



## *From the F-35 Program Manager*

To: All F-35 Lightning II Employees

June 25, 2007  
F-35 PA07-09

### **Highest Rating for F-35 Lightning II Program**

*Following is a message for the entire F-35 Lightning II Team that I am especially proud to share with you. Award Fee ratings are a direct result of excellent execution to plan and that depends on excellent people. Thank you for your hard work that helps make this program successful.*

*sig. \*

*Janis Pamiljans*

*Vice President, Tactical Systems  
and F-35 Program Manager*

To Our F-35 Teammates,

It is our pleasure to pass on news regarding the F-35 Team's outstanding performance during Award Fee Period 11, which ran from 1 November 2006 through 30 April 2007. Our JSFPO customer notified us on 29 May that we achieved an "Exceptional" score, the highest possible overall rating, and earned greater than 95% of the available fee pool, plus additional fee rolled over from previous periods. The JSF Air System Contractor (Team JSF) has not earned an overall Exceptional rating since 2002 and this period's score is the highest so far in SDD.

In making this award, the JSFPO noted a great many important milestones, including AA-1 and CATB first flights and initial flight worthiness certifications, as well as excellent progress on other key events:

- BF-1 major assembly deliveries
- Air Systems Critical Design Review
- Continuously improving cost performance (CPI)
- High responsiveness to all customer expectations

Brig Gen Davis and BGen Heinz characterized our Period 11 performance as the "best period in the program to date," a remarkable statement given a program of such complexity at this critical phase of development.

It is gratifying to know that we are meeting our customer's expectations, and the Period 11 Award Fee result represents the most concrete affirmation possible. We owe this outcome to the thousands of talented and enthusiastic men and women who made it happen including our JSFPO counterparts. Whether you are a design or manufacturing engineer, an assembly mechanic, a flight test engineer, a logistician, an affordability facilitator, an administrative assistant, or serve in any other of the dozens of disciplines on the program, you should be proud of the great work that you accomplish every day. It is only through your dedication and skill that this kind of recognition is possible.

Of course, success in Period 11 is not a guarantee of continuing success; we must focus on designing and building the most capable air system possible in future periods. Even knowing that many challenges remain ahead, we are fully confident you are the team that will meet and overcome those challenges and cause the F-35 Program to be the most successful major weapon system development program in history.

We are proud to be on your team!

/s/ Dan Crowley, Tom Burbage, Janis Pamiljans, Tom Fillingham