

# ***Headquarters U.S. Air Force***

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## **KNOWLEDGE MANAGEMENT**



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**Lt Col Hedley  
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17 Dec 01**

# Overview

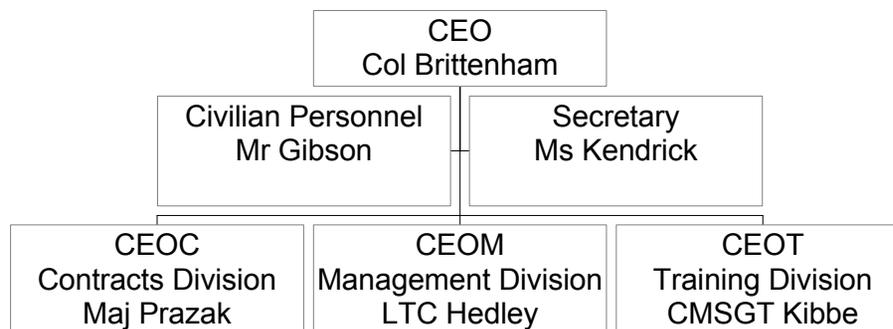
- CEO (Operations Support) Reorganization
- Manpower
- A “point of view” on CEs’ Future Outlook
- Logistic Information
- ACES-OPS Update
- Competitive Sourcing Help Desk & Lessons Learned/ Best Practices Workshop Info
- Final Discussion



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# ***CEO Prior to Reorganization***

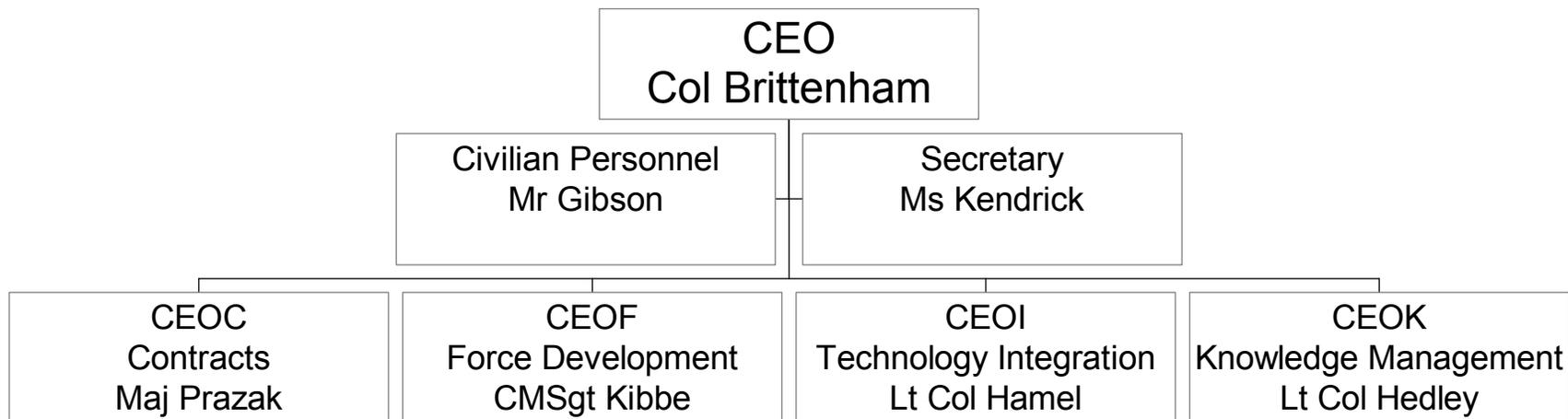




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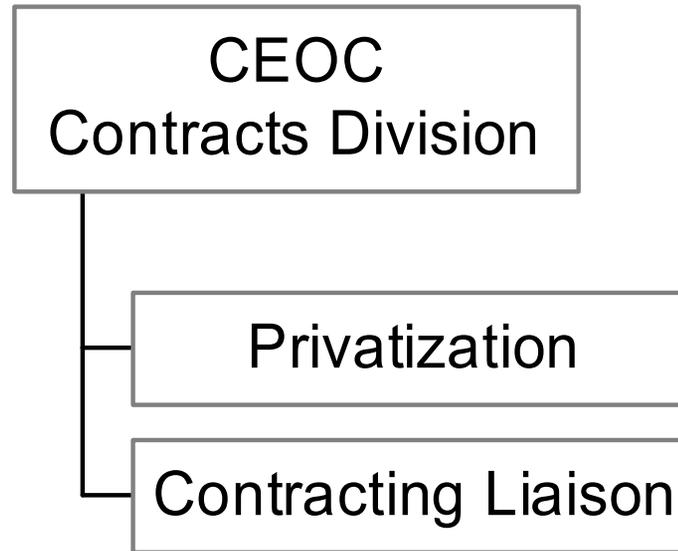
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# ***CEO Reorganization***





# CEOC Reorganization Contracts



Provide professional, contract consultation services aimed at creating tools and guides to facilitate utilities privatization efforts. Provide the latest acquisition assistance to the civil engineer function throughout the Air Force. Facilitates program execution by providing project managers for each base and technical expertise in engineering, privatization, and contracting support matters to HQ USAF/ILE, MAJCOMs, and installations.



# CEOC Contracts

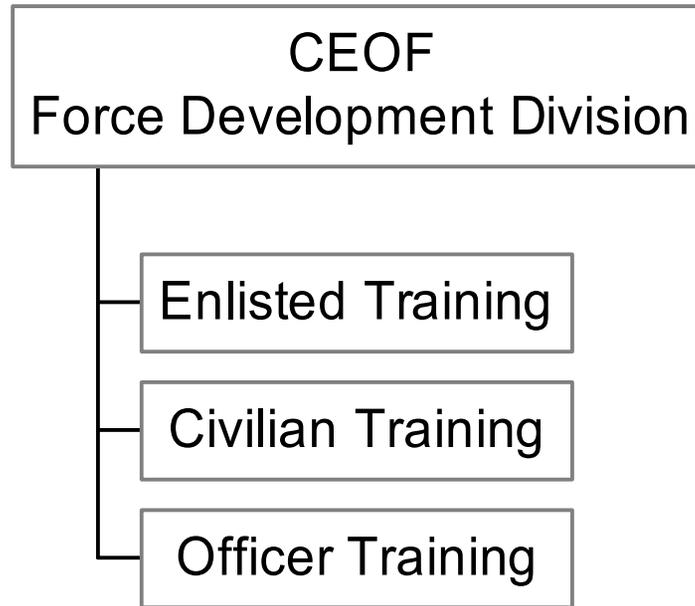
CEOC  
Maj Prazak

- Mr Baker, GS - 14
- Capt Scougall
- Mr Bauman (C)
- Ms Fuder (C)
- Ms Onorato (C)
- Mr Patterson (C)
- Mr Schweers (C)
- Mr Scott (C)
- Mr Sitten (C)
- Mr Smeltzer (C)
- Mr Wolf (C)
- Mr Young (C)



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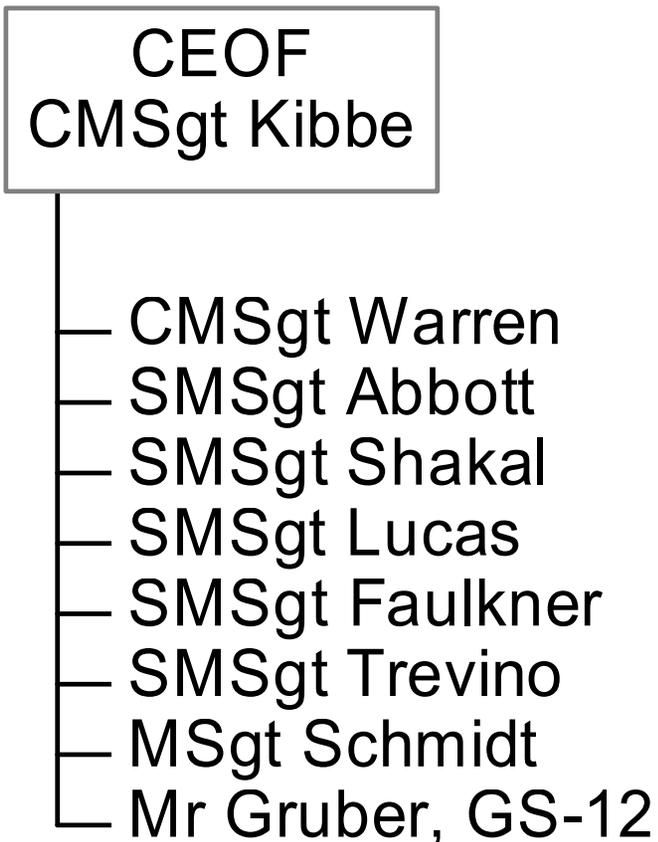
# CEOF Reorganization Force Development



Provides complete interface to all facets of all CE craft AFSCs. Each career field manager is responsible for knowing and understanding past procedures, tools and equipment, remain current on standard practices in the field today and develop the future equipment, tools and training in their assigned career field. They will individually be the sole arbitrator for their career field across the Air Force for doctrine, policy, regulation, equipment, vehicles, tools, and training. Collectively they share responsibility with CEOK for doctrine, policy, and regulation for the CE Operations Flights.



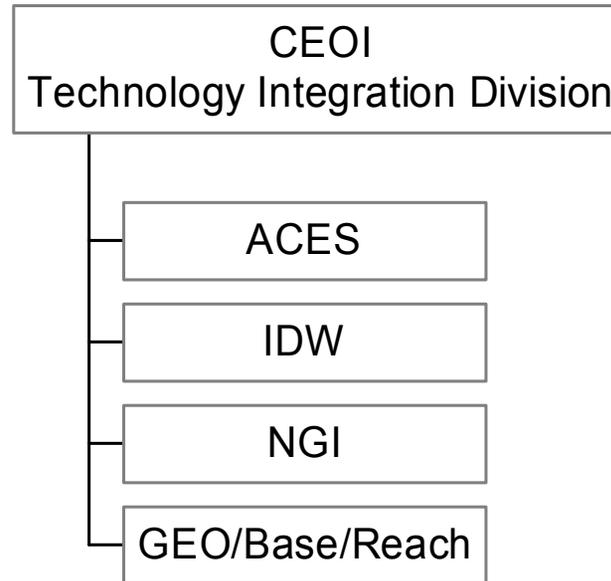
# *Force Development*





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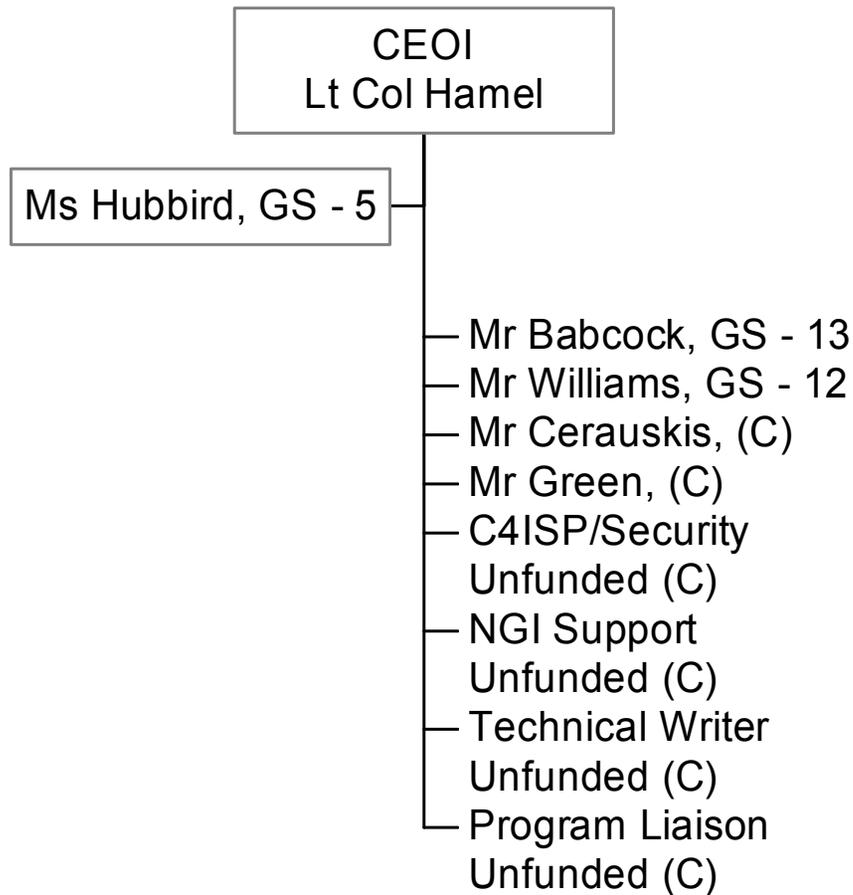
# CEOI Reorganization Technology Integration



Responsible for integration and fielding of information systems across the CE community, including interface with systems outside CE and IL directed actions. Includes ACES, IDW, NGI, GEOBase/Reach systems and actions to support them CON, CFO, CTO, IRR.



# CEOI Technology Integration





# Knowledge Management

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**DILBERT**  
By Scott Adams

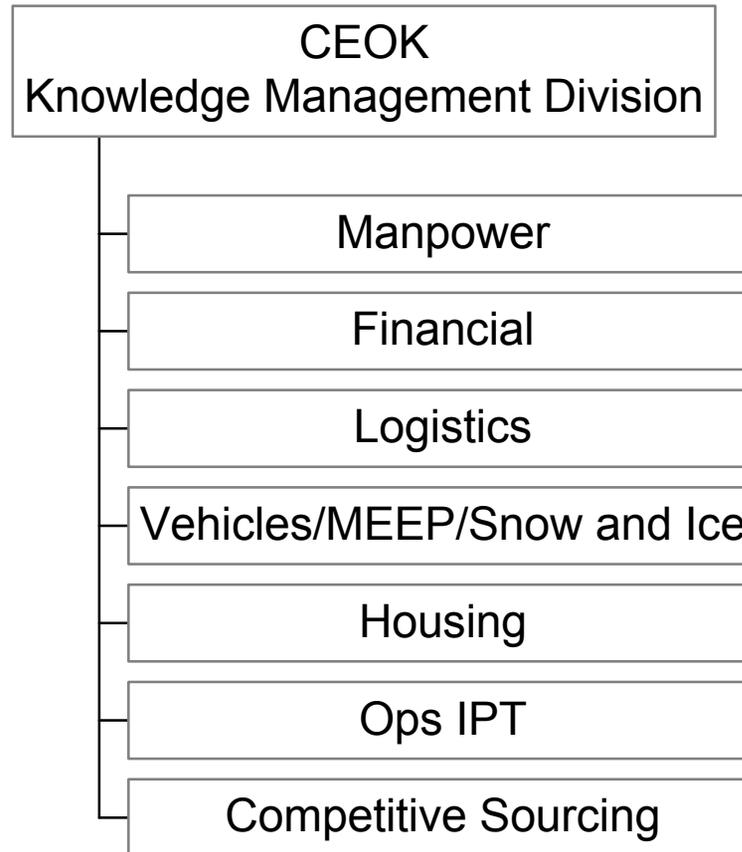
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**NOVEMBER**  
**29**

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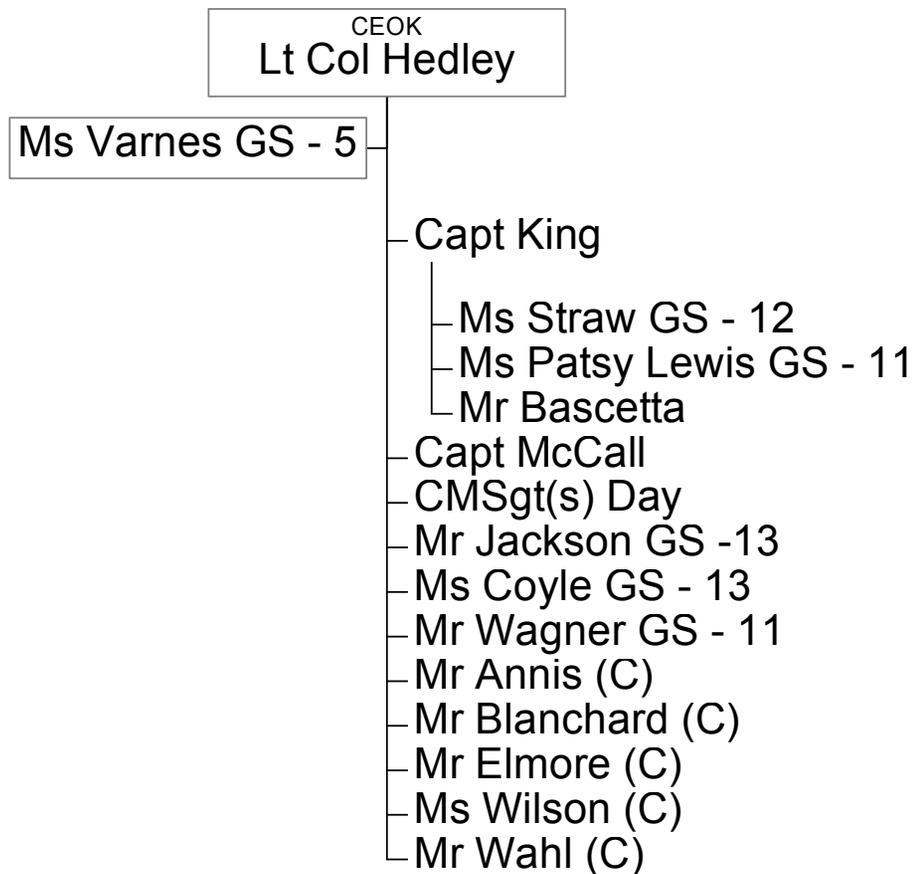
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# CEOK Reorganization Knowledge Management





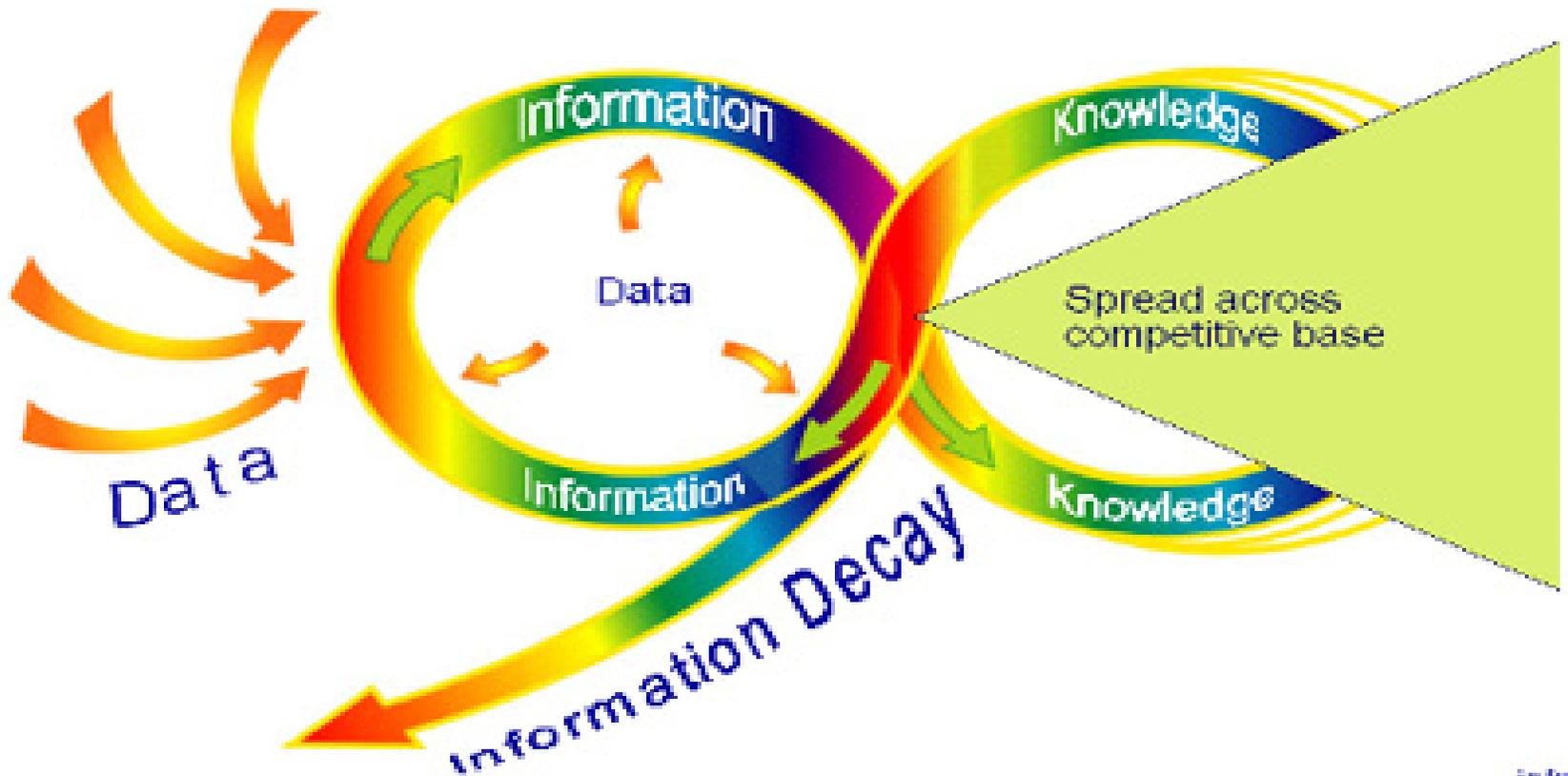
# CEOK Knowledge Management





# What is KM?

## The Knowledge Life Cycle





## ■ KM Definitions

- "Knowledge management is an emerging discipline that stresses a formalized, integrated approach to managing an enterprise's intangible information assets...

Knowledge management is a coordinated attempt to tap the unrealized potential for sharing and reuse that lies in an enterprise's collective consciousness."

Gartner Group

- "...providing the right information to the right decision-maker at the right time, thus creating the right conditions for new knowledge to be created."

Dow Chemical

- Knowledge management is a business strategy, best practice transfer, personal learning, customer intelligence, intellectual asset management, and innovation.

American Productivity & Quality Center





# ***Benchmarking***

- **The study of a competitor's product or business practices in order to improve the performance of one's own company**
- **We need to perform this as we reform our efficiencies**
  - **Clinger-Cohen Act of 1996**
  - **Section 508 Requirements**
- **Gen Jumper's 17 Beliefs of the Air Force**
  - **#17 - When performance is measured, it improves**
- **Benchmarking allows a tool that measures performance, which is paramount**



# ***Benchmarking Continued***

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## ■ **Five CEOK Goals**

**1- Decide/Define Ops Benchmarks**

**2- Establish Reliable Metrics and Portalize Them**

**3- Gather Sister Service Information**

**- USCG, Army (Builder), Navy**

**4- Process Data (IDW)**

**5- Recommend and Implement Changes in CE**

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## **WORK FORCE MANAGEMENT**



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**Capt Carolyn McCall**  
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**17 Dec 01**



# ***Work Force Management***

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- **What are our goals?**
  - **Our goal centers on imparting beneficial news to the Operations community and providing a direct link to solicit feedback on their working-level concerns**
  - **Our goal is to help make your jobs easier by showcasing our products and capabilities**



# ***Work Force Management***

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- **Some of our initiatives**
  - **Capturing training requirements for ACES modules (initial and sustainment)**
  - **Disseminating AFCESA “news” through the MAJCOMs to the Base Civil Engineers of the Air Force - better understanding their concerns and determining how AFCESA can minimize them**
  - **Quarterly Review of Publications**



# ***Work Force Management***

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- **The following publications will be forwarded to the MAJCOMs on a quarterly basis for review:**
  - Base Civil Engineer Self-Help Guide  
**(Initial MAJCOM Review completed)**
  - Service Contract Guide for Civil Engineers **(Jan 02)**
  - Operations Management **(Jan 02)**
  - Working in the OPS Flight Functions & Organization **(Apr 02)**
  - Working in the OPS Flight Maintenance Engineering **(Apr 02)**
  - Working in the OPS Flight Facility Maintenance **(Apr 02)**
  - Working in the OPS Flight Material Acquisition **(Jul 02)**
  - Working in the OPS Flight infrastructure Support **(Jul 02)**
  - Working in the Operations Flight Heavy Repair **(Jul 02)**

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## **Manpower**



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**17 Dec 01**

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# *Overview*

- **Career Progression Groups**
- **Reengineering**
- **Stressed Career Fields**
- **CE Squadron of the future**

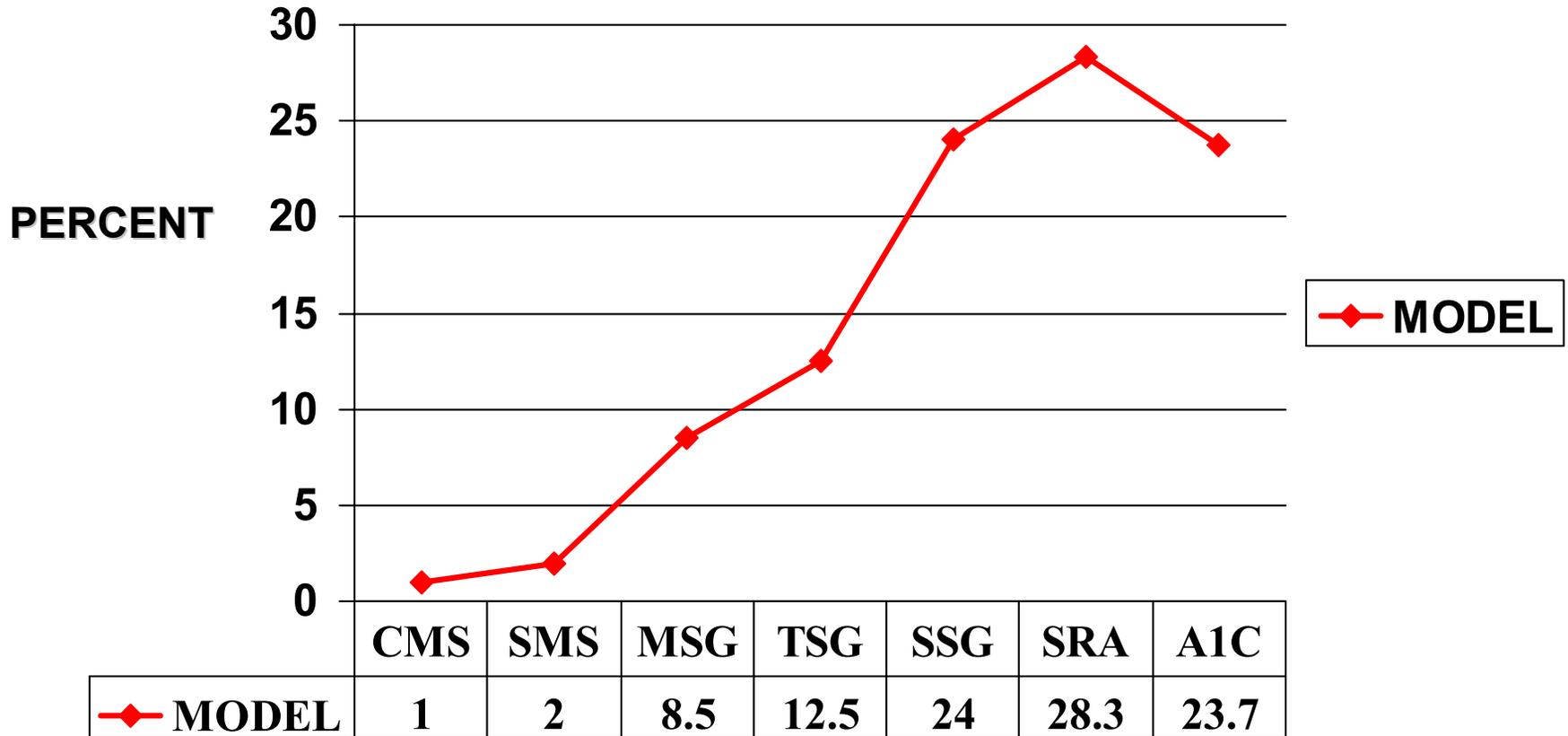


■ **Career Progression Group. A CPG equates to the first three digits of the Air Force Specialty. Examples:**

- **3E0 Electrical**
- **3E1 HVAC**
- **3E2 Pavements**
- **3E3 Structural**
- **3E4 Utilities**
- **3E5 Engineering**
- **3E6 Operations**
- **3E7 Fire**
- **3E8 EOD**
- **3E9 Readiness**

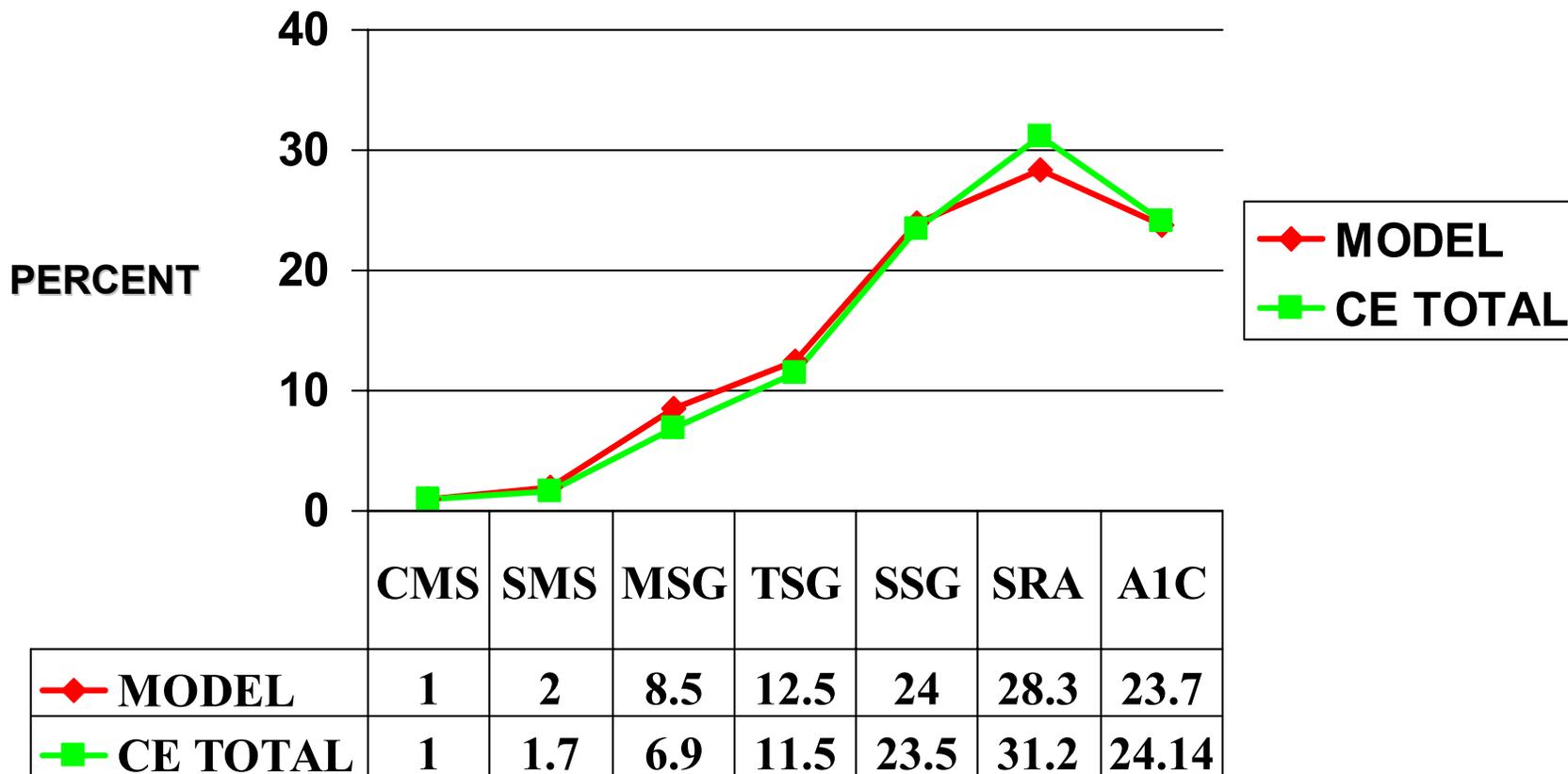


# CPG Model





# CE to Model





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# ***CPG Way Ahead***

- **Tentative FY03/04 CPG schedule**
  - **AF/XPM kick-off of FY03/04 Program – Dec 01/Jan 02**
    - **Baseline expected to be as of Dec 01**
  - **Air Staff functionals review grade factors - Feb/Mar 02**
    - **Opportunity to review and correct CPG career structure**
  - **AF/XPM issue “final” grade factors - Jun 02**
  - **MAJCOMs implement grade factors - Jul/Sep 02**



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# *Reengineering*

- **Program: A CSAF initiative. Annual Planning and Programming Guidance (APPG) rules:**
  - **Reengineer all Air Force Manpower Standards (AFMSs)**
  - **Conduct zero-based review**
  - **Eliminate all unfunded requirements**
  - **AFMIA “certify” new requirements**
  - **All current manpower determinates will be rescinded effective FY05, if not reengineered**



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# ***APPG Schedule***

**FY99-FY01**

**RED HORSE**

**Fire Protection**

**FY00-FY02**

**EOD**

**Readiness**

**FY02-FY04**

**Operations**

**Environmental**

**Resources**

**Engineering**

**Housing**



# *APPG Schedule \_ Status*

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**FY99-FY01**

**FY00-FY02**

**FY02-FY04**

**EOD**

**Operations**

**Readiness**

**Environmental**

**RED HORSE**

**Resources**

**Fire Protection**

**Engineering**

**Housing**



# ***Manpower Long Haul Review***

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- **11 Sep 2001**
- **Functional requested to identify stressed Career Fields**
  - **Shortfalls resulting from increased workload post 11 Sep 01**
- **Long Haul Task Force prioritized and scored each stressed career field**
  - **Band A - Top priority**
  - **Band B - Critical**
  - **Band C - Defer**



# ***CE Stressed Career Fields***

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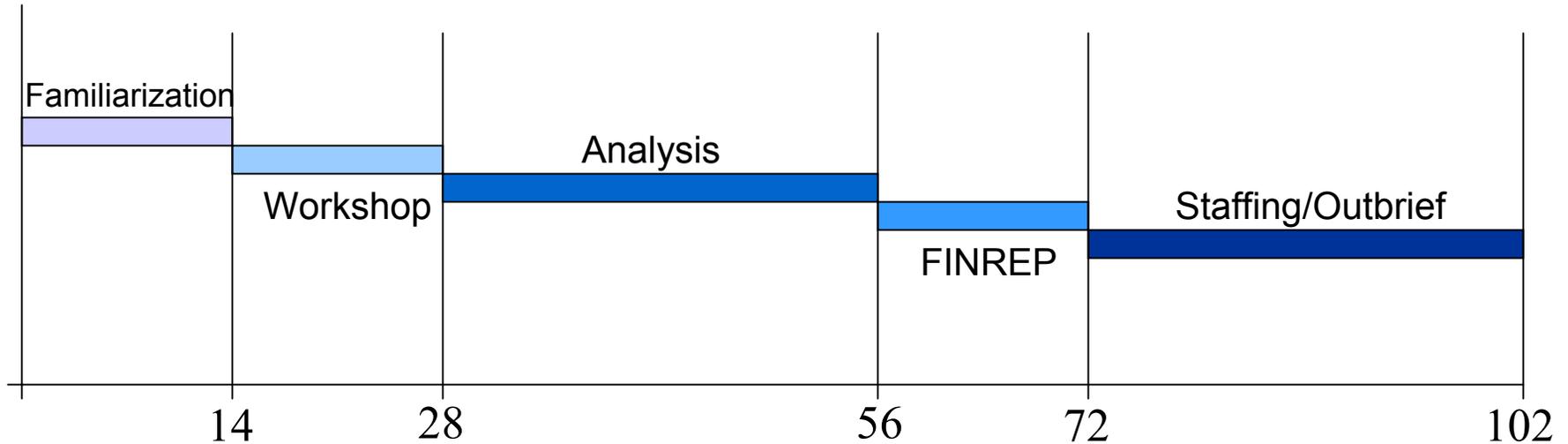
<u><b>BAND</b></u>	<u><b>Career Field</b></u>	<u><b>Requirements</b></u>
<b>A</b>	<b>Readiness, 3E9X1</b>	<b>2,130</b>
<b>A</b>	<b>EOD, 3E8X1</b>	<b>635</b>
<b>A</b>	<b>Fire Protection, 3E7X1</b>	<b>2,837</b>
<b>B</b>	<b>Electrical Power Pro, 3E0X2</b>	<b>297</b>
<b>B</b>	<b>Liquid Fuels, 3E4X1</b>	<b>144</b>
	<b>TOTAL</b>	<b>5,898</b>

**Work In Progress**



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# LH Study Timeline & Methodology





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# ***LH Review Way Ahead***

- **Reengineering/APPG back burner, but still a must do**
- **Long Haul Review front burner**
  - **Study results validation due end Apr 02 for POM submission for additional end strength**
- **APPG schedule to be updated after Long Haul Review**



# ***CE Squadron of the Future***

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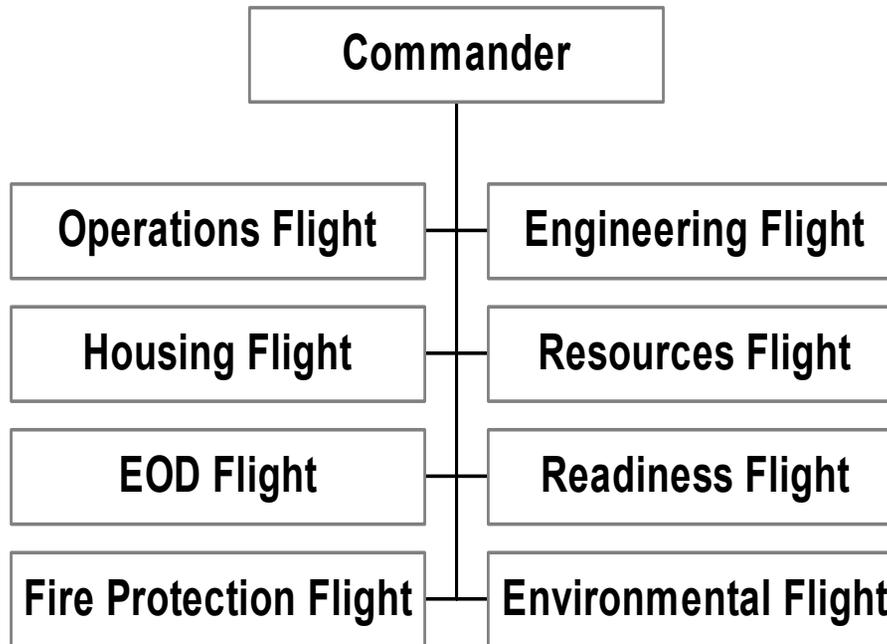
- **Quadrennial Defense Report**
  - **Capability Focused**
  - **A need for Expeditionary Engineers**
- **Civil Engineer Strategic Plan Volume Two**
  - **Core Competencies: Installation Engineering, Environmental Leadership, Housing Excellence, Emergency Services**
- **After 9/11, a changing Security environment**
  - **A need for Homeland Security and defense**
- **CS&P will continue**
- **AFMSs and standardized CE organization will continue**



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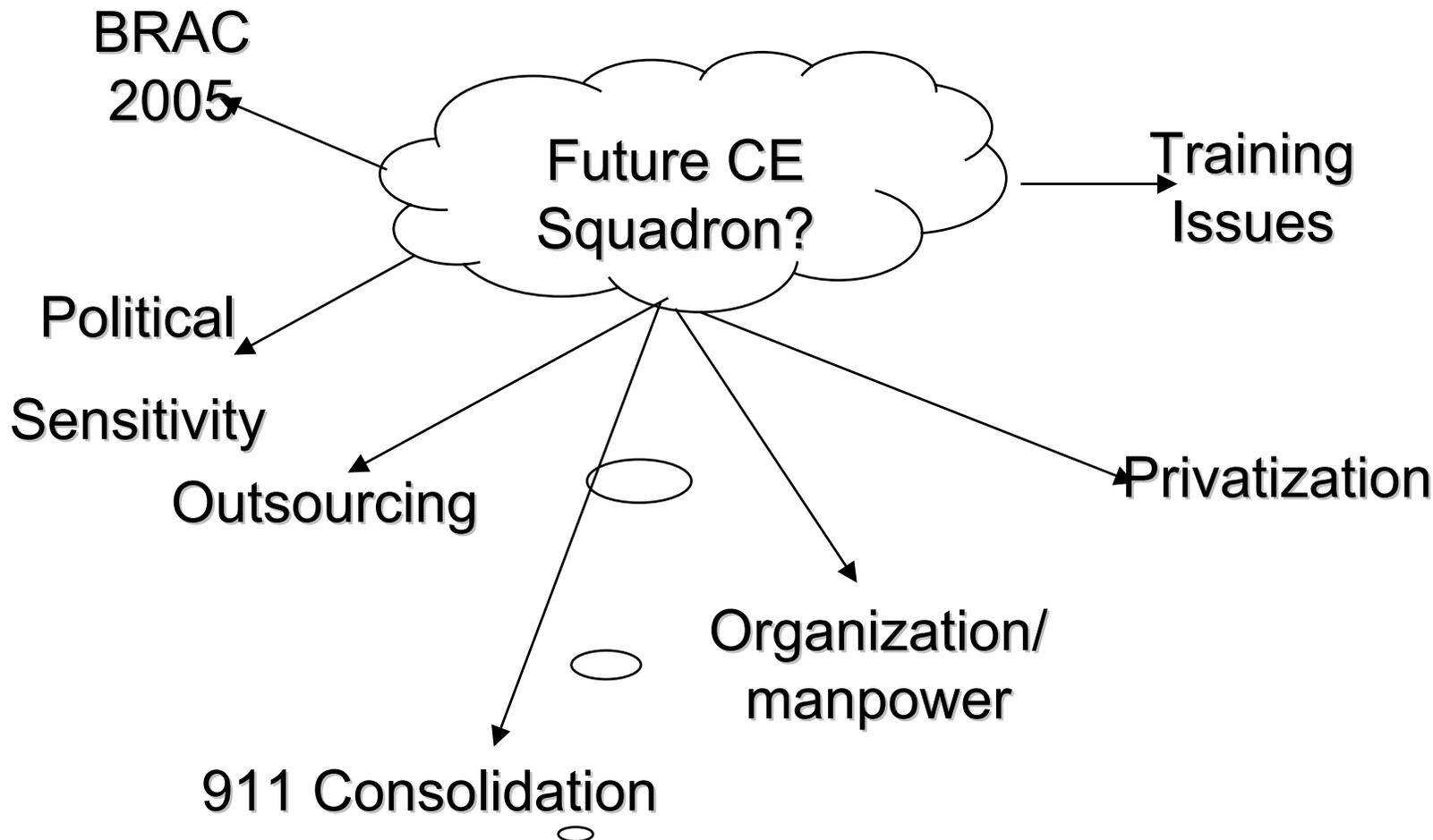
# *CE Squadron of the Future?*

**TODAY**





# CE Squadron of the Future?





# *Future CE Squadron Way Ahead*

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- **CE Squadron of the Future**
  - **AF/ILEX and AFCESA partnering to build models for CE Squadron to meet Core Competencies and QDR Defense goals**
  - **MAJCOMs will be involved in the process**
  - **Timeline and game plan...TBD**

# ***Headquarters U.S. Air Force***

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## **Logistics Update**

### **17 Dec 01**



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**17 Dec 01**

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# ***Issues Currently Being Worked***

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- **Contractor Operated Civil Engineer Supply Store (COCESS) Continues To Be At Forefront**
  - **Jan 01 HQ USAF/ILEXO, SAF/AQCO, SAF/AQC, HQ AFCESA/CEO, MAJCOM And Base Level IPT Reps Met With Industry Representatives At Dobbins ARB**
  - **Five Companies Participated - CCD, NG, SupplyCore, Fastenal Company, And EG&G**
  - **Corporate Statement of Work (SOW) Was Developed**
  - **MAJCOM CEs Reviewed Corporate SOW And Coordinated Between March And June 01**
  - **HQ AFCESA/CC, Colonel Barthold And HQ USAF/ILEX, Colonel Byers Recommended Mandate Of Corporate SOW While SAF/AQCO Recommended Eglin RFP**



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# ***Issues Currently Being Worked***

- **MGEN Robbins Mandated Corporate SOW For Bases And Highly Recommended Completed Eglin RFP**
- **Eglin And Mt. Home AFBs Currently Resoliciting Contracts - Process Ongoing Since June 01**
  - **Lessons Learned To Be Posted To HQ AFCESA Web Site To Help Other Bases**
- **Malmstrom And FE Warren AFBs Next In Window**
  - **Malmstrom Looking For New Contract For One Year Period Until Eglin And Mt. Home Contracts Awarded**
  - **Malmstrom Will Then Write Contract Based On Lessons Learned At Eglin And Mt. Home And Potential Adjustment To Corporate SOW**



# *Issues Currently Being Worked*

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- **Staff Assistance Visit (SAV)**
  - **Buckley AFB Recently Visited And Personnel Trained In Financial, Work Control, Operations Maintenance, Systems Administration, And Logistics**
  - **Incirlik AB TU To Receive HQ USAFE And HQ AFCESA Visit In Feb 02 - Contractor To Be Trained In Same Areas As Buckley**



# *Issues Currently Being Worked*

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- **ACES OPS IPT**
  - **Teams Being Dispatched In Jan 02 To Review And Grade Commercial Off-The-Shelf (COTs) Products**
    - **Four Products To Be Graded At Four Separate Locations**
  - **Government Off-The-Shelf (GOTs) Products To Be Considered**
  - **IPT, CCB, And ASG To Be Briefed On Team Recommendation Of Developing Either COTs/GOTs**

# ***Headquarters U.S. Air Force***

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## **Competitive Sourcing Program**



**MR. DON BLANCHARD (TRW)**

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# ***Competitive Sourcing Help Desk***

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- **Competitive Sourcing Help Desk (A-76)**
  - **Staffed with Manpower, Contracting, and CE expertise**
  - **Provides immediate answers to questions from the field**
  - **Provides current guidance, interprets directives, and assists bases in the rules of A-76**
  - **Provides and maintains templates on typical CE service contracts**
  - **Maintains AFCESA's Comp Sourcing and A-76 web sites**
  - **Prepares agenda and facilitates the annual CE, Contracting, and Industry Partnering Forum**
  - **Prepares Quarterly newsletters and periodic A-Grams**
  - **Provides assistance by phone, e-mail, or web**



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## ***Lessons Learned/Best Practices Workshop***

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- **Location: Atlanta GA, AmerSuites Hotel at Airport**
- **Dates: 26 – 27 Feb (Travel 25 & 28)**
- **Planned Attendance: ILEX, XPMS, SAF/AQCK, SAF/GQC, MAJCOM CE action officers, base-level individuals who have participated in cost comparisons/direct conversions and industry**
- **Purpose: To collect and share Lessons Learned/Best Practices from cost comparisons and direct conversions and make this information available to the field**
- **HQ AFCESA/CEOK POC Don Blanchard, DSN 523-6053**



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# ***Competitive Sourcing Contacts***

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## ■ **HQ AFCESA/CEOK**

**Ms. Patricia Coyle**

**DSN 523-6452**

**E-mail: [patricia.coyle@tyndall.af.mil](mailto:patricia.coyle@tyndall.af.mil)**

## ■ **Competitive Sourcing Help Desk**

**DSN 523-4970**

**E-mail: [CSHelpDesk@tyndall.af.mil](mailto:CSHelpDesk@tyndall.af.mil)**

# ***Headquarters U.S. Air Force***

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## **ACES Operations IPT Update**



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**17 Dec 01**



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# *Overview*

- **ACES History**
- **Recent ACES Operations Progress**
- **CY02 Schedule**

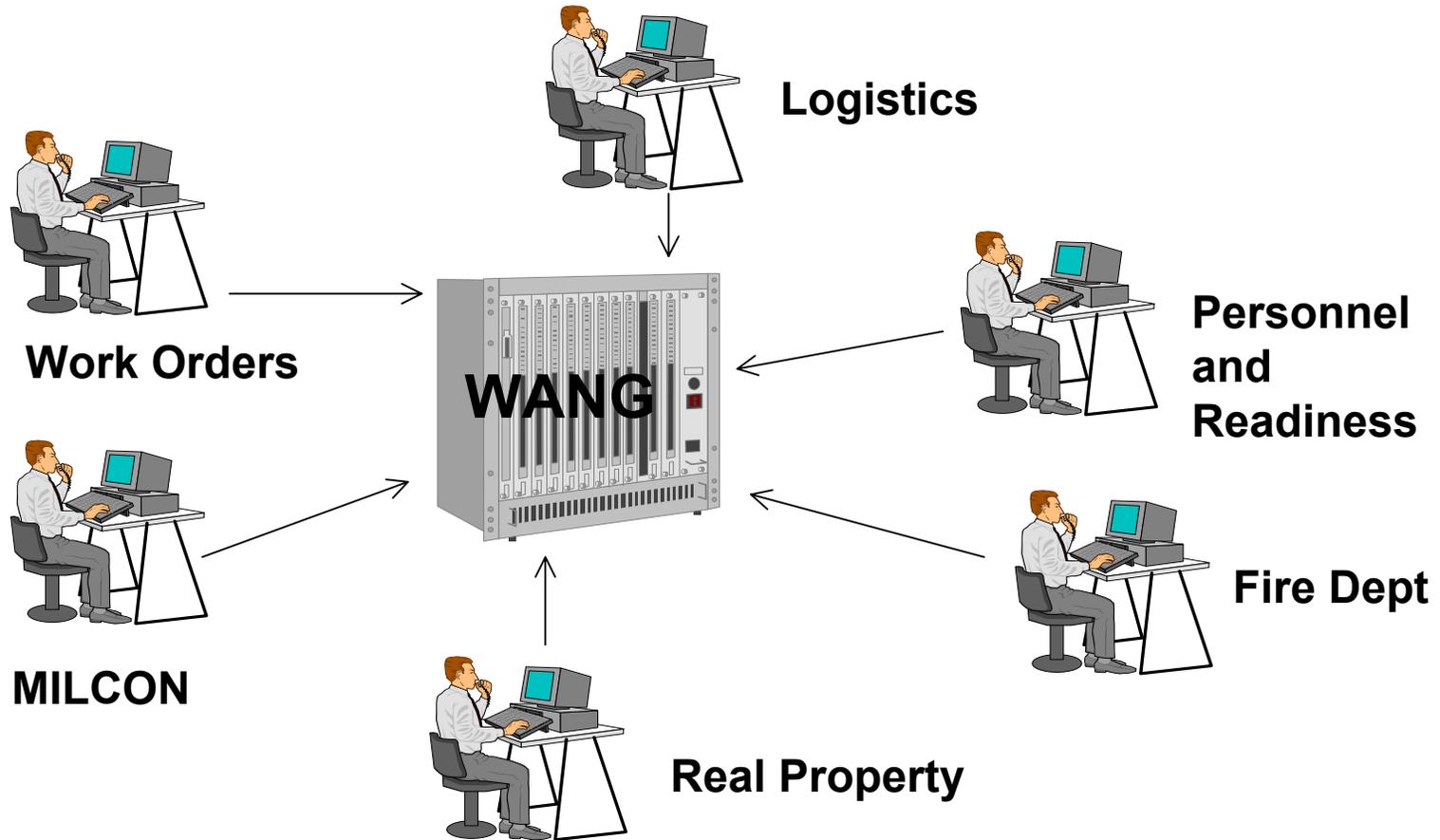


- **Base Engineer Automated Management System (BEAMS)--1970's**
  - **Mainframe application**
- **Work Information Management System (WIMS)--1983**
  - **Fielded on WANG Hardware in each CE Organization**
  - **WANG Wide Area Network**
  - **Functional applications and Office automation**
  - **Real time response for users**
- **Interim WIMS (IWIMS)--1992**
  - **All CE management information in single system**



# Original WIMS 1983-1991

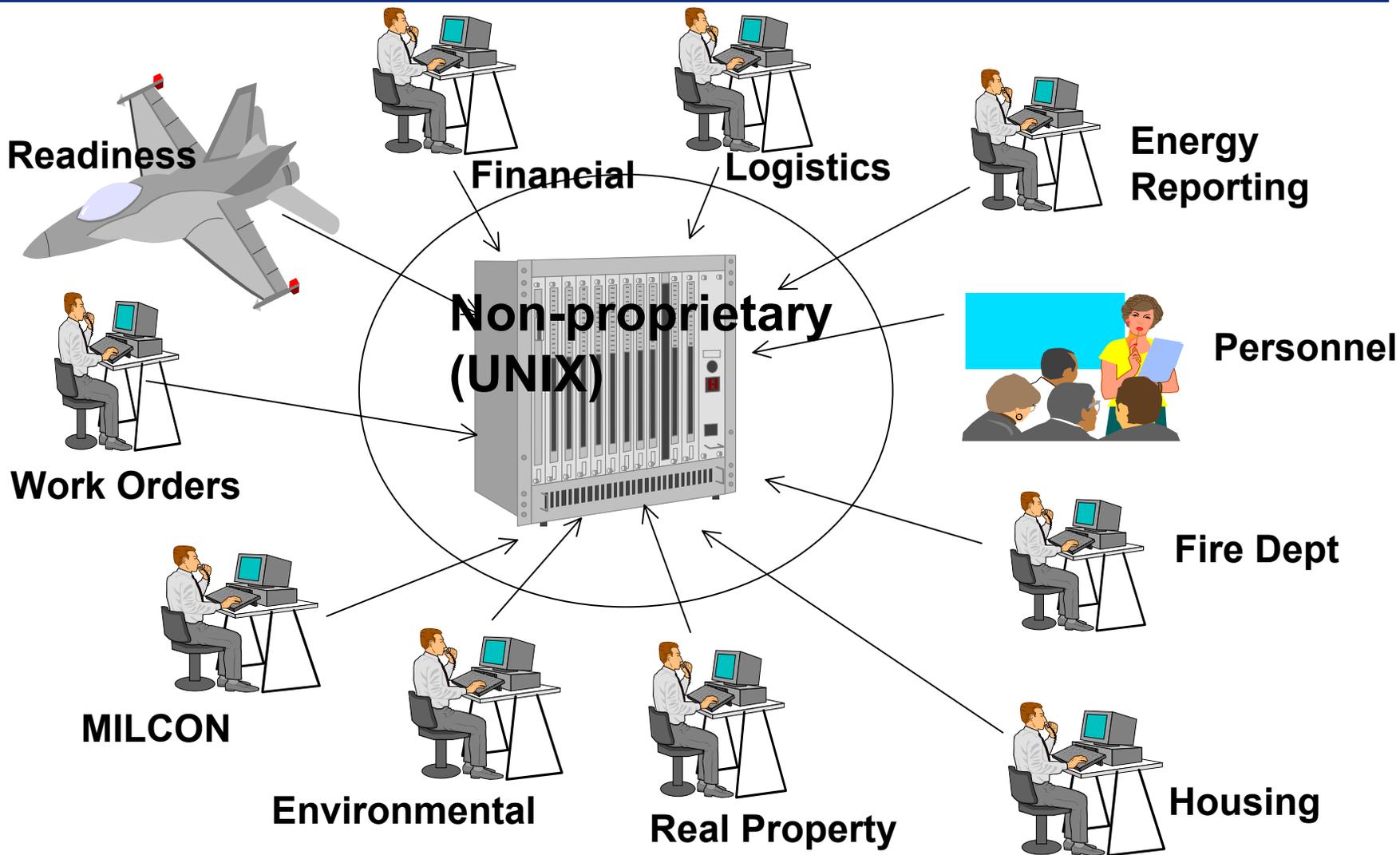
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# ***IWIMS 1992-present***





### ■ History:

- The Civil Engineer has funded the system development and sustainment since Defense Management Review Document (DMRD) 924
- There was no funding for Work Information Management System (WIMS) /IWIMS in the Standard Base Level Computer (SBLC) funding
- IWIMS transitioned from the WANG hardware to the regional environment to comply with DMRD 924 software development realignment
- The non-delivery of ACES under the GCSS contract in 1998 with Lockheed Martin Federal Systems (LMFS) resulted in extended IWIMS sustainment and spiral development for ACES software



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# *What is ACES?*

- **ACES is a reengineered, Oracle-based, relational database system that continues to be developed to replace IWIMS.**
- **ACES supports civil engineers at base level and higher headquarters in making wartime and peacetime readiness, deployment, facility requirements/utilization, and major construction decisions.**
- **ACES will be comprised subsystems supporting seven CE flights that will provide a means for resource tracking and making critical decisions in the management of seven CE functional areas.**



# ***Recent Progress***

- **Ops IPT VTC – 14 Mar 01**
- **Ops IPT Meeting – 19-20 Jun 01 – Finalized System Requirements**
- **Completed macro COTS/GOTS evaluation – 30 Jun 01**
  - **Developed List of Viable Candidates based on performance criteria – Cost was not considered**
    - **Caver-Morehead**
    - **MAXIMUS**
    - **MAXIMO**
    - **Synergen**
- **Automation Steering Group – 16 Jul 01**



# *Recent Progress*

- **Develop Logical Data Model**
  - ERD Workshop – 20-31 Aug 01
  - Workshop Results to SSG – 5-7 Sep 01
  - Complete Logical Data Model
  
- **Before**
  - Multiple development efforts by different contractors
  - Redundant tables
  - Non-standard data elements
  
- **After**
  - One logical database
  - Shared data
  - no redundancy
  - reflects 8320 data standards



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# ***Recent Progress***

- **5-Year Life Cycle Cost Analysis - 30 Sep 01**
  - **Caver-Morehead - \$613K**
  - **MAXIMUS - \$12.3M**
  - **MAXIMO - \$26M**
  - **Synergen - \$40.6M**
  - **Included: Basic Price of Application, All Modules, Enterprise License, Implementation Costs, Training Costs, Annual Maintenance Costs**
  
- **Developed COTS Eval Scenarios/Checklists - 10-17 Oct 01**
  
- **Ops IPT Meeting - 30-31 Oct 01**
  - **Validated COTS Eval Scenarios/Checklists**



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# ***Recent Progress***

- **Configuration Control Board – 7 Nov 01**
  
- **MAXIMO Pre-Site Survey**
  - **14 Nov – Edwards AFB, CA**
  - **15 Nov – Peterson AFB, CO**
  - **13 Dec – Kennedy Space Center, FL**
  
- **Performed Dry Run on ANG Integrated Engineer Management System (IEMS) – 27-29 Nov 01**



# ***CY02 Schedule***

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- **Dec 02 -- Executive Oversight Panel Coordination**
- **10 Jan 02 -- ASG Briefing, Scott AFB, IL**
- **Jan 02 -- COTS Analysis**
  - **Synergen, Arnold AFS, TN**
  - **MAXIMUS (Asset Works), Florida State Univ., FL**
  - **Caver-Morehead, Orange County Public Works, CA**
  - **MAXIMO, TBD**
- **28 Jan - 8 Feb 02 -- COTS Tech Eval, Gunter Annex, AL**
- **12-14 Feb 02 -- Ops IPT Mtg, San Antonio, TX**
- **21 Feb 02 -- Brief the Executive Oversight Panel (VTC)**
- **26 Feb 02 -- Brief the Configuration Control Board (VTC)**
- **5 Mar 02 -- Brief the Automation Steering Group (VTC)**



- **NEXT VTC AGENDA**
  - **SNOW & ICE VEHICLES**
  - **MEEP PROGAM**
  - **TRAINING ISSUES**
  
- **Estimated date/timeframe: Mar 02**
  
- **What are your concerns? We would like to discuss/research topics you want to hear about. Let us Know Your Concerns.**

|

The image features two F-16 fighter jets in formation, flying upwards and to the right. They are painted in a camouflage pattern of green, brown, and grey, with red and white stripes on the wings and tail. The background is a large, stylized American flag with blue, white, and red stripes and stars. The word "COMMENTS" is written in bold, yellow, sans-serif capital letters across the center of the image.

**COMMENTS**



# *Work Force Management*

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## ■ **Back-UP Slides**



# ***Work Force Management***

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<b>ACES MODULES</b>	<b>Initial Training</b>	<b>Sustainment Training</b>
<b>Systems Administration</b>		
<b>Environmental</b>		
<b>Real Property</b>		<b>Research ANG System for Benchmarking</b>
<b>Program Management</b>		<b>Working on Approach</b>
<b>Housing Management</b>		
<b>Fire Department</b>		<b>Working on Approach</b>
<b>Readiness</b>	<b>Web-based training; train-the-trainer</b>	<b>Proposed Web-based Training</b>
<b>Operations</b>	<b>Initial Training Plan (2003)</b>	<b>Web-based training Given @ Sheppherd</b>