

# *18th Wing*

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*Integrity – Service – Excellence*

## **18 MXG Strategic Planning Outbrief – SA&D-2**



**Lt Col Matthew D. Cox  
18 MXG/CD  
16 Dec 09**

**Unclassified**

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# Overview

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- **Purpose**
  - **Summary**
  - **Agenda**
  - **Team Members**
  - **Team Preparation**
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# Purpose

- **18 MXG SA&D Review and Strategic Plan for FY 2010**
- **“Set top level goals/objectives for where we want to take the group in the coming fiscal year.”**
- **Establish related measures**
- **Build an action plan and a method of tracking our progress**





# Summary

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- **Purpose: 18 MXG SA&D Review and Strategic Plan for FY 2010**
  - **Duration: One Day, 16 Dec 09, 0730-1630**
  - **Location: Kadena AB, McDaniel PME Center**
  - **Deliverables:**
    - **Review and Update 18 MXG SA&D**
    - **Revised Group Goals, Objectives, and Measures**
    - **Action Plan with Tracking Mechanism**
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# Agenda

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- ☑ Opening Remarks
  - ☑ Administrivia and ROE
  - ☑ Strategic Planning
    - ☑ Air Force Strategic Plan, CAF Strategic Plan, PACAF Strategic Plan
  - ☑ Strategic Alignment and Deployment
    - ☑ PACAF Strategy Map, 18 Wing Strategy Map, 18 MXG Strategy Map
  - ☑ SIPOC
  - ☑ Assumptions
  - ☑ SWOT
  - ☑ 18 MXG Mission and Vision
  - ☑ 18 MXG Top Issues Prioritization
  - ☑ Guidelines for Setting Effective Goals and Objectives
  - ☑ 18 MXG Goals for 2010
  - ☑ 18 MXG Strategy Map Review and Update
    - ☐ Goals, Objectives, Measures (*partial completion*)
  - ☐ Implementation/Action Plan Development (*partial completion*)
  - ☑ Logic Check
  - ☑ Closing Remarks
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# Team Members

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- **18 MXG/CC, CDF, CDM, CCC**
- **18 MXG Commanders**
- **18 MXG Chiefs**
- **18 MXG QA Chief**
- **Wing Weapons Manager**
- **Group First Sergeants Rep.**
  
- **Facilitators:**
  - **Lt Col Matthew Cox, 18 MXG/CDM, AFSO Level II, ASQ LSSBB**
  - **MSgt Alando Respress, 18 WG/CCO, AFSO Level II Intern**

## **Attendees:**

Bofto, Randolph M CMSgt USAF PACAF 718 AMXS/MXA  
Brown, David W Col USAF PACAF 18 MXG/CC  
Clancy, Michael T Maj USAF PACAF 18 CMS/CC  
Cox, Matthew D LtCol USAF PACAF 18 MXG/CDM  
Gamble, Victoria CMSgt USAF PACAF 18 MXG/CCC  
Green, Rita A CMSgt USAF PACAF 18 EMS/MXM  
Hinkson, Marvin 1stLt USAF PACAF 18 MXG/CCD  
Huscroft, Joseph R Jr LtCol USAF PACAF 18 MOS/CC  
Iriarte, Christopher P Maj USAF PACAF 18 EMS/CC  
Kilgore, Kevin J SMSgt USAF PACAF 18 AMXS/MXABW  
Lyden, Nathan G LtCol USAF PACAF 18 MXG/CDF  
Merritt, Michael L Maj USAF PACAF 18 AMXS/CC  
Miller, David S Maj USAF PACAF 18 MUNS/CC  
Moore, Brian D Maj USAF PACAF 718 AMXS/CC  
Moore, Christopher L SMSgt USAF PACAF 18 MUNS/CCF  
Respress, Alando C MSgt USAF PACAF 18 WG/CCO  
Simmons, Xavier A CMSgt USAF PACAF 18 MXG/QA  
Singletary, Gerald J CMSgt USAF PACAF 18 MOS/MXO



# Team Preparation

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## Each Team Member List Their Top 3 to 5 Issues

- ...related to people, quality of life, dorms, facilities, support equipment, maintenance, operations, programs, processes, and base support agencies

## Review:

- Air Force Strategic Plan
- CAF Strategic Plan
- PACAF Strategy Map
- 18 Wing Strategy Map
- 18 MXG Strategy Map and Metrics
- 18 MXG AFSO21 Status
- Strategic Planning Readings:
  - PACAF's "Vision" Thing – Air Force Magazine, Jan 09
  - Four Fatal Flaws of Strategic Planning – Harvard Business Publishing, Mar 09
  - Advancing United States-Japan Security and Defense Cooperation, May 2007
  - Crib Notes - Stephen Covey's Seven Habits of Highly Effective People





# SA&D - Purpose

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- **Communicates Commander's Intent to Groups & Squadrons**
- **Aligns the Wing enterprise Themes to Common Focus, Metrics, and Actions**
- **Provides a Common/Standard Methodology for Implementing Plans**
- **Assigns Accountability and Responsibility**

USAF AFSO 21 Playbook

*"Our plans miscarry because they have no aim. When a man does not know what harbor he is making for, no wind is the right wind." – Seneca (4 B.C. – 65 A.D.)*





# Methodology

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- **The Goal**
    - **Fly safe aircraft**
    - **Do our wartime job**
    - **Compliance**
    - **Take care of people**
  - **What are the obstacles preventing us from achieving our goal?**
  - **How do we overcome those obstacles?**
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# 18 MXG Mission Statement

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**Provide safe, reliable, combat ready aircraft in support of 18 WG and HHQ taskings**

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# 18 MXG Top Issues

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- ~75 inputs received from Commanders and Squadron Chiefs
  - Responses were grouped into three main categories:
    - People
    - Facilities
    - Money
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# 18 MXG Top Issues - Themes

<b>People</b>	<b>Facilities</b>	<b>Money</b>
Manning Training Experience Workload Development Programs Processes Policies Support Dormitories Housing Tools and Equipment IEU, PPE, Mob Gear Demands Spouses and Dependents Safety Culture Quality of Life	Security Systems MILCON Processes Maintenance Functionality Refurbishment Demolition Plant Equipment Safety Policies Support	Budgeting Capital Investment Recapitalization Management Training Policies Contracting Support Execution Timing Policies



# 18 MXG Top Issues

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- 1. Inability to balance requirements and resources**
  - 2. Training**
  - 3. Maintenance 101 and instilling the culture of maintenance discipline**
  - 4. Effective use of people**
  - 5. Leaders act like leaders**
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# 18 MXG SIPOC

Suppliers	Inputs	Processes	Outputs	Customers
<ul style="list-style-type: none"> <li>- Flying Squadrons</li> <li>- Depot</li> <li>- AFMC, DCA</li> <li>- MAJCOM</li> <li>- AFPC</li> <li>- Communists</li> <li>- CE</li> <li>- Med Grp</li> <li>- MTF</li> <li>- Training Entities</li> <li>- Vendors</li> </ul>	<ul style="list-style-type: none"> <li>- Training Requirements</li> <li>- Maintenance requirements</li> <li>- Tools, TOs, Equipment</li> <li>- Aircraft</li> <li>- Facilities</li> <li>- People</li> <li>- Parts</li> <li>- Money</li> <li>- OPLANs</li> <li>- Strat Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Scheduling</li> <li>- Training</li> <li>- Generation</li> <li>- Repair</li> <li>- Inspection</li> <li>- Deploying</li> </ul>	<ul style="list-style-type: none"> <li>- Safe Reliable Aircraft</li> <li>- Trained Technicians</li> <li>- Deployable Airmen</li> <li>- Trained Pilots</li> <li>- Compliant Programs</li> <li>- Reliable Tools, Components &amp; Equipment</li> <li>- Mission Accomplishment</li> <li>- Feedback</li> <li>- Work Environment</li> </ul>	<ul style="list-style-type: none"> <li>- Pilots/Aircrews</li> <li>- US Citizens</li> <li>- Airmen</li> <li>- Allies</li> <li>- Deployed Units</li> <li>- Other Services</li> <li>- 13<sup>th</sup> AF</li> </ul>



# 18 MXG Assumptions For The Near Term, 2010, 2011,...

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- Less money
  - Increasing need for Training Resources
  - Requirements will not decrease
  - Deployed Airmen requirements may go up
  - MILCON investment will be low
  - Resources will decrease
  - Justifying budget
  - Attrition due to fitness program
  - Increase in demand for shared resources
  - Reduced military support (local political environment)
  - Increased Sister Service Integration
  - Retention decrease
  - 33<sup>rd</sup> will remain in AOR
  - Monitoring Theatre ISR will increase
  - Comm network connectivity restrictions will increase
  - 33<sup>rd</sup> will pick up phases
  - Engine CRF
  - No notice inspections
  - Reduced Facility Resources
  - WG strats & awards will decrease
  - Security requirements will make our job more difficult
  - Increased need for Dormitory Improvements
  - SATAF - Global Hawk
  - Mostly external changes as opposed to internal changes
  - Will be more focused on what is important
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# 18 MXG SWOT

## Strengths (internal)

Leadership  
 Responsiveness  
 Talented Airmen  
 Get r' done/Brut force  
 Motivated Airmen  
 Resourceful  
 Problem Solving  
 Teamwork  
 Working long hours 12 hour shifts  
 Size  
 Capability  
 Attitude  
 Pride

## Weaknesses (internal)

Get er' done (attitude)	Command and control
Tracking (documents)	Communication
Losing Tools	Uninvolved workforce
Systems thinking	Let Swings do it
Young in-experienced leaders	In the box thinking
Lack of deliberate training opportunities	Internal ref (self-inflicted wounds)
Discipline problems	Root cause analysis and follow up
SNCO leadership	Pick your fights
Manning shortage	Prioritizing
Balancing NCO development	We don't say no
Admin Programs Management	Accepting Failure
Task Saturation	Trying to succeed at everything
Complacency	Articulating/selling the cost
Self Inspections	Ineffective use of Manpower
Reliance on automated systems	Strategic planning

## Opportunities (external)

Leadership flexibility	Quality of life programs
Training opportunities	Theatre logistics
Learning opportunities	COTS equipment and software
Current focus on Maintenance requirements	Airmen and family readiness center
Funding opportunities	Private Organizations
Award opportunities	Smarter weapon systems
Professional development (promotion boards)	Mentors
Sister service opportunities	Engage family members and dependents
Guard/Reserve man days	SAV – augmentees
Effective Automation	Exercises & PTTs
Improved Comm	PACAF
	Support Group perspective/expectations
	Ops Group planning process

## Threats (external)

13 AF un-programmed taskings	Automation without training and support
Limited Budget	Training Requirements
Ops tempo	Lack of SME
Local Political Climate	Changing leadership objectives
Illicit temptations	Pushing load to someone else
Regional instability	Unqualified AFSSO facilitators
Theatre logistics	Stove pipe AFSSO events
Resource constraints	Leadership of blinders
Weather	Leadership at appropriate level
Power outages	PT program
Comm outages	DV visits
Equipment reliability	Manpower cuts
Admin burden	MXG manpower pool misuse





# 18 MXG Goals for 2010

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- **Effectively balance requirements and resources**
  - **Training proficient Airmen**
  - **Maintenance 101 (mx basics/back to basics)**
  - **Effective use of people**
  - **Effective leadership**
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# Goal #1 Strategy

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## 1. Effectively balance requirements and resources

- Identify the capabilities
  - ID requirements
  - ID and communicate shortfalls
  - ID what we cannot do
  - ID resource cost
  - ID risk
  - Define applicable requirements/resources to be measured
  - Disciplined approach
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# Goal #2 Strategy

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## 2. Training proficient Airmen

- Define the standard
  - ID training requirements (quantity)
  - Communicate standards and requirements
  - Designate resources
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# Goal #3 Strategy

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## 3. Maintenance 101 (mx basics/back to basics)

- Communicate standards and expectations
  - Create a culture of compliance
  - Top down approach
  - Develop indicators
  - Incentives (reward system)
  - Disciplined approach
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# Goal #4 Strategy

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## 4. Effective use of people

- ID requirements
  - Match skill level to position
  - Minimize schedule changes
  - Assess utilization
  - Minimize non-value added activities
  - Maximize value
  - Expediter/section chief training
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# Goal #5 Strategy

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## 4. Effective leadership

- **Grow/develop leaders at all levels to perform in today's environment**
  - **Mentor young leaders**
  - **Communicate expectations and hold accountable (ref. established/experienced leaders)**
  - **Honest feedback and mentoring**
  - **Engage SNCO/Field Graders**
  - **Engage the supervisory chain**
  - **Leverage forums and opportunities to mentor and communicate**
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**Questions?**

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# Backups

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# References

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- PACAF SA&D SharePoint site (HQ PACAF/CCO):
    - <https://pacaf.eim.pacaf.af.mil/sites/HQPACAFStrategicAlignmentDeployment>
  - US Air Force Strategic Plan:
    - [http://www.au.af.mil/au/awc/awcgate/af/af\\_strat\\_plan\\_06-08.pdf](http://www.au.af.mil/au/awc/awcgate/af/af_strat_plan_06-08.pdf)
  - CAF Strategic Plan:
    - <http://www.acc.af.mil/shared/media/document/AFD-090227-123.pdf>
  - PACAF's "Vision Thing":
    - <http://www.airforce-magazine.com/MagazineArchive/Pages/2009/January%202009/0109vision.aspx>
  - 18 Wing SA&D:
    - <https://kadena.eim.pacaf.af.mil/18WG/default.aspx>
  - 18 Wing SA&D Schedule (Exec Office Calendar):
    - <https://kadena.eim.pacaf.af.mil/18WG/Lists/18th%20Wing%20Executive%20Officer/calendar.aspx>
  - Air Force Posture Statement, 27 February 2008
  - National Defense Strategy, June 2008
  - The 2010 Quadrennial Defense Review, Working Draft, 27 August 2009
  - US Air Force Strategic Plan, October 2008
  - CAF Strategic Plan, September 2008
  - PACAF Strategic Plan, 27 April 2009
  - PACAF SA&D
  - 18 Wing SA&D
  - 18 Maintenance Group SA&D
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