

AIR FORCE PERSONNEL VISION IMPLEMENTATION PLAN - 2002

Professionals providing responsive, agile support to our Air Force and its people, from peace to war.

This *Vision Implementation Plan* contains six goals designed to help the Air Force Personnel community achieve our Vision:

Goal 1: Improve Personnel Readiness (On-going)

Goal 2: Sustain Air Force Recruiting and Retention Goals (On-going)

Goal 3: Provide Mission-Ready People, with Integrated Capabilities, to Commanders through Deliberate Shaping and Developing of the Total Force by the end of FY04

Goal 4: Implement a Total Force Management Strategy by the end of FY04

Goal 5: Develop and Implement a CONOPS for Civilian Personnel Servicing by the end of FY04

Goal 6: Develop a Force Support CONOPS by the end of FY04

Monitoring the Vision Implementation Plan on a day-to-day basis is the responsibility of AF/DPX. AF/DPX will contact each Goal Champion to receive a status update that will be briefed to the AF/DP and forwarded to the MAJCOM/DPs. Additionally, the *Vision Implementation Plan* will be reviewed semi-annually by the entire Air Force Personnel Board of Directors: once at the spring meeting and again at the fall Personnel World-Wide Meeting. Goals that have been achieved will be closed out and new goals developed and fielded.

Goal 1: Improve Personnel Readiness (On-going)

Goal Champion: AF/DPX

Action Offices: AF/DPXJ (Goal Lead) MAJCOM DPs
SAF/MRR
AFPC/DPW

Purpose: We must ensure our personnelists consistently deliver top-notch accountability and deployed personnel support. Accomplishing this goal will ensure our personnelists understand and can execute Personnel Readiness responsibilities in contingency operations. Additionally, it will ensure that deployed Personnelists can respond to their commander's needs with a broader range of Personnel services than is currently available.

Initiatives:

1.1 Provide policy and guidance necessary for readiness personnel to perform their mission by 30 Jan 03

- Align Personnel career path to reflect Readiness as Job #1
- Update all guidance/instructions to reflect current force accountability requirements/responsibilities to meet commanders' needs and ensure consistency with joint guidance

1.2 Develop readiness tools and systems to meet commander readiness needs by 30 Feb 03

- ◆ Accomplish tools/systems requirements analysis as a baseline for future automated systems development
- ◆ Prepare checklists for those who deploy
- ◆ Develop full spectrum of 3,5,7-level PERSCO training curricula/venues
- ◆ Incorporate deployed force accountability priorities to include AFFOR A-1 in all PERSCO training curricula, Basic Personnel Officer Course and Personnel Craftsman course
- ◆ Develop and field AFFOR A1 UTC
- ◆ Develop and field AFFOR A1 UTC training and exercise venues
- ◆ Survey JTF/CTF commanders on force accountability and personnel program capabilities needed
- ◆ Partner with GCSS to identify commander force accountability and personnel program support needs; defined in DCAPEs system interface and capabilities requirements
- ◆ Identify Readiness Systems reprogramming to improve accountability
- ◆ Incorporate emerging technologies to enable PERSCO to provide better support
- ◆ Establish a PERSCO team feedback mechanism to share lessons learned with other teams: what went right, what problems were encountered, what did we learn?

1.3 Develop and implement full spectrum readiness training for Air Force-wide implementation by 30 Nov 02

- ◆ Critically review military and civilian personnel training curriculum and rebuild with readiness perspective
- ◆ Strengthen in-house training programs to ensure Personnelists are capable of performing the full range of readiness functional responsibilities
- ◆ Train our base-level Personnelists in a broader range of general Personnel functions so they can operate in a small deployed team and still provide complete Personnel service
- ◆ Certify PERSCO teams/members using SPTG/CC Certification process

1.4 Implement and monitor metrics to enable Air Force-wide oversight of Personnel readiness 30 Jan 03

- ◆ Metrics should enable MAJCOM DPs to have oversight of their PERSCO teams by tracking the qualification and training of members and status of required equipment; metrics should include currently deployed PERSCO member SEI qualifications
- ◆ Require MAJCOM Personnel Readiness IG inspectors to review and incorporate into each unit's overall assessment the status of PERSCO training records and the SEI qualifications of PERSCO team members who have deployed on recent AEFs
- ◆ Other: Commanders' assessments, MPF assessments, SITREP reliability, PERSCO/Readiness Exercise evals

1.5 Communicate progress and key milestones to both internal and external stakeholders (On-going)

Schedule:

#	Initiative Title	Mar 02	Jun 02	Sep 02	Dec 02	Mar 03	Jun 03	Sep 03	Dec 03	Mar 04	Jun 04	Sep 04	Dec 04	
1.1	Provide policy/guidance for readiness personnel to perform their mission	[Blue bar]												
1.2	Develop readiness tools and systems to meet commander readiness needs	[Blue bar]												
1.3	Develop and implement full spectrum readiness training for Air Force-wide implementation	[Blue bar]												
1.4	Implement and monitor metrics to enable Air Force-wide oversight of Personnel Readiness	[Blue bar]												
1.5	Communicate progress and key milestones	[Blue bar]								On-going	[Blue bar]			

Performance Measures: Performance measures provide a basis for assessing the successful achievement of our Vision and goals. These performance measures reflect the effort to quantify the most important results of our work.

- Current Proposed Measures (reference Initiative 1.4)
 - Total AEF PERSCO Teams Required vs AEF Teams Deployable (1, 2, and 3 Teams per AEF Pair)
 - Total AEF PERSCO Teams Required vs AEF Teams Deployable by MAJCOM (1, 2, and 3 Teams per AEF Pair)
 - Total AEF PERSCO Equipment Required vs AEF Equipment Deployable (per AEF Pair)
 - Total AEF PERSCO Equipment Required vs AEF Equipment Deployable by MAJCOM (per AEF Pair)
 - Percent PERSCO Members Deployed Meeting UTC SEI Requirements (per AEF Pair)
 - Percent PERSCO Members Deployed Meeting UTC SEI Requirements by MAJCOM (per AEF Pair)

Goal 2: Sustain Air Force Recruiting and Retention Goals (On-going)

Goal Champion: AF/DPL

Action Offices: AF/DPLF (Goal Lead)

SAF/CCY

AFPC/DPK

SAF/MRE

AFPC/DPC

SAF/MRM

HQ AFRS

AFSLMO

MAJCOM/Guard/Res DPs

AF/DPPF

Purpose: Accomplishing this goal will result in a long-term recruiting strategy that will allow us to reach our recruiting target and reflect the diverse population for which we serve. It will also include a strategy for sustaining our civilian workforce and synchronize efforts that will yield dividends across the Total Force. Finally, it will create an environment within our Air Force that will enhance retention for the long-term.

Initiatives:

2.1 Modify and execute an Annual Recruiting Strategic Plan which includes the total force

- ◆ Identify the market – recruitable population with over the next 25 years
- ◆ Define accession requirements – include diversity benchmarks/imperatives and skill mix based on mission
- ◆ Pursue a wide range of successful partnering and outreach programs to enhance recruitment

2.2 Meet annual Air Force recruiting goal

- ◆ Monitor goal, to include diversity of accessions, to ensure proper mix of recruits
- ◆ Continue to monitor the number of enlistment waivers we approve by looking at them on a case-by-case basis
- ◆ Consider use of “prep” courses/alternative assessment methods to supplement and strengthen enlisted waiver process
- ◆ Better equip recruiters to be more effective in recruiting diverse accessions

2.3 Formalize and Cultivate a Mentoring Program

- Institutionalize an enduring mentoring program using AFI 36-34 and 36-3401 as guidelines
- Conduct IPT w/Air Staff, MAJCOMs, and proven mentors NLT 1 Oct 03
- Unify existing programs and establish basic standardization, training, assessment/incentives
- Make compatible with web-based tools (E-Vector, Develop Aerospace Leaders Development Tool) and consider measuring mentoring results via newly deployed web based Unit Climate Assessment Program
- Evaluate a developmentally progressive, cross-cultural mentoring skills curriculum in all Air Force Professional Military Education Courses/Programs

2.4 Gauge Progress of Retention Summit initiatives

- ◆ Develop a retention strategic plan
- ◆ Monitor metrics to ensure steady progress towards retention goals
- ◆ Continue to gauge re-recruiting efforts to attract qualified personnel for critical skills

2.5 Implement the Civilian Personnel Management Improvement Strategy (CPMIS)

- ◆ Monitor FY03/FY04 legislative/funding agenda
- ◆ Develop metrics to track demographics of the civilian workforce

2.6 Synchronize recruiting efforts

- ◆ Identify and compare Active, ARC, and Civilian recruiting strategies to determine items ripe for synchronization
- ◆ Deploy aggressive advertising ATO
- ◆ CSAF program pursuing 10 initiatives to foster cooperation and economies between the Active, ARC, and civilian recruiting efforts--includes focus on shared data/web systems, marketing and advertising, office co-location, leads referral, a Total Force recruiting brochure, and a synchronized Recruiter Operations Center
- ◆ Market RAP/WEAR to all internal audiences, officer/enlisted/civilian, facilitate and encourage use

2.7 Implement 4-Star Minority Officer Accessions and Development Summit and IPT Recommendations

- ◆ Expand Flight Awareness Summer Training (FAST) Program to 60 AFROTC Cadets by Summer 03
- Develop targeted and innovative recruitment efforts for commissioning diverse pilot candidates
- Offer early "conditional" AFROTC scholarships/USAFAs appointments to highly qualified high school students
- Develop strategic plan with purposeful, concrete actions with long term goals

2.8 Communicate progress and key milestones to both internal and external stakeholders

Schedule:

#	Initiative Title	Mar 02	Jun 02	Sep 02	Dec 02	Mar 03	Jun 03	Sep 03	Dec 03	Mar 04	Jun 04	Sep 04	Dec 04
2.1	Modify and execute an Annual Recruiting Strategic Plan which includes the total force	[Blue bar]											
2.2	Meet annual Air Force recruiting goal	[Blue bar]											
2.3	Formalize and Cultivate a Mentoring Program	[Blue bar]											
2.4	Gauge Progress of Retention Summit initiatives	[Blue bar]											
2.5	Implement the Civilian Personnel Management Improvement Strategy (CPMIS)	[Blue bar]											
2.6	Synchronize recruiting efforts	[Blue bar]											
2.7	Implement 4-Star Minority Officer Accessions and Development Summit and IPT Recommendations	[Blue bar]											
2.8	Communicate progress and key milestones to both internal and external stakeholders	[Blue bar]											

On-going

Performance Measures: Performance measures provide a basis for assessing the successful achievement of our Vision and goals. These performance measures reflect the effort to quantify the most important results of our work.

- ◆ Metrics to measure progress on meeting recruiting and retention goals
- ◆ Metrics to track demographics of the civilian workforce, i.e., years of service, retirement eligibility, etc.

Goal 3: Provide mission-ready people, with integrated capabilities, to commanders through deliberate shaping and developing of the Total Force by the end of FY04

Goal Champion: AF/DPL

Action Offices: AF/DPLE (Goal Lead)
 SAF/MRM AFPC/DPA
 SAF/MRE AFPC/DPK
 AF/DPLT AFPC/DPP
 AFSLMO MAJCOM DPs
 AU/CF

Purpose: Education and training span across the personnel life-cycle and are fundamental to ensuring warfighters are mission ready. Institutionally, education and training serve as enablers for accomplishing the Air Force core competencies and essential future leadership and skills development. Accomplishing this goal will allow us to build a mission-ready force, develop leaders, and meet today’s and tomorrow’s requirements as we continue to shape the force.

Initiatives:

3.1 Develop Functional Education Continuum Plans that provide discipline of thought and application to support the “AF after next” by 30 Sep 04

- Functionals direct and coordinate with AFPC to assure assignments follow continuum plan across the functional career fields
- Establish an educational investment strategy to provide programmed funding support and validation criteria for total force educational requirements
- HQ USAF establish policy and provide direction to AETC to secure resources and procure funding to meet core career field requirements

3.2 Promote a continuous, systematic process that identifies and funds training requirements for the right skills and capabilities needed to support commanders by 30 Sep 04

- Establish a skills and training investment strategy to provide programmed funding support and validation criteria for total force core competency requirements
- Implement an AF information technology solution to identify and track total force skills and training requirements, with an associated capability for supporting cross-functional training development throughout the AF
- Establish policy to link skills and training requirements with mission readiness assessment and reporting processes
- Define the intra-relation between manpower, force management, and training management; and establish policy to ensure sustained process integration

3.3 Build a plan to leverage technology to provide quality education and training effectively and efficiently for the Total Force by 30 Sep 04. This plan must provide for interoperability and reusability standards for full spectrum utilization

- Conduct Needs Assessment of education and training
- Determine current and future states
- Identify internal and external drivers and mandates
- Develop standards for course content development, conversion, implementation and infrastructure
- Build a business case to support Advanced Distributive Learning (ADL) goals and objectives
- Define and develop measures of effectiveness

3.4 Communicate progress and key milestones to both internal and external stakeholders (On-going)

Schedule:

#	Initiative Title	Mar 02	Jun 02	Sep 02	Dec 02	Mar 03	Jun 03	Sep 03	Dec 03	Mar 04	Jun 04	Sep 04	Dec 04
3.1	Develop Functional Education Continuum Plans that provide discipline of thought and application to support the "AF after next"												
3.2	Promote a continuous, systematic process that identifies and funds training requirements for the right skills and capabilities needed to support commanders												
3.3	Build a plan to leverage technology to provide quality education and training effectively and efficiently for the Total Force by 30 Sep 04. This plan must provide for interoperability and reusability standards for full spectrum utilization												
3.4	Communicate progress and key milestones	On-going											

Performance Measures: Performance Measures provide a basis for assessing the successful achievement of our Vision and Goals. These performance measures reflect the effort to quantify the most important results of our work.

- Provide a process that will identify the right number of Airmen who require training in the right skill mix
- Provide a capabilities-based funding process to meet the TPR by skill
- Produce an approved Air Force ADL Strategic Plan (Note: specific performance measures of effectiveness will be developed during the Total Force ADL Implementation Plan IPT)
- Each current functional provides an Educational Continuum
- Educational investment strategy and policy is developed to facilitate funding/resource allocation to support career field requirements

Goal 4: Implement a Total Force Management Strategy by the end of FY04

Goal Champion: AF/DPL

Action Offices: AF/DPLF (Goal Lead)
SAF/MRM AFSLMO
SAF/MRE AFPC/CD
AF/DPLF MAJCOM DPs
AF/DPLE AETC

Purpose: The Air Force mission rests in the hands of our people. Our success depends on contributions from our active duty members, our civilian employees, our reservists, and our members of the Air National Guard. To support national objectives, the Air Force must determine and employ the "right" force mix from each of these areas. Likewise, we must also recruit, train, develop, sustain, and resize the work force as necessary to ensure continued mission accomplishment indefinitely, especially in light of the significant challenges and changes the Air Force will continue to face following the terrorist attacks of September 2001.

Initiatives:

4.1 Articulate overarching Total Force Management (TFM) strategy by 30 Sep 04

- Develop a holistic, forward-looking human resource (HR) strategy that builds upon developments we achieve through implementing the initiatives below, and that will guide force management in meeting Air Force needs indefinitely

4.2 Integrate existing processes/tools by 30 Sep 03

- Improve military accession/absorption-related processes (manpower, endstrength, recruiting, accession, and training); seek unity of effort toward a clear, common objective; resolve process disconnects
- Determine and link sustainment factors to the process (corporate AF retention priorities)
- Follow these efforts with additional process improvements

4.3 Institutionalize Total Force Career Field Review (TFCFR) by 31 Mar 03

- Publish AFI on Total Force HR Management and Development
- Equip DCSs across the staff to be effective total force institutional managers
- Establish annual Senior HR Program Review

4.4 Define roles/establish Specialty and Core Managers (CM) by 31 Mar 03

- Develop “stand up” planning checklist
- Develop “day-to-day” roles and responsibility checklist
- Convene core manager “roundtable” forum; comprised of all reps from all cores
- Provide orientation and training sessions for core managers

4.5 Define optimum career paths for air and space leaders (end date is TBD)

- Institutional manager determines requirements via modeling/survey efforts involving AFSLMO and senior leadership
- Specialty and core managers use institutional requirements to construct development path options
- Development teams (AFPC) use these development paths to manage individual development

4.6 Communicate progress and key milestones to both internal and external stakeholders (On-going)

Schedule:

#	Initiative Title	Mar 02	Jun 02	Sep 02	Dec 02	Mar 03	Jun 03	Sep 03	Dec 03	Mar 04	Jun 04	Sep 04	Dec 04	
4.1	Articulate overarching TFM strategy	[Blue bar spanning from Mar 02 to Sep 04]												
4.2	Integrate existing processes/tools	[Blue bar spanning from Mar 02 to Sep 03]												
4.3	Institutionalize TFCFR	[Blue bar spanning from Mar 02 to Mar 03]												
4.4	Define roles/establish Specialty and Core Managers	[Blue bar spanning from Mar 02 to Mar 03]												
4.5	Define optimum career paths air and space leaders	TBD												
4.6	Communicate progress and key milestones	[Blue bar spanning from Mar 02 to Dec 03]								On-going		[Blue bar spanning from Jun 04 to Dec 04]		

Performance Measures:

- ◆ Track the percentage of each component in the Total Force mix

Goal 5: Develop and Implement a CONOPS for Civilian Personnel Servicing by the end of FY04

Goal Champion: AF/DPP

Action Offices: AF/DP-PC (Goal Lead)
SAF/MRM AFPC/DPC
AF/DPPF AFPC/DPK
AF/DPLE AFPC/DPD
CPD/HRC MAJCOM DPs

Purpose: In the future, the Civilian Personnel Structure will be smaller and as a result, will need to reengineer, find economies of scale, and be agile, while providing quality customer service to its employees, on-target advice to senior leaders and commanders. Processes developed/reengineered will foster a culture of inclusiveness and will serve to attract diverse candidates and facilitate development and progression of all members of the workforce.

Initiatives:

5.1 Streamline the staffing process by 30 Sep 04

- ◆ Reengineer the Staffing Process
- ◆ Utilize and Maximize Current Flexibilities to facilitate streamlining the staffing process
- ◆ Pursue Policy and Regulatory Change to Facilitate the Staffing Process
- ◆ Continue to Pursue Legislative and Regulatory Authority to Streamline the Hiring Process
- ◆ Develop Policy for Standard Job Analysis Templates (SJAT) in conjunction with Standard Core Personnel Document (SCPD) project

5.2 Simplify classification by 30 Sep 04

- ◆ Develop Additional SCPDs with corresponding SJATs
- ◆ Ensure maximum coverage of SCPDs for Air Force positions
- ◆ Re-engineer Delivery of Classification Services
- ◆ Continue to pursue enabling legislation for Broadbanding

5.3 Find ways to increase effective use of technology by 30 Sep 04

- ◆ Expand Use of Expert Systems for Employee Relations
- ◆ Expand use of the Virtual CPF Application
- ◆ Find and implement a Query tool to replace the CIVCOST System

5.4 Improve journey-level development of civilian personnelists by 30 Sep 04

- ◆ Develop a Trained Personnel Requirement (TPR) for Civilian Personnel
- ◆ Develop a plan to ensure civilian personnelists are prepared to handle personnel responsibilities
- ◆ Develop and implement a Technical Training Program for Civilian Personnelists
- ◆ Web-base the Basic Civilian Personnel Course that are already CPI Modules

5.5 Resolve regionalization hiatus by 30 Dec 02

5.6 Communicate progress and key milestones to both internal and external stakeholders (On-going)

Schedule:

#	Initiative Title	Mar 02	Jun 02	Sep 02	Dec 02	Mar 03	Jun 03	Sep 03	Dec 03	Mar 04	Jun 04	Sep 04	Dec 04		
5.1	Streamline the staffing process	[Blue bar spanning from Mar 02 to Sep 04]													
5.2	Simplify classification	[Blue bar spanning from Mar 02 to Sep 04]													
5.3	Find ways to increase effective use of technology	[Blue bar spanning from Mar 02 to Sep 04]													
5.4	Improve journey-level development of civilian Personnelists	[Blue bar spanning from Mar 02 to Sep 04]													
5.5	Resolve regionalization hiatus	[Blue bar spanning from Mar 02 to Dec 02]													
5.6	Communicate progress and key milestones	[Blue bar spanning from Mar 02 to Dec 03]								On-going		[Blue bar spanning from Mar 04 to Dec 04]			

Performance Measures: Performance measures provide a basis for assessing the successful achievement of our Vision and goals. These performance measures reflect the effort to quantify the most important results of our work.

- Metric to track customer satisfaction
- Metric to track servicing ratio
- Metric to track timeliness of service (to fill vacant positions)

Goal 6: Develop a Force Support Concept of Operations by the end of FY04

Goal Champion: AF/DPX

Action Offices: AF/DPXI (Goal Lead)

SAF/MRM

AFSLMO

SAF/MRR

AFPC/DPD

AF/DP-PC

AFPC/DPS

AF/DPLE

MAJCOM DPs

AF/DPLT

Purpose: Provide Mission-Ready Airman to our commanders by organizing a "support" community around customer requirements and expectations, providing seamless, customer focused services-- anywhere, anytime. This will be achieved through 1) streamlined customer service delivery: service integration and mobility through technology; and 2) strategic force management: reviewing legislative constraints, systematic leadership development, strategic recruiting and retention.

Initiatives:

6.1 Develop a Force Support CONOPS framework and Obtain Buy-In by Dec 02

- ◆ Expand HR Transformation Task Force, to include other force support partners

6.2 Develop processes and technology to facilitate Personnel functions under a Force Support CONOPS construct by 30 Sep 04

- ◆ Vet all process improvements through the Personnel IT Management Board (PersITMB) for a corporate review
- ◆ Ensure that processes balance tangible/intangible benefits and estimated savings with the risks and costs associated with implementing technology-based solutions
- ◆ Ensure both user and customer requirements are considered and met during process/system development

6.2a Redesign and integrate Force Support processes by 30 Sep 04

- ◆ Establish process design teams to review/integrate Force Support processes
- ◆ Identify/obtain functional buy-in for suitable integration candidates
- ◆ Develop an overarching timeline with milestones and business case analysis for implementing the Force Support CONOPS
- ◆ Obtain SECAF/CSAF approval to proceed
- ◆ Establish process for briefing the senior leadership upon the completion of each study to obtain approval
- ◆ Implement recommendations identified to redesign/integrate Force Support processes

6.2b Develop and field technology enhancements, including the training required to sustain those new systems (On-going)

- ◆ Ensure integrated approach/Strategy for IT implementation across the HR enterprise through the PERSITMB
- ◆ Establish HR/IT funding strategy annually
- ◆ Continue to field and integrate existing HR web capabilities to provide a single access point to customers
- ◆ Update and modify training curriculum to teach the fundamentals of technological enhancements to Personnelists at all levels
- ◆ Ensure DCPDS and Defense Integrated Military HR System (DIMHRS) meet AF requirements and that the Deliverable will be useful to the AF
- ◆ Find synergies in current IT initiatives

6.2c Develop a well defined CONOPS and appropriate architectures for all automated systems or technology enhancements (On-going)

6.3 Develop alternate Personnel organization models by 30 Sep 04

6.4 Communicate progress and key milestones to both internal and external stakeholders (On-going)

Schedule:

#	Initiative Title	Mar 02	Jun 02	Sep 02	Dec 02	Mar 03	Jun 03	Sep 03	Dec 03	Mar 04	Jun 04	Sep 04	Dec 04
6.1	Develop a Force Support CONOPS framework and obtain buy-in	[Blue bar from Mar 02 to Dec 02]											
6.2	Develop processes and technology to facilitate Personnel functions under a Force Support CONOPS construct	[Blue bar from Mar 02 to Sep 04]											
6.2a	Redesign and integrate force support processes	[Blue bar from Mar 02 to Sep 04]											
6.2b	Develop and field IT enhancements, including the training required to sustain those new systems	[Blue bar from Mar 02 to Sep 03]								On-going		[Blue bar from Mar 04 to Dec 04]	
6.2c	Develop a well defined CONOPS and appropriate architectures for all automated systems or technology enhancements	[Blue bar from Mar 02 to Sep 03]								On-going		[Blue bar from Mar 04 to Dec 04]	
6.3	Develop alternate Personnel organization models	[Blue bar from Mar 02 to Sep 04]											
6.4	Communicate progress and key milestones	[Blue bar from Mar 02 to Sep 03]								On-going		[Blue bar from Mar 04 to Dec 04]	

Performance Measures: Performance measures provide a basis for assessing the successful achievement of our Vision and goals. These performance measures reflect the effort to quantify the most important results of our work.

- ◆ Track the number of transactions completed on-line vice accomplished in the MPF (6.2b)

- ♦ Solicit customer feedback through on-line surveys, etc. (6.2b)
- ♦ Develop measurable process improvement actions for each reengineering study, i.e., number of steps omitted, levels of review eliminated, processes converted to web-applications, etc. (6.2a)
- ♦ Track number of processes reengineered or reviewed for reengineering (6.2a)
- ♦ Track status of implementation for each process grouping (6.2a)