Defense Technical Information Center's Information Analysis Center Strategic Implementation Plan

August 2002 (Revision 1)

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Foreword

The Information Analysis Center (IAC) program's origins trace back to the Rocket Propellant Information Agency (RPIA), which was founded in 1946. Throughout the past 55 years, IACs have been created, renamed, combined, and even closed so that we could better meet the needs of our customers—the warfighter and scientific and technical information (STI) communities, as well as the warfighters themselves. RPIA, for example, became the Chemical Propulsion Information Agency (CPIA) in 1962 to reflect changes in our clients' requirements.

As part of our constant effort to improve services, we needed to develop a system of assessing the performance of the IACs. Doing so will enable the IAC program to demonstrate we are meeting our mission requirements, as well as what areas need more focus.

The standards we are implementing originally supported the Government Performance and Results Act (GPRA) passed by Congress in 1993. The goal of GPRA was to enhance the confidence of the American public in its government by improving the effectiveness of its operations and the accountability of its agencies. This was accomplished by focusing on results, quality, and customer service—three areas to which the IAC program is dedicated.

However, before implementing any system for performance evaluation, we recognized that we needed insight from the people who manage the IACs. Consequently, two workshops were held with the IAC directors, and/or their representatives, to ensure the IAC program was aligned with the Department of Defense (DoD), Defense Information Systems Agency (DISA), and Defense Technical Information Center (DTIC) strategic plans, and to create a mechanism for measuring performance.

The first workshop examined how we support governmental agencies at a high level, with the creation of two IAC strategic goals and related key results areas (KRAs). In conducting this workshop the IACs attempted to align their activities with the DISA and DTIC visions, missions, and goals.

Finalizing the performance measures and the reporting process for this information were the objectives of the second session. This was accomplished by reviewing the Defense Technology Areas (DTAs) and related Defense Technology Objectives (DTOs), along with the DISA and DTIC mission statements. The goals and KRAs from the first workshop were validated, performance measures were established, targets for the measures were recommended, and a reporting mechanism was outlined.

The original implementation plan, dated January 2001, was an outgrowth of the two workshops that developed the current metrics framework. The KRAs and performance measures are a three-tiered, modular, framework that depicts how the IACs will assess their progress towards mission success. The framework also allows DTIC and the IACs to organize and prioritize their individual performance measurements and assess their performance against established requirements.

The results of the two workshops are being used to implement this plan across all of the IACs. Each quarter, each of the 13 IACs report their progress towards achieving the program's goals and objectives. The plan has been structured to permit growth; new

performance measures have been added and outdated ones have been deleted as needed.

It has always been my view and strong belief that the IACs are the best source for DoD STI; this implementation plan demonstrates our conviction and further validates the monumental importance of the IAC program.

Ronald Hale
Program Manager

The IAC Program

DoD IACs are formal organizations chartered by the DoD to facilitate the utilization of existing STI. They are established under DoD Instruction 3200.12, DoD Scientific and Technical Information Program (STIP), dated 11 February 1998; and DoD Instruction 3200.14, Principles and Operational Parameters of the DoD STIP dated 13 May 1997.

Experienced technical area scientists, engineers, and information specialists staff the IACs. They establish and maintain comprehensive knowledge bases that include historical, technical, scientific, and other data and information collected worldwide. The information they maintain includes a wide range of valuable information that is pertinent to their respective technical communities. IACs also collect, maintain, and develop analytical tools and techniques including databases, models, and simulations.

The thirteen contractor-operated DoD IACs are administratively managed by the Program Manager Office (PMO) at DTIC.

Linkage to DoD/DISA

The IAC Implementation Plan directly supports the DoD, DISA, and DTIC Strategic Plan goals, and helps to describe the Revolution in Military Affairs (RMA) and its impact on those goals. The DoD Information Management (IM) Strategic Plan (Version 2.0, October 1999) includes a goal that emphasizes support to the military warfighter. This high level goal is focused on warfighter capability and the changes taking place in the RMA. The RMA has firmly captured center stage in the U.S. post-Cold War policy debate.

Along with the related notions of information war and asymmetric warfare, the RMA has set the terms for discussing America's future security challenges and military requirements. The implications for defense policy are profound; yet there is little consensus on the meaning of these concepts, their inter-relationship, or their implications. The character, pace, and scope of the RMA still remain an issue. Indeed, even the extent to which the concept of military revolution describes current, real-world trends remains unresolved. It is not surprising, therefore, that RMA-related concepts have been employed in support of widely divergent approaches to defense modernization.

Of equal concern is the failure thus far of the RMA discussion to adequately address the likely implications of a RMA for arms control, diplomacy, alliance relationships, and international law. At the next level, the DISA Information Technology Management (ITM) Strategic Plan (Version 2.0, July 2000) Strategic Goal #2 supports the DoD strategy by focusing on the development of systems that increase information sharing among U.S. forces and their allies. Such sharing of information not only strengthens the capability of the DoD warfighter, but also promotes the overall strength and efficiency of the U.S. and Allied Forces around the globe. One of the implementing organizations at the DISA level is DTIC, a key link in this hierarchy.

At the DTIC level, numerous initiatives have been undertaken and systems put in place to promote sharing of information across the DoD. The IACs, which provide a central point of access to STI and analysis, are featured prominently in DTIC's plans. Implementing strategies at the IAC level include the Total Electronic Migration Systems (TEMS), an IAC-wide initiative to scan, digitize, and store all of the IAC holdings, making the information easily available to the warfighters and other authorized users. Figure 1 depicts the relationship of the IAC Implementation Plan with DTIC, DISA, and DoD strategic plans.

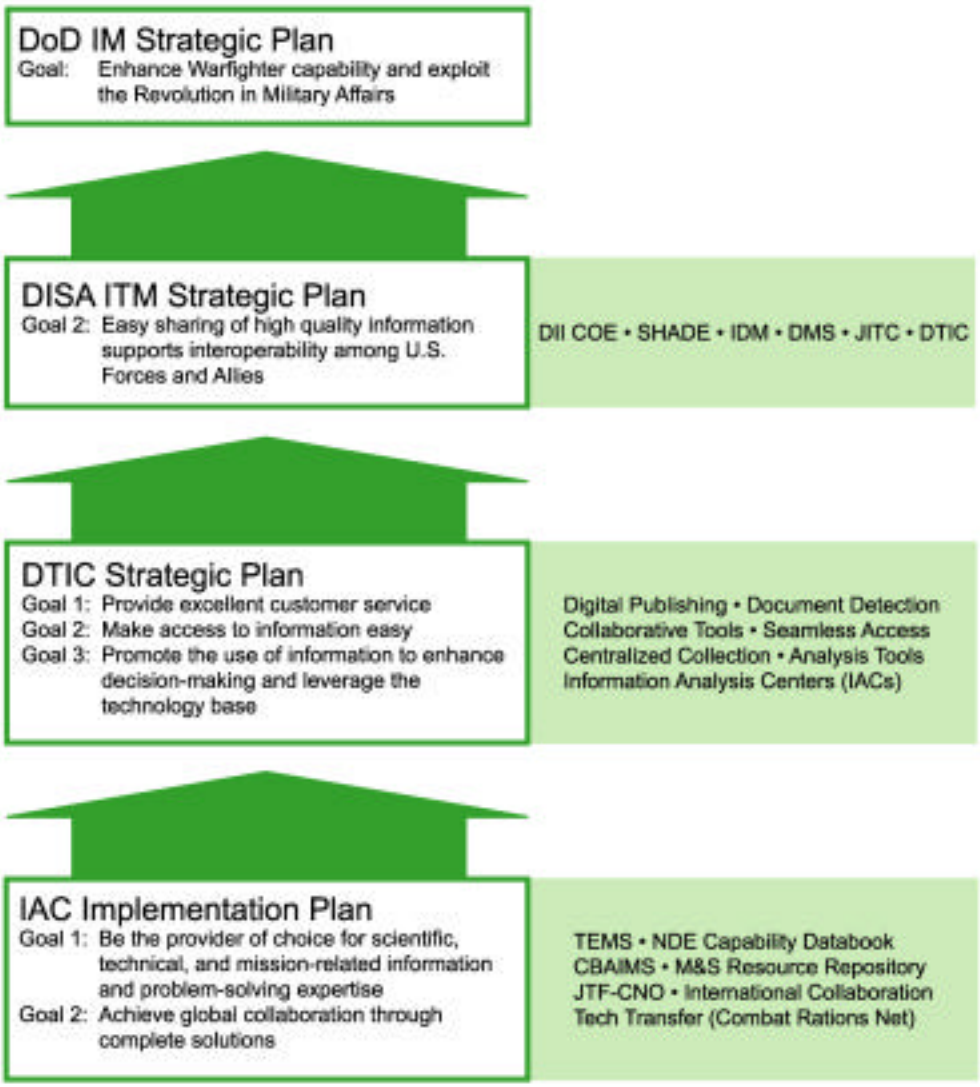

Figure 1. DoD/DISA/DTIC Linkage

Vision and Mission Statements

DISA/DTIC VISIONS

Defense Information Systems Agency (DISA) Vision: To provide information, products, and services to our warfighters, and others as required by the DoD; to achieve highest levels of effectiveness in joint or combined operations under all conditions of peace and war.

Defense Technical Information Center (DTIC) Vision: To provide quality information infrastructure that permits individual use and collaborative efforts by providing authorized access to information worldwide; to maintain a central repository of defense information; and, working together, DTIC's staff is the momentum behind DTIC's technological advances.

IAC PROGRAM MISSION STATEMENT

Information Analysis Center (IAC): The primary mission of the DoD IACs is to collect, analyze, synthesize, and disseminate worldwide STI in clearly defined specialized fields or subject areas. A secondary mission is to promote standardization within their respective fields. The IACs have a broad mission to improve the productivity of scientists, engineers, managers, and technicians in the defense community through timely dissemination of evaluated information.

INDIVIDUAL IAC MISSION STATEMENTS

- **Advanced Materials and Processes Technology IAC (AMPTIAC)**: Serves as a government and industry focal point for data and information relating to the advanced materials processes
- **Chemical and Biological Defense IAC (CBIAC**): Serves as the DoD focal point for information related to chemical and biological defense (CBD) technology
- **Chemical Propulsion Information Agency (CPIA)**: Serves as the U.S. national clearinghouse for worldwide information, data, and analyses on chemical, electrical, and nuclear propulsion for missile, space, and gun propulsion systems
- **Data and Analysis Center for Software (DACS)**: Designated as the DoD software information clearinghouse serving as an authoritative source for state-of-the-art software information providing technical support for the software community
- **Human Systems IAC (HSIAC)**: Helps ensure United States military technological superiority by providing the research, development, and acquisition communities with "The Right Human Factors Information at the Right Time"

- **Information Assurance Technology Analysis Center (IATAC)**: Provides DoD a central point of access for scientific and technical information (STINFO) regarding information assurance (IA) technologies, system vulnerabilities, research and development, models and analyses to support the development, and implementation of effective defenses against information warfare (IW) attacks

- **Infrared Information Analysis Center (IRIA)**: Collects, analyzes, and disseminates information on infrared and electro-optical (IR/EO) technology with an emphasis on military applications

- **Manufacturing Technology IAC (MTIAC)**: Promotes the exchange of manufacturing technology information and supports DoD manufacturing technology (ManTech) program objectives

- **Modeling and Simulation IAC (MSIAC)**: Accesses, acquires, collects, analyzes, synthesizes, generates, and disseminates scientific, technical, and operational support information in the area of modeling and simulation

- **Nondestructive Testing IAC (NTIAC)**: Increases the productivity of the nation's scientists, engineers, and technical managers involved in nondestructive testing, evaluation, and inspection (NDT/E/I) by providing broad information analysis services of technical excellence

- **Reliability Analysis Center (RAC)**: Serves as a government and industry focal point to improve the reliability, maintainability, quality, and supportability (RMQS) of manufactured components and systems

- **Survivability/Vulnerability IAC (SURVIAC)**: Serves as the DoD focal point for non-nuclear survivability/vulnerability data, information, methodologies, models, and analysis relating to U.S. and foreign aeronautical and surface systems

- **Weapons Systems Technology IAC (WSTIAC)**: Provides the DoD and user communities with timely and authoritative information relative to key R&D concepts, results, trends, applications and processes, and assessment of international technology

CUSTOMER FOCUS

The key thrust to the vision and mission of the DTIC IAC program is the emphasis on support to the warfighter and the STI community. This emphasis is reinforced in the goals, objectives, KRAs/Capabilities, and metrics described throughout the implementation plan. The focus on the customer is further emphasized through the development of tools and technologies that will assist the scientists, technicians, staff analysts, and warfighters in the performance of their jobs. One of these tools that is in the process of being deployed is TEMS, which will provide the user community near real time access to all DoD and IAC STI over the Internet.

Strategic Goals and Key Results Areas

The IAC strategic goals were developed primarily to support the goals of the DTIC Strategic Plan, which in turn align with DISA's goal #2—"Easy sharing of high quality information supports interoperability among U.S. Forces and Allies."

The two IAC goals are supported by several KRAs, now known as "Capabilities" in the Performance Measurement Framework (PMF). KRAs are used in the same context as the critical success factors in the DTIC Strategic Plan; they identify the most important business areas in which the IACs must be successful to accomplish the program goals. These areas/factors are also related to the criteria used to assess organizational performance and can be viewed as the business processes that contribute to mission success.

The KRAs do not exist just to support the program goals on paper and should, therefore, be constantly challenged regarding their relevance to the current business environment. All major decisions by management must help to improve the IACs performance in at least one of the KRAs. If an idea does not increase the standing in any KRA, its importance and necessity should be re-examined.

GOAL 1: BE THE PROVIDER OF CHOICE FOR SCIENTIFIC, TECHNICAL, AND MISSION RELATED INFORMATION

Basis of Goal—

DTIC and the IACs recognize that the availability of information is a critical resource for the preservation of the United State's economic and national security. To support this end, the IACs want to continue to be the key provider of scientific, technical, and mission related information to the DoD community. The long history of IAC involvement in this area provides the perfect platform for a continued and sustaining role. It is our goal, therefore, to support DTIC by providing excellent customer service and making access to information easy.

Genesis of KRAs—

The following five KRAs represent the initial areas that were identified during Workshop I in February 2000. As a result of consolidation efforts of the measures during Workshop II in October 2000, KRA #5 was deleted. The measures for this area are covered in Appendix A: IAC Performance Measures.

- **KRA #1: Awareness of the IAC's products and services—**
  The main objective for this KRA is to make the IACs' extensive user communities more aware of the IACs' products and services. Focusing on customer contact, products, and the World Wide Web (WWW) will help the IACs accomplish this goal.

- **KRA #2: Volume and diversity of information available—**

To remain the key DoD provider of STI, the IACs must consistently increase their activity levels, as well as the content and diversity of their information and customers.

- **KRA #3: Broadbase expertise—**
  The goal for this KRA is to increase the intellectual capital of the IACs. This is measured through presentations, courses, and subject matter experts (SMEs).

- **KRA #4: IAC reputation—**
  To be the provider of choice for STI, the IACs must constantly strive to improve their reputation in the DoD community. The number of customers they have, those customers' opinion of their interactions with the IACs, and the amount of business the IACs do support this KRA by demonstrating the breadth of their user base.

- **KRA #5: Value to the customer (DELETED)—**
  The intent is to constantly increase the IACs' value to their clients. This KRA was later deleted as it was decided to focus on outputs rather than outcomes for the time being. DTIC is developing an IAC customer survey that will address this KRA.

GOAL 2: ACHIEVE GLOBAL COLLABORATION THROUGH COMPLETE SOLUTIONS

Basis of Goal—

DTIC and the IACs also recognize that information is a critical resource for the survival of the warfighter and STI community. To support this end, the IACs want to achieve global collaboration by providing complete solutions. The history of IAC involvement in this area provides the perfect platform for a continued role in this area. It is our goal, therefore, to support DTIC in the use of information to enhance decision-making and leverage the technology base.

Genesis of KRAs—

The following four KRAs represent the initial areas that were identified during Workshop I in February 2000. KRAs #1 and #3 were later eliminated, due to an overlap.

- **KRA #1: Understanding of the IACs' total capabilities (DELETED)—**
  In order for the IACs to provide complete solutions, they must ensure that their clients are aware of the breadth of products and services they offer. While important, this KRA was later deleted as it overlapped with goal 1, KRA #1.

- **KRA #2: Cross-IAC teaming on projects—**
  Customers take advantage of the wide array of resources provided by the 13 IACs; why shouldn't the IACs? By increasing the number of collaborative efforts, the IACs will be able to use each other's resources and avoid duplicating efforts. This will help ensure customer satisfaction, as well as demonstrate the cooperative nature of the IAC program.

- **KRA #3: Understanding and anticipation of customer needs (DELETED)—**
  This KRA goes to improving the level of IAC activity by proactively meeting customer requirements. This item was deleted, however, as it is too difficult to measure and overlaps with some of the other KRAs.

- **KRA #4: Customer satisfaction with our complete solutions—**
  Obviously, the IACs performance in the other KRAs is not significant if the customers are not satisfied. This KRA is also significant, as it measures outcomes and not outputs. Surveys will be used to measure the IACs effectiveness in this area.

External Factors and General Assumptions

SUPPORT TO THE WARFIGHTER

One of the major external influences affecting the IACs' support to the warfighter is the constantly changing role of military operations. Several key events have contributed to this transformation, including a shift in where the battles are being fought from conventional open battlefield operations to the confined environment of urban operations to unconventional war and worldwide terrorist activities. This change has necessitated shifts in tactical operations, the nature of battlefield equipment, and the structure of the military forces deployed. The one constant factor, however, is the continuing requirement for timely and relevant information and data analysis. The IACs can meet this ever-growing need through an established network of scientific expertise and STI databases.

EMPPHASES ON TERRORIST THREAT

Recent decisions following the bombing of the World Trade Centers and the Pentagon are having a major impact on the way the government will conduct intelligence operations now and in the future. The need for the collection, coordination, sharing, and critical analysis of information is greater now than ever in the history of our country. New initiatives being put into place by the administration and Congress will force formerly disparate organizations to work together as a single functioning body. The IACs will play a vital role in this process by virtue of the invaluable information they currently generate and maintain, and in view of the mature analysis capabilities they have developed over many decades. The IACs represent an important piece of the government's solution to a totally integrated and collaborative intelligence operation.

KNOWLEDGE AND INFORMATION AGE

This age is characterized by a demand for information (including STI) that, in many cases, has exceeded the capability of systems to supply the most relevant and timely knowledge. Although the information may exist, finding it is the challenge. Systems are needed that can sort through the sites and databases and retrieve the needed information. The IACs are postured to satisfy knowledge and information needs across a broad spectrum of users in a timely and efficient manner.

TECHNOLOGY AND TECHNOLOGICAL GROWTH

Technology has created additional challenges for the warfighter, including the need to keep abreast of the most recent information system technologies, as well as upgrading existing systems to take advantage of those advancements. There is also the issue of maintaining the proficiency and effectiveness of the work force, which carries a hefty price tag. The IACs provide a vehicle that can synergistically combine talents, efforts, and systems across a range of technical areas. Through a centralized operation at DTIC, the IACs can use the latest technology to respond to the various information and

analytical needs of the warfighter and S&T communities. The IACs also participate in collaborative projects to leverage their respective systems in support of IAC-wide and PMO-directed activities.

AVAILABILITY OF INFORMATION TO THE PUBLIC

> *"I will expand the use of the Internet to empower citizens, allowing them to request customized information from Washington when they need it, not just when Washington wants to give it to them. True reform involves not just giving people information, but giving citizens the freedom to act upon it."*
>
> President George W. Bush
> OMB Publication, The President's Management Agenda for Fiscal Year 2002

In light of the President's recent guidance above, related to making information more accessible to the general public, the IACs will support this policy to the greatest extent practicable. While much of the STI generated by the IACs is unique to the needs of the scientific and technical community, the public has a right to information they consider vital to their understanding of the current environment, particularly in view of current international events that potentially have a direct impact on the safety and well being of their families and fellow citizens. We will continue to support not only the needs of our immediate customers, the Military Services and the STI community, but will respond to the needs of the citizens and taxpayers of the United States as well.

TEMS is a knowledge retrieval system that DTIC has developed to dramatically expand our support to the warfighter and the STI community. This real time system will provide authorized DoD users access to the 13 IAC digitized STI collections through a single entry point from any desktop computer. The system has been developed using the latest COTS tools and technologies, and has been human engineered to maximize its utility to end users, including personnel with disabilities. The system has completed prototype development and testing, and will be ready for initial operational deployment in 1st Quarter Fiscal Year 2003.

Performance Measures and Targets

GPRA calls for government agencies to submit an annual performance plan to the Director of the Office of Management and Budget (OMB) covering each program activity. All agencies must establish performance goals or targets and define the level of performance to be achieved. Goals must be objective, quantifiable, and measurable. Agencies must then establish performance indicators to assess and measure the relevant outputs, service levels, and outcomes of each program activity.

In the course of the two IAC workshops and meetings of the IAC working group, the DTIC IAC PMO has established a method to capture the strategic goals and KRAs and produce measurable metrics to document the level of performance and target levels for each of the 13 IACs. The IAC Working Group developed 38 metrics for this purpose. This methodology supports GPRA requirements and will enable DTIC and DISA to accurately report the performance of the 13 IACs and their activities.

Finally, some of the metrics have been revised and/or modified since the first reporting period was completed. The metrics will continue to evolve, if it is determined that they are difficult to accurately measure or when they no longer add value to the DTIC IAC PMO mission.

The complete list of metrics is included in Appendix A.

IAC Reporting Process

PERFORMANCE MEASUREMENT FRAMEWORK AND METHODOLOGY

Once the data for the metrics is collected, it is entered into a framework that creates a score for each KRA. Over time, these scores are used to show trends, as well as the effectiveness of other initiatives. Additionally, the raw data is then compiled into a score to meet GPRA's requirement for providing a basis for comparing actual program results with the established performance goals. This is being accomplished through the Performance Measurement Framework (PMF).

PMF is a three-tiered, modular, performance measurement framework that, when combined, represents the ability of an entity to achieve its functional and operational processes of management areas. It enables management to organize and prioritize individual performance measurements and assess performance against established mission requirements. The completed framework results in a scoring for the functional processes (KRAs).

There are several terms that are unique to this framework—

- **Capability**: Describes the largest functional group of an entity's mission. Capabilities are composed of a number attributes. Capabilities cover all critical functions in achieving the mission. (Equivalent to KRAs)

- **Attribute**: A phrase that describes an operational subgroup of an entity's capability. An attribute contains related metrics. Attributes in sum cover all operational components within a capability.

- **Metric**: A quantifiable means used to assess the performance of a particular attribute when combined with other related measures. Each metric contains a measure, mission requirement, relative weight, definition, and actual data. (Equivalent to Performance Measure)

The IACs developed all of the capabilities, attributes, and metrics, which are related to their specific operations.

Figure 2 depicts how a capability consists of several attributes, which are, in turn, comprised of a number of metrics.

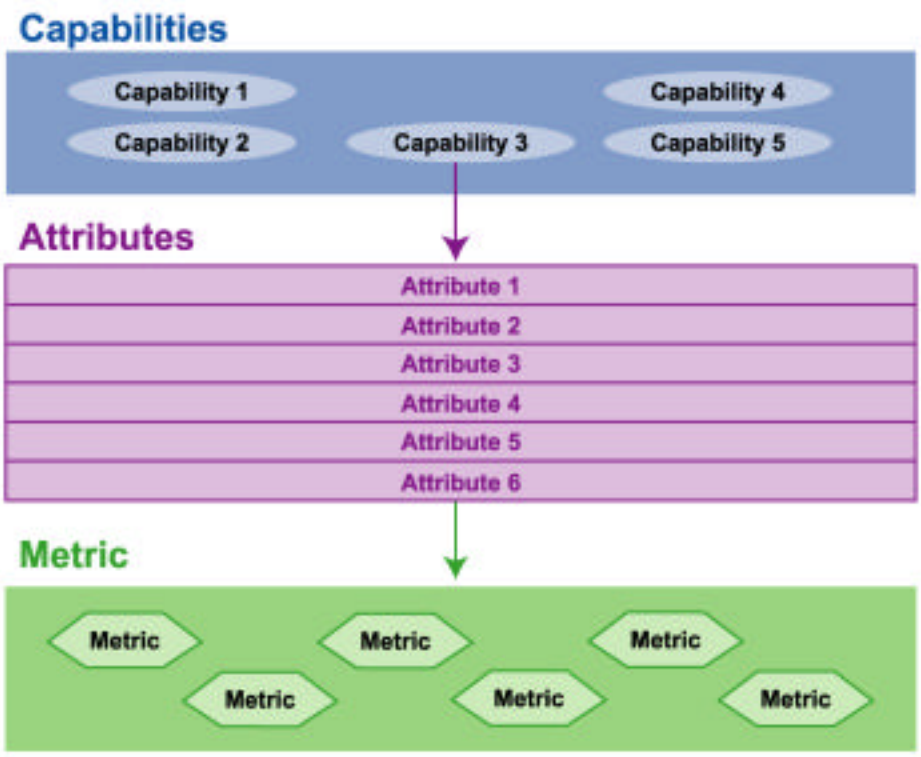

Figure 2: PMF Matrix

As shown in Figure 2, Capability #3 consists of six attributes. Each attribute is composed of several metrics. In the figure, Attribute #6 is comprised of six metrics.

Each metric contains a description of the activity to be measured, a priority, the type of metric, and the target or requirement. Table 1 provides an example of how a metric is listed.

Table 1: Sample Metric

	Priority	Type of Metric	Target/ Require-ments
1 Awareness of Products & Services 1.1 Customer Contacts 1.1.1 Number of contacts with the Unified Commands Definition: Contacts equal number of IAC personal contacts with representatives of the Unified Commands (CINCs) based on an individual event not on headcount	1	#	8

Metric 1.1.1 measures the number of contacts with Unified Commands. The first column states the priority of the metric. This priority ranking determines the importance of the metric as it relates to the other metrics in the Customer Contacts Attribute.

The second column describes the type of metric or unit of measurement. Units of measurement can be expressed as a raw number, hour, dollar figure, or percentage. The metric type for metric 1.1.1. is #.

The third column represents the target or requirement. During this first reporting period, the target for each of the IACs concerning the number of contacts with Unified Commands is 8. Targets were set for each metric and are to be used for general guidelines for each reporting period. Eventually, each IAC and its Contracting Officer's Technical Representative (COTR) may be able to develop individualized targets and priorities, subject to review by the DTIC PMO.

Each metric also contains a definition to its exact meaning. Such clarity will ensure consistent reporting between IACs, as well as between reporting periods. Definitions are listed underneath each metric.

During the second workshop, the IACs received an introduction to the PMF methodology. In conjunction with representatives from the IACs, the Working Group developed the capabilities, attributes, and metrics to support the DTIC Strategic Plan, IAC goals, and KRAs.

Performance measurements can be rolled-up with other related metrics to provide an accurate assessment of performance at the capability or attribute level. The structured relationship of metrics, attributes, and capabilities provides a common framework to define and help sustain the IACs goals, as well as assess performance against IAC PMO-established requirements. PAM also permits layered examination to isolate problems.

Like the metrics themselves, the reporting process and framework may be updated in the future.

DATA COLLECTION

The IACs will collect most of the data quarterly. Metrics regarding the amount and value of technical area tasks (TATs), however, will only be reported annually. Each IAC will be sent an electronic spreadsheet in Microsoft Excel format to complete. That spreadsheet is included as Appendix B. Table 2 contains the timetable for data collection and submission.

Table 2: Timetable

Date	Action
10 days before quarter starts	DTIC sends the reporting spreadsheet to the IACs for the following quarter
5 days after quarter ends	Each IAC returns its completed spreadsheet for the quarter that just closed to DTIC
Upon receipt of all of the IACs' spreadsheets	DTIC enters the performance data into the PMF database
40 days after quarter ends	DTIC reports results to the IACs

The results will be reported to the DTIC PMO in a report that contains scores for the metrics, attributes, and capabilities, as well as detailed analysis of the results (including graphs).

Appendix A: IAC Performance Measures

GOAL 1: BE THE PROVIDER OF CHOICE FOR SCIENTIFIC, TECHNICAL, AND MISSION— RELATED INFORMATION

		Priority	Type of Metric	Target/ Requirement
1	**Awareness of Products & Services**			
1.1	**Customer Contacts**			
1.1.1	Number of contacts with the Unified Commands.	**1**	#	**8**
Definition:	*Contacts = # of IAC personal contacts with representatives of the Unified Commands (CINCs) based on an individual event not on head count.*			
1.1.2	Average amount of time it takes IAC to acknowledge a customer inquiry	**1**	**man-hours**	**1**
Definition:	*Represents the elapsed time to acknowledge receipt of inquiry, based on an 8-hour workday and 5 day workweek.*			
1.1.3	Average man-hours required to provide answer to customer inquiry	**1**	**man-hours**	**16**
Definition:	*Represents IAC labor hours, based on an 8-hour workday. Includes funded and unfunded inquiries.*			
1.1.4	Average time to provide a completed answer to a customer inquiry	**1**	**man-hours**	**72**
Definition:	*Represents IAC labor hours, based on an 8-hour workday. Includes funded and unfunded inquiries.*			
1.2	**Products**			
1.2.1	Number of IAC products delivered	**1**	#	**3**
Definition:	*Number includes contract deliverables and other products produced as part of core activities. Count individual newsletters produced, not the number of copies distributed.*			
1.3	**World Wide Web**			
1.3.1	Total number of accesses or page views	**1**	#	**4000**
Definition:	*Accesses do not represent "hits" but measures sub-pages accessed/viewed.*			
1.3.2	Total number of web inquiries	**2**	#	**100**
Definition:	*Inquiries = # of downloads + # of database searches.*			
2	**Volume & Diversity of Information Available**			
2.1	**Activity**			
2.1.1	Total number of hard technical inquiries	**1**	#	**200**
Definition:	*"Hard technical" inquiries include one on one personal contacts and e-mail exchange on a science and technology inquiry regarding a specific technical area of expertise.*			

		Priority	Type of Metric	Target/ Requirement
2.2	**Content**			
2.2.1	Total number of IAC documents entered into DROLS	**3**	**#**	**10**
Definition:	*"IAC documents" include all media.*			
2.2.2	Total number of documents added to the IAC collection	**1**	**#**	**50**
Definition:	*Documents include videotapes, CD-ROMs (data & audio).*			
2.3	**Diversity**			
2.3.1	Average number of links to external sites	**3**	**#**	**50**
Definition:	*"External sites" include any other IAC or non-IAC sites. Number represents running cumulative total.*			
2.3.2	Total number of Navy Technical Area Tasks (TATs)	**1**	**#**	**4**
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
2.3.3	Total funded value of Navy TATs	**1**	**$**	**2000000**
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
2.3.4	Total number of Army TATs	**1**	**#**	**4**
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception..*			
2.3.5	Total funded value of Army TATs	**1**	**$**	**2000000**
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
2.3.6	Total number of Marine TATs	**1**	**#**	**4**
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
2.3.7	Total funded value of Marine TATs	**1**	**$**	**2000000**
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
2.3.8	Total number of Air Force TATs	**1**	**#**	**4**
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
2.3.9	Total funded value of Air Force TATs	**1**	**$**	**2000000**
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			

		Priority	Type of Metric	Target/ Requirement
2.3.10	Total number of DoD TATs	1	#	4
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
2.3.11	Total funded value of DoD TATs	1	$	2000000
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
2.3.12	Total number of government TATs	1	#	4
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
2.3.13	Total funded value of government TATs	1	$	2000000
Definition:	*This data is collected quarterly by the IACs, but reported annually to DTIC. The target number is for the current fiscal year, not since inception.*			
3	**Broadbase Expertise**			
3.1	**Demonstrated Experience**			
3.1.1	Number of IAC invited presentations	1	#	1
Definition:	*"Invited presentations" represent non-contractually required events.*			
3.1.2	Number of technical/technology presentations attended	1	#	5
Definition:	*"Presentations" are defined as trade shows, formal and informal IAC events.*			
3.1.3	Number of training courses taught in functional area	1	#	1
Definition:	*"Training courses taught" includes any courses, or a portion of a course, related to the IAC's functional area of expertise.*			
3.1.4	Number of course attendees	1	#	5
Definition:	*"Attendees" include registered trainees and audit personnel.*			
3.1.5	Number of Subject Matter Experts (SMEs) in IAC database	2	#	200
Definition:	*"SMEs" include any personnel identified with functional area expertise within their IAC. Represents a cumulative number. Total reflects number from third month of quarter.*			

		Priority	Type of Metric	Target/ Requirement
4	**IAC Reputation**			
4.1	**Testimonials**			
4.1.1	Number of success stories from IAC sources	**2**	#	**1**
Definition:	*"Success stories" include any IAC activity or task that contributes to the mission.*			
4.1.2	Number of testimonials from customers and other external sources	**2**	#	**1**
Definition:	*Testimonials include unsolicited letters and emails.*			
4.2	**Business**			
4.2.1	Number of active TATs with a value of less than $100,000	**1**	#	**4**
Definition:	*Represents the number of all open TATs.*			
4.2.2	Number of active TATs with a value between $100,000 and $1,000,000	**1**	#	**5**
Definition:	*Represents the number of all open TATs.*			
4.2.3	Number of active TATs with a value greater than $1,000,000	**1**	#	**1**
Definition:	*Represents the number of all open TATs.*			
4.2.4	Current TAT funding awarded	**1**	**$**	**200000**
Definition:	*"Current TAT funding awarded" is defined as actual dollars placed on contract during the current quarter (not cumulative since contract inception).*			
4.2.5	Number of new TATs awarded	**1**	#	**3**
Definition:	*"Number of new TATs awarded" is defined as actual dollars placed on contract during the current quarter (not cumulative since contract inception).*			
5	**Cross-IAC Entity Teaming on Projects**			
5.1	**Working Groups**			
5.1.1	Number of IAC to IAC referrals	**4**	#	**3**
Definition:	*An IAC to IAC referral request is a request more appropriate for another IAC to process.*			
5.1.2	Number of multi-IAC initiatives in support of customers	**1**	#	**2**
Definition:	*Initiatives are funded & unfunded information sharing activities attended by two or more IACs.*			

GOAL 2: ACHIEVE GLOBAL COLLABORATION THROUGH COMPLETE SOLUTIONS

		Priority	Type of Metric	Target/ Requirement
6	**Customer Satisfaction with Our Complete Solutions**			
6.1	**User Surveys/Positive Customer Responses**			
6.1.1	Percentage of returned IAC customer surveys that rate the IAC satisfactory or above	**1**	%	**80**

Definition: *"Customer survey" refers to any IAC generated/distributed survey form which may include information on all core and TAT products/services provided. If there is no data to report, please insert "N/A" or the proper applicable percentage data. Do not leave the cell blank or null.*

Appendix B – IAC Reporting Spreadsheet

IAC NAME:								
DATA SOURCE:								
POINT OF CONTACT:								
		TARGET NUMBER IS PER QUARTER						
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
1	**AWARENESS OF PRODUCTS & SERVICES**							
1.1	**Customer Contacts**							
1.1.1	Number of contacts with the Unified Commands.	#	1	8.00				0.00
1.1.2	Average amount of time it takes IAC to acknowledge a customer inquiry.	man-hours	1	1.00				0.00
1.1.3	Average man-hours required to provide answer to customer inquiry.	man-hours	1	16.00				0.00
1.1.4	Average time to provide a completed answer to a customer inquiry.	man-hours	1	72.00				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
1.2	**Products**							
1.2.1	Number of IAC products delivered.	#	1	3.00				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
1.3	**World Wide Web**							
1.3.1	Total number of accesses or page views.	#	1	4,000.00				0.00
1.3.2	Total number of web inquiries.	#	2	100.00				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
2	**VOLUME & DIVERSITY OF INFORMATION AVAILABLE**							
2.1	**Activity**							
2.1.1	Total number of hard technical inquiries.	#	1	200.00				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
2.2	**Content**							
2.2.1	Total number of IAC documents entered into DROLS.	#	3	10.00				0.00
2.2.2	Total number of documents added to the IAC collection.	#	1	50.00				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
2.3	**Diversity**							
2.3.1	Average number of links to external sites.	#	3	50.00				0.00
2.3.2	Total number of Navy Technical Area Tasks (TATs)	#	1	4				0.00
2.3.3	Total funded value of Navy TATs	$	1	$2,000,000				0.00
2.3.4	Total number of Army TATs	#	1	4				0.00
2.3.5	Total funded value of Army TATs	$	1	$2,000,000				0.00
2.3.6	Total number of Marine TATs	#	1	4				0.00

2.3.7	Total funded value of Marine TATs	$	1	$2,000,000				0.00
2.3.8	Total number of Air Force TATs	#	1	4				0.00
2.3.9	Total funded value of Air Force TATs	$	1	$2,000,000				0.00
2.3.10	Total number of DOD TATs	#	1	4				0.00
2.3.11	Total funded value of DOD TATs	$	1	$2,000,000				0.00
2.3.12	Total number of government TATs	#	1	4				0.00
2.3.13	Total funded value of government TATs	$	1	$2,000,000				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
3	**BROADBASE EXPERTISE**							
3.1	**Demonstrated Experience**							
3.1.1	Number of IAC invited presentations.	#	1	1.00				0.00
3.1.2	Number of technical/technology presentations attended.	#	1	5.00				0.00
3.1.3	Number of training courses taught in functional area.	#	1	1.00				0.00
3.1.4	Number of course attendees.	#	1	5.00				0.00
3.1.5	Number of Subject Matter Experts (SMEs) in IAC database.	#	2	200.00				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
4	**IAC REPUTATION**							
4.1	**Testimonials**							
4.1.1	Number of success stories from IAC sources.	#	2	1.00				0.00
4.1.2	Number of testimonials from customers and other external sources.	#	2	1.00				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
4.2	**Business**							
	Continuing Business							
4.2.1	Number of active TATs with a value of less than $100,000.	#	1	4.00				0.00
4.2.2	Number of active TATs with a value between $100,000 and $1,000,000.	#	1	5.00				0.00
4.2.3	Number of active TATs with a value greater than $1,000,000.	#	1	1.00				0.00
	New Business							
4.2.4	Current TAT funding awarded.	$	1	$ 200,000.00				0.00
4.2.5	Number of new TATs awarded.	#	1	3.00				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR
5	**CROSS-IAC ENTITY TEAMING ON PROJECTS**							
5.1	**Working Groups**							
5.1.1	Number of IAC to IAC referrals.	#	4	3.00				0.00
5.1.2	Number of multi-IAC initiatives in support of customers.	#	1	2.00				0.00
		Type	Priority	Target	Jul-01	Aug-01	Sep-01	4th QTR

6	**CUSTOMER SATISFACTION WITH OUR COMPLETE SOLUTIONS**							
6.1	**User Surveys/Positive Customer Responses**							
6.1.1	Percentage of returned IAC customer surveys that rate the IAC satisfactory or above.	%	1	80.00				0.00