

**BY ORDER OF THE COMMANDER
AIR EDUCATION AND TRAINING
COMMAND**

AETC INSTRUCTION 90-104

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Command Policy

AETC PLANNING PROCESS



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 90-1, *Policy Formulation*. It applies to HQ AETC personnel only. It provides guidance on the AETC planning process and establishes HQ AETC staff agency responsibilities in the preparation, coordination, and dissemination of the AETC strategic, performance, modernization, and master plans. It does not apply to the Air National Guard or Air Force Reserve Command.

Forward any recommended changes to this instruction via AF Form 847, **Recommendation for Change of Publication**, to HQ AETC/XPPX, 244 F Street E, Suite 2, Randolph AFB TX 78150-4321. Maintain and dispose of records created as a result of processes prescribed in this publication in accordance with AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322, Volume 4). **Attachment 1** contains a glossary of references and supporting information used in this publication.

SUMMARY OF REVISIONS

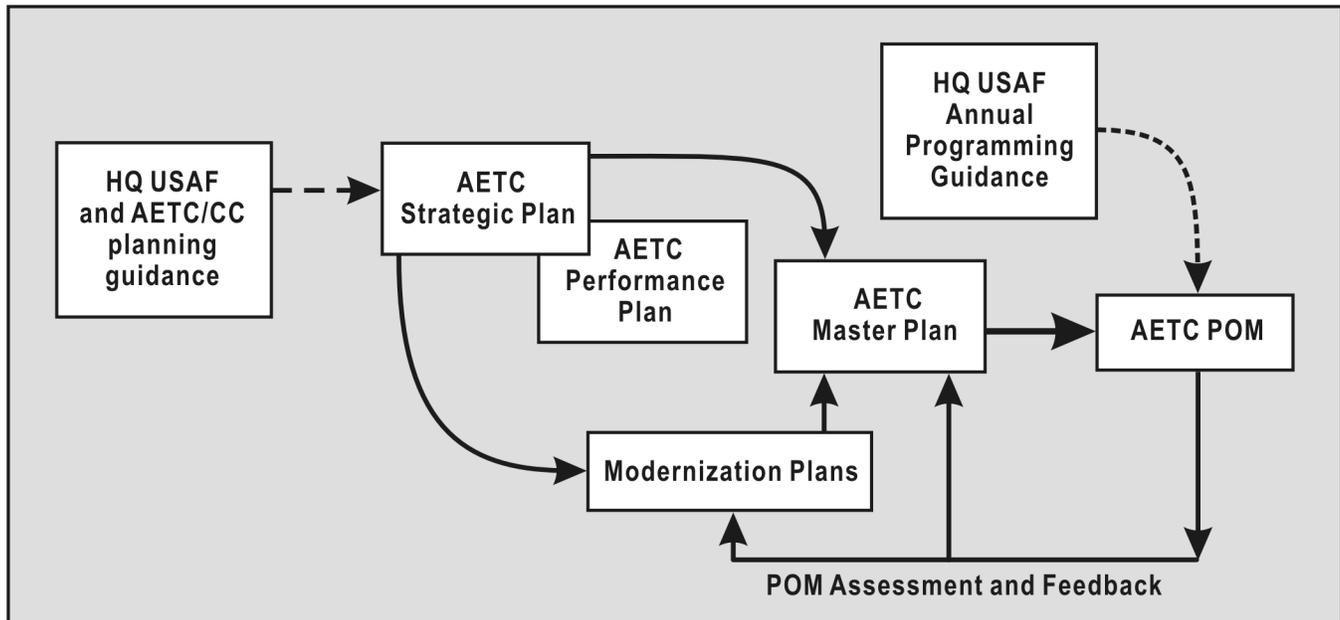
This document is substantially revised and must be completely reviewed.

1. Purpose. The AETC planning process provides fundamental direction to AETC planners and programmers. It articulates the AETC Commander's (AETC/CC) vision, establishes priorities, and supports the development of the command's strategic goals and objectives. The process links strategic planning, performance planning, modernization planning, and programming direction into a functional process. This instruction describes AETC's planning process and principal documents.

2. AETC Planning Process:

2.1. As depicted in **Figure 1**, this is a structured process involving development and publication of a series of guidance documents.

Figure 1. AETC Planning Process.



2.2. The process begins with the AETC Strategic Plan (paragraph 3.1.). The AETC Strategic Plan captures Air Force planning guidance and AETC/CC's priorities for the future. The guidance and priorities are then translated into the command's goals and objectives.

2.3. In addition, the AETC Strategic Plan aids in the development of the AETC Performance Plan (paragraph 3.2.). The AETC Performance Plan defines the command's mission-essential tasks and provides direction for AETC to accomplish command-essential tasks today as well as in the future.

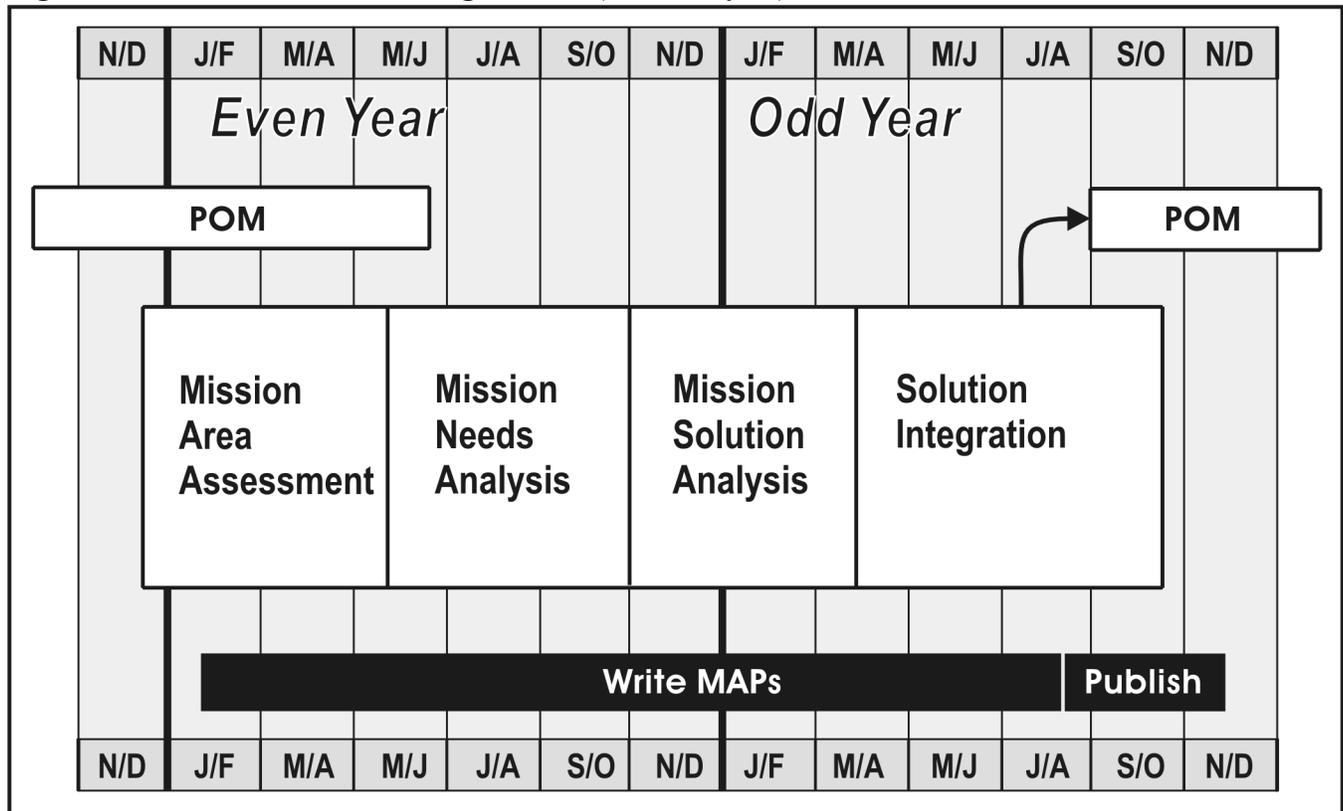
2.4. Modernization plans (paragraph 3.3.) are then developed based on this guidance and the AETC Strategic Plan. The AETC Master Plan (paragraph 3.4.) takes the results of these efforts and provides guidance for the program objective memorandum (POM) process and an executable plan for achieving AETC's goals and objectives.

2.5. The modernization planning process (MPP), depicted in Figure 2., is a 2-year cycle that provides a schedule for development of mission area plans (MAP) and mission support plans (MSP). HQ AETC/XPPX and the chairs of the individual mission area and mission support teams will ensure MAP and MSP development follows the schedule in order to provide timely, usable plans and meet HQ Air Force planning suspenses.

3. Planning Documents:

3.1. AETC Strategic Plan. The AETC Strategic Plan is a staff-coordinated document detailing AETC/CC's vision for the command. It codifies AETC's strategic goals and objectives necessary for coordinated command planning. The AETC Strategic Plan is reviewed annually and updated at least every 2 years (in accordance with AFPD 90-11, *Planning System*) or as required, based on Air Force guidance and/or significant changes in command missions as they occur.

Figure 2. Modernization Planning Process (2-Year Cycle).



3.2. AETC Performance Plan. This plan:

3.2.1. Is a critical component for mission success. It is directly related to and derived from the AETC Strategic Plan. By thorough measurement, the program connects near-term daily mission accomplishment to mid- and long-range goals and objectives as outlined in the AETC Strategic Plan.

3.2.2. Establishes a common framework to guide mission performance and performance improvement within AETC by establishing AETC mission essential tasks. These tasks, known collectively as the AETC Mission Essential Task List, define the command's areas of expertise.

3.2.3. Is reviewed annually and revised as required. Details for this phase of the planning process are outlined in AFI 90-1102, *Performance Management*.

3.3. Modernization Plans:

3.3.1. Modernization plans focus on evolutionary needs. These long range documents include MAPs and MSPs. Modernization plans are described in AFI 10-1401, *Modernization Planning Documentation*.

3.3.2. HQ AETC/XP will appoint mission area team (MAT) chairpersons and facilitate development of the modernization plans in accordance with AFI 10-1401.

3.3.3. HQ AETC functional OPRs (paragraph 4.6.) will provide experts and specialists to participate in MATs and lead individual working groups and functions teams in developing modernization plans.

3.3.4. HQ AETC/XPPX is the command OPR for publishing and distributing the following modernization plans: the education MAP (functional OPR is HQ AETC/ED), accessions MAP (functional OPR is HQ AETC/RS), flying training MAP (functional OPR is HQ AETC/DO), and technical training MAP (functional OPR is HQ AETC/DO).

3.3.5. Modernization plans will be coordinated and approved by the AETC Corporate Board according to AETCI 16-501, *AETC Corporate Structure*.

3.4. AETC Master Plan. The AETC Master Plan translates AETC/CC's vision into action. It is the single source document for understanding the command vision and coordinating planning and programming efforts. It provides detailed assessments of current and future capabilities for all AETC programs in areas of equipment, infrastructure, facilities, and people. While directly supporting the AETC Strategic Plan, this document provides program justifications for the POM build and consolidates and integrates directorate execution and modernization planning.

4. Responsibilities:

4.1. The AETC/CC approves the AETC Strategic Plan and AETC Performance Plan.

4.2. HQ AETC directors and numbered Air Force commanders provide input to the AETC Strategic Plan. In coordination with HQ AETC/XPPX, they author and/or coordinate on modernization plans. They participate, as necessary, in evaluating and prioritizing AETC programs during development of the AETC Master Plan.

4.3. Members of the AETC Corporate Board, groups, and panels review and approve the AETC Master Plan and modernization plans according to AETCI 16-501.

4.4. HQ AETC/XPM administers and publishes the AETC Performance Plan.

4.5. HQ AETC/XPP:

4.5.1. Reviews Air Force planning guidance documentation to determine its applicability to AETC.

4.5.2. Develops, publishes, and distributes the AETC Strategic Plan and AETC Master Plan.

4.5.3. Participates in development of the modernization plans by MATs and mission support teams.

4.5.4. Publishes and distributes the modernization plans.

4.5.5. Revises this instruction as required.

4.6. HQ AETC functional OPRs are the directorates most knowledgeable in one of AETC's mission and/or mission support areas. These functional OPRs, along with HQ AETC/XPPX, will ensure the timeliness of inputs to all planning documents and processes.

5. Form Adopted. AF Form 847.

SCOTT S. CUSTER, Brig Gen, USAF
Director of Plans and Programs

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 90-1, *Policy Formulation*

AFPD 90-11, *Planning System*

AFI 10-1401, *Modernization Planning Documentation* (will be superseded by AFI 90-1101)

AFI 90-1102, *Performance Management*

AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322, Volume 4)

AETCI 16-501, *AETC Corporate Structure*

Abbreviations and Acronyms

AETC/CC—AETC Commander

MAP—mission area plan

MAT—mission area team

MPP—modernization planning process

MSP—mission support plan

POM—program objective memorandum