

# LEAP<sup>3</sup>S

LEADERSHIP  
PEOPLE  
PROCESSES  
PRODUCTS  
SERVICE

## Key Result Areas

You will find five recurring themes, or Key Result Areas, in our mission statement, goals, strategies and management framework. They are functional threads that weave their way through the plan and form the basis for our management style and organizational approach, our policy and process initiatives, and our execution concept and philosophy.

### Leadership

Leadership is the foundation of **CONTRACTING 21**. Strong leadership is essential to fulfill our intent to be a center of excellence. Leadership facilitates our operating mode to ensure we embrace change and move at the pace necessary to meet our goals. Teamwork and collective

## Performance Results

	KEY RESULT AREAS					
	LEADERSHIP	PEOPLE	PROCESSES	PRODUCTS	SERVICE	LEAP <sup>3</sup> S
1.1 Develop our People	X	X				X
1.2 Provide Performance Enhancing Tools to our Work Force		X	X			X
1.3 Establish Aggressive Communication Network	X	X				X
2.1 Support Customer - Warfighter Value Added			X	X	X	X
2.2 Become the Business Advisor			X	X	X	X
3.1 Apply Smart Business Practices	X		X	X	X	X
3.2 Buy Commercial			X	X	X	X
3.3 Facilitate Outsourcing & Privatization			X	X	X	X
3.4 Performance Based Service Contracting			X	X	X	X
3.5 Implement Past Performance Practices			X	X	X	X
4.1 Reengineer Air Force Contracting Information System			X		X	X
4.2 Leverage the Internet			X	X	X	X
4.3 Paperless 2000			X	X		X



LEAP<sup>3</sup>S



action help the leadership team set vision, strategies, objectives, priorities, and internal processes. It is up to us to foster an environment that inspires trust, teamwork, pride, and steadfast commitment to support the warfighter. Leadership fosters a commitment to customers, employees, and

to the American people whose National defense depends, in part, upon Air Force Contracting. Leadership is energy and enthusiasm that sparks the work force to want to make a difference.

### People

Our ability to follow through on contracting initiatives comes down to the capabilities and dedication of our professional contracting community. While some Air Force disciplines have sophisticated equipment, extensive facilities, or capital to help accomplish their mission, in the contracting career field people are by far the single most important resource. Air Force Contracting will be people-focused, not people-intensive. We need a culture of high-energy, competent, self-confident people, attuned to customer expectations and, in turn, highly respected by current and potential customers. The people of Air Force Contracting are a team, working together in a flexible, progressive, and

# Contracting Core Competencies

- Negotiation
- Pricing
- Source Selection
- Administration

We apply our Core Competencies to achieve:

*Creative Business Advice and Sound Contracting Strategies*

*Selection of Responsible Contractors to Meet Warfighter Needs*

*Fair and Reasonable Negotiated Business Arrangements*

*Administration of Contracts to Ensure Quality, Timeliness, and Fairness*

*Effective Execution of Public Objectives and Legislation*

*Prepared and Dependable Contingency Contracting Support for Global Mobility*

*Information Technology to Enhance Business with Industry*





learning environment. Given the challenges we face, only the most talented, motivated professionals will suffice.

It is essential that we strive to make Air Force Contracting a field of excellence. We have a huge responsibility to ensure that we build a work environment that will train, nurture, recognize, and provide career growth opportunities for all of our people. This will be tough, especially in light of the continued pressure to downsize. We must create a bond with our people that is based on caring, mutual respect, mentoring, and discipline. With everyone contributing their part, we can continue to attract and keep the top quality individuals our mission demands.

### Processes

Providing best value services and products to our customers is dependent on the quality and effectiveness of our contracting processes. With the Lightning Bolts, we have already begun the re-engineering effort necessary to guide us into the 21<sup>st</sup> century. But the journey is just beginning. The Office of the Secretary of Defense ( Secretary Cohen, Dr Hamre, and Dr Gansler) is calling for a revolution in our business affairs. We have total support from Air Force acquisition leadership (Mr Money, Lt Gen Muellner and Mrs. Druyun) to implement smarter business practices. We have a great opportunity to transform current processes by driving consistent practices throughout mission

areas, simplifying our procurement tasks, and improving our contracts. With this opportunity comes a tremendous challenge to ensure our contracting processes, organizations, and tools are effectively re-engineered. We must maintain the concepts that have made us among the best in the Federal contracting work force. Yet we must rapidly adapt to the changed environment we will face in the 21<sup>st</sup> century. A good example is our goal to achieve paperless contracting by January 2000.

### Products

Contracting organizations purchase a wide spectrum of products including our most sophisticated weapon systems, construction and services to operate our installations, utilities, sustainment parts, and day-to-day operating supplies. It is crucial that our performance objectives are on target with the products (supplies and services) our customers require. We must retain the public's confidence while we help our customers perform their mission. Obtaining best value continues to be a key issue and objective in defense contracting. In this context, value has two distinct, but interrelated, aspects. First, we must obtain a fair and reasonable price for the products we buy, given the required quality and delivery schedule. Second, and equally important, we must get what we pay for. Only by doing so will we do our part to ensure the American public continues to benefit from the protection afforded by the world's most capable Air Force.

### Service

We are a service community. Our goal is to ensure our customers are supported on time, every time. Everything we do is aimed at supporting some aspect of the Air Force mission. Whether we are buying base services, supplies, spare parts, or major weapon systems, we must keep in mind our responsibility for outstanding service to our customers. We must be responsive and present the right attitude—a positive

attitude! Outstanding service means working closely with each of our customers as their 'business advisors' in order to understand and assist them with their requirements, and to meet their needs with the best possible business solutions. Ensuring top-quality products and services are delivered around the world, where and when required, is an exciting challenge—we must continue to excel!

## Mission Area Champions (MAC)

With over 8,300 contracting people at 105 locations, even with the best of plans, we are less effective if we do not establish strong communications with *all* our people—field locations *and* staffs! In addition, we must ensure our MAJCOM and Pentagon staffs better understand, from a mission area perspective, the problems we are asked to solve and the processes we are expected to improve. We must re-engineer and streamline our processes within and across mission areas. We will accomplish this by creating a robust communication network; by effective use of our Air Force, MAJCOM, center, and squadron home pages; and by networking with Mission Area Champions (MAC) from our MAJCOMs for the seven major mission areas in contracting: Operational Contracting (OC), Contingency Contracting (CC), Non-appropriated Contracting (NAC), Contract Administration Services (CAS), Research and Development Contracting (R&D), Sustainment Contracting (SSC), and Systems Contracting (SC). Mission Area Champions will advocate, with and on behalf of all the MAJCOMs, the best process improvements, practices, and problem resolutions within and across mission areas. The accompanying figures on previous page depict the overall Mission Area Champion structure and an example of a typical Mission Area Champion interface.