

Welcome to the SMC Systems Engineering Orientation Training. I have made this videotape in order to get the message out to all of you regarding my expectations for your new role in SMC's systems engineering process.

You may have heard that the Air Force and DOD are exploring promising initiatives that will alter the way we team with prime contractors and warfighters to acquire systems. These new ways are outlined in drafts of USECAF Space Acquisition Policy 02-01, AF Instruction 63-101 Reality Based Acquisition, and the evolving CSAF capabilities review process based on the Secretary of Defense's six Transformational Goals. Each draft is synergistic and being staffed throughout the Air Force. Nevertheless, there are actions I need you to take and a mindset change that I need you to adopt right now, regardless of the prevailing acquisition management policies.

Simply put, we must remember that at the core of effective program and acquisition management are disciplined technical oversight and systems engineering. These are two things that are not something we can expect our contractors to do for us. Rather, we must do them ourselves by becoming fully engaged with our contractors as value-added partners in the acquisition of military space systems. As a result, we need to become more proactive in revitalizing our commitment to world-class systems engineering, acquisition, and program management here at SMC. This is the mindset change that I'm talking about.

Here is where you fit in. This Systems Engineering Orientation Training is mandatory for all SMC acquisition personnel. Specifically, the target audience for this training is acquisition personnel in the 2-Ltrs, Detachments, PK, FM, AX, and other staffs, including Aerospace and the SETAs. This training will reinforce the behavior and attitude I expect of each of you. By exposing each of you to the key aspects of systems engineering as it is viewed and practiced from a variety of perspectives, we aim to promote the dissemination of a common language and set of practices and behaviors that can be used to effectively guide the conduct of our future systems engineering activities across the Center. Many of you will later be asked to attend a detailed academic systems engineering course. But first, everyone will participate in the orientation training.

The focus of this class is on the importance of the government role in working with our customers and contractors to weigh cost, schedule, performance, supportability, program protection, risk, and all the specialty core competencies that comprise systems engineering. During the class, you need to focus on the mindset change that I am asking you to make. This is important! However, you can't acquire and maintain this mindset change without knowing how your particular competency fits into the systems engineering process here at SMC. So during the class, strive to learn how your particular competency fits into systems engineering. SMC is shaping the direction of space operations and development, and the Center can do a better job at this if each one of us knows and understands how our particular competency fits into the systems engineering equation.

As you proceed through this one-day course, I expect each of you to learn:

How the government is again chartered with Total System Performance Responsibility,

What is expected from you and why it's expected in terms of systems engineering awareness, knowledge, and behavior,

How systems engineering is/can be performed most effectively at SMC, and

How to improve your own personal systems engineering skill set by taking advantage of the additional learning resources we're making available to you.

Systems Engineering Revitalization is a critical and challenging task and it will require each and every one of us to step up to the plate to do our part. That is what teamwork is about – pulling together to accomplish a common goal. I'm confident we're fully up to the challenge, and look forward to hearing good things about your participation in this first significant step.

There are many future opportunities for you at SMC in terms of space systems. We are on the cutting edge of technology and the work we do is making a difference in the War on Terrorism. I don't know how long the war will last, but I do know two things. One: Space will continue to play a large role protecting the security of our great country. And two: it will take a workforce who understands systems engineering to bring these systems

from the drawing board to reality. That is why your nation needs each and every one of you to do your part.

Thank you for your continuing support and dedication to the SMC mission.