



Second Air Force 2016 Strategic Plan



Vision: To be the premier training and development center in the Department of Defense!

Mission: Train, develop, and inspire the world's premier Airmen to power the world's greatest Air Force!

Motto: "Second to None...Train, Develop, Inspire!"

Priorities, Focus Areas & Metrics: Our time, energy, and resources will be focused in the following areas:

Priority 1. Expect a climate of Professionalism, Dignity & Respect, and Achievement

Focus Area 1.1. Enhance leadership training below the squadron commander level

Metric 1.1.1. Beta training course is developed and tested NLT 31 Jan 17

Metric 1.1.2. Training below the squadron commander level is institutionalized

Metric 1.1.2.1. At end state, maintain at or above 90% of leadership trained within 90 days of assumption of duties (Wing CCs/Equivalents; semi-annually)

Focus Area 1.2. Enhance delivery methods for Airmanship training (i.e. core values, ethical culture, accountability, heritage, SAPR, Green Dot)

Metric 1.2.1. Determine best practices and leverage SAPR and Green Dot POCs to enhance TT training methods

Metric 1.2.2. BMT Airmanship training enhancement opportunities are identified and advocated at the Air Staff, Council on Recruit Basic Training (CORBT), and the Recruiting, Education, Accessions, and Training Oversight Council (REATOC)

Metric 1.2.3. Achieve a 100% completion rate for Suicide Prevention training

Focus Area 1.3. Cultivate diversity awareness opportunities throughout 2 AF

Metric 1.3.1. Training opportunities through workshops, lunch & learns, themed events, classes, etc. are increased

Metric 1.3.2. Diversity event vignettes and lessons learned are shared across enterprise

Focus Area 1.4. Provide full-spectrum sexual assault/harassment protection in support of victims and enforce a zero tolerance policy

Metric 1.4.1. Conduct at least 2 SAPR prevention and awareness activities per quarter

Metric 1.4.2. Achieve a 100% response and answer rates for the SAPR hotlines

Metric 1.4.3. Ensure 100% of new commanders receive SAPR training within 30 days of taking command

Focus Area 1.5. Enhance culture/environment by reducing irresponsible alcohol consumption, eliminating isolation, and enriching personal relationships (Tech Training & Permanent Party)

Metric 1.5.1. Develop and execute 3 alcohol-free events per quarter

Metric 1.5.2. Execute at least 1 "Campus Club/Activity" event per month

Metric 1.5.3. Design and launch 2 relationship enhancement retreats/events per quarter; one focused on single Airmen and one focused on married Airmen each quarter

Priority 2. Train, Develop, and Inspire Airmen Warriors through Good Order and Discipline

Focus Area 2.1. Highlight, benchmark and reward positive examples where good order and discipline thrive

Metric 2.1.1. Implement Non-Prior Service (NPS) Airman of the Month program

Focus Area 2.2. Ensure transparency of disciplinary events and solutions across 2 AF

Metric 2.2.1. Each installation publishes and shares a monthly article (e.g. base paper, CC email, or other base-wide media) summarizing courts-martial, non-judicial punishment, and discharge actions

Metric 2.2.2. 2 AF/JA brief Wing CCs quarterly on military justice metrics

Metric 2.2.3. Installations conduct internal Status of Discipline briefings quarterly

Metric 2.2.4. Track misconduct data to identify trends and causal factors quarterly

Priority 3. Drive Innovation across the Training Enterprise to reflect and develop the Next Generation of Airmen

Focus Area 3.1. Revolutionize Instructional Tactics, Techniques and Procedures

Metric 3.1.1. Initial skills pipelines maintain graduation rates to meet yearly utilization/production goals

Metric 3.1.1.1. Track total force initial skills production rates to meet yearly goals (2 AF/TTOC; monthly)

Metric 3.1.2. Awareness, reporting, and transparency is improved of below standard training conditions, including quality of life, working, and playing conditions

Metric 3.1.3. Ensure at least 20% of new courses contain effective instruction techniques to reach younger generations, to include more interaction, gamification, etc. (Affective Learning techniques)

Metric 3.1.3.1. Provide training in the Affective Domain for Faculty Development Instructors to become the experts in teaching and developing content in the Affective Domain

Metric 3.1.3.2. Create additional Faculty Development continual education courses for instructor/developers such as Task Analysis, Critical Thinking, etc.

Focus Area 3.2. Infuse technology into technical training classrooms

Metric 3.2.1. Convert appropriate courses into blended learning (BL) classrooms. BL is defined in this context as the incorporation of technology and/or affective learning into the classroom environment/structure (i.e. Distance Learning, hands-on exercises, gamification, etc.)

Metric 3.2.1.1. Track number of courses reviewed by 2 AF training managers for possible conversion to BL

Metric 3.2.1.2. Track number of courses converted to BL

Metric 3.2.1.3. Track in-resident training time and TDY school cost decreases for BL courses (2 AF/TTOC; quarterly)

Focus Area 3.3. Improve infrastructure, equipment and systems sustainment process

Metric 3.3.1. Establish a viable equipment and infrastructure sustainment process throughout 2 AF

Metric 3.3.1.1. Identify training production impacts due to ineffective equipment and infrastructure

Focus Area 3.4. Win today's fight while building international partnerships for the future

Metric 3.4.1. Well-trained and equipped Joint Sourcing Solutions (JSS) Airmen are prepared to conduct combatant commander (CCDR) taskings

Metric 3.4.2. 2 AF supports CCDR security cooperation capacity through increased training partnerships

Metric 3.4.2.1. Track international/coalition initial skills production rates to meet yearly goals (2 AF/TTOC; monthly)

Focus Area 3.5. Propagate Continuous Process Improvement (CPI), Innovation and Public/Public/Public/Private Partnerships (P4) across the enterprise

Metric 3.5.1. Execute 3 CPI events per quarter

Metric 3.5.2. Transform classrooms from the current 1950s/60s design to a new "Millennial Focused" 21st Century design (using current resources) by 31 Jan 2017

Metric 3.5.2.1. Develop an Integrated Priority List of new modular designed furniture/tables/chairs for inclusion in FY17 EOY unfunded lists and FY18 FinPlans

Metric 3.5.3. Institute P4 structure/charter/action plans w/local communities by 31 Mar 2017

Metric 3.5.3.1. Execute one P4 initiative per quarter with focus on facilities/infrastructure/systems/energy efficiency/QoL

Priority 4. Build Resilient, Professional Airmen and Strengthen Families and Relationships

Focus Area 4.1. Drive full participation in professional military and off-duty advanced education

Metric 4.1.1. Commanders/supervisors regularly mentor 2 AF uniformed and civilian Airmen in accordance with AFMAN 36-2643, *Air Force Mentoring Program*

Metric 4.1.1.1. Initial Airman Comprehensive Assessment (ACA) completed within 60 days of being assigned new rater/ratee (all ranks except GOs) (Wing CCs/Equivalents; quarterly)

Metric 4.1.1.2. Midterm ACA completed within 60 days after midway point of evaluation (for AB – SMSgt/Lt – Lt Col) (Wing CCs/Equivalents; quarterly)

Metric 4.1.1.3. Maintain civilian employee feedback completion rate at or above 90% (Wing CCs/Equivalents; quarterly)

Metric 4.1.2. Develop a Wg-level shadow program and establish with shared lessons Learned by 31 Mar 2017

Metric 4.1.3. Increase awareness and take advantage of enlisted to officer accession programs (e.g. LEAD, SOAR, USAFA preparatory, etc.) across enterprise

Metric 4.1.4. Encourage and mentor military/civilian members to complete the appropriate level of education at the appropriate point in their careers

Metric 4.1.4.1. Maintain percentage of noncommissioned officers (NCOs) with completed CCAF degrees (prior to senior NCO eligibility) at or above AF average (Wing CCs/Equivalents; quarterly)

Metric 4.1.5. Supervisors assist 2 AF civilian employees with completing an individual development plan (IDP) IAW AFI 36-401, *Employee Training and Development* and AFI 36-401 AETCI Supplement, *Employee Training and Development*

Metric 4.1.5.1. Maintain civilian employee IDP completion rate at or above 90% (Wing CCs/Equivalents; quarterly)

Focus Area 4.2. Vigorously implement and support recognition programs

Metric 4.2.1. Award decorations prior to PCS, if warranted (Pin ‘em wear you win ‘em)

Metric 4.2.1.1. Maintain decoration approval prior to PCS rate at or above 90%

Focus Area 4.3. Foster Airmen/family resiliency and readiness

Metric 4.3.1. Ensure robust Comprehensive Airman Fitness (CAF) across enterprise

Metric 4.3.1.1. Every squadron has Master Resilience Trainers (MRTs) and Resilience Training Assistants (RTAs)

Metric 4.3.1.2. Integrated community action plans are established for CAF

Metric 4.3.2. Maintain Physical Fitness Assessment pass-rate at or above 95%, and non-currency rate at or below 5% (authorized waivers)

Metric 4.3.3. Maintain non-exempt Airmen Physical Fitness Assessment “Excellent” ratings equal to or above the AETC goal of 95%

Metric 4.3.4. Decrease Health/Wellness negative incidents (sexual assaults, suicide attempts, Amn-to-Amn violence, and criminal activity) by 10% per year

Focus Area 4.4. Exceed military evaluation, civilian appraisal, and decoration timeliness rates

Metric 4.4.1. Achieve 95% Enlisted Evaluation Report on-time rates

Metric 4.4.2. Achieve 95% Officer Performance Report on-time rates

Metric 4.4.3. Achieve 95% Decoration on-time rates

Metric 4.4.4. Achieve 95% Civilian Appraisal on-time rates (report annually)

Focus Area 4.5. Implement robust pre-deployment, sustainment and reintegration programs for military, civilian, and family members

Metric 4.5.1. 100% Wgs/Grps/Sqs have or are partnered with Key Spouse program

Metric 4.5.2. 100% attendance at Pre-Post Deployment Reintegration Briefings

Metric 4.5.3. 100% sponsorship of inbound Airmen within 30 days of asgt notification

Metric 4.5.4. Maintain special duty assignment manning percentage minimum levels at:

a. Military Training Instructors (MTIs) – 100%

b. Military Training Leaders (MTLs) – 95%

c. First Sergeants – 90%

Metric 4.5.5. Maintain 100% unit-level contact rate with families of deployed members

Focus Area 4.6. Reduce on-duty injuries by 20% per year

Metric 4.6.1. Track and eliminate all on/off-duty Class A and B mishaps quarterly

Metric 4.6.2. Track and reduce reportable thermal injuries by 20% per year

Metric 4.6.3. Maintain assigned motorcycle operators current on required training and entered into Motorcycle Unit Safety Tracking Tool (MUSTT) at or above 90%

Key Enablers: “How” we’ll accomplish our mission, priorities, and focus areas

Organizational and personnel agility

- Instill a positive, “trainer/trainee/student focused” attitude in every team member
- Infuse “Second to None” mentality... Garner full support to do what it takes to complete the mission requirements of AETC and our Air Force
- Fully debate to ensure we address all viable COAs, impacts, and mitigations... but then embrace decisions as if they’re our own
- Institute continuous process improvement by eliminating redundancies/waste and streamlining processes/programs
- Instill a conservation ethic and cost conscious culture throughout the workforce

Responsiveness – speed of action and decisions

- Put customers first; quality defined by the customer
- 2 AF Staff supports CCs in the field ... not the other way around
- Advance a sense of urgency – prioritize tasks and resources
- Lean forward with proactive vice reactive approaches to doing business
- Ensure paperwork is clear, concise, and accomplished on time, without error
- Place the “bottom line” up front (BLUF) and over-communicate with our customers and key stakeholders
- Transform from paper to electronic mode of execution for all business transactions

Community Outreach and Communication – linchpins to our success

- Clear, consistent, sustained and synchronized delivery of command approved themes, messages, and actions to inform, educate, and advocate for the 2 AF mission
- Conduct weekly supervisory-level Roll Calls – current issues, personnel checks, address items of interest
- Eliminate or spell out acronyms – not everyone is an expert in our specialties
- Consistently touch base with key MAJCOM, Mission Partner, Community Partners
- Serve as ambassadors across the command and into the local communities
- Actively participate in appropriate public forums and encourage community/leverage involvement in installation events – we will aggressively pursue P4 Partnerships!

Collaboration – Teamwork...Teamwork...Teamwork!!!

- Be sensitive to family absences, deaths and converge as a team to lend support
- Sustain a culture of participation across 2 AF
- Chip in to assist fellow Wing, Group and Squadron Commanders/Directors
- Keep commitments; own the problem until resolution; remove hassles – great service is a team effort
- Rally behind successes...accept failures...adjust...then get on with it...