

## Our Goals

Our strategic business plan contains four cross-cutting goals that provide meaning and give life to our five Key Result Areas of Leadership, People, Processes, Products and Service:

**GOAL 1:** Invest in our People

**GOAL 2:** Satisfy Customer Needs

**GOAL 3:** Lead the Revolution in Air Force Business Affairs

**GOAL 4:** Exploit Emerging Technologies

## Goals

Through strong and focused leadership we can achieve these ambitious goals. With your help, Air Force Contracting can proactively influence beneficial outcomes. At the same time, this plan ensures that in areas where we have direct control, management of our processes, data systems, work force and 'mission areas' are efficient and effective. Under each goal, the plan identifies many objectives, supported by specific tasks which Air Force Contracting is pursuing in order to achieve each objective. Where possible, tasks are supported by performance measures (metrics) which appropriately measure status of the desired outcomes. These performance measures (metrics) ensure accountability for results and will provide feedback needed to adjust and improve our operations.

**Our Focus is to Facilitate “Customer Responsiveness”** - - *The bottom line is..... the ‘mission area’ focus is not about what we do, its about changing, integrating and improving the process of how we do it!*



## Goal 1

### Invest in our People

#### OBJECTIVE 1.1 Develop and maintain a professional work force

Task 1.1.1 - Ensure, as a minimum, 95% of all personnel in Level 3 positions and 85% of all personnel in Level 2 positions, meet the Acquisition Professional Development Program requirements of their positions

Reference: AQ Plan 1.2

Metric: Percentage of professional work force certified in the acquisition professional development program at the appropriate level or higher

Computation: Number of employees in Level 2 positions who are certified Level 2 or higher divided by the number of employees on Level 2 positions (same for Level 3)

Source Data: Data to populate this measure resides in Acquisition Professional Development Program Management Information System (APDP-MIS)

OPR: MAJCOM LGCs

OCR: SAF/AQCX

Suspense: Sep 98

Task 1.1.2 - Ensure at least 90% of the first time Contracting Squadron Commanders complete the squadron commanders course within 6 months on station

Reference: AQ Plan 1.2

Metric: Percent of commanders who complete squadron commanders course within 6 months of arriving on station

Computation: Number of commanders completing the course prior to or within 6 months of arriving on station divided by the number of commanders



Source Data: Data to populate this measure resides at AFPC  
OPR: SAF/AQCO  
OCR: MAJCOM LGCs  
Suspense: Sep 98

Task 1.1.3 - Ensure 70 % of the personnel subject to deployment for contingency operations have completed the DoD contingency contracting course  
Metric: Percent of military by rank and grade/primary skill level, and MAJCOM subject to deployment who complete the DoD contingency contracting course

Computation: Number of military by rank and grade/primary skill level, and MAJCOM subject to deployment who complete the DoD contingency contracting course divided by the number subject to deployment

Source Data: Contingency course records  
OPR: MAJCOM LGCs  
OCR: SAF/AQCO  
Suspense: Sep 98



Task 1.1.4 - Provide a well-defined framework for progression of Air Force civilians into Air Force leadership positions

Reference: Air Force Executive Resources Board Development Panel Strategy; AQ Plan 1.4  
Metric: TBD

OPR: SAF/AQC; Career Programs  
OCR: MAJCOM LGCs  
Suspense: Sep 98

Task 1.1.5 - Provide a well-defined framework for progression of Air Force non-commissioned officers into Air Force leadership positions

Reference: AQ Plan 1.4

Metric: Percent increase in leadership positions created from 30 Sep 97 baseline

Computation: N/A

Source Data: N/A

OPR: SAF/AQCO

OCR: MAJCOM LGCs; Chief, Enlisted Policy

Suspense: Sep 98

Task 1.1.6 - Ensure Lackland 'Schoolhouse Training 2000' program is updated to reflect the automated contracting offices of the 21<sup>st</sup> Century

Reference: AQ Plan 1

Metric: a) Schoolhouse equipped with new SPS supporting computer hardware/software/infrastructure by Apr 98

b) Additional instructor slot established and filled by Sep 98

c) Automation smart business practices provided to schoolhouse for level 100 and 200 courses



Computation: N/A  
Source Data: Schoolhouse  
OPR: SAF/AQCI, Schoolhouse  
OCR: SAF/AQCX  
Suspense: Sep 98

Task 1.1.7 - Ensure the PME courses and study material are updated to reflect current information and the data that will be tested.

Reference: AQ Plan 1.4  
Metric: Number of courses updated  
Computation: Count  
Source Data: Schoolhouse  
OPR: Schoolhouse, SAF/AQCO  
OCR: SAF/AQCX  
Suspense: Sep 98

## **OBJECTIVE 1.2 Provide performance enhancing tools and training to our work force**

Task 1.2.1 - Ensure the contracting work force uses the Air Force Contracting home page to obtain up-to-date training guides, automation and other best practices and other information

Metric: Percent increase in Air Force Contracting home page usage  
Computation: Monitor number of home page hits/unique users per month  
Source Data: Air Force Contracting home page  
OPR: MAJCOM LGCs  
OCR: SAF/AQCX  
Suspense: Continuous



Task 1.2.2 - Ensure FAR parts in the Air Force Contracting home page tool kit are active with timely, relevant, and accurate information

Metric: Percentage of FAR parts in the Air Force Contracting home page tool kit which are active with timely, relevant, and accurate information

Computation: Number of FAR parts in the Air Force Contracting home page tool kit which are active with timely, relevant, and accurate information divided by the number of existing FAR parts in the Air Force Contracting home page tool kit

Source Data: Data to populate this measure resides in the Air Force Contracting home page

OPR: SAF/AQCX, SAF/AQCP

OCR: MAJCOM LGCs

Suspense: Jun 98

Task 1.2.3 - Develop and publish new electronic commerce/contracting capability guidance

Metric: Number of user manuals or guides developed and published

Computation: Count

Source Data: N/A

OPR: SAF/AQCI

OCR: MAJCOM LGCs

Suspense: Sep 98

## **OBJECTIVE 1.3 Communicate with our work force**

Task 1.3.1 - Share best business practices, processes and policy changes with the field through the Air Force Contracting home page, contracting conferences, and direct interface with our customers

Reference: AQ Plan 1.1

Metric: Satisfaction of MAJCOM/DRU Directors of Contracting and workforce

Computation: Likert scale of 1 to 6

Source Data: E-mail/FAX/Letter/annual survey

OPR: MAJCOM LGCs

OCR: SAF/AQC Staff

Suspense: Continuous

Task 1.3.2 - Publish quarterly Air Force Contracting newsletters to market our successes and aid communication across Air Force Contracting

Reference: AQ Plan 1.1

Metric: Number of newsletters posted to the Air Force Contracting home page each fiscal year

Computation: Count

Source Data: Data to populate this measure resides in SAF/AQCX

OPR: SAF/AQCX

OCR: MAJCOM LGCs, DRUs, SAF/AQC Staff

Suspense: Quarterly

## **Goal 2**

### **Satisfy Customer Needs**

#### **OBJECTIVE 2.1 Meet or exceed our customers' requirements**

Task 2.1.1 - Design and implement a 'Smart Business Practices' (SBPs) program in Air Force Contracting

Metric: Number of SBPs developed and fielded

Computation: Count

Source Data: N/A

OPR: SAF/AQCO, SAF/AQCP, SAF/AQCS

OCR: MAJCOM LGCs

Suspense: Sep 98

#### **OBJECTIVE 2.2 Define, establish and advocate the role of the business advisor**

Task 2.2.1 - Establish the training and educational requirements needed in order for our people to become better business managers and advisors

Metric: N/A

Computation: N/A

Source Data: N/A

OPR: SAF/AQCX

OCR: MAJCOM LGCs

Suspense: Sep 98

Task 2.2.2 - Define, establish and advocate the business advisor role and concept  
Reference: AQ Plan 4.1,4.2  
Metric: N/A  
Computation: N/A  
Source Data: N/A  
OPR: AFSPC/LGC  
OCR: SAF/AQCX  
Suspense: Sep 98

## Goal 3

### Lead the Revolution in Air Force Business Affairs

#### OBJECTIVE 3.1 Apply Smart Business Practices

Task 3.1.1 - Contribute to a 25% reduction in acquisition lead (cycle) time by implementing innovative contracting tools associated with the contracting requirements receipt to award process  
Reference: DoD Goal 2; AQ Offsite Goal 2 (50%); DoD Goal 1 (25%); AF LRP End State 3  
Metric: Average number of days to complete a contracting action over \$25,000 from receipt to award, in each of the mission areas  
Computation: Number of actions awarded divided by total number of days from receipt to award  
Source Data: Data to populate this measure resides in BCAS, ACPS, AMIS databases  
OPR: MAJCOM LGCs  
OCR: SAF/AQCI, SAF/AQCP, SAF/AQCO  
Suspense: Sep 98

Task 3.1.2 - Publish, test and provide training on AFFARS AA/BB, Source Selection, re-write  
Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1  
Metric: Re-write published and tested  
Computation: N/A  
Source Data: N/A  
OPR: SAF/AQCP  
OCR: MAJCOM LGCs  
Suspense: Sep 98

Task 3.1.3 - Review and improve DD350/1057 process, and baseline and reduce missing DD 350/1057's by 80%  
Reference: IT Plan 4.1.3  
Metric: Percent decrease of end of month missing DD 350/1057 reports  
Computation: Number of missing DD 350/1057 reports divided by total number of reports existing and expected  
Source Data: J001, J10 databases  
OPR: SAF/AQCI  
OCR: MAJCOM LGCs  
Suspense: Sep 98



Task 3.1.4 - Define, develop and deploy an initial set of outcome-oriented performance measures which portray performance of our core business processes

Reference: DoD Goal 9; AF Plan 4.2; AQ Plan 3.1, AF LRP End State 5; AF LRP End State 3

Metric: Satisfaction of MAJCOM/DRU Directors of Contracting in the performance measures developed

Computation: Likert scale 1 to 6

Source Data: E-mail/Fax/Letter

OPR: SAF/AQC Staff, MAJCOM LGCs

OCR: N/A

Suspense: Sep 98

Task 3.1.5 - Develop baseline, trend and increase use of streamlined R&D contracting

Reference: AF LRP End State 3; AQ Plan 3.1

Metric: Percentage increase of streamlined R&D contracting actions

Computation: Number of streamlined R&D contracting actions divided by the number of R&D actions

Source Data: Data to populate this measure resides in the DD350 database

OPR: MAJCOM LGCs

OCR: SAF/AQCP

Suspense: Sep 98





Task 3.1.6 - Develop and initiate testing an Activity Based Costing concept for Air Force Contracting

Metric: Concept developed and testing initiated

Computation: N/A

Source Data: N/A

OPR: AFMC/PK

OCR: ASC/PK, MAJCOM LGCs

Suspense: Jan 99

Task 3.1.7 - Develop acquisition policy regarding partnering with industry and publish guidance on appropriate business arrangements

Reference: 31 USC 3302, 10 USC 2471, 10 USC 2208, 10 USC 2553 PL 103-337, 22 USC 2770, 15 USC 3710a and 10 USC 2539b

Metric: Policy developed and guidance published

Computation: N/A

Source Data: N/A

OPR: HQ AFMC/PK

OCR: SAF/AQD

Suspense: Jun 98

## **OBJECTIVE 3.2 Buy Commercial**

Task 3.2.1 - Baseline and increase by 50% the purchase of new commercial items, commodities/services over \$25,000 which are acquired using provisions of FAR Part 12

Reference: AF LRP End State 5, AF LRP End State 3, AQ Plan 3.1

Metric: Percentage increase of commodities and services purchased above \$25,000 which are acquired under the provisions of FAR Part 12

Computation: Number of commodities and services purchased above \$25,000 which are acquired under the provisions of FAR Part 12 divided by the total number bought above \$25,000  
Source Data: Data to populate this measure resides in the DD350 database  
OPR: MAJCOM LGCs  
OCR: SAF/AQCI, SAF/AQCP  
Suspense: Sep 99

Task 3.2.2 - Increase IMPAC card usage to purchase 90% or more of all eligible micro-purchases  
Reference: DoD Goal 3; AF LRP End State 5, AF LRP End State 3; AQ Plan 3.1  
Metric: Percent of eligible micro-purchase actions made using IMPAC  
Computation: Number of eligible micro-purchases made with IMPAC divided by the number of eligible micro-purchases  
Source Data: Data to populate this measure resides in IMPAC activity reports and the DD 1057 database  
OPR: MAJCOM LGCs  
OCR: SAF/AQCO  
Suspense: Sep 98

### **OBJECTIVE 3.3 Facilitate Outsourcing and Privatization within the Air Force**

Task 3.3.1 - Develop and publish best business practices associated with outsourcing and privatization  
Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1  
Metric: O&P best business practices developed and published  
Computation: Count  
Source Data: AF/XPM reports  
OPR: SAF/AQCO  
OCR: MAJCOM LGCs  
Suspense: Jul 98

### **OBJECTIVE 3.4 Implement Effective Performance Based Service Contracting Policies and Procedures**

Task 3.4.1 - Publish working draft re-write of AFM 64-108 (performance based contracting)  
Metric: Re-write published  
Computation: N/A  
Source Data: N/A  
OPR: SAF/AQCO  
OCR: MAJCOM LGCs  
Suspense: Mar 98



## **OBJECTIVE 3.5 Implement Effective Past Performance Practices**

Task 3.5.1 - Conduct a pilot test of new past performance policies at three sites (Ogden, Wright Patterson, Langley)

Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1

Metric: Initiate pilot test

Computation: N/A

Source Data: N/A

OPR: SAF/AQCP, SAF/AQCO

OCR: MAJCOM LGCs

Suspense: Sep 98

Task 3.5.2 - Award model service contracts utilizing commercial practices and results-oriented work statements

Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1

Metric: Initiate 4 test cases

Computation: Count

Source Data: MAJCOM LGCs' feedback

OPR: AETC/LGC, AFSPCOM/LGC, MAJCOM LGCs

OCR: SAF/AQCP, SAF/AQCO

Suspense: Sep 98



## Goal 4

### Exploit Emerging Technologies

#### **OBJECTIVE 4.1 Reengineer Air Force Contracting Information System business processes to be responsive to business changes**

Task 4.1.1 - Develop a deployment schedule and field the Standard Procurement System by fiscal year 2000

Reference: IT Plan 1.2.1

Metric: Deployment milestones met

Computation: N/A

Source Data: N/A

OPR: SAF/AQCI, AFCIS

OCR: MAJCOM LGCs

Suspense: Sep 99

Task 4.1.2 - Develop a plan to ensure current and newly acquired systems are year 2000 compliant

Reference: IT Plan 3.1.1

Metric: Deployment milestones met

Computation: N/A

Source Data: N/A

OPR: AFCIS

OCR: SAF/AQCI, MAJCOM LGCs

Suspense: Sep 98

Task 4.1.3 - Ensure that contracting automation infrastructure requirements are identified and coordinated with MAJCOM LGCs

Reference: IT Plan 3.1.1

Metric: Number of activities with requirements identified

Computation: Count

Source Data: N/A

OPR: AFCIS

OCR: SAF/AQCI, MAJCOM LGCs

Suspense: Apr 98

#### **OBJECTIVE 4.2 Leverage the internet for use of contracting business processes**

Task 4.2.1 - Provide contracting personnel with internet based buyer/vendor business transaction capability - solicitation through award

Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.1

Metric: Capability provided

Computation: N/A

Source Data: N/A

OPR: SAF/AQCI

OCR: MAJCOM LGCs

Suspense: Jan 99



Task 4.2.2 - Ensure 50% posting of solicitations over \$100K which can be accessed by industry through a single electronic entry point for industry  
Reference: AF LRP End State 5; AF LRP End State 3; AQ Plan 3.2  
Metric: Percent of solicitations able to be accessed by industry through a single entry point for industry  
Computation: Number of solicitations able to be accessed by industry through a single entry point for industry divided by the number of solicitations  
Source Data: Contract Reporting  
OPR: MAJCOM LGCs  
OCR: SAF/AQCI, SAF/AQCP  
Suspense: Jun 99

Task 4.2.3 - Increase electronic posting of solicitations on the CBD-NET with active hyperlinks included which provide complete electronic solicitation capability  
Metric: Percentage of synopses over \$25,000 posted on the CBD-NET with hyperlinks  
Computation: Number of synopses over \$25,000 posted on the CB-NET with hyperlinks divided by the number over \$25,000 posted  
Source Data: Data to populate this measure resides in the Govt Printing Office monthly payment summary report  
OPR: SAF/AQCI  
OCR: MAJCOM LGCs  
Suspense: Sep 98

## OBJECTIVE 4.3 Reduce Paper in the Air Force Contracting Environment

Task 4.3.1 - Identify, baseline and eliminate 90% of the Air Force Contracting internal and interface paper reliant processes (e.g. SBSS, JO14, etc.)

Reference: DoD Goal 7; AF LRP End State 5; AF LRP End State 3

Metric: Number of paper reliant processes transformed

Computation: Count

Source Data: N/A

OPR: SAF/AQCI

OCR: MAJCOM LGCs

Suspense: Jan 2000

Task 4.3.2 - Develop an action plan to move to an Air Force paper free contracting environment by Jan 2000

Reference: DoD Goal 7

Metric: Percent decrease of contracting actions accomplished non-electronically

Computation: Number of actions accomplished non-electronically divided by the total number of actions made

Computation: N/A

Source Data: Data to populate this measure resides in the DD1057, DD 350, IMPAC activity reports and the FACNET transaction report

OPR: SAF/AQCI

OCR: MAJCOM LGCs

Suspense: Sep 98

