Air Force Studies and Analyses Agency

Strategic Plan

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INTRODUCTION

The Air Force's vision is **Air Force people building the world's most respected air and space force ... global power and reach for America**. To ensure our activities are focused to help make this vision a reality, the men and women of the Air Force Studies and Analyses Agency (AFSAA) have adopted a Quality Air Force (QAF) approach. By emphasizing quality, we feel we will provide the most effective and efficient way of meeting our mission requirements. Simply put, quality is the process of building and meeting the needs of our customers in the analyses and services we provide.

QAF is a philosophy built on commitment to continuous and measurable improvement achieved through a working climate of effective teamwork, trust and an absolute attention to customer requirements. QAF is not a destination, but rather a never-ending journey toward improvement.

This document combines the AFSAA Quality Implementation Plan with our continued strategic planning process to help the people and organizations of AFSAA improve performance by defining concrete organizational goals. As we achieve these goals, we intend to grow in both our understanding of and commitment to quality in every aspect of our operation. Developed in concert with the Agency's leadership, this plan offers philosophy, guidance and a timeline for action to help pace our organizational growth over the next few years.

Fundamental to our journey is an awareness and understanding of the Air Force mission:

To defend the United States through control and exploitation of air and space.

The mission of the Air Force Studies and Analyses Agency was crafted with this mission in mind. As the premier analytic organization in the Air Force, our job is to support senior leaders and the Air Force by providing them with appropriate analyses, insights, models and simulations to help create and maintain the appropriate force to execute this mission. Accordingly, the AFSAA mission is:

To provide senior Air Force leaders with quality decision-aiding analyses, and foster excellence in modeling and simulation

We believe the most effective way to meet our mission requirements and contribute to the goals and missions of the Air Force is to embrace the Quality Culture.

Our value added is encompassed by the AFSAA value statement:

A team of experienced professionals leading the analytic community with timely, credible, operationally-oriented analyses to keep America's Air Force number one.

PHILOSOPHY

We believe that the single most important factor in a unit's long-term mission success is commitment to quality. The key factor in any organization's commitment to quality is the level of commitment demonstrated by the unit's leadership. The leadership of AFSAA has pledged itself to fostering the growth of quality at all levels of the organization. We intend to do this by adopting six points that could be said to encompass the Quality Air Force style.

1. **Create a working climate that inspires trust, teamwork, quality and pride.** Actions speak louder than words. Leaders must not only talk the talk, they must walk the walk. Those of us who serve in AFSAA today are the beneficiaries of years of focus on excellence of delivery of our product. However, we haven't always looked at how that excellence in output was achieved. If the leader or supervisor micromanages the work force, makes all decisions at the top, and tells the workers not only what to do, but how to do it, then the climate will not reflect quality even if the studies are accomplished. Leaders must marshal the resources and then provide guidance, coaching, vision, priorities, and a sense of direction. At the same time, those at the top must rely on their people to get the job done. Continuous communication helps avoid misunderstandings, elevates good ideas quickly, and insures that changes are understood at all organizational levels so that focus can be maintained. Those actions which foster trust, teamwork, and pride need to be reinforced; those actions which undermine trust and teamwork need to be identified and eliminated. Communication, through active involvement, is the key.

2. **Give everyone a stake in the mission and its outcome.** Empowerment and ownership of processes and products make the unit's mission everyone's mission. All members need to understand how they fit into the overall plan and how their contribution helps the team. Within AFSAA, we need to identify those key performance measures which chart our success through time. Eventually, we'd like to measure our progress and post charts in each work center so all members of the organization can see how well we're meeting standards and achieving goals. The standards themselves, like every other aspect of our quality culture, will need continuous refinement to ensure we've selected the right things to measure and are measuring them in the right way. What's important is that everyone in the organization needs to know they're contributing to mission success. Given this starting point, our people can focus on how to do things smarter and more effectively. We shouldn't do something just because "it's always been done that way;" instead, we should find out what's important in what we do and work to improve it. When we do this, we are on the cutting edge of the quality culture.

3. **Delegate responsibility and authority, and accept accountability.** In an era of reduction, it is sometimes difficult to remember that mistakes are a normal part of the human condition, and that admitting to problems is a strength, not a weakness. If we think about those leaders and workers we most admire, we will find that they are not the ones who never make mistakes. Rather, they are the ones who take responsibility for their errors and then, with the help of their office mates and customers, figure out ways to fix the problems for the future. The first step in correcting a problem or improving a situation is recognizing that the problem exists. The second step is to get the professionals involved. Air Force people are professionals. We've spent countless hours and untold resources in developing the best trained aerospace professionals in the world. Leaders need to trust the professionals to get the job done. Supervisors should delegate responsibility to the lowest possible level to make use of everyone's expertise. Maintaining accountability insures that communication will flow both up and down the chain of command to provide the continuous improvement that we seek.

4. **Set goals, measure progress, and reward performance.** Goals are the steps to continuous improvement, a means to an end. Within AFSAA, these have been established to support the broad contribution areas listed in our organization document. Agency goals need to be supported by division goals, which are in turn supported by specific and measurable branch goals. As we evolve in our quality culture, goals at all levels will be stated more clearly and provide a better linkage to the overall Agency mission. This has to be an iterative process, using the knowledge we gain as we grow to provide better focus and more reliable measurement of the right variables. In many cases, we have selected goals because of their ease of measurement, rather than because of their importance to the mission.

Where we can, we are trying to change this reality so that we measure only what is important. When we achieve goals, we need to reward our people and recognize their contributions to our success.

5. **Deliver quality products to all our customers.** AFSAA has identified a broad range of external customers from the Chief of Staff, the AF/XO, and the Director Modeling, Simulation and Analysis, to the rest of the Air Staff, Major Commands, Secretariat, Joint Staff, OSD, and the Congress. Because of our functional position, our focus needs to be on the Air Force senior leadership resident within the Pentagon, although at times we may be working for customers from a much wider spectrum. Satisfying customers' needs is crucial to the quality culture. We need to ask our customers how satisfied they are with our product or service. Customers need to explain what they need, why they need it, when they want it, and how they expect it to be delivered. By providing a product that meets requirements and performs to expectations, we will build a mutual bond of trust, teamwork, pride and excellence. With analysis it is particularly important to provide both what the customer asks for as well as what the customer needs to hear.

6. **Strive for a culture of continuous improvement.** We need to change our culture from one which views the organization from a manager's point of view to one which sees it from a leader's perspective. As one book puts it, "Managers do things right; leaders do the right things." A quality culture requires open-minded, accessible leadership willing to listen to and to empower their people to improve whatever processes they are responsible for. At every level, we must learn to do it better, to respond more quickly, and to complete it more efficiently. We must learn how to incorporate continuous process improvement, and be willing to change in order to implement the innovative ideas that our people give us so we can make our unit better in the future. Only in this way will we be able to meet the challenges of the next decade and beyond.

To accomplish this in AFSAA, we pledge to our customers:

- To be honest, unbiased, and objective professionals, committed to quality, teamwork, and continuous improvement in support of our customers.

- To seek and use state-of-the-art technology in producing our product.

- To provide quality, timely, comprehensive, and understandable analyses to illuminate decision options.

MISSION AND KEY RESULT AREAS

As stated in the introduction, our mission is **to provide senior Air Force leaders with quality decision-aiding analyses, and foster excellence in modeling and simulation.** In fulfilling our mission, the members of AFSAA must reflect the core values and basic principles of the Quality Air Force. Our core values are **integrity, service above self, and objectivity**. By adhering to these values, we will have the greatest potential for mission success.

Key result areas, or critical issues or processes as they are called elsewhere, are those areas without which the mission cannot be accomplished. Leadership has selected five areas which are reflected in the unit goals and which define the success of AFSAA's programs and ultimately our ability to fulfill our mission. These key result areas/strategic goals are:

> **STUDIES -- Conduct studies and analyses, explore new concepts and provide expertise and advice to meet short-term and long-term requirements of our customers.**
>
> **MODELS -- Help the Air Force acquire and manage state-of-the-art models, simulations, data systems and computer architectures necessary to support the analysis effort.**
>
> **PEOPLE -- Recruit, train and motivate the people necessary to assure organizational success; execute specific responsibility for advising Air Force leadership on professional and career development matters for analysts throughout the service.**
>
> **ENVIRONMENT -- Provide the physical structure and create the environment necessary to optimize the effectiveness of all our people.**
>
> **REPRESENTATION/CONSULTATION -- Represent the interests of AFSAA, AF/XOM, Air Force, and DoD on advisory councils and committees; coordinate and recommend action on policy matters affecting modeling, simulation and analysis (MS&A) within the Air Force and the Department of Defense.**

Together, these strategic goals are designed to focus our AFSAA leadership to develop better measures of unit success, and guide the construction of appropriate training and process improvement implementation plans within the Agency.

AFSAA GOALS AND OBJECTIVES

The remaining sections of this plan expand on the strategic goals and objectives. Milestones should not be construed as a limit to any accelerated progress. Rather, they are guidelines to help pace the organization and help AFSAA focus on the right issues to achieve overall mission successes.

In order to track how well we are achieving our goals and objectives, we have developed a set of metrics as a departure point of measurement. These metrics are by no means all inclusive, or meant to be used in a negative manner. The list of metrics may be added to, deleted from, or modified as we learn more of measures which are meaningful to our mission and goals. These metrics will be reviewed during AFSAA staff meetings as a tool to understand where we are going, and how to make quality adjustments to meet our goals.

I. Goal: Conduct studies and analyses, explore new concepts and provide expertise and advice to meet short-term and long-term customer requirements

Desired Outcome. Conducting studies and analyses is the primary process of AFSAA. Our intention is to be the best at what we do: a leader in the analytical field. We will adopt appropriate management processes to ensure that analytic resources within the Agency are focused on those study efforts with the greatest potential to meet our customer needs. Ultimately, our studies will be timely, credible and reproducible, as well as documented in sufficient detail to be useful to future analysts and decision makers.

Current Situation. Organizational change, downsizing, and new functions and customers have caused AFSAA to abandon study development processes developed in the past due to their inflexibility, large time demands, and inability to facilitate analyses to meet user needs. While products are still provided to customers, the lack of a well understood process hampers the ability of the agency to assure consistent quality and focus in its studies.

Strategy. Use process action team methodology to study and document processes to select, initiate and conduct studies, define expected products, and ensure quality efforts. Use the selected processes in the conduct of current and future studies. Use selected metrics to measure how objectives are being met.

Objective 1.1: Provide a formal study and documentation process for all AFSAA studies and analyses.

Task 1.1.1	Develop a process to ensure studies are conducted and documented in a timely and thorough manner. (OPR: SAN/SAZ -- ECD: Apr 95).
Task 1.1.2	Ensure AFSAA study efforts achieve appropriate dissemination. Products may include briefings, short papers, and documented studies to support decision makers and to lay the groundwork for future efforts. (OPR: SAM ECD: Apr 95)
Task 1.1.3	In conjunction with our customers, update, publish and disseminate an annual study plan. (OPR: CC ECD: Jul 95)
Task 1.1.4	Publish an annual summary of major AFSAA studies and analyses. (OPR: SAM. ECD: Sep 95)

Objective 1.2: Conduct accurate and timely studies, supporting customer needs. Reference the AFSAA Study Plan for a comprehensive summary of planned study efforts to support customers.

Metrics: Use the following metrics to evaluate how well we are achieving the goals/objectives (* indicates variables reported to AFSAA/CC on a monthly basis. Other variables may be tracked on an as required basis by divisions and branches):

* Number Completed
* Number Ongoing
  Number Deferred/Denied
* Time to Complete
  Interim Milestones
* Customer Survey, related to:
  - Timeliness
  - Adequacy
  - Innovation
  - Feedback
* SARG Review - (With a "Grade")
* Percent Complete of 95 Study Plan
  - Archived (Report)
* Number of (groups/Generals/etc.) briefed
  Briefing effectiveness
  Percent Late
  "Star" count per study per year (month/quarter)
  Number of times required to clear SARG
* Average dollar value of decision being influenced
* Percent of available branch person-hours devoted to planned studies, quick-looks and other activities

II. Goal: Help the Air Force acquire and manage state-of-the-art models, simulations, data systems and computer architectures necessary to support the analysis effort.

Desired Outcome. AFSAA will have available a family of models, appropriate databases and the hardware architecture necessary to support them, which is state-of-the-art, appropriate to Air Staff level studies of interest and is fully verified and validated.

Current Situation. AFSAA has benefited from the development of a broad range of legacy models to apply to ongoing study efforts many of which do not incorporate the highest standards of documentation, validation, or verification. Despite this, AFSAA study efforts have provided in the past, and continue to provide, our senior leadership with viable options for our most visible and difficult Air Force acquisition, funding, and procurement decisions. We need to remain in the analytical lead by improving the credibility, realism, and the technology of our MS&A tools. This will require overcoming the current incompleteness in documentation, verification and validation, simplifying and increasing the efficiently of our data management process, and developing a clear path for capability upgrades and the incorporation of new technologies and software into our model architectures.

Strategy. AFSAA will identify methodologies and tools to develop efficient internal analytical procedures, adapt new technologies to the analysis processes, and apply lessons learned to facilitate the adoption of emerging technologies. AFSAA will also define and develop an overarching process to enhance analyses by providing modeling and simulation capabilities to senior Air Force decision makers. To do this, AFSAA will continue to refine the Air Force's premier modeling and simulation facility, the Theater Battle Arena (TBA) , to facilitate decisions on current and future Air Force Programs, operational capabilities, and mission concept explorations.

Objective 2.1: Develop and manage models and tools to accomplish studies.

Task 2.1.1 Develop a roadmap of model development and upgrades, working towards non-proliferation of modeling.

Task 2.1.2 Ensure adequate model verification and validation (V&V) steps are accomplished, to include model documentation.

Task 2.1.3 Database management - work towards common (interoperable) databases within AFSAA and the analytical community

Objective 2.2: Continue development and refinement of the TBA. Develop and implement distributive interactive systems (DIS) to appropriately apply modeling, simulation, and analysis to the Air Force decision process. Reference the TBA Analytical Roadmap for further details.

Metrics: Use the following metrics to evaluate how well we are meeting the goal/objectives:

* No of users of model (percent change)
* Money sent from outside AFSAA (Percent)
* Current Budget cost (Percent)
* Dollars saved by model consolidation
  Percent of lines of code completed
* Percent V&V Completed
  Contractor Support
    Responsiveness (Timeliness)
* Model Users' Survey
  Percentage of Agency (Model) Budget for
    Model Upgrades
    R&D
    V&V
    Model Maintenance
  Training Availability
  Number of Studies Using Model
* Number of users per model and next highest model

III. Goal: Recruit, train, and motivate the people necessary to assure organization success. Also, advise Air Force leadership on professional and career development matters for analysts and support personnel.

Desired Outcome. In order to successfully achieve our mission and goals, we must ensure we hire the best people and plan for the proper training to allow them to perform quality work, and provide the proper motivation from the top down. Additionally, in the area of professional development, AFSAA will help lead the Air Force Analytic Community (AFAC) through the continued growth of an advisory council and an Air Force Operations Research Society (AFORS) association. Matters of interest will be raised to leadership attention, and the AFAC, as a whole, will respond more effectively to meet Air Force needs.

Current Situation. As the organization has downsized and mission has been modified, our people have been required to do more with less. To expect this from our people, we need to ensure they have all the tools they need and have the best environment possible to make their task achievable. Also, we need to provide them a clear path for personal and professional growth, both within and outside the agency. In the area of professional associations, no clear organization or well coordinated community exists. As a result, information does not flow effectively through the community, hampering the AFAC's ability to

respond quickly to Air Force requirements or to advise senior leadership of important developments in the field.

Strategy. AFSAA will continue to hire high quality personnel and ensure we provide the appropriate training to accomplish the mission. AFSAA will take the lead in coordinating within the Air Staff and the AFAC community to establish the appropriate mechanisms to facilitate the needed communication.

Objective 3.1: Recruit the best possible military and civilian people for the organization

Task 3.1.1 Identify long term skill needs within the organization; work through in-house and external personnel systems to identify and contact personnel with appropriate talents. Assure new recruits are identified 90 days prior to vacancy.

Task 3.1.2 Develop a career development planning process for assigned civilians. (OPR: SAN ECD: Sep 95)

Task 3.1.3 Review/adjust the mix of academic degrees and AFSCs within our personnel authorizations. (OPR: SAZ ECD: Aug 95)

Objective 3.2: Provide adequate training for our people

Task 3.2.1 Computer Support -- Reevaluate an optimum structure for providing computer support for our divisions. Set up a schedule of computer training to meet our peoples' needs. (OPR: SAM - ECD: Mar 95)

Task 3.2.2 Administrative Training -- Establish a periodic training period for all administrative support. Publish focus items for the next month during the last week of the preceding month. Adjust training to meet the needs of our people. (OPR: CCE: ECD: Mar 95)

Task 3.2.3 Total Quality Training. AFSAA will take maximum advantage of "free" QAF training sponsored by AF/PEQ and AFQI trainers by providing this training to all its personnel when appropriate. This core education set of courses will be supplemented for a cross-section of assigned personnel by participation in quality community professional development seminars and courses of instruction. The Quality Advisor will acquire and maintain a resource library of quality literature and video tapes sufficient to meet our continuing total quality education needs. (OPR: Quality Advisor ECD: Apr 95)

Task 3.2.4 Computer model training -- Ensure all major models establish a regular training schedule, to include first-time training for new personnel. (OPR: Divisions)

Objective 3.3: Support the growing cohesion of the Air Force Analytical Community (AFAC)

Task 3.3.1 Expand membership base for the Air Force Operations Research Society (AFORS). (OPR: SAN ECD: Sep 95)

Task 3.3.2 Conduct an expanded AFORS Symposium that increases participation by 25%. (OPR: SAL ECD: Oct 95)

Objective 3.4: Support the Air Force Analytical Community Steering Group (AFACSG).

Objective 3.5: Provide and track career development opportunities for Air Force analysts.

Task 3.5.1 Manage the Advanced Academic Degree program. (OPR: SAZ)

Task 3.5.2 Develop a gameplan for analyst career development. (OPR: SAN/SAZ)

Metrics: Use the following metrics to evaluate how well we are meeting the goal/objectives

Stress Level (Survey)
* Filling Personnel Vacancies
    Number of applicants
    Number of days to fill vacant slots
    Number or slots filled by qualified personnel
UCMJ actions
* OPR/EPR Timeliness
* IG Complaints
Social Actions
* Number of weekend/evening hours worked
* Ergometry results
* Papers published
Awards received/nominated
* Training hours per Person
* Promotions/School Selection Rates
Follow-on Assignments
* "Quality of Life" Surveys
Time Spent on Additional Duties
* Time Spent TDY
Absenteeism
Length of Tour/Assignment (AFSAA)
* Percentage of Missed Suspenses

IV. Goal: Provide the physical structure and create the environment necessary to optimize the effectiveness of our people.

Desired Outcome. As AFSAA continues on its quality journey, we are committed to improving the physical structure and environment of our work place. We have adopted the quality implementation organizational structure described below, and we intend to use this structure to guide the Agency through the quality implementation process. The end result we are seeking is a quality organization that affects the values, guiding principles, and style of the Quality Air Force and as a result meets its mission objectives. With quality as the hallmark of the environment, the Agency can guarantee its ability to recruit and train the people who are so necessary for its success.

Current Situation/Strategy. The primary strategy to create the quality environment will be to implement and use our new quality structure to meet the needs of our organization. The structure must not be cumbersome or binding -- it should foster quality within each individual of the organization -- the true path to a quality organization. Additionally, the Pentagon Renovation Plan calls for AFSAA to move from the Pentagon to an alternate office space in early 1996, which presents a challenge to providing a stable and quality environment for our workers.

QUALITY STRUCTURE: AFSAA's quality structure will be dynamic and sufficient to maintain the Agency's quality journey. As a minimum, this structure will include a quality council, a quality advisor, and process action teams (PATs).

- QUALITY COUNCIL: the senior management forum that provides leadership, general guidance, and direction for the implementation and continuous growth of quality management within AFSAA. Membership consists of the following voting members:

AFSAA/CC (Chairman)

AFSAA/SAG	AFSAA/SAN
AFSAA/SAM	AFSAA/SAS

The AFSAA Quality Advisor will serve as the council's recorder and is a non-voting member.

The Quality Council will meet weekly in concert with the Agency's staff meeting and other times at the direction of the Chairman.

RESPONSIBILITIES: The primary responsibility of the Quality Council is to establish and guide the long-term direction of AFSAA. Specific responsibilities are:

- Maintain the Strategic Plan and other supporting Agency activity as dictated by mission changes and maturity of the Agency's quality journey.

- Reinforce leadership commitment to recognize that improvement is a continuous process, and that everyone should participate.

- Identify agency-wide improvement opportunities and establish PATs to recommend options to the Quality Council.

- Develop a charter for each PAT appointed by the Council, to include defining and limiting the scope of projects, and evaluating PAT progress.

- Evaluate the PATs' recommended process improvements, select improvements for implementation, and ensure those improvements are implemented.

- Develop and implement a recognition/award process for quality efforts.

- Select recipient(s) for special achievements recognition.

- QUALITY ADVISOR: Appointed by the Quality Council Chairman as a non-voting member and advisor to the Quality Council.

RESPONSIBILITIES:

- Acquires sufficient training and maintains adequate contact with outside sources to serve as the Agency authority on all quality issues.

- Acts as focal point for agency quality issues.

- Assists in determining training needs, identifying resources to meet those needs, and ensuring that training received meets Agency requirements.

- Monitors activities of PATs.

- Assists in the recruitment and training of quality facilitators.

- Collects raw data to create and maintain a database of quality data, to include achievement of strategic planning goals, process improvement proposals, PAT charters, PAT interim/final reports, success of implemented process improvements, and lessons learned.

- Prepares an annual report.

- PROCESS ACTION TEAMS (PATs): PATs are the primary mechanism through which process improvement is achieved. Team members work together to solve a problem, or to analyze processes

and recommend process improvement. Team members use the continuous process improvement (plan, do, check, act) cycle. PATs can be chartered by any level within the chain of command (Quality Council, Division, etc.). A PAT's charter should include a specific task or problem to be solved. PATs are disbanded upon completion of the team project.

MEMBERSHIP: PAT membership is limited to the number essential to perform its assigned task (usually five to eight persons) and a quality coordinator assigned by the Quality Council or the Division. A key member is the Team Leader, who is highly knowledgeable in the process of which the problem is addressed. Functional representation may include the following:

- Both supplier and customer for the process to be analyzed for improvement.

- Organizational and functional experts for the process.

- Other representation deemed appropriate to the project.

FUNCTION: Each PAT plays its part in the Quality Air Force by improving the process it is established to analyze. By understanding the process, what is wrong, or how to improve, the team helps achieve a culture of continuous improvement. In getting started, or in describing its progress, a PAT may find it useful to refer to a standard problem solving approach or schema or to use standard analytic techniques. Specific steps could include:

- Definition -- What is the problem?

- Information gathering -- What are the relevant facts or data?

- Modeling -- Formulating hypotheses.

- Testing and model -- Verifying hypotheses.

- Evaluate -- Analyzing results of applying a tested model.

- Product -- Packaging analytic results and presenting solutions.

- Feedback -- As necessary, iterate a step or return to an earlier step.

This schema is only a point of departure. Each PAT should feel free to adopt its own style to improve the process. The objective is to solve problems as necessary to improve performance, and there are many paths.

Objective 4.1: Provide the highest quality environment for our people.

Task 4.1.1 Build and maintain a quality establishment and environment within AFSAA.

- Establish, integrate, and institutionalize a quality approach in AFSAA with active participation and commitment of senior leadership, and dedication of resources for quality management implementation.

Task 4.1.2 Build a computer roadmap which ensures our people have the best quality equipment to accomplish their jobs. (OPR: SAMC ECD: Jul 95)

- Formalize/update an AFSAA computer equipment plan.
  -- Hardware/platform architecture to meet user needs.
  -- Software commonalty/data transfer both within AFSAA and with the Air Staff/other customers

Objective 4.2: Improve the physical plant of the AFSAA space.

Task 4.2.1 Complete office equipment and furnishings upgrade; prepare a long-term replacement plan. (OPR: CCE ECD: Sep 95)

Task 4.2.1 Facilities -- Continue work with Air Staff, Secretariat, and the Pentagon Renovation and Planning Office (PR&PO) to complete identification and justification of current floor space; prepare long-term plan for optimal AFSAA arrangement in Pentagon refurbishment plan and in a new temporary location in accordance with the SAF/AAX guidance. (OPR: CCE)

Metrics: Use the following metrics to evaluate how well we are meeting our goal/objectives

People vs desks
* People per sq ft of floor space
* Average age of hardware
* Software versions (related)
Number of CD ROMs
Temperature Irregularities
Noise levels
Air Quality
* Phone System
* Average age of furnishings
* Supervisor's Quality of environment survey

V. Goal: Represent the interests of AFSAA, AF/XOM, Air Force, and DoD on advisory councils and committees; coordinate and recommend action on policy matters affecting MS&A within the Air Force and the Department of Defense.

Desired Outcome. AFSAA personnel will serve as directed on various advisory boards and councils within the Air Force, the Department of Defense, and NATO organizations, gaining analytic insight and knowledge of USAF policy and direction to the discussion of military and military support matters. Such groups include AGARD, advisory boards to DMSO, the test community, various weapon acquisition programs, and joint agency and working committee organizations chartered to study military capabilities, programs and functions. in this capability, AFSAA will serve as a conduit of information to appropriate offices within the Air Staff as well as ensure the contribution of the Air Force and air power are effectively articulated.

Current Situation. While AFSAA personnel are well established on a number of NATO and OSD advisory groups, there is no overarching plan or understanding as to what groups and in what capability AFSAA personnel will serve.

Strategy. AFSAA will establish appropriate policy as well as ensure the mechanisms are in place to report developments in the modeling, simulation and analysis community to the appropriate levels of USAF leadership.

Objective 5.1: Advise and support AF/XOM with the modeling and simulation function

Task 5.1.1 Provide support to the COEA process. (OPR: SAG/SAS Ongoing)
- Policy and process development for COEA study plans.
- Analytical efforts.
- Expanded Budget/Contracts office.

Task 5.1.2 Provide coordination and deconfliction of MS&A efforts within AFSAA. (OPR: SAT ECD: Apr 95)

Task 5.1.3 Provide advice on policy concerning analytic support to the mission area planning (MAP) process. (OPR: SAG/SAS Ongoing)

Objective 5.2: Provide Program Objective Memorandum (POM) support to the Air Staff as it affects policy, force shaping and sizing.

Task 5.2.1 Conduct studies relating to force shaping/sizing, and capabilities. (OPR: SAG/SAS Ongoing)

Task 5.2.2 Lead an Air Force team to identify appropriate quick-turn model to facilitate short-term analyses relating to weapon system capabilities. (OPR: SAG ECD: Jul 95)

Objective 5.3: Represent the Air Force on appropriate Joint Service, OSD, and NATO councils.

Task 5.3.1 Provide appropriate assistance to the NATO-AGARD organization (by direction of SECAF), in particular to ongoing studies being developed for the NATO Military Committee (OPR: AFSAA/SAT; ECD: Ongoing)

Task 5.3.2 Represent the Air Force, and particularly the Air Force sponsor of MORS, in MORS management and recommend policies for Air Force sponsorship of MORS, and participation in MORS activities. (OPR: SAN Ongoing)

Task 5.3.3 Establish formal ties with US Army's Concept Analysis Agency (CAA) and TRAC, the US Navy equivalent organization, and establish at minimum informal ties with OSD, Joint Staff, Army, Navy and Marine Corps FFRDCs. (OPR: AFSAA/CC Ongoing)

Task 5.3.4 Develop an internal policy statement that governs the participation of AFSAA personnel on councils outside the AF/XO community. Such policy should list current affiliations and spell out expected performance standards. (OPR: SAT ECD: Oct 95)

Metrics: Use the following metrics to evaluate how well we are meeting the goal/objectives

* Number of outside Working Groups/Committees Representation/Chaired
* Number of persons per year TDY
  Ratio of meetings to work hours
  Number of Professional papers published/presented
* Number of Invitations to presentations to professional groups
  Number of Regulations/Publications reviewed