

# Sharpening the Air Force's Competitive Edge

## A Business Operations Plan

Fiscal Years 2019-2021



U.S. AIR FORCE



### ► Overview

- To meet the requirements of the 2018 National Defense Strategy, the Air Force must build a more lethal and ready force, strengthen alliances and partnerships, and deliver greater, more affordable performance. *Improving our business operations* enables us to achieve these three lines of effort
- *Business operations matter*. Each of the Air Force's business processes – including fleet sustainment, cybersecurity, recruitment, and financial management – supports the readiness of the warfighter
- The Air Force is committed to improving its business management practices to *produce greater accountability* and *generate higher states of operational readiness and lethality*

### ► Air Force Business Operations Plan

- The FYs 2019-2021 Business Operations Plan represents how the Air Force will transform its business operations to *meet the requirements of the National Defense Strategy*
- The plan aligns *USAF business operations* to support the three National Defense Strategy lines of effort and the nine strategic objectives in the National Defense Business Operations Plan. It establishes *20 Air Force business operations objectives with 107 supporting activities*



*Air Force Business Operations Plan Alignment to Department of Defense Priorities and Air Force Strategic Focus Areas*



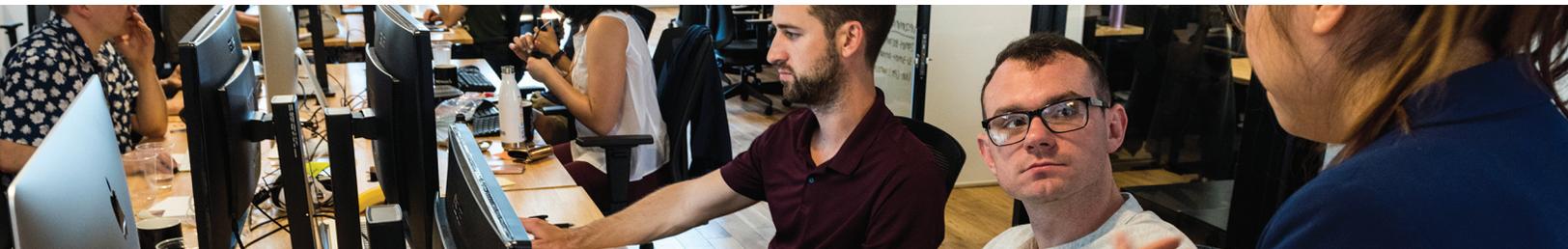
## ► Improvements in Business Operations

The Air Force made significant achievements in improving its business operations in the past 18 months:

- In FY 2018, the Air Force prioritized resources to *restore our end strength* while focusing on aircrew and maintenance personnel shortages, increasing the Total Force by 7,066 personnel and eliminating the 4,000 Airman maintenance personnel gap
- In spring of 2018, the Air Force established a series of *readiness objectives* to prioritize recovery efforts on **204 operational squadrons** that are most relevant to the high-end fight identified in the National Defense Strategy, targeting an 80% readiness rating by FY 2020
- As of January 2019, the Air Force *shaved 71 years from our traditional acquisition timelines* – in some cases by using new acquisition authorities granted to us by Congress, and in others by tailoring the program using authorities we already have
- In 2018, the USAF successfully leveraged *agile software development* for air refueling at Central Command's Combined Air Operations Center, saving millions of dollars in fuel per month and reducing the requirement by two tankers and ten aircrews

The Air Force Business Operations Plan establishes objectives and activities for FYs 2019-2021, including the following:

- Increase *aviator retention* through incentive pay, bonuses, and granting them greater input on assignments
- Create a realistic, *integrated training environment* that allows our forces to train in operationally and tactically relevant employment schemes to achieve and sustain full spectrum readiness
- Implement *innovative sustainment measures*, such as conditions-based maintenance, to empower maintainers, decrease costs, and increase aircraft availability
- Continue to mature the *Air Force Warfighting Integration Capability*, our future force design team, as we continue to pursue the Air Force We Need (386 operational squadrons)
- Optimize the Air Force's execution of *foreign military sales* by reducing the time from Letter of Request to Letter of Offer and Acceptance
- Continue to reduce redundancy and duplication in the *IT business mission area* by developing a future-state roadmap, optimizing the architecture, and refining governance structures



## ► Implementation of the Plan

- We designed the Business Operations Plan as a *management tool* to present a *three-year roadmap for reform and improvement with innovation* at its core
- The Plan is managed with the same *agility* we seek in Air Force business operations:
  - The Under Secretary of the Air Force, in his role as the Department's Chief Management Officer, will oversee updates on a semi-annual basis to address *emerging environmental and strategic factors* and capture additional business operations improvements
  - On a quarterly basis, leaders responsible for Air Force business operations objectives are held accountable for implementing the activities defined in the plan to ensure we *achieve success*

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