



STRATEGIC PLAN

2016

DETER...

ASSURE...

STRIKE!



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Strikers,

At six years old, Air Force Global Strike Command (AFGSC) is the youngest Major Command (MAJCOM) in the United States Air Force, but our history dates back long before August 7, 2009. Strategic Air Command (SAC) was the first command focusing exclusively on the nation's nuclear mission and set a standard of excellence within the Air Force until its deactivation in 1992. When AFGSC stood up 17 years later, our command became interlaced with the shared heritage and pride of the valiant men and women who served in SAC decades earlier.

Today, AFGSC is charged with the unparalleled responsibility of providing the United States with combat-ready forces for global strike operations and nuclear deterrence. Our motto is

Deter...Assure...Strike!

We discourage potential adversaries from pursuing actions that threaten the security of our nation and at the same time demonstrate our global strike capabilities and commitment to our allies. Should deterrence fail, we are prepared to strike with precise, devastating lethality anytime, anywhere. With this in mind and looking to the future, the vision statement captures our intent.

VISION: Innovative leaders providing safe, secure and effective combat-ready forces for nuclear and conventional global strike...today and tomorrow!

Our mission statement establishes how we will achieve that vision.

MISSION: Airmen providing strategic deterrence, global strike and combat support...anytime, anywhere!

We are the guardians of the most powerful weapons on the planet and force providers for two legs of the nuclear triad. Our Intercontinental Ballistic Missile (ICBM) force will always be postured to answer the President's call as they have for 24 hours a day, 365 days a year, for over 50 years. Our bomber fleet remains prepared and equipped for nuclear deterrence and conventional global strike.

Inspired by our vision, AFGSC's commitment is to the mission, our military and civilian Airmen, and their families. Therefore, we will channel our efforts along three command priorities:

Mission, Airmen, Families

The AFGSC Strategic Plan is my direction to all AFGSC Airmen on how we will achieve our vision and fulfill our mission. Units will use this document as a roadmap to propel the command forward.

Beginning with the mission, we are committed to sustaining our current bomber, ICBM and helicopter force while investing in our future weapons systems, specifically the B-21, Long Range Standoff Missile and Ground Based Strategic Deterrent (GBSD).



**ROBIN RAND, General, USAF
Commander**

We consolidated the Air Force's long range strike assets, beginning with the realignment of the B-1 fleet and B-21 program under AFGSC. By uniting the Air Force's bombers under one command, we are better structured to organize, train and equip Airmen to perform global strike operations both now and in the future.

Additionally, we assumed responsibility for the Kirtland Underground Munitions Maintenance and Storage Complex (KUMMSC) and are taking the Air Force lead for Nuclear Command, Control and Communications (NC3) capabilities.

We will lead the way forward ensuring compliance with the high standards necessary for stewardship of our nuclear assets, global strike operations and combat support.

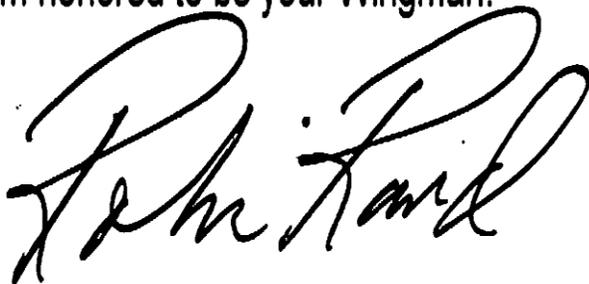
We remain committed to our Airmen by empowering them to perform as an elite, highly disciplined team. This includes formal and informal mentorship at every echelon of command as well as a sincere recognition of their outstanding contributions to the mission. It also includes ensuring we advocate for the best possible facilities, resources, training and equipment so our Airmen may successfully carry out the mission. Our command will set the standard for professionalism and a culture of mutual respect.

Finally, we will continue meeting the needs of those who sacrifice to support our Airmen – the families. We will ensure our families have access to essential services and support required for a safe, stable and healthy home. We will continue strengthening our relationship with the local community in order to enhance support to families.

We will achieve the AFGSC vision and execute the mission while maintaining careful consideration of our resource-constrained environment. I call upon all Airmen to leverage the strengths of our diversity of thought and ideas leading to innovative solutions to overcome this challenge.

We are guided by our core values—**INTEGRITY, SERVICE, EXCELLENCE**—to meet our priorities of **Mission, Airmen, Families**. We stand ready to provide nuclear deterrence and global strike capabilities anytime, anywhere.

I am honored to be your Wingman!

A handwritten signature in black ink, appearing to read "Robin Rand". The signature is fluid and cursive, with a large initial "R" and "R".

ROBIN RAND
General, United States Air Force
Commander, Air Force Global Strike Command

INTRODUCTION

The Air Force faces a fiscally challenged environment while still fighting today's war and investing in the future. Indicative of this, the Chief of Staff of the Air Force (CSAF) released the following documents:

- ***The World's Greatest Air Force – Powered by Airmen, Fueled by Innovation*** (Jan 2013): Emphasizes Airmen as the power of the Air Force executing the mission to fly, fight and win in air, space and cyberspace.
- ***Global Vigilance, Global Reach and Global Power for America*** (Aug 2013): Honors the Air Force legacy and highlights Airmen's contribution to delivering America's airpower. Additionally, it reiterates the Air Force's core missions of **Air & Space Superiority; Intelligence, Surveillance and Reconnaissance; Rapid Global Mobility; Global Strike; and Command and Control.**
- ***America's Air Force: A Call to the Future*** (Jul 2014): Establishes our purpose as Airmen **"to ensure the Air Force can always provide responsive and effective Global Vigilance – Global Reach – Global Power."**
- ***Secretary of the Air Force (SECAF) and CSAF Memo*** (Aug 2014): Establishes the **Nuclear Mission** as the number one Air Force priority.
- ***Air Force Future Operating Concept*** (Sep 2015): Describes how future Air Force forces will provide responsive and effective Global Vigilance, Global Reach and Global Power.

Steered by this framework, the **USAF Strategic Master Plan** (May 2015) was released providing 20-year strategic guidance with Air Force wide goals and objectives. Accordingly, the **AFGSC Strategic Plan** aligns with and links to this overarching guidance. It is a 10-year plan establishing our strategic direction ensuring synchronization of efforts from all ranks across all units.

The **AFGSC Strategic Plan** begins with the strategic environment establishing the impetus for nuclear deterrence and global strike operations. The Vision and Mission follow, defining what we aspire to as a MAJCOM and how we will get there. Next, the Commander's priorities and accompanying focus areas are calls to action, setting expectations, motivating desired behaviors and driving our culture in a positive direction. Finally, subordinate units and organizations will carry out the actions directed in the Metrics and Guidance for Implementation and command-directed Measures of Success (MoS).



"Make no mistake, as long as these [nuclear] weapons exist, the United States will maintain a safe, secure and effective arsenal to deter any adversary, and guarantee that defense to our allies..." - President Obama

STRATEGIC ENVIRONMENT

The current and future strategic environment is characterized as both complex and dynamic “driven by globalization, diffusion of technology and demographic shifts.”¹

Russia continues demonstrating that it does not respect the sovereignty of border nations as demonstrated by the illegal occupation of Crimea and other provocative actions in Ukraine.² It has renewed actions associated with the Cold War by encroaching on the United States Air Defense Identification Zone with increasing frequency. Moreover, Russia has alarmingly increased similar missions against our NATO allies.³ Most recently, Russia has initiated combat action in Syria complicating the United States' mission there. Additionally, it is investing and modernizing its nuclear triad.⁴

Simultaneously, China is flexing its muscle and pursuing regional dominance. It is making gains in its island-building operations in the South China Sea fueling tensions and territorial disputes with its neighbors. Like Russia, China is developing its ballistic-missile submarines and ICBM capabilities including road-mobile ICBMs.

North Korea continues to openly threaten the United States.⁵ It is pursuing both nuclear weapons and ballistic missile technologies despite repeated demands from the international community to cease such efforts.⁶ Now North Korea claims to have the ability to reach the United States mainland with its road mobile KN-08 ICBM.⁷

Iran's regional ambitions, coupled with its continued state-sponsorship of terrorism and pursuit of advanced weapons technology will continue to be destabilizing factors in the Middle East and beyond. The Islamic State of Iraq and the Levant (ISIL) threatens America and its interests. Additionally, non-state actors and organizations are actively engaged in piracy and drug-smuggling worldwide.⁸

Consequently, AFGSC units carry-out worldwide deterrence and assurance as well as combat operations. B-52s execute the Continuous Bomber Presence (CBP) mission in support of United States Pacific Command (USPACOM). B-1s and B-52s fly counterdrug missions in the United States Southern Command (USSOUTHCOM) Area of Operations (AO). B-2s and B-52s fly non-stop from the Continental United States (CONUS) to USPACOM, United States European Command (USEUCOM) and United States Central Command (USCENTCOM) AOs demonstrating global reach and global power. ICBMs, supported by continuous UH-1N operations, remain ever-vigilant on nuclear alert in increasingly contested surroundings, all while our bombers strike targets in support of Operations INHERENT RESOLVE and FREEDOM'S SENTINEL. Finally, AFGSC Airmen are deployed worldwide in support of Air Expeditionary Force (AEF) taskings.

¹ Joint Chiefs of Staff, *National Military Strategy* (February 2015), 1.

² Adm Cecil D. Haney, “Strategic Deterrence for the Future”, *Air & Space Power Journal*, (Jul-Aug 2015).

³ Bill Gertz, “Russian Nuclear Bombers Buzz Alaska, N. Europe,” 19 September 2014. <http://freebeacon.com/national-security/russian-nuclear-bombers-buzz-northern-europe/>

Brad Lendon, “NATO jets scrambled more than 400 times this year for Russian intercepts,” CNN.com, 21 November 2014, <http://www.cnn.com/2014/11/21/world/europe/nato-russia-intercepts/index.html>.

North Atlantic Treaty Organization, “Statement by NATO Spokesperson Oana Lungescu on misleading and incorrect Russian Statements,” 16 April 2015. http://www.nato.int/cps/en/natohq/news_118761.htm?selectedLocale=en

⁴ Adm Cecil D. Haney, “Strategic Deterrence for the Future”, *Air & Space Power Journal*, (Jul-Aug 2015).

⁵Kevin Conlon, “North Korea threatens to attack U.S.”, *CNN.com*, 15 August 2015, <http://www.cnn.com/2015/08/15/world/north-korea-threats/>.

⁶ Joint Chiefs of Staff, *National Military Strategy* (February 2015), 2.

⁷ Adm Cecil D. Haney, “Strategic Deterrence for the Future”, *Air & Space Power Journal*, (Jul-Aug 2015).

⁸ The Office of the President of the United States, *National Security Strategy* (February 2015), 1.

AFGSC VISION AND MISSION

Since the end of World War II, strategic deterrence has underpinned military operations and diplomatic actions, preventing escalation, deterring attacks and assuring our allies. AFGSC is at the forefront of the Air Force's top priority of maintaining a safe, secure and effective nuclear deterrent. It accomplishes this by organizing, training and equipping the bomber and ICBM legs of the nuclear triad.⁹ AFGSC fulfills this responsibility through a highly skilled and dedicated team performing deterrence and assurance every day.

VISION: Innovative leaders providing safe, secure and effective combat-ready forces for nuclear and conventional global strike...today and tomorrow!

MISSION: Airmen providing strategic deterrence, global strike and combat support...anytime, anywhere!

AFGSC retains the ability to strike targets with nuclear or conventional weapons providing prompt, penetrating and standoff kinetic effects anytime, anywhere. Its nuclear deterrence operations are executed with commitment to **safety, security and effectiveness**.



⁹ Joint Chiefs of Staff, *National Military Strategy* (February 2015), 11.

NUCLEAR DETERRENCE OPERATIONS (NDO) CORE FUNCTION LEAD (CFL)

In 2009, the SECAF institutionalized a concept focusing on key leaders as CFLs. The AFGSC Commander was assigned as NDO CFL with the responsibility to align service core function strategy with higher level guidance and developing capabilities to counter evolving threats.

The NDO CFL's strategic focus is delivering combat capability to the CCDRs creating complex challenges to our adversaries' warfighting capability while simultaneously demonstrating our nation's commitment and resolve to our allies.

The CFL's investment goals are captured in the annual NDO Core Function Support Plan (CFSP). NDO's two core capabilities **Strike** and **Surety** integrate with all Air Force core functions. AFGSC is committed to the following goals:

- Minuteman III to GBSD transition
- Bomber modernization
- NC3 sustainment and modernization
- UH-1N replacement
- Security systems recapitalization
- Command and Control upgrades
- Weapons system sustainment

AFGSC will look for opportunities to leverage both proven and game-changing technologies through innovation and synchronization of efforts with AFRL, the National Labs, industry, and academia to address capability gaps both now and in the future.

By the use of Science & Technology, AFGSC can fully develop effective current and future capabilities to present to the warfighter.



ORGANIZATION AND LOCATIONS

AFGSC is comprised of two numbered Air Forces (8 AF, 20 AF), five bomb wings (BW) (2 BW, 5 BW, 7 BW, 28 BW, and 509 BW) and three missile wings (MW) (90 MW, 91 MW, and 341 MW). This includes the 377th Air Base Wing and KUMMSC which are under 20 AF. AFGSC also partners with Air National Guard (B-2) and Air Force Reserve Wings (B-1, B-52). AFGSC's end strength totals over 31,000 personnel.



AFGSC PRIORITIES

Our first priority is to the **MISSION**:

Airmen providing strategic deterrence, global strike and combat support...anytime, anywhere!

Two core capabilities comprise AFGSC’s mission to provide effective nuclear deterrence and global strike capabilities to the warfighter:

Strike is the ability to effectively engage and destroy targets with either nuclear or conventional weapons when directed. AFGSC provides prompt, penetrating and standoff capabilities through its weapons systems and the Airmen who operate, maintain and support them.

Surety is the ability to ensure safety, security, reliability and positive control of nuclear weapons at all times.

Additionally, AFGSC is the designated lead for NC3 and we are the stewards for the oversight and organization of Air Force National Leadership Command Communications.

AFGSC Airmen operate within a specific set of rules governing nuclear weapons. Compliance with procedures and directives is non-negotiable and critical to safe, secure and effective operations. Where possible, AFGSC will pursue methods to increase efficiency within a fiscally constrained environment. Innovation is key—Airmen must be empowered to explore ways to leverage new approaches and techniques improving and streamlining processes.

Focus areas are provided to assist AFGSC units and organizations in tailoring their approaches to each priority.¹⁰

Focus Area 1.1: Ensure force readiness in support of CCDRs

Focus Area 1.2: Focus training to achieve and exceed standards



¹⁰ See Appendix B—Focus areas, measures of success and associated metrics defined

In order to accomplish the mission, we must take care of our **AIRMEN**:

Develop highly trained and disciplined professionals.

Our Airmen are charged with operating, maintaining and securing the most powerful weapons in the Nation's arsenal. AFGSC is committed to the development of a highly trained and disciplined force. This is accomplished along several lines of effort including Comprehensive Airman Fitness (CAF), mentorship, professionalism and mutual respect.



CAF builds and sustains a thriving and resilient mindset fostering mental, physical, social and spiritual fitness. All CAF efforts point towards a common goal – enhancing individual resilience – an individual's ability to withstand, recover and grow in the face of stressors and changing demands.¹¹ To meet CAF intent, the Air Force is investing in Community Support Coordinators, Master Resilience Trainers (MRT), Resilience Training Assistants (RTA) and the Behavioral Health Optimization Program at each base. CAF initiatives address specific stressors including the impact of our nation's recent wars, implications of force restructuring, downsizing and the persistent challenges of military life. AFGSC will implement CAF across the command requiring the leadership and involvement of Airmen at all levels.

Additionally, mentoring is an essential ingredient in developing well-rounded, professional and competent future leaders.¹² AFGSC leaders and supervisors at all levels will actively promote an environment where mentoring is woven into daily activities. Acknowledging our Airmen's value for their accomplishments through accurate, timely recognition, honest feedback and performance reports is essential to mentorship success. Leaders and supervisors must ensure our Airmen know how they impact the mission and be shown appreciation for exceptional performance. Every personal interaction is an opportunity to mentor...seize each moment!

Developing our Airmen also includes advocating for and securing proper training, facilities, equipment, services and quarters. This ensures they are able to continue their professional and personal development in the best possible environments whether it is at home station or deployed overseas.

Professionalism is a shared belief in, and a commitment to, honorable service based on Air Force core values of **INTEGRITY FIRST**, **SERVICE BEFORE SELF** and **EXCELLENCE IN ALL WE DO** with a duty to act accordingly. This professional climate is demonstrated by living the Airman's Creed, honoring our Air Force history, adhering to customs and courtesies, and taking action to address violations on the spot or through the chain of command. A full understanding and appreciation of Air Force core values and heritage is integral to the professional development of all Airmen. AFGSC Airmen internalize this by observing leaders, supervisors and peers in their daily activities living the core values.

AFGSC embraces a climate of professionalism, mutual respect and diversity of thought creating an environment where Airmen at all levels are free to share ideas and are empowered to be innovative

¹¹ AFI 90-506 Comprehensive Airman Fitness, p.14.

¹² AFM 26-2643 Air Force Mentoring Program, p.3.

problem solvers. We will promote a climate of inclusion that nurtures and improves Airmen's strengths, perspectives and capabilities.

We must remain mindful of our obligation to uphold the vital trust, respect and confidence of the American public. All Airmen are held to the same ethical values which form the foundation of good order and discipline. By following a moral compass that always points toward **INTEGRITY**, **SERVICE** and **EXCELLENCE**, Airmen are guided to make ethical decisions and be held accountable for their actions. When Airmen hold themselves and others to the same ethical values and standards of conduct, our Air Force is strengthened.



Focus Area 2.1: Infuse Air Force core values both on- and off-duty

Focus Area 2.2: Ensure an ethical culture with accountability at all levels

Focus Area 2.3: Foster professional development of all AFGSC Airmen

Focus Area 2.4: Integrate CAF across AFGSC

Focus Area 2.5: Build the foundation for future nuclear deterrence and global strike operations experts



Taking care of our Airmen includes supporting the **FAMILIES** behind them:

Airmen serve, families sacrifice.

The value of our families cannot be overstated. They uniquely contribute to our Airmen's ability to **FLY**, **FIGHT** and **WIN** by providing a bedrock of support. Supporting Airmen includes supporting families and easing the impact of deployments, daily operations tempo, and unpredictable demands. AFGSC Airmen and their families often serve in austere environments and must rely entirely on military support networks due to remote assignments.

Wherever our Airmen serve, AFGSC will ensure they and their families have access to support services. AFGSC will develop viable and dependable local community support networks to meet this standard wherever possible. This is accomplished by using multiple avenues of support tailored to the installation upon which AFGSC leaders will achieve the best balance of military and community partnerships. All AFGSC Airmen will remain open and attentive to new and more effective means of providing support to families.

Focus Area 3.1: Provide access to support information and services for all AFGSC families

Focus Area 3.2: Enhance military and civilian partnerships to support AFGSC Airmen and their families



APPENDIX A

ACRONYMS

AFB	Air Force Base	KNB	Key Nuclear Billet
AEF	Air & Space Expeditionary Force	MAJCOM	Major Command
AFGSC	Air Force Global Strike Command	MoS	Measure of Success
AO	Area of Operations	MRT	Master Resiliency Trainer
AOC	Air Operations Center	MW	Missile Wing
BW	Bomb Wing		
CAF	Comprehensive Airman Fitness	NAF	Numbered Air Force
CAIB	Community Action Information Board	NDO	Nuclear Deterrence Operations
CBP	Continuous Bomber Presence	NCO	Noncommissioned Officer
CFSP	Core Function Support Plan	NC3	Nuclear Command, Control and Communications
CDC	Career Development Course	OPLAN	Operation Plan
CCDR	Combatant Commander	PCS	Permanent Change of Station
CFL	Core Function Lead	RAP	Ready Aircrew Program
CMR	Combat Mission Ready	RIP	Ready ICBM Program
CONUS	Continental United States	RTA	Resiliency Training Assistant
CSAF	Chief of Staff of the Air Force	SAC	Strategic Air Command
DRRS	Defense Readiness and Reporting System	SECAF	Secretary of the Air Force
FM	Financial Management	STOS	Strategic Operations Squadron
FMI	Financial Management Indicator	SORTS	Status of Resources and Training System
GBSD	Ground Based Strategic Deterrent	USCENTCOM	United States Central Command
HG	Helicopter Group	USEUCOM	United States European Command
ICBM	Intercontinental Ballistic Missile	USPACOM	United States Pacific Command
HQ	Headquarters	USSOUTHCOM	United States Southern Command
IG	Inspector General	UTC	Unit Type Code
ISIL	Islamic State of Iraq and the Levant		

APPENDIX B

FOCUS AREAS, MEASURES OF SUCCESS, METRICS

Focus areas are provided to assist units and organizations in tailoring their approaches to each priority. The MoS provide the method by which those focus areas will be achieved. Metrics are provided to assist in determining how well units and organizations are progressing towards meeting the MoS. Not all MoS include metrics; in those cases units and organizations will determine their own approach to achieving those MoS and are encouraged to develop metrics as appropriate.

Units and organizations will develop implementation plans outlining their approach to each priority, focus area, MoS and metric. Metrics will be presented by AFGSC directorates and wings within the existing venues (commander’s mission briefs, mission performance briefs, commander’s conferences, etc.) or other settings as directed. MoS and metric reporting responsibility is listed in parentheses next to each description. The Directorate responsible for recommending MoS and metric changes to this strategic plan are listed in brackets next to the description.

PRIORITY 1: MISSION

The Measures of Success below include quantified and qualified aspects of the Ready Aircrew Program (RAP) and Ready ICBM Program (RIP), commander inputs to Defense Readiness Reporting System (DRRS) to support resource and capability reporting, unit manning levels, and various inspection metrics. They combine to present a composite command capability. The intent is to provide a high fidelity, complete assessment of command mission potential, highlight challenges and identify trends.

Focus Area 1.1: Ensure force readiness in support of CCDRs¹³

MoS 1.1.1 Maintain and sustain a credible combat force that meets CCDR requirements. AFGSC units are able to fulfill Operation Plan (OPLAN) and AEF taskings when executed as well as Designed Operational Capability statements. This includes ensuring units are manned at the required levels and equipped accordingly. Commander's may develop additional metrics as appropriate.	
Metric	Description
1	Air Force Expeditionary Reporting Tool (A3, A4, NAFs, Wings, HG) [A3, A4] *Reported at Commander's Mission Brief
2	Resource/Capability Reporting (A3, A4, NAFs, Wings, HG) [A3, A4] *Reported at Commander's Mission Brief
3	Mission Capable Rates (A4, NAFs, Wings, HG) [A4] *Reported at Commander's Mission Brief
4	Launch Facility nuclear capable rates (A4, NAFs, Wings, HG) [A4] *Reported at Commander's Mission Brief

¹³ Department of the Air Force, *USAF Strategic Master Plan*, May 2015, 39.

Focus Area 1.2: Focus training to achieve and exceed standards¹⁴

MoS 1.2.1 All combat crews (aircrews and missile crews) trained to the proficient level in order to meet CDR requirements. AFGSC units will maintain a sufficient number of Combat Mission Ready (CMR) combat crews in order to meet Operation Plan (OPLAN) and AEF taskings when executed as well as Designed Operational Capability statements. Commander's may develop additional metrics as appropriate.	
Metric	Description
1	Checkride and Inspection Results (A3, IG, NAF, Wing, HG) [A3, IG] *Reported at Commander's Mission Brief
2	Bomb Scores (A3, NAF, Wing) [A3] *Reported at Commander's Mission Brief
3	Large Force/Joint Force Exercise Participation (A3, NAF, Wing, HG) [A3] *Reported at Commander's Mission Brief

MoS 1.2.2 Training requirements accomplished to a sufficient level to meet readiness requirements in accordance with OPLAN and AEF taskings or as directed. Commander's may develop additional metrics as appropriate.	
Metric	Description
1	Skill level upgrade training completed within 24 months of in-processing to unit/base; qualification training completed within 24 months of upgrade training completion / date assigned to new duty position (A4, NAF, Wing, HG) [A4] *Reported at Commander's Mission Brief
2	Sufficient number of CMR crews remain current on ground training events impacting CMR status in order to fulfill Operation Plan (OPLAN) and AEF taskings when executed as well as Designed Operational Capability statements (A3, NAF, Wing) [A3] *Reported at Commander's Mission Brief

PRIORITY 2: AIRMEN

These MoS and metrics focus on the education and application of Air Force Core Values, CAF and fostering professional development. The intent is to provide ways of ensuring our Airmen are cared for professionally and personally.

Focus Area 2.1: Infuse Air Force core values both on- and off-duty¹⁵

MoS 2.1.1 AFGSC teaches, reinforces and practices Air Force core values.	
Metric	Description
	Commanders and supervisors at all levels hold peers and subordinates accountable by recognizing and assisting the navigation of professional and personal challenges This requires that Airmen are adhere to our Air Force Core Values. Knowing one's teammates and communication are important first steps. Therefore, AFGSC is implementing "Core Groups" as a tool to build camaraderie and communication thereby enhancing CAF. "Core Groups" are unit-level, small group discussions built around topics of relevance to our AFGSC culture. Additionally, the AFGSC Innovation, Analyses,

¹⁴ Department of the Air Force, *USAF Strategic Master Plan*, May 2015, 19, 39, 43, 49, 51, 57.

¹⁵ Ibid, 32, A-15,

and Leadership Development Directorate (AFGSC/A9) is charged with creating new and innovative professional development courses. These courses will further reinforce and encourage Airmen to practice the Air Force Core Values while achieving the AFGSC mission. Organizations may develop metrics they believe represent how they are accomplishing this MoS. (AFGSC Headquarters Staff, NAF, Wing, HG) [AFGSC Headquarters Staff]

MoS 2.1.2 Heritage is an integral part of daily business.

Description

AFGSC units will infuse heritage into day-to-day operations and communicate our heritage to each other and to the general public. AFGSC units will incorporate history and customs into both formal and informal opportunities as part of our collective culture (i.e. Commander's Calls, Safety Days, Core Groups, Hanger Flies, etc.). Furthermore, we will incorporate Heritage in all AFGSC-led professional development programs. As we strive toward the future to deter our nation's adversaries, we must remember where we came from and celebrate that distinguished legacy. Organizations may develop metrics they believe represent how they are accomplishing this MoS.
(AFGSC Headquarters Staff, NAF, Wing, HG) [AFGSC Headquarters Staff]

Focus Area 2.2: Ensure an ethical culture with accountability at all levels¹⁶

MoS 2.2.1 Accountability is a recognized component of AFGSC culture.

Description

Commanders and supervisors will empower subordinates to hold themselves accountable for actions both on- and off-duty. Organizations/Units may develop metrics they believe represent how they are accomplishing this MoS. (AFGSC Headquarters Staff, NAF, Wing, HG) [AFGSC Headquarters Staff]

MoS 2.2.2 Organizations reinforce a positive work environment where ethical culture thrives

Description

Commanders and supervisors will ensure they maintain a positive work environment that is inclusive of all its members regardless of race, religion, gender, etc. Organizations/Units may develop metrics they believe represent how they are accomplishing this MoS.
(AFGSC Headquarters Staff, NAF, Wing, HG) [AFGSC Headquarters Staff]

Focus Area 2.3: Foster professional development of all AFGSC Airmen¹⁷

MoS 2.3.1 Commanders/Supervisors regularly mentor AFGSC uniformed and civilian Airmen to build professional relationships that foster communication regarding careers, competencies, requirements to be competitive for promotion and developmental education, responsible behavior and organizational missions in accordance with AFMAN 36-2643, *Air Force Mentoring Program*.

Metric	Description
1	Maintain percentage of noncommissioned officers (NCOs) with completed CCAF or advanced academic degrees above the AF average (47% as of Sep 2015). ¹⁸ [Directorate, Numbered Air Force (NAF), Wing, HG] [A1]

¹⁶ Department of the Air Force, *USAF Strategic Master Plan*, May 2015, A-15.

¹⁷ *Ibid*, 19, A-15.

¹⁸ CMSgt Andrew Hollis, "Community College of the Air Force Senior Enlisted Leader Update," <https://www.my.af.mil/gcss-af/USAF/AFP40/d/s6925EC13447C0FB5E044080020E329A9/Publications/sel.pdf> (accessed 17 November 2015).

	*Reported at Commander’s Mission Brief – Wild Card Topic
2	Maintain decoration approval prior to PCS rate at or above 90% for Airmen selected for decoration. (Directorate, NAF, Wing, HG) [A1] *Reported at Commander’s Mission Brief – Wild Card Topic
3	Mid-term feedback is completed on time for 100% of unit personnel. (Directorate, NAF, Wing, HG) [A1] *Reported at Commander’s Mission Brief – Wild Card Topic
4	Maintain timeliness rate of performance reports at or above 98% (Does not include performance reports owed from previously assigned unit). (Directorate, NAF, Wing, HG) [A1] *Reported at Commander’s Mission Brief – Wild Card Topic

Focus Area 2.4: Integrate CAF across AFGSC

MoS 2.4.1 CCs ensure resources are available to support CAF.	
Metric	Description
1	100% of AFGSC personal current in their Physical Fitness Assessment. (Directorate, NAF, Wing, HG) [A1] *Reported at Commander’s Mission Brief – Warrior Readiness
2	Maintain Physical Fitness Assessment pass-rate at or above 95%. (Directorate, NAF, Wing, HG) [A1] *Reported at Commander’s Mission Brief – Warrior Readiness
3	Maintain non-exempt Airmen Physical Fitness Assessment “Excellent” ratings equal to or above the AFGSC goal of 70%. (Directorate, NAF, Wing, HG) [A1] *Reported at Commander’s Mission Brief – Warrior Readiness

MoS 2.4.2 AFGSC Directorates, NAFs and Wings have an adequate number of MRTs and Resilience Training Assistants RTAs
(Recommendation: 1 MRT and 1 RTA per 200 Airmen or 1 MRT and 1 RTA per squadron)

MoS 2.4.3 Airmen at all levels can apply the knowledge presented by CAF domains (mental, physical, social, spiritual)

MoS 2.4.4 Airmen apply CAF resources, initiatives and tools.	
Metric	Description
1	Continually decrease Health and Wellness negative incidents (sexual assaults, on-the-job injuries, suicide attempts or completion, Airman-to-Airman violence, intimate partner violence, child maltreatment, drug/alcohol related incidents) every year. (Directorate, NAF, Wing, HG) *Reported at Commander’s Mission Brief – Wild Card Topic

Focus Area 2.5: Build the foundation for future nuclear deterrence and global strike operations experts

MoS 2.5.1 Ensure the right leaders and personnel are assigned to key positions.
Description
Commanders will identify personnel within their units that bring diversity of thought and breadth of experience and seek opportunities to grow them as leaders and supervisors. [Considerations: Professional Military Education, joint experience, assignments at multiple AFGSC bases (i.e. ops-to-ops PCS)].

PRIORITY 3: FAMILIES

These metrics focus on developing a supportive environment for families. The intent is to inform, deliver and ensure services are provided to those that sacrifice daily to support our Airmen.

Focus Area 3.1: Provide access to support information and services for all AFGSC families¹⁹

MoS 3.1.1 Information/services are readily available and aligned with Airmen’s issues.
Description
AFGSC units ensure that information regarding support organizations is readily available to all AFGSC Airmen and civilians (Examples: Airmen & Family Readiness Centers, Childcare, Education, etc.)

MoS 3.1.2 Key programs are fully implemented.	
Metric	Description
1	100% of AFGSC organizations are partnered with a Key Spouse program. (Directorate, NAF, Wing, HG) [A1] *Reported at Commander’s Mission Brief – Wild Card Topic
2	Uniformed Service: 100% sponsorship contact to inbound Airmen within 30 days of assignment notification. (Directorate, NAF, Wing, HG) [A1] *Reported at Commander’s Mission Brief – Wild Card Topic
3	First Sergeants manning at 90% minimum level. (Directorate, NAF, Wing, HG) [A1] *Reported at Commander’s Mission Brief – Wild Card Topic
4	Maintain 100% unit-level contact rate with families of deployed members. Frequency is situation dependent and is at the discretion of Commander’s and Supervisors. (Directorate, NAF, Wing, HG) *Reported at Commander’s Mission Brief – Wild Card Topic

Focus Area 3.2: Enhance military and community partnerships to support AFGSC Airmen and their families²⁰

MoS 3.2.1 Support programs meet the needs of Airmen.
Description

¹⁹ Department of the Air Force, *USAF Strategic Master Plan*, May 2015, 19, A-12.

²⁰ *Ibid*, A-11.

Commander's will ensure support programs for AFGSC Airmen and civilians meet their needs and identify any shortfalls via the Community Action Information Board (CAIB) / Integrated Delivery System (IDS).

MoS 3.2.2 Community partnership opportunities and best practices are communicated throughout the command.

Description

Commanders will cross-communicate with their peers on their individual approaches to engaging with the surrounding communities. The intent is to collaborate and determine through dialog the best techniques to strengthening civilian-military relationships.

MoS 3.2.3 Integrated community action plans are established by AFGSC Wings for CAF no later than 90 days from implementation of the AFGSC Strategic Plan

MoS 3.2.4 Essential support for Airmen is provided by base agencies, partnerships with sister services and the local community.

Description

Commander's will ensure essential support for AFGSC Airmen and civilians meet their needs and identify any shortfalls via the CAIB / IDS.

MoS 3.2.5 Commanders ensure unit Airmen and their families are aware of the services and opportunities provided by club membership to include mentoring opportunities.

MoS 3.2.6 Installation resource support needs are identified and communicated to the appropriate level.

APPENDIX C

PLANNING AND IMPLEMENTATION

Commanders and Directors at all levels from AFGSC Headquarters (HQ) down to the Wings will develop implementation plans to meet the MoS and metrics outlined in Appendix B. Commanders should follow the plan development guidance below.

Timelines

Initial drafts of implementation plans are due to the AFGSC/CV no later than 90 days from the effective date of the AFGSC Strategic Plan. Wings will submit their plans via NAF HQs to AFGSC. Published implementation plans are due to the AFGSC/CC no later than 120 days from the effective date of this plan. AFGSC units will update their implementation plans every two years.

Topics for Consideration

Though not necessarily applicable to all AFGSC organizations, the Commander requests implementation planners consider the topics listed below when drafting their plans. Additionally, leaders and supervisors are encouraged to develop and offer recommended modifications to the APPENDIX B MoS and metrics they believe offer insight into how they are improving their organizations' ability to achieve AFGSC priorities. AFGSC/A9 can advise and assist subordinate organizations in the development of metrics they consider necessary for inclusion into their implementation plan.

- Reducing the number of occupational and air Class C mishaps
- Decreasing discrepancies for each inspected readiness area from previous inspection
- Maintaining or improving Air & Space Expeditionary Force (AEF) Reporting Tool on-time reporting
- Decreasing AEF Reporting Tool unit type code (UTC) deficiencies
- Improving Career Development Course (CDC) pass rates
- Increasing on-time rates for 5/7 level upgrade training
- Meeting or exceeding all AFGSC standards for officially tracked financial management indicators (FMI)
- Reducing energy consumption

Reporting

Metrics will be presented by AFGSC Directorates, NAFs, Wings and HG within the existing venues (commander's mission briefs, mission performance briefs, commander's conferences, etc.) or other settings as directed. Initial reporting for metrics not already briefed in existing venues will occur on a quarterly basis with annual reporting occurring at the end of the fiscal year.

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