



# AFMCMC

Air Force Materiel Command



## Strategic Plan

# 2016



## Commander's Intent

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Our Air Force is in high demand around the globe every minute of every day. While it remains the world's greatest Air Force, it must become more agile to operate effectively in this dynamic, ever-changing worldwide environment. In order to be agile, our Air Force must have the right war-winning capabilities when and where needed. The men and women of Air Force Materiel Command (AFMC) deliver those capabilities.

I met with leaders from across AFMC to update our command mission and vision statements. These statements sharpen our focus on warfighter support. Our new mission statement is short and to the point: **"Deliver and support agile war-winning capabilities."**



The new mission statement encompasses the full spectrum of our role in providing agile combat support. This includes: the Air Force Nuclear Weapons Center, delivering and supporting our nuclear deterrence capabilities; the Air Force Research Laboratory, discovering and developing new war-winning capabilities; the Air Force Life Cycle Management Center, fielding and supporting all our weapon systems from cradle to grave; the Air Force Test Center, ensuring our weapon systems are agile, safe, and effective for the warfighter; the Air Force Sustainment Center, supplying and sustaining our war-winning capabilities; and the Air Force Installation and Mission Support Center, providing war-winning mission support to Air Force commanders worldwide.

Our new vision statement declares what we must continually strive for: **"Delivering the world's greatest air force ... the most trusted and agile provider of innovative and cost-effective war-winning capabilities."** Our vision will keep us on course today and tomorrow. It is important that we understand and embrace our commitment to be the "most trusted" and "agile" provider in order to bolster the trust and confidence of those we serve. We want our mission partners to come to us because they know we're going to deliver quality products and services, at the price we say; that they'll get things on time; and we'll be there to support it.

To affirm who we are and what we stand for, we identified our key values. We seek to earn the **trust and confidence of those we serve**. Our **leading-edge Airmen are empowered to be agile and innovative**. We value **diversity and inclusion** as it strengthens our team. **Resource stewardship ... making every dollar count ...** resonates across our portfolio. We seek **continuous process improvement** as we provide **safe and secure environments** for our people. Finally, we maintain an **Enterprise Focus ... Our Air Force ...** to solve our warfighter's needs.

This strategic plan provides the roadmap for moving AFMC closer to our vision and attainment of the things we value. While we continue expertly executing our warfighter support mission, we will focus our strategic efforts on achieving the goals and objectives outlined in this plan. Our fellow warfighters are depending on us.

  
ELLEN M. PAWLIKOWSKI  
General, USAF  
Commander

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## Purpose

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The AFMC strategic plan directly supports the current Air Force Strategy and provides Goals and Objectives to ensure AFMC achieves its vision, “**Delivering the world’s greatest air force ... the most trusted and agile provider of innovative and cost-effective war-winning capabilities.**” This plan will shape and guide the command’s actions for the next three to five years. While we continue to expertly meet our missions, executing this strategic plan will help us realize our vision. It is the responsibility of all commanders and leaders to align their efforts with this strategy. This plan is a living document; AFMC leadership will continue to add and modify objectives as we move forward.



**Communicating the Strategic Plan:** Commanders and leaders at all levels within AFMC shall make this plan available to their people and be prepared to explain its contents and principles. It is only effective if it is read, understood, and executed by all members of this command.

## Air Force Strategic Guidance<sup>1</sup>

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***“The Air Force’s ability to continue to adapt and respond faster than our potential adversaries is the greatest challenge we face over the next 30 years.” Gen Mark Welsh***

The purpose of the Air Force is to ensure we can always provide responsive and effective Global Vigilance, Global Reach, and Global Power. As a globally-responsive force, the Air Force must always be ready to deliver these effects in peacetime and war; measuring its ability to respond in minutes and hours, not weeks or months. The Air Force does this through unparalleled execution of its five core missions:

- **Air and Space Superiority** ... Freedom From Attack & the Freedom to Attack
- **Intelligence, Surveillance, and Reconnaissance (ISR)** ... Eyes & Ears on Adversaries
- **Rapid Global Mobility** ... Delivery on Demand
- **Global Strike** ... Any Target, Any Time
- **Command and Control** ... Total Flexibility

The pace of change has increased substantially since the Air Force’s beginning; in the last two decades it has accelerated even more dramatically. This trend is expected to be the norm, with the pace of change increasing for years to come. Those who are unable to adapt will clearly be vulnerable in this volatile environment; however, for those who can become more agile, an enduring advantage will be created. To meet the challenge in the future, the Air Force strategy identifies two strategic imperatives and five strategic vectors as follows:

### **Strategic Imperatives**

**Agility:** Meant to capture the attributes of flexibility, adaptability, and responsiveness.

**Inclusiveness:** Harnessing every possible resource to ensure the world’s greatest Air Force.

### **Strategic Vectors**

**Provide effective 21st Century Deterrence:** Maintaining a credible, robust strategic deterrent remains the Air Force’s number one priority.

**Maintain a robust and flexible global integrated ISR capability:** ISR is the foundation upon which every joint, interagency, and coalition operation achieves success.

**Ensure a full-spectrum capable, high-end focused force:** We must be able to fly, fight, and win across the spectrum of conflict, especially in contested environments.

**Pursue a multi-domain approach to our five core missions:** We now conduct some of our core missions in, through, and from space and cyberspace.

**Continue the pursuit of game-changing technologies:** Maintaining the technological advantage of our airpower in terms of speed, range, flexibility, and precision.

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<sup>1</sup> America’s Air Force: A Call to the Future, July 2014 (<http://www.af.mil/airpower4america.aspx>).

## AFMC Mission and Vision

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### Mission

***“Deliver and Support Agile War-Winning Capabilities”***

AFMC’s mission is short but declarative. It is what we are tasked to do by our Nation; it’s how we support the overall mission of the world’s greatest Air Force--to “fly, fight, and win ... in air, space and cyberspace.” Our mission statement is domain independent; we must perform seamlessly across multiple domains. The capabilities we provide must support a wide array of contingencies. AFMC must continue to further agile acquisition and innovation to make us more responsive, adaptable, and agile to changing needs. We must maximize interoperability so that the capabilities we deliver can integrate seamlessly with other assets. Simply put, our job is to provide our Nation and Air Force “agile war-winning capabilities.” Our mission requires contributions of all AFMC organizations, working together to perform our six Core Mission Areas:

**Nuclear Systems Management  
Discovery and Development  
Life Cycle Management**

**Test and Evaluation  
Sustainment and Logistics  
Installation and Mission Support**

AFMC remains committed to delivering and supporting the agile war-winning capabilities necessary to ensure our United States Air Force is second to none. We will successfully execute our mission – our Air Force and our Nation are depending on us.

### Vision

***“Delivering the World’s Greatest Air Force ... the Most Trusted and Agile Provider of Innovative and Cost-effective War-winning Capabilities”***

Our vision is clear. It is what we aspire to achieve; it identifies what we want to be and how we want people to see us. It reflects what we value most: Earning the trust and confidence of those we serve; leading-edge Airmen empowered to be agile and innovative; diversity and inclusion to strengthen our team; resource stewardship to make every dollar count; continuous process improvement by our Airmen; safe and secure environments for our people; and Enterprise Focus ... Our Air Force to solve our warfighter's needs. We deliver capabilities enabling the world’s greatest air force to achieve its mission. It is about creating an environment where we endeavor to achieve “art of the possible” results; to continually seek ways to improve our processes and to be more effective and efficient. We seek agility – the ability to rapidly assess emerging requirements and exploit fleeting opportunities to provide innovative solutions to warfighting needs. We must continually earn the trust of all we serve: our fellow Airmen, our joint and interagency colleagues, and our international partners. And we must enhance Agile Combat Support capabilities with an emphasis on cost-effectiveness.

## What We Value

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Adding to our Air Force Core Values, Integrity First / Service Before Self / Excellence in All We Do, AFMC identified what we value most, affirming who we are and that for which we stand. They define how we want others to view us, how people and their well-being are our most valued assets, and how our stewardship of the resources we use to deliver war-winning capabilities is a sacred trust.

### **Trust and Confidence of those we serve**

By delivering the right capabilities at the right time, AFMC will strive to earn and maintain the trust of our partners. We want those we serve to come to us for solutions, not because we are their only source. We should be valued partners because they trust we will deliver what they need when we say we will and at the agreed upon cost or better.

### **Leading-edge Airmen empowered to be agile and innovative**

AFMC is committed to developing our people, military and civilian, who feel empowered to quickly think outside the box – agile and innovative. We must recruit talented individuals and then develop their competencies to cultivate their ability to be agile and innovative. AFMC must provide our workforce with the necessary tools, data, and infrastructure to facilitate agile and innovative solutions. Doing so will increase their contribution to mission execution.

### **Diversity and Inclusion**

Excellence and agility are not bounded by race, culture, or gender. AFMC fully embraces the diverse and unique characteristics, talents, and abilities each AFMC Airman possesses. AFMC seeks the benefits of inclusion by capitalizing on our diverse perspectives, opinions, work experiences, backgrounds, and cultures to better achieve our mission. Increasing diversity and inclusion enhances the prospects of success in our mission.

### **Resource Stewardship ... making every dollar and minute count**

Resources are valuable and often scarce. AFMC will aggressively manage all of our precious commodities – money, people, facilities, equipment, and time. This means having the right assets in place and using them correctly to ensure effective and efficient mission accomplishment.

### **Continuous Process Improvement**

Status quo is not good enough. We will strive to continually improve processes that deliver war-winning capabilities, fostering a culture whereby Airmen identify, challenge, and eliminate inefficiencies. Continuous process improvement is the responsibility of every Airman.

### **Safe and Secure Environments**

Our people deserve to work in safe and secure environments, free of any feeling of threat and with a strong sense of resiliency. We must all stay alert, get involved, and take action to protect the physical, mental, social, and spiritual domains of our fellow Airmen.

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### Enterprise Focus ... our Air Force

AFMC supports all United States Air Force services and facilities that make up its worldwide network of installations and the weapon systems used by our warfighters. Because of our cross-cutting core mission areas, we have an ability to integrate across multiple mission sets, bringing an enterprise focus to unique issues. We must think and act to benefit the entire Air Force, not just our own mission or functional area.



## AFMC Way Ahead – Goals and Objectives

This strategic plan outlines the command's goals and objectives, which collectively allow AFMC to increase our agility, earn the trust and confidence of those we serve by providing more innovative and cost-effective capabilities, and ensure we get the right people in the right place at the right time. As we continue expertly executing our day-to-day missions, we will concurrently work the goals and objectives outlined in this plan to enable AFMC to achieve our vision. Progress towards achieving the objectives will be measured with relevant, outcome-based metrics.

### Goal 1: Increase Agility of AFMC support to the AF Enterprise

Just as agility is a strategic imperative identified in the Air Force Strategy, AFMC must increase the agility of our support to the entire Air Force. There are a variety of National Security challenges today, and we will face additional challenges in the future. It is absolutely critical we are capable of transitioning from one challenge to another as required. Our Air Force must be agile; therefore, AFMC must be agile. Not only do we need to deliver capabilities that are agile, but we also need to be agile in how we do our jobs. When our combat forces need something, we need to be ready to provide it and have the capability and capacity to get it to them quickly. AFMC must operate with more flexibility and speed, increasing our ability to rapidly analyze complex problems and to generate and shift to the best among solutions to a challenge.

**Objective 1.1:** By Jul 16, modify or eliminate 30% of the barriers to agility (AFMC processes and Instructions) and 90% by Jul 17.

- Removing inefficiencies mandated in current processes and policies will improve our speed of action, enhancing our ability to respond quickly to warfighter needs.

**Objective 1.2:** By end of FY16, reduce hiring timelines (need to hire - entry on duty) with a 95% on-time rate.

- AFMC will be more agile if people can be quickly hired and current employees moved as required, allowing the right person to be in the right place at the right time.

**Objective 1.3:** Increase system-of-systems agility starting with Nuclear Systems Management by 5% per year measured at the end of CY16-CY19. Sustain the improvements by institutionalizing streamlined business processes and instilling a culture of agility.

- A system-of-systems mindset views multiple, dispersed, independent systems in a context as part of a larger, more complex system. The goal is to get maximum value out of a large system by understanding how each of the smaller systems work, interface, and are used. Increasing our delivery of integrated multi-domain kinetic and non-kinetic operations will enable strategic agility. This objective is evolutionary; it will be expanded by 1 Oct 16 for AFLCMC to identify the next Air Force Mission Area.

### Goal 2: Bolster Trust & Confidence of those we serve, by meeting our commitments

We must ensure our external customers, our stakeholders, and our AFMC Airmen and their families see us as a valued partner. AFMC will increase the trust and confidence of those we serve by delivering as promised and seeking feedback on how they view us and how we view ourselves.

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**Objective 2.1:** Deliver quality products/services by meeting agreed upon commitments 95% of the time by Dec 16.

- Meeting the commitments we make with our customers and stakeholders will earn, strengthen, and keep the trust and confidence they have invested in us. We will establish a “Contract with the Air Force” to highlight the promises we’ve made with our customers, track how well we keep those promises, and celebrate our successes.

**Objective 2.2:** Improve customer trust by increasing customer satisfaction by 10% no later than Jan 17.

- Increasing engagement will build rapport with our customers and stakeholders and show our interest in their missions. Earnestly monitoring feedback mechanisms will help us see how our partners view us, enabling corrective actions when necessary.

**Objective 2.3:** Increase trust and confidence within AFMC team by meeting 95% of key commitments with transparency (with focus on Airmen and their families) by Dec 16.

- Keeping our commitments with our Airmen and their families is imperative; therefore, we will establish a “Contract with AFMC Airmen” in order to highlight the promises we’ve made with our people. We will track how well we keep those commitments to ensure we’re true to our word.

### Goal 3: Drive cost-effectiveness into the capabilities we provide

Our Nation and the Department of Defense have to live within their means. The Air Force must as well; indeed Gen Mark A. Welsh III, Chief of Staff of the Air Force, has declared, “*AFMC is the cost conscience of the Air Force.*” We must embrace our responsibility to be good stewards of the taxpayer dollars entrusted to us. Continuous Process Improvement has to be our way of thinking. Continually seeking excellence and improving processes is a major contributor to cost-effectiveness. Through financially sound strategies, AFMC will achieve the efficiencies needed to sustain the mission today and beyond.

**Objective 3.1:** Generate cost savings/avoidance by over \$2B per year through end of FY18 (verified by Qualified Savings Process (QSP)).

- First, we will identify the true cost drivers. Then, AFMC will be able to focus on the cost drivers to reduce the cost of our products and services to reach the \$2B savings goal. We must find ways to accomplish the same mission with less money or provide more mission capability for the same money, while maintaining overall effectiveness. AFMC leadership must emphasize capturing these significant cost reductions and efficiencies via new ways of operating, i.e., strategic business modeling and business process re-engineering.

**Objective 3.2:** Increase use of common solutions and standards on two activities per year per Center with results reported at the end of CY16-CY19.

- More proactive sharing of proven process improvements and standards will drive further cost efficiencies.

**Goal 4: Recruit, develop, & retain a diverse, high-performing, and resilient team**

Our people are AFMC's most precious resource. We must effectively recruit and retain the best talent and ensure they have the necessary equipment, competencies, and development to excel at any mission our nation asks them to accomplish. We remain committed to supporting our Airmen and their families. AFMC is dedicated to creating an environment where everyone can reach their full potential.

**Objective 4.1:** Expand and synchronize recruitment efforts of diverse, high-potential Airmen by 5% by the end of FY16.

- Expanding and synchronizing recruitment will result in a more capable, innovative, and agile workforce. AFMC will identify critical expertise gaps and then develop a plan to attract, recruit, and hire a diverse set of high-quality applicants to fill those gaps. We will ensure recruiting efforts across the command are synchronized.

**Objective 4.2:** By Dec 16, decrease ancillary training to return four hours to the workforce per year per person.

- We will optimize Airmen's time by reducing time spent on ancillary training.

**Objective 4.3:** Develop a plan by Mar 16 to increase retention rates of our Airmen and their families by 10%.

- This objective seeks to retain existing diversity and talent. We will identify the causes and rates of attrition and develop a plan to combat them. Then, we will develop innovative ways to target retention, as needed.



## Tracking and Measuring Success

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The AFMC corporate structure will be used to monitor progress towards meeting AFMC's goals and objectives. Objective Owners developed their action plans and metrics, which were presented and approved at the AFMC Council. As execution begins, the Owners will periodically brief the progress on their objectives and actions.

In addition to the metrics established to track the progress and success of our objectives, AFMC Centers and Directorates will present separate operating metrics to the AFMC Council at least semiannually to keep leadership abreast of mission execution success. These metrics will be tracked to ensure we're getting the day-to-day job done efficiently and effectively across our six core mission areas.

## Conclusion

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Our Nation faces significant challenges requiring more agile and capable forces. Our Air Force and our Airmen are in constant high demand around the globe. The dynamic, ever-changing worldwide environment requires we operate more effectively. We must deliver the right war-winning capabilities when and where needed. To do this, AFMC and its Airmen must strive to be more agile and innovative.

This strategic plan provides our command with overarching guidance and establishes goals and supporting objectives meant to help us achieve our vision. While this plan provides valuable guidance, it is just the launching mechanism. The real execution will be completed by Objective Owners accomplishing their action plans and command organizations at all levels aligning their efforts to this strategy. Doing so will make us even better at providing agile combat support.

All AFMC Airmen have contributed and continue to contribute to successful execution of our mission to ***deliver and support agile war-winning capabilities***. With your support in fulfilling our vision of ***delivering the world's greatest air force ... the most trusted and agile provider of innovative and cost-effective war-winning capabilities***, AFMC will ensure the United States Air Force remains the strongest, most viable, and most dominant air, space, and cyberspace force the world has ever known.

## Annex A: Acronyms and Abbreviations

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A1 - Directorate of Manpower and Personnel  
A5/8/9 - Directorate of Strategic Plans, Programs, Requirements and Assessments  
AFB - Air Force Base  
AFIMSC - Air Force Installation and Mission Support Center  
AFLCMC - Air Force Life Cycle Management Center  
AFMC - Air Force Materiel Command  
AFNWC - Air Force Nuclear Weapons Center  
AFRL - Air Force Research Laboratory  
AFSC - Air Force Sustainment Center  
AFTC - Air Force Test Center  
CA - Executive Director  
CC - Commander  
CCC - Command Chief  
CV - Vice Commander  
CY - Calendar Year  
DS - Director of Staff  
EN - Directorate of Engineering and Technical Management  
FM - Directorate of Financial Management  
FY - Fiscal Year  
HQ - Headquarters  
ISR - Intelligence, Surveillance, and Reconnaissance  
NMUSAF - National Museum of the United States Air Force  
QSP - Qualified Savings Process

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