



U.S. AIR FORCE

**Air Mobility Command
Procurement Management Assessment**

9-13 December 2002

**Submitted to:
AMC/LGC**

7 Mar 2003

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EXECUTIVE SUMMARY

PURPOSE: This report contains the results of the first Procurement Management Assessment (PMA) conducted by SAF/AQC under a redesigned assessment process, the Contracting Assessment Program (CAP). The focus of the PMA is to determine the over all health of the AMC contracting organization. This PMA included the AMC/LGC staff, the Specialized Contracting Flight (AMC/LGCF), the Contract Airlift Division (AMC/DOY), and the twelve field contracting squadrons. The PMA team (team members are listed in attachment 1) visited HQ AMC at Scott AFB from 9-13 December 2002. The PMA team conducted personal and telephone interviews with AMC/LGC, AMC/LGCF, AMC/LGCO, AMC/DOY, USTRANSCOM, and various customers and field units.

There are three equal objectives of a PMA. The first objective is to review AMC's contracting operations to: (1) evaluate the degree of leadership and management across the contracting process, (2) assess the overall level of customer support and satisfaction, (3) assess the degree of sound business judgment, and (4) determine if SAF/AQC policy emphasis areas are managed and executed properly. The second objective is to collect and/or receive field level feedback on the effectiveness and efficiency of current contracting policy and other initiatives, with the emphasis on SAF/AQC policies and initiatives. The third objective is to collect and share AMC's best practices and other identified innovations with other Air Force contracting organizations.

REPORT METHODOLOGY: The results of the PMA are organized by the four principal focus areas: leadership and management; customer support, sound business judgment; and policy emphasis areas. Each focus area is presented in the following format, as defined per Attach 2:

- A. General Observations
- B. Strengths
- C. Best Practices
- D. Weaknesses
- E. Recommended Actions for HQ AMC/LGC
- F. Recommended Actions for SAF/AQC

The recommended actions will be numbered and tracked through closure per Attach 3.

RESULTS: Air Mobility Command's contracting function is ably led by an experienced and motivated leadership team. The PMA determined:

1. The leadership team is solid and customer focused with excellent communications throughout the contracting organization, including AMC/DOY and field CONS. Customer support and sound business judgment are exemplary and discussed further in later sections of this report.
2. AMC/LGC tracks macro-level certification and training statistics on officers, enlisted and civilians, but leaves the details to the Squadrons. AMC/LGC needs to fully understand the reasons causing current certification levels and upgrade training conditions. AMC/LGC should revise training/development metrics to include additional details on conditions and causes

affecting training and development of the entire workforce. AMC/LGC should convey significant issues to SAF/AQC for additional support and assistance.

3. Training and development expectations across the command are not standardized. AMC/LGC should establish consistent expectations and methods to develop newly assigned contracting personnel, such as Lieutenants and non-Copper Cap GS-1102s. SAF/AQC should consider standardizing these expectations and methods across the USAF and also develop standardized metrics for AF-wide use.
4. AMC/LGC has a very good awards program. The Command garnered six USAF-level awards in the past two years. However, four of twelve squadrons did not submit nominees for the Command's Quarterly Awards in the last four years.
5. There is a disparity in the number and qualifications for warrants issued across the Command. AMC/LGC should standardize the criteria and expectations for warrants across the Command.
6. AMC/LGC effectively fosters invaluable working relationships with customer organizations in communications, planning strategies, business practices and advice in acquisition matters, and meeting customer needs. Customers unanimously credit contracting support to their mission success.
7. AMC/LGC has effective services, airlift, commercial items, construction, and Government-wide Purchase Card contracting programs. AMC/LGC's percentage of Overdue Contractor Past Performance Assessment Reporting Systems reports is lowest in the Air Force.
8. AMC has several procurement transformation initiatives in place: leveraging GPC and domestic airlift spend data to pursue vendor discounts and other favorable business arrangements that save the Command money.
9. While numerous observations documented in this report may require some management attention, the team only found weaknesses related to AMC/DOY (Airlift Contracting) acquisition strategies and approaches. The AMC/DOY organization successfully supports its customer based upon contracting methods and practices developed many years ago. However, they have been slow to adapt to recent legislative and regulatory direction regarding performance based service contracting. They should also work proactively to develop and implement acquisition strategies optimizing commercial practices.

The AMC Contracting Community possesses many strengths and accomplished many successes. They are aggressively pursuing innovative approaches to meet customer needs in almost every functional area. The PMA team left recommendations to help the AMC Contracting Community improve its operations in several areas. Most elements of mission success within AMC are directly attributable to the AMC Contracting Community's dedicated efforts.

The PMA overall findings follow:

SECTION / FOCUS AREA	SUMMARY OF FINDINGS					
	A. General Observations	B. Strengths	C. Best Practices	D. Weaknesses	E. Recommended Actions for AMC	F. Recommended Actions for SAF/AQC
I. Leadership & Management	N/A	7	2	0	11	7
II. Customer Support	N/A	3	2	0	1	0
III. Sound Business Judgment	N/A	4	3	0	1	0
IV. SAF/AQC Policy Emphasis/Special Interest Items	N/A	1	0	3	1	9

I. FOCUS AREA: LEADERSHIP AND MANAGEMENT

A. GENERAL OBSERVATIONS:

This area addresses the overall direction and leadership of the Director and senior management team supporting the MAJCOM mission. The team looked at communication, professional development/training, and the contingency program.

The AMC/LGC leadership team and staff are fully engaged with contracting organizations across the Command. The Chief of Contracting conducts regular telecon sessions with the 12 squadron commanders to discuss various issues affecting the Command's mission. Other telecons are conducted by the AMC/LGCA and AMC/LGCO staffs on topic areas such as service contracts and the government purchase card program. The AMC/LGC staff is proactively engaged in a variety of ongoing issues across the Command. They offer sound advice and are very responsive to field CONS requests for support and assistance. They lead a functional community focused on customer support. The satisfaction of contracting support was unanimous among all customers served by the AMC Contracting Community. They provide the proper amount of contract guidance and policy and communicate it through the AMC Website and other channels.

AMC/LGC developed a mission statement explaining the role of the AMC/LGC staff. With minimal revision, the mission statement could be modified to include all field-contracting organizations and serve as the AMC Contracting Mission Statement. The AMC/LG does not have a current strategic plan. Neither does AMC/LGC. While there are many acquisition initiatives being pursued by contracting personnel within the Command, their actions aren't synchronized into an over all plan because of the lack of strategic goals and objectives. AMC/LGC should develop a strategic plan to provide all its contracting personnel with aim points and expectations to help guide future actions and initiatives. The planning process will help ensure the AMC Contracting Community is in harmony with SAF/AQC's procurement transformation vision and SAF/AQ's agile acquisition initiatives.

The AMC/LGC staff is organized and resourced at the appropriate level. However, the military AMC/LGC Chief's position (Lt Col) has been vacant for some time and should be filled as soon as possible. The individual occupying this position serves as the AMC/LGC's alternate on key military leadership issues across the AMC Contracting Community. The current vacancy has significant impact on the operation due to the extended illness of the AMC/LGC Chief.

AMC/LGC recently developed a set of 52 Command Contracting metrics. They cover a variety of topics such as personnel stats, small business, government purchase card, and commercial contracts. While the metrics provide data on a variety of topics, few of them are action/goal oriented. Recommend AMC/LGC revise its metrics into goal-oriented tools to measure progress towards specific goals and objectives. The development of useful metrics is part of the strategic planning process discussed above.

The team accomplished the development and training portion of the review by interviewing Squadron Directors of Business Operations (DBOs), Company Grade Officers, COPPER CAP Interns, and various members of the MAJCOM Staff. The team also performed data analysis of

AMC metrics and demographics, to include such areas as APDP statistics, CO warrant information, manning levels, civilian career briefs, and awards programs. In addition, the team reviewed core documents for supervisory and team lead positions and policy guidance. The sources of data and documents were AMC/LGC, Air Force Personnel Center (AFPC), and squadron DBO's. The leadership and management sub-areas reviewed were:

1. APDP Certification & Education
2. Workforce Demographics
3. Training & Professional Development
4. Contracting Officer (CO) Appointments
5. Workforce Recognition

1. APDP Certification & Education

AMC/LGC tracks the number of people certified APDP Levels 0-3. Currently, the Level 0 (not certified any level) certification of their workforce is 27 percent (159 people) with the majority of these (93) made up of enlisted personnel. There are 249 APDP certified military positions and only 145 certified people filling these positions. The remaining 120 assigned military are not certified. Furthermore, there are 181 positions with Level II or III requirements, and only 120 military certified levels II or III. The civilian certification program is in better shape with 365 APDP positions and 302 certified people. In addition, there are 306 positions with Level II or III requirements and 277 civilians certified level II or III. AMC is postured well for future leadership positions with 101 civilians certified Level III versus a requirement of only 24. The primary reason for most of the personnel not certified is due to not meeting the time requirement of 18 months in contracting. AMC needs to keep on top of the certification issues and continue to work with the squadrons to ensure their people are on track to obtain certification as soon as they are eligible.

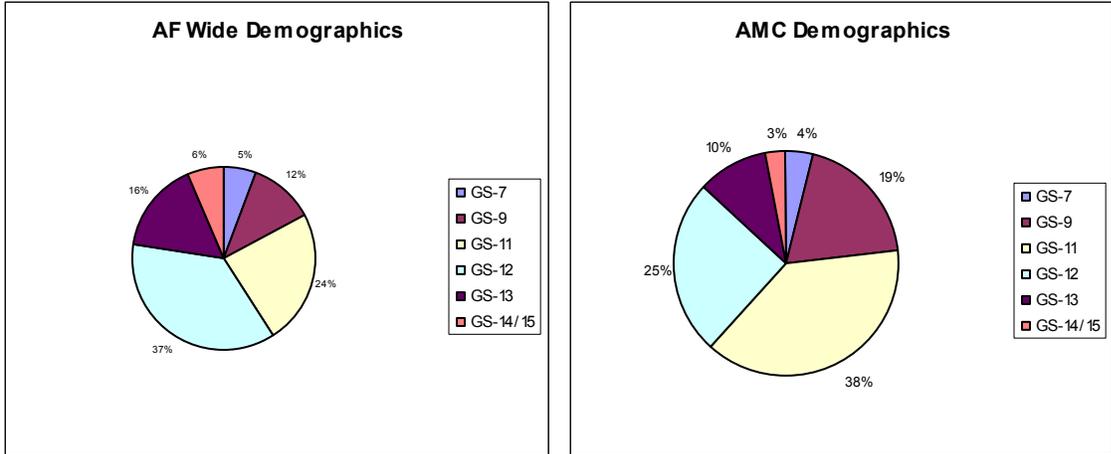
AMC's educational level is below overall Air Force percentages. The team compared AMC percentages to both AETC and AFSPC since they are both similar sized operational commands. The AMC population education level will most likely increase significantly over the next five years, as a large portion of their work force is comprised of GS-11s and GS-12s that are eligible to retire. Over 48 percent of the GS-11 population is eligible to retire in the next five years. Over 50 percent of the AMC GS-11 population does not have a bachelor's degree. The table below outlines the percentages for all three commands and the Air Force.

No Bachelors Degree (%)	2000	2001	2002	Trend
Air Force	27	25	28	Stable
AMC	47	43	46	Stable
AFSPC	44	40	30	Improving
AETC	42	37	36	Stabilizing
Bachelors Degree (%)	2000	2001	2002	Trend
Air Force	41	41	39	Stable
AMC	34	37	34	Stable
AFSPC	30	31	36	Improving
AETC	38	40	42	Improving
Masters Degree (%)	2000	2001	2002	Trend
Air Force	32	34	33	Stable
AMC	21	20	20	Stable
AFSPC	26	29	34	Improving
AETC	20	23	22	Stable

Table 1 – Comparison of AMC contracting personnel education level with Air Force and selected MAJCOMs.

2. Workforce Demographics

The team reviewed the overall work force demographics for AMC Contracting Personnel to see how they compared with the AF-wide contracting demographics. The charts below outline the total Air Force and AMC's GS-1102 population by grade. AMC and the AF are almost reverse in percentages in terms of the GS-11s and GS-12s. This information is as expected since the journeyman level for operational commands is typically at the GS-11 level. A large percentage of the AMC contracting workforce is comprised of GS-11, 48 percent of which is eligible to retire over the next five years. With this in mind, AMC should look at succession planning and recruiting efforts over the next year to ensure they are postured to meet the future manning demands.



During the review of the AMC civilian career briefs, the team noticed that three of twelve new GS-1102-07 accessions were hires that did not meet the Section 808 requirements. AMC/LGC, when asked, was not aware of any Section 808 waivers processed by the command. However, the individual flights or squadrons did provide waivers for all three individuals. The MAJCOM LGC serving as the Chair to the Acquisition Career Program Board approved the three waivers.

In analyzing the data pulled to support this review, the team realized that the gain/loss information did not include the transfers in from other Air Force contracting organizations. Although we do not consider these transfers Air Force gains and losses, this information is necessary to provide a correct picture of the AMC Workforce. The information systems office of the Contracting Career Program (CCP) could not readily provide this information to support this review.

The team also reviewed all of the contracting referral certificates issued for AMC bases since the deployment of CIVMOD. Approximately 25 percent of most certificates included candidates from other Air Force locations, which suggests that a significant portion of the AMC work force is considering mobility. AMC selected local candidates on all certificates with the exception of three external selections. Five of the 15 certificates included external certificates as well.

3. Training and Professional Development

a. Officer Development

Officer developmental training is decentralized and left up to the local squadron. There are no standards for training and development of new military officers assigned to contracting organizations. The team reviewed 2nd Lt officer development by interviewing 2nd Lts in six squadrons. The result of the interviews depicted a wide range of training programs across the MAJCOM. Three of the six squadrons had training plans in place that consisted of both flight rotations and contract specific training, and followed the plan fairly well. Two of the remaining squadrons had rotational plans but little in the way of formal contracts training or had plans, but did not follow them. The last squadron had no plan in place for developing new Lts. All six squadrons assigned an experienced contracting person, usually a flight or team lead, to act as a

trainer. However, 50 percent of the squadrons did not have a person at the working level that adequately trained the Lts in contracting. In addition, these Lts received work without much effective training or guidance. All of the training plans combined the COPPER CAP and/or enlisted contracting training plans, but lacked specific officer development training. On the positive side, five of six squadron commanders met with officers on a regular basis to discuss officer development and provide mentoring. The Air Force Contracting Community would greatly benefit from identifying training practices and developing an Air Force-wide new hire training program to include a leadership appendix for Air Force officers.

b. Enlisted Development.

An assessment of the Enlisted training program included a review of the health of Air Mobility Commands APDP enlisted certification, status of 24 business hours, enlisted utilization within the squadrons, retention, and rotation programs. HQ AMC/LGC does not track specific APDP certification and other training programs, leaving management of these programs to the local Squadron Commanders/Superintendents. Thus, MAJCOM LGC leadership is unaware of the reasons for the conditions of enlisted upgrade training. For example, are 5-Level personnel not making progress towards their 7-Level because of college hours, DAU courses, or CDC progress? Tracking of Upgrade Training is completed regularly and documents the percentage of 3, 5, 7, 9 levels and CEM positions. The Manning/Experience Tracking document also reviews the condition of each base allowing for command leveling of personnel and placement of new personnel. The tracking document also identifies each squadrons APDP level II enlisted certification, as level II is required for an individual to receive their 7 Level upgrade. The following is a snapshot of the commands upgrade training as of 5 Dec 02:

HQ AMC TOTALS

	Auth	Assg	Actual	Delta	% Trained
CEM	3	0	0	-3	0%
9-Level	9	6	6	-3	67%
7-Level	73	90	59	-14	81%
5-Level	123	75	61	-62	50%
3-Level	11	33	78	67	709%
TOTAL	219	204	204		93%

An Enlisted OJT Upgrade Training program is included within the AMC Contracting Toolkit web page providing all squadrons a baseline for developing their individual training programs. Although this is just a suggestion/sample and not a guide, it provides valuable information to unit training managers for developing their specific training programs.

The Contingency Contracting Officer (CCO) program is solid, providing war fighter support to steady state AEF, OEF, and other taskings. AMC completed the AEF UTC Reporting Tool (ART) and SORTS reporting as required, providing AF and AMC senior leadership with current contracting capabilities. AMC experienced a 27 percent increase in UTC taskings due to increased/realigned taskings. Open communication between SAF/AQC, HQ AMC and units was apparent.

Development of the AMC CCO Field Toolkit on CD-ROM will provide deployed CCO's with vital contracting information and tools to ensure successful operations in the field. The toolkit is in the draft stage and should be to the field soon.

HQ AMC/LGC is tracking deployment data via a Deployment Tracking Tool. Information provides the program manager instant access to unit information, deployed contact information, departure/return dates and total deployed days.

c. Just-in-Time Training (Subject Matter Expert Training)

In the area of general training, two of the squadrons had flight training for all personnel set up on regular weekly or monthly schedules. In addition, all squadrons have informal training programs for specialty topics that pertain to issues that are worked real time. For example, MacDill just recently won a Termination for Default case with ASBCA and is developing a training package to disseminate locally and with the rest of the MAJCOM. The MAJCOM also provides subject matter expert training to the field for special situations such as a large source selection. All persons interviewed were able to get the required DAU courses in a timely manner. However, there was some criticism that the CON 104 on-line course is not conducive to on-line learning.

d. COPPER CAP Program

AMC has 15 COPPER CAP interns spread throughout the command. AMC does not centrally manage the COPPER CAP interns; however, they do monitor the progress to ensure that they are getting all of the required APDP training. All AMC COPPER CAP interns have a formal training plan. The squadrons or specialized flights at Scott AFB manage the training plans, rotation assignments, and supervision responsibilities. Based on interviews with COPPER CAP interns both at Scott AFB and from some of the squadrons, the overall experience and quality of training is highly variable depending on each rotation and the assigned trainer. In some cases, interns felt that they were given "busy work" because assigned trainers were either too busy to train them or, in some cases, lacked the desire or skill to train. Interns felt that workload took precedent over the training program and rotational assignments.

Most COPPER CAP interns were complimentary of the program. Mentors generally took an active interest in arranging training for interns, as well as, making themselves available for answering questions.

Interns felt that it was difficult to build upon each rotational experience because the missions and types of contracting varied so much at the different contracting activities at Scott AFB (Commercial Airlift, Specialized Flight, and the 375 CONS). In each rotation, the interns felt as if they were starting over.

The level of familiarity of the COPPER CAP interns with the Contracting Career Program varied; however all interns either had or were taking advantage of the Tuition Assistance Program. All interns interviewed were aware of the Contracting Educational Support Program (CESP) and Squadron Officers School (SOS); however, they were not familiar with any of the

more senior career development programs or opportunities. In addition, none of the interns was aware of the planned changes to the Whole Person Score (WPS), now referred to as Quality Ranking Factors (QRF). Most interns complete and submit quarterly feedback to the COPPER CAP Program including recommended improvements. Some interns indicated that they, as well as prior interns, have been making the same comments for years with no feedback from CCP.

e. Development Programs

AMC/LGC has not nominated any employees for the Civilian Competitive Development Program (CCDP) and only one individual for the Defense Leadership and Management Program (DLAMP) in the past three years. AMC successfully nominated one person in 1998 for the 1999-2000 Executive Leadership Development Program (ELDP) program.

AMC supported several of the Contracting Career Program's more junior development programs over the last three years with the exception of Squadron Officer's School and Air and Space Basic Course.

(1) Career Broadening Program

AMC nominated two individuals for the career broadening program for the FY01/FY02 call. The Board accepted one person.

(2) Contracting Educational Support Program (CESP)

AMC successfully nominated three individuals to participate in the CESP in CY01 and CY02.

f. On-the-Job Training

During the COPPER CAP intern and 2nd Lt Interviews, one of the most prominent complaints or concerns was the lack of quality of on-the-job training. The team reviewed several Supervisory Contract Specialist and Team Lead Core Documents. Most core documents do not specifically address the requirement to perform on-the-job training or the requirement to train personnel. However, Fairchild AFB provided an excellent example of a core document for a lead contract specialist, GS-1102-11 that focused on training responsibilities. In fact, 30-40 percent of the core document centered around training.

4. Contracting Officer Appointments/Training

The team reviewed the procedures for selection of Contracting Officers. AMC/LGC procedures and documentation are in accordance with the AFFARS. AMC/LGC is the approval authority for all unlimited warrants. Squadron Commanders in the field and Flight Chiefs at Scott AFB have approval authority for limited warrants.

Neither AMC/LGC nor the squadrons have a formal Contracting Officer warrant board process, however, in most cases Contracting Officer nominations are reviewed by either a panel comprised of the Squadron Commander, Director of Business Operations and Superintendent, or

when packages are sent to the headquarters, by two individuals before they are forwarded for LGC approval.

There is a large disparity between the numbers of warrants at each squadron. For example, Andrews AFB has seven warrants that equates to 14 percent of the work force, and MacDill AFB has 31 warrants that equates to 70 percent of the work force. The numbers of contract actions are significantly different between squadrons, therefore it is difficult to assess if the numbers are appropriate simply by comparing number of warrants against percentage of work force. Each squadron stated that workload drives the number of warrants, however, the individuals' skill, experience, and business judgment determines selection. Neither AMC/LGC nor the squadrons have established formal PCO training programs, and rely mainly on the DAU classes required to meet APDP requirements.

5. Workforce Recognition

A review of AMC award programs shows a strong commitment by the command to recognize its people. The command has been highly successful competing at the AF annual awards level, winning three awards each of the last two years. An interview with MAJCOM staff and a survey of the squadrons revealed that all of the operational squadrons are very active in competing for MAJCOM and AF annual awards in a variety of categories. These awards are the most coveted awards by the people in the field and bring a lot of prestige to the unit or individual.

In addition, all surveyed squadrons regularly competed for available wing and base level awards. A good example is Macdill AFB which not only competes in the 6th Air Mobility Wing awards program, but also in the 4-star coin and Warrior Spirit coin award programs from USCENCOM.

The AMC quarterly awards program allows a squadron to submit one nominee in each of three separate categories – contracting, pricing, and customer service. Four squadrons have not submitted a nominee in any quarter for the last 2 years. These four squadrons are missing a good opportunity to recognize their people. Also of note was the feeling by some officers that since most quarterly awards and annual awards needed to be submitted in early September, contracting missed out on getting credit for all of the “year end” actions, which are vital to the wing, when competing for wing awards.

Phoenix Readiness is a mobility-training program that provides AMC with ‘real life’ CCO training in a controlled deployed location. Curriculum includes CCO training, Force Protection, weapons training, convoy operations and various other subjects. AFSC's from 34 mission support elements learn skills required to set-up a bare base operation and how to work as a team to accomplish the deployed mission. Contracting currently deploys four team members. Class size increased to six but was again reduced to four, as one instructor could not provide the needed instruction required for the increased numbers. HQ AMC/LGC requests resource support from SAF/AQC to increase the number of instructors from its current state one, 7 Level, to two 7 Level instructors. This change will allow for curriculum enhancements, leave, TDY and increased training afforded attending students. By adding an additional instructor the class size could be increased to six students, therefore increasing the yearly students graduates from 32 to

48 and will also facilitate an increase of the number of classes from 8 to 14 each year (planned future growth). 375th CONS provided positive customer feedback on the quality and applicability of the instruction and recommended expanding the program to allow all CONS deployable personnel to attend.

B. STRENGTHS:

- Squadron Commanders hold regular meetings with CGOs to discuss officership and mentoring
- Strong awards program at MAJCOM-level and at most Squadrons
- MAJCOM provides subject matter expert training for special situations like a large source selection
- COPPER CAPs were overall complimentary of the program
- All COPPER CAPs were taking advantage of the CCP Tuition Assistance Program
- Good support of some of the CCP development program such as the Career Broadening Program and the Contracting Educational Support Program
- Good success in winning AF wide awards; six AF awards in last 2 Years

C. BEST PRACTICES:

- Phoenix Readiness Training Program
- Upgrade Training Status Tracking Spreadsheet developed by the 375 CONS

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC:

1. Establish consistent MAJCOM-level expectations, guidelines, and direction for the training and development of personnel newly assigned to the contracting career field (i.e. Lieutenants, COPPER CAP interns, enlisted members, and other GS-1102 new hires).
2. Establish a set of consistent, MAJCOM-wide metrics for tracking training and development prescribed in recommendation E.1 above. (Must include causal factors contributing to current situation.)
3. Improve the training and development of Lieutenants across the MAJCOM. (Performance is very irregular among squadrons. Fifty percent of squadrons' surveyed were rated deficient in this area by the trainee.)
4. AMC/LGC develop a more centralized management approach and become actively involved to help ensure that all COPPER CAP interns receive consistent training, mentoring and professional development.
5. Improve CCDP and DLAMP nominations. (No CCDP and only one DLAMP AMC nominations for the last three years.)
6. Write metrics in a manner to give insight into positive or negative trends/performance (i.e. # of warrants at base X tracked but do not know what is good or bad).
7. Encourage all squadrons to actively participate in the AMC Quarterly awards programs. (Four squadrons submitted zero nominees for AMC quarterly awards in the last two years.)

8. Dedicate a segment of the HQ AMC/LGC Annual Contracting & Training Conference and one of the LGC/CONS Commanders Telecons for career development issues and initiatives.
9. Revise the AMC/LGC Mission Statement to include the entire AMC Contracting Community.
10. Develop an AMC Contracting strategic plan to provide a common set of goals and objectives to support the AMC Contracting Mission Statement.
11. Revise the AMC/LGC metrics into a set of goal oriented measurements. These metrics should support the goals and objectives of the strategic plan mentioned above.

F. RECOMMENDED ACTIONS FOR SAF/AQC:

1. The Professional Development Panel (PDP), formally the Career Development Panel, oversee the establishment of consistent, AF-level expectations, guidelines, and direction for the training and development of personnel newly-assigned to the contracting career field (i.e. Lieutenants, COPPER CAP interns, enlisted members, and other GS-1102 new hires). (OPR: SAF/AQCX)
2. The Professional Development Panel (PDP), formally the Career Development Panel, oversee the establishment of a set of consistent, AF-wide metrics for tracking training and development prescribed in recommendation F.1 above. (OPR: SAF/AQCX)
3. Provide MAJCOMs with existing tools to track training and development. (OPR: SAF/AQCX)
4. AMC/LGC asked several questions. Spread the word to all MAJCOMs that: 1.) updating SAF/AQC website for tracking deployments is no longer required (ART updates and after actions reports still required); 2.) only M-9 training required for deploying CCOs; and 3.) AEF Cycle 4 will not have a sourcing conference. (OPR: SAF/AQCX)
5. Benchmark the Upgrade Training Status Tracking Spreadsheet developed by the 375 CONS Superintendent and communicate it to all squadron superintendents for possible implementation. This tool provides the unit commander current upgrade status of enlisted members to include CDC completion and CORE task certification percentages. (OPR: CMSgt Slone)
6. Establish a better process for reviewing contracting intern quarterly feedback to correct issues/problems and present proposed improvements to the Career Program's Professional Development Panel (PDP) for action. (OPR: AFPC/DPKCQ)
7. Query the AFPC data systems office to identify the best method of capturing retirement, retention and recruitment information for individual MAJCOMs. Currently, we obtain work force demographic data from multiple systems. Multiple systems and daily changes make difficult to compile data. (OPR: AFPC/DPKCQ).

II. FOCUS AREA: CUSTOMER SUPPORT

A. GENERAL OBSERVATIONS:

The Customer Support Focus Area assessed AMC/LGC's systematic efforts to meet customer needs while maintaining compliance with applicable policy and guidance. The team interviewed personnel at the LGC and DOY Branch/Flight Chief level and various members of their customer base.

AMC/LGC's contracting team effectively and efficiently supports its customers in an excellent manner. There are clear indicators suggesting a high degree of professionalism and pragmatic leadership resulting in successes across the command. AMC/LGC's successes are due to its development and implementation of innovative partnering strategies in support of customer needs. The strong and engaged leadership team effectively communicates a focus on customer support and proliferates this "take care of the customer" attitude throughout the command. The end result—an enhanced AMC contracting capability and greater support to the warrior.

One clear indicator of AMC/LGC's success is close working relationships with customer organizations in planning strategies, business practices, acquisition advice, and meeting customer needs. They place great emphasis on understanding and supporting customer "mission critical" success factors. The effectiveness of their communication practices is promulgated by their innate ability to use internal strategies and techniques to provide agile and rapid acquisition support to the warrior. For example, the use of monthly meetings serves as an enabler to assess customer needs and formulate appropriate strategies in support of those needs.

The use of monthly meetings with their customers instills an environment of partnership and mutual needs assessment. It also promotes the opportunity to discuss, on a consistent basis, the desires of customers and the development of a plan of action towards success. In turn, effective working relationships enhance support of planning strategies, business practices, and acquisition advice. USTRANSCOM, a major customer of AMC/LGCF, validates this assertion. AMC/LGCF supports approximately 80 percent of USTRANSCOM requirements. According to their testimony, AMC/LGCF fully supports their requirements in an exceptional manner. They stress that AMC/LGCF subscribes fully to the roles and responsibilities afforded them as the USTRANSCOM Contracting Business Advisor.

Another clear indicator of success is AMC/LGC's implementation of deliberate acquisition planning systems in support of customer requirements. The use of agile contracting practices introduces innovative processes/methodologies that facilitate the maximum degree of customer self-service and autonomy throughout the acquisition life cycle. This is particularly true in their GSA acquisitions.

AMC/LGC places great emphasis on the use of innovative processes and tools to better support their customers. The result—acquisition strategies that yield an enhanced mission capability. The development and deployment of these tools provide an enhanced means to support the customer in high-level fashion in three distinct ways:

- providing rapid, agile support to meet customer needs;
- using innovative business processes and tools to develop best-value acquisition solutions; and
- providing acquisition leadership with “choice” tools to effectively and efficiently manage a program throughout the acquisition cycle.

Specifically, there are three processes that serve as prime examples of AMC/LGC’s forward-thinking approach to customer satisfaction through innovative practices. They are: Agile Contracting, Acquisition Strategy Review Panels, and Vendor Profile.

Agile Contracting. AMC/LGCF proactively develops tools and resources in support of customer needs. Their “Agile Contracting” approach is an example of innovative customer support. “Agile Contracting” closely engages the customer throughout the acquisition cycle. The Contracting Flight provides electronic training tools, templates, and examples developed by in-house experts to provide unique and timely support to its customers. Agile Contracting is a value-added approach that emphasizes greater customer effectiveness and efficiency. Its success was essentially borne out of an internal IPT formed in February 2002 to address the basic question: “How can we provide better support and assistance to our customers?”

“Agile Contracting” focuses on streamlining the acquisition process and decreasing acquisition lead-time. The use of built-in templates, developed from the use of “best-practice” scenarios, provides the customer a priceless resource promulgating empowerment and consistency of process and practice (e.g. tools, training, models, samples).

Other significant highlights of “Agile Contracting” include the following:

- promotes a partnering environment;
- promotes dissemination of acquisition reform and other initiatives;
- provides just-in-time, hands-on training to fulfill customer needs;
- promulgates contracting support (staff role) and responsibility as business advisor to customer;
- incorporates use of ISO 9000 principles automatically incorporated by identifying trends associated with customer inadequacies, concerns, and issues
- develops tools and training to address customer specific needs; and
- discussions with HQ AMC/LGCA (Centralized Policy/Review) validated its use as a facilitation mechanism to streamline the contract review process.

Acquisition Strategy Review Panels. The purpose of these panels is to review all major program acquisition strategies in accordance with USTRANSCOM Instruction 63-2, 1 Oct 02. AMC/LGCF works hand-in-hand with USTRANSCOM developing best-practice acquisition strategies to meet mission-essential requirements of the command. Previously lauded as the Contract Review Board, the Acquisition Strategy Review Panel ensures that each acquisition contains consistent, sound, disciplined, and functionally integrated strategies. The Contracting Flight's integral role in this process avails

the opportunity to apply rapid, agile contracting support techniques that fully embrace the concept of partnership. The result is a value-added service provided to one of its primary customers in the development of clear and focuses acquisition strategies.

Vendor Profile. This is an in-house knowledge-sharing tool developed by the Specialized Contracting Flight, AMC/LGCF, serving as a database and profile of small business “super stars.” Not only does the tool expand the realm of small business opportunities, it also provides the customer with a higher level of proven, mission-capable, small business resources.

AMC/LGC has implemented an effective customer feedback system that provides management insight and oversight to ensure customer success and satisfaction. This includes support provided by the contracting organizations to efficiently manage the disposition and follow-up on customer responses.

Additionally, the PMA team interviewed personnel to validate the magnitude of the MAJCOM’s ability to support its customer base in an effective and efficient manner. The elements addressed in the interviews were as follows:

1. Effectiveness of working relationships with customer organizations in planning strategies, business practices and advice in acquisition matters, and meeting customer needs;
2. Attention on understanding and supporting customer’s critical mission success factors;
3. Implementation of a deliberate acquisition planning system throughout the organization;
4. Initiation and management of rapid, agile contracting support techniques to support customers/warriors’ requirements;
5. Introduction of processes/methodologies to allow the maximum degree of customer self-service and autonomy throughout the acquisition life cycle; and
6. Implementation and management of a customer feedback system on the support provided by the contracting organization, including the disposition and follow-up on customer responses.

In all cases, AMC/LGC and AMC/DOY customers were extremely pleased with the level of customer support provided. Consistently, customers lauded the level of quality support and excellence provided by both organizations. Categorically, customers lauded the areas of communication, responsiveness, and accessibility. Communication...The customer’s needs were understood. Responsiveness...The best-value solution was offered and acted upon. Accessibility...A climate of customer service was espoused from beginning to end. Overall

customer satisfaction and performance of a worldwide airlift mission were second to none. Creative and time-sensitive acquisition processes and procedures, as described in this report, directly lead to high levels of customer satisfaction.

Customer support is a genuine strength of the AMC/LGC organization and AMC's other contracting organizations. This is discussed further under the strengths section below.

The HQ AMC Civil Engineer, AMC/CE, noted that their field units have alternatives to Air Force contracting for construction contracting support. Some of those alternatives provide additional services such as quality assurance (inspection) and faster obligation of funds. Local contracting squadrons can purchase inspection services separately, and often do not have inspection personnel "in-house." Accordingly, AMC/CE emphasized the importance of maintaining a high level of customer responsiveness and contract flexibility at all the contracting squadrons. This will ensure AF contracting maintains their preferred provider of contracting support. AMC/CE indicated local AF squadrons' inherent advantage is that AMC/CE receives a one-dollar of service for a one-dollar spent. This cost advantage is lost if a local squadron is non-responsive or does not have flexible contracting vehicles in place.

As an added note, the 375th Contracting Squadron is noted for its level of professionalism in support of customer requirements, as identified by: 375th AES/SG (Aeromedical Evacuation Services), 375th CS/SC (Communications), and 375th SVS/SV (Services). AMC/CE identified communication and responsiveness to customer concerns as strengths of AMC/LGC. AMC/CE provided numerous examples where AMC/LGC engaged the contracting squadrons in response to AMC/CE field issues. Col Adams and his staff's ability to resolve field issues and communicate that information back to AMC/CE consistently exceeded HQ AMC/CE's expectations.

B. STRENGTHS:

Customer Service. A definite strength to the successes of AMC/LGC is its full range of customer service provided to its customer base. Across the board, customers consistently applaud the manner of professionalism, communication, responsiveness, and accessibility of *their* Contracting Business Advisors. According to USTRANSCOM, their successes are promulgated by the goal-oriented and innovative strategies generated by AMC/LGCF, specifically. They are lauded for their professionalism, communicative abilities, technical expertise, and promotion of partnering in support of customer requirements. Additionally, the same types of accolades are espoused universally (e.g. DOY, HQ AMC/CE).

Innovative Tools. Specifically, the development and implementation of programs such as Agile Contracting and Vendor Profile clearly provide enhanced capabilities to both AMC/LGC as a provider and to its customers.

Off-site Source Selection Program. This program allows field-contracting squadrons to conduct their source selections at two Scott AFB facilities. AMC/LGCO provides "just-in-time" training to the Source Selection Evaluation Team (SSET). The program has completed 21

acquisitions to date resulting in a significant reduction in acquisition cycle time and increased customer satisfaction.

C. BEST PRACTICES:

- Agile Contracting (LGCF)
- Vendor Profile (LGCF)

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC:

1. To further improve customer support and overall mission success, AMC/LGC should develop tools or procedures to systematically obtain and track customer feedback/assessment of customer service.

F. RECOMMENDED ACTIONS FOR SAF/AQC: None.

III. FOCUS AREA: SOUND BUSINESS JUDGMENT

A. GENERAL OBSERVATIONS:

This area assessed AMC's use of sound business judgment throughout all phases of the acquisition process. Two review team members interviewed each Branch/Flight Chief at the GS-14 level. Additionally, team members conducted interviews with each Branch/Flights' primary customer.

The overall assessment of HQ AMC/LGC's sound business judgment in support of customer needs is excellent. The team commends the staff for its ability to respond to field issues and concerns in order to provide the most effective service to their customers. This includes the appropriate dissemination of policy and associated training.

Operational Policy/Review (HQ AMC/LGCA) provides customer support to HQ AMC's twelve operation-contracting squadrons. HQ AMC/LGCA provides policy, training, and various reviews to the twelve squadrons. HQ AMC/LGCA provides customer support to AMC CONF and HQ AMC/DOY as well as to the squadrons for selected acquisitions and they also support all AMC contracting units in the areas of terminations, protests, and congressionals. Additionally, they operate two source selection facilities in support of significant construction and service source selections. HQ AMC/LGCO also provides contracting support to the HQ AMC/LG staff.

HQ AMC/LGCA effectively disseminates guidance and policy to the squadrons through the AMC Acquisition Circular. The circular segregates guidance into two categories. Part A includes policy, procedures, and instructions while Part B implements changes to the AMCFARS. In addition to the circular, HQ AMC/LGC provides face-to-face guidance by hosting the annual AMC Contracting Conference. HQ AMC/LGC provides recurring training for high interest areas to include: 1) Performance Based Service Acquisition training; 2) GPC workshops; and 3) QAPC training seminars. Additional training and development is available on the AMC contracting toolkit. The circular, training, and toolkit provide the necessary tools needed to fully communicate contracting policy throughout the MAJCOM.

HQ AMC/LGC coordinates on acquisition plans, participates in acquisition strategy panels, conducts Request for Proposal (RFP) review, and clearance on AMC acquisitions. HQ AMC/LGC sets appropriate dollar thresholds to eliminate unnecessary contracting and programmatic reviews.

The coordination and evaluation programs allow HQ AMC/LGC to identify lessons learned, business innovations, and best practices. In turn, this information is circulated back to the contracting squadrons via the AMC Acquisition Circulars, ongoing HQ AMC/LGC training initiatives, and the contracting toolkit. Some of their most notable accomplishments include the Logistics Standardization and Evaluation Program, their effective use of Multiple Award Construction Contracts, and initiatives resulting from the Mobility Systems Business Efficiencies Study.

Logistics Standardization and Evaluation Program (LSEP). HQ AMC/LG's use of LSEP to evaluate MAJCOM local contracting squadrons is an excellent tool to assess overall management and support within the MAJCOM. For example, the detailed and comprehensive evaluation of the contracting squadron supports HQ AMC/LGC's efforts to ensure that actions falling below HQ AMC/LGC review, coordination, or approval levels comply with applicable regulation and policy. The follow-up actions of HQ AMC/LG, such as staff assistance visits, address evaluation findings and ensure a squadron receives the appropriate level of management support.

Multiple Award Construction Contracts (MACC). HQ AMC/LGCO is pursuing the use of Multiple Award Construction Contracts to allow local contracting squadrons to award orders faster thereby obligating funds faster. HQ AMC/LGCO is currently supporting three acquisitions at various AF installations: McChord, Grand Forks, and Pope. These contract vehicles, with a combined value of \$180 million over a five year period, will allow local contracting squadrons to compete for large end-of-year construction projects. HQ AMC/LGCO has been proactive in ensuring that the bases obtained early industry involvement. This led directly to the finding the industry had significant bid and proposal (B&P) concerns regarding individual orders issued under the IDIQs. HQ AMC/LGCO also reviewed similar contracts awarded by the Navy and Army. Moreover, LGCO also reviewed ACC's MACC effort that is nearing completion. LGCO used these vehicles as a benchmark for developing AMC's approach. Once the proposals are received, HQ AMC/LGCO will host and facilitate the source selection activities in their Scott AFB source selection facility.

Mobility Systems Business Efficiencies Study (MSBES). The MSBES is a study specifically requested by the USTRANSCOM Commander with a stated objective to evaluate AMC purchasing strategies for Mobility Systems and Operations and identify areas with the greatest potential for efficiency improvements. The findings of the study indicate that the best opportunities are available through (1) more precise requirements management with a view towards business efficiencies, and (2) leveraging of GPC expenditures. Given these findings, there are two distinct initiatives and plans of action currently receiving the right focus and emphasis needed to capitalize upon perceived untapped efficiencies.

- a. *GPC Program.* Opportunities exist in the neighborhood of \$10M per annum within AMC. HQ AMC/LGC is in the process of developing a strategy to leverage the buying power of AMC while optimizing the use of GSA Advantage.
- b. *Domestic Commercial Airlift.* Substantial savings opportunities also exist within the domestic commercial airlift program. The recommended action to form a team to pursue a domestic airlift services acquisition strategy may serve as the conduit for realization of enhanced efficiencies.

Additionally, the team conducted interviews to validate the successful aspect of the MAJCOM's ability to support its customer base in an effective and efficient manner. The elements addressed in the interviews were as follows:

1. Emphasis and demonstrated results across the MAJCOM of eliminating unnecessary contracting and/or programmatic processes/approvals during all phases of the acquisition life cycle;
2. Emphasis and demonstrated results across the MAJCOM of early industry involvement during market research and open communication throughout the acquisition process;
3. Capability to leverage all potential contracting solutions for the customer (including such vehicles as MACs/GWAC's/Economy Act), leading to the most favorable value propositions;
4. Implementation and management of a MAJCOM information-sharing system for lesson learned, innovations, and best practices; and
5. Results of MAJCOM review and management of the protest sustainment and denial numbers and trends.

In all cases, HQ AMC/LGC and HQ AMC/DOY customers were extremely pleased with the level of customer support provided. Specifically, customers lauded the level of responsiveness and access provided by both organizations. Creative and time-sensitive acquisition processes and procedures directly lead to high level of customer satisfaction.

B. STRENGTHS:

- **LSEP**
- **MAACs**
- **MSBES**
- **Monthly/Quarterly Conference Calls**

C. BEST PRACTICES

- **MSBES**
- **LSEP**
- **MAAC**

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC:

An AMC contracting wellness survey was initiated in Jun 00. Interim feedback was obtained and used to accomplish a trend analysis and, more importantly, assess the health of contracting as a MAJCOM. However, given the fact that its been three years since the last survey was accomplished, recommend that another survey be completed.

F. RECOMMENDED ACTIONS FOR SAF/AQC: None.

IV. FOCUS AREA: SAF/AQC POLICY EMPHASIS/ SPECIAL INTEREST ITEMS

There are nine separate areas designated as policy emphasis/special interest items which received independent reviews:

1. Performance-Based Service Acquisitions (PBSA)
2. Commercial Item Contracting
3. AF Government-Wide Purchase Card (GPC) Program
4. Contractor Past Performance (CPARS)
5. MAJCOM FAR Supplements
6. Socio-Economic Programs
7. Electronic Procurement Initiatives
8. Procurement Transformation Alignment
9. AEF UTC Reporting Tool (ART)

1. PERFORMANCE BASED SERVICE ACQUISITIONS (PBSA)

A. GENERAL OBSERVATIONS:

Performance based service contracting is directed by several recently published documents: FAR Part 37.6; OSD/AT&L Memo 5 April 2000, *Performance-Based Services Acquisition*; Sections 801 through 803 of the National Defense Authorization Act for FY 2002; and OSD/AT&L Memo 31 May 2002, *Acquisition of Services*.

AMC/LGC is proactive in its overall management of PBSA. They are achieving significant progress implementing services contracting initiatives across the MAJCOM. They are diligently pursuing excellence in PBSA training, and communication. They are innovative in their approach to PBSA education, involving and working with their customers. They work with the services industry not only to understand the market, but also to identify best commercial practices from which the Air Force can benefit.

The Operational Policy/Review Branch (AMC/LGCO), Commercial Airlift (AMC/DOY), the Centralized Contracting Branch/Review Branch (AMC/LGCA), and the Specialized Contracting Flight (AMC/LGCF) manage the PBSA program. Of the roughly \$2.31 billion in services obligations for FY 02, roughly \$1.45 billion in FY02 were performance-based. Of the 50,000 actions completed in FY 02, only 13,230 actions were PBSA.

	<u>Goals</u>	<u>Actuals</u>
Dollars	50% by 2005	63% of dollars reported as PBSA
Actions	50% by 2005	27% of actions reported as PBSA

AMC/LGC believes the large percentage difference between PBSA dollars and actions is due to the number of non-PBSA contracts within the command. An example of non-PBSA contracts is the set of environmental contracts located in AMC/LGCF. AMC awarded these contracts in

1994 as non-PBSA and, due to continued changes in “site conditions,” are ongoing today. AMC/LGCF is diligently working toward an 85 percent closeout of all non-PBSA environmental contracts within the next six months. When these contracts are re-acquired, AMC expects its PBSA statistics to increase in the out-years. The current Global Transportation Network (GTN) and future system (N32) are presently exempt from PBSA. AMC/LGCF does provide technical and computer support services to USTRANSCOM under performance-based contracts. AMC/DOY (Commercial Airlift) is an area adversely impacting AMC’s PBSA statistics due to their large dollar non-PBSA contracts.

AMC/LGCO contributed significantly to AMC’s PBSA goals in FY 2002. They spent numerous hours converting two non-PBSA contracts to PBSA, including the base supply contract previously awarded as a non-PBSA to a Native American firm. Negotiating this PBSA contract led to a reported savings of \$1.09M. LGCO is working with field CONS to ensure follow-on acquisitions for older contracts are PBSA.

Air Mobility Command is emphasizing performance-based services acquisitions within AMC. The Contract Airlift Division (AMC/DOY) PCO is making strides towards converting the Civil Reserve Air Fleet (CRAF) and international long distance requirements to PBSA. However, AMC/DOY leadership needs to embrace PBSA and begin intense communications with industry and customers to convince them of the benefits of PBSA. AMC/DOY needs to expand their market research to ensure they fully understand overall commercial practices, and not just the approaches used by their current airlift providers.

Converting the CRAF contract to PBSA is a challenge facing Air Mobility Command. AMC/DOY’s PCO is taking a proactive approach to converting follow-on CRAF work statement to PBSA. The DOY/PCO took the lead and initiated a commercial PBSA workshop for those involved in the acquisition. A dedicated team consisting of contracting, AMC/DO and the contract administrators are working to convert the work statement to PBSA. They are dedicating 2-3 hrs, 3-5 days a week to this effort. However, AMC/DOY leadership is not convinced to pursue PBSA. Discussions with leadership have thus far focused on barriers to PBSA rather than expected benefits. Current discussions reveal DOY leadership’s mindset seems to be limited to the status quo, with little consideration of the benefits to changing to performance-based services contracts for airlift support.

PBSA Training. PBSA training is a key issue within Air Mobility Command. AMC/LGCO, AMC/LGCF and AMC/LGCA are committed to ensuring their customers are knowledgeable of PBSA. AMC conducts PBSA workshops continuously throughout the command to ensure customers and contracting personnel possess a clear understanding of PBSA. PBSA training takes many forms and is a challenge within AMC due to the high personnel turnover rate among their customers. The most impressive aspect of the training is how HQ AMC tailors the training to a specific customer or acquisition.

AMC/LGCO established quarterly conference calls between the HQ staff and all bases. The calls started as a tool for communicating with AMC/LGCO services counterparts at the bases. The participants discuss ongoing issues and the telecons have evolved into training sessions and a knowledge sharing/management tool. The bases report this is one of the most productive tools

at their disposal. The quarterly conference calls are such a success they expanded their use for construction contracting and the Government Purchase Card Program.

AMC/LGCO recently conducted Quality Assurance Program Coordinator training that included the NISH contractor—explaining his success in performance due to converting his contract to PBSA. He was concerned about assuming the risk associated with ensuring the service met industry standards—compared to non-PBSA contracts where the government tells him “how” to perform. Months later he reported how performance improved due to his having the flexibility to follow industry practices.

AMC/LGCF recently attended PBSA training with their USTRANSCOM customer. The Specialized Contracting Flight works closely with USTRANSCOM to develop requirements meeting PBSA standards. This joint training is another tool to help them pursue their PBSA goals.

AMC/DOY’s PCO used a CRAF PBSA workshop to educate their customer on the benefits of PBSA. The customer was very resistant to change when presented with the PBSA concept. The workshop assisted AMC/DOY to get the customer to understand there are benefits to PBSA and see examples of those benefits. Because of the training, AMC/DOY and the CRAF customer established a dedicated team to revise the work statement and convert it to PBSA.

Communication (Teaming and Partnering). HQ AMC is committed to working with their customers and industry to improve the PBSA process and results. Communication between the contracting units, AMC/LGCO and AMC/LGCA is effective. Examples are:

- AMC/LGCO teamed with Civil Engineering (AMC/CE). Interviews with CE reveal there is a commitment to work to improve PBSA products. AMC/CE and AMC/LGCO developed three templates (as starting points only) for their “Big Three” contracts (grounds maintenance, custodial, and refuse collection). These templates focus on standardizing the frequency of service across AMC.
- AMC/CE focuses on obtaining efficiencies from their “Big Three” contracts. AMC/LGCO held a “Big Three” Industry Day to assist their customers in understanding ways in which they can improve their processes and identify unintended restrictions in their contracts. Industry participated and made numerous presentations. Because of the meeting, AMC/CE learned numerous ways in which to remove restrictions from their contracts and improve performance.
- AMC/LGCF worked very closely with USTRANSCOM in the area of PBSA. Initially, USTRANSCOM believed PBSA was an Air Force program and felt they were exempt from PBSA. Through close contact and continuous communications with the customer, AMC/LGCF convinced USTRANSCOM of the benefits of PBSA.
- The AMC/DOY Contracting Officer is diligently working with her customer to incorporate PBSA into the upcoming CRAF contract. A team is meeting daily to

incorporate the PBSA concepts learned in their recent workshop. AMC/DOY leaderships' endorsement of PBSA will result in even further strides in this effort.

Market Research. AMC/LGC is very proactive in the area of market research. They are diligently working to expand market research within their MAJCOM. Examples are:

- AMC/LGCO uses the Business Requirements and Advisory Group (BRAG) to expand the application of market research. AMC/LGCO recommends the BRAG assign the contracting officer and customer to perform market research. The BRAG then evaluates the results and applies it to the acquisition situation.
- HQ AMC-led quarterly telephone conferences on services contracting policy include training and information on market research.
 - AMC/LGCA includes a comprehensive review of market research during document (acquisition plan, clearance) reviews.
- AMC/DOY and AMC/LGT developed a survey for distribution to industry during the CRAF Industry Day. The benefits of survey responses on air carrier services were limited because some of these firms only charter to the U.S. Air Force and are content with the way things operate today. AMC/DOY should expand their market research to include all facets of the commercial airlift industry to identify best practices for adoption within AMC. While AMC/DOY faces numerous challenges in the charter airlift market, they are in a position to use their market leverage to shape the future of commercial airlift for the Defense Department. Maintaining the status quo will limit AMC/DOY's ability to influence improved performance and cost savings in the future.
- AMC/LGCF are directly involved in AMC market research efforts. Their customers conduct independent market research focusing on the technical aspects of the service while AMC/LGCF focuses on understanding best practices of the respective industry. AMC/LGCF utilizes such tools as Pro-Net and GSA to identify small businesses on negotiated GSA schedules/contracts to help them meet their small business goals.

Field Support. Discussions with the field revealed that AMC/LGC is diligently providing support to the field.

- Discussions revealed that AMC/LGC is readily available and more than willing to provide support to the field. There is no hesitancy in raising an issue to the MAJCOM or submitting an innovative idea. For major source selections, AMC/LGCO invites the installation to bring the source selection team to the MAJCOM to enhance their source selection process. To date, twenty-one such source selections occurred at the HQ AMC location.
- USTRANSCOM validated the high quality of products and support received from AMC/LGCF. Together, AMC/LGCF and USTRANSCOM strive to provide high quality

requirements document packages that meet tough standards set by AMC/LGCF. AMC/LGCA works closely with their customers to ensure they understand the customer's position. They do not mandate change, but work with the customer to ensure they understand the benefit of changes offered. Well-written requirements documents contribute directly to well-written contracts.

- AMC/LGCF is diligent in providing pricing support to AMC/DOY. AMC/LGCF takes a very effective approach to developing the rates for the upcoming CRAF follow-on contract. They are working with CRAF contractors to determine rates for the follow-on contract.

B. STRENGTHS: None.

C. BEST PRACTICES: None.

D. WEAKNESS: Additional effort by AMC/DOY leadership is required to fully explore, identify, and implement performance-based services contracts within the airlift community. AMC/DOY leadership's current focus is to maintain the status quo, echoing industry and their customer's resistance to change. The AMC/DOY management team should fully discuss and explore the potential benefits of performance-based service contracts and lead the customer and industry to improved performance and reduced costs in the future. AMC/DOY should expand their market research to include commercial practices across the entire commercial airline industry. This was a recommendation from a recent PBSA workshop. AMC/DOY's knowledge of how their current carriers operate within their market is commendable. However, they are not able to fully comprehend commercial industry practices. An expanded market research would be a first step to understanding the commercial market and the possibilities for future airlift support.

E. RECOMMENDED ACTIONS FOR AMC/LGC: None.

F. RECOMMENDED ACTIONS FOR SAF/AQC: None

2. COMMERCIAL ITEM CONTRACTING

A. GENERAL OBSERVATIONS

The overall management of Commercial Item Contracting is effective. The Competition and Commercial Advocate for AMC is Mr. Mickey Jackson. The Commercial metrics reported for FY02 are \$243M against the OSD mandated goal of double the FY99 dollars (\$69M). The Contract actions reported are 39 percent of actions against the OSD mandated FY05 goal of 50 percent of all Air Force actions. HQ AMC does not mandate any training in the area of commercial contracting, but will consider doing some DD350 training to alleviate some issues with construction coding. AMC's customers appear to be on board with the policy of commercial contracting. There is only one area, Commercial Airlift, still needing work to fully understand, explore, and implement commercial contracting practices.

AMC does a great deal of commercial contracting. The MAJCOM's action officer for commercial contracting, Ms. Cheryl Smith, focuses the command on meeting their commercial goals. They provide training for the command in various areas of commercial contracting to include market research. AMC/LGCO holds a quarterly teleconference with all the service contracts representatives from the field squadrons and distributes minutes taken during the teleconference. The command representative leads the teleconference and reviews issues that have been problems over the past quarter. Anything is open for discussion. They also review the commands' best commercial practices.

The PMA team interviewed Ms. Cathy Simpson and Ms. Susan Madison from the Specialized Contracting Flight. AMC/LGCF does 90 percent of their workload as commercial. Many of their customers are on board, but they still have challenges. One of the problems is that customers are only around for a short period, often less than a year. Their in-house knowledge is good. They use their agile acquisition program to support their customers and the commercial contracting program. They conduct market research on the Internet and through phone calls. They also rely on the SAF/AQC Toolkit for information and ideas. The customers do the basic market research and collaborate with the contracting flight for further investigation.

B. STRENGTH:

The non-airlift areas of AMC contracting community are definitely on board with commercial contracting practices, processes, and procedures. Their customers are also on board and fully participating in the acquisition process. AMC/LGCO action officers spearhead this commercial initiative via training and conference calls.

C. BEST PRACTICES: None.

D. WEAKNESS: The only AMC organization having difficulty implementing commercial contracting is the Commercial Airlift Division supporting the CRAF (Civil Reserve Air Fleet) program. AMC established this program in 1951 to augment our military fleet. Airline carriers provide planes to AMC on a volunteer basis under contract. The use of commercial aircraft is essential to DoD mission success. For example, the commercial planes flew 20 percent of the missions in Desert Storm. During the Desert Storm deployment, 62 percent of passengers and 27 percent of cargo were flown by CRAF. During the redeployment, CRAF provided 84 percent of passenger and 40 percent of cargo flights.

The international long-range dollars are 92 percent of the workload of AMC/DOY with 593 Aircraft committed to the program. AMC/DOY does not believe FAR Part 12, Acquisition of Commercial Items, to be a viable contracting approach. They believe their requirements are not conducive to Part 12 contracts. Examples are: the requirement for four full crews per aircraft; all crew members must be US citizens; the troops flying with their weapons; the indemnification clause; diplomatic clearance requirements and the rate making process. During the PMA review, the PMA team could not identify any acceptable reasons for excluding CRAF, including international airlift, from commercial, FAR Part 12 contracts.

E. RECOMMENDED ACTION FOR HQ AMC/LGC:

1. AMC/DOY fully explore the use of FAR Part 12 commercial-like contracts for all future airlift acquisitions. AMC/DOY should implement acquisition strategies for CRAF that optimize commercial practices and performance-based initiatives.

F. RECOMMENDED ACTION FOR SAF/AQC:

1. Continual turnover of SAF/AQC personnel assigned to the competition and commercial contracting program results in a lack of continuity—from a field perspective. HQ AMC/LGC suggests that SAF/AQC try to keep continuity in this program. It is difficult when the people working the issues keep changing.

2. AMC has problems with the current PD2 edits for FAR Part 12 contracts. The system does not recognize the clauses, so they must prepare a word document and lay it into the contract document. Whenever changes are required, the whole document edit is required, because the edits that are in the word document are not in the system. When we send the contract to DFAS, they do not receive the incorporated word documents.

3. SAF/AQCP needs to resolve potential errors calculating commercial metrics. AMC has a large quantity of actions coded with a “Z” code (defined as maintenance, repair or alteration of real property). The contracts awarded for these codes are for SABER and other construction contracts, not normally counted in the commercial metrics. After rerunning the numbers without including the “Z” codes in either the commercial or available for commercial actions, the revised metrics are approximately \$223M for commercial dollars and 54 percent of actions for AMC. Although this dropped the commercial dollars by \$20M, it increased the contract actions by 15 percent, which could help the Air Force in the big picture.

3. AF GOVERNMENT-WIDE PURCHASE CARD PROGRAM (GPC)

A. GENERAL OBSERVATIONS

Overall Assessment of the GPC Program for the MAJCOM: GPC Management requires day-to-day oversight at the macro and micro levels and management requires an awareness of a time-driven review schedule. The overall management of the GPC program was found effective. The Operational Policy/Review Branch (AMC/LGCO) manages the AMC GPC program. AMC obligated roughly \$2.57B in FY02, of which \$260M (i.e., 10%) was obligated using the GPC. Between July 02 and October 02, AMC implemented internal controls to strengthen the GPC program and, as a result, the following changes occurred:

- (a) Cardholder accounts reduced from roughly 9000 to 6700 accounts,
- (b) Approving official accounts reduced from 2800 to 2500,
- (c) The span of control (approving official (AO) to cardholder (CH)) ratio was lowered to 2.6,
- (d) 12 of 12 bases generated AO and CH surveillance plans,
- (e) Stricter AO approval guidance resulted in suspended accounts dropping from 214 overdue accounts from the April 02 cycle to 24 overdue accounts from the October 02 cycle (i.e., a 10 December cutoff and review date),

(f) New metrics are under development.

Summary GPC data:

- Nov 02 Cardholder accounts: 6653
- Nov 02 Approving Official accounts 2518
- Nov 02 CH/AO Ratio 2.64
- FY02 Charges \$260.3M (monthly avg. = \$21.6M)
(note: FY97 charges totaled \$63.2M)
- FY02 Transactions 451,611 (monthly avg. = 37,364 actions)
- Avg. Charge per Transaction \$576

9 Dec 02 discussions with LGCO disclosed the following:

- Management tools currently employed include:
 1. Quarterly metrics measuring:
 - \$ spent versus # transactions per base
 - # of accounts per base
 - Account ratios (CH to AO) per base
 - # of suspended accounts per base
 2. A 6 September 02 GPC Program Action Plan including:
 - Bases to suspend AO accounts not approved within 30 days
 - HQ AMC/LGC to suspend accounts not approved within 45 days
 - Reopening suspended accounts requires a request from squadron/group to HQ AMC/LGC for approval
 - Outlines penalties for repeat offenses
 - Requires Agency/Org Program Coordinator Surveillance Plans
 3. Implementing findings from the Summer 02 “Mobility Systems Business Efficiencies Study”
 4. 2-day October 02 Joint FM/LG Workshop attended by AOs and US Bank representatives
 5. Monthly command-wide cross talks for A/OPCs, alternates and interested parties
 6. Logistics Standardization and Evaluation Program (LSEP) review item – Four bases (Grand Forks, Charleston, Travis, McGuire) reviewed since July 02 and the remaining 8 bases are scheduled during FY03
 7. AMC/LGC and AMC/FMP quarterly discussions
 8. Mandatory quarterly briefings by Contracting Squadron Commanders to Wing Commanders to emphasize importance of the program.
- Future management tools to include:
 1. Metrics to measure:
 - Surveillance plans for AO and CH accounts (note: 12 of 12 bases have submitted plans)
 - # of overspent accounts (accounts exceeding AF Form 4009 authority -- if you exceed the account limit, DFAS will not pay)
 2. FY03 training workshop

- Recent GAO and AFAA audits (GAO audit is in draft for comment and release is expected in January 03 and AFAA audit report is dated 2 December 02) highlight numerous weaknesses in the GPC program or program administration
- The summer 02 “Mobility Systems Business Efficiencies Study” analyzed FY01 GPC buys and recommended the following:
 1. Use of GSA Advantage could result in quicker buys at discounts of 10% – 30%
 2. Use of local vendors who agree to discount individual buys due to the gross volume procured by the base -- as of December 02, efforts are underway at all the AMC bases to attract vendors and Fairchild has produced a vendor list

B. STRENGTHS: None.

C. BEST PRACTICES. None.

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC: None.

F. RECOMMENDED ACTIONS FOR SAF/AQC:

1. Revisit manpower standard for GPC coordinators due to workload changes caused by increased surveillance and other regulatory mandates. (Do we have enough GPC coordinators?)
2. SAF/AQC work with SAF/FM to lift the restriction that each GPC card can have only one line of accounting.

4. CONTRACTOR PAST PERFORMANCE (CPARS)

A. GENERAL OBSERVATIONS:

Contractor past performance reports help source selection officials choose the best contractors to complete our missions. DAR Class Deviation 99-O0002 details the dollar thresholds when a report is required for each business sector except for construction, architect, and engineering service contract thresholds that are stated in FAR 36.201 and 36.604. Every organization needs to complete the evaluation when a contract meets these thresholds and to make sure the reports reflect contract performance. The Air Force uses the Navy’s Contractor Performance Assessment Reporting System (CPARS) to prepare reports for all contracts except construction and architect and engineering contracts. Construction, architect, and engineering contracts use the Construction Contractor Appraisal Support System (CCASS) and Architect-Engineer Contract Administration Support System (ACASS), respectively.

Organizations must complete individual reports within 120 days after they are due. The team reviewed the CPARS report that details by organization the individual reports that are Current, Due, and Overdue. The percentage of overdue reports provides a good indication whether an

organization is properly managing this important program. As of December 06, 2002, the Air Force average for overdue reports was nineteen percent. LGCA manages this program, and AMC's overall two percent overdue rate was **best** in the Air Force. Command actions that contributed to achieving this exemplary low percentage were: monthly analysis by AMC/LGCA of the overdue actions; follow-up e-mails or phone calls to the appropriate squadron focal points; attendance at the Navy's annual past performance conference that helped train focal points in the preparation of CPARS; emphasizing the importance of the past performance evaluations at AMC's annual contracting conference for the last two years; and sharing testimonials from source selection officials that stated how the completed reports helped them select the best contractor. To help ensure the quality of the reports, AMC/LGCA sent the focal points several e-mails providing guidance on how to prepare the reports. AMC also tracks completion of the CCASS and ACAAS reports via the LSEP.

B. STRENGTHS: None.

C. BEST PRACTICES. None.

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC: None.

F. RECOMMENDED ACTIONS FOR SAF/AQC: None.

5. MAJCOM FAR SUPPLEMENTS

A. GENERAL OBSERVATIONS:

AMC rewrote their MAJCOM FAR Supplement in the spirit of the AFFARS rewrite and it is in the final coordination cycle for signature with an estimated issue date of January 03. The Supplement was coordinated with the base policy shops and SAF/AQCP.

Discussions with Ms. Choate, AMC/LGCA; Mr. Lane, AMC/LGCO; Mr. McLaren, AMC/LGCF; and Mr. Huegan, AMC/DOY, reinforced that the AFFARS and draft AMCFARS supplemented by "guides" and "tool books" appear to adequately provide the necessary guidance needed by the field.

AMC/LGC has two policy/review areas:

- (1) a Centralized Policy/Review Branch (AMC/LGCA), and
- (2) a Operational Policy/Review Branch (AMC/LGCO).

9 Dec 02 discussions with AMC/LGCA disclosed the following:

- The bases and AMC/LGCF use PD2 as an acquisition system and AMC/DOY uses "COINS."
- The Centralized Policy/Review Branch issues very little "official policy." Primarily, the Branch focuses on acquisition planning, acquisition strategy panels,

solicitation/business clearance reviews, distributing higher-level contracting guidance (e.g. SAF/AQ guidance), assistance to the field, and some training initiatives.

- “Official Policy” changes distributed via AMC Acquisition Circulars (AMCACs). AMCAC are issued with two parts—Part A is to distribute new or emphasize existing policy and Part B is to make changes to the AMCFARS. The last two Part A changes were: Jun 99 AMCAC 92-21 that addressed an environmental paragraph for solicitations and Dec 02 AMCAC 92-28 that addressed “Locally Developed Payment Clauses and Instructions.”
- FY02 “Review” statistics follow:

Acquisition Plans	57
Solicitation Reviews	53
Business Clearances	76
FOIAs	34
- Information distribution is primarily accomplished via phone, email, a web page (www.scott.af.mil/375AW/cntr/amclgc/), AMCACs, and quarterly (previously monthly) cross talk conference calls with flight chiefs. For reference purposes, a “who does it list” is available that provides POCs by subject matter and FAR Part; however, it was noted that downsizing and personnel rotation has resulted in the POCs becoming more generalist versus specialists in a given subject matter.
- Review thresholds are as follows: \$2M for operational actions that are reviewed by AMC/LGCO, and \$3M for Airlift Contracting (AMC/DOY) / \$5M for the AMC Contracting Flight (AMC/LGCF) that are reviewed by AMC/LGCA. These thresholds were raised from \$500K in FY99. A 10-day turn-around goal is the norm with a focus to ensure the utilization of sound business practices.
- Maintenance of the in-house developed web page is currently transitioning to a contractor. This on-going transition necessitates a validity check for currency of the material that is currently posted on the site.

B. STRENGTHS: None.

C. BEST PRACTICES. None.

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC: None.

F. RECOMMENDED ACTIONS FOR SAF/AQC: None.

6. SOCIO-ECONOMIC PROGRAMS

A. GENERAL OBSERVATIONS:

The AMC Director of Small Business, Mr. Beussink, is aligned under AMC/LGC per a waiver authorized in accordance with AFI-201 (i.e., vice reporting to the AMC Commander). Small Business Specialists are in AMC/DOY, AMC/LGCF, and each AMC CONUS contracting activity.

The SB goals for the Air Force are set by SAF/SB and published in the AF SB and HBCU/MI Program Plan for FYs 2002-2006 (note: these goals are based on FY00 actuals). The plan consists of the following parts: Part I—Executive Summary, Part II—Qualitative Goals, Part III—Initiatives, and Part IV—FY 2002-2006 Quantitative Targets. The FY02 AMC data follows:

	<u>Goal</u>	<u>Actual</u>
SB	30.8%	26.4% (\$583M)
SDB	12.9%	10.1% (\$223M)
HUBZone	2.5%	2.4% (\$53M)
WOB	3.7%	2.6% (\$58M)
SDV	3.0%	.4% (\$8M)
HBCU/MI	N/A	N/A

Discussions with Mr. Beussink on 11 DEC 02 produced the following information:

- Failure to meet the overall AMC SB goal was a result of: an increased “Airlift” (i.e., AMC/DOY) business base and an AMC/DOY program constraint that the majority of its business is awarded to Civil Reserve Airlift Fleet (CRAF) air carriers which are encouraged to join together in “business teams” that are, for SB statistics, counted solely as large businesses according to the Small Business Administration (SBA).
- Although the Airlift met their allocated goal based on the FY00 estimates and “Non-Airlift” (all other AMC activities) did not meet the allocated goal, the increase in the Airlift business base was the primary cause driving the “overall” actuals. The following shows the Airlift versus Non-Airlift statistics:

	<u>FY02 Goal</u>	<u>FY02 Actual</u>
Airlift	8.7%	8.8%
Non-Airlift	57.6%	56.3%

Note: the higher Non-Airlift % is susceptible to fluctuations in business base

	<u>FY00</u>	<u>FY02</u>	<u>% Increase</u>
<u>BusBase</u>			
Airlift	\$759,694	\$1,390,509	183%
Non-Airlift	\$564,762	\$818,768	145%

Javits Wagner O’Day Programs. The Action Officer responsible for AMC’s JWOD programs is Ms. Cheryl Smith. The command as a whole supports the JWOD Program. All the bases are

aware of the mandatory lists for services and products for purchase using JWOD. Two success stories were:

- Travis AFB earned the 2001 Presidents Committee Award for JWOD because they awarded 46 percent of their dollars with NIB/NISH. Orders were issued for the furnishing management office; passenger terminal screening service; military family housing maintenance; base library; food service and mess attendants; grounds maintenance; and custodial.
- Fairchild AFB is NIB/NISH for three major service areas, Grounds, Custodial and Postal Service. Marion Nelson, a PCO from Fairchild, was highlighted in the NISH magazine as a JWOD Champion.

AMC provides training on JWOD programs routinely and it is typically a topic addressed in their quarterly Services Conference call. During the 21 Feb 02 conference call, AMC discussed JWOD “perceptions versus realities” with the base contracting representatives. They feel that it is crucial to educate their customers on the mandated requirements and laws of the JWOD program. As another positive point, AMC is considering using products and services that are not on the mandatory JWOD lists. For example, Travis AFB is adding commissary shelf stocking and general service stores to their program.

B. STRENGTHS: None.

C. BEST PRACTICES. None.

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC: None.

F. RECOMMENDED ACTION FOR SAF/AQC:

Discuss with SAF/SB possible recommendation for HQ AMC leadership regarding the alignment of the MAJCOM SB Director to an AMC 2-letter directorate in order to enhance the stature of the small business program in Air Mobility Command and better advocate SB Initiatives directly to Senior AMC Leadership.

7. ELECTRONIC PROCUREMENT INITIATIVES

A. GENERAL OBSERVATIONS:

AMC utilizes electronic procurement at a level commensurate with SAF/AQC policy guidance. SPS is used throughout AMC, except for AMC/DOY, which uses its own electronic procurement system (COINS).

AMC/DOY is currently testing a web-based application through COINS that gives them real time updates with the airlines from which they are purchasing airlift. Along with this real time

visibility is an automatic update that alerts airlines to award of a delivery order. At the current time, an e-mail or telephone call is required to notify the airline of award of a delivery order.

A few of the AMC practices that are commendable include: their electronic newsletter, *Knowledge Notes*; a web based information site containing policy updates as well as answers to questions from the AMC field; and the EZ-Query tool that allows command wide spend analysis for AMC. Another valuable practice that AMC has implemented at McConnell AFB is a GPC database that consolidates all actions between \$2500 and \$25,000, incorporates 1057 reports, and is available AF-wide through the PD2 integrity tool.

B. STRENGTHS: None.

C. BEST PRACTICES. None.

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC: None.

F. RECOMMENDED ACTIONS FOR SAF/AQC: None.

8. PROCUREMENT TRANSFORMATION ALIGNMENT

A. GENERAL OBSERVATIONS:

The PMA team identified several procurement initiatives in AMC supporting SAF/AQC's procurement transformation vision. The team considered initiatives and processes that were proactive solutions to monetary constraints and solutions aimed at improving the efficiency of contracting personnel and customer mission success.

AMC/LGC's major initiative is its portion of the Mobility Systems Business Efficiency Study (MSBES). The AMC Business Efficiency initiative focuses on identifying areas offering the greatest opportunities for economic improvement. To facilitate the initiative, AMC/LGC broke down AMC's spending into business sectors, and then analyzed those sectors for potential efficiencies. The results of the initial analysis concluded that AMC could gain efficiencies (cost savings) in the areas of Government Purchase Card (GPC) and domestic commercial airlift.

AMC/LGC is currently focusing GPC efforts in two ways. The first is to push the use of GSA Advantage at every opportunity. AMC's analysis shows anticipated savings of 10-60% for the same items using the GSA Advantage versus sending someone out to a local supplier. The second area of GPC spending is identifying vendors that are not on the GSA schedule, but do account for significant spend by the operational bases. After AMC identifies these non-GSA vendors, a contracting officer from an operational contracting unit will contact the vendor and negotiate an Air Force price discount based on the volume of business.

AMC/LGC is currently working on a spend analysis tool to give command-wide visibility of all transactions conducted in the Standard Procurement System (SPS). The tool, called EZ-Query,

was originally developed at Patrick AFB and is used by AFSPC operational contracting units. It is being deployed across AMC contracting units and at the headquarters. The tool gives users the ability to organize data by description, order number, and Federal Stock Class. While the tool is not currently able to organize data by vendor, this is an option being explored by AMC. EZ-Query requires no manual loading because it takes information directly from SPS on a daily basis and populates the data fields in servers that are located on Scott AFB. From a procurement transformation perspective, EZ-Query is an extremely valuable tool that gives critical information for effective strategic sourcing.

The PMA team also reviewed AMC/DOY for procurement transformation and electronic procurement initiatives. Instead of using the SPS, AMC/DOY uses a transportation-unique contract writing system called COINS. The data AMC/DOY obtains from COINS is instrumental to providing Airlift the necessary analysis. They are able to organize the spend data for the airlift component of AMC (\$720 M) by type of plane, vendor, operation (i.e. Enduring Freedom), or route. This information is necessary as USTRANSCOM relies on AMC/DOY for spend information.

B. STRENGTHS: None.

C. BEST PRACTICES. None.

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC: None.

F. RECOMMENDED ACTIONS FOR SAF/AQC:

1. The consolidation of servers was one area that concerned management at the AMC/LGC. The concern is in regards to a policy letter signed by SAF/AQC and AF/SC that approved the consolidation of contracting servers by base-level communication squadrons. After consolidation of the servers, local COMM units cannot ensure that there would be no service interruption or data errors. AMC/LGC argues that contracting servers should not be physically consolidated, but remain as remote access servers and physically located within the contracting squadron.
2. AMC/LGC recommended the procurement transformation team at SAF/AQC provide details to MAJCOM LGC's on the basics of procurement transformation, including future plans.
3. AMC/LGC requested development of an AF-wide knowledge management tool. The AMC/LGC has a web-based knowledge management tool for the command; however, many links are no longer up to date. A knowledge management tool on the SAF/AQC website is something that MAJCOMs would like to specifically address SPS issues and share best practices.

9. AEF UTC Reporting Tool (ART)

A. GENERAL OBSERVATIONS:

The Contingency Contracting Officer (CCO) program is solid, providing war fighter support to steady state AEF, OEF, and other taskings. AMC completed the AEF UTC Reporting Tool (ART) and SORTS reporting as required, providing AF and AMC senior leadership with current contracting capabilities. AMC experienced a 27 percent increase in UTC taskings due to increased/realigned taskings. Open communication between SAF/AQC, HQ AMC and units was apparent.

AMC developed a CCO Field Toolkit on CD-ROM that provides deployed CCO's immediate access to vital contracting information and tools to ensure successful operations in the field. The toolkit is in the draft stage and just deployed in a beta test situation. After the test is complete, this initiative should be considered for AF-wide use.

HQ AMC/LGC tracks deployment data via a homegrown Deployment Tracking Tool. This tool provides the program manager instant access to unit information, deployed contact information, departure/return dates and total deployed days.

B. STRENGTHS: None.

C. BEST PRACTICES. None.

D. WEAKNESSES: None.

E. RECOMMENDED ACTIONS FOR HQ AMC/LGC: None.

F. RECOMMENDED ACTIONS FOR SAF/AQC: None.

ATTACHMENT #1
PMA TEAM MEMBERS

<u>Team Member</u>	<u>Office</u>	<u>Responsibility</u>
PMA Team members and focus areas:		
Col Bob Winiecki	SAF/AQCP	Team Lead
David Powell	SAF/AQCP	Deputy Team Lead (Leadership and Management)
Lt Col Al Boykin	SAF/AQCP	Customer Support & Sound Business Judgment
Maj George Budz	SAF/AQCP	“
Lt Col Steve Smith	SAF/AQCP	Special Emphasis Areas
Betsy Matich	SAF/AQCP	(PBSA, Commercial, Socio-economic, GPC, MAJCOM FAR Sup and other policy making)
Donna Hairston-Benford	SAF/AQCP	Commercial, other policy areas
Capt Mark Hansen	SAF/AQCA	Special Emphasis Area (Procurement Transformation)
Vonda Moureaux	AFPC	Leadership (people – civilian, military, officer and enlisted)
Capt Jason Bock	AFPC	“
SMSgt Michael Berg	ACC	“

ATTACHMENT #2

PMA DEFINITIONS

General Observations: Observations of the team that are neither a strength nor area for improvement as defined below. General observations include the assessment methodology and the reviewer's overall impression of this focus area.

Strengths: Policies, systemic practices and procedures that clearly offer tangible benefit or that had or will positively impact contracting initiatives or process reforms.

Areas for Improvement: An observation in the review sample that indicates a systemic problem throughout the organization or affected office. This category also includes observations noted by the team that might not be considered a weakness, but require management attention to prevent long-term or systemic impact.

Weaknesses: An observation that indicates a systemic problem throughout the MAJCOM or affected office; or an isolated instance that has definite statutory or regulatory impact.

Assessment comments of SAF/AQC: An observation on the effectiveness and efficiency of current contracting policy or other initiatives. This may include higher-level policies.

Best Practices: An observation of a practice or initiative that is worthy to share across the Air Force.

Additional Comments: Observations of the team that do not fit into the other categories that have potential for Air Force-wide impact, or recommended areas for further study.

ATTACHMENT #3

RECOMMENDED ACTIONS

SECTION	NO.	RECOMMENDED ACTIONS FOR HQ AMC/LGC
I. Leadership & Management	E.1	Establish consistent MAJCOM-level expectations, guidelines, and direction for the training and development of personnel newly assigned to the contracting career field (i.e. Lieutenants, COPPER CAP interns, enlisted members, and other GS-1102 new hires).
	E.2	Establish a set of consistent, MAJCOM-wide metrics for tracking training and development prescribed in recommendation E.1 above. (Must include causal factors contributing to current situation.)
	E.3	Improve the training and development of Lieutenants across the MAJCOM. (Performance is very irregular among squadrons. Fifty percent of squadrons' surveyed were rated deficient in this area by the trainee.)
	E.4	AMC/LGC develop a more centralized management approach and become actively involved to help ensure that all COPPER CAP interns receive consistent training, mentoring and professional development.
	E.5	Improve CCDP and DLAMP nominations. (No CCDP and only one DLAMP AMC nominations for the last three years.)
	E.6	Ensure metrics are written in a manner to give insight into positive or negative trends/performance (i.e. # of warrants at base X tracked but do not know what is good or bad).
	E.7	Encourage all squadrons to actively participate in the AMC Quarterly awards programs. (Four squadrons submitted zero nominees for AMC quarterly awards in the last two years.)
	E.8	Dedicate a segment of the HQ AMC/LGC Annual Contracting & Training Conference and one of the LGC/CONS Commanders Telecons for career development issues and initiatives.
	E.9	Revise the AMC/LGC Mission Statement to include the entire AMC Contracting Community.
	E.10	Develop an AMC Contracting strategic plan to provide a common set of goals/objectives to support the AMC Contracting Mission Statement.
	E.11	Revise the AMC/LGC metrics into a set of goal oriented measurements. These metrics should support the goals and objectives of the strategic plan mentioned above.
SECTION	NO.	RECOMMENDED ACTIONS FOR SAF/AQC
I. Leadership & Management	F.1	Oversee the establishment of consistent, AF-level expectations, guidelines, and direction for the training and development of personnel newly assigned to the contracting career field (i.e. Lieutenants, COPPER CAP interns, enlisted members, and other GS-1102 new hires). SAF/AQCX will take this issue to the Contracting Policy Council for consideration, discussion, and possible assignment as an

		action item (OPR: SAF/AQCX)
I. Leadership & Management (Cont)	F.2	Oversee the establishment of a set of consistent, AF-wide metrics for tracking training and development prescribed in recommendation F.1 above. SAF/AQCX will take this issue to Contracting Policy Council for consideration, discussion, and possible assignment as an action item. (OPR: SAF/AQCX)
	F.3	Provide MAJCOMs with existing tools to track training and development. SAF/AQCX will take this issue to the Contracting Policy Council for consideration, discussion, and possible assignment as an action item. (OPR: SAF/AQCX)
	F.4	AMC/LGC asked several questions. Spread the word to all MAJCOMs that: 1.) updating SAF/AQC website for tracking deployments is no longer required (ART updates and after actions reports still required); 2.) only M-9 training required for deploying CCOs; and 3.) AEF Cycle 4 will <u>not</u> have a sourcing conference. (OPR: SAF/AQCX)
	F.5	Benchmark the Upgrade Training Status Tracking Spreadsheet developed by the 375 CONS Superintendent and communicate it to all squadron superintendents for possible implementation. This tool provides the unit commander current upgrade status of enlisted members to include CDC completion and CORE task certification percentages. (OPR: CMSgt Slone)
	F.6	Establish a better process for reviewing contracting intern quarterly feedback to correct issues/problems and present proposed improvements to the Career Program's Professional Development Panel (PDP) for action. (OPR: AFPC/DPKCQ)
	F.7	Query the AFPC data systems office to identify the best method of capturing retirement, retention and recruitment information for individual MAJCOMs. Currently, work force demographic data is obtained from multiple systems. Multiple systems and daily changes make difficult to compile data. (OPR: AFPC/DPKCQ).
	SECTION	NO.
II. Customer Support	E.1	Develop tools/procedures to obtain and track customer feedback/assessment.
SECTION	NO.	RECOMMENDED ACTIONS FOR HQ AMC/LGC
III. Sound Business Judgment	E.1	Complete another HQ AMC/LGC contracting wellness survey.
SECTION	NO.	RECOMMENDED ACTIONS FOR HQ AMC/LGC
IV. AQC Policy Emphasis/Special Interest Items	E.1	Weakness: AMC/DOY fully explore the use of FAR Part 12 commercial-like contracts for all future airlift acquisitions. This includes the implementation of acquisition strategies for CRAF that optimize commercial practices and performance-based initiatives.
		RECOMMENDED ACTIONS FOR SAF/AQC
	F.1	Work to retain continuity of SAF/AQC personnel working issues.

Commercial Item Contracting	F.2	Rectify issues associated with PD2 edits on for FAR Part 12 contracts to ensure DFAS receives full edited document. (OPR: SAF/AQCA, Procurement Transformation)
	F.3	Commercial Item Contracting: Resolve potential errors associated with the calculation of commercial metrics. (OPR: SAF/AQCP)
GPC	F.1	Revisit manpower standard for GPC coordinators due to workload changes caused by increased surveillance and other regulatory mandates. (OPR: SAF/AQCX)
	F.2	Work with SAF/FM to lift the restriction that each GPC card can have only one line of accounting. (SAF/AQCP)
Socio-Economic Programs	F.1	Discuss with SAF/SB possible recommendation to realign MAJCOM SB Director to AMC 2-letter directorate. (OPR: SAF/AQCP)
Procurement Transformation Alignment	F.1	Resolve the concerns posed by SAF/AQC and AF/SC policy memo that approved the consolidation of contracting servers by base-level communication squadrons. (OPR: SAF/AQCA (PTT))
	F.2	Provide details to MAJCOM LGCs on the basics of procurement transformation, including future plans. (OPR: SAF/AQCA (PTT))
	F.3	Consider development of an AF-wide knowledge management tool. (OPRs: SAF/AQCX and SAF/AQCP)