



Manpower and Organization

**AIR FORCE BEST PRACTICES
CLEARINGHOUSE**

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This handbook provides the necessary guidance to assist Air Force Best Practices Clearinghouse (AFBPC) customers in submitting best practices, searching for best practices, and accessing various informational areas of the clearinghouse.

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Chapter 1

INTRODUCTION

1.1. Overview. The Air Force Best Practices Clearinghouse (AFBPC) is a resource of “best practice” information to provide users with new, enhanced, or innovative solutions to improve mission performance. “Best practices” are simply superior methods or innovative practices that contribute to improved performance (**Attachment 1**). The primary users of this system are Air Force members of all skills and organizational levels. The system is web-based and provides users access through the Air Force Manpower and Innovation Agency (AFMIA) home page (www.afmia.randolph.af.mil). User screens are simple, user-friendly, and provide visitors multiple benchmarking sources through a “one-stop shopping” concept.

1.2. Sign-on. The AFBPC will be accessed through the AFMIA homepage (www.afmia.randolph.af.mil). Upon entering the homepage there will be a button titled “**Best Practices.**” Clicking on this button will bring you into the clearinghouse homepage.

Chapter 2

CLEARINGHOUSE CONCEPT OF OPERATIONS.

2.1. Entering Into the AFBPC Homepage. Upon entrance to the AFBPC Homepage, you will find five paths/buttons.

2.1.1. Best Practices File Room. This will take you to the database. It is here that you will enter your best practice or you will be able to search for a best practice utilizing one of the search areas. If you notice one of these best practice records is obsolete, inaccurate, or improved by your organization, you are encouraged to either share your comments on that particular record or otherwise provide the AFBPC staff with additional/correct electronic documents. If a new record is required, an updated Best Practice Record should be prepared, validated, and submitted to the AFBPC.

2.1.2. Rules of Engagement. These are the basic guidelines concerning identifying, submitting, validating, and general information about best practices.

2.1.3. Best Practices Record Format. This describes the best practices form and the information needed to complete the form.

2.1.4. Clearinghouse Users Handbook. The users handbook will provide guidance on identifying a best practice, completing the input form, validating the best practice, and submitting the best practice.

2.1.5. Best Practice and Other Links. Provides links to other sites for Best Practices, Lesson Learned, Benchmarking, Knowledge Management, and other helpful resources.

2.1.6. Disclaimer. **ALL USERS OF THIS SYSTEM ARE REMINDED OF THEIR RESPONSIBILITIES FOR OPERATIONS SECURITY WHEN SHARING INFORMATION THROUGH THE INTERNET.** AFMIA attempts to ensure all best practices and other information resources are reviewed by competent sources prior to release through their home page. However, AFMIA does not endorse any specific best practice for adoption by all Air Force organizations. Commanders and supervisors should encourage employees to study best practices for possible adaptation and obtain appropriate approval prior to implementing these best practices in the workplace. **IF YOU DETERMINE ANY MATERIAL IN THE AFBPC WILL NEGATIVELY IMPACT SAFETY, SECURITY, READINESS, OR ENVIRONMENT, IMMEDIATELY NOTIFY THE SYSTEMS MANAGER.**

2.2. Selecting a Specific Path. Select the appropriate area of the AFBPC Homepage by clicking the title. Exit the AFBPC Homepage by using the browser back button.

Chapter 3

BEST PRACTICE RECORDS

3.1. Processing a Best Practice Record. Best practices are identified by IG members, organizational excellence assessors, auditors, awards reviewers, supervisors, or anyone authorized by the organization's leadership to share this information outside the organization. Information captured here may not describe *the* best practice, but one of *several* best practices. A best practice is defined as a superior method or innovative practice that contributes to improved performance of the process. This designation of "best" may be based on one or more factors, to include (but not limited to):

- 3.1.1. Expert review of the practice by either functional or process experts (e.g., assessment, award, AF functional office, or auditing team);
- 3.1.2. Clearly superior results when compared to like organizations;
- 3.1.3. Results are "breakthrough" in efficiency/effectiveness—could be a "first";
- 3.1.4. Multiple sources, usually experts, agree the practice is superior;
- 3.1.5. The practice employs the latest applicable technology; or
- 3.1.6. A high number of customers report their satisfaction and become loyal, repeat customers.

3.2. Identifying Best Practices.

3.2.1. Candidate practices may be identified by anyone knowledgeable or very familiar with the practice and permitted to share it outside his/her organization. The points of contact (POCs) and process owner alike should base their recommendation to the validating official on one or more of the factors described in paragraph 3.1 above. These individuals are responsible for accurately representing the best practice, to include providing summary data to the validator to justify the recommendation.

3.2.2. The Best Practice record contains 15 entry fields—1-12 are completed by the POC and/or process owner. POCs must apprise the appropriate process owner of the best practice nomination prior to review by the validating official. POCs will identify what criterion was used to determine the designation of a "best practice"; e.g., specifically identify the exercise/competition, comparison method, audit/inspection procedure, etc., in item 12.

3.3. Validating Best Practices. Best practices must be validated prior to dissemination through the AF Best Practices Clearinghouse. The validator will be identified in fields 13, 14, and 15. Validation is necessary to assure high-quality submissions are provided to the clearinghouse..

3.3.1. Validating officials are determined based on the origin of each best practice according to the following:

POINT OF ORIGIN	VALIDATING OFFICIAL
Base-Level	Submitted through Base/MO to MAJCOM/XP (Base CCX for AFRC units)
Inspected Site	Inspection Team Lead
Management Reviews (Assessed Site or Program)	Review Director
Functional Award Nominations	Functional Manager (Air Staff)
CSAF TEA; Installation Excellence Award Nomination	Award Judge
Organizational Performance System	Examiner Team Lead
Audit	Audit Team Lead
Headquarters (Above Wing Level)	Senior Rater (see Attachment 1, Glossary)
External to Air Force	AFMIA/MITT, Senior Rater, MAJCOM Functional Manager, AFIA

3.3.2. Validating officials should use their best judgement and appropriate staff resources to determine whether each practice is indeed a best (if not “the” best) practice. The rigor of validation should be minimal yet appropriate to each unique best practice. In addition to assuring the practice meets one or more of the factors described in paragraph 3.1, validating officials should consider the impact of the best practice on 1) safety, 2) security, 3) readiness, or 4) the environment.

3.4. Submitting Best Practices. Following validation, best practices are submitted to the Air Force Best Practices Clearinghouse by e-mail (Microsoft Word) or through the Air Force Best Practices Clearinghouse web site at www.afmia.randolph.af.mil. If the submitting organization does not have access to e-mail or the Internet, clearinghouse staff will accept printed records (no attachments). (See instructions in [Attachment 2](#).)

3.4.1. Submitting Best Practices from Installation or Wing. In accordance with the procedures of AFI 90-1102, *Performance Management*, Best Practices submitted from the Wing or equivalent level will be submitted through the Wing/MO (Base/CCX for AFRC units) to the MAJCOM/XP for processing. The MAJCOM/XP will coordinate the Best Practice with the MAJCOM Functional Manager for validation. The MAJCOM/XP will ensure Best Practices are submitted to the AFBPC within 30 days of receipt from the Wing/MO. The MAJCOM/XP will submit the Best Practice to the AFBPC by completing the submission form located in the BEST PRACTICES FILE ROOM.

3.4.2. Entering a Best Practice Record into the AFBPC Database. Upon entering the AFBPC Homepage, click on “BEST PRACTICE FILE ROOM.” Click on “SUBMIT A BEST PRACTICE RECORD” and complete the submission form. Click on the underlined title of a block for instructions on how to complete each section.

3.4.3. Submit Form. When completed, click on the submit button which will send the Best Practice to the AFBPC.

3.5. Best Practice Record Search Criteria. When submitted to the AFBPC, clearinghouse personnel will “tag” the best practice against each of the following criteria:

3.5.1. Functional Category. All records will be categorized into components found in the objective wing structure, i.e., civil engineering, security police, aircraft maintenance, etc.

3.5.2. AF Process Classification Scheme ([Attachment 3](#)). This is the “Dewey decimal” system for classifying common governmental processes (Governmental Process Classification Scheme) to be interoperable with other government best practices databases.

3.5.3. Air Force Task List (AFT) ([Attachment 4](#)). This classification is based on the Air Force Task List (AFDD 1-1).

3.5.4. Governing Directives. This includes Air Force Instructions (AFIs), Technical Orders (T.Os.), existing statutes, etc.

3.5.5. MAJCOM, DRU, or FOA. These are large organizations and may include civilian organizations which are subordinate (like MAJCOMs or AT&T Universal Card Service) to some parent organization (like the USAF or AT&T Corporate).

3.5.6. Base/Installation/Company Name. This is the site location of the best practice. This may be the name of a military or a business site (probably defined by the parent company’s name).

3.5.7. Predetermined Keywords. Keywords may be selected from a pull-down key list which has been provided by the Best Practice POC.

3.5.8. Entering a Word or Phrase. An individual may enter their own word or phrase and the System will search the entire database for that word or phrase.

3.6. Searching for a Best Practice Record. After entering the AFBPC Homepage, click on “BEST PRACTICE FILE ROOM.” Then click on “SEARCH FOR A BEST PRACTICE RECORD.” Select one of the criteria in paragraphs 3.5.1 through 3.5.8 above. Select the appropriate search title from the pull-down menu. The system will reflect the current date in the date field. If you leave that date in the field the system will produce all the records in the database that meet the search criteria. If a different date is entered into the field then all the records from that date forward which meet the search criteria will be selected.

Chapter 4

USING THE CLEARINGHOUSE

4.1. Access. Access to the AFBPC will be controlled. As the clearinghouse operations mature, other customers will be invited to use select resources of the clearinghouse. This access will be based on the appropriate degree of cost-benefit and risk analysis and will be progressive from “.mil” to “.gov,” and eventually to all others.

4.2. User Responsibilities.

4.2.1. Warning Notices. Certain records may contain special handling instructions or warnings related to the use of the information as written. For example, a warning notice will advise all system users to obtain approval from their process owner (e.g., supervisors, director, commander) or MAJ-COM functional office (as appropriate) prior to implementing any best practice.

4.2.2. Rules of Ethical Network Interaction.

4.2.2.1. Net Etiquette. Users are required to abide by military and professional behavioral norms of courtesy and respect for others' opinions as expressed through the AFBPC. The use of truncated phrases and industry jargon should be minimized to permit others outside of the specialty to read and use.

4.2.2.2. Access Denial. The system manager will deny user access in the event a customer's comments or use of the information contained in the AFBPC show disregard for posted warnings and instructions. Individuals from domains other than “.mil” attempting access to all areas of the clearinghouse will be denied such access until their domain is included in the customer user base by AFMIA.

4.2.2.3. Benchmarking Code of Conduct (**Attachment 5**). Users who find a suitable best practice or subject matter expert will probably begin some form of benchmarking activity. Users must adhere to the internationally recognized Benchmarking Code of Conduct for such inter-organizational interactions to properly safeguard the exchange of detailed process information. Adherence to the Code is usually the "price of admission" for a benchmarking interaction with many American companies. The Code is applicable for nonbenchmarking engagements, too, by providing sound, ethical guidance for many inter-organizational interactions.

4.2.3. Input to the Clearinghouse. Customer contribution to the clearinghouse is vital to sustain a valuable knowledge repository. Input is accomplished by accessing the Clearinghouse at www.afmia.randolph.af.mil and completing the input fields of the record. System users who possess valuable improvement resources may send electronic versions to the system manager for posting in the AFBPC. Perform appropriate virus checks, as applicable, before sending the file to the AFBPC system manager. Indicate on the transmittal message these actions have been accomplished, to include the name, title, and organization of the person authorizing the release, as well as any handling instructions for the information. Users who wish to submit best practices to the AFBPC should follow the instructions in Chapter 5.

Chapter 5

CLEARINGHOUSE OPERATIONS

5.1. Overview of Staff Operations.

5.1.1. Best Practice Processing. After reviewing a Best Practice Record for completeness, AFBPC personnel will initiate internal processing procedures prior to posting the record to the database. The systems manager will contact the submitting organization (POC first, then process owner if POC is unavailable) to confirm receipt of the information and ensure the information is properly handled. Processing is required to determine the level of releasability of the information, clarify any unclear entry, and complete additional record fields to make record retrieval easier. Record maintenance will involve such activities as updating record fields when notified, removing obsolete records, changing releasability, and conducting scheduled reviews.

5.1.2. Other Activities. Clearinghouse personnel will collect and post other process improvement resources. These resources will be evaluated on a case-by-case basis. AFBPC staff will also manage additional enhancements (calendar items, discussion groups, etc.) as they are added to the AFBPC.

5.2. Processing Procedures for Best Practice Records. The systems manager will process records on a first-in, first-out (FIFO) basis.

5.2.1. Initial Actions. The best practice record is received in the “pending” area and is automatically assigned a control number. Records must be in electronic form using the predetermined format. Additional process delay will occur if the information must be retyped or scanned by a document reader. Processing begins when contact is made with the submitting organization to determine handling requirements.

5.2.1.1. Verification. The system manager will call the unit POC or process owner to verify that the best practice has not been submitted as a suggestion (IDEA), invention, patent, scientific achievement, or other improvement initiative (e.g., FASCAP). This is a check to preclude a duplication of effort and ensure the POC is aware of the benefits of other submission systems. If the practice will involve a technical order (T.O.) change/revision or modification of any other established policy or procedure, the unit should take the proper steps to update the affected directive as appropriate. Most importantly, the practice must currently be used. If the record was not received through the official validating process, the system manager will confirm validation through either the validating official or process owner.

5.2.1.2. Safety, Security, Readiness, and Environmental Check. If there is a possibility the practice may be harmful to users, the practice will not be posted. The systems manager will post the appropriate warning notices on the Best Practice Record.

5.2.1.3. Determining Releasability. The systems manager will determine the appropriate audience for this best practice. The default for all best practices will be to “.mil” and “.gov” domains. Information designated “For Official Use Only” will not be entered into the database.

5.2.1.4. Other Information. Clearinghouse staff may ask for additional information to categorize the practice to enable database search features. This information includes: functional category (e.g., personnel, aircrew operations, chaplain); MAJCOM, DRU, FOA identity; base, installation,

or company name; Air Force Process Classification Scheme ([Attachment 4](#)); AF Task List (Attachment 5); governing directive; and one to three keywords.

5.2.1.5. Posting. Staff will post best practices only after processing per paragraph 5.2 above. In the event special handling instructions are required, the systems manager and submitting organization will construct the appropriate warning notice.

5.2.2. Review of Postings. AFBPC staff will review existing best practices on the two-year anniversary of their posting. This review will be conducted to determine appropriateness of retaining the best practices in the active database. In the event the best practice is removed, it will be moved to an archive file. Submitting units may or may not be requested to assist in the review process.

5.2.2.1. The best practice will be removed before the two-year anniversary if: 1) it is replaced by a newer, validated best practice proven to demonstrate superior results in the same process context; or 2) a subject matter expert or functional authority supplies justification that the practice should be removed based on safety, security, readiness, or environmental concerns.

5.2.2.2. The best practice will be retained longer if: 1) it is not replaced by a superior practice; and 2) the record continues to be in use.

5.2.3. Review/Purging of Inventory. All files (to include best practices) will be reviewed every two years to assess their usefulness. Frequency of download, user comments to the file/record, date of publication, or availability of replacement will define usefulness.

JOSEPH H. WEHRLE, JR., Lt General, USAF
DCS/Plans and Programs

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 36-2402, *Officer Evaluation System*

AFI 90-1102, *Performance Management*

Terms

Benchmark—A performance level recognized as the standard of excellence for that process; measured, "best-in-class" achievement; a reference or measurement standard for comparison; this performance level is recognized as the standard of excellence for a specific business process.

Benchmarking—The process of finding and adapting best practices to improve organizational performance. A systematic and continuous measurement process; a process of continuously comparing and measuring an organization's business processes against business leaders anywhere in the world to gain information which will help the organization take action to improve its performance.

Benchmarking Code of Conduct—Guidelines for benchmarking interactions; expectations of behavior mutually agreed upon by team members (also called "norms" or "rules of engagement")(See Atch 5).

Best-in-Class—Description of a process indicated by best performance that can be identified for a specific process without regard to the industry or type of organization; outstanding process performance within an industry; words used as synonyms are best practice and best-of-breed.

Best Practice—A superior method or innovative practice that contributes to improved performance. Superior performance within a function independent of industry, leadership, management, or operational methods or approaches that lead to exceptional performance; best practice is a relative term and usually indicates innovative or interesting business practices which have been identified as contributing to improved performance at leading companies.

Common Interest Group (CIG)—A network of individuals who share a mutual interest in a specific subject and have agreed to share their own experiences.

Consortium Study Group (CSG)—A designated group of system users authorized by their unit's leadership to participate in a process improvement or other organizational performance study.

IDEA—Innovative Development through Employee Awareness (IDEA) Program (replaced the AF Suggestion Program).

Network—A decentralized organization of independent participants who develop a degree of interdependence and share a coherent set of values and interests.

Process—A sequence of events that takes an input and produces an output to satisfy a customer's requirement.

Process Classification—A standard framework of process language used to compare a process across organizational boundaries; a "Dewey decimal" system of common processes.

Process Owner—"The person who coordinates the various functions and work activities at all levels of a process, has the authority or ability to make changes in the process as required, and manages the process

end-to-end to ensure optimal overall performance.” The person closest to the process, who has authority to make changes to that process.

Senior Rater—“...The senior rater normally evaluates all officers in an organization in a particular grade and promotion zone. For majors and below, the senior rater must be at least a colonel (or equivalent) serving as a wing commander or equivalent. For lieutenant colonels and colonels, the senior rater must be a general officer (or equivalent) and will be the first general officer in the rating chain (brigadier general selectees serve as senior raters if they occupy a funded brigadier general position.” (AFI 36-2402, *Officer Evaluation System*)

Sponsor—The individual who provides the resource support for a study; an individual who plans and carries out a project or activity; one who assumes the responsibility for a project.

Subject Matter Expert (SME)—An individual whose knowledge of the content of a particular subject is considered to be exceptional.

Validating Official (or validator)—The individual who validated or determined the practice to be a “best practice” (IG team lead, assessment team lead, CSAF Team Excellence Awards judge, MAJCOM Functional Manager, Headquarters Senior Rater, etc.).

Attachment 2**AIR FORCE BEST PRACTICES RECORD****(Sample)**

1. POC at the Unit: SSgt Andrew M. Sandberg
2. Phone Number: 984-2705; 253-984-2705
3. Name of the Process: Tracking Maintenance Data Collection (MDC) Error Rates with new Automated System.
4. Name of the Best Practice: Data Integrity Group (DIG) Automated Inspection Process
5. Date the Best Practice was Implemented: AUG '94'
6. Process Owner: 62 LG, Col Stephen Humphreys
7. Process Owner's (or Rep) Phone Number: (206) 984-2705
8. Organization and Address (include zip code): 62 LSS/LGLB, 1197 'A' St, McChord AFB WA 98438
9. E-Mail Address of Process or Representative (optional): sandbeam@mcchord.af.mil
10. Summarize the Best Practice (how it works, how you measure it): Each week download VIRPS (Variable Information Retrieval Program) from G081 and import them into the Access Database. This database accomplishes all the sorting and randomly selects 20% of the maintenance jobs input into the system. The data is then reviewed and edited for errors. The data is entered into an Excel spreadsheet. End result is an error rate based on total jobs inspected; error rates are produced for the Wing, Squadrons, and each individual flight in the form of charts.
11. Describe the Impact on the Process Organizational Performance (RESULTS): The new automated DIG inspection process enables us to select one week of data in less than five minutes, compared to three hours previously. Lessens the need for the -06 manual, accuracy improved. Can identify individuals

requiring training. Information flow is quicker, up, down and laterally. Reports are of better quality, easier to read, and utilizes far less paper, annual savings of more than \$15,500 in man-hours for McChord and \$224 annually in paper. Easier storage of massive data. Old data can be archived electronically. System is deployable to any and all G081 users. Improved our wings overall data reliability by approximately 80%, (from 50% error rate in AUG 94 to 7.2% in DEC 96).

12. Describe how this Practice was Qualified as Being a "Best Practice": No other AMC base has tracked MDC rates as verified through benchmarking with other bases. Identified during the Secretary of the Air Force Unit Quality Award site visit, which uses the Quality Air Force criteria under category 2.1a Management of Information Data.

VALIDATED BY:

13. Name: Colonel (Team Leader or Judge), (i.e., HQ AETC IG Team or CSAF Team Excellence Award)

14. Phone: DSN: 785-9594; Comm: (513) 255-9694; Fax: 986-7932; e-mail address: sizemore@amw60.travis.af.mil

15. Organization: HQ AFMC/IG, 1865 Fourth St., Suite 6, Wright Patterson AFB, OH 45433

Attachment 3**AIR FORCE PROCESS CLASSIFICATION SCHEME****1 - Establish Direction**

- 11 - Establish [DoD or below] policy
 - 111 - Assess current macro-environment
 - 112 - Establish [DoD or below] priorities
 - 113 - Establish [DoD or below] strategies
- 12 - Determine [HAF or below] requirements
 - 121 - Evaluate current [HAF or below] performance
 - 122 - Develop regulations
 - 123 - Structure the organization
 - 124 - Establish resource requirements
- 13 - Develop [HAF or below] plans
 - 131 - Identify missions, goals, and objectives
 - 132 - Develop courses of action
 - 133 - Develop detailed operational and emergency plans
 - 134 - Deploy policy
- 14 - Budget [HAF or below] programs
 - 141 - Develop programs/budgets
 - 142 - Consolidate and prioritize program requirements
 - 143 - Balance programs/budgets

2 - Acquire Resources

- 21 - Manage acquisition
 - 211 - Develop [HAF or below] acquisition guidance
 - 212 - Define and justify program
 - 213 - Administer acquisition program
- 22 - Conduct research and development
 - 221 - Conduct research
 - 222 - Design [HAF or below] products and services
 - 223 - Test and evaluate models and prototypes
- 23 - Produce resources
 - 231 - Manufacture items
 - 232 - Construct facilities
 - 233 - Access labor
 - 234 - Take delivery

3 - Provide Capabilities

- 31 - Manage resources and capabilities
 - 311 - Process requests for products and services
 - 312 - Deliver products and services to customers
 - 313 - Decide disposition of material assets
 - 314 - Assign material assets
- 32 - Support resources
 - 321 - Maintain resources
 - 322 - Enhance/upgrade organizational capabilities
 - 323 - Transport personnel and material
 - 324 - Release personnel and assets from government control
 - 325 - Manage natural resources
- 33 - Provide administrative support services
 - 331 - Inform and advise

- 332 - Provide electronic information systems
- 333 - Provide financial services
- 334 - Provide facility services
- 335 - Provide community services
- 336 - Provide personnel services
- 34 - Develop resource capabilities
 - 341 - Integrate physical and human resources
 - 342 - Train personnel
 - 343 - Assess performance readiness of resources
 - 344 - Manage improvement and change
- 4 - Execute the [HAF or below] Mission
 - 41 - Designate the [HAF or below] office of primary responsibility
 - 411 - Establish the operations structure
 - 412 - Assess adherence to laws, rules, plans, and orders
 - 413 - Integrate resources
 - 42 - Provide operational information support
 - 421 - Collect operational information
 - 422 - Aggregate and analyze operational information
 - 423 - Provide situation assessments to decision makers
 - 43 - Conduct [HAF or below] operations

This area is reserved for unique organizational operational information defined by applicable enabling directive. See AF Task List for activities in this area.

- 44 - Sustain field operations
 - 441 - Maintain material
 - 442 - Sustain people
 - 443 - Resupply operational assets

Attachment 4

AIR FORCE TASK LIST

AFT 1 PROVIDE AIR AND SPACE SUPERIORITY.

- AFT 1.1 Provide Counterair Capabilities
- AFT 1.2 Provide Counterspace Capabilities

AFT 2 provide Precision Engagement.

- AFT 2.1 Provide Lethal Precision Engagement Capabilities
- AFT 2.2 Provide Nonlethal Precision Engagement Capabilities
- AFT 2.3 Provide Combat Search & Rescue Capabilities

AFT 3 PROVIDE INFORMATION SUPERIORITY

- AFT 3.1 Provide Information Operations Capabilities

AFT 4 PROVIDE GLOBAL ATTACK.

- AFT 4.1 Provide Strategic Attack Capabilities.
- AFT 4.2 Provide Counterland Capabilities.
- AFT 4.3 Provide Countersea Capabilities.
- AFT 4.4 Provide Special Operations Forces Employment Capabilities.

AFT 5 PROVIDE RAPID GLOBAL MOBILITY.

- AFT 5.1 Provide Airlift Capabilities.
- AFT 5.2 Provide Air Refueling Capabilities.
- AFT 5.3 Provide Spacelift Capabilities.
- AFT 5.4 Provide Air Expeditionary Force (AEF) Capabilities.

AFT 6 PROVIDE AGILE COMBAT SUPPORT

- AFT 6.1 Provide the Capability to Ready the Force
- AFT 6.2 Provide the Capability to Protect the Force
- AFT 6.3 Provide the Capability to Prepare the Operational Environment
- AFT 6.4 Provide the Capability to Position the Force
- AFT 6.5 Provide the Capability to Employ the Force

AFT 6.6 Provide the Capability to Sustain the Force

AFT 6.7 Provide the Capability to Recover the Force

AFT 7 PROVIDE COMMAND AND CONTROL

AFT 7.1 Monitor Global Conditions and Events

AFT 7.2 Assess Global Conditions and Events

AFT 7.3 Plan Military Operations

AFT 7.4 Execute Military Operations

Attachment 5

BENCHMARKING CODE OF CONDUCT

A5.1. Preamble. To guide benchmarking encounters and enhance the professionalism and effectiveness of benchmarking, the International Benchmarking Clearinghouse and the Strategic Planning Institute Council on Benchmarking have adopted this common Code of Conduct. Adherence to these principles will contribute to efficient, effective, and ethical benchmarking.

A5.2. Code of Conduct. Individuals agree that they and their organization will abide by the following principles for benchmarking with other organizations:

A5.2.1. Principle of Legality.

A5.2.1.1. If there is any potential question on the legality of an issue, don't do it.

A5.2.1.2. Avoid discussions or actions that could lead to or imply an interest in restraint of trade, market, and/or customer allocation schemes, price fixing, dealing arrangements, bid rigging, or bribery. Don't discuss costs with competitors if costs are an element of pricing.

A5.2.1.3. Refrain from the acquisition of trade secrets from any means that could be interpreted as improper, including the breach or inducement of a breach of any duty to maintain secrecy. Do not disclose or use any trade secret that may have been obtained through improper means or that was disclosed by another in violation of a duty to maintain its secrecy or limit its use. Do not, as a consultant or client, extend one benchmarking effort's findings to another organization without first obtaining permission from the parties of the first effort.

A5.2.2. Principle of Exchange.

A5.2.2.1. Be willing to provide the same type and level of information that you request from your benchmarking partner to your benchmarking partner.

A5.2.2.2. Communicate fully and early in the relationship to clarify expectations, avoid misunderstandings, and establish mutual interest in the benchmarking exchange. Be honest and complete.

A5.2.3. Principle of Confidentiality.

A5.2.3.1. Treat benchmarking interchanges as confidential to the individuals and organizations involved. Information must not be communicated outside the partnering organizations without the prior consent of the benchmarking partner who shared the information.

A5.2.3.2. An organization's participation in a study is confidential and should not be communicated externally without its prior permission.

A5.2.4. Principle of Use.

A5.2.4.1. Use information obtained through benchmarking only for purposes of formulating improvement of operations or processes within the organizations participating in the benchmarking effort.

A5.2.4.2. The use or communication of a benchmarking partner's name with the data obtained or practices observed requires the prior permission of that partner.

A5.2.4.3. Do not use benchmarking as a means to market or sell.

A5.2.5. Principle of First Party Contact.

A5.2.5.1. Initiate benchmarking contacts, whenever possible, through a benchmarking contact designated by the partner organization.

A5.2.5.2. Respect the corporate culture of partner organizations and work within mutually agreed upon procedures.

A5.2.5.3. Obtain mutual agreement with the designated benchmarking contact on any hand-off of communication or responsibility to other parties.

A5.2.6. Principle of Third Party Contact.

A5.2.6.1. Obtain an individual's permission before providing his or her name in response to a contact request.

A5.2.6.2. Avoid communicating a contact's name in an open forum without the contact's permission.

A5.2.7. Principle of Preparation.

A5.2.7.1. Demonstrate commitment to the efficiency and effectiveness of benchmarking by completing preparatory work prior to making an initial benchmarking contact and following a benchmarking process.

A5.2.7.2. Make the most of your benchmarking partners' time by being fully prepared for each exchange.

A5.2.7.3. Help your benchmarking partners prepare by providing them with an interview guide or questionnaire and agenda prior to benchmarking visits.

A5.2.8. Principle of Completion.

A5.2.8.1. Follow through with each commitment made to your benchmarking partners in a timely manner.

A5.2.8.2. Complete each benchmarking effort to the satisfaction of all benchmarking partners as mutually agreed.

A5.2.9. Principle of Understanding and Action.

A5.2.9.1. Understand how your benchmarking partners would like to be treated.

A5.2.9.2. Treat your benchmarking partners in the way that you would like to be treated.

A5.2.9.3. Understand how each benchmarking partner would like to have the information he or she provides handled and used, and handle and use it in that manner.