USAF Strategic Master Plan

May 2015

Foreword

Airmen and Airpower Advocates,

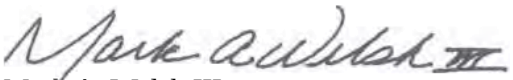
This 20-year *Strategic Master Plan* advances the strategic vectors and imperatives set by *America's Air Force: A Call to the Future* to provide a strategic framework that will shape the Air Force's future. It provides consistent direction across all Air Force portfolios and brings year-to-year coherency to our plans and programs. However, the changes we need to enact are wider than just choices about equipment programs. Our Airmen are essential to all our capabilities and we must deliberately plan and invest in them to meet the challenges of the future. We must be more flexible in our posture at home and overseas. We must align our science and technology efforts with innovative concepts and capability development that will offer the opportunity to dominate in the future environment we envision and adapt rapidly when it changes. These aspects are covered in the four annexes to this plan, which provide actionable tasks to Air Force commands and agencies.

The *Strategic Master Plan* does not stand alone. It is at the center of a fully revised Air Force Strategy, Planning and Programming Process, which enables us to make strategy-informed resource decisions. Programmers and planners at Air Force Headquarters and Major Commands are the primary audience for this document. The *Strategic Master Plan* fills a void in strategic direction and will reduce the need for many existing strategic plans currently issued by various headquarters and organizations. It will be complemented by an Air Force Future Operating Concept document that will describe how we will deliver Global Vigilance, Global Reach and Global Power in agile and innovative ways – appropriate for the future we face.

These documents certainly do not reflect the sum total of all strategic planning efforts across our Air Force. There are significant planning documents created by the functional staffs, MAJCOMs, and Core Function Leads that are critical to form a comprehensive plan. It is imperative, however, that these Core Function Support Plans and Flight Plans are consistent with the direction in this plan.

Finally, bear in mind that this plan is long-term and iterative, and will be updated regularly. We need your help to improve and refine the plan as conditions and priorities dictate. We must apply discipline and adjust to the world around us; only through your efforts can this plan succeed.

Deborah Lee James
Secretary of the Air Force



Mark A. Welsh III
General, USAF
Chief of Staff

Executive Summary

This Strategic Master Plan (SMP) translates the United States Air Force's 30-year strategy, *America's Air Force: A Call to the Future*, into comprehensive guidance, goals, and objectives. The complete SMP consists of a core narrative, goals, objectives, and four annexes: the Human Capital Annex (HCA), Strategic Posture Annex (SPA), Capabilities Annex (CA), and the Science and Technology Annex (STA). The core SMP will be updated every two years, while the annexes may be revised annually, as required.

The SMP's primary audience includes the Headquarters Air Force (HAF) staff, the Air Force Major Commands (MAJCOMs), and the Core Function Leads (CFLs) that reside within the MAJCOMs who are responsible for planning, programming and budgeting. However, guidance in the SMP also serves as authoritative direction for all Air Force programs and Flight Plans.

The SMP aligns long-range Air Force strategy, policy, and guidance with planning and programmatic decisions of senior Air Force leadership in support of National Defense and Combatant Command requirements. It does this by prescribing broad goals and objectives that help guide development of plans throughout the Strategy, Planning, and Programming Process (SP3) and associated inputs to the Joint Capabilities Integration Decision System (JCIDS) and Planning, Programming, Budgeting, and Execution (PPBE) systems. As described in the Air Force Strategy, the Air Force must aggressively pursue a path that leads to the institutional strategic agility required to adapt and respond faster than our adversaries in an increasingly dynamic environment characterized by constrained resources. Although the core SMP does not specify priorities for investment or divestment, its imperatives and vectors provide shared understanding that empowers Air Force senior leaders to align interests and reach consensus in the face of difficult planning choices. The priorities expressed in the four annexes provide a framework to guide HAF, MAJCOM, and CFL staffs as they build balanced options for the Air Force within the SP3.

The Air Force will increase **Agility** by strengthening our culture of adaptability and innovation in Airman development and education, capability development, operational training and employment, and organizations. To increase our **Inclusiveness**, we must focus on empowering the members of the Air Force Team, improving the structure and culture that populates it, and expanding our connections both outside and within the Service.

The Air Force Strategy's five strategic vectors identify priority areas for investment, institutional change, and operational concepts:

1. **Provide Effective 21st-Century Deterrence:** The nuclear mission remains the clear priority of Air Force leaders, but the Air Force also offers many additional capabilities to deter a wide range of actors.
2. **Maintain a Robust and Flexible Global Intelligence, Surveillance, and Reconnaissance (ISR) Capability:** The Air Force will employ agile multi-domain solutions to detect, characterize, deter, and defeat adversaries. This requires an agile, coordinated multi-domain ISR approach that provides commanders with multiple options.
3. **Ensure a Full-Spectrum Capable, High-End Focused Force:** The Air Force must focus on the skills and capabilities that deliver freedom of maneuver and allow decisive action in highly-contested spaces. However, we must retain the ability to succeed in low-intensity conflict.

4. **Pursue a Multi-Domain Approach to our Five Core Missions:** To achieve the most effective solutions across the spectrum of military operations, we will increasingly integrate and employ capabilities operating in or through the cyberspace and space domains in addition to air capabilities.
5. **Continue the Pursuit of Game-Changing Technologies:** We must continue to pursue radical improvements in technology, that when combined with new approaches and organizational changes, expand or maintain asymmetric advantages over adversaries. This requires the identification and harvesting of potential breakthroughs in thinking that might amplify the enduring effects that underpin our advantages in air, space, and cyberspace.

By establishing a core strategic approach that spans the Air Force, the SMP represents a significant shift in the way the Air Force conducts its business. As subsequent iterations of the SMP inform—and are informed by—annual Planning Choices events and ongoing Service-wide activities to organize, train, and equip the Service, the structure and content of this document will evolve to best articulate the Air Force's long-range strategic plan.

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INTRODUCTION

Background and Purpose

In the 2014 Air Force Strategy, entitled *America's Air Force: A Call to the Future*, the United States Air Force outlines its 30-year strategy to address a future environment characterized by uncertainty and change. The following Strategic Master Plan (SMP) operationalizes the Air Force Strategy by providing authoritative direction that informs Service-wide planning and prioritization on a 20-year timeline.

The 2014 Air Force Strategic Environment Assessment (AFSEA) identified four areas where emergent threats to our current world model are likely to provoke profound and rapid change over the next 20 years:

- Geopolitics
- Natural resources
- Challenges to the Global Commons
- Speed of technological change

To provide for a robust national defense and field suitable capability and capacity in support of joint operations, the Air Force will pursue systems, concepts, people, and organizational structures that are more agile and inclusive. The Air Force Strategy addresses this need by expounding these two strategic imperatives to drive a culture change. To focus our efforts in making tough choices about future capabilities, the Strategy further identifies five strategic vectors. These vectors will guide investments, institutional changes, employment concepts, and ultimately shape efforts to deliver national security through the strength of our Airmen and the responsive and effective application of *Global Vigilance-Global Reach-Global Power* for America.

The SMP focuses largely on elements of change in the organization, training, and equipping of the Air Force. This focus should not discount or diminish many of the successful ongoing efforts of today's Airmen or the incremental improvements already underway such as Air Force 2023, which remains in effect. The direction in the SMP provides the basis for determining what we should continue doing and what we should change, but informed collaboration will be the true driving force behind our efforts.

The following sections explain the intent of the SMP, its internal structure (see Figure 1), and its position within the hierarchy of the Strategy, Planning, and Programming Process (SP3) (see Figure 2). The three main purposes of the SMP are to:

- **Translate the Air Force Strategy's Imperatives and Vectors into capability development and planning direction**. The SMP discusses each Imperative and Vector in detail, and defines supporting goals and objectives. While the broad goals and objectives defined in the SMP will be a key factor in subsequent prioritization decisions, they themselves are not prioritized because they are inherently interdependent and are all essential to achieve the Air Force Strategy. Initial prioritization will be described in the SMP annexes and subordinate documents, particularly Core Function Support Plans (CFSPs) and Flight Plans, but prioritization will not be complete until the periodic Planning Choices event (see definitions and Figure 2 below).
- **Align activities across the Air Force.** Subordinate plans must aim to achieve the SMP objectives, and may include subordinate objectives and tasks as appropriate. Core Function Leads

(CFLs) are formally directed to comply with the SMP through the SP3. MAJCOMs and other agencies will ensure their plans are consistent with the SMP.

- **Provide a mechanism to track progress against the Air Force Strategy.** Headquarters Air Force (HAF) A5/8 will measure progress against the Air Force Strategy using the objectives in the SMP.

Scope and Structure of the Strategic Master Plan

The SMP is directly below the Air Force Strategy in precedence and includes four annexes. Each annex focuses on a foundational element of the Air Force Strategy, which relates broadly to people, places, things, and the future. The annexes translate the SMP's comprehensive goals and objectives into tangible actions and priorities. The four annexes are as follows:

- **Human Capital Annex (HCA).** The Human Capital Annex will be the principal driver behind the changes we seek in our Air Force. It sets the conditions for a much more agile and inclusive Air Force by providing strategic-level guidance on accessions, professional development, retention, and organization of our Airmen.
- **Strategic Posture Annex (SPA).** The Strategic Posture Annex provides direction on where and how the Air Force will pursue the mid- and far-term development of stateside and overseas basing priorities to support the steady state and rotational forces. The Air Force's strategic posture is managed by assessing force requirements against the Strategy and ensuring adequate footprint and agreements are in place to support critical military operations.
- **Capabilities Annex (CA).** The Capabilities Annex describes Air Force core capabilities, capability gaps, and capability development priorities over time. The annual Strategic Planning Guidance refines CA priorities, as fiscal realities are factored into the SP3.
- **Science and Technology Annex (STA).** The STA guides the Air Force's Science and Technology (S&T) portfolio in two ways. First, it looks at technology evolution to address existing capability needs. Second, it addresses potentially revolutionary technologies that, while not mature, have the potential to be game-changing.

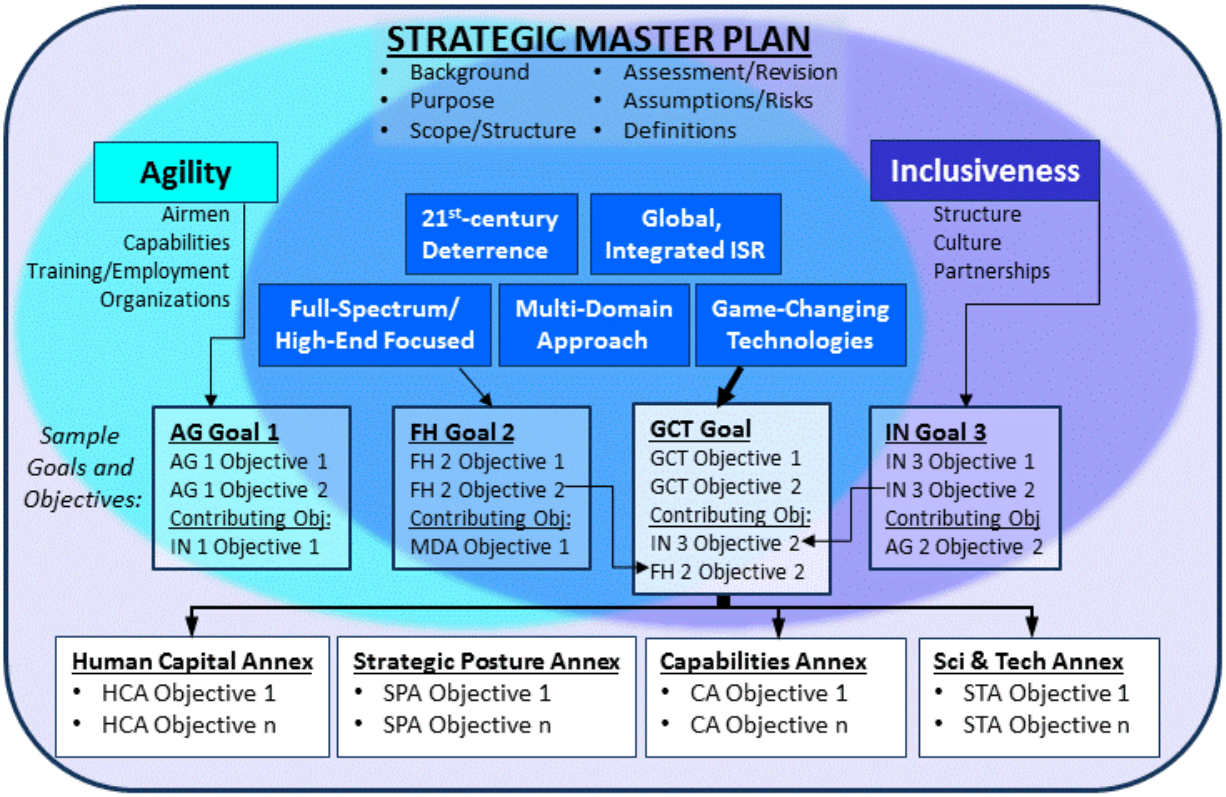


Figure 1: Internal Structure of the SMP

Through the HCA, SPA, CA, and STA, the SMP consolidates and transmits strategic direction to staffs preparing Strategic Planning Guidance, Core Function Support Plans, and Flight Plans:

- **Strategic Planning Guidance (SPG).** The annual SPG provides strategic fiscal and force structure guidance to Core Function Leads and MAJCOMs.
- **Core Function Support Plans (CFSPs).** The SMP and SPG provide direction for the CFSPs. CFSPs provide proposals approved by CFLs for organizing, training, and equipping (OT&E) assigned Service Core Functions. These proposals are created under various risk and resource constraints defined in the SPG. They provide a description of the Core Function's capabilities and an analytically-based, prioritized list of gaps in those capabilities based on time, scenario, and risk to mission and force. CFSP narratives provide the analytic basis for their accompanying capability gap assessments and Planning Choice Proposals (PCPs).
- **Flight Plans.** All top-level plans that inform resourcing decisions (other than CFSPs), such as MAJCOM plans or functional plans by Deputy Chiefs of Staff are referred to as Flight Plans. Flight Plans do not specifically need to address SMP objectives, but must be aligned with the Strategy and SMP. Flight Plans may be used to achieve alignment across functional areas,

influence resourcing decisions, provide informative inputs to CFSPs, or direct discrete (i.e. non-CFL-related) activities. Flight Plans may also be used to develop PCPs.[1]

- **Planning Choices Event.** Air Force senior leaders meet annually to convene a Planning Choices Event, where they incorporate and adapt CFSP PCPs into options for investment and divestment in accordance with the SMP/SPG priorities. The result is a 20-year Resource Allocation Plan including a 10-year Balanced Budget. This becomes the basis for Program Planning Guidance, which provides strategy-informed, capability-driven, and resource-balanced instructions for the Air Force Program Objective Memorandum (POM).

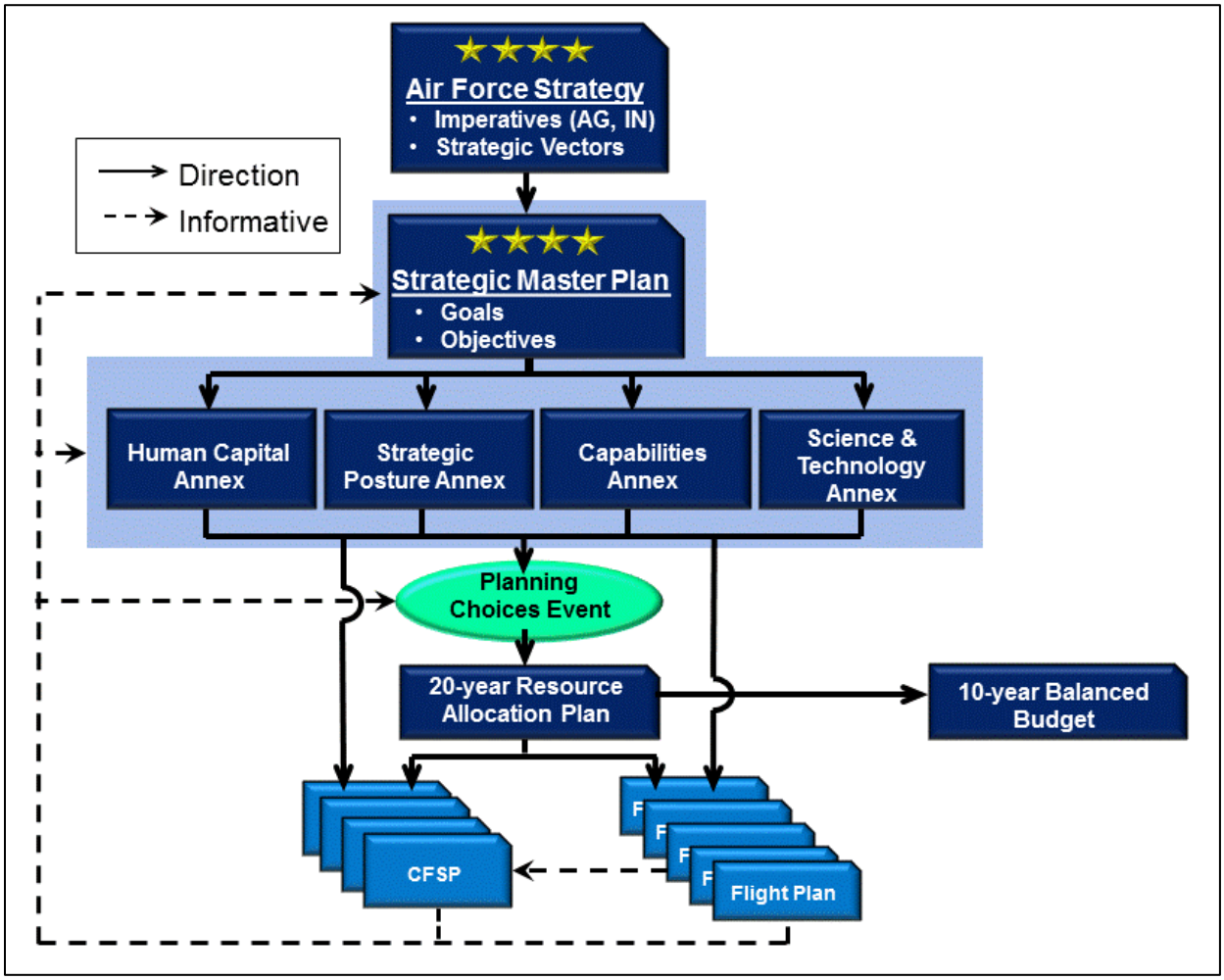


Figure 2: The SMP within the Strategy, Planning, and Programming Process (SP3)

[1] The Chief of Air Force Reserve's (CAFR) Component Master Plan has a unique scope, but is a similar-level document that can also be considered in PCPs.

Assessment and Revision

The SMP is an iterative document and will be revised every two years based on progress against the enduring Air Force Strategy and as higher-level defense strategy and guidance evolves. However, this initial version may be revised earlier. Regular assessments will evaluate compliance and consistency as well as measure progress toward meeting the goals and objectives in the Strategy.

Any suggestions for improving the SMP are welcome and should be forwarded to AF/A5SS as they arise to ensure this plan remains agile and useful.

Assumptions

Developing a strategy requires certain assumptions about a future state. In order to manage accuracy and relevance, these assumptions are clearly explained to permit periodic review and update.

- **Responsibilities.** The Air Force will remain responsible to the nation for organizing, training, equipping, and providing disciplined forces to deliver responsive and effective Global Vigilance, Global Reach, and Global Power through our five core missions, which may evolve over the next 20 years (as they have done since 1947).
- **Posture**. The Asia and Pacific Area of Responsibility (AOR) will be a region of increased national emphasis. However, the United States will continue to rely on the Air Force's ability to provide rapid, effective forward presence anywhere around the world.
- **Demand**. Combatant Command missions and requirements will exceed the Air Force's capacity to meet them.
- **Resourcing**. We can expect reduced funding levels, with further reductions in the near-term and no more than moderate increases in the mid- to far-term.
- **Total Force**. The Air Force as an institution will remain fundamentally committed to the Total Force, with a multi-component approach throughout the SP3.

Risk

Strategic agility hinges on the ability to negotiate risks associated with change and avoid the risks connected to stagnation. Risk is a function of uncertainty quantified by probability, exposure, likely consequences, and cost; however, uncertainty and chance are integral elements of warfare that cannot be eliminated. The Air Force must avoid defaulting to the safest course, and prudently accept risk in order to yield new opportunities. Strategic Choices and related decisions must be based on robust risk assessments conducted under various resource constraints and against approved scenarios. Development of a common risk framework will allow CFL risks and detailed understanding of the available trade space to be integrated at the HAF in preparation for Planning Choices events.

Terms and Definitions

For the purposes of this document, the following apply:

- **Goal**: An expression of the desired future state of the Air Force in a particular area or theme. Goals define and prioritize broad direction, and are inherently long-term in nature.
- **Objective**: A major milestone or action required to achieve a goal.

- SMP objectives adhere as far as possible to the SMART (specific, measurable, achievable, realistic, and time-bound) model. However, some may need further development as the plan matures.
- Objectives in the SMP annexes are subordinate to the SMP goals and objectives. More than one annex will often contribute to achieving an SMP objective. For example, introduction of a new capability may have human capital and posture implications.
- Most SMP objectives link directly to one or more annexes, but some also include additional action or involvement from other agents not covered by the CA, HCA, SPA or STA. The "Other" category in the tables and graphics depicts these links.
- CFSPs and Flight Plans may have their own subordinate objectives.

- **Contributing Objective**. An objective may contribute to achieving more than one goal. Such an objective is listed under the primary goal, and as a contributing objective under any other goals on which it acts (see Figure 4).
- **Time Factors**: Objectives are classified as near-term, mid-term or far-term based on when they need to be completed. Activity contributing to the objective may need to begin much earlier (in most cases in the near term), and, in the case of a steady-state objective, activity may continue beyond its achievement.
  - **Near**: 0-5 years, or within the current Future Years Defense Program (FYDP).
  - **Mid**: 6-10 years.
  - **Far**: beyond 10 years.
- **Objective Naming Convention**: Objectives are prefixed by the 3-digit code for the goal to which they primarily contribute, and then numbered sequentially, such as AG1.2. Objectives are then assigned to the applicable annexes for action as indicated in the tables of goals and objectives. In each of the SMP annexes, sub-objectives are prefixed by the code for the goal and SMP objective, and then identified by H, P, C, or S for objectives in the HCA, SPA, CA and STA respectively; see Figure 3 below:

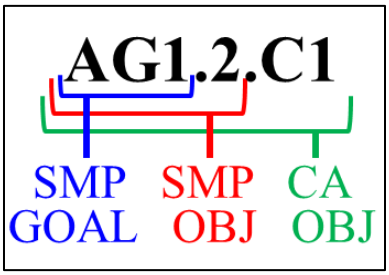


Figure 3: Objective Naming Convention

Strategic Imperatives

The Air Force Strategy identifies two strategic imperatives that underpin a fundamental change in the nature of the Service: Agility (**AG**) and Inclusiveness (**IN**).

IMPERATIVE: AGILITY

Section Overview. The Agility we seek will enable the Air Force to adapt our capabilities and thinking to assess a dynamic threat environment, outmaneuver adversaries, and support our partners. Our strategy expresses an iterative approach, balancing desired capabilities with available resources within an evolving strategic context. The Air Force will enhance agility by strengthening our culture of adaptability and innovation by long-term investments in:

- **Airman Development and Education, specifically related to recruiting and new options for service, retention, and education.**
- **Capability Development, emphasizing agility through modularity, system integration, acquisition agility, and increased experimentation.**
- **Operational Training and Employment through new and affordable approaches to training, modeling and simulation, and command and control.**
- **Adaptive Organizations through new and more agile structures and processes.**

Development and Education

An agile Air Force requires agile Airmen. We must adapt our recruiting, development, and retention processes to grow such Airmen.

- **Recruit cutting-edge talent.** Mission-critical qualities are evolving. A complex future demands a new generation of Airmen with a diverse blend of talent suitable for that environment. The Air Force must increasingly develop Airmen with abilities that can exploit the emerging globalized, information-based, and networked environment rather than the industrial processes of the last century. These desired skills influence operations in all domains and across all core missions. The Air Force will devote increased resources and attention to nontraditional venues (one example is the CyberPatriot[2] competition). Those who answer the call to serve will join an agile team that cultivates their skills and values their contributions to operational success in the multi-domain complexity of highly contested environments.
- **Provide a range of options for service.** Many Airmen will continue to follow traditional career tracks that hone perishable skills in mission-critical fields. However, we will also broaden the options available to pursue agile developmental paths. The Air Force will explore increased opportunities for Airmen to transition back and forth between active duty, Guard and Reserve

[2] www.uscyberpatriot.org

service. In addition, Airmen should be able to pursue opportunities with organizations across the Department of Defense (DoD) or outside it with a subsequent return to uniformed service. Individuals with broad experience along a continuum of service will complement those with concentrated expertise in specific mission sets. The result will be a more diverse team of innovators who will sustain the Air Force with a steady influx of new ideas and informed judgment, allowing us to adapt and operate more responsively than our adversaries.

- **Retain our expert warriors.** Airmen serving today have spent years fighting alongside joint, interagency, and allied partners. They represent a significant investment by the Air Force. We must preserve our ability to integrate and collaborate across the full spectrum of operations, and that means retaining the experience and judgment of our veteran warriors even as we recruit new minds. The Air Force will retain its top talent by providing Airmen and their families with better incentives that go beyond simple financial rewards. As we become a lighter, leaner force, taking care of Airmen and families must remain an Air Force priority.
- **Unlock capacity for comprehensive education.** The Air Force will develop Airmen who are critical and creative thinkers by implementing an agile, individually tailored approach to life-long education, and eliminating superfluous demands from already encumbered schedules. However, while we will support learning with appropriate technology such as computer-based training, we will not lose the mentorship inherent in the instructor-student relationship.

Capability Development

The Air Force needs capability options to execute missions in support of national defense and joint and combined operations under a wide array of contingencies. These capabilities must be responsive to changing needs. They must be affordable and adaptable enough to be modified easily or divested when no longer mission effective. They must be able to integrate seamlessly with other assets. The capability development process itself must also become more responsive, adaptable, and agile. The increasing rate of change of today's technologies and security environment is fundamentally at odds with a decades-long capability development process that often fields cumbersome, inflexible, and expensive systems. Therefore, we must:

- **Pursue modular, adaptable, and upgradeable solutions.** A modular approach to capability development will mitigate and distribute risk across a wider range of providers. We will embrace "agile acquisition" techniques and focus on risk reduction through production prototyping and new engineering development models. Future systems will include air and space frames, power plants, sensors, processors, multi-domain communication pathways, and armaments that are compatible, interchangeable, resilient, and suitable for diverse, multi-domain missions and force compositions that may not have been apparent at the outset of a program. This includes designing prudent Human Systems Integration (HSI) early in the systems engineering process. Modular and interoperable systems developed through an Open Systems Architecture (OSA) using components with well-defined functions and interfaces will reduce costs and shorten the acquisition timeline. The Air Force will examine all capability requirements against existing joint capabilities with an eye toward adopting shared solutions, even if that adoption requires changing Air Force operational concepts.
- **The Air Force will act as integrator** at both the platform and enterprise level, and will define technical standards and common architectures that will ensure our capabilities are integrated and

interoperable with weapon systems in other domains and with those of our partners. While this approach to systems integration will require investment in both organization and people, it will lower the cost of failure and inspire creative risk-taking. Modularity will allow platforms to receive timely upgrades that amplify and extend their usefulness as both environments and adversaries evolve. OSA also provides maximum flexibility in designing a "system of systems" to provide unique capabilities. We will also examine innovative ways to use mature systems for a greater variety of circumstances and environments.

- **Empower the Air Force as a customer.** An agile Service demands an agile acquisition enterprise that can balance capabilities, time, and costs. The Air Force will strengthen the acquisition workforce through enhanced training, education, and recognition. We will improve business acumen in the acquisition workforce, competitively hiring professionals externally where necessary. This cadre of cross-functional professionals will collaborate effectively with operators and requirements experts to deliver agile, innovative, adaptable, and affordable capabilities. In conjunction with senior Air Force and DoD leaders, they will work with Congress to improve acquisition processes and identify and change or eliminate the practices and bureaucracies that hinder the delivery of warfighter capabilities. Additionally, the Air Force will aim to own system technical baselines wherever possible to improve program performance.
- **Incentivize innovative, competitive solutions.** The Air Force will invigorate the extraordinary talent resident in America's industrial, commercial, and academic sectors by increasing communication, healthy competition, and transparency. The Air Force will conduct prototyping, experimentation, and development planning, to include systems engineering, to formulate and evaluate viable concepts, identify technology shortfalls, and assist in refining requirements. In addition to current research and development efforts, the Air Force will invest seed money into competitions, studies, and demonstrations that galvanize the S&T community to apply their creativity and resources to solve complex problems.[3] These modest investments will allow the Air Force to determine quickly the viability of potential pathways forward.
- **Inject Pivot Points to assist acquisition agility.** The Air Force will ensure that the requirements and acquisition processes include opportunities for programs to change the direction they are headed based on developments in technology, demonstration of new concepts, or budget issues. Properly implemented, these "pivot points" will provide an opportunity to make cost and capability trades across, as well as within, programs. They will create opportunities to augment, adjust, or sever components of systems without derailing development planning, generating cost overruns, or crippling our industry partners. They also create opportunities for inserting new technologies into existing programs. Increased capability in the acquisition enterprise will enhance our ability to control lifecycle costs and reliably deliver timely, suitable solutions to the warfighter.
- **Use experimentation for agile capability development.** Meeting the challenge articulated in the Air Force Strategy necessitates a more integrated, agile capability development framework and a

[3] Exemplified by contests such as the XPRIZE or the Defense Advanced Research Projects Agency (DARPA) Robotics Challenge.

renewed commitment to fostering innovation enabled by development planning, science and technology, and robust experimentation campaigns. Experimentation is a tool to transform innovative ideas, concepts, and technologies into demonstrated warfighting capabilities. It provides a means for multi-disciplinary teams of operators, researchers, and acquirers to conceive and co-evolve new system concepts with the doctrine to implement them effectively. Experimentation will also examine innovative and unconstrained methods of employing existing systems in a variety of circumstances and environments to provide potentially entirely new capabilities. In concert with development planning, experimentation will evaluate "system of systems" or "family of systems" concepts and multi-domain approaches resulting in mature concepts; concepts of operations (CONOPs); tactics, techniques, and procedures (TTPs); and enabling technologies that inform Air Force strategic decisions.

Operational Training and Employment

Although the Air Force faces an extended period of drastically constrained resources, the imperative to train and employ combat power with agility and resolve remains paramount. Airmen will rise to these challenges when they receive the trust, training, and doctrinal flexibility needed to improve and innovate.

- **Mutual trust and delegation.** Airmen exemplify initiative and prudent risk-taking when their commanders trust their judgment and empower them to act boldly. This mindset must permeate our operations. To empower innovative Airmen at all levels, Air Force leaders will establish and uphold a Service-wide climate of mutual trust. We will review our promotion and assignment systems to ensure time-in-grade and milestone-based qualifications for advancement do not stifle initiative and innovation to develop these Airmen and leaders.
- **Initial Skills Training (IST).** IST must keep pace with both Air Force requirements and technology. When technology and cyber threats are changing at a geometric rate, we cannot wait 18-24 months for our school houses to update curriculum. Iterative curriculum updates and incorporation of a rapid feedback loop from the field (supervisors, commanders and MAJCOM Functional Managers) is the way we will overcome the gap between current day IST and the skills needed in the field.
- **Comprehensive, integrated training.** Training for full-spectrum operations has suffered during recent operations when our focus was, rightly, on a particular part of the range of military operations. Despite the prospect that the demands on our force will change, keeping our Airmen trained and ready for full-spectrum conflict will remain a challenge. The Air Force will pursue creative approaches to combine training across multiple mission sets, to cultivate Airmen who are not only experts of their own crafts but are also cognizant of complementary capabilities.
- **Advanced Live-Virtual-Constructive (LVC) training.** Future training and exercises will integrate LVC venues to enable the Air Force to develop and evaluate realistic, multi-domain approaches to complex and emergent challenges. Training will emphasize disciplined initiative, prudent risk-taking, and comprehensive problem solving against agile adversaries in uncertain, contested environments.
- **Experimentation enabled by Modeling and Simulation (M&S).** Distinct from training, our most experienced operators must be able to experiment with concepts and TTPs in a robust M&S environment. While not training in a pure sense, this is an operator-driven activity that establishes a firm feedback loop into the Capability Development process**.**

- **Agile, integrated command, control, and employment**. The Air Force will lead the high-end fight even as it remains a crucial component of unified action across the spectrum of military operations. Accordingly, we will build and maintain common standards and architectures for command and control (C2) and communications with our joint, interagency, and international partners. This progress involves acknowledging that distinct contingencies demand different methods of multi-domain C2. We will evolve Air Force C2 doctrine to include variable models of centralization and decentralization, organization, and execution. We will preserve the lessons learned from decades of combat by maintaining robust relationships with our partners. Frank interactions, more frequent exchanges, and unified training will cement these bonds and enhance our agility.
- **Cost-conscious mindset.** The requirements and challenges of the future will be faced within an enduring fiscally constrained environment. Airmen must balance operational readiness and risk within a cost-conscious mindset that supports the utilization of resources toward maximum operational effectiveness. This mindset is particularly important in the development and use of technologies and techniques to optimize energy usage and efficiency across our missions in air, space, and cyberspace.

Agile Organizations

Risk of failure is a necessary condition for true innovation, and agile organizations maintain the flexibility to adapt and adjust their approaches and structures in response. Institutional entrenchment in the form of deep hierarchy, overregulation, massive coordination requirements, and an erroneous attachment to "the way we've always done it" can stifle progress. The Air Force will foster organizations that can responsibly learn from minor setbacks in pursuit of major achievements.

- **Accelerate Institutional Feedback Loops.** Mutual trust is the foundation of agile, successful organizations because it allows for constructive communication. The Air Force will improve its organizational structure by accelerating feedback loops vertically within the chain of command and laterally across organizations. Commanders must empower Airmen to modify counterproductive practices promptly and to share innovations laterally.
- **Enable Emergent Networks of Experts.** Technology provides numerous means to create and encourage collaboration in an era of constrained resources. The Air Force will leverage advanced telecommunications and integrated LVC venues to allow Airmen of all disciplines to collaborate with each other and our joint, interagency, and international partners. Flexible, self-organizing networks of subject matter experts will be fertile grounds for advances that are currently inconceivable.
- **Flatter, More Agile Organizations.** The Air Force needs to be able to push decisions and execution to the lowest informed level. Discipline and the unbroken chain of command will remain fundamental elements of the profession of arms. However, in the future, organizations with distributed decision-making and execution authority will be optimally poised to engage emergent obstacles and threats. To leverage a diversity of backgrounds, experiences, and perceptions, Air Force leaders at all levels must be trained and empowered to build their own teams, using a decentralized personnel assignment authority within responsible constraints, and to create a culture of inclusiveness.

- **Renovate Organizational Processes and Structures.** We will train Airmen to be skilled practitioners of process improvement and organizational techniques that maximize productivity and efficiency while inculcating a philosophy of continual improvement within the service culture.[4] Airmen will be encouraged to bring forth ideas at every level of leadership for potential implementation. Air Force units at every echelon will continually analyze and implement approaches to eliminate redundant oversight and duties that encumber Airmen and stifle productivity. This will result in fewer additional duties, fewer formal meetings, simplified staff coordination, and tailored approaches to reporting and accountability that are not "one-size-fits-all." The Air Force organizational structures at every echelon will be routinely updated to reflect optimal alternatives that emerge from implemented process changes.

[4] For example, CMO (SAF/US) has directed implementation of Continuous Process Improvement (CPI).

Table 1: Goal and Objectives Supporting Agility	Action				
	HCA	SPA	CA	STA	Other
AG1. Ready and responsive Airmen who apply diverse backgrounds, experiences, and perspectives; cutting-edge skills; and critical thinking to fulfill Air Force missions alongside our joint, interagency and international partners across the full spectrum of conflict.					
AG1.1 Recruit/access individuals with demonstrated potential for critical thinking, adaptive behavior, character, initiative, innovation, and contemporary mission-critical skills.	NEAR				
AG1.2 Implement an individually tailored, generationally appropriate, cutting-edge, life-long approach to education and training.	MID				
AG1.3 Ensure institutional processes and culture value individual initiative, support productive failure in pursuit of innovation, provide latitude to experiment, and instill a cost-conscious mindset in all Airmen.	FAR				
AG1.4 Combine training across multiple mission sets, including integrated LVC venues and operator-in-the-loop M&S, to cultivate Airmen trained in agile and robust decision-making who can devise multi-domain solutions to complex problems in uncertain, contested environments.	FAR	MID	MID	NEAR	
AG1.5 Preserve full-spectrum warfighting, expeditionary, and combat support capabilities by retaining expert Airmen with experience in recent conflicts, codifying lessons learned, and further integrating joint training (including LVC) to offset reduced resourcing for low-intensity operations.	FAR	FAR	FAR		MAJCOMs / AIR UNIVERSITY (AU): FAR
AG1.6 Modernize Airman management mechanisms to ensure they value and provide increased opportunities for broad and varied professional experience; enable the continuum of service; improve Commander- and Airman-level professional development; and provide career-long, proactive retention measures beyond financial incentives.	NEAR				

AG1 Contributing Objectives:

- ***IN1.1*** *Produce decision makers who are adept in finding creative ways to access the force structure and optimizing it to meet mission demands. Focus on arming a generation of leaders with doctrine, history and experience to provide cross-component expertise.*
- ***IN2.1*** *Strengthen the environment of inclusiveness that permits the utilization of the diverse talents of Airmen. Focus on intentionally embedding this environment into Air Force culture.*
- ***IN3.3*** *Deepen our relationships with the joint team, intelligence community, diplomatic institutions, developmental agencies, local governments, businesses, communities, and international partners through sustained dialogue, increased training and exchange, aviation security cooperation, and iterative enterprises to codify shared doctrine, tactics, and capabilities.*

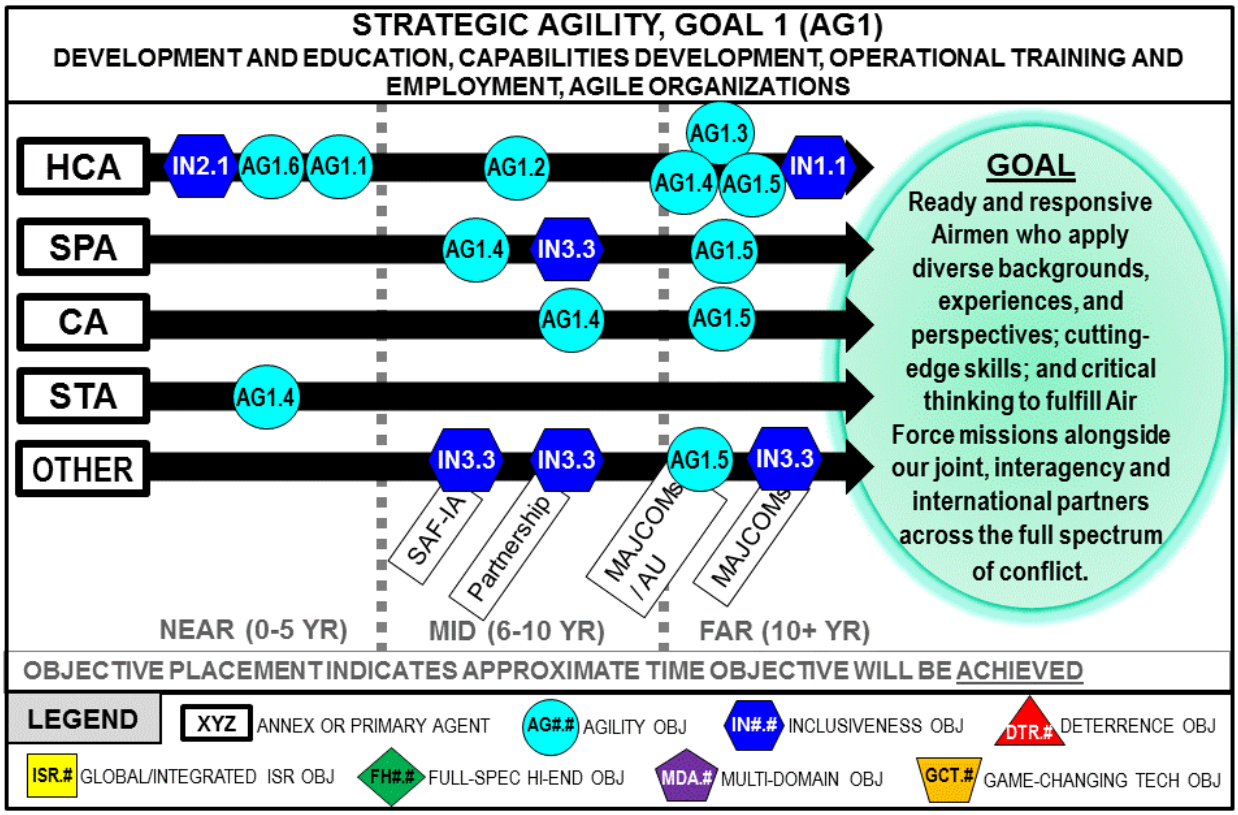

STRATEGIC AGILITY, GOAL 1 (AG1)
DEVELOPMENT AND EDUCATION, CAPABILITIES DEVELOPMENT, OPERATIONAL TRAINING AND EMPLOYMENT, AGILE ORGANIZATIONS
HCA
IN2.1
AG1.6
AG1.1
AG1.2
AG1.3
AG1.4
AG1.5
IN1.1
SPA
AG1.4
IN3.3
AG1.5
CA
AG1.4
AG1.5
STA
AG1.4
OTHER
IN3.3
IN3.3
AG1.5
IN3.3
SAF-IA
Partnership
MAJCOMs / AU
MAJCOMs
GOAL
Ready and responsive Airmen who apply diverse backgrounds, experiences, and perspectives; cutting-edge skills; and critical thinking to fulfill Air Force missions alongside our joint, interagency and international partners across the full spectrum of conflict.
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
LEGEND
XYZ ANNEX OR PRIMARY AGENT
AG#.# AGILITY OBJ
IN#.# INCLUSIVENESS OBJ
DTR.# DETERRENCE OBJ
ISR.# GLOBAL/INTEGRATED ISR OBJ
FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

Table 2: Goal and Objectives Supporting Agility

	Action				
	HCA	SPA	CA	STA	Other
AG2. Innovative, adaptable, affordable options for Airmen through an agile acquisitions enterprise that takes advantage of technological developments and concept demonstrations/prototypes.					
AG2.1 Ensure systems are designed, engineered, tested, acquired, and sustained smartly, efficiently, and cost-effectively. As integrator, the Air Force will define technical baselines and common architectures and ensure modularity and responsiveness to Airmen's needs in a dynamic strategic environment.			MID	NEAR	SAF/AQ, SAF/CIO/ A6: MID
AG2.2 Improve acquisition tradecraft and business acumen by actively managing people with the appropriate education, training, and skills; and increasing efficiency and effectiveness in acquisition tools and techniques (including disciplines like systems engineering and digital thread tools).	MID				SAF/AQ: NEAR
AG2.3 Develop an "agile acquisition" mindset that challenges bureaucratic inertia, streamlines processes, implements continuous improvement, and reduces risk through prototyping and new engineering development models.	NEAR		FAR	NEAR	SAF/AQ: MID
AG2.4 Incentivize innovative solutions and improve competition in the defense industrial base by providing transparency and stability in requirements and funding, increasing competitive bids, reducing developmental risks, and encouraging partnering with industry.			MID	NEAR	SAF/AQ: MID
AG2.5 Establish an agile capability development framework that leverages credible and defendable knowledge resulting from development planning and experimentation activities to inform the strategic planning and programming process decisions.			NEAR	NEAR	SAF/AQ NEAR
AG2.6 Identify "pivot points" in new and existing programs, as required, that can take advantage of the potential for incorporating promising technologies, concepts from experimentation, and results from cost capability analysis.					SAF/AQ NEAR

AG2 Contributing Objectives:

- ***AG1.2*** *Implement an individually tailored, generationally appropriate, cutting-edge, life-long approach to education and training.*
- ***AG1.4*** *Combine training across multiple mission sets, including integrated LVC venues and operator-in-the-loop M&S, in order to cultivate Airmen trained in agile and robust decision-making to devise multi-domain solutions to complex problems in uncertain, contested environments.*
- ***IN3.2*** *Capitalize on the variety of perspectives and expertise resident within think tanks, academia and industry to enrich our understanding of threats and opportunities.*
- ***IN3.3*** *Deepen our relationships with the joint team, intelligence community, diplomatic institutions, developmental agencies, local governments, businesses, communities, and international partners through sustained dialogue, increased training and exchange, aviation security cooperation, and iterative enterprises to codify shared doctrine, tactics, and capabilities*.

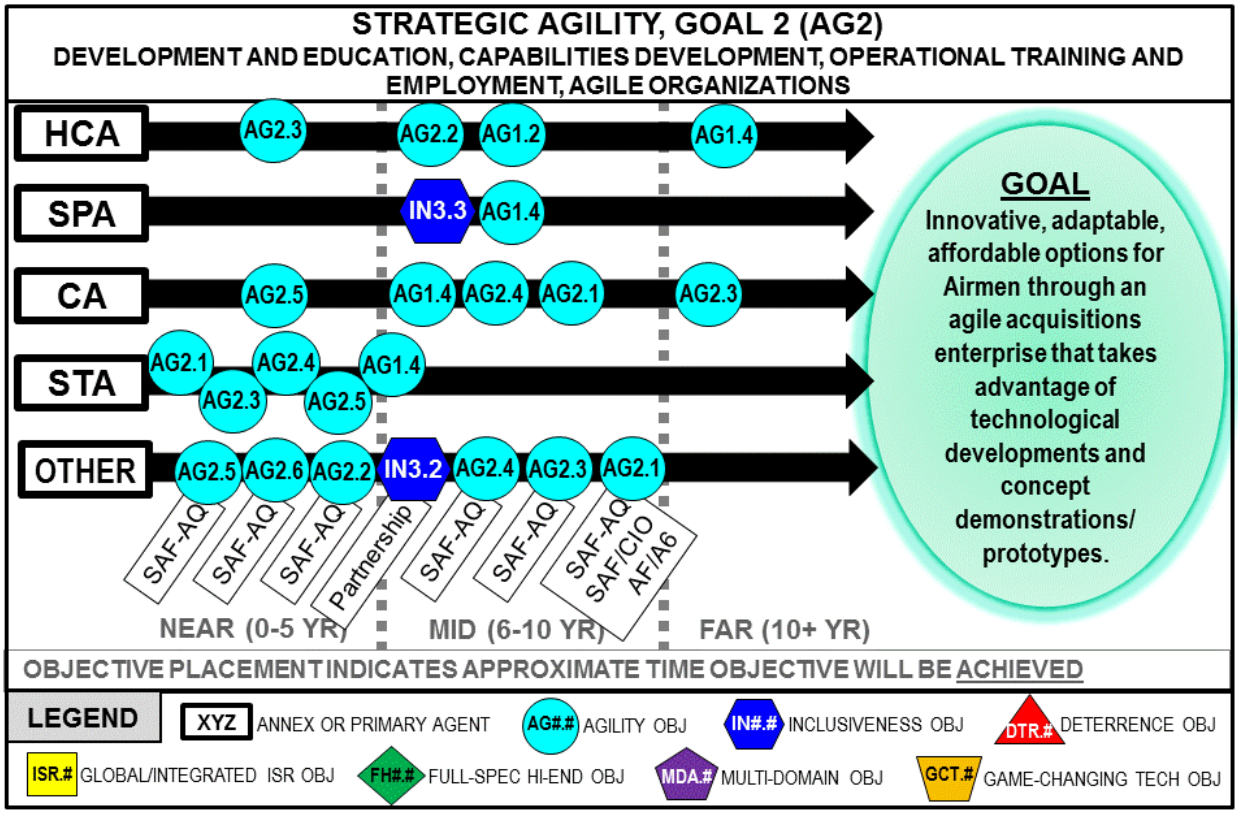
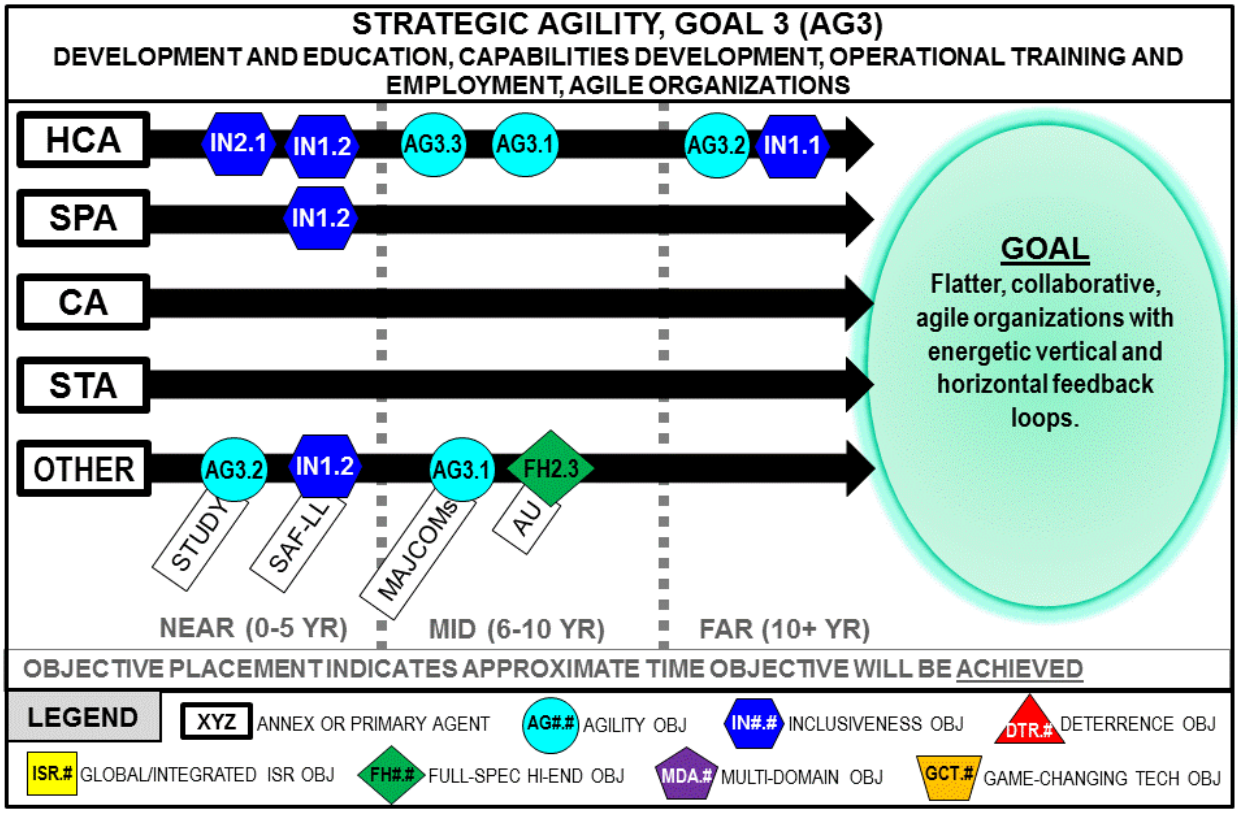

STRATEGIC AGILITY, GOAL 2 (AG2)
DEVELOPMENT AND EDUCATION, CAPABILITIES DEVELOPMENT, OPERATIONAL TRAINING AND EMPLOYMENT, AGILE ORGANIZATIONS
HCA
AG2.3
AG2.2
AG1.2
AG1.4
SPA
IN3.3
AG1.4
CA
AG2.5
AG1.4
AG2.4
AG2.1
AG2.3
STA
AG2.1
AG2.4
AG1.4
AG2.3
AG2.5
OTHER
AG2.5
AG2.6
AG2.2
IN3.2
AG2.4
AG2.3
AG2.1
SAF-AQ
SAF-AQ
SAF-AQ
Partnership
SAF-AQ
SAF-AQ
SAF-AQ
SAF/CIO
AF/A6
GOAL
Innovative, adaptable, affordable options for Airmen through an agile acquisitions enterprise that takes advantage of technological developments and concept demonstrations/ prototypes.
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
LEGEND
XYZ ANNEX OR PRIMARY AGENT
AG#.# AGILITY OBJ
IN#.# INCLUSIVENESS OBJ
DTR.# DETERRENCE OBJ
ISR.# GLOBAL/INTEGRATED ISR OBJ
FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

Table 3: Goal and Objectives Supporting Agility

	Action				
	HCA	SPA	CA	STA	Other
AG3. Flatter, collaborative, agile organizations with energetic vertical and horizontal feedback loops.					
AG3.1 Foster Air Force organizations that responsibly learn from minor setbacks in pursuit of major achievements.	MID				MAJCOMs: MID
AG3.2 Rigorously reevaluate and adjust Air Force organizational structures to address a dynamic security environment.	FAR				Further Study Required: NEAR
AG3.3 Educate, train, and empower Airmen to implement agile, tailored approaches to organization and accountability, to modify counterproductive practices, and to improve lateral and vertical collaboration.	MID				

AG3 Contributing Objectives:

- ***IN1.1*** *Produce decision makers who are adept in finding creative ways to access the force structure and optimizing it to meet mission demands. Focus on arming a generation of leaders with doctrine, history and experience to provide cross-component expertise.*
- ***IN1.2*** *Ensure our force structure is flexible enough to respond to specific situations in a complex and dynamic future. Focus on eliminating structural and legal barriers, while increasing opportunities for component integration.*
- ***IN2.1*** *Strengthen the environment of inclusiveness that permits the utilization of the diverse talents of Airmen. Focus on intentionally embedding this environment into Air Force culture.*
- ***FH2.3*** *Improve Air Force command and control doctrine and implementation through study, wargaming, and exercises to validate best practices that embrace variable models of centralization/decentralization, organization, and execution.*


STRATEGIC AGILITY, GOAL 3 (AG3)
DEVELOPMENT AND EDUCATION, CAPABILITIES DEVELOPMENT, OPERATIONAL TRAINING AND EMPLOYMENT, AGILE ORGANIZATIONS
HCA
IN2.1
IN1.2
AG3.3
AG3.1
AG3.2
IN1.1
SPA
IN1.2
CA
STA
OTHER
AG3.2
IN1.2
AG3.1
FH2.3
STUDY
SAF-LL
MAJCOMs
AU
GOAL
Flatter, collaborative, agile organizations with energetic vertical and horizontal feedback loops.
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
LEGEND
XYZ ANNEX OR PRIMARY AGENT
AG#.# AGILITY OBJ
IN#.# INCLUSIVENESS OBJ
DTR.# DETERRENCE OBJ
ISR.# GLOBAL/INTEGRATED ISR OBJ
FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

IMPERATIVE: INCLUSIVENESS

<u>Section Overview</u>. The complex strategic environment demands a diverse team of people to overcome its challenges and exploit its opportunities. Inclusiveness ensures that we are leveraging the broadest possible set of human resources to produce the maximum number of options. In this way, inclusiveness serves as the power underwriting our agility. We will focus on three areas:

- **Improving the structure of the Air Force Team, in particular the organization and employment of all elements of the Total Force.**
- **Evolving the culture of the Air Force by enhancing diversity of thought in both whom we recruit and how we employ them, and by ensuring an environment of dignity and respect throughout the Service.**
- **Strengthening partnerships both within and outside the Air Force, to include our relationship with Congress, think tanks and academia, industry, the joint and interagency team, and our allies and international partners.**

Structure of the Air Force Team

The Active, Guard, Reserve, and civilian components of the Total Force each offer unique capabilities and strengths. To maximize the utility of the Total Force, we need people who are adept at finding creative ways to leverage and optimize the force structure to meet mission demands, within a system that is responsive to their needs. Air Force leaders versed in the unique benefits and capabilities of each component and able to utilize them for the good of the joint mission will be invaluable assets to the joint force and the Nation.

- We will create a generation of senior leaders with cross-component experience who understand the intricacies of both Active and Reserve Components and can leverage that experience to find innovative solutions for a specific situation in a complex and dynamic future. The Air Force should ensure high-potential candidates have the opportunity to undertake assignments with other components and recognize the value of this experience.
- To translate these leaders' ideas into reality, we must ensure our force structure is flexible enough to respond. We must further blur the lines between the components where appropriate, while retaining their strengths. In addition to current associate unit models, we must identify additional opportunities for integration between Active and Reserve Components. We will continually assess our mission allocation to each component, aligning to each component's strengths as appropriate and being mindful of reversibility, in order to both harmonize and optimize the Total Force. We must also adapt our personnel system to allow members to flow between Active, Guard, and Reserve Components and back over the course of their careers to provide career flexibility and broaden opportunities.
- We will conduct a comprehensive review of the existing legal and policy framework governing the operational use of the Air Reserve Components (ARC) and utilization of individuals, to identify the major friction points in the system and methodically engage the Office of the Secretary of Defense, the National Guard Bureau, state leaders, and Congress to eliminate

barriers. The Total Force may benefit from a large-scale reform akin to the impact of the Goldwater-Nichols Act on joint operations.

Operational Utilization of the ARC

- We need to capitalize on the evolution of the last several decades. Our foundational assumption on the use of the ARC has shifted from a strategic reserve augmenting active capacity to a force that is fully engaged and organized in operationally indistinguishable units. In addition, the ARC still provides strategic depth and surge capacity. We must ensure this development is accounted for in our doctrine. Additionally, we must record this change for critical analysis by future thinkers. Leaders armed with the doctrinal concepts, critical histories, and experiences stand the greatest chance of conceiving how to wield the Total Force effectively.
- We will identify the full mission requirement for operational utilization of the ARC. We will synchronize the planning, programming, and budgeting of all required military personnel (MILPERS) and operation and maintenance (O&M) resources to ensure our plan for ARC operational utilization is executable.

Air Force Culture

Diverse backgrounds, experiences, and competencies will drive the innovative perspectives that give us agility. Therefore, diversity must become a core component of how we succeed as a Service.

- Diversity alone will not ensure success. An environment of inclusiveness serves as a necessary catalyst to translate diversity effectively into strategic agility. An inclusive environment allows everyone to engage to their full capability without limits imposed by artificial barriers. Without inclusiveness, diverse viewpoints and creative solutions are stifled and agility is diminished. We will continue to enforce a zero-tolerance policy against discrimination, sexual assault, and abuse of power. We will move beyond ad-hoc or reactive measures as we work to address the underlying causes. In addition to credible and effective response measures, we will seek to proactively support a broad range of programs and communication activities to demonstrate Service-wide commitment to Air Force Core Values and promote an Air Force culture of professionalism. We must strengthen a character-based, respectful, and inclusive culture in the Air Force—underscored by our shared Core Values—that facilitates a blend of varied perspectives, cognitive approaches, and critical thought in planning, and unity of action in execution.

To increase our diversity, the Air Force must generate it from external sources and cultivate it from within.

- **Externally**, when set against the backdrop of generational, cultural, and demographic change and the strong competition for talent, our current recruiting efforts will need to modernize to meet both the future talent pool and the ever-changing requirements of tomorrow's force. We will capture new demographics in recruiting efforts, focused not merely on race or gender, but also talent, background, and experience. We will aim to build relationships with students and potential Airmen long before graduation. Beyond specific recruiting efforts, we will demonstrate the Air Force purpose and culture to a broader U.S. audience. Flight, innovation and the spirit of adventure and discovery have always captured the public's imagination. We are an aerospace-minded nation. We need to capitalize on opportunities to reclaim public excitement and interest

by leading or partnering in high-profile, competitive endeavors.[5] We need to improve how we leverage popular entertainment to gain public exposure. We will strengthen our partnerships with the entertainment industry to increase public exposure to Airmen and Air Force capabilities. Highlighting our heritage, culture, and mission in popular media and events will increase public awareness of the Air Force and inspire a new generation of Americans to join us in service.

- **Internally**, we must ensure all Airmen understand the value of diverse backgrounds, experiences and perspectives, as well as diverse teams. We will identify institutional barriers to creating and retaining a diverse team, and then assemble a cadre of credible leaders from a cross-section of functions to eliminate these barriers. We will hold leaders accountable for advancing diversity and inclusiveness. At the individual level, the Air Force needs to create broadening experiences for Airmen to gain exposure to different functional areas and diverse teams of contributors. We must reorient the force to the idea that the ability to cultivate and leverage diverse options is as much a critical capability as our expertise to conduct cyberspace, ISR, or mobility operations, and integrate it into all aspects of how we do business.

Partnerships

An ability to adapt and generate new ideas springs from sharing knowledge, attitudes, and approaches across a wide spectrum of partners. To tap into the expanse of available knowledge, we must cultivate more connections outside of the Air Force and develop our community of supporters. Likewise, we can offer our unique perspective and expertise to other sectors. We must actively invest in genuine, mutually beneficial relationships with Congress, think tanks and academia, industry, the joint and interagency team, alliances, and international partnerships to create a sustainable source of external inputs and expand our influence. The aims of these efforts are to create new learning opportunities, gain exposure to different ideas, and earn the trust of partners.

- **Congress.** We will strengthen our relationship with Congress by increasing engagements based around continuity, trust, transparency, and an affinity for the Air Force: all building on existing links between Congress and various elements of the Total Force. To build continuity and trust, the Air Force will improve feedback channels and develop staffing plans that bring select officers through legislative liaison positions at multiple points over the span of their careers to ensure a continuity of personal relationships. To promote transparency, the Air Force will clearly explain the logic behind key strategic decisions, grant greater access to our processes, increase dialogue and proactive assistance. To generate affinity, the Air Force will develop a coherent and consistent narrative that communicates our Service's position as a critical national security requirement in the eyes of legislators. Improving our relationship with Congress will help us ensure our policies, rules, and laws will enhance strategic agility.
- **Think Tanks and Academia.** A broader relationship between the Air Force and experts in these communities will spur innovation and generate tangible solutions to emergent challenges. We will open more conduits between senior Air Force leaders and think tanks to stimulate accurate

[5] Recent examples include, but are not limited to, Rutan Voyager, SpaceShipOne, and the Red Bull Stratos.

decision making and assist with effective messaging in a complex world. We will create a broader network of informed professionals who can publish and advocate the virtues of a robust Air Force. We will leverage relationships with different institutions to raise awareness of issues for further, directed study and research and capitalize on the studies of students in educational programs to document solutions. The Air Force must also incentivize and expand broadening experiences and non-traditional assignments with these institutions for our Airmen.

- **Industry.** Industry is our key partner in developing technology and delivering and sustaining systems and platforms for the warfighter. The Air Force will engage in frank and open discussions with industry leaders and promising new providers to build a more responsive, adaptable, and iterative approach to capabilities development. This initiative will include restructuring requirements and acquisitions processes, as well as broadening the industrial base to include a wider array of providers. We must engage industry partners to help develop a business model that works for them and meets our needs to facilitate a healthy and competitive industrial base. We are responsible for thoughtfully shaping the industrial base through our requirements development decisions to create capability, competition, and choice resulting in agile and affordable systems and services for the warfighter. We intend to help each other eliminate or change processes, rule sets, and laws that may unintentionally inhibit creative solutions. We will improve our industry partners' understanding of requirements and educate them on the Air Force's shift to a systems integrator role. We will stimulate innovation in the private sector and promote cutting-edge technological development in line with the Air Force's vision for the future by sponsoring or partnering in innovation contests. Additionally, we will regularly network with industry labs to offer insight into the operational utility of their research that could potentially open new markets for them and provide new capabilities for us. Concurrently, we will actively search for small businesses that are developing prospective disruptive technologies to provide small investments and perspective for possible game-changing innovations.
- **The Joint and Interagency Team.** The Air Force provides critical capabilities across the spectrum of conflict. We are at our best when we work with our joint and interagency partners to leverage and synchronize our collective strengths. A generation of joint warriors will preserve the bonds we have built across the Services and provide multi-domain solutions to difficult problems. We will also deepen our relationship with the intelligence community, diplomatic institutions, and developmental agencies through sustained dialogue, increased training and exchange, and the rejection of parochialism. We must enhance our joint and interagency partners' understanding of Air Force capabilities and how these capabilities complement their efforts. These measures will produce agile, comprehensive approaches to complex challenges.
- **Alliances and International Partnerships.** America's allies and coalition partners will remain vital to our success in addressing strategic challenges that increasingly span sovereign borders and strain the international system. While the Air Force can deliver unmatched capabilities, our strengths can be amplified exponentially when complemented by our global partners. Increasing partner capacity can also mitigate risks due to gaps in our own capabilities, increase access, shorten our response time, and affect the strategic calculus of potential adversaries. We will lead efforts to codify and integrate shared doctrine, tactics, and capabilities to shape and assess strategic conditions effectively, posture appropriately, and, when necessary, fight seamlessly. We must increase training and exercise opportunities to enhance trust and familiarity with allies and partners. This requires capabilities, resources, and the means for technical collaborations and

transparent sharing wherever appropriate for mutual benefit. We will also gain insights into the abilities and willingness of allies and partners to engage in global operations and increase appreciation of the capabilities, capacities, and technologies they bring to bear. Simultaneously, we will train our Airmen to be cross-culturally competent, enabling them to be more effective in operations with allies and in global environments.

Table 4: Goal and Objectives Supporting Inclusiveness

	Action				
	HCA	SPA	CA	STA	Other
IN1. One Air Force that optimizes Active, Guard, Reserve, and Civilian contributions to the Air Force mission, while recognizing and leveraging their unique strengths and capabilities.					
IN1.1 Produce decision makers adept in finding creative ways to access the force structure and optimizing it to meet mission demands. Focus on arming a generation of leaders with doctrine, history, and experience to provide cross-component expertise.	FAR				
IN1.2 Incorporate Total Force considerations wherever possible to increase the flexibility of our force structure and optimize our operational responses. Focus on identifying appropriate force mix options, eliminating structural and legal barriers, and increasing opportunities for component integration.	NEAR	NEAR			OCR: SAF/LL, NEAR
IN1.3 Synchronize programming and planning across the Active and Reserve Components to enable specific and timely input to the HAF that ensures adequate time to align ARC planning and programming efforts.					HAF: NEAR
IN1.4 Devise and implement a transparent process to collect, categorize, and prioritize ARC operational augmentation requirements, then program and budget for the required MILPERS and O&M resources.					AF/A3O MAJCOMs NEAR
IN1 Contributing Objective: • ***AG1.5*** *Preserve full-spectrum warfighting, expeditionary, and combat support capabilities by retaining expert Airmen with experience in recent conflicts, by codifying lessons learned, and by further integrating joint training (including LVC) to offset reduced resourcing for low-intensity operations.*					

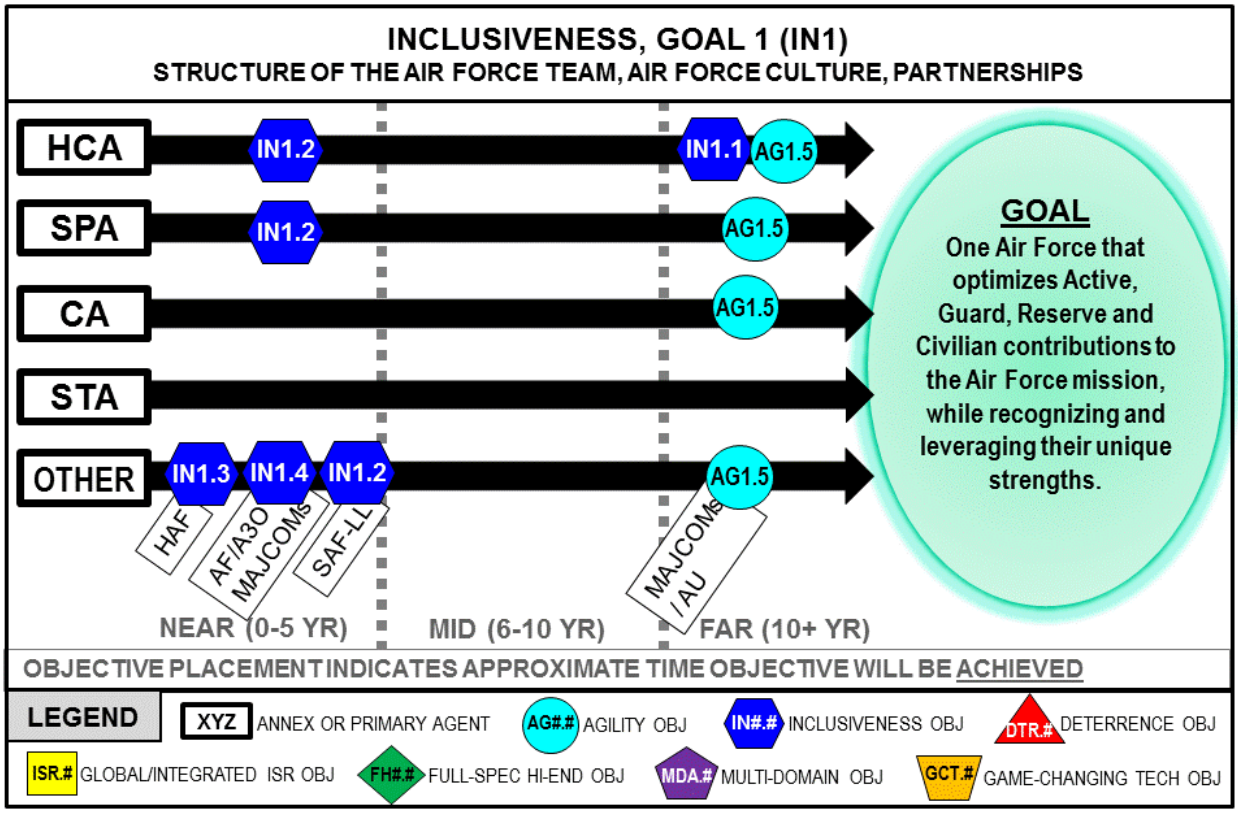

INCLUSIVENESS, GOAL 1 (IN1)
STRUCTURE OF THE AIR FORCE TEAM, AIR FORCE CULTURE, PARTNERSHIPS
HCA
IN1.2
IN1.1
AG1.5
SPA
IN1.2
AG1.5
CA
AG1.5
STA
OTHER
IN1.3
IN1.4
IN1.2
AG1.5
HAF
AF/A3O MAJCOMs
SAF-LL
MAJCOMs / AU
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
GOAL
One Air Force that optimizes Active, Guard, Reserve and Civilian contributions to the Air Force mission, while recognizing and leveraging their unique strengths.
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
LEGEND
XYZ ANNEX OR PRIMARY AGENT
AG#.# AGILITY OBJ
IN#.# INCLUSIVENESS OBJ
DTR.# DETERRENCE OBJ
ISR.# GLOBAL/INTEGRATED ISR OBJ
FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

Table 5: Goal and Objectives Supporting Inclusiveness	Action				
	HCA	SPA	CA	STA	Other
IN2. An Air Force culture that leverages diversity of thought to provide enhanced mission effects.					
IN2.1 Strengthen the environment of inclusiveness that permits the effective utilization of the diverse talents of Airmen. Focus on intentionally embedding this environment into Air Force culture.	NEAR				
IN2.2 Engage the broader U.S. audience to demonstrate the Air Force purpose, reclaim public excitement and interest, and showcase our heritage, culture and mission. Focus on crafting and communicating a consistent, unified Air Force story via a variety of venues and events.					OPR: SAF/PA, OCRs: HAF/CX, AF/A5S: NEAR; PARTNERSHIP PLAN (to follow) MID
IN2.3 Orient and educate the force to the idea that a blend of varied perspectives, cognitive approaches, and critical thought is a vital combat capability and integrate it into all aspects of our operations. Focus on eliminating institutional barriers to creating and retaining a diverse team.	MID	MID			
IN2 Contributing Objectives: • ***AG1.1*** *Recruit/access individuals with demonstrated potential for critical thinking, adaptive behavior, character, initiative, innovation, and contemporary mission-critical skills.* • ***AG1.3*** *Ensure institutional processes and culture value individual initiative, support productive failure in pursuit of innovation, provide latitude to experiment, and instill a cost-conscious mindset in all Airmen.* • ***IN1.1*** *Produce decision makers who are adept in finding creative ways to access the force structure and optimizing it to meet mission demands. Focus on arming a generation of leaders with doctrine, history and experience to provide cross-component expertise.* • ***IN1.2*** *Ensure our force structure is flexible enough to respond to specific situations in a complex and dynamic future. Focus on eliminating structural and legal barriers, while increasing opportunities for component integration.*					

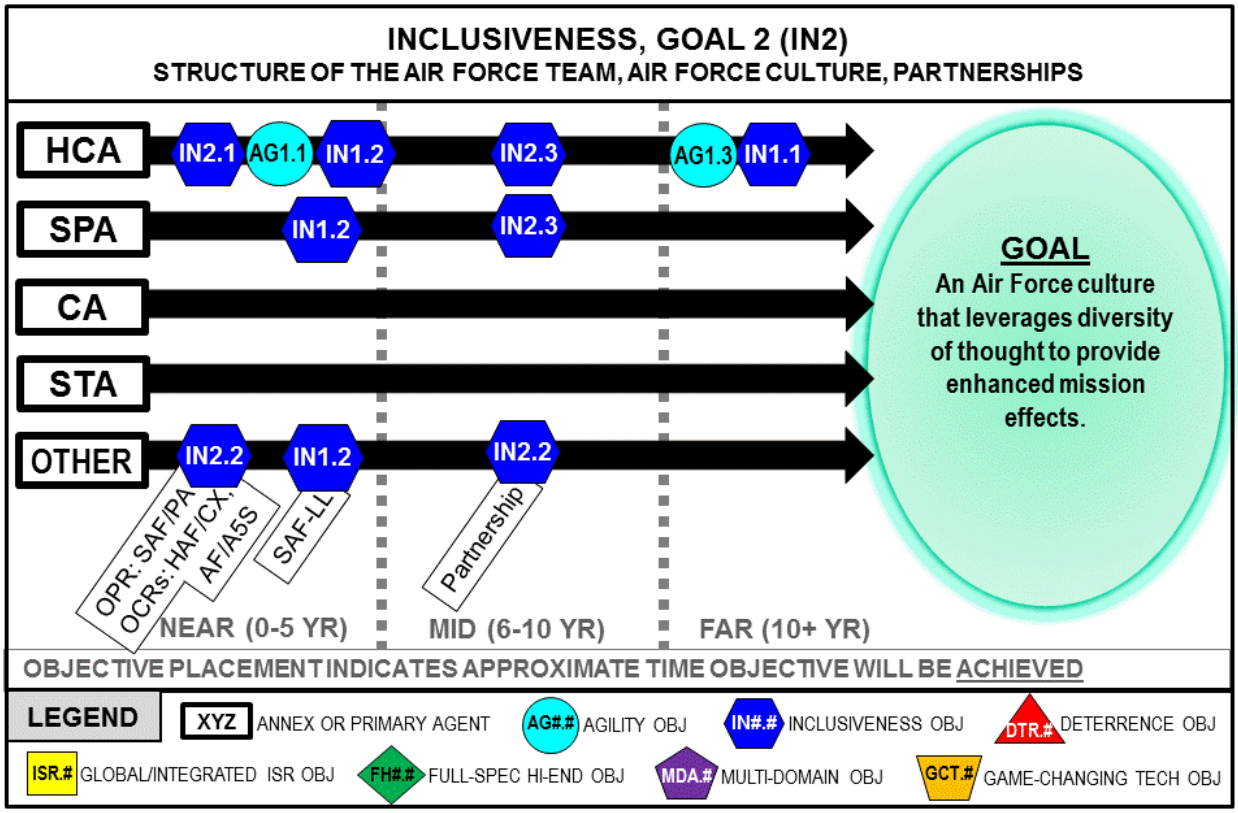
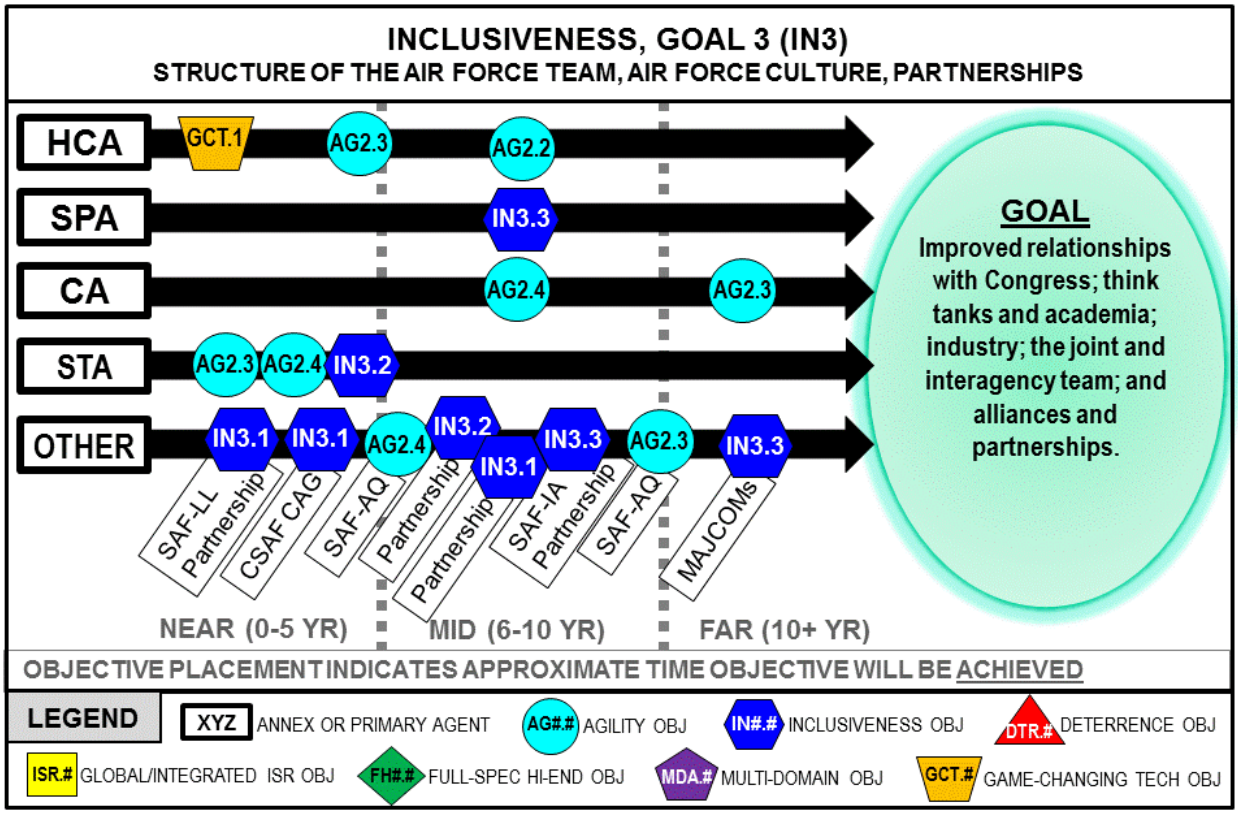

INCLUSIVENESS, GOAL 2 (IN2)
STRUCTURE OF THE AIR FORCE TEAM, AIR FORCE CULTURE, PARTNERSHIPS
HCA
IN2.1
AG1.1
IN1.2
IN2.3
AG1.3
IN1.1
SPA
IN1.2
IN2.3
CA
STA
OTHER
IN2.2
IN1.2
IN2.2
OPR: SAF/PA
OCRs: HAF/CX, AF/A5S
SAF-LL
Partnership
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
GOAL
An Air Force culture that leverages diversity of thought to provide enhanced mission effects.
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
LEGEND
XYZ ANNEX OR PRIMARY AGENT
AG#.# AGILITY OBJ
IN#.# INCLUSIVENESS OBJ
DTR.# DETERRENCE OBJ
ISR.# GLOBAL/INTEGRATED ISR OBJ
FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

Table 6: Goal and Objectives Supporting Inclusiveness	Action				
	HCA	SPA	CA	STA	Other
IN3. Improved relationships with Congress, think tanks and academia, industry, the joint and interagency team, and alliances and partnerships.					
IN3.1 Strengthen the Air Force's relationship with Congress through increased engagements focused on common purpose, continuity, and transparency. Concentrate efforts to frame Air Force narratives in terms of relevant value propositions, increase continuity in staff assignments, and promote transparency in dealings with legislators and their staffs.					SAF/LL: NEAR CSAF CAG: NEAR PARTNERSHIP PLAN (to follow) MID
IN3.2 Capitalize on the variety of perspectives and expertise resident within think tanks, academia and industry to enrich our understanding of threats and opportunities.				NEAR	PARTNERSHIP PLAN (to follow) MID
IN3.3 Deepen our relationships with the joint team, intelligence community, diplomatic institutions, developmental agencies, local governments, businesses, communities, and international partners through sustained dialogue, increased training and exchange, aviation security cooperation, and iterative enterprises to codify shared doctrine, tactics, and capabilities.		MID			SAF/IA: MID MAJCOMs: FAR PARTNERSHIP PLAN (to follow) MID
IN3 Contributing Objectives: • ***AG2.2*** *Improve acquisition tradecraft and business acumen by actively managing people with the appropriate education, training, and skills; and increasing efficiency and effectiveness in acquisition tools and techniques (including disciplines like systems engineering and digital thread tools).* • ***AG2.3*** *Develop an "agile acquisition" mindset that challenges bureaucratic inertia, streamlines processes, implements continuous improvement, and reduces risk through prototyping and new engineering development models.* • ***AG2.4*** *Incentivize innovative solutions and improve competition in the defense industrial base by providing transparency and stability in requirements and funding, increasing competitive bids, reducing developmental risks, and encouraging partnering with industry.* • ***GCT.1*** *Increase the technical acumen of all Airmen to enable greater innovation and experimentation.*					


INCLUSIVENESS, GOAL 3 (IN3)
STRUCTURE OF THE AIR FORCE TEAM, AIR FORCE CULTURE, PARTNERSHIPS
HCA
SPA
CA
STA
OTHER
GCT.1
AG2.3
AG2.2
IN3.3
AG2.4
AG2.3
AG2.3
AG2.4
IN3.2
IN3.1
IN3.1
AG2.4
IN3.2
IN3.1
IN3.3
AG2.3
IN3.3
SAF-LL Partnership
CSAF CAG
SAF-AQ
Partnership
Partnership
SAF-IA Partnership
SAF-AQ
MAJCOMs
GOAL
Improved relationships with Congress; think tanks and academia; industry; the joint and interagency team; and alliances and partnerships.
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
LEGEND
XYZ ANNEX OR PRIMARY AGENT
AG#.# AGILITY OBJ
IN#.# INCLUSIVENESS OBJ
DTR.# DETERRENCE OBJ
ISR.# GLOBAL/INTEGRATED ISR OBJ
FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

Strategic Vectors

The five strategic vectors identified in the Air Force Strategy identify focus areas for investment, institutional change, and future operational concepts. While not exclusive, they do establish priority areas of interest. By implication, risk may be taken in other areas; however, the absence of discussion of a mission area or capability is not, in itself, intended to convey a preference for divestment or reduction.

The strategic vectors are to:

- Provide effective 21st-century deterrence (**DTR**)
- Maintain a robust and flexible global integrated ISR capability (**ISR**)
- Ensure a full-spectrum-capable, high-end-focused force (**FH**)
- Pursue a multi-domain approach to our five core missions (**MDA**)
- Continue the pursuit of game-changing technologies (**GCT**)

VECTOR: PROVIDE EFFECTIVE 21ST-CENTURY DETERRENCE

Section Overview.

The Air Force must continue to contribute to strategic nuclear deterrence by strengthening and steadfastly performing the nuclear mission.

However, we must also be prepared to confront new types of strategic threats and actors that may not be deterred by nuclear means. We need to develop new capabilities to deal with these threats and actors so we can attribute such attacks and have a range of options to respond appropriately. The Air Force's capacities in ISR, global responsiveness, and variable effects (both lethal and non-lethal) make us uniquely suited to underwrite American deterrence in the 21st Century. We will improve these strengths through focused investments, partnerships, and education.

Strategic Nuclear Deterrence

The nuclear mission remains the clear priority of Air Force leaders at all levels. We will continue to place significant emphasis on the effectiveness and credibility of the nuclear enterprise. The United States will maintain a nuclear capability sufficient to inflict unacceptable costs on any state actor. Specifically, we will:

- **Ensure the effectiveness and credibility of the nuclear force**. Protect investments in the sustainment of: weapons systems; nuclear command, control and communications systems; and infrastructure. This includes life extension programs to ensure a safe, secure, and effective nuclear force.
- **Improve weapons systems and the effectiveness of delivery systems**. Reduce overall cost and complexity while maintaining a fully credible deterrent.
- **Demonstrate that we value the Airmen responsible for delivering the nuclear mission**. Provide incentives and flexibility, including increased visibility, pathways for advancement, and opportunities to transition between career tracks both within and outside the nuclear enterprise.

Deterring Other Strategic Attacks

More actors today have access to technologies with catastrophic effects. These include radiological, chemical and biological weapons, and the means to conduct attacks in space and cyberspace. All of these could have a strategic impact on the United States or its vital interests. Deterring states and non-state actors whose interests, structures, value systems, and objectives mean that they may not respond to nuclear deterrence will require additional capabilities to detect, monitor, attribute, and respond accordingly to undesired behavior while minimizing the risk of escalation or wider conflict.

The core concepts of deterrence do not change. We must identify our intended audience(s), present a credible threat capable of inflicting certain and unacceptable costs on their interests, effectively communicate this message, and demonstrate the will to act. To deter opponents successfully, we must understand what they want to achieve and what they are not willing to sacrifice. The latter may include aspects like state (or transnational) support and funding or encompass less tangible factors like public support, ideology, perceived legitimacy, or personal reputation. Certain actors may not view deterrence in

the classic sense—in these cases our efforts will focus on depriving them of the initiative and neutralizing their ability to threaten our interests.

Deterrence and cost-imposing strategies. A cost-imposing strategy induces an opponent to respond in a manner that produces greater hardship for the adversary than the friendly side. Deterrence represents a competitive arena to implement such an approach. Our aim is to offset the threat by maximizing the potential of our constrained defense resources in innovative ways that elicit responses that are cost-prohibitive to the adversary. Concurrently, we will confound adversary attempts to impose excessive costs on the United States by finding affordable asymmetric approaches that undermine opposing capabilities, postures, and operating concepts. We will engage in the greater U.S. grand strategy conversation to ensure our efforts will not create undesired second- and third-order effects. A perceived threat to a competitor could provoke undesirable counter responses; including a decision to strike first as a form of asymmetric capability. Introducing new capabilities, changing force postures, or revising operating concepts may strengthen our deterrence in the near-term while paving the road to escalation and conflict in the far term. We will weigh each of these opportunities based on the degree to which they enhance or diminish our strategic agility and response options.

The Air Force offers unique capabilities to deter a wide range of actors across the spectrum of conflict using both lethal and non-lethal means. We can enhance these capabilities by the continuing development of multi-domain ISR with products and services that can be widely disseminated to allies and the public. Many actors are emboldened by the perception of anonymity, particularly in the cyberspace domain or when using other asymmetric means. To counter these threats, we will:

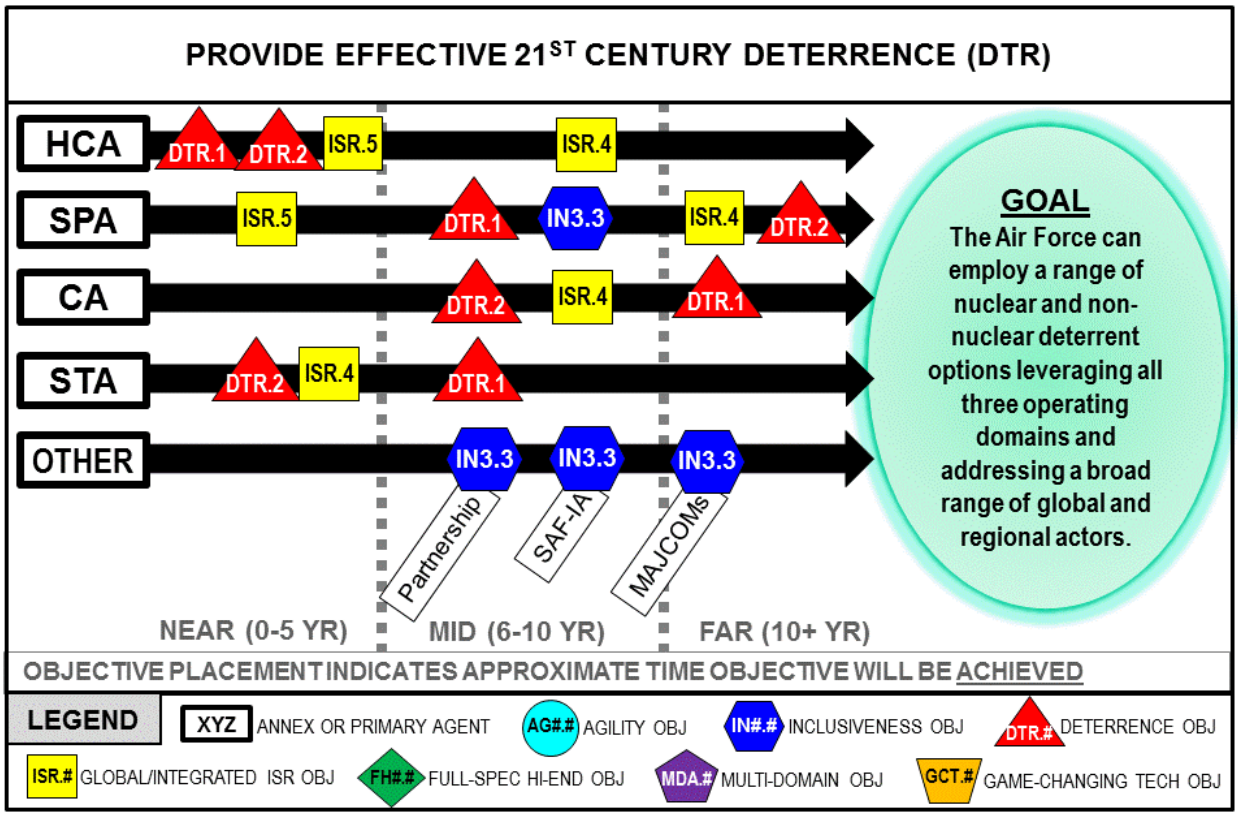
- **Enhance integrated, multi-domain ISR to detect, monitor, and attribute threats.** These initiatives should focus not just on the signatures of weapon systems and their production, but also identify individuals, groups, and supporting networks. Advancing capabilities within the information environment, particularly the cyberspace domain, will be a priority.
- **Increase the ability to share and release integrated, multi-domain ISR intelligence and knowledge.** This will greatly help whole-of-government and international efforts and bolster international law and norms. An improved ability to share intelligence and knowledge with international partners will help build coalitions against all types of adversaries. Furthermore, the demonstrated ability to accurately detect, analyze, track, share timely intelligence and assess actions taken can significantly enhance deterrence operations. An adversary who cannot achieve surprise through an act of violence has lost one of his most potent instruments: shock value.
- **Develop new response options ranging across domains.** These options include non-kinetic, reversible actions at global ranges to increase our ability to deter a wider range of actors and address unpredicted operational challenges. This may require judicious demonstrations of capabilities hitherto held at high security levels.
- **Improve our ability to apply levels of deterrence and coercion.** Key to this will be education and development of senior leaders, as well as improving our understanding of potential adversary mindsets, strategic calculus, and decision-making processes to apply tailored coercive and deterrent capabilities at the right time and place and control escalation and de-escalation, especially in crisis.

Table 7: Goal and Objectives Supporting Deterrence

	Action				
	HCA	SPA	CA	STA	Other
DTR. The Air Force can employ a range of nuclear and non-nuclear deterrent options leveraging all three operating domains and addressing a broad range of global and regional actors.					
DTR.1 Maintain a credible and robust strategic deterrence posture through sustainment, modernization, recapitalization, readiness, and protection of the Air Force's nuclear mission and supporting infrastructure.	NEAR	MID	FAR	MID	
DTR.2 Develop, test, and implement additional non-nuclear capabilities that deter a wide range of adversaries, including non-state actors, and assure allies and partners. Consider low-cost measures that generate high-cost adversary responses.	NEAR	FAR	MID	NEAR	

DTR Contributing Objectives:

- ***IN3.3*** *Deepen our relationships with the joint team, intelligence community, diplomatic institutions, developmental agencies, local governments, businesses, communities, and international partners through sustained dialogue, increased training and exchange, aviation security cooperation, and iterative enterprises to codify shared doctrine, tactics, and capabilities.*
- ***ISR.4*** *Enhance capabilities to holistically detect, monitor, analyze and attribute threats (kinetic or non-kinetic), perpetrators, and their support network and improve target systems analysis in order to determine the best way to act on this intelligence.*
- ***ISR.5*** *Improve policies, processes and organizations for obtaining, sharing, and releasing pertinent multi-domain intelligence with joint, interagency, and international partners.*


PROVIDE EFFECTIVE 21ST CENTURY DETERRENCE (DTR)
HCA
DTR.1
DTR.2
ISR.5
ISR.4
SPA
ISR.5
DTR.1
IN3.3
ISR.4
DTR.2
CA
DTR.2
ISR.4
DTR.1
STA
DTR.2
ISR.4
DTR.1
OTHER
IN3.3
IN3.3
IN3.3
Partnership
SAF-IA
MAJCOMs
GOAL
The Air Force can employ a range of nuclear and non-nuclear deterrent options leveraging all three operating domains and addressing a broad range of global and regional actors.
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
LEGEND
XYZ ANNEX OR PRIMARY AGENT
AG#.# AGILITY OBJ
IN#.# INCLUSIVENESS OBJ
DTR.# DETERRENCE OBJ
ISR.# GLOBAL/INTEGRATED ISR OBJ
FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

VECTOR: MAINTAIN A ROBUST AND FLEXIBLE GLOBAL INTEGRATED INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE CAPABILITY

Section Overview. From advanced urban environments to austere corners of the planet, the availability of technology and global interconnectivity is making the collection, analysis, and use of information and knowledge increasingly decisive across the spectrum of conflict. At the same time, the core motivations that drive human conflict have not changed. As a Service, we must be willing to acknowledge that no degree of technological proficiency can guarantee total situational awareness nor predict every crisis. Fortunately, options exist to ensure we maintain an enduring advantage over less-nimble adversaries. The Air Force will conduct agile ISR by:

- **Deepening our understanding and assessment of potential adversary capabilities and intentions.**
- **Ensuring elasticity and fusion in systems and organizations.**
- **Focusing air, space, and cyberspace collection, exploitation, and analysis to inform and support commanders' decisions.**

ISR can affect the behavior of adversaries who believe or know they are being watched. Deterrence is effective only when the adversary is aware of a threat and believes it to be prohibitive and credible. Effective ISR acts as a critical enabler of deterrence and helps friendly forces seize the initiative from adversaries who realize their activities can be or have been detected and thwarted. In addition, it can be used to disarm those who manipulate information to distract, delay, or derail our efforts. Despite our best efforts, resolute adversaries will constantly modify strategies and tactics to seek surprise, freedom of maneuver, and asymmetric advantages. The Air Force will never assume an ISR approach or capability that is effective today will be effective tomorrow, and our Airmen will employ agile cross-domain solutions to detect, characterize, deter and, when necessary, defeat adversaries across all operating environments. Anticipation of adversary adaptations and innovations will allow for rapid responses in capability development and our ISR collection, exploitation, and analytic techniques. This will require developing our Total Force to think and act cross-culturally.

ISR must be dynamic and elastic. The Air Force must enhance its capability to transition rapidly from global surveillance operations to tasks in support of specific warfighter needs. Near-peer state adversaries, transnational non-state threats, and localized contingencies all demand different approaches to - and combinations of - ISR. We must endeavor to discern these insights before and while we direct our advanced assets, adapting as circumstances evolve. We must train and equip Airmen to conduct effective multi-domain ISR anywhere in the world in all domains and operating environments, even if we lack full knowledge of the cultural and technical specifics of every potential adversary we may face. This acceptance of uncertainty, coupled with limitations in resources and operational reach, necessitates an agile, coordinated ISR approach that provides commanders with multiple options to inform prudent decisions. Air Force doctrine must evolve to be both more directive of and more responsive to ISR efforts and better able to integrate information efforts with options that include lethal and non-lethal effects. We

will make our data and information available to all users across the joint team, as well as our international partners as appropriate. To ensure our partner nations are able to access necessary intelligence, we will work for increased integration and strive to remove unnecessary and outdated classification barriers. We will begin by ensuring that wherever possible, classified material is generated in such a way that it is releasable to our trusted allies. In turn, these partners will bolster our ISR resources and deliver critical contextual insight for improved decision advantage.

ISR also must be technologically elastic. Technology has made information sharing easier and faster, and all data have the potential to increase the richness of our characterization and understanding of adversaries and the environment. Advanced ISR sensors remain essential, but intelligence also emerges from innovative methods of linking disparate data streams from open sources or international partners. Skilled intelligence professionals are the key to employing technological capabilities to produce accurate, actionable intelligence. However, in a dynamic environment, there may not always be time for every point of collected data to be translated into intelligence or reviewed by an analyst. In certain critical situations, collected data may need to flow directly to a cockpit or senior leader, regardless of collection method. The same data can simultaneously flow to an intelligence analyst to be analyzed for deeper context. To keep pace with technology, we will ensure that analysis training and education implements the principles of critical thinking across the ISR enterprise. We will also develop and deploy analysis architecture and tools to better automate, visualize, collaborate, and integrate analysis and exploitation. Prudent human-machine teaming will enhance our agility. Proper integration of automated systems within a common network will empower skilled intelligence personnel to convert mass data into actionable intelligence and knowledge and then rapidly convey it to the appropriate recipients, from national authorities to tactical warfighters.

Table 8: Goal and Objectives Supporting ISR

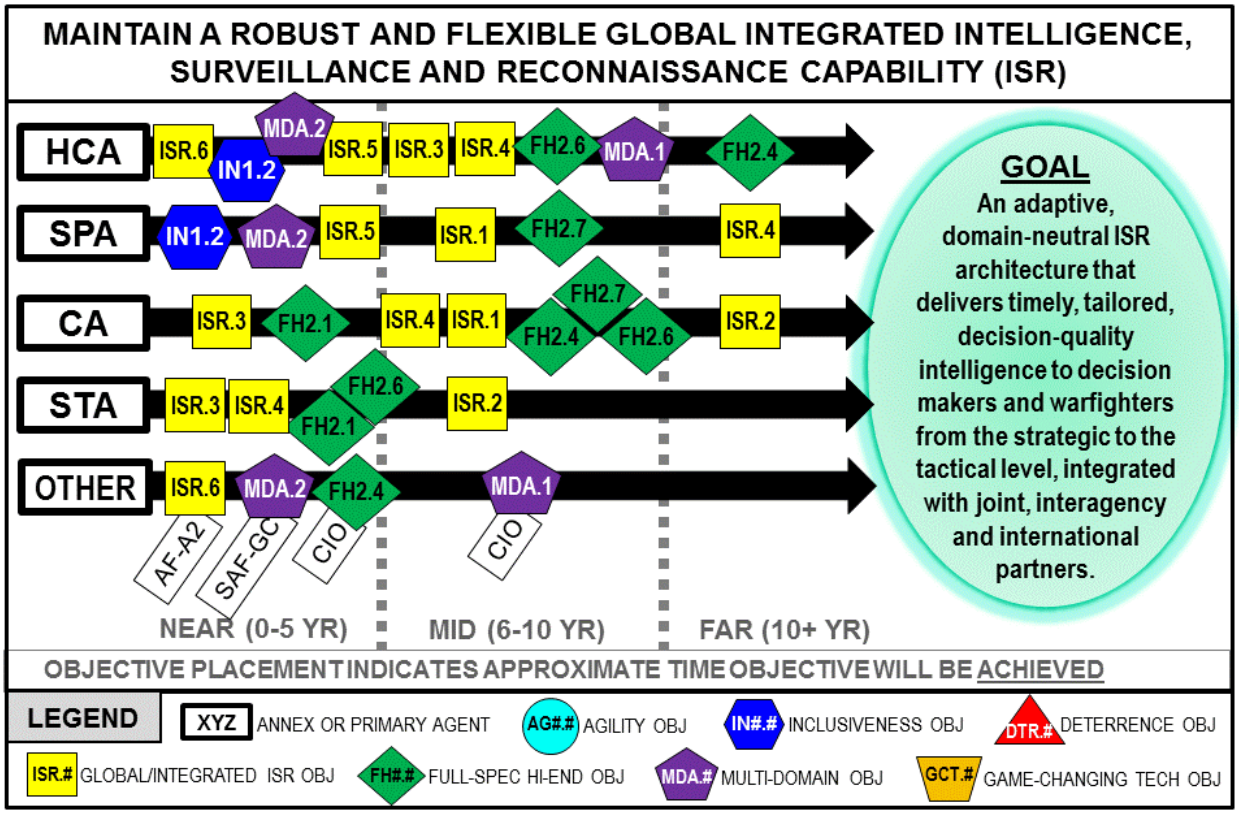
	Action				
	HCA	SPA	CA	STA	Other
ISR. An adaptive, domain-neutral ISR architecture that delivers timely, tailored, decision-quality intelligence to decision makers and warfighters from the strategic to the tactical level, integrated with joint, interagency, and international partners.					
ISR.1 Rebalance resilient ISR sensors, systems, and processes toward operations in high-end contested environments, and focus on moderately priced systems, to include commercial technology, for permissive environments.		MID	MID		
ISR.2 Develop a robust, survivable, secure architecture to connect and integrate ISR operations across all domains, ensuring that collection and analytic systems (including non-traditional ISR platforms and sensors) and users can collaborate seamlessly.			FAR	MID	
ISR.3 Increase flexibility and standardization in ISR processes and knowledge management tools to minimize delays and regulatory obstacles, enabling analysts to provide rapid, decision-level intelligence to overcome adaptive adversaries.	MID		NEAR	NEAR	
ISR.4 Enhance capabilities to holistically detect, monitor, analyze, and attribute threats (kinetic or non-kinetic), adversaries, and their support networks, and improve target systems analysis to determine the best way to act on this intelligence.	MID	FAR	MID	NEAR	
ISR.5 Improve policies, processes, and organizations for obtaining, sharing, and releasing pertinent multi-domain intelligence with joint, interagency, and international partners.	NEAR	NEAR			
ISR.6 Professionalize ISR analysis through training, tradecraft (including cultural competencies), and collaboration; restore analytic and targeting competencies.	NEAR				AF/A2 NEAR

ISR Contributing Objectives:

- ***IN1.2*** *Incorporate Total Force considerations wherever possible to increase the flexibility of our force structure and optimize our operational responses. Focus on identifying appropriate force mix options, eliminating structural and legal barriers, and increasing opportunities for component integration.*
- ***FH2.1*** *Increase emphasis on RDT&E for capabilities that ensure the ability to find, fix, track, target, engage and assess effects against critical target sets in highly contested environments.*
- ***FH2.4*** *Improve flexibility, commonality and interoperability of our C2 to integrate air, space, and cyberspace effects delivered by different Services or agencies.*
- ***FH2.6*** *Improve execution speed and situational understanding through advances in human-machine teaming, automated processing, exploitation, and dissemination (PED), analysis, and updated C2 and communication capabilities.*
- ***FH2.7*** *Provide resilient installations, infrastructure, and combat support capabilities that enable the Air Force to project power rapidly, effectively, and efficiently.*

Table 8: Goal and Objectives Supporting ISR

	Action				
	HCA	SPA	CA	STA	Other
• ***MDA.1*** *Orient the Air Force to a mindset that intuitively considers multi-domain options when solving complex problems, to include development of doctrine and TTPs.* • ***MDA.2*** *Reappraise existing compartmentalization practices and eliminate institutional barriers to empower Airmen and organizations to employ multi-domain approaches.*					



VECTOR: ENSURE A FULL-SPECTRUM-CAPABLE, HIGH-END-FOCUSED FORCE

Section Overview. While the Air Force has conducted nonstop combat operations for more than two decades, multiple adversaries have observed our strengths and developed advanced methods and technologies to counter our dominance in the air, space, and cyberspace domains. These threats will shape the future of warfare, and we cannot afford the risk of stagnation in high-end operations. We must refocus our capabilities to ensure we can operate against demanding adversaries who will certainly challenge our freedom of operation in multiple domains. Our priorities will include:

- **Developing capabilities that ensure freedom of action for the joint force.**
- **Leveraging and integrating new approaches, technologies and capabilities.**
- **Delivering more effects at range.**
- **Increasing our resiliency when presence within the battlespace is required.**
- **Retaining the ability to operate across the full spectrum of operations.**

Posture to set conditions for Joint Force success in the most demanding scenarios. The Air Force must be able to deliver effects against challenging threats and in challenging operating environments. In recent operations, airpower has provided asymmetric advantages in largely permissive environments. Analysis of the future strategic environment (see AFSEA) indicates that we are increasingly likely to face sophisticated enemies with advanced capabilities. As the other Services build more capacity to operate in hostile environments, the Air Force must focus clearly on the capabilities that will allow freedom of maneuver and decisive action in highly contested spaces and extreme and/or contaminated environments. Without high-end air, space, and cyberspace capabilities, these denied regions will pose significant, if not insurmountable, obstacles to friendly forces. Our greatest value to the joint force is dealing with these advanced threats, including:

- Advanced Integrated Air Defense Systems (IADS) with both surface-to-air and air-to-air capabilities that will challenge our technological edge
- Denied or contested electromagnetic environment
- Physical threat to forward operating locations, particularly the growing threat from adversary ballistic and cruise missiles
- Cyber threat to all operations (home and overseas)
- Threats to space-based capabilities

Gain freedom of action for the joint force. In a high-end conflict, this is our highest priority and is needed to prevent effective enemy interference with friendly operations. Our respective aims across the air, space, and cyberspace domains are:

- **Air:** Achieving the required degree of control of the air, protection of the joint force, and freedom of action for a given period and in the required area.

- **Space:** Maintaining freedom of action in, from, and to space to provide mission assurance for joint operations (Joint Publication 3-14, Annex 3-14) and to meet the needs of the national security space enterprise.
- **Cyberspace**: Freedom of action in cyberspace and the ability to deny the same to our adversaries (Joint Publication 3-12, Annex 3-12).

Navigation, communications, and targeting capabilities are critical to high-end operations. As our adversaries challenge our ability to employ these capabilities, we will increase resiliency and continuously improve the doctrine and TTPs necessary to fight through adversary threats. While we continue to design, procure, and operate systems that are capable of withstanding attack or maneuvering through the threat, we will also develop alternative methods to provide these capabilities, to include non-space-based options.

We must strengthen our analysis and targeting processes while complicating those of the enemy. This requires us to gain situational awareness and knowledge while degrading or denying the enemy's. We must expect our current technological advantages to wane, requiring us to invest in new capabilities. However, we must be mindful that few "silver bullets" exist and no technological edge goes unchallenged. Our capabilities development must be informed by an enhanced focus on adversarial innovations and technologies that could hinder our operations or otherwise provide an operational edge to our adversaries. Seeking single-point solutions may appear cost-effective, but carry high risk. We must continue to investigate multiple technologies and concepts, building off-ramps as well as on-ramps to maintain relative advantage as technologies emerge and fade. We must also regain and enhance our proficiency in operational security and information operations, to include military deception.

Integrate air, space, and cyberspace effects delivered by any Service in support of the campaign. Air, space, and cyberspace activities and targeting will be integrated for joint battlespace effects throughout the planning, targeting, execution, and assessment cycle. We will focus on developing common architecture to enable integration and command and control of a diverse set of multi-domain platforms, sensors, communications architectures, and weapons.

Deliver more effects at range. We will deliver effects at range wherever possible to mitigate the increasing area-denial threat to forward bases and to employ a smaller force more efficiently. This will combine:

- **Investment in long-range, stand-off capabilities.** In the far-term, we will invest in longer-range, high-speed platforms, sensors, and weapons as well as multi-domain capabilities that can create effects globally from home base such as cyberspace attack, space-delivered effects, and remotely operated or autonomous platforms. This will permit alternative weapons effects including temporary and reversible impacts. This will decrease the size of the necessary expeditionary force and thus redefine readiness requirements and force presentation models. In human terms, this will allow much greater flexibility in employment models, with the possibility of a more diverse workforce using different work patterns.
- **Fewer long-term deployed forces.** Delivery of timely, assured effects using global resources will allow Combatant Commands to reduce their requirements for assigned, organic forces based in their geographic area. In the near- to mid-term, this can be accomplished by employing Combat Mission Ready forces combining agile basing with rotational deployments, forward presence, and long-range assets. To conserve our resources and facilitate our operations, we will

adapt our basing to optimally leverage the environmental infrastructure in the locations where we operate.

- **Increase C2 agility to permit distribution of control and execution.** To support a more flexible force with the ability to deliver effects globally, we will need to revisit our C2 paradigms to permit rapid and appropriate adaptation between centralized and decentralized models. Some capabilities may need to be directed at a national level whereas other situations demand an ability to push authority to lower levels than current models allow.
- **Improve speed of execution.** While enabled by improvements in weapons and platforms, true advances will come with rapid, accurate, shared situational awareness. We will develop human-machine teaming including automated processing, exploitation, and dissemination (PED) and new C2 practices. By automating suitable data processing tasks, we will be able to employ a smaller number of analysts to perform more skilled interpretation tasks that require human analysis.

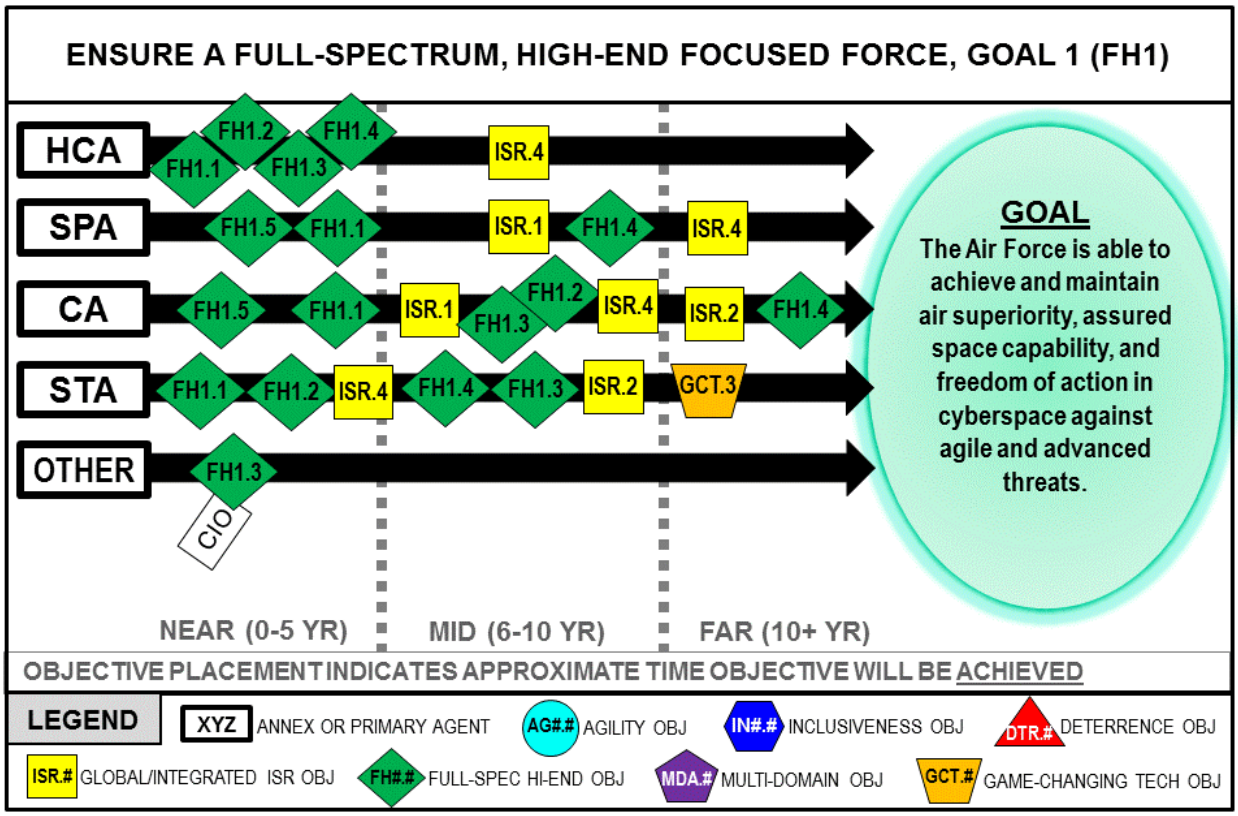
Improve resiliency of forward-deployed and stateside forces. Where we must retain a forward presence or need to project power, we will minimize vulnerability. We will reduce the human and physical footprint of forward-stationed forces to the minimum required for sustained operations and develop agile employment and basing concepts. Energy (in its many forms) is the backbone of nearly every element of Air Force operations in air, space, and cyberspace. We will also improve resiliency by reducing our dependence on vulnerable single-point energy sources and utility grids. We can realize significant gains by leveraging advances in manufacturing, energy efficiency, and renewable resources. We will leverage the combat support capabilities of partner nations on lower-risk tasks to reduce U.S. costs further. Bases within likely threat envelopes will need to employ enhanced active and passive protective measures such as protection against weapons of mass destruction (WMD) and increasingly accurate and lethal conventional ballistic and cruise missiles. Where we need to have the ability to "stand in" rapidly, we will employ light, agile, high-readiness forces with a small but resilient footprint that can deploy to the widest possible variety of austere locations.

Improve mission assurance of our space capabilities and be prepared to deny the same to potential adversaries. Air Force space-based capabilities and effects are more than enablers for other domains; they are vital to U.S. national security. Today, these capabilities face advanced, demonstrated, and evolving threats. At the same time, potential adversaries are fielding their own space-based capabilities and becoming increasingly reliant upon space for their military operations, which may be conducted against the United States or our interests. To succeed in the future, we must be able to shape the strategic environment, contribute to crisis stability, and ensure the United States possesses the space capabilities needed to achieve success in any conflict. To do this, the Air Force will assure space capabilities against aggressive and comprehensive counter-space programs through resilient capabilities, agile defense, reconstitution, and robust C2 and communications. The Air Force must also possess the ability, when necessary, to deny space capabilities to potential adversaries who leverage space in their own military operations.

Retain full-spectrum capabilities. The demand for Air Force capabilities is not likely to diminish simply because resources are constrained. Accordingly, we must continue to devise innovative ways to accomplish missions across the spectrum of conflict, to include employing high-end assets in other than extreme cases. While the significant increases in the organic firepower and ISR capabilities of the other Services should allow the Air Force to reduce emphasis on tactical tasks in a permissive environment, we

must not permit our focus on high-end conflict to cause the skills we have gained in low-intensity conflict to atrophy. We will retain many of these skills among experienced personnel with the ability to regenerate capabilities rapidly across the wider force. We will also consider investments in limited numbers of platforms, munitions, and off-the-shelf solutions optimized for lower-intensity situations when it is cost effective to do so. However, we will not posture for extended stabilization operations, nor will low-intensity operations be the primary focus of our capability development.

Table 9: Goal and Objectives Supporting a Full-Spectrum, High-End-Focused Force	Action				
	HCA	SPA	CA	STA	Other
FH1. The Air Force is able to achieve and maintain air superiority, assured space capability, and freedom of action in cyberspace against agile and advanced threats.					
FH1.1 Ensure the ability to gain and maintain the required degree of control of the air to prevent effective enemy interference with friendly operations.	NEAR	NEAR	NEAR	NEAR	
FH1.2 Ensure viable options are available to sustain capabilities provided by space assets in case they are challenged or denied, particularly for position, navigation, timing, strategic warning, and communications. This includes both resilient space systems and non-space options.	NEAR		MID	NEAR	
FH1.3 Strengthen capabilities that enable freedom of action in cyberspace, and enhance our ability to deny the same to adversaries.	NEAR		MID	MID	CIO: NEAR
FH1.4 Enhance abilities to degrade or deny situational awareness and targeting ability to an advanced enemy.	NEAR	MID	FAR	MID	
FH1.5 Reduce emphasis on tactical tasks in permissive environments where other Services have sufficient organic capacity (for example tactical ISR, fire support, and intra-theater mobility).		NEAR	NEAR		
FH1 Contributing Objectives: • ***ISR.1*** *Rebalance resilient ISR sensors, systems and processes toward operations in high-end contested environments, and focus on moderately priced systems, to include commercial technology, for permissive environments.* • ***ISR.2*** *Develop a robust, survivable, secure architecture to connect and integrate ISR operations across all domains, ensuring that collection and analytic systems (including non-traditional ISR platforms and sensors) and users can collaborate seamlessly.* • ***ISR.4*** *Enhance capabilities to holistically detect, monitor, analyze and attribute threats (kinetic or non-kinetic), adversaries, and their support networks, and improve target systems analysis in order to determine the best way to act on this intelligence.* • ***GCT.3*** *Execute a broad, balanced, and integrated S&T Program responsive to near-, mid-, and far-term Air Force priorities.*					


ENSURE A FULL-SPECTRUM, HIGH-END FOCUSED FORCE, GOAL 1 (FH1)
HCA
SPA
CA
STA
OTHER
FH1.1
FH1.2
FH1.3
FH1.4
FH1.5
ISR.1
ISR.2
ISR.4
GCT.3
CIO
GOAL
The Air Force is able to achieve and maintain air superiority, assured space capability, and freedom of action in cyberspace against agile and advanced threats.
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
LEGEND
XYZ ANNEX OR PRIMARY AGENT
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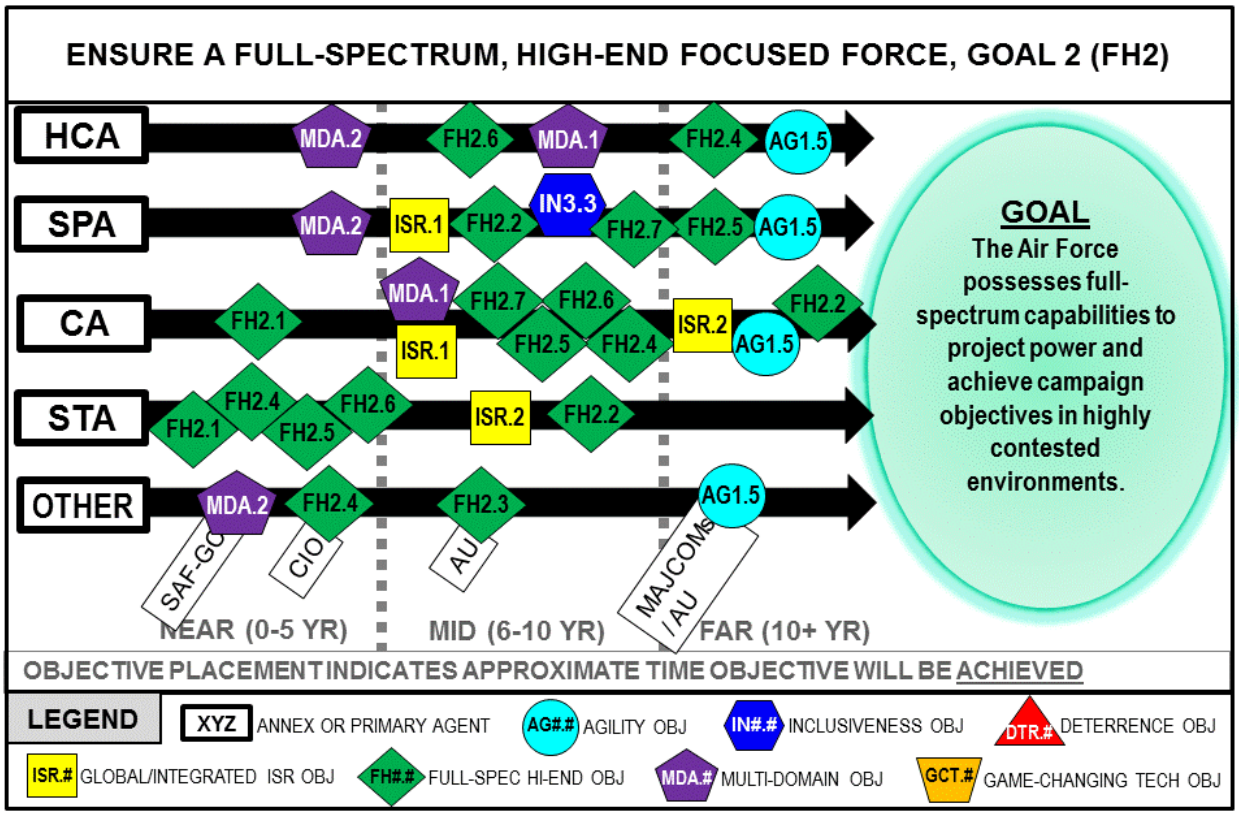
FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

Table 10: Goal and Objectives Supporting a Full-Spectrum, High-End-Focused Force	Action				
	HCA	SPA	CA	STA	Other
FH2. The Air Force possesses full-spectrum capabilities to project power and achieve campaign objectives in highly contested environments.					
FH2.1 Increase emphasis on research, development, testing, and evaluation (RDT&E) for capabilities that ensure the ability to find, fix, track, target, engage and assess effects against critical target sets in highly contested environments.			NEAR	NEAR	
FH2.2 Increase emphasis on stand-off capabilities that maximize speed, range, and flexibility, while maintaining the ability to transition to effective, resilient presence in the battlespace.		MID	FAR	MID	
FH2.3 Improve Air Force command and control doctrine and implementation through study, wargaming, and exercises to validate best practices that embrace variable models of centralization/decentralization, organization, and execution.					AU: MID
FH2.4 Improve flexibility, commonality, and interoperability of our C2 and communications to integrate air, space, and cyberspace effects delivered by different Services or agencies.	FAR		MID	NEAR	CIO: NEAR
FH2.5 Ensure rapid, robust global mobility by developing and maintaining smart and adaptive global and theater distribution networks to ensure the most efficient movement and positioning of materials, and by leveraging advanced design and manufacturing.		FAR	MID	NEAR	
FH2.6 Improve execution speed and situational understanding through advances in human-machine teaming, automated PED, analysis, and updated C2 and communication capabilities.	MID		MID	NEAR	
FH2.7 Provide resilient installations, infrastructure, and combat support capabilities that enable the Air Force to project power rapidly, effectively, and efficiently.		MID	MID		

FH2 Contributing Objectives:

- ***AG1.5*** *Preserve full-spectrum warfighting, expeditionary, and combat support capabilities by retaining expert Airmen with experience in recent conflicts, by codifying lessons learned, and by further integrating joint training (including LVC) to offset reduced resourcing for low-intensity operations.*
- ***ISR.1*** *Rebalance resilient ISR sensors, systems and processes toward operations in high-end contested environments, and focus on moderately priced systems, to include commercial technology, for permissive environments.*
- ***ISR.2*** *Develop a robust, survivable, secure architecture to connect and integrate ISR operations across all domains, ensuring that collection and analytic systems (including non-*

Table 10: Goal and Objectives Supporting a Full-Spectrum, High-End-Focused Force	Action				
	HCA	SPA	CA	STA	Other
traditional ISR platforms) and users can collaborate seamlessly. • ***IN3.3*** *Deepen our relationships with the joint team, intelligence community, diplomatic institutions, developmental agencies, local governments, businesses, communities, and international partners through sustained dialogue, increased training and exchange, aviation security cooperation and iterative enterprises to codify shared doctrine, tactics, and capabilities.* • ***MDA.1*** *Orient the Air Force to a mindset that intuitively considers multi-domain options when solving complex problems, to include development of doctrine and TTPs.* • ***MDA.2*** *Reappraise existing compartmentalization practices and eliminate institutional barriers to empower Airmen and organizations to employ multi-domain approaches.*					



VECTOR: PURSUE A MULTI-DOMAIN APPROACH TO OUR FIVE CORE MISSIONS

Section Overview. Airpower, cyberspace functions, and space-based capabilities have become indispensable components of modern military operations. In order to achieve the most effective solutions across the spectrum of military operations, the Air Force will increasingly rely on operations executed in or through the cyberspace and space domains in addition to air activities, and Air Force operations in these three domains must be coordinated or integrated with effects generated in the land and maritime domains.

We must focus on ensuring freedom of action within temporal and spatial bounds in all five of the domains, enabled by multi-domain, synergistic mission execution. The most critical component of this approach will be the development of a multi-domain mindset among Airmen throughout the Service. The Air Force must ensure that its systems and processes support this mindset to ensure mission accomplishment in a complex environment.

In order to foster a multi-domain approach, the Air Force will:

- **Holistically develop best practices to integrate capabilities and operations in all domains.** This will benefit employment in the near term and force planning in the long term. If our ability to act in one domain is limited, we will flex to operations in other domains to achieve the required effect.
- **For any given task, integrate planning to use capabilities in all domains to achieve desired effects and outcomes.** Reliance on conventional air platforms can be reduced where assured capability can be provided through cyberspace or space-based capabilities; conversely, kinetic operations may more often be directed at achieving cyberspace effects or affecting space control rather than attacking conventional targets. We will also develop novel ways of delivering effects into and through cyberspace and space from air platforms. Our aim will be to generate an overmatch by integrating effects across all domains, including effects generated by our joint and combined partners in surface and maritime domains.
- **Adapt our thinking and culture.** This will ensure that when presented with a problem, we are able to consider a range of lawful options and possible effects using multiple domains. A side effect of our unmatched success in producing highly proficient tactical operators is the evolution of processes, structures, and mindsets which are not optimized for multi-domain approaches. This mindset shift may be our greatest challenge as an Air Force. It will require a reappraisal of current classifications and compartmentalization to ensure planners and targeteers appreciate the full range of capability available to commanders and understand the likely effects in terms of precision, persistence, collateral damage, reversibility, assurance, and lethality.
- **Institutionalize multi-domain approaches into the education, training, and employment of Airmen from the operator to the component commander.** This will require us to conduct experimentation to develop, explore, and assess new concepts of operations, training programs, simulations, war games, and exercises that reflect and account for these new integrated operations. Our human capital development should seek ways to widen operator perspectives without sacrificing their tactical expertise. Training is central to both of these aims, and we must

develop suitable systems and ranges across the live, virtual, and constructive spectrum to facilitate these efforts.

- **Review our force employment models.** New capabilities best controlled centrally or at a national level may permit a reduction in the conventional forces allocated to Combatant Commanders, provided theater air staffs are able to access the required effects with a suitable degree of assurance.

Air and Space Superiority. The Air Force has dominated the air domain for a generation, enabling joint domination of the land and maritime domains. However, the technological and training advantages we have enjoyed since the Cold War are being increasingly contested by adversaries. While other actors have adapted, advanced their capabilities, invested heavily in realistic training, and developed and fielded ballistic and cruise missiles and unmanned air systems to augment traditional air capabilities, we have not kept pace. Further, concepts of 'dominance' are probably inappropriate in the space and cyber domains. While the space domain used to be considered the unassailable "high ground," our space assets today are endangered by a variety of kinetic and non-kinetic threats. The lower cost of entry to operations in and through the cyberspace domain, together with the difficulty in attribution, means that a wide range of adversaries will more readily challenge us in and through this domain. We must be ready to defend against these challenges. Accordingly, the Air Force will:

- **Take advantage of cyberspace- and space-based capabilities** to constrain adversaries' actions and increase our situational understanding both in the physical domains and within cyberspace so to maintain freedom to maneuver and focus the combat power we have appropriately.
- **Integrate all appropriate air and space platforms with cyberspace capabilities** to maximize integrated lethal and non-lethal effects. Integration of capabilities in all domains will enable freedom of action for the joint force. This requires a common C2 and communications architecture to create a combat network in which capabilities on any platform can be exploited in a way that is transparent to the operators at either end of the effects chain.

Intelligence, Surveillance, and Reconnaissance. As we rebalance to the higher end of the spectrum of conflict, we will rely less on ISR data collected from airborne or space-borne capabilities that cannot operate in a contested environment. We will address the challenges of operating in contested environments in a variety of ways:

- **Enhance stand-off capabilities and invest in multi-domain, penetrating ISR capabilities.** We need to combine the ability to achieve the necessary access with the required persistence. We will invest in air, space, and cyberspace platform and sensor capabilities enabling access to targets anywhere around the world. Some of these capabilities will enhance our existing long-range collection assets that operate from the continental United States (CONUS). Others will increase our persistence from space and our ability to rapidly deploy gap-filling capabilities. Other enhancements will include the ability to work in and through cyberspace to help characterize specific target sets and understand adversaries. In all cases, we will use a multi-domain, all-source mindset to focus the ISR enterprise on providing the right analysis and delivery of key intelligence in order to offer commanders well-informed options.
- **Integrate sensors on all platforms.** Wherever possible, we will integrate joint, interagency, and coalition information sources to create a fused understanding of the adversary and the environment. We will exploit automation for appropriate on-platform processing, improved

combat identification, and targeting. By integrating data from as many sources as possible, we will increase the resilience of our ISR network so if one domain capability is denied (for example, due to adversary space-control activity), our understanding of the battlespace is not catastrophically disrupted.

- **Ensure rapid and wide dissemination of processed ISR data.** Once collected, data must be fused and analyzed and the resulting intelligence disseminated to all customers and decision-makers at the right time. This will require layered, mutually supportive analytic capabilities; improved intelligence generation and dissemination methods that span joint, interagency, and international constructs; and collaboration at multiple clearance levels while maintaining appropriate security controls.
- **Prioritize and pursue attribution capabilities.** We will improve our abilities to attribute action in space and cyberspace to specific actors, both state and non-state.

Rapid Global Mobility. The Air Force plays a critical role in expeditionary and deployed operations globally. We will aim to improve our effectiveness by pursuing multi-domain solutions to mobility challenges such as:

- **Smart and adaptive global distribution networks** (including autonomous systems and cyberspace capabilities) both across and within theaters to ensure the most efficient movement and positioning of supplies. This will require a more agile posture and will take us beyond the conventional 'hub-and-spoke' approach to one that optimizes those networks through a DOD-wide approach.
- **Reduce the logistic tail and enhance sustainability.** Highly efficient airframe and engine designs will provide significant energy savings and enhanced range capabilities. Advanced manufacturing techniques, such as 3-D printing, could overcome the need to deploy a range of spare components that may not all be needed.

Global Strike. The Air Force will continue to be the Nation's pre-eminent means of projecting force rapidly at global ranges. We will expand our precision strike capability to maximize cross-domain integration, including a range of alternative weapons effects including some that may be temporary or reversible.

- **Operate globally while minimizing vulnerable forward deployments.** Develop capabilities to enable full-spectrum effects in and through cyberspace, from space, or using air platforms and sensors with global range.
- **Provide rapid or immediate effects and assessment of our actions**, using all sources of information including multi-domain and open-source data.

Command and Control. Our C2 model will need to be agile enough to integrate air, space, and cyberspace effects delivered directly and remotely and by different Services or agencies. We need to develop a networked, agile, and self-organizing system to achieve measured effects at the right place and time. We must:

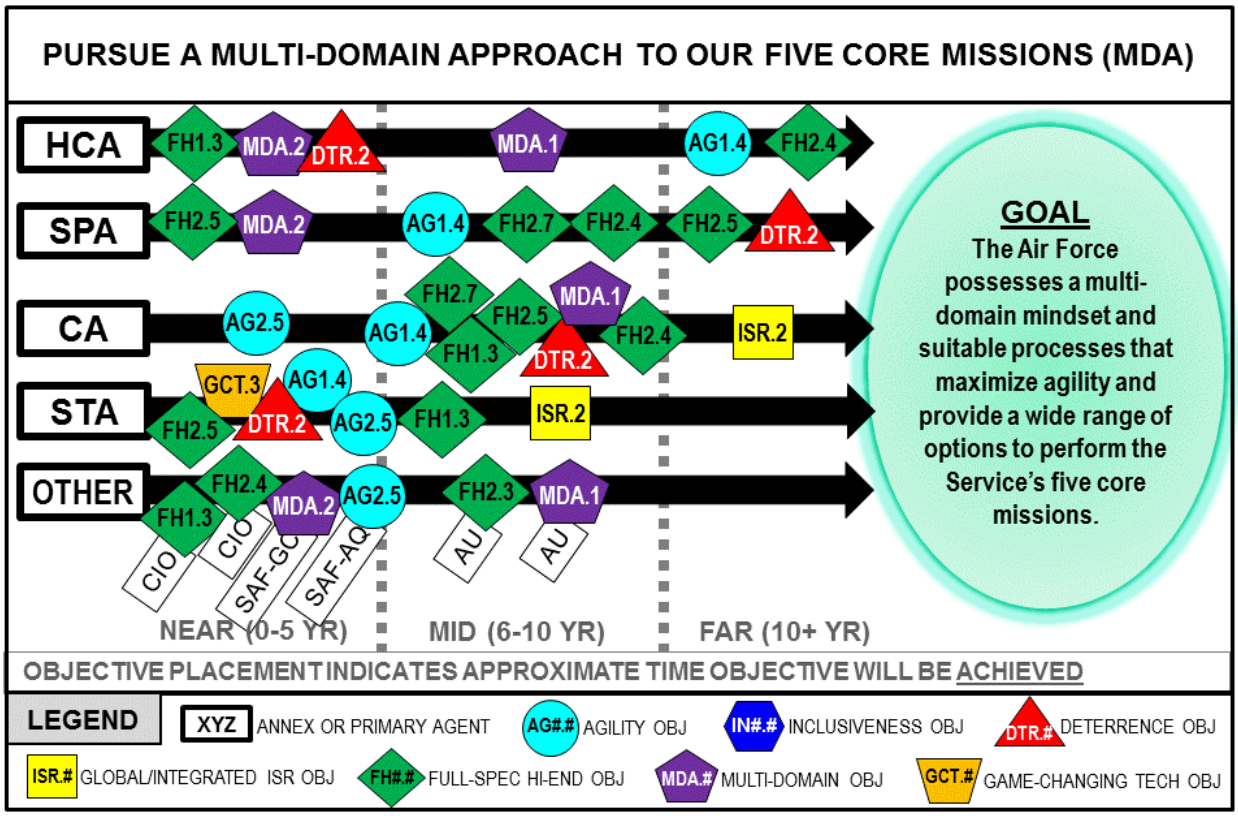
- **Fully integrate effects** achieved through the space and cyberspace domains into planning and targeting at all levels, and be prepared to integrate effects achieved through land and maritime domains as a Joint Task Force.

- **Increase flexibility of C2.** As well as multi-domain integration within traditional theater air operations centers (AOCs), we must be able both to permit more widely distributed control and execution, and also to inform and direct efforts centrally at the theater and national levels.
- **Ensure resiliency of our networks** by exploiting developments in self-healing and adaptive systems and proactive defense against attack from all domains, especially cyberspace.
- **Develop the ability to integrate air, space, and cyberspace effects delivered by any Service in support of the theater campaign.** This will require more agile approaches to C2 in environments where freedom of maneuver and communications are contested or denied. This includes not only technological achievement, but also more flexible thought for operational and tactical-level execution.
- **Develop new and innovative methods** to overcome the increasing adversary challenges to our command and control networks.

Table 11: Goal and Objectives Supporting a Multi-Domain Approach	Action				
	HCA	SPA	CA	STA	Other
MDA. The Air Force possesses a multi-domain mindset and suitable processes that maximize agility and provide a wide range of options to perform the Service's five core missions.					
MDA.1 Orient the Air Force to a mindset that intuitively considers multi-domain options when solving complex problems, to include development of doctrine and TTPs.	MID		MID		AU: MID
MDA.2 Reappraise existing compartmentalization practices and eliminate institutional barriers to empower Airmen and organizations to employ multi-domain approaches.	NEAR	NEAR			SAF/GC: NEAR

MDA Contributing Objectives:

- ***AG1.4*** *Combine training across multiple mission sets, including integrated LVC venues and operator-in-the-loop M&S, in order to cultivate Airmen trained in agile and robust decision-making to devise multi-domain solutions to complex problems in uncertain, contested environments.*
- ***AG2.5*** *Establish an agile capability development framework that leverages credible and defendable knowledge resulting from development planning and experimentation activities to inform the strategic planning and programming process decisions.*
- ***DTR.2*** *Develop, test and create additional non-nuclear capabilities that deter a wide range of adversaries, including non-state actors, and assure allies & partners. Consider low-cost measures that generate high-cost adversary responses.*
- ***ISR.2*** *Develop a robust, survivable, secure architecture to connect and integrate ISR operations across all domains, ensuring that collection and analytic systems (including non-traditional ISR platforms and sensors) and users can collaborate seamlessly.*
- ***FH1.3*** *Strengthen capabilities that enable freedom of action in cyberspace, and enhance our ability to deny the same to adversaries.*
- ***FH2.3*** *Improve Air Force command and control doctrine and implementation through study, wargaming, and exercises to validate best practices that embrace variable models of centralization/decentralization, organization, and execution.*
- ***FH2.4*** *Improve flexibility and commonality of our C2 and communications to integrate air, space, and cyberspace effects delivered by different Services or agencies.*
- ***FH2.5*** *Ensure rapid, robust global mobility by developing and maintaining smart and adaptive global and theater distribution networks to ensure the most efficient movement and positioning of materials, and by leveraging advanced design and manufacturing.*
- ***FH2.7*** *Provide resilient installations, infrastructure, and combat support capabilities that enable the Air Force to project power rapidly, effectively, and efficiently.*
- ***GCT.3*** *Execute a broad, balanced, and integrated S&T Program responsive to near-, mid-, and far-term Air Force priorities.*


PURSUE A MULTI-DOMAIN APPROACH TO OUR FIVE CORE MISSIONS (MDA)
HCA
FH1.3
MDA.2
DTR.2
MDA.1
AG1.4
FH2.4
SPA
FH2.5
MDA.2
AG1.4
FH2.7
FH2.4
FH2.5
DTR.2
CA
AG2.5
AG1.4
FH2.7
FH2.5
FH1.3
MDA.1
DTR.2
FH2.4
ISR.2
STA
GCT.3
AG1.4
FH2.5
DTR.2
AG2.5
FH1.3
ISR.2
OTHER
FH2.4
FH1.3
MDA.2
AG2.5
FH2.3
MDA.1
CIO
CIO
SAF-GC
SAF-AQ
AU
AU
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
GOAL
The Air Force possesses a multi-domain mindset and suitable processes that maximize agility and provide a wide range of options to perform the Service's five core missions.
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
LEGEND
XYZ ANNEX OR PRIMARY AGENT
AG#.# AGILITY OBJ
IN#.# INCLUSIVENESS OBJ
DTR.# DETERRENCE OBJ
ISR.# GLOBAL/INTEGRATED ISR OBJ
FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

VECTOR: CONTINUE THE PURSUIT OF GAME-CHANGING TECHNOLOGIES

Section Overview. The purpose of this strategic vector is not to identify specific technologies that may become game-changers, but instead outline a strategic approach and the supporting elements necessary to bring forth the next generation of game-changing capabilities. Game-changers do not result solely from technology, but rather from the specific ways in which a technology is applied in an operational capability—and how such capabilities are employed. Key elements necessary to cultivate game-changing capabilities include innovative people, ideas and concepts, experimentation, and an active, engaged leadership:

- **Innovative people are essential for an innovative organization, and these individuals should be discovered and developed to serve on experimentation teams.**
- **Ideas and concepts come from casting a wide net to catch as many good ideas from as many sources as possible and then making many small investments to yield research concepts and prototypes to experiment with in small venues like wargames or exercises to develop operational applications.**
- **Experimentation, through a "campaign of experiments," allows teams to explore new ideas and capability concepts through an iterative process and develop the insights that produce innovative solutions to a problem.**
- **Active, engaged leadership must be willing to take risk in exploring and championing new ideas and allow ourselves to fail cheaply and adapt early.**

Many of these elements exist in the Air Force today. However, we must build upon them to improve our ability to remain at the forefront of harnessing breakthroughs that shape our future.

Fostering Game-Changing Approaches and Technologies. The technological advantage the Air Force has maintained since its inception was not predestined. It was the result of a strategic choice to explore and mature new technologies balanced with an understanding that military problems will never have final or universal solutions. Only through a constant pursuit of science and a rapid adoption of innovation can the security of the Nation be maintained. The story of our Air Force is a prime example of the innovative application of game-changing approaches and technologies. Our history testifies to our ongoing quest to exploit new advances from the jet engine to nuclear weapons, space, stealth, cyberspace operations and remotely-piloted systems in new approaches. We must continue to pursue radical improvements in technology in order to maintain the asymmetric advantage over adversaries. Game-changing capabilities typically result from a technological approach applied to a military problem that radically alters the balance of power between potential adversaries. As mentioned in the Air Force Strategy, hypersonics, nanotechnology, directed energy, unmanned systems, and autonomous systems each offer promising possibilities. However, in the future we will generate new combinations of technologies and domains we cannot yet describe, or even imagine, that will shape the way our Service provides airpower. We will

forge ahead on a path of innovation to achieve strategic agility – breaking paradigms and leveraging technology. The pace of change drives the imperative for agility, which implies anticipation over reaction and shaping over responding.

People. Innovation is the result of insightful, collaborative interactions that occur when exceptional people are brought together in creative environments. We must develop innovation catalysts that leverage creative people throughout the entire Air Force who are passionate about innovation in specific fields and capitalize on their natural interests and talents. Few people are naturally innovative, and the ones who are may be overlooked for opportunities to contribute effectively because they often see things differently than the rest of their organization. This can place them at odds with the organization and stifle their voice. True innovators can be recognized as people who work best in environments where risk, openness, and idea-sharing are the norm; where ideas outrank seniority; where being wrong is not a failure; where learning is recognized as a continual process; and who have a sense of urgency, energy, and optimism. They challenge their own ideas as much as those of others and continually push new ideas and approaches for doing things. A process for discovering and cultivating such people is essential for an innovative organization, and these individuals should be candidates to serve on experimentation teams.

Ideas and Concepts. Innovative organizations actively seek ideas from the broadest possible base. New ideas must be sought out and given an audience, regardless of the originator's position in the organization. We must cast a wide net to catch as many good ideas from as many possible sources while being fully aware that innovation often comes from outside traditional DoD sources. This requires actively seeking ideas from the private sector, including from non-DoD affiliated firms, small businesses, academia, and international communities. Few ideas will represent viable innovations on their own in the form in which they are proposed. However, they may contain a key concept or insight that, when combined with other ideas, can lead to a clearer understanding of what might be possible or provide an entirely new approach to solving a problem. They may even lead to the solution of a completely different problem. Innovations usually do not directly result from the original ideas themselves. Instead, they are the product of putting ideas into an experimentation environment where creative teams of technologists and operators can combine, explore, and develop them to discover any hidden insights. As a result, innovative ideas and concepts should not be constrained by current doctrines or requirements of current solution approaches. Nor should they be assessed by their performance in relation to measures established for completely different solution approaches. Most new ideas will perform worse than accepted solution paths being explored from the current *status quo*. An innovation becomes the preferred solution approach only when it is understood in terms of the new CONOPS in which it will operate and in the context of new measures appropriate for that CONOPS.

We will mature promising technologies by making many small investments. Through our people and their connections, we will gain access to paradigm-changing capabilities while they are still nascent. This presents an opportunity to either adapt emerging ideas to our purpose or provide a requirement to innovators based on operational needs. This interaction will yield research concepts and prototypes with which we can experiment in small venues like wargames or exercises to develop operational applications. By injecting S&T opportunities into experimentation campaigns and development planning efforts, we will increase the speed of development and assess the utility of new concepts earlier in the process. Although the Air Force will make small investments in many promising technologies, only a small fraction may pay off. This operating methodology is prevalent, proven, and successful in the private sector, and works on the same principle as classic venture capital endeavors. For instance, investors in

Silicon Valley expect in advance that only 10 of 100 startup investments might turn a future profit or return on investment. Of those 10 profitable ventures, one might succeed in a spectacular way in which the investment pays off 10,000 to 1. By exploring innovative concepts and technologies to deepen our knowledge and understanding of their potential, we can make these investments more intelligently.

Experimentation. A "campaign of experiments" is the process by which experimentation teams explore new ideas and capability concepts for the interplay between technologies and CONOPS, develop the insights that produce a deep understanding of potential future environments, and discover combinations that provide innovative solutions to a problem. For any given problem, the campaign is a sequence of challenge-based experiments that progresses from a typically simple initial venue to a final one in which the proposed solution can be understood in an operational context. Frequent experimentation with analysis and sharing of results are keys to achieving system-wide (or multi-system) innovations. Over the course of the campaign, the succession of experiments explores increasingly deeper aspects of the problem to develop a clearer understanding of approaches to potential solutions. This understanding will inform Air Force strategic planning and S&T investments. It will help answer key questions regarding which promising technologies we invest in, given limited resources. It will also provide a greater level of confidence that those investments will ultimately pay off and under what conditions.

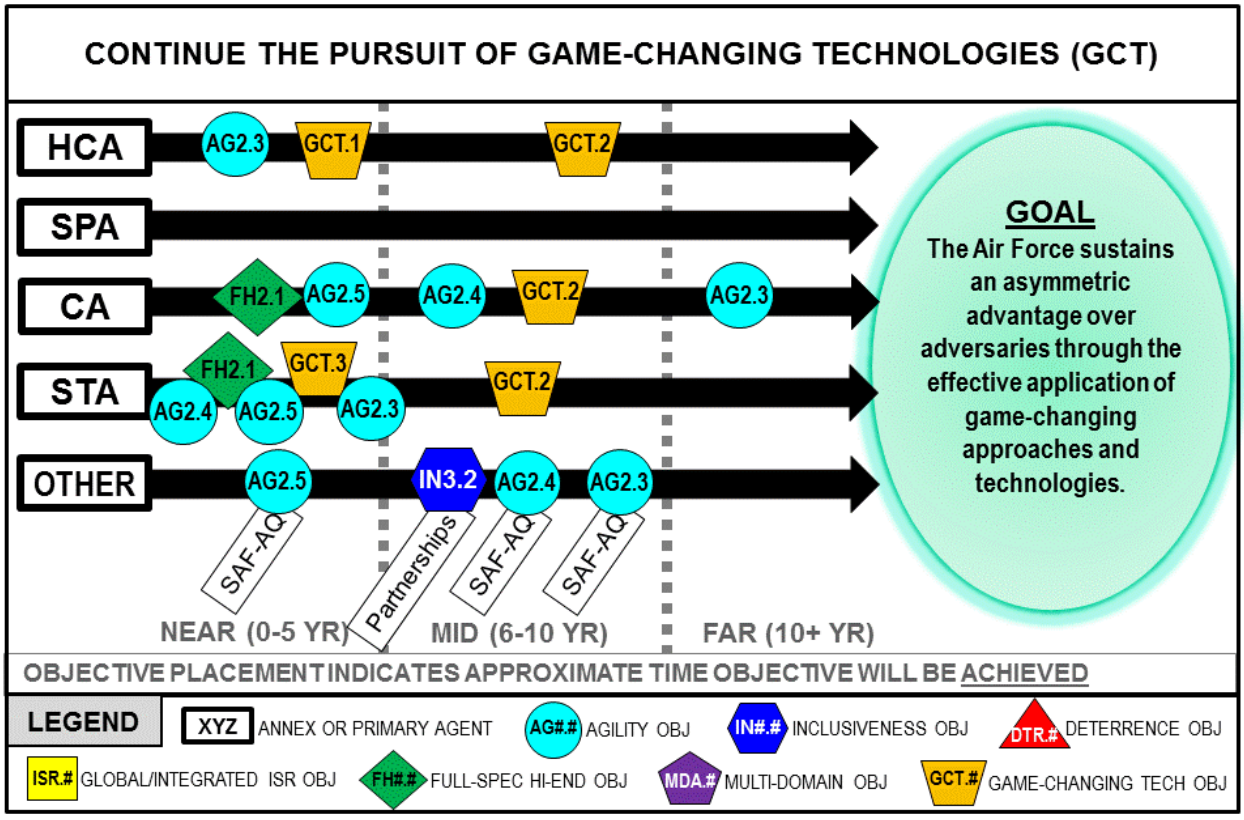
Active, Engaged Leadership and Institutional Mindset. An institutional mindset shift is required. The Air Force must be willing to take risk in exploring and championing new ideas, despite the fact that multiple failures may precede success. We must evolve culturally to value the learning outcomes and progress gained from failed attempts. We must allow ourselves to fail cheaply and early to adapt and avoid subsequent catastrophic failure. We must not permit the risks associated with change to overshadow the more detrimental risks of stagnation. The Air Force has the unique opportunity to model this approach, which offers a relatively inexpensive, low-risk way to seize opportunities and pursue game-changing technologies. Leadership should encourage and facilitate interactions among organizations, maintain the momentum of change, and resist any institutional inertia or resistance that clings to narrowly-focused, non-integrated, single-domain solutions and processes at the expense of potentially more promising AF-wide, multi-domain options.

Table 12: Goal and Objectives Supporting Game-Changing Technologies

	Action				
	HCA	SPA	CA	STA	Other
GCT. The Air Force sustains an asymmetric advantage over adversaries through the effective application of game-changing approaches and technologies.					
GCT.1 Increase the technical acumen of all Airmen to enable greater innovation and experimentation.	NEAR				
GCT.2 Provide senior leadership with timely S&T options, best matched to the security environment, that maintain or advance asymmetric advantages in air, space, and cyberspace and that inform and accelerate capability development through experimentation campaigns and developmental planning efforts.	MID		MID	MID	
GCT.3 Execute a broad, balanced, and integrated S&T Program responsive to near-, mid-, and far-term Air Force priorities.				NEAR	

GCT Contributing Objectives:

- ***AG2.3*** *Develop an "agile acquisition" mindset that challenges bureaucratic inertia, streamlines processes, implements continuous improvement, and reduces risk through prototyping and new engineering development models.*
- ***AG2.4*** *Incentivize innovative solutions and improve competition in the defense industrial base by providing transparency and stability in requirements and funding, increasing competitive bids, reducing developmental risks, and encouraging partnering with industry.*
- ***AG2.5*** *Establish an agile capability development framework that leverages credible and defendable knowledge resulting from development planning and experimentation activities to inform the strategic planning and programming process decisions.*
- ***IN3.2*** *Capitalize on the variety of perspectives and expertise resident within think tanks, academia and industry to enrich our understanding of threats and opportunities.*
- ***FH2.1*** *Increase emphasis on RDT&E for capabilities that ensure the ability to find, fix, track, target, engage and assess effects against critical target sets in highly contested environments.*


CONTINUE THE PURSUIT OF GAME-CHANGING TECHNOLOGIES (GCT)
HCA
AG2.3
GCT.1
GCT.2
SPA
CA
FH2.1
AG2.5
AG2.4
GCT.2
AG2.3
STA
FH2.1
GCT.3
AG2.4
AG2.5
AG2.3
GCT.2
OTHER
AG2.5
IN3.2
AG2.4
AG2.3
SAF-AQ
Partnerships
SAF-AQ
SAF-AQ
NEAR (0-5 YR)
MID (6-10 YR)
FAR (10+ YR)
GOAL
The Air Force sustains an asymmetric advantage over adversaries through the effective application of game-changing approaches and technologies.
OBJECTIVE PLACEMENT INDICATES APPROXIMATE TIME OBJECTIVE WILL BE ACHIEVED
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FH#.# FULL-SPEC HI-END OBJ
MDA.# MULTI-DOMAIN OBJ
GCT.# GAME-CHANGING TECH OBJ

Glossary

AETC	Air Education and Training Command
AFSEA	Air Force Strategic Environment Assessment
AOC	Air Operations Center
ARC	Air Reserve Components
AU	Air University
AG	Prefix for Objectives associated with the Agility imperative
AOR	Area of Responsibility
C2	Command and Control
CA	Capabilities Annex
CAG	Commander's Action Group
CFL	Core Function Lead
CFSP	Core Function Support Plan
CIO	Chief Information Officer [refers to SAF-CIO A6]
CONOPS	Concept of Operations
CONUS	Continental United States
CPI	Continuous Process Improvement
DARPA	Defense Advanced Research Projects Agency
DoD	Department of Defense
DTR	Prefix for Objectives associated with the Vector: Provide effective 21st-century deterrence
FH	Prefix for Objectives associated with the Vector: Ensure a full-spectrum-capable, high-end-focused force
FYDP	Future Years Defense Program
GCT	Prefix for Objectives associated with the Vector: Continue the pursuit of game-changing technologies
HAF	Headquarters Air Force
HCA	Human Capital Annex
HSI	Human Systems Integration
IADS	Integrated Air Defense System
IN	Prefix for Objectives associated with the Inclusiveness imperative
ISR	Intelligence, Surveillance and Reconnaissance

ISR	Prefix for Objectives associated with the Vector: Maintain a robust and flexible global integrated intelligence, surveillance and reconnaissance capability
IST	Initial Skills Training
LVC	Live-Virtual-Constructive
M&S	Modeling and Simulation
MAJCOM	Air Force Major Command
MDA	Prefix for Objectives associated with the Vector: Pursue a multi-domain approach to our five core missions
MILPERS	Military Personnel
MPA	Military Personnel Appropriations
O&M	Operation and Maintenance
OSA	Open Systems Architecture
OT&E	Organize, train, and equip
PCP	Planning Choice Proposal
PED	Processing, Exploitation, and Dissemination
POM	Program Objective Memorandum
RDT&E	Research, Development, Testing, and Evaluation
S&T	Science and Technology
SAF/AQ	Assistant Secretary of the Air Force, Acquisition
SAF/IA	Deputy Under Secretary of the Air Force, International Affairs
SAF/GC	Office of the Secretary of the Air Force, General Council
SAF/LL	Legislative Liaison, Office of the Secretary of the Air Force
SMART	Specific, Measurable, Achievable, Realistic, Time-bound [relates to objectives]
SMP	Strategic Master Plan
SP3	Strategy, Planning, and Programming Process
SPA	Strategic Posture Annex
SPG	Strategic Planning Guidance
STA	Science and Technology Annex
TTP	Tactics, Techniques, and Procedures
WMD	Weapons of Mass Destruction

Human Capital Annex
to the
USAF Strategic Master Plan
May 2015

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INTRODUCTION

Purpose of the Human Capital Annex (HCA)

The Human Capital Annex is one of four annexes to the Strategic Master Plan (SMP) that translates comprehensive goals and objectives required to achieve the Air Force Strategy (entitled *A Call to the Future*) into tangible actions, initiatives, and priorities. In addressing human capital, *A Call to the Future* emphasizes how our Service will "pursue a strategically agile force to unlock the innovative potential resident within our Airmen." The HCA provides initial direction for the Air Force to develop and sustain Airmen to provide a force able to achieve that vision and higher level guidance. It also sets the foundation for more-detailed functional and MAJCOM Flight Plans or Core Function Support Plans (CFSP) as described in the SMP. As with the other SMP Annexes, this document does not describe everything about our future Air Force, nor does it imply that similar efforts are not already taking place.

Intended Audience

This document is intended for action by Headquarters Air Force (HAF), Major Commands (MAJCOMs), Core Function Leads, and Total Force Component leadership to provide direction in developing policies, procedures, and program choices. The HCA, together with the SMP and the other annexes, provides direction to staffs preparing the Strategic Planning Guidance and the Core Function Support Plans. This annex will be reviewed annually and will measure progress against the objectives described in the SMP and within this document.

Definitions and Scope

Human capital, as defined by OSD, is "…an inventory of skills, experience, knowledge and capabilities that drives productive labor within an organization's workforce." In larger terms, human capital essentially concerns people and the organization. This document focuses on both:

- People – The Airmen. This includes uniformed and civilian Airmen from the Regular Air Force, Air Force Reserve, Air National Guard, and contractor/contracted workforce.

- Organization – The Air Force. This includes all of our organizations: staffs, centers, Direct Reporting Units (DRUs), MAJCOMs, etc., and units subordinate to these, as well as the components of the Total Force (Regular, Reserve, and Guard)

Strategic Context

As described in *A Call to the Future,* several overarching trends shape our strategic environment and consequently the management and development of Airmen. New educational methods and delivery platforms are improving education and training, and they will require organizational and monetary investment. Emerging organizational design and leadership theories are combining with advances in communications technologies to create opportunities for new organizational structures and processes that deliberately cultivate innovation and agility. Where the all-volunteer force provides us with the opportunity to recruit quality volunteers, we must take care to meet the challenges of competition and fiscal realities if we are to retain families and maintain our all-volunteer force.

A Call to the Future demands a diverse, agile, and inclusive force so that our Air Force always stands ready to provide responsive and effective Global Vigilance–Global Reach–Global Power. This HCA

provides a methodical path toward agility and inclusiveness. It is neither an indictment of today's policies, nor a solution to all of today's challenges. We undertake this transformation because the changing environment requires it, and our country demands it. We must deliberately plan for and invest in our Airmen because they are essential to all Air Force capabilities. The technical nature of our Air Force requires specific, dedicated investment in our people whose training, expertise, and career-long experiences are paramount to mission success.

Structure of the HCA

The HCA is organized around two major themes:

- **The Airmen.** This section focuses on the "people" component of human capital covering recruiting, development through education and training, career and talent management, and retention.

- **The Organization.** This section focuses on the "organization" component of human capital in terms of structural elements of the Air Force, organizational processes, organizational culture, and component integration.

Each section includes applicable definitions, strategic direction, goals, and objectives. For the purposes of this document, the definitions from the SMP apply:

- **Objective Naming Convention.** Within the HCA, each objective holds two identifiers. The first identifier consists of a 3-digit code that signifies the HCA section where it is discussed, followed by a number that identifies which objective it is within that section. The second identifier, set in parenthesis, is the objective's SMP designation. Objectives are defined by the 3-digit code for the SMP goal to which they primarily contribute, then numbered as an SMP objective under that goal and then by annex. HCA objectives bear the H identifier in the third position. See Figure 1 below:

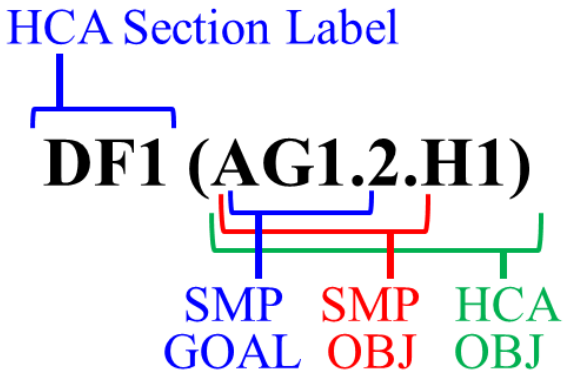

Figure 1. Objective Naming Convention

SMP Goal Designations:

AG#	=	Agility
IN#	=	Inclusiveness
DTR	=	Deterrence
ISR	=	Intelligence, Surveillance, Reconnaissance

FH# = Full-Spectrum, High-End Focused Force
MDA = Multi-Domain Approach
GCT = Game-Changing Technologies

- **Time Factors.** Each of the objectives in the HCA are expressed with a specific suspense, determined based on the SMP's designation of a near-, mid- or far-term objective (defined below). They define the methodical phasing of sub-objectives and supporting objectives within the HCA to form a coherent whole.
  - **Near:** 0-5 years, or within the current Future Years Defense Program (FYDP).
  - **Mid:** 6-10 years.
  - **Far:** beyond 10 years.

Agile Airmen and Organizations

A Call to the Future drives and defines the emerging necessity for our Air Force to become a more agile, diverse, inclusive, and capable force in a rapidly changing environment. Success in that endeavor rests squarely upon providing the right Airmen, sufficiently developed, equipped, and organized, to defend national interests through airpower. World class application of airpower requires a highly specialized and competent workforce developed through deliberate training, education, and leadership experiences. The development of a technically competent Airman can take years and, as such, the Air Force must take steps to leverage and retain that investment. It is imperative that we develop a holistic strategy for attracting, recruiting, developing, and retaining the right Total Force Airmen that meet the needs of the Air Force in a cost effective way.

The Airmen that fuel such a force will need to be adaptable, resilient, innovative, and diverse. In addition to these general qualities we need in all Airmen, there are specific skills and competencies we need as a military force. Thus, we seek a balance of deep expertise and diverse backgrounds and experience supported by a greater and purposeful differentiation of selection, development, and placement.

Developing the right Airmen starts with attracting and recruiting the best of those eligible to serve. Attracting the best of America's talent requires continued engagement with the American public to ensure an enduring propensity to serve. Attracting, recruiting, developing and retaining top talent will require an agile talent management system that places the highest value on and rewards duty performance, including demonstrated application of leadership competencies and core values. Our force must effectively represent and lead the diverse talent of our Nation as it serves the national interest.

The need for Airmen who possess the right occupational skills and institutional competencies forms the core requirement of force development. Where occupational competencies are required to build technical depth, the Air Force's institutional competencies are key to ensuring the ability of Airmen to operate successfully in a constantly changing environment at the tactical, operational, and strategic levels. Institutional competencies identify the building blocks for agility—forming cohesive units, empowering subordinates, developing interpersonal relationships, allocating and advocating for resources, managing complex systems, and employing organizational competencies with respect to joint, multi-national, and interagency operations. The demands of service require Airmen to be motivated, resilient, adaptable, and capable of meeting the unique challenges inherent in the profession of arms.

Service as an Airman is both an honor and a privilege. It often requires significant sacrifice which is rewarded by the trust which the American public affords our Service. Airmen are unique as experts in the design, generation, support, and application of Global Vigilance–Global Reach–Global Power. As such, they are entrusted to defend the Constitution, and are accountable to the American people. Therefore, we are obligated to deliberately develop Airmen to serve in the profession of arms. Our professionalism is centered on adherence to standards, ethical decision making, empathy and healthy relationships, with emphasis that the Air Force core values should anchor all of our actions. Only through deliberate development of professional Airman can we establish a culture of trust, commitment, and respect worthy of our Service, and necessary to foster the agility we seek.

Developing an agile, diverse, and inclusive workforce of Airmen in an uncertain future is not easy. Fiscal pressures, shifting national demographics, technological progress, global politics, and the health of the U.S. economy pose strategic challenges. If we are to realize our full capability, we need to better leverage the Total Force to eliminate unnecessary redundancies and increase appropriate retention of our human

capital investment. This will require new organizational and leadership approaches. The following sections address how we will develop and enable our most critical asset – Airmen.

Attracting and Recruiting

To meet the global challenges of the 21st century, the Air Force looks to position itself as a "profession of choice" in the competition for top talent from all constituent and emerging markets. Building the cadre of successful Airmen requires a coherent approach of service, opportunity, engagement, and understanding. A key aspect in finding the best people to become Airmen is expanding outreach to a more diverse pool of candidates. Our purpose must resonate with and attract a diverse pool of candidates with unique and valued backgrounds and perspectives. With declining personnel strength and constrained annual budgets, recruiting efforts are increasingly more critical and require more precision to access the individuals we need. Operational imperatives require us to leverage diversity and inclusiveness across the force and develop Airmen with unique skills to match evolving needs and address emerging challenges.

We must understand the true motivations and decision points of our shifting pool of desired recruits, especially those who have not considered an Air Force career. Experience tells us that people serve for different reasons and are motivated at different ages – some as young children, others just days before deciding. We also know that many serve because they are inspired to do something important. Others serve because of the unique opportunities the Air Force provides them. Just as the changing context is shifting our requirements, it is changing the pool of potential Airmen, as well. Generational change in the American population, to include societal and cultural shifts, and the closer integration of technology with daily life, means future Airmen have unique skills, desires, aspirations, and needs that must inform and shape our recruiting efforts.

We must take a hard look at ourselves, our organization, and our culture to determine the changes we must make in order to meet the changing demands of the talent pools. We must explore the desires and opportunities that appeal to our desired talent pool to ensure we have a holistic and comprehensive system of service, inclusive culture, opportunity, and incentives. We must explore whether certain cultural and procedural anachronisms fail to inspire some of our desired Airmen. Although it is unlikely we can compete directly with the corporate marketplace in pay, we can leverage the Air Force's unique and exciting benefits – particularly the calling to serve the Nation. We must also explore ways to expand our talent pools through creative, but currently restricted, methods such as lateral entry into military service.

We must reach out to familiarize potential talent pools with the Air Force, including the inspiring opportunities and culture of *Airmindedness* that make us unique from our sister Services. These recruiting outreach efforts must evolve to reach future generations that connect differently than current Airmen. Technological trends should inform our efforts – the rise of social media, shifting entertainment delivery methods, online services, and games. Societal trends should also shape our efforts. The diversity of America brings a unique opportunity for the Air Force to draw from a wide talent pool so our recruiting and accessions programs must also be appropriately diverse. We must deliberately expand our search pattern beyond traditional recruiting pools to ensure we have the capable, inclusive force the future strategic environment requires. To truly capture the best talent America has to offer, we must identify and recruit to incorporate diverse background, experiences, and perspectives.

To support these activities, we must ensure that our human capital management programs are focused and integrated to resolve strategic human capital gaps related to emerging missions based on the changing characteristics of future warfare, and our effort to transition to a more agile Air Force. We will begin by conducting rigorous analysis to identify and understand the human capital gaps between our current state

and our desired capability. Based on our findings, we will develop and use a coherent approach to attract and recruit the right talent to close those gaps. We will also use this analysis to inform efforts to propagate solutions throughout the rest of the human capital lifecycle. To remain agile, we must regularly revisit this process to identify and solve new and emerging gaps based on the changing dynamics of the future.

Table 1: HCA Objectives and Tasks Supporting Attracting and Recruiting (AR)	**Time Frame:**	**Also Supports:**	**OPR:**
AR1 (AG1.1.H1) Ensure the Air Force's human capital management programs are based on and integrated to address strategic capability gaps in two primary areas: emerging missions and transitioning to a more agile workforce.	Mid	AG1.5, AG2.2, DTR.1, DTR.2, FH1.1, FH1.2, FH1.3, GCT.1	OPR: TF A1 OCRs: SAF/MR, AFPC, A5/8, A9, AETC, USAFA/RR, MAJCOMs
AR1.1 (AG1.1.H1.1). By FY16, conduct analyses to examine emerging and critical mission area human resource capabilities gaps. Take actions to close those gaps and attract and recruit diverse talent by FY20.	Near	AG1.5, AG2.2, DTR.1, DTR.2, FH1.1, FH1.2, FH1.3, GCT.1	
AR1.2 (AG1.1.H1.2) Research, develop, and execute implementation plans that pull solutions to address strategic human resource gaps throughout the human capital lifecycle. By FY18, develop plans for recruitment, selection, education and training, career management, and retention of a new technological workforce. By FY19, ensure funding resources are available in programming.	Near	AG1.5, AG2.2, DTR.1, DTR.2, FH1.1, FH1.2, FH1.3, GCT.1	
AR1.3 (AG1.1.H1.3) Evaluate new markets for talent and feasibility. By FY17, develop and execute a plan for the Air Force to compete in these markets.	Near	AG2.2, DTR.2, FH1.3, GCT.1	
AR1.4 (AG1.1H1.4) By FY18, ensure an appropriately balanced and independent cohort of officer accession programs.	Near	IN2.3	
AR1.5 (AG1.1.H1.5) Annually review S&T initiatives and capability development to assess future trends in human capability demands, determine human resource capability deficits arising from emerging missions, and make plans to address both throughout the human capital lifecycle.	Near	AG1.5, AG2.2, DTR.1, DTR.2, FH1.1, FH1.2, FH1.3, GCT.1	

Developing the Force

Lifelong education and training are equally critical in preparing Airmen to meet emerging challenges. Continued education improves critical thinking, enhances cultural competence and overall cognitive abilities, increases resilience, and strengthens emotional wellness. Where education broadens perspective and enables creativity and innovation, education can also inspire, stimulate, and motivate. Foundational to every Air Force capability, education and training are the cornerstones of Airman development.

We are compelled to modernize both our education and training processes and content to ensure we provide lifelong education that is individually tailored and appropriately delivered. This requires a system that differentiates and adjusts content delivery methods, quantity, and frequency to optimize our Airmen's learning opportunities. This should include consistently modernizing delivery systems and employing experts to ensure our systems are individually focused, generationally appropriate, and tailored to one's age and experience levels. For example, the optimal content and delivery methods for a 20-year-old Airman for a given subject are likely different compared to those for a 50-year-old Airman. We must also reduce redundant and cost-ineffective educational overhead as we modernize our systems. To support this, we must increase the presence and connectivity within and in support of our educational methods and ensure all Airmen have continuous quality access to connectivity for their devices.

We need to educate Airmen on the processes of innovation, collaboration, and organizational design and behavior. Our Airmen and leaders must understand the tools and importance of innovative leadership, as our education builds the foundation for training and developing transformational leaders at all levels. In addition, we need to ensure our leaders understand *how* to foster empowerment in order to maximize their effectiveness as leaders. They must also understand generational, cultural, and demographic differences and foster appropriate work/life/family balance. We need to include the diverse perspectives needed to support cross-domain approaches and Total Force expertise in our educational approach.

Maximizing our training investment and operational effectiveness requires us to tailor training methods to account for significant generational and technological change. Emerging approaches (like using game-like elements in non-game contexts to appeal to people's natural desires for learning, mastery, competition, socializing, and rewards) can improve training by increasing knowledge transfer, reinforcement, and ultimately reduce time to competency. These approaches also provide opportunities to accurately measure comprehension and enhance achievement across the organization. Increased participation on project teams and short-term details are additional approaches to provide meaningful training opportunities. Personal interaction with instructors, classroom, and hands-on training experiences remain important, but we will investigate how to adapt and augment conventional approaches to training to gain an advantage.

Live-Virtual-Constructive (LVC) technology can enable us to conserve resources, improve the realism of training for combat and multi-domain challenges while helping us find innovative and collaborative solutions. Because of the cost of such simulations, we are developing standards, designation of common architectures, expanding the use of distributed training capabilities and exploring the potential use of common, universal constructive models. This can allow us to leverage expensive training aids and simulations, while affording us the opportunity to "train like we fight" with cross-component collaboration and participation, to include Air Force components, civilian agencies, non-governmental organizations, and even international partners as applicable. In addition to updating delivery methods and approaches, we must also consistently improve and modernize the content of our curricula. When technology and cyber threats are changing at a geometric rate, we cannot wait 18-24 months to update curriculum. Iterative curriculum updates and incorporation of a feedback loop from the field (supervisors, commanders and MAJCOM Functional Managers) will enable us to reduce the gap between current-day

training content and the skills needed in the field. Along with improvements in training delivery, we will also seek to eliminate ineffective or superfluous training.

Table 2: HCA Objectives and Tasks Supporting Developing the Force (DF)	**Time Frame:**	**Also Supports:**	**OPR:**
DF1 (AG1.2.H1) Leverage leading-edge education and training practices to ensure education and training programs support emerging mission requirements and efforts to develop innovation, collaboration, and agility in addition to institutionalizing Air Force Core Values.	Near	AG1.4, AG1.5, AG2.2, IN1.1, IN2.1, ISR.6, FH1.1, FH1.2, FH1.3, MDA.1, GCT.1	OPR: AETC OCR: All HAF 2-Ltrs, SAF/MR, SAF/CIO, MAJCOMs, AF Career Field Mangers
DF1.1 (AG1.4.H1) By FY18, in concert with the Capabilities Annex, provide human factors engineering and training effectiveness inputs to LVC research of alternatives, acquisitions, and implementation.	Near	AG1.2, AG1.5, FH1.1, FH1.2, FH1.3, MDA.1, GCT.1	
DF1.2 (AG1.2.H1.1) Conduct a study of alternatives for technology in education and training and implement an actionable and affordable option by FY20.	Near	AG1.4, AG1.5, AG2.2, IN1.1, IN2.1, ISR.6, FH1.1, FH1.2, FH1.3, MDA.1, GCT.1	
DF1.3 (AG1.2.H1.2) By FY21, update the Air Force education system based upon analysis of methods, content, and frequency to achieve optimal education and training for mission accomplishment. Ensure efforts focus on specific skills and general qualities described in the SMP.	Near	AG1.4, AG1.5, AG2.2, IN1.1, IN2.1, ISR.6, FH1.1, FH1.2, FH1.3, MDA.1, GCT.1	

Talent Management

The highly agile, networked, diverse and inclusive Air Force of the future will demand a flexible system that can better leverage the variety of experiences, special skills, and exceptional potential of our Airmen. In addition to tracking these factors, we will assess ways to provide increased and regular opportunities for various developmental experiences that include cross-component assignments, international exchanges, opportunities to serve with industry, and even cross-functional opportunities within the Air Force. Additionally, our compensation and engagement models for military and civilian members must promote and reward Airmen who gain these experiences and perform well. In order to succeed, we must accurately and consistently value the broad range of options we create for our Airmen.

One of our strategic advantages lies within the margins of our talent and the degree to which we leverage that talent. As a result, we must provide tailored, flexible, and unique talent management capabilities that can operate in those "margins" at a pace equal to or faster than the rate of environmental change – speeding up our observe, orient, decide, and act (OODA) loop. The detailed, personal management of the small subset of Airmen who possess those ever-shifting skills, special experiences, and high potential will enable the strategic agility the Air Force of the future demands.

The career planning and talent management we need in the future will require policy and legislative change. Working in conjunction with think tanks, academia, industry, international partners, and our sister Services, we will partner with Congress and OSD to modernize legislation and policies where required. We must also research and consider initiatives which will not require major legislative change. To enable these solutions, we must effectively resource our personnel system to leverage emerging data technologies and software platforms in order to provide commanders decision-support information regarding selection and placement of their Airmen.

As we work to adapt our human resource system to the changing environment and develop a modernized human capital management architecture, we must first examine and explore our options based upon creative thinking and rigorous research and analysis. We may leverage and incorporate best practices from industry while we acknowledge our unique military dynamic. As we develop and investigate future talent management systems and practices, we must put these creative ideas in the context of the specific stresses, sacrifices, and demands that come with the profession of arms, and develop a responsible plan to facilitate their implementation.

Table 3: HCA Objectives and Tasks Supporting Talent Management (TM)	**Time Frame:**	**Also Supports:**	**OPR:**
TM1 (AG1.6.H1) Adapt human capital management and talent management practices within the Air Force to ensure an institutional HR system capable of rapidly recognizing and adapting to the changing environment. This effort will leverage progressive Human Resource Management (HRM) and Human Resource Development (HRD) practices based on relevant standards found in other large, complex, diverse, and successful organizations that will result in a workforce with the required qualities, knowledge and skills.	Mid	AG1.3, AG1.5, IN1.1, IN2.1	OPR: TF A1 OCR: SAF/MR, AU, A9, A5/8, TF-C A8X, MAJCOM, SAF/LL, SAF/PAY, AFPC
TM1.1 (AG1.6.H1.1) Develop a modernized architecture for human capital management within the Air Force that will enable talent management of an agile workforce. By FY19, employ a multi-functional research group to develop alternatives to current practices that include updated career progression models, updated career lengths, assignment processes, lateral entry, time in grade, and promotion processes in order to provide a greater variety of career paths, and more individual control over career trajectories and promotion systems to meet mission requirements. By FY20, expand partnership with the Office of Personnel Management (OPM), Congress, and the other Services to modernize personnel management legislation.	Near	AG1.1, AG1.3, AG1.5, IN1.1, IN2.1	
TM1.2 (IN2.1.H1) Incorporate progressive feedback mechanisms into development and assessment processes. By FY17, study best-practice instrumentation, rollout, and follow-up processes in large, complex, diverse and successful organizations and ensure funding resources are available in	Near	AG1.3, IN2.3	

	programming. Present actionable recommendations by FY18.			
	TM1.3 (IN2.1.H2) Incorporate updated human resource management practices to increase accountability in areas of diversity and inclusion for senior leaders and other leaders occupying critical roles. Study best practices in accountability for diversity and inclusion by FY17. Present actionable recommendations by FY18.	Near	AG1.3, IN2.3	
	TM1.4 (AG1.3.H1) Partner with leading assessment experts to develop and implement in-depth assessment processes for command and other critical leadership roles. Partner with leading experts in executive assessment to develop and present recommendations by FY18. Implement an actionable and affordable option by FY20.	Near	IN2.1, IN2.3	

Retaining Ready, Resilient Airmen and Families

To have a ready corps of Airmen, we must retain the right Airmen. Airmen retention rests on our efforts to maintain comprehensive wellness and resilience of our Airmen and families. Because the Air Force invests heavily in its Airmen throughout their career, we must rely on long-term retention of those capabilities. An Airman's retention choices are informed by the sum of his or her Air Force experiences starting on or before day one of his or her service and are continually informed by every assignment, commander, peer, deployment, paycheck, family program, and interaction. Readiness and retention efforts must look beyond reactive financial incentives to emphasize total Airman and family wellness and must do so in an informed, proactive, and individualized manner. This includes, but is not limited to, having a culturally competent whole-person and whole-family concept of wellness, targeted recognition opportunities, and caring for our wounded, ill, and injured Airmen. We must also leverage emerging and established methods of instilling resilience in our Airmen and families, to include community-based resources, accessible child-care, and the promise of transition assistance program, all of which need adequate fiscal prioritization. In addition to these focused programs, we must consider greater systemic interactions between our Airmen, families, and the American population of which we are a part.

Societal trends in the American workforce are reflected in our Airmen and their families. There is an increasing percentage of families in which both parents seek a career for financial reasons or personal fulfillment, an upward trend in marriage and child-rearing age, and shifting expectations regarding gender roles in the family and workplace. These changes affect our Airmen and families in many ways and increasingly inform their decisions about how long to stay in the Service. Thus, we must constantly assess and address our Airmen's motivations for continued service. Future efforts should explore the retention effects of force-wide concepts such as quality of leadership, promotion policies, access to family medical care, services, as well as individually-targeted measures such as assignment or job preference, financial incentives, and educational opportunities among others.

In addition to financial compensation and opportunities for our Airmen, we also take seriously the requirement to offset some of the challenges of military family life. The Air Force must provide value-added and affordable programs worldwide that support the force structure, sustainment, morale, welfare, and recreation of Airmen from every component and status. We must perpetually tailor resources,

programs, and resource execution to those activities and programs that adequately and accurately address shifting societal needs and support both Airman and family resiliency to enhance Air Force mission accomplishment. We must right-size Airman and Family Readiness programs that deliver community-based resources for Airmen and their families; provide core resilience education, training, resources, and support; and provide for safe, secure, adequate, accessible, and accredited traditional and non-traditional childcare capabilities. As our support requirements evolve to meet the needs of future Airmen and families, we must seek and leverage innovative options to provide high-quality services in a fiscally responsible manner. If this challenge requires us to, we will honestly and faithfully reevaluate long-standing business models.

Table 4: HCA Objectives and Tasks Supporting Retaining Ready, Resilient Airmen and Families (RR)	**Time Frame:**	**Also Supports:**	**OPR:**
RR1. (AG1.6.H2) Implement a proactive, career-long retention approach that provides a variety of financial and non-financial retention measures to commanders and Airmen. Assess Airmen Sustainment Service while maintaining approved Air Force standard levels of resiliency, readiness, retention, and morale through integrated resources and local community capabilities.	Near	AG1.5, IN1.2, IN2.3	OPR: TF A1 OCR: AFIMSC
RR1.1 (AG1.6.H2.1) Based upon the assessed impact of each program on talent retention, adjust business models and/or rebalance the prioritization of Airmen and family programs (or, Services total programs) by FY17.	Near	AG1.5, IN1.2, IN2.3	

Agile, Inclusive, and Innovative Institutions

Collaboration – one tangible process of agility and inclusiveness – is essential to our future Air Force. Similarly, the ability of our organization to observe, orient, decide, and act more effectively and quickly than our opponents is foundational to evolving our Air Force. Both our organizations and our Airmen must understand and deliberately deploy modern methods of collaboration. Collaboration is more than just "copy-editing someone's document"; whether in-person or via technology or with large or small teams for decision making, information processing, idea-generation, or policy development. From informal networking and cooperative activities to fully integrating the efforts of separate organizations, collaboration is a spectrum that spans multiple domains and has many methods. Collaboration is not simply putting people in a room together or joining the same online group. It is a deliberately designed architecture of specific methods and people – how to obtain the wisdom of the group to inform decisions, how to build a policy, how to run virtual and in-person meetings, or how to effectively use electronic communications platforms such as e-mail. Modern organizational science and collaboration methods are constantly evolving with technology. Our Air Force and Airmen must remain current and even lead in these practices.

We must consider collaborative methods, processes, and platforms in the same way we consider our aircraft and space systems, to include making intelligent resource decisions affecting purchases, maintenance, and training. We take great care to train our aircrews how to fly aircraft. Similarly, we should also take great care to train and equip our Airmen for collaboration. Our collaboration technologies must be fast, intuitive, and accessible through modern devices, and possess open architecture to the maximum extent possible. These imperatives are more than just "nice-to-haves" as they improve

collaboration and reduce administrative overhead. We must invest in and consider ease of use and speed as force multipliers.

In addition to improving our collaboration processes and technologies, we must also identify and minimize procedural and cultural barriers to collaboration. Some of these are formal barriers such as compartmentalized security clearances. Other barriers are more nuanced *de facto* vertical barriers that add excessive levels of hierarchy and bureaucratic filtering. To speed our feedback loop, we must identify and minimize these barriers through policy and culture changes as well as modern collaboration methods and technologies. We must learn from and leverage experts in the art and science of collaboration.

Organizational culture and structure has a direct effect on collaboration. This annex addresses the elements of culture relating to agility and inclusiveness. One foundation of agility is the ability to cultivate as many options as possible. The variety of options is a direct product of diversity in background, perspective, experiences, and thought. Diversity, in general, is a collective mixture of differences as applied to mission accomplishment and is a strategic necessity. Air Force decision making and operational capabilities are enhanced by diversity among its Airmen, uniformed and civilian, helping make the Air Force more agile, innovative and effective. It opens the door to creative solutions to complex problems in a more globalized world and provides our Air Force a competitive edge in air, space, and cyberspace. However, to harness the power of diversity, it is necessary to proactively create a culture of inclusiveness that values these differences in opinions, perspectives, and ideas.

A culture of inclusiveness allows everyone to contribute to their full capacity and not be limited by artificial barriers. Leaders who create inclusive cultures within their units enhance their mission accomplishment by fostering an environment that values the diverse talents of their Airmen. In addition to individual applications, inclusiveness is critical to organizational success. Mission accomplishment rests upon an organization's ability to gather and process critical information from many different sources, quickly make the best, most informed decisions in planning, and then execute through unity of action.

The ripple effects of culture and the degree of permeation within the organization make it difficult to foster change with precision. However, the Air Force can inspire cultural change by demonstrating the connection between culture and mission accomplishment, as well as tying desired behaviors to promotion and assignment systems. The Airmen who successfully progress through the system demonstrate the desired behaviors. Over the course of a generation, such behavior becomes internalized within the leadership, and ultimately, the organization. Along these lines, we will further embed the importance of diversity of background, experiences and perspectives as well as inclusiveness in our organizational culture.

An agile organization requires more than just adaptable, innovative people; it requires an environment – an organization – in which agility is a constant. Organizational structures define the operational relationships between Airmen that produce organizational behaviors and outcomes; some useful, some not. We must leverage advances in communications technology, modern organizational science, and contemporary organizational practices to enhance agility and innovation. We must also adjust organizational structure to further strategic objectives and enhance interoperability between our Total Force components.

To enhance Air Force agility, we must purposefully organize to reflect and leverage the increasingly connected and highly networked environment, connecting decision makers at all levels with quality information at the right time. We must design flatter, dynamic, diverse and networked organizations that maximize flexibility and agility while reducing hierarchy and stove piping. Much of our hierarchy is

legacy, based on organizational theory developed before the information revolution. Where modern organizational designs take advantage of technological evolution, we must survey contemporary organizational structures, organizational research, and their technological backbones for inclusion in our own structure while simultaneously maintaining the ability to connect smoothly with our partners toward mission success.

We must intentionally instill agility and innovation through collaboration in our Airmen and organizations to ensure our Air Force is capable of rapidly recognizing and adapting to the changing environment. The major lines of effort we must rigorously explore and address are the processes and behaviors, the people, and providing the enabling technology. In terms of our people, we must consider both how to develop and sustain agile and innovative thinking, as well as professionalism. Professionalism is essential as it tempers agile, innovative, and collaborative behaviors for effective use in a military environment. It serves as a vital enabler in our pursuit of institutional agility.

Table 5: HCA Objectives and Tasks Supporting Agile, Inclusive, and Innovative Institutions (AI)	**Time Frame:**	**Also Supports:**	**OPR:**
AI1 (AG3.3.H1) Instill innovation and agility in our Airmen and organizations in order to ensure an institutional system capable of rapidly recognizing and adapting to the changing environment.	Mid	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1, FH1.2, FH1.3, FH2.4, FH2.6, MDA.1, MDA.2, GCT.1, GCT.2	OPR: SAF/MR OCR: AF/CVA, All HAF 2-Ltrs, AU, SAF/CIO, AF/RE, NGB, AETC, USAFA
AI1.1 (AG3.3.H1.1). Implement changes to existing Air Force doctrine, organization, training, materiel, leadership, personnel, and facilities to improve innovation, agility, and collaboration based upon a study of large, complex, and diverse organizations that successfully employ these traits. By FY19, employ a multi-functional research group to develop and present alternatives to organizational structures and behaviors, team composition and processes, and organizational design as a competency as well as targeting institutional, physical, and information security barriers that inhibit agile organizations. Develop Airmen to capitalize on these advances.	Near	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1, FH1.2, FH1.3, FH2.4, FH2.6, MDA.1, MDA.2, GCT.1, GCT.2	OPR: SAF/MR
AI1.2 (AG3.3.H1.2) Research, develop, and execute implementation plans that pull solutions for developing greater innovation, collaboration, and agile capabilities through applicable portions of the human capital lifecycle to include not only force development, but also career management and retention of a more agile and diverse workforce. By	Near	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1,	OPR: TF A1

FY20, ensure resources are available to execute selected plans.		FH1.2, FH1.3, FH2.4, MDA.1, MDA.2, GCT.1, GCT.2	
AI1.3 (AG3.3.H1.3) Revitalize professionalism to ensure members have the resources to adhere to the highest ethical/performance standards and are good stewards of today and tomorrow's Air Force. By FY17, research, analyze, and develop improved approaches to increase Airmen's internalization of professionalism through linkage to AF core values.	Near	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.1, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1, FH1.2, FH1.3, FH2.4, MDA.1, MDA.2, GCT.1, GCT.2	OPR: AU
AI1.4 (AG3.3.H1.4) By FY20, implement an affordable option to equip Airmen with collaborative tools based on rigorous study of alternatives in information technology, physical infrastructure, and information services. Ensure research corroborates linkages to desired outcomes.	Near	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1, FH1.2, FH1.3, FH2.4, FH2.6, MDA.1, MDA.2, GCT.2	OPR: A6/CIO

One Air Force

We must enable our force structure to adapt to modern strategic requirements and improve the interoperability between our Total Force components. As described in the Air Force Strategy, functioning as one Air Force with optimal force structure choices between components provides increased agility. Recent analysis revealed there is room for greater efficiencies while adhering to existing law. In the near term, we must increase opportunities for component integration through enhanced cooperation in planning and programming, greater Total Force presence on staffs, and organizationally interchangeable positions within Air Force units to be filled by military airmen of any component so that units can leverage an Airman's individual strengths.

We will also refine our organizational constructs to produce potential force mix options that offer greater flexibility and efficiency. This should not diminish the legacy of any component, but must reflect the need to make the force stronger in the face of a common adversary. Tomorrow's Air Force will seek to streamline organizations through co-location and functional integration to improve Total Force awareness and reduce overhead. Currently, the Air Force is taking action to develop initial pilot programs to explore multiple integrated organizational constructs and determine which ones gain the greatest efficiencies and maintain mission effectiveness while adhering to existing law and maintaining the ability to effectively organize, train and equip Air Reserve Component forces. Lessons learned from these pilot programs will inform a wide range of policies and procedures. As a result of rigorous analysis and testing, future units

may consist of a combination of Regular, Guard, Reserve and civilian Airmen where such collaboration and integration are appropriate. Collaboration and integration will not come overnight as we develop cross-component leadership and experience, develop trust among components, and learn how to best leverage full- and part-time Airmen.

We have opportunities to better leverage our investment in Airmen with service that can extend across more than one status: Regular, Civilian, Guard and Reserve. The common Air Force mission requires human resource management flexibilities that allow for effective employment of military and civilian skills across all components of the Total Force. Continuum of service is a concept that removes or mitigates some legal, procedural, and cultural barriers for personnel to more freely transition among different components over the course of a career. This concept seeks to maximize the Service's investment in that individual without undermining professional advancement. This continuum of service supports retaining our best talent and maintaining readiness. Where practicable, the Air Force will seek to identify and streamline arduous transition processes between Air Force components. Force generation, training timelines and responsiveness will need continuous adaption and evolution to support the paradigm of continuum of service. Laws and policies that govern personnel management may be synchronized to reduce barriers for effective transitioning between components. We will need the help of OSD and Congress to advocate for changing selected statutes to further Air Force goals. We will also study, identify, and eliminate structural and cultural barriers that inhibit effective transitions. Tomorrow's Air Force cannot be effective without understanding and leveraging the unique strengths of each component. In the complex, uncertain environment of the future, we must function seamlessly as one Air Force whose combined capability is greater than the sum of its individual components.

Table 6: HCA Objectives and Tasks Supporting One Air Force (OF)	**Time Frame:**	**Also Supports:**	**OPR:**
OF1 (IN1.2.H1) By FY21, increase opportunities for component integration, produce appropriate force mix options, and eliminate structural, legal, and cultural barriers wherever possible to increase the flexibility of our force structure, and optimize our operational response.	Mid		OPR: AF/A8XF (TF-C) OCR: SAF/MR, SAF/CIO, SAF/LL, TF A1, RE, NGB, A9
OF1.1 (IN1.2.H1.1) By FY16, establish and maintain appropriate and frequent communication between Active and Reserve Component strategic planners and Core Function Leads to coordinate implementation plans for programmatic actions resulting from Total Force Enterprise agreements, facilitate a more unified partnership, and strengthen institutional trust.	Near		OPR: AF/A8XF (TF-C) OCR: MAJCOMs
OF1.2 (IN1.2.H1.2) By FY19, provide additional Total Force presence through further integration of the Headquarters Air Force Directorates and Special Staffs based on completed analysis and coordinated planning.	Near		OPR: AF/CVA OCR: AF/A8XF (TF-C), SAF/MR

OF1.3 (IN1.2.H1.3) By FY20, evaluate and adjust manning requirements to enable positions within Air Force units to be filled by military Airmen of either component (Active or Reserve). Focus on making them more organizationally interchangeable so units can leverage an Airman's individual strengths.	Mid		OPR: TF A1 OCR: SAF/MR, AF/A8XF (TF-C)
OF1.4 (IN1.2.H1.4) By FY20, adopt Total Force constructs that provide increased efficiencies in terms of funding and manpower at each organizational level of the Air Force. Research, develop, and present implementation plans that identify structural, legal, and cultural barriers to such integration and the adjustments necessary for success by FY18. They must also identify and mitigate the long-term effects of force structure changes and increased operational use of the ARC. By FY19, employ pilot programs to test constructs in the field before implementation at an enterprise level. This will ensure the planned efficiencies are realized without compromising the Air Reserve Component's ability to organize, train and equip.	Mid		OPR: AF/A8XF (TF-C) OCR: SAF/CIO, SAF/MR TF A1, AF/A9, AF/RE, NGB
OF1.5 (IN1.2.H1.5) By FY17, unify personnel management for Regular Air Force, Guard, and Reserve into a single integrated function (A1). Implement integrated personnel management processes for such matters as recruiting, force development, force management, and compensation. Identify and implement key enablers for integration.	Near		OPR: TF A1 OCR: SAF/MR, AF/A8XF (TF-C), AF/RE, NGB
OF1.6 (IN1.2.H1.6) By FY22, minimize barriers to transition between Regular, Guard, Reserve, and civilian statuses. Link OF1 efforts with those described in objective TM1. Employ a multi-functional research group to identify and present solutions to structural, legal, and cultural barriers by FY18. By FY19, work with Congress and OSD to eliminate identified barriers and implement solutions that require legislation.	Mid		OPR: SAF/MR OCR: AF/A8XF (TF-C), SAF/CIO, SAF/LL, TF A1, AF/RE, NGB

Conclusion

Our purpose is to ensure the Air Force is always ready to provide responsive and effective Global Vigilance – Global Reach – Global Power. However, we cannot predict with certainty how future conflicts will materialize, nor the time, place, or character of the next engagement. We cannot accurately predict, with 100 percent certainty, the enemies we will face. We only know that our citizens depend upon us to defend our Nation and to answer our elected leaders' calls, wherever those calls take us. The breadth of possible challenges requires the Air Force to pursue strategic agility. We cannot prepare for every eventuality, so we need capabilities that can deliver success across a range of potential challenges.

Of the capabilities we need, none is more important than our Airmen. If we are to devise innovative solutions to new challenges, we are going to need Airmen that can leverage the knowledge of the past, ever-evolving technology, and the expansive information available now to plan and deliver force as needed to achieve national objectives. That requires intellectual agility – an agility that exceeds anything that we are asking of our weapon systems, intelligence systems, support systems or infrastructure. Our people are the key to our success.

Accordingly, it is imperative that we put our people first in our planning and decision making. This Human Capital Annex is intended to do just that: facilitate the attraction, recruitment, development, management, retention, and organization of our most critical contributors, our Airmen. It is also intended to ensure leadership is at the forefront of all of these vital stages of an Airman's career. Through leadership, we inspire and motivate our people to achieve successes far beyond what they believed possible. Through leadership, we will shape our Air Force culture as a diverse, inclusive, innovative and professional organization. Through leadership, we will unleash the fury of the warfighter's greatest weapon and our key advantage – the unshackled human mind.

As we move forward into the limitless possibilities of our bright future, we must be cognizant of where we have been and where we are headed. As an Air Force, we must embrace the goals outlined herein and see to their successful implementation. As individual Airmen, however, we are equally responsible for the HCA's success. We must see what we can do to bring these ideas to reality within our workplaces and organizations. We must commit also to the ideals of diversity and inclusiveness to create a better context for our future. We must seek to develop ourselves and those around us to peak performance, empowering our people to overcome the challenges they face. Most of all, we must lead.

Strategic Posture Annex
to the
USAF Strategic Master Plan
May 2015

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INTRODUCTION

Purpose of the Strategic Posture Annex (SPA)

The Strategic Posture Annex is one of four annexes to the Strategic Master Plan (SMP) that translate the SMP's comprehensive goals and objectives into tangible actions and priorities that, in turn, may guide programming decisions. The Air Force's strategic posture is formulated by assessing force requirements against the strategy and ensuring adequate footprint and agreements are in place to support critical military operations.

Headquarters Air Force (HAF) will review this annex annually and measure progress against the objectives described in the SMP and within this document. We will continue to improve the objectives set forth in this document as tasks are completed and new concepts of global employment realized.

Intended Audience

This document is intended for HAF staff, Major Commands (MAJCOMs), Core Function Leads (CFLs), and the Air Force Forces (AFFOR) staffs. The SPA, as an embedded document in the Air Force's Strategy, Planning, and Programming Process (SP3), provides a vector to staffs preparing Strategic Planning Guidance and the Core Function Support Plans (CFSPs).

Definition and Scope

In its annual report to Congress, the Office of the Secretary of Defense (OSD) defines and scopes **posture as: "…forces, footprint, and agreements: Forces are U.S. military capabilities, equipment, and units assigned or rotationally deployed overseas. Footprint is our overseas network of infrastructure, facilities, and prepositioned equipment. Agreements are a series of treaties and access, transit, support, and status protection agreements and arrangements with Allies and partners that set the terms of U.S. military presence, as agreed with the host government."** As recently as 2014, OSD communications also describe global posture as the deliberate apportionment and global positioning of our forward-stationed and forward-deployed forces, the development of supporting missions and force, and the supporting security relationships and legal agreements necessary to facilitate rapid concentration of forces across transoceanic distances. This document also addresses our stateside footprint.

While the Air Force Strategic Basing Process (outlined in Air Force Instruction (AFI) 10-503) provides an enterprise-wide framework for decisions on basing actions involving Air Force units and missions, the SPA can inform that process by translating strategic guidance into objectives and tasks. In today's global environment where threats continually evolve, the Air Force's ability to organize, train, and equip hinges on an effective and efficient global basing posture of installations and infrastructure.

Background

The Nation often depends on the Air Force's enduring characteristics of speed, range, flexibility, and precision to address a wide array of complex challenges across the globe. Looking forward, the Air Force must adapt our posture to remain a strategically agile force capable of operating in an increasingly contested environment against high-end threats.

As highlighted in the *Air Force Strategic Environment Assessment* (AFSEA) and numerous studies, the era in which the United States can project power globally virtually uncontested has ended. The proliferation of inexpensive technology enabled by globalization is greatly enhancing the ability of both state and non-state actors to challenge U.S. military power and strategic interests around the world across

the spectrum of conflict. This is certainly the case within the air, space, and cyberspace domains. For decades, U.S. air operations could usually expect: secure bases close to theater for logistics; effective low-observable capabilities; long force buildups in theater; adequate tanker support; effective beyond visual range air-to-air missiles; and secure and effective enablers in the space and cyberspace domains. Future trends suggest such guarantees will either disappear or at least be severely challenged.

Strategic Direction

The *2014 Quadrennial Defense Review* (QDR) directs that U.S. forces will be capable of simultaneously defending the homeland; conducting sustained, distributed counterterrorist operations; and in multiple regions, deterring aggression and assuring our allies through forward presence and engagement. U.S. forces will be capable of defeating a regional adversary in a large-scale multi-phased campaign, and denying the objectives of—or impose unacceptable costs on—another aggressor in another region.

In terms of **force presentation**, both Air Force and higher-level strategic guidance emphasize the need to posture for the most demanding scenario (operating in an increasingly contested environment), and to consider what the necessary permanent presence abroad is. However, we will not do so at the expense of all lower-end capabilities, and it is important we maintain sufficient critical forward enablers and infrastructure to effectively project combat power. As we operate in the future, the types of presence required for Air Force operations must evolve from the post-World War II and Cold War power projection basing constructs, including a large static presence, to one that is immediately responsive to a range of contingencies anytime, anywhere.

In accordance with the Department of Defense's (DoD) increased emphasis on full-spectrum operations and maintaining superior **power projection** capabilities, the SMP describes how the Air Force will ensure a full-spectrum capable, high-end focused force that will increasingly pursue a multi-domain approach to our five core missions. In the future, we will need to meet the Defense Strategy expressed in the *2014 QDR* with a smaller force. Maintaining our ability to project power may therefore require exploiting, extending, and gaining advantages in cyber and space control technologies as well as in unmanned systems, direct attack, and stand-off weapons.

Another critical aspect of posture is the Air Force's **resilience**. According to the *Guidance for Employment of the Force* (GEF), U.S. forces will improve the resilience of air, naval, ground, space, and missile-defense capabilities, in the face of large-scale, coordinated attacks. The Air Force has a responsibility to focus clearly on capabilities that will allow freedom of maneuver and decisive action in the highly-contested air, space, and cyberspace domains we anticipate. Vulnerability will be reduced through pursuit of a number of complementary active and passive measures that also allow sustainment of high-tempo operations. Resilient measures help provide the ability to operate and maintain front-line combat aircraft from austere bases while using only a small complement of logistical and support personnel and equipment.

National strategic guidance also consistently stresses the importance of **international partnerships**. Partnerships help support and realize U.S. strategic interests against challenges across the spectrum of conflict as well as enhance strategic posture. More specifically, improving international partnerships:

1. Can reduce the need to deploy U.S. forces abroad to address a crisis.
2. Improves the odds of gaining or sustaining U.S. access to, interoperability with, and/or cooperation with partner nations in a future crisis.
3. Enhances regional stability and security relevant to U.S. interests.
4. Helps the United States shape the global environment and increase its influence. For these reasons, DoD has directed the Services to develop, maintain, institutionalize, and provide forces

to conduct security cooperation in support of combatant commander's (CCDR) requirements.

In accordance with the strategic direction described above, the Air Force will:

- Focus on preparing and posturing for the most demanding scenario rather than extended stabilization operations (**Force Presentation**).
- Maintain the necessary permanent presence abroad including critical forward enablers and infrastructure in order to effectively project combat power (**Power Projection**).
- Increase emphasis on stand-off capabilities which maximize speed, range, and flexibility, while maintaining the ability to transition to effective, resilient presence in the battlespace (**Resilience**).
- Organize, train, and equip Airmen to effectively support CCDRs' security cooperation requirements (**International Partnerships**).

Assumptions

The following assumptions for this annex are adopted in part from the AFSEA, *Capstone Concept for Joint Operations: Joint Force 2020* (CCJO-JF2020), and the Air Force Strategy:

- Proliferation of long-range strike capabilities by other nations will impact our operational advantages, to include how we station forces and equipment overseas as well as protecting our homeland.
- Agile combat support will be tested and strained as we look to operate from more places than just main operating bases.
- Space and cyber will play a larger role in the projection of military power, making these domains more susceptible to physical and network attacks which may have a direct impact on our ability to perform an effective regional or global mission.
- Increased reliance on the Reserve Component will likely not lead to a detrimental decrease in the readiness of the Reserve Component.

Risk Assessment

The aggregate nature of the global strategic environment and corresponding posture related decisions entail considerable risk implications for successful execution of Air Force operations. At a minimum, these include the following:

- An increased focus on high-end operational capabilities could result in some atrophy of low-end conflict skills if not properly mitigated.
- Increased reliance on international partners for access and capabilities increases the risk for U.S. operations if such access and capabilities are not available, or are not interoperable with Air Force capabilities, when needed.
- The challenging fiscal environment will require the Air Force to take more risk in strategic posture decisions that include tradeoffs among present-day activities and future needs to ensure readiness.

Structure of the SPA

The SPA is organized in four sections (**Force Presentation, Power Projection, Resilience, and International Partnerships**) and provides direction leading to enhanced Air Force strategic posture. Each section includes: applicable definitions; a summary of the concepts, methods, capabilities, and resources necessary for the Air Force to enhance its strategic posture; and associated objectives and tasks.

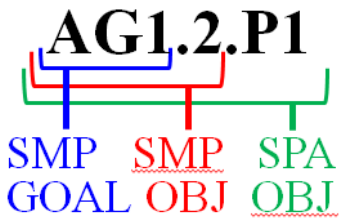
For the purposes of this document, definitions of goals, objectives, and contributing objectives found in the SMP apply:

- **Objective Naming Convention**: Objectives are prefixed by the 3-digit code for the goal to which they primarily contribute, then numbered as an SMP objective, and then by annex, prefixed by **P** for those assigned in this SPA. See Figure 1 below. Tasks will include an additional lowercase letter (example: AG1.2.P1.a).
- **Table of Objectives and Tasks**: In the tables found at the end of each section in the SPA, SMP level objectives are typed in bold and are shaded. Annex-level objectives are listed below the SMP level objectives, with tasks (where applicable) listed below them and preceded by a bullet.

As a reminder, the base SMP Goals and Objectives designations are:

- AG - Agility
- IN - Inclusiveness
- DTR - Provide Effective 21st-Century Deterrence
- ISR - Maintain a Robust and Flexible Global Integrated Intelligence, Surveillance Reconnaissance (ISR) Capability
- FH - Ensure a Full-Spectrum Capable, High-End Focused Force
- MDA - Pursue a Multi-Domain Approach to our Five Core Missions
- GCT - Continue the Pursuit of Game-Changing Technologies

The figure below depicts the naming convention for SPA objectives.



(Figure 1)

Time frames:

- Near: 0-5 years, or within the current Future Years Defense Program (FYDP)
- Mid: 6-10 years
- Far: beyond 10 years

Force Presentation

Definition

Force presentation refers to how the Air Force provides forces and support (equipment and resources) to meet global CCDR requirements. The Air Force supports global CCDR requirements through a combination of assigned, attached (rotational), and mobility forces that may be forward deployed, transient, or operating from home station.

Enhancing Strategic Posture

The SMP and SPA describe how we will prepare for the most demanding scenario rather than extended stabilization operations, in accordance with Air Force and higher level guidance. Without high-end air, space, and cyberspace capabilities, denied regions can pose significant obstacles to our operations. The SMP directs a focus on the capabilities that will allow freedom of maneuver and decisive action in such highly-contested battle spaces of the future. Our ability to provide those capabilities is underpinned by our Air Expeditionary Forces (AEF) and forward permanent-based forces. The AEF is the force generation construct used to manage the battle rhythm of forces to meet CCDR requirements while maintaining the highest possible level of overall readiness and providing forces and support on a relatively predictable basis. The newest AEF Teaming construct exemplifies the agility we seek.

As described in the GEF, our basing actions (analyzed in the Air Force Strategic Basing Process) should be informed by careful consideration of assurance, deterrence, and rapid response missions. The challenges we will face providing responsive Global Vigilance, Global Reach, and Global Power (GV-GR-GP) in the future strategic environment require the Air Force to prepare to operate in non-permissive environments. We should also seek more opportunities to work with joint and interagency partners to utilize their capabilities in permissive environments.

Additionally, given an environment of constrained resources, it is essential to delineate between infrastructure that directly enables the accomplishment of our core missions and that which indirectly supports these missions. We must always assure the availability of infrastructure most critical to readiness and operations.

The following discussion on force presentation-related concepts, methods, and capabilities that enhance our strategic posture includes AEF Teaming and Mission Infrastructure.

AEF Teaming

The Air Force Strategy and SMP state that while the Air Force will not posture for extended stabilization operations, we will prepare to respond to diverse regional commitments with ready and trained operational and support forces. The AEF construct is the methodology the Air Force uses to present such forces to the Global Force Management (GFM) process and serves as a baseline to inform planners on force presentation. Recently, the AEF construct was redesigned to enable more Airmen to deploy as a unit and to standardize dwell times across the Air Force as much as possible to present a consistent Air Force capacity to the warfighter. AEF Teaming allows wings to more effectively posture their forces to meet global mission requirements, as well as continue home station training. Implementation of this latest AEF model will facilitate better teamwork and unit performance during deployed operations with increased efficiency.

AEF Teaming is dependent on the Total Force. The operational Reserve requires a balanced approach using assured access via mobilization, with flexibility to capitalize on volunteerism in order to plan, commit, and sustain sourcing solutions during execution. While AEF Teaming makes it more feasible for the Air Reserve Component (ARC) to bring their essential contributions to bear, greater incorporation of Total Force considerations into Air Force planning will increase the flexibility of our force structure and optimize our operational responses. A holistic approach to planning might include exercises among the three components, changes to unit associations, and a synchronized planning and budget process. Before any such changes are made, appropriate review and analysis will be accomplished.

Mission Infrastructure

U.S. installations serve a number of purposes; the most critical one is supporting the Air Force mission with centralized locations for the training of capable forces, the development of capabilities, and providing reach-back for overseas operations. We must not confuse support infrastructure with mission infrastructure—MILCON for dormitories with space launch facilities, for example. As we prioritize funding, consolidate functions, demolish buildings and infrastructure, and build where necessary, the distinction between mission and support infrastructure is important.

The Air Force must also invest in our training infrastructure to perform our core missions. As we posture for the high-end fight, our training must include simulation of operating in a contested environment with degraded or limited systems. This is the foundation to a ready force and will help empower Airmen to conduct their mission effectively in the future. A holistic approach to training, including increased investment in Live-Virtual-Constructive (LVC) environments, is a key stone to such effort.

The Air Force may also continually improve stand-alone, high-end effects and new expeditionary concepts through use of science and technology (S&T) ideas tested on air-to-air ranges, air-to-ground ranges, airfields, and in cyberspace. Within the cyberspace domain, we will strive to establish a virtual cyberspace test range that leverages existing information technology (IT) labs and environments. We will expand virtual training for more career fields and use stateside networked scenarios to conduct deployment events in a timed sequence. Conducting training in a realistic, networked, time-dependent environment introduces Airmen to new approaches in systems employment.

The Air Force will ensure we have the "right installations," which are developed through an installation master plan that supports resiliency, sustainability, and affordable installations. The results will be installations that are individually tailored for the mission(s) (e.g. CAF, MAF, ISR, C2, etc.) and the construct (e.g. hybrid base, city base, mission-only base, etc.) that best achieves Air Force objectives. It is also important that we have installations at the "right place" to support missions globally, which will require close scrutiny of near-, mid-, and far-term needs to ensure the optimum mix of U.S. and overseas garrison and expeditionary installations.

Objectives and Tasks

To enhance our strategic posture, we will accomplish the following objectives and tasks:

Table 1: SPA Objectives Supporting Force Presentation	Time Frame	OPR(s)	Connection to other Annexes
AG1.4 (Mid) Combine training across multiple mission sets, including integrated LVC venues and operator-in-the-loop Modeling and Simulation (M&S), to cultivate Airmen trained in agile and robust decision-making to devise multi-domain solutions to complex problems in uncertain, contested environments.			
AG1.4.P1: By FY20, expand the use of more capable simulators, integrating full spectrum operations into existing exercises and test/training ranges.	NEAR	AF/A3O	
AG1.4.P2: By FY23, deploy at least one LVC Regional Training Center which supports an integrated training event for Air Superiority, Global Precision Attack, ISR and Command and Control forces executing a combat scenario in the mid-term.	MID	AF/A3O	
AG1.4.P3: By FY23, use advanced modeling and simulation to evaluate force presentation options for all Integrated Security Constructs applying the concept of stand-off action transitioning to stand-in operations.	MID	AF/A3O	
AG1.4.P4: By FY20, research and test (in LVC environments) a new self-sustaining logistics model where forward units are less reliant on a large logistics tail with the goal of minimizing permanent presence abroad.	NEAR	AF/A4 OCRs: AF/A3O MAJCOMs	
AG1.4.P5: Research ways to improve stand-alone, high-end effects and new expeditionary concepts through experimentation and exploration of ideas tested in a variety of environments.	MID		S&T
IN1.2 (Near) Incorporate Total Force considerations wherever possible in order to increase the flexibility of our force structure and optimize our operational responses. Focus on identifying appropriate force mix options, eliminating structural and legal barriers, and increasing opportunities for component integration.			
IN1.2.P1: Demonstrate an integrated and holistic approach to address force presentation requirements through a near-spontaneous exercise that includes Active, Guard, and Reserve assets and personnel by FY20.	NEAR	AF/A8XF	
IN1.2.P2: By FY19, analyze existing unit associations to ensure appropriate balance, with emphasis on balancing appropriate readiness for critical capabilities. Consider options which potentially reduce footprint both stateside and overseas while maintaining resources and manpower inventory necessary to accomplish required missions.	NEAR	AF/REX OCR: AF/A4	
IN1.2.P3: By FY18, review and evaluate the current planning baseline in each Core Function Lead's Total Force Enterprise to further integrate planning and budgeting considerations. This effort should include the following at a minimum: numbers of and types of associations, unit equipped squadrons, and Total Force manpower.	NEAR	CFLs OCRs: AF/REX, ANG/A8	
IN1.2.P4: By FY17, devise and implement a plan for integrating Total Force-Continuum (TF-C) High Velocity Analysis recommendations into applicable Core Function Support Plans.	NEAR	AF/A8X AF/REX	

Table 1: SPA Objectives Supporting Force Presentation	Time Frame	OPR(s)	Connection to other Annexes
FH1.5 (Near) Reduce emphasis on tactical tasks in permissive environments where other Services have sufficient organic capacity (for example tactical ISR, fire support, and intra-theater mobility).			
FH1.5.P1: By FY20, examine the Air Force portfolio for an increase in opportunities to utilize joint and interagency capabilities useful in permissive environments through evaluation of existing capacity and socialization of any planned changes to locations and missions.	NEAR	AF/A4	
MDA.2 (Near) Reappraise existing compartmentalization practices and eliminate institutional barriers to empower Airmen and organizations to employ multi-domain approaches.			
MDA.2.P1: By FY18, review and identify existing gaps in facilities and networks requirements necessary for increased testing and execution of new and/or alternative multi-domain approaches to CCDR requirements. Develop a plan to address these gaps by consolidating existing test labs and environments.	NEAR	AF/A3	

Power Projection

Definition

Power projection includes the application of offensive military force against an enemy at a time, place, and duration of our nation's choosing (Air Force Doctrine).

Enhancing Strategic Posture

The Air Force will increase flexibility for power projection by examining ways to make our posture more efficient, maximizing existing and future capabilities and resources, and pursuing new presence paradigms that retain sufficient footprint to complete comprehensive defense of assets.

The character of power projection in a given circumstance will reflect the objective: permissive, hostile/contested, or uncertain. To gain and maintain operational access and advantage across the domains in a contested environment, we must have the full spectrum of lethal, non-lethal, conventional, and special capabilities available. Power projection capabilities include ready and trained forces, the ability to move rapidly from place to place, and our forces' ability to operate anywhere around the world.

Our basing decisions and priorities combine to form an integrated enterprise basing construct that provides the Air Force with the agility and flexibility needed to rapidly respond across the full range of military operations in multiple locations. Such power projection depends in large part on the installations, runways, buildings, utilities, and other critical infrastructure. Our Air Force Bases (AFB) and supporting infrastructure enable space and cyberspace operations and support strategic airlift. Additionally, AFBs allow us to hold global targets at risk as our launching points for bomber and missile forces, and to launch and recover fighters. Our bases also serve as platforms to collect, process, and disseminate intelligence through a variety of assets. In short, we cannot "fly, fight, and win in air, space, and cyberspace" without effective, sustainable installations. We will evaluate the most effective installations and infrastructure to provide training capability development and reach-back for overseas operations within the fiscally constrained environment. The Air Force shall provide input to CCDRs as they identify opportunities to develop agreements, consider joint and combined footprint enhancements, and alter exercise and training events.

As we posture our forces to support steady-state homeland defense and deterrence missions, we understand the ability to respond to no-notice aggression by key adversaries is also a critical element. Deterring future adversaries such as non-state actors and nuclear-armed regional adversaries will be different than deterring traditional state actors.

In addition, growing instability across the world is widely expected to require the U.S. military to increase special operations, urban operations, humanitarian assistance and disaster relief (HA/DR) missions, and irregular warfare around the world. Reliable infrastructure and access are key elements to the Air Force's ability to meet such DoD strategic priorities. In addition, a soft power element of power projection is communicated when we use our resources to support international engagements such as humanitarian crisis response.

The following power projection-related concepts, methods, and capabilities that enhance our strategic posture include discussion of a new CONUS basing model, OCONUS basing, and other considerations.

Toward a New CONUS Basing Model

A critical element of force presentation and power projection is how the Air Force uses current basing and logistics constructs and an awareness of areas needing improvement. As we change our way of delivering support services, our footprint will be adjusted to match. To preserve expeditionary capabilities and in support of readiness, we will continue to develop an affordable, deliberate approach to installations and provide a framework driven primarily by strategic direction rather than current fiscally driven exigencies. AF/A4 and Air Force Materiel Command remain focused on creating the 2023 Installation Model based on analysis and the goal of providing enterprise standards with "local execution."

As with several decades of infrastructure reductions overseas, DoD desires to reduce excess infrastructure stateside. However, Congressional support is needed to allow the military more options to improve resource management. Meanwhile, the Air Force will continue to develop new options, both stateside and overseas, to integrate Active and Reserve Component activities as a means to enhance readiness and potentially reduce our footprint. To achieve this, enhanced consideration of and dialogue with Air Reserve Component headquarters level planners is paramount.

OCONUS Basing

Global power projection is best facilitated by enduring installations often hosted by our allied and coalition partners. However, we are also called upon to establish U.S.-led contingency installations in support of the *National Military Strategy*. Host nation (HN)-provided installations offer strategic opportunities to strengthen relationships, air route access, and power projection. Although Air Force units are usually tenants on contingency bases, the Air Force maintains the capability and capacity to plan, open, establish, operate, sustain, protect, and close contingency bases and will ensure these processes are done in the most effective and efficient method. Formal support agreements with the HN are essential for all overseas installations and drives local community considerations similar to U.S.-based installations. We will ensure long-range planning for contingency basing is comprehensive to ensure fiscal and physical resources are available to support expeditionary mission operations.

Unlike expeditionary ground forces, the Air Force cannot operate on a rotational basis alone. Global and theater support demands a reliable network for air, cyber, and space activities and a strong logistics backbone for support. Therefore, we will review stateside and overseas facility requirements and seek out coalition and industry partnerships where excess infrastructure cannot be readily divested, but could be potentially used for shared-use agreements. This requires a delicate balance between efficiency and ensuring the ability to project power.

While continuing to develop methods to support power projection via reach back and long-range global strike operations, our overseas footprint is vital. In early phases we will develop priorities to ensure resiliency and continuity of operations at forward locations. As will be discussed in the Resilience section of this document, we may also seek out additional ways to remodel or repurpose facilities to include items such as base hangars and underground refueling hydrants, thereby reducing the strain for MILCON dollars.

Other Considerations

With adversaries challenging our ability to access and guarantee freedom of movement within critical areas of operation, it is important for the Air Force to pursue a variety of options to enable power projection. For the Air Force's Global Precision Attack (GPA) core function in particular, the requirement to execute at strategic ranges in such a highly contested environment is the most challenging setting against which the GPA CFL will measure risk in the future. Due to the priority of investments in the

United States' ability to operate in such an anti-access/area denial (A2/AD) environment, investments in related facilities and infrastructure are necessary.

As the Nation evolves its deterrence capabilities across the whole of government to meet the diverse challenges of the global security environment, the Air Force will continue to apply the full range of nuclear, conventional, and cooperative means to deter actions by state and non-state adversaries that threaten our interests abroad.

The United States also projects power to provide stability when countries or regions need it most. As the Air Force considers preparing for HA/DR, evaluation of methods to support lead federal agencies in mitigating the likelihood and negative effects of man-made or natural disasters is essential. As directed in the GEF, suggested measures should focus on building our partner nations' capacity to prepare for, mitigate, or respond to humanitarian disasters.

Additionally, the Air Reserve Component enhances overall strategic agility through operational capabilities, surge capacity, and strategic depth enabling power projection. The Air Force cannot meet its operational requirements without the continued, planned use of the Reserve Component. The Air Force must plan and budget for the assured access of the Reserve Component while ensuring readiness to support future contingencies.

Objectives and Tasks

To enhance our strategic posture, we will accomplish the following objectives and tasks:

Table 2: SPA Objectives and Tasks Supporting Power Projection	Time Frame	OPR(s)	Connection to other Annexes
AG1.4 (Mid) Combine training across multiple mission sets, including integrated LVC venues and operator-in-the-loop M&S, to cultivate Airmen trained in agile and robust decision-making to devise multi-domain solutions to complex problems in uncertain, contested environments.			
AG1.4.P6: By FY25, demonstrate multi-domain Tactics, Techniques, and Procedures (TTPs) to synchronize, conduct, and sustain logistics in distributed operations and contested or contaminated environments for air, space, and cyberspace operations using operator-in-the-loop modeling and simulation.	MID	AF/A4	
AG1.5 (Far) Preserve full-spectrum warfighting, expeditionary, and combat support capabilities by retaining expert Airmen with experience in recent conflicts, codifying lessons learned, and further integrating joint training (including LVC) to offset reduced resourcing for low-intensity operations.			
AG1.5.P1: By FY25, Codify and distribute appropriately expeditionary and combat support capabilities lessons learned garnered during recent operations in order to better support accomplishment of CCDR requirements.	FAR	AFMC A8/9	
IN3.3 (Mid) Deepen our relationships with the joint team, intelligence community, diplomatic institutions, developmental agencies, local governments, businesses, communities, and international partners through sustained dialogue, increased training and exchange, aviation security cooperation, and iterative enterprises to codify shared doctrine, tactics, and capabilities.			

Table 2: SPA Objectives and Tasks Supporting Power Projection	Time Frame	OPR(s)	Connection to other Annexes
IN3.3.P1: By FY25, improve interoperability with and strengthen capabilities of partner nations to ensure access to installations, services, and support for mutually beneficial purposes (e.g. humanitarian assistance/disaster relief, exercise related construction and host nation training).	MID	SAF/IA, OCR: AF/A4	
IN3.3.P2: By FY25, improve incorporation of the ideas, views, and concerns of HAF agencies with equity in the global posture community in order to execute a coherent and cohesive Air Force message regarding global power projection with Service, joint, interagency, and Congressional partners.	MID	HAF/CX, OCRs: AF/A5S SAF/PA SAF/LL	
DTR.1 (Mid) Maintain a credible and robust strategic deterrence posture through sustainment, modernization, recapitalization, readiness, and protection of the Air Force's nuclear mission and supporting infrastructure.			
DTR.1.P1: By FY25, bolster deterrence posture by implementing GEF-directed positioning of assets, and identify efficient, agile logistics and infrastructure methods to sustain these assets through all spectrums of conflict.	MID	AF/A10, OCRs: AF/A4	
DTR.2 (Far) Develop, test, and implement additional non-nuclear capabilities that deter a wide range of adversaries, including non-state actors, and assure allies and partners. Consider low-cost measures that generate high-cost adversary responses.			
DTR.2.P1: Increase deployment and overseas positioning of decoys and other deceptive options to alter adversary calculations.	MID	CFLs	
ISR.4 (Far) Enhance capabilities to holistically detect, monitor, analyze, and attribute threats (kinetic or non-kinetic), adversaries, and their support networks, and improve target systems analysis in order to determine the best way to act on this intelligence.			
ISR.4.P1: By FY25, build a cost-efficient force presentation option that provides a "rapid-reaction," multi-domain ISR effect against a state or non-state actor. This option will likely include facilities and agreements considerations or plans.	FAR	AFSPC A5X ACC A5/8/9 AF/A6CIO	CA
FH1.1 (Near) Ensure the ability to gain and maintain the required degree of control of the air to prevent effective enemy interference with friendly operations.			
FH1.1.P1: By FY19, maintain a ready, resilient, and operationally flexible force posture that ensures forward access as required.	NEAR	AF/A4 OCR: AF/A3	HCA
• FH1.1.P1.a: Review existing agreements to identify potential new forward locations for additional basing within strategic proximity of potential high-end operations areas. To the maximum extent possible, bases should be located in multiple nations.	NEAR	MAJCOMs, OCRs: AF/A3O AF/A8XX SAF/IE AF/JA	
• FH1.1.P1.b: Build an Agile Combat Support framework and demonstrate its ability to sustain periodic rotational presence in selected forward locations.	NEAR	AFMC A8/9	

Table 2: SPA Objectives and Tasks Supporting Power Projection	Time Frame	OPR(s)	Connection to other Annexes
FH1.1.P2: By FY20, demonstrate a joint, interoperable Agile Combat Support (ACS) Common Operating Picture that provides accurate and timely information during a simulated cyber-contested environment.	NEAR	AF/A4, OCR: AFMC/A8/9	
FH2.2 (Mid) Increase emphasis on stand-off capabilities that maximize speed, range, and flexibility, while maintaining the ability to transition to effective, resilient presence in the battlespace.			
FH2.2.P1: By FY25, maintain and/or improve availability and capabilities of U.S. and overseas training ranges to accommodate more integrated kinetic and non-kinetic missions.	MID	AF/A3OJ	
• FH2.2.P1.a: Integrate the Global Force Management (GFM) process elements into force allocation considerations, to more efficiently assign required forces to the theater.	NEAR	AF/A3OO	
• FH2.2.P1.b: By FY19, evaluate existing agreements to ensure those necessary for forward operational flexibility are in place, and by FY25 address any shortfalls. (ex. Revamped Australia Bomber agreement)	NEAR	SAF/IA OCRs: AF/A3, AF/A5/8, AF/JA	
FH2.2.P2: By FY25, increase shared joint/partner/coalition investment in infrastructure where gaps create risk to power projection (ex. MILCON investments in hardening, shelters, and underground fuel facilities).	MID	SAF/IE, OCRs: SAF/IA AF/A4	CA
FH2.2.P3: By FY23, demonstrate the processes, infrastructure and IT required to support unique stand-off capabilities and project power.	MID	MAJCOMS	
FH2.2.P4: Identify and annually evaluate cold-bases which could be available to support stand-off operations near contested battlespace.	NEAR	C-MAJCOMs AFFOR	
FH2.2.P5: Exercise basing and posture transitions from stand-off to stand-in as part of a major Air Force exercise to include infrastructure and Information Technology.	MID	C-MAJCOMs AFFOR	
Contributing Objective: FH1.1.P1: By FY19, maintain a ready, resilient, and operationally flexible force posture that ensures forward access as required.			
FH2.5 (Far) Ensure rapid, robust global mobility by developing and maintaining smart and adaptive global and theater distribution networks to ensure the most efficient movement and positioning of materials, and by leveraging advanced design and manufacturing.			
FH2.5.P1: By FY30, institute a smart and adaptive theater distribution network for at least one specific platform (i.e. F-16).	FAR	AF/A4, OCRs: AMC, AF/A3OM	
FH2.5.P2: By FY25, increase the use of just-in-time logistics support from industry partners which can be activated based on demand.	MID	AF/A4, OCRs: AMC, SAF/AQ	

Table 2: SPA Objectives and Tasks Supporting Power Projection	Time Frame	OPR(s)	Connection to other Annexes
• FH2.5.P2.a: Equip or stage logistics centers to support operations against a high-end adversary.	MID	AF/A4, OCRs: AMC, SAF/AQ	
• FH2.5.P2.b: Identify logistics shortfalls associated with a specific Integrated Security Construct and implement end-to-end supply chain changes to reduce the risk.	MID	AF/A4, OCRs: AMC, SAF/AQ	
FH2.7 (Mid) Provide resilient installations, infrastructure, and combat support capabilities that enable the Air Force to project power rapidly, effectively, and efficiently.			
FH2.7.P1: Ensure the "right installations" (force structure and missions) are in the "right place" to support Air Force missions globally.	MID	SAF/IEI OCR: AF/A4	
FH2.7.P2: By FY25, optimize installations by providing effective infrastructure and services to support GV-GR-GP missions in the most efficient manner possible (e.g. centralized locations for the training; provide reach-back for overseas operations; increase coalition/allied/industry shared-use agreements; remodel/repurpose facilities to reduce costs; etc.).	MID	AF/A4C OCR: SAF/IE	
FH2.7.P3: By FY25, improve the acquisition and sustainment of Air Force logistics systems through partnership with industry and commercial partners to decrease the long-term costs, decrease acquisition and sustainment risks, and shorten the acquisitions timeline.	MID	SAF/AQ, OCR: AF/A4	
Contributing Objective: IN3.3.P1: By FY25, improve interoperability with and strengthen capabilities of partner nations to ensure access to installations, services, and support for mutually beneficial purposes (e.g. humanitarian assistance/disaster relief, exercise related construction and host nation training).			

Resilience

Definition

Resilience is the capacity of a force to withstand attack, adapt, and generate sufficient combat power to achieve campaign objectives in the face of continued enemy action. In the context of strategic posture, **resilience** is defined as the ability of Air Force units to continue to conduct air, space, and cyberspace operations despite disruption whether natural or man-made, inadvertent, or deliberate.

Enhancing Strategic Posture

As noted in the AFSEA, the era in which the United States can project global military power virtually uncontested has ended. The proliferation of inexpensive technology enabled by globalization is greatly enhancing the ability of both state and non-state actors to challenge our military power, international support, domestic resolve, economy, and homeland security. Space and cyberspace are also becoming increasingly important and contested. The pervasiveness and advancement of computer technology and reliance on the internet and usable networks are creating means and opportunity for computer attack by numerous state and non-state aggressors. Additionally, the domain of space remains integral to such military capabilities as communications, surveillance, and positioning.

The Air Force Strategy directs us to pursue effective resilience measures with stronger Command and Control (C2) capabilities including interoperable, secure, and reliable communications. Projecting power in high-end contested environments will require improvement of our existing ISR systems and processes to ensure sustained and secure operations. Such environments will likely present challenges for our information systems and necessitate plans for mitigation. A sustainable, diversified basing network improves resiliency by minimizing the risk of access denial by adversaries or uncertain host nation support. The Air Force Strategy also directs us to find ways to minimize the force protection bill while lowering risk to critical systems.

To enhance the Air Force's resilient posture, resources must be balanced between a number of passive measures (such as alternative basing, hardening C2 infrastructure, and partnering with allies) and active measures (such as investment in air and space superiority, supporting the Army in air and missile defense, developing new concepts, and potentially increasing Air Force base defense capabilities) for greater resiliency. These resources are especially needed for equipping bases existing within high-end threat envelopes, and may be available through cost-sharing with our sister services and coalition partners in some locations. Defending forward bases may include organic Air Force kinetic and non-kinetic capabilities to destroy or degrade air and missile threats. In the future, operating from bases in the United States and overseas will likely also be held at some level of risk. The effects of passive and active measures will posture the Air Force to be resilient across multiple domains, increasing the Air Force's strategic agility by improving flexibility and reducing our vulnerability to emerging threats.

As we work to reduce the human and physical footprint of forward-stationed forces while retaining a forward presence as needed to project power, we will minimize vulnerability and thus enhance resilience. Footprint reductions will be determined to meet the minimum level required for sustained operations and in coordination with new agile employment and basing concepts. Such reductions can be made in part by leveraging advances in manufacturing, energy efficiency, and renewable resources. Additionally, the Air Force will leverage partner nation agile combat support capabilities on lower-risk tasks to further reduce U.S. costs. An integral aspect of reducing our footprint is also developing a more expeditionary capable and self-sustaining mindset among Airmen.

As noted in the International Partnerships section of this document, improved resilience is also possible

through strengthened partner relations. By partnering with allies, we can attain sufficient dispersion for cross-domain operations, thereby increasing our assured access to potential basing options and denying our adversaries the same. In addition, effective public affairs outreach and mil-to-mil engagements enable us to remain engaged and stem the growth of adversarial ideologies as we build relationships with and support from foreign audiences.

Posture resilience can also be enhanced by leveraging information operations, which typically employ non-kinetic and small-footprint capabilities. The information environment is growing as the adversarial domain of choice to execute their operations and increase their influence. Expanded Air Force operations in the information environment are necessary to counter these challenges as well as meet U.S. and allied objectives without expending the manpower or incurring the cost of deploying a robust force.

Considering that an adversary with robust Anti-Access/Area Denial (A2/AD) capabilities can contest our access and movement to the theater, we must consider creative basing alternatives. The Air Force has within its purview the ability to examine basing alternatives for improved viability and risk mitigation in the context of: beddown planning; ACS resiliency engineering; force apportionment; and survivable defense. Through the Air Force Strategic Basing Structure (AFSBS), we can influence such decisions. Additional concepts for improving expeditionary basing in denied areas include force phasing, laydown, and operational tasking of Air Force forces by partnering across service, governmental, and national lines.

Objectives and Tasks

To enhance our strategic posture, we will accomplish the following objectives and tasks:

Table 3: SPA Objectives and Tasks Supporting Resilience	Time Frame	OPR(s)	Connection to other Annexes
DTR.2 (Far) Develop, test, and implement additional non-nuclear capabilities that deter a wide range of adversaries, including non-state actors, and assure allies and partners. Consider low-cost measures that generate high-cost adversary responses.			
DTR.2.P2: In consultation with CCDRs, assess the capability and capacity of partner nation airfield infrastructure and develop a capability to build partner capacity in ACS capabilities to support a base dispersal plan by FY20. (Tied to objective IN3.3.P3)	NEAR	AF/A4, OCRs: AF/A5, MAJCOMs	
DTR.2.P3: Effectively integrate communication efforts with OSD and Combatant Command (CCMD) communication plans to synchronize messages with partner nations and allies in support of regional and global activities by FY20.	NEAR	SAF/PA	
ISR.1 (Mid) Rebalance resilient ISR sensors, systems and processes toward operations in high-end contested environments, and focus on moderately priced systems, to include commercial technology, for permissive environments.			
ISR.1.P1: By FY25, improve resilience of existing systems and processes through interoperable, secure, and reliable communication systems worldwide.	MID	AF/A2	
ISR.1.P2: By FY23, implement staging of spares for ISR sensors based upon regional threat analysis.	MID	ACC/A4	
ISR.1.P3: By FY20, determine maintenance and logistics breakpoints for ISR assets as a means to generate partially mission capable sorties.	NEAR	AF/A4, AF/A2	

Table 3: SPA Objectives and Tasks Supporting Resilience	Time Frame	OPR(s)	Connection to other Annexes
FH1.1 (Near) Ensure the ability to gain and maintain the required degree of control of the air to prevent effective enemy interference with friendly operations.			
FH1.1.P3: By FY20, increase resilience of basing options working through OSD's Global Posture process for diversification and creative basing alternatives to the AFSBS, in order to minimize the risk of access denial by an adversary or uncertain host nation political support in certain contingencies.	NEAR	AF/A8XX OCRs: SAF/IEIB AF/A4L AF/A4C	
FH1.4 (Mid) Enhance abilities to degrade or deny situational awareness and targeting ability to an advanced enemy.			
FH1.4.P1: By FY25, increase survivability of CCDR information systems (in accordance with Air Force role) to provide mission assurance and network redundancy, despite malicious cyber activity or attacks.	MID	SAF/CIO A6	
• FH1.4.P1.a: By FY25, field integrated, scalable affordable IT solutions that are interoperable with joint IT, providing accurate and timely information, support a Logistics Common Operating Picture, and are capable of operating within a contested cyber environment.	MID	SAF/CIO A6, OCR: AF/A4	
• FH1.4.P1.b: By FY22, identify, assess, and develop risk mitigation for infrastructure and IT supply chain vulnerabilities.	MID	SAF/CIO A6 AFMC A8/9, OCR: AF/A4	
• FH1.4.P1.c: By FY18, exercise communication-isolated operations to increase autonomy and continuity of operations possible during high-end conflict.	NEAR	SAF/CIO A6	
FH1.4.P2: Refocus efforts to create a robust and resilient logistics distribution network in support of high-tempo dispersal operations.	MID	AF/A4, OCR: AMC	
FH1.4.P3: By FY25, develop and execute a plan to deny observation and targeting of main and dispersed operating bases, to include deploying and employing Camouflage-Concealment-Deception (CCD) capabilities to bases threatened by high-end adversaries.	MID	AF/A3O, OCR: AF/A4CS	CA S&T
FH1.4.P4: By FY19, refocus a major Air Force exercise to include base and mission recovery after direct, surprise attack.	NEAR	AF/A3O OCR: AF/A4	
FH1.4.P5: By FY23, assess the need, utility, and feasibility of options to field organic terminal defense capabilities.	MID	AF/A5R ACS CFL	
FH1.4.P6: By FY25, Establish an Information Operations career force and develop the training to equip them with the knowledge, skills, and experience to plan and conduct forward deployed and remote operations to influence and deny adversary situational awareness, as well as shape ally and partner nation support.	MID	AF/A3OY OCRs: SAF/MR, AF/A1D	
FH1.5 (Near) Reduce emphasis on tactical tasks in permissive environments where other Services have sufficient organic capacity (for example tactical ISR, fire support, and intra-theater mobility).			

Table 3: SPA Objectives and Tasks Supporting Resilience	Time Frame	OPR(s)	Connection to other Annexes
FH1.5.P2: By FY19, test mitigation plans to operate in cyber contested environments that degrade or compromise Logistics IT systems, including active and realistic logistics participation in wargames, simulations, and exercises.	NEAR	SAF/CIO A6, OCRs: MAJCOMs, AF/A4	
FH2.2 (Mid) Increase emphasis on stand-off capabilities which maximize speed, range, and flexibility, while maintaining the ability to transition to effective, resilient presence in the battlespace.			
FH2.2.P6: By FY25, equip bases within high-end threat envelopes with enhanced active and passive protective measures. Where possible, cost-share with sister services and coalition partners.	MID	AF/A4C	
FH2.7 (Mid) Provide resilient installations, infrastructure, and combat support capabilities that enable the Air Force to project power rapidly, effectively, and efficiently.			
FH2.7.P4: Elevate the importance of logistics and sustainment planning into system acquisitions to decrease long-term costs and promote efficiency.	MID	SAF/AQ, OCR: AF/A4	CA

International Partnerships

Definitions

Within the scope of this document, the term **international partnerships** refers to U.S. military-to-military relationships with other nations.

One of the primary tools the U.S. Government uses to sustain and improve its military-to-military partnerships with other nations is **Security Sector Assistance** (SSA), established and implemented by Presidential Policy Directive (PPD)-23, "Security Sector Assistance." PPD-23 defines SSA as "the policies, programs, and activities the United States uses to: engage with foreign partners and help shape their policies and actions in the security sector; help foreign partners build and sustain the capacity and effectiveness of legitimate institutions to provide security, safety, and justice for their people; and enable foreign partners to contribute to efforts that address common security challenges."

DoD's contribution to SSA is **security cooperation** (SC), which DoD defines as "all Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation." SC includes all security assistance, foreign internal defense, international armaments cooperation, and security force assistance (SFA) conducted by the DoD. SC resource investments are driven by country objectives that articulate desired partner roles in one of three categories: political action, access, and military activity, which all provide context for strategy.

Enhancing Strategic Posture

The Air Force Strategy reflects the importance of improving international partnerships in enhancing our strategic posture:

> *"We are a global Air Force with global responsibilities. Whether maintaining long-proven alliances and coalitions or seeking new partnerships, the Air Force must increasingly look internationally to effectively deliver Global Vigilance-Global Reach-Global Power. Partnerships enhance deterrence, build regional stability, offset costs, increase capability and capacity, and ensure access. Indeed, the most likely and most demanding scenarios involve the Air Force working in concert with, or leading, coalition Airmen. We must accordingly invigorate our commitment to international like-minded Airmen who can build and sustain global partnerships. The return on purposed, strategic partnering is a growing, more capable team of air forces better empowered to provide for their own security, and agile enough to integrate into an effective fighting force."*

The most direct way the Air Force supports the Nation's SC effort to improve international partnerships as envisioned in the Air Force Strategy is to effectively organize, train, and equip Airmen to execute SC. However, recent analysis concluded that we need to make changes within our general purpose forces to achieve this.

First, we must shift our mindset from providing "just-in-time" or inadequately trained Airmen to support SC on a largely ad hoc basis to providing adequately trained Airmen using consistent, institutionalized processes and funding mechanisms.

Second, Air Force efforts to organize, train, and equip to support CCDR SC requirements also must include the ability develop partner nations' abilities to help achieve Air Force Strategy "strategic vectors" when tasked. For example, Airmen should be able to enable certain partner nations to help the Air Force achieve effective 21st century deterrence; maintain a robust and flexible global ISR capability; ensure a full-spectrum capable, high-end focused force; and pursue a multi-domain approach to the Air Force's five core missions.

Third, the Air Force needs to organize, train, and equip to effectively conduct SC with the full spectrum of international partners ranging from advanced to emerging air forces.

The Air Force needs a comprehensive SC Flight Plan to guide and coordinate these efforts across the Service to support CCDR SC requirements as effectively and efficiently as possible given limited resources as well as to help realize the Air Force Strategy. This SC Flight Plan should ensure the Air Force's SC efforts are more long-term, targeted, strategic, and more closely tied to U.S. strategic interests – especially related to the air, space, and cyberspace domains.

Objectives and Tasks

To address these challenges and enhance our strategic posture by improving international partnerships, we will accomplish the following objectives and tasks:

Table 4: SPA Objectives and Tasks Supporting International Partnerships	Time Frame	OPR(s)	Connection to other Annexes
IN2.3 (Mid) Orient and educate the force to the idea that a blend of varied perspectives, cognitive approaches, and critical thought is a vital combat capability and integrate it into all aspects of our operations. Focus on eliminating institutional barriers to creating and retaining a diverse team.			
IN2.3.P1: By FY25, develop a "partnering culture" among Airmen across the Total Force to build and maintain language, region, and culture expertise; demonstrate air advising skills; and think strategically about how peacetime operations can shape geopolitical relationships to provide advantage for U.S. foreign policy.	MID	AF/A1D	HCA
IN3.3 (Mid) Deepen our relationships with the joint team, intelligence community, diplomatic institutions, developmental agencies, local governments, businesses, communities, and international partners through sustained dialogue, increased training and exchange, aviation security cooperation, and iterative enterprises to codify shared doctrine, tactics, and capabilities.			
IN3.3.P3: By FY20, organize, train, and equip Airmen to conduct security cooperation in a strategic and prioritized manner to shape the global air, space, and cyberspace domains in line with the Nation's strategic interests. (Tied to numerous other objectives related to international partnerships)	NEAR	SAF/IA, AF/ A3OMQ	HCA
• IN3.3.P3.a: Execute the applicable recommendations from recent studies and follow-on analyses tasked by senior leadership to enable the Air Force to effectively meet the CCDR's SC needs. Such studies may include the FY16 Air Advisor Demand Study.	NEAR	AF/ A3OMQ	

Table 4: SPA Objectives and Tasks Supporting International Partnerships	Time Frame	OPR(s)	Connection to other Annexes
• IN3.3.P3.b: By FY16, publish and implement a USAF Security Cooperation Flight Plan to guide Air Force SC efforts to effectively and comprehensively support all aspects of the SMP's guidance to improve international partnerships.	NEAR	SAF/IAGS	
• IN3.3.P3.c: By FY18, build a trained and adequately manned planning capacity to effectively support CCDRs as they conceive, plan, and conduct SC activities associated with the air, space, and cyberspace domains.	NEAR	A3O-CS	HCA
• IN3.3.P3.d: By FY18, develop and implement a method to continually assess the effectiveness of Air Force SC efforts to meet the Nation's SC ends associated with the air, space, and cyberspace domains and recommend adjustments to Air Force SC ways and means based on those assessments.	NEAR	SAF/IA OCRs: AF/A9, AF/ A3OMQ	
• IN3.3.P3.e: By FY20, ensure International Affairs Specialists are fully trained with the international skills necessary, and receive necessary training for sustainment, to effectively meet Joint, Interagency, and Air Force international outreach requirements.	NEAR	SAF/ IA	HCA
IN3.3.P4: By FY25, leverage external partner opportunities to provide installations, services, and support in order to obtain assured access in a mutual and cost-effective manner. (Tied to objective FH2.5.P3)	MID	AF/A4	
IN3.3.P5: By FY19, create a permanent presence of international capabilities at the Air Warfare Center's training ranges with emphasis on preserving full-spectrum responses.	NEAR	AFCENT	
DTR.2 (Far) Develop, test, and implement additional non-nuclear capabilities that deter a wide range of adversaries, including non-state actors, and assure allies & partners. Consider low-cost measures that generate high-cost adversary responses.			
DTR.2.P4: Improve how the Air Force organizes, trains, and equips to support aviation-related SC efforts that strengthen global deterrence and assure allies and partners. (Tied to objectives IN3.3.P3 and ISR.6)	NEAR	AF/ A3OMQ OCR: AF/A1D	
DTR.2.P5: By FY23, establish a creative, effective, and affordable way to enhance the Air Force's ability to develop emerging partner nation air forces that use light aircraft (as articulated in the 2013 USAF Irregular Warfare Strategy).	MID	AF/ A3OMQ OCR: SAF/IAG	
ISR.1 (Mid) Rebalance resilient ISR sensors, systems and processes toward operations in high-end contested environments, and focus on moderately priced systems, to include commercial technology, for permissive environments.			
ISR.1.P4: Maintain an open, interoperable, secure, and reliable communication and ISR infrastructure with trusted allies.	NEAR	AF/A2DS	

Table 4: SPA Objectives and Tasks Supporting International Partnerships	Time Frame	OPR(s)	Connection to other Annexes
• ISR.1.P4.a: By FY20, expand use of partner space and cyberspace capabilities across the spectrum of operations. Focus on enhancing resiliency of on-orbit constellations and space situational awareness and ways to mitigate or decrease U.S. and partner vulnerabilities.	NEAR	AF/A2DS	
• ISR.1.P4.b: By FY20, in support of CCDRs and in consultation with functional components, develop forces capable of advising emerging partner nations on lower-cost permissive ISR capabilities in order to reduce U.S. requirements and further deter non-state actors. (Tied to objective IN3.3.P3)	NEAR	PACAF/A2, USAFE-AFAFRICA /A2, AF/A2, ACC/A2	
• ISR.1.P4.c: By FY25, increase the availability of ISR systems with partner nations with the intent to exchange data for expanded capacity.	MID	AF/A2	
ISR.4 (Far) Enhance capabilities to holistically detect, monitor, analyze, and attribute threats (kinetic or non-kinetic), adversaries, and their support networks, and improve target systems analysis in order to determine the best way to act on this intelligence.			
ISR.4.P2: By FY20, conduct airborne ISR exercises with international partners to increase regional ISR cooperation.	NEAR	AF/A3O	
ISR.5 (Near) Improve policies, processes, and organizations for obtaining, sharing, and releasing pertinent multi-domain intelligence with joint, interagency, and international partners.			
ISR.5.P1: By FY20, enable states to counter internal threats by developing a capability to advise, train, and equip partner nations with ISR capabilities to expand U.S. access to sensors, data, and regional expertise. (Tied to objective IN3.3.P3)	NEAR	AF/ A3OMQ OCR: AF/A2DS	
ISR.5.P2: Develop processes to improve partner nation planning and direction, collection, processing and exploitation, analysis and production, and dissemination (PCPAD) capabilities to share ISR tasks and derived information to support bilateral and coalition operations	NEAR	AF/A2DS	
ISR.5.P3: By FY20, ensure partner nations can access necessary intelligence by increasing integration and removing unnecessary and outdated classification barriers.	NEAR	AF/A2	
FH1.1 (Near) Ensure the ability to gain and maintain the required degree of control of the air to prevent effective enemy interference with friendly operations.			
FH1.1.P4: By FY20, ensure U.S. footprint and agreements with host nations support the ability to gain and maintain the required degree of control of the air as required.	NEAR	AF/A8XX	
• FH1.1.P4.a: Demonstrate vitality of partnership plans that illustrate the improved ability to flow critical resources into select forward locations through creative exercise scenarios.	NEAR	AFMC A8/9	
FH1.4 (Mid) Enhance abilities to degrade or deny situational awareness and targeting ability to an advanced enemy.			

Table 4: SPA Objectives and Tasks Supporting International Partnerships	Time Frame	OPR(s)	Connection to other Annexes
FH1.4.P7: Increase capability to advise partner nations on multiple light-aircraft, Integrated Air and Missile Defense (IAMD), space and cyberspace operations in order to increase global responsiveness to a crisis. (Tied to objective IN3.3.P3)	NEAR	AF/ A3OMQ OCR: AF/A2DS	
FH2.5 (Far) Ensure rapid, robust global mobility by developing and maintaining smart and adaptive global and theater distribution networks to ensure the most efficient movement and positioning of materials, and by leveraging advanced design and manufacturing.			
FH2.5.P3: Leverage available access to shared facilities with partners and allies in order to maximize use of limited infrastructure and as a way to support our combined posture efforts. Tied to objective IN3.3.P4.	NEAR	AF/A4	
• FH2.5.P3.a: Preserve and pursue applicable host nation agreements in coordination with OSD that support the theater distribution network.	NEAR	SAF/IA OCRs: AF/A4 AF/A5S	
• FH2.5.P3.b: By FY20, work with allies and partners to develop a Logistics Common Operating Picture.	NEAR	AF/A4 OCRs: SAF/IA, AFMC/ A4	
• FH2.5.P3.b1: Develop the capability in Air Force security forces to work with partner nations on air base defense as a force multiplier.	NEAR	AF/A4	
• FH2.5.P3.b2: Develop low-cost unmanned systems for airbase defense and integration with host nations.	MID	AF/A5R	S&T
• FH2.5.P3.b3 Develop the capability to assist partner nations in developing fuel infrastructure.	NEAR	AF/A4	
• FH2.5.P3.b4 Develop the capability to advise partner nations on airfield development and rapid runway repair.	NEAR	AF/A4	
• FH2.5.P3.c: By FY20, work with appropriate authorities to ensure required key Acquisition Cross Service Agreements (ACSA) with partner nations are established, especially when it expands the capacity of partner nations to conduct operations in the lower end of the conflict spectrum, where the Air Force is accepting greater risk.	NEAR	AF/A4 OCRs: MAJCOMS, AF/JA	
MDA.2 (Near). Reappraise existing compartmentalization practices and eliminate institutional barriers to empower Airmen and organizations to employ multi-domain approaches.			
MDA.2.P2: Conduct innovative demonstrations and exercises that illustrate more dynamic and flexible global posture options that focus on the efficient use of assets and forces and expanding the multi-domain mindset while decreasing the Air Force's footprint overseas.	NEAR	ACC A3B/G OCR: AF/A9	

Conclusion

In the future, we anticipate challenges to responsiveness will include lack of time for planning and preparation, fluid situations, vague requirements, and ill-defined relationships. This fog and friction is often at its worst at the start of a crisis. Lessons from previous operations, drawn from after-action reports, articles, histories, studies, and interviews, suggest the future joint force must address issues such as pre-crisis global posture and strategic disposition, response force readiness, and collaborative relationships among other topics. Within this context, this Strategic Posture Annex seeks to help enable the Nation to enhance its strategic posture as we pursue a path toward improved institutional strategic agility.

In accordance with the Air Force Strategy and the SMP, this annex describes how the Air Force will:

- Focus on preparing and posturing for the most demanding scenario rather than extended stabilization operations (**Force Presentation**).
- Maintain the necessary permanent presence abroad including critical forward enablers and infrastructure in order to effectively project combat power (**Power Projection**).
- Increase emphasis on stand-off capabilities which maximize speed, range, and flexibility, while maintaining the ability to transition to effective, resilient presence in the battlespace (**Resilience**).
- Organize, train, and equip Airmen to effectively support CCDRs' security cooperation requirements (**International Partnerships**).

Our U.S. and overseas basing posture may require changes based on the evolution of partnerships, materials, and training in an increasingly changing strategic environment. The Air Force basing posture is vital since it significantly impacts our ability to respond to international crises and contingencies in accordance with the *National Military Strategy* and achieve Global Vigilance-Global Reach-Global Power for the Nation.