

U.S. ARMY ACQUISITION SUPPORT CENTER STRATEGIC PLAN

This document outlines the Strategic Plan for the U.S. Army Acquisition Support Center (USAASC). The base year for the plan is Fiscal Year 2009. The Strategic Plan is a guide to the organization's strategic direction, a written record of our course for the next five years. It will be reviewed annually and updated on a biennial basis.

Accomplishment of the strategic objectives contained within this plan will further the pursuit of our vision and provide structure for leadership decisions well into the future. The burden to develop and execute initiatives that accomplish the objectives rests with the individual Divisions and Regional Customer Support Offices (RCSO's) at the USAASC.

USAASC is a Direct Reporting Unit (DRU) under the Office of the Assistant Secretary of the Army, Acquisition, Logistics and Technology (ASA(ALT)). The governing authority for this designation is General Order 33, effective October 16, 2006.

Vision. Recognized as the premier agency providing seamless support to the Army and Army acquisition community through superior leadership, professionalism, quality, competence, and commitment.

Mission. Support the Army's acquisition mission through superior personnel development systems and management support capabilities, enabling the most effective and efficient equipping of the Nation's forces while maintaining an internal culture of constant organizational improvement.

Purpose. The Strategic Plan provides all USAASC employees with clear direction and guidance, emphasizing the areas of strategic importance needed to accomplish USAASC's mission and realize our vision. USAASC employees should clearly understand our organization's strategic focus and direction by both reading this written plan and viewing the Strategy Map, a graphical representation of the plan. The strategic plan is not a statement of USAASC's routine or daily tasks, but instead focuses on areas essential to success.

Core Functions. USAASC has several core functions/competencies necessary to achieve its mission.

- Institutional management of the Army Acquisition Corps (AAC) and the Army Acquisition workforce. Serves as the schoolhouse proponent. The Director of USAASC is also the Deputy Director for Acquisition Career Management (DDACM). The USAASC works with the Military Deputy (MILDEP) to the ASA(ALT), who also serves as the Director, Acquisition Career Management (DACM), to oversee the Army Acquisition workforce.

- Customer service and support to the Program Executive Offices (PEOs) and Direct Reporting Program Managers (DRPMs) in the areas of Human Resources, Resource Management (manpower and budget), Program Structure, and acquisition information management. Also provides oversight for the execution of the Force Protection mission by the PEO/DRPMs.
- Subject matter expertise and analytical support to ASA(ALT) and various DoD elements (USD(ATL), MDA, etc.).
- Acquisition career management support to the acquisition workforce. This support is in the form of plans, policies, programs, and direct support to acquisition organizations, supervisors, and individual members of the acquisition workforce.
- Communication of the AAC's vision and mission within the acquisition community and Army. The primary vehicles are the *AL&T Magazine*, *AL&T Online*, and convention displays (e.g., AUSA Annual Meeting and Exposition). USAASC also communicates its mission and capabilities to the acquisition community through various outreach/marketing techniques and tools (e.g., website, brochures, etc.).

Governing Strategic Guidance. The USAASC Strategic Plan is aligned with and supports the Army's overarching strategic guidance. The most relative elements are delineated below:

Per the Army's Strategic Planning Guidance and its Strategy Map, the Army mission is *to provide necessary forces and capabilities to the combatant commanders in support of the National Defense Strategy and National Military Strategy*. One of its four overarching strategies is to *"Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders."*

Through the Army Campaign Plan (ACP), the Army will implement transformation initiatives, enhance training, and initiate business transformation by streamlining or eliminating redundant operations. Campaign objectives applicable to USAASC's functions are *#4 Sustain an All-Volunteer Force*, *#6 Shape the Future Force* and *#7 Adapt the Generating Force*.

The Army's 2008 Posture Statement cites four imperatives: Sustain, Prepare, Reset, and Transform. USAASC most closely aligns with Sustain and Transform. We must attract and retain our acquisition professionals to sustain a high quality workforce. We must transform by identifying and implementing continuous improvement initiatives at all levels, across all processes. The USAASC develops a professional acquisition workforce that enables continuous modernization, "the key to enhancing our capabilities and maintaining a technological advantage over any enemy we face."¹

¹ 2008 Army Posture Statement, page 5

Common themes among these objectives and imperatives are: training adaptive leaders, accelerating the modernization of Army materiel, and transforming business practices. USAASC's strategic objectives serve to ensure that the Soldiers and Civilians in the Army Acquisition community, as well as within USAASC, support these themes.

Alignment with the ASA (ALT) Strategy Map. In addition to performing its mission requirements, USAASC has oversight for several elements within the ASA(ALT) Strategic Plan. Some of these activities may take the form of strategic initiatives designed to improve the performance of strategic objectives on the ASA(ALT) Strategy Map.

On ASA(ALT)'s Strategy Map, USAASC aligns with and supports the third overarching strategy, *Shape a high performing, agile, and ethical Acquisition Workforce*, along with its five supporting strategic objectives:

- Promote Acquisition Corps leadership development
- Promote workforce professional development
- Match the workforce to the work requirements
- Promote a professional military Acquisition Corps
- Available resources to shape the acquisition workforce

USAASC will continue to develop and implement initiatives that directly and indirectly achieve these higher-level strategic objectives.

The Plan – The USAASC Strategic Plan follows the new Army format whereas the Vision and Mission are the “Ends,” the main body of strategic objectives are the “Ways,” and the objectives that address the resourcing to accomplish the “Ways” are found in the “Means.” This plan consists of three Overarching Strategies under which are aligned eight strategic objectives. Additionally there are three strategic objectives aligned under the “Means.” Key to the execution of the plan is the development of initiatives and measures by USAASC's Divisions and the RCSO's. We will maintain and track the initiatives and measures using the Army's Strategic Management System software.

USAASC Overarching Strategies

1. Enhanced Customer Support and Management Practices – Provide for the resource management, program structure, and force protection requirements of PEOs, DRPMs, and other supported activities; develop and exchange essential information with partner organizations; and maintain a regular dialogue with DOD/DA/ASAALT to understand their needs and proactively supply analytical support and solutions.

USAASC is primarily a customer service and support organization. It supports the higher level staffs, PEOs, DRPMs and the Acquisition Community. The level of support

ranges from personal interaction to the tools USAASC provides (e.g., automation, handbooks, etc.). USAASC must be effective across all fronts because our success directly impacts the quality of training, career development, and policies that our Acquisition professionals receive and, by extension, the equipment provided to our Soldiers.

The USAASC's designation as a DRU in October 2006 expanded our traditional support role to the PEOs and DRPMs. In addition to the Human Resources, Program Structures, and Resource Management support, there are oversight responsibilities for Force Protection, Safety, and other Department of the Army programs. USAASC needs to be flexible and responsive as it exercises the full extent of these new responsibilities.

Finally, we must provide effective support to and ensure a productive relationship with the ASA(ALT) and the ASA(ALT) staff. Unstated in USAASC's mission or core function is our "go to" role for actions that ASA(ALT) needs accomplished on an ad hoc basis. It is the responsibility of all staffs to develop recommendations that assist the organizations' leadership in understanding difficult problems and making critical decisions. We must strive to be highly responsive, providing professional-grade support and solutions. In doing so, we will ensure that USAASC remains an integral part of ASA(ALT) into the future.

Aligned Strategic Objectives

Provide to DOD/DA/ASAALT Mission Related Subject Matter Expertise that is Responsive and Authoritative - Support provided to the ASA(ALT), the Department of the Army, and external customers must reflect authoritative expertise and be provided in a timely fashion. Leverage USAASC collaborative teams' subject matter expertise and management skills to identify and meet or exceed customer requirements.

Facilitate Effective Communication/Customer Support/Service to Partner Activities - Execute methods and procedures to demonstrate and publicize USAASC's capability to support customer needs. Support is focused on the core customer service responsibilities to the Partner Activities. Build and maintain relationships of trust and confidence through open communication with all customers.

Execute the DRU Force Protection (FP) Mission - Establish the security of personnel, facilities, and equipment through training, planning, communications, and command emphasis. USAASC provides oversight and guidance to the PEOs and DRPMs, ensuring compliance with the applicable FP regulatory requirements. Closely coordinate with installation and local agencies and leverage their support to the maximum possible extent.

2. Responsive and Effective Acquisition Personnel Development Systems – Perform the duties associated with the higher level proponentcy/oversight of the workforce as the

recognized schoolhouse for Army acquisition; providing quality training, development, and career management; shaping the workforce to achieve acquisition requirements; and implementing a methodology that ensures the growth of acquisition leaders to face future challenges.

USAASC has a core responsibility for institutional management of the AAC and the Army Acquisition workforce. This broad responsibility encompasses the higher level oversight of the workforce and the duties associated with it, as well as the establishment, maintenance and management of the necessary framework to nurture the growth of the acquisition professionals and the future acquisition leadership.

As the DDACM, the USAASC Director works with the MILDEP/DACM to the ASA(ALT) to oversee the career management and development of the Army Acquisition workforce. This interface is critical to USAASC's successful implementation of the AAE's and MILDEP's intent, providing a critical means of communication to flow important acquisition career development issues to them.

USAASC must continue to work to project authority as the acquisition proponent. USAASC should be the source for all acquisition career development information. In pursuit of this recognition, USAASC must provide timely and accurate responses to all requests for career development information that come to the organization. USAASC has a mandate to assist the Acquisition Community in understanding and effectively executing career management and professional development tasks. This includes accurate data and easily accessible professional development information, whether it is data in the Career Acquisition Personnel and Position Management Information System (CAPP MIS) or policies and guidance posted on USAASC's public website.

In addition to career management, USAASC has oversight for the strength, diversity and optimal placement of the Acquisition Workforce. We will concentrate our efforts on transforming the workforce to meet the Army's current and future challenges. Promoting acquisition professional development through continuous learning and developmental assignments will provide the acquisition community with the workforce it needs to meet the Army's requirements.

The Acquisition Workforce needs to develop leaders who can face and deal with a wide variety of challenges in the coming years. Both military and civilian leaders require education, training, and a breadth of experience in order to succeed. By linking current leader development initiatives with new ideas under a relevant and ready acquisition leader development strategy, USAASC can improve the probability of success for training leaders at all levels of their careers and produce the desired multiskilled leader necessary for continued excellence.

Aligned Strategic Objectives

Project Authority as the Acquisition Proponent - Ensure that USAASC projects its authority to the workforce and Army leadership as the proponent for Army Acquisition. This authority encompasses the policies, policy interpretation, and

Defense Acquisition Workforce Improvement Act compliance. USAASC serves as the recognized schoolhouse in developing the functional competency requirements for the AL&T workforce and provides training, professional development, and experience opportunities to master the competencies that ensure the growth of current and future acquisition leaders for the Army.

Provide AL&T Human Capital Planning and Oversight - USAASC conducts human capital planning for the AL&T Workforce through innovative solutions for managing the workforce. USAASC has oversight for the strength and alignment of the AL&T workforce to meet current and future challenges facing the Army and our acquisition leaders.

Develop/Implement Acquisition Career Management - Grow and professionally develop AL&T Workforce and future leaders. USAASC must ensure all programs, training, and leader development are relevant and current.

3. Maintain a Culture of Continuous improvement – Enhance USAASC’s contributions through a continuous look at processes and procedures via implementation of tools for efficiency, through employee training and education, by requiring supervisors to take an active role in guidance in mentorship of personnel, and by applying best practices, such as Lean Six Sigma (LSS), where appropriate.

Per its 2008 Posture Statement, the Army will “continue to adapt institutions and the processes, policies, and procedures, including business practices, to more effectively and efficiently support an expeditionary Army at war.” For USAASC, it is important not only to perform daily or routine tasks at an acceptable level of competence, but also to improve the processes that support those tasks. We must ensure that progress is being made towards an overall improvement in the level and quality of customer service and support that the organization provides. Business as usual is unacceptable -- each division needs to be able to identify the metrics that indicate how well they are performing their jobs. Our current effort for continuous improvement uses the framework of LSS.

Aligned Strategic Objectives

Ensure a Capable Strategic Planning and Execution Process - Ensure all USAASC personnel understand and contribute to the strategic planning and execution process, enabling the organization to execute its mission and ultimately achieve its vision.

Embrace Better Business Processes and Enhanced Information Technology - Develop, nurture and maintain a culture of continuous improvement within USAASC so that leaders and their personnel constantly seek innovative and practical ways to improve business processes. Leverage information technology to improve the effectiveness of USAASC operations and service to the customers/public.

Means Objectives

Means are the essential elements necessary to execute the Ways and thus accomplish the Ends. Means encompasses personnel resources as well as financial resources. The USAASC Strategic Plan seeks to address both resource areas.

USAASC needs not only to manage the budget it receives, but needs to ensure that it is adequately resourced to achieve both USAASC and ASA(ALT)'s acquisition workforce shaping priorities.

The growth and advancement of the individuals in HQ, USAASC relies on supervisor guidance and mentorship and individual self-improvement. Effective use of the Individual Development Plan (IDP) and pursuit of continuous learning will enhance the overall capabilities of USAASC.

Shape Resource Environment to Fund Priorities - Acquire the necessary resources to support HQ, USAASC's operations as well as its workforce programs. Further, it addresses the management of those resources.

Strategically Manage Human Resources – Focused on career development, training, recruitment, and retention of HQ, USAASC personnel.

Promote Well-being - Attract, educate, and retain leaders and personnel to operate in accordance with Army Values and HQ USAASC policies to build morale and maintain a strong, effective, people-oriented organizational culture.



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