

CHARTER
FOR THE STUDY OF
THE MANAGEMENT STRUCTURE
OF AIR FORCE RESEARCH, DEVELOPMENT AND ACQUISITION

1. BACKGROUND

① The Secretary of Defense directed a headquarters review in October 1973 to respond to Congressional pressure to reduce military headquarters costs. Air Staff
manning reductions during FY 75 were a result of this review. As a follow-on to
the initial review, the Chief of Staff directed an Air Staff Headquarters Assessment
on 2 February 1974, to determine the practicability of transferring functions from
② the Air Staff to the major commands to achieve manpower savings and to eliminate
any unnecessary duplication of functions within the Air Staff or between the Air Staff
and major commands.

③ The Air Force Council, after receiving a presentation in April 1975 entitled
"Air Staff Headquarters Assessment," determined that a study of Air Force R&D
management is required. The purpose is to determine ways to streamline the R&D
management process to reach the best balance between efficiency and responsiveness
versus manpower and resources.

2. STUDY OBJECTIVES

The objective of this study is to perform a comprehensive analysis of and make
recommendations regarding the functions, organizations, relative resource distributions,
and interrelationships between activities existing within the management structure of

the Air Force's Research and Development community. Specifically, this study encompasses appropriate elements in the Air Staff, Headquarters, Air Force Systems Command and the AFSC field activities. Fundamental to the study is careful consideration of what staff the Secretary and Chief of Staff need to support them in the R&D process, and likewise that required to support the Commander AFSC in fulfilling his assigned mission. The study is aimed at:

a. Streamlining R&D management.

b. Balancing management efficiency and responsiveness versus manpower resources.

c. Identifying any overlapping or duplicative staff activity.

d. Determining appropriate distribution of R&D functions between the Air Staff and HQ AFSC.

e. Reducing manpower resources within headquarters staffs where appropriate.

3. SCOPE

The study will include review and assessment of the following:

a. The overall Air Force R&D organization to identify the detailed functions performed at each level from OSD down to AFSC field activities and to determine the appropriateness of organizational placement of the functions identified.

b. The relationships between AF/RD and the major elements of the Air Staff including the Air Force Board structure.

c. The LG/AFLC interface with RD/AFSC regarding R&D management.

d. Air Staff R&D management functions required in support of the Secretary and Chief of Staff activities with OSD, other governmental agencies, and the Congress.

e. HQ AFSC management functions required to support the Commander AFSC in fulfilling his research, development, and acquisition mission.

4. ORGANIZATION

a. A selected group of General Officers will act as a Steering Committee to monitor and provide overall guidance to the Study Group.

b. Major General Marsh and Major General (Sel) Hodnette will be the respective focal points for AFSC and the Air Staff and shall serve as Study Directors.

c. The Study Group will be co-chaired by senior Colonels from DCS/Research and Development, HQ USAF and from HQ AFSC.

d. The Study Group shall commence its activities between 1-10 May 1975 and will complete the study by 1 July 1975. The Study Group will have six-eight full-time members to be identified from Air Staff and AFSC resources and approved by the Commander AFSC and the DCS/R&D. In addition, administrative support will be provided equally by each organization.

e. The Study Group Chairmen shall consult with such authorities and request such assistance as is deemed necessary to assure a thorough and comprehensive study.

f. Formal points of contact will be identified within other Air Staff and AFSC elements as deemed necessary by the Chairmen. These representatives will participate on an "as required" basis to provide support in their functional areas.

5. SUPPORT

- a. All Air Force activities shall be fully responsive to the requirements of the Study Group.
- b. Adequate office space in the Pentagon, necessary office equipment requested by the Chairmen of the Study Group, the Pentagon parking needs of the Study Group members will be provided by AF/DA.
- c. Adequate support facilities at AFSC Headquarters will be provided by AFSC/DO.

6. REPORT

Results of the study shall be:

- a. Formally briefed to the Air Force Council, Chief of Staff and the Secretary of the Air Force.
- b. Summarized in an executive summary.
- c. Incorporated into a written report.

APPROVED:

DATE:

ROBERT T. MARSH
Major General, USAF
Co-Director



LOVIC P. HODNETTE, JR.
Brigadier General, USAF
Co-Director

