

9 JULY 2004

Operations

PROGRAMMING DIRECTIVES



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OPR: HQ PACAF/XPPB
(Capt Daniel W. Stupinski)
Supersedes PACAFI 10-501, 3 July 2002

Certified by: HQ PACAF/XPP (Dennis F. Dutton)

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This instruction implements AFD 10-5, *Basing*. It prescribes procedures and responsibilities for development and application of **programming directives (PDs)**. The provisions of this instruction are applicable to all organizations of the Pacific Air Forces. This instruction does not apply to the Air National Guard (ANG) or Air Force Reserve Command (AFRC) units and members.

The reporting requirement in this directive (paragraph **5.**) is exempt from licensing in accordance with chapter 2, paragraph 2.11.10 of AFI 33-324, *The Information Collections and Reports Management Program, Controlling Internal, Public, and Interagency Air Force Information Collections*.

SUMMARY OF REVISIONS

This instruction has been reviewed and rewritten to clarify the procedures and responsibilities for development and application of PDs. A bar (|) indicates revisions from the previous edition.

1. GENERAL.

1.1. Programming Plans (PPlans) and Program Guidance Letters (PGLs) are the two types of PDs used in PACAF. They are used to describe actions and to allocate tasks and responsibilities to accomplish programs which require across-the-staff coordinated action and support.

1.2. PDs may be developed for the:

- 1.2.1. Introduction, conversion, or major modification of weapons systems.
- 1.2.2. Activation, inactivation, or movement of organizations.
- 1.2.3. Development and/or expansion of weapon control systems.
- 1.2.4. Reengineering of Air Force units and functions.

1.2.5. Development, expansion, or reduction of air base complexes.

1.2.6. Any other actions, projects, or command efforts as directed.

1.3. A PD will be initiated by the Program Manager and coordinated with the Programs and Forces Development Division (PACAF/XPP) before publication.

1.3.1. PACAF/XP will usually publish PDs for major programs directly involving two or more intermediate commands and for programs requiring direct coordination with other major commands.

1.3.2. PACAF host wings will develop and/or publish PDs as directed by PACAF/XP for actions within their areas or responsibility.

1.3.3. Subordinate commands are encouraged to develop PDs for appropriate internal programs.

1.3.4. The above general guidance does not preclude publication of a supplementary PPlan by subordinate command echelons; however, a more desirable approach would be to submit recommended changes or revisions for inclusion in the PACAF PPlan.

1.3.5. PDs are designed as working documents to guide a program to its completion. They will not be published as after action documents to facilitate record-keeping.

2. Terms Explained.

2.1. Program. A procedure for action directed toward accomplishing a specific objective.

2.2. Programming Directive (PD). An official document outlining actions required to accomplish an approved project. It provides a uniform means to plan, organize, coordinate, and monitor the staff actions needed to accomplish program objectives. It is primarily a sequential list of staff actions and may be either a programming plan or a program guidance letter.

2.3. Office of Primary Responsibility (OPR). An office or agency charged with the primary responsibility for the successful accomplishment of the program objectives. The subject and nature of a major action will determine the OPR. HQ PACAF OPRs are designated by PACAF/XPP.

2.4. Programming Plan (PPlan). A planning document describing agreed-to roles, responsibilities and actions required to achieve a stated objective. The PPlan is a management tool used to track progress toward a Commander-directed objective. PPlan completeness and tracking is the responsibility of the HQ OPR and each staff program coordinator (ref. [3.3.1.](#) and [5.1.](#)). The PPlan tracks milestones and actions items through completion of the objective (see [Attachment 3](#)).

2.5. Program Guidance Letter (PGL). An abbreviated PPlan that omits much of the detail and annexes required of a PPlan. It may be used to accomplish routine programming actions where there is no requirement for detailed direction but across-the-staff coordination is still required. Format and content are flexible, driven by the program complexity and/or OPR's objectives (see [Attachment 2](#)).

2.6. Program Manager. An individual within the OPR designated to assume responsibility for overall management of program tasks.

2.7. PPlan or PGL Task Group. A working group headed by the Program Manager consisting of personnel from the OPR and applicable staff agencies (staff program coordinators). Task group members will support the PPlan or PGL program from initial planning to termination of the PD.

- 2.8. Staff Program Coordinator. An individual designated as the point of contact within their staff agency for all matters pertaining to a specific program.
- 2.9. Time-Phased Actions. Tracking of lengthy and complex projects is accomplished using Microsoft Excel, and progress is posted on the XPPB web-page; updated monthly.
- 2.10. Office of Record. Office responsible for web page posting (ref. 7), updating (ref. 4.3. and 5.1.) and publishing the termination notice (ref. 6).

3. Responsibilities.

3.1. PACAF/XP will:

- 3.1.1. Ensure that PDs are initiated only on significant programs within PACAF which require extensive coordination and support.
- 3.1.2. Develop and publish PACAF PDs.
- 3.1.3. When appropriate, coordinate major program objectives and milestones with state and local government officials.
- 3.1.4. Determine the OPR for HQ PACAF programming documents.
- 3.1.5. Establish initial reporting date and frequency of reporting.
- 3.1.6. Assign numbers to PDs based on the calendar year.
- 3.1.7. When appropriate, direct PACAF host wings and subordinate headquarters to develop PDs.
- 3.1.8. Be the Office of Record (ref. 2.10.) for PACAF PDs.
- 3.1.9. Be the POC for PPlan Long Title/Short Title requests.

3.2. The HQ PACAF OPR will appoint a Program Manager who will:

- 3.2.1. Be responsible for overall management of program tasks (e.g. tracking to completion and ensuring completeness).
- 3.2.2. Be responsible for timely accomplishment of the objectives of the program.
- 3.2.3. Convene meetings of the PD task group (ref. 2.7.) as required to review program revisions and progress reports.

3.3. Affected HQ PACAF staff agencies will:

- 3.3.1. Designate a staff program coordinator (ref. 2.8.) to assist the OPR in carrying out actions necessary to meet program objectives.
- 3.3.2. Develop a staff annex for HQ PACAF PDs if appropriate. Annexes will be signed by appropriate director or chief of the special staff agency and submitted to PACAF/XPP for inclusion in the PD.
- 3.3.3. Submit schedule of time-phased actions or equivalent, listing all actions necessary to accomplish the objectives of the PPlan (see Attachment 1). Action items will be included for each tasking or responsibility listed in the staff annex.
- 3.3.4. Be responsible for tracking status of time-phased actions in their functional area to include those being accomplished at the Wing level.

3.3.5. Submit PD changes to PACAF/XPP and the OPR for publication.

3.4. PACAF host wings will:

3.4.1. Develop, forward for review, and implement PDs directed by HQ PACAF. Annexes and lists of time-phased actions for staff functions that have been consolidated at HQ PACAF (e.g., Manpower and Organization) will be prepared by the appropriate HQ PACAF staff agency. PACAF/XPP will forward these inputs to the tasked wing for inclusion in the PD.

3.4.2. Receive, analyze, and staff field reports from their respective units.

3.4.3. Submit progress reports to HQ PACAF in accordance with paragraph 5.

4. Procedures.

4.1. Development of PPlans:

4.1.1. PACAF PPlans will be written in sufficient detail to assure easy identification of actions required to achieve the program objective and preclude the necessity for supplemental PPlans at lower echelons. PACAF PPlans and those of subordinate wings will be published in the format shown at [Attachment 1](#).

4.2. Preparation of PGLs. The PGL is a basic directive that identifies the tasked organizations. It includes a statement of general programming guidance, assumptions (if necessary), concept of operation, and required management and administrative instructions. The suggested PGL format is shown at [Attachment 2](#).

4.3. Distribution:

4.3.1. PACAF PPlans and PGLs will be distributed to tasked/affected staff agencies and affected commands/units.

4.3.2. HQ PACAF directed PPlans prepared by subordinate wings will be submitted to PACAF/XPP for review and approval prior to publication.

4.4. Processing Changes to PACAF PDs. Changes to PDs may be developed by appropriate staff agencies and will be submitted to the OPR and PACAF/XPP for staffing, publication and distribution (ref. [4.3.1](#)).

5. Reporting Instructions.

5.1. Each reporting agency listed in Annex Y of the PPlan will submit monthly e-mail progress reports to the HQ PACAF OPR with information copy to the POC for the PD on open actions for which they have responsibility.

5.2. The report will advise status of the time-phased action item having a suspense date occurring within the previous month of the reporting cycle.

5.3. Problem Areas.

5.3.1. Problems or potential problem areas related to any of the time-phased actions should be reported upon identification to the OPR and PACAF/XPP.

5.3.2. See [Attachment 1](#), Sample Annex Z of this publication.

5.4. Report Classification. Reports will be classified according to content and specific security instruction contained in each PPlan.

5.5. Monthly Progress Reports. Unless otherwise specified in a PPlan or PGL, e-mail progress reports will be submitted monthly. Reports are due the 10th day of each month following publication of the PPlan.

6. Termination Instructions. The Program Manager is responsible for establishing termination instructions. When all program milestones associated with a PD have been completed, or the Program Manager determines the PD is no longer required for continuity purposes, the program manager will advise HQ PACAF/XPP. PACAF/XPP will issue an official notification of closure to all recipients of the PD.

7. PD On The Internet. The HQ PACAF PPlan once published and distributed to all participating/affected agencies will be entered into the HQ PACAF/XPP home page on the internet at the following address: <https://www.hqpacaf.af.mil/xpp/>. Select "Bases and Units Branch," then select "PPlans."

GLENN F. SPEARS, Brig Gen, USAF
Director of Plans and Programs

Attachment 1**PROGRAMMING PLAN (PPLAN) FORMAT**

FORMAT FOR SECURITY INSTRUCTIONS PAGE

PROGRAMMING PLAN
NUMBER 04-XX

HQ PACIFIC AIR FORCES
HICKAM AFB HI 96853-5001

SECURITY INSTRUCTIONS

1. **PURPOSE**: To provide a basis for determination of the security classification assigned to the information contained in this Programming Plan (PPlan).
2. **GENERAL**:
 - a. The proposed drawdown of US Air Force presence at XXXXXXXXXX has been declassified. Appropriate coordination and public announcement have been accomplished. The information contained within this PPlan and related actions are For Official Use Only.
 - b. Requirements identified to support the objectives of the PPlan are unclassified provided such data does not disclose classified parameters of the action.
 - c. Release of unclassified information contained within this PPlan to the public news media will be made only as authorized, and coordinated through intermediate/HQ PACAF Public Affairs channels.

(Director of Plans and Programs Signature Block)

FORMAT FOR TABLE OF CONTENTSPROGRAMMING PLAN
NUMBER 04-XXHQ PACIFIC AIR FORCES
HICKAM AFB HI 96853-5001**TABLE OF CONTENTS**

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Annex Q - Services	Q-1 thru Q-2
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Annex U - History	(omitted)
Annex W - Safety	W-1 thru W-2
Annex Y - Time-Phased Actions	Y-1 thru Y-24
Annex Z - Reports	Z-1 thru Z-2

(The Table of Contents will list all annexes shown above. If the PPlan does not contain a specific annex, the word "omitted," in parentheses, will be added immediately following the staff function.)

FORMAT FOR RECORD OF CHANGES PAGE

PROGRAMMING PLAN
NUMBER 04-XX

HQ PACIFIC AIR FORCES
HICKAM AFB HI 96853-5001

RECORD OF CHANGES

CHANGE NUMBER	DATE OF CHANGE	DATE POSTED	SIGNATURE OF PERSON POSTING CHANGE
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

FORMAT FOR BASIC PLAN
PROGRAMMING PLAN
NUMBER 04-XX

HQ PACIFIC AIR FORCES
 HICKAM AFB HI 96853-5001

BASIC PLAN

1. **TITLE:** (Subject of the program).
2. **REFERENCES:** (List of pertinent documents and messages).
3. **BACKGROUND:** (Summarize facts that led to development of the PPlan).
4. **OBJECTIVE:** (A concise statement of what is to be accomplished by the PPlan).
5. **PARTICIPATING UNITS:** (A list of supported and supporting units or organizations).
6. **PLANNING FACTORS:**
 - a. General factors applying to the entire PPlan.
 - b. Basic planning criteria, such as Initial Operational Capability (IOC) date, beddown location, training required, etc.
 - c. This section should contain any information that will have immediate impact on the planned course of action.
 - d. This section may also contain other information that will further define the program.

7. **MAJOR MILESTONES:** (An outline of the major actions and their completion dates necessary to meet the program objective).
8. **IMPLEMENTATION REQUIRED:** (General tasking of implementing HQ staff and subordinate organization requirements).
9. **TASK GROUP:** A list showing the office of primary responsibility (OPR), program manager, and staff program coordinators within the implementing headquarters staff. The format for this section will be as follows:

- a. The office of primary responsibility (OPR) for (subject of PPlan) is (organization). The HQ PACAF program manager is (name, organization, office phone number, and e-mail address).
- b. The OPR for this PPlan is (organization). HQ PACAF POC is (name, organization, office phone number, and e-mail address).
- c. HQ PACAF staff program coordinators are:

<u>STAFF ELEMENT</u>	<u>GRADE/NAME</u>	<u>OFFICE</u>	<u>PHONE #</u>	<u>e-mail</u>
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Example: Personnel Major John Barkley DPCP 449-XXXX <mailto:barklevj@hqpacaf.af.mil>

10. **REPORTING INSTRUCTIONS:** (Functional HQ PACAF staff agencies will submit monthly e-mail status reports of the open time-phased action items listed in Annex Y to the OPR with information copy to PACAF/XPP. PACAF base level organizations will submit status to appropriate functional HQ PACAF staff agencies).
11. **TERMINATION INSTRUCTIONS:** (When all program milestones associated with the PPlan have been completed, or Program Manager determines PD no longer required, PACAF/XPP will issue an official notification of closure to all recipients of the PPlan).
12. **ADDITIONAL COMMENTS:** (Use as necessary).

INSTRUCTIONS FOR PREPARATION OF PPLAN STAFF ANNEXES

General rules for Annexes

A1.1. Must be fully coordinated prior to submitting to the program manager.

A1.2. Signed by the appropriate director or chief of special staff agency after coordination with other staff agencies.

A1.3. Not be dated when submitted to the Program Manager. Date will be added by PACAF/XP at the time of signature.

A1.4. For classified PPlans, the security classification will be marked IAW DoD 5200.1-PH, DoD Guide to Marking Classified Documents.

A1.5. Follow mandatory format for all PPlans.

A1.6. Page numbers will include the annex designator, that is, A-1, A-2, etc., and will be placed as a footer centered at the bottom of each page.

A1.7. Appendices may be used if required. Pages will be numbers A-1-1, A-1-2, A-1-3, etc. A sample table of contents is provided in this attachment.

A1.8. Time-phased actions (Annex Y) should be listed chronologically in the format prescribed below. Number each action with your directorate's office symbol and a sequential number (e.g. XP-01, XP-02, etc) when using MS Excel. Suspense dates should be established for each action item.

FORMAT FOR ANNEX Y (SCHEDULE OF TIME PHASED ACTIONS)

SCHEDULE OF TIME PHASED ACTIONS				
ACTION				
<u>ACTION TO BE TAKEN</u>	<u>AGENCY</u>	<u>SUSPENSE</u>	<u>REMARKS</u>	<u>COMPLETE</u>
(List directorate, office symbol, and numerical sequence (e.g. XP-01, XP-02, etc.) of actions to be accomplished. Only if using MS Excel)	(List PACAF staff or PACAF base level units.)	(List suspense date or "TBD" if actual suspense date is not known)	(List any comments pertaining to the accomplishment of the action item.)	(Yes/No)

FORMAT FOR FUNCTIONAL ANNEXES

PROGRAMMING PLAN

NUMBER 04-XX

HQ PACIFIC AIR FORCES

HICKAM AFB HI 96853-5001

ANNEX A
OPERATIONS

1. **REFERENCES:** (A list of AFIs, manuals, messages, or other documents that are peculiar to the staff agency preparing the annex).
2. **PURPOSE:** (A statement of what is to be accomplished by the annex).
3. **GENERAL:**
 - a. This paragraph will be used by the individual staff agencies to provide the implementation concept for their functional area.
 - b. It may also be used to report on previous action and provide planning factors.
4. **RESPONSIBILITIES:** (A list of specific tasks to be accomplished by the different offices within the staff agency preparing the annex. Comparable staff agencies at lateral and subordinate headquarters and base level organizations will also be tasked in this paragraph).
5. Additional paragraphs may be used as required.

Signature

Staff Director/Chief of Special Staff Agency

FORMAT FOR ANNEX Z (REPORTING)

PROGRAMMING PLAN

HQ PACIFIC AIR FORCES

NUMBER 04-XX

HICKAM AFB HI 96853-5001

**ANNEX Z
REPORTING**

1. **REFERENCES:** PACAF Instruction 10-501, Programming Directives.
2. **PURPOSE:** Prescribes the recurring progress reports for this PPlan and provides the report format to be used.
3. **PARTICIPATING ORGANIZATIONS:** List of organizations supporting the program.
4. **RESPONSIBILITIES AND ACTIONS:** Each reporting agency with open milestones listed in Annex Y will submit a monthly e-mail progress report to the HQ PACAF OPR with information copy to HQ PACAF/XPP. Reports are due the 10th day of each month following publication of the PD. The reports will provide information as follows:

- a. Annex Y updates:

<u>Task No.</u>	<u>Suspense Date</u>	<u>Comments</u>
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- b. Include under the Comments heading any update information to the action items having a suspense date occurring within the previous month of the reporting cycle. Advise whether the action item has been completed or not. If behind schedule, provide the following information:

- (1) Estimated date of completion.
- (2) Why the action is behind schedule.
- (3) The impact on the other time-phased actions, milestones, or objectives of the PD.

- (4) Whether assistance from other functional staffs/organizations are required to complete the tasked action.

5. CHANGES TO REPORTING REQUIREMENTS:

- a. Changes to reporting requirements will be made only in formal changes to this PD.
- b. Request for changes to these reporting requirements will be forwarded to PACAF/XPP.

(Director of Plans and Programs Signature Block)

Attachment 2

SAMPLE FORMAT FOR PROGRAM GUIDANCE LETTER (PGL)

The following contains a sample format for the basic Program Guidance Letter.

PROGRAM GUIDANCE LETTER
NUMBER 04-X

HQ PACIFIC AIR FORCES
HICKAM AFB HI 96853-5001
DATE: _____

TITLE OF PROGRAM

1. **References:** A list of pertinent documents and messages.
2. **Background:** Describe facts/circumstances which led to the present action.
3. **Participating Organizations:** List all organizations involved and location.
4. **Objective:** A concise statement of what is to be accomplished by the PGL.
5. **Planning Factors:** Discussion of pertinent planning factors, which might include: target completion date, manpower issues, equipment, memorandums of agreement or understanding, interservice support agreements, transfer of responsibilities, funding, maintenance, logistical support, communications, or other factors.
6. **Specific Tasks:** List specific tasks for which each directorate, division, or agency is responsible.
Example: HQ PACAF/XPM will:
7. **Task Group:** List OPR and program manager for the action, OPR and POC for the PGL, staff program coordinators, and (as applicable) unit project officers/points of contact. Example: "The OPR for this action is PACAF/DOY. The Program Manager is Mr John Boyce, HQ PACAF/DOYS, DSN 449-4731, e-mail: <mailto:boycej@hqpacaf.af.mil>."

<u>Staff</u>	<u>Grade and Name</u>	<u>Office</u>	<u>DSN</u>	<u>e-mail</u>
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9. **Termination:** When the PGL will be terminated.

(Director of Plans and Programs Signature Block)

Attachment 3

MISSION BEDDOWN PROCESS

