

2011 - 2015

STRATEGIC PLAN FOR HEADQUARTERS UNITED STATES ARMY ACQUISITION SUPPORT CENTER





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"We face a future that will likely be marked by persistent conflict, economic uncertainty, and declining budgets amid an ever-present cloud of change...in this emerging reality, cutting the fat while missing the bone will require our thoughtful examination and determined leadership. If we are unable to work within ourselves and forge a more efficient, agile, and effective generating force, then others will likely make those changes for us." (March 2010)

The Honorable John M. McHugh
Secretary of the Army

FOREWORD



The leadership sentiments articulated by the Secretary of the Army are a beacon for the entire Army, but particularly so for the acquisition community. The American Soldier is our most precious asset. Therefore, we must be more efficient in how we resource, train, develop, and manage our resources based on operational value, capabilities, shortfalls, and availability.

In March 2010, I tasked our Operations, Plans, Strategy, and Analysis Division with updating our Strategic Plan. Since this process began a little over a year ago, we held many focus groups, conducted off-sites, and rewrote strategies. The results are a well-crafted document that arrives at a critical time in our operations. This Strategic Plan represents a well-focused approach to addressing our challenges and identifies the key strategic imperatives that will drive our organization to successfully accomplish our mission and realize our vision: to **resource, train, develop, manage, and communicate**.

This plan serves as a road map for every employee to understand where the organization is headed and his or her role in helping us get there. I invite all of you to read this Strategic Plan with a sense of personal responsibility toward your role in making it a reality, both as an individual and while serving as a team member. I challenge everyone in USAASC to identify with each of the key imperatives and understand your role, acting within our Organizational Principles, to continue to provide world-class support to our Soldiers, our Army, and our Nation.

In keeping USAASC aligned with the strategic focus of ASA(ALT) [Assistant Secretary of the Army for Acquisition, Logistics, and Technology] at the broadest level, we must assess and adjust within legal, statutory, and regulatory guidelines. We must analyze how we are aligned and maximize relationships with industry, the media, and other key stakeholders. Thus, to be successful in this endeavor, we must direct our focus internally and improve our efficiency, oversight, traceability, stewardship, accountability, and transparency.

Presently, we are working at an increasingly higher OPTEMPO [operations tempo] with fewer and fewer resources than ever before. The next three to five years will be a critical time in the USAASC, one of assessing and strengthening our approach to how we work and what we deliver, always with the end in mind. How well we provide "the forces and capabilities" needed by our Army is up to each and every employee within the USAASC.

Craig A. Spisak
Director, USAASC

HQ USAASC MISSION:

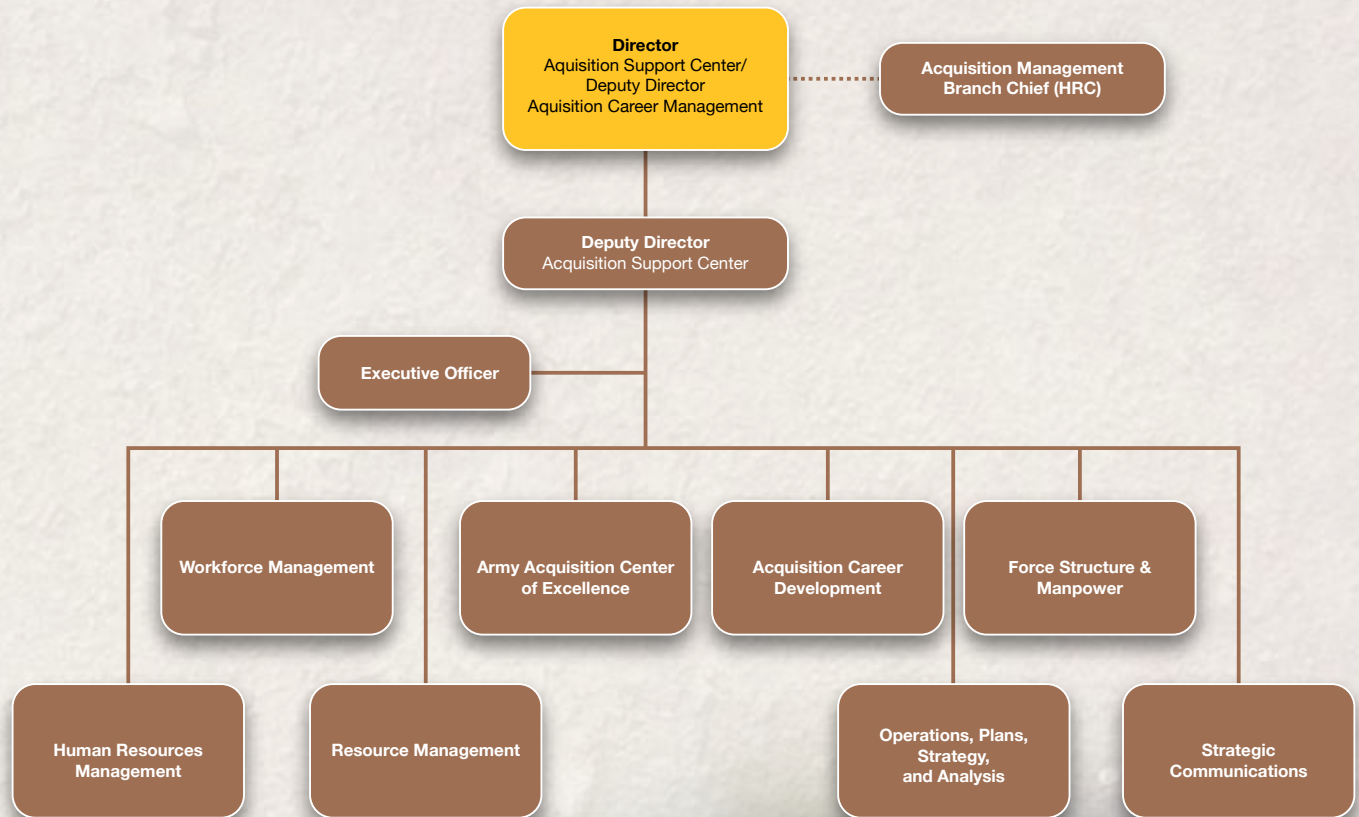
Provide command-level resource management, human resources, and force structure support to PEOs and DRPMs and serve as advocates for the entire Army Acquisition Workforce to ensure their professional growth and development in order to continually improve Army combat capability.

HQ USAASC VISION:

To be the premier agency that provides seamless support to the Army Acquisition Community through superior leadership, professionalism, quality, competence, and commitment through a culture of continuous improvement.



HQ USAASC ORGANIZATIONAL STRUCTURE



I. Introduction

This document outlines the Strategic Plan for the Headquarters U.S. Army Acquisition Support Center (HQ USAASC). The base year for the plan is Fiscal Year 2011. The Strategic Plan is a guide to the organization's strategic direction, a written record of our course for the future. It will be reviewed annually and updated on a biennial basis. Accomplishment of the strategic goals and objectives contained within this plan will ensure fulfillment of our mission, further the pursuit of our vision, and provide structure for leadership decisions well into the future.

This Strategic Plan outlines our roadmap to connect our vision, values, and strategic imperatives with actions that are required to achieve our goals. Along the journey, we will access different routes to take based on our live environment, determine roadblocks ahead and provide appropriate solutions and risk mitigation strategies, and identify construction needed by assessing our critical assets and developing the skills, technologies, and competencies required to support the Army Acquisition Workforce (AAWF) today and tomorrow.

Purpose

The Strategic Plan is focused on defining HQ USAASC's strategic direction forward to 2015. It provides all HQ USAASC employees with clear direction and guidance, emphasizing the areas of strategic importance needed to accomplish HQ USAASC's mission and realize our vision. All HQ USAASC employees, stakeholders, customers, and partners, regardless of experience or rank, should be able to easily understand the organization's strategic focus and direction by reading this written plan. The Strategic Plan is not a statement of HQ USAASC's routine or daily tasks; it focuses on broader areas essential to long-term success. In aligning with ASA(ALT)'s Strategic Plan, HQ USAASC's strategic planning process links strategy, resources, and performance to promote program and organizational stability, thus enabling better organizational responsiveness and agility in addressing factors impacting the acquisition environment.

HQ USAASC Background and History

HQ USAASC was established in 2002 and became a Direct Reporting Unit (DRU) to the Office of the ASA(ALT) (OASA(ALT)) in 2006. The governing authority for this designation is General

Order 33, effective October 16, 2006. Today USAASC is committed to premier support of the Army's acquisition mission. HQ USAASC supports 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.

Core Functions

HQ USAASC core functions and competencies necessary to achieve its mission consist of institutional management of the U.S. Army Acquisition Corps (AAC) and the AAWF, and 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, the DRU provides oversight for the execution of the force protection mission by the PEOs/DRPMs, subject matter expertise and analytical support to various Department of Defense (DoD) elements, and acquisition career management support to the AAWF.

HQ USAASC performs several core functions for its stakeholders as defined below. Core functions include only those activities that the organization must actively do to fulfill its role; it does not include any enabling activities that aid in these functions.

- *Institutional management of the AAC and the AAWF serves as the schoolhouse proponent.* The Director of HQ USAASC is also the Deputy Director, Acquisition Career Management (DACM). HQ USAASC works with the Principal Military Deputy to the ASA(ALT), who also serves as the DACM, to oversee the AAWF.
- *Customer service and support to the PEOs and DRPMs.* This is provided in the areas of human resources, resource management (manpower and budget), program structure, and acquisition information management. HQ USAASC also provides oversight for the execution of the force protection mission by the PEO/DRPMs.
- *Subject matter expertise and analytical support to the ASA(ALT) and various DoD elements.* These include the Under Secretary of Defense for Acquisition, Technology, and Logistics ((USD(ATL))), Missile Defense Agency, etc.).

- *Acquisition career management and development support to the AAWF.* This support is in the form of plans, policies, programs, and direct support to acquisition organizations, supervisors, and individual members of the AAWF.
- *Communication of the AAC's vision and mission within the acquisition community and Army.* The primary vehicles are *Army AL&T Magazine*, *Access AL&T* (previously *AL&T Online*), and convention displays (e.g., the Association of the U.S. Army Annual Meeting and Exposition). HQ USAASC also communicates its mission and capabilities to the acquisition community through various outreach/marketing techniques and tools (e.g., website, brochures, etc.).

II. Methodology of Strategic Plan Development

HQ USAASC began the process of reestablishing a comprehensive Strategic Plan in March 2010. The last formal Strategic Plan process was concluded in April 2009. The methodology to reestablish the Strategic Plan was an integrated strategic approach that followed a five-phased Strategic Planning Best Practice model, which is outlined as follows:

Phase 1: Analysis—This is a full-scale assessment in key areas of the organization. It includes completion of an Organizational Assessment, Stakeholder Analysis, Environmental Scan, Policy Analysis, Capabilities Assessment, Strengths, Weaknesses, Opportunities, Threats, and Gap Analysis. This phase was initiated by an integrated Strategic Planning Working Group, which was formed in March 2010 and met regularly over a nine-month period. The group had cross-organizational representation and generational diversity, as well as differing levels of experience.

The group initiated a complete Phase 1 analysis, in addition to forming organizational principles and a redrafting of the mission and vision. These types of analyses should be performed on an ongoing basis. The group completed this initial phase in December 2010.

Phase 2: Plan Development—With a three-tiered approach, this phase develops our mission, vision, values, strategic imperatives, goals, and strategies based on

the factors gleaned from Phase 1. Phase 2 also includes the development of performance measures in alignment with these strategic goals and strategies. Tier 1, which included off-sites with all Division Chiefs and HQ USAASC leadership, determined the mission, vision, values, strategic imperatives, and prioritization of strategic, integrated, and realistic goals. Tier 2, held with Branch Chiefs and Team Leads, determined the strategies to pursue the Tier 1 goals. As a group, they developed action plans that identified resources to implement the strategies, points of contact (POCs), objectives, measurements, and start and end dates. Tier 3 addresses cascade learning for all HQ USAASC personnel of the mission, vision, strategic imperatives, values, organizational principles, goals, and strategies of this Strategic Plan.

Phase 3: Performance Measurement and Evaluation—This phase includes Performance Measurement, Data Collection and Reporting, Performance Review, Recommendations, Benchmarking, and Lessons Learned Assessments. This is an ongoing practice.

Phase 4: Performance Management—In this phase, programs or projects are redesigned, resources reallocated, and efforts realigned based on the results of Phase 3. This phase is also an ongoing practice.

Phase 5: Assurance—This phase includes three core activities: defining quality, measuring quality, and improving quality. It is crucial to link quality assurance with HQ USAASC's strategic needs. This phase involves Continuous Performance Improvement (CPI) methodologies.

Governing Strategic Guidance

The HQ 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 (ASPG) 2011 and its Strategy Map, the Army mission is to protect the nation by providing the forces and capabilities in support of combatant commanders necessary to execute the national security, national defense, and national military strategies. The Army's goals and objectives revolve around four

strategic imperatives that address the critical challenges of restoring balance and setting conditions for the future. The four Army imperatives, to **sustain, prepare, reset, and transform** the Army, are the overarching priorities under which the objectives and decisions are framed.

HQ 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. HQ USAASC develops a professional AAWF that enables continuous modernization, which is the key to enhancing Army's capabilities and maintaining a technological advantage over any enemy we face.

Through the Army Campaign Plan (ACP), the Army will implement transformation initiatives, enhance training, and initiate business transformation by streamlining or eliminating redundant operations.

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

Alignment with OASA(ALT) Strategy Map

In addition to performing its mission requirements, HQ USAASC has oversight for several elements within the OASA(ALT) Strategic Plan 2012–2016, Annex B. Some of these activities may take the form of strategic initiatives designed to improve the performance of strategic objectives on the OASA(ALT) Strategy Map.

On OASA(ALT)'s Strategy Map, HQ USAASC aligns with and supports the third overarching strategy, *Transform the Acquisition Workforce Enterprise*, along with its four supporting strategic objectives:

- 3.1 Ensure Acquisition Corps Leadership Development
- 3.2 Promote Workforce Professional Development
- 3.3 Improve the Strength and Proficiency of our AL&T Workforce
- 3.4 Promote Professional Military Acquisition Corps

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

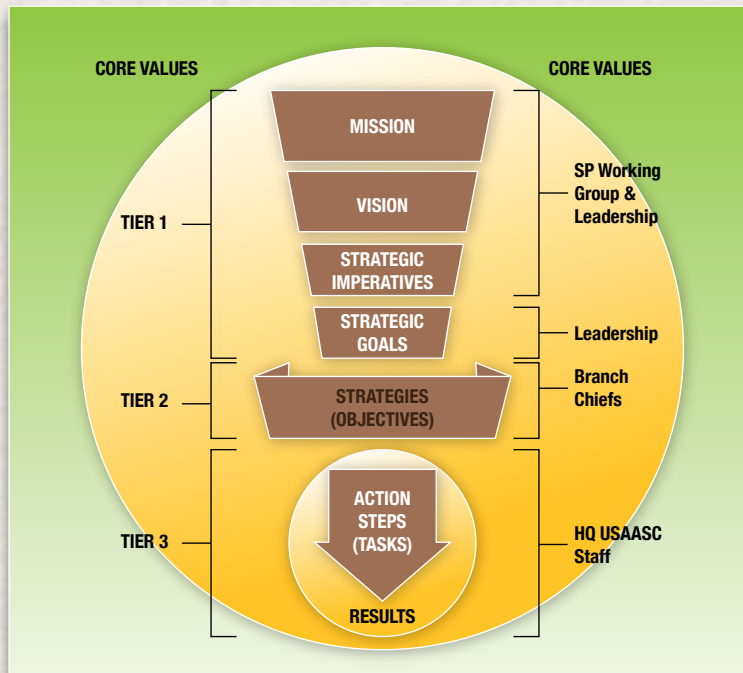
III. The Process

The leadership and staff of HQ USAASC internally developed this Strategic Plan with involvement throughout the organization. The plan is the result of a new strategic planning process tailored to the organizational mission and culture. Leadership at the highest level provided the overall strategic guidance so as to drive the organization toward the achievement of goals that support our mission and create a vision that is long lasting and in accordance with customer expectations. Middle management provided the strategies and tactics in support of the strategic goals. Deployment of the initiatives, comprised of these strategies and tactics, will be realized via action plans involving personnel throughout the organization. Additionally, performance measurement experts will be developed through education and active involvement in Phase 3 of the process.

Prior to the development of this plan, a Strategic Planning Work Group (SPWG), comprised of action officer representatives from all the divisions, was formed to conduct an internal assessment of our organization and environmental scan. This SPWG met monthly to reflect on the mission, vision, core operating values, principles, and assumptions underlying the organization's approach to its work. The Operations, Planning, Strategy, and Analysis (OPS&A) Division facilitated the planning process using an adaptation of the principles of the *Drucker Foundation Self-Assessment Tool*.

The environmental scan and organizational assessment helped HQ USAASC identify both the challenges and opportunities it is likely to face over the next three to five years and set the context for the choices reflected in this Strategic Plan. Hence, this assessment set the stage for the executive strategic planning work sessions of HQ USAASC leadership during which time the organization's strategic direction was able to be defined based on applicable real-time information that outlined both the current and anticipated challenges and opportunities.

USAASC Strategic Planning Process



The OPS&A Division developed this strategic planning process, tailored to the organization, to ensure appropriate support of the mission while aligning with ASA(ALT) and the U.S. Army and to establish buy-in from the corporate culture at all levels. They also coordinated, facilitated, analyzed, developed, and deployed the plan emanating out of this process. The POCs regarding HQ USAASC strategic planning are Ms. Pamela Henderson at pamela.a.henderson8.civ@mail.mil and Mr. Robert Spencer at robert.a.spencer16.civ@mail.mil.

Strategic, Integrated, and Realistic

The strategic direction and goals included in this plan are HQ USAASC's response to its understanding of what its customers, partners, and stakeholders value most about the organization, and current opportunities and challenges for offering high-quality support for the AAWF. The results will be outcome-based, demonstrating a measurable change or improvement in skills, attitudes, knowledge, behaviors, or status that meet our target audiences' needs. In other words, the audience or customers are driving our planning process and ensure that we are held accountable to customers and stakeholders. Our focus is changing from "how" or "what" to "why." The "why" keeps us focused on what we should be doing for whom and in what way. Without the "why" we

will lose focus on our customers' needs and misalign our capabilities and capacity. Outcome-based planning drives efficiency and effectiveness of an organization.

CPI and Strategic Planning

A common mistake in strategic planning is to exclude CPI opportunities or to identify too many things and the wrong things. HQ USAASC CPI projects need increased, improved focus that link with its Strategic Plan, so that performance measurement can serve the process of control.

We have linked CPI projects to our Strategic Plan to:

- 1) highlight the contributions that HQ USAASC employees make to help us achieve our goals and objectives;
- 2) identify the roles of our customers, partners, and stakeholders in defining the environment within which HQ USAASC operates;
- 3) and identify CPI as a two-way process that enables leadership to assess contributions to our goals and objectives and enables customers, partners, and stakeholders to assess whether the organization is capable of fulfilling its obligations to them now and in the future.

This customer, partner, and stakeholder approach is a model that allows strategic planning to capture CPI opportunities,

identifies how people will be selected and incentivized to participate in the CPI activities, outlines how projects will be selected and managed, and outlines the Lean Six Sigma (LSS) training and certification goals and plan.

Our approach to CPI focuses on one output of strategic planning: senior leadership's choice of the nature and scope of strategic imperatives and integrated realistic goals and objectives. CPI is the tool HQ USAASC uses to achieve and monitor those goals and objectives.

IV. Executive Summary

The strategic objective of HQ USAASC is to build a high-performance, full-service support center that strengthens human capital. This Strategic Plan articulates a common strategic direction and message to all HQ USAASC employees and establishes the priorities that HQ USAASC must focus upon to realize its vision and achieve its mission.

Mission: Provide command-level resource management, human resources, and force structure support to PEOs and DRPMs and serve as advocates for the entire AAWF to ensure their professional growth and development in order to continually improve Army combat capability.

Vision: To be the premier agency that provides seamless support to the Army Acquisition Community through superior leadership, professionalism, quality, competence, and commitment through a culture of continuous improvement.

Strategic Imperatives

The next three to five years will be a time of assessing and deepening HQ USAASC's approaches to its work. With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, HQ USAASC will pursue the following Strategic Imperatives:

1. Improve our ability to **Resource** (fiscal, human capital, technology, and equipment) the DRU and AAWF.
2. **Train** the DRU and AAWF for success in current operations as well as future eventualities.
3. **Manage** the DRU and AAWF by providing policy, guidance, support, and services.
4. **Develop** future acquisition leaders to strengthen the AAC.

5. **Communicate** policies, guidance, issues, and initiatives regarding the DRU and AAWF.

These imperatives are broad essential functions that drive the organization and critical factors to accomplishing the mission and pursuing the vision. The five HQ USAASC imperatives are the overarching priorities under which the near- to mid-term objectives and decisions are framed.

Values

We embrace the **Core Army Values**, all of which have special significance for HQ USAASC, our mission, and our vision. We must serve both the public and the Army by living the Core Values on a daily basis to set an example for society to follow. These values are **Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage**.

Organizational Principles

HQ USAASC has identified six Organization Principles whose qualities are considered meaningful and represent the highest priorities and deeply held driving forces grounded in values and which define the expectations of how people will conduct themselves. Our principles are statements about how the organization will value customers, partners, and stakeholders. These principles describe actions that are the living enactment of the fundamental values held by most individuals within HQ USAASC.

- **Build Open and Honest Relationships with Communication** (Talk with others; Give honest and timely answers, ask straightforward questions, and embrace feedback)
- **Pursue Growth and Learning** (Improve skills and invest in yourself and the organization; Seek answers to questions; Step outside normal roles; Learn from mistakes and never accept failure)
- **Customer Success** (Put yourself in the customer's shoes to understand their perspective; Set realistic expectations with customer and over-deliver; Revisit and keep engaged with customers' long-term success; Anticipate customer needs)
- **Culture of Ownership** (Be competent and ready to succeed; Be involved in the planning of the work that affects you and the organization; Take ownership and resolve issues in a timely fashion; Be accountable and responsible for the outcome of your work)

- **People First, Mission Always** (Share your knowledge and expertise; Employees are the most valued asset of the organization; Appreciate and take advantage of what each unique individual brings to the table to better achieve our mission)
- **Openness to Change and Innovation** (Develop and encourage new ways to improve our service; Encourage one another to seek out new opportunities and ideas; Be a willing receiver of innovative ideas; Listen; Champion and lead change)

V. The Plan

The HQ USAASC Strategic Plan follows the 2011 ASPG format; our goals and objectives revolve around five strategic imperatives that address the critical challenges facing HQ USAASC. Paramount to the execution of the plan is the development of strategic goals and objectives by HQ USAASC's Division and Branch Chiefs. We will maintain and track the goals and objectives using the Army's Strategic Management System (SMS) software.

As HQ USAASC moves into the future, two things will not change: our commitment to the Army values and the primacy of Soldiers. HQ USAASC is committed to reinforcing strength of character, moral integrity, and ethical leadership. It is quality people that make HQ USAASC what it is—the premier agency that provides seamless support to the Army Acquisition Community.

Near-Term Goals and Objectives (2011–2012)

Our near-term objectives are focused on setting the conditions for success in our current operations, sustaining the AAWF, and seeking and synchronizing efficiencies in all we do. Together, these objectives will set the conditions for future programming decisions.

Formalize HQ USAASC Budgeting System. Paramount to the successful execution of this entire strategy process is resources and efficient resource management. HQ USAASC must be a responsible steward of taxpayer dollars. We will seek ways to reduce duplication, overhead, and excess, and instill a culture of savings and restraint so that we can maintain critical operational capabilities and invest in needed technologies. We must plan, budget, and allocate

our resources to ensure adequate measures and plans are in place to guarantee proper stewardship of resources now and into the future. We will continue to coordinate and synchronize planning, programming, and budgeting to identify strategic organizational initiatives and prioritize spending against requirements, through a structured budgetary system.

Ensure HQ USAASC has the Capacity and Capability to Accomplish Mission and Future Requirements. To ensure versatility and responsiveness, HQ USAASC must obtain, train, and develop the right people with the right skills and capabilities now and in the future. We realize that what we do or don't do today will posture us for tomorrow. Thus, we will be continually cognizant of mission requirement. We will fully employ succession planning as a central part of our process and execute a vertical right seat succession and interdivisional cross-developmental training program within HQ USAASC.

Ensure the AAWF is Certified in Accordance with the Defense Acquisition Workforce Improvement Act (DAWIA) statute. HQ USAASC serves as advocates for DoD initiatives. Our goal is to develop AAWF policies, make recommendations, and pursue additional opportunities for Army acquisition quota management and certification training to meet high-demand Defense Acquisition University (DAU) courses to fulfill certification requirements. We will form a HQ USAASC process action team to recommend solutions to develop appropriate guidance.

Define and Communicate HQ USAASC Mission. We will codify our DRU roles and responsibilities with Headquarters Department of the Army (HQDA), ASA(ALT), and the PEOs. Also, we will identify customer, partner, and stakeholder requirements and develop communication and marketing plans that identify roles, responsibilities, opportunities, resources, and risks.

Provide Manpower, Funding, and Personnel Resource Support to PEOs. To ensure the Warfighter has the weapons and information systems needed to win the nation's wars, we need to have funding, authorizations, and manpower to execute the mission of the DRU, which is to support these endeavors.

Execute Timely and Responsive Civilian and Military Management Functions. Having the right Army civilian and military personnel assigned to the right positions at the right time with the right skill set to support the mission requires us to manage manpower and personnel responsibilities for the DRU in a timely and effective manner.

Mid-Term Goals and Objectives (2012–2014)

HQ USAASC's mid-term goals and objectives will require consideration over the next three to five years. The following goals and objectives address HQ USAASC's adjustment to anticipated changes and the establishment of an integrated and affordable transformation strategy to balance personnel and capabilities for future strategic operations. Transformation requires difficult programmatic and organizational choices. We will need to divest in some areas and invest in others. These goals and objectives are linked to current and future Program Objective Memorandum resourcing decisions. They represent efforts in transforming HQ USAASC's operations and capabilities in an anticipated resource constrained environment.

Ensure HQ USAASC Staffing is Aligned with U.S. Army and ASA(ALT) Fiscal Guidance. We must seek and implement efficiencies in staffing to ensure we are being good stewards of the taxpayers' dollars. We will conduct functional and gap analyses of HQ USAASC capabilities and consolidate redundant efforts and responsibilities. We must develop and integrate individual expertise, roles, and responsibilities that can cross multidivisional boundaries.

Reduce the Cost of Business Operations through Improvements in Cycle Time and Output Quality. We will identify and implement efficiencies in everything we do, from our business practices and programs, to our personnel management and acquisitions. We will achieve 3–5% efficiency gains (cost avoidance and savings) for the Army as a result of CPI methods. We will utilize our strategic planning process to identify strategically focused projects, LSS belts, and potential belts to facilitate project completion. HQ USAASC execution of CPI will assist our leadership in making better resource-informed decisions, resulting in efficiencies consistent with DoD guidance and establishing the enduring ability to reduce duplication, overhead, and excess, and instill a culture of savings and restraint.

Serve as the Authority for AAWF Information. We must communicate that we are the official source of AAWF information for the Army Acquisition Community. We must refine and augment the existing AAWF integrated information management system to improve data (quality, integrity, accuracy, currency, and completeness), ultimately resulting in improved analytics, recommendations, and standardized reporting for internal and external stakeholders and customers. This will increase efficiency and effectiveness through more reliable data and information management resulting in better decision making with regards to training and the development of a more proficient and agile AAWF.

Develop Army Civilian Leaders throughout the DRU. We must maintain the balance between training, education, and experience in developing our civilian leaders while encouraging life-long learning and development. The Civilian Education System (CES) will be the way through which we prepare our leaders to operate with competence and confidence. Our goal is to better manage career fields and provide training and developmental opportunities for Army civilians so that they can become skilled, adaptable, and successful leaders.

Promote Opportunities for Collaborative Efforts with Customers, Partners, and Stakeholders. The continued success of HQ USAASC hinges upon our ability to work together with our customers, partners, and stakeholders. Externally, we will continue to define and execute collaborative opportunities and publish current activities and major muscle movements within HQ USAASC. Internally, we will encourage the sharing of divisional information during meetings to facilitate visibility and cross-divisional collaborative efforts.

Long-Term Goals and Objectives (2014–2020)

Although this plan spans the next five years, HQ USAASC must posture itself for success now and beyond. Our near- and mid-term goals and objectives will help us realize our long-term goals. Our long-term goals and objectives are complex and will require greater than five years to achieve. As the AAWF's principal advocate, HQ USAASC must be prepared to transform the AAWF enterprise through development of world-class capability. This will ensure quality of the AAWF and integrity of our data information systems.

Achieve World-Class AAWF Capability. A professional, certified, and trained AAWF is crucial to equip the Army and to support combatant commanders across the full spectrum of operations. We will ensure the certification (education, training, and experience) of the AAWF for leaders to think and adapt under conditions of uncertainty and make critical time-sensitive decisions. HQ USAASC must be able to seize opportunities, such as funding acquisition boot camps and developing retention initiatives to obtain, retain, and develop the optimum AAWF. Development and execution of a Strategic Human Capital Plan that will ensure we achieve our strategic goals and objectives must remain the most important long-term competency.

Create Army Career Program for Acquisition. Along with Army G1 Deputy Chief of Staff, HQ USAASC will meet to define scope and ascertain the direction and feasibility of establishing a new career program for Army acquisition. Based on discussions, the group will develop a way ahead for this effort to include possible products, milestones, recommendations, and implications of this effort on the U.S.

Army Training and Doctrine Command's (TRADOC's) Army Career Tracker (ACT).

VI. Conclusion

HQ USAASC is now in its sixth year of serving the Army and AAWF as a DRU to ASA(ALT). It is a healthy, vibrant, and well-regarded organization that has benefited from careful planning and strong leadership. The HQ USAASC Strategic Plan 2011–2015 identifies the strengths of the organization and lays the groundwork for continued success and service to the field. The plan's goals and objectives, and the strategies to carry them out, rely on many internal and external factors, including the competency and capacity of HQ USAASC employees; the priorities of the Department of the Army and our customers, partners, and stakeholders; and DoD's policies, funding environment, and budget allocations. HQ USAASC will continue to review and update the plan in light of external events and trends as well as internal capacity.



ANNEXES TO THE STRATEGIC PLAN



ANNEX A – STRATEGY MAP, SUPPORTING TASKS, AND METRICS

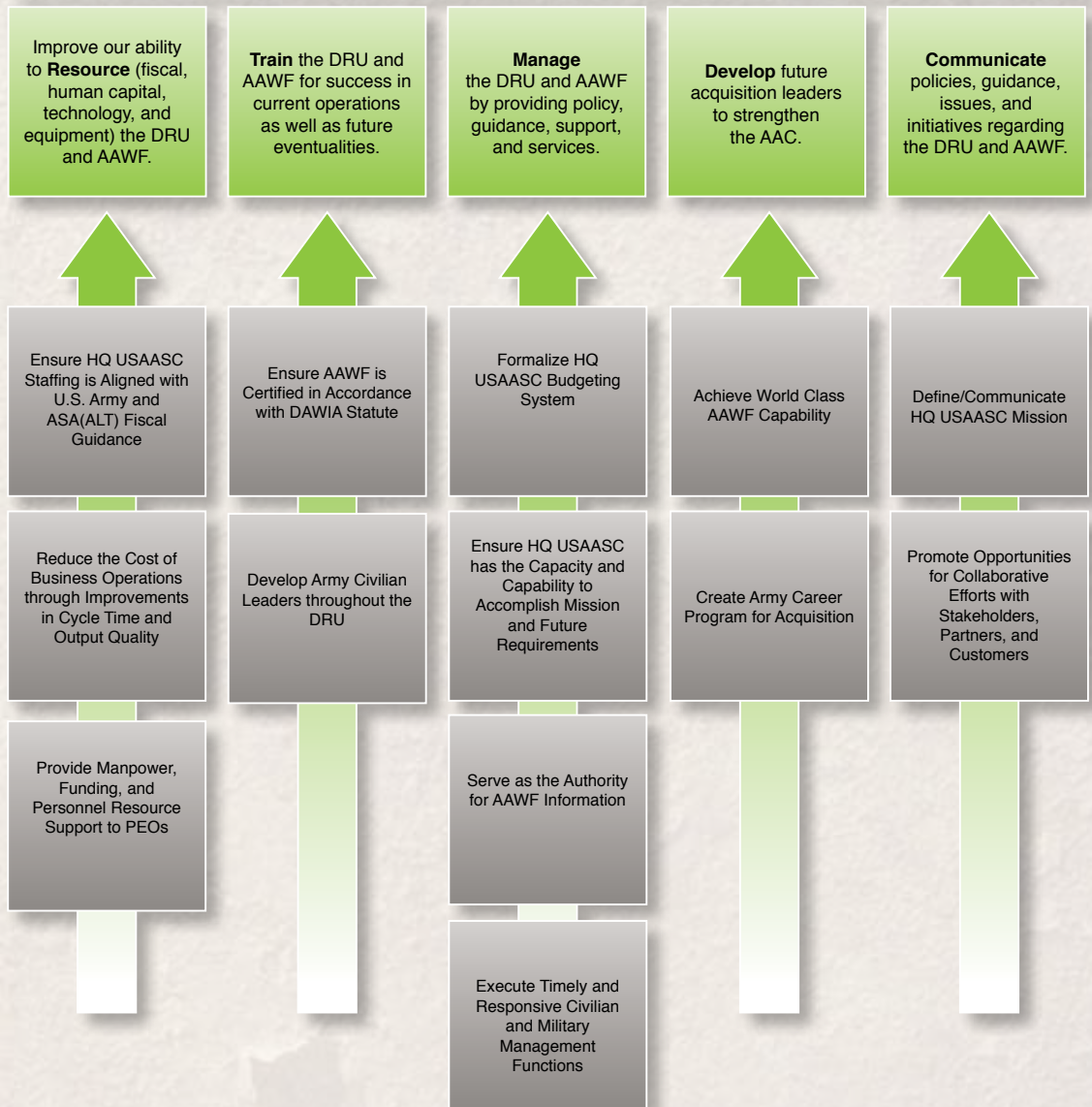
USAASC Strategy Map

ENDS

USAASC Mission: Provide command-level resource management, human resources, and force structure support to PEOs and DRPMs and serve as advocates for the entire Army Acquisition Workforce to ensure their professional growth and development in order to continually improve Army combat capability.

USAASC Vision: To be the premier agency that provides seamless support to the Army Acquisition Community through superior leadership, professionalism, quality, competence, and commitment through a culture of continuous improvement.

WAYS



MEANS

Secure and Manage Resources (Financial and Human) to Enable Achievement of HQ USAASC Strategic Plan Goals and Objectives

Introduction

The Strategy Map on page 13 graphically summarizes the HQ USAASC strategic process by depicting relationships among the vision, mission, strategic imperatives, goals, objectives, and resources. The mission describes the current purpose and function of HQ USAASC, and the vision is the desired end state when HQ USAASC successfully executes its mission. The strategic imperatives are broad essential functions that drive the organization and critical factors to accomplishing the mission and pursuing the vision. Mission success is the cumulative outcome of achieving goals, and met goals are the cumulative outcomes of achieving objectives. Resources and resource management make the execution of the entire strategic process possible. Two other critical elements to this strategic process, not depicted on the Strategy Map, include metrics and supporting tasks. Leaders use metrics to monitor and measure performance across the organization and leverage that information to make informed management decisions and resource allocations. The supporting tasks are fundamental actions that the metrics measure and their cumulative outputs lead to successful accomplishment of the objectives. This is a living plan and subject to periodic review and revision.

Elements of the Strategy Map

- **Goals:** Critical aims that, when achieved collectively, accomplish the mission.
- **Objectives:** The approaches and methods for achieving the goals and improving organizational performance.
- **Resources:** The money, manpower, and infrastructure needed to achieve the objectives and goals.

Presented below are brief descriptions of the goals and objectives.

Near-Term Goals and Objectives (2011–2012)

A. Formalize HQ USAASC Budgeting System (MANAGE)

Execute Spend Plan within 3% of Targeted Budget

- 1) Develop planning, programming, and budget system standard operating procedure
- 2) Identify and prioritize strategic organizational initiatives and unfunded requirements along with requested budget
- 3) Monitor divisions' burn rate, mandated requirements, and initiatives

- Establish a dashboard and prioritize spending against requirements
- Hold monthly budget meetings
- Reallocate funds that fall below burn rate toward mandated requirements
- Resource Management Division conduct quarterly reviews with Division Chiefs

4) Plan three-year budget

5) Manage budget like a program

B. Ensure HQ USAASC has the Capacity and Capability to Accomplish Mission and Future Requirements (MANAGE)

Develop and Execute a HQ USAASC Succession Plan

- 1) Develop and Execute Exchange Program among local PEOs, Commands, and HQ USAASC
 - AAWF
 - 3 month exchange at Action Officer level
- 2) Develop and execute a vertical right seat succession and interdivisional cross-developmental training program within HQ USAASC
 - Action Officer to Branch Chief to Division Chief to Deputy Director
 - Rotation every month for one week
 - Identify skills/capabilities of each position
 - Establish training objectives
- 3) Develop continuity binders

C. Ensure AAWF is certified in accordance with DAWIA statute (TRAIN)

Develop Policies and Recommendations for Army Acquisition Quota Management and Certification Training

- 1) Form a HQ USAASC Process Action Team
- 2) DAU equivalency usage at Army Acquisition Center of Excellence (military and civilian)
- 3) Centralized oversight at HQ USAASC
- 4) DAU instructor exchange for shortage classes
- 5) Pursue additional opportunities to meet high-demand DAU courses to fulfill certification requirements
- 6) Submit recommendations to Director, HQ USAASC

D. Define and Communicate HQ USAASC Mission (COMMUNICATE)

Develop Communication Plan

- 1) Establish internal structure; identify roles and responsibilities, resources, and risks

- 2) Identify how we are structured in relationship to HQDA, ASA(ALT)/PEOs
- 3) Have leadership clarify DRU roles and responsibilities with HQ USAASC, HQDA, and ASA(ALT)
- 4) Identify customer and stakeholders' requirements
- 5) Determine effective alignment and structure at HQ USAASC
- 6) Develop HQ USAASC marketing plan

E. Provide Manpower, Funding, and Personnel Resource Support to PEOs (RESOURCE)

- 1) Execute the DRU Force Protection Mission
- 2) Collaborative efforts between Force Structure and Manpower Division, Human Resources Management Division, and Resource Management Division to provide guidance and support to PEOs and DRPMs

F. Execute Timely and Responsive Civilian and Military Management Functions (MANAGE)

- 1) Ensure PEO Senior Executive Service personnel matters are completed and provided to ASA(ALT) in a timely manner
- 2) Provide to DoD/DA/ASA(ALT) mission-related subject-matter expertise
- 3) Develop and implement acquisition career management

Mid-Term Goals and Objectives (2012-2014)

G. Ensure HQ USAASC Staffing is Aligned with U.S. Army and ASA(ALT) Fiscal Guidance (RESOURCE)

Realize 10% Efficiencies in Staffing HQ USAASC

- 1) Review "functional and gap" analysis of HQ USAASC capacity
- 2) Based on analysis, consolidate redundant efforts and/or responsibilities
 - Redistribute to align structure with requirements
- 3) Develop and integrate individual expertise, roles, and responsibilities that can cross multidivisional boundaries (e.g. contracting or event planning expertise)

H. Reduce the Cost of Business Operations through Improvements in Cycle Time and Output Quality (RESOURCE)

Achieve 3–5% Efficiency Gains (cost avoidance and

savings) for the Army as a Result of CPI Methods

- 1) Identify division and branch core competencies (this will identify redundant efforts and initiatives that can be consolidated)
- 2) Develop and distribute/integrate process maps and Standard Operating Procedures for all HQ USAASC efforts and responsibilities
 - Cross reference process maps with individual roles and responsibilities and expertise to facilitate collaborative efforts across divisions
- 3) Utilize HQ USAASC goals and strategies derived from Strategic Planning to identify "focused" projects, LSS belts, and potential LSS belts

I. Serve as the Authority for AAWF Information (MANAGE)

- 1) Conduct CPI project
 - Determine official source of AAWF information
 - Obtain ASA(ALT) buy-in
 - Develop Communication Plan
- 2) Develop SMARTBOOK – "long-term" project

J. Develop Army Civilian Leaders throughout the DRU (DEVELOP)

- 1) Facilitate CES Training throughout the DRU
 - Disseminate signed memorandum from Director
- 2) Complete development of "HQ USAASC Succession Plan"
- 3) CPI project for HQ USAASC training program
- 4) Incorporate the CES as part of the AAWF Individual Development Plan and add as an objective to AcqDemo by 1st Qtr FY12
 - Foundation (new personnel/interims)
 - Basic (supervisors, managers, GS-5 through 9 equivalent)
 - Intermediate (supervisors, managers, GS-10 through 12 equivalent)
 - Advance (supervisors, managers, GS-13 through 15 equivalent)

K. Promote Opportunities for Collaborative Efforts with Stakeholders, Partners, and Customers (COMMUNICATE)

- 1) Identify functional POCs among customers, partners, and stakeholders
- 2) Define and execute collaborative opportunities
- 3) Publish current activities and major muscle movements within divisions
- 4) Share divisional information during meetings



(this will facilitate visibility and cross-divisional collaborative efforts)

- 5) Use a panel during All-Hands meetings and orientation consisting of HQ USAASC leadership
 - Describe roles and responsibilities and how each division interacts with each other
 - Open forum for questions concerning AAWF, HQ USAASC, etc.

Long-Term Goals and Objectives (2014–2020)

L. Achieve World-Class AAWF Capability (DEVELOP)

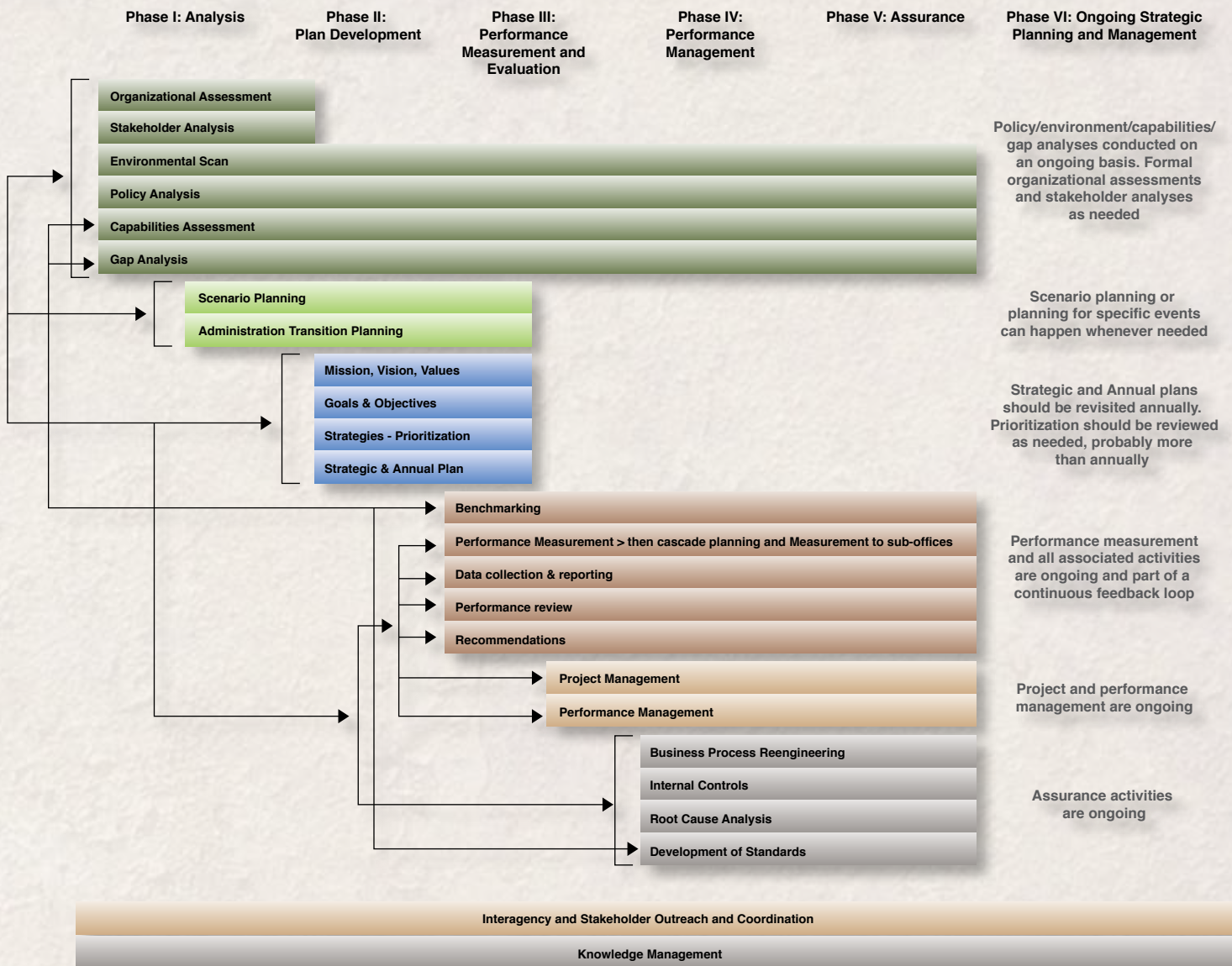
- 1) Funding acquisition boot camps
- 2) Retention initiatives
- 3) Strategic Human Capital Plan
- 4) DAWIA certification (based on standards: 90% not in critical acquisition positions or key leadership positions; 95% critical; 100% key leadership); encompasses anything that deals with education and training, proponency, section 852, Military Acquisition Position List, Centralized Selection List

- Training
- Education
- Experience

M. Create Army Career Program for Acquisition (DEVELOP)

- 1) Working Group to define scope, direction, and feasibility
 - Members of the Acquisition Career Development Division (Policy and Proponency Branch and Program Execution Branch) and Human Resources Management Division will meet to discuss purpose and objectives of the effort, along with potential advantages and disadvantages of creating a new career program for acquisition. Army G1 will be invited to provide perspective on establishing a new career program. Based on discussion, the group will develop a way ahead for this effort to include possible products, milestones, recommendations, and implications of this effort on TRADOC's ACT.

ANNEX B – STRATEGIC PLANNING BEST PRACTICE MODEL



ANNEX C – KEY CUSTOMERS, PARTNERS, AND STAKEHOLDERS

Customers

- PEOs/DRPMs
- ASA(ALT)
- AAWF
- DACM
- Organizations with acquisition coded positions

Partners

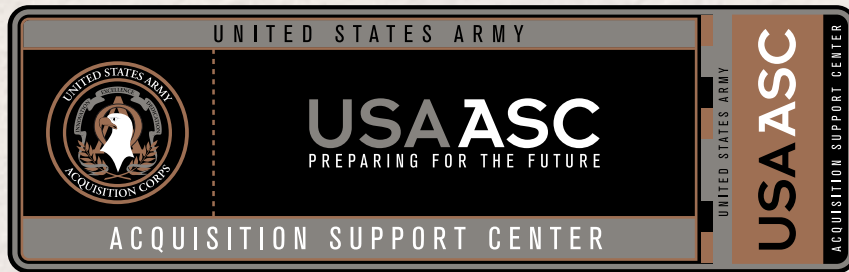
- HQDA
- ASA(ALT) Staff
- Army Human Resources Command
- DAU
- Director, Human Capital Initiatives
- Service Acquisition Executive, U.S. Air Force/U.S Navy DACMs
- DoD/Army Functional Leads
- Army Acquisition Community
- ACMAs
- OAPs

Stakeholders

- Warfighter
- Congress
- Army Acquisition Executive
- HQDA Principal Officials
- USD(ATL)

ANNEX D – GLOSSARY OF ABBREVIATIONS

AAC	U.S. Army Acquisition Corps
AAWF	Army Acquisition Workforce
ACMA	Acquisition Career Management Advocate
ACP	Army Campaign Plan
ACT	Army Career Tracker
AKO	Army Knowledge Online
ASA(ALT)	Assistant Secretary of Army for Acquisition, Logistics, and Technology
ASPG	Army's Strategic Planning Guidance
CES	Civilian Education System
CPI	Continuous Performance Improvement
DACM	Director, Acquisition Career Management
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DoD	Department of Defense
DRPM	Direct Reporting Program Managers
DRU	Direct Reporting Unit
HQ USAASC	Headquarters United States Army Acquisition Support Center
HQDA	Headquarters Department of the Army
LSS	Lean Six Sigma
OAP	Organizational Acquisition Point of Contact
OASA(ALT)	Office of the ASA(ALT)
OPS&A	Operations, Planning, Strategy, and Analysis
PEOs	Program Executive Offices and/or Program Executive Officers
POC	Point of Contact
SMS	Strategic Management System
SPWG	Strategic Planning Working Group
TRADOC	U.S. Army Training and Doctrine Command
USD(ATL)	Under Secretary of Defense for Acquisition, Technology, and Logistics





SUPPORTING THE FIGHT,
IMPROVING THE FORCE,
BUILDING THE FUTURE

