



Air Force Civil Engineer Support Agency

Strategic Business Plan

Strategic Plan



Preface

The impetus to integrate Department of Defense (DoD) processes and private sector business practices has increasing momentum. Although DoD does not have a profit motive or compete for market share, some of its business functions are similar to those in the private sector. Today, by improving our business practices, Headquarters Air Force Civil Engineer Support Agency (HQ AFCESA) can continue to grow missions and capability within the resources provided to support the Air Force Civil Engineer, MAJCOM Civil Engineers, and Base Civil Engineers. As a first step, each AFCESA member should understand this strategic business plan.

Mission Statement

AFCESA provides the best tools, practices, and professional support to maximize Air Force civil engineer (CE) capabilities in base and contingency operations.

Vision

AFCESA is committed to be the customer's choice for quality and timely support in contingency, operational, and technical services.

AFCESA leads the way by:

- *Managing Knowledge*
... to streamline processes, improve productivity and increase efficiency
- *Applying Expertise*
... of specialized capabilities, products, and services to commanders and civil engineers
- *Building Consensus*
... on doctrine, policies, practices, and processes
- *Operationalizing Technology*
... to enhance survivability and mission effectiveness

Employee Responsibilities

AFCESA employees are leaders in their fields and take these roles in implementing our mission, core responsibilities, and strategic goals:

- Work as a team
- Study current trends to better anticipate the future and make better decisions, sooner
- Interact with other organizations, share knowledge, and find out what has worked for them
- Explore all avenues to acquire relevant knowledge and apply it
- Innovate and encourage others to share their best ideas
- Adapt by recognizing early indicators of change, seeing things in new ways, and effectively dealing with new directions — think outside the box
- Build and enhance characteristics that add value, not simply change for change's sake.

Applying Expertise
...of specialized capabilities,
products, and services to
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engineers.



Implementation of this Strategic Business Plan

Achieving our mission is the collective responsibility of our military and civilian employees. Organizationally, and as individuals, we must use our resources efficiently, producing as much capability as possible. The Air Force Civil Engineer and the AFCESA Commander will lead our collective efforts, integrating individual initiatives toward achieving goals. Leaders throughout AFCESA must understand the DoD and Air Force vision and transformational goals, work with counterparts, and guide our collective efforts. We must also partner with external organizations, especially the Army Corps of Engineers, the Naval Facilities Engineering Command, Department of Energy, and the private sector to effect needed changes.

The world is ever-changing, and as the rate of change accelerates, so do the resulting challenges. Achieving AFCESA's mission and goals requires continuing fundamental change in our processes, policies, and procedures. Everyone within AFCESA must be dedicated to achieving these goals.



Guiding Principles

Commitment
to mission

Dedication
to excellence

Courage
to innovate and take risks

Integrity
based upon professional ethics

Respect
for our customers and our people

Introduction

Air Force civil engineers are the world's premier installations engineer force. CE services are essential to national security, and CE capabilities directly influence deployment and sustainment of the world's best Air Force. The mission of the Department of the Air Force is to organize, train, and equip aerospace forces to meet the nation's warfighting requirements. AFCESA's mission is directly linked to the operational needs of the Air Force, and our business processes must be aligned in that context.

Applying Expertise

Core Capabilities

This strategic business plan presents a vision for supporting Air Force civil engineers of the 21st century. It describes core capabilities critical to achieving the AFCESA mission. These core capabilities describe broad common directions — not detailed specifications — we understand and work toward.

Managing Knowledge

Managing Knowledge

...to streamline processes, improve productivity, and increase efficiency

Applying Expertise

Applying Expertise

...of specialized capabilities, products, and services to commanders and civil engineers

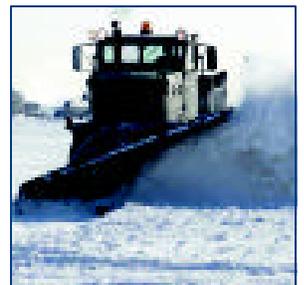


We will do this by:

Creating, collecting, learning, cataloguing, presenting, applying, purveying, sharing, synthesizing, managing, and organizing knowledge.

We will do this by:

Providing the world's best CE teams e.g., the Civil Engineer Maintenance, Inspection and Repair Team (CEMIRT), which conducts power generation, aircraft arresting system repair, and HVAC service; the Airfield Pavements Evaluation Team, which performs airfield pavement and structural evaluations; and the Utilities Rates Management Team. Other small teams provide technical/professional support to the Air Force civil engineers across the entire spectrum of engineering disciplines, as well as emergency services and chemical, biological, radiological, nuclear, and high yield explosive (CBRNE) response expertise.





Operationalizing Technology

Desired Outcomes:

Our Challenge —Desired result for Operationalizing Technology

- Be the effective conduit for identifying and facilitating state-of-the-art technology and implementing and promoting best practices
- Lead integration of all facets of operations and maintenance of new technology
- Be an organizational bridge between technological ideas and reality
- Provide avenues and alternatives for execution
- Serve as primary advocate for securing funding from appropriate sources

Outcome Measures:

How will achievement of outcomes be measured?

- Develop and publish guidance via various means; e.g., Concepts of Operations, Air Force Instructions, Engineering Technical Letters
- Be recognized as a leader in CE technology operations
- Develop marketing plan for customer acceptance of AFCESA's role in operationalizing technology
- Establish methodology to determine life cycle cost, task improvements, and cost reductions of published guidance, ideas, processes and best practices

Operationalizing Technology

Operationalizing
Technology
...to enhance survivability
and mission effectiveness

Strategic Issues:

What are the most significant challenges?

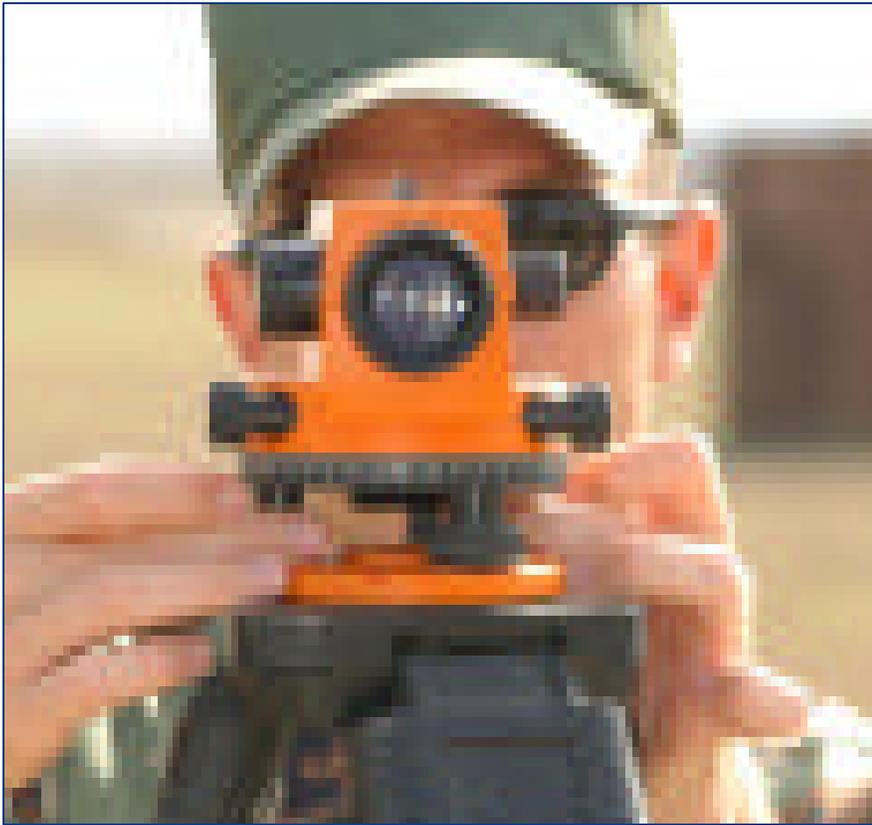
- Need for balance among “gee-whiz” technology, survivability, maintainability, and training/operating in peacetime and war
- Technology changes faster than the bureaucracies
 - Fast cycle on technical advances; takes too long to operationalize
 - Disconnects between training and technology; cost and process for equipment procurement is high and process is time consuming
 - Procurement, installation, and maintenance requires long lead time
- Delays between research and fielding technology; need more flexibility and agility in meeting requirements

Strategic Goals:

How do we address the strategic issues?

- Improve partnerships with research and development communities, academia, industry, other services, and Federal agencies
- Improve process to “grab” new technology and practices
- Become the “filter” to obtain only the best of CE technology
- Integrate technology, training, and maintenance, and coordinate the basic principles for implementation
- Be the “cradle-to-grave” responsible agent for fielding new technology
- Adapt by recognizing early indicators of need for technological change





Building Consensus

Building Consensus

...on doctrine, policies, practices, and processes

Operationalizing Technology

Operationalizing Technology

...to enhance survivability and mission effectiveness

We will do this by:

Providing world-class CE staffing actions and by team-building and partnering with OSD, Air Staff, Joint staffs, MAJCOMs, our sister services, and allies. Our people are the experts in meeting orchestration, negotiation, dispute resolution, and international and social coordination.

We will do this by:

Providing world-class CE information; operations; ideas and concepts on vehicles and equipment, systems; explosive ordnance disposal (EOD); and CBRNE; and developing and fielding Concepts of Operations linked to research and development, technological information systems, and equipment.

Strategic Issues, Goals, Outcomes, and Outcome Measures

To support AFCESA's core capabilities, there is a set of strategic issues, goals, outcomes, and outcome measures designed to achieve the mission. As with our core capabilities, these elements also describe common directions — not detailed specifications — we understand and work toward.

Managing Knowledge

Managing Knowledge
...to streamline processes,
improve productivity and
increase efficiency



Strategic Issues:

What are the most significant challenges?

- Maintaining accuracy and relevance of knowledge
- Providing visibility and accessibility to knowledge
- Identifying bodies of knowledge
 - Vast institutional and corporate knowledge will be lost as engineers retire in large number over the next 3-5 years
 - Expert MAJCOM staffs eroding away
 - Lack of program oversight and expertise at MAJCOMs
- Providing high-value information and knowledge
- Identifying a knowledge process
- Transferring knowledge effectively
 - Base customer does not have permission to deal directly with FOA (based on past practices)
- Marketing effectively
 - AFCESA capabilities do not effectively reach our customers
 - Retrieval and storage of information

Strategic Goals:

How do we address the strategic issues?

- Become the gateway for CE knowledge
- Be recognized as the one-stop source of CE knowledge
- Develop greater depth and breadth of AFCESA knowledge (internal and external)
- Improve access/visibility of AFCESA programs, products, and services

Desired Outcomes:

Our Challenge — Desired result for Managing Knowledge

- Become the “Go To” source
- Develop cadre of knowledge leaders
 - Expand knowledge range
 - Achieve deeper, broader understanding
 - Offer high-value information
 - Facilitate integrated activity involving people, processes, and technology
- Foster a “learning” culture
 - Develop an organization of trusting people committed to learning and sharing knowledge
 - Make knowledge accessible to those who need it; keep the process of sharing knowledge simple
 - Provide training on value and process of sharing knowledge
 - Explore multiple knowledge avenues to enable personnel to interact freely



Building Consensus

Outcome Measures:

How will achievement of outcomes be measured?

- Develop and/or attend education and training; input to individual performance plans
 - Cultural awareness; e.g., different MAJCOMs, bases, Air Staff, OSD priorities
 - Leadership and influencing people
 - Consensus building skills; e.g., negotiation, conflict resolution.
 - Staff work (briefings, staff summary sheet packages, Binder packages, organization of information)
- Develop a decision matrix (e.g., plan)
 - Telecon versus Internet meetings versus VTCs versus TDY costs
 - Advantages/disadvantage
 - Determine resources
- Ensure high percentage of products meet suspense/milestones without rework
- Request annual or semi-annual performance feedback (via survey) from customers
- Tie organizational performance to individual personnel plans/feedback sessions

Building Consensus

Building Consensus
...on doctrine, policies,
practices, and processes

Strategic Issues:

What are the most significant challenges?

- No formal education/training of consensus-building skill
 - Rule-making, policy discussions, fact-finding, facilitating, negotiating
 - Administrative/staff, people/group dynamics, teamwork, “pushing the rope”
 - Leadership enhancement skills
- Customers have diverse/conflicting missions/views of the world
- Quagmire of administrative processes
 - Budgeting/coordination/staffing
 - Need course in budgeting
 - Need course in effective staffing for “dummies”
 - Lack of filing/retrieval system for information and knowledge

Strategic Goals:

How do we address the strategic issues?

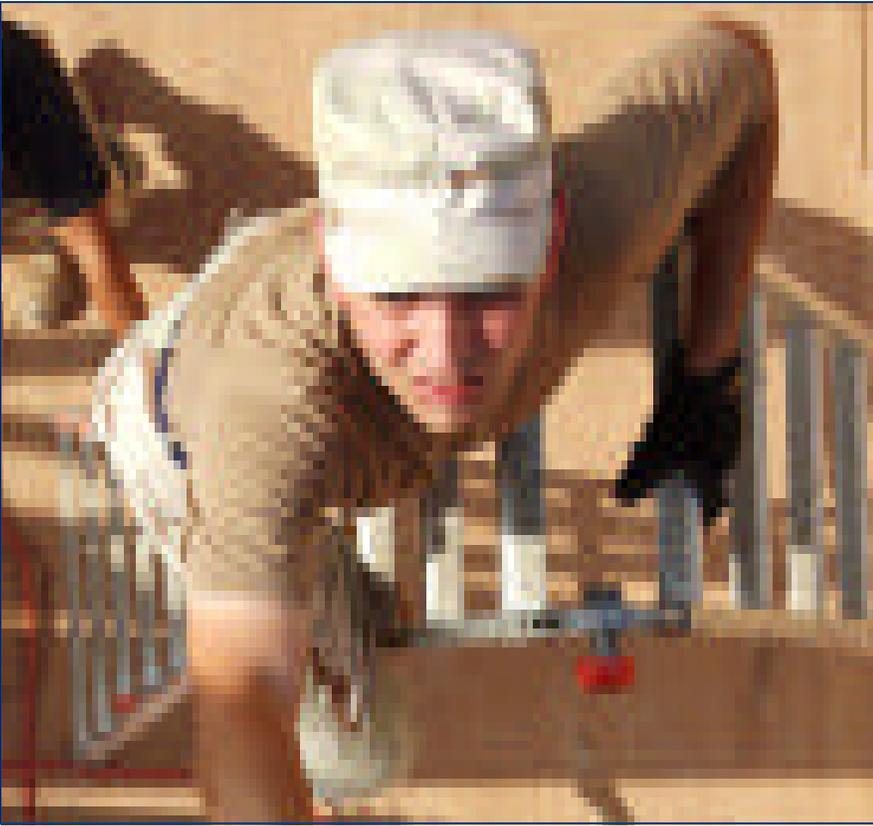
- Bridge between policy (Air Staff) and execution (major commands/bases)
- Equip our people to succeed in a diverse environment
- Provide rules and tools for success
- Foster premier staff work

Desired Outcomes:

Our Challenge — Desired result for Building Consensus

- Broad consensus on doctrine, policies, practices, and processes
- Successful policy implementation at Air Staff as well as base- and MAJCOM-level
 - Effective communication
 - Timely and effective implementation of policy and guidance
- Timely, accurate, and effective staff work throughout Agency
- Leadership culture
 - Everyone is a leader
 - Increasing the effectiveness of others





- Remove barriers that keep knowledge from being shared
- Reward people for sharing knowledge
- Improve knowledge tools and processes

Outcome Measures:

How will achievement of outcomes be measured?

- Implement marketing plan
 - Improve our web site and CE magazine
 - Share AFCESA at schoolhouses, training locations, and temporary duty locations
 - Develop an Agency mini-CD with a complement tri-fold brochure, broad and focused
 - Develop program/product-specific mini-CDs with a complement tri-fold brochure for different levels
 - Stand up an Agency call center —a technical “pro-active” services center and centralized POC
 - Form bi-weekly ad-hoc committees for group collaboration/interaction
- Develop network for CE community knowledge and information
 - Develop list of area knowledge leaders; corporately, establish agreements with major commands
 - Develop network process of knowledge leaders with Staff Assistance Teams
 - Analyze strengths/weaknesses; conduct gap analyses; prioritize and strategize
- Improve AFCESA knowledge leaders’ capabilities
- Develop a strategic plan
- Develop a plan to link performance feedback/evaluation and knowledge sharing

Managing Knowledge

Applying Expertise

Strategic Issues:

What are the most significant challenges?

- Knowing customer requirements
- Determining what activities are “must-do” versus customer requirements and desires, and accomplishing those as a priority
- Determining and addressing resource constraints
- Locating and hiring the best available technical experts to ensure credibility
- Opportunity costs and cost of obtaining the required expertise
- Organizational awareness/reality
- Dealing with international/national influences

Strategic Goals:

How do we address the strategic issues?

- Be the center for CE technical excellence
 - Multiply people resources
 - Develop framework/accountability for leveraging CE expertise
- Be the “Go To” source for CE-specialized capabilities
 - Be the recognized provider of CE technical capabilities and services
 - Be the recognized CE technical experts
- Be the gap-filler of unique and specialized CE capabilities
 - Provide what you are unable to do
 - Be the preferred provider of world-class CE specialized services



Desired Outcomes:

Our Challenge — Desired result for Applying Expertise

- Maintain “world class” technical capability and reputation
- Meet customer demands through:
 - In-house personnel
 - Sister services personnel
 - Contractor personnel
 - Others
- Exceed customer expectations
- Maximize effectiveness to customer
- Maximize and leverage CE technology and expertise

Outcome Measures:

How will achievement of outcomes be measured?

- Perform CE expertise analysis
- Develop, prioritize, and publish list of CE specialized expertise
- Develop Human Resource Plan
- Develop PR campaign to sell “must-do” CE programs
- Measure AFCESA website “hits” by knowledge area
- Perform outside review of capabilities by peer groups (e.g. Army Corps of Engineers, Navy, Air Force Center for Environmental Excellence, and others)



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