

27 OCTOBER 2000



Command Policy

PLANNING SYSTEM

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OPR: AF/XPP (Lt Col John T. Orsato)
Supersedes AFPD 10-14, 3 March 1995.

Certified by: AF/XPX (Maj Gen John L. Barry)
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This directive establishes the Planning System framework to ensure that Air Force capabilities meet the needs of the nation now and well into the future.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

This revision updates the entire document. This directive supersedes Air Force Policy Directive 10-14, dated 3 March 1995, titled *Modernization Planning*. Additionally, it incorporates new Performance Management guidance from the rescinded AFPD 90-5.

1. Purpose. This directive prescribes policies, responsibilities and procedures concerning the Air Force Planning System (AFPS). This directive also describes the linkage between the Secretary of the Air Force (SAF) Acquisition System, the Air Force Requirements System, and AFPS. This linkage is essential to the planning phase of the Air Force Planning, Programming, and Budgeting System (PPBS). The objectives of this directive are to:

1.1. Institutionalize the AFPS.

1.2. Prescribe products and processes associated with the AFPS.

1.3. Formalize and communicate the planning relationships between Headquarters United States Air Force, Major Commands (MAJCOM), Air Reserve Components (ARC), Direct Reporting Units (DRU), Field Operating Agencies (FOAs) and Functionals.

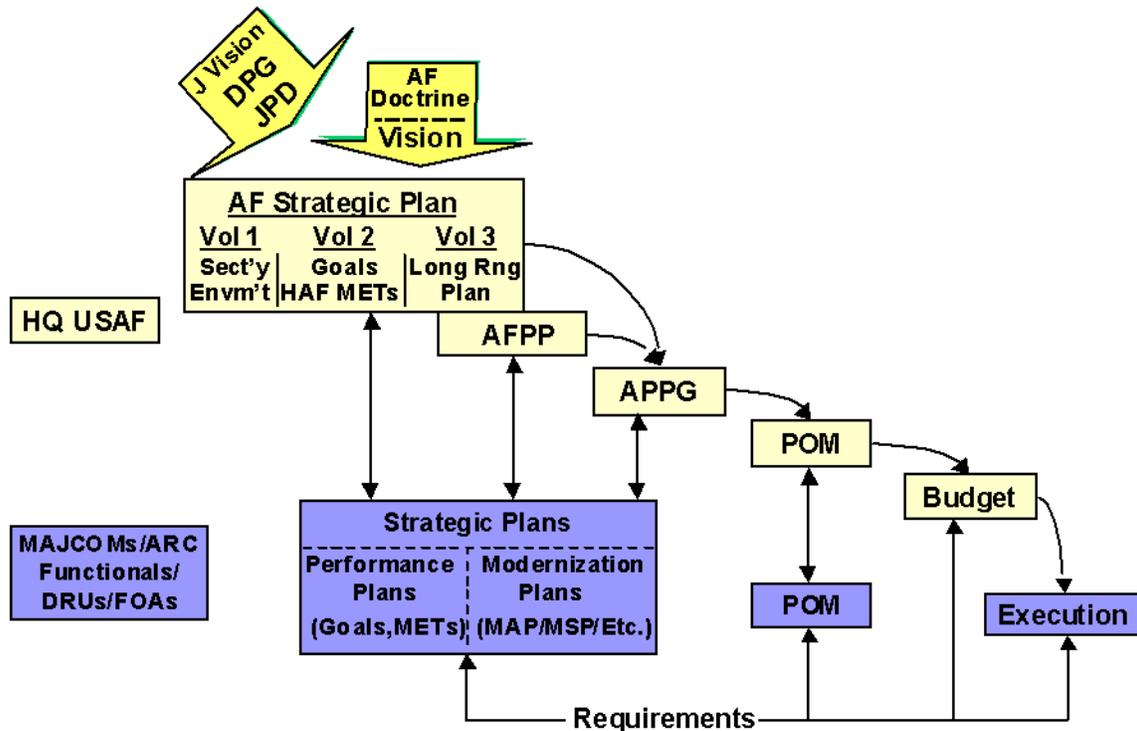
2. Overview of the AFPS. Planning is the process through which the Air Force anticipates and adjusts to changes in the geo-strategic environment to support the *National Security Strategy* (NSS). The AFPS complements and supports the Office of the Secretary of Defense (OSD) and Joint planning documents such as the *National Military Strategy* (NMS), the *Joint Strategy Review* (JSR), the *Joint Planning Document* (JPD), the *Defense Planning Guidance* (DPG), the Joint Vision, and various OSD functional strategic plans. The Air Force conducts strategic planning to identify key military and strategic trends associated with the future security environment, to determine required future capabilities associated with

these trends, and to develop capabilities-based modernization plans that focus decision making toward countering those trends. The Air Force strategic planning process communicates critical leadership priorities and the actions necessary to ensure Air Force organizations successfully carry out their assigned missions. Strategic planning focuses senior leadership attention and corporate strategic thinking on the complete range of planning issues, including those dealing with people, infrastructure, cost reduction, and other critical priorities. Modernization plans are generated to communicate the major force modernization investment decisions that were made by senior leaders to achieve desired capabilities and operational effects. As the beginning phase of every PPBS sequence, planning is imperative for identification of operational requirements, development of the Program Objective Memorandum (POM), and acquisition of systems.

3. Air Force Planning System Process. Senior leadership establishes the vision of where the organization should be going and identifies the core competencies and critical future capabilities to get there. This is achieved by assessing the organization's performance, its strengths and weaknesses, and the external strategic factors that impact the future operating environment. Linking Air Force planning activities ensures actions are taken to convert vision to reality—to develop required capabilities, to expedite change and remove obstacles, and to identify the critical improvement priorities needed to respond to the future-operating environment. The AFPS accomplishes this through development of a corporate strategy, identification of mission critical programs and infrastructures and their vulnerabilities, and a means to update or mitigate these in response to changing events. Within the Air Force, strategic planning establishes an overarching framework of vision, mission, goals, performance measures, targets, specific improvement priorities, and a force structure architecture that guides performance planning and modernization planning actions at all levels of command. Strategic planning, modernization planning, and performance planning are inseparably linked and collectively focus on ensuring the Air Force will remain the world's most effective aerospace force over the planning horizon.

4. Relationship Among Key Planning Documents. The AFPS consists of a series of linked processes and complementary guidance documents. The AFPS links the *Air Force Strategic Plan* (AFSP) (Volume 1, *Future Security Environment*; Volume 2, *Performance Plan*; Volume 3, *Long-Range Planning Guidance*), Mission Area Plans (MAP)/Mission Support Plans (MSP), the *Air Force Program Projection* (AFPP), the *Annual Planning and Programming Guidance* (APPG), and the POM. Each product supports Air Force doctrine and plays a vital role in turning the Air Force Vision into reality. The AFPS guides performance and critical future capabilities planning consistent with the fundamental relationships depicted in **figure 1**.

Figure 1. Air Force Planning System Relationships.



The AFSP prescribes the performance planning methodology (Volume 2) and strategic focus (Volume 3) that guide all AF planning. Its purpose is to support Air Force doctrine and implement the Vision, to outline activities to sustain Air Force core competencies, and to provide guidance for modernization planning. Modernization plans identify current and future capabilities, deficiencies in those capabilities, and recommended solutions to noted shortfalls. Information developed through the modernization planning process provides the basis for the AFPP. The AFPP provides an AF long-range, integrated investment plan that is realistic, affordable, and executable while fostering innovation. The AFPP identifies key investment decisions that will be incorporated into the APPG as POM guidance. The APPG links planning priorities with the resource allocation process by providing programming guidance to the POM build and the budgeting process. The APPG will also direct accomplishment of the analysis required to help define the “decision space” for senior leaders on those investment issues that must be resolved during the FYDP. MAJCOMs/ARC/DRUs/FOAs/Functionals develop strategic plans, modernization plans, or performance plans (as directed in paragraph 5.) to support Air Force plans and guidance. The end result is a series of coordinated actions and PPBS events that support Air Force doctrine and achieve the Air Force Vision.

5. This Directive Establishes the Following Responsibilities and Authorities:

5.1. MAJCOMs/ARC/DRUs/FOAs/Functionals will develop strategic, modernization and performance plans at least every two years (as described below) that respond to the following requirements and will submit them to AF/XP when complete.

5.1.1. MAJCOMs/ARC/DRUs (with FOAs and Functional input as appropriate) will develop strategic plans that address the core strategic planning elements described in Figure 1.

5.1.2. MAJCOMs and specific DRUs, FOAs and/or Functionals will develop modernization plans that support Air Force doctrine, play a key role in implementing the Air Force Vision, and incorporate corporate guidance from the AFSP, AFPP, and APPG. Deviations to the above corporate guidance will be considered on a case-by-case basis and must be accompanied by appropriate justification. Deviations without sufficient justification will not be funded.

5.1.3. MAJCOMs, with ARC, FOA, and Functional input, as appropriate, will develop performance plans to include mission essential tasks, performance measures, standards, and targets which support their command goals and missions. As directed by MAJCOM guidance, Centers and Wings, with Functional and FOA input, as appropriate, will develop performance plans to include goals, mission essential tasks, performance measures, standards, and targets which support their command goals. These performance plans link to the Air Force goals established in the AFSP, Volume 2, *Performance Plan* and provide a performance management construct for task assurance through a "Plan, Do, and Assess" cycle. See AFI 90-1102, to be released upon publication of this policy directive, for more detail.

5.2. Air Reserve Components will provide inputs to the appropriate MAJCOM/FOA/Center for inclusion in the MAPs/MSPs.

5.3. The Director of Strategic Planning (AF/XPX) will:

5.3.1. Assist Air Force senior leadership in updating the Air Force Vision every four years or as required.

5.3.2. Update the AFSP, Volume 1, every four years, or as required, to coincide with the Quadrennial Defense Review (QDR) and update of the Air Force Vision.

5.3.3. Publish AFSP, Volume 3, annually to provide front-end guidance to the modernization planning process.

5.3.4. Publish AFI 90-1101, *Modernization Planning*, and update as required. Oversee and set procedural policy for force structure modernization and materiel and non-materiel solutions driven by a capability-based planning system.

5.3.5. Publish the Air Force APPG annually to impact the POM/APOM in conjunction with the Director of Programs (AF/XPP).

5.3.6. Publish the AFPP annually to support the APPG development in conjunction with AF/XPP. Further guidance is contained in AFI 16-501, *Control and Documentation of Air Force Programs*.

5.3.7. Review MAJCOM/DRU/FOA/Center modernization plans IAW guidance in AFSP, Volume 3. Identify key issues raised by these plans and present them to senior leaders for corporate decision, as required.

5.3.8. Lead the effort to continually improve the AFPS and develop supporting collaborative planning tools.

5.4. The Director of Manpower and Organization (AF/XPM) will:

5.4.1. Publish the AFSP, Volume 2, every two years, or as required.

5.4.2. Update the AFSP, Volume 2 Annex as required.

5.4.3. Publish AFI 90-1102, *Performance Management*, as required. Develop and oversee a process to ensure MAJCOMs and wings develop and implement essential tasks and performance measures to improve day-to-day performance of mission requirements.

5.5. The Assistant Secretary of the Air Force, Acquisition (SAF/AQ) is responsible for the Acquisition System as described in AFPD 63-1, *Acquisition System*. This includes Research, Development, Test and Evaluation (RDT&E), and Science and Technology (S&T). Special linkage exists between the AFSP and the Air Force S&T program through identification of enabling technologies in Volume 3's critical future capabilities. One of the AFSP's goals is to help guide long-term S&T investment by highlighting promising new concepts and high-leverage opportunities essential to meeting the future security environment. The S&T community will use guidance contained in the AFSP, Volume 3, to support innovation and to shape the Air Force's investment in future technology. Consequently, a fundamental objective of the AFPS is to provide clear guidance to enhance the effectiveness of the Acquisition System.

5.6. The Deputy Chief of Staff, Air and Space Operations (AF/XO) is responsible for mission needs and operational requirements as described in AFPD 10-6, *Mission Needs and Operational Requirements*. The AFSP supports this process by identifying critical future capabilities required to cope with the aerospace challenges of the anticipated future security environment. A linkage exists between the AFSP and the Air Force Requirements Process. This linkage involves use of the MAP/MSP conclusions that result in mission need statements (MNS) and operational requirement documents (ORD) to support requirement decisions. This ensures a balanced portfolio of near-term, mid-term, and long-term candidate requirements is provided for Air Force Requirements Oversight Council (AFROC) and Joint Requirements Oversight Council (JROC) consideration.

5.7. The Deputy Chief of Staff, Installations and Logistics (AF/IL) publishes the Air Force Logistics Support Plan. There is a link between the AF Logistics Support Plan and all other plans produced under the guidance of the AFSP. Logistics is a pacing factor that limits the extent to which operational and modernization plans are doable and/or affordable.

5.8. The Deputy Chief of Staff for Communications and Information (AF/SC) will publish a comprehensive information technology (IT) plan to comply with the Clinger-Cohen Act of 1996. This plan will provide overarching strategic IT guidance to all Air Force planning, programming, and requirements activities covered by this policy document. Guidance in the plan must be considered for development of all Air Force modernization planning initiatives and is essential to help achieve Air Force objectives for information superiority and network-centric operations.

5.9. The Air Force Board of Directors (BoD) ensures development and implementation of Air Force planning and programming efforts. This primarily includes Air Force Vision, APPG, and QDR preparation. The BoD advises Air Force senior leadership on planning and innovation matters and ensures planning products reflect Air Force and MAJCOM priorities. The BoD is chaired by the VCSAF and is comprised of MAJCOM vice commanders and select HAF representatives.

5.10. The Air Force Corporate Structure (AFCS) provides the forum for Air Force resource allocation issues and implements the PPBS. The Corporate Structure is composed of the Air Force Council, Air

Force Board, Air Force Group, Mission and Mission Support Panels, and Integrated Process Teams. Related instructions are in AFI 16-501.

6. See [attachment 1](#) for a glossary of references and supporting information..
7. See [attachment 2](#) for measuring and displaying compliance.
8. See [attachment 3](#) for a planning document publication schedule.

F. WHITTEN PETERS
Secretary of the Air Force

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Air Force Doctrine Document 1, *Air Force Basic Doctrine*
AFI 16-501, *Control and Documentation of Air Force Programs*.
AFI 90-1101, *Modernization Planning*
AFI 90-1102, *Performance Management*
AFPD 10-6, *Mission Needs and Operational Requirements*
AFPD 16-5, *Planning, Programming, and Budgeting System*
AFPD 63-1, *Acquisition System*
Annual Planning and Programming Guidance
Air Force Program Projection
Air Force Strategic Plan
Defense Planning Guidance
DoDD 7045.14, *Planning, Programming and Budgeting System (PPBS)*
Air Force Vision 2020, America's Air Force: Global Vigilance, Reach, and Power
Joint Strategy Review
Joint Vision 2020
National Military Strategy
National Security Strategy
OSD Defense Program Projection
The Quadrennial Defense Review

Abbreviations and Acronyms

AFCS —Air Force Corporate Structure
AFPD —Air Force Policy Directive
AFPP—Air Force Program Projection
AFPS —Air Force Planning System
AFROC —Air Force Requirements Oversight Council
AFSP—Air Force Strategic Plan
APOM—Amended Program Objective Memorandum
APPG—Annual Planning and Programming Guidance

ARC —Air Reserve Components
BES —Budget Estimate Submission
BoD —Board of Directors
DPG —Defense Planning Guidance
DPP —Defense Program Projection
DRU—Direct Reporting Unit
FOA —Field Operating Agency
FYDP—Future Years Defense Plan
HAF —Headquarters Air Force
IAW—In accordance with
IT —Information Technology
JPD—Joint Planning Document
JROC —Joint Requirements Oversight Council
JSR —Joint Strategy Review
MAJCOM—Major Command
MAP—Mission Area Plan
MET —Mission Essential Task
MNS —Mission Need Statement
MSP —Mission Support Plan
NMS —National Military Strategy
NSS —National Security Strategy
OPR —Office of Primary Responsibility
ORD—Operational Requirements Document
OSD —Office of the Secretary of Defense
PDO —Publishing Distribution Office
POM —Program Objective Memorandum
PPBS—Planning, Programming, and Budgeting System
QDR—Quadrennial Defense Review
RD&E—Research, Development, Test and Evaluation
S&T—Science and Technology
SAF —Secretary of the Air Force
UJTL —Universal Joint Task List

VCSAF —Vice Chief of Staff of the Air Force

Terms

Air Force Doctrine —Air and space doctrine is a statement of officially sanctioned beliefs and warfighting principles which describe and guide the proper use of air and space forces in military operations.

The Air Force Vision —Provides a coherent, shared picture of future aerospace operations that charts the course of the Air Force from near-term to long-term. The AFPS is a vision- driven planning process that supports core competencies, themes, and transition initiatives that form the basis for strategic planning.

Air Force Strategic Plan (AFSP)— The three-volume AFSP promulgates authoritative direction from a corporate perspective on near-, mid-, and long-term planning challenges. The inclusive nature of the strategic planning process develops crucial issues through intensive HAF/MAJCOMs/ARC/DRUs/FOAs/Functionals participation. Pursuant to guidance set by Air Force senior leadership, the AFSP provides direction to planners and ultimately impacts the requirements, acquisition, and programming systems at all levels.

AFSP, Volume 1 - —*The Future Security Environment* Outlines the most probable future security challenges facing US forces. AF/XPX will amend Volume 1 every four years, or as required, to capture the magnitude and tempo of change within the global security environment.

AFSP, Volume 2 - —*Performance Plan* Provides a common framework of Air Force goals, Mission Essential Tasks (MET), and measures for day-to-day mission performance. It does this by aligning commanders' priorities to mission accomplishment at the HQ USAF, MAJCOM, Center, and Wing levels. Each MET is coupled with a way to measure mission success through performance measures, standards, and targets. This plan supports Air Force Doctrine, the Air Force Vision, and DoD goals and assists DoD in meeting the legislative requirements of the Government Performance and Results Act of 1993. Related instructions are in AFI 90-1102, *Performance Management*.

AFSP, Volume 3 - —*Air Force Long-Range Planning Guidance* Captures senior level guidance concerning major force modernization and investment strategies required to achieve desired future operational effects, support Air Force Doctrine, and implement the Air Force Vision. It does this by identifying *critical future capabilities* the Air Force will need in the mid- and long-term to maintain its advantage over our potential adversaries and to conduct missions in a joint war-fighting environment. It is organized around Air Force core competencies and core competency support elements and will include outcomes of future concept development efforts (i.e., wargames, experimentation, etc.). It will also guide long-term Innovation and Science and Technology investment by identifying promising concepts and high-leverage opportunities.

Air Force Program Projection (AFPP) —Integrates modernization plans to provide a realistic, coherent, fiscally constrained, investment plan through the mid- and long-term. It integrates MAPs/MSPs to provide a time-phased projection of Air Force investment and operations and support programs and identifies the funding streams required to achieve the critical future capabilities outlined in Volume 3. In addition to a modernization plan, the AFPP helps the Air Force balance its capabilities within readiness, people, and infrastructure. The AFPP also identifies key investment decisions which will be incorporated into the APPG as POM guidance. The corporately approved AFPP provides a view of AF mission and mission support modernization programs that OSD uses in the formulation of the Defense Program

Projection (DPP). The AFPP is included as an annex to the APPG. Related instructions are in AFI 16-501.

Air Force Task List (AFTL) —The comprehensive framework to express all Air Force activities contributing to the defense of the nation and its national interests. Used as a reference for Mission Essential Task (MET) development by MAJCOMs.

Annual Planning and Programming Guidance (APPG) —Links planning and programming priorities with the resource allocation process by providing programmers with prioritized guidance for capabilities to be included in the POM build and budgetary process. It guides POM development by identifying corporate decisions that affect resource allocation and by protecting the near- and mid-term funding streams required to achieve the desired out-year capabilities identified in Volume 3. The APPG will also identify/direct the accomplishment of the analysis required to define the “decision space” on those investment issues that must be resolved during the FYDP. The APPG serves as a benchmark to permit evaluation of POM adherence to specified planning and programming priorities.

Core Competencies—The basic areas of expertise or the specialties that the Air Force brings to any activity across the spectrum of military operations whether as a single Service or in conjunction with the core competencies of other Services in joint operations. Core competencies represent both air and space power application theory and physical capability represented in a well-trained and equipped air force. (AFDD 1)

Defense Planning Guidance (DPG) —This document, issued by the Secretary of Defense, provides firm guidance in the form of goals, priorities, and objectives, including fiscal constraints, for development of Program Objective Memorandums by the Military Departments and Defense agencies. Also called DPG. (JP 1-02)

Direct Reporting Units (DRU) —A subdivision of the Air Force, directly subordinate to the Air Force Chief of Staff. A DRU performs a mission that does not fit into any of the MAJCOMs. A DRU has many of the same administrative and organizational responsibilities as a MAJCOM. (AFI 38-101)

Field Operating Agencies (FOA) —A subdivision of the Air Force that carries out field activities under the operational control of a HQ USAF functional manager.

Force Structure —Numbers, size, and composition of the units that comprise our Defense forces; e.g., wings. (JP 1-02)

Future Years Defense Program (FYDP) —Summarizes Secretary of Defense-approved programs for the Department of Defense (DoD). The FYDP projects detailed source requirements for 6 years and force structure for 9 years. During the Biennial Planning, Programming, and Budgeting System (BPPBS) process, the FYDP is updated three times every year to reflect each service’s Program Objective Memorandum and Budget Estimate Submission (BES), and the DoD portion of the President’s budget. (AFI 10-601)

Goals—Leader-established unit priorities, direction, and objectives. For HAF the three goals are: 1) Quality People: Ensure a high quality force of dedicated professionals and provide an enhanced quality of life and strong sense of community. 2) Operational Performance: Enable joint force commanders to respond to a full spectrum of crises by providing appropriately sized and ready forces to execute Air Force mission tasks. 3) Modernization: Prepare for an uncertain future by pursuing a modernization program that implements the Revolution in Military Affairs by developing qualitatively superior warfighting capabilities.

Infrastructure—The provision of services, processes, facilities, and related support required for developing, generating, sustaining, maintaining, and recovering aerospace power. Infrastructure is a collection of physical elements, such as squadron operations buildings, and processes, such as the military personnel flight operations. Infrastructure supports operations across the spectrum of conflict and in both garrison and expeditionary environments.

(AFDD 2-4.4)

Long-term Planning —The period of planning beyond 15 years in the future that begins at the end of the next two FYDPs. This period represents an area of uncertain threat environment. It tests the bounds of revolutionary doctrine, tactics, and capabilities.

Major Command Direct Reporting Unit (MAJCOM DRU) —DRU also applies to a subdivision of a MAJCOM. A MAJCOM DRU reports directly to a MAJCOM commander and performs a mission that does not fit into any of the MAJCOM's primary subordinate units. (AFI 38-101)

Mid-term Planning —A period of planning from 9 to 14 years in the future that encompasses the next FYDP beyond the current, approved POM. This period represents an area of anticipated threats, environments, doctrine, tactics and capabilities.

Mission Area Assessment (MAA) —The first phase of the MPP. A MAA process enhances Air Force warfighting capabilities by identifying military objectives in the *Defense Planning Guidance*, the *Joint Planning Guidance*, AF Doctrine and Vision, and the AFSP. MAA uses a strategy to task methodology to identify the operational and support tasks needed to achieve military objectives.

Mission Essential Task (MET) —A task selected or expanded on from the Air Force Task List (AFTL) as a fundamental requisite for the performance or accomplishment of an organization's assigned mission. Also called MET. (AFDD 1-2)

Mission Essential Task List (METL) —A complete list of mission essential tasks (MET) for any organization. Also called METL. (AFDD 1-2)

Mission Needs Analysis (MNA) —The second phase of the MPP. The MNA assesses the Air Force's ability to accomplish the tasks identified during MAA. MNA uses a task-to-need methodology to identify mission needs. MNA can also highlight technological opportunities and identify reliability and maintainability improvements that can also enhance warfighting capabilities.

Mission Solution Analysis (MSA) —The third phase of the MPP. The MSA identifies potential materiel solutions to solve the deficiencies/needs identified during MNA, integrates those solutions, and develops mixes of solutions within each MAJCOM. It attempts to prioritize the solutions. The Technical Planning Integrated Process Teams, MAJCOMs, and National Laboratories work together during this phase to identify a relevant set of solutions which address the needs and deficiencies from the MNA.

Modernization —Planned increases in technical sophistication of forces, units, weapon systems, and equipment.

Modernization Planning Process (MPP)—The MPP is the means by which MAJCOMs/ARC/DRUs/FOAs and Functionals fold Air Force strategic direction and planning priorities into detailed implementation plans. MAJCOM modernization plans identify current and planned capabilities (Mission Area Assessment), deficiencies in those capabilities (Mission Needs Analysis), and recommended solutions to those shortfalls (Mission Solution Analysis). MAJCOMs should consider both materiel and non-materiel solutions in planning for critical future capabilities. The primary goal of modernization

planning at the MAJCOM/FOA level is the creation of MAPs/MSPs for specific mission areas over a 25-year time frame. The financial and programmatic information from the MAPs/MSPs is fiscally constrained through an integrated investment analysis process and provides the basis for the AFPP. It is important to note that while the Air Force is required to plan for the specific critical future capabilities outlined in Volume 3, this list is not all-inclusive. There are numerous other capabilities not contained in Volume 3 that Air Force planners and programmers will want to pursue. The capabilities contained within the Volume 3 are those deemed “most critical” in supporting Air Force Doctrine and for realizing the Air Force Vision. Related instructions are in AFI 90-1101.

Near-term Planning—A period of planning from 0 to 8 years that extends to the end of the current FYDP encompassing the current execution year, budget year, and POM period. This period represents an area of known threats, environments, doctrine, tactics and capabilities.

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.

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

Performance Planning —A commander’s tool that improves mission performance through the development of mission essential tasks and performance measures. It includes establishing goals, aligning tasks to mission, and establishing performance measures, standards and targets. Performance Planning encompasses 0-2 years. Related instructions are in AFI 90-1102.

Planning, Programming, and Budgeting System (PPBS)—The primary resource allocation process of DoD. One of the three major decision making support systems for defense acquisition. It is a formal, systematic structure for making decisions on policy, strategy, and the development of forces and capabilities to accomplish anticipated missions. PPBS is a cyclic process containing three distinct, but interrelated phases: planning, which produces *Defense Planning Guidance*; programming, which produces the approved program objective memorandum for the military departments and defense agencies; and budgeting, which produces the DoD portion of the President’s national budget.

Requirement —A recommended solution to a mission deficiency that when validated and approved justifies the timely allocation of resources to achieve a capability to accomplish military objectives, missions, or tasks.

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.

Strategic Planning —A systematic process for envisioning an organization’s desired future or end state, analyzing the planning environment, determining its critical priorities for the future, implementing those priorities, and adjusting those priorities as circumstances change. Strategic planning is integrated with modernization planning and performance planning, and may cover near-, mid-, and long-term planning horizons as determined by the needs of the specific organization.

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.

Attachment 2

MEASURING COMPLIANCE WITH POLICY

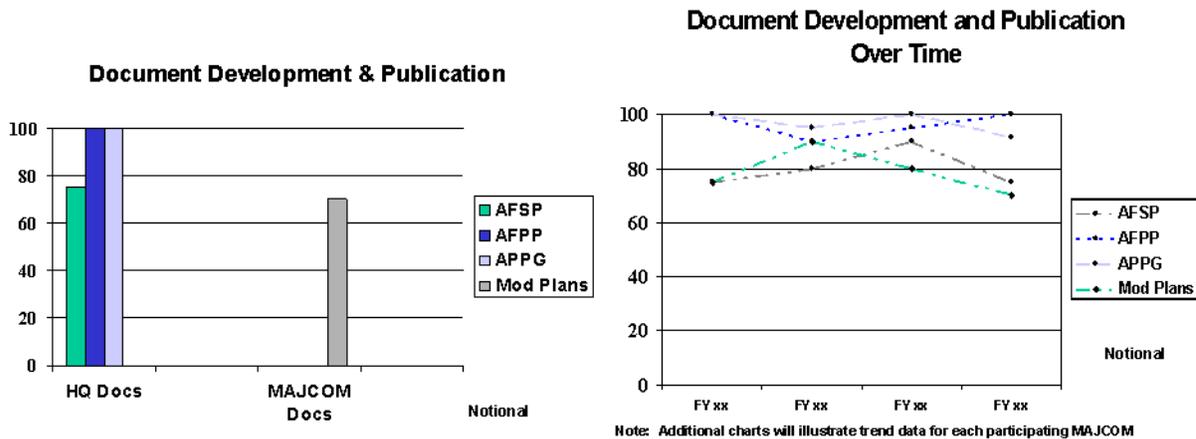
A2.1. Measuring status of policy, guidance, and plan completion IAW the policy timelines will assess one aspect of compliance with Strategic Planning policies. Equally important as timeliness of document submissions is the extent to which those submissions comply with the corporately approved guidance contained in the Air Force Vision, AFSP, AFPP and APPG.

Each AF organization issuing policy, guidance, or modernization plans IAW this policy will report completion of them and provide copies to AF/XP to measure compliance as it relates to AF modernization and strategic planning objectives. The measurement charts in **figure a2.1.** and **figure a2.2.** will display progress toward the desired goals. Metrics will be briefed at the Air Force Annual Planner’s and Programmer’s Conference and to the BoD.

A2.1.1. Status of AF Policy and Guidance Document Completion. AF/XP will report the status of policy and guidance document completion IAW timelines outlined in this policy. These documents include the AFSP, the AFPP, and the APPG. The metric will display percentage of completion as it relates to the timing responsibilities contained in the policy. The metric will identify status of compliance as a percentage completed with desired goal of 100 percent of documents completed on time.

A2.1.2. Status of Modernization Plan Completion. Compliance status will be assessed by comparing the number of modernization plans required for the AF POM cycle with the number completed. The metric will identify status of compliance as a percentage completed with desired goal of 100 percent of documents completed on time.

Figure A2.1. Compliance of documentation development and publication.



A2.1.3. Status of Modernization Plan Compliance with Corporate Guidance in the AFSP, AFPP, and APPG. Compliance status will be assessed by:

A2.1.3.1. Comparing the number of issues submitted for AFPP development that are non-compliant with approved corporate guidance from the previous year’s AFPP and that are not accompanied by appropriate justification to the total number of non-compliant issues. The metric will

identify status of compliance as a percentage with a desired goal of 100 percent of non-compliant issues accompanied by appropriate justification.

A2.1.3.2. Comparing the total obligation authority required to fund the MAJCOMs/ARC/FOAs/DRUs/Functionals present year AFPP submission with the previous year's corporately approved baseline. The goal is for MAJCOMs to remain within the previous year's corporately approved baseline with an allowance for 1.5 percent real growth per year within modernization accounts. The metric will identify status of compliance for each MAJCOM as a percentage, with desired goal of 100 percent of current AFPP submissions remaining within respective baseline plus allowance for growth.

A2.1.3.3. Tallying the number of requirements in the AFSP and AFPP that are not reflected in the MAJCOM Modernization Plans. Goal is for 100 percent corporately approved authoritative direction to be folded into the MAJCOM Modernization Plans.

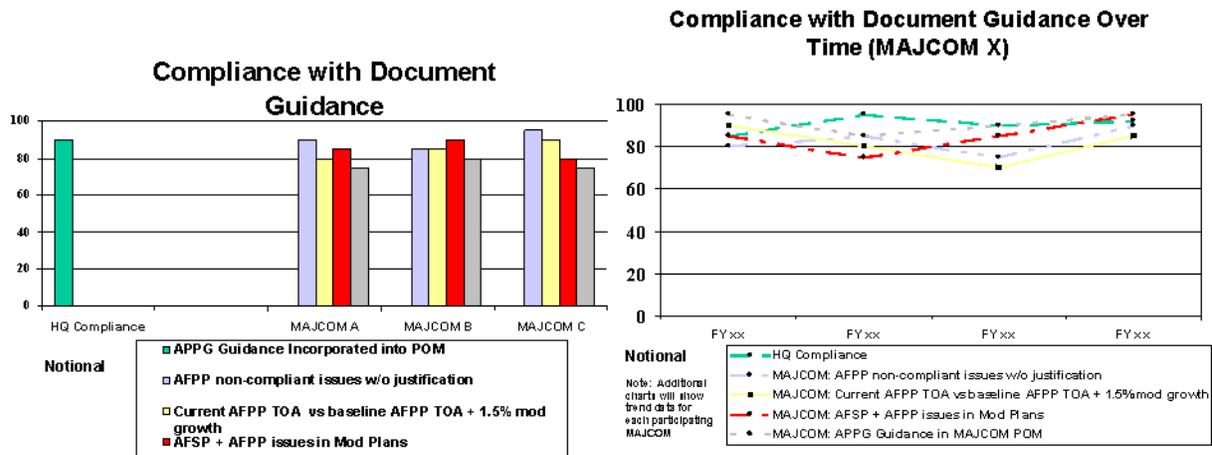
A2.1.3.4. Tallying the number of corporately approved requirements in the APPG that are not reflected in the MAJCOM POMs. Goal is for 100 percent corporately approved APPG requirements to be included in the MAJCOM POMs.

A2.1.4. Status of Air Force POM Build Compliance With Corporate Guidance in APPG.

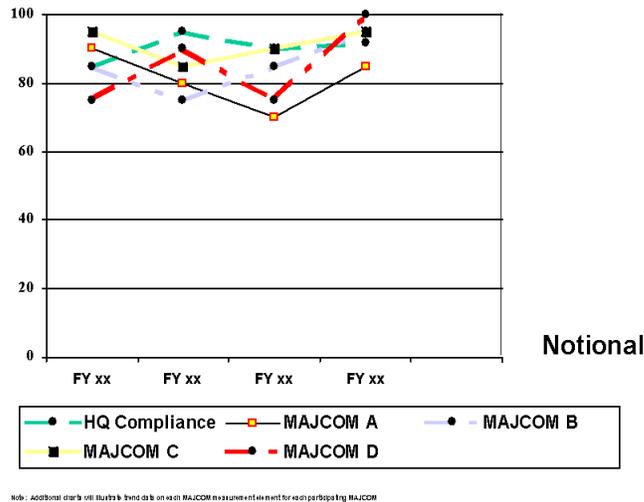
Compliance status will be assessed by comparing the number of issues directed by the APPG to those funded in the POM. This will be displayed as a percentage with the desired goal being 100 percent of APPG guidance funded by the POM.

A2.2. The Desired Goal. Measurements taken over time will reveal trends in compliance. The desired goal is 100 percent as outlined in this policy and AFI 90-1101. Reports will be sent to HQ USAF/XPPX, 1070 Air Force Pentagon, Washington DC 20330-1070.

Figure A2.2. Compliance with documentation guidance.

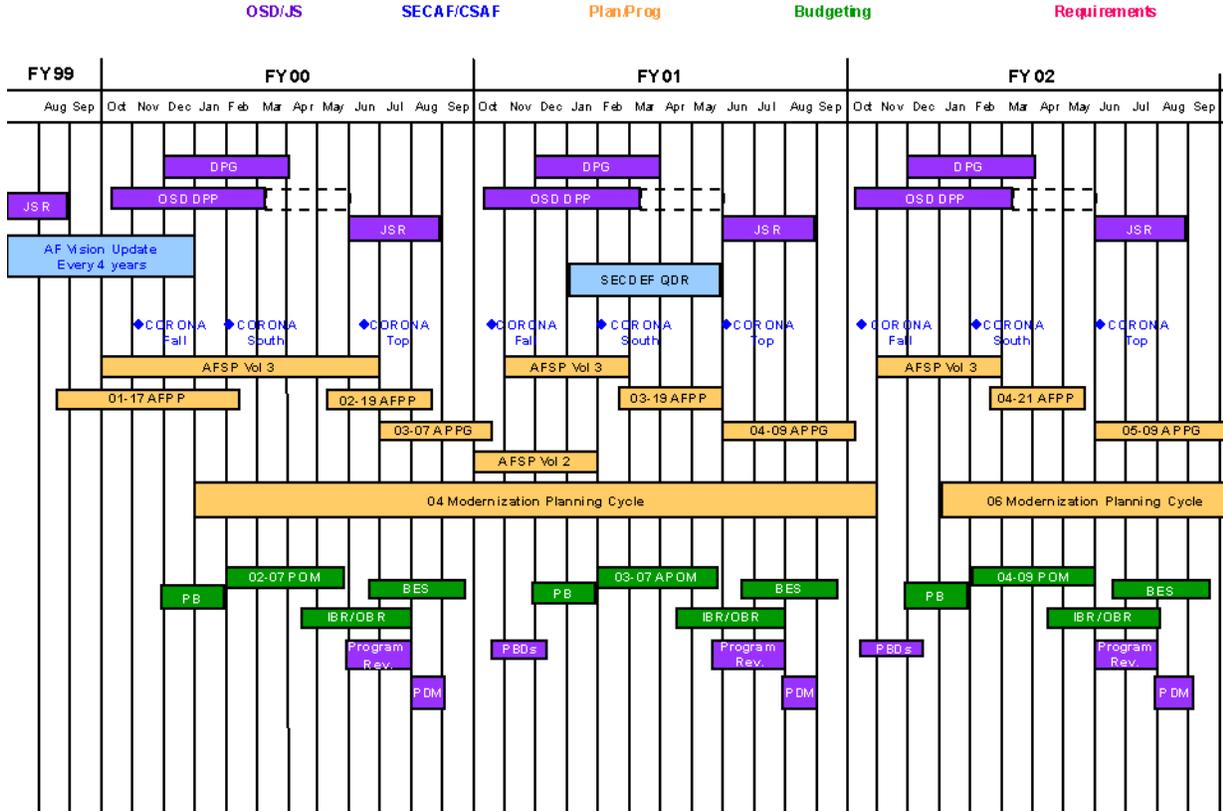


Compliance with Document Guidance Over Time (MAJCOM Comparison)



Attachment 3

PLANNING DOCUMENT PUBLICATION SCHEDULE



Note: Timing illustrated above is a notional schedule of document development for even odd years.