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WORKFORCE PERCEPTIONS OF REQUISITE ACQUISITION PROGRAM MANAGER COMPETENCIES AND ROLES WITHIN THE AIR FORCE INSTALLATION CONTRACTING CENTER

June 2021

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AIR FORCE INSTALLATION CONTRACTING CENTER**

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ABSTRACT

Program management has historically centered around weapon systems acquisitions; however, this is changing as the Air Force Installation Contracting Center (AFICC) integrates Acquisition Program Managers (APMs) into its operational acquisition offices. Over 90% of AFICC's FY2020 spending was on service acquisitions, and APMs are the key to ensuring that these acquisitions align to AFICC's strategic goals related to operational acquisition.

In order to assess current workforce perceptions related to the role and responsibilities of APMs, an informal survey was conducted. Survey responses were analyzed to identify common themes and gaps among the perceptions of leaders and APMs. This analysis highlights opportunities to improve the mutual understanding of the role and responsibilities of APMs, which will help AFICC better achieve its strategic goals.

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LIST OF ACRONYMS AND ABBREVIATIONS

ACAT	acquisition category
AFFARS	Air Force Federal Acquisition Regulation Supplement
AFI	Air Force Instruction
AFICC	Air Force Installation Contracting Center
APM	acquisition program manager
CM	category management
CO	contracting officer
COR	contracting officer's representative
DOD	Department of Defense
DODI	Department of Defense Instruction
DFARS	Department of Defense Federal Acquisition Regulation Supplement
ESS	Enterprise Sourcing Squadron
ESF	Enterprise Sourcing Flight
FAR	Federal Acquisition Regulation
FSM	functional services manager
FY	fiscal year (1 October – 30 September)
GAO	Government Accountability Office
HQ	headquarters
KSA	knowledge, skills, and abilities
MAJCOM	major command
MDAP	major defense acquisition program
NDS	National Defense Strategy
OPM	Office of Personnel Management
PM	program manager
PMBOK	Project Management Body of Knowledge
PMI	Program Management Institute
S-CAT	services acquisition category

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From Brandy

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I. INTRODUCTION

The 2018 National Defense Strategy (NDS) directs the Department of Defense (DOD) to “leverage the scale of [its] operations to drive greater efficiency in procurement of materiel and services while pursuing opportunities to consolidate and streamline contracts in areas such as logistics, information technology, and support services” (Department of Defense, 2018, p. 10). In response, the Air Force transitioned operational contracting to operational acquisition. Part of this transition was the addition of program managers (PMs) to the operational acquisition environment. Historically, PMs were not assigned to contracting offices. In the operational environment, most program management functions were performed by contracting officers (COs) and contract specialists. Incorporating this new role into the operational acquisition environment requires a cultural change. The Air Force has grappled with the best way to manage this cultural change while maintaining acquisition “at the speed of relevance” as required by the 2018 NDS (DOD, p. 10). This paper aims to address how AFICC could increase the effectiveness of acquisition program managers (APMs) to achieve the NDS objective of “delivering performance with affordability and speed as we change Departmental mindset, culture, and management systems” (DOD, 2018, p. 4).

This chapter aims to provide the reader with the background, purpose, limitations, methodology, and structure of this study.

A. BACKGROUND

This section provides context to the operational acquisition terminology and what that means within AFICC.

1. Operational Acquisition Defined

The landscape of Air Force contracting is changing to better meet long-term objectives. In support of this strategic change, the department’s organizational structure has changed dramatically since it launched enterprise sourcing in 2007. Operational contracting offices have since consolidated under the Air Force Installation Contracting

Center (AFICC). With the addition of APMs, these offices have taken another step toward an operational acquisition framework. It is vital to understand the distinction between operational contracting and operational acquisition. To facilitate this understanding, definitions from the Federal Acquisition Regulation (FAR) and its supplements are provided below.

Operational means those contracting actions taken to meet the needs of installation commanders, DRUs, deployed commanders, and resident, tenant, and supported units. Operational contracting may be accomplished by contracting squadrons, operational contracting offices, contracting divisions, or another organization entity designed to meet local needs. (AFFARS 5302.1, 2021)

Contracting means purchasing, renting, leasing, or otherwise obtaining supplies or services from nonfederal sources. Contracting includes description (but not determination) of supplies and services required, selection and solicitation of sources, preparation and award of contracts, and all phases of contract administration. It does not include making grants or cooperative agreements. (FAR 2.1, 2021)

Acquisition means the acquiring by contract with appropriated funds of supplies or services (including construction) by and for the use of the Federal Government through purchase or lease, whether the supplies or services are already in existence or must be created, developed, demonstrated, and evaluated. Acquisition begins at the point when agency needs are established and includes the description of requirements to satisfy agency needs, solicitation and selection of sources, award of contracts, contract financing, contract performance, contract administration, *and those technical and management functions directly related to the process of fulfilling agency needs by contract* [emphasis added]. (FAR 2.1, 2021)

In consideration of the above definitions, the researchers define operational acquisition as “acquiring supplies or services through the use of contracts and program management in support of installation commanders as well as the functional expertise needed to satisfy agency needs from requirements definition through contract administration and oversight to fulfill agency needs via successful delivery of the contracted requirements on time and budget.”

In short, operational acquisition is a collaboration between functional experts to develop and oversee contracts supporting an installation commander's mission. AFICC has deliberately moved from a contracting-centric organization to an acquisition-centric model.

2. AFICC and Operational Acquisition Management

AFICC provides operational acquisition solutions to installations across the Air Force. In FY2020, AFICC spent \$11.4 billion on service contracts ranging from advisory and assistance services to aircraft maintenance to complex environmental remediation services (G. Reed, email to author, April 26, 2021). Although this is 90% of AFICC's FY2020 spend, the management of these contracts is distinctly different from that of major weapon systems (G. Reed, email to author, April 26, 2021).

Major systems refers to those in which the cost of "research, development, test, and evaluation for the system are estimated to be more than \$185 million" (FAR 2.1, 2021). The U.S. Code further delineates a major defense acquisition program (MDAP) as estimated "to require an eventual total expenditure for research, development, test, and evaluation of more than \$300,000,000 ... or an eventual total expenditure for procurement ... of more than \$1,800,000,000" (Major Defense Acquisition Program Defined, 2011). Based on this definition, AFICC's \$11.4 billion in service contracts is equivalent in value to nearly 10 MDAPs. The comparison of service contract value to that of MDAPs is valid because it emphasizes the contrast in management methods within each domain. For example, all MDAPs are ACAT I programs that utilize earned value management to "[integrate] a program's work scope, schedule, and cost parameters for optimum program planning and control" (DOD, 2019, p. 4). However, operational acquisitions are neither classified as major systems nor major defense acquisitions, regardless of the contract value. Instead, operational acquisitions fall into service categories (or S-CATs) that designate review and approval levels. Unlike ACATs, however, they do not utilize earned value management methods. Similar to a major defense acquisition program, an S-CAT I is defined as "acquisitions of services with an estimated total value of \$1 billion or more, or with an estimated total value in any one year of more than \$300 million" (DOD, 2020, p. 15). Based on the FY2020 spend, AFICC procured the equivalent of 11 S-CAT I programs.

To centralize and standardize the management of operational acquisitions, AFICC began to implement category management in 2014 (Cooke & Laurent, 2019). As part of CM implementation, a reorganization shifted Specialized Contracting Squadrons and Flights to Enterprise Sourcing Squadrons (ESSs) and Flights (ESFs). APMs were added to the ESSs and ESFs to provide programmatic support for operational acquisition. AFICC lacked policy, guidance, and business practices to successfully integrate APMs into the agency, and APMs lacked training and tools to equip them for success in an operational acquisition environment.

B. PURPOSE

This qualitative study explores workforce and leadership perceptions of requisite APM competencies and roles within the AFICC. Analysis shows how APMs are utilized within AFICC to support the goals of operational acquisition. The researchers identified gaps between leadership perceptions and workforce implementation. This analysis supports the recommendations for ways to improve the effectiveness of APMs within AFICC.

C. SCOPE AND LIMITATIONS

The scope of this study is limited to AFICC; however, three survey responses were received from personnel outside of AFICC. The responses were open-ended and reflected similar perceptions to responses received from AFICC personnel; therefore, they were included for this study. Since the organizational goals of AFICC differ from that of other organizations, the results and recommendations of this study are not intended to be generalized beyond AFICC. Understanding that perceptions change over time, the scope is further limited to the workforce's perceptions in March and April 2021.

D. RESEARCH QUESTIONS

This study seeks answers to the following questions:

1. How are traditional PM competencies utilized in the operational acquisition environment?

2. What role do APMs serve within AFICC contracting organizations?

E. METHODOLOGY

This study began with a literature review of academic articles, books, publications from the Project Management Institute (PMI), government reports and policy, and other vital resources. Analysis of the literature review revealed a list of competencies that PMs are expected to employ. With the assumption that APMs are acquisition-coded PMs, the researchers concluded that the same competencies would apply equally to PMs and APMs. Based on this assumption, the researchers utilized the identified competencies to develop a survey to determine how APMs utilize the PM competencies to execute their role and responsibilities within AFICC. The survey questions were reviewed by the Naval Postgraduate School Institutional Review Board, which determined that the study did not meet the federal definition of “research” and, therefore, did not require formal review and approval. Subsequently, the survey was reviewed and approved for release by the AFICC deputy director. Ultimately, the survey was sent to AFICC APMs, ESS/ESF leadership, and AFICC headquarters (HQ) leadership. Once responses were received, a qualitative analysis was performed to identify commonalities and discrepancies between how APMs are expected by leadership to demonstrate the identified competencies and how APMs employ the competencies in practice. This analysis informed the recommendations of this study.

F. RESEARCH STRUCTURE

Chapter II of this study provides an overview of the literature related to the PM role and responsibilities, competencies, and how those apply to operational acquisition within AFICC. Chapter III provides greater detail on the goals, research questions, and methodology of this study. Chapter IV contains a review of the survey responses received, which provide the basis for the analysis and recommendations purported by this study. Finally, the conclusions and recommendations are substantiated in Chapter V.

G. SUMMARY

This chapter outlined the background, purpose, scope and limitations, methodology, and structure of this study. The advent of AFICC transitioning from an operational contracting organization to an organization that focuses on operational acquisition has presented unique challenges. Specifically, the inclusion of APMs into AFICC has brought unique change management concerns. Through a qualitative survey, the researchers discovered that leadership and APMs have very different perceptions about program management at AFICC.

II. LITERATURE REVIEW

This literature review analyzes existing literature in the areas of (a) the AFICC organizational mission and structure, (b) the roles and responsibilities of Air Force PMs, and (c) the competencies required to carry out these roles and responsibilities. The primary focus is to understand program management concepts and determine whether the current research, policies, and Air Force Program Management body of knowledge can be applied to APMs within AFICC. Program management has historically centered around weapon systems acquisitions; however, this is changing. As the AFICC mission grows more complex, the organization has implemented category management to support operational acquisition.

A. AFICC ORGANIZATIONAL MISSION, STRUCTURE, AND WORKFORCE SUMMARY

To provide context to this research, the reader must understand the organizational structure of AFICC and its mission, values, and vision. AFICC executes the Air Force mission by providing installation and mission support acquisitions. AFICC includes ESSs that meet unique needs and requirements and provide enterprise solutions.

1. Organizational Structure

AFICC falls under the Air Force Material Command as well as the Air Force Installation Mission Support Center (AFIMSC) and is led by a brigadier general (director) and a Senior Executive Service (SES) member (executive director). There are nine ESSs and ESFs. Three of the ESS organizations are considered Direct Reporting Units, and they fall under the leadership of the executive director. The remaining six ESS and ESF organizations report to an operating location director who reports to the AFICC Director. The lead PM for AFICC reports to the executive director. However, all other APMs within AFICC report directly to the ESS or ESF director to whom they are assigned.

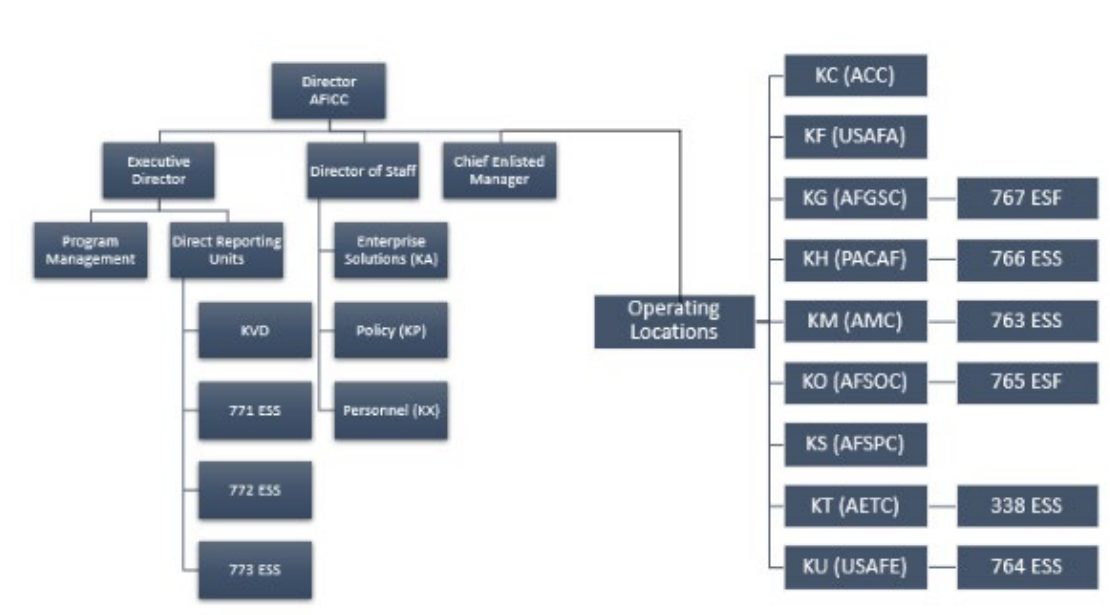


Figure 1. AFICC Organizational Chart

2. Workforce Summary

AFICC employs a robust workforce of business leaders such as COs, contract specialists, APMs, and business analysts. “AFICC has over 750 personnel, performing above-wing contracting across the Air Force enterprise and supporting over 3,000 contracting professionals executing Air Force missions worldwide” (Air Force Installation and Mission Support Center [AFIMSC], 2021).

3. Mission and Vision Statements

Understanding the mission and vision of AFICC provides context to better understand the organizational goals, expectations, and structure. AFICC’s mission statement is to “Fly, Fight & Win—Through agile, innovative & mission-focused business solutions” (Air Force Installations Contracting Center [AFICC], n.d.). Its vision statement is “Global Change Agents—Embracing Collaboration, Innovation, Trust, Empowerment & Risk” (AFICC, n.d.).

4. Mission Areas

Every year, AFICC updates its Flight Plan to target specific mission areas that support the overall organizational mission. AFICC's Flight Plan for 2021 outlines four mission areas: mission execution, enterprise solutions, expeditionary operations, and mission-focused business leadership. It should be noted that the Flight Plan is written to the overall mission of the organization and is not specific on which functional area (contracting or program management) is responsible for each element.

B. ROLES AND RESPONSIBILITIES OF PROGRAM MANAGERS

The DOD and the Air Force have several directives and instructions that define roles and responsibilities and guide successful acquisitions. Air Force Instruction (AFI) 63–138, *Acquisition of Services*, is the primary source of roles and responsibilities for the “program manager or functional services manager” (Secretary of the Air Force [SECAF], 2019, p. 14). AFI 63–101/20-101, *Integrated Life Cycle Management*, also applies to services acquisition and better defines the roles and responsibilities of PMs as they relate to life cycle management (Secretary of the Air Force [SECAF], 2020). Like certified PMs, functional services managers (FSMs) are not acquisition-coded professionals. FSMs possess the same role and responsibilities as a certified PM in the weapon system environment. The AFI directs PMs to execute management and oversight of contracted services; lead the multi-functional team; identify mission-essential services; stay abreast of mission changes; surveil the contractor; act as the COR, when appropriate; review progress reports; approve quality assurance surveillance plans; and complete contractor performance assessment reports (SECAF, 2019).

The DOD's newest acquisition instruction, DOD Instruction (DODI) 5000.74, *Defense Acquisition of Services*, does not discuss program management at all (DOD, 2020). Instead, it discusses the responsibilities of the FSMs, further supporting the conclusion that FSMs fulfill the program management role for service acquisitions. Specifically, the directive charges FSMs to manage “security, cost, schedule, and performance of a specific service project” (DOD, 2020, p. 13). The FSM manages these metrics at the project (or contract) level.

Notably, the FAR and its supplements do not adequately define program management responsibilities in service contracting. There is no discussion of PM responsibilities in FAR Part 37, Service Contracting. However, DFARS 237.5, Management and Oversight of Service Contracts (2021), briefly mentions that PMs should ensure that service contracts are not administered as personal-service contracts. Finally, the AFFARS does not address program management for services contracts.

All of the literature reviewed makes it clear that PMs and FSMs are responsible for managing cost, schedule, performance, and security of acquisitions; however, none of the literature specifically discusses APMs or how these functions apply to an operational acquisition or strategic sourcing environment. It is reasonable to conclude that APMs would fulfill some of the same functions since program management is an essential part of their role.

C. PROGRAM MANAGEMENT COMPETENCY THEORY

With an understanding of the instructions and directives, the next question is what competencies are required for PMs to perform their responsibilities successfully. Wood (2010) provides a synopsis of modern competency theory development, ultimately concluding with David McClelland's assertion that competence has the most significant influence on job performance. In this context, competence comprises work-related knowledge, skills, behaviors, and abilities (Wood, 2010). Using this framework, Wood validates PMI's competency model but acknowledges the opportunity to identify competencies further.

Using this as a basis to inform his study, Wood (2010) seeks to identify critical competencies that drive program performance. Interestingly, Wood approaches the study from an industry perspective. Utilizing an online survey, industry representatives assessed the importance of 35 competencies and their perception of how well DOD PMs meet each competency (Wood, 2010). Wood's analysis shows that the ACAT level did not influence the competency importance rankings or the perceived performance of DOD PMs. However, survey participant experience (time on the job) did influence the rankings of two competencies, communication style and decision-making ability (Wood, 2010). The

frequency of contact with their DOD counterparts influenced the rating of two competencies, “team-building” and “ability to develop a program plan” (Wood, 2010). Wood’s findings indicate that technical skills are most important to program success. Though the literature did not mention S-CAT levels, it can be assumed that the same trends would apply because the ACAT level did not influence the survey results. Though the literature did not mention S-CAT levels, similar trends might apply.

Contrary to Wood’s findings, Levin and Ward’s 2011 research is based on the premise that technical skills are less important than soft skills in program management. After examining case studies and surveying program management professionals, Levin and Ward developed a competency model that “consists of six performance competencies and eight personal competencies” (p. 19). Notably, Levin and Ward’s model includes performance criteria and provides evidence that demonstrates competency for a given criterion. While they provide a valuable framework for PM competencies, there is no basis for using these in an operational acquisition context.

Myrick (1993) and McVeigh (1994) each referenced the Defense Systems Management College (DSMC’s) 1989 study as a basis for identifying six core competencies that “distinguished outstanding DOD project managers from their contemporaries” (Myrick, 1993, p. 2). These six competencies are a sense of ownership, political awareness, relationship development, strategic influence, interpersonal assessment, and action orientation (McVeigh, 1994; Myrick, 1993).

Myrick’s (1994) research centered around a case study in which the author shadowed one award-winning PM. McVeigh’s (1993) research relied on surveys. Both researchers relied on the DSMC study to inform their analysis. McVeigh opined that the DSMC study conclusively identified the top six competencies but the results should be validated by a more extensive examination. The DSMC study was somewhat limited when one considers the overall size of the DOD acquisition corps. Conversely, Myrick concluded that the DSMC review was accurate since the thesis’ subject demonstrated all six competencies as a practicing PM. These studies indicate that the Air Force must ensure APM training and performance outcomes reinforce the DSMC’s six competencies.

In 2019, the Government Accountability Office (GAO) published a report assessing government compliance with the Program Management Improvement Accountability Act of 2016 (GAO, 2019). As cited in the report, the Office of Personnel Management (OPM) identified “general and technical” as the two competency categories that PMs should possess. “General competencies focus on interpersonal or general on-the-job skills such as teamwork and problem-solving. Technical competencies more narrowly focus on particular skills needed to run programs and projects, such as risk management and cost-benefit analysis” (GAO, 2019, p. 24). These competencies are not well-defined, and agencies must determine applicability and execution (GAO, 2019).

The DOD, via the Defense Acquisition University, lists a few “intangible” qualities required for successful program management (Cooley & Ruhm, 2014). The qualities include “integrity, leadership, and collaboration” (Cooley & Ruhm, 2014, p. 141). These are generic qualities that could be considered traits needed for success in any career field. Additionally, the Project Management Body of Knowledge (PMBOK) lists the following three competencies: technical project management, leadership, and strategic and business management (Program Management Institute, Inc. [PMI], 2018). Technical project management skills identified in the PMBOK include understanding the project, knowing the critical success factors for the project, schedule, selected financial reports, and issue logs, the ability to tailor tools, techniques, and methods, prioritization, and understanding cost, schedule, and performance (PMI, 2018).

D. CATEGORY MANAGEMENT

The ultimate goal of category management (CM) is to “deliver more mission capability per dollar spent” (Cooke & Laurent, 2019, para. 7). The Air Force, in order to facilitate this goal, focused on demand management, policy changes, strategic acquisitions, and process improvements (Cooke & Laurent, 2019). These efforts are led by category managers and supported by procurement personnel and data analysts who conduct “rigorous, wide-ranging market intelligence to make data-driven decisions to cut costs and improve capability and compliance” (Cooke & Laurent, 2019, para. 11).

Since the inception of category management, AFICC has taken great strides in its implementation. As part of its strategy to maximize its buying power through category management, AFICC established the Business Intelligence Competency Cell (BICC). “Essentially, the BICC is designed to provide the Air Force’s operational acquisition professionals with the proper research and data required to make smart, defensible, and cost-effective decisions when it comes to purchasing goods and services to enable the Air Force mission” (Ripple, 2017, para. 7). The BICC received “the 2015 SAF/AQ Acquisition Excellence Team Award for Continuous Process Improvement due largely to its development of business analytic tools such as the Air Force Business Intelligence Tool, or AFBIT” (Ripple, 2017, para. 2). These tools are vital to the success of category management.

E. PORTFOLIO MANAGEMENT

In 2007, GAO found that successful commercial companies like IBM and Motorola maintain their competitive edge by ruthlessly evaluating whether their products meet consumer needs and trimming those programs that are not delivering (GAO, 2007). The same report states, “although the military services fight together on the battlefield as a joint force, they identify needs and allocate resources separately, using fragmented decision-making processes that do not allow for an integrated, portfolio management approach like that used by successful commercial companies” (p. 2). The GAO’s report focused on weapon system acquisition; however, its observations are valid even for operational acquisitions within a single military branch. Air Force major commands (MAJCOMs) often pursue the same types of goods and services independently of each other. Furthermore, multiple installations within a single MAJCOM may acquire goods and services without consulting other installations. This model may generate the best value at the individual installation level; however, it does not harness the buying power of the entire Air Force.

The following excerpt from GAO (2007) summarizes the value of portfolio management:

Through portfolio management, all of a company's product investments are addressed collectively from an enterprise level, rather than as independent and unrelated initiatives. Potential product developments are identified and assessed through a systematic and disciplined screening process. Companies weigh the relative costs, benefits, and risks of each proposed product using established criteria and methods to select the best mix of products to develop. They select those products that have a sound business case to warrant further investment and those that help the company balance near- and future-term market opportunities, different product lines, and available resources against the demand for product investments. Once initial investment decisions are made, they are revisited at multiple stages throughout product development in a gated review and assessment process to ensure products are still of high value. If not, companies make tough decisions to defer or terminate investments and rebalance their product portfolios. Portfolio management is effective when enabled by strong governance with committed leadership, clearly aligned organizational roles and responsibilities, empowered portfolio managers who determine the best way to invest resources, and accountability at all levels of the organization. (p. 7)

In its 2015 study, MITRE Corporation recommends “to avoid the common DOD pitfalls of complexity and bureaucracy, portfolios should encompass a small group of related programs, such as those within a PEO's portfolio” and the “DOD may find it easier to begin with portfolios of programs that are easily divisible, such as IT systems, rather than with large programs developing new bombers, ships, or space systems. Over time, if successful, DOD could expand and scale these portfolios” (Modigliani, 2015, p. 5). Furthermore, Modigliani states that “a portfolio structure can foster innovation to deliver affordable solutions that achieve mission outcomes. DOD would construct programs and increments from federated inputs, priority requirements, mature technologies, and rigorous analysis focused on a mission area” (p. 6). Although Modigliani's recommendations are primarily focused on major systems acquisitions; its research addresses the utilization of broad agency announcements, small business innovation research, and small business technology transfer programs as viable ways to “provide these small companies with an environment to prototype and demonstrate a focused set of capabilities tightly aligned with an operational mission” (p. 14.). While research and development programs are not precisely aligned with operational acquisitions, there is a developing relationship with innovation-driven programs that further supports a portfolio approach to acquisitions.

While these concepts reflect how the DOD and AFICC conduct category management, operational acquisitions are not considered to be or managed as portfolios. It is common to combine similar acquisitions for economies of scale and better pricing outcomes, but these acquisitions are considered bundled or consolidated contracts, not portfolios. Bundled and consolidated contracts generally combine “two or more requirements for supplies or services, previously provided or performed under separate smaller contracts” (FAR 2.1, 2021). Shifting the discussion from the contract method to the portfolio management method would encourage assessing agency needs at a more strategic level.

Modigliani (2015) expands the discussion of the benefits of portfolio management by stating, “portfolio structures would enable robust, integrated, continual analysis to optimize cost, risk, performance, and mission impact. Portfolio AoAs [analysis of alternatives] would be robust, continual processes designed to optimize the performance and/or efficiency of a suite of programs over their life cycle” (p. 9). The long-term benefits of portfolio management—efficiency and innovation—are emphasized by Modigliani.

Ultimately, the literature suggests that introducing a portfolio management approach to the operational acquisition environment would maximize the benefits of category management and strategic sourcing. Furthermore, this approach could ensure that acquisition strategies meet the overall objectives of the NDS by maximizing efficiency.

F. PROJECTS, PROGRAMS, AND PORTFOLIOS: WHAT IS THE DIFFERENCE?

It is imperative to understand the differences in scope and measures of success to discern between projects, programs, and portfolios. Projects are single efforts that have a clear beginning and end (Joubert, 2020). The objective of a project is to produce “a unique product, service, or result” (Joubert, 2020). The success of a project “is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction” (PMI, 2013, p. 6). As the smallest component of acquisition activity, it is the easiest to understand.

Programs are comprised of multiple projects that must be “managed in a coordinated way to ensure that value is achieved” (Joubert, 2020, para. 8). PMI (2013) states that a program’s “success is measured by the degree to which the program satisfies the needs and benefits for which it was undertaken” (p. 6). Unfortunately, that lacks any concrete measure; but looking at what PMs are expected to manage helps clarify significant success factors. According to the PMI (2013), program components (projects) are monitored “to ensure the overall goals, schedules, budget, and benefits of the program will be met” (p. 6).

G. SUMMARY

The literature review revealed several necessary competencies that can be applied to PMs. Additionally, the literature indicates that category management should drive an organizational shift toward portfolio management.

The researchers noted that APM is a term developed by AFICC. It is not a term that exists in any literature or website reviewed during this research. Portfolio Program Manager, or PPMs, appears to be the term used most frequently in commercial organizations.

The Air Force guidance for acquiring services focuses on contracting officer representatives (CORs) and does not address the unique role an APM plays in the operational acquisition environment. Therefore, additional research is required to determine the roles and responsibilities of APMs within this context.

Based on the results of the literature review, the researchers took the six competencies, identified by Myrick and McVeigh, and developed research questions, goals, and methodology as outlined in Chapter III.

III. GOALS, RESEARCH QUESTIONS, AND METHODOLOGY

This chapter provides greater detail on the goals, research questions, and methodology behind this study.

A. QUALITATIVE RESEARCH METHODS

This study was conducted by two 1102 contracting professionals with a combined 31 years of experience. The research was performed through the lens of a CO and a chief of the contracting office (COCO). The research attempts to define and understand the role of APMs who have been recently integrated into AFICC operational acquisition organizations. In order to draw conclusions and make recommendations, triangulation was used to identify common themes among different sources. Sources for this study include survey respondents, DOD instructions, Air Force instructions, and other professional and academic publications as identified in the literature review.

B. GOALS

Research related to program management has been limited to defining which functions PMs serve and the competencies required to carry out those functions. This study generates a preliminary discussion on AFICC APM roles and competencies instead of providing a specific framework to incorporate within AFICC.

C. RESEARCH QUESTIONS

The following research questions are asked:

1. How are traditional PM competencies utilized in the operational acquisition environment?
2. What role do APMs serve within AFICC?

D. METHODOLOGY

An informal survey of APMs, ESS and ESF leadership, and AFICC leadership was conducted in seeking answers to these questions. The survey was sent to a total of 140

operational acquisition PMs, leaders, and key personnel, with 33 responses received, a response rate of 22.9%. Respondents remained anonymous unless they chose to provide their contact information.

The survey sought to identify potential disconnects between the functional specialists and leadership; therefore, the survey began with a role selection. The options provided were “APM,” “ESS/ESF Leader,” “AFICC HQ Leader,” or “Other.” Once the role was selected, the respondents were directed to the survey questions. Those who responded “APM,” “ESS/ESF Leader,” or “AFICC HQ Leader” were directed to the complete survey. Thirteen of the questions were open-ended to allow respondents to provide personal insight instead of choosing from pre-determined answers that may not align with their experiences. Those who responded “Other” were directed to four questions, three of which were open-ended. For all respondents, one question was limited to pre-determined choices to minimize the use of alternative terms and ensure results remained focused on the intent of this study.

The first question of the survey was designed to determine if and how APMs are utilized to implement the strategic goals of acquisition management through effective portfolio management. The next three questions helped determine if and how APMs are employed to monitor costs or schedules and if and how APMs support life cycle management across the organization’s portfolio. The next six questions tied the competencies identified in the literature review to the knowledge, skills, and abilities (KSAs) identified by AFICC HQ. These questions are intended to determine how APMs demonstrate these competencies and KSAs related to portfolio management. The next question sought to identify the unique challenges faced by APMs in installation contracting offices. The next question identified five key activities that support portfolio management and asked respondents which functional specialist is (or should be) responsible for each. The choices provided were “APM,” “COR,” “Both,” and “Other.” With the understanding that other functional specialists (e.g., contracting officers, resource managers, and others) play a role in these activities, these pre-defined choices were provided to focus the responses on the topic of this study. Respondents were asked to specify who should perform the activities for which they selected “Other.” The final question provided

respondents with the opportunity to provide any other feedback or information they deemed appropriate.

A list of all questions may be found in Appendix A. The results of the survey are discussed in greater detail in Chapter IV of this report.

E. SUMMARY

As outlined in this chapter, an informal survey was conducted to assess how leadership expects APMs to utilize traditional PM competencies and how APMs tactically utilized these competencies. Additionally, the survey sought the answer to the question of what role APMs serve within AFICC. The survey results are discussed in Chapter IV.

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IV. SURVEY RESULTS

This chapter discusses the informal survey results used to determine how APMs utilize PM competencies within AFICC. The first section details the number and type of responses received. The following section details trends within the survey responses. Finally, a qualitative analysis of the responses is performed, drawing comparisons and assessing commonalities and discrepancies.

A. RESPONDENTS

The survey was sent to 140 operational acquisition PMs, leadership, and key personnel. A total of 33 responses were received. The roles identified by the 25 respondents who answered the complete survey are broken out as follows:

- Six AFICC HQ Leaders
- Four ESS/ESF Leaders
- 15 AFICC APMs

Eight additional respondents selected “Other” as their role; therefore, they only answered four questions. The “others” were grouped with one of the other role categories for this study—these groupings are identified parenthetically below.

- Two APMs assigned to other organizations (grouped with AFICC APMs)
- Three OL Directors (grouped with ESS/ESF Leaders)
- One Air Force Installation and Mission Support Center (AFIMSC) HQ Leader (grouped with AFICC HQ Leaders)
- One ESS Flight Chief (grouped with ESS/ESF Leaders)
- One ESS Technical Director (grouped with ESS/ESF Leaders)

The following figure provides a visual representation of the number and self-identified roles of respondents.



Figure 2. Visual Breakout of Survey Respondents by Role

B. RESPONSES

Full-text responses may be found in Appendix B; however, this section groups the responses by role and assesses general trends in the responses to each set of questions.

1. Facilitating Effective Portfolio Management

As previously mentioned, the first question of the survey sought to determine how APMs are utilized to implement the strategic goals of CM through effective portfolio management. Of the six AFICC HQ Leaders, five responses reflect the expectation that APMs will lead the MFT/IPT. One AFICC HQ Leader indicated that APMs should lead the portfolio management efforts within their organizations. Responses from ESS/ESF leadership reflect a deeper divide in perceptions. Of the four ESS Leaders, two indicated that APMs are utilized to lead or assist acquisition teams in the pre-award phase. One response reflected a life cycle management focus through the use of local and other existing tools. The fourth response reflected a forward-looking approach where APMs are expected to identify alternative solutions and areas that can be improved through the process, demand, and cost savings. APM responses were widely varied; however, most respondents indicated that they support portfolio management. The support functions range from a data-driven analysis of the portfolio to facilitating MFT activities to standardizing squadron processes. It is important to note that two respondents indicated that they do not perform portfolio management; instead, they work specific projects in the pre-award phase.

2. Life Cycle Management and Monitoring Costs and Schedules

The next three questions of the survey helped determine if and how APMs are employed or expected to monitor costs or schedules and whether and how APMs support life cycle management across the organization's portfolio. Due to the open-ended nature of these questions, the specifics of the responses varied widely; however, the overarching themes are identified in this section. AFICC HQ Leaders indicated that costs should be monitored to maximize value to the mission partners. Cost data should be used to estimate future workload. Additionally, AFICC HQ Leaders expect APMs to monitor schedules across the portfolio throughout the contract's life to facilitate adequate acquisition planning for future and ongoing workload.

Two of the four ESS/ESF Leaders indicated that APMs in their organizations are not responsible for life cycle management or monitoring costs or schedules across the portfolio. One respondent emphasized using local and enterprise tools to ensure effective cost monitoring, scheduling, and on-time awards, focusing on improving effective portfolio management as APMs become more familiar with their portfolios over time. The fourth response reflects the expectation that APMs serve a more strategic role in which they (a) identify process inefficiencies and make recommendations for improvement, (b) forecast changes in technology and the marketplace that will impact future requirements, and (c) provide recommendations on contract length to mitigate overlaps and better utilize the organization's resources.

APM responses reflect a strong understanding of what life cycle management and cost management include; however, responses lacked concrete examples of how life cycle management applies to operational acquisition activities. Some APMs stated they do not perform life cycle management at all. Others mention strategic sourcing but only seem to assist the CO and COR rather than develop and implement a life cycle management plan. Some respondents addressed the importance of maximizing value and minimizing costs over the entire acquisition life cycle. Those APMs purposefully perform risk identification and mitigation across the contracts in their portfolio. Several APMs use local tools to track cost savings and contract periods of performance; however, many APMs indicated a lack of empowerment to make cost decisions on contracts or set acquisition schedules to

facilitate portfolio management effectively. Some respondents are limited to managing acquisition lead times during pre-award and do not monitor post-award or acquisition planning schedules.

3. PM Competencies and Portfolio Life Cycle Planning

The next six questions tied the competencies identified in the literature review to the KSAs identified by AFICC HQ. These questions were intended to determine how APMs demonstrate, or are expected to demonstrate, these competencies and KSAs related to portfolio life cycle planning. AFICC HQ Leaders expect that APMs will take ownership of the portfolio; develop a plan that encompasses the entire portfolio; monitor progress according to that plan; and manage cost, schedule, quality, performance, and risk. Additionally, AFICC HQ Leaders expect that APMs will utilize soft skills to manage teams and mission partners, be willing to leverage the skills of MFT members, and employ tactical skills to support the organization's strategic goals. Furthermore, HQ respondents expect APMs to understand the political landscape surrounding their portfolio and manage internal and external stakeholders. Interestingly, some HQ respondents recognize the difficulty that APMs face when acting as the MFT leader and acknowledge that APMs must be given the authority to lead other functional specialists in order to be effective.

Only three ESS/ESF Leaders responded to these questions. While few specifics were given, there is one notable item and a few overarching themes. One respondent indicated that their organization has a dashboard that tracks various metrics to ensure accountability. Generally, the responses centered on APMs serving as leaders within their organization and acting as liaisons between the contracting activity and the requiring activity. Additionally, ESS/ESF Leaders expect APMs to lead change-management efforts within their organization. APMs, however, indicated that they do not have the authority to lead these efforts or enforce compliance.

Most APM responses indicated that they cultivate a sense of ownership by developing MFTs and coordinating programs. One respondent stated that they treat the portfolio with the same care as if it were their own "ventured expense." However, others expressed difficulty finding a true sense of ownership since they are not requirement

owners. Respondents generally expressed that they are unable to provide strategic influence and leadership in their current roles. Those who positively identified opportunities for influence focused on building relationships through education and procurement package development. When asked about leadership specifically, many responses focused on gaining proficiency in the programs they manage rather than providing examples of how they perform team leadership functions. One respondent unequivocally stated they do not lead because the CO is in charge. Most respondents stated that they achieve action and results orientation by tracking task completion. One respondent said they are excluded from portfolio planning entirely. At the same time, another stated that they had developed trend analyses to manage results. APMs appear to have a strong understanding of developing relationships with mission partners and establishing coalitions with diverse team members. APM responses did not address how they navigate the broader political landscape in their positions. For example, they did not address how national, state, or organizational politics influence portfolio management or how they use the political environment to further their portfolio objectives.

4. Unique Challenges

The next question sought to identify the unique challenges faced by APMs in operational acquisition offices. In addition to six AFICC HQ Leaders, one AFIMSC HQ leader also responded to this question. HQ Leaders expect APMs to be responsible for MAJCOM portfolios but acknowledge the limitations of driving MAJCOM behavior. Additionally, HQ Leaders identified the lack of contractor support in performing PM tasks—lack of experience/training. In addition to the four ESS/ESF Leaders, three OL Directors, one Flight Chief, and one ESS Technical Director responded to this question. The challenges identified range from increased utilization of competitive acquisition procedures to the type of funding and the associated rules (3400 – Operation and Maintenance funds). However, the most striking responses showed that APMs struggle with understanding their role since they are not the requirement owner. However, they do play a role in developing the requirement and guiding the acquisition team. This ambiguity creates tension between the APMs and the Mission Partners, whose buy-in is critical to the ultimate success of APMs and the contracting activities. APMs in some offices perceive

their role as nothing more than an administrative assistant to the CO. This was attributed to operational acquisition offices' unfamiliarity with the role of an APM and what skills they can bring to the acquisition. In some cases, APMs perceived that their role is limited to pre-award activities, such as requirements definition.

5. Task Responsibility

The next question identified five key activities that support portfolio management and planning. Respondents were asked to identify which functional specialist is (or should be) responsible for each. The choices provided were "APM," "COR," "Both," and "Other." With the understanding that other functional specialists (e.g., contracting officers, resource managers, and others) play a role in these activities, these pre-defined choices were provided to focus the responses on the topic of this study. Respondents were asked to specify who should perform the activities for which they selected "Other." Table 1 outlines the responses to this question.

Table 1. Task Responsibility Survey Responses

	Performance Management Review (PMR)			Track contract/price variances (ceiling remaining)			Track and incorporate POM schedule into portfolio planning			Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio			Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions		
	AFICC HQ Leaders	ESS Leaders	APMs	AFICC HQ Leaders	ESS Leaders	APMs	AFICC HQ Leaders	ESS Leaders	APMs	AFICC HQ Leaders	ESS Leaders	APMs	AFICC HQ Leaders	ESS Leaders	APMs
APM	4	3	8	2	2	4	4	5	6	6	5	5	5	3	6
COR	0	0	0	1	1	5	0	1	1	0	1	1	0	1	0
Both	3	4	8	3	3	5	3	1	6	1	2	9	2	3	9
Other	0	2	1	1	3	3	0	2	4	0	1	2	0	2	2

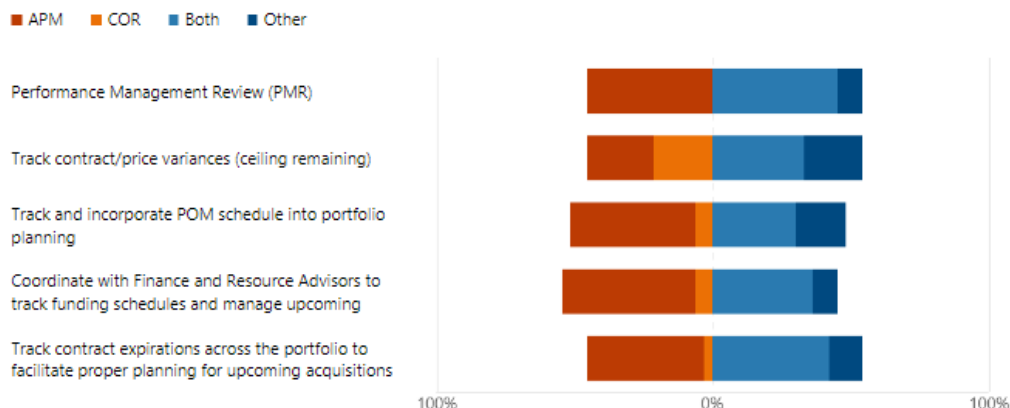


Figure 3. Visual Breakout Identifying Who Should be Responsible for Each Task

For PMRs, 30 out of 33 respondents thought that APMs should be involved in this activity. Of those 30, 15 respondents thought APMs should be responsible for this activity, and 15 thought APMs and CORs should share the responsibility. For tracking contract/price variances (ceiling remaining), 19 of the 33 respondents thought APMs should be involved in this activity; however, only eight respondents thought APMs should be solely responsible for this activity, while 11 thought that APMs and CORs should share the responsibility. Tracking cost variances was by far the most divisive activity identified—seven respondents thought that neither the COR nor APM should be responsible. For tracking and incorporating the POM schedule into portfolio management, 25 of 33 respondents thought that APMs should be involved in this activity. 15 of those 25 thought that APMs should be responsible for this activity. 28 of 33 respondents thought APMs should be involved in tracking contract expirations across the portfolio and coordinating with finance to track funding schedules. Those who responded “Other” to any activity most often indicated that the CO should be involved and that most activities are a team effort. This point is understood; however, this study intends to distinguish the role of the APM.

6. Any Other Feedback

The final question provided respondents with the opportunity to provide any other feedback or information they deemed appropriate. Some key takeaways from the responses include:

- “AFICC needs to transform from a contracting organization to an acquisition organization, as AMIC has done.” – AFICC HQ Leader
- “Program Management is an On the Job Training (OJT) acquired skill. PMs do not walk out of a class and know how to do the work just like a Contract Specialist does not walk out of all their contracting classes knowing how to be a Contracting Officer; it requires development through active execution and real-time feedback.” – AFICC HQ Leader
- “PM skills are transferrable. It is the culture and mindset that need to change to develop an acquisition capability that harnesses the competencies of PMs in the operational/services acquisition world.” – AFICC HQ Leader
- “The definition of “enterprise” needs to be addressed, too. For a MAJCOM, the enterprise might be the MAJCOM staff portfolio and a portfolio across the MAJCOM bases and not across the entire AF.” – OL Director
- “APMs in the ESS must be given the time and tools to effectively get projects through the Strategic Sourcing 7 Step Process and be able to effectively administer them (including monitoring ROI, usage, systemic issues, and others) and not be saddled with management pet projects, additional duties, and others that are traditionally levied on base-level people. As a prior systems PM, I never had one single duty outside my main focus of ensuring my weapon system would meet user needs on cost and schedule.” – APM
- “The real issue is ... getting a contracting-centric organization to recognize the value provided by the APM.” – APM
- “Part of the issue stems from the lack of clarity in how the PMs are ‘integrated’ into the ESS.” – APM

- “In my experience, integrating 1101 PM has been a complete failure within AFICC. APMs have benefitted their squadrons by saving many programs by doing the work that our mission partners or PCO’s either will not do or do not know how to do. However, APMs in my ESS are demoralized because we are using only a small portion of the capabilities that the USAF has trained us on. AFICC has yet to provide any framework or general guidance of expectations for APM’s within AFICC. In my opinion, APM’s have no business in the ESS’s and should be moved to the MAJCOM staff where their skills can be appropriately applied and appreciated.” – APM
- “APMs should not become the admin assistants for their coworkers.”
– APM
- “Need leadership guidance/help to clearly defining the end state for PMs in AFICC and operational acquisition and a massive organizational culture change to accept and implement changes throughout the enterprise.”
– APM
- “Many recent changes in AFICC and AFIMSC (i.e., organization, leadership, assignments, resources, SS processes, tools, training, support, the introduction of category management, SAF/AQCP eCommerce initiatives, and others) associated with the transition to the new AF ESS structure make it challenging to stay focused on completing assigned projects. Also, while the “jury is still out” in my view as to organizational effectiveness with the separation of PM and CO leadership structure early this year, there needs to be more overall team engagement of the two to provide PM with more insights into the contracting team’s roles and challenges.” – APM

- “So many classes/training sessions/workshops are geared towards the COs and CS, while the PMs are left to fend for themselves. Not a very cohesive environment.” – APM
- “AFICC causes more roadblocks than actual help. I cannot get my mission partners the requirements they need because AFICC makes arbitrary rules and allows for little to no flexibility in acquisition strategies. The concept of agile program management only applies to us, not to them.” – APM

C. SUMMARY

The survey results substantiated some of the findings of the literature review. Namely, there is confusion about APMs’ expected contributions in operational acquisition. The researchers conclude that the root cause is the lack of guidance on how APMs should support operational acquisition. Detailed analysis of the findings is addressed in Chapter V.

V. FINDINGS AND RECOMMENDATIONS

This chapter outlines the findings, recommendations, and areas for future research.

A. FINDINGS

The survey responses provided valuable insight into the perceptions of leadership and the functional implementation of APM responsibilities. Interestingly, the trends between leadership and APMs are similar. The trends do not imply an equal understanding between the two groups; however, the divides between the members of each group are similar. The findings related to each research question are detailed in the following paragraphs.

1. How are traditional PM competencies utilized in the operational acquisition environment?

While the literature does not yet address the specific functions of an APM, the results support the conclusion that the PM competencies required for weapon system acquisitions also apply to APMs in the operational acquisition environment. The competencies are general enough to apply to both types of PMs.

The survey sought to (a) glean more granularity in how leadership expects the competencies to be utilized by APMs and (b) how APMs are performing the expected functions. The survey responses show inconsistencies between leadership perceptions and how APMs utilize these competencies in practice. Strikingly, while AFICC HQ leadership expressed the expectation that APMs should utilize the identified competencies, some ESS/ESF leaders and APMs disagree. For example, several APMs and some ESS/ESF leaders indicated that APMs do not perform portfolio management and that cost management should be the responsibility of the CO. Conversely, the majority of AFICC HQ leadership indicated that APMs should perform these functions in some capacity. Additionally, there are discrepancies among all respondents in how these competencies should be performed.

2. What role do APMs serve within AFICC contracting organizations?

The researchers looked to the survey responses to gain insight into the leadership and functional perceptions of the role of APMs within AFICC. Responses from AFICC HQ leadership generally reflect the expectation that APMs will lead the MFTs and guide teams through the seven steps of services acquisition (outlined in Appendix C). Some ESS leaders echoed this expectation, but others currently utilize APMs outside of the acquisition teams. APMs in these organizations perform data analytics to identify where the organization can implement strategic sourcing solutions. It is worth noting that APMs can implement strategic sourcing and provide enterprise-wide solutions through their role as leader of the MFT; however, these broader goals were largely absent from the responses that mention leading the MFT.

At the APM level, it is clear that some are confident in their role within the organizations and have detailed processes for managing programs or portfolios. On the other end of the spectrum, several respondents stated that they do not perform any of the functions presented in the survey. The non-specific nature of many answers suggests that APMs have a theoretical understanding of their role in the organization but may lack the tools or understanding of how that translates to tactical program management within an operational acquisition context.

The APM role at AFICC is vague and varies from office to office. It is not surprising that some APMs are unclear on how they add value to the organization. There appears to be unequal access to portfolio management tools like MS Project, report databases, and metrics software. In addition, those APMs who do have access to these resources may not be trained to use them effectively.

Experienced APMs have developed reporting and management tools that they use internally, but this results from experience as opposed to tools provided by AFICC. However, it should be noted that reporting tools alone do not ensure proactive methods of cost, schedule, and performance management. There is a sense among APMs that they are not responsible for performance oversight and that the CO and COR should perform this function. While the CO and COR are partly responsible for this activity, APMs are also partly responsible. APMs that work on category management programs have a strong sense of their responsibilities related to portfolio management. In our view, this is due to a

consistent understanding that category management is a type of portfolio, whereas not all APMs or leaders see an organization's workload as one portfolio.

Based on a review of the survey responses, limited definitional consensus exists on the requisite APM competencies and roles within the AFICC.

B. RECOMMENDATIONS

After reviewing the literature and survey results, the researchers identified opportunities to clarify expectations and implement portfolio management techniques in support of AFICC's transition toward operational acquisition.

1. Clarify the Role of APMS

There are three recommendations that will improve the understanding of the APM role and responsibilities. These recommendations are outlined in the following paragraphs.

a. AFIs

There are indications that AFICC must address how program management competencies are utilized in the context of operational acquisition. In our view, these competencies are relevant for APMs, but the application is not outlined in regulations or instructions. Acquisition AFIs are largely silent on how program management relates to services acquisition or operational acquisition. The regulations glossed over these areas in favor of weapon systems acquisition. Therefore, the researchers recommend that the existing AFIs replace the term "services acquisition" with "operational acquisition" to clarify and define the approach. Further, operational acquisition regulations should be developed independently and replace the current regulations. The responsibilities of a systems PM and an operational APM are so unique as to necessitate separate instructions.

b. Functional Responsibility

Many respondents stated that APMs could not influence acquisition decisions, and others recommended that APMs take leadership of the acquisition. While APMs play a fundamental role in the acquisition team, other functional specialists (e.g., PMs, CORs, COs) might consider this intrusive. As a result, the researchers recommend that AFICC endorse a teaming arrangement where no one functional is "in charge" of the acquisition.

Instead, functional specialists should work together to achieve the mission partners' needs. Each functional area has a role to play. Setting one functional specialist's value above another is likely to entrench the perceptions indicated in the survey responses.

c. Portfolio Program Managers

The researchers previously identified the disparate views of an APM's role in an operational acquisition environment. Based on the results, reframing the APM's role could negate this ambiguity. Specifically, AFICC could rebrand APMs as Portfolio Program Managers (PPM), similar to industry's approach, as discussed in Chapter II, Section E. Not all offices in AFICC have traditional programs, such as an acquisition category, but every office has a unique portfolio. Portfolio management may include every contract within the office, flight, or team. It may also include contracts of a common type. Our research indicated that APMs are used at a tactical level in most cases. Portfolio management is strategic and more closely aligns with the NDS goal of "greater efficiency in procurement ... while pursuing opportunities to consolidate and streamline contracts" (DOD, 2018, p. 10).

2. Continued Change Management

According to the Harvard Business Review, there are five steps to change management: preparation, planning, implementation, cultural change, and analysis (Miller, 2020). AFICC has performed the first three steps; however, our research indicates it has not actualized the cultural transition from operational contracting to operational acquisition. The broad responses received from leadership and APMs make it evident that further change management is needed. It is imperative that AFICC deliberately and systemically shape the new culture of operational acquisition by establishing clear roles, responsibilities, and requisite APM (or PPM) competencies. Further, AFICC must continue to monitor the organizational change process to ensure the agency meets the objectives of the NDS.

C. AREAS FOR FUTURE RESEARCH

Based on the findings of this study, there are several opportunities for future research.

1. Research the portfolio management functions that a PPM (APM) should perform.
2. Research the application of change management principles related to the culture of operational acquisition, including portfolio management.
3. Research commercial practices related to portfolio management to support the development of new policy.

Research in these areas will improve AFICC's ability to lead mission-focused business solutions through collaboration and innovation.

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APPENDIX A. SURVEY QUESTIONS

A. EFFECTIVE PORTFOLIO MANAGEMENT – LEVERAGING THE SKILLS OF APMS

This survey aims to assist researchers in determining what activities Acquisition Program Managers (APMs) perform (or should perform) in order to effectively integrate program management functions on behalf of enterprise sourcing contracting support offices.

For the purposes of this survey the term “organization” is used to describe your ESS.

* Required

B. INTRODUCTORY SECTION

The purpose of this section is to direct respondents to the appropriate section of the survey.

1. What is your primary role at AFICC? *
 - ☐ APM: I am a program manager assigned to AFICC
 - ☐ LEADER: I am an ESS/ESF Director, Commander, or Deputy
 - ☐ LEADER: I am a leader at AFICC Headquarters
 - ☐ Other

C. APM SECTION

This section should be completed by APMs assigned to AFICC only.

1. As an APM in AFICC, how do you facilitate effective portfolio management? *
2. As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization? *
3. As an APM in AFICC, how do you monitor COST across your organization’s portfolio? How does this facilitate effective portfolio management? *

4. As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?*
5. As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning? *
6. As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning? *
7. As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning? *
8. As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning? *
9. As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE- WIDE PERSPECTIVE as it relates to portfolio life cycle planning? *
10. As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning? *

D. ESS/ESF LEADERSHIP SECTION

This section should be completed by leaders assigned to an ESS or ESF only.

1. As an ESS/ESF leader, how do you expect your APM(s) to facilitate effective portfolio management? *
2. As an ESS/ESF leader, how do you expect your APM(s) to monitor COST across your organization's portfolios? *

3. As an ESS/ESF leader, how do you expect your APM(s) to support portfolio LIFE CYCLE MANAGEMENT for your organization? *
4. As an ESS/ESF leader, how do you expect your APM(s) to monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?*
5. As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning? *
6. As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning? *
7. As an ESS/ESF leader, how do you expect your APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning? *
8. As an ESS/ESF leader, how do you expect your APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning? *
9. As an ESS/ESF leader, how do you expect your APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning? *
10. As an ESS/ESF leader, how do you expect your APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning? *

E. AFICC LEADERSHIP SECTION

This section should be completed by leaders assigned to AFICC Headquarters only.

1. As a HQ AFICC leader, how do you expect APM(s) to facilitate effective portfolio management? *

2. As a HQ AFICC leader, how do you expect APM(s) to monitor COST across an organization's portfolio? How does this facilitate effective portfolio management?*
3. As a HQ AFICC leader, how do you expect APM(s) to monitor SCHEDULES across an organization's portfolio? How does this facilitate effective portfolio management? *
4. As a HQ AFICC leader, how do you expect APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning? *
5. As a HQ AFICC leader, how do you expect APM(s) to demonstrate STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?*
6. As a HQ AFICC leader, how do you expect APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning? *
7. As a HQ AFICC leader, how do you expect APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning? *
8. As a HQ AFICC leader, how do you expect APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?
9. As a HQ AFICC leader, how do you expect APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?*

F. ALL RESPONDENTS SECTION

This section should be completed by all survey participants.

1. Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio. *

2. In your opinion, who should perform the following activities? Please explain your answers. *

	APM	COR	Both	Other
Performance Management Review (PMR)	☐	☐	☐	☐
Track contract/price variances (ceiling remaining)	☐	☐	☐	☐
Track and incorporate POM schedule into portfolio planning	☐	☐	☐	☐
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	☐	☐	☐	☐
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	☐	☐	☐	☐

3. Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section. *

4. What else would you like us to know?

5. OPTIONAL: Please provide your contact information if you consent to be contacted for clarification

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APPENDIX B. SURVEY RESPONSES

Respondent 1	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	As a Category Advisor, I facilitate various initiatives with cross-functional stakeholders across their entire Facilities & Construction portfolio. There are often multiple concurrent projects occurring, with different team members at different locations, all contributing to the larger goal of reducing total cost of ownership and improving mission effectiveness.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	I educate stakeholders to understand the difference between initial purchase price and long term sustainment costs of installation products and services, and this helps them build a new mindset geared around life cycle management. I am not directly responsible for life cycle management of the product/service, but help the stakeholders understand that active strategic cost management means we're not done after we award a contract.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	Right now I don't have a way to monitor cost across the entire Facilities & Construction portfolio. We can do this in individual product/service areas by collecting data from the installations and making comparisons. Knowing costs is necessary for true portfolio management, but our processes and systems seem a long way from that goal.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	I monitor schedules for active Category Management projects underway, work with the teams to identify challenges and keep everyone moving towards objectives on time if possible. All of these individual schedules roll up to an Integrated Master Schedule (in MS-Project) at the portfolio level. The Portfolio Manager in this case is the Category Manager (a GO/SES), and they are ultimately responsible for the success or failure of those projects in their 'portfolio'.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	It's important to take on the "your success is my success" mindset, and give projects in the portfolio every effort. I advise in this case on portfolio (category) planning but the Category Manager is accountable to the results. This is different than your traditional acquisition program.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Category Management is a change in thinking and approach, and it takes constant communication and demonstration of benefit to influence our leaders to get in the game. I have to work this from both ends - with my working level teammates as well as with their management that allows them to be 'matrixed' to a category management team in the first place.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	I demonstrate this by leading a category strategic planning workshop, facilitating discussion, helping stakeholders to prioritize their objectives by criticality and resource availability. It involves active listening and facilitation skills, and having knowledge of the subject area is tremendously helpful to understand the issues and to build rapport.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	Too many meetings occur with some discussion and a reluctance to assign actions or take actions, and nothing is accomplished. In planning as with any meeting, there needs to be someone accountable for what needs to happen. A PM understands that there needs to be a POC and a deadline. Leadership also needs to see incremental progress to stay invested.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	You can be a great PM, but if you don't understand the agendas, equities, and landmines in the environment you're working in, you may have the greatest idea or plan and get nowhere. You need to be plugged into the organizations you're working with, have a trusted network of peers and mentors, and understand the functions and key processes. You demonstrate this perspective when you help stakeholders formulate solutions to their problems that take their reality into account (solutions that are not simply academic and hopeful).
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	You start with building team cohesion in a kickoff. You need to be comfortable talking with folks outside of meetings and get to know what their environment is like, their workload, and how you can best work with them to harness their skills and expertise. It takes time and you have to make a conscious effort - not just calling on people when you need something. When you face a difficult problem, it make take an alliance of sorts and/or top cover to make a case to leadership for change. You demonstrate that when you bring forward a solution to a problem that was previously put in the 'too hard box'.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Operational contracting has seemed reluctant to have PMs in their chili, whereas COs in systems acquisition seem to understand how each role complements the other and understand how to get to the same goal. A portfolio and life cycle approach is a sea change for operational contracting - it's not sufficiently staffed to properly administer strategic/enterprise contracts, and the workforce is not incentivized correctly (ex. # of actions and spending funds on time rather than saving money and improving mission effectiveness).
Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	COR
Track and incorporate POM schedule into portfolio planning	APM

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Other
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	Contract expirations are definitely tracked by PMs, but the CO (whom was not listed above) should be all over this.
What else would you like us to know?	APMs in the ESS' need to be given the time and tools to effectively get projects through the Strategic Sourcing 7 Step Process and be able to effectively administer them (including monitoring ROI, usage, systemic issues, etc.) and not be saddled with management pet projects, additional duties, etc., that are traditionally levied on base level people. As a prior systems PM, I never had one single duty outside my main focus of ensuring my weapon system was going to meet user needs on cost and on schedule.

Respondent 2	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	You give the individuals the authority to manage and control their acquisition efforts with guidance and oversight. Allow them to develop and explore alternatives. Avoid one size fits all thinking as that is never the case. Show trust in the people while setting expectations. Be open minded to new ways of achieving the goal.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	We not only build and implement the enterprise efforts, we manage them through their life cycle. We oversee everything.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	The enterprise efforts we manage are established to permit end user organization decentralized purchase; therefore, there are no costs associated with the efforts. In some cases, the resultant contract may have a minimum purchase amount that would typically come from the initial purchase customer. Tactical contracting support would see the customer provide the funding and those efforts are managed by contracting with limited APM involvement. We do track spend on our enterprise vehicles for analysis and reporting.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	Schedules for enterprise acquisition efforts are generated using a master template that is modified to the specific effort. Schedule execution is monitored at the project level and reviewed during a variety of meetings from team reviews of status to squadron reviews monthly and higher level reviews as needed. Schedule execution reviews help focus on accomplishing the required task but also provide a means to learn what worked from a planning perspective to help improve schedule planning for the next acquisition effort. We continuously improve our processes from effort to effort so that we become more efficient in the overall approach and execution.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	We expect the APM to take the lead and oversee the coordinated effort. They are responsible for leading the effort, engaging team members, tracking progress, and generally making progress toward the end goal with it being accomplished in the planned timeframe pending external (out of their control) delays. The challenge we have in a contracting-centric organization, the contracting officers believe they are in charge and want to run the effort. The key is to show how a high-performing team functions where respect and understanding of roles is clear with team members switching leader and follower role as appropriate. This performance approach must be demonstrated at the senior leadership level and passed down through the organization. The bottom line is, if you have the authority to decide then you are in charge; if you don't, then someone else is in charge.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	For APMs influence is their primary asset. Most don't actually have authority to do anything, they must influence the team, the leadership, the stakeholders, etc. To effect change which is inherently what each acquisition program does, the APM must create an environment favorable for change to occur which requires a measure of influence. Change occurs when those affects realize that the altered state is better than the status quo. Developing new acquisition efforts to create an improved sourcing of commodities and methods to reduce time spent goes a long way to influence and change. Individuals must recognize the value and more importantly, the value to them in their jobs.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	We lead by allowing the individuals to have responsibility for their efforts and we measure performance against the work tasks. We also demonstrate leadership by mentoring, coaching, and encouraging high performance. But ultimately, demonstrating leadership is leading by demonstrating the specific expectations and supporting the team members.

As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	We focus on achieving the task completion as quickly as we can. The goal is to get the work done as fast as possible but with the quality needed to meet mission needs.
As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	We keep in mind that there are challenges which must be addressed for enterprise actions. Communications can help resolve a lot. But, we also have to be willing to alter course when needed to mitigate issues.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	Communications and openness to listen goes a long way. Caring about others especially about their perspective can resolve a lot of relational issues. High performing teams tend to have passionate personnel. As such, they can become contested because they all want to do the best...this has to be harnessed to ensure passions are focused on work completion and not against team members. Recognizing the underlying passion helps to resolve these challenges. We work hard to build relational bridges across the enterprise.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	First off, the use of contracting portfolio is an incorrect perspective. Because of the contracting centric view in AFICC, all APMs have to overcome that limitation. AFICC should be about supporting the warfighter by providing tools to support mission execution. If this is a contracting portfolio, then APMs are not needed...let the COs manage everything. However, they do not typically have the same skills as the APM. So, that is the first challenge. Second, acquisition is essentially the same regardless of type so setting the difference between weapons acquisition and enterprise commodity acquisition is meaningless. Having been a weapon system APM and a commodity APM, the work is similar. There are requirements development, customer interactions, documentation creation, APs, ASPs, schedules, source selections, protests, etc. The biggest challenge is the actual lack of understanding by most acquisition personnel. In AFICC, the contracting centric leadership sets the stage for all APM challenges.

Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	APM
Track and incorporate POM schedule into portfolio planning	Other
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Other
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	This question shows a limited perspective. CORs are associated with service contracts. Most of the commodity efforts are not managed as a formal program with a POM. Thus, there is no tracking of the POM. Depending on options, etc., there may be involvement on obtaining funding but that would be a contracting activity as they are looking for the funds to execute the option.

What else would you like us to know?	An APM does the same job regardless of the effort. The real issue is not that but getting a contracting centric organization to recognize the value provided by the APM. I essentially function as a hybrid PM-Contracting Specialist since a can cover just about anything either would do. High performing APMs will be able to cover a great deal of ground and by providing documentation needed by the CO, they gain in value. I have prepared D&Fs, updated contract clauses, etc., in support of the program. Understanding the FAR and how to track requirements for contracting goes a long ways to making an APM valuable. And, knowing the technical side of the effort makes the APM invaluable as a resource. Trust must be built and that is by being good at all facets of APM work.
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Respondent 3	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	Engage with the CO and staff on the acquisition, and with the mission partner/customer, and ensure that clear lines of communication, expectation management, and realistic schedules are present. If not, build or establish the shortfall items and then provide continuous monitoring of status.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	Begin by assisting in the creation of the Requirement, then by management of the acquisition, and finally by ensuring the closeout of the existing contract and using lessons learned in the crafting of the new acquisition.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	Because most of our contracts are enterprise level and buys take place at the unit level, we primarily monitor cost by managing contract ceiling. We do, however, also assist in the creation of the IGE, which begins the overall cost management process.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	We have identified that the contracting officer/specialist approach to schedules, at least in our organization, is more event-based, while the APM approach is calendar-based. For example, a CO may set up a schedule that allows 6 weeks for PWS development. If, at the end of that 6 weeks, the PWS is not complete for some reason, the tendency is to just slip the schedule to the right. As an APM, we monitor the schedule and if it does not appear that we can meet the 6 week suspense, we look for ways to make up the loss in other parts of the schedule. This is a fundamental difference in approach, and we are trying to realign acquisition schedules to a calendar-based approach, which better reflects the mission partner/customer expectations.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	Because we are just getting established in this organization, the sense of ownership can be difficult. Our APMs immerse themselves in the current or developing acquisition team, take responsibility for those items that are directly APM duties, and then assist in completion of other tasks that need doing. The success or failure of the acquisition reflects directly on the APM working it.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Again, because we are just getting started in the organization, we are focusing on the basics. Requirement development and schedule planning/maintenance. These are areas that seem to be requiring the most effort.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	Leading by doing. Many of the planning and execution shortfalls exist because of a lack of understanding or willingness to accomplish the needed tasks. Our APMs are stepping up and doing many of the needed tasks, which sets the example for the rest of the team.

As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	Not sure I understand this question, but here goes. We demonstrate action and results orientation by developing and using tools that measure actions and results. Having a documentation that shows trends in metrics allows the team to show progress.
As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	Again, not sure I understand the question. Ideally, we maintain political awareness by attending senior leader briefings and reading higher HQ messages. That helps, but conversations and communications with the team and mission partner/customer also help maintain that perspective.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	This is all about communication, both within your team and with your mission partner/customer. Share and talk to the point of “over-sharing.”
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	The first challenge is that unlike systems acquisition in LCMC, in AFICC the APM is not the team lead. The CO is the lead. Because of that, many traditionally PM-like activities are the responsibility of the CO, and the <u>CO is not aware of what the PM can do for the team</u> . That means that the COs are less aware of what a PM should be doing.
Performance Management Review (PMR)	Both

Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	N/A

What else would you like us to know?	I'm going to be brutally honest. The survey, while very much needed and well intentioned, is too long. A survey should be able to be completed in 15 minutes, tops. This one has taken over 30 minutes, because I wanted to provide good answers. In the same vein, the questions are too open ended and somewhat vague. This ties into the length concern. A survey is supposed to be clear and unambiguous. Yes, you want to have a spot for the individual to voice additional concerns, but in general, more specificity in the questions. Also, at the beginning of the survey, it was unclear for me, the Director of Program Management, whether I should respond as an APM or as organizational leadership. I'm not headquarters staff and I'm not the ESS CC or Director. Part of the issue stems from the lack of clarity in how the PMs are being "integrated" into the ESS. FYI. I'm going to complete the survey from the leadership aspect, as well.
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Respondent 4	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	I don't. I only work the projects assigned to me by my squadron CC. Which is usually a project that has fallen behind schedule and it is up to me to put it back on track.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	I don't support portfolio life cycle management. I only work pre-award actions. After award I move on to the next project that is already behind schedule.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	As an APM in an ESS I do not monitor cost as I do not work post-award management.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	I don't, I only monitor the schedule of each individual project I am assigned to.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	I don't, as an APM I do the pre-award work that the MAJCOM staff and the CO either doesn't want to do or doesn't know how to do (Team charter, RAD, PWS, IGE, DD254, etc).
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	I don't, I only have some to little influence on the individual project I am working on.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	I only lead the team for the project I am working on not as it relates to portfolio life cycle planning
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	None, as APM's in my squadron have not been provided an opportunity to contribute to any portfolio life cycle planning actions.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	None, as APM's in my squadron have not been provided an opportunity to contribute to any portfolio life cycle planning actions.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	None, as APM's in my squadron have not been provided an opportunity to contribute to any portfolio life cycle planning actions.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	My squadron in AFICC only allows APMs to perform pre-award functions even though they have demonstrated capability to do much more. APM's in AFICC typically work for 1102's or the squadron commander who is also contracting. To be, this is inappropriate and a serious disservice to the 1101 program managers because as I have seen over the past 2.5 years, the contracting officers do not know how to use/lead/supervise APMs.
Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	APM
Track and incorporate POM schedule into portfolio planning	APM

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	None, the APM should be responsible for tracking all aspects related to cost, schedule, performance and risk within their assigned services portfolio.
What else would you like us to know?	In my experience, integrating 1101 PM has been a complete failure within AFICC. APMs have benefitted their squadron's by saving many programs by doing the work that our mission partners and/or PCO's either won't do or do not know how to do. However, APMs in my ESS are demoralized because we are using only a small portion of the capabilities that the USAF has trained us on. AFICC has yet to provide any framework or general guidance of expectations for APM's within AFICC. In my opinion, APM's have no business in the ESS's and should be moved to the MAJCOM staff where their skills can be appropriately applied and appreciated.

Respondent 5	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	Capturing, creating, and using high-quality data is key. If the data is there, it directs you to the most important tasks for the portfolio.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	This is not being done very well right now because the tools are not in place. We're trying to start getting ahead of reacquisitions and have discussions early with our mission partners. Our work is primarily A&AS support, so most of the life cycle management comes from honing and redefining the requirement during the reacquisition phase.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	Our leadership is looking into that right now at the top levels. We don't typically have a lot of say into that at our level. The requirements review process for RADs tries to address some of that as well, but we're not a major voice in the decision to fund requirements or not. The cost/price of requirements is always addressed during the award process, but this is a minor influence of the portfolio's total cost.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	Acquisition schedules are managed with our own Excel milestone tool that consolidates the information across all acquisitions and reports it to leadership. The Excel milestone tool standardizes PALT/CALT timelines and required milestones based on the action type and dollar value. This lets leadership, PMs, and COs see how their acquisition is performing compared to a "standard" schedule. Schedules for active contracts and requirements are usually managed at the Contracting Officer Representative (COR) level with PM oversight.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	Each PM is responsible for their own portfolio, so it definitely adds to accountability of success or failure within their portfolios. Previously, the initiation of reacquisitions fell primarily on the requirement owner. We now have a more managed approach with the PMs directed to contact the requirement owner 24 months out from contract expiration. This has so far helped avoid the previous rush and crunch of a reduced timeline for the reacquisitions.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	This is currently done on a requirement to requirement (tactical) basis. Strategic change and influence within portfolios is rare as it requires a specific opportunity. Strategic portfolio changes are usually led by the requirement owners.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	In my position as the portfolio manager, it comes from taking ownership of processes, discussing changes with stakeholders and helping to institute changes to tools and policies to improve processes. Gathering stakeholders and getting their involvement in the changes is key.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	Everything we do is results oriented. I'm not sure I understand the question.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	Being a part of higher level meetings or at least hearing about those meetings provides insight into the overall strategy and goals for changes that are occurring. We can then implement that better understanding into our daily workload
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	Relationship building and coalition building is done through the use of multi-functional teams for acquisitions and contracts or through the use of 'Tiger Teams' for other projects we're working. The participation of these teams and them taking ownership of the requirements are key.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	The requirements are typically A&AS services, which only require basic monitoring once in place. The workload is typically shifted to the acquisition-side to make sure we get a high quality requirement document, contract, and contractor in place.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	COR
Track and incorporate POM schedule into portfolio planning	Both

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	N/A
What else would you like us to know?	N/A

Respondent 6	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	As an APM, I am responsible for portfolio management of over \$1B in USAF Surgeon General requirements that impact 76 Military Treatment Facilities and \$2.6M beneficiaries. I am directly responsible for implementing Strategic Sourcing Enterprise Solutions and preventing any gap in services for over 46 contracts within my portfolio.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	My responsibilities as PM include implementing Strategic Sourcing Enterprise Solutions to maximize value / minimize cost over the entire life cycle of contracts within my portfolio.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	My responsibilities as PM include implementing Strategic Sourcing Enterprise Solutions to maximize value / minimize cost over the entire life cycle of contracts within my portfolio. I constantly monitor risks / implement mitigation strategies to prevent impact to cost for all contracts w/in my portfolio.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	My responsibilities as PM include communicating and managing all stakeholders to minimize schedule over the entire life cycle of contracts within my portfolio. I constantly monitor risks / implement mitigation strategies to prevent impact to schedule for all contracts w/in my portfolio.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	My responsibilities as PM include communicating and managing stakeholders to maximize accountability and "buy-in" over the entire life cycle of contracts within my portfolio. My ultimate responsibility is to deliver to stakeholders requirements that meet cost/schedule/performance goals and monitor compliance / mitigate risks to those requirements.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	My responsibility as an APM is to implement Mission Focused Business Leadership (MFBL) activities to ensure my entire portfolio aligns with Strategic Flight Plan Goals. I lead change activities to ensure completion of said goals and implement MFBL innovation wherever possible. BL: Complete the mission in the most efficient manner possible.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	As an APM, it is my responsibility to lead my team, ensure everyone is on the same page to accomplish stated objectives and communicate progress to stakeholders as appropriate. Nothing happens without the team in sync and motivated to successfully accomplish team goals.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	My responsibilities as PM include communicating and managing stakeholders to maximize accountability and "buy-in" over the entire life cycle of contracts within my portfolio. My ultimate responsibility is to deliver to stakeholders requirements that meet cost/schedule/performance goals and monitor compliance / mitigate risks to those requirements.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	My responsibilities as PM include implementing Strategic Sourcing Enterprise Solutions to maximize value / minimize cost over the entire life cycle of contracts within my portfolio. I constantly monitor risks / implement mitigation strategies to prevent impact to cost for all contracts w/in my portfolio.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	My responsibilities as PM include communicating and managing stakeholders to maximize accountability and “buy-in” over the entire life cycle of contracts within my portfolio. My ultimate responsibility is to deliver to stakeholders requirements that meet cost/schedule/performance goals and monitor compliance / mitigate risks to those requirements.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Operational contracting has limited experience/knowledge of Life cycle costs and risks associated with managing cost/performance/schedule to services contracts. I see my primary responsibilities to be managing stakeholders, facilitating communication and managing associated risks to ensure completion of expected cost/schedule/performance goals across the entire portfolio.
Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	APM

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	N/A
What else would you like us to know?	N/A

Respondent 7	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	I facilitate portfolio management by presenting and overview of all contracts/task orders for my leadership in the form of a slide show with inputs from the contracting officers.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	I support this by maintaining a tracker of all contracts with posting the upcoming option years and sending/receiving the customer intent letters.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	We utilize a tracker with the cost of all contracts. This facilitates effective portfolio management by preparing the contract officers and flight leadership for future acquisitions.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	We present all requirement owners with the milestones so that they know when a completed PR package is required to be on schedule.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	The APMs are responsible for notifying the contract officers and leadership of upcoming deadlines for new contract years.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	By predicting upcoming future requirements for the MAJCOM we are responsible to by maintaining a constant presence in MAJCOM leadership requirement boards.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	By maintaining oversight and informing CORs along with COs of upcoming actions that must be taken and delivering the oversight brief to our AFICC leaders.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	By presenting the overall portfolio picture to leadership.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	Need more info to answer this question.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	By being involved with our mission partners and their resource advisors so that we can better fulfill the needs of future requirements.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	The biggest challenge is to be a vital piece of the picture rather than becoming an admin assistant to the COs. The APMs should not be subordinate to the COs rather should maintain the oversight picture so that the COs and MPs can complete the mandatory actions in order to fulfill their requirement needs on time and under budget.
Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	Other
Track and incorporate POM schedule into portfolio planning	Both

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	The contracting officers should be fully aware of contract ceiling along with the CORs
What else would you like us to know?	Just want to repeat myself by stating the APMs should not become the admin assistants for their fellow coworkers.

Respondent 8	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	I work cost, schedule, performance, and risk for the contracts assigned to me and report up the chain to assist with portfolio management.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	I work with operational/functional PMs to determine requirements and develop life cycle plans. I also assist in developing Acquisition Plans and SASSs which feature life cycle data. I have care and maintenance built into my program, which provides for support and eventual disposal for the products I manage.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	I track all the spend in my program and provide data to leadership. I also track cost savings and report it via the cost savings tracker for Category Management which is a portfolio-level effort.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	I monitor schedule for my program and we work toward meeting all milestones and taskers. I use project to manage my program, but as of yet no integrated master schedule exists for portfolio-level management. Contracting staff have trackers to manage their contracting schedules and there is oversight on the flight/squadron level.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	I own the program I work, and I am accountable to leadership to maintaining it and reporting all activities.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Since we APMS are new to the squadron, we are on the cutting edge of facilitating efficiencies via processes and technologies so that the squadron can operate more efficiently.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	As an APM, I assist with mentoring developmentals in becoming more proficient not just as contracting, but also in acquisitions. I leverage my training as an APM to assist new PMs with the acquisition process.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	I use a hybrid agile approach to getting documents done. Rather than just setting up a waterfall schedule with predictable slip to the right, I develop stories and estimate completion times. We do our documents in Sprints catalyzing cloud-based technology in meetings rather than passing around documents. The approach of completing documents over weeks or months creates unnecessarily long turn-around times. Using an Agile approach would revolutionize government contracting and bring it into the 21st century if it were done across the board.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	I use my experience in the enterprise and government to inform my awareness.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	Acquisitions is a people business. I develop relationships with my co-workers in other bases and near me to build teams. Teamwork is necessary to execute on time and on cost.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	My main challenge is that my 1102 colleagues do not know what PMs do. We are often seen as glorified admins. Gradually flight chiefs and COs are learning that we PMs are managers who can track schedules, create estimates, track spend, create reports, manage risk, and complete documents as needed. We can manage meetings, create briefings, set up efficient systems within programs and across portfolios. We also need to be able to conduct site visits and meet vendors so that we have visibility of the acquisitions assigned to us. I recently requested TDY money to make a needed trip to meet with a vendor and was unable to do so, because we are a contracting organization and therefore do not have travel funding. As 1101s, we complete multiple courses in contracting, but do the 1102 supervisors understand program management?
Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	APM
Track and incorporate POM schedule into portfolio planning	Other

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	POM and portfolio planning should be conducting by front office leadership
What else would you like us to know?	

Respondent 9	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	Right now I don't do portfolio management. I am used to support contracting COs with their programs and with providing oversight into CM training requirements and with working to resolve contracting non-compliance issues.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	I have not been used in that manner.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	I have not done portfolio management.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	I have not monitored schedules.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	Not tasked to perform this yet.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Not tasked to perform this yet.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	I participate in a Program team providing input to the CO. I do not lead.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	Not tasked to perform this yet.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	I provide input to the team on our program, but not portfolios.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	I have not been tasked to perform this.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	The challenge is to allow an APM to have portfolio level interaction, not single Program interaction.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	COR
Track and incorporate POM schedule into portfolio planning	APM

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	Big picture should be with the APM so the CORs can focus on specific contracts owned. But some items should include both so as to not make decisions in a vacuum. APMs need to avoid getting bogged down in the minutia; that's why coordination is key.
What else would you like us to know?	

Respondent 10	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	Help build governance/structure for managing cost, schedule and performance, mitigate risks and/or issues and tailoring processes to try to most effectively meet mission needs
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	Help build governance/structure for managing cost, schedule and performance, mitigate risks and/or issues and tailoring processes, pre and post contract award
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	Use data-driven decisions to determine opportunities for consolidation and/or enterprise-level programs. Track cost savings and/or avoidance for the cost savings tracker.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	Build integrated master schedules and work within AFICC to help establish governance/structure to maintain these as a baseline and track schedule pre and post award, tailoring out unnecessary steps or combining steps, where it makes sense.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	Working within AFICC to help establish a governance/structure for operational acquisition ownership/accountability (i.e., baselines for cost, schedule and performance and risk management throughout the entire life cycle)
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Help build governance/structure for managing cost, schedule and performance, mitigate risks and/or issues and tailoring processes to try to most effectively meet mission needs
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	Leading the team through the 7-step strategic sourcing process in addition to guiding them through effective cost, schedule, performance and risk management pre and post award
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	Help build governance/structure for managing cost, schedule and performance, mitigate risks and/or issues and tailoring processes to try to most effectively meet mission needs

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	Ensure portfolio goals and actions align to AFICC, AFIMSC, SAF/AQC and higher HQ flight plans, strategic visions and strategies while coordinating/collaborating with mission partners and other stakeholders
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	Build and manage relationships with mission partners and other stakeholders to better understand their requirements and multi-functional teams to find a way to best meet mission partner needs pre and post award
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	- No clearly defined governance/structure for operational acquisition (i.e. PEO delegation; cost, schedule and performance baselines and approval authority for baseline changes; tailoring of processes and documentation throughout the life cycle and obtaining approval/documenting reason for tailoring such as in an Acquisition Decision Memorandum; defined cost, schedule, performance and risk management reporting for programs throughout the entire life cycle for accountability) - Volatility in requirements owners/mission partners (contracting officer reps often leaving with no replacement) - Not having all expertise required (i.e., team members are primarily contracting professionals when other functionals are also needed--finance, logistics, security, etc.) -- PMs are responsible for leading multi-functional teams in systems acquisition, but aren't the experts for all of these functions themselves and not accustomed or trained to provide an advisory role - Buy in from the AFICC contracting professionals who don't understand a PM's role if they haven't worked in systems acquisition
Performance Management Review (PMR)	Both

Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	Both
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	Believe PMs should manage/lead these tasks in close coordination with the COR and other team members. Each team member should have their own role and responsibility defined, but should be cognizant of other team members' actions to coordinate and help the PM manage the program.
What else would you like us to know?	Need leadership guidance/help to clearly defining the end state for PMs in AFICC and operational acquisition and a massive organizational culture change to accept and implement changes throughout the enterprise.

Respondent 11	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	By working with our AFICC acquisition team and Mission Partners I work to manage the team's portfolio keeping up with the details. This includes keeping COs/leadership informed of upcoming requirements, contract options due dates, CPARs, deobligations/closeouts.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	We are not a Systems base, with true "life cycle" management. As an APM in AFICC I support the requirement from beginning of the requirement to end. Includes understanding the requirement, clarifying the requirement (PWS/SOW/SOO or specs), understanding government cost estimates, working with CO to get it on contract and staying with/understanding the requirement to contract closeout.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	As an APM, cost is reviewed in the beginning (IGE vs contract award amount). IF savings can be made, COs input the information on the CTracker. Most requirements in our organization are FFP. Monitoring cost is an important part of effective portfolio management not only with amount spent but correct appropriation, bona-fide need, anti-deficiency.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	Monitoring is done by making sure that the schedule within the PWS is followed. Many of our contracts are not on a "life cycle" schedule but as an APM I make sure that options are exercised within regulation. If there is a "schedule" within the PWS, it is monitored. For teams to be effective, schedules are an important part of portfolio management. If schedules are not monitored it could result in additional work such as bridge contracts, etc.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	Taking pride and knowing details of the requirement gives me a sense of ownership and accountability. Knowing the details of how the requirement is helping the end user also plays a part. Within In my organization, the acquisition program manager works within the "contracting" office. Life cycle planning for our organization is not the same as a systems program office. A few examples are - acquisition dollars are not as high and do not require the level of clearance for higher dollar requirements. Other "life cycle" steps such as testing and evaluation are not required. The services advocate would/could provide insight to "portfolio life cycle planning." (knowing upcoming requirements, etc)
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	As an APM in AFICC, strategic influence and leading change comes from educating others in what their acquisition team needs to get what they need. As stated in prior responses, life cycle planning for our organization is not as it would be for a systems base.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	As an APM in AFICC, demonstrating that I know about the requirements and details of the entire portfolio helps lead the people in planning the portfolio's life cycle. For example, options due, upcoming new requirements, closeouts, etc.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	Same answer as above: As an APM in AFICC, demonstrating that I know about the requirements and details of the entire portfolio helps with action orientation/results orientation as it relates to the planning of the portfolio.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	As an APM in AFICC working on acquisition strategy with the COs and mission partners, awarding to small businesses and knowing where the enterprise wide acquisitions/strategically sourced contracts are awarded/being worked all demonstrate this perspective as it relates to portfolio life cycle planning. Enterprise Crosstalk gives a perspective of enterprise wide contracts being worked. Based on requirements and our small business goals, we always award to small businesses. If our goals are short in a certain category, we'll work with the CO in research to determine if that type of SB can perform the work.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	Reaching out, staying in contact and educating all of the team develops and builds relationships (includes but not limited to - mission partners; resource advisors; FM and Contracting Officers.)
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	The biggest challenge working within AFICC as an APM is communication and defining the APM's role vs the Contracting Officer's role. In most operational contracting units, the CO serves as the APM. Defining roles of APMs vs CO has been a challenge/obstacle. Also - Life cycle management of an operational requirement is not the same as a "systems" acquisition. APMs work within the contracting office. This is different than a program manager at a systems base. Life cycles within our unit are simpler and many times the acquisition doesn't meet the dollar thresholds of many steps within the cycle.
Performance Management Review (PMR)	Other
Track contract/price variances (ceiling remaining)	Other
Track and incorporate POM schedule into portfolio planning	Other

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Other
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Other
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	“Other” on all of activities was chosen because the Leadership (Commander/Flight Chief/Team Lead) should be managing the entire portfolio. Contracting Officers also have a responsibility of the requirements and the only ones that perform contract actions (ceiling limits). APMs and CORs play an important part in keeping all informed but leadership should know what is within their portfolio. Communication is the key.
What else would you like us to know?	

Respondent 12	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	By teaming with Mission Partners (MP) to define Requirements, PWSs and IGCE's. In addition the communications' link between MP and Contracting team. This is a cradle to grave relationship.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	The level of experience from the Mission Partners. For some MPs, requirements/acquisitions are an additional duty. Oftentimes the level of effort and attention require improvement.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	Both

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	N/A
What else would you like us to know?	N/A

Respondent 13	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	We are assigned requirements in the portfolio and work them with the CO/CS throughout the pre award process and through certain processes of post award.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	We engage the mission partner in their development stage of a supply or service and provide cradle to grave support through sustainment, maturity, and decline.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	We utilize a cost savings tracker for the AMC portfolio. We also track and review MIPRs providing business advice and alternatives.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	We assist the mission partner, CO, and CS in developing agreed upon milestones and then alert the team when we get off schedule to offer possible solutions moving forward.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	We promote the Multi Functional Team approach, develop agreed upon agendas/assignments, and challenge as well as support the team efforts. Ongoing communication is key.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	By researching and offering potential business solution alternatives to the status quo. We must balance the tried and true with dynamic thought which includes a short and long term perspective.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	Lead by example and sharing of lessons learned. Knowledge is power but can become synergy when shared.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	By focusing on value to the mission both from a short and long term perspective.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	By embracing collaboration, innovation, trust, empowerment and risk. BL, focus on leadership's vision and offer potential solutions to make visions a reality.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	Relationships built on trust and continuity where team communication and knowledge sharing is critical.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	You must find ways to show your value to achieve acceptance with the various players.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	Both

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	I had or "other" responses
What else would you like us to know?	

Respondent 14	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	I work with a variety of assigned internal contract and AFICC support team members, category management leads, AF SMEs and AF customers to conduct both new and replacement strategic sourcing project initiatives. I also work with CO/CS personnel to manage active, ongoing SS programs. Key work activities include coordinating the completion of all 7 steps of the SS wheel. Day-to-day activities are varied and can include: planning, scheduling, assigning resources, performing and/or reviewing work required, ensuring satisfactory execution of all requisite SS steps and development of required supporting documentation, conducting periodic team meetings, preparing and delivering presentations to various levels of leadership, reviewing for program compliance, evaluating program performance, troubleshooting issues raised, etc.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	Planning and development of an AF-wide SS program should consider and incorporate critical life cycle management activities and requirements associated with the targeted portfolio activity
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	Execution of any SS effort generally should consider the total cost of ownership and look to establish cost and process reporting methods with ongoing assessment review/response activities that will help to ensure effective portfolio management to meet the program's intended goals.

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	Project schedules are to be established and monitored throughout the course of both developing and active SS programs to actively track progress to targets/goals and help to raise issues, manpower needs, key roadblocks, etc., to the attention of the entire team and leadership as early as possible for their consideration and support.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	Active, ongoing engagement as a SS team's project leader is a key ingredient, continuously showing interest and enthusiasm to all those involved on the project, being encouraging yet critical, holding yourself and others accountable for meeting mutually agreed objectives/goals, being understanding and fair for matters/issues occurring outside your control that adversely impact progress to targeted objectives. Be continuously aware of the status all key aspects of the required work, seeking to identify alternative approaches/paths to overcome issues arising to enable success project achievement
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Personal accountability, active ongoing project involvement and consistent team engagement and leadership are key ingredients. Both personally and in engagement with team members, continuously seeking to encourage ideas to identify opportunities for changes in processes, practices, strategies, standards, policies, data evaluation, etc., for the targeted program.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	Organizing the team, encouraging all to fully engage and contribute, actively listening to all involved, recognizing the solid contributions of team members to all, continuously seeking to support team members especially when questions/issues/roadblocks arise
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	Continuously engaging/involving the team to work towards meeting or exceeding targeted team goals. Keeping the team well advised of project status and issues arising and seek to identify work-arounds to achieve goals. Seek to provide guidance/counsel/alternatives that will help the team meet targeted results. Timely engaging with the team and leadership to address matters or issues that require attention to help meet results.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	Stay informed of ongoing AF activities through review of AF internal and external news and data sources and world news that will/could impact your project/program initiatives. Seek to stay aware of AFMC, AFISMC and AFICC annual goals, plans and developments that will/may impact your project/program initiatives. Attend and actively engage in meetings/conferences in your organization.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	Periodic outreach to key program constituents and user community for your programs. Timely respond to inquiries and questions, seek to provide ongoing insights and ideas where possible, actively encourage comment and response to ideas, look to identify areas of opportunity and possible change that might improve the overall performance of the targeted business area. Periodically engage those involved to raise suggestions for change for the team and you to potentially improved overall performance.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Full end-to-end completion of a SS program initiative in 18–24 months, often with an ever-changing cast of team and leadership members; adequately meeting or exceeding SB-use goal expectations; managing military/civilian team members that don't report to you and typically have multiple additional project roles, duties and responsibilities; data/info reporting challenges to fully understand the project/program data needed; what's deemed acceptable in terms of meeting documentation requirements; expectation of developing and effectively managing a project using MSFT Project when you may not have used it for several years;
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	COR
Track and incorporate POM schedule into portfolio planning	Other

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	COR
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	I believe the planning organization should handle the tracking POM schedules, working with the CO community
What else would you like us to know?	Many recent changes in AFICC and AFIMSC (i.e., organization, leadership, assignments, resources, SS processes, tools, training, support, introduction of category management, SAF/AQCP eCommerce initiatives, etc.) associated with the transition to the new AF ESS structure make it challenging to stay focused on completing assigned projects. Also, while the "jury's still out" in my view as to organizational effectiveness with the separation of PM and CO leadership structure early this year, there needs to be more overall team engagement of the two to provide PM with more insights into the contracting team's roles and challenges.

Respondent 15	
What is your primary role at AFICC?	APM: I am a program manager assigned to AFICC
As an APM in AFICC, how do you facilitate effective portfolio management?	Managing cost, schedule and performance parameters against contractor performance, and investigating in attempts to resolve any programmatic issues within projects. Use of all tools (Microsoft Project, ACE tools, PMRT, SMT and Business Intelligence platforms) is also incorporated to meet project requirements.
As an APM in AFICC, how do you support portfolio LIFE CYCLE MANAGEMENT for your organization?	Overseeing projects from inception (Step 1 of SS Wheel) through contract award (Step 6) and then monitoring contractor performance (Step 7) and leading the IPT through each step to ensure for completeness of effort while driving efficacy.
As an APM in AFICC, how do you monitor COST across your organization's portfolio? How does this facilitate effective portfolio management?	Driving efficiencies and monitoring contractor performance to ensure they are performing within contracted terms; deep dives (with IPT and CC Lead) when users are not utilizing SS vehicles properly (or at all).

As an APM in AFICC, how do you monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	Weekly meetings with IPT and review of inch-/milestones towards project goals to ensure that team/effort stays on track; if off track, resolve issues or develop 'get-to-green' plan with IPT, mission partners, and/or CC Leads.
As an APM in AFICC, how do you demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	I treat each effort as if it were my own pocketbook/ventured expense...also keeping in mind Code of Ethics, and legalities as it pertains to each contracting activity.
As an APM in AFICC, how do you demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Taking as many leadership classes as possible and being in a constant mode of learning, awareness, diversity, as well as project management. Real leadership is how well you/your team performs when under stress or when facing adversity.
As an APM in AFICC, how do you demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	Taking as many leadership classes as possible and being in a constant mode of learning, awareness, diversity, as well as project management. Real leadership is how well you/your team performs when under stress or when facing adversity. Also taking a step back and not being reactive, but planning forward with a goal in mind.
As an APM in AFICC, how do you demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	Actions/results are predicated on how well you plan forward. Anticipating issues and training for how to resolve is always a good thing.

As an APM in AFICC, how do you demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	I don't really demonstrate political awareness except for the fact that what Congress/POTUS and their constituents do could affect the work I perform...always have to keep that in mind.
As an APM in AFICC, how do you demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	This is critical for the team to bring about good results, trust and program efficacy, and is important not only with internal customers but also with external customers/forces.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	PMs are not valued or respected the same way PCOs are in AFICC. PCOs/CSs are used to doing things the way they've always done it, and they don't know how to operate with a PM as part of the team. I've actually been shut down and was told "we've got this" (so you don't have to...it's our job) from the CO/CS on a team. Makes it very difficult to operate as a PM. Also, putting all PMs in one flight, and only one flight chief being a PM adds its own challenges. It's an "us against them" scenario and not the easiest to break down barriers.
Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	COR
Track and incorporate POM schedule into portfolio planning	Both

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	The PM and PCO (or COR) should work together on all of these efforts, but reporting program performance should be the PMs AOR.
What else would you like us to know?	So many classes/training sessions/workshops are geared towards COs/CSs, while the PMs are left to fend for themselves. Not a very cohesive environment...

Respondent 16	
What is your primary role at AFICC?	APM @ USSF
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Honestly, AFICC itself causes the most roadblocks. I just spent 6 months defining new requirements only to find out that all that work may be kicked back by AFICC because the requirements don't detract enough from the existing requirements and that causes issue with "meeting small business concerns" even though these requirements do expand the existing requirements and should allow for competition outside of just small business. What's worse is that in order to keep this requirement as it's currently defined while ensuring that it can be a small biz set-aside, we need to do a bundling. AFICC doesn't approve bundling. So basically, AFICC loads the rifle, aims it downrange, gets their target in their scope, and then turns the rifle around and shoots themselves in the face. I've been an APM for 6 months with DAF and I've already begun the process of transferring to another agency because of AFICC's nonsense.
Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	APM
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both

Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	Why is there a COR option but not a CO option? A COR is there to be the eyes and ears of the program cadre, not to facilitate contract admin or program management. It should say CO, not COR. Question 3 is a terrible question.
What else would you like us to know?	AFICC causes more roadblocks than actual help. I can't get my mission partners the requirements they need because AFICC makes arbitrary rules and allows for little to no flexibility in acquisition strategies. The concept of agile program management only applies to us, not to them.

Respondent 17	
What is your primary role at AFICC?	APM assigned to MAJCOM acquisition directorate
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	My experience is that APMs are disconnected from contract execution. Additionally, the variety and quantity of contracts drives more extensive and complex environment in which to manage.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	Other
Track and incorporate POM schedule into portfolio planning	COR
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM

Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	In my organization, the APMs don't have the requisite permissions to contract information systems to readily track ceiling remaining - this ability resides with the Contracting Officer or Specialist. As for the other tasks addressed above, our CORs mostly come from the same organization as the Requirement Owner and have vastly better access to funding status across the entire planning, programming and execution processes.
What else would you like us to know?	

Respondent 18	
What is your primary role at AFICC?	LEADER: I am an ESS/ESF Director, Commander, or Deputy
As an ESS/ESF leader, how do you expect your APM(s) to facilitate effective portfolio management?	Through the use of existing tools (such as SMT) as well as local tools (our PMO dashboard) to track acquisitions, scheduling and risk.
As an ESS/ESF leader, how do you expect your APM(s) to monitor COST across your organization's portfolios?	I have assigned an individual within the PMO to be our unit Cost Savings Tracker (CST) Champion to ensure all applicable cost savings are captured.
As an ESS/ESF leader, how do you expect your APM(s) to support portfolio LIFE CYCLE MANAGEMENT for your organization?	Using local tools and existing enterprise tools, each APM is assigned a specific portfolio of requirement to maintain to ensure scheduling for on time awards throughout time.

As an ESS/ESF leader, how do you expect your APM(s) to monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	Using local tools and existing enterprise tools, each APM is assigned a specific portfolio of requirement to maintain to ensure scheduling for on time awards throughout time. My expectation that over time, our APMs will become experts of their portfolios which should facilitate long term effective portfolio management.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	We've built a PMO Dashboard to provide various metrics to show accountability. Additionally, there is a defined schedule to ensure ESS leadership is briefed quarterly.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Our PMO has been directed to lead outreach to both our unit 1102 workforce and our Mission Partner workforce. Our PMO is now the entry point for all new/emerging acquisitions.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	Our PMO has been directed to lead outreach to both our unit 1102 workforce and our Mission Partner workforce. Our PMO is now the entry point for all new/emerging acquisitions.

As an ESS/ESF leader, how do you expect your APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	We've built a PMO Dashboard to provide various metrics to show accountability. Additionally, there is a defined schedule to ensure ESS leadership is briefed quarterly. We measure reduction in risk, reduction in cost and I hope to measure acquisition lead time in the future as well (or reduction thereof).
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	My PMO is tied into both AFICC/KA and our Cat Management partners. I have designated an individual in our PMO to our SCONS to ESS Champion.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	Our PMO has been directed to lead outreach to both our unit 1102 workforce and our Mission Partner workforce. Our PMO is now the entry point for all new/emerging acquisitions.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Our APMs are not owners of the requirements whereas in "systems" they are. Our teams are now made up of our Mission Partner (requirements owner), Contracting and APMs. AFICC APMs must speak both languages and build bridges to lead teams to success.
Performance Management Review (PMR)	Other

Track contract/price variances (ceiling remaining)	Other
Track and incorporate POM schedule into portfolio planning	Other
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Other
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Other
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	Depending on the specifics, for each of the above questions, there are roles for APMs, CORs and the Contracting Specialist/Officer. PMRs should be limited to higher value/higher risk acquisitions (ES/CM acquisitions). Executing PMRs for the sake of executing PMRs is not mission focused.
What else would you like us to know?	

Respondent 19	
What is your primary role at AFICC?	ESS Technical Director
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	One of the biggest challenges is projecting for the future with 3400 funding. Also, services acquisition don't require monthly reviews with the contractor to assess performance and change behavior.
Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	Other
Track and incorporate POM schedule into portfolio planning	Other
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	COR

Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	APM's are used to preparing/conducting monthly PMR's to address cost/schedule/performance variances that result from poor execution as well as the lack of hands-on risk management. The actual variances are reported to/by FM teams and tracked/managed by APM's through the use of earned value management. POM inputs are provided by FM but typically built by the PM of record and her/his team. FM as well as the PM are responsible for tracking funding with FM responsible for incorporating inputs into the POM submission. Contract expiration is typically managed by the CO (or COR). The CO will provide lead time to contract expiration to ensure follow-on efforts are done in a timely manner and to allow time to build COA's (if needed) for follow-on work. APM's provide CPAR inputs on the program contractors they're leading. Poorly executing contractors who have shown little-to-no improvement should be documented and follow-on efforts with this vendor should be scrutinized. This is where monthly performance reviews can help to either fix and/or document poor execution so that when it comes time to write the final CPAR, there is established trend data versus relying on memory.
What else would you like us to know?	Managing/executing 1 year funding can get tricky when attempting to provide enterprise sourcing solutions. Typically, companies provide better pricing when they know they have longer term commitments. Additionally, relying solely on Firm Fixed Price contracts can lead to increased number of contract mods due to poor requirements definition upfront. This is another area where APM's can provide requirements management experience gained from having to deal with developing Capability Development Documents/Capability Production Documents (CDD/CPD) and staffing them for approval.

Respondent 20	
What is your primary role at AFICC?	OL Director
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	AFICC PMs are not the requirement owner. So, some struggle with their role when the requirement owner assigns a team to work the acquisition. Who's the lead PM, are they just advising, who's responsible for the acquisition package, etc? Additionally, some worry about development as they are not surrounded by 20-year PM veterans and they are not working major weapon systems. All can be worked, just some early on challenges.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	Both
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both

Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	Answered both to all as I believe CORs often do not get enough training or guidance. Having an APM guide them through these activities could pay dividends when the COR moves to another location and there is not an APM there to assist.
What else would you like us to know?	Incorporating APMs in operation acquisition was a great move. We just need to ensure they are used appropriately and have the right opportunities to continue their development...things we are already working.

Respondent 21	
What is your primary role at AFICC?	OL Director
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Defining the “portfolio” and getting the requirement owners on the same page and agreeing to an acquisition strategy.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	APM
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM

Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	none
What else would you like us to know?	The definition of “enterprise” needs to be addressed too. For a MAJCOM, the enterprise might be the MAJCOM staff portfolio and a portfolio across the MAJCOM bases and not across the entire AF. Showing some requirement owner communities some success stories and how an APM can help them would be beneficial.

Respondent 22	
What is your primary role at AFICC?	LEADER: I am an ESS/ESF Director, Commander, or Deputy
As an ESS/ESF leader, how do you expect your APM(s) to facilitate effective portfolio management?	Yes, but they facilitate effective portfolio management by leading the teams from the initial stages of the acquisition to the award of the contract.
As an ESS/ESF leader, how do you expect your APM(s) to monitor COST across your organization's portfolios?	PMs are primarily responsible for re-acquisition efforts, not administration or current performance. They impact COST while influencing the initial acquisition strategy.
As an ESS/ESF leader, how do you expect your APM(s) to support portfolio LIFE CYCLE MANAGEMENT for your organization?	PMs are primarily responsible for re-acquisition efforts, not administration or current performance. They impact LIFE CYCLE MANAGEMENT while influencing the initial acquisition strategy.

As an ESS/ESF leader, how do you expect your APM(s) to monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	PMs are primarily responsible for re-acquisition efforts, not administration or current performance. They impact SCHEDULE while influencing the initial acquisition strategy.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	I am not sure if this is the intent of the question, but the expectation is PMs demonstrate ownership by tying themselves both in mission and energy into successful Mission Partners acquisition efforts.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	I expect APMs to utilize their immense capabilities and experience to build better acquisition solutions for their respective mission partners.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	I expect APMs to utilize their immense capabilities and experience to build better acquisition solutions for their respective mission partners.

As an ESS/ESF leader, how do you expect your APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	I expect APMs to utilize their immense capabilities and experience to build better acquisition solutions for their respective mission partners.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	I expect APMs to utilize their immense capabilities and experience to build better acquisition solutions for their respective mission partners. This will certainly mean having a high political awareness to ensure all stakeholders are aligned and their perspectives are considered.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	See answer 10 above.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Mission Partner buy-in to including into their acquisition planning processes has been our biggest challenges. Before meetings were virtual and when APMs were first arriving, the MP would not allow them in the their building for meetings, etc.
Performance Management Review (PMR)	Other

Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	For PMR, it should be the APM and the Mission Partner, together.
What else would you like us to know?	N/A

Respondent 23	
What is your primary role at AFICC?	Flight chief
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	We now have an acquisition mission to provide our training. Our customer is NOT getting qualified program managers and now the contracting shop has to do both jobs. That of CO and PM.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both

Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	n/a
What else would you like us to know?	This survey failed to include the contracting office. in many of these, the entire TEAM needs to working these areas

Respondent 24	
What is your primary role at AFICC?	LEADER: I am an ESS/ESF Director, Commander, or Deputy
As an ESS/ESF leader, how do you expect your APM(s) to facilitate effective portfolio management?	I expect them to bring the process, demand, savings perspective to our portfolio to help us see where we can be more effective in managing what we have and for providing potential future alternatives.
As an ESS/ESF leader, how do you expect your APM(s) to monitor COST across your organization's portfolios?	Most of our contracts are FFP but even so their cost impacts the mission. I expect them to identify costly processes and acquisition practices that can be improved or eliminated. Two (2) of our APMs are from industry which provides a great opportunity for capitalizing on that experience and foster stronger interactions with industry partners. Modeling industry standards is the best way to cut costs as many of our processes create additional labor and costs that add little value to the mission.
As an ESS/ESF leader, how do you expect your APM(s) to support portfolio LIFE CYCLE MANAGEMENT for your organization?	Their ability to partner with our customers on requirement development opens the aperture to explore not just what is needed today but the impacts for sustainment, replacement and the evolution of innovation and technology over the life cycle of the services and supplies we procure.

As an ESS/ESF leader, how do you expect your APM(s) to monitor SCHEDULES across your organization's portfolio? How does this facilitate effective portfolio management?	I expect them to have a “bird’s eye” view of our portfolio schedule; provide recommendations on contract lengths to mitigate overlaps; and help with contingency planning when issues arise.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	I expect them to maintain oversight and be knowledgeable of the category management portfolio. They should project the acquisition life cycle and ensure management is aware of when major acquisitions need to start follow on requirements to be timely.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	They should understand the current state and be part of forming the future vision. They should be in frequent communication with ESS leadership, present a united front and champion needed changes.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	They need to be a knowledge center to help the squadron embrace ESS changes and exude confidence in the new processes. They need to be accessible and open to questions and concerns. Providing information to lay a path to change is easier than trying to force it and the APMs are in a key position to provide that information.

As an ESS/ESF leader, how do you expect your APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	I expect that they develop clear strategies (small and large) to have a clear path on how their proposed actions have the intended results. Action without foresight can be a huge timewaster!
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	Experienced APMs provide balance to our contracting execution focus. Their partnership in the acquisition process and broader view outside our organization increases credibility with our mission partners.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	I expect them to be collaborators as the lead the MFT to find, adopt and execute a common goal for mission accomplishment be it a contract, policy or demand solution. They need to listen and address dissenting opinions in a professional way that builds a cohesive team.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	They need to adapt to a mostly competitive environment focused on providing services to support execution of the mission.
Performance Management Review (PMR)	APM

Track contract/price variances (ceiling remaining)	Other
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Other
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	My other answers equal both the APM and CO should be tracking them. Note: the Chief COR has often be dual-hatted as a "PM." I answered according to the true roles of APM & COR but other answers might reflect this dual role.
What else would you like us to know?	We have two APM orgs. One is customer established and one is our internal category management focused team. We typically do not and have not had "true" APMs for our acquisitions. Navigating these two orgs and mission partners that are labeled PMs add a complexity to the APM role.

Respondent 25	
What is your primary role at AFICC?	LEADER: I am an ESS/ESF Director, Commander, or Deputy
As an ESS/ESF leader, how do you expect your APM(s) to facilitate effective portfolio management?	Initially we've tasked our PMs to accomplish spend analysis and facilitate stand up of a steering group for our regional sourcing efforts, as time allows we also use them to assist specific acquisition teams with building requirements packages.
As an ESS/ESF leader, how do you expect your APM(s) to monitor COST across your organization's portfolios?	We are no expecting them to monitor cost across our portfolio at this time.
As an ESS/ESF leader, how do you expect your APM(s) to support portfolio LIFE CYCLE MANAGEMENT for your organization?	Since our portfolio is primarily recurring installation support and professional services we are not using our PMs to support life cycle management.
As an ESS/ESF leader, how do you expect your APM(s) to monitor SCHEDULES across your organization's portfolio? How does	Since our portfolio is primarily recurring installation support and professional services, I expect our PM support to monitoring schedule to focus on baseline of current services acquisition Leadtime and look for inflection points where we can obtain the greatest reduction with our limited PM staff.

this facilitate effective portfolio management?	
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	See above response on life cycle management.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate a STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	See above response on life cycle management.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	See above response on life cycle management.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	See above response on life cycle management.

As an ESS/ESF leader, how do you expect your APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	See above response on life cycle management.
As an ESS/ESF leader, how do you expect your APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	See above response on life cycle management.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	The challenge is that we don't own the portfolio our supported MAJCOM does, and this limits the amount of influence our APMS can have, and there simply are not enough (2x) to manage the MAJCOMs portfolio of the MAJCOM were amenable to our management of their portfolio.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	COR
Track and incorporate POM schedule into portfolio planning	COR

Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	COR
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	N/A
What else would you like us to know?	N/A

Respondent 26	
What is your primary role at AFICC?	LEADER: OL
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Operational contracting portfolio funding is not centralized as with weapons systems budgets, which hampers efforts to standardize and effectively manage at an enterprise level.
Performance Management Review (PMR)	APM
Track contract/price variances (ceiling remaining)	APM
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM

Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	N/A
What else would you like us to know?	

Respondent 27	
What is your primary role at AFICC?	LEADER: I am a leader at AFICC Headquarters
As a HQ AFICC leader, how do you expect APM(s) to facilitate effective portfolio management?	I expect APMs to lead strategic sourcing acquisitions. This means guiding teams through the 7 step process mandated by DoDI 5000.74 (Forming teams, building schedules, managing risk, etc.)
As a HQ AFICC leader, how do you expect APM(s) to monitor COST across an organization's portfolio? How does this facilitate effective portfolio management?	I expect APMs to understand how requirements drive costs and to manage requirements to ensure the AF gets what it needs at a good value
As a HQ AFICC leader, how do you expect APM(s) to monitor SCHEDULES across an organization's portfolio? How does this facilitate effective portfolio management?	I expect APMs to build resource loaded schedules for the entire 7 step process (not just the source selection) and to use a tool like SMT to monitor schedules and address risk and program delays as needed

As a HQ AFICC leader, how do you expect APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	I expect APMs to own their programs like they are theirs
As a HQ AFICC leader, how do you expect APM(s) to demonstrate STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	I expect the APMs to lead strategic acquisitions and to work with mission partners and contracting to provide the capabilities the warfighter needs
As a HQ AFICC leader, how do you expect APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	APMs lead the multi-functional acquisition team to deliver capability
As a HQ AFICC leader, how do you expect APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	APMs should build resource loaded schedules that lead to execution of programs and delivery of the needed capability

As a HQ AFICC leader, how do you expect APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	APMs need to understand what Category Management portfolio their ESS is aligned to then develop an awareness of that Category Managers challenges, opportunities, and priorities
As a HQ AFICC leader, how do you expect APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	APMs need to build multi-functional teams to get capability delivered
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	AFICC is contracts focused vie program focused. For AFICC success is viewed as contract award, for an APM it is successful delivery of capability. Operational mission partners do not generally understand how acquisition works and need a lot of assistance developing sound, performance based requirements
Performance Management Review (PMR)	APM

Track contract/price variances (ceiling remaining)	Other
Track and incorporate POM schedule into portfolio planning	Both
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	COs should track remaining ceiling
What else would you like us to know?	AFICC needs to transform from a contracting organization to an acquisition organization, like AMIC has done. There also needs to be governance and accountability for program execution beyond the annual AER look at a few select programs. The AETC AFBOS contracts are a perfect example of acquisitions gone bad

Respondent 28	
What is your primary role at AFICC?	LEADER: I am a leader at AFICC Headquarters
As a HQ AFICC leader, how do you expect APM(s) to facilitate effective portfolio management?	First and foremost I expect AFICC's APMs to have foundational program management skills. They have to be able to execute the foundational program management skills, such as development of a Work Breakdown Structure, Integrated Master Schedule, and then effectively lead multifunctional teams through the strategic sourcing process. These foundational skills are much more in line with what you learn in private sector type of training through leading PM organizations such as the Program Management Institute as opposed to DAU training. If AFICC APMs do not have these foundational skills and not how to EXECUTE the work then they have no hope of effectively leading their teams and monitoring progress. Being well versed and experienced in the foundational PM skills are key to success.
As a HQ AFICC leader, how do you expect APM(s) to monitor COST across an organization's portfolio? How does this facilitate effective portfolio management?	Effectively managing across a diverse portfolio requires a consistent approach to how you plan, track, and measure the success of our programs. If we are breaking each project down to its inch stones and actively managing and tracking the completion of those inch stones we can begin to build a data set of estimated and actual performance data which can be used to estimate future work. In addition, the organization should establish both a Quality Assurance (QA) function that ensures we are consistently are following the organization's processes (i.e. 5000.74) and a Quality Control (QC) function that ensures the inch stones are done at a high quality. If they are producing poor quality products then the program will look as though it's on track only to hit the wall later in the project's life when the poor work completed earlier in a project comes to light.
As a HQ AFICC leader, how do you expect APM(s) to monitor SCHEDULES across an organization's portfolio? How does this facilitate effective portfolio management?	See answer to #3. Also, I expect the program manager to track and report schedule progress just like a private sector PM would. We should be moving toward Earned Value Management to include using Schedule Performance Indexes and Cost Performance Indexes. Why shouldn't government PMs be held to the same standards as a private sector PM? Obviously this will take time to develop within our APM but why shouldn't they because as skilled in Program Management as their private sector counterparts.

As a HQ AFICC leader, how do you expect APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	First and foremost they need to develop a plan. Failure to plan is planning to fail. They should then communicate that plan and gain all of the necessary stakeholder buy in. Then our Program Management Reviews (PMRs) and Monthly Execution Plans (MERs) should be tracking against that plan. During the review questions QC/QA performance should be reviewed as well as cost and schedule performance. Tough detailed questions should be asked to ensure that the PMs know their respective portfolios.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	A key component of effective project management is execution of the “soft skills.” To influence and lead change the PMs have to gain stakeholder buy in. How do you do that? 1. Say what you are going to do 2. Do what you said you are going to do 3. Show them you did what you said you were going to do This keeps everyone informed and on the same page. But at the end of the day the key to leading change comes from successful execution. Our APMs have to successfully deliver programs that meet the timeline and cost objectives but most importantly meet our mission partner’s needs. By delivering high quality projects on time everyone will start to buy in.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	They will need to be a teacher. They will have to explain the “why” they are doing things they are doing. This is why in a previous question I said our APMs have to be well versed in the execution of PM fundamentals. How can they begin to teach others why when they don’t know themselves? Second, they have to be an excellent communicator which means they have to be well versed in ALL aspects of their projects so they can effectively communicate with all of the stakeholders. Then they have to walk the walk. They have to model the behavior that they expect from everyone else on their team. That means following the process, executing high quality work products, holding themselves and others accountable. If they say one thing and then do another you cannot be an effective leader.

As a HQ AFICC leader, how do you expect APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	Measure QA/QC as described above. Using industry standard program management measures to track performance.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	There has to be a drive to learn and grow. APMs should be looking to help the organization improve its processes and procedures through the execution of their work efforts.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	We have to be willing to share. I'm not just talking about the successes. We need to share failures. Look if you are a program manager long enough in your career you are going to have some projects that don't go great but from that experience comes a great opportunity to learn and grown. Conducting and sharing post mortem analysis of project failures is a great way to establish and build relationships.

Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Weapon System PM are typically supported by contractors who actual do the fundamental PM work for them. For example, Project Plans, Work Breakdown Structures, Integrated Master Schedules, Status Reports are all CDRLs on a weapon systems contract. Our contractor PMs build them NOT our government PMs therefore they never learn the fundamentals. In our environment we don't have support contractors therefore our PMs have to do those products on their own must of our PMs have no clue how to do that work and our flight chiefs don't either. Our strategy should be to identify flight chiefs who can execute and have them mentor and train their squadrons PMs on the daily on how to execute the fundamentals. Like anything else, it comes down to fundamentals. PMs should be developed like COs. Contract Specialist are developed under the watchful eye of a contracting officer by being given pieces of the work to do and then the CO reviews the work product and provides feedback. This is exactly the approach we should use to develop our PMs.
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	COR
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	Both

Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	I selected both for most. This is a team sport and everyone has to be vested in the successful outcome.
What else would you like us to know?	Program Management is really an On the Job Training (OJT) acquired skill. PMs don't walk out of a class and know how to do the work just like a Contract Specialist doesn't walk out of all their contracting classes knowing how to be a Contracting Officer it requires development through active execution and real time feedback.

Respondent 29	
What is your primary role at AFICC?	LEADER: I am a leader at AFIMSC Headquarters
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	APMs at AFICC seem to be limited to leading services or commercial off the shelf product efforts, which do not require the typical system life cycle PM scope of responsibilities, and were likely previously covered by cognizant Contracting Officers (especially for services contracts, where the focus would be on contracting strategy, execution and performance monitoring, as opposed to the complexity of a systems acquisition effort).
Performance Management Review (PMR)	Both
Track contract/price variances (ceiling remaining)	APM
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for	APM

upcoming acquisitions	
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	I think the choices above should include options to select the CO and the Functional Sponsor as the choice between APM and COR likely will not get you the info you're looking for as the COR's duties are very limited in most cases.
What else would you like us to know?	I think you're missing some key activities that would provide your survey more rigor - such as "Acquisition Strategy Development," and "Requirement Development." Also, not sure what task you're looking to define with "Track and incorporate POM schedule into portfolio planning" -- that is a very high level task usually tackled between Functional Sponsor/User organization, MAJCOM and Air Staff so probably beyond the scope of most APMs and especially CORs.

Respondent 30	
What is your primary role at AFICC?	LEADER: I am a leader at AFICC Headquarters
As a HQ AFICC leader, how do you expect APM(s) to facilitate effective portfolio management?	PMs should lead the MFT. They do not have direct authority over all the members, but are responsible for the schedule.
As a HQ AFICC leader, how do you expect APM(s) to monitor COST across an organization's portfolio? How does this facilitate effective portfolio management?	PMs in AFICC can only manage cost to stay within the MP's budget. Our PMs do not have the authority over cost that PMs do in the other AFMC Centers, i.e., they are not responsible for POM inputs. Our PMs must directly support their mission partners by understanding their portfolio and budget and giving them advice. Our PMs can help them find money when they need it, because our PMs are not part of AFMC it is much harder for them to have a seat at the table in the MAJCOM. I save the same thing at ACC when I was part of the AMIC.
As a HQ AFICC leader, how do you expect APM(s) to monitor SCHEDULES across an organization's portfolio? How does this facilitate effective portfolio management?	Our PMs should be looking at the POM inputs and see when the money is coming and work to develop acquisition plan to support. They should not limit themselves to the work in the ESS, but look at the entire MAJCOM's budget and try to develop smarter solutions for the MAJCOM than just paying for GSA FEDSIM or assisted acquisition.

As a HQ AFICC leader, how do you expect APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	I fully expect our PMs to own the MAJCOM's portfolio as if they were part of the MAJCOM they support and not AFMC. They should do everything in their power to ensure the acquisition plan consider the entire life cycle.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Again, I fully expect our PMs to own the MAJCOM's portfolio as if they were part of the MAJCOM they support and not AFMC. They should do everything in their power to ensure the acquisition plan consider the entire life cycle.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	Again, PMs should lead the MFT. They do not have direct authority over all the members, but are responsible for the success of the MAJCOM's portfolio. They have to lead the entire team and if they are not getting the support they need from the MFT to meet cost/schedule/performance then they have to push it up the chain.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	I would make our PMs replace the program's Action-Oriented metrics with Result-Oriented metrics to track performance throughout their program's life cycle.

As a HQ AFICC leader, how do you expect APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	Because PMs are now in AFICC, it is very aggravating to some in the MAJCOM (whose manning numbers were negatively affected by the stand up of AFIMSC) so our PMs must demonstrate political awareness when working the enterprise-wide portfolios that support the MAJCOM.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	APMs do not have direct authority over the MFT members, yet are still responsible for the schedule they must be experts in relationship development and building coalitions.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	PMs in systems acquisition or even in ACC's AMIC have one boss that is responsible for the success of the acquisition. Our PMs work for AFMC but still have to lead the MFT whose members (other than the CO) are part of the MAJCOM. They do not have direct authority over the members, but are responsible for the success of the MAJCOM's portfolio. They have to lead the entire team and if they are not getting the support they need from the MFT to meet cost/schedule/performance then they have to push it up the chain.
Performance Management Review (PMR)	APM

Track contract/price variances (ceiling remaining)	APM
Track and incorporate POM schedule into portfolio planning	Both
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	The problem I saw was the requirement owners call themselves the PM and did not want to be appointed as CORs The MAJCOM's PMs tried do all those functions above without any acquisition training. When our AFICC PMs arrived they tried to do their jobs, but the MAJCOM's PMs pushed back because they felt the PMs were in their lane (even though the MAJCOM's PMs were not doing their jobs). I know it got better with time, but it was much easier for the PMs in ACC's AMIC and SpOC/SAM-D to do their jobs because they shared a chain of command with the requirement owners,
What else would you like us to know?	You should interview the PMs who were working major programs and have a unique perspective on the challenges AFICC PMs face.

Respondent 31	
What is your primary role at AFICC?	LEADER: I am a leader at AFICC Headquarters
As a HQ AFICC leader, how do you expect APM(s) to facilitate effective portfolio management?	Know the process and follow the process! The 7-step Strategic Sourcing Wheel is built upon the same process as DoDI 5000.74 Services Acquisition Model. This process embodies a holistic research and analysis approach by understanding the current environment and then looking into industry; not only for vendors to satisfy the requirements, but also for best practices/cost factors/benchmarks/standards/etc., that should be considered when defining the requirement moving forward. The APMs have to know the process and the purpose for the process. They also need to lead the projects and IPTs by engrossing themselves in the requirement/subject matter, and effectively engage and communicate with the functional community.
As a HQ AFICC leader, how do you expect APM(s) to monitor COST across an organization's portfolio? How does this facilitate effective portfolio management?	Identify the total cost of ownership and determine if and where data resides to manage the various aspects of the TCO. Then look for ways to begin collecting any gaps of data that would provide valuable detail into measuring cost, schedule and performance.
As a HQ AFICC leader, how do you expect APM(s) to monitor SCHEDULES across an organization's portfolio? How does this facilitate effective portfolio management?	Again, APMs are asked to manage cost, schedule and performance. The government does not do a good job accounting for time, as done in industry. That said, it's important to create Product Breakdown Schedule (PBS)/Work Breakdown Schedule (WBS) for each project/portfolio and update this with resources and risks.

As a HQ AFICC leader, how do you expect APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	Know the subject matter! Take responsibility for the project/portfolio. Be prepared to answer any question relating to the current efforts - progress, risks, issues, challenges, etc.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	Empowered by AF Category Managers to execute strategic level contracts and manage for the AF. Use leadership to engage where things are stagnant; lead from underneath by execution of mission value.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	As an APM, you have to be willing to lead! From the IPT to working with other functional stakeholders and leaders... it is imperative to take a professional, yet honest approach to drive and motivate people. This includes providing feedback, being the example, accomplishing what you promise, etc.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	By providing value to mission partners! Not letting activity be the metric by which we show progress; rather execution of innovation.

As a HQ AFICC leader, how do you expect APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	Knowing the battlespace, stakeholders, current events, etc., that surround the subject matter and staying engaged through effective communication across tactical, operational and strategic partners.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	Don't think only AFICC or even AF. Look for joint cooperation and collaboration. Look across functional communities. Dissect the mission requirement for all those needing involved to optimize success.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Initial resistance from functional community, and even internal contracting community. The best way to manage this is to know the process, learn as much as possible about the requirement/subject matter, be consistent in communication and action, and provide value rather than more bureaucracy.
Performance Management Review (PMR)	Both

Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	Both
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	N/A
What else would you like us to know?	N/A

Respondent 32	
What is your primary role at AFICC?	LEADER: I am a leader at AFICC Headquarters
As a HQ AFICC leader, how do you expect APM(s) to facilitate effective portfolio management?	APM personnel assigned to an ESS should manage the strategic programs assigned to that SQ. They should also function as the SSEB Chair under any new SS effort.
As a HQ AFICC leader, how do you expect APM(s) to monitor COST across an organization's portfolio? How does this facilitate effective portfolio management?	See above.
As a HQ AFICC leader, how do you expect APM(s) to monitor SCHEDULES across an organization's portfolio? How does this facilitate effective portfolio management?	See above.

As a HQ AFICC leader, how do you expect APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	See above.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	See above; AFICC APM personnel should embrace this role; if not, they are of less value to the organization.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	See above; the APM is in a leadership role; as with any other AFICC leader, the APM is expected to exert strategic influence, lead people under their acquisition role, perform the mission, etc.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	The APM is expected to have a leading role in the award and administration of strategic programs. Awards should support the strategic goals of the Center - award within 24 months - and performance should be monitored and ensured post-award.

As a HQ AFICC leader, how do you expect APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	See above.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	As now embedded into a contractual organization, APM personnel should commit to the mission, the new role, and build the relationships across the SQ and HQ functions to ensure success.
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	If the APM comes with the systems background, she will quickly learn what's unique to an OA environment; there will be pressures to conform to a system's model that might not work in an OA world, where there is often very little time to execute. The APM will have to perform multiple roles under multiple programs.
Performance Management Review (PMR)	APM

Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	APM
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	It's assumed the /CC and /CD will be cognizant of all APM actions.
What else would you like us to know?	Brave new world; let's see if this improves OA.

Respondent 33	
What is your primary role at AFICC?	LEADER: I am a leader at AFICC Headquarters
As a HQ AFICC leader, how do you expect APM(s) to facilitate effective portfolio management?	1.) Understand what is in your portfolio and the governance structure regarding who the appropriate decision-makers are with respect to your portfolio. Portfolio management is also a team sport, requiring a MFT to support acquisition planning and execution of efforts within the portfolio. Category Management is a tool that can facilitate portfolio management, but it is not portfolio management unless you understand all the requirements, budgets, cost, schedules, interdependencies, risks, resources, and performance occurring within the portfolio. Active portfolio management requires documented governance, change control processes, and program control processes that aid and facilitate in risk identification and program execution. There also needs to be an understanding of what that portfolio has been created to do, and why. Constant communication will facilitate effective portfolio management, with the proper forums to discuss successes, challenges, and opportunities--with business case analyses conduct to go after opportunities that provide greater returns for our mission partners. None of this is possible without defined roles and responsibilities that have been documented and supported by leadership--at any level.

As a HQ AFICC leader, how do you expect APM(s) to monitor COST across an organization's portfolio? How does this facilitate effective portfolio management?	I think we need to think differently about “cost” when dealing with operational acquisition. I say this because we are generally in FFP-type arrangements, procuring common commercial services or products. If we have CP-type efforts, cost control is more straight-forward and the PM should understand, and manage the contract award ceiling related to monthly expenditures and forecasted burn rates. The PM should investigate the usage of CDRLs developed to better monitor and understand contractor costs and expenditures, analyze trends, and compare that with the actual performance sought through the contract. When it comes to cost in FP-type arrangements, the focus is should perhaps be on strategic cost avoidance or perhaps price related to performance experienced given the PM only has control over performance in a FP arrangement and is almost unable to influence schedule or cost--a trade-off the government made when it selected the contract type. I would prefer our PMs to manage their contract(s), with respect to cost, by interacting with the units to better understand the performance they are receiving, related to the cost that was paid, associated with tasks outlined by the government in the PWS. Outstanding if we paid too much or placed emphasis in the wrong place is how I would best understand “value” with respect to cost in a FP-arrangement.
As a HQ AFICC leader, how do you expect APM(s) to monitor SCHEDULES across an organization's portfolio? How does this facilitate effective portfolio management?	Schedules are critical to ensure we are delivering the right acquisition solution and the right time for our MP. There has to be a baseline established and a process followed. Pre-award is the most critical time to monitor schedules, followed by accurate acquisition planning to ensure we award re-competes/follow-ons during the required time to avoid bridges and extension clauses. I expect schedules to be accurate and approved by senior leadership, with the team, and PM held accountable to ensure they are hitting their milestones, or developing risk mitigation plans to reduce impacts to schedule milestones. There then needs to be business rules for when a schedule can be re-baselined, and by who--but we still keep the original schedule (similar to an APB). Senior leadership should also review schedules, ask the hard questions, and challenge teams versus allow re-baseline efforts constantly. Schedules are critical to delivering on promises, but are also critical tools for resource management purposes and deconflicting work far in advance.

As a HQ AFICC leader, how do you expect APM(s) to demonstrate a SENSE OF OWNERSHIP / ACCOUNTABILITY as it relates to portfolio life cycle planning?	Simple answer, their leadership, typically 1102/64Ps need to empower them to lead a program. Too many times I think a CO believes they run the program--this has to change. Someone has to be held for cost, schedule, performance, quality, and risk and usually a PM understands the total tradespace versus just putting something on contract at "best value." You also have to provide them with the resources to be successful and the "authority" to lead their team to ensure the acquisition solution is delivered on-time. This could be perceived as the functionals working for the PM, but in reality, they are all working together, executing their core competencies as an integrated team. It is still an "us" vs "them" mentality.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate STRATEGIC INFLUENCE / LEADING CHANGE as it relates to portfolio life cycle planning?	I expect our PMs to develop a strategic vision for their organizations and mission portfolio, working with their squadron leadership. Developing programs, building schedules, communicating with stakeholders, and developing products IAW the DoDI 5000.74 process and aligning tactical objectives to strategic goals and then assessing the risk to achieving those actions should be their primary goal. Change can only happen if it is enabled, there is leadership guidance provided, and a model is followed to show the value having PMs in operational acquisition.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate LEADING PEOPLE as it relates to portfolio life cycle planning?	For PMs to lead people, they have to be given the authority or at a minimum, the opportunity to do so. ADCON and TACON need to be separated without and IPTs/MFTs created that show a unified team working towards a common goal vice "It's my team." A PMs primary job is to block, tackle, and communicate. They also need to understand the other functionals, learn their jobs enough to be cognizant of what is happening, but leverage the skills of their team members.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate ACTION ORIENTATION / RESULTS ORIENTATION as it relates to portfolio life cycle planning?	ran out of time

As a HQ AFICC leader, how do you expect APM(s) to demonstrate POLITICAL AWARENESS / ENTERPRISE-WIDE PERSPECTIVE as it relates to portfolio life cycle planning?	PMs should be in-tune to what is happening in the political and acquisition landscape around them. Economic conditions will also influence how enterprise efforts are developed. However, PMs also need to take a step back and ask if everything really should be an enterprise effort, or if there are more efficient ways of executing the requirements. This requires communication with internal and external stakeholders--a key characteristic of a PM and being able to digest that data and craft it into the best acquisition strategy they can, with the help of the entire team.
As a HQ AFICC leader, how do you expect APM(s) to demonstrate RELATIONSHIP DEVELOPMENT / BUILDING COALITIONS as it relates to portfolio life cycle planning?	ran out of time
Program management is traditionally associated with systems acquisition. What unique challenges does an APM in AFICC face when performing life cycle management of an operational contracting portfolio.	Foundational PM skills are transferrable to any of the Acquisition Pathways outlined in 5000.02. The primary difference is how Market Intelligence (Step 3) is completed and the KSAs required to efficiently accomplish that work vs systems. Happy to discuss at length.
Performance Management Review (PMR)	APM

Track contract/price variances (ceiling remaining)	Both
Track and incorporate POM schedule into portfolio planning	APM
Coordinate with Finance and Resource Advisors to track funding schedules and manage upcoming acquisitions across the portfolio	APM
Track contract expirations across the portfolio to facilitate proper planning for upcoming acquisitions	Both
Please specify who should be responsible for performing any tasks for which you responded 'Other' in the previous question. Any other explanation is also welcome in this section.	n/a
What else would you like us to know?	PM skills are transferrable, it's the culture and mindset that need to change to develop an acquisition capability that harnesses the competencies of PMs in the operational/services acquisition world.

APPENDIX C. 7-STEP SERVICE ACQUISITION PROCESS

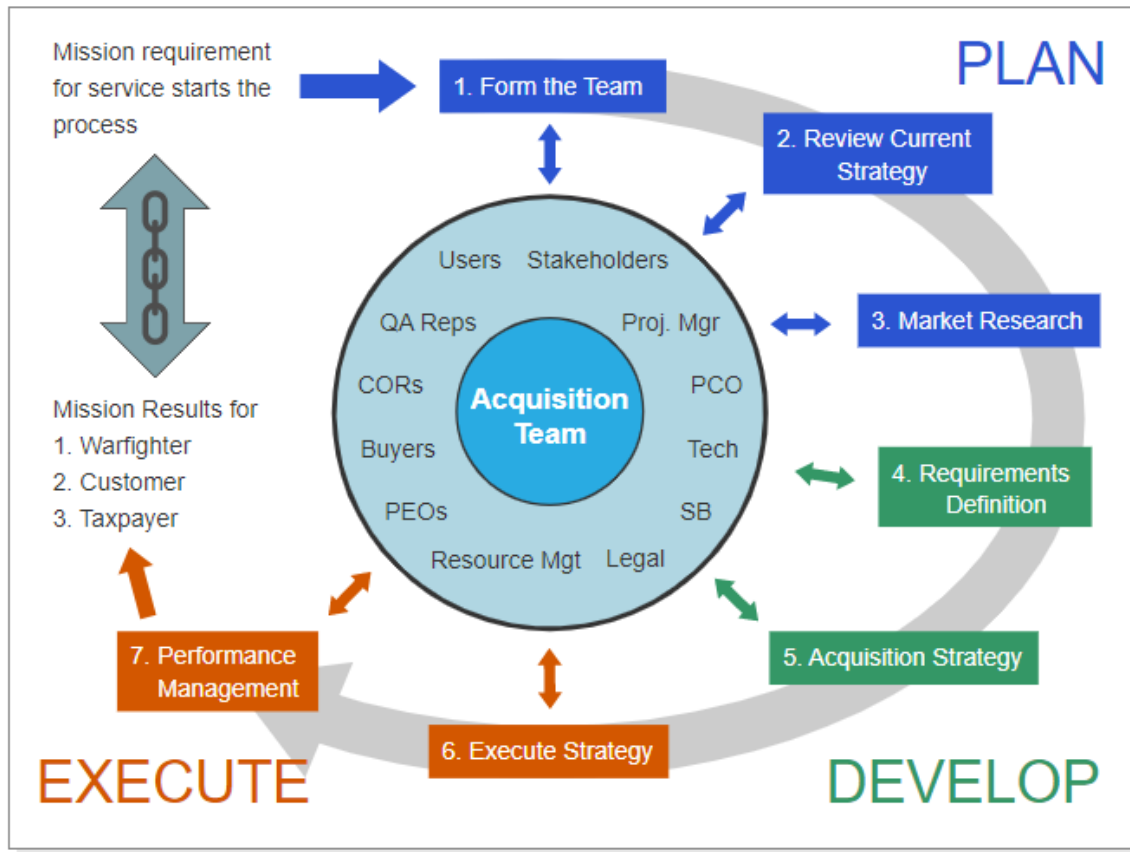


Figure 4. 7-Step Service Acquisition Process. Source: Defense Acquisition University [DAU] (2021).

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