BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 90-1102

1 FEBRUARY 2000

Command Policy

PERFORMANCE MANAGEMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: AFMIA (Ms Ruby Manen)

Certified by: HQ AF/XPM (Brig Gen Michael C. McMahan)

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This instruction implements Air Force Policy Directive (AFPD) 90-11. It prescribes guidance for Performance Management, which is the Air Force's construct for a continual performance improvement system that focuses on mission accomplishment. This instruction applies to the following US Air Force activities, Headquarters Air Force, major commands (MAJCOM), Air National Guard (ANG), and all wing and wing-level equivalents. Do not supplement this instruction without prior review by the Air Force Management and Innovation Agency (AFMIA), and approval by Headquarters Air Force, Director for Manpower and Organization, DCS/Plans and Programs (HQ USAF/XPM).

The reporting requirement in paragraph 1.9.3 of this directive, AFI 90-1102, is exempt from licensing in accordance with paragraph 2.11.12 of AFI 37-124, "The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections."

Records Management: Maintain and dispose of all records created as a result of prescribed processes in accordance with AFMAN 37-139, "*Records Disposition Schedule*."

Chapter 1

PERFORMANCE MANAGEMENT

1.1. Performance Management. Performance Management is the Air Force's construct for a continual performance improvement system that focuses on mission accomplishment. Components of the Performance Management process are goals, mission essential tasks (MET), performance measures, standards and targets, and task assurance. There are three main steps in the Performance Management cycle: **Plan, Do**, and **Assess**.

1.1.1. Plan: Performance Planning**.** During the planning step, the commander and the senior leadership of the organization identify the organization's priorities, METs, and associated performance measures. Based on this information, a strategy for mission accomplishment is developed. This becomes the unit's performance plan. Chapter 2 of this AFI provides further details on Performance Planning.

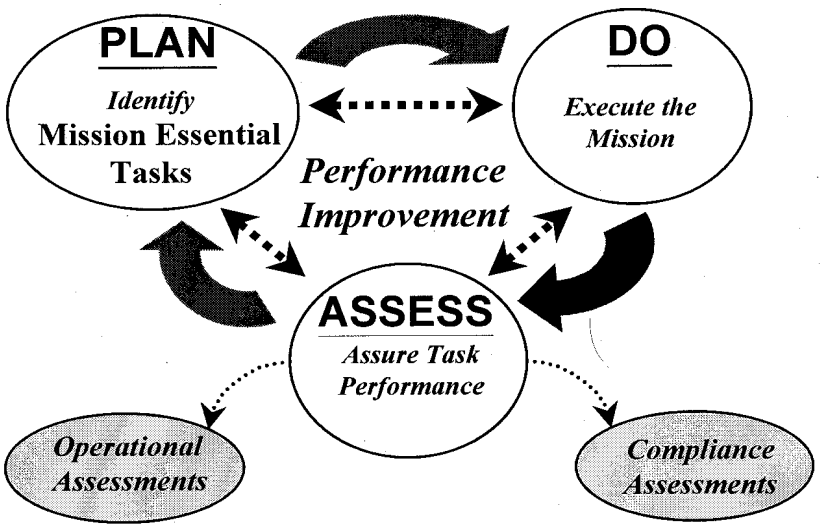
1.1.2. Do: Mission Execution. The Do step of performance management is accomplishing the mission which is the day-to-day operations and functioning of the unit.

1.1.3. Assess: Task Assurance**.** To assess performance is to identify opportunities for continual improvement. Each MET has at least one corresponding measure. Each time we measure our tasks and compare them to standards and targets, we look for the opportunity to improve. Performance measures gauge progress and provide feedback to commanders. Commanders must ensure Air Force units can perform the mission, remain in compliance with directives, and perform tasks effectively and efficiently. Task Assurance is the commander's internal assessment tool and is further described in Chapter 5, Task Assurance.

1.2. Performance Improvement. The Air Force is committed to *continuous performance improvement*, the result of interaction among planning, mission execution, and assessment. Improvement efforts can be accomplished by using a multitude of tools and techniques such as action workouts, management advisory studies, etc. *AFMAN 38-208, Volume 1, Air Force Management Engineering Program (MEP) Process, and AFMAN 38-208 Volume 2, Air Force Management Engineering Program (MEP), Quantification Tools*, provide more information on some of the many processes and tools for performance improvement efforts.

1.3. Performance Management Model. The Performance Management Model (Figure 1.1) graphically depicts the phases of performance management. This process occurs at two levels. The first level (solid arrows in model) indicates the formal process of mission performance by the Commander and Senior Staff. The second level (dashed arrows in model) indicates the day-to-day actions taken by leadership and personnel to measure and improve performance, the basis for Task Assurance. During Task Assurance, the commander continuously assesses how well the wing (wing-level equivalents are identified as wings in this Air Force Instruction AFI) performs its METs, making corrections, improvements, or resource allocations as needed to ensure mission accomplishment. Finally, successful performance of day-to-day tasks should translate into successful performance during external assessments. The information gleaned by the commander's internal assessment may be used as an information source by inspectors during Operational Readiness Inspections (ORI) and Compliance Inspections (CI).

Figure 1.1. Model for Performance Management.



1.4. HQ USAF Roles and Responsibilities.

1.4.1. HQ USAF senior leaders determine Air Force goals and HQ USAF METs with performance measures, standards and targets, and then monitor mission performance.

1.4.2. HQ USAF two-digit Office of Primary Responsibility (OPR) provides periodic update of data for HQ USAF METs.

1.4.3. HQ USAF/XP develops and coordinates policy for the Performance Management Program and provides program oversight.

1.5. HQ USAF Field Operating Agency (FOA), HQ USAF Direct Reporting Unit (DRU) and Numbered Air Force (NAF). HQ USAF FOAs, HQ USAF DRUs, and NAFs are not required to develop performance plans.

1.6. MAJCOM Roles and Responsibilities.

1.6.1. MAJCOM/CC and senior leaders will develop a performance plan which include MAJCOM goals, METs, performance measures, and standards and targets. MAJCOM senior leaders will align their goals to the Air Force goals in Air Force Strategic Plan Volume 2, *Performance Plan*. The METs and performance measures should be based on each MAJCOM's specific mission and concerns.

1.6.2. MAJCOM/CC and senior leaders will deploy MAJCOM goals, METs, and performance measures to each wing.

1.6.3. The MAJCOM/CC will be the final approval authority for any unique METs developed by wings.

1.6.4. MAJCOM functional OPRs will develop and provide to MAJCOM/XP data required to support the METs established by the command's senior leadership. Functional OPRs will also lead performance improvement efforts.

1.6.5. MAJCOM/XP is responsible for the command performance management program and will:

1.6.5.1. Provide guidance for development, validation, deployment, coordination, and reporting of elements required by the performance plan.

1.6.5.2. Lead the standardization of like METs, performance measures, and standards for like units throughout the command.

1.6.5.3. Provide performance improvement guidance and services for improvement initiatives.

1.6.5.4. Coordinate approval of recommended best practices with MAJCOM functionals. After approval, forward best practices to AFMIA for inclusion in the Air Force Best Practices Clearinghouse.

1.6.5.5. Air Combat Command (ACC) XP and Air Mobility Command (AMC) XP will lead the standardization of like METs, performance measures, and standards for like units assigned to the Combat Air Forces (CAF) and Mobility Air Forces (MAF) respectively.

1.7. Numbered Air Force (NAF) Roles and Responsibilities. NAF/CC will review wing's performance plans and mission performance reports, and provide comments as appropriate to MAJCOM/CC. NAFs are not required to develop METs or performance plans outlined in this AFI.

1.8. AFMIA will:

1.8.1. Manage the Performance Management program.

1.8.2. Provide guidance for development, validation, deployment, coordination, and reporting of elements required by performance plans.

1.8.3. Lead the standardization of like METs, performance measures, and standards for like units other than those assigned to the Combat Air Forces (CAF) and Mobility Air Forces (MAF).

1.8.4. Provide performance improvement guidance and services for HQ USAF functions and be key members of performance improvement efforts.

1.8.5. Establish and maintain an automated system for tracking and reporting HQ USAF Mission Essential Tasks. AFMIA will act as the "gatekeepers" for the HQ USAF automated system to ensure only mission essential tasks as directed by this AFI are entered into the system.

1.9. Wing Roles and Responsibilities. The term "wing" refers to wings and wing-level equivalents, which includes those centers that report to MAJCOMs, but does not apply to FOA and DRUs. Wing/CC and senior leadership will:

1.9.1. Develop a performance plan, with the wing's METs, performance measures, and standards and targets. The wing will use the METs and performance measures developed by the MAJCOM. However, if a wing unique MET is required, it will be developed as outlined in Chapter 4, and approved by the MAJCOM/CC.

1.9.2. Continuously monitor wing's performance of METs.

1.9.3. Provide status to MAJCOM/CC and NAF/CC via the Mission Performance Report outlined in paragraph **3.2.2**, **Figure 3.1.,** and **Attachment 2** of this AFI.

1.9.4. Identify best practices for possible inclusion in the Air Force Best Practices Clearinghouse.

1.10. Installation Functional OPR Roles and Responsibilities. Installation functional OPRs will develop and provide to the Installation Manpower and Organization Office data required to support the wing METs, performance measures, standards, and targets. Functional OPRs will also lead performance improvement efforts.

1.11. Installation Manpower and Organization (MO) Office will:

1.11.1. Manage the installation's performance management program.

1.11.2. Provide guidance for development, validation, deployment, coordination, and reporting of elements required by the performance plan.

1.11.3. Lead the standardization of like METs, performance measures, and standards for like units throughout the installation.

1.11.4. Provide performance improvement guidance and services for improvement initiatives and be key members of performance improvement efforts.

1.11.5. Forward recommended best practices the to MAJCOM/XP for review and approval for entry into the Best Practices Clearinghouse.

Chapter 2

PERFORMANCE PLANNING

2.1. Air Force Strategic Plan. The Air Force Strategic Plan (AFSP) is comprised of three volumes.

Volume 1 -- Future Security Environment

Volume 2 -- Air Force Performance Plan

Volume 3 -- Air Force Long-Range Planning Guidance

2.1.1. Each volume of the AFSP uniquely contributes to the implementation of the Air Force vision and supports the Air Force mission through its emphasis on critical issues that affect the total force. All volumes are published separately. Volume 1 addresses the environment in which we must fight and win. Volume 3 looks at what we must be able to do to be ready—near, mid, and long term.

2.1.2. Volume 2, is the near-term (2 years or less), execution phase of the Air Force's long-term goals, establishing METs, measuring our success at accomplishing those tasks, and then focusing on performance improvement for better resource utilization.

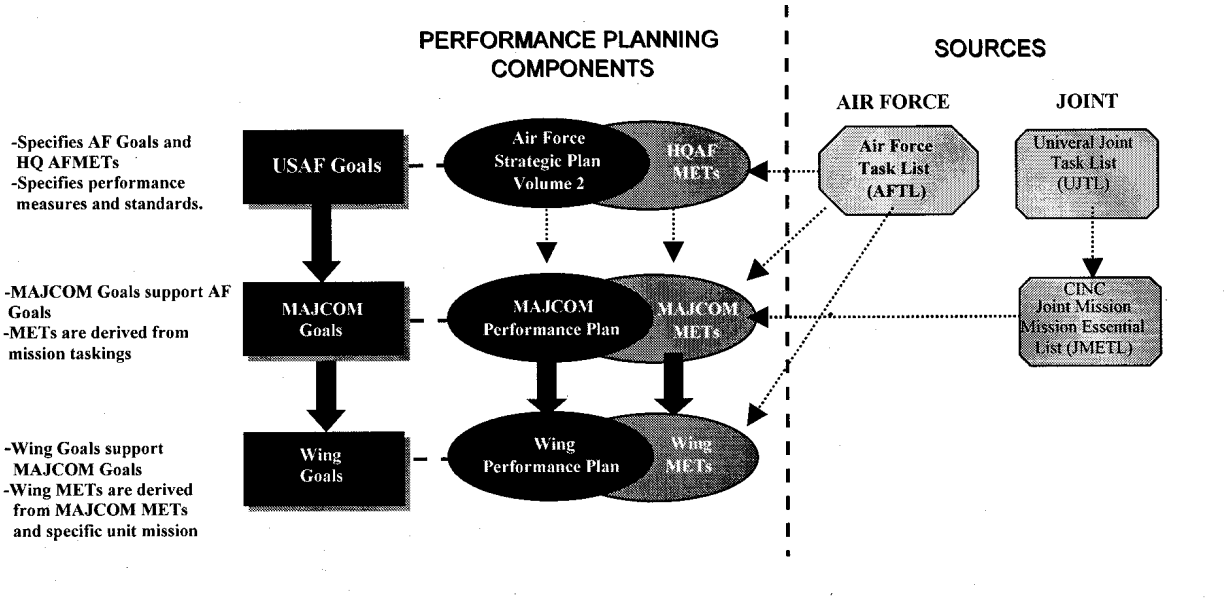
2.2. Air Force Performance Plan. The Air Force Strategic Plan, Volume 2, *Performance Plan*, establishes Air Force-wide goals and **Headquarters Air Force** METs, performance measures, and standards and targets. The Air Force performance plan represents Air Force senior leadership's focus on improving near-term performance of tasks. It employs the ***Plan, Do****, and* ***Assess*** approach. Performance plans are accomplished at three levels: Headquarters Air Force, MAJCOM, and wing or equivalents. **Figure 2.1.** illustrates the deployment of the performance plan from HQ Air Force to wing level. As illustrated below, the Air Force Performance Plan sets the goals that will drive the MAJCOM and wing-level performance plans.

2.3. Performance Planning.

2.3.1. Performance planning is aimed at enhancing mission performance. Performance plans at all levels include mission statements, goals, METs, performance measures, standards and targets. The METs are those tasks that define the most important mission requirements. Performance Plans at all levels will be reviewed annually and revised as required.

2.3.2. As illustrated in **Figure 2.1.**, HQ USAF, MAJCOM, and wings will use the Air Force Task List (AFTL), Joint Mission Essential Task List (JMETL), and the Universal Joint Task List (UJTL), as appropriate, in the development of the performance plan. The Joint Mission Essential Task (JMET) and the UJTL contain METs relevant to the mission they support for the CINCs.

Figure 2.1. Performance Planning Integration.



2.4. Performance Planning Model. Performance Management requires a dynamic planning process. The Performance Planning Model (Figure 2.2) is designed to assist commanders in developing and refining their performance plans. The four phases are:

Initiation

Mission Analysis

Plan Development

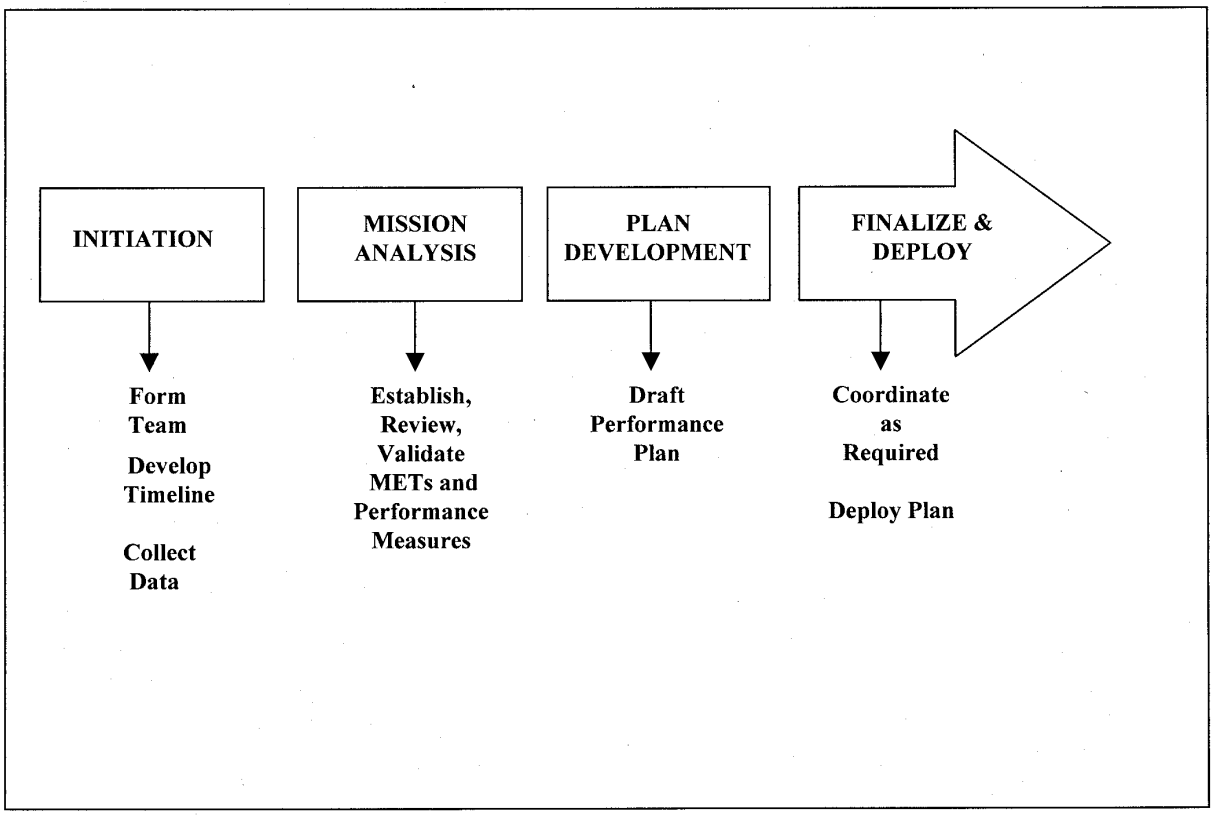
Finalization and Deployment

Below is a brief description of the four phases of Performance Planning. Attachment 1 contains a detailed description of the process.

2.4.1. Initiation. Commanders will initiate the performance planning process by forming a team, developing the planning timeline, and collecting the necessary data to develop the plan.

2.4.2. Mission Analysis. The mission analysis phase focuses on determining exactly what the organization's mission is. This includes establishing, refining, and aligning the organizations goals and METs, as well as identifying performance measures to validate the performance levels of the METs.

Figure 2.2. Performance Planning Model.



2.4.3. Plan Development. In this phase, the actual performance plan is written. Figure 2.3. is the performance plan format.

Figure 2.3. Performance Plan Format.

Performance Plan (Format)

Section One.
Mission Statement
Commander's Summary of wing's performance
MET List (METL) – wing-level or above METs only

Section Two. For each performance measure, provide the following information:
(see page 25)
Goal
Name of MET
Performance Measure and Standard/Target
Graphical representation of Wing's performance

2.4.4. Finalize and Deploy. During finalization and deployment, the performance plan will be staffed or coordinated through required agencies, as established by the MAJCOM and Wing/CC. The plan is then deployed.

Chapter 3

TASK ASSURANCE

3.1. Task Assurance.

3.1.1. Once the performance plan is in place, the commander has a document that outlines goals, METs, performance measures by which to assess them, and the standards and targets to achieve. *Task Assurance* is an assessment of mission performance to see how well the unit is executing its mission by measuring performance in relation to established standards and targets. The process of task assurance also helps identify unit strengths and areas for improvement.

3.1.2. Periodic assessments of the wing's performance will provide the commander with timely information on all mission performance trends over time and will identify tasks which do not meet the standard, the minimum acceptable performance level, or desired target. Based on the assessment information, the commander can make fact-based decisions on unit strengths, needed improvements, and where to focus efforts and resources.

3.1.3. The continuous review of MET performance and follow-up corrective actions lead to mission performance improvement. For below standard MET performance, the unit will identify possible reasons for low performance and necessary fixes and then develop action items for bringing performance up to standard. Attachment 1, section B, provides a step-by-step procedure that can be used to develop a MET action worksheet to address areas identified for improvement.

3.2. Task Assurance Reporting.

3.2.1. Wing/CC will update MAJCOM/CC and NAF/CC on the wing's performance of its METs using the Mission Performance Report. These updates will occur quarterly, or more frequently as directed by the MAJCOM/CC.

3.2.2. Mission Performance Report will be accomplished in the format outlined in Figure 3.1. and will include Wing METs only. See Attachment 2 for an example of a Mission Performance Report.

Figure 3.1. Mission Performance Report.

Mission Performance Report

Section One.

Mission Statement
Commander's Summary
MET List (METL) –Wing-level METs only

Section Two. For each performance measure, provide the following information: (See page 25.)

Goal
Name of MET
Performance Measure and Standard/Target
Graphical Representation of Performance Measure

Section Three.

Improvement Opportunities
- Standard not met
- Why the standard was not met
- Plans to achieve performance standard
- Timeline and schedule for achieving fix
- Resources needed and allocated

Wing Successes (Best Practices)
- Background
- Analysis
- Steps taken to achieve success
- Recommendation to communicate successes AF-wide (e.g., submission to AFMIA for inclusion in Best Practice Clearinghouse Database)

Chapter 4

MISSION ESSENTIAL TASKS (METS)

4.1. MET Background. *Air Force Doctrine Document 1-1, Air Force Task List (AFTL),* establishes the doctrine, concepts, and methodologies behind METs. It establishes general doctrinal guidance for the development of METs and provides the AFTL, an extensive list of tasks the Air Force performs in support of the Air Force commanders and Joint Force Commanders (JFC), to be used as a starting point for MET development by MAJCOMs.

4.2. Types of Tasks. A task is a discrete event or action that allows a mission or function to be accomplished. There are two types of tasks: Mission Essential and Supporting.

4.2.1. Mission Essential Task. A MET is a task selected as a fundamental requisite for the performance or accomplishment of HQ USAF, MAJCOM, or wing assigned mission. In other words, a MET is one of the critical tasks the unit must perform to successfully accomplish its mission. An organization should have a limited number of METs. While most tasks performed in an organization are important, most are performed to *support* the METs of the organization. For example, the Wing MET might be "Provide Forces and Mobility Assets." METs are only required down to wing level (e.g., groups and squadrons are not required to have METs as defined by this AFI).

4.2.2. Supporting Task. A supporting task is a specific activity that contributes to, or makes it possible to accomplish a MET. While these tasks are very important to the accomplishment of the mission, they are not the METs of the wing. For example, "Perform Unit Level Maintenance" is a vital task; however, it supports the flying wing's MET "Provide Forces and Mobility Assets." This AFI does not require supporting tasks to be identified, tracked, or reported.

4.3. MET Format. METs will contain the following information: Name of MET, OPR for MET (e.g., the functional POC), OCR for MET (any office that needs to be coordinated with), descriptions of the performance measures used to measure MET accomplishment (including their standard and target), and MET Conditions (conditions are optional). See Figure 4.1.

Figure 4.1. MET Example.

Mission Essential Task (MET)

1. **MET Title:** Provide Mission-Ready Forces and Equipment

2. **OPR:** XX Wing/OG

3. **OCR:** XX Wing/LG

4. **Performance Measure(s):**

	Measure(s)	Standard	Target
a.	Sortie Effectiveness Rate	90%	(as required)
b.	Time over Target (TOT)	90%	
c.	Assault Landings	95%	
d.	Percentage of Members Qualified for Mobility	90%	

5. **Conditions:** (Optional) Describe conditions that will significantly affect mission accomplishment.

4.4. MET List (METL). A METL is simply a list of the unit's METs.

4.5. MET Development. METs should be developed or refined during performance planning. MAJCOMs will develop MAJCOM METs, based on the specific missions and requirements of the MAJCOM, and deploy them to its wings. Wings will use these METs and develop additional ones if necessary. The MAJCOM/CC has final approval authority for any METs developed at the wing-level.

4.6. Development Process. There are three major steps involved in the MET development process:

4.6.1. Identify the MET. Commanders develop METs based on a review of requirements of operation plans or mission orders that spell out the mission of the unit. Some of the directives and inputs a commander should consider when developing METs are: Air Force Mission Directives, Mission requirements from the *Joint Strategic Capabilities Plan* (JSCP), National Command Authorities (NCA) tasking, Treaty obligations in accordance with the principles and procedures found in the *Unified Command Plan* and the *Unified Action Armed Forces*, Combatant commanders' JMETs, Doctrine (United States Air Force and Joint), Operations Plans, AFDD 1-1, *AFTL*, or MAJCOM-specific missions and requirements.

4.6.2. Establish Performance Measures and Standards and targets. Each MET will have at least one performance measure. Each performance measure will have a standard. Performance measures may also have, as appropriate, a target in addition to the standard. Performance measures show how well the unit is performing the MET, while the standard establishes the minimum acceptable level of performance. A target may be developed to stretch a unit's performance or indicate a phased program completion. Chapter 5 contains further guidance on the development of performance measures and standards and targets.

4.6.3. Determine the Conditions. Establishing conditions for METs are not required by this AFI. However, if a condition exists that significantly impacts mission accomplishment, include it under “Conditions” in the MET format.

Chapter 5

PERFORMANCE MEASURES

5.1. Performance Measures. Each MET will have at least one performance measure. A performance measure is a quantitative measure to indicate a level of mission performance. Performance measures show how well the unit is performing the MET, provide timely information of task performance trends over time, and indicate which tasks are not being performed at established standards. This information will help commanders determine where and how to focus unit resources and efforts to achieve mission performance improvements.

5.1.1. MAJCOMs will develop performance measures for each MAJCOM MET and deploy them, along with the METs, to its wings. Wings will use these performance measures, where applicable, and refine or develop additional ones where necessary. The MAJCOM/CC will have final approval authority for any performance measures refined or developed at a wing. This approval supports the intent of standardizing METs and associated measures to the maximum extent possible.

5.1.2. In some cases, one measure may be sufficient. However, a commander may identify more than one measure to fully define a required level of performance for the MET. For example, to provide air and space superiority, measures may be needed for how quickly air superiority is achieved and for how long it is sustained. Another measure, such as percent of enemy forces destroyed or neutralized, may also be needed to fully define a required level of performance.

5.2. Performance Measure Development. Performance measures should be developed or reviewed at the same time as the MET during performance planning. Units are encouraged to prepare their own measures based upon organizational experiences. The following considerations should be taken into account when developing performance measures:

5.2.1. Measure the right thing -- before deciding on specific measures, an organization should identify and thoroughly understand the MET to be measured.

5.2.2. Measures must be value based, enhance and contribute to mission accomplishment, and help a unit to focus on its mission.

5.2.3. Performance measures should examine factors that contribute to continued accomplishments of the MET. There will be times when short-term data is required to measure MET performance, but measures should be designed to encourage long-term, sustained performance of the MET.

5.2.4. Performance measures should reflect key processes of task performance. Performance measures should not simply indicate a level of activity, but must reflect the varying levels of actual mission performance.

5.2.5. Performance measures should show varying levels of MET performance and be easily measured by using either an absolute numerical scale or a relative scale (e.g., ratio, time, distance, or cost).

5.2.6. All performance measures will have a standard. The standard is the minimum acceptable level of performance. Standards may be derived from a variety of sources, including existing directive documents (such as governing AFIs or federal or state law), MAJCOM directives, Universal Joint Task List (UJTL) standards, or specific customer requirements. MAJCOM/CC will have final approval authority for standards.

5.2.7. Performance measures may include a target in addition to a standard. Targets are developed to stretch a unit's performance, or to indicate a phased program completion or standard (e.g., The target is to generate 100 percent of unit aircraft within 24 hours, while the standard is 90 percent).

5.2.8. Over time, performance measures may no longer be accurate indicators of MET performance. Therefore, units will review performance measures when necessary and at least during the annual performance plan review for changes or replacements.

5.2.9. Performance measures must have utility. They should be meaningful, understandable, reliable, valid, show trends over time, economically collected, timely, and drive appropriate actions.

5.3. Performance Measures Format. Performance Measures Format. A standard format for performance measures has been developed to ensure standardization across the Air Force see Figure 5.1. This format also supports the electronic data reporting requirements for the AFPMRS and CPMRS. Examples of performance measures are in Attachment 2.

Figure 5.1. Format and instructions for developing Performance Measure.

PERFORMANCE MEASURE FORMAT AND INSTRUCTIONS

Goal: Enter the wing goal (and its number) your performance measure applies to.

Mission Essential Task: Enter the MET (and its number) your performance measure applies to.

Performance Measure Title: Enter the title of your performance measure.

OPR: Enter the office symbol of your point of contact and/or your (action office's) office symbol.

OCR: Enter the office symbol of any office you must coordinate with to submit this data.

Performance Measure Description: Describe the performance measure. Include breakout of programs, units, and items you will be providing data on.

Calculation Formula: Describe the calculations required to complete data for submission. If calculations are detailed and internal to your system (e.g., SORTs), then so state.

Data Sources: Identify the system (if applicable) and office that you received your data from.

Frequency: Describe how frequent your data is updated.

Standard/Target: Enter the standard and target, if applicable, for your measure. A **standard** is the minimum acceptable level of performance for the MET. Standards may be derived from a variety of sources, including existing directive documents (such as governing AFIs, or federal or state law), MAJCOM directives, Universal Joint Task List (UJTL) standards, or specific end-user requirements. **Targets** are developed to stretch a unit's performance, or to indicate a phased program completion or standard.

Rationale/requirement for the Standard/Target: Enter the authority or guidance that established the standard or target.

Key Assumptions: Enter any assumptions that will make the data for the performance measure easier to understand.

Conditions: (Optional) Describe conditions that will significantly affect mission accomplishment.

Chapter 6

AUTOMATED PERFORMANCE MEASURES REPORTING SYSTEMS

6.1. Automated Reporting System. A web-based, automated reporting system was developed to create a near real-time capability to view and evaluate the accomplishment of a unit's Mission Essential Tasks. The system will display current measurement data and trend-over-time charts for performance measures. This gives Air Force leaders at all levels better information to allocate, distribute, or realign resources in order to meet critical missions. The data required to support these systems is extracted from existing databases or reports and is presented in a specific format. The format allows more meaningful comparisons of task accomplishment across the Air Force. For instance, F-16 mission capability rates can be compared across MAJCOMs and units. There are two automated systems designed to support the reporting of performance measure data, described below.

6.2. Air Force Performance Measures Reporting System (AFPMRS). AFPMRS is the Headquarters Air Force automated reporting system. It tracks the performance measures that support the three goals of the Air Force and HQ USAF's Title 10 USC requirements to organize, equip, and train. The measures can be found in the Air Force Strategic Plan Volume 2 Annex. The data required for these measures is extracted from data bases and reports and is then presented in a standard format. AFPMRS resides on a secure network and can be viewed by senior leaders at the HQ USAF, MAJCOM, NAF, and Wing levels.

6.3. Command Performance Measures Reporting System (CPMRS). The MAJCOM equivalent to AFPMRS is the CPMRS. This system gives MAJCOM and wing commanders the capability to monitor the performance measures for their Mission Essential Tasks. This system has the same capabilities as AFPMRS; however, its purpose is for MAJCOM internal use only and does not link to AFPMRS or other commands. In addition, the software contains a report generator to produce the three-section report described in Figure 3.1.

ROGER G. DEKOK, Lt General, USAF
DCS/Plans and Programs

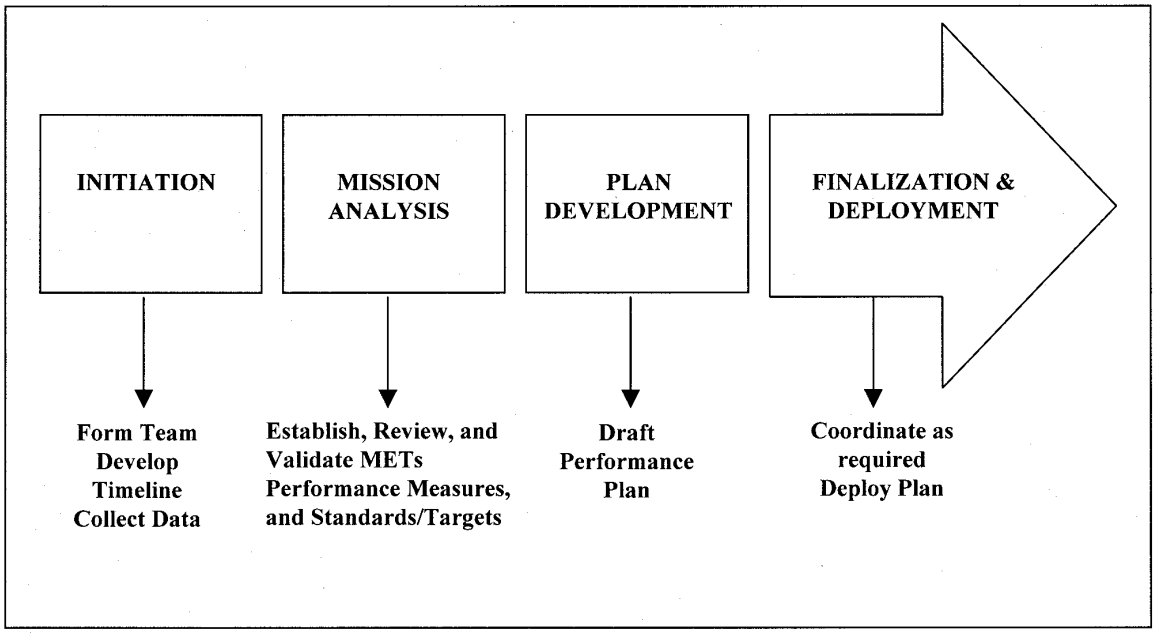
Attachment 1

PERFORMANCE PLANNING MODEL

Section A - Performance Planning Phases

This model contains four-phases that outline development, deployment, and tracking of METs. The four phases of the model are: initiation, mission analysis, plan development, and finalization and deployment. This attachment breaks down the steps in each phase in detail.

Figure A1.1. Performance Planning Model.



Phase I: Initiation

The initiation phase Figure A1.2 begins the process by building a team, developing the timeline, and collecting the necessary data to begin the planning process.

Form Team. The performance planning team has two functions, planning and logistics. Planning requires senior leaders and other personnel that have influence and, or approval authority for items in the plan. Logistics requires experts, facilitators, managers, manpower analysts, and others that will be involved in the hands-on data collection and analysis while working under senior leaders' guidance.

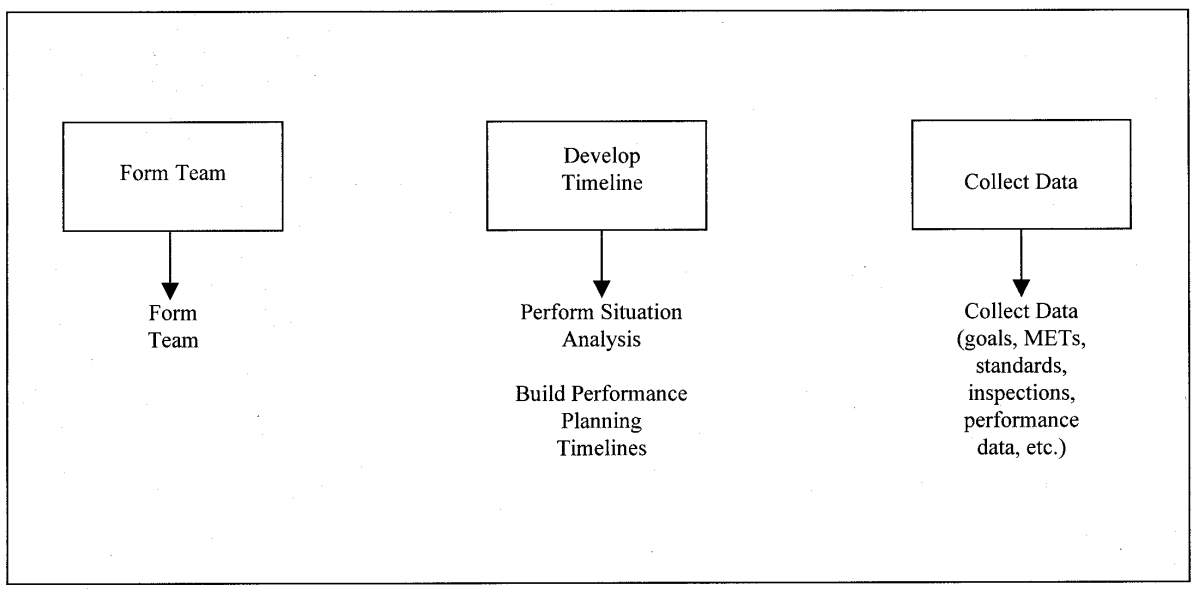
Develop Timeline. During this step, the team performs a situational analysis in which they assess the current environment and conditions considering things such as upcoming exercises, inspections, deployments, etc. Once the situational analysis is complete, the team will build their timeline for completing the remaining steps.

Data Collection. The next step is to collect data the team needs. Data is gathered from a variety of sources, which may include customers and other personnel or groups effected by the plan. Current plans, such as higher headquarters performance plans, inspection reports, financial plans, C4, and operational

plans can be useful sources of information. Also, current MAJCOM and wing goals, METs, performance measures, standards, and targets will be useful, as well as ORI and CI results.

Once the team has developed the timeline and gathered data, the team can move on to the second phase, Mission Analysis.

Figure A1.2. Initiation Phase.



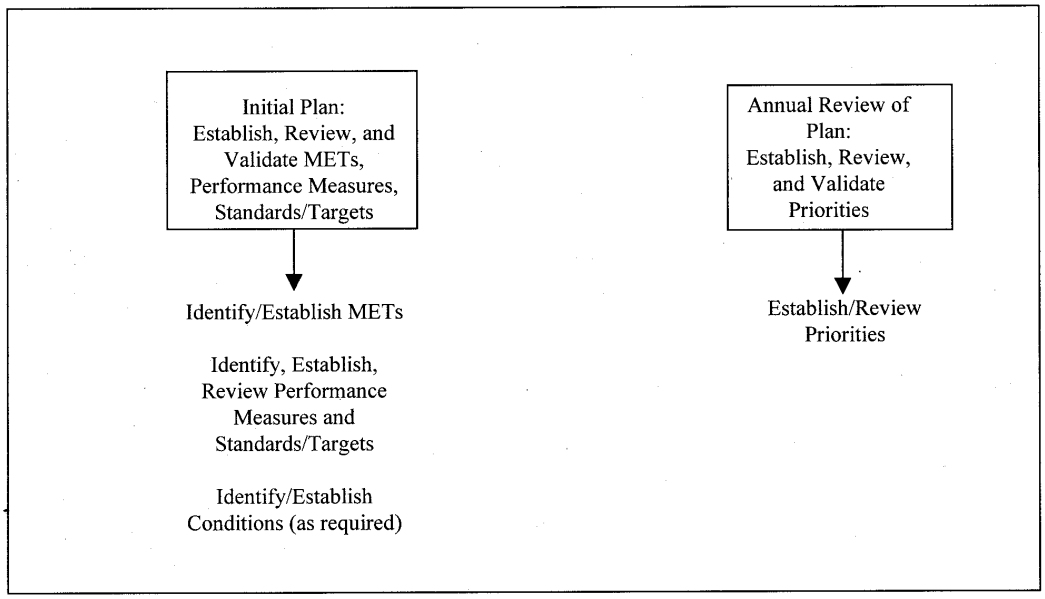
Phase II: Mission Analysis

The mission analysis phase Figure A1.3 focuses on creating the MET list (METL) that aligns to the unit's goals which support MAJCOM and Air Force goals. The METL consists of the METs, performance measures, standards and targets, and conditions. There are two sub-phases to mission analysis: Establish, review and validate METs, performance measures, standards and targets, and review of the plan.

Establish, Review, and Validate METs and Performance Measures. During this step, unit METs are examined (or new ones identified or established) to ensure the unit METs have not changed due to changing missions, weapon systems, etc. Establishing METs begins by looking at higher headquarters' METs, and any that the unit currently has. Wings (and wing equivalents) use the METs already developed by the parent MAJCOM. By using the METs that cascade down from above, the majority of your mission should be covered. New METs may be developed by the wing to cover the parts of the mission not adequately defined by MAJCOM, but these wing-unique METs must be approved by the MAJCOM/CC. In order to evaluate the performance of each MET, performance measures and their associated standards and targets must be identified and developed. If required, conditions should be identified and reviewed as they impact completion of a MET.

Annual Review of Plan. Performance plans must be reviewed annually and updated as required. The commander and senior leadership should review the organization's priorities and make any adjustments as required.

Figure A1.3. Mission Analysis Phase.



Phase III: Performance Plan Development

At this point, all the information should be available for writing the actual performance plan. The next step is to draft the performance plan containing all of the unit's goals, METs, performance measures, standards and targets, and any additional information. Plans will be reviewed and validated annually. Include enough background information in your plan so personnel performing the validation in future iterations will understand how and why METs, performance measures, standards and targets etc., were established. Once the draft performance plan is completed, it is time to move to the final phase.

Phase IV: Finalize and Deploy

Before the Wing's plan can be implemented, the MAJCOM needs to approve it. Follow your internal coordination process to ensure all offices and levels sign off. Once the coordination has been completed and approved, the plan is deployed for implementation.

Section B - Performance Planning Worksheets

The following worksheets may be used to assist performance planning team members. Team members may develop their own worksheets, tracking forms, or any other documents that will simplify their planning effort.

Establish/Review Priorities

Identify current performance and areas for improvement.

The Performance Review and Improvement Opportunities Worksheet identifies each MET and compares current performance levels with the standard and target. Identify the METs that are below standard and determine resources available for improvement efforts. After resource options are evaluated, action items are developed. Assign an OPR and summarize the actions to be taken.

Figure A1.4. Performance Review and Improvement Opportunities Worksheet.

MET	Improvement Priority	Current Status Perf. Measure Standard	Desired End State Perf. Measure Standard	Improvement OPR	Recommended Action
List each MET	Prioritize, based on mission impact and resource availability.	What level are you performing at now?	What level do you need to be performing at?	Team member responsible for action item.	Summarize improvement actions.

After MET priorities have been identified, evaluate potential methods for improvement. Brainstorm options, analyze each option, and determine which is the best. This worksheet is one tool to determine a course of action. Complete a worksheet for each MET identified for improvement.

Figure A1.5. ID Improvement Opportunities Worksheet.

MET	Option	Feasibility	Resource Cost	Time to Complete
List each MET	List of possible options for improving performance.	How realistic is the option?	How much will this option cost? Can we make it on our budget?	How long will it take until we see results?

After determining the most practical option, develop the action item. The individual action items for each MET are used for improving performance.

Figure A1.6. Individual MET Improvement Worksheet.

MET Improvement Priority:

PM and Standard:

Current Performance:

Desired Performance:

OPR:

Team Leader:
Members:

Improvement Strategy:

Required Completion Date:

Interim Milestones	**ECD**	**Tracking Plan**

Projected Costs:

Dollars:
Man-hours:

Potential Roadblocks:

Attachment 2

EXAMPLE USING NOTIONAL DATA

123d Airlift Wing Mission Performance Report

Section 1:

Mission Statement

The 123d Airlift Wing mission is to conduct airlift operations Pacific Air Force (PACAF)-wide in support of United States Department of Defense and allied peacetime and wartime requirements; its area of responsibility covers more than 100 million square miles—almost half of the earth's surface.

Commander's Summary

The 123rd Airlift Wing mission is, "Providing Airlift Operations for U.S. and Allied Forces while Maintaining Contingency Readiness." Our readiness mission is unique in most PACAF units. The 123rd Airlift Wing has real-world contingency responsibilities ranging from deploying a squadron of C-130s to individual mobility augmentees.

Unit Strengths: Overall, the wing is performing well. The wing is excelling in Sortie Effectiveness. Most areas indicate improving performance, particularly our in-the-zone assault landings and weapons qualification rate, indicating that special efforts in these two mission essential areas over the past year have really paid off.

Areas for Improvement: The Mobility Status Rate Figure 4, shown for the second quarter of FY98, is below our unit standard. Factors contributing to this include: TCTO's, scheduled and unscheduled maintenance, and preparation for deployment to OPERATION NORTHERN WATCH. See Section 3 for proposed solution.

MET List

Provide Mission Ready Forces and Equipment.

Improve Mission Effectiveness While Minimizing Risk.

Section 2

Goal 1: Operational Performance

Mission Essential Task: 123^{D} FWMET 1, Provide Mission Ready Forces and Equipment.

Performance Measure Title: 1.A., Percent of Assault Landings-in-the-Zone.

OPR: 123^{d} AW/DO

OCR: 123^{d} AW/XP

Performance Measure Description: This measures the percent of assault landings in the designated zones.

Calculation Formula: The number of assault landings in the zone are divided by the number of assault landings.

Data Sources: This data is gathered from the 123^{d} Air Wing/DO Mission Ready Database that tracks all assault landing functions.

Frequency: Monthly.

Standard/Target: Air Force Standard is 95 percent.

Rationale/requirement for the Standard/Target: Established by AF/XO.

Key Assumptions: None.

Data Table: (Data table is mandatory in the report. Ensure data is available electronically for viewing, reviewing, and updating).

Table A2.1. Assault Landings-in-the-Zone.

MONTH	Percent in the zone	Standard	Met Standard	Target (optional)
Oct 97	90%	95%	No	
Nov	88%	95%	No	
Dec	89%	95%	No	
Jan 98	91%	95%	No	
Feb	93%	95%	No	
Mar	95%	95%	Yes	
Apr	96%	95%	Yes	
May	97%	95%	Yes	
Jun	97%	95%	Yes	
Jul	97%	95%	Yes	
Aug	98%	95%	Yes	

Conditions: (Optional) Describe conditions that will significantly affect mission accomplishment.

Goal 1: Operational Performance.

Mission Essential Task: 123^{D} FWMET 1, Provide Mission Ready Forces and Equipment.

Performance Measure Title: 1.B., Percent of Members Trained.

OPR: 123^{d} AW/DP

OCR: 123^{d} AW/DO

Performance Measure Description: This measure shows the number of wing members who are designated for mobility that are trained and ready.

Calculation Formula: The number of personnel trained divided by the number on the mobility teams.

Data Sources: This data is gathered from the 123^{d} Air Wing/DPMAE database XYZ. The Employment office gathers this data from each mobility POC at each unit in the wing.

Frequency: This data is gathered every month.

Standard/Target: Air Force Standard is 90 percent.

Rationale/requirement for the Standard/Target: Established by AF/XO.

Key Assumptions: None.

Data Table: (Data table is mandatory in the report. Ensure data is available electronically for viewing, reviewing, and updating).

Table A2.2. Members Trained for Mobility Status.

MONTH	Percent Trained	Standard	Met Standard	Target (optional)
Oct 97	50%	90%	No	
Nov	56%	90%	No	
Dec	62%	90%	No	
Jan 98	63%	90%	No	
Feb	65%	90%	No	
Mar	66%	90%	No	
Apr	63%	90%	No	
May	66%	90%	No	
Jun	65%	90%	No	
Jul	62%	90%	No	
Aug	64%	90%	No	

Conditions: (Optional).

Goal 2: Operational Performance.

Mission Essential Task: 123^{d} AW MET 2, Improve Mission Effectiveness While Minimizing Risk.

Performance Measure Title: 2.A., Aircraft Mission Capable Rate Requirements.

OPR: 123^{d} AW/LG

OCR: 123^{d} AW/DO

Performance Measure Description: Air Force Mission Capable (MC) rate requirements are established for specific types aircraft (A-10, C-130, C-141, and F-15) at this wing. A minimum percentage for each assigned aircraft is required to be mission capable during peacetime in order to accomplish programmed operational requirements. This requirement is used as both a process input and an outcome measure. As a process input the MC rate requirement is used to size the peacetime aircraft spare parts requirement. As an outcome measure it indicates the average reported status condition of a particular fleet of aircraft.

Calculation Formula:

Peacetime MC rate requirements are based on programmed utilization rates. The MC rate requirement is calculated by determining what percentage of a given aircraft platform must be available to meet a pro-

grammed flying schedule that will yield the required sorties. The programmed flying schedule must take into account operations and maintenance attrition, available flying days, maintenance training aircraft requirements, and number of turns allowed.

Wartime MC rate requirements are based on the 2 MTW scenario. The 2 MTW scenario for each weapon system type is modeled using the Windows Logistics Assessment Model (WINLAM). Based on programmed apportionment, operational planning factors, and force structure levels, WINLAM computes the minimum peacetime MC rate required at the start of the 2 MTW scenario required to meet all programmed sortie requirements. This sortie requirement includes a peacetime sortie rate requirement for any forces not apportioned to a specific theater.

Data Sources:

Data for the peacetime requirement is collected from the 123rd Wing maintenance sorties data base for each aircraft type and includes utilization rates, attrition rates, turn rates, available flying days, and maintenance training aircraft requirements. The utilization rate is a programmed factor that includes aircrew training requirements and Military Operations Other Than War sortie requirements. The other factors are historically based.

Data for the wartime requirement includes Personnel Data System force structure data, WMP-3 and JSCP apportionment factors, WMP-5 planning factors, Air Force Pamphlet 10-1403, Air Mobility Planning Factors (AFMPAM 10-1403), Readiness Spares Packages requirements, peacetime spare parts requirements, and delivered spare parts funding.

Frequency: MC rate requirements computed monthly and coordinated through DO, XP and Commander.

Standard/Target: FY98 MC rate requirements are as follows (in percent):

Aircraft	**A-10**	**C-130**	**C-141**	**F-15**
MC Rate	85.1	83	84.6	86

Rationale/requirement for the Standard/Target: Established by AF/XO.

Key Assumptions: The fundamental assumptions in this process are, (1) the peacetime utilization rate includes all required sorties, and (2) used to compute the wartime based MC rates meet the war fighting CINCs requirements.

Data Table: Ensure data is available electronically for viewing, reviewing, and updating.

Table A2.3. Mission Capable Rates for FY98.

MONTH	Aircraft	MC Rate	MC Target	Met Target
Jan 98	**A10**	74	85	No
“	**C-130**	74	83	No
“	**C-141**	73	84	No
“	**F-15**	74	86	No
Feb 98	**A10**	78	85	No
“	**C-130**	88	83	Yes
“	**C-141**	86	84	Yes
“	**F-15**	89	86	Yes
Mar 98	**A10**	79	85	No
“	**C-130**	85	83	Yes
“	**C-141**	85	84	Yes
“	**F-15**	90	86	Yes
Apr 98	**A10**	81	85	No
“	**C-130**	86	83	Yes
“	**C-141**	87	84	Yes
“	**F-15**	90	86	Yes
May 98	**A10**	80	85	No
“	**C-130**	89	83	Yes
“	**C-141**	88	84	Yes
“	**F-15**	89	86	Yes
Jun 98	**A10**	81	85	No
“	**C-130**	88	83	Yes
“	**C-141**	86	84	Yes
“	**F-15**	91	86	Yes

Conditions: (Optional).

Section 3

Improvement Opportunities and Successes

Improvement Opportunity: Performance Measure 1B: Percent of Members Trained.

Unit: Maintenance Squadron

MET: 123 AW MET 1 - Provide Mission-Ready Forces and Equipment.

Standard: 90 Percent of Members Trained for Mobility Status.

Issue: Long-term failure meeting or exceeding the 90 percent standard for Mobility Qualified Members.

Immediate Cause/Conditions: TCTOs not forecasted, added deployment to Operations NORTHERN WATCH.

Impact Factors:

No single point-of-contact for mobility processing, training requirements.

No automated tracking of mobility gear distribution training or processing.

Corrective Actions:

Allocation of centralized space for mobility gear, training, and processing.

Assignment of mobility officers (additional duty) to coordinate requirements.

Computer system for centralized tracking requirements.

Purchase additional chemical gear, as required, for validated requirements.

Get Well Dates:

30 days:

Assignment of Mobility Officer/NCO.

Procurement of computer system processed.

100 percent visual mobility gear inspection completed.

60 days:

Identification of centralized location (proposed moves for occupants).

Required mobility gear identified/processed for procurement.

Initial review of mobility slots/requirements by AFSC.

90 days:

Facility and computer system in place and operational.

Training requirements identified by AFSC; individuals scheduled.

Mobility slot allocations modified, as necessary.

Mobility gear procurement verified/processed.

TCTO/Maintenance requirements forecasted -- includes rotation of equipment and personnel, as required.

Funds Allocated: $50,000.00.

Other Comments: None.

Successes: Performance Measure 1.A., Percent of Assault Landings-in the-Zone.

Unit: Operations Group

MET: 123 AW MET 1 - Provide Mission-Ready Forces and Equipment

Standard: 95% of Assault Landings-In-The-Zone

Status: Operations Group have improved from an 88 percent to a 98 percent effectiveness rate for In-The-Zone Landings.

Impact Factors:

Training requirements (qualification and recurring).

Scheduling procedures.

Availability of ranges.

Background: In Nov 97, the OG noted a leveling of performance at 88 percent for In-The-Zone assault landings. Current and trend data on sortie generation, aircraft availability, range (zone) scheduling, and crew certifications were evaluated. Additional data on crew scheduling (including ground training, leave, mobility, and Temporary Duty requirements) and range availability were also evaluated. During the Dec 1997 – Jan 1998 period, evaluation of data revealed that we could optimize our scheduling of both crews and aircraft to achieve increased time over the range.

Analysis: Although crew, aircraft and range availability were evaluated during the scheduling process, factors such as leaves, recurring training and short- or no-notice deployments were not always effectively evaluated for impact on crew member time for range and zone training. This prevented some individual crewmembers from getting the adequate time on range to train for In-The-Zone landings. An evaluation of range agreements allowed an increase in range time by 7 hours per week (all airframes).

Steps Taken: Revised crew availability data inputs.

Revised scheduling procedures to assess airframe and aircrew availability.

Database developed to evaluate more factors for scheduling and forecasting.

Increased range/zone availability

Trained schedulers (aircrew and aircraft) in new procedures.

Proposed Actions: Contact AFMIA and submit database inputs and new scheduling procedures into the Best Practices Clearinghouse**.**

Other Comments: None.

Attachment 3

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

Abbreviations and Acronyms

ACC—Air Combat Command

AEF—Aerospace Expeditionary Force

AF—Air Force

AFB—Air Force Base

AFMIA—Air Force Management and Innovation Agency

AFDD—Air Force Doctrine Document

AFI—Air Force Instruction

AFPD—Air Force Policy Directive

AFPMRS—Air Force Performance Measures Reporting System

AFSP—Air Force Strategic Plan

AFT—Air Force Task

AFTL—Air Force Task List

AMC—Air Mobility Command

ANG—Air National Guard

AOR—Area of responsibility

C4—Command, control, communications, and computers

CC—Commander

CINC—Commander in chief

CPMRS—Command Performance Measures Reporting System

CSAF—Chief of Staff of the Air Force

DoD—Department of Defense

DP—Department of Personnel

EAF—Expeditionary Aerospace Force

ECD—Estimated Completion Date

HHQ—Higher headquarters

HQ—Headquarters

HQ AFMET—Headquarters Air Force Mission Essential Task

JFC—Joint Force Commander

JMET—Joint mission essential task

JMETL—Joint mission essential task list

JSCP—Joint Strategic Capabilities Plan

JTF—Joint task force

LG—Logistics Group

MAJCOM—Major Command

MET—Mission essential task

METL—Mission Essential Task List

MO—Manpower and Organization

NAF—Numbered Air Force

OPR—Office of Primary Responsibility

ORI—Operational readiness inspections

SORTS—Status of Resource and Training

TCTO—Time compliance technical order

UJTL—Universal Joint Task List

US—United States

USAF—United States Air Force

VOL—Volume

Terms

Air Force Task List (AFTL)—An extensive list of tasks the Air Force performs in support of the Air Force commanders and Joint Force Commanders (JFC), to be used as a starting point for Mission Essential Task (MET) development by MAJCOMs.

Condition—Variables of the environment or situation in which a unit, system, or individual is expected to operate in, that affect performance.

Joint Mission Essential Task List (JMETL)—A joint force commander's list of priority joint tasks, derived from plans and orders, along with associated conditions and measurable standards and targets, which constitutes the joint force commander's war fighting requirements.

Mission Essential Task (MET)—A mission essential task is a task selected as a fundamental requisite for the performance or accomplishment of an organization's assigned mission.

Mission Essential Task List (METL)—A list of mission essential tasks (MET) for an organization.

Office of Primary Responsibility (OPR)—Any headquarters, agency, or activity having primary functional interest in, and responsibility for a specific action, project, plan, or program.

Performance Management—Performance Management is the Air Force's construct for a continual performance improvement system that focuses on mission accomplishment. Components of the performance management process are goals, priorities, METs, performance measures, standards and targets, and task assurance. There are three main steps in the Performance Management cycle: **Plan, Do**,

and **Assess**.

Performance Management Model—A model that depicts the phases and elements of performance management.

Performance Measure—A quantitative measure to indicate level of mission performance.

Standard—The standard is the minimum acceptable level of performance. Standards may be derived from a variety of sources, including existing directive documents (such as governing AFIs, or federal or state law), MAJCOM directives, Universal Joint Task List (UJTL) standards, or specific customer requirements.

Supporting Task—A task that contributes to the accomplishment of a mission essential task.

Target—A target is developed to stretch a unit's performance beyond the minimum required, or to indicate a phased program completion. Targets are used and developed, as appropriate, by direction of the commander.

Task—A task is a discrete event or action, not specific to a single unit, weapon system, or individual, that allows a mission or function to be accomplished by individuals or organizations.

Task Assurance—A commander's internal tool to assess mission performance to see how well the unit is executing its mission by measuring performance in relation to established standards and targets. The process of task assurance also helps identify unit strengths and areas for improvement.

Universal Joint Task List (UJTL)—The Universal Joint Task list is designed as a comprehensive list of tasks using a common language for joint force commanders (JFCs).