

**DEPARTMENT OF THE ARMY  
OFFICE OF SMALL BUSINESS PROGRAMS**

**IMPLEMENTATION ROADMAP  
FOR  
STRATEGIC PLAN  
FISCAL YEAR 2024-2028**



**September 2023**

## INTRODUCTION

The Army Office of Small Business Programs (OSBP) Implementation Roadmap describes the set of actions required by small business professionals, including those assigned to the Army OSBP, to execute the objectives established in the OSBP Strategic Plan for the Fiscal Year 2024-2028. It prescribes the set of metrics that will be used to gauge the effectiveness of these actions and overall status of the Army's small business programs.

**Objective # 1: Readiness. Maximize the Use of Small Business in Support of Army Mission Readiness and Put the Army on a Sustainable Strategic Path through Data-Centric**

**Analysis.** Maximize the use of small businesses in support of mission readiness and transformation. Increase teaming and collaborative relationships with prime contractors and other small business for an increased technically qualified small business industrial base. Utilize data to identify requirements that can be converted to performance by small business and to inform decisions on acquisition strategies.

1. Manage an effective and value added internal and external outreach program to identify small businesses that can meet Army requirements across the spectrum of operations, including next-generation warfighting capabilities, at competitive prices and within required timeframes. (Lead: Strategic Communications & Outreach)
  - a. HQDA OSBP update the external strategic outreach and advocacy plan aligned with Army priorities and strategic engagements. (Reference: 15 U.S.C. 637(d) and 4205.01 Encl 2, 2.d.; 3.g.(1)(b)).

Metric: Plan published and updated annually (1Q)

Metric: Engagements reflect Army and DoD priorities for small business.

- b. HQDA OSBP standardize vendor core training and strategic messages for promulgation to small business professionals. The engagement package will include standardized briefings with standard themes and formats, and standard talking points for key areas of the programs and activities, including doing business with the Army. These standard messaging materials will be used by all small business professionals for external engagements with industry and other non-Army organizations. The strategic messaging will align with DoD and Secretary of the Army objectives and strategic plans.

Metric: Army Command materials aligned and reflect standards issued.

2. Increase utilization of Small Business (SB), Women Owned Small Businesses (WOSB), Economically Disadvantaged Women Owned Small Businesses (EDWOSB), Small

Disadvantaged Businesses (SDB), 8(a) Development Program, Veteran Owned Small Businesses (VOSB), Service-Disabled Veteran Owned Small Businesses (SDVOSB), Historically Underutilized Business Zone (HUBZone) firms and non-traditional small businesses. (Lead: Acquisition Execution)

- a. Conduct deep dive analytics to identify contract requirements for conversion to small business performance. (Reference: 15 U.S.C. 644(k)(10); 644(k)(17); 644(k)(20); DODI 4205.01, Revision 2, Encl 3.c.; Encl 2, 3.g.(1)(d)). DoD IP 2.1

Metric: Increased number of contract actions issued to small businesses.

- b. Increase the number of small business set-asides for WOSB, HUBZone and SDVOSB. Aligns with DoD IP 2.1

Metric: Annual growth in the number of set-asides in each category. Targets to be established annually in goal letters.

3. Increase the number of small businesses participating in Army prime contracts and advocate for equitable treatment of small firms in support of subcontracting opportunities. (Lead: Acquisition Execution)

- a. Establish goals for new and recent entrants. (Reference: DODI 4205.01 Revision 2 Encl 2, 3.b; 3.c; 3.g.(1)(e); 3.g.(4); 15 U.S.C. 644(g), and (h)).

Metric: Increase in unique SB participants.

- b. Ensure Individual Subcontracting Reports (ISRs) and Summary Subcontracting Reports (SSRs) are reviewed in the Electronic Subcontracting Reporting System (eSRS) within the established timeframe (See FAR 19.705-6). (Section 831 of Public Law 101-510, the National Defense Authorization Act for Fiscal Year 1991 (10 U.S.C. 2302 note), as amended through November 25, 2015; Defense Federal Acquisition Regulation Supplement (DFARS) Appendix I and Subpart 219.71; DODI 4205.01 Encl 2, 2.1.)

Metric: ISRs and SSRs reviewed within the established timeframe.

- c. Improve utilization of Defense Contracting Management Agency (DCMA) subcontracting program reviews.

Metric: Cognizant contracting officers informed of reviews.

Metric: Identify trends and publish annually.

4. Increase Army Senior Leader awareness of small business capabilities and their potential for supporting the Warfighter; identify requirements to breakout for small business competition. DoD IP 3.1.4. (Lead: Acquisition Execution)

- a. Engagements with Senior Leaders, including Commanders and Category Managers, to advocate for increasing the industrial base through Small Business utilization. (Reference: DODI 4205.01, Revision2, Encl 2, 3.f. 15 U.S.C. 644(g)). Aligns with OSD IP 2.3

Metric: Number of Command engagements

Metric: Increase in SB opportunities, meeting/exceeding goals

Metric: Number of requirements identified to breakout for small business competition.

5. Develop and maintain policies, procedures, and programs to strengthen the small business program. (Lead: Policy)

- a. Develop Army Small Business Policy. Ensure all small business guidance in the Department of Army is current and complies with newest guidance and Army intent. Establish Standard Operating Procedure with target timelines for policy issuances. (DODI 4205.01, Revision 2, Encl 3.a.; 3.g.(1) and (7))

Metric: Length of time it takes to implement policy updates.

Metric: Changes communicated to acquisition professionals.

- b. Update the AFARS Source Selection Guidance for SB equities.

Metric: AFARS Appendix AA and 5115 updated.

- c. Participate in IPTs and Councils as required. (DODI 4205.01, Revision 2, Encl 2, 3.g.(1)(b); 3.g.(11))

Metric: All requests for participation met.

6. Ensure Major Command acquisition processes and oversight efforts promote small business opportunities. (Lead: Varies)

- a. Conduct annual Program Management Reviews (PMR) of small business offices and summarize findings for leadership. (Lead: Oversight and Reporting)

Metric: Army OSBP maintain currency of PMR guidance.  
Metric: PMRs executed.  
Metric: Annual report published.

- b. Improve annual forecasts. (Lead: Acquisition Execution)

Metric: Forecasts published semi-annually to the HQDA OSBP website.

- 7. Promote cyber preparedness and resiliency of small business through training and advocacy. (Lead: Varies)

- a. Participate in working groups, IPTs, etc. as required. (DODI 4205.01, Revision 2, Encl 2, 3.g.(11) ) (Lead: Acquisition Execution)

Metric: Requests for participation met.

- b. Support vendor training for cybersecurity and Foreign Ownership, Control and Influence (DoD IP 3.2 and 3.3) (Lead: Strategic Communications & External Outreach)

Metric: Number of events support/contractors trained.

- c. Collaborate with APEX Accelerators to reach new markets. (DoD IP 3.1) (Lead: Strategic Communications & External Outreach)

Metric: Number of co-sponsored events.

Metric: Number of vendors trained.

- 8. Support education on intellectual property in outreach and communications efforts to small businesses seeking to do business with the Army. (Lead: Varies)

- a. Participate in working groups, IPTs, etc. as required. (DODI 4205.01, Revision 2, Encl 2, 3.g.(1)(b); 3.g.(11)) (Lead: Acquisition Execution)

Metric: Requests for participation met.

- b. Support vendor training for IP (DoD IP 3.2 and 3.3) (Lead: Strategic Communications & External Outreach)

Metric: Number of events support/contractors trained.

- c. Collaborate with APEX Accelerators (DoD IP 3.1) (Lead: Strategic Communications & External Outreach)

Metric: Number of co-sponsored events

**Objective #2: Modernization: Build Army Modernization Capabilities to Gain Enduring Warfighting Advantage and Achieve Overmatch Against Pacing Threats and Aggressive Competitors.**

1. HQDA OSBP will promote risk and cost reduction through more rapid adoption of technology transfer through the Mentor-Protégé Program, and other programs such as SBIR/STTR. (DoD IP 2.1) (Lead: Acquisition Execution)

- a. Educate Army Senior Leaders on the DoD MPP to increase strategic program utilization (15 U.S.C. 638; DFARS Appendix I and Subpart 219.71; DODI 4205.01, Revision 2, Encl 2, 2.j.; 2.1; 3.g.(3).

Metric: Number of DoD MPP agreements aligned to Army systems of record.

- b. Provide return on investment from the DoD MPP contracts.

Metric: Historical performance of firms after completion of DoD MPP agreement.

2. Promote a healthy national security innovation base that includes both traditional and non-traditional defense partners who are positively motivated to do business with the Army. (Lead: Varies)

- a. Reduce barriers to entry so that new entrants can provide cutting-edge technologies (Lead: Policy)

Metric: Number of barriers reduced through policy or process change.

- b. Establish Client Relationship Management system and develop a single-entry point for small business to reduce multiple engagements for both vendors and government personnel. (DOD IP 1.3) (Lead: Strategic Communications & Outreach)

Metric: Achieve full operational capability with supporting usage policy in Fiscal Year 2024

3. Coordinate with DoD and other Defense Services and Agencies on programs and establish direct communication channels with industry on entry points to defense innovation programs. OSBP seeks to increase Small Business participation in other Research Development Test and Evaluation programs and develop measures that will ensure the continuing synergies between these programs to collectively mature transition technologies that fit the priority areas of the department. (Lead: Strategic Communications & Outreach)

- a. Utilize outreach events to identify opportunities for technical capabilities. Utilize DoD forums to identify programs available to increase small business participation. (15 U.S.C. 644(k)(9); 10 U.S.C. 144(b); DODI 4205.01, Revision 2, Encl 2, 2.e.; 2.h.; 2.j.(1); 3.g.(b) and 3.g.(11)).

Metric: Participation in DoD-led forums, including APEX Accelerator events.

- b. Develop strategic partnerships with APEX Accelerators, Chambers of Commerce, and other socio-economic advocacy organizations to facilitate identification of small businesses with technical capabilities matching Army requirements. (15 U.S.C. 637(d); DODI 4205.01, Revision 2, Encl 2, 2.d.; 3.g.(1)(a) &(b)).

Metric: Number of strategic partnerships.

Metric: Number of companies identified against Army requirements.

**Objective #3: People: Align with the Army on the Importance of People and Transform the Way We Recruit and Retain People.** Ensure we recruit and retain high-quality civilians with the right skills. Execute the talent management strategy for the small business professionals. Assess the structure for the HQDA OSBP to best support the program and the Army. (15 U.S.C 644(k)(2)&(3); (7); (8); 644(v); DODI 4205.01, Revision 2, Encl 2, 3.e., Encl 3, 1.a.(2); 3.c, c.(1),(2),(3); 1.c.(3))

1. Support DoD efforts to further professionalize the small business workforce and develop small business skills across the acquisition profession through the Defense Acquisition University (DAU). (Lead: Talent Management)

- a. Support DAU IPTs/working groups as requested.

Metric: Members provided as requested.

Metric: Training reflects Army requirements.

- b. Provide adjunct training assistance for DAU courses as requested.

Metric: Number of Army adjunct professors and number of classes augmented.

- c. Update the Army small business workforce regularly on DAU topics.

Metric: Workforce informed not less than quarterly.

Metric: Achieve and maintain workforce credential rate of not less than 95 percent by end of FY24.

## 2. Implement the enterprise-wide talent management strategy. (Lead: Talent Management)

- a. Develop standard Position Descriptions and key qualifications.

Metric: Standardized position descriptions and qualifications.

- b. Develop a VCE module for routing hiring concurrence and appointments for SBPs. This system will be the official repository for Army SBP documentation in addition to CAPPMS.

Metric: System implementation and utilization across the enterprise.

- c. Conduct regular workforce personnel reviews to determine training needs.

Metric: Reviews completed; training needs identified and communicated to DAU.

Metric: Individual development and succession plans in place.

Metric: Small business workforce achieves and maintains credential rate not less than 95 percent by end of FY24.

## 3. Sponsor informal training of the small business and acquisition workforce to augment DAU training and support skills through On-the-Job Training (OJT). DoD IP 1.2 (Lead: Talent Management)

- a. Participate in activities aimed at fostering additional capacity among the DoD's small business workforce including National Contract Management Association World Congress and DoD OSBP's annual "Small Business Training Week".

Metric: Number of professional receiving training.

Metric: Number of professionals meeting annual acquisition training requirements



- b. Use DAWDA to centrally fund training opportunities.

Metric: Number of SBPs trained.

Metric: Return on investment for the expenditure.

- c. Strategically utilize developmental assignments to improve the workforce.

Metric: Number of applicants for developmental assignments.

Metric: Number of opportunities afforded for career growth and development.

Metric: Number of succession plans in place.