

*Making Opportunities for  
American Small Businesses*

Strategic Plan 2011  
Office of Small Business Programs



Under Secretary of Defense (Acquisition, Technology, and Logistics)  
Department of Defense



## *Message from the Acting Director*

I am pleased to present the Department of Defense (DoD) Office of Small Business Programs (OSBP) Strategic Plan for 2011. This Strategic Plan is an update to the 2009 plan, reflecting the priorities established by the new Administration, as well as the critical issues identified through collaboration with the Small Business Directors of the DoD components.



The primary strategic goal of the DoD Small Business enterprise is to ***“To Create Maximum Opportunities for Small Businesses within DoD Acquisitions.”*** Achieving this goal is critical to our Nation’s economic health and military strength, as we recover from an economic recession, continue our missions in Iraq and Afghanistan, and prepare for an uncertain future. Creating a business environment that nurtures small businesses and leverages their unique capabilities is a top priority for the Department. By providing proactive leadership and governance in all matters relating to small business, we strive to create unity of effort within the DoD small business enterprise towards meeting and exceeding our goals.

In pursuit of our strategic goal, we must ensure that our focus remains steadfast on the creation of value for our customers. This means creating an environment that removes barriers to participation by assisting small businesses in finding and doing business with the Department. We must be mindful of the unique needs of small businesses when developing policies and regulations. Within the Department, the small business specialists serve the needs of small businesses, and we are embarked on an initiative to professionalize this important segment of the Department workforce.

Small businesses are critical to the future of America, providing the innovation that drives our economy. Innovation contributes to improved productivity, an enhanced standard of living and competitiveness in a global economy. President Obama, in his opening letter to the 2010 National Security Strategy states, “Simply put, we must see American innovation as a foundation of American Power.” While the future holds many uncertainties, it is clear that we must do our best to assist small businesses.

  
Linda B. Oliver



### *Our Vision*

***An enabling environment in which the Department recognizes the value of and engages small businesses as critical suppliers of required warfighting capabilities.***



### *Our Mission*

***We advise the Secretary of Defense on all matters related to small business and are committed to maximizing the contributions of small businesses in DoD acquisitions. We provide leadership and governance to the Military Departments and Defense Agencies to meet the needs of the nation's warfighters, creating opportunities for small businesses while ensuring each tax dollar is spent responsibly.***



## *Areas of Responsibility*

### **Primary Responsibility**

The primary responsibility of the DoD Office of Small Business Programs (OSBP) is to advise the Secretary of Defense on all matters related to small business. We develop small business policy and provide oversight to ensure compliance by all Military Departments and Defense Agencies.

### **Areas of Responsibility that have Statutory Goals**

**Small Disadvantage Businesses, the 8(a) program.** The OSBP continues to serve as the principal advocate for the Department of Defense to ensure that contract awards are meeting the congressional mandates prescribed for these programs. The OSBP is committed to working with the Small Business Administration with a primary responsibility to administer and execute the Partnership Agreement between the Department of Defense and the SBA that enables DoD contracting officers to award 8(a) contracts directly to 8(a) program participants in accordance with the Defense Federal Acquisition Regulations Supplement (DFARS) 219.800(a).

**Women-Owned Small Businesses.** DoD emphasizes and directs its efforts to achieve the 5 percent goal for prime and subcontract awards to small business concerns owned and controlled by women. Learn more at [www.acq.osd.mil/osbp](http://www.acq.osd.mil/osbp).

**Service Disabled Veteran Owned Small Business/Veteran owned Small Business (SDVOSB/VOSB).** The DoD is continuing its efforts to develop and promote an aggressive outreach initiative to identify small business concerns that are owned and controlled by veterans and service-disabled veterans. The purpose of the DoD outreach effort is to improve prime and subcontracting opportunities for veteran and service-disabled veteran-owned small business concerns. The DoD believes that the sacrifices made by veterans in the service of our country need to be recognized at all levels of government. Moreover, the DoD is committed to make the maximum practicable prime and subcontracting opportunities available to such firms. Learn more at [www.acq.osd.mil/osbp](http://www.acq.osd.mil/osbp).

**Historically Underutilized Business Zones (HUBZone) Program.** The HUBZone Program stimulates economic development and creates jobs in urban and rural communities by providing Federal contracting preferences to small businesses. The program resulted from provisions contained in the Small Business Reauthorization Act of 1997. Learn more at <http://www.sba.gov/hubzone>.

### **Other Areas of Responsibility**

**Prime Contracting and Goaling.** The OSBP provides leadership to the Department to meet statutory goals for prime contracting with small business. Small Business Goals is the term



used to describe Goals established for the Department of Defense as a whole. Each individual defense component is expected to support the overall DoD goals by seeking continuous small business program improvement and by establishing aggressive Small Business Targets based on its unique product mix. The OSBP works closely with each DoD component to establish meaningful target goals that are attainable and which are consistent with DoD's overall goals. Information regarding prime contract goals can be found at <http://www.acq.osd.mil/osbp/statistics/goals.htm>.

**Subcontracting.** The OSBP provides leadership to the Department to meet statutory goals for subcontracting with small business. The objective of Subcontracting Program is to highlight the importance of small business participation as subcontractors to program managers and executives in industry and DoD. OSBP is coordinating efforts to successfully implement eSRS, (electronic Subcontracting Reporting System) and is also working towards future system enhancements and subcontracting program improvements. A critical component will also be to emphasize training of Small Business Program and Contracts Specialists on policies and requirements to address present day issues and to work with large industry partners for improving the overall subcontracting program as well as the monitoring and oversight processes. Information regarding subcontracting goals can be found at <http://www.acq.osd.mil/osbp/statistics/goals.htm>.

**Congressional Testimony.** The OSBP prepares and presents testimony to Congress when requested to inform them of progress, issues and program plans and initiatives. The OSBP provides written responses to letters of inquiry from Congress about specific small business issues. Official written responses and testimony require thorough review of current policy and regulations and may also require coordination with other DoD component activities. Another part of this activity involves identifying and addressing specific contracting problems and concerns that are related to the DoD acquisition system, how it functions and performs in light of the problems identified and importantly, how it responds to small business issues.

**Training.** The OSBP is dedicated to providing information and training to the DoD acquisition workforce and to the Small Business Specialists working within the DoD military departments and other defense agencies to promote small business opportunities within DoD.

The OSBP collaborates with the Defense Acquisition University (DAU), the military departments and other defense agencies to identify training opportunities that will improve and enhance the small business program within DoD. This may include initiating and developing a variety training vehicles, such as webcasts, audio seminars, traditional classroom training, training guidebooks, and other learning materials that will help to develop and disseminate information that will increase the knowledge of small business programs within the DoD acquisition workforce.

**Legislative Matters.** The OSBP continuously analyzes the level of small business participation in DoD procurement to develop strategies and initiatives aimed at improving small business performance. To this end, OSBP works with OSD stakeholders, other executive



agencies and Congress to develop new or amend existing legislation to promote contracting opportunities for small business. In addition, OSBP reviews proposed legislation from other executive agencies, such as the Small Business Administration and from Congress to identify potential conflicts with the Department's small business program and work to alleviate any adverse impact these initiatives may have on the DoD's ability to achieve its small business goals. As a member of the FAR Small Business Team, OSBP plays an important role in shaping acquisition regulations to ensure maximum contracting opportunities for small business. The FAR Small Business Team is an integral part of the Defense Acquisition Regulatory System, and supports both the Defense Acquisition Regulation Council and the Civilian Agency Acquisition Council.

### **Program Responsibilities**

#### **Small Business Innovation Research (SBIR) and Small Business Technology Transfer**



**(STTR)**. The SBIR and STTR programs afford small businesses opportunities to provide innovation and applied research for the DoD. The Department of Defense (DoD) sponsors the SBIR and STTR programs by providing funding each year to initiate R&D projects at small technology companies -- projects that serve a DoD need and have commercial applications. Learn more at [www.dodsbir.net](http://www.dodsbir.net).

**Mentor-Protégé**. The DoD sponsors the Pilot Mentor-Protégé program as a way to seek and encourage major DoD prime contractors (mentors) to develop strong business relationships to promote the technical and business capabilities of small disadvantaged businesses (SDBs) and other eligible protégés. Learn more at [www.acq.osd.mil/osbp](http://www.acq.osd.mil/osbp).



**Indian Incentive**. The Indian Incentive program is a congressionally sponsored program that provides prime contractors a 5 percent rebate on the total amount of subcontracted dollars to an Indian-Owned Economic Enterprise or Indian Organization, in accordance with DFARS Clause 252.226-7001. Learn more at [www.acq.osd.mil/osbp](http://www.acq.osd.mil/osbp).



## *Alignment*

An important outcome of the strategic planning process is alignment of an organization within a larger enterprise. In creating this document, we aligned our vision and goals with those of AT&L, and transformed them into specific initiatives to support the OSBP mission. While alignment with higher-level goals such as the 2010 National Security Strategy and the 2010 Quadrennial Defense Review (QDR) report was considered, the more practical approach of aligning with the goals and objectives of AT&L will pay the biggest dividends towards achieving our mission.

### **Under Secretary of Defense, Acquisition, Technology, and Logistics (AT&L)**



The Honorable Dr. Ashton Carter has defined the following priorities for the Acquisition workforce:

#### **Support Our Forces at War**

America is engaged in two simultaneous wars in Iraq and Afghanistan, as we pursue our key missions of counterterrorism, stability, and building the capacity of partner states. Though our combat troops were recently withdrawn from Iraq, support forces will remain for the foreseeable future as the Iraqi government takes the lead to provide security in concert with the U.S. State Department. Our mission in Afghanistan to prevent this country from becoming a haven for international terrorism will continue with a transition of forces planned for the summer of 2011, depending on ground conditions. The AT&L workforce must contribute whenever possible to meet the urgent demands of the warfighting mission, leveraging the unique capabilities of the small business sector to provide innovative and affordable solutions.

#### **Weapon Systems Acquisition Reform Act: the Workforce**

The 2010 Quadrennial Defense Review has a goal of “taking care of our people.” The size and composition of the workforce has a direct bearing on its performance. Having a high performing, agile and ethical workforce requires a balance between having the right quantity and the right type of knowledge, skills and experience. Small business specialists are an important segment of the acquisition workforce, responsible for a spectrum of activities aimed at maximizing opportunities for American small businesses. The Department has an obligation to professionalize this workforce, to attract, recruit, and retain the best possible candidates that can carry out the mission of the small business programs. To achieve organizational excellence, an effective workforce must be combined with streamlined governance and decision processes. Key acquisition processes and policies must be updated to reflect small business considerations if real change is to be achieved.



## Save Money

A key goal of the Department is to reform how we do business. This transformation involves many aspects of acquisition including how we buy supplies and services, the reliability and cost-effectiveness of our industrial base, and enterprise-wide strategies for climate change and energy. Since the Defense Industrial base is a balanced system, we must work in partnership with all customers and stakeholders to develop win-win solutions. A specific AT&L goal is to create a 3% net annual increase in the capability accounts by eliminating waste and finding efficiencies in required activities. Small businesses can assist in this endeavor by becoming dependable, lower-tier suppliers to large prime contractors and system integrators to ensure adequate price competition. Small businesses can often act as an effective prime contractor when affordability, innovation, and agility are required to deliver a needed capability. The OSBP team needs to facilitate the intended transformation and cost savings by proactively seeking opportunities for small business programs to contribute towards this goal.



Increase competition. As a public organization, the DoD is committed to responsibly spending each taxpayer dollar and using competition to acquire affordable and cost-effective systems. The strategic value of small business is its critical role in the creation and sustainment of a competitive defense industrial base. Large prime contractors rely on small businesses not only for their products and services, but the competitive characteristics that often elude large companies such as agility, flexibility, innovation, and responsiveness. The President's

introductory memo to the 2010 National Security Strategy states, "Simply put, we must see American innovation as the foundation of American power." This is a testimony to the conclusion of academia and industry that innovation is the key to our country's global competitiveness over the next century. Small businesses are the primary source of American innovation, making the OSBP's primary strategic goal to "Create Maximum Opportunities for Small Businesses in DoD Acquisitions" aligned perfectly with the mandate for increased competition.





## *Critical Issues – The Environmental Scan*

Assessment of the "environment," or the major factors influencing our ability to achieve success, is crucial to the development of an effective strategy. The issues identified below were considered critical in crafting our Strategic Plan.

### **Resource Constraints and Cost of Programs**



The Department and the OSBP continue to be challenged by resource constraints and the continuing need to balance mission requirements to meet these constraints. Each year's annual funding from the budget process provides a challenge that constrains to some extent OSBP program requirements. Existing programs and initiatives struggle to balance requirements with available funding, and the lack of resources limits our ability to respond to new requirements or to pursue new initiatives. Secretary Gates has initiated his

efficiencies initiatives in recognition of the impact of resource constraints in delivering warfighting capability. We must continue to address affordability through initiatives such as eliminating unnecessary overhead, and for required programs, applying LEAN Six Sigma, enterprise solutions, and reprioritization. OSBP strategies must support and complement these initiatives whenever possible.

### **Demographic Shifts**

The DoD workforce has many cultural dimensions that must be considered to optimize performance. One dimension is the generational aspect of workforce composition. Each generation has a unique experiential base that is reflected in cultural values and work ethic: G.I. (1901-1924), Silent (1925-1942), Boomers (1943-1960), Generation X (1961-1981), Millennial (1982-2001), and New Silent Generation (2001-?). The other cultural dimension is ethnic diversity. We expect the 2010 census to show significant shifts in the diversity profile for the labor pool eligible for employment within the Department of Defense. To create an effective, future workforce the OSBP strategy must consider generational differences in establishing a motivational work environment, and strive to create the appropriate diversity to leverage the power inherent in America's citizenship.



### **The American Economy**

The American economy is suffering from the worst recession in history. Because of their dynamic nature, small business health is the leading indicator for our overall economic health.



Small businesses are the first to feel the pinch when times get rough. Capital restrictions act to decrease new starts and accelerate failures. Large businesses retain work to lessen impact to their own organizations, resulting in fewer subcontracted dollars. However, small businesses can also be the first to feel the recovery. The overall state of the small business industrial base is defined by rates of net new starts and failures, or growth rate. The desired condition is a rate of constant growth, which will directly affect our Country's job growth and contribution to the Gross Domestic Product. The Department's policies that influence small business participation in acquisitions must be crafted to increase new starts or reduce failures, but in all cases should be focused on increasing the growth rate of this foundational segment of our capital economy.



## *Creating Value for the Customer*

The primary strategic goal of the OSBP is to “Create Maximum Opportunities for Small Businesses in DoD Acquisitions.” In the pursuit of our strategic goal, we must ensure that our focus remains steadfast on the creation of value for our customers:

### **American Small Business**

Our primary customer is the American small business. There is overwhelming evidence that this segment of our national industrial base is the cornerstone of our country, and keeping American small business strong will keep America strong, in terms of military and economic strength. Value to this customer is created by providing and identifying small business opportunities and enabling participation in DoD acquisitions at the prime and subcontractor levels.

### **Military Departments and Defense Agencies**

The Military Departments and Defense Agencies are our internal customers. They have the primary responsibility for the day-to-day oversight and execution of those elements of the Defense Budget under their cognizance, which include the acquisition opportunities for small business. The OSBP creates value by providing governance and leadership to create unity of effort towards achieving small business goals within the DoD enterprise.

### **Small Business Administration**

The OSBP is committed to working with the Small Business Administration to ensure that the small business regulations and programs are successfully implemented within the Department of Defense.

### **Taxpayer**

We are accountable to the American taxpayer to spend every tax dollar responsibly and effectively. We must ensure our decisions take the taxpayer into consideration, and provide transparency in our transactions so we can continue to build the public trust. Value to the taxpayer is created by ensuring cost effectiveness of procurements, including the use and creation of competition whenever possible.

### **Warfighter**

The Sailors, Soldiers, Airmen and Marines are our ultimate customer and user of the products and services provided by small businesses. We must support the mission of the Department of Defense, which is to “provide the military forces needed to deter war and to protect the security of our country. “ Value to the warfighter is created by providing the needed capability quickly and affordably.





## *Guiding Principles – Who We Are*

Guiding principles are those key tenets that we believe underlie the culture of our organization and define “who we are.” These principles define how we behave when dealing with customers, stakeholders, and each other. The Guiding Principles for the OSBP are:

**Courtesy** – Treat everyone with respect.

**Integrity and Ethics** – Demonstrate true leadership by acting with integrity and ethics. Do what is right in following our laws and in treating people fairly.

**Objectivity** – Be impartial, unbiased, neutral, and fair.

**Patriotism** – You are contributing to a rich tradition and history of fighting and sacrificing for the freedom and the rights guaranteed to our people by the Constitution of the United States of America.

**Perseverance** – Continue to pursue your goals even in the face of adversity.

**Proactive** – Always remember that change begins with you.

**Professionalism and accountability** – Take responsibility for your actions and always act with professionalism; seek understanding as the first step in any situation and always put forth your best effort.



## *Key Goals and Specific Objectives*

Strategic planning involves goals to be achieved over the long term, with 5 years as a typical planning horizon. Conversely, tactical planning periods are usually much shorter, tied to near-term performance objectives. Strategic planning requires the translation of our vision into key operational goals, then finally into specific tactical objectives that can be planned, executed, and measured in the near term with some degree of detail. This plan identifies five key operational goals, all aligned to achieve the primary strategic goal of “Creating Maximum Opportunities for Small Businesses in DoD Acquisitions.” Within each of the six key operational goals are specific objectives, which are intended to be achieved in the near term, and are often pursued on a continuing basis. The hierarchy of goals and objectives, as used in this document, is depicted below:

- Primary Strategic Goal
  - Key Operational Goals
    - Specific Objectives

## **Workforce**

### **Key Operational Goal #1 - Create and Sustain a High Performance OSBP Organization and Enterprise Workforce.**

People are our most critical asset, transforming knowledge, skills, abilities and attitude into the services and products that create value for our customers and stakeholders. Within the DoD OSBP, we are continuing to focus on creating a climate that allows employees to enjoy their jobs and achieve meaningful life goals through education, experience, and public service.

At the enterprise level, our workforce must be the right size and mix of talent to meet the demanding mission of each Small Business Office. Small business specialists work to influence acquisition strategies, and review procurements to find opportunities for small businesses. To attract, recruit, and retain the required workforce, we need to do a world-class job of career development by professionalizing the small business specialist career field. Establishing uniform requirements for education, training, experience and skills will ensure each small business specialist has the requisite background to meet the performance demands of this unique profession. Defining a standard career-development path from intern to executive, with appropriate on and off-ramps for other career fields will help attract the highest quality candidates from within and without the DoD workforce. Transformation of the enterprise small business specialist workforce is a key element supporting WSARA, the Human Capital Initiative, and the AT&L efficiencies initiative.



## The Acquisition Community

**Key Operational Goal #2 – Engage the Acquisition Community to Increase Small Business Participation at the Prime and Subcontract Levels. Raise Awareness of Small Business Capabilities and the Benefits they Provide to the Acquisition Community through Education, Training, and Outreach, with Emphasis on Program Managers and Contracting Officers.**

Within the DoD acquisition community, any person with requirements and funding to acquire supplies or services can influence opportunities for small businesses. Program managers and contracting officers, who are typically charged with these acquisition responsibilities, have the greatest potential for contributing to our primary strategic goal of creating maximum opportunities for small business. If we can increase the awareness of this community to the capabilities afforded by small businesses, and the associated benefits that will accrue to their programs, then the opportunities for small business participation will increase.

The QDR focuses on developing the defense workforce and reforming how we buy. Through the AT&L efficiencies initiatives, we seek to influence the workforce climate and culture to make small business participation a top priority in each acquisition. Major program managers have a unique responsibility to ensure small business opportunities are fully identified and exploited as an element of their overall program structure. During the Technology Development phase (prior to Milestone B), program managers should leverage the funding and technology available through the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. Though these small businesses may not be capable of addressing the entire system-level operational need, the component technologies and innovative solutions at the subsystem level can be easily acquired when properly integrated into the prime contractor's research and development efforts. The Technology Development Strategy should fully describe the program manager's planned approach. In later program phases, the Acquisition Strategy should provide a comprehensive description of planned small business participation at both the prime and subcontract levels. A small business specialist, working within the local Office of Small Business Programs, is available to work in concert with the acquisition team, and can provide specific recommendations on small business participation strategies.



## Communications

### **Key Operational Goal#3: Improve Communications Internally and Externally with our Customers and Stakeholders.**

In apparent contradiction to this new “information age”, communication is often a point of failure for many initiatives. In the past, telephone calls and message pads paced our business activities. Today, technology has increased the flow of information and shifted the bottleneck to our capacity to absorb and process the available information. We have all experienced the trap of sending someone an e-mail, only to discover that it was lost or never read. Effective communication is critical to the success of any endeavor, and is the keystone of this strategic plan.

Critical to our success in identifying small business opportunities is leadership. Top leaders within the Department, from the Secretary of Defense to the local Commander, must take responsibility for emphasizing the strategic and tactical importance of maximizing small business participation. Only when a consistent message is transmitted throughout the Department can we hope to align the efforts within the acquisition community.

Strengthening interagency partnerships and collaboration is an area of emphasis in the 2010 National Security Strategy as well as the QDR. The OSBP must take a leadership role in collaborating with the Small Business Administration and other federal agencies to ensure small business issues are addressed from a whole-of-government perspective.

## Policy

### **Key Operational Goal#4: Establish and Maintain Effective OSBP Policies.**

The primary responsibility of the OSBP is governance, and writing and implementing policy is an essential part of all that we do. DoD Directive 4205.01, “DoD Small Business Programs,” defines basic roles and responsibilities for implementing statutory and regulatory requirements within the Department. However, lower level policies may be required to ensure greater unity of effort towards achieving the primary strategic goal of creating maximum opportunities for small businesses in DoD acquisitions. Special studies and analyses play an important role in our responsibility to establish small business policy. Critical issues must be studied with unbiased objectivity, using data to support conclusions and recommendations.

The effectiveness of any policy is measured first by compliance, and then by outcome. If a policy does not create the intended effect, then corrective measures need to be taken quickly. The OSBP, in collaboration with the Services and ODAs, must take a proactive role in creating and maintaining policies, as well as monitoring the outcomes that result in order to judge their overall effectiveness.



## Continuous Improvement

### **Key Operational Goal#5: Pursue Major Program Improvements.**

In an environment of constant change, program improvements must be pursued on a continuing basis, just to offset the entropy of corporate knowledge and imposition of new mandates. Resource constraints will persist in the near and long-term, limiting our ability to respond to challenges through new initiatives or programs. A strategy of continuous improvement will benefit our mission through cost avoidance or savings, and will allow us to reallocate resources to meet the future needs of our organization.





## *Implementation of Specific Objectives*

The following tables illustrate the plan of action to achieve our goals and objectives. Each specific objective will be assigned to an OSBP employee who will be accountable for achieving results. Progress will be gauged during formal management reviews to be held during the course of the year. Timing with the AT&L management reviews will be coordinated to make sure our plan remains aligned with broader organizational goals.

Goal #1A: Create and Sustain a High Performance OSBP Organization				
Specific Objective	FY11	FY12	FY13	Actions
1.1 Attract and recruit the best candidates to shape and create a diverse workforce that will meet the leadership challenges of the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Positions shall not remain vacant for more than 60 days.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. The Deputy Director shall review all certificates to ensure a diverse candidate pool.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Each candidate selection panel shall certify that diversity goals were considered.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. Supervisors will actively recruit interns and entry-level employees to improve succession disposition.
1.2 Develop each employee to his or her maximum potential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Each Director and Assistant Director shall make themselves available as Mentors for the DoD workforce.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Supervisors shall support the pursuit of advanced degrees by employees and make reasonable accommodations.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Supervisors shall discuss career development planning with employees at least 2 times per year and document intended training courses.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. All new employees shall take leadership training, including a 360 degree survey instrument, or alternatively, the WHS CDR instrument.
1.3 Maximize productivity by balancing workload with the personal needs of employees, and adapting the organizational structure to sustain high performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. The Deputy Director shall implement telecommuting.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. The Deputy Director shall establish a formal workload assessment methodology and maintain workload estimates for the organization.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. The Deputy Director shall assess organizational performance on an annual basis and make adjustments necessary to achieve performance goals.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. An annual workforce survey shall be conducted to solicit employee feedback on organizational leadership and performance.



**Goal #1B: Create and Sustain a High Performance Enterprise Small Business Specialist Workforce**

Specific Objective	FY11	FY12	FY13	Actions
1.1 Professionalize the enterprise Small Business Specialist workforce.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Establish the Director, OSBP, as the functional lead for the Small Business Specialist career field.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. The Deputy Director shall establish a formal workload assessment methodology and maintain workforce estimates for the enterprise.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. The Deputy Director shall analyze the requirements of the small business specialist career field as the basis of developing career field certification recommendations to AT&L.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. The Deputy Director shall work with the DAU to develop core plus certification requirements, and a corresponding implementation plan for the time-phased introduction of certification requirements.



**Goal #2: Engage the Acquisition Community to Increase Small Business Participation at the Prime and Subcontract Levels. Raise Awareness of Small Business Capabilities and the Benefits they Provide to the Acquisition Community through Education, Training, and Outreach, with Emphasis on Program Managers and Contracting Officers.**

Specific Objective	FY11	FY12	FY13	Notes
2.1 Collaborate with the DAU to update/create training for Program Managers and Contracting Officers, and Small Business Specialists.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Complete CLM for PMs and Contracting Officers
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Develop training for SBS.
2.2 Participate in Acquisition Conferences, and host outreach events that showcase benefits of using small businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Participate in the PEO SYSCOM, DPAP Procurement Conference, and other large venues as they become available.
2.3 Communicate small business performance metrics and success stories to Acquisition Executives and Agency Small Business Directors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Identify metrics for small business programs.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Develop a “report card” as a way to provide feedback to Acquisition Executives.
2.4 Identify opportunities for small business participation by developing tools to enhance market research capabilities within DoD.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Develop and deploy the maximum practicable opportunity analysis model.
2.5 Participate in the AT&L Senior Integration Group to identify opportunities for enhancing small business participation in DoD.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Pursue initiatives to increase small business participation in acquisitions to improve the defense industrial base and affordability of materiel.



Goal #3: Improve Communications Internally and Externally with our Customers and Stakeholders.				
Specific Objective	FY11	FY12	FY13	Notes
3.1 Update the OSBP website.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Align the OSBP website to standard DoD style guidelines.
3.2 Collaborate with OSBP Directors of the Military Departments and Defense Agencies to identify critical issues impacting small business participation in DoD acquisitions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Conduct strategic guidance meetings with Component OSBP Directors.
3.3 Collaborate with the Small Business Administration and other federal agencies to address critical issues impacting small business participation in DoD and federal acquisitions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Participate in standing and ad-hoc inter-agency small business forums.
3.4 Collaborate with Components to standardize “how-to” fact sheets for small businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Develop basis for a common fact sheet.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Develop a Continuous Learning Module.



Goal #4: Establish and Maintain Effective OSBP Policies.				
Specific Objective	FY11	FY12	FY13	Actions
4.1 Update DoDI 5134.04, "Director of Small and Disadvantaged Business Utilization."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Initiate a draft for Component review in 2011.
4.2 Create DoD Directive for the Small Business Innovation Research (SBIR) program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Initiate a draft for Component review in 2011.
4.3 Perform policy compliance audits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Initiate assessment of compliance to DoDI 4205.01.
4.3 Pursue ad hoc studies critical to improving small business participation in DoD acquisitions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Assess the state of acquisition forecasting in the Department and potential benefits of standardization.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Pursue study to ensure that the SBA assigns realistic size-standards to DoD-critical North American Industry Classification System (NAICS) codes.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Complete the assessment of the pilot Comprehensive Subcontracting Program.



Goal #5: Pursue Major Program Improvements.				
Specific Objective	FY11	FY12	FY13	Actions
5.1 Implement the MPP IWG to continuously identify and assess program issues, make recommendations on proposed improvements, and implement best practices in pursuit of program goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Work with the military departments and defense agencies to identify and prioritize candidate initiatives.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Evaluate, select and implement specific initiatives that provide the greatest overall benefit to the Department of Defense.
5.2 Collaborate with internal and external stakeholders to improve the scorecard process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Develop a DoD specific methodology.
5.3 Implement the SBIR/STTR Steering Committee chartered to continuously identify and assess program issues, make recommendations on proposed improvements, and implement best practices in pursuit of program goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Transition solicitation responsibilities to WHS/A&PO.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Streamline the solicitation process.
5.4 Improve SBIR commercialization results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Update topic criteria and process
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Improve metrics and data collection and analysis capabilities.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Standardize “best practices” for the Commercialization Pilot Program.
5.5 Investigate program initiatives to strengthen the defense industrial base and support enterprise-wide climate change and energy strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Ensure SBIR/STTR and Mentor-Protégé programs consider industrial base issues and support climate and energy initiatives.



## *Shaping Our Future – As a Team*

The DoD Office of Small Business Programs is a recognized leader in the small business community, with responsibility for shaping and influencing the performance of the largest military budget in the world. Yet, when viewed in context, we are an extremely small part of the overall military-industrial complex. The true value of our work is reflected in the small steps we take each day to provide opportunities to small businesses while supplying affordable, reliable and innovative capability into the hands of our Soldiers, Sailors, Airmen, and Marines. By working together as a team towards a common vision, we can continue to make a difference and do our part to defend our country and the ideals that make America a great nation.