

**Contracting and Acquisition Career
Program (CP-14)
and
Military Functional Area (FA) 51
Officers with a Concentration in
Contracting**

20 December 1999

MISSION

VISION

GUIDING PRINCIPLES

GOALS

STRATEGIC PLAN - 1999

DECEMBER 20, 1999 STRATEGIC PLAN

* * * * *

OUR ARMY VALUES . . . "LEADERSHIP"

LOYALTY: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.

DUTY: Fulfill your obligations.

RESPECT: Treat people as they should be treated.

SELFLESS-SERVICE: Put the welfare of the nation, the Army, and your subordinates before your own.

HONOR: Live up to all the Army values.

INTEGRITY: Do what's right, legally and morally.

PERSONAL COURAGE: Face fear, danger, or adversity
(Physical or Moral)

* * * * *

DECEMBER 20, 1999 STRATEGIC PLANNING

MESSAGE FROM
THE ASSISTANT SECRETARY OF THE ARMY
(ACQUISITION, LOGISTICS AND TECHNOLOGY)

The Contracting and Acquisition Career Program (CP-14) and Military Functional Area (FA) 51 Officers With a Concentration in Contracting, Strategic Plan 1999, identifies the actions necessary to respond to the changing needs of the Army. Deregulation of contracting, the revolutionary impact of information technology on business affairs, reduced funding and reengineering provides us with challenges and new opportunities to excel. We must re-focus our efforts to maintain our world class career program and create the future.

Our contracting professionals of the future must have the technical expertise, leadership ability, business acumen, and capability and motivation to meet every challenge. Building on the skills and dedication of our existing workforce, we must create the conditions that encourage continuous learning, self-development, and professionalism.

I envision a professional workforce of multi-disciplined contracting and business managers with broad skills, divergent experiences, engaged in comprehensive and continuous learning.

We need to plan our strategy, implement the plan, and measure results. Our mission is to serve the Nation and to support the soldier. We need to put in place the system to meet this mission. At the same time our career program must make Army contracting the employer of choice for contracting professionals. Our people must be the source of our competitive advantage.

The Strategic Plan qualification standards and development goals shall apply to civilian and military personnel who encumber positions or perform the duties of contracting personnel whether or not classified as Civilian CP-14 or as Military FA-51 Officers with a concentration in contracting.

Paul J. Hoepfer
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)

Table of Contents:

Our Army Values...“Leadership”

**Message from the Assistant Secretary of the Army (Acquisition,
Logistics and Technology)**

Strategic Plan Concurrence

Section I Mission

Section II Vision

Section III Guiding Principles

**Section IV Key factors external to the agency and
beyond its control that could significantly
affect the achievement of the general goals
and objectives.**

**Section V Goals, Performance Measures, Objectives, &
Action Plans/Strategies**

Section VI Validating the Strategic Plan:

Section VII What ALL can do...

SECTION I

Mission: To develop contracting business professionals to effectively and efficiently acquire the systems, supplies, and services to support the Army's mission and roles today and in the future.

SECTION II

Vision: Contracting business professionals with the skills and values to continuously improve delivery of quality goods and services to the Army and other customers.

SECTION III

Our Guiding Principles:

a. Quality & Excellence

Provide quality service and excellent career management to empower a professional workforce, encourage innovation and learning.

b. Integrity

Preserve the public trust in the acquisition system by fostering good judgment and highest ethical standards in our professional workforce.

c. Service

Ensure our contracting business professionals have the skills needed to support the Army and other customers now and in the future.

d. Army Values

Embrace and support Army values.

DECEMBER 20, 1999 STRATEGIC PLAN

SECTION IV

Key factors external to the agency and beyond its control that could significantly affect the achievement of the general goals and objectives are war, acts of Congress, and varied constraints.

SECTION V

1. GOAL: MAXIMIZE WORKFORCE PROFICIENCY

1.1. PERFORMANCE MEASURE: Percent of individuals by Occupational Series/Acquisition Career Field (ACF) & Grade (Broad Band) /Acquisition Career Levels that meet ACTEDS Plan requirements for Training, Education, and Experience.

1.1.1 OBJECTIVE: Show a 10% increase per year through 2005, working toward an ultimate goal of 85%, of all CP-14 and Military contracting professionals, in Level I or II positions who are DAWIA Certified for the next higher level. (**Baseline Fiscal Year (FY) 1999: Level I certification required, yet DAWIA certified at Level IX or Level III = 14.76%. Level II certification required, yet DAWIA certified at Level III = 15.68%.**)

1.1.2. OBJECTIVE: By 2005 98% of the total CP-14 population will be certified at the Level required for their position. Note: DOD policy requires 100 per cent certified at level required for current position within 18 months of assignment. (**Baseline FY 1999: Percent certified at each level: Level I = 30.5%. Level II = 70.91%. Level III = 80.12%.**)

1.1.3. OBJECTIVE: Increase the percentage of GS11 and above personnel holding a bachelor's degree by 5% per year, to the year 2005, toward an ultimate goal of 100%. (**Baseline FY 1999: Percent of GS-11 and above with bachelor's degree or higher = 61.72%.**)

1.1.4. OBJECTIVE: Increase by 2 per cent per year through 2005, towards an ultimate goal of 66 per cent, the number of CP-14 personnel occupying a Critical Acquisition Position (CAP) having a master's Degree. (**Baseline FY 1999: Percent of CP-14 personnel occupying a CAP with a master's degree or higher = 45.17%.**)

1.1.5. OBJECTIVE: By 2005, 25% of the GS-12 and GS-13 CP-14 population will be Corps Eligible. (**Percent of CP-14 population Corps Eligible = 9.42%.**)

1.1.6. OBJECTIVE: By 2005, 30% of all CP-14 new hires will have a master's degree. (**Baseline FY 1999: Percent of CP14 new hires with a master's degree = 16.98%**)

DECEMBER 20, 1999 STRATEGIC PLAN

1.1.7 OBJECTIVE: By 2005, 90% of existing Purchasing Agent (1105s) positions will be transitioned to 1102s or another appropriate position. (Baseline FY 1999: Current count of 1105s: 444. Future year percentages may be calculated from the FY 1999 baseline figure of 444.)

1.2. MILITARY PERFORMANCE MEASURE: Percent of individuals by Military Functional Area and Grade that meet the DAWIA, DOD 5000-52.M and Army requirements for the Army Acquisition Corps and Contracting Professionals (comparable to ACTEDS Plan requirements for Training, Education, and Experience).

1.2.1. OBJECTIVE: Show a 10% increase per year through 2005, working toward an ultimate goal of 85%, of all FA-51 Officers with a concentration in contracting in Level II positions, who are DAWIA Certified for the next higher level. (Baseline FY 1999: Level I with higher = 2%. Level II with higher = 25.35%.)

1.2.2. OBJECTIVE: By 2005 98% of all FA-51 Officers with a concentration in contracting will be certified at the level required for their position. Note: DOD policy requires 100 per cent certified at level required for current position within 18 months of assignment. (Baseline FY 1999: Captains Level I certified = 6.62%. Majors Level II certified = 84.79%. Lieutenant Colonels and Colonels Level III certified = 72.26%.)

1.3 PERFORMANCE MEASURE: Percent of CP-14 personnel and military counterparts who have completed continuous learning requirements established by the DOD Continuous Learning Policy.

1.3.1. OBJECTIVE: Increase annually from 2001 to 2005, Continuing Education Units (CEU5) as a percentage of Continuous Learning Points (CLP5). (NOTE: When the database becomes available, we will begin tracking progress towards the ultimate goal.)

1.3.2. OBJECTIVE: Increase annually from 2001 to 2005, by 10% each year, the percentage of CP-14 personnel and their military counterparts (target population as defined by the DOD Continuous Learning Policy) who have accomplished the required number of continuous learning points. (NOTE: When the database becomes available, we will begin tracking progress towards the ultimate goal.)

DECEMBER 20, 1999 STRATEGIC PLAN

1.3.3. OBJECTIVE: By 2005, 15% of the CP-14 workforce will have a professional society certification. (**Baseline FY 1999 = 5.96%.**)

2. GOAL: DEVELOP LEADERS

2.1. CIVILIAN PERFORMANCE MEASURE: Percent of CP-14 Personnel who have completed mandatory and desired Core Leader Development Courses and Sustaining Base Leadership and Management Program (SBLM) (or approved equivalents).

2.1.1. OBJECTIVE: By 2005 75% of CP-14 individuals in management positions will have completed the Manager Development Course, Organizational Leadership for Executives (OLE), Personnel Management for Executives I (PME I), and Personnel Management for Executives II (PME II) . Managers and supervisors are required to complete all four courses per the Army Civilian Training, Education, and Development Systems (ACTEDS) Plan for Department of Army Contracting and Acquisition (CP-14). **(Baseline FY 1999: 0% have completed all 4 courses. ~C = 1.39%. OLE = 10.45%. PME I = 20.91%. PME II = 12.2%)**

2.1.2. OBJECTIVE: Increase, by 5% annually, towards the ultimate goal of 25%, the CP-14 managers, Grade GS-13 or higher, who are graduates of the Sustaining Base Leadership and Management Program (SBLM) or Command and General Staff Officer Course (CGSC). (Note: The course entitled Army Management Staff College (AMSC) has been renamed Sustaining Base Leadership and Management Program (SBLM).) **(Baseline FY 1999: Percent of CP-14 Managers, Grade GS-13 or higher with SBLM or CGSC = 9.60%.)**

2.2. CIVILIAN PERFORMANCE MEASURE: Percent of CP-14 personnel who have participated in supervisory or managerial assignments (documented by SF-50).

2.2.1. OBJECTIVE: By year 2005, 25% of CP-14 personnel will have served in a contracting supervisory or management position. **(Baseline FY 1999: Percent of CP-14 personnel who have served in a contracting supervisory or management position = 18.26%.)**

2.3. MILITARY PERFORMANCE MEASURE: In addition to Basic Branch Qualification, percent of FA-51 Officers with a concentration in contracting who have achieved Acquisition Branch Qualification.

2.3.1. OBJECTIVE: By 2005, 90% of Officers in their primary zone of eligibility for promotion to grade of O-5 will be Acquisition Branch Qualified (ABQ). **(NOTE: When the database becomes available, we will begin tracking progress towards the ultimate goal.)**

3. GOAL: FOSTER A HIGHLY SKILLED, MULTIDISCIPLINED WORKFORCE

3.1. PERFORMANCE MEASURE: Percent of CP-14 and FA-51 Officers with a concentration in contracting who have achieved certification in an additional acquisition career field.

3.1.1. OBJECTIVE: By 2005, increase CP-14 personnel participation in Competitive Professional Development (CPD) opportunities by 25% of the 1999 baseline. **(NOTE: When the database becomes available, we will begin tracking progress towards the ultimate goal.)**

3.1.2. OBJECTIVE: By 2005 25% of all CP-14 and FA-51 Officers with a concentration in contracting occupying a Critical Acquisition Position (CAP) will have at least Level I Certification in an additional Acquisition Career Field. **(Baseline FY 1999: 11.28% of CP-14 and 74.84% of FA-51 Officers with a concentration in contracting occupying a CAP have at least Level I Certification in an additional Acquisition Career Field.)**

4. GOAL: TRANSITION TO CONTRACTING BUSINESS MANAGERS

4.1. PERFORMANCE MEASURE: Percentage of qualified Contract Specialists who evolve into Contracting Business Management positions.

4.1.1 OBJECTIVE: By end of FY 2000, define/identify the training, education, and experience needed to develop career path(s) for Contracting Business Managers.

4.1.2 OBJECTIVE: By 2005, 85% of Contracting Business Managers will have started mandatory CP-14 Business Management training. (NOTE: When the database becomes available, we will begin tracking progress towards the ultimate goal.)

SECTION VI

Validating the Strategic Plan:

The PEC will prepare an Annual Report, by 31 December of each year, covering the prior fiscal year. The annual report will provide an evaluation and analysis of progress toward the accomplishment of goals specified in the Strategic Plan entitled "Contracting and Acquisition Career Program (CP-14) and Military Functional Area (FA) 51 Officers With a Concentration in Contracting."

DECEMBER 20, 1999 STRATEGIC PLAN

SECTION VII

What ALL can do:

What the Manager can do...

- Know the level(s) of certification(s) of employees
- Ensure ACRBs, Officer Record Briefs (ORBs), and IDPs are up to date
- Actively support and engage in continuous learning
- Support employees seeking multiple certifications
- Support cross training and leadership development through developmental assignments
- Seek education and training opportunities and make them available to the workforce

What CP-14 Careerists and Military Contracting Professionals can do...

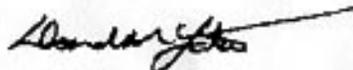
- Update your ACRB, ORB, and IDP
- Seek Education, Experience, and Training Opportunities
- Actively engage in Continuous Learning
- Broaden yourself through Developmental Assignments
- Develop Leadership skills and professional expertise
- Keep 2-way dialog between supervisor and employee
- Ensure your Official Personnel Folder (OPF) is up to date
- Participate in the Procurement Management Mentoring Program (PMMP)
- Seek multiple certifications

What the Organization can do:

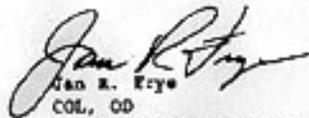
- Ensure training dollars are available
- Ensure training and education receive high priority
- Actively manage this Strategic Plan

Bottom Line: Senior Leaders, Supervisors, And Employees Must Get Personally Involved; They Must Be Dedicated and Committed To Making The Plan Succeed!

DECEMBER 30, 1999 STRATEGIC PLAN



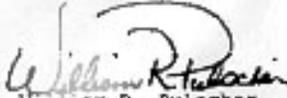
Donald R. Yates
COL, GS
Principal Assistant Responsible
for Contracting
U.S. Army Contracting Command, Europe



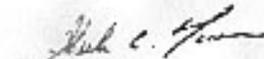
Jan R. Frye
COL, OD
Principal Assistant Responsible
for Contracting
Eighth United States Army (EUSA)



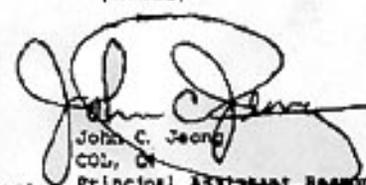
Beverly R. Stevens
Colonel, General Staff
Principal Assistant Responsible
for Contracting
U.S. Army Training and Doctrine Command
(TRADOC)



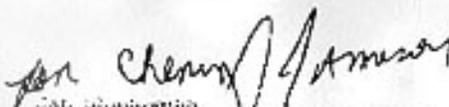
William R. Pulscher
Colonel, GS
Principal Assistant Responsible
for Contracting
U.S. Army Industrial Operations
Command (IOC)



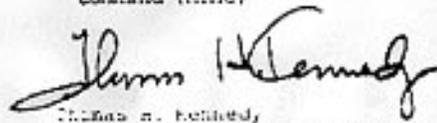
Sheila C. Toner
COL, GS
Principal Assistant Responsible
for Contracting
U.S. Army Military Traffic Management
Command (MTMC)



John C. Jeong
COL, OD
Principal Assistant Responsible
for Contracting
Third U.S. Army AXCENT



Cheryl Annus
Col, INSECOM
Principal Assistant Responsible
for Contracting
U.S. Army Intelligence and Security
Command (INSECOM)



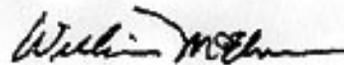
Thomas H. Kennedy
Principal Assistant Responsible
for Contracting
National Guard Bureau (NGB)



Linda N. Smith
Principal Assistant Responsible
for Contracting
U.S. Army Medical Command (MEDCOM)



Richard D. Young
Principal Assistant Responsible
for Contracting
U.S. Army, Pacific (SARFAC)

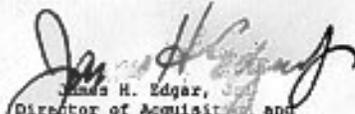


William McElven
Principal Assistant Responsible
for Contracting
U.S. Army, South (USARSO)

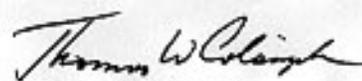
DECEMBER 20, 1999 STRATEGIC PLAN



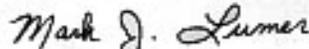
Kenneth J. Oscar
Deputy Assistant Secretary of the Army
(Procurement)
Functional Chief Representative,
Contracting and Acquisition Career
Program



James H. Edgar, Jr.
Director of Acquisition and
Procurement Policy Reform
Deputy Assistant Secretary of the Army
(Procurement)



Thomas W. Colangelo
Director, Contracting Career
Program Office
Deputy Assistant Secretary of
the Army (Procurement)



Mark J. Lumer
Principal Assistant Responsible
for Contracting
U.S. Army Space and Missile
Defense Command (USASMDC)



Edward G. Elgart
Principal Assistant Responsible
for Contracting
U.S. Army Communications-
Electronics Command (CECOM)



Willie E. Flavin
Assistant Deputy Chief for Acquisition
Contracting and Program Management,
Head of Contracting Activity,
U.S. Army Materiel Command (AMC)



Mariela Cruz
Principal Assistant Responsible
for Contracting
U.S. Army Aviation and Missile
Command (AMCOM)



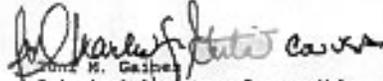
Daniel D. Wainey
Principal Assistant Responsible
for Contracting
U.S. Army Tank-automotive and
Armaments Command (TACOM)



Benjamin N. Greenhouse
Principal Assistant Responsible
for Contracting
U.S. Army Corps of Engineers (USACE)



Victor W. White
Principal Assistant Responsible
for Contracting
HQ, U.S. Army Materiel Command (AMC)



Tom M. Gasher
Principal Assistant Responsible
for Contracting
Headquarters Forces Command (FORSCOM)



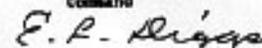
Kenneth S. Connolly
Principal Assistant Responsible
for Contracting
U.S. Army Medical Research and Materiel
Command



Alan E. Morrison
Principal Assistant Responsible
for Contracting
U.S. Army Materiel Command
Acquisition Center (AMCAC)



Stephen Bachhuber
Principal Assistant Responsible
for Contracting
Defense Supply Service-Washington
(DSS-W)



E. L. Diggs
Principal Assistant Responsible
for Contracting
U.S. Army Military District of Washington
(MDW)

MESSAGE FROM
THE ASSISTANT SECRETARY OF THE ARMY
(ACQUISITION, LOGISTICS AND TECHNOLOGY)

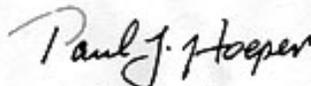
The Contracting and Acquisition Career Program (CP-14) and Military Functional Area (FA) 51 Officers With a Concentration in Contracting, Strategic Plan - 1999, identifies the actions necessary to respond to the changing needs of the Army. Deregulation of contracting, the revolutionary impact of information technology on business affairs, reduced funding and reengineering provides us with challenges and new opportunities to excel. We must re-focus our efforts to maintain our world class career program and create the future.

Our contracting professionals of the future must have the technical expertise, leadership ability, business acumen, and capability and motivation to meet every challenge. Building on the skills and dedication of our existing workforce, we must create the conditions that encourage continuous learning, self-development, and professionalism.

I envision a professional workforce of multi-disciplined contracting and business managers with broad skills, divergent experiences, engaged in comprehensive and continuous learning.

We need to plan our strategy, implement the plan, and measure results. Our mission is to serve the Nation and to support the soldier. We need to put in place the system to meet this mission. At the same time our career program must make Army contracting the employer of choice for contracting professionals. Our people must be the source of our competitive advantage.

The Strategic Plan qualification standards and development goals shall apply to civilian and military personnel who encumber positions or perform the duties of contracting personnel whether or not classified as Civilian CP-14 or as Military FA-51 Officers with a concentration in contracting.



Paul J. Hooper
Assistant Secretary of the Army
(Acquisition, Logistics and Technology)