <u>SPD</u> | <u>WC</u> |
|-----------------|------------|-----------|
| A. Engineering  | 75%        | 15.6%     |
| B. Business     | 8.3%       | 26.7%     |
| C. Science      | 12.5%      | 31.1%     |
| D. Liberal Arts | 4.2%       | 22.2%     |
| E. Other        | 0          | 4.4%      |

49. Which best describes your advanced degree field of concentration.

|                 | <u>SPD</u> | <u>WC</u> |
|-----------------|------------|-----------|
| A. Engineering  | 47.8%      | 9.5%      |
| B. Business     | 39.1%      | 54.8%     |
| C. Science      | 4.3%       | 9.5%      |
| D. Liberal Arts | 4.3%       | 16.7%     |
| E. Others       | 4.3%       | 9.5%      |

50. What is your age?

|               | <u>SPD</u> | <u>WC</u> |
|---------------|------------|-----------|
| A. 42 or less | 4%         | 4.4%      |
| B. 43-45      | 32%        | 48.9%     |
| C. 46-49      | 52%        | 46.7%     |
| D. 50-53      | 12%        | 0         |
| E. 54 or over | 0          | 0         |

51. Which of the following best applies to you?

|                         | <u>SPD</u> | <u>WC</u> |
|-------------------------|------------|-----------|
| A. Rated(Pilot)         | 32%        | 86.7%     |
| B. Rated(Navigator)     | 0          | 4.4%      |
| C. Nonrated(Operations) | 0          | 8.9%      |
| D. Nonrated(Support)    | 68%        | 0         |

52. What is your current MAJCOM?

|         | <u>SPD</u> | <u>WC</u> |
|---------|------------|-----------|
| A. AFSC | 25         | 0         |
| B. MAC  | 0          | 10        |
| C. SAC  | 0          | 16        |
| D. TAC  | 0          | 19        |

53. Which PME schools have you completed in residence?

|                                | <u>SPD</u> | <u>WC</u> |
|--------------------------------|------------|-----------|
| A. Squadron Officers School    | 56%        | 51.1%     |
| B. Intermediate Service School | 52%        | 66.6%     |
| C. Senior Service School       | 52%        | 97.7%     |

54. If you attended SSS in residence identify the school.

|                                           | <u>SPD</u> | <u>WC</u> |
|-------------------------------------------|------------|-----------|
| A. Air War College                        | 38.5%      | 45.5%     |
| B. National War College                   | 23.1%      | 20.5%     |
| C. Industrial College of the Armed Forces | 23.1%      | 11.4%     |
| D. Other service war college              | 7.7%       | 15.9%     |
| E. Foreign war college                    | 7.7%       | 6.8%      |

55. Have you attended the Program Managers Course at the Defense Systems Management College?

|        | <u>SPD</u> | <u>WC</u> |
|--------|------------|-----------|
| A. Yes | 48%        | 0         |
| B. No  | 52%        | 100%      |

56. Do you have Matrixed personnel assigned to your organization?

|        | <u>SPD</u> | <u>WC</u> |
|--------|------------|-----------|
| A. Yes | 100%       | 14.3%     |
| B. No  | 0          | 85.7%     |

### SECTION III

Please use the space below to provide narrative responses to the following question.

57. As a Wing Commander or System Program Director please describe the most demanding aspect of your job?

#### WING COMMANDER'S RESPONSES:

- \*Doing more with less
- \*Prioritizing competing requirements
- \*Maintaining high readiness posture with declining aircraft parts and ever reducing flying hours
- \*Leadership
- \*Accomplishing things as fast as they should be accomplished.
- \*Accomplishing without interfering and burdening
- \*Leadership/motivation
- \*Taking care of my people despite my limited ability to influence the assignment system
- \*Doing the things I want to do within my Wing given today's tight funding environment
- \*Getting all parts of the base to work together as a team
- \*Being a visible, accessible, approachable commander juggling constantly changing priorities working personnel issues and solving the pilot retention problem and trying to make time to jog.
- \*Doing all required in time available and making time to thoughtfully plan direction of Wing.
- \*Getting 4,000+ people marching together toward the common goal
- \*Time management
- \*Prioritizing your time and effort to take care of these things:
  - Taking care of your people
  - Accomplishing the mission (flying)
  - Interacting with higher HQ, civilian community, other services
  - Paperwork
- \*Leadership, motivation of people.
- Also dealing with legal aspects of Wives Club (OWC, EWC) and dealing with the wives in general
- \*The seemingly "little" problems of people, and the trouble they get into tend to keep me from having sufficient time to lead, and look ahead. Despite all the progress we've made, the administrative burden is just that--a burden
- \*Keeping the direction going towards mission completion
- \*Establishing and keeping a drumbeat/rhythm
- \*Maintaining consistent focus on organizational objectives throughout the organization

- \*Motivating the people to accomplish the assigned missions (Masked)--Stated another way--leadership.
- \*Stretching resources to satisfy requirements
- \*Working people problems/issues
- \*Knowing which discipline to focus on at a given time
  - Getting feedback to determine who needs the most help from me today.
- \*Keeping many factors, some of which are in direct conflict with each other, in balance so that we are always focused on accomplishment of the units mission
- \*Keeping the aircraft OR i.e. maintenance
- \*Span of control and integrating diverse mission elements toward common goals
- \*Span of control
- \*Keeping current operations on track while staying ahead of future needs. Six months to one year ahead planning is quite difficult primarily due to uncertainties in budgeting, funding and HHQ plans
- \*Ensuring instructions are transmitted to lowest practical level within the organization
- \*The constant pressure of being in the "fish bowl"
  - socializing with downtown and visiting DVs
  - maintaining contact with all groups within the Wing
  - presenting the right image for the Wing, both as a role model for others rendering and building credibility for the unit (the reputation of the unit is often driven by the reputation of its leaders)
- \*Taking care of people
- \*Getting out from behind my desk (and paperwork) so I can spend time with the troops. That's the hard part and the best part.
- \*There is no one demanding aspect. Keeping on top of everything while planning ahead presents the biggest challenge.
- \*Management of limited resources to insure proper training to realize mission readiness. Consequently, leadership and motivation is required in order for everyone to do their part
- \*Providing safe, first class, reliable airlift
- \*The people aspect because each is a different entity and requires individual attention. Also most rewarding--No pain, no gain
- \*With two Wings on the base maintaining equity; MAJCOM level support from host command most difficult to secure
- \*Time demanding social activities
  - "So much to do--so little time"
- \*Paperwork
- \*Constantly trying to improve the Wing's performance for the ORI while trying to conduct day-to-day flying with aircraft no one has adequately tested in this environment
- \*Uncertainty of future personnel programs or funding

levels determined by Air Staff or more specifically Congress

- \*Maintain credibility as fighter pilot
- \*Time management
- \*Improving quality of life for people with limited funds
- \*Leading, motivating--keeping numerous areas moving and all in the right direction
  - very broad gauged organization
- \*Managing my time in order to have the knowledge of the details of the organization to track performance and make appropriate adjustments
  - Allow enough time to investigate the personal side of the business--people problems I can influence

#### SYSTEM PROGRAM DIRECTOR'S RESPONSES:

- \*Contractual matters
- \*Keeping users satisfied
- \*Defining program objectives, schedule and cost
- \*Attempting to maintain morale when the program is dead in the water because the East Coast can't decide what to do; can't deliver the resources required; or can't agree among themselves as to what they want us to do
  - \*Balancing the priorities of extremely demanding research and development with a limited and somewhat inexperienced work force.
    - There is always more that Washington wants than is possible to accomplish
- \*Managing time
- \*Trying to develop a system which meets user requirements, on schedule, and within budget, while requirements change and funding fluctuates
- \*Coping with the tremendous level of inexperience in acquisition. AFSC has few middle managers and a lot of inexperienced Lts and junior Capts
- \*Achieving the Program Management Directive/AFSC Form 56 within the resources assigned
- \*Keeping the program office and contractors focused on the mission objective
  - Responding to continuous harassment from oversight people eg, GAO, AFSA, AFIG, Command IG, Congress and Air Staff strap hangers
- \*Getting the many agencies with execution roles in the programs to actively support the program objectives
- \*Leadership. Achieving the best performance out of your people and making sure they clearly understand what the goals of the organization are.
  - \*Constantly defending and supporting budget requirements
  - \*Reporting and briefings to higher authority
  - \*Managing elements of poor contractor performance
  - \*Being available to participate at several commitments as possible

\*Balancing user, logistic, and program requirements within fiscal constraints

\*Time management

\*Keeping informed of the funding issues and decisions on my 29+ contracts in 5 major programs

\*Has varied with each SPO I've run:

-Once was: Sustaining progress amid crossfire of opposing leaders in OSD, Air Staff, TAC, AFSC

-Another is: recovering broken schedule and achieving sound Milestone III while mending soured relations with users

\*Balancing, keeping the FSD/Production program on track while funding and requirements continue to fluctuate

-Doing the above and trying to maintain a stable, experienced program office to accomplish the program

\*Maintaining drive, morale, initiative in the face of delayed, defective products from contractors

\*Formulating a "dream", motivating resources to accomplish

-Operating in an environment where reward is absence of punishment

\*Keeping people motivated to do their jobs in spite of our chaotic budget and funding systems, which almost always extend and increase the cost of our programs

\*Meeting users needs

\*Coordination with the various parties of the joint program who all think they are running the show

\*Blending all the required disciplines together and getting the right expertise in the right place at the right time to keep the program moving ahead smoothly and smartly

\*Motivating the organization to take risk

-to get beyond the book and regulations and do the smart thing

\*Integrating the requirements of separate services and nations into a single overall program in the absence of any firm guidelines on how to conduct a multi-service, international system development coupled with a serious lack of fully trained personnel

\*Determining level of detail needed to provide program oversight in basket SPO (over 40 acquisition programs)

\*Matrix management

58. Any additional comment you may wish to make regarding this survey may be entered below.

WING COMMANDER'S RESPONSES:

- \*Nope
- \*Provide the proper size envelope
- \*The most "enlightening" aspect of the job is working with DOD civilian hiring and firing policy holders!
- \*Normally the tough flying Wing Commander positions test leadership, judgement, stamina, mettle, poise, patience, selflessness and humor of future leadership in the Air Force. I'm sure tough System Program leaders are tested equally (just differently).
- \*Good luck. No matter how tough its still the best job in the AF
- \*Questions on amount of control I have were tough to answer. Really depends on what level and what situation i.e. I have no input on selections of senior leaders (DO, LG, etc), a majority who are squadron/CC's, very little on anything below that level.
- \*No
- \*People problems are most stressing part of the business. Ensuring discipline is delivered promptly but fairly
- \*We must have better long term plans and less near sighted starts and stops
- \*No
- \*I don't think comparing System Program Directors to a Wing Commander makes sense. 0029 will/should never be an equivalent to Wing CC. They are not even in the same ballpark. Command is uniquely different from staff (especially operational command). I've served in both.
- \*None

SYSTEM PROGRAM DIRECTOR'S RESPONSES:

- \*This was a bad day to fill out your survey. I had two four star generals beat up on my programs. My one-star wants action now! Give me a couple of days for the emotional level to subside and I might answer your survey differently.
- \*Would like to see results
- \*Couldn't answer item 44 on answer sheet
- \*A bit too superficial--questions do not penetrate the issues
- \*Good luck
- \*The entire acquisition process is flawed beyond reasonable description with responsibility piled on the 0029 with the real authority 2 to 4 levels above. The difficulty is that levels between responsibility and authority often disagree and provide conflicting information, guidance and di-

agree and provide conflicting information, guidance and direction if any of these are provided at all

- \*Question 44 omits the answer possibility "zero"

- \*If I'm a "Wing Commander equivalent" when can I start kicking some of the hand-wringers and second-guessers and micro-managing outside staffers off my airpatch?

- \*Any bets on 0029 promotion odds to Brigadier?

- \*Please send results to address list

- \*Think it would have been useful to have data on levels of assignment of respondents, e.g. Wing, NAF, MAJCOM, HQ. AF, etc

- \*Question 31 should look at weekly hours; per day could be for 4-7 days a week

SAC, TAC, and MAC respondents are finished; please put the survey and the answer sheet in the return envelope and mail it back to me. AFSC respondents please go to the next page.

THANK YOU

SECTION IV  
(FOR AFSC USE ONLY)

Enter your responses to question 58 on the far right hand column of the AU Form 4 using answer blocks 153-159.

58. In evaluating positions for award of AFSC 0029, HQ. AFSC identified seven areas to factor for evaluation. The seven areas are listed below along with their descriptive component elements. On a scale of one to ten, please identify the weight you consider appropriate in each of the seven areas in determining program importance.

| <u>AREA/ELEMENT</u>             | <u>WEIGHT</u>  |   |   |   |   |   |   |   |   |    |
|---------------------------------|----------------|---|---|---|---|---|---|---|---|----|
| (Answer sheet)                  | A              | B | C | D | E | F | G | H | I | J  |
| (Weight)                        | 1              | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| (153)-Program Scope             | /              | / | / | / | / | / | / | / | / | /  |
| --Number of Programs            | Mean Avg. 8.0  |   |   |   |   |   |   |   |   |    |
| --Many years                    |                |   |   |   |   |   |   |   |   |    |
| --Dollar investments            |                |   |   |   |   |   |   |   |   |    |
| (154)-Schedule                  | 1              |   | 3 |   | 7 | 5 | 6 | 2 | 1 |    |
| --Phase of program              | Mean Avg. 5.68 |   |   |   |   |   |   |   |   |    |
| --Current year major milestones |                |   |   |   |   |   |   |   |   |    |
| (155)-R & D cost to complete    | /              | / | / | / | / | / | / | / | / | /  |
| --percentage to complete        | Mean Avg. 6.04 |   |   |   |   |   |   |   |   |    |
| --dollars to complete           |                |   |   |   |   |   |   |   |   |    |
| (156)-Production to complete    | 1              |   | 1 | 2 | 2 | 9 | 4 | 4 | 2 |    |
| --percentage to complete        | Mean Avg. 6.12 |   |   |   |   |   |   |   |   |    |
| --dollars to complete           |                |   |   |   |   |   |   |   |   |    |
| (157)-User Involvement          | /              | / | / | / | / | / | / | / | / | /  |
| --Number of users               | Mean Avg. 7.76 |   |   |   |   |   |   |   |   |    |
| --User POM priority             |                |   |   |   |   |   |   |   |   |    |
| --User special interest         |                |   |   |   |   |   |   |   |   |    |

|                          |                |   |   |   |   |   |   |   |    |   |
|--------------------------|----------------|---|---|---|---|---|---|---|----|---|
|                          |                |   |   |   | 1 |   | 3 | 4 | 12 | 5 |
| (158)-Complexity Factors | /              | / | / | / | / | / | / | / | /  | / |
| --Advanced technology    | Mean Avg. 8.64 |   |   |   |   |   |   |   |    |   |
| --Political interest     |                |   |   |   |   |   |   |   |    |   |
| --International program  |                |   |   |   |   |   |   |   |    |   |
| --Joint program          |                |   |   |   |   |   |   |   |    |   |
| --Major issues pending   |                |   |   |   |   |   |   |   |    |   |

|                       |                |   |   |   |   |   |   |   |   |   |   |
|-----------------------|----------------|---|---|---|---|---|---|---|---|---|---|
|                       |                |   |   |   | 1 | 4 | 6 | 4 | 3 | 3 | 4 |
| (159)-Oversight Level | /              | / | / | / | / | / | / | / | / | / | / |
| --SAR                 | Mean Avg. 7.16 |   |   |   |   |   |   |   |   |   |   |
| --SAFPAR              |                |   |   |   |   |   |   |   |   |   |   |
| --Executive Program   |                |   |   |   |   |   |   |   |   |   |   |

59. There may be other areas important in the evaluation process which were not considered. Please use the space provided to identify additional areas which you consider important.

#### SYSTEM PROGRAM DIRECTOR'S RESPONSES:

- \*Relationship to other programs, number of users/operators
- \*Degree of active user participation in the execution of program
- \*Milestone 0 to 1, the most important phase
- \*Intensely personal--AFSC/CC and Product Division Commanders may re-group programs to fit organization to the people available in the 0029 "pool"--beware of curve fitting either men or programs to some statistically derived ideal--at this level this can't be/must not be a statistical process!!
- \*Importance of System WRT force structure, war fighting plans, etc
- \*Acquisition strategy. Does the contractor have total System Performance Responsibility(TSPR) or does the SPO have a share of that responsibility?
- \*How much GFE and the complexity and maturity of that GFE
- \*Complexity of contractual relationships, e.g. Leader/Follower, multiple associate contractors

60. Please describe what you consider to be the major risk factor to the success of an acquisition program.?

SYSTEM PROGRAM DIRECTOR'S RESPONSES:

\*Lack of dedication to mission. Example: building a "perfect" contract--I don't need a perfect contract to perform my mission. I do need a contract. Bureaucracy is too busy building perfect contracts that I cannot build perfect hardware--that's my mission!

-Also lack of support

\*Lack of strong user support

\*Inconsistency of East Coast (Congress, White House/OSD, OMB, AF). Programs in constant turmoil (1) wastes resources (2) provides no increased combat capability. Under the guise of "executive review" we get "churning" not progress--effort expended for no gain.

\*Many programs are built by the SPD team before the top level system trades are completed and the total program is thoroughly understood. When this situation occurs incomplete cost estimates and schedules are developed. Cost and schedule are biggest risk.

\*Stability is most important--both technical and funds

\*Changing requirements

\*Lack of mature technology

\*Attitude and commitment to success by prime contractor. Interest and desire to meet the full intent of the user's requirements.

\*A great contractor can carry a weak SPD. A great SPD cannot carry a weak or unwilling contractor.

\*Concurrency

\*Lack of decisions, or lack of stable decisions

\*Establishing over-optimistic cost/schedule/performance goals

\*Capability of the contractor

\*Stability of funding

\*Program support of user and OSD/Airstaff in terms of stability

\*Choosing the right contractor

\*Inability to predict funding levels, year-to-year, and even within current year

\*There is no one such factor--it's like trying to guess which wolf in the pack will drag you down first. The crushing weight of ever-growing bureaucracy, the growing number of outside inquiries/inspections/reviews, and the lack of competent middle-management are my three greatest continuing problems

\*Budget (Congressional funding)

\*User support

\*Incompetent and/or stubborn contractor

\*Funding instability

- \*Contractor performance
- \*Requirements definition and stability
- \*The forming and cohesion of a good governments team that can then form a good working relationship with an industrial team
- \*Risk that the contractor and government team do not have a mutual understanding of requirements
- \*Funding instability (External factor). Lack of qualified personnel (Internal factor)
- In acquisition it is important to distinguish between external and internal factors
- \*Funding uncertainties

61. Any additional comments you may wish to include pertaining to the identification and assignment of AFSC 0029.

#### SYSTEM PROGRAM DIRECTOR'S RESPONSES:

\*Where are the unconventional, free-thinkers. We are getting stale because we are becoming risk-adverse. We don't need a lot of them but the system needs a few who "march to a different drummer" to challenge the norm. No "truth" should stand unchallenged in R & D.

\*Management of many programs in a basket SPO is complex. In some cases more complex than one large program.

\*Development of the 0029 is the best management initiative developed in a long time

\*A long way from 0029 becoming Wing Commander equivalent, but it's a start and a very worthwhile goal.

\*Success of 0029 initiative is vital to the successful execution of future AF programs

\*It's a delicate balance of management experience, management education, operations experience, and leadership style. No officer can get all this in one career or lifetime--so it's a judgement call

\*I'm having real trouble knowing how I can plan for rotation, progression and career growth of my key position people when the AML and SAML lists are not open for my review.

\*The 0029 initiative is a good move, but it will take time to make it work.

\*I can't help wondering what the following groups think about the 0029 "Wing Commander equivalent":

- real Wing Commanders, who have already seen Data Automaters become "Wing Commanders" in their own MAJCOMs
- the current CSAF
- the guys who didn't make the 0029 list and wonder

why

\*Even if no-one really believes a 0029 is the equivalent of a flying Wing Commander, the special identification has already produced changes. Program Directors are now worried about the AFSC system problems rather than just their own program problems. This broadened view is bound to be beneficial in the long run

\*As a 0029 I am naturally biased, but I believe that a Program Director sees a much greater variety of problems than a Wing Commander. Years of experience in operations is a good foundation for becoming a Wing Commander and the experience is directly applicable. Not so in Program Management. PMs need a broad array of experience and knowledge and most importantly, the ability to make just common sense decisions in very complex technical areas.

\*While recognizing that operational wings are not all alike, they do share many characteristics. Acquisition programs on the other hand may be totally different. Therefore, assignment of 0029's should recognize this and allow for a more orderly "change of command" and allow for overlap when the program situation warrants it

Please put the survey and the AU form 4 in the return envelope and mail it back to me.

THANK YOU