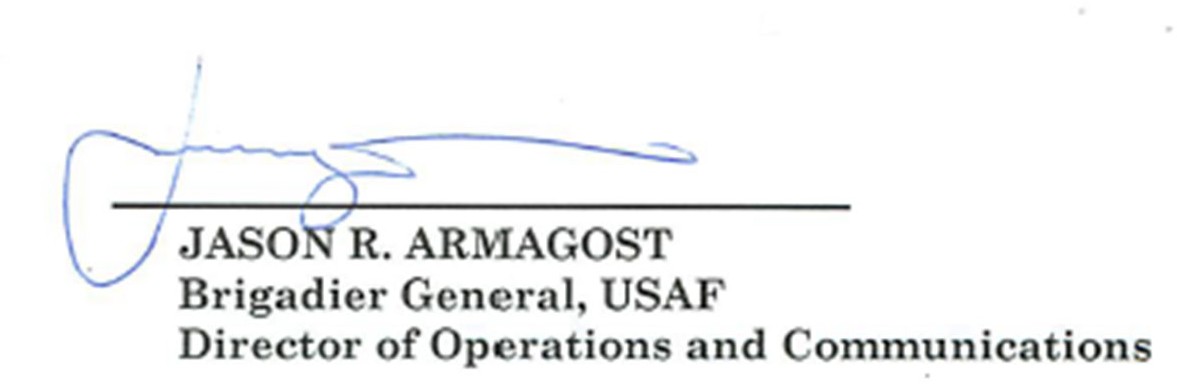
**CONTROLLED UNCLASSIFIED INFORMATION**



**AFGSC Strategic Plan**

**AFGSC/A3/6**

**Implementation Plan and Culture Development**

**CONTROLLED UNCLASSIFIED INFORMATION**

MEMORANDUM FOR A3/6 PERSONNEL 4 December 2020

FROM: Director of Operations and Communications

SUBJECT: A3/6 Implementation Plan to the AFGSC Strategic Plan and Culture Development

1. This Implementation Plan identifies the goals and objectives A3/6 would like to pursue to fully support the AFGSC Strategic Plan and Culture Development. We developed this plan through each division defining their contribution to the overarching Strategic Plan, and then creating a coherent, prioritized series of actions.
2. In addition, the Implementation Plan documents the A3/6 mission, vision, and key processes. In order to describe a roadmap to support the Strategic Plan, goals and objectives are further broken down into specific tasks, each with an OPR and suspense. Progress in achieving these goals and objectives will be discussed during weekly staff meetings and as necessary to support key milestones or program phases.
3. Implementation Plans such as this have worked well for those organizations that have invested the time and energy to create and use them. The process defined here should guide A3/6 on a path of continued improvement, mission effectiveness, and culture development. This plan is a living document that requires periodic reassessment and modification. As such, this is not a one-time initiative, but is an on-going effort to meet mission demands and exceed expectations.

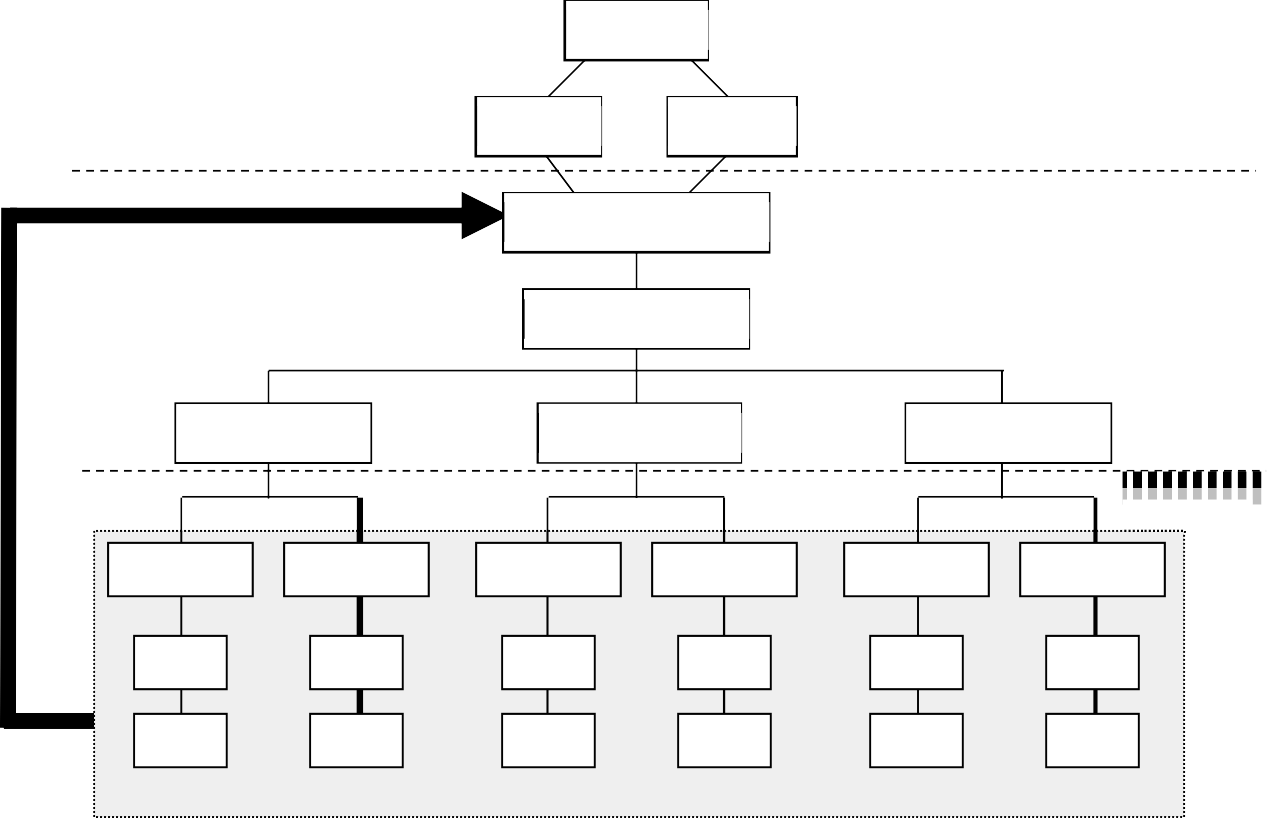
JASON R. ARMAGOST

Brigadier General, USAF

Director of Operations and Communications



**Self-Assessment Process Model**



Mission

Vision

Values

Reviewed Annually

Quarterly Review

Key Result Areas

Key Processes

Focus Area

Focus Area

Focus Area

Reviewed Weekly

Goal

Goal

Goal

Goal

Goal

Goal

Obj

Obj

Obj

Obj

Obj

Obj

Tasks

Tasks

Tasks

Tasks

Tasks

Tasks

Implementation Plan

**Description:** This model represents the process used to develop the A3/6 Implementation Plan. The Implementation Plan is a series of tasks linked to objectives and goals that are subordinate to the AFGSC Strategic Plan. Each task is assigned a priority, OPR, and suspense. Status is tracked weekly during staff meetings and by electronic tasker.

# Definitions:

**Mission** Overall purpose of the organization.

**Vision** A desired future state of the A3/6 directorate.

**Values** Core concepts which are the fundamental elements of success. **Key Result Area** Major categories of internal and external customer requirements. **Key Processes** Instruments to direct how key results areas will be accomplished.

**Focus Area** Broad description or goal area of an effort designed to achieve the vision.

**Objective** A milestone enroute to achieve a goal.

**Task** The work required to meet an objective.

**Action Plan** A systematic process to achieve goals and objectives.

**Weekly Review** A formal mechanism to discuss tasks, objectives, and report progress.

**Quarterly Review** Periodic assessment of how well the action plan is meeting customer requirements and achieving A3/6 goals.

**Annual Review** Strategic planning process for A3/6 leadership to define overall purpose and direction.

**Mission**

# Directorate of Operations and Communications (AFGSC/A3/6)

The Operations and Communications Directorate (AFGSC/A3/6) is led by a director, executive director, two deputy directors (one each for operations and communications), and augmented by a mobility assistant as required. In addition to the executive staff, the directorate is comprised of six subordinate divisions. The A3/6 Directorate continues to blend operations, communications, and security forces responsibilities. Additionally, work continues to further refine roles and responsibilities between AFGSC/A3/6 and Air Forces – Strategic, a Component Command with an AFFOR staff in support of United States Strategic Command and the Joint-Global Strike Operations Center.

These responsibilities are exemplified in our mission statement:

**Deliberately advance a ready and more lethal force to compete and win … today and tomorrow**

The following extended mission statement is to be used for civilian appraisals and other documents requiring a more explanatory version: Provide policy, guidance, and advocacy for AFGSC nuclear and conventional forces, their supporting communications systems, and oversee training, exercises, testing, and evaluation of ICBM, bomber, helicopter, security forces, and nuclear command and control operations to maximize lethality of assigned forces.

More specifically, A3/6 provides policy, guidance and advocates resources for AFGSC's nuclear and conventional forces and their supporting communications systems. Responsible for operations, training, exercises, testing and evaluation of all Air Force bomb wings, ICBM force, UH-1N helicopter fleet, security forces, and nuclear command and control capabilities. Monitors and facilitates improvements to all non-NC3 communications systems such as SIPR, NIPR, land mobile radio, airfield communications systems, and other support communications systems. Directs crisis action team activities. Monitors and assesses unit readiness. Executes taskings in support of the Air Expeditionary Force.

* Monitors the command’s daily activities, executes the Crisis Action Center, oversees the MAJCOM/ AFFOR Communications Control Center, reports unit readiness, performs functional area management duties, provides weather support, and airspace/airfield management functions.
* Develops and executes service and joint exercises and competitions, oversees the command’s master operations schedule, contingency/crises planning and supporting orders processes, concept of operations, concepts of employment, military deception, operations security, Integrated Joint Special Technical Operations, special programs, and personnel reliability assurance program.
* Provides functional area management to the AOC, provides operations functional area management for airborne, mobile, fixed, and planning system capabilities, oversees NC3 training and QA requirements, and executes connectivity testing, vulnerability assessments, and hardness evaluations.
* Provides training, standardization/evaluation, and operations policies for assigned units. Develops and implements weapons instruction, TTP development, and realistic training for bomber, missile, security forces, and helicopter crews. Manages the operations test programs for assigned weapon systems and develops associated planning factors.
* Provides operations technical order management, crew information files, executes operations testing and weapons support, oversees annual planning factors, weapon system assessments, and TTP development, executes realistic training program, flying hour program, rated management, and crew support requirements.
* Performs Chief Information Officer functions for Air Force Global Strike Command and executes Secretary of the Air Force CIO policies and instructions.
* Defines requirements and coordinates execution of major cyber security assessments against assigned mission systems, platforms, and facilities.
* Serves as the command’s Chief Information Architect, ensuring a synchronized execution of communications sustainment, modernization, and recapitalization.
* Oversees all aspects of the command’s security forces policy, guidance, training, and resourcing to ensure base and critical asset protection.

**Envisioning the Future**

The future is fraught with uncertainty as we face the simultaneous challenges of adventurous near-peer competitors, an ever more diverse threat from terrorism, and nations desirous of an offensive nuclear capability. Consequently, clear identification of friends and foes is in constant flux. Regardless of who the next adversary might be, the requirement of providing forces to national leaders to deter potential adversaries, assure friends and allies, and execute operations against our enemies are enduring. We must remain postured to shape, respond, and adapt forces to meet emerging threats, and communicate a credible capability to any potential adversary in a crystal clear fashion. We continue to operate in a highly dynamic environment resulting from major force structure modifications, organizational down- sizing, budget cuts, doctrinal and mission changes, and personnel turnover. Despite these challenges, AFGSC/A3/6 must remain postured to fully support assigned COCOM missions by presenting the most lethal combat force possible, and therefore adopts the following Visionary Statement:

**The Air Force’s premier authority for integrated global strike capabilities in all domains**

The Operations and Communications Directorate seeks to extend its global strike expertise to all organizations within AFGSC, HAF, and US Strategic Command, whether it is nuclear or conventional training, testing, planning, mission execution, communications support, weapon system advocacy, or personnel development.

**Values**

In order for the Operations and Communications Directorate to execute its responsibilities in an effective and efficient manner, we adopt the following value statement:

**To meet the challenges levied upon us by our mission, senior leadership, mission partners, and subordinate organizations, the Operations and Communications Directorate holds in high regard these values: Recognized *credibility*, proactive *engagement,* and mission-enhancing *innovation* while developing an inclusive, total force dedicated to dignity, respect, and diversity.**

* + **Credibility:** Never “winging it,” but thoroughly researching every issue and topic that comes our way; fostering a reputation of being right, without being arrogant or condescending, and always placing AFGSC requirements above directorate needs.
  + **Engagement:** Working hard, being proactive, breaking down communication and organizational barriers at every turn, and insisting upon the highest standards of mission accomplishment.
  + **Innovation:** Never satisfied with the status quo, but constantly seeking new methods, technologies, and capabilities to ensure AFGSC achieves success in any domain and at all levels of conflict.

**Supported Mission Partners**

We recognize that our mission partners are the reason we exist. The Operations and Communications Directorate provides a variety of mission essential support and expertise to the Commander of AFGSC, his staff, and subordinate NAFs and wings. While the Commander of AFGSC is the primary focus of our efforts, and has priority over all other work we do, the Operations and Communications Directorate supports many activities across the Department of the Air Force and the Joint community.

Consequently, we have many supported mission partners, inside and outside the command, who rely on our support.

With this in mind, we will administer our programs effectively and efficiently while maintaining trust and confidence in the spirit of excellence established and upheld by AFGSC.

# THOSE WE SUPPORT

* **NCA:** Our ultimate customer, ensuring forces are ready and capable to support deterrence.
* **CC/CD:** Unfettered advice, positions, briefings, staff support, and operations oversight.
* **STRATCOM and CCMDs:** Force presentation as required and responsiveness to orders process.
* **Sister Directorates:** Quality staff review, event coordination, partnership in shared responsibilities.
* **Support Staff:** Keep informed, assist when needed, provide timely tasker response.
* **NAFs/Wings:** Clear and consistent operations policy and guidance, and assistance as required.
* **HAF:** Mutual support, open dialogue, tasker responsiveness, subject matter expertise.
* **Congress:** Respond to questions, assist with Commander’s testimony, brief issues as required.
* **OSD/JCS:** Provide subject matter expertise, tasker responsiveness, support as requested.
* **Other Military Agencies:** Cultivate contacts, provide assistance, and collaborate when possible.
* **Federal Agencies:** Maintain activity SA, reach out when needed, and cultivate contacts.

In an effort to provide the highest quality of service possible, our supported mission partners can always expect us to:

# OUR PROMISE

* Treat everyone with courtesy, respect, and dignity and ensure we meet their mission needs.
* Provide timely and quality support to agencies requesting our assistance.
* Establish policies and procedures grounded in common sense, flexibility, and mission execution.
* Explain/validate reasons and provide rationale for decisions rendered.
* Ensure our work environment is safe, professional, and free of discrimination or prejudice.
* Inspire innovation and support risk assumption in a common sense manner.
* Create diversity of thought and open-mindedness when tackling problems and solving issues.
* Encourage a 360 degree team approach and develop a truly collaborative environment.

**Mission Enablers**

Equally as important is determining who our mission enablers are as we accomplish the mission. Listed below are the organizations and agencies that provide what we need to execute roles and responsibilities defined for AFGSC/A3/6. Also listed are our expectations as they provide that support.

# OUR MISSION ENABLERS

* **CC/CD:** Overall guidance/direction, final approval authority, feedback to improve processes.
* **Senior Leaders:** Team approach in fulfilling CC/CD expectations; transparency and teamwork.
* **ARC:** Team approach to mission execution: share resources to enable lethality and readiness.
* **HAF:** Quality and timely policy and guidance, and advocacy for AFGSC mission requirements.
* **Combatant Commands:** Team approach to defining and executing mission requirements.
* **OSD/JCS:** Guidance and direction to accomplish high-level taskers or mission requirements.
* **Other Military Organizations:** Timely and well-defined requirements for assistance.
* **Other Fed Agencies:** Inclusiveness in mission execution, shared information, and sense of team.

**Key Resources**

All strategies are resource constrained. A clear understanding of the manpower and funds available to achieve a prioritized list of objectives is essential to executing a resource constrained strategy. AFGSC has and continues to be plagued by a lack of baseline resourcing and a budget that offers little maneuver space. Ideally, A3/6 programs would be fully funded through programmatic funding as captured in the Program Objective Memorandum (POM). In reality, much of what A3/6 must do is funded through Unfunded Requirements (UFRs) which are competed during mid-year review. The below is FY21 available resources; however, given the election year and administration changeover, an approved NDAA may be replaced by a series of Continuing Resolutions (CRs).

Available Manpower: A3/6 is comprised of six divisions, each of which is led by an O-6 and assisted by a GS-14 civilian deputy and an O-5 military deputy. Each of the O-5 positions are taken out of hide, and

are essential due to the high deployment rate of the A3/6 O-6s. Although subject to frequent change, the current A3/6 manpower is 257 billets with 101 officers, 74 enlisted, and 82 civilians. Again subject to frequent changes, A3/6 is broken out:

* Front office and support staff (A3/6E): 7 officers, 4 enlisted, 9 civilians
* Cyberspace Capabilities Division (A3/6C): 14 officers, 5 enlisted, 19 civilians
* Cyberspace Operations Division (A3/6N): 15 officers, 25 enlisted, 7 civilians
* Current Operations Division (A3/6O): 8 officers, 17 enlisted, 17 civilian
* Security Forces Division (A3/6S): 4 officers, 9 enlisted, 7 civilian
* Operations Training, Test, and Stan/Eval Division: 38 officers, 8 enlisted, 13 civilians
* Future Operations Division (A3/6X): 20 officers, 5 enlisted, 9 civilian

Available Funds: A3/6 has a total of 12 Program Execution Codes (PECs) totaling over $160M in FY21. Overall risk to executing mission essential requirements is “significant”. Key to successful execution and risk minimization is creating advocacy for UFRs during mid-year review. Below are A3/6’s budgets and PEC descriptions:

* + OBAN01 – A3/6 allocation for travel and office requirements: $1.6M
  + 27410F – AOC: $2.373M
  + 11832F – GSOC: $3.126M
  + 27597F – Combat Air Forces Training: $11.862M
  + 27603F – Combat Air Forces Exercises and Readiness Training: $2.891M
  + 27604F – Readiness Training: $.651M
  + 35111F – Weather Service: $.234M
  + 35114F – Air Traffic Control and Landing System (ATCALS): $.367M
  + 27588F – Air Base Ground Defense: $3.011M
  + 28047F – Antiterrorism: $2.069M
  + 35903F – CINCs Mobile Command and Control Center (MCCC): $6.452M
  + 33005F – EIT End User Devices: $19.462M
  + 33004F – EIT Connect: $.086M

The above funding amounts reflect a 25 percent decrement to travel allocations as a result of coronavirus travel restrictions. This has resulted in a loss of $1.573M. Making up for mission essential travel requirements will also be a key element of mid-year review.

**Key Result Areas**

Each Key Result Area (KRA) is a major category of internal or external customer requirements that are critical for accomplishing the Operations and Communications Directorate’s responsibilities. After an analysis of our mission statement, our vision statement, and our primary customers and their expectations, we have defined the following KRAs:

# Drive force readiness to maximize lethality while fielding modernization programs

* 1. **Provide relevant, effective, and competent policy and guidance to guide the force**

# Create plans, CONOPS, concepts, and requirements to meet warfighting needs

* 1. **Ensure continuous operations and respond to crises and contingencies**

The Implementation Plan, as described later in this document, will provide a road map for the directorate to ensure each of these KRAs are met with the highest degree of efficiency and effectiveness.

**Key Processes**

KRAs are the “what” in regards to achieving success. Key Processes are the “how.” The key processes listed below are the instruments we use to successfully navigate to each KRA destination.

# Conducting timely and accurate readiness reporting and risk analysis

1. **Executing thorough test and evaluation processes**

# Implementing rigorous training and exercise programs

1. **Providing clear, concise, and relevant policy and guidance publications**

# Managing effective personnel oversight programs

1. **Providing subject matter expertise and an innovative culture while supporting others**

# Prioritize tasks and resources through unit and personnel functional managers

1. **Presenting lethal combat capability for deployment and employment**

# Integrating and fielding new capabilities

**Focus Areas**

AFGSC has three overarching focus areas in which A3/6 will further define into priorities and objectives, and ultimately specific tasks to accomplish. The following is a description of each:

* **People.** Our most valued resource is people. Morale, esprit de corps, camaraderie, cohesion, and élan are all terms used to describe uniquely military valued attributes. They require exceptional investment in the Air Force family … they are hard earned and easily lost. We attain and maintain these through leadership, development, recognition, appreciation, and sense of worth.
* **Teams.** Through Joint and coalition operations, America conducts warfare. With that in mind, possessing a 360 degree understanding of how A3/6 fits into both the larger AFFOR/JFACC joint construct, as well as the Air Force’s organize, train, and equip responsibilities, our organization will be able to focus on strengthening key team relationships and partner responsibilities. Ultimately, we are a team of teams and we cannot do this alone.
* **Excellence.** Pursuing excellence is a journey, not a destination. We should never be satisfied with the status quo, but rather in constant pursuit of improvement. Our adversaries are continuously advancing their capabilities, and we must never rest on our laurels. Excellence means being better than yesterday, and even better tomorrow.

**Goals and Objectives**

The final step prior to preparing the Implementation Plan is linking directorate activities to the AFGSC Strategic Plan goals and objectives. Listed below are the applicable goal areas supported by directorate objectives, which will be further defined by tasks. Key processes are linked to our objectives and set the stage to capture subordinate tasks in a logical manner.

# Goal 1: Improve Unit Readiness and Capacity

* 1. Build Wing Capacity
  2. Leverage New Technologies
  3. Develop Cyber Operations
  4. Standardize Improvement Processes
  5. Maximize Impact of Functional Area Managers

**Goal 2: Maximize Lethality to Project Power**

* 1. Execute lethality initiatives for the MMIII
  2. Execute lethality initiatives for the E-4B
  3. Execute lethality initiatives for the B-1
  4. Execute lethality initiatives for the B-52
  5. Execute lethality initiatives for the B-2

# Goal 3: Mature Our Integrated Response Force Presentation

* 1. Revise force presentation of the bomber force and develop Dynamic Force Employment
  2. Review and enhance TFI associations and management processes

**Goal 4: Reorient and Retool Staff to Address Enterprise Issues**

* 1. Implement Portfolio Digital Engineering Platform (PDEP)
  2. Establish “Owning the Baseline”
  3. Implement/Refine B2C2WG
  4. Enable Information Management and Knowledge Management
  5. Retool Basic Action Officer (AO) Course
  6. Develop AO Leadership Course
  7. Improve Management and Collaborative Functions (A3/6 Only Objective)

# Goal 5: Modernize Sustainment and Security Operations

* 1. Fully Integrate Innovation Hub (STRIKEWERX)
  2. Field Weapons Generation Facilities / Support Weapons Storage Areas
  3. Develop & Execute Fight the Base and Defend the Base Initiatives (A3/6 Only Objective)

**Goal 6: Modernize Weapon Systems**

* 1. Weapons System Beddown Planning
  2. Platform Modernizations
  3. B-21 Raider

6.4. MH-139

* 1. Ground Based Strategic Deterrence (GBSD)
  2. Long-Range Standoff Missile (LRSO)
  3. Nuclear Command, Control, and Communications (NC3) Modernization
  4. Resilient Command and Control

# Goal 7: Sustainment Efforts Empirically Focused

* 1. Conditions Based Maintenance
  2. Centralized Asset Management (CAM) Funding
  3. Program Office Integration 2.0; Milestone E

**Goal 8: Componency**

* 1. Exercise Joint Forces Air Component Commander (JFACC) Roadmap
  2. Refine Organize, Train, and Equip (OT&E) Roles and Responsibilities
  3. Reinvigoration of the Crisis Action Team (CAT)
  4. Evolve C2 and COOP Capabilities

# Goal 9: Build Resilient Airmen, Organizations, and Families

* 1. Resetting from “All-In”
  2. Leadership Screening Analysis – “Zero Toxicity”
  3. Community and Base Connections Altered for Today’s Realities
  4. Health and Wellness Focus
  5. Airmen Deliberate Development
  6. Team and Innovation Awards

**Implementation Plan**

The following implementation plan is designed to achieve each of the previously stated goals and objectives in a systematic manner. A priority, set of tasks, office of primary responsibility, and suspense has been identified for every objective. Execution of this implementation plan is an ongoing process with periodic modifications and updates to respond to a dynamic environment. With limited time, personnel, and resources, prioritizing the implementation plan guides our activities in the most effective and efficient manner. Although many objectives discuss “operations,” it is intended to be inclusive of communications and security forces.

Each objective is prioritized using the following definitions:

**PRIORITY A:** Mission essential—will have significant mission impact if not accomplished

**PRIORITY B:** Mission important—will improve mission effectiveness

**PRIORITY C:** Mission enhancement—nice to have programs that will improve efficiencies

The divisions and working groups listed below are tasked by this Implementation Plan. Each division is led by an O-6 who is dual-hatted as the cross-functional corresponding working group chair. Tasks will identify the division or working group (WG) responsible for execution. In addition to the division/working group designators, A3/6E is the directorate front office, the Deputy Director of Operations is DA3, the Deputy Director of Communications is DA6, and the Executive Director of Operations and Communications is DA3/6.

|  |  |  |  |
| --- | --- | --- | --- |
| A3C | Cyberspace Capabilities Division | C2WG | NC3 Lethality/Readiness (LR) WG |
| A3O | Current Operations Division | MHWG | Missile/Helo LR WG |
| A3T | Operations Training, Test, and Stan/Eval | BWG | Bomber LR WG |
| A3S | Security Forces Operations Division | SWG | Security LR WG |
| A3X | Future Operations Division | WWG | Warfighting LR WG |
| A6N | Cyberspace Operations Division | CWG | Cyber LR Working Group |

Many of the tasks below contribute significantly to culture development and creating the workforce and workplace in line with AFGSC/CC’s culture vision. These tasks are highlighted with an asterisk in the objective ID.

**Goal 1: Improve Unit Readiness and Capacity**

Objective 1.1 – Build Wing Capacity

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 1.1.1 | A | Define and POM for mission-oriented manpower shortfalls | ALL | 1 Feb 21 |
| 1.1.2 | B | Develop and Co-chair the Mission Sustainment Team | A3O | 1 Apr 21 |
| 1.1.3 | B | Realign readiness reporting to support B2C2WG activities | A3O | 1 May 21 |
| 1.1.4 | A | Update DOC statements for RF taskings | A3O | 1 May 21 |
| 1.1.5 | B | Review and correct UTC configuration shortfalls | ALL | 1 May 21 |
| 1.1.6 | A | Assign shortfalls to specific B2C2WG | A3O | 1 Jun 21 |
| 1.1.7 | B | Review policy & guidance for AFGSC deployment process | A3O | 1 Jun 21 |
| 1.1.8 | B | Integrate DRRS and readiness reporting with KM efforts | A3O | 1 Jun 21 |
| 1.1.9 | B | Create aerial gunnery training ranges (Big Safari) | MHWG | 1 Aug 21 |
| 1.1.10 | A | Ensure AFE shortfalls are resolved and exercised | A3O | 1 Oct 21 |
| 1.1.11 | B | Modify exercises to support force presentation changes | A3X | 1 Oct 21 |
| 1.1.12 | A | Assess RTMs due to force presentation changes | A3T | 1 Oct 21 |
| 1.1.13 | B | Review FTU syllabi for force presentation change impacts | A3T | 1 Oct 21 |
| 1.1.14 | B | Modify exercises to support force presentation changes | A3X | 1 Oct 21 |
| 1.1.15 | B | Review changes to FHP for mid-year adjustments | A3T | 1 Oct 21 |
| 1.1.16 | B | Update Vol 1, 2, 3 to reflect force presentation changes | A3T | 1 Oct 21 |
| 1.1.17 | B | Execute Global Strike Challenge 2021 | A3X | 1 Oct 21 |

Issues: The National Defense Strategy directs a realignment of focus to near-peer competitors, and to improve overall lethality. Joint Staff and Air Staff have created processes and initiatives to improve force readiness and to lash up corresponding reporting methodologies. This is a rapidly evolving set of requirements for AFGSC, and the command’s reporting processes will need to be appropriately adaptable. Several external agencies have been engaged to create a knowledge management database to broadly share data vertically and horizontally. A3/6 is being engaged to provide operations readiness data. As AFGSC matures the DFE construct and integrate it into force presentation to the Joint community, significant second order effects must be managed in the operations training arena.

Considerations must be made with respect to RTMs, FTUs, exercises, FHP, and supporting training and evaluation policy documents.

Objective 1.2 – Leverage New Technologies

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 1.2.1 | C | Establish SF organic mod and sim capability | A3S | 1 Feb 21 |
| 1.2.2 | C | Create Aircrew CBRN training videos | A3O | 1 Jun 21 |
| 1.2.3 | C | Fully implement first 3 Robotic Process Automation projs | MHWG | 1 Jun 21 |
| 1.2.4 | B | Leverage DMON for all W/S | BWG | 1 Jun 21 |
| 1.2.5 | B | Create an AI and LVC Roadmap for Operations Training | A3T | 1 Jun 21 |
| 1.2.6 | B | Obtain TS authorization for NCOP in B-52 sim | BWG | 1 Jul 21 |
| 1.2.7 | C | Implement Electronic Flight Bag for ICBM operations | MHWG | 1 Jul 21 |
| 1.2.8 | B | Improve simulators, leverage AI, standardize training pgms | BWG | 1 Aug 21 |
| 1.2.9 | A | Implement FT3 Autonomous Flight Safety System | MHWG | 1 Oct 21 |
| 1.2.10 | B | Execute B-52 sim upgrades (aero models, eyebrow, etc.) | BWG | 1 Oct 21 |
| 1.2.11 | C | Implement SIPR “Bots” project list | A3O | 1 Oct 21 |
| 1.2.12 | C | Implement StreetSmarts VR capability for SF units | A3S | 1 Oct 21 |
| 1.2.13 | C | Implement Electronic Flight Bag for all other operations | A3T | 1 Oct 21 |

Issues: From an operations perspective, technology applications can be socialized in white papers, coordinated by FDCs, and then translated to requirements for resourcing. A3/6 must stay plugged into efforts by ST and A5/8 as well as symposia, trade events, and technology fairs. Others will create the technology and A3/6 needs to see the application. Flying hours are becoming increasingly expensive. Maximizing simulator use can significantly reduce training costs. Technology advancements in Live Virtual Construct allows multi-MDS training in a high fidelity manner. AI is developing rapidly and can be applied to almost any operations training environment.

Objective 1.3 – Develop Cyber Operations

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 1.3.1 | B | Improve CEP participation & data analysis | A3C | 1 Feb 21 |
| 1.3.2 | B | Transition MCCC to ACC / NORTHCOM (POM alignment) | C2WG | 1 Feb 21 |
| 1.3.3 | B | Integrate NC3C into HQ staff and J-GSOC | A3C/A6N | 1 May 21 |
| 1.3.4 | B | Assess 5G applications for ops/SF and create white paper | CWG | 1 May 21 |
| 1.3.5 | A | Address QFRs on the ROPA | A3C | 1 Jul 21 |
| 1.3.6 | A | Support migration to Enterprise IT as a Service (EITaaS) | A6N | 1 Oct 26 |
| 1.3.7 | B | Support implementation of Mission Defense Teams | A6N | 1 Oct 29 |
| 1.3.8 | B | Support implementation of AF Cyber Sqs (PAD 15-03) | A6N | 1 Oct 29 |

Issues: HQ AFGSC is responsible for test/evaluation and W/S-level requirements, FAM, and PEM activities, and policy and guidance of the AF NC3 weapon system. Specific NC3 system program management and integration needs to be realigned across HQ AFGSC. Roles and responsibilities definition must be captured in an appropriate policy document. Additionally, PAD 15-03 directed capabilities need to be developed and fielded for AFGSC.

**Goal 2: Maximize Lethality to Project Power**

Objective 2.1 – Execute lethality initiatives for the MMIII

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 2.1.1 | B | Resolve Canadian Range issues for Minot UH-1N | MHWG | 1 Feb 21 |
| 2.1.2 | B | Solidify gains in Reserve 13Ns and mission contribution | MHWG | 1 May 21 |
| 2.1.3 | B | Adjust 13N pipeline production ISO restructured AFSC | A3T | 1 May 21 |
| 2.1.4 | B | Support testing and fielding of TER/PTR | A3T | 1 Oct 21 |
| 2.1.5 | A | Complete fielding of MMPU | MHWG | 1 Oct 21 |
| 2.1.6 | A | Transition Mod 7 test wafer to FT3 | A3T | 1 Oct 21 |
| 2.1.7 | A | Complete fielding of ICUII | MHWG | 1 Nov 22 |

Issues: MMIII will continue to provide deterrence until 2036 when it is replaced by GBSD. Smart and timely initiatives are required to ensure lethality over the next 16 years. Careful trade is required to assess appropriateness to repair/upgrade or defer to GBSD.

Objective 2.2 – Execute lethality initiatives for the E-4B

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 2.2.1 | A | Provide ops support for E-4B simulator and trainer | A3T | 1 Feb 21 |
| 2.2.2 | B | Assess impact &resolve issues for Offutt runway closures | C2WG | 1 Apr 21 |
| 2.2.3 | A | Standardize / Refine REBOUND ECHO support | C2WG | 1 Aug 21 |
| 2.2.4 | A | Assess and resolve shortfalls in E-4B supporting units | C2WG | 1 Oct 23 |
| 2.2.5 | B | Support implementation of E-4B modernization programs | C2WG | 1 Oct 24 |

Issues: E-4B AA rates due to depot, ISO, and modifications results in levels insufficient to meet all customer demands, and therefore requires prioritization. Additionally, AA challenges 1 ACCS in its

ability to meet training requirements. A5/8 has initiated efforts to close the training aircraft and simulation capability gaps. In the near term, Offutt flood recovery and runway maintenance requirements are complicating E-4B ability to meet mission requirements.

Objective 2.3 – Execute lethality initiatives for the B-1

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 2.3.1 | A | Update training, FHP, FTU, CMR mgt for reduced force | BWG | 1 Apr 21 |
| 2.3.2 | B | Implement/Approve ops procedures for Mode 5/S ADS-B | BWG | 1 Apr 21 |
| 2.3.3 | B | Create Hypersonics FDC for B-1 | BWG | 1 Aug 21 |
| 2.3.4 | A | Implement B-1 divestiture in required top-level documents | BWG | 1 Oct 21 |
| 2.3.5 | B | Implement/Approve ops procedures for MUOS/SATURN | BWG | 1 Apr 23 |
| 2.3.6 | B | Implement/Approve ops procedures for MIDS JTRS | BWG | 1 Jun 23 |
| 2.3.7 | B | Implement ops procedures for Integrated Targeting Pod | BWG | 1 May 24 |

Issues: The B-1 was over committed to deployed operations for nearly two decades. Following in- depth structures analysis, a portion of the fleet will be divested to focus on the health of the remaining fleet. Additionally, the B-1 is being used to develop hypersonic capabilities.

Objective 2.4 – Execute lethality initiatives for the B-52

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 2.4.1 | B | Review & adjust crew training, mgt, & support reqs | BWG | 1 Apr 21 |
| 2.4.2 | B | Provide ops support/advocacy for CERP, RMP FY22 POM | BWG | 1 Feb 21 |
| 2.4.3 | A | Replace existing PLZTs / helmet mount | BWG | 1 Oct 21 |
| 2.4.4 | A | Implement/Approve ops procedures for Link-16 | BWG | 1 Oct 21 |
| 2.4.5 | A | Implement/Approve ops procedures for CVR | BWG | 1 Apr 22 |
| 2.4.6 | A | Implement/Approve ops procedures for ATP/MFD upgrade | BWG | 1 Apr 22 |
| 2.4.7 | A | Implement/Approve ops procedures for AEHF | BWG | 1 Jul 25 |

Issues: New engines, associated avionics, ECS, comm suite, Link-16, RMP, and other sustainment programs are designed to ensure B-52 stand-off viability for at least 40 more years. As with any aging weapons system, care must be taken to monitor health and status of not only the primary airframe, but also all test, handling, transportation, and support equipment. Readiness reporting must track these.

Objective 2.5 – Execute lethality initiatives for the B-2

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 2.5.1 | B | Review & adjust crew training, mgt, & support reqs | BWG | 1 Apr 21 |
| 2.5.2 | A | Replace existing PLZTs / helmet mount | BWG | 1 Oct 21 |
| 2.5.3 | B | Implement/Approve ops procedures for RATS | BWG | 1 Apr 21 |
| 2.5.4 | B | Implement/Approve ops procedures for Crypto Mods | BWG | 1 Apr 21 |
| 2.5.5 | B | Implement/Approve ops procedures for JASSM-ER | BWG | 1 Apr 21 |
| 2.5.6 | B | Implement/Approve ops procedures for IFF Mode 5/S | BWG | 1 Apr 22 |

Issues: The B-2 will continue to be the Air Force’s only manned penetrating bomber until the B-21 is fielded in sufficient numbers to assume the mission. Until then, smart and appropriate upgrades are required to keep the weapon system and crews relevant in a near peer competition environment.

**Goal 3: Mature Our Integrated Response Force Presentation**

Objective 3.1 – Revise force presentation of the bomber force and develop Dynamic Force Employment

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 3.1.1 | A | Determine bomber BTF capacity under various scenarios | BWG | 1 Feb 21 |

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| --- | --- | --- | --- | --- |
| 3.1.2 | A | Adjust UTCs based on optimum force packages | A3X | 1 Apr 21 |
| 3.1.3 | B | Update DOC Statements for BTF as needed | A3O | 1 May 21 |
| 3.1.4 | B | Adjust FHP / RAP Tasking Memo as required | A3T | 1 Oct 21 |
| 3.1.5 | B | Update BTF CONOPS as required | A3X | 1 Oct 21 |
| 3.1.6 | B | Implement 4-Bin model for FY23 GFMAP | A3X | 1 Oct 22 |

Issues: Gen Ray requested a review of bomber force presentation in order to create the right readiness and UTC posture for BTF execution. A holistic review of bomber force demands (OPLANs, Response Force, Exercises, Inspections, FHP, etc.) needs to be performed to ensure BTF missions are supportable and readiness / phase 0/1 value added. The B-1 divestiture aspect to this objective is contingent upon NDAA authorizing language.

Objective 3.2 – Review and enhance TFI associations and management processes

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 3.2.1 | B | Refine 1-N list TFI positional requirements process | A3R | 1 Mar 21 |
| 3.2.2 | B | Integrate AFGSC MPA allocation process into B2C2WG | A3R | 1 Mar 21 |
| 3.2.3 | B | Continue to develop 13N career field TFI utility | A3R | 1 Oct 21 |

Issues: Many elements of the A3/6 managed TFI roles and responsibilities are being integrated into AFRC enterprise level databases and prioritization algorithms. This will support transparent, repeatable, and disciplined processes to allow the directorate to better serve customer wings with meeting TFI requirements.

**Goal 4: Reorient and Retool Staff to Address Enterprise Issues**

Objective 4.1 – Implement Portfolio Digital Engineering Platform (PDEP)

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 4.1.1 | C | Support PDEP development by providing SME support | A3/6E | 1 Jun 21 |
| 4.1.2 | C | Integrate PDEP analysis into the LRB process | A3/6E | 1 Oct 21 |

Issues: PDEP has great promise to present an integrated readiness and lethality picture by mission set. This will further allow analysis by MDS or by unit, and to determine readiness drivers from maintenance, logistics, personnel, training, exercises, inspections, tests, and so on.

Objective 4.2 – Establish “Owning the Baseline”

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 4.2.1 | C | Update information provided in Jun 19 | A3T | 1 Feb 21 |
| 4.2.2 | C | Integrate “Owning the Baseline” data into LRB processes | All | 1 Mar 21 |
| 4.2.3 | B | Establish a baseline INSER and CARM status for all bases | A3O | 1 Jun 21 |

Issues: “Owning the Baseline” was a snapshot taken mid-2019 on unit readiness, logistics, sustainment, modernization, and recapitalization. This information takes a deep look at today, and projects assessments in 5 year increments out 20 years. OtB data is key to making smart transition decisions from today’s force to the future fielded force.

Objective 4.3 – Implement/Refine B2C2WG

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 4.3.1 | B | Further standardize processes and presentations for LRB | A3/6E | 1 Mar 21 |
| 4.3.2 | B | Leverage TEAMS and other virtual capabilities for meetings | A3/6E | 1 Apr 21 |
| 4.3.3 | B | Transition from problem identification to solving | A3/6E | 1 Jun 21 |

Issues: The B2C2WG process holds great promise, but it needs to be further refined to ensure the right problems are presented in a way that explains what needs to be done, and accountability for fixing

them. Additionally, the manpower investment needs to be commensurate with the value added. A key way to improve productivity and efficiency is through KM and virtual capabilities.

Objective 4.4 – Enable Information Management and Knowledge Management

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 4.4.1 | C | Refresh A3/6 KM and Sharepoint capabilities | A3/6E | 1 May 21 |
| 4.4.2 | B | Help implement CoS vision for B2C2WG info sharing | A3/6E | 1 Jun 21 |
| 4.4.3 | B | Link AFSTRAT/J-GSOC info requirements with HQ AFGSC | A6N | 1 Jul 21 |
| 4.4.4 | C | Assess need and acquire Tandberg/secure systems as req | A3/6E | 1 Aug 21 |
| 4.4.5 | C | Ensure every division has access to a SVTC conf room | A3/6E | 1 Aug 21 |

Issues: HQ AFGSC, AFSTRAT, and J-GSOC are physically separated, as is A3/6. Ideally, colocation would be of great benefit; however, that is not feasible for the foreseeable future. “Virtual Colocation” can be created through well-developed information sharing approaches and use of desktop video telecommunications systems strategically located throughout the workspace.

Objective 4.5 – Retool Basic Action Officer Course (BAOC)

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 4.5.1 | B | Execute positional changes via ACR as agreed in offsite | DA3/6 | 1 Feb 21 |
| 4.5.2 | B | Integrate fiscal responsibilities through the RM Team | A3/6E | 1 Apr 21 |
| 4.5.3 | B | Use PAD 16-01, MD 63, & associated AFIs to define roles | DA3/6 | 1 Apr 21 |
| \*4.5.4 | C | Standardize officer mgt for 11B, 12B, 13N, 17X, and 31P | A3T/A3S | 1 May 21 |
| 4.5.5 | A | Support migration to Enterprise IT as a Service (EITaaS) | A6N | 1 Oct 26 |

Issues: DSK owns the Basic Action Officer (AO) Course; however, A3/6 can do many things to improve AO productivity and knowledge in a complementary manner. The tasks listed above are designed to supplement the training DSK provides.

Objective 4.6 – Develop AO Leadership Course (AOLC)

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| \*4.6.1 | B | Develop updated A3/6 contribution to the AOLC | DA3/6 | 1 Feb 21 |
| \*4.6.2 | B | Create positional developmental requirements | A3/6E | 1 Apr 21 |

Issues: This is another DSK owned activity. Similarly to the Basic AO Course, A3/6 can do many things to improve AO leadership development in a complementary manner. The tasks listed above are designed to supplement the training DSK provides.

Objective 4.7 – Improve Management and Collaborative Functions (A3/6 Only)

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 4.7.1 | B | Integrate A3, A6, A3S funding processes / budget exec | DA3/6 | 1 Feb 21 |
| 4.7.2 | B | Execute annual Group Commanders Conference | A3T | 1 Apr 21 |
| 4.7.3 | B | Execute World-Wide Helicopter Conference | A3T | 1 Jul 21 |
| 4.7.4 | B | Review HQ knowledge mgt policies, guidance, & oversight | DA6 | 1 Jul 21 |
| 4.7.5 | B | Match / Track AFGSC/CC task management process | A3E | 1 Mar 21 |
| 4.7.6 | B | Maintain FOIA currency / institutionalize processes | All | 1 Apr 21 |
| 4.7.7 | B | Update all policy & guidance docs for AFFOR/AFFSTRAT | A3O | 1 Jul 21 |
| 4.7.8 | B | Review/validate IG SAC requirements | All | 1 Jul 21 |
| 4.7.9 | B | Execute weapons officers exchange | A3T | 15 Jul 21 |
| 4.7.10 | B | Execute Aircrew Flight Equip CBRN Decon Trng/Exercise | A3O | 1 Aug 21 |
| 4.7.11 | B | Execute Weather Conference | A3O | 1 Sep 21 |
| 4.7.12 | B | Execute SF Commanders Conference | A3S | 1 Sep 21 |
| 4.7.13 | B | Execute Comm Sq Commanders Conference | A6N | 1 Oct 21 |

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| 4.7.14 | B | Review all A3/6 instructions to ensure currency/authorities | All | 1 Oct 21 |
| 4.7.15 | B | Execute AFE Training Review Board | A3O | 1 Oct 21 |

Issues: Strengthening the AFGSC operations and communications team requires interaction and information sharing. Conferences such as these need to be executed in a smart, disciplined manner to ensure maximum benefit given the costs involved. Action items need to be captured, tracked, and feedback/status provided to the community of interest. AFSC management and associated policy and guidance is inconsistent and non-standard across the AFGSC operations and communications functional areas. Great strides have been taken in the ICBM operations arena, and have matched their air operations counterpart. Considerable planning is underway for SF forces. Communications, under its current construct, may not be applicable; however, discussions on base level defensive measures would create a paradigm requiring a similar approach.

**Goal 5: Modernize Sustainment and Security Operations**

Objective 5.1 – Fully Integrate Innovation Hub (STRIKEWERX)

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 5.1.1 | B | Define 5G requirements for FY23 POM submission | A6N | 1 Feb 21 |
| 5.1.2 | B | Conduct a study to assess 5G for flightline/missile field use | CWG | 1 May 21 |
| 5.1.3 | B | Establish requirements for 5G use in AFGSC operations | CWG | 1 Jun 21 |
| 5.1.4 | B | Work with WGs as required to establish 5G roadmap | CWG | 1 Jun 21 |

Issues: 5G technologies present tremendous promise in rapidly sharing large data streams at the tactical level. Streaming live video across AFGSC bases can enhance situational awareness and C2, and has the potential to vastly improve efficiency and effectiveness.

Objective 5.2 – Field Weapons Generation Facilities / Support Weapons Storage Areas

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 5.2.1 | B | POM for WGF ESS requirements beyond Base A | A3S | 1 Feb 21 |
| 5.2.2 | B | Submit for IBRC UFR for Base A ESS funding requirement | A3S | 1 Mar 21 |
| 5.2.3 | B | Fully support RTES training for all WSAs | SWG | 1 Jun 21 |
| 5.2.4 | B | Resolve WSA SF shortfalls during ESS Refresh | SWG | 1 Jun 21 |

Issues: Care must be taken to fully fund the WGFs as they are fielded. Failure to fund the ESS as an integral part of the program creates insurmountable execution year funding requirement. Manpower is an additional burden on limited resources and also requires strong advocacy to become part of the funded program.

Objective 5.3 – Develop & Execute Fight the Base and Defend the Base Initiatives (A3/6 Only)

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 5.3.1 | B | Publish the AFGSC Annex to the ACE Concept | A3X | 1 Jan 21 |
| 5.3.2 | B | Define and POM for unit-oriented SF manpower shortfalls | A3S | 1 Feb 21 |
| 5.3.3 | A | Resolve WSA Refresh SF manpower shortfalls | A3S | 1 Feb 21 |
| 5.3.4 | A | Define SA range requirements and advocate resourcing | A3S | 1 Feb 21 |
| 5.3.5 | A | Support elimination of selected LF Camper requirements | SWG | 1 Apr 21 |
| 5.3.6 | B | Transition to proficiency-based training model | SWG | 1 Apr 21 |
| 5.3.7 | B | Assess and define requirements for Blue UAS capabilities | SWG | 1 Sep 21 |
| 5.3.8 | B | Estab requirements for AFGSC SF weapons & tactics crse | SWG | 1 Sep 21 |
| 5.3.9 | B | Field fixed and mobile counter UAS capabilities | SWG | 1 Sep 21 |
| 5.3.10 | B | Coord JLTV fielding plan across AFGSC units | SWG | 1 Sep 21 |
| 5.3.11 | B | Develop LF breaching capabilities | SWG | 1 Sep 21 |

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| 5.3.12 | C | Execute and track all FtB CONOPS AIs | WWG | 1 Oct 21 |
| 5.3.13 | B | Execute P-Plan for Camp Guernsey Regional Training Ctr | SWG | 1 Oct 23 |
| 5.3.14 | A | Oversee modernization of WSA electronic security system | A6N | 1 Oct 23 |

Issues: “Fight the base” concept calls for improved base defense capabilities as potential threats become more complex and sophisticated. Base SF and personnel require a culture of bold and decisive action when confronting a threat. This requires a DOTMLPF review of base defense capabilities, and subsequent requirements definition and resourcing. SF is just one aspect of “Fight the Base.” The larger, integrated approach to “Fight the Base” falls under the WWG and includes both COOP considerations and ACE implementation.

**Goal 6: Modernize Weapons Systems**

Objective 6.1 – Weapons System Beddown Planning

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 6.1.1 | A | Integrate cybersecurity, EITaaS, Cyber Sq Initiative | A6N | 1 Oct 21 |
| 6.1.2 | A | Field and bed down WGFs through SATAF support | WWG | 1 Oct 21 |
| 6.1.3 | A | Field and bed down the MH-139 through SATAF support | MHWG | 1 Oct 21 |
| 6.1.4 | A | Field and bed down the B-21 through SATAF support | BWG | 1 Oct 25 |
| 6.1.5 | A | Field and bed down GBSD through SATAF support | MHWG | 1 Oct 28 |
| 6.1.6 | A | Field and bed down LRSO through SATAF support | BWG | 1 Oct 28 |

Issues: All dates are approximate to initial fielding. Although A5/8 is the lead directorate for SATAFs, they require an all hands level of effort. Each assigned working group needs to support as needed and provide operations and communications expertise, and to ensure all actions meet basic mission requirements.

Objective 6.2 – Platform Modernizations

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 6.2.1 | A | Support mod pgms through FDCs, CONEMPS, CONOPS | BWG | 1 Oct 21 |
| 6.2.2 | A | Support bomber mod pgms with ops support | BWG | 1 Oct 21 |
| 6.2.3 | A | Support ICBM and UH-1N mod pgms with ops support | MHWG | 1 Oct 21 |
| 6.2.4 | A | Support E-4B and NC3 mod pgms with ops support | C2WG | 1 Oct 21 |

Issues: There are numerous programs for each MDS. The A3/6 community needs to support these efforts with test, training, policy and AFIs (e.g., Vol 1, 2, 3), TTPs, FHP, pipeline production, etc. Each mod program brings with it unique challenges. A3/6 must maintain constant awareness and provide support in a proactive manner.

Objective 6.3 – B-21 Raider

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 6.3.1 | A | Refine FDCs, CONEMPS, CONOPS as required | BWG | 1 Oct 21 |
| 6.3.2 | A | Review/monitor B-21 MRR operations requirements | BWG | 1 Oct 21 |
| 6.3.3 | A | Review/refine the B-21 TSRA | BWG | 1 Oct 21 |
| 6.3.4 | A | Review/refine B-21 TEMP | BWG | 1 Oct 21 |
| 6.3.5 | A | Create B-21 Vol 1, 2, 3 | BWG | 1 Sep 24 |
| 6.3.6 | A | Develop TTPs for B-21 | BWG | 1 Sep 25 |

Issues: Although the concept documents, MRR, TSRA, and TEMP have been developed, they require continued review and refinement. The operations AFI Vols and TTPs are required to support IOC. Overall, A5/8 is lead in B-21 deployment with A3/6 in support. Each of these areas are “no fail” for an on time B-21 capability.

Objective 6.4 – MH-139 Grey Wolf

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 6.4.1 | A | Refine FDCs, CONEMPS, CONOPS as required | MHWG | 1 Oct 21 |
| 6.4.2 | A | Review/monitor MH-139 manpower flow | MHWG | 1 Oct 21 |
| 6.4.3 | A | Provide ops support to pipeline production and FTU | MHWG | 1 Oct 21 |
| 6.4.4 | A | Provide ops support to MH-139 test activities | MHWG | 1 Oct 21 |
| 6.4.5 | A | Create MH-139 Vol 1, 2, 3 | MHWG | 1 Oct 21 |
| 6.4.6 | A | Develop TTPs for MH-139 | MHWG | 1 Oct 22 |
| 6.4.7 | A | Implement MH-139 / TRF alert concept | MHWG | 1 Oct 23 |

Issues: MH-139 is the nearest term acquisition program requiring immediate A3/6 support. Ensuring the FTU standup occurs on time will be a key focus item this FY. We must be postured to learn from Malmstrom’s initial fielding challenges and ensure they are resolved for FE Warren and Minot.

Ultimately, the MH-139 will provide a 24/7 alert capability to transport the TRF on an emergency basis. CONOPS, procedures, policies, and facilities will require development for this capability and is of a very high priority.

Objective 6.5 – Ground Based Strategic Deterrent

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 6.5.1 | A | Refine FDCs, CONEMPS, CONOPS as required | MHWG | 1 Oct 21 |
| 6.5.2 | A | Review/monitor GBSD MRR operations requirements | MHWG | 1 Oct 22 |
| 6.5.3 | A | Review/refine the GBSD TSRA | MHWG | 1 Oct 22 |
| 6.5.4 | A | Review/refine GBSD TEMP | MHWG | 1 Oct 22 |
| 6.5.5 | A | Create GBSD Vol 1, 2, 3 | MHWG | 1 Sep 27 |
| 6.5.6 | A | Develop TTPs for GBSD | MHWG | 1 Sep 28 |

Issues: Continue refinement of concept documents is required as various elements of GBSD is refined. The MRR, TSRA, and TEMP are in various levels of development and approval, and require constant ops support. The operations AFI Vols and TTPs are required to support IOC. Overall, A5/8 is lead in GBSD deployment with A3/6 in support. Each of these areas are “no fail” for an on time GBSD capability.

Objective 6.6 – Long Range Stand-Off Missile

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 6.6.1 | A | Refine FDCs, CONEMPS, CONOPS as required | BWG | 1 Oct 22 |
| 6.6.2 | A | Review/monitor LRSO MRR operations requirements | BWG | 1 Oct 23 |
| 6.6.3 | A | Review/refine the LRSO TSRA | BWG | 1 Oct 23 |
| 6.6.4 | A | Review/refine LRSO TEMP | BWG | 1 Oct 23 |
| 6.6.5 | A | Develop TTPs for LRSO employment | BWG | 1 Oct 28 |

Issues: Continue refinement of concept documents is required as various elements of LRSO is refined. The MRR, TSRA, and TEMP are yet to be developed, but will require heavy A3/6 participation. The operations AFI Vols are not specifically required for LRSO, but the applicable MDS will need to be modified. Overall, A5/8 is lead in LRSO deployment with A3/6 in support. Each of these areas are “no fail” for an on time LRSO capability.

Objective 6.7 – Nuclear Command, Control, and Communications Modernization

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 6.7.1 | A | Support transition of NC3C integration with HQ staff | DA3/6 | 1 Apr 21 |
| 6.7.2 | A | Support fielding of MMIII MMPU | MHWG | 1 Oct 21 |
| 6.7.3 | A | Support fielding of ICU II | MHWG | 1 Oct 22 |
| 6.7.4 | A | Support AoA and requirements process for SAOC | C2WG | 1 Oct 23 |

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| 6.7.5 | A | Support fielding of GASINT, CVR, FABT, etc. | C2WG | 1 Oct 23 |

Issues: There are many, many NC3 modernization efforts being executed simultaneously. Rather than list them independently, the C2WG and A3/6C will need to monitor those activities for A3/6 equity and support requirements. Additionally, the NC3C will be integrated into the larger AFGSC staff in the coming months. A3/6 will need to be in the middle of this effort.

Objective 6.8 – Resilient Command and Control

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 6.8.1 | A | Define JADC2/ABMS/NC3 integration opportunities | C2WG | 1 Jun 21 |
| 6.8.2 | A | Support fielding of Missile Field Battlespace Awareness | SWG | 1 Oct 21 |
| 6.8.3 | A | Support analysis for replacement ALCS capabilities | MHWG | 1 Oct 21 |
| 6.8.4 | A | Assess Malmstrom’s Wing C2 of the Future command wide | A3O | 1 Oct 21 |

Issues: The AF is investing heavily in C2 for the joint fight. NC3 shortfalls may be resolved by leveraging this larger effort. Missile field battlespace awareness may be solved as well. It is most important that A3/6 be involved in requirements analysis for JADC2 and ABMS to assist in solving some of these other problems.

**Goal 7: Sustainment Efforts Empirically Focused**

Objective 7.1 – Conditions Based Maintenance (A3/6 has no identified tasks) Objective 7.2 – Centralized Asset Management

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 7.2.1 | B | Work with A4 to create an ICBM FHP-like funding profile | A3O | 1 Apr 21 |
| 7.2.2 | B | Assess and support analysis for B-1 divestiture in CAM | BWG | 1 Apr 21 |

Issues: CAM management is principally an A4 responsible area. A3/6 is supporting analysis that may allow for a cost equivalent ICBM “flying hour” to aircraft. This may allow for better analysis in funding impacts such that ICBMs and aircraft are treated similarly. Additionally, B-1 aircraft if NDAA approved, will be divested. Resulting crew ratio and UTC packages will drive the overall crew force, FTU production, and ultimately the FHP. This will require heave A3/6 analysis.

Objective 7.3 – Program Office Integration 2.0; Milestone E (A3/6 has no identified tasks)

**Goal 8: Componency**

Objective 8.1 – Exercise Joint Forces Air Component Commander (JFACC) Roadmap

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 8.1.1 | C | Review/mod touchpoints and interfaces with AFSTRAT/A3 | DA3 | 1 Feb 21 |
| 8.1.2 | C | Review GT lessons learned for potential roles update | DA3 | 1 Apr 21 |
| 8.1.3 | B | Review/Update AFGSC supplement to AFI 13-103 | A3O | 1 Oct 21 |
| 8.1.4 | C | Provide AFGSC/AFSTRAT roles summary to others | A3O | 1 Oct 21 |

Issues: AFGSC and AFSTRAT continue to refine and define roles and responsibilities. This has been captured in the recent supplement to AFI 13-103. Continued refinement is needed especially due to reallocation of NC3C manpower and responsibilities. External mission partners like HAF, JCS, CCMDs, fellow MAJCOMs need to understand AFGSC staff composition.

Objective 8.2 – Refine Organize, Train, and Equip (OT&E) Roles and Responsibilities

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 8.2.1 | B | Validate all billets requiring AFFOR training / certification | A3O | 1 Feb 21 |
| 8.2.2 | B | Validate training records requirements for AFFOR staff | A3O | 1 Apr 21 |
| 8.2.3 | B | Establish AFFOR initial training requirements by position | A3O | 1 Jul 21 |
| 8.2.4 | B | Create OJT positional training requirements | A3O | 1 Aug 21 |
| 8.2.5 | B | Create recurring AFFOR exercise program | A3O | 1 Sep 21 |

Issues: AFGSC/A3O is responsible for developing and executing initial and recurring AFFOR training requirements, to include exercises for the purpose of certification. These requirements must be captured in training records.

Objective 8.3 – Reinvigoration of the Crisis Action Team

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 8.3.1 | B | Review GT lessons learned & review assigned CAT C/Ls | A3O | 1 Feb 21 |
| 8.3.2 | B | Assess and modify CAT support in a generated state | A3O | 1 Mar 21 |
| 8.3.3 | B | Create CAT-specific exercises for OT&E crisis events | A3O | 1 Jul 21 |

Issues: AFSTRAT and JFACC roles continue to mature. AFGSC OT&E support requires associated review and update as well. For any warfighting scenario, AFSTRAT is lead, and AFGSC staff augments and supports as required. In many instances, AFGSC positions become AFSTRAT equivalents because of rank/experience levels (e.g., A4 or A3/6) or there is no AFSTRAT equivalent (e.g., PA, SG, JA, and FM).

Objective 8.4 – Evolve C2 with COOP Capabilities

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| 8.4.1 | A | Submit UFRs for COOP Tiered locations | A3/6E | 1 Feb 21 |
| 8.4.2 | A | Resolve Tier 4/5 location and gain approval for MOU/MOA | WWG | 1 Jul 21 |
| 8.4.3 | B | Review and approve CAT checklists for current roles | WWG | 1 Jul 21 |
| 8.4.4 | B | Publish Crisis Action Center Operating Instructions | WWG | 1 Oct 21 |
| 8.4.5 | B | Resolve security shortfall of Crisis Action Center | WWG | 1 Oct 21 |
| 8.4.6 | B | Exercise base-level BSART exercise | WWG | 1 Nov 21 |
| 8.4.7 | B | Review/refine AFGSC COOP Supplement | A3O | 1 Oct 22 |

Issues: AFGSC COOP requirements now include AFGSC and AFSTRAT staffs, requiring a relocation site for both day to day contingencies and higher states of readiness. Appropriate plans and instructions need to be created to support these initiatives. Reviewing sister MAJCOM documents is an essential first step in this direction.

**Goal 9: Build Resilient Airmen, Organizations, and Families**

Objective 9.1 – Resetting from “All In”

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| \*9.1.1 | A | Review A3/6 policy letter to enhance team building | A3/6E | 1 Feb 21 |
| \*9.1.2 | B | Engage Human Capital Board for resiliency best practices | DA3/6 | 1 Feb 21 |
| \*9.1.3 | B | Conduct workload balancing to eliminate overtasking | DA3/6 | 1 Feb 21 |
| \*9.1.4 | A | Create physical wellness campaign within A3/6 | A3/6E | 1 Feb 21 |
| \*9.1.5 | A | Create management oversight to ensure no lost leave | A3/6E | 1 Apr 21 |

Issues: Many of our members have been running long and hard due to deployments and the demands of an Air Force at war. Members must be given the opportunity to recharge from 100 percent level of

effort demanded by continuous mission execution. The above initiatives have wellness as a core theme, with physical health, mental health, and spiritual health as subsets. Each require attention

Objective 9.2 – Leadership Screening Analysis – “Zero Toxicity”

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| \*9.2.1 | B | Reinforce leadership expectations during welcome talks | DA3/6 | 1 Feb 21 |
| \*9.2.2 | B | Review A3/6 policy letter to reinforce zero leader toxicity | DA3/6 | 1 Feb 21 |
| \*9.2.3 | C | Integrate leadership in Thursday morning breakfast topics | DA3/6 | 1 Feb 21 |
| \*9.2.4 | B | Scour DEOCS results for potential toxic leaders | DA3/6 | 1 Aug 21 |

Issues: The past three DEOCS surveys have been very positive, indicating leadership was creating a welcoming, inclusive workplace. A3/6 numerical results were well above AF average in every category. However, the hard won healthy culture A3/6 currently enjoys can easily be lost. A desired culture is more of a journey than a destination, and leadership must work it continuously.

Objective 9.3 – Community and Base Connections Altered for Today’s Realities

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| \*9.3.1 | C | Review Director’s Call for additional info sharing | A3/6E | 1 Feb 21 |
| \*9.3.2 | C | Review effectiveness and adjust migrating staff meetings | A3/6E | 1 Feb 21 |
| \*9.3.3 | C | Assess value of weekly A3/6 status messages to all | A3/6E | 1 Feb 21 |
| \*9.3.4 | C | Improve cross-division challenges and victories | A3/6E | 1 Feb 21 |
| \*9.3.5 | B | Ensure all deployers / families are checked upon routinely | All | Ongoing |
| \*9.3.6 | B | Continue Thurs breakfast to rotate all A3/6 demographics | A3/6E | Ongoing |
| \*9.3.7 | B | Create a “Chiefs” breakfast session focusing on enlisteds | A3/6E | 1 Feb 21 |
| \*9.3.8 | B | Ensure adequate key spouses exist for A3/6 | A3/6E | Ongoing |
| \*9.3.9 | B | Ensure all A3/6 personnel receive Resilency training | A3/6E | 1 Dec 21 |

Issues: There are many cross-base, cross-MAJCOM, and cross-AF activities. These tasks are focused specifically on the A3/6 workforce. Of note is the expansion of Microsoft TEAMS use for many of the routine information sharing activities. Although there are pros and cons to physical vice virtual presence, on the whole, virtual presence improves communication and expands the audience beyond the physical constraints of conference rooms. A3/6 is committed to using virtual capabilities to the maximum extent possible.

Objective 9.4 – Health and Wellness Focus

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| \*9.4.1 | B | Celebrate victories and dedicate div time at directors calls | A3/6E | 1 Feb 21 |
| \*9.4.2 | B | Overhaul welcome and in-processing activities | A3/6E | 1 Apr 21 |
| \*9.4.3 | C | Execute Spring team building event | All | 1 Jun 21 |
| \*9.4.4 | C | Execute leadership annual offsite | A3/6E | 1 Sep 21 |
| \*9.4.5 | C | Execute Fall team building event | All | 1 Oct 21 |
| \*9.4.6 | C | Execute Thanksgiving Day event | All | 15 Nov 21 |
| \*9.4.7 | C | Execute Holiday Party event | All | 7 Dec 21 |

Issues: Taking care of members and their families is a fundamental leadership responsibility, and one that needs to be accomplished at all levels. A key part of this responsibility is ensuring all members are valued and respected. This will be reinforced as a matter of routine business. Coronavirus has stifled much of what could be done in 2020. There is great expectation that 2021 will allow a return to many of the physical activities and gatherings pre-coronavirus.

Objective 9.5 – Airmen Deliberate Development

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| \*9.5.1 | B | Create a series of A3/6 focused orientation requirements | A3/6E | 1 Apr 21 |
| \*9.5.2 | B | Create positional and A3/6 all directorate AO training reqs | A3/6E | 1 Apr 21 |
| \*9.5.3 | B | Create a transparent/forecasted OPR/PRF sr ldr mgt plan | A3/6E | 1 Jun 21 |

Issues: Creating the right professional and inclusive experience during our members’ “formative weeks” is key. First contact with those selected for A3/6 duty must be positive and powerful. Recovering from a challenged transition from a previous organization is exceptionally difficult. Win ‘em outright and then keep them inspired through world-class leadership and management.

Objective 9.6 – Team and Innovation Awards

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| **ID** | **PRI** | **TASK** | **OPR** | **SUSPENSE** |
| \*9.6.1 | C | Review appropriateness of hardware to recognition | A3/6E | 1 Feb 21 |
| \*9.6.2 | C | Review A3/6 awards to determine periodicity / venues | A3/6E | 1 Feb 21 |
| \*9.6.3 | C | Assess potential for additional awards / recognition | A3/6E | 1 Mar 21 |
| \*9.6.4 | C | Work with ST and A9 to define / create innovation awards | A3/6E | 1 Jun 21 |
| \*9.6.5 | C | Review appropriateness for a B2C2WG award for WGs | A3/6E | 1 Jun 21 |

Issues: Some A3/6 managed awards for AFGSC recognition are not congruent between award levels and needs to be reviewed. For example, CP NCO of the Year ought to be congruent with Wx NCO of the Year, etc. Additionally, periodicity and presentation venues should be consistent. Within the directorate, an assessment should be made on additional opportunities to recognize good work.

Substantial opportunities exist to emphasize and recognize innovation from thank notes to coins to decorations. Additionally, the B2C2WG process should provide opportunities for recognition, even if within the six WGs A3/6 owns.