

**U.S. Air Force Space Systems Division
(SSD) Total Quality Booklet**

SSD Total Quality Booklet

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Introduction

Purpose

This pamphlet presents the SSD Total Quality Leadership (TQL) Program framework. It also provides all 2-Letter Directors and Commanders with a "road map" for near-term implementation. In addition, this pamphlet provides everyone at SSD with the details of the SSD TQL Program.

Where We Have Been

To understand where we are going, it's important to review where we have been during the past six months. The SSD Continuous Improvement Model was introduced with its strategic "cap" and execution "base". The strategic "cap" is a view of the future and the execution "base" concentrates on daily operations. Regarding the strategic "cap" we:

- Refined the mission statement,
- Developed a vision statement,
- Adopted five corporate goals,
- Established division-wide objectives to accomplish the goals, and
- Are creating action plans detailing the specifics on how to accomplish the objectives.

The owners of the objectives, the 2-Letter Directors, have personally committed to the success of these efforts.

We also created two leadership councils:

- The Senior Leadership Council (SLC)
- The Total Quality Council (TQC)

The SLC is a forum to discuss command-common issues. The TQC, a subgroup of the SLC, focuses its efforts on the continuous improvement process. To emphasize total quality education, the Continuous Improvement Office was created to conduct the Total Quality training program and to provide guidance on the implementation of continuous improvement and total quality throughout SSD.

Where We Are Going

The corporate objective action plans are the focus for the strategic "cap" during the first half of 1992 and answer the questions who, what, where, when and how we plan to accomplish the key objectives. We will also focus on the execution "base" to develop functional mission statements that explain the job at the 2-Letter level and below. As part of the "base" development, individual responsibilities will be specified and we will define the processes, identify process owners and develop plans for process improvement. It's where metrics will be developed and maintained so decisions can be based on fact, not "gut feel". We will use metrics to identify areas for improvement and then develop process improvement plans for improving those processes.

Several other areas will receive attention during the next six months:

- Education and training will focus on key elements of the division's TQL Program, how it works and how to implement it.

- We will devote another SLC off-site to the progress being made on the action plans developed to accomplish the SSD objectives.
- An SSD-wide organizational assessment will be conducted to provide an internal total quality leadership benchmark.
- Programs will be developed, including an SSD-wide cross-feed program that fosters sharing of lessons learned and best practices from process action teams.
- A *Search For Opportunities Program* will be established to allow people the opportunity to identify roadblocks to continuous improvement and suggest solutions.

In July 1991, we will transition to the new Air Force Materiel Command (AMC) and we will become known as the Space and Missile Systems Center (SMC). At that time, an update to this pamphlet will be published.

Your Role

Trust, Teamwork, and Individual leadership are essential

That's why the logo on the cover of this pamphlet was developed. In this time of tight budgets and personnel reductions, better use of time and resources is a necessity. Only through process improvement can unnecessary tasks be eliminated. Our Total Quality Leadership Program will help in this endeavor. You are invited to read this pamphlet and embrace continuous process improvement as a method for involving yourself in integrated teamwork, delivering and sustaining the best products for the world's best Air Force. This is what will make Space Systems Division a "**great place to work where great work is done.**"

Total Quality Leadership Program Framework

The framework for the TQL Program begins with the Commander's Leadership Program. The education and training of everyone helps internalize the Continuous Improvement Model that details how the corporate vision links with daily work. The final part of the pamphlet describes how we will implement the framework.

Commander's Leadership Program

Philosophy

The Commander leads the entire quality program. His commitment to continuous improvement provides the visible leadership, direction and guidance necessary for the cultural change in the organization. The Commander's Leadership Program is a philosophy of leadership that focuses on leader involvement to foster empowerment at every level. People in leadership positions should be out in front leading their organizations. They need to be the first trained, the first to embrace empowerment and the first to institutionalize continuous improvement. Leaders need to know how to facilitate process action teams, off-sites and meetings. They need to teach the Continuous Improvement Model to their organizations so empowerment can begin at every level.

Commander's Visits

The Commander's Leadership Program also includes visits to each SSD organization on a regular basis to discuss continuous improvement. This provides the Commander an opportunity to

observe the work environment and hear first hand how needed improvements are being brought to life. The Program allows him to gauge the progress made as a product division.

Leadership Councils

To provide focus and direction for continuous improvement initiatives, leadership councils were formed to provide the Commander direct communication channels to his senior leadership. As part of the Commander's Leadership Program, there are two SSD leadership councils:

- The Senior Leadership Council (SLC)
- The Total Quality Council (TQC)

The TQC is a subgroup of the SLC and reports to the SLC. The charters for the SLC and TQC are shown below.

Senior Leadership Council

Charter

The SLC is the Commander's primary forum for discussion of issues central to the overall operation of the division. The SLC promotes the leadership culture and management actions necessary to ensure the achievement of our vision, goals and objectives.

The intent of the SLC is to:

- Foster trust and teamwork;
- Make recommendations to the Commander for policies, plans and actions;
- Charter action groups, including cross-division / multi-functional process action teams to improve division-level processes;
- Provide a forum for the exchange of ideas and lessons learned relating to leadership, management and total quality;
- Review standing and ad hoc committee actions and recommendations, particularly those relating to the implementation of the total quality leadership program;
- Challenge the bureaucracy at every opportunity, when it needs it;
- Set priorities for division-level initiatives; and
- Support implementation of the strategic plan.

SLC Membership

Membership consists of all SSD Program Directors, Commanders and 2-Letter staff element directors.

Total Quality Council

Charter

The TQC is responsible for the focus, direction and implementation approach of the total quality leadership (TQL) framework for the product division.

The intent of the TQC is to:

- Advise the Commander on TQL,

- Serve as a forum to discuss TQL issues,
- Report to the SLC on TQL implementation,
- Recommend issues for SLC deliberation and action,
- Ensure division-wide focus on the improvement of common processes, and
- Provide an executive interface with the Continuous Improvement (TQ) and Strategic Planning (XP) offices.

TQC Membership

Membership on the Council is comprised of no more than 10 volunteers from the SLC. The TQC Chair rotates amongst TQC members. The directors of the TQ and XP offices provide ex-officio participation.

Leadership Seminars

The Commander takes a special interest in the development of junior officers as the future leaders of the Air Force. To motivate and teach proper leadership principles, two seminars are available to SSD junior officers as part of the Commander's Leadership Program:

- "Lessons in Leadership" for captains,
- "Lessons in Follower-ship" for lieutenants.

The seminars:

- Foster a sense of individual purpose and contribution to SSD, the Air Force and the Nation;
- Emphasize continual self-improvement;
- Expand perspectives;
- Improve writing and briefing skills; and
- Develop critical thinking skills.

Education And Training

TQL education and training is at the forefront of the TQL Program during the first half of 1992. To create a cultural change in the way we do business, everyone in the organization needs continuous improvement training. Since the continuous improvement cultural change starts at the top, people occupying leadership positions must set the example for their organization. They need to take the time to attend the appropriate training sessions and they need to make sure that everyone in their organization attends the appropriate sessions. During the next six months, the people in leadership positions will receive TQL training. To enable everyone to receive TQL training appropriate to their responsibilities by the end of 1992, larger organizations should develop internal resources capable of presenting TQL training classes to their own organizations.

It is the responsibility of 2-Letter Directors to ensure that each member of their organization receives the appropriate training.

Appendix A describes the courses available at SSD. A variety of commercially provided training is also available. The SSD Continuous Improvement Office can provide information and guidance regarding in-house and commercial training.

Continuous Improvement Model

To improve the focus on mission accomplishment, the "Continuous Improvement Model" has been developed as the cornerstone of our activities. The model displayed in Figure I shows the integral relationship between the "top down" visionary leadership of strategic planning and the "bottom up" participation in and acceptance of process ownership associated with mission execution. The strategic "cap" provides a long-term strategic plan. The mission execution "base" describes how we implement that plan on a daily basis. It concentrates on the individual, the process owner who is responsible for process execution and improvement. Both the "cap" and the "base" are relevant at all organizational levels.

Strategic "Cap"

The strategic "cap" focuses everyone in the organization on the same top-level mission, vision, goals, objectives and action plans. This is where product division-level attention was focused during the last half of 1991. Emphasis will continue on the "cap" during 1992 at the 2-Letter level and below. The "cap" provides a framework for accommodating changes due to evolving mission requirements; as objectives are met, new objectives are established to provide new targets for improvement. Figure 2 shows the components of the strategic "cap".

Strategic "Cap" Mission

- Vision
- Goals
- Objectives
- Action Plans

Mission

A mission statement is a precise definition of what the organization does. The mission statements for Air Force, AFMC and SSD are shown below.

Air Force Mission

The mission of the US Air Force is to provide an Air Force that, with the other armed forces, can:

- Preserve the peace and security of the United States,
- Provide for its defense,
- Support national policies,
- Implement national objectives, and
- Overcome any nation responsible for aggressive acts that imperil its peace and security.

Teamed with the Army, Navy and Marine Corps, the Air Force is prepared to fight and win any war if deterrence fails.

AFMC Mission

Through integrated management of research, development, test, acquisition and support, we advance and use technology to acquire and sustain superior systems in partnership with our customers. We perform continuous product and process improvement throughout the life cycle. As

an integral part of the Air Force war fighting team, we contribute to affordable combat superiority, readiness and sustainability.

SSD Mission

As an Air Force and industry team:

- We strengthen the security of the United States and our war fighting capability through Integrated Weapon System Management by conducting research, development, acquisition, launch and on-orbit checkout of US military satellite and missile systems.
- We equip US and Allied forces with satellites on orbit and the capability to employ those satellites in support of global military operations.
- As a center of acquisition excellence, we quickly and efficiently respond to the needs of the operational commanders and employ visionary thinking to keep US space and missile systems on the leading edge of technology.

Vision

A vision looks to the future:

- It provides "constancy of purpose" needed to accomplish the mission.
- It is compelling and demands the very best from all the leadership and work force.
- It tells us what we want to become.

A 2-Letter vision statement will be tailored to its circumstances and aligned with the SSD vision. It takes a wealth of insight to formulate an effective vision-insight into the external environment as well as the internal strengths and weaknesses of the organization. Mission and vision statements should be constructed considering all stakeholders in the process. The Air Force, AFMC and SSD vision statements are shown below.

Air Force Vision

Air Force people building the world's most respected air and space force... global power and reach for America.

AFMC Vision

Be an integrated team, delivering and sustaining the best products for the world's best Air Force.

SSD Vision

We want Space Systems Division to be recognized as a great place to work where great work is done:

- Where our customers receive the highest quality products and services;
- Our people thrive in an environment of mutual cooperation, support and respect;
- Our leaders stimulate innovation and personal growth; and
- All members of our team leave the work place each day with the satisfaction of having done our jobs well and an awareness of our vital contribution to our nation's security.

Goals

Goals focus our efforts and resources. They:

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- State major accomplishments or program thrusts necessary to carry out the mission and realize the vision.
- Help prioritize resource expenditures. At the product division level, we have adopted the AFMC goals as a way of directly tying our efforts to our future parent command.

SSD's goals are stated below. The 2-Letter's goals should be aligned with the SSD goals, but a one-for-one correlation is not necessary.

SSD Goals

Goal 1: Satisfy our customer's needs - in war and peace

Goal 2: Enable our people to excel

Goal 3: Sustain technological superiority

Goal 4: Enhance the excellence of our business practices

Goal 5: Operate quality installations

Objectives

Objectives are the basis for action and lay out the near-term strategy to accomplish goals. They:

- Provide specific, time-based milestones for measuring the organization's progress toward meeting goals.
- Tend to be tactical (more tangible) in nature, whereas goals are more strategic. As a result, objectives will be adjusted more frequently, while goals will be slow to change.

The general officer leadership of AFSC and AFLC developed the AFMC objectives shown in Appendix B. At SSD, the SLC identified 27 objectives that will enable everyone to perform the mission better and work toward the vision. The 2-Letter Directors are the Offices of Primary Responsibility (OPRS) for the SSD goals and objectives shown in Appendix C, and have taken personal ownership of them.

Action Plans

An action plan lays out the specific course of action essential to communicate, coordinate and control activities necessary to accomplish objectives.

- It states the specifics of who, what, where, when and how an objective will be accomplished.
- It defines tasks, facilities, manpower, funding and timelines, and takes into account constraints on current or projected resources.
- It contains detailed schedules and methods for tracking implementation progress.

The action plan is the link between the strategic "cap" and the mission execution "base" that is explained below. It provides the specific approach and mechanism for mission execution and accomplishment of an objective. Every organizational level needs to develop action plans for their organization after their mission, vision, goals and objectives have been defined.

Mission Execution "Base"

The "base" is where we are going to focus attention during the first half of 1992. This is the area where mission accomplishment happens and where process improvement occurs. The "base" is

where the concept of job and process ownership must be established. This portion of the model provides the framework to accomplish our mission on a daily basis. The "base" emphasizes the work and processes that take place within the program offices and major staff offices. The "base" is where the action is; it's the heart of each organization. Eventually, the "base" and its components should be defined and documented for every organization and person working at SSD. Figure 3 shows the execution "base" in more detail.

Execution "Base"

- Continuous Improvement
- Cycle Functional Mission
- Responsibilities
- Processes
- Metrics
- Process Improvement Plans

Functional Mission

The functional mission statement is a precise definition of an organization's or an individual's purpose, tasking or charter. It defines the job to be done to accomplish the "cap" objectives for SSD as well as the specific mission and functions for that organization. The functional mission statement is dynamic. It changes as the organization's goals and objectives change.

Responsibilities

Responsibilities are the specific duties that a person is accountable for, determined from the functional mission statement. They include individual services, (such as, typing or briefing, etc.) or products (such as, the Statement of Work, Request for Proposal, etc.) we provide within each functional mission area. Suppliers and their inputs and customers and their product or service expectations should be precisely identified.

Processes

A process is a series of value-added tasks performed by people to produce a product or perform a service for customers. Key processes will be assigned to a process owner who is empowered to execute and continuously improve the process. In all cases, the process owner is accountable for the process output. Flow-charting the process is essential to understand the process and the impact each step has on process and mission success.

Metrics

Metrics are meaningful measures—over time—that indicate the health and success of an organization's critical processes. They show where to take action to improve a process. The process owner using the techniques recommended in the HQ AFSC Metrics Handbook should establish a metric. Typically, a process owner is at the lowest level of the organization—at the individual level. In some cases, there may be direction from higher levels to acquire data for metrics being compiled for a process owner at a higher organizational level. The HQ AFSC Big Picture and Command Standard Metrics are examples of this requirement.

Measurement and analysis are necessary because they are the basis for improvement strategy. They enable one to make decisions based upon data. They are not intended to provide solutions, but they can suggest where the flow-charted process might not be working as well as desired and where improvement opportunities might exist. Without a measurement system there is no objective way to make decisions, take action, or judge progress toward goals. See Appendix D for information on metrics management.

Process Improvement Plans

Execution "base" process improvement plans provide a mechanism for continuously improving and controlling mission critical processes. These plans detail the specific course of action to improve a process. The function of these plans can be seen in the Continuous Improvement Cycle.

Continuous Improvement Cycle

In order to improve our processes, we must understand them. The Continuous Improvement Cycle, depicted in Figure 4, is a model for implementing process improvement. A variety of tools and techniques, such as brainstorming, deployment flow-charting, Pareto charts, control charts, and cause and effect diagrams, can be used at each step. Once the process has been defined (via flow charting) and a project has been selected, data are collected and results analyzed to determine what process change is needed.

At that point, the process improvement plan provides the "**who**" (process owner), "**what**" (task), "**when**" (schedule) and "**how**" (strategy and tactics) for executing the change being considered. Data are collected again after implementation of the change to verify the effect the change has had on the process. These data will provide metrics for measuring the success of the effort and will determine the need for further improvement (and another process improvement plan).

After standardizing the change, which involves securing management approval to make the change permanent and rewriting existing policies/procedures, the project is documented. This compiles all pertinent information into one document, assists others in understanding the work done and provides a starting point for future work. The cycle then begins again, either in a new area of opportunity or another project in the same area.

Implementation

Commander's Leadership Program

Through the Commander's Leadership Program, the 2-Letter Directors will keep the Commander informed of the progress being made in implementing total quality within their organizations. Although there is no specified format for the Commander's Visits, an update by the 2-Letter Director/Commander explaining the organization's progress in implementing the Continuous Improvement Model is recommended. Special attention should be given to processes and metrics.

Education and Training

The Continuous Improvement Office is the corporate staff office responsible for total quality support to SSD. Office personnel are available to consult with 2-Letter Directors and their staffs on methods and procedures for implementing a system of continuous improvement and total

quality within their organization. The Continuous Improvement Office staff conducts training in all aspects of TQL and the members are available to assist in facilitating off-sites and process action teams. They maintain a resource library of books, video and audiotapes and cassettes. The team is there to help transform the culture of SSD to one of continuous improvement. The current courses taught by the Continuous Improvement Office are listed in Appendix A.

2-Letter Directors and Commanders

During the next six months, senior leadership has the responsibility for implementing the TQL Program framework within their organizations.

The 2-Letter Director should be the most knowledgeable leader in the organization about the continuous improvement process. Coaching, teaching and facilitating are part of every leader's job.

Everyone in a leadership position should receive the appropriate initial training as indicated in Figure 5. As many other people as possible should also receive the TQ Principles training and attend CPI Boot Camp during this time frame.

Emphasis on the strategic "cap" will continue during the next six months. Since the SSD "cap" has already been developed and the SSD action plans are underway, it is time for 2-Letter organizations to establish their own "caps".

All 2-Letter "cap" components of mission, vision, goals, objectives and action plans need to be completed by 30 June 1992.

The 2-Letter organization's goals and objectives will include any tasking from the action plans created to accomplish the SSD corporate objectives. And, 2-Letter action plans will include specific 3-Letter tasking on how to accomplish the 2-Letter objectives.

Implementation of the execution "base" portion of the Model will also begin during the first half of 1992.

By 30 June 1992, all organizational levels should have their functional mission and responsibilities defined.

All organizational levels should **start** identifying their daily processes, determining what steps in their processes are valuable to measure and begin collecting data to measure the success of those processes. Once enough metric data are collected to determine where improvement is warranted, process improvement plans to facilitate that improvement should be **started**.

In addition, during the next six months, the appropriately tasked organizations need to be incorporating into their daily operations the tasking received from the action plans generated to accomplish the SSD corporate objectives. The organizations identified in the action plans need to incorporate that tasking into their functional mission and responsibility statements. Also, the processes required to accomplish the action plan tasking should be identified and data point

collection should begin to measure those processes. **The matrix displayed In Figure 6 projects where we aim to be with the creation of AFMC on 1 July 1992.**

Conclusion

The TQL Program Framework is the key to our success in implementing TQL:

- The **Commander** is out in front leading the program.
- The **TQL education and training** program is designed to provide the skills and knowledge necessary to support the evolution of a cultural change.
- The **Continuous Improvement Model** provides a logical, structured method for process improvement.
- The **Implementation** schedule is realistic. Process improvement is the way to accomplish the mission more efficiently and cost effectively in an increasingly competitive world. By embracing the principles of TQL, you will help accomplish the mission better.

You now know the "road map". The only element remaining is **individual commitment**. Whether your career field is acquisition, contracting, administration, communications, health care, etc., you are the one who will make this program successful.

Appendix A: Education And Training

Education and Training Courses

The following is a compilation of courses offered by the Continuous Improvement (SSD/TQ) Office.

TQ Principles

- A full-day course that promotes an awareness of the TQ principles and application of some basic TQ tools
- It provides a good foundation for future training, discussing the TQ philosophy, teaching the continuous improvement cycle and applying some basic tools.
- It is offered once a month and is targeted for all levels of the organization.

CPI Boot Camp

- A two-day course that offers a hands-on experience of the continuous improvement process and graphically demonstrates the improvements possible with a process versus product focus.
- Students participate in a process improvement exercise for a mock organization.
- It is primarily designed to serve as a kick-off for any teams embarking on a continuous improvement exercise, but is still worthwhile at the individual level.
- The target audience is all levels of the organization.
- This course is offered once a week for individuals and once a week, on request, for 2-Letter teams.

The Leader and Continuous Improvement

- A two-day course structured to provide all levels of SSD leadership with an understanding of the continuous improvement process.
- The concept of the Continuous Improvement Model is taught in this course.
- It is offered once a month.

Team Facilitator

- The purpose of the Team Facilitator Course Is to provide capable, enthusiastic and determined individuals with the knowledge and skills necessary to facilitate a process action team through the continuous improvement cycle.
- It is geared for all levels of the organization, including management.
- This six-day course is offered once a month.

Process/Metrics Development

- A two-hour presentation intended to illustrate our approach to metrics and explain how metrics support acquisition excellence.
- Proven examples are cited to instruct those directly involved in the metrics process.
- The class is targeted to all levels, but is particularly useful to those involved in metrics development and tracking.

- It is offered as customer demand warrants.

Continuous Improvement Skills

- A three-day course intended for all levels of the organization, but specifically designed for teams as they begin to investigate a process improvement opportunity.
- It teaches the continuous improvement cycle and the basic tools associated with the cycle.
- This course will be offered -as customer demand warrants.

Lead Facilitator

- This four-day course is designed for those who have completed the team facilitator course.
- It provides additional education on management and planning tools, quality planning issues and TQ implementation approaches.
- It is designed for management and 2-Letter TQ lead facilitators.
- The course is offered monthly.

Investment in Excellence (IIE)

- This two-day seminar provides a positive educational approach to change in both personal and organizational terms.
- Because continuous improvement means continuous change, it's important to understand the way we think and the reasons we resist change. That understanding is facilitated through video presentations on the process of thought, habits and attitudes, self-esteem, motivation and goal setting.
- The course is offered once a month for individuals and once a month for requesting organizations.

Appendix B: AFMC Goals And Objectives

Goal 1: Satisfy Our Customer's Needs

In War And Peace

Objective 1

Understand, through sustained interaction, our customers and their requirements, and provide options, including those available through other services, which are the basis for customer decisions and satisfaction.

Objective 2

Ensure a robust AFMC war fighting posture, including transition from peace to war.

Objective 3

Be our customers' supplier of choice by: meeting cost, schedule and performance baselines; enhancing customer support; and lowering life cycle cost.

Objective 4

Meet anticipated customer needs by planning for and securing continuing support of capital investments in AFMC infrastructure.

Goal 2: Enable Our People To Excel

Objective 1

Create, implement and communicate a career development program for all military and civilian personnel in the command.

Objective 2

Invest in our people by providing necessary education and training.

Objective 3

Move decisions to the lowest level, expand individual responsibility and authority, and seek and provide feedback.

Objective 4

Champion and implement personnel changes that enhance productivity and job satisfaction

Objective 5

Optimize the work force mix to conduct the AFMC mission.

Goal 3: Sustain Technological Superiority

Objective 1

Continuously improve quality and relevance of Air Force laboratory science and technology programs.

Objective 2

Transition technology rapidly to applications, to include organic infrastructure

Objective 3

Leverage the science and technology of other defense and government labs, allies, academia and industry.

Goal 4: Enhance The Excellence of Our Business Practices

Objective 1

Enhance the competitiveness of our operations by improving throughput and decreasing inventory and operating expense in everything we do.

Objective 2

Provide timely recognition of outstanding teamwork and individual performance.

Objective 3

Provide necessary job opportunities for career progression and Acquisition Professional Development Program (APDP) certification.

Objective 4

Create an environment, free of fear, that fosters empowerment, teamwork and open communication:

Objective 5

Establish a "world class" recruiting organization and market SSD.

Appendix C: SSD Goals And Objectives

In addition to the AFMC Goals:

Goal 3: Sustain Technological Superiority

Objective 1

Promote and sustain interest in space and missile related science and technology via a partnership with educational institutions.

Objective 2

Increase operator/user understanding of, and support for, the value of technological opportunities, including the establishment, with the headquarters and user community, of a viable source of funding for system long-range planning/engineering efforts.

Objective 3

Refine and implement the processes with users, developers, industry and labs to identify, prioritize, advance and apply the techniques needed to meet user needs and planned capabilities for space and missile systems and subsystems.

Objective 4

Enhance engineering, science and technology programs aimed at supportability, producibility and standardization.

Goal 4: Enhance The Excellence Of Our Business Practices

Objective 1

Improve communication processing by standardizing computer hardware, software and architecture, aiming for a paperless environment.

Objective 2

Establish a mechanism by which SSD can identify and eliminate non-value added activities.

Objective 3

Develop an SSD Strategic Planning process.

Objective 4

Reduce cycle time and increase the quality of the contract process.

Objective 5

Implement a methodology for balancing workload and resources.

Objective 6

Improve the financial execution process as measured by obligations and expenditures.

Objective 7

Establish a process at SSD for implementing IWSM.

Goal 5: Operate Quality Installations

Objective 1

Attain Southern California Air Quality Monitoring District (SCAQMD) goals for average vehicle ridership of commuters to and from SSD.

Objective 2

Provide additional adequate housing for SSD military and locate affordable housing options for SSD civilians.

Objective 3

Develop improved morale, welfare and recreation (MWR) /Wellness facilities and programs for military and civilians.

Objective 4

Determine quality of life items, agree upon prioritization and obtain commitment to fund.

Objective 5

Los Angeles AFB will be the first base in AFMC to complete all known environmental restoration programs.

Objective 6

Enhance community awareness of SSD.

Appendix D: Metrics Management

Big Picture Metrics AFSC Big Picture Metrics are a top-level measure of the health of the command. They have a direct link to the AFSC goals and are designated by the command leadership. One or more Command Standard Metrics will usually support a Big Picture Metric. They are developed and maintained by the HQ AFSC OPR. The current Big Picture Metrics and OPRs are listed below:

Command Standard Metrics

AFSC Command Standard Metrics are metrics with a common approach to measuring, reporting and presenting and are agreed to by the Field Commanders. The AFSC OPR is responsible for organizing the mission area metrics committees. Each quarterly HORIZON Conference will focus on one mission area as its theme. The mission areas and OPRs for the Command Standard Metrics are listed below:

Mission Areas

1. Acquisition/Program Mgt.
2. Base Operating Support
3. Science and Technology
4. Test and Evaluation

SSD OPR

SSD Big Picture Metrics OPRs provide data inputs to the AFSC OPR on request. SSD Command Standard Metrics OPRs represent SSD on the AFSC mission area metrics committees and prepare the SSD Command Standard Metric for their mission area. All SSD OPRs maintain the most current version of the Big Picture and Command Standard Metrics. To prepare the Commander for HORIZON Conference metrics discussions and other general officer forums, all SSD OPRs will prepare a point paper explaining the metric, what's being measured and issues associated with the metric.