KELL

The Skunk Works ® manager must be delegated practically complete control of his program in all aspects. He should report to a division president or higher. Strong but small project offices must be provided both by the military and industry.

The number of people having any connection with the project

m u s t b e r e s t r i c t ed in an almost vicious manner. Use a small number of good people (10% to 25% compared to the so-called normal systems). A very simple drawing and drawing release system with great flexibility for making changes must be provided. There must be a minimum number of reports required, but important work must be recorded thoroughly.

There must be a monthly cost review covering not only what

h as been spent and committed but also projected costs to the conclusion of the program.

The contractor must be delegated and must assume more than normal responsibility to get good vendor bids for subcontract on the project. Commercial bid procedures are very often better than military ones.
The inspection system as currently used by the Skunk Works,