



Recruit, Train, and Educate Airmen to Deliver Airpower for America



2014 AETC STRATEGIC PLAN



Forging Innovative Airmen to Power the World's Greatest Air Force



COMMANDER'S INTENT



Airmen and Airpower Advocates:

Air Education and Training Command (AETC) has the cherished responsibility to prepare Airmen to fly, fight, and win in air, space, and cyberspace. Respecting our heritage, yet mindful of the future, I have updated our Vision and Mission statements with innovation at the forefront.

VISION: Forging innovative Airmen to power the world's greatest Air Force

MISSION: Recruit, Train, and Educate Airmen to deliver airpower for America

We develop Airmen through the core mission pillars of Recruiting, Flying Training, Technical Training, and Education. Each pillar is vital to delivering airpower for America, and no pillar functions independently. AETC recruiters inspire, engage, and recruit the brightest, most competitive, diverse men and women for service in America's Air Force. Flying Training and Technical Training create skilled Airmen prepared to prevail in any circumstance. Education develops innovative Airmen who provide our Air Force with the strategic agility to meet today's challenges and future uncertainties.

Executing today's mission is paramount; however, we must also prepare for future missions. We will realign the command headquarters over the next three years to focus on strategic planning, policy, resourcing, and oversight of our four mission areas. We will create AETC Flying Training and Technical Training Centers to execute their respective missions. Superb instructors and faculty are crucial to success. Thus, AETC will actively recruit, develop, and support those Airmen who teach the rest. Each of these efforts require innovative approaches to make every dollar count as we evolve our learning environments to be more effective and efficient to better support our student Airmen.

The 2014 Strategic Plan enables unity of effort and focuses on mission success while supporting Airmen and their families. It will guide the planning and operations of assigned units while propelling the command toward its 10-year vision. As we strive toward meeting the priorities set forth in this strategic plan, I charge each of you to consciously consider the second and third-order consequences in our resource-constrained environment.

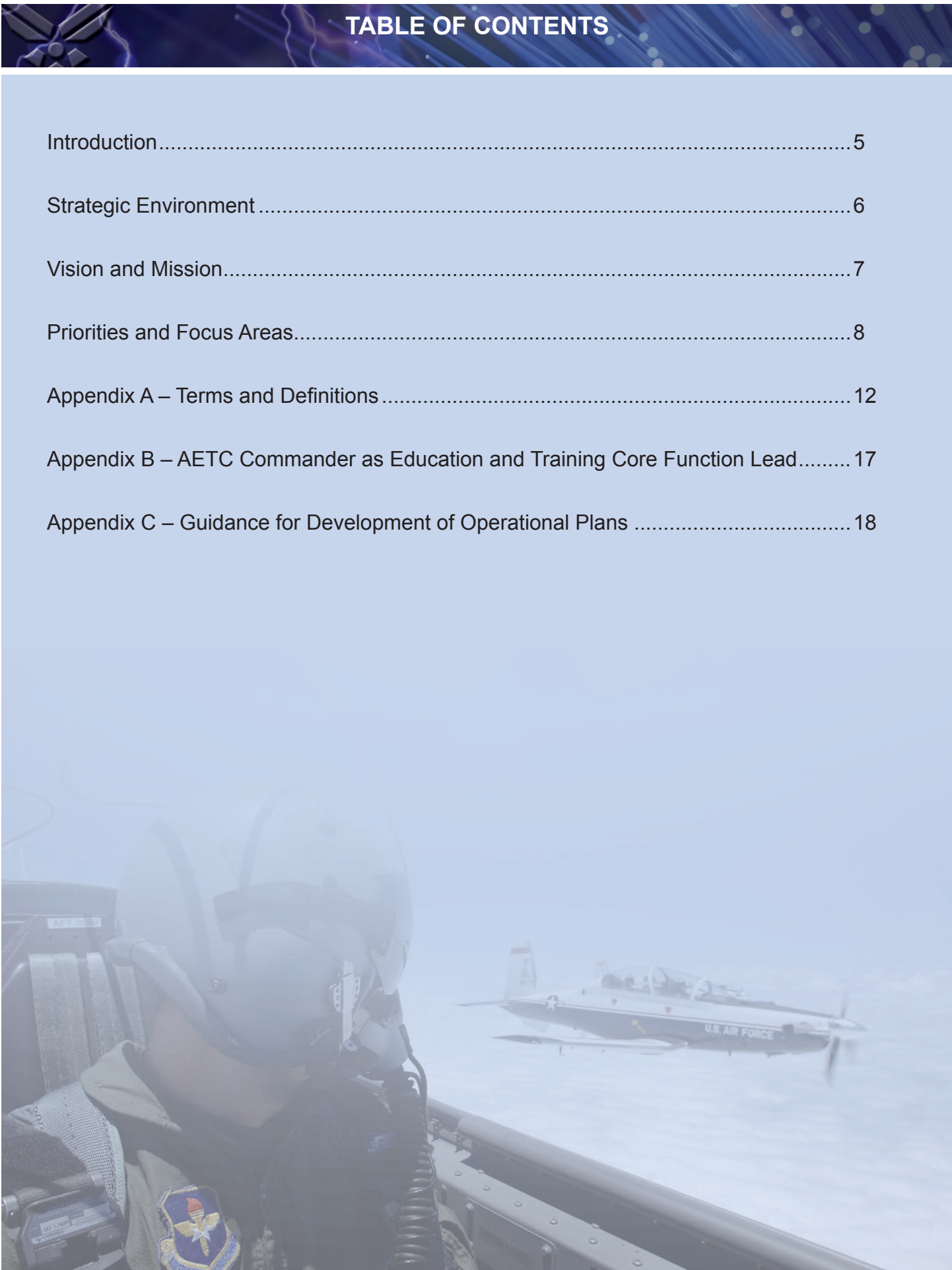
I want to ensure that all Airmen are clear on this command's priorities and focus areas. My priorities start and end with Airmen - great people, great education and training, and great support. AETC will foster inspired service at every level. Our purpose is to mold men and women guided by integrity, service, and excellence; men and women who internalize the Airman's Creed; men and women who uphold standards and the finest traditions of our service. Within a climate of professionalism and mutual respect we will recruit, train, and educate fit Airmen - our Air Force's greatest asset - ready and able to deliver airpower for America, whenever and wherever we are called. I'm honored to be one of your wingmen!



ROBIN RAND
General, USAF
Commander

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INTRODUCTION

Following years of military engagement after the terror attacks in September 2001, the Air Force is now in a period of transition. Indicative of this transition, the Chief of Staff of the Air Force (CSAF) released *The World's Greatest Air Force – Powered by Airmen, Fueled by Innovation* in January 2013. With a focus on Airmen, mission, and innovation, this visionary document emphasizes that Airmen are the power of the Air Force who execute the mission to fly, fight, and win in air, space, and cyberspace.

Building on the vision, the CSAF released *Global Vigilance, Global Reach, and Global Power for America* in August 2013. The document honors the Air Force legacy and ensures Airmen understand their contribution to delivering America's airpower. In February 2014, the Secretary of the Air Force (SECAF) outlined the Air Force's priorities. The first priority, above aircraft, weapons, or equipment, is our people. The second priority is to balance today's readiness with tomorrow's modernization. The third priority is to make every dollar count to ensure a credible and affordable force.

The 2014 AETC Strategic Plan aligns and nests with the Air Force Strategy: *A Call to the Future*, the CSAF Vision, and the SECAF priorities. This 10-year plan establishes AETC's strategic direction to ensure all Airmen are working in concert with AETC's Vision. The *Strategic Environment* section establishes the impetus for evolutionary change and the enduring characteristics of the command. *Vision and Mission* follow to provide guidance and inspiration for tomorrow and to explain AETC's vital Air Force role. The *Commander's Priorities* and associated *Focus Areas* are calls to action, intended to motivate changes in behavior and positive changes to AETC's culture. Appendices provide additional guidance to subordinate organizations. Units will consult Appendix C, Guidance for Development of Operational Plans and for Command-Directed Measures of Success. Assigned units will align individual plans with the 2014 AETC Strategic Plan and the plans, documents, and priorities from which it is derived.



STRATEGIC ENVIRONMENT

“Global Vigilance, Global Reach, Global Power for America” states, “The 21st century is a time of unusual volatility due to the spread of advanced technology, global economic and energy pressures, and the evolutionary forces of social change.” This volatility underscores the command’s vital mission to Recruit, Train, and Educate our Airmen. Recruiting involves seeking out the best citizens to join the profession of arms. Training includes flying training, technical training, and advanced training for both USAF and our international partners. Education includes core education and the continuum of professional military education. The CSAF Vision offers,

“Education and training are the foundation of our airpower advantage. To maintain this advantage in the future, we must safeguard and reinforce that foundation. All Airmen, whether teacher or student, have a role in ensuring that we remain the most technically proficient, best-educated, and best-trained air force in the world.”

AETC will continue to be the premiere provider of air, space, and cyberspace training for our partner nations’ air forces. Improving airpower interoperability, capacity, and capability of partner nation air forces will remain a requirement for the command. To that end, AETC will need to institutionalize all hard-fought lessons learned from Iraq, Afghanistan, and other recent conflicts.

The dynamic strategic environment is characterized by rapidly emerging technological breakthroughs, geopolitical instability, diverse operating environments, and increased importance and vulnerability of global resources. The command must adapt how it recruits, trains, and educates and must develop greater strategic agility in these foundational mission areas. Additionally, technological advances can also enhance the modern educational environment. These advancements compel a measured shift to blended learning and tech-enhanced classrooms while maintaining an acute command focus on the continuum of Airmen education. The dynamic strategic environment requires we prepare Airmen to lead during ambiguous situations and to develop a critical-thinking force with a deep understanding of Air Force heritage. Our Airmen must be able to intellectually maneuver through complex and ill-defined challenges.

As we develop innovative Airmen with superb problem-solving skills we must also be mindful to the effects of shifting demographics and the evolutionary dynamics of social change. The future Air Force will be smaller and more reliant on Total Force integration for mission execution. However, a smaller force does not diminish the challenge of recruiting and retaining a professional, diverse workforce reflective of our nation’s demographics. The enhanced decision-making and operational capabilities that stem



from a diverse workforce provide the Air Force with a distinct competitive advantage. This advantage - America’s Airmen - will propel the Air Force and AETC confidently into the future.

VISION AND MISSION

AETC is the first command to positively affect the lives of nearly every Airman. Since its inception as the Air Corps Flying Training Command in 1942, the command has provided our nation with the most capable Airmen in the world. During World War II the command produced nearly five million graduates whose skills, innovations, and spirit paved America's path to victory. AETC builds upon that legacy by embracing the tremendous responsibility to prepare and inspire Airmen to meet the challenges of the 21st century. Accordingly, the AETC Vision and Mission center on America's Airmen - the source of America's airpower.

VISION

Forging Innovative Airmen to Power the World's Greatest Air Force

Outstanding citizen volunteers answer our nation's call to serve in the profession of arms. Fueled by innovation, the legacy of our Air Force's past must endure into the future with AETC as the unrivaled wellspring of America's airpower. The command shapes and molds recruits into creative Airmen who embrace the Air Force mission to fly, fight, and win in air, space, and cyberspace. Airmen power the world's greatest Air Force - AETC produces these Airmen.



MISSION

Recruit, Train, and Educate Airmen to Deliver Airpower for America

The command recruits, trains, and educates (RT&E) Airmen from over 1,400 locations worldwide to sustain the combat capability of the Air Force and the Combatant Commanders. The command must effectively develop Airmen through basic military training, technical and flying training, officer and reserve officer training, graduate and professional continuing education, and professional military education. In order to maintain the world's best Air Force, AETC must foster the mental, physical, social, and spiritual wellness of Airmen within a culture of professionalism and mutual respect.

PRIORITY 1. ENHANCE MISSION EFFECTIVENESS (RT&E AIRMEN)

AETC produces quality Airmen for the Air Force. Airmen armed and ready with the right knowledge and skills developed using relevant RT&E methods. While meeting today's demands, AETC must also anticipate and meet future Air Force requirements. The command must maximize the effective use of limited resources while leveraging the relationship with the Total Force. We will eliminate extraneous RT&E efforts and return valuable time to our Airmen. AETC will strive for efficiency without compromising mission effectiveness.

America's youth are increasingly reliant on technology. AETC will capitalize on this opportunity by incorporating advanced technology into every mission area. Force development - the deliberate process of preparing Airmen through a combination of training, education, and experience will undergo evolutionary changes commensurate with how Airmen learn. We will map the processes that ensure Airmen seamlessly progress from accession to their first assignment; and advance along the Continuum of Learning throughout their careers. Finally, the command will proactively develop virtual and physical infrastructure to support emergent RT&E processes.

Focus Area 1.1. Recruit, train, and educate Airmen while maintaining quality and seeking efficiency in a resource constrained environment

Focus Area 1.2. Develop processes and advocate for the resources to meet future Air Force production requirements and Force Development initiatives



PRIORITY 2. SUPPORT AIRMEN AND THEIR FAMILIES

It is our obligation to support an Airman's career progression and development. Leaders at all levels will actively promote an environment where mentoring is integrated into daily activities. Effective mentoring is rooted in the Core Values and covers responsible behavior and professional development. Leaders will ensure Airmen are provided mentoring opportunities as described in Air Force Manual 36-2643, Air Force Mentoring Program. As Airmen progress, mentors and supervisors will acknowledge their Airmen's value and show appreciation for their accomplishments through accurate and timely feedback, recognition, and performance reports. Leaders and supervisors must ensure Airmen understand their essential contribution to the AETC and USAF mission.

The Air Force's competitive advantage resides with its ability to recruit, develop, and retain quality Airmen, but Airmen do not serve alone. Supporting Airmen also means supporting and recognizing the contributions and sacrifices of our Airmen's families. Airmen and their families often serve in diverse environments. For example, recruiters may live far from installations and classic military support networks. Wherever AETC Airmen serve we will ensure Airmen and their families have access to information and services. We will develop viable, local community support networks to meet this requirement. Using multiple lines of effort unique to each installation, leaders will achieve the proper balance of military and community support. AETC leaders, from the Senior Airman newly charged with supervisory responsibilities to the most senior leader will remain attentive to new and more effective means of support.

Focus Area 2.1. Progress the career development of Airmen assigned to AETC

Focus Area 2.2. Enhance military and community partnerships to support Airmen and their families

Focus Area 2.3. Champion access to support information and services



PRIORITY 3. ENSURE A CLIMATE OF PROFESSIONALISM AND MUTUAL RESPECT

Air Force professionalism is a commitment to honorable service based on the Air Force core values. A professional climate is established by embracing the Airman's Creed, honoring our history, upholding standards, and being a wingman of conscience. Also, an in-depth understanding of the Air Force core values is integral to Airmen professional development in order to serve our nation with strong moral character and dignity. Today's Airmen stand on the shoulders of great Airmen who have served before. AETC will start today's Airmen on the right path to honor our Air Force's proud heritage.

A climate of professionalism and mutual respect creates the conditions where Airmen are free to share ideas, take prudent risks, and be innovative problem solvers. We will promote a climate of inclusion that nurtures the diverse strengths, perspectives, and capabilities of our Airmen. AETC will embrace diversity as we attract, recruit, develop, and retain a high-quality, talented Total Force.

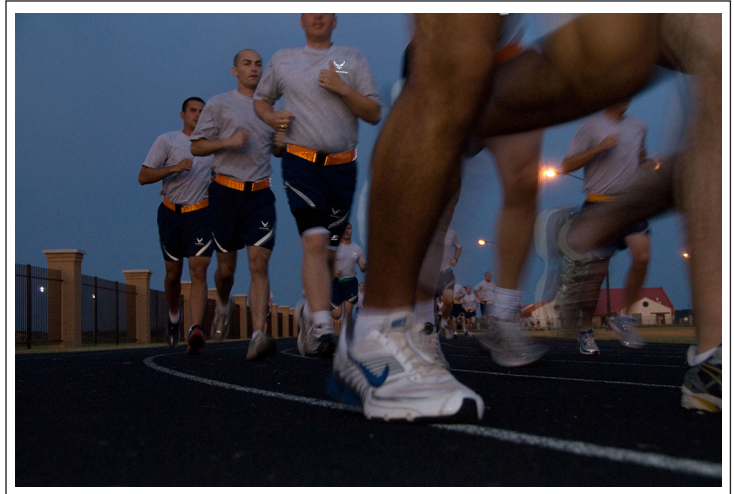
AETC must remain mindful of its obligation to uphold the vital trust, respect, and confidence of the American public. Airmen are held to ethical standards which form the foundation of good order and discipline. Following a moral compass that points toward integrity, service, and excellence assists Airmen in their ethical decision making process. The Air Force grows stronger and more professional when Airmen hold themselves and others to the same ethical standard.

Focus Area 3.1. Infuse Air Force core values and heritage in everything we do**Focus Area 3.2. Ensure an ethical culture with accountability at all levels**

PRIORITY 4. FOSTER COMPREHENSIVE AIRMAN FITNESS (RESILIENCY)

Comprehensive Airman Fitness (CAF) builds a thriving and resilient Air Force community that fosters mental, physical, social, and spiritual fitness. All CAF efforts have the same goal; to enhance individual resilience - the ability to withstand, recover, and grow in the face of stressors and changing demands. To meet the CAF mission, the Air Force is investing in Community Support Coordinators, Master Resilience Trainers, and Resilience Training Assistants. CAF initiatives address specific stressors to include the impact of our nation's most recent conflicts, implications of force restructuring and downsizing, and the persistent challenges of military life.

AETC will implement CAF within every enterprise which will require the leadership and involvement of each Airman. Awareness of support resources, on and off our installations, is crucial to CAF success. AETC leaders and supervisors will ensure widespread knowledge of CAF and available tools. Leaders will turn to their installation's Community Support Coordinator (CSC) as the primary point of contact for CAF. CSCs collaborate and coordinate with Integrated Delivery System members and others to ensure needs are met and to implement resilience efforts.



Focus Area 4.1. Integrate Comprehensive Airman Fitness across the Command through the four pillars of mental, physical, social, and spiritual abilities

Focus Area 4.2. Provide Airmen awareness of Comprehensive Airman Fitness and available tools



APPENDIX A - TERMS AND DEFINITIONS

AIR FORCE CULTURE

Air Force culture and policy on professionalism and standards expected of all Airmen are set forth in *Air Force Policy Directive 1 – Air Force Culture*. *Air Force Instruction 1-1, Air Force Standards*, implements the directive. AFI 1-1 describes the Air Force environment, including the Air Force mission, core values, oath, Airman’s Creed, way of life, customs and courtesies, structure, diversity, and instructions. AFI 1-1 also provides standards for conduct and appearance. *AFI 1-2, Commander’s Responsibilities*, establishes broad responsibilities and expectations of commanders in the Air Force. *AFI 1-2* sets the minimum standard for successful command and provides a template for evaluating and inspecting all Air Force commanders.

AIR FORCE HISTORY

The AETC History website provides general Air Force and AETC history. See <http://www.aetc.af.mil/library/history/index.asp>.

AIRMAN (AIRMEN)

In this Strategic Plan, the term Airman includes uniformed members of the United States Air Force as well as Department of the Air Force civilians. Uniformed members include officer or enlisted as well as active, Reserve, or Guard regardless of rank, component, or specialty. Air Force civilians are incorporated within the broader meaning of the term when there is a need to communicate to a larger audience within the service, either for force development purposes or for clarity and inclusiveness by senior leaders when addressing a larger body of personnel. All Airmen, military and civilian, support and defend the Constitution of the United States and live by the Air Force Core Values. This follows usage described in *Air Force Doctrine Volume 1, Basic Doctrine and Air Force Doctrine Volume 2, Leadership*.



APPENDIX A - TERMS AND DEFINITIONS

CAPABILITY

Capability is the ability to maintain the necessary level and duration of operational activity to achieve military objectives. Capability involves force structure, modernization, readiness, and sustainability.

CAPACITY

Capacity is the force structure required to meet a single or multiple military objectives.

CONTINUUM OF LEARNING

According to *Air Force Doctrine Annex 1-1, Force Development*, the Continuum of Learning is a career-long process of individual development where challenging experiences are combined with education and training through a common taxonomy to produce Airmen who possess the tactical expertise, operational competence, and strategic vision to lead and execute the full spectrum of Air Force missions.

DIVERSITY

The *United States Air Force Diversity Strategic Roadmap*, published by AF/A1DV in March 2013, broadly defines diversity as a composite of individual characteristics, experiences, and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes but is not limited to: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity, and gender. The concept of diversity is to be tailored as specific circumstances and the law require.

The *Roadmap* describes the following types of diversity.

Demographic Diversity – Inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, socioeconomic status, family status, disability, and geographic origin.

Cognitive, Behavioral Diversity – Differences in styles of work, thinking, learning, and personality.

Organizational/Structural Diversity – Organizational/institutional background characteristics affecting interaction, including Service, Component, and occupation/career field.

Global Diversity – Intimate knowledge of and experience with foreign languages and cultures, inclusive of both citizen and non-citizen personnel, exchange officers, coalition partners and foreign nationals with whom we interact as part of a globally engaged Air Force.

Air Force priorities for diversity are:

- Institutionalize diversity as necessary to mission success
- Attract high-quality, talented, diverse individuals to consider service in the United States Air Force, in uniform or as civilian employees
- Recruit high-quality, talented, and diverse individuals to serve with the United States Air Force in uniform or as civilian employees
- Develop a high-quality, talented, and diverse Total Force
- Retain a high-quality, talented, and diverse Total Force



APPENDIX A - TERMS AND DEFINITIONS

EDUCATION

Appendix D of *Air Force Doctrine Annex 1-1, Force Development*, distinguishes between education and training. Although education and training are interdependent, they are “fundamentally distinct in application.” Education is thinking – training is doing. Education is distinguished from training in several critical areas listed below.

- Education is appropriate when adaptive outcomes are desired. It focuses on the development of critical thought that enables creative solutions.
- Education is process, not task, dependent. It focuses on combining familiar and unfamiliar information to produce a suggested course of action.
- Education is not dependent on a specific situation. Instead, it attempts to prepare individuals for new experiences and new challenges.
- Education provides knowledge and skills, such as critical thinking, that are useful in unfamiliar or unexpected circumstances. Education is most beneficial when transitioning from the known to the unknown. As stated in Appendix D, “the value of education is most apparent when the individual is confronted with creating solutions beyond the set of parameters in which they may normally operate.”
- The value of education increases with uncertainty and provides long-term benefits.

ETHICS

The Air Force Ethics Office (SAF/GCA) upholds the Air Force values of integrity, service, and excellence. The center provides ethics leadership to all Air Force personnel through training, education, and case-specific guidance. For additional information, refer to: <http://www.safgc.hq.af.mil/organizations/gca1/ethics/index.asp>

FORCE DEVELOPMENT

According to *Air Force Doctrine Annex 1-1, Force Development*, force development is the deliberate process of preparing Airmen through the Continuum of Learning with the required competencies to meet the challenges of current and future operating environments.

FORCE STRUCTURE

The military service’s interconnected framework – active, Reserve and Guard components, equipment, personnel, and real estate – exists to accomplish specific missions in national security.

INFRASTRUCTURE

In this strategic plan, infrastructure is an all-encompassing term, not simply brick and mortar facilities or runways. Instead, infrastructure refers to all means, such as bandwidth or knowledge management systems, required to deliver RT&E.

INNOVATION

According to the Air Force Vision (*The World’s Greatest Air Force – Powered by Airmen, Fueled by Innovation*), “the story of the Air Force is a story of innovation.” AETC highlights the importance of innovation by including it as the fourth core competency along with recruiting, training, and education. Innovation involves the pursuit of creative, new ways of doing things. While it may include the adoption of new technologies, it is not limited to their application. At the heart of innovation is finding better or smarter ways to approach and solve security problems. As stated in the Air Force Vision, innovation means that “every Airman should constantly look for smarter ways to do business. The person closest to the problem is often the one with the best solution. ... Airmen at all levels must have the courage to

APPENDIX A - TERMS AND DEFINITIONS

take risk and learn from mistakes.” The AF portal provides a way for individuals to submit innovative ideas for consideration through the link titled AF Airmen Powered by Innovation (<https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s0ECF2BB844E64F620144F48AA2DF00BD>).

MEASURES

Measures are a way of monitoring and tracking progress.

MENTORING

According to *Air Force Manual 36-2643, Air Force Mentoring Program*, mentoring is the ongoing, inclusive professional relationship and process required to support career and personal development of individuals who desire to expand their knowledge and skills (mentees) by gaining advice from a more experienced person (mentor). Mentorship is a relationship in which a person with greater experience and wisdom guides another person to develop both personally and professionally. The overall goal of mentoring is to help Airmen (civilian, enlisted, and officer) reach their full potential. *AFMAN 36-2643* provides guidance for establishing an effective mentorship program. It describes mentoring program objectives and benefits, identifies guidelines and expectations of mentors and mentees, and provides a Mentoring Toolkit.

MISSION

A mission describes why an organization exists. The mission statement is a brief description of the organization’s fundamental purpose or reason for being.

MODERNIZATION

Modernization means updating existing processes or systems to improve operational capability or technical performance.

PRIORITIES

In this strategic plan, the Commander established strategic priorities to set clear expectations for all Airmen in AETC.

RESILIENCE

Resilience is the ability to withstand, recover, and grow in the face of stressors and changing demands. It is a skill that can be learned and sharpened with practice. The Air Force Portal provides additional information on building resilient Airmen.



APPENDIX A - TERMS AND DEFINITIONS

STRATEGIC AGILITY

In this plan, institutional strategic agility means flexibility, adaptability, and responsiveness throughout AETC in all mission areas. In his Foreword to *America's Air Force: A Call to the Future*, General Welsh states: "The Air Force's ability to continue to adapt and respond faster than our potential adversaries is the greatest challenge we face over the next 30 years." While not adapting leads to vulnerability, the ability to adapt is "an enduring advantage to the agile."

TOTAL FORCE

The Total Force consists of Air Force officers, enlisted personnel, and civilians. It includes active, Guard, and Reserve Airmen.

TRAINING

Appendix D of *Air Force Doctrine Annex 1-1, Force Development*, distinguishes between education and training. Although education and training are interdependent, they are "fundamentally distinct in application." Training is doing – education is thinking. Training is distinguished from education in several critical areas listed below.

- Training is appropriate when standardized outcomes are required. It focuses on building specific skill sets to produce reliable, consistent results. Standardization in training and evaluation ensures outcomes are predictable.
- The purpose of training is to teach skills associated with desired outcomes.
- Training is task dependent and generally focuses on a specific skill, situation, or tools of a specialty.
- Training is most effective in stable and expected environments; it shows immediate results. Its value diminishes with uncertainty.

VISION STATEMENT

The vision statement is a description of how AETC will progress in the next 10 years. It portrays our values and desired achievements.



APPENDIX B - AETC COMMANDER AS EDUCATION AND TRAINING (E&T) CORE FUNCTION LEAD

In February 2013, the CSAF designated the Commander of AETC as the Core Function Lead (CFL) with authority to develop and sustain E&T core function capabilities. The E&T Governance Charter specifies key E&T stakeholders including representatives from other Major Commands, the Air Reserve Component, and Air Force functional authorities. The E&T CFL heads the Governance Structure and is responsible for the production of the E&T Core Function Support Plan (CFSP).

The E&T CFSP is an annual product providing a 20-year outlook to develop strategy, guide maturation of related E&T plans and programs, and align higher level guidance to core function capability development. It ensures the Air Force delivers enduring E&T contributions. When integrated with 11 other core function plans, the E&T CFSP informs the SECAF and CSAF. Additionally, it helps influence the Air Force Program Objective Memorandum process.

The CFL intent is to ensure leaders have innovative tools available to strengthen, shape, and develop the right competencies in our Airmen through an institutionalized Continuum of Learning environment. The implementation of these innovative tools would create and foster a far-reaching outlook focused on the E&T mission areas of recruiting, training, and education across the total force and the E&T enterprise.

The objectives of the E&T core function are to achieve full integration of the E&T core function across the Air Force; leverage E&T to maintain Air Force dominance and capability in air, space, and cyberspace; transform Air Force E&T using a streamlined governance structure; and improve efficiency across the E&T enterprise.

The challenges facing the E&T core function are:

- Fully integrate the E&T core function across the Air Force, understanding the interrelationships that exist between our product (Airmen) and the Air Force capabilities Airmen deliver
- Maintain Air Force worldwide dominance by ensuring Airmen have the necessary training and education at the right time and in sufficient quantity
- Transform the E&T enterprise through the use of long-term strategic planning in a fiscally constrained environment
- Improve efficiency across the entire Force Development enterprise

The Core Function Lead priorities to overcome challenges are:

- Produce Airmen who are tactical experts, competent operators, and strategic visionaries
- Modernize training platforms
- Transform the Air Force E&T enterprise
- Empower a mission-focused Cost-Conscious Culture



APPENDIX C - GUIDANCE FOR DEVELOPMENT OF OPERATIONAL PLANS

The Command serves an essential role – recruiting, training, and educating Airmen to deliver airpower for the world’s greatest Air Force. The Vision, Mission, Priorities, and Focus Areas described in the 2014 AETC Strategic Plan form the framework for fulfilling this role. The Measures of Success and Metrics under the Focus Areas are specific in nature. They are designed to drive specific actions, behavior and decision making to forge a successful Air Force Culture.

Appendix C provides supplementary guidance to assigned organizations to deliberately execute activities to place AETC where it needs to be in the next 10 years. It consists of four sections. “Operational Plans” identifies AETC mission areas responsible for preparing operational plans. “Strategic Priorities” lists Commander-assigned offices responsible for the overall development, management, and reporting for each of the Commander’s strategic priorities. “Command-Directed Measures of Success and Metrics” directs operational plans to address each of the listed measures of success and metrics. The appendix concludes with “Planning Considerations.”

OPERATIONAL PLANS

Subordinate units and organizations will develop plans aligned to the AETC mission areas of Recruiting, Flying Training, Technical Training, and Education. From the inception, support planners should be an integral part of the mission area planning teams. Support mission areas may, at their discretion, develop individual support plans. Table C.1 lists the mission area plans and office of primary responsibility (OPR) for each plan. For additional guidance, see “Planning Considerations” later in this document.

| OPERATIONAL PLANS | |
|--------------------|--------------|
| Mission Area | OPR |
| Recruiting | AFRS/CC |
| Flying Training | AETC/A2/3/10 |
| Technical Training | AETC/A2/3/10 |
| Education | AU/CC |

Table C.1. Operational Plans

STRATEGIC PRIORITIES

The efforts and activities of all AETC Airmen contribute to meeting the Command mission and realizing its vision. Similarly, all members of the AETC team must work in concert to successfully achieve the Commander’s strategic priorities. Thus, all mission area plans will address each of the four priorities. To ensure success, the Commander has assigned OPRs with the responsibility for overall development, management, and reporting for each priority. Table C.2 lists the Commander’s four priorities and corresponding OPRs.



APPENDIX C - GUIDANCE FOR DEVELOPMENT OF OPERATIONAL PLANS

| STRATEGIC PRIORITIES | |
|---|------------|
| Priority | OPR |
| 1. Enhance Mission Effectiveness (RT&E Airmen) | AETC/CV |
| 2. Support Airmen and Their Families | AETC/A1 |
| 3. Ensure a Climate of Professionalism and Mutual Respect | AETC/A9 |
| 4. Foster Comprehensive Airman Fitness (Resiliency) | AETC/A1 |

Table C.2 Strategic Priorities

COMMAND-DIRECTED MEASURES OF SUCCESS AND METRICS

Arranged by Priority and corresponding Focus Areas, this section provides command-directed Measures of Success (denoted as “MoS” under Priorities below) and Metrics. Operational plans will address each Priority and Focus Area and will align mission-specific Measures of Success and Metrics with command-directed Measures of Success. AETC/A5/8 has overall responsibility for ensuring the command-wide electronic database collects and displays metrics requested by the Commander. For each command-directed metric, the office responsible for reporting the metric is shown parenthetically after the applicable command-directed metric.

Achieving command-wide unity of effort requires assigned organizations to use an iterative three-step approach. First, all organizations must identify what success means to them. Units will develop specific measurements for their level of operation. The measure of success should describe how individuals know they have achieved success for their organization, with respect to the command-wide measure of success. While the commander expects subordinate organizations to tailor their measures of success, in selected areas denoted as “Metrics,” the commander has established minimum standards. Second, units will continuously evaluate progress toward achieving success. Third, dependent upon the results of their evaluation, AETC organizations will adapt future activity directed at meeting the measures of success and metrics.

PRIORITY 1. ENHANCE MISSION EFFECTIVENESS (RT&E AIRMEN)

Focus Area 1.1. Recruit, train, and educate Airmen while maintaining quality and seeking efficiency in a resource constrained environment

MoS 1.1.1. RT&E requirements are validated on a recurring basis

MoS 1.1.2. Validated end-user requirements are met while delivering quality Airmen

MoS 1.1.3. More efficient methods to RT&E Airmen are balanced against AETC mission effectiveness

Focus Area 1.2. Develop processes and advocate for the resources to meet future Air Force production requirements and Force Development initiatives

MoS 1.2.1. RT&E processes are identified to support future needs/demands

MoS 1.2.2. Required resources are secured to execute our mission

MoS 1.2.3. AETC work force is cultivated to support current and future RT&E requirements

MoS 1.2.4. Correct infrastructure exists to support current and future RT&E requirements



APPENDIX C - GUIDANCE FOR DEVELOPMENT OF OPERATIONAL PLANS

PRIORITY 2. SUPPORT AIRMEN AND THEIR FAMILIES

Focus Area 2.1. Progress the career development of Airmen assigned to AETC

MoS 2.1.1. Commanders (CCs)/Supervisors regularly mentor AETC uniformed and civilian Airmen to build professional relationships that foster communication regarding careers, competencies, requirements to be competitive for promotion and developmental education, responsible behavior, and organizational missions in accordance with *AFMAN 36-2643, Air Force Mentoring Program*.

Metric 1. Maintain percentage of noncommissioned officers (NCOs) with completed CCAF degrees (prior to senior NCO eligibility) at or above AF average (Wing CCs/Equivalentents have reporting responsibility)

Metric 2. Maintain decoration approval prior to PCS rate at or above 90% (Wing CCs/Equivalentents have reporting responsibility)

Metric 3. Maintain timeliness rate of performance reports at or above 90% (Wing CCs/Equivalentents have reporting responsibility)

Focus Area 2.2. Enhance military and community partnerships to support Airmen and their families

MoS 2.2.1. Support programs meet the needs of Airmen

MoS 2.2.2. Community partnership opportunities and best practices are communicated throughout the Command

MoS 2.2.3. Essential support for Airmen is provided by base agencies, partnerships with sister services, and the local community

MoS 2.2.4. Installation resource support needs are identified and communicated to the appropriate level

Focus Area 2.3. Champion Airmen's access to support information and services

MoS 2.3.1. Information/services are readily available and aligned with Airmen's issues

MoS 2.3.2. Key programs are fully implemented

Metric 1. 100% of AETC organizations have or are partnered with a Key Spouse program (Wing CCs/Equivalentents have reporting responsibility)

Metric 2. Uniformed Service: 100% sponsorship contact to inbound Airmen within 30 days of assignment notification. (Wing CCs/Equivalentents have reporting responsibility)

Metric 3. AETC special duty assignment manning percentage should be at the following minimum level for the respective category indicated below (A1 has reporting responsibility)

a. Military Training Instructors (MTIs) – 100%

b. Military Training Leaders (MTLS) and Recruiters – 95%

c. First Sergeants – 90%

Metric 4. Maintain 100% unit-level contact rate with families of deployed members (Wing CCs/Equivalentents have reporting responsibility)

PRIORITY 3. ENSURE A CLIMATE OF PROFESSIONALISM AND MUTUAL RESPECT

Focus Area 3.1. Infuse Air Force core values and heritage into everything we do

MoS 3.1.1. AETC teaches, reinforces, and practices Air Force Core Values

MoS 3.1.2. Heritage is an integral part of our daily business

APPENDIX C - GUIDANCE FOR DEVELOPMENT OF OPERATIONAL PLANS

Focus Area 3.2. Ensure an ethical culture with accountability at all levels

MoS 3.2.1. Accountability is a recognized component of AETC culture

MoS 3.2.2. Organizations reinforce a positive work environment where an ethical culture can thrive

PRIORITY 4. FOSTER COMPREHENSIVE AIRMAN FITNESS (RESILIENCY)

Focus Area 4.1. Integrate Comprehensive Airman Fitness across the Command through the four pillars of mental, physical, social, and spiritual abilities

MoS 4.1.1. AETC incorporates the CAF message and resilience training into appropriate training and education

Metric 1. Maintain Physical Fitness Assessment pass-rate at or above 95%, and non-currency rate at or below 5% (authorized waivers) (Wing CCs/Equivalents have reporting responsibility)

Metric 2. Maintain non-exempt Airmen Physical Fitness Assessment "Excellent" ratings equal to or above the AETC goal of 70% (Wing CCs/Equivalents have reporting responsibility)

MoS 4.1.2. Integrated community action plans are established for CAF by October 2014

Focus Area 4.2. Provide Airmen awareness of Comprehensive Airman Fitness and available tools

MoS 4.2.1. Every squadron has Master Resilience Trainers (MRTs) and Resilience Training Assistants (RTAs)

MoS 4.2.2. Airmen at all levels can apply the knowledge presented by CAF pillars

MoS 4.2.3. Airmen are aware of CAF resources, initiatives and tools

Metric 1. Decrease Health and Wellness negative incidents (sexual assaults, on-the-job injuries, suicide attempts or completion, Airman-to-Airman violence, intimate partner violence, child maltreatment, drug/alcohol related incidents) by 10% per year (Wing CCs/Equivalents have reporting responsibility)

PLANNING CONSIDERATIONS

When developing metrics, the AETC Commander requires positive and proactive statements. He emphasizes that constructive metrics drive positive behavior, and that positive behavior drives an enriched culture. The following planning considerations are provided as general guidelines that operational plans should follow.

Timelines

- Initial drafts of operational plans are due to the Commander no later than 90 days from the effective date of the 2014 AETC Strategic Plan.
- Published operational plans are due to the Commander no later than 120 days from the effective date of the 2014 AETC Strategic Plan.
- As a minimum, certify as current or update operational plans every two years. The previous timelines prevail whenever a published revision of the AETC Strategic Plan occurs.

Outline for Operational Plans

Operational plans should begin with an Executive Summary. The narrative will be organized by priority, listing each priority and the supporting initiatives.

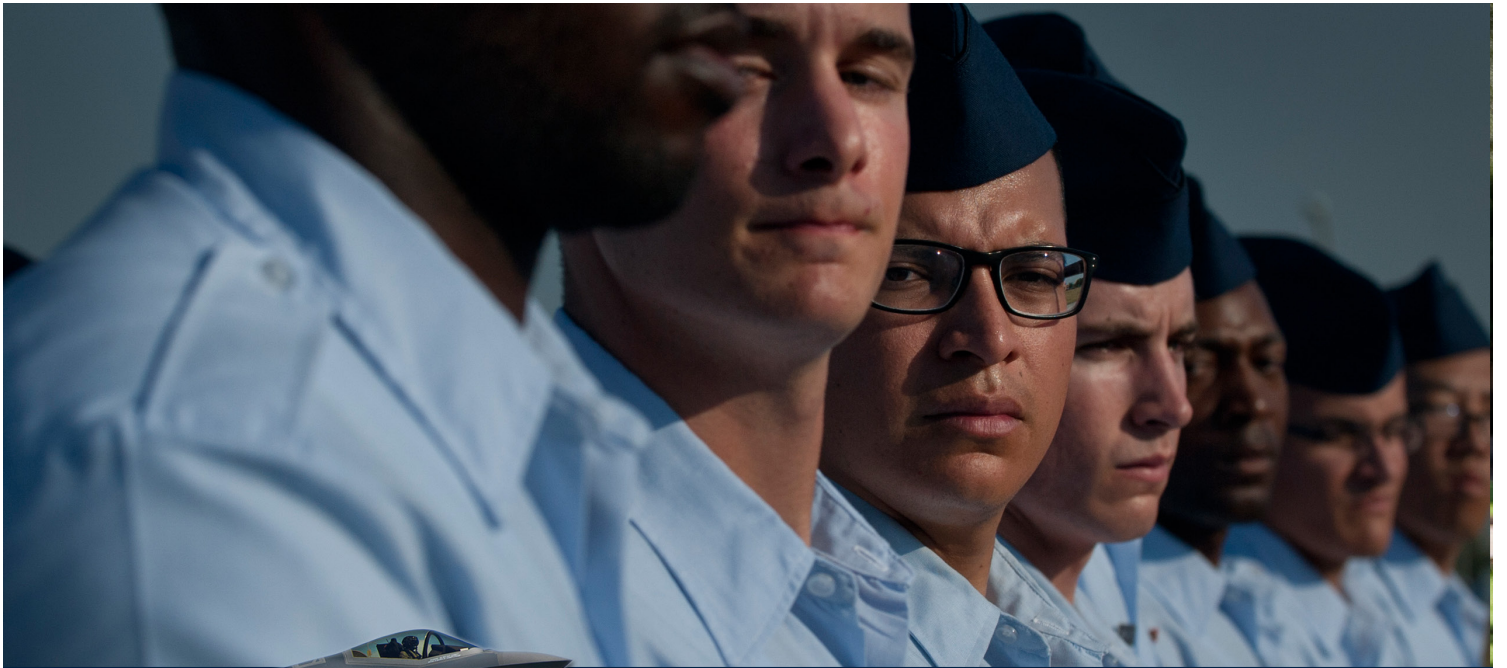
APPENDIX C - GUIDANCE FOR DEVELOPMENT OF OPERATIONAL PLANS

Topics for Consideration

Though not necessarily applicable to all AETC organizations, the Commander requests operational planners consider the topics listed below when drafting their operational plans. Additionally, leaders and supervisors are encouraged to create metrics offering insight into improving their organization's ability to enhance mission effectiveness, supporting Airmen and their families, ensuring a climate of professionalism and mutual respect and fostering resiliency. A5/8's Strategic Plans Branch ([AETC.a8px@us.af.mil](mailto:a8px@us.af.mil)) can advise and assist subordinate organizations in the development and deployment of metrics they consider necessary for inclusion in their operational plans.

- Reducing the number of ground and air Class C mishaps
- Decreasing discrepancies for each inspected readiness area from previous inspection
- Maintaining or improving Air & Space Expeditionary Force (AEF) Reporting Tool on-time reporting
- Decreasing AEF Reporting Tool unit type code (UTC) deficiencies
- Improving Career Development Course (CDC) pass rates
- Increasing on-time rates for 5/7 level upgrade training
- Meeting or exceeding all AETC standards for officially tracked financial management indicators (FMI)
- Reducing energy consumption





The First Command

