

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30

United States Air Force (USAF)
Strategy, Planning, Programming,
Budgeting, and Execution (SPPBE)
Playbook



Version 6.2
26 February 2018



USAF SPPBE Playbook

| | | |
|----|--|-----|
| 31 | Table of Contents | |
| 32 | 1.0 – SPPBE Playbook..... | 6 |
| 33 | 1.1 – Introduction..... | 6 |
| 34 | 2.0 – Process Documentation Approach..... | 9 |
| 35 | 2.1 – Approach – Documenting the Process..... | 10 |
| 36 | 2.2 – Approach – Defining the Roles and Responsibilities | 10 |
| 37 | 2.3 – Approach – Using this Playbook | 11 |
| 38 | 2.4 – SPPBE Change Management Process..... | 11 |
| 39 | 3.0 – High-Level Phase Handoffs..... | 12 |
| 40 | 3.1 – High-Level Process Summary | 14 |
| 41 | 4.0 – SPPBE Phase 0 – Strategy | 16 |
| 42 | 4.1 – Strategy Process Summary..... | 16 |
| 43 | 4.2 – Strategy Process Map Summary | 16 |
| 44 | 4.3 – Description of Process Steps: Strategy Phase..... | 17 |
| 45 | 4.4 – Strategy Supporting Processes..... | 42 |
| 46 | 5.0 – AFWIC – Design Blueprint | 44 |
| 47 | 5.1 – AFWIC Design Blueprint Supporting Process Summaries | 44 |
| 48 | 5.2 – AFWIC – Design Blueprint Process Summary..... | 68 |
| 49 | 5.3 – AFWIC – Design Blueprint Process Map Summary | 69 |
| 50 | 5.4 – AFWIC – Description of Process Steps: Design Blueprint | 70 |
| 51 | 6.0 – SPPBE Phase I – Planning..... | 98 |
| 52 | 6.1 – Planning Process Summary..... | 98 |
| 53 | 6.2 – Planning Process Map Summary | 98 |
| 54 | 6.3 – Description of Process Steps: Planning Phase | 99 |
| 55 | 6.4 – Planning Supporting Processes..... | 125 |
| 56 | 7.0 – SPPBE Phase II – Programming..... | 140 |
| 57 | 7.1 – Programming Process Summary | 140 |
| 58 | 7.2 – Programming Process Map Summary..... | 140 |
| 59 | 7.3 – Description of Process Steps: Programming Phase | 142 |
| 60 | 7.4 – Programming Supporting Processes | 189 |
| 61 | 8.0 – SPPBE Phase III – Budgeting..... | 222 |
| 62 | 8.1 – Budgeting Process Summary | 222 |



USAF SPPBE Playbook

| | | |
|----|---|-----|
| 63 | 8.2 – Budgeting Process Map Summary | 222 |
| 64 | 8.3 – Description of Process Steps: Budgeting Phase..... | 223 |
| 65 | 8.4 – Budgeting Supporting Processes..... | 250 |
| 66 | 9.0 – SPPBE Phase IV – Execution | 265 |
| 67 | 9.1 – Execution Process Summary..... | 265 |
| 68 | 9.2 – Execution Process Map Summary | 265 |
| 69 | 9.3 – Description of Process Steps: Execution Phase | 265 |
| 70 | 9.4 – Execution Supporting Processes | 272 |
| 71 | Appendix..... | 293 |
| 72 | I. References and Supporting Information..... | 293 |
| 73 | II. Abbreviations and Acronyms..... | 295 |
| 74 | III. Terms of Reference..... | 300 |
| 75 | IV. Business Process Mapping Notation Process Map Definitions | 307 |
| 76 | V. SPPBE SIPOCs..... | 308 |
| 77 | VI. AFWIC SIPOCs..... | 313 |
| 78 | VII. SPPBE Detailed Maps and RASCIs..... | 318 |
| 79 | VIII. AFWIC Detailed Maps and RASCIs | 345 |
| 80 | IX. SPPBE Supporting Requisite Detailed Maps and RASCIs | 398 |
| 81 | X. SPPBE Concurrent Program and Budget Review Process..... | 417 |
| 82 | | |
| 83 | | |



USAF SPPBE Playbook

84 SPPBE Playbook Approval Signatures

85 The Air Force (AF) SPPBE Playbook serves as a guide to the SPPBE phases and is intended to
86 remain a living document that can be revised or expanded to support future needs. Additionally,
87 it is intended to be an overarching, single SPPBE governance structure that is adaptive to
88 incorporate real-life changes. The co-sponsors provide the subject matter experts (SMEs) to
89 complete this playbook. The signatures below provide approval to codify this playbook
90 processes and roles and responsibilities.

91 CO-SPONSORS APPROVAL:

92
93
94

95 **JOHN M. PLEATHER, Maj Gen USAF**
96 **Deputy Assistant Secretary for Budget, Office**
97 **of the Assistant Secretary of the Air Force for**
98 **Financial Management and Comptroller**

Date

99
100
101

102 **DAVID W. HICKS, Brig Gen USAF** **Date**
103 **Director of Strategy, Concepts and**
104 **Assessments, Deputy Chief of Staff for**
105 **Strategic Plans and Requirements**

Date

106
107
108

109 **BRIAN M. KILLOUGH, Maj Gen USAF**
110 **Director of Strategic Plans, Office of the**
111 **Deputy Chief of Staff for Strategic Plans**
112 **and Requirements**

Date

113
114
115

116 **STEPHEN A. CLARK, Maj Gen USAF**
117 **Director of Programs, Office of the**
118 **Deputy Chief of Staff for Strategic Plans**
119 **and Requirements**

Date

120
121
122

123 **MICHELLE S. LOWESOLIS, SES**
124 **Assistant Deputy under Secretary, Management**
125 **and Assistant Deputy Chief Management Officer**

Date



USAF SPPBE Playbook

126 Document Control

127 **SAF/MG** is the designated Office of Primary Responsibility (OPR) for the management of this
128 playbook and will cooperate with SMEs in their respective areas that impact this playbook.

129 Additionally, **SAF/MG** shall:

- 130 ▪ Maintain this playbook with all attachments on the _____ SharePoint site under
- 131 _____
- 132 ▪ Coordinate reviews on an annual basis with **AF/A5/8** and **SAF/FM**
- 133 ▪ Update the Version History section of this document
- 134 ▪ Coordinate approval and acceptance of this playbook with the Air Force Leadership
- 135 listed in the Co-Sponsor Approval section of this document
- 136

137 Version History

| <DD Month YYYY> | <Publication Iteration> | <Author> |
|-------------------------|-------------------------------|----------|
| 27 July 2016 | Version 1.0 Publication | SAF/MG |
| 24 August 2016 | Version 2.0 Publication | SAF/MG |
| 20 October 2016 | Version 3.0 Publication | SAF/MG |
| 09 December 2016 | Version 4.1 Publication | SAF/MG |
| 30 April 2017 | Version 5.0 Draft Publication | SAF/MG |
| 15 June 2017 | Version 5.1 Publication | SAF/MG |
| 20 December 2017 | Version 6.0 Draft Publication | SAF/MG |
| 15 February 2018 | Version 6.1 Publication | SAF/MG |
| 26 February 2018 | Version 6.2 Publication | SAF/MG |

138



USAF SPPBE Playbook

1391.0 – SPPBE Playbook

140 1.1 – Introduction

141 The SPPBE process guides the Air Force alignment of resources to requirements while
142 responding to policy and fiscal constraints from the Department of Defense (DoD). The Air
143 Force supports the DoD in facilitating resources and prioritizing capabilities to align equipment,
144 manpower, and support that enables the DoD to make economically sound decisions in support
145 of the National Security Strategy (NSS) and the National Defense Strategy (NDS). The DoD
146 Directive (DoDD) 7045.14 establishes and outlines the SPPBE process to develop, validate,
147 approve, and implement fiscally sound decisions by leveraging past decisions and actions to
148 develop and attain a future strategic vision.

149 The SPPBE process consists of five distinct, but overlapping phases – Strategy, Planning,
150 Programming, Budgeting, and Execution and includes incorporated Manpower and Air Force
151 Warfighting Integration Capability (AFWIC) processes. The Strategy, Planning, Programming,
152 and Budgeting phases are comprehensively documented in this playbook to establish a consistent
153 and standardized SPPBE process with clearly defined requirements, work products, and roles and
154 responsibilities. The Execution phase is also documented with high-level requirements,
155 definitions, and work products. The SPPBE process is a standard DoD process implemented
156 every cycle in the Air Force. However, there are a few external factors that may impact the
157 timely delivery of work products and responsibilities in the process. Based on SME feedback
158 there are four main, high-impact external factors that the Air Force must react to and mitigate to
159 successfully complete the SPPBE process. The four main external factors that may have the
160 greatest impact to the Air Force SPPBE process are the following:

- 161 ▪ Presidential Election changes the administration and guidance to the Air Force
- 162 ▪ Office of the Secretary of Defense (OSD) decides when the Quadrennial Defense Review
163 (QDR) is conducted to analyze strategic objectives and potential military threats
- 164 ▪ OSD releases the DoD Chief Information Officer (CIO) Strategic Planning Guidance
165 (SPG) and Defense Planning Guidance (DPG) separately
- 166 ▪ OSD releases Program Objective Memorandum (POM) Issue Papers late in the cycle

167 **The Presidential Election changes the administration and guidance to the Air Force**, which
168 impacts the SPPBE process by altering SPPBE timelines and strategic guidance that are
169 incorporated into the SPPBE process. To mitigate changes in strategic guidance and rework, the
170 Planning process is delayed until the Presidential State of the Union address in mid-January. This
171 delay compresses the timeline to approximately 2 months. Additionally, miscommunication of
172 the new administration guidance and direction may create confusion in clearly understanding the
173 strategic objectives of the Air Force. The delay in Planning combined with miscommunication of
174 new administration guidance results in unclear deadlines and objectives for Programming and
175 Budgeting stakeholders.



USAF SPPBE Playbook

176 **The OSD decides when QDRs are conducted to analyze strategic objectives and potential**
177 **military threats**, which impacts the SPPBE process by creating irregular and infrequent
178 strategic guidance changes that may affect the Air Force Strategy. Due to the irregular release of
179 QDRs, the Air Force is limited in planning and allocating dedicated resources to effectively react
180 and align to the new Air Force Strategy guidance. Additionally, the Strategy, Design Blueprint,
181 Planning, Programming, and Budgeting processes work proactively ahead of a current cycle to
182 finalize work products for the Execution of current and past cycle funds. Alignment to the new
183 Air Force Strategy creates rework to the previous SPPBE cycle, current SPPBE cycle, and future
184 SPPBE cycle work products. With limited resources, the Air Force is forced to prioritize and
185 compress timelines to rework key work products to adjudicate per newly published QDR
186 guidance.

187 **The OSD releases the DoD CIO SPG and DPG separately**, which impacts the SPPBE process
188 by potentially releasing contradictory guidance. The SPPBE process creates work products
189 aligned to the first published guidance for the current and future SPPBE cycles. With the release
190 of the secondary guidance, the Air Force must review the new guidance and re-align work
191 products to the new, secondary guidance. This realignment creates rework and requires
192 additional resources to review and adjudicate the work products to comply with the released
193 guidance. This requires the Air Force to allocate current resources to rework work products on
194 compressed timelines to align work products to both the DoD CIO SPG and DPG.

195 **The OSD releases POM Issue Papers late in the cycle**, which impacts the SPPBE process by
196 decreasing the available time for stakeholders to review and provide sufficient responses to the
197 Issue Papers and compresses their overall timeline. OSD dictates the Air Force process to review
198 Issue Papers concurrently, causing the categorization of Issue Papers to Programmatic or Budget
199 Issue Papers. Separate and concurrent reviews of the Issue Papers are conducted in the
200 Programming and Budgeting phases to complete the processes prior to be President's Budget
201 (PB) rollout. Further high-level detail of this concurrent process is in this playbook in *Appendix*
202 *Section IX*.

203 It is critical to note these four external factors and to maintain stakeholder awareness of these
204 factors while completing the SPPBE process. The current version of this playbook documents the
205 current sequential process and not the process alternatives or reactions caused by the above
206 external factors.

207 The SPPBE Playbook is the first step of an ongoing SPPBE process improvement effort where
208 additional work will be required to further identify, document, and implement process
209 improvements, including efforts to:

- 210 ▪ Seek efficiencies, reduce duplication of effort, and optimize timelines
- 211 ▪ Better distinguish the Planning and Programming roles
- 212 ▪ Ensure Planning retains its strategic/long-term role



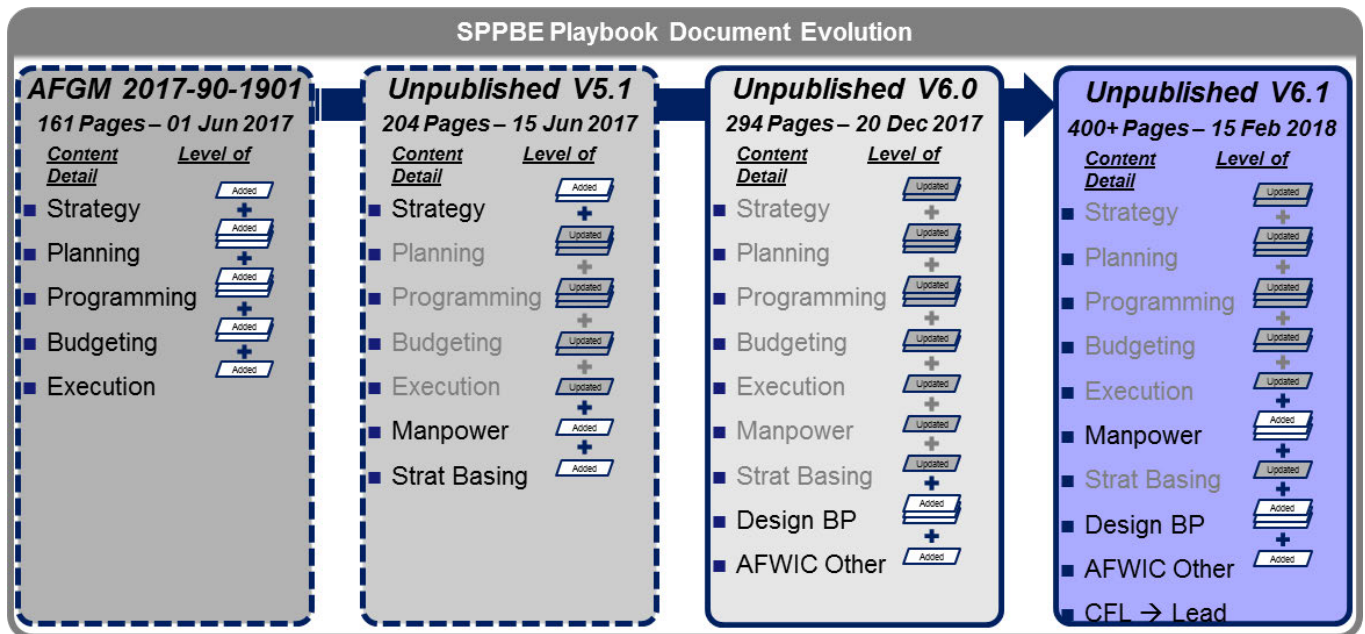
USAF SPPBE Playbook

- 213 ▪ Provide meaningful opportunities for strategic participation by Headquarters Air Force
- 214 (HAF) horizontal integrators (Assistant Secretaries and Deputy Chiefs of Staff (DCS)) to
- 215 centralize responsibilities
- 216 ▪ Align Air Force regulations, delegations, statutes, and policies

2172.0 – Process Documentation Approach

218 SPPBE and AFWIC SMEs provided process definitions, activities, business rules, and roles and
 219 responsibilities through a series of 1-day workshops and a 5-day rapid improvement event (RIE).
 220 The outcomes of these workshops were compiled, documented, and organized by utilizing
 221 suppliers, inputs, processes, outputs, and customers (SIPOC) methodology, process maps,
 222 process narratives, and roles and responsibilities matrices (Responsible, Accountable,
 223 Supportive, Consulted, Informed (RASCI) model) to document the Air Force process. The
 224 capture and refinement of SPPBE procedures has resulted in the creation of several iteration of
 225 the SPPBE Playbook as summarized below in **Figure 1**. Additional methodology details for
 226 “Documenting the Current Process” and “Defining the Roles and Responsibilities” can be found
 227 in sub-sections 2.1 and 2.2 of this playbook.

228 **Figure 1 – SPPBE Playbook Document Evolution:**



229
 230 The SPPBE Playbook contains detailed process definitions that are documented in process maps,
 231 narratives, and RASCI. The accompanying process maps provide a visual representation of the
 232 activity steps required to successfully complete each phase of the SPPBE process.

- 233 ■ RASCI models codify process roles and responsibilities
- 234 ■ High-level process maps provide an overall visual summation of the major activity
 235 steps included in each separate SPPBE phase
- 236 ■ SIPOCs provide a different high-level view of key process activity linkages between
 237 organizations (suppliers, customers), supplied information (inputs), and received
 238 information (outputs), which were used as starting points to create detailed process
 239 maps



USAF SPPBE Playbook

- 240 ▪ Process maps graphically depict all activity steps and corresponding inputs and outputs
241 associated with each phase of the SPPBE process
- 242 ▪ Narratives provide descriptions of work performed during each activity step in the
243 process maps and provide contextual information on how to complete the process

244 **2.1 – Approach – Documenting the Process**

245 To codify the SPPBE process, SMEs identified key activities and impactful information to
246 initiate, transform, and produce outputs. The output of a previous key process activity informs
247 the next key activity in that process flow as a new input of information for development and
248 transformation in that key activity step.

249 The SPPBE sequential process incorporates Manpower inputs, Strategic Basing inputs, and
250 AFWIC inputs into the SPPBE process. Supporting process work products are annotated on
251 maps and in narrative in this playbook by inputs, aligned to a key activity, and are labeled using
252 requirement name and supporting prerequisite requirement name.

253 The SIPOCs are used to illustrate the information handoffs in each separate phase of the SPPBE
254 process and may be referenced in *Appendix Section V and VI*.

255 To further define the processes, SMEs provided process details to identify and align the roles for
256 completing a specific process activity step. This accompanying narrative provides supporting
257 information, step prerequisites, and the decisional requirements to complete the applicable key
258 activity step. The process map documentation codifies the SPPBE process flow and outlines the
259 requirements for aligning the roles and responsibilities of key process stakeholders to be
260 accountable for successful completion of a process. The applicable SPPBE process maps are
261 incorporated in *Appendix Section VII and VIII* of this playbook.

262 **2.2 – Approach – Defining the Roles and Responsibilities**

263 Organizations have equity in the SPPBE process and are responsible for completing process
264 activity steps that create informational inputs and outputs for the next incoming and outgoing key
265 activities of the process. Documentation of these organizations' process activity steps and their
266 functions are captured by utilizing the RASCI model.

267
268 The definition of **RASCI** is below:

- 269
- 270 ▪ **Responsible / OPR:** the office who is the doer or builder of the work products
 - 271 ▪ **Accountable / Approval:** the office to whom "R" is accountable and is the authority who
272 provides oversight on work before it is effective
 - 273 ▪ **Supportive:** the office who provides resources or plays a supporting role in completion
274 of the activity
 - 275 ▪ **Consulted / Coordinated:** the office who reviews work content and provides feedback
276 and/or expertise necessary to complete the process step



USAF SPPBE Playbook

- 277 ▪ **Informed:** the office who needs to be notified of results but need not necessarily be
278 consulted

279 **2.3 – Approach – Using this Playbook**

280 This document contains contextual information regarding the SPPBE process and includes
281 Strategic Basing, Manpower, and AFWIC process interactions.

282 To navigate this playbook, utilize the left-hand navigation pane by clicking on the “View” tab in
283 the tool ribbon, and select “Navigation Pane” in the “Show” section.

284 Then, click on the triangles beside each section to view the contents and expand the relevant
285 selection. This allows the reader to navigate to that section, process maps, and individual steps.
286 Hovering over a step in the navigation pane reveals the entire step title. The reader can click and
287 drag the right border of the navigation pane to widen it.

288 This playbook remains a living document that can be revised or expanded by key stakeholders to
289 support future modifications, as needed. It has been produced in a manner that allows functional
290 areas to extract relevant portions of the process for use in their respective areas of responsibility.
291 When adhered to, this playbook ensures standardization and promotes awareness of across the
292 Air Force.

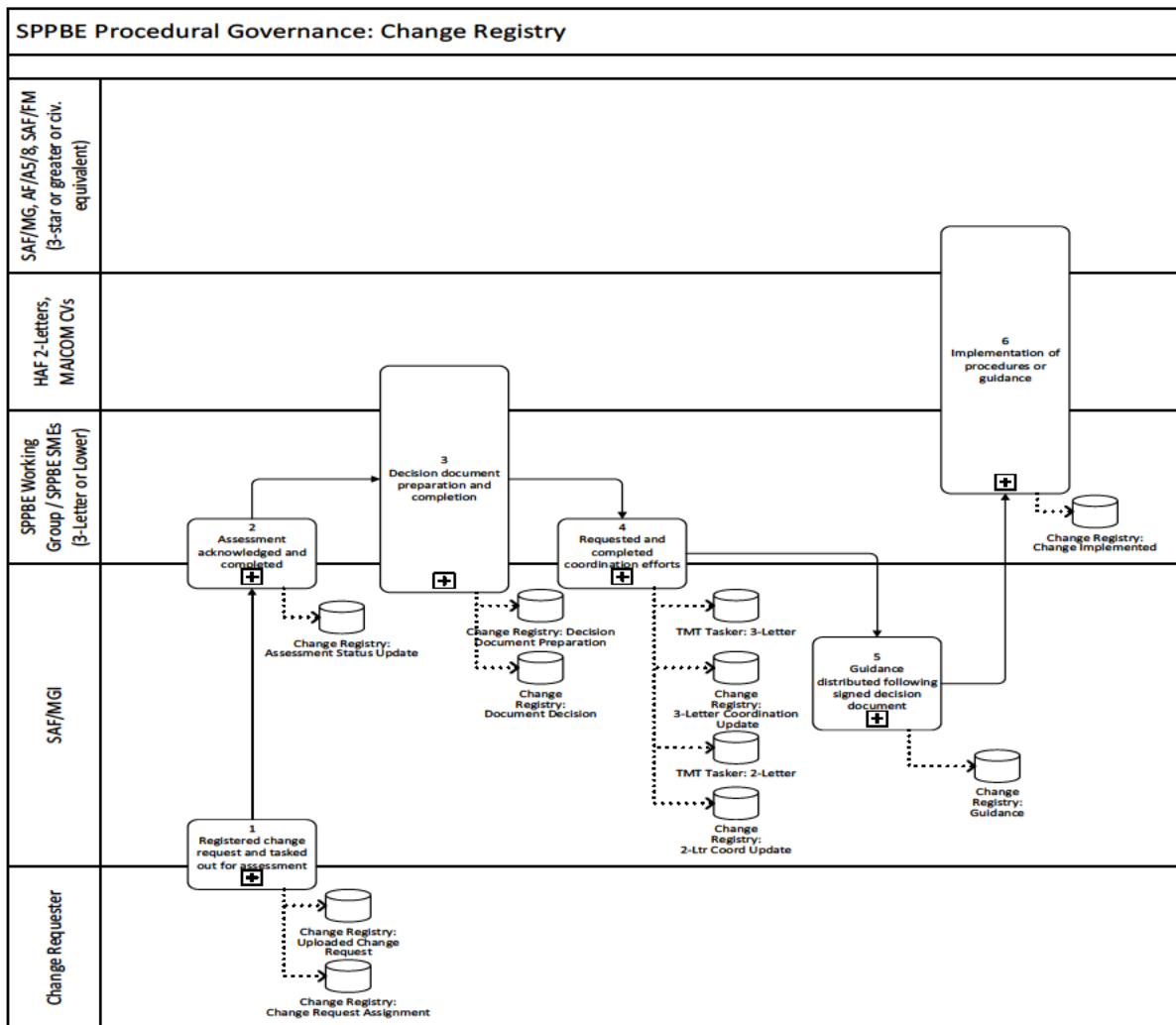
293 **2.4 – SPPBE Change Management Process**

294 The SPPBE procedural change management process, illustrated below in *Figure 2*, is designed
295 to increase the transparency of proposed process change requests, institute a formalized
296 stakeholder coordination and senior leadership approval structure, and centralize a system of
297 record for documenting and directing the implementation of process change requests. In this
298 process, SAF/MG is responsible for soliciting, evaluating, maintaining, and providing oversight
299 for the implementation of changes to the SPPBE process codified within this playbook and
300 across associated SPPBE policy and procedural documentation. Refer to the *SPPBE Procedural*
301 *Governance Guide* for detailed information about implementing the SPPBE change management
302 process.

303 The governance process is triggered by the initial submission of a proposed change request(s)
304 from SPPBE process stakeholders – change drivers include: lessons learned collected after the
305 completion of SPPBE phases and milestones, performance measures, annual policy review, and
306 top-down change drivers. Role, responsibility, work-product, process, and process-relevant
307 change requests are collected and consolidated by SAF/MGI and tasked to the appropriate
308 SPPBE SME for an assessment of the impact to the efficiency and effectiveness of the SPPBE
309 process. Upon the completion of the assessment, SAF/MGI coordinates the recommendation(s)
310 with 2-Letter and 3-Letter leadership to gain approval for the procedural change, in addition to
311 identifying the necessary actions associated with implementing the recommendation(s) across
312 SPPBE documentation. If necessary, the change request(s) may be reviewed by the Secretary of

313 the Air Force (SecAF), Chief of Staff of the Air Force (CSAF), Under Secretary of the Air Force
 314 (USecAF), and Vice Chief of Staff of the Air Force (VCSAF) prior to implementation.
 315 Following senior leadership approval of the change request recommendation, SAF/MG will
 316 distribute implementation guidance to all SPPBE process stakeholders, directing coordinated and
 317 specific documentation changes in their respective organizations. SAF/MG and SPPBE
 318 stakeholders are responsible for evaluating the results of implementing the change request(s) to
 319 determine the impact(s) across the SPPBE process. The evaluation of the implemented change
 320 request(s) ensures that the SPPBE process is consistently monitored for efficiency and
 321 effectiveness, in addition to providing a framework of continuous process improvement.

322 **Figure 2 – SPPBE Change Management Process:**



323

3243.0 – High-Level Phase Handoffs

325 The SPPBE lifecycle involves the following five major phases—Strategy, Planning,
 326 Programming, Budgeting, and Execution. Additionally, the Design Blueprint process utilizes



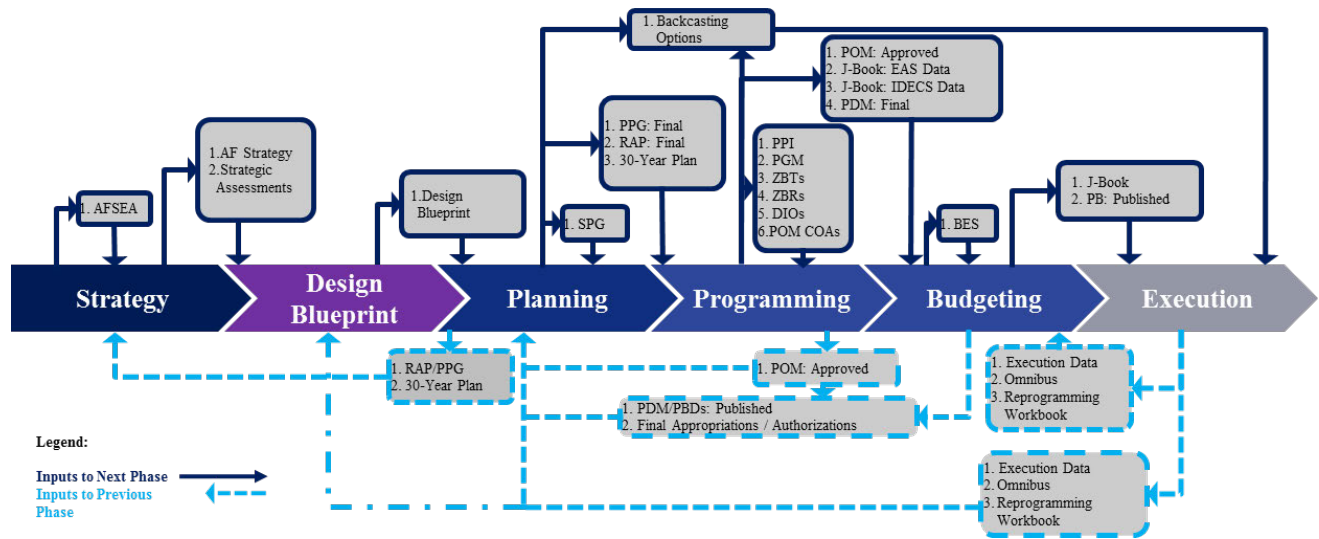
USAF SPPBE Playbook

327 Strategy outputs and supports the Planning phase in developing key outputs. *Figure 3* illustrates
328 critical exchanges of key deliverables between each of the processes in SPPBE. Some phases in a
329 cycle overlap, which results in participants providing multiple inputs into parallel SPPBE cycles,
330 each representing an activity affecting different fiscal years (FYs). These inputs and outputs
331 between the phases of SPPBE occur both concurrently for multiple cycles, as well as
332 sequentially for a single cycle.

333 The following list aligns key deliverable Air Force inputs to their respective SPPBE processes:

- 334 ▪ **Strategy Inputs:** Air Force Strategic Environment Assessment (AFSEA), Strategic
335 Assessments, Resource Allocation Plan (RAP), Plan to Program Guidance (PPG), and
336 30-Year Plan
- 337 ▪ **Design Blueprint Inputs:** Air Force Strategy, Strategic Assessments, RAP, PPG, 30-
338 Year Plan
- 339 ▪ **Planning Inputs:** Air Force Strategy, Design Blueprint, and SPG
- 340 ▪ **Programming Inputs:** POM Preparation Instruction (PPI), Program Guidance
341 Memorandum (PGM), Zero Balance Transfers (ZBTs), Zero Based Reprogrammings
342 (ZBRs), Disconnects / Offsets (Ds/Os), PPG: Final, RAP: Final, 30-Year Plan, POM
343 Courses of Action (COAs), POM: Approved, Program Decision Memorandum (PDM)
344 and Program Budget Decision (PBD): Published, Final Appropriations and
345 Authorizations, Execution Data, Omnibus, and Reprogramming Workbook
- 346 ▪ **Budgeting Inputs:** POM: Approved, Budget Estimate Submission (BES), Justification
347 Book (J-Book): Exhibit Automation System (EAS) Data, J-Book: Integrated Budget
348 Documentation and Execution System (IDECS) Data, PDM: Final, Execution Data,
349 Omnibus, and Reprogramming Workbook
- 350 ▪ **Execution Inputs:** J-Book, PB: Published, and Backcasting Options

351 **Figure 3 – SPPBE High-level Future-State Handoffs:**



352

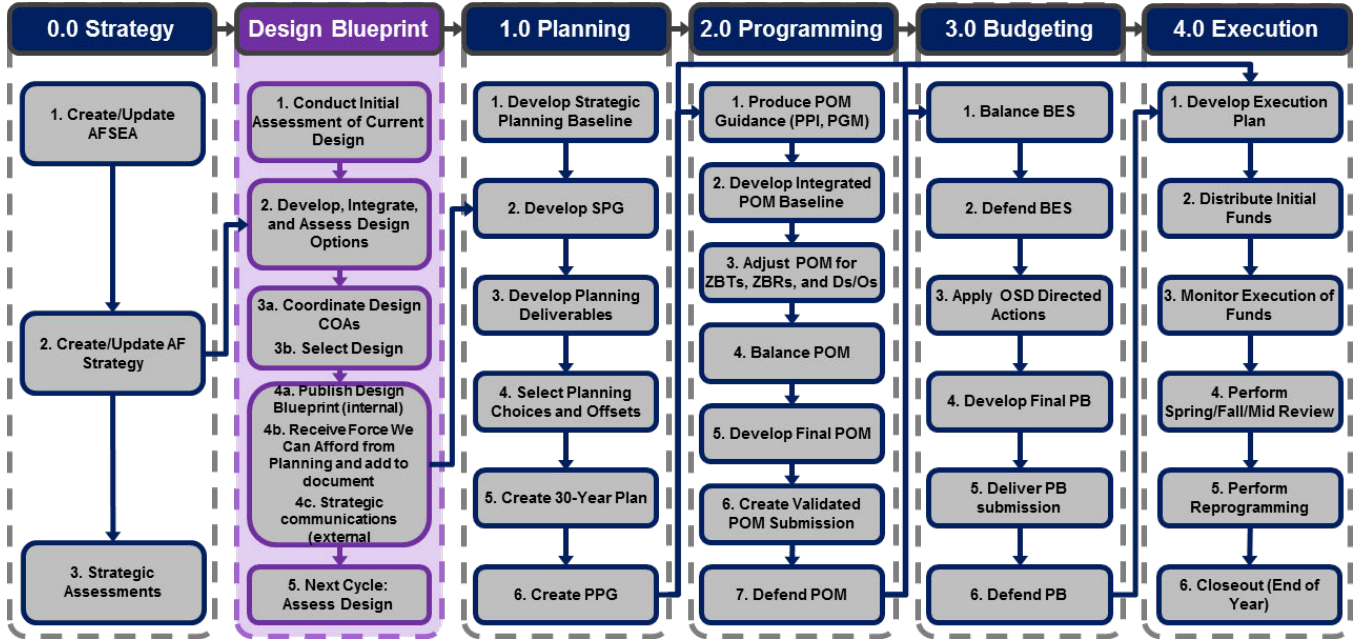
353 **3.1 – High-Level Process Summary**

354 The SPPBE process, as illustrated in **Figure 4**, includes processes as a framework to determine
 355 future capabilities and provide opportunities to re-examine prior decisions considering evolving
 356 threats, economic conditions, and security concerns.

357 The processes of SPPBE are defined as follows:

- 358 ▪ **Strategy** articulates strategic guidance and establishes priority areas for investment and
 359 institutional change to build an Air Force capable of overcoming future challenges.
 360 Strategy is linked to Planning through the **Design Blueprint** which integrates Design
 361 Options into Design COAs for SecAF and CSAF approval to guide PPBE decisions,
 362 Capability Development priorities, infrastructure/force development priorities, and Air
 363 Force studies
- 364 ▪ **Planning** translates strategic guidance into an integrated, balanced, and prioritized Air
 365 Force plan to guide Programming and Budgeting, as well as shape Leadership strategic
 366 communications
- 367 ▪ **Programming** allocates Future Years Defense Program (FYDP) resources guided by the
 368 Air Force Plan, Congress, OSD, Fiscal Guidance, and fact-of-life changes; reinforces the
 369 Air Force strategic message
- 370 ▪ **Budgeting** updates POM pricing, applies fact-of-life changes and economic assumptions,
 371 incorporates Office of Management and Budget (OMB) and OSD directed changes,
 372 codifies justification, and defends the budget to Congress by echoing the Air Force
 373 strategic message
- 374 ▪ **Execution** expends the resources provided by Congress to achieve the Air Force Strategy

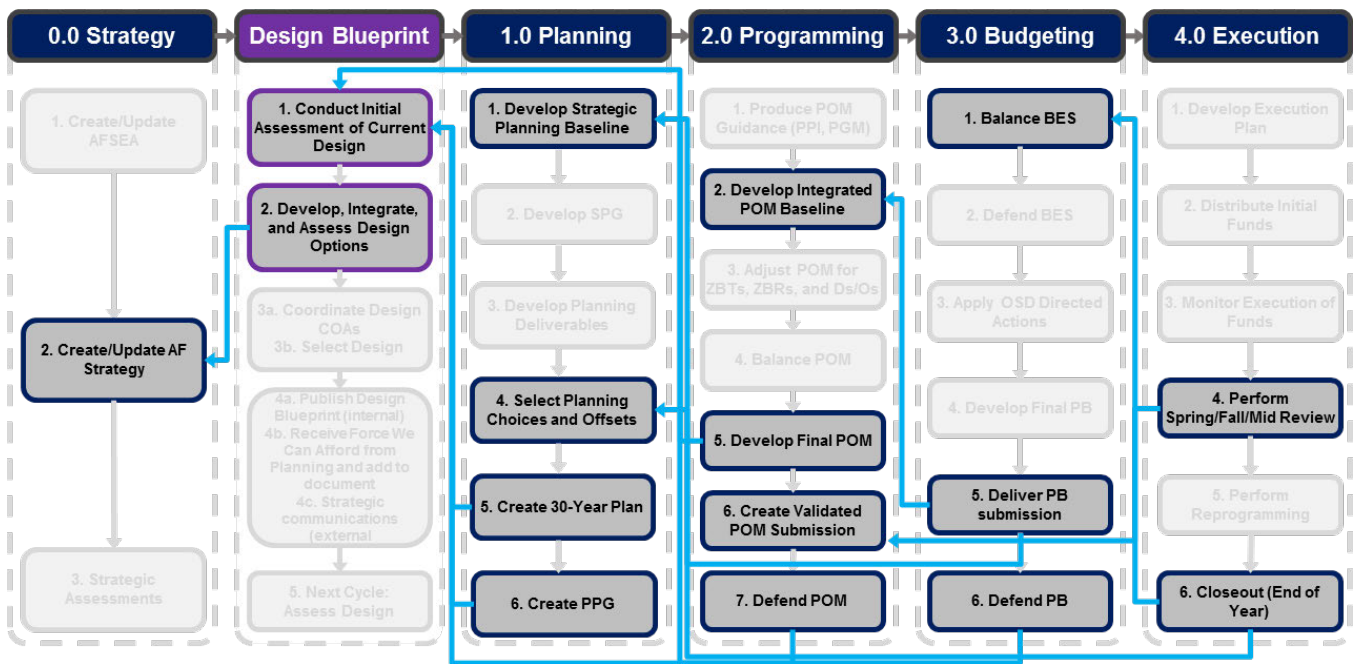
375 **Figure 4 – High-Level Future-State SPPBE Process Interactions:**
 376



377
378

379 The SPPBE process utilizes previous cycle work products as a baseline in creating current cycle
 380 work products. The high-level connection of the previous cycle to the current cycle is illustrated
 381 in *Figure 5* below.

382 **Figure 5 – Previous Process Interactions:**



383



USAF SPPBE Playbook

3844.0 – SPPBE Phase 0 – Strategy

385 4.1 – Strategy Process Summary

386 The Air Force Strategy development establishes the strategic vectors and goals to create current
387 and future forces for the Air Force to provide airmen, systems, and infrastructure for Global
388 Vigilance—Global Reach—Global Power. In accordance with (IAW) DoDD 7045.14, the Air
389 Force strategic plan provides authoritative direction that informs service-wide planning and
390 prioritization in support of the NSS and NDS. Strategy development culminates with the
391 SecAF's and the CSAF's vision to inform the SPPBE process. The Air Force Strategy will
392 evolve over time, requiring the resource allocation process to be flexible regarding strategic
393 changes. During the Air Force Strategy phase, AF/A5S creates the AFSEA and the Air Force
394 Strategy to inform Design Blueprint processes for the Planning phase.

395 4.2 – Strategy Process Map Summary

396 The Strategy process is outlined in the below figure and provides a high-level summary of the
397 process in the following section based on SME discussions and inputs. The high-level Strategy
398 process is outlined below in *Figure 6* and summarizes the detailed Strategy process, as well as
399 roles and responsibilities, which can also be found in the *Appendix Section VII*. The detailed
400 Strategy process maps provide in-depth contextual information that contains the specific process
401 performer(s) (swim lanes), activities, inputs, and outputs. The RASCI model documents the
402 detailed roles and responsibilities of all stakeholders that are involved with the completion of
403 each activity step that occurs in this phase.

404 The following is a list of Strategy maps detailed in *Appendix Section VII*:

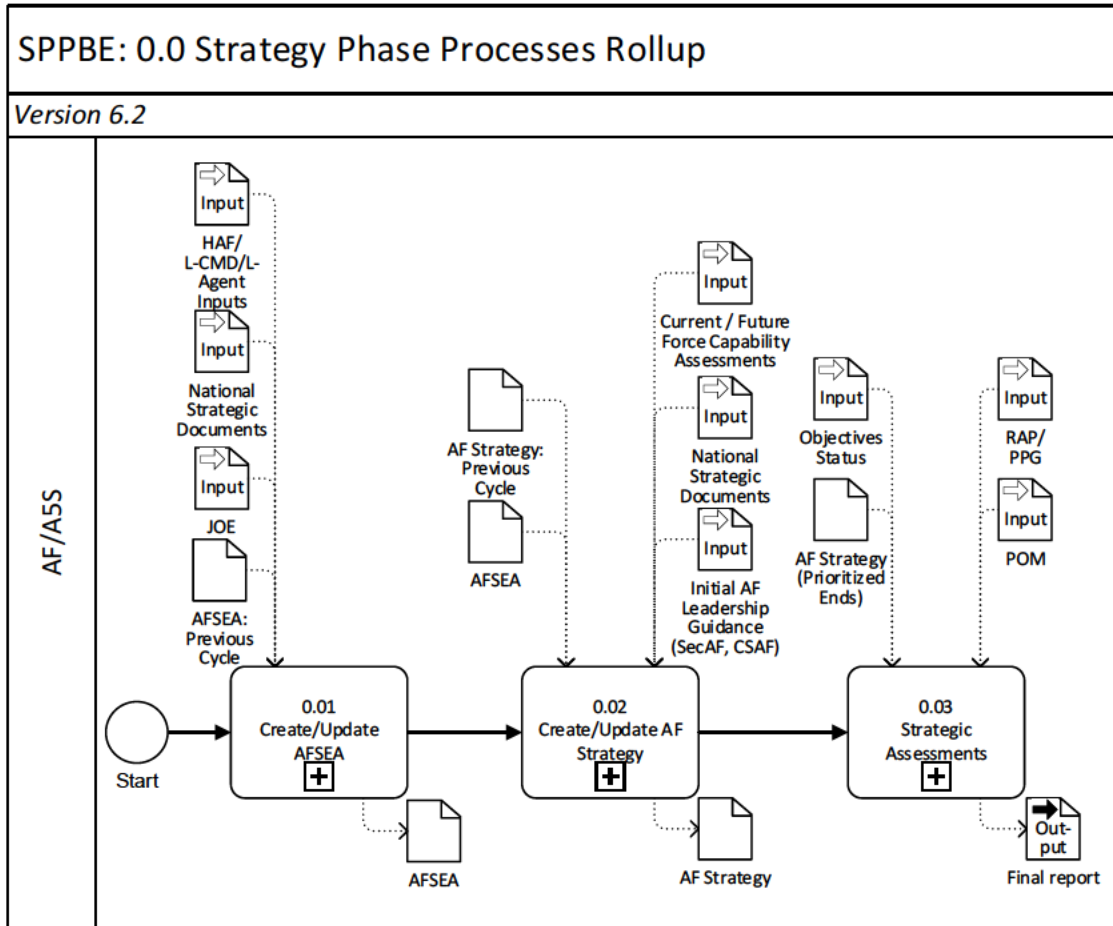
- 405 ▪ 0.00 – Strategy
- 406 ▪ 0.01 – Create/Update AFSEA
- 407 ▪ 0.02 – Create/Update AF Strategy
- 408 ▪ 0.03 – Strategic Assessments

409 In addition, the SIPOC model is in *Appendix Section V*. The SIPOC provides a different view of
410 the Strategy phase and key process activity linkages between organizations (suppliers,
411 customers), supplied information (inputs), and received information (outputs) and was used as
412 the starting point to create the detailed process maps.

413

414

415 **Figure 6 – Strategy Process Summary Map:**



416

417

418 **4.3 – Description of Process Steps: Strategy Phase**

| | |
|--|--|
| <p>0.0 Strategy Phase Process</p> | <p>Description: The Strategy phase of the SPPBE process develops Air Force strategic documents that provide inputs for the Planning and AFWIC Design Blueprint processes. The Strategy phase conducts an environmental assessment to develop the AFSEA, which provides Air Force senior leadership the perspective to inform their strategic vision. The AFSEA and other DoD strategic guidance documents are used to create the Air Force Strategy, which provides long-term inputs to the Planning and AFWIC processes.</p> |
| <p>0.01 Create/Update AFSEA</p> | <p>Description: The AFSEA provides an awareness of key trends, plausible future environments, and associated implications, from an Airman’s perspective, for delivering <i>Global Vigilance, Global Reach, and Global Power</i> through air, space, and cyberspace over the next 30 years. AF/A5S develops the AFSEA based on reputable and authoritative sources, collaborating with stakeholders across the Air Force. The AFSEA is reviewed every 2 years and updated when determined necessary by leadership.</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>0.01.01 Review previous cycle AFSEA</p> | <p><i>Entry from Timer: Continuous review every 2 years and update as determined necessary by leadership.</i></p> <p>Activity Performer: AF/A5S</p> <p>Description: On a biennial basis, AF/A5S reviews the previous cycle AFSEA, noting initial professional opinion regarding continued validity. The AFSEA takes into consideration economic, political, resource-based, and climatological changes to the operating environment to inform the assessment.</p> <p>Business Rule(s): The AFSEA will take into account economics, political, resources, and climate</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AFSEA: Previous Cycle Output(s): Previous Cycle AFSEA: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS, AF/A5SM Consulted: N/A Informed: N/A</p> |
| <p>0.01.02 Scan latest global projections for Air Force key indicators</p> | <p>Activity Performer: AF/A5S</p> <p>Description: AF/A5S reviews the latest strategic environment assessments from reputable and authoritative sources, noting key trends and defense-related implications. Sources should include the Joint Operational Environment (JOE), the National Military Strategy (NMS), the NSS, and the NDS.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Previous Cycle AFSEA: Reviewed, National Strategic Documents, JOE, Defense Strategic Documents, Global Trend Projections, Other Related Sources Output(s): Authoritative Data: Researched</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: AF/A5SM Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>0.01.03 Conduct comparative analysis to identify significant changes</p> | <p>Activity Performer: AF/A5S Description: AF/A5S conducts a comparative analysis to identify significant changes regarding future trends, plausible future environments, and associated implications. The comparative analysis is used to develop a recommendation to AF/A5/8 on whether to update the AFSEA, or to continue reliance on the current version. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Authoritative Data: Researched Output(s): AFSEA Rewrite Recommendation</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS, AF/A5SM Consulted: N/A Informed: AF/A5/8</p> |
| <p>0.01.04 Conduct review of AFSEA rewrite recommendations with AF/A5/8</p> | <p>Activity Performer: AF/A5S Description: AF/A5S develops and submits recommendations to AF/A5/8 for an In-Progress Review (IPR) regarding the AFSEA update. If a rewrite of the AFSEA is recommended and approved, the development of the updated AFSEA is initiated. If it is determined that a rewrite is not required, the previous cycle AFSEA is maintained as the current version and considered a valid input in the development of other strategy elements. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AFSEA Rewrite Recommendation Output(s): IPR: AF/A5/8 Rewrite Feedback, AFSEA: Previous Cycle <i>Exclusive Gateway: If 'No Rewrite,' Process Ends. If 'Rewrite,' proceed to Step 0.01.05.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5/8, AF/A5SM Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>0.01.05 Assess current status of global trends</p> | <p>Activity Performer: AF/A5S Description: AF/A5S conducts more thorough research on global trends. Information is synthesized from the DoD, Intelligence Community (IC), think tanks, academia, and others to identify key trends predicted to impact the Air Force over the next 30 years. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): IPR: AF/A5/8 Rewrite Feedback, AFSEA: Previous Cycle, Global Trends: Authoritative Sources (US Government, Think Tanks, Academia, Allied Governments) Output(s): Summary of Global Trends</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: AF/A5SM Informed: N/A</p> |
| <p>0.01.06 Analyze/ Summarize impact of global trends on future AF operating environment</p> | <p>Activity Performer: AF/A5S Description: AF/A5S leads analysis of impacts of global trends on future Air Force operating environments. Analysis may include development of plausible alternative futures, assessing impacts to the future Air Force, and interpreting associated implications. Analysis involves inputs and participation from key stakeholders Air Force wide. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Summary of Global Trends, HAF/L-CMD/L-Agent Assessments/ Interpretations Output(s): Summary of Key Implications, Proposed Strategic Challenges</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: N/A Informed: AF/A5SM</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>0.01.07 Conduct IPR with AF/A5/8</p> | <p>Activity Performer: AF/A5S Description: AF/A5S facilitates IPR with AF/A5/8, providing an overview of the key trends, a summary of the identified implications, and description of how the findings will shape potential changes to the AFSEA. AF/A5/8 provides feedback to AF/A5S regarding suitability of the outcomes for further development, and direction to finalize the drafting phase. At this stage, AF/A5/8 determines whether to take the IPR briefing forward to the VCSAF. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Summary of Key Implications, Summary of Global Trends, Proposed Strategic Challenges Output(s): IPR: AF/A5/8 Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5/8 Consulted: N/A Informed: AF/A5SM</p> |
| <p>0.01.08 Conduct IPR with VCSAF</p> | <p>Activity Performer: AF/A5S Description: Based on the decision by AF/A5/8, AF/A5S facilitates the IPR with Air Force Leadership, primarily the VCSAF, prior to drafting the AFSEA. The review informs Air Force Leadership of global trends, key implications, and how the findings will shape potential changes to the AFSEA. VCSAF provides a vector prior to SecAF and CSAF conducting an IPR. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): IPR: AF/A5/8 Feedback Output(s): IPR: VCSAF Feedback, Strategic Challenges: VCSAF Endorsed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: VCSAF, AF/A5SS Consulted: N/A Informed: AF/A5SM</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>0.01.09 Conduct IPR with SecAF and CSAF</p> | <p>Activity Performer: AF/A5S Description: After facilitating IPR with VCSAF, AF/A5S conducts an IPR with SecAF and CSAF prior to drafting the AFSEA. The review solidifies Air Force Leadership’s standing of global trends, key implications, and how the findings will shape potential changes to the AFSEA. Air Force Leadership provides a vector to AF/A5/8 regarding suitability of the outcomes for further development, and direction to finalize the drafting phase. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Strategic Challenges: VCSAF Endorsed, IPR: VCSAF Feedback Output(s): Strategic Challenges: SecAF and CSAF Endorsed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: SecAF and CSAF, AF/A5SS Consulted: N/A Informed: AF/A5SM</p> |
| <p>0.01.10 Draft AFSEA</p> | <p>Activity Performer: AF/A5S Description: AF/A5S drafts the AFSEA. The document should include a description of key trends and associated implications, supported by a list of references and citations, as needed. The AFSEA should not include suggestions or solutions, only a description of the future strategic environment assessment. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AFSEA Approval: Determination Strategic Challenges: SecAF & CSAF Endorsed, AFSEA Approval: AF/A5/8 Output(s): AFSEA: Draft</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: L-CMDs, L-Agents Informed: AF/A5SM</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>0.01.11 Coordinate AFSEA with 2-Letter, 3-Letter, and MAJCOM CVs</p> | <p>Activity Performer: AF/A5S Description: AF/A5S submits the draft AFSEA for formal 3-Letter, 2-Letter, and MAJCOM Vice Commander (CV) coordination across the HAF, L-CMDs, and L-Agents in a formal Air Force tasker. Stakeholders review the AFSEA and provide official comments with rationale for proposed edits and actions for AF/A5S consideration and adjudication. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Proceed to Sub-Section 4.4.1.3 and Step M0.01A <p>Input(s): AFSEA: Draft, HAF/L-CMD/L-Agent Inputs, AFSEA: Draft with Manpower Implication Comments Output(s): AFSEA: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF Council, AF/A5/8, L-CMDs, L-Agents, AF/A5SS Consulted: N/A Informed: AF/A5SM</p> |
| <p>0.01.12 Finalize AFSEA with feedback</p> | <p>Activity Performer: AF/A5S Description: AF/A5S receives and reviews formal comments and adjudicates feedback to finalize the AFSEA for Air Force Leadership approval. Responses with justification are provided by AF/A5S to the comment source and actioned to accept, modify, or reject comments entered against the AFSEA. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Receive from Sub-Section 4.4.1.3 and Step M0.01B <p>Input(s): AFSEA: Feedback Output(s): AFSEA: Final</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: N/A Informed: AF/A5SM</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>0.01.13 Determine AF/A5/8 approval of AFSEA</p> | <p>Activity Performer: AF/A5/8 Description: AF/A5S reviews the AFSEA with AF/A5/8 for approval prior to SecAF and CSAF review. If disapproved, AF/A5S incorporates feedback into the AFSEA and repeats the coordination with 2-Letter and 3-Letter and resubmits for approval with AF/A5/8. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AFSEA: Final Output(s): AFSEA Approval: AF/A5/8 <i>Exclusive Gateway: If 'Disapproved with Feedback,' proceed to Step 0.01.10. If 'Approved,' proceed to Step 0.01.14.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5/8 Accountable: AF/A5/8 Supportive: AF/A5S Consulted: N/A Informed: AF/A5SM</p> |
| <p>0.01.14 Determine approval of AFSEA</p> | <p>Activity Performer: SecAF & CSAF Description: The SecAF and CSAF review the AFSEA for publication approval, with support from AF/A5S and AF/A5/8. The SecAF and CSAF provide final approval of the AFSEA prior to publication. If disapproved, AF/A5S will incorporate SecAF and CSAF feedback into the AFSEA and repeat the coordination with 2-Letter and 3-Letter, then, with AF/A5/8 support, will resubmit the AFSEA for approval to the SecAF and CSAF. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AFSEA Approval: AF/A5/8 Output(s): AFSEA Approval: Determination, Senior Leader Feedback <i>Exclusive Gateway: If 'Disapproved,' proceed to Step 0.01.10. If 'Approved,' proceed to Step 0.01.15.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SecAF and CSAF Accountable: SecAF and CSAF Supportive: AF/A5/8, AF/A5S Consulted: N/A Informed: AF/A5SM</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>0.01.15 Publish AFSEA internal and external</p> | <p>Activity Performer: AF/A5S</p> <p>Description: Upon signatory approval, AF/A5S submits the AFSEA for clerical review and unclassified publication. Once published, the AFSEA is distributed and referenced to inform the development of additional SPPBE requirements.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Senior Leader Feedback AFSEA Approval: Determination</p> <p>Output(s): AFSEA</p> <p><i>Parallel Gateway: Proceed to 0.0 Strategy, Step 0.02 and A3.0 AFWIC Design Blueprint, Step A3.02, concurrently.</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A5S</p> <p>Accountable: AF/A5S</p> <p>Supportive: AF/A5SS</p> <p>Consulted: N/A</p> <p>Informed: SecAF, CSAF, VCSAF, AF Council, AF/A5/8, AF/A5SM, L-CMDs, L-Agents</p> |
| <p>0.02 Create/ Update AF Strategy</p> | <p>Description: AF/A5S uses DoD strategic documents, guidance from Air Force Leadership, and an analysis of the future environment to develop the AF Strategy. The NSS, the NDS, the NMS, the JOE, and interim guidance issued by the President, the Secretary of Defense (SECDEF), and the SecAF or the CSAF all inform the AF Strategy. The AF Strategy considers future challenges articulated in the AFSEA over a 30-year plan horizon and identifies strategic vectors for creating capable and ready forces to overcome those challenges. It is informed by force development concepts that present new ideas for airpower employment assessed through wargaming and other experimentation activities. The AF Strategy is updated every 4 years or as needed to respond to changes in DoD strategic guidance, the AFSEA-derived challenges, or guidance from the SecAF and CSAF. AF/A5S collaborates with the HAF during the development of the AF Strategy.</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>0.02.01 Determine if new National Defense Strategy (NDS)</p> | <p><i>Entry from 0.01 Create AFSEA, Step 0.01.15.</i> Activity Performer: AF/A5S Description: AF/A5S decides whether to produce a new NDS or update the previous version. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AFSEA Output(s): New NDS: Determination <i>Exclusive Gateway: If 'New,' proceed to Step 0.02.02. If 'Previous' proceed to timer event: 'Update every 4 years or as needed.'</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>0.02.02 Determine if new SecAF or CSAF</p> | <p><i>Entry from Timer: Updated every 4 years or as needed.</i> Activity Performer: AF/A5S Description: AF/A5S reacts based on whether new SecAF or CSAF is in office. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): New NDS: Determination Output(s): New SecAF or CSAF: Determination <i>Inclusive Gateway: If 'New,' proceed to Step 0.02.04. If 'Existing,' proceed to Step 0.02.03.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>0.02.03 Retrieve previous cycle AF Strategy</p> | <p>Activity Performer: AF/A5S Description: Every 4 years or as directed, AF/A5S retrieves and leverages the previous cycle AF Strategy as a baseline to develop the current cycle AF Strategy. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): New SecAF or CSAF: Determination, AF Strategy: Previous Cycle Output(s): Previous Cycle AF Strategy: Received</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: N/A Informed: AF/A5SM</p> |
| <p>0.02.04 Consult with new SecAF and CSAF</p> | <p>Activity Performer: AF/A5S Description: AF/A5S reviews AF Strategy with the SecAF and the CSAF to inform the development of the current cycle AF Strategy. The previous cycle AF Strategy provides the SecAF and CSAF the prior leadership’s vision for consideration when defining the new leadership’s vision. Business Rule(s): Previous cycle AF Strategy must be reviewed with new SecAF & CSAF upon transition.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): New SecAF or CSAF: Determination Output(s): Brief Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: SecAF, CSAF Consulted: N/A Informed: AF/A5SM</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>0.02.05 Draft AF Strategy</p> | <p>Activity Performer: AF/A5S Description: AF/A5S develops the draft AF Strategy in accordance with the developed AF Strategy guidance. A final draft is developed prior to SecAF and CSAF review and feedback. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Brief Feedback, AFWIC Family of Concepts, Current/Future Force Capability Assessments (Analysis & Assessments Decision Analytics Directorate), National Strategic Documents, Strategic Assessment Results, AFSEA, Design Blueprint, Scan Public Guidance (CSAF, SecAF) Output(s): AF Strategy: Draft, AF Strategy Guidance: Developed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: N/A Informed: AF/A5/8, AF/A5SM</p> |
| <p>0.02.06 Conduct Red-Team review</p> | <p>Activity Performer: AF/A5S Description: AF/A5S conducts red-team review of the draft AF Strategy to ensure the document meets the requirements of the current AF Strategy cycle. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AF Strategy: Draft, AF Strategy Guidance: Developed Output(s): Read-Team Review: Results</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: N/A Informed: AF/A5SM</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>0.02.07 Conduct IPR of AF Strategy with AF/A5/8</p> | <p>Activity Performer: AF/A5S Description: AF/A5S facilitates an IPR with AF/A5/8 prior to requesting approval of the AF Strategy from the SecAF and CSAF. The review informs AF/A5/8 of the draft AF Strategy content and provides feedback to AF/A5S for incorporation into the draft of the AF Strategy. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Red-Team Review: Results Output(s): IPR: AF/A5/8 AF Strategy Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5/8 Consulted: N/A Informed: AF/A5SM</p> |
| <p>0.02.08 Conduct IPR of AF Strategy with CSAF and SecAF</p> | <p>Activity Performer: AF/A5S Description: AF/A5S with AF/A5/8 facilitates an IPR with the SecAF and CSAF prior to coordinating the AF Strategy with 2-Letter and 3-Letter. The review informs the SecAF and CSAF of the draft AF Strategy content and provides feedback to AF/A5S for incorporation into the final draft of the AF Strategy. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): IPR: AF/A5/8 AF Strategy Feedback Output(s): AF Leadership: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: SecAF, CSAF, AF/A5SS Consulted: N/A Informed: AF/A5/8, AF/A5SM</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>0.02.09 Determine AF Strategy coordination with 2-Letter, 3-Letter, and MAJCOM CVs</p> | <p>Activity Performer: AF/A5S Description: AF/A5S makes the determination based on SecAF and CSAF direction to coordinate the AF Strategy with a formal tasker for SPPBE 2-Letter, 3-Letter, and MAJCOM CV review. If directed, 2-Letter, 3-Letter, and MAJCOM CVs are tasked to provide AF Strategy inputs. If not required, AF Strategy is finalized by AF/A5S. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Air Force Leadership: Feedback Output(s): AF Strategy: Coordination Decision <i>Exclusive Gateway: If 'Yes,' proceed to Step 0.02.10. If 'No,' proceed to Step 0.02.11.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: AF/A5SM Informed: N/A</p> |
| <p>0.02.10 Coordinate AF Strategy with 2-Letter & 3-Letter</p> | <p>Activity Performer: AF/A5S Description: AF/A5S submits the draft AF Strategy for SPPBE 2-Letter and 3-Letter coordination in a formal Air Force tasker. 2-Letter and 3-Letter reviews the AF Strategy and provides comments with rationale of proposed edits and actions for AF/A5S consideration and adjudication. This step reoccurs recurrently based on incoming HAF, L-CMD, and L-Agent coordination comments or disapproval. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AF Strategy: Coordination Decision, HAF/L-CMD/L-Agent Inputs, Output(s): AF Strategy: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: L-CMDs, L-Agents, AF/A5SS Consulted: AF/A5SM Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>0.02.11 Finalize AF Strategy with feedback</p> | <p>Activity Performer: AF/A5S</p> <p>Description: If 2-Letter and 3-Letter coordination is conducted, AF/A5S receives and reviews 2-Letter and 3-Letter comments and adjudicates feedback to finalize the AF Strategy for Air Force Leadership approval. Additionally, responses with justification are provided to the comment source, as required, by AF/A5S to accept, modify, or reject comments on the draft AF Strategy.</p> <p>If 2-Letter and 3-Letter coordination is not conducted, the AF Strategy is finalized utilizing the SecAF and CSAF feedback prior to SecAF and CSAF final review for approval.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AF Strategy: Feedback, AF Strategy: Coordination Decision Output(s): AF Strategy: Finalized</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: N/A Informed: N/A</p> |
| <p>0.02.12 Determine AF/A5/8 approval of AF Strategy</p> | <p>Activity Performer: AF/A5/8</p> <p>Description: AF/A5S reviews the AF Strategy with AF/A5/8 for approval prior to SecAF and CSAF review. If disapproved, AF/A5S incorporates feedback to the AF Strategy and, if required, repeats the coordination with 2-Letter and 3-Letter and resubmits for approval with AF/A5/8.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AF Strategy: Finalized Output(s): AF Strategy Approval: AF/A5/8 <i>Exclusive Gateway: If 'Disapproved with Feedback,' proceed to Step 0.02.05. If 'Approved,' proceed to Step 0.02.13.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5/8 Accountable: AF/A5/8 Supportive: AF/A5S Consulted: N/A Informed: AF/A5SM</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>0.02.13 Determine approval of AF Strategy</p> | <p>Activity Performer: SecAF & CSAF Description: The SecAF and CSAF review the AF Strategy for publication approval, with support from AF/A5S and AF/A5/8. The SecAF and CSAF provide final approval of the AF Strategy prior to publication. If disapproved, AF/A5S incorporates feedback to the AF Strategy and repeats the coordination with 2-Letter and 3-Letter, as required, and resubmits for approval with the SecAF and CSAF. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AF Strategy Approval: AF/A5/8 Output(s): AF Strategy Approval: Determination <i>Exclusive Gateway: If 'Disapproved with Feedback,' proceed to Step 0.02.05. If 'Approved,' proceed to Step 0.02.14.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SecAF, CSAF Accountable: SecAF, CSAF Supportive: AF/A5S, AF/A5/8 Consulted: N/A Informed: AF/A5SM</p> |
| <p>0.02.14 Publish AF Strategy (i.e., prioritized ends)</p> | <p>Activity Performer: AF/A5S Description: Upon signatory approval, AF/A5S submits the AF Strategy for security and policy review and unclassified publication. Once published, the AF Strategy is distributed and referenced to inform the development of additional SPPBE requirements. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AF Strategy Approval: Determination Output(s): AF Strategy <i>Parallel Gateway: Proceed to 1.0 Planning, Step 1.03, and A3.0 AFWIC Design Blueprint, Step A3.02, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5S Accountable: AF/A5S Supportive: AF/A5SS Consulted: N/A Informed: SecAF, CSAF, VCSAF, AF Council, AF/A5/8, AF/A5SM, L-CMDs, L-Agents</p> |



USAF SPPBE Playbook

| | |
|---|---|
| 0.03 Strategic Assessments | <p>Description: AF/A5S assesses the current cycle AF Strategy and its respective status to inform the next cycle AF Strategy. Air Force Leadership is notified of completion status. Assessments provide Air Force Leadership insight on: progress towards achieving stated vision, actionable feedback that can be used to modify the final report of the strategic assessment, and strategic alignment evaluations to shape decision making and outcomes. Strategic assessments help distinguish whether the overall goals of the AF Strategy are being achieved through specific actions, proposals, and process outcomes.</p> |
| 0.03.01 Retrieve document for assessment | <p>Activity Performer: AF/A5SM</p> <p>Description: AF/A5SM receives documents from the HAF and SAF Directorates to initiate the strategic assessment process to determine alignment of SPPBE work products with the AF Strategy.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Work Products (Design Blueprint, 30-Year Plan, POM, BES, PB), <i>Receive Notification: Publication of AFWIC and/or SPPBE document</i></p> <p>Output(s): Retrieved Work Product</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A5SM</p> <p>Accountable: AF/A5SM</p> <p>Supportive: HAF/SAF (Design Blueprint Directorate, AF/A8XP, AF/A8P, SAF/FMB)</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
| 0.03.02 Select assessment methodology | <p>Activity Performer: AF/A5SM</p> <p>Description: AF/A5SM determines the necessary analytical tools to conduct the strategic assessments based on the work product being evaluated.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Retrieved Work Product</p> <p>Output(s): Assessment Methodology</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A5SM</p> <p>Accountable: AF/A5SM</p> <p>Supportive: N/A</p> <p>Consulted: HAF/SAF (AF/A9)</p> <p>Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>0.03.03 Assess alignment to AF Strategy</p> | <p>Activity Performer: AF/A5SM Description: AF/A5SM reviews the work product to determine if the AF Strategy was enacted accurately and completely, and determines rationale for any deviations. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Assessment Methodology, Retrieved Work Product, AF Strategy Output(s): Comparative Analysis Results</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>0.03.04 Compile and deliver results to AFWIC Directorates</p> | <p>Activity Performer: AF/A5SM Description: AF/A5SM develops a brief on the status of the AF Strategy for the HAF/SAF Directorates' consideration, including feedback to develop next cycle work products and the AF Strategy. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Comparative Analysis Results Output(s): Comparative Analysis Results Brief <i>Parallel Gateway: Proceed to Steps 0.03.05 and 0.03.10, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: HAF/SAF (Design Blueprint Directorate, AF/A8XP, AF/A8P, SAF/FMB)</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>0.03.05 Acknowledge receipt</p> | <p>Activity Performer: HAF/SAF Directorates Description: The HAF/SAF Directorates receive and acknowledge feedback from AF/A5SM on alignment of the document to the AF Strategy. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Comparative Analysis Results Brief, AF Strategy Output(s): Comparative Analysis Results Brief: Received</p> <p><u>Roles and Responsibilities</u> Responsible: HAF/SAF Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>0.03.06 Determine acceptance of feedback</p> | <p>Activity Performer: HAF/SAF Directorates Description: The HAF/SAF Directorates decide whether the feedback is relevant and acceptable to include in the document. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Comparative Analysis Results Brief: Received Output(s): Comparative Analysis Results Brief: Determination Inclusive Gateway: <i>If 'Rejected Feedback,' proceed to Step 0.03.07. If 'Accepted Feedback,' proceed to Step 0.03.08.</i></p> <p><u>Roles and Responsibilities</u> Responsible: HAF/SAF Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: NA</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>0.03.07 Document rationale for rejection</p> | <p>Activity Performer: AF/A5SM Description: If the HAF/SAF Directorates reject the feedback from AF/A5SM, rationale for the rejection is provided to AF/A5SM. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Comparative Analysis Results Brief: Determination Output(s): Document Rejection Rationale <i>Process ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: HAF/SAF Accountable: HAF/SAF Supportive: N/A Consulted: AF/A5SM Informed: N/A</p> |
| <p>0.03.08 Accept feedback</p> | <p>Activity Performer: HAF/SAF Directorates Description: Upon completion of the feedback review of the strategy objectives and their status, the other Directorates accept the feedback. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Comparative Analysis Results Brief: Determination Output(s): Feedback: Accepted</p> <p><u>Roles and Responsibilities</u> Responsible: HAF/SAF Accountable: HAF/SAF Supportive: N/A Consulted: AF/A5SM Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>0.03.09 Incorporate changes</p> | <p>Activity Performer: HAF/SAF Directorates Description: After accepting feedback from AF/A5SM, the HAF/SAF Directorates determine where to incorporate changes into the relevant documents. Incorporated feedback is then released for final approval. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Feedback: Accepted, Comparative Analysis Results Brief: Received Output(s): Updated Work Product <i>Process ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: HAF/SAF Accountable: HAF/SAF Supportive: N/A Consulted: AF/A5SM Informed: N/A</p> |
| <p>0.03.10 Archive interim results</p> | <p>Activity Performer: AF/A5SM Description: After submitting the interim results to the HAF/SAF Directorates, and while waiting for the approved document, AF/5SM archives the interim strategic alignment results. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Comparative Analysis Results Brief Output(s): Comparative Analysis Results Brief: Archived <i>Proceed to Timer: Wait for approved document.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>0.03.11 Retrieve published document</p> | <p><i>Entry from Timer: Wait for approved document.</i> Activity Performer: AF/A5SM Description: AF/A5SM receives the published document containing the feedback accepted and incorporated by the HAF/SAF Directorates. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Work Product: Published, Comparative Analysis Results Brief: Archived Output(s): Final Work Product: Published</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: HAF/SAF Consulted: N/A Informed: N/A</p> |
| <p>0.03.12 Unarchive interim results</p> | <p>Activity Performer: AF/A5SM Description: AF/A5SM reopens the original results to begin the process of merging the initial assessment with the feedback provided by the HAF/SAF Directorates. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Final Work Product: Published, Comparative Analysis Results Brief: Archived Output(s): Comparative Analysis Results Brief: Unarchived</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>0.03.13 Assess for adjudicated comments</p> | <p>Activity Performer: AF/A5SM Description: AF/A5SM compares the interim results to the updated results provided by the HAF/SAF Directorates to facilitate updating/creating the final report. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Final Work Product: Published, Comparative Analysis Results Brief: Unarchived Output(s): Final Work Product Assessment</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: N/A Consulted: HAF/SAF Informed: N/A</p> |
| <p>0.03.14 Update/create final report with recommendations</p> | <p>Activity Performer: AF/A5SM Description: Utilizing both the interim results and results provided by the HAF/SAF Directorates, AF/A5SM creates a final report with recommendations for document alignment with the AF Strategy. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Final Work Product Assessment Output(s): Final Work Product Results <i>Parallel Gateway: Proceed to Steps 0.03.15 and 0.03.16, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>0.03.15 Archive final report</p> | <p>Activity Performer: AF/A5SM Description: AF/A5SM archives the final report to inform the next strategy document cycle. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Final Work Product Results Output(s): Final Work Product Results: Archived <i>Process ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>0.03.16 Deliver final report</p> | <p>Activity Performer: AF/A5SM Description: Upon completion of the final report, AF/5SM delivers the report to Air Force enterprise to leverage in developing the next cycle of the strategic assessment and for AF/A8XP to reference in developing the SPG. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Final Work Product Results Output(s): Final Work Product Results: Brief</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>0.03.17 Brief report to stakeholders and leadership</p> | <p>Activity Performer: AF/A5SM Description: AF/A5SM presents all strategic objectives to Leadership and informs the 2-Letter objective owner of completion statuses and associated justifications. Leadership utilizes the update to inform allocation of additional resources, as necessary, to satisfactorily complete the objective or to request additional information from associated staff. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: N/A <p>Input(s): Final Work Product Results: Brief Output(s): Final Work Product Results: Delivered, <i>Send Notification: Publish results to inform next cycle document</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5SM Accountable: AF/A5SM Supportive: N/A Consulted: N/A Informed: N/A</p> |
|--|---|

419

420 **4.4 – Strategy Supporting Processes**

421 **4.4.1 – Manpower Supporting Process**

422 **4.4.1.1 – Manpower Process Summary**

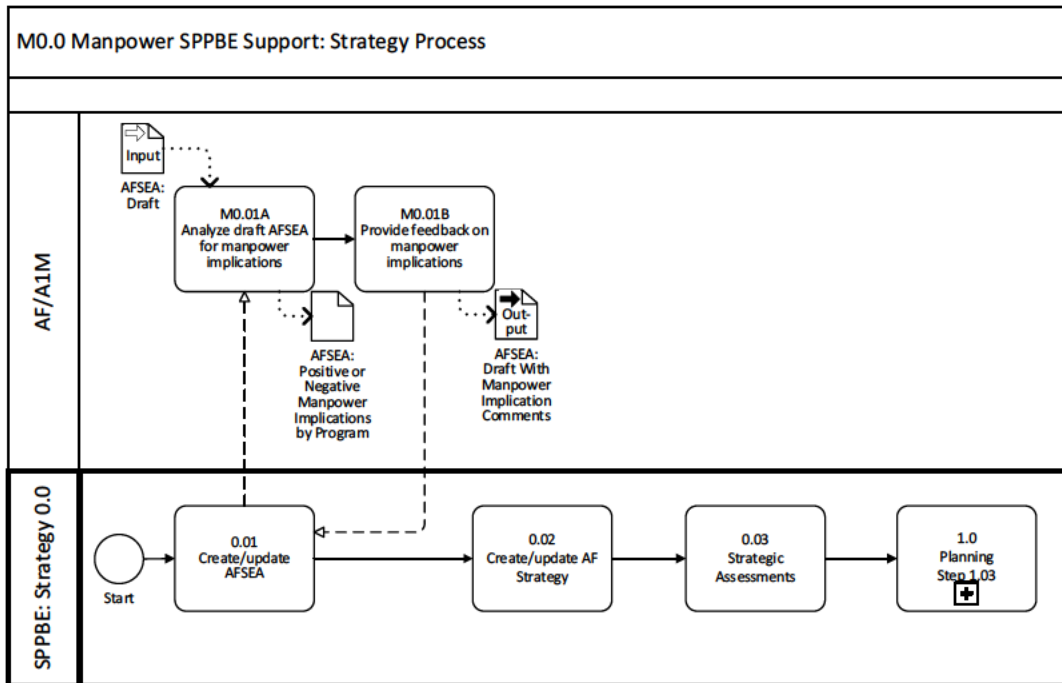
423 The Air Force’s Strategy phase establishes strategic priorities to define capabilities and
 424 achieve Air Force long-range goals. IAW DoDD 7045.14, the Air Force’s Strategy phase
 425 effectively postures defense resources to align with and support United States national
 426 security and foreign policy objectives. During the AF Strategy development process, Air
 427 Force Leadership collaborates with AF/A1M for SME support to develop plans and policies
 428 to accomplish Air Force missions.

429 In support of the Strategy phase of SPPBE, manpower processes are documented at a high-
 430 level, and incorporates SME discussion and input.

431 **4.4.1.2 – Manpower Process Map Summary**

432 The high-level manpower Strategy process is illustrated in *Figure 7* and indicates the process
 433 performer(s) (swim lanes), activities, inputs, and outputs and has supporting narrative detail
 434 in the following section.

435 *Figure 7 – Manpower Strategy Process Summary Map*



436



USAF SPPBE Playbook

437 4.4.1.3 – Manpower Description of Process Steps

| | |
|--|---|
| <p>M0.0 Manpower SPPBE support: Strategy process</p> | <p>Description: In support of the SPPBE Strategy phase, AF/A1M provides inputs and SMEs to assist the Air Force in posturing defense personnel resources, defining manpower capabilities, and forecasting military and civilian requirements to achieve strategic objectives.</p> |
| <p>M0.01A Analyze draft AFSEA for manpower implications</p> | <p>Activity Performer: AF/A1M Description: AF/A1M analyzes the current cycle’s draft AFSEA and identifies key manpower implications for environmental risks and strategic opportunities for manpower Ds/Os opportunities outlined in the assessment. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 4.3 and step 0.01.11 <p>Input(s): AFSEA: Draft Output(s): AFSEA: Positive or Negative Manpower Implications by Program</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: AF/A1P, AF/A1X, AF/A1S, AF/A1C, AF/A1D Consulted: L-CMDs, L-Agents Informed: AF/A5S</p> |
| <p>M0.01B Provide feedback on manpower implications</p> | <p>Activity Performer: AF/A1M Description: AF/A1M distributes feedback documentation to SPPBE stakeholders that outlines manpower implications for strategic planning, resourcing, or risk adjustments identified in in the draft AFSEA. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 4.3 and step 0.01.11 <p>Input(s): AFSEA: Positive or Negative Manpower Implications by Program Output(s): AFSEA: Draft with Manpower Implication Comments</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M, AF/A1 Supportive: AF/A1P, AF/A1X, AF/A1S, AF/A1C, AF/A1D Consulted: L-CMDs, L-Agents Informed: AF/A5S</p> |

438



USAF SPPBE Playbook

4395.0 – AFWIC – Design Blueprint

440 In developing the moderate risk force input, AFWIC receives the ‘ends’ from Strategy and
441 provides the prioritized ‘means’ to Planning with collaboration internally and externally to the
442 Air Force. The Design Blueprint process results in the Design Blueprint document to provide the
443 future force needed to meet Air Force demands for weapon and non-weapon capabilities. It is
444 used internally to the Air Force to guide Planning, Programming, Budgeting, and Execution
445 decisions as well as to inform Capability Development priorities and resources, including Joint
446 Capabilities Integration and Development Systems (JCIDS) and Acquisition MS decisions. Once
447 the Force We Can Afford is received from Planning and added to the Design Blueprint, it is used
448 externally to the Air Force for POM defense, Budgeting and Execution Congressional
449 engagement, and JCIDS validation.

450 AFWIC processes provide a design at moderate risk for Planning to resource constrain. Design
451 Blueprint supporting processes are documented in *Section 5.1* and provide a summary of the
452 AFWIC processes that contribute information to develop the Design Blueprint.

453 5.1 – AFWIC Design Blueprint Supporting Process Summaries

454 The AFWIC supporting processes are provided in the following sub-sections to summarize
455 AFWIC processes that inform Design Blueprint Directorate activities and work products.
456 Supporting process narratives are provided as an overview of the key AFWIC processes while
457 detailed roles and responsibilities and process maps can be found *in Appendix Section VIII*.

458 5.1.1 – AFWIC – Innovative Solutions

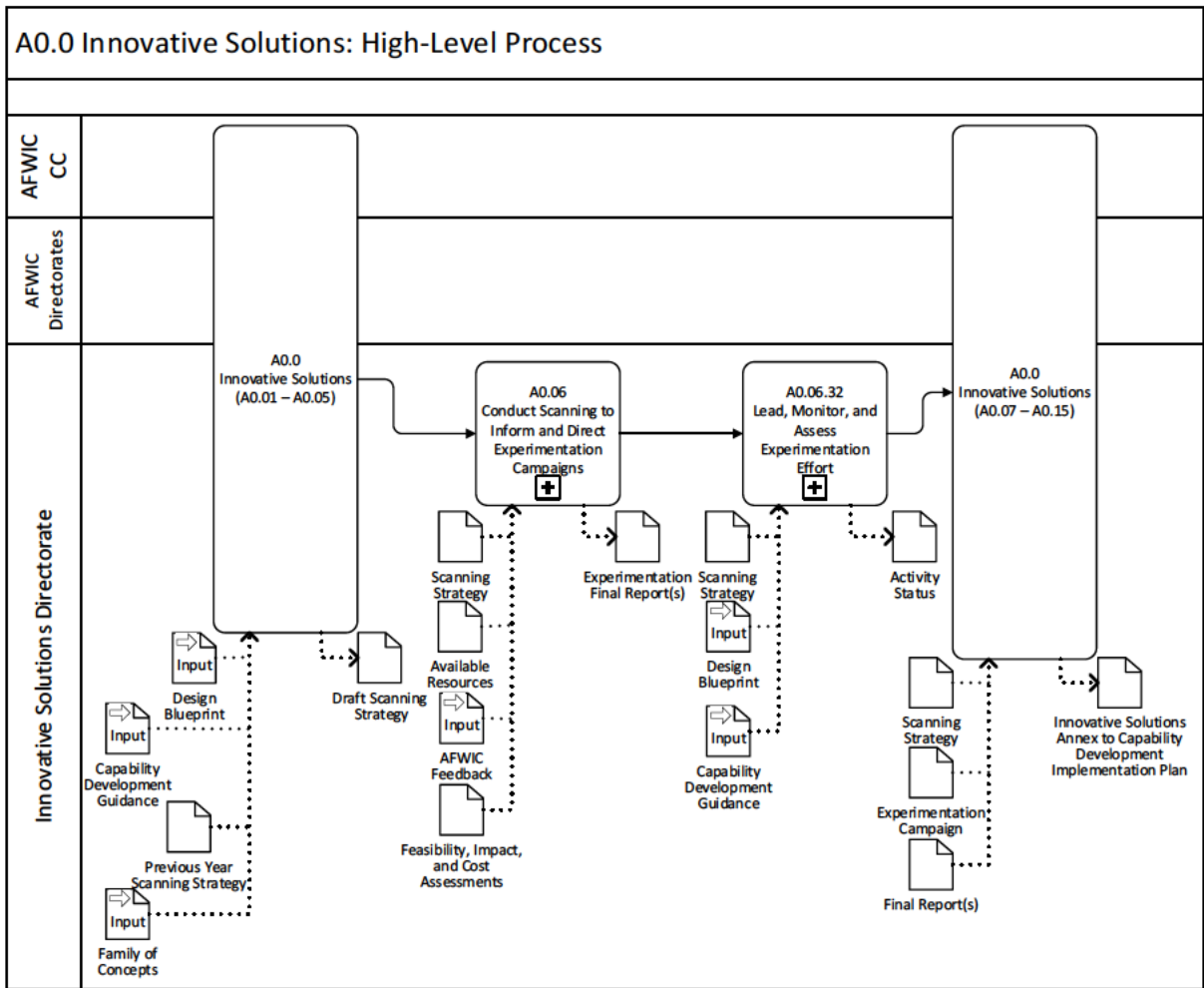
459 5.1.1.1 – Innovative Solutions Process Summary

460 Using the Design Blueprint, the Capability Development Guidance (CDG), the Family of
461 Concepts, and the previous year's Scanning Strategy, the Innovative Solutions Directorate
462 develops and executes either a wide-net or a targeted scan of opportunities to rapidly
463 explore and evolve concepts through experimentation in a variety of venues to identify and
464 further develop potential innovative solutions. Ideas developed from the Scanning Strategy
465 are thoroughly refined and reviewed to ensure significant return on investment (ROI) is
466 achieved before sending an idea to experimentation. The Innovative Solutions Directorate
467 collaborate with an experimentation partner, an outside organization that conducts the
468 actual experiments. The Directorate utilizes creative problem-solving techniques to
469 understand how an innovative idea might solve complex military problems and serve as a
470 game changer for the Air Force. The Innovative Solutions Directorate leverage resources
471 across the government, academia, and industry as well as internal SMEs and operators to
472 refine and test the utility of innovative solutions to advance Air Force concepts, Capability
473 Development efforts, and future force design.

474 **5.1.1.2 – Innovative Solutions High Level Process Map Summary**

475 The high-level Innovative Solutions process is outlined below in *Figure 8* and summarizes
 476 the detailed Innovative Solutions process, as well as roles and responsibilities, which can
 477 also be found in the *Appendix Section VIII*. The detailed Innovative Solutions process
 478 maps provide in-depth contextual information that contains the specific process
 479 performer(s) (swim lanes), activities, inputs, and outputs. The RASCI model documents the
 480 detailed roles and responsibilities of all stakeholders that are involved with the completion
 481 of each activity step that occurs in this process.

482 **Figure 8 – Innovative Solutions Process Summary Map**



483

484

485

486

487

The following is a list of Innovative Solutions maps detailed in *Appendix Section VIII*:



USAF SPPBE Playbook

- 488 ▪ A0.00 – Innovative Solutions
- 489 ▪ A0.06 – Conduct Scanning to Inform and Direct Experimentation Campaign
- 490 ▪ A0.06.32 – Lead, Monitor, and Assess Experimentation Effort

491 In addition, a SIPOC model is in *Appendix Section VI*. The SIPOC provides a different
 492 view of the Innovative Solutions process and key activity linkages between organizations
 493 (suppliers, customers), supplied information (inputs), and received information (outputs)
 494 and was used as the starting point to create the detailed process maps.

495 5.1.1.3 – High Level Description of Process Steps: Innovative Solutions

| | |
|--|--|
| A0.00 Innovative Solutions | Description: The Innovative Solutions Directorate generate and drive high-payoff opportunity investments for experimentation, concept exploration, and capability development. Through scanning and early ideation, the directorate leads talented problem-solving teams to rapidly explore disruptive ideas, accelerate failure, and operationalize solutions to inform future force design. |
| A0.01 – A0.05, A0.07 – A0.015 Develop Scanning Strategy | Activity Performer: Innovative Solutions Directorate Description: The Innovative Solutions Directorate drafts the Scanning Strategy, which is informed by the Design Blueprint, the CDG, the Family of Concepts, and the previous year Scanning Strategy. The Scanning Strategy is approved annually and evaluated quarterly. Review is conducted by the other AFWIC Directorates with a final approval coming from the AFWIC Commander (CC) before being published. The Scanning Strategy informs Scan Opportunities by determining whether a wide-net or targeted scan is required, and is also published as the Innovative Solutions Annex to the CDG Business Rule(s): N/A Input(s): Design Blueprint, Capability Development Guidance/Implementation Plan, Family of Concepts, Previous Year Scanning Strategy, Capability Gaps Output(s): Approved Scanning Strategy (Annex to Capability Development Guidance) <u>Roles and Responsibilities</u> Responsible: Innovative Solutions Directorate Accountable: Innovative Solutions Directorate Supportive: Design Blueprint Directorate, Capability Development Directorate, Futures & Concepts Directorate Consulted: N/A Informed: Air Force Research Laboratory (AFRL), DoD Labs, DARPA, Industry |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A0.06.01 – A0.06.15 Scan Opportunities</p> | <p>Activity Performer: Innovative Solutions Directorate</p> <p>Description: Informed by the Scanning Strategy, the Innovative Solutions Directorate scans opportunities utilizing either a wide-net or a targeted method. Once scanning is completed, an initial hunch is identified and ideation is conducted to determine the hunch’s potential military impact and benefit to the future fight. If an idea is not approved for further development, it is archived for potential use at a later point.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Emerging Technologies, Capabilities, Processes; Specific Technologies and Concepts from Global Commercial Innovators; New Tactics & Training; Big Technology Ideas (Borderline Science Fiction Ideas); Global Innovation and Technology Trends; Near/Mid/Far-Term Military Technologies and Concepts from the U.S., International Military Partners, and Adversaries; Information on Current and Potential Military Strategies and Future Concepts not under AFWIC Consideration; Threat Assessments; Airmen-Powered Innovation; Execution Data, Integrated Priority Lists (IPLs), Operation Plans (OPLANs), Leadership “Go-Do;” Family of Concepts AFWIC Consideration; Analysis Insights/Conceptual Trends/Key Players; Capability Directed Opportunities; Existing Capability Gaps, Design Blueprint Directed Opportunities</p> <p>Output(s): Potential Hunches and Ideas across Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTmLPP-P) Spectrum; Ideation Report; Updated Idea Portfolio</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Innovative Solutions Directorate</p> <p>Accountable: Innovative Solutions Directorate</p> <p>Supportive: SecAF, CSAF, USecAF, and VCSAF, Academia, Industry, DoD Labs and Federally Funded Research and Development Centers (FFRDCs), International Partners, Joint Partners, Think Tanks, Military Strategy Developers, General Public (Crowdsourcing), AFwerX, Operational Community – Tactics, Combat Commands, Fighter Weapon School, Intel Community, Big Data/Data Analytics, Analysis, SAF/FM, L-CMDs, L-Agents, SMEs, AF/A8XP, AF/A8P, Combatant Command (CCMD) Partners, Futures & Concepts Directorate, Analysis & AssessmentsDecision Analytics Directorate, Capability Development Directorate, Design Blueprint Directorate</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
|--|--|



USAF SPPBE Playbook

| | |
|---|--|
| <p>A0.06.16 – A0.06.20 Refine & Assess Opportunities</p> | <p>Activity Performer: Innovative Solutions Directorate</p> <p>Description: The Innovative Solutions Directorate refines and reviews the idea proposition to determine if it should move forward as an innovative solutions proposition, capability development effort, agile concept, or be archived. Value propositions are prepared for identified opportunities, which consider feasibility, military impact, cost savings, cost to implement, and the cost of the experimentation necessary to further explore the opportunity. Propositions are bucketed based on this information developed into SME knowledge. Internal/external resources are utilized to develop a better understanding of an innovative solutions proposition.</p> <p>Business Rule(s): N/A</p> <p>Input(s): AF Strategic Vision, List of Potential DOTMLPF-P Opportunities (i.e., Hunches and Ideas), Ongoing Activities Health Assessment/Value Proposition, Capability Gaps/Guidance, Design Blueprint, Families of Concepts Opportunities, AF Core Mission Requirements/Opportunities, Technology SME Insights, Operator SME insights, Other SME Insights</p> <p>Output(s): Propositions, Military Impact Assessment, Cost Savings, Cost to Implement, Cost of Experiment, Feasibility Assessment, New Ideas to Drive Agile Concepts and Concepts of Operation (CONOPs), New Ideas to Drive Design Blueprint, New Ideas to Drive Capability Development</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Innovative Solutions Directorate</p> <p>Accountable: Innovative Solutions Directorate</p> <p>Supportive: SecAF, CSAF, USecAF, and VCSAF, Innovative Solutions Directorate, Capability Development Directorate, Design Blueprint Directorate, Futures & Concepts Directorate, L-CMDs, L-Agents, AFwerX, Industry, Academia, DoD/Government Labs, International Partners</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
|---|--|



USAF SPPBE Playbook

| | |
|---|---|
| <p>A0.06.21 – 0.06.38 Select and direct opportunities/experimentation activities</p> | <p>Activity Performer: Innovative Solutions Directorate</p> <p>Description: If an ROI evaluation leads to an idea moving forward, the Directorate creates an experimentation plan and determines the level of resourcing that should be allocated to the experimentation campaign. An experimentation execution partner, who will perform the experiment, is selected if the idea is accepted; if rejected, the idea is archived. After the experimentation plan is completed, an experimentation final report is drafted, reviewed, and approved to determine how the results of the experiment are utilized.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Cost Assessment, Feasibility Assessment, Impact Assessment, Annual Budget, Operational Concepts, Design Blueprint</p> <p>Output(s): Directed/Recommended activity, Updated Idea Portfolio, Identification of Sponsor, Committed Resources, Experimentation Charter and Plan, Experimentation Final Reports</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Innovative Solutions Directorate</p> <p>Accountable: Innovative Solutions Directorate</p> <p>Supportive: SecAF, CSAF, USecAF, and VCSAF, Futures & Concepts Directorate, Capability Development Directorate, Design Blueprint Directorate, Analysis & Assessments Decision Analytics Directorate, AFwerX, DoD/Government Labs, Operational Community</p> <p>Informed: SecAF, CSAF, USecAF, VCSAF, Identified Sponsor – Strategic Development, Planning, and Experimentation (SDPE), AFRL, AFwerX</p> |
|---|---|



USAF SPPBE Playbook

| | |
|--|---|
| <p>A0.6.32.01 – A0.06.32.06 Monitor, assess, report experimentation efforts</p> | <p>Activity Performer: Innovative Solutions Directorate Description: The Innovative Solutions Directorate leads, monitors, and continuously assesses the status of ideas that are selected to be further tested. With input from the Scanning Strategy, CDG, the Design Blueprint, and the Air Force Strategic Guidance, the Innovative Solutions Directorate utilizes a health assessment to evaluate the activity status against intent. After completing the experimentation plan, the Innovative Solutions Directorate writes and distributes a final report to the other AFWIC Directorates. The activity is either closed out, rescoped as a capability development effort, or continued as an experiment. The Innovative Solutions Annex to Capability Development Implementation Plan (CDIP) is published as a summary of the Innovative Solutions Directorates’ efforts. Business Rule(s): N/A</p> <p>Input(s): Cost, Scope, Plan of Action and Milestones (POAM) Data, Health Assessment, Design Blueprint, Capability Development Guidance, Family of Concepts, Output(s): Activity Health Assessment: Status of Ongoing Efforts, Innovative Solutions Annex to Capability Development Implementation Plan</p> <p><u>Roles and Responsibilities</u> Responsible: Innovative Solutions Directorate Accountable: Innovative Solutions Directorate Supportive: Design Blueprint Directorate, Capability Development Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Experimentation Execution Partners, Sponsors Consulted: N/A Informed: Innovative Solutions Director</p> |
|--|---|

496

497 **5.1.2 – AFWIC – Futures & Concepts**

498 **5.1.2.1 – Futures & Concepts Process Summary**

499 Leveraging external (e.g., Academia) and internal (e.g., AF/A5S) sources, the Futures &
500 Concepts Directorate identifies and synthesizes relevant global trends into a coherent and
501 refined operational impacts list, which is used to develop the Family of Concepts
502 (Capstone, Operating, and Functional) and Agile Concepts. The Futures & Concepts
503 Directorate utilizes insights gained from the Planning and Programing Demand Signal,
504 Joint Staff Concepts, Committee Environment, and IC to define the timeframe and begin
505 the process of initiating research to develop a detailed understanding of the future
506 operational environment across the planning timeframe, with a focus on 10-15 years out.

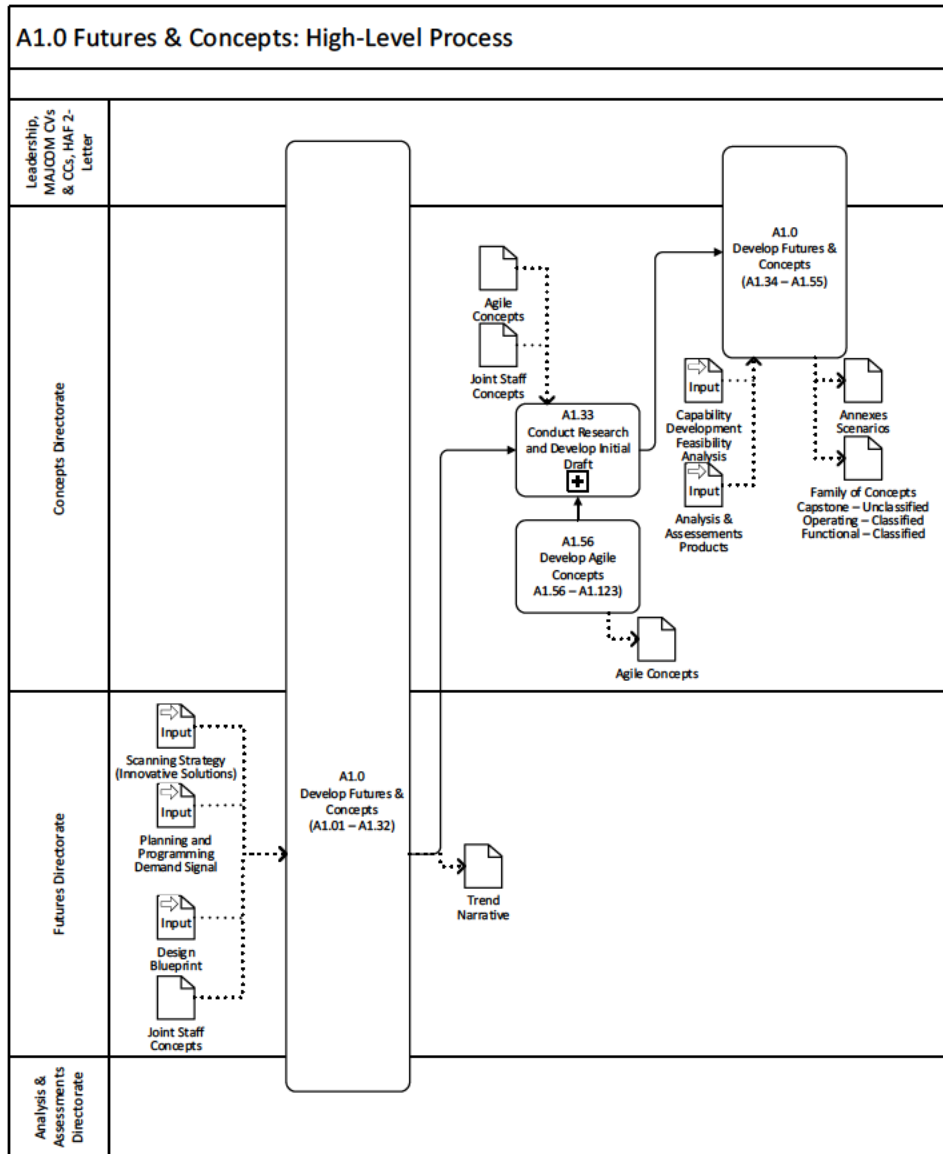
507 The Capstone, Operating, and Functional Concepts have staggered start timeframes,
508 beginning with the Functional Concepts and concluding with the Operating Concepts. The

509 Agile Concepts are initiated on as-needed basis, which will depend on the operating
 510 environment.

511 **5.1.2.2 – Futures & Concepts High Level Process Map Summary**

512 The high-level Futures & Concepts process is outlined below in *Figure 9* and summarizes
 513 the detailed Futures & Concepts process, as well as roles and responsibilities, which can
 514 also be found in the *Appendix Section VIII* for more information. The detailed Futures &
 515 Concepts process maps provide in-depth contextual information that contains the specific
 516 process performer(s) (swim lanes), activities, inputs, and outputs. The RASCI model
 517 documents the detailed roles and responsibilities of all stakeholders that are involved with
 518 the completion of each activity step that occurs in this process.

519 **Figure 9 – Futures & Concepts Process Summary Map:**



520



USAF SPPBE Playbook

521

522 The following is a list of Futures & Concepts maps detailed in *Appendix Section VIII*:

- 523 ▪ A1.00 – Develop Futures and Family of Concepts
- 524 ▪ A1.33 – Conduct Research and Develop Initial Draft
- 525 ▪ A1.56 – Develop Agile Concepts
- 526 ▪ A1.124 – Joint Staff Support

527 In addition, a SIPOC model is in *Appendix Section VI*. The SIPOC provides a different
528 view of the Futures & Concepts process and key activity linkages between organizations
529 (suppliers, customers), supplied information (inputs), and received information (outputs)
530 and was used as the starting point to create the detailed process maps.

531 **5.1.2.3 – High Level Description of Process Steps: Futures & Concepts**

| | |
|--|---|
| A1.0 Futures & Concepts | Description: The Futures & Concepts Directorate within AFWIC develops concepts that define and prioritize the “ways” required for Air Force Future missions, capabilities, and fights and serve as a centralized Air Force focal point for Joint/Coalition/Interagency concept development to enable and drive a holistic future force design. |
|--|---|



USAF SPPBE Playbook

| | |
|--|---|
| <p>A1.01 – A1.32 Specify Future Operational Environment</p> | <p>Activity Performer: Futures & Concepts Directorate</p> <p>Description: The Futures and Concepts Directorate begins forecasting the future operating environment by defining a 5-15-year timeframe and collecting insights from SMEs. The Directorate drafts a comprehensive narrative to develop the operational impacts list, which details how the future will impact Air Force operations. The Analysis & Assessments Decision Analytics Directorate conducts a red teaming of the operational impacts list to capture any additional impacts, before sending to the Futures Directorate for final refinement. The operational impacts list is reviewed by the AFWIC CC, MAJCOM CVs and CCs and HAF 2-Letters before being approved by the SecAF and CSAF.</p> <p>Business Rule(s): N/A</p> <p>Input(s): AFSEA, Force Planning Construct, DPG, Joint Military Net Assessment, Joint Operational Environment, Joint Country Force Assessments (JCOFA) and Other Intel Assessments, NSS, NDS, NMS, Futures/Projections, OPLANs and Concept Plans (CONPLANs)</p> <p>Output(s): AF Operational Assessment</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Futures & Concepts Directorate</p> <p>Accountable: Futures & Concepts Directorate</p> <p>Supportive: AF/A5S, OSD, Joint Staff, IC and the National Air and Space Intelligence Center (NASIC), President of the United States (POTUS), SecDef, Chairman, Other Services, CCMDs</p> <p>Consulted: N/A</p> <p>Informed: Concept Development Directorate, L-CMDs, L-Agents, AFWIC Directorates, HAF, SAF</p> |
|--|---|



USAF SPPBE Playbook

| | |
|---|---|
| <p>A1.33.1 – A1.33.14 Develop multi-level concepts</p> | <p>Activity Performer: Futures & Concepts Directorate</p> <p>Description: Informed by the operational impacts list produced by the Futures Directorate, the Concepts Directorate develops the Family of Concepts for the Air Force to operate in the future. The Concepts Directorate outlines and develops initial drafts (version .3 & .5) of the Family of Concepts, which includes capstone, operating, and functional concepts. Development of Agile Concepts are initiated as needed, depending on the operating environment. Throughout the initial research and drafting period, the Concepts Directorate coordinates with the Analysis & Assessments Decision Analytics Directorate and the AFWIC CC for reviews and feedback.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Joint Concepts, AF Prioritized Strategic Ends, Innovation Engine Opportunities, Opportunities Assessment, NDS, Current Doctrine, Current Tactics, Techniques, and Procedures (TTPs), Operational Expertise, Theater Campaign Plans, CONPLANs, OPLANs, AFSEA, Gap List, Development Planning (DP) Efforts, Concepts, Unified Command Plan (UCP), Joint Strategic Capabilities Plan (JSCP), Guidance for Employment of the Force (GEF) Roadmaps, Enterprise Flight Plans</p> <p>Output(s): Family of Concepts (Draft, 0.5): Capstone Concept, Operating Concepts, Functional Concepts, Agile Concepts</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Futures & Concepts Directorate</p> <p>Accountable: Futures & Concepts Directorate</p> <p>Supportive: Joint Staff, AF/A5S, Innovative Solutions Directorate, Analysis & Assessments Decision Analytics Directorate, SecDef, LeMay Center, Air Land Sea Application Center (ALSA), SMEs (Multiple Sources), Combatant Commanders (CCMDs), Futures & Concepts Directorate, Capability Development Directorate, Allies and Partners, Sister Services, OSD, Joint Staff, Previous Core Function Leads, L-CMD/L-Agent</p> <p>Consulted: N/A</p> <p>Informed: Air Force Senior Leaders, Concept Development Teams, Analysis & Assessments Decision Analytics Directorate, AFRL, L-CMDs, L-Agents, Reserve Components, HAF, SAF</p> |
|---|---|



USAF SPPBE Playbook

| | |
|---|---|
| <p>A1.33.15 – A1.44 Validate and refine concepts (Wargaming, assessments, exercises, etc.)</p> | <p>Activity Performer: Futures & Concepts Directorate Description: The Concepts Directorate continues to refine and validate the Family of Concepts with feedback from the AFWIC CC, MAJCOM CVs and CCs , and HAF 2-Letters. Once receiving an approval from the SecAF and CSAF, the Analysis & Assessments Decision Analytics Directorate conducts testing to validate the concepts. Validation includes wargaming, experimentation, simulation, scenarios, and assessments. The Concepts Directorate then incorporates the feedback from the Analysis & Assessments Decision Analytics Directorate and updates the Family of Concepts drafts. Business Rule(s): N/A</p> <p>Input(s): Vector Check, Family of Concept Drafts, Resources, Expertise, Coordination, Experimentation Expertise Output(s): Family of Concepts (Refined Draft, 0.7): Capstone Concept, Operating Concepts, Functional Concepts, Agile Concepts</p> <p><u>Roles and Responsibilities</u> Responsible: Futures & Concepts Directorate Accountable: Futures & Concepts Directorate Supportive: Senior Leaders, Concept Development Teams, Analysis & Assessments Decision Analytics Directorate, AFRL, L-CMDs, L-Agents Consulted: N/A Informed: Reserve Components, HAF, SAF</p> |
| <p>A1.45 – A1.56 Coordinate and publish concepts</p> | <p>Activity Performer: Futures & Concepts Directorate Description: The Concepts Directorate coordinates with the AFWIC CC, MAJCOM CVs and CCs HAF 2-Letters, and the SecAF and CSAF to elicit and incorporate final feedback. After receiving approval from the SecAF and CSAF, the Concepts Directorate publishes the Family of Concepts document, with varying classifications. Business Rule(s): N/A</p> <p>Input(s): Comments, Signatures Output(s): Family of Concepts (Final, 1.0): Capstone Concept, Operating Concepts, Functional Concepts, Agile Concepts</p> <p><u>Roles and Responsibilities</u> Responsible: Futures & Concepts Directorate Accountable: Futures & Concepts Directorate Supportive: L-CMDs, L-Agents, Reserve Components, HAF, SAF, SecAF, CSAF Consulted: N/A Informed: AFWIC Directorates, Other Services, Allies and Partners, OSD, Joint Staff, Combatant Commands</p> |

533 **5.1.3 – AFWIC – Capability Development**

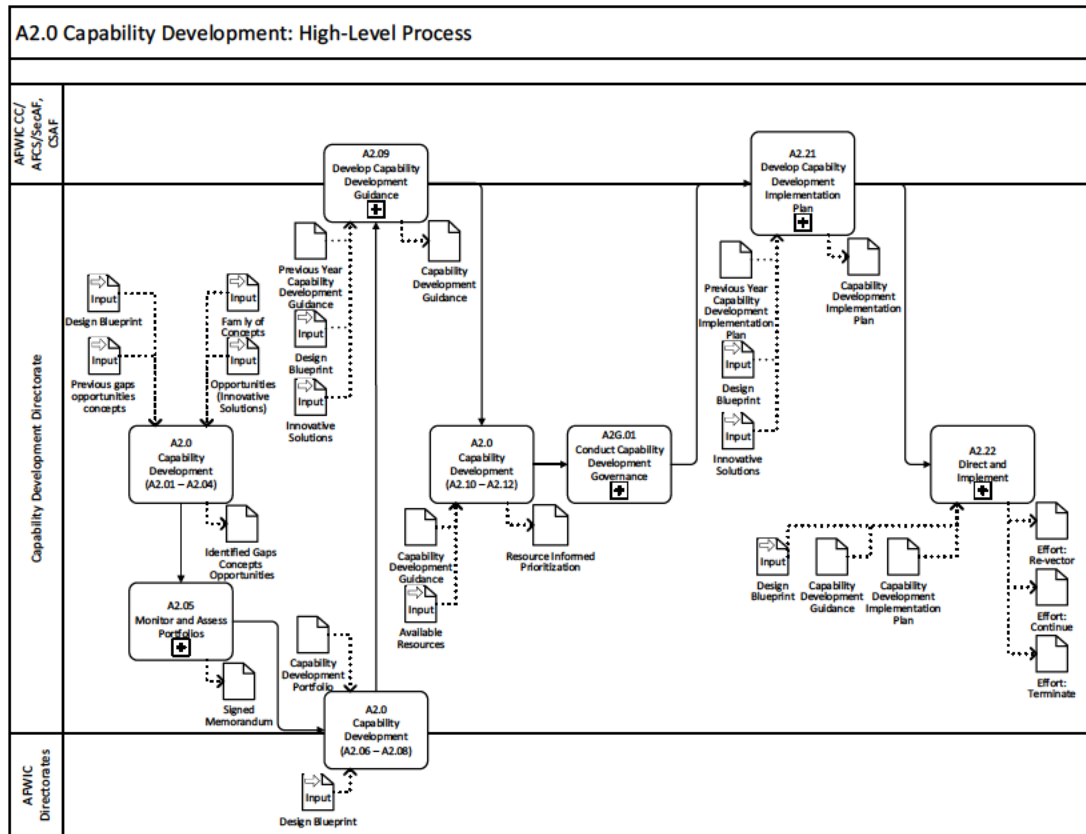
534 **5.1.3.1 – Capability Development Process Summary**

535 The CDG enables and directs DP, Capability Based Assessments (CBA), Analysis of
 536 Alternatives (AoA), and Study proposals to lead Capability Development efforts. The CDG
 537 shapes the publication of the CDIP. The CDIP provides the funded, resourced execution
 538 plan for Air Force capability development by aligning specific resourcing (funding and
 539 manpower) and timelines for capability development activities across the FYDP. The CDIP
 540 specifies activities that should be funded in the future, but also reserves funds for no-notice
 541 experimentation activities needed to validate the efficacy of innovative ideas.

542 **5.1.3.2 – Capability Development High Level Process Map Summary**

543 The high-level Capability Development process is outlined below in *Figure 10* and
 544 summarizes the detailed Capability Development process, as well as roles and
 545 responsibilities, which can also be found in the *Appendix Section VIII*. The detailed
 546 Capability Development process maps provide in-depth contextual information that
 547 contains the specific process performer(s) (swim lanes), activities, inputs, and outputs. The
 548 RASCI model documents the detailed roles and responsibilities of all stakeholders that are
 549 involved with the completion of each activity step that occurs in this process.

550 *Figure 10 – Capability Development Process Summary Map:*



551



USAF SPPBE Playbook

552 The following is a list of Capability Development maps detailed in *Appendix Section VIII*:

- 553 ▪ A2.00 – Conduct Capability Development Process
- 554 ▪ A2.05 – Monitor and Assess Portfolios
- 555 ▪ A2.09 – Develop Capability Development Guidance
- 556 ▪ A2.21 – Develop Capability Development Implementation Plan
- 557 ▪ A2.22 – Direct and Implement Capability Development Efforts
- 558 ▪ A2G.0 – Conduct Capability Development Governance for Capability Development
- 559 Efforts

560 In addition, a SIPOC model is in *Appendix Section VI*. The SIPOC provides a different
561 view of the Capability Development process and key activity linkages between
562 organizations (suppliers, customers), supplied information (inputs), and received
563 information (outputs) and was used as the starting point to create the detailed process maps.

564 5.1.3.3 – High Level Description of Process Steps: Capability Development

565

| | |
|--|--|
| A2.0 Capability Development | Description: The Capability Development Directorate, informed by the Design Blueprint Directorate, the Futures & Concepts Directorate, and the Innovative Solutions Directorate, is responsible for addressing gaps, concepts, and opportunities in AFWIC. The Capability Development Directorate identifies and directs integrated capability development efforts across the DOTMLPF-P spectrum to mitigate capability gaps and capitalize on emerging opportunities, which support and inform the future Air Force design. The Capability Development Directorate publishes the CDG, which provides high-level Commander's Intent to the Air Force Capability Development Enterprise that describes priorities, objectives, and relative levels of effort for the range of capability development activities that inform decisions and enable solutions to the Air Force's highest priority Capability Development needs. |
|--|--|



USAF SPPBE Playbook

| | |
|---|--|
| <p>A2.01 – A2.04, A2.06-A2.08 Evaluate gaps, opportunities, and concepts</p> | <p>Activity Performer: Capability Development Directorate</p> <p>Description: The Capability Development Directorate receives prioritized gaps from the Design Blueprint, the Family of Concepts from the Futures & Concepts Directorate, and opportunities from the Innovative Solutions Directorate. The gaps, opportunities, and concepts are evaluated against current Capability Development efforts and are cataloged in portfolios, aligned by the twelve service core functions. On-going assessments are conducted for the portfolios, with the Design Blueprint Directorate assessing capability portfolios against the Design Blueprint and the Analysis & Assessments Directorate addressing any developing options to address any potential Design Blueprint misalignment. The Capability Development portfolios provide input into the construction of the CDG.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Capability Development Gaps (as Identified by the Design Blueprint Analysis), Opportunities, Concepts, Top-Down Directed Requests</p> <p>Output(s): Assessment of Duplication of Efforts, Updated Catalog: Gaps, Concepts, and Opportunities</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Capability Development Directorate</p> <p>Accountable: Capability Development Directorate</p> <p>Supportive: SecAF and CSAF, Design Blueprint Directorate, Innovative Solutions Directorate, Futures & Concepts Directorate</p> <p>Consulted: N/A</p> <p>Informed: Analysis & Assessments Directorate</p> |
|---|--|



USAF SPPBE Playbook

| | |
|--|--|
| <p>A2.05.01 – A2.05.14 Monitor and Assess Portfolio</p> | <p>Activity Performer: The Capability Development Directorate</p> <p>Description: Capability Development efforts and Program of Record activities are continuously assessed by the Capability Development Directorate, the Analysis & Assessments Decision Analytics Directorate, and the Design Blueprint Directorate. Directed effort assessments by the Analysis & Assessments Decision Analytics Directorate provide recommendation for the effort’s way forward and inform future evaluation of the effort. Program of Records are also analyzed by the Analysis & Assessments Decision Analytics Directorate and are evaluated for alignment with the Design Blueprint before being sent to the AFWIC CC, as a recommended memorandum.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Integrated Process Team (IPT) Activity; On-going efforts/programs Data, Special Access Program (SAP) Efforts, Experimentation/ECCTs, PFD Efforts, Science and Technology (S&T) Priorities</p> <p>Output(s): Reviewed Capability Development Portfolio for Health and Next Steps, Health Assessment, Continue/Start/Stop/Modify Assessment of Capability Development Efforts and Programs of Record</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Capability Development Directorate</p> <p>Accountable: Capability Development Directorate</p> <p>Supportive: Capability Development Effort Sponsors, Program Executive Offices, L-CMDsL-Agents, Program Owners, SAF/AQL, SDPE, Mission Panels, Support Panels, Development Planning Orgs (i.e., the Life Cycle Management Center (LCMC), the Space and Missile Systems Center (SMC), and the Nuclear Weapons Council (NWC)), AFRL</p> <p>Consulted: N/A</p> <p>Informed: Analysis & Assessments Decision Analytics Directorate, Design Blueprint Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Air Force Capability Development Board, AFWIC CC, SAF/AQ</p> |
|--|--|



USAF SPPBE Playbook

| | |
|--|---|
| <p>A2.09.01 – A2.09.18, A2.10 – A2.20 Develop Capability Development Guidance</p> | <p>Activity Performer: Capability Development Directorate</p> <p>Description: The CDG is the first of two primary work products produced by the Capability Development Directorate. The purpose of the CDG is to provide priorities, objectives, and levels of effort for the range of Capability Development activities that address the Air Force’s Capability Development needs. The drafting of the CDG is informed by the previous year’s CDG, the Design Blueprint, and the Capability Development portfolio. The CDG is written by the Capability Development Directorate with reviews and approvals provided by other AFWIC Directorates, AFWIC CC, Air Force Capability Development Board and Council. After being signed by the SecAF and CSAF, the CDG is published to both the Capability Development community and other AFWIC Directorates to drive AFWIC-internal prioritization. The Capability Development Directorate determines a response to the CDG to inform the development of DP, CBA, AoA, or Study proposals.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Assessment, Draft Capability Development Plan, Approved Nomination List (Continue, New, Modify, Stop), Design Blueprint (Priorities)</p> <p>Output(s): Signed Capability Development by SecAF and CSAF (Includes S&T priorities, Mission/Risk levels, and Time & Foundation Concepts)</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Capability Development Directorate</p> <p>Accountable: Capability Development Directorate</p> <p>Supportive: Design Blueprint Directorate</p> <p>Consulted: N/A</p> <p>Informed: Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, PEOs, L-CMDs, L-Agents, Development Planning Organizations, AFRL, AF/A8XP, AF/A8P</p> |
|--|---|



USAF SPPBE Playbook

| | |
|--|---|
| <p>A2.21.01 – A2.21.18 Develop Capability Development Implementation Plan</p> | <p>Activity Performer: Capability Development Directorate</p> <p>Description: The CDIP is the second of two primary work products produced by the Capability Development Directorate. The CDIP informs the resourced execution plan for Air Force capability development efforts and specifies which activities should receive funding. The drafting of the CDIP is informed by the previous year’s CDIP, the CDG, the Design Blueprint, and the Capability Development portfolio. The CDIP is written by the Capability Development Directorate with reviews and approvals provided by other AFWIC Directorates, AFWIC CC, Air Force Capability Development Board and Air Force Council. After being signed by the SecAF and CSAF, the CDIP is published internally to the Capability Development community and other AFWIC Directorates. The CDIP is also sent externally to the Air Force, specifically to SAF/LL and SAF/PA.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Scope, POAM, Resource Costing, Previous Execution Year (Executed Dollars), Design Blueprint, Draft Capability Development Implementation Plan</p> <p>Output(s): Signed Capability Development Implementation Plan by the SecAF and CSAF, Near (Implementation, Go-Do), Mid- and Far Approved by Decision Authority)</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Capability Development Directorate</p> <p>Accountable: Capability Development Directorate</p> <p>Supportive: Program Element Monitors (PEMs), Capability Development Effort Sponsors, PEOs, L-CMDs, L-Agents, Program Owners, Development Planning Organizations (i.e., LCMC, SMC, and NWC), AFRL, SAF/FMC, Design Blueprint Directorate</p> <p>Consulted: N/A</p> <p>Informed: Innovative Solutions Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, AF/A8XP, AF/A8P, Mission and Support Panels</p> |
|--|---|

| | |
|---|---|
| <p>A2.22.01 – A2.22.29 Direct and implement Capability Development efforts</p> | <p>Activity Performer: Capability Development Directorate Description: The direct and implement arm of the Capability Development Directorate identifies the need to conduct an effort and ensures implementation of necessary requirements to undertake studies. Study Initiation Notices are provided and representatives are assigned to oversee activity direction for CBAs, non-JCIDs, DOTMLPF-P Change Recommendation (DCR) processes, Initial Capability Document (ICD) processes, AoA processes, and Capability Development Document (CDD) processes. Efforts are then re-vectored, continued, or terminated. Business Rule(s): N/A</p> <p>Input(s): Directed CBA, Study Plan, Final Report(s), Recommended Way Forward Output(s): Informed Capability Development Guidance and Implementation Plan, Approved Plan(s), Report(s), Approved CBA, ICD/DCR, AoA, CDD, Approved Materiel Development Decisions (MDD), Milestone B, CDD</p> <p><u>Roles and Responsibilities</u> Responsible: Capability Development Directorate Accountable: Capability Development Directorate Supportive: Design Blueprint Directorate, Execution Team Consulted: N/A Informed: AF/A8P</p> |
|---|---|

566

567 **5.1.4 – AFWIC – ~~Analysis & Assessments~~ [Decision Analytics](#)**

568 **5.1.4.1 – ~~Analysis & Assessments~~ [Decision Analytics](#) Process Summary**

569 The ~~Analysis & Assessments~~ [Decision Analytics](#) Directorate works closely with other
570 AFWIC Directorates to facilitate analytical support in service of AFWIC’s mission. The
571 ~~Analysis & Assessments~~ [Decision Analytics](#) Directorate designs, leads, directs, and
572 executes a wide range of analytic capabilities, such as experimentation, study, analysis, and
573 assessment campaigns to test the feasibility, viability, and fidelity of AFWIC products.
574 These include the Family of Concepts, Innovative Solutions, Capability Development
575 efforts, and the Design Blueprint.

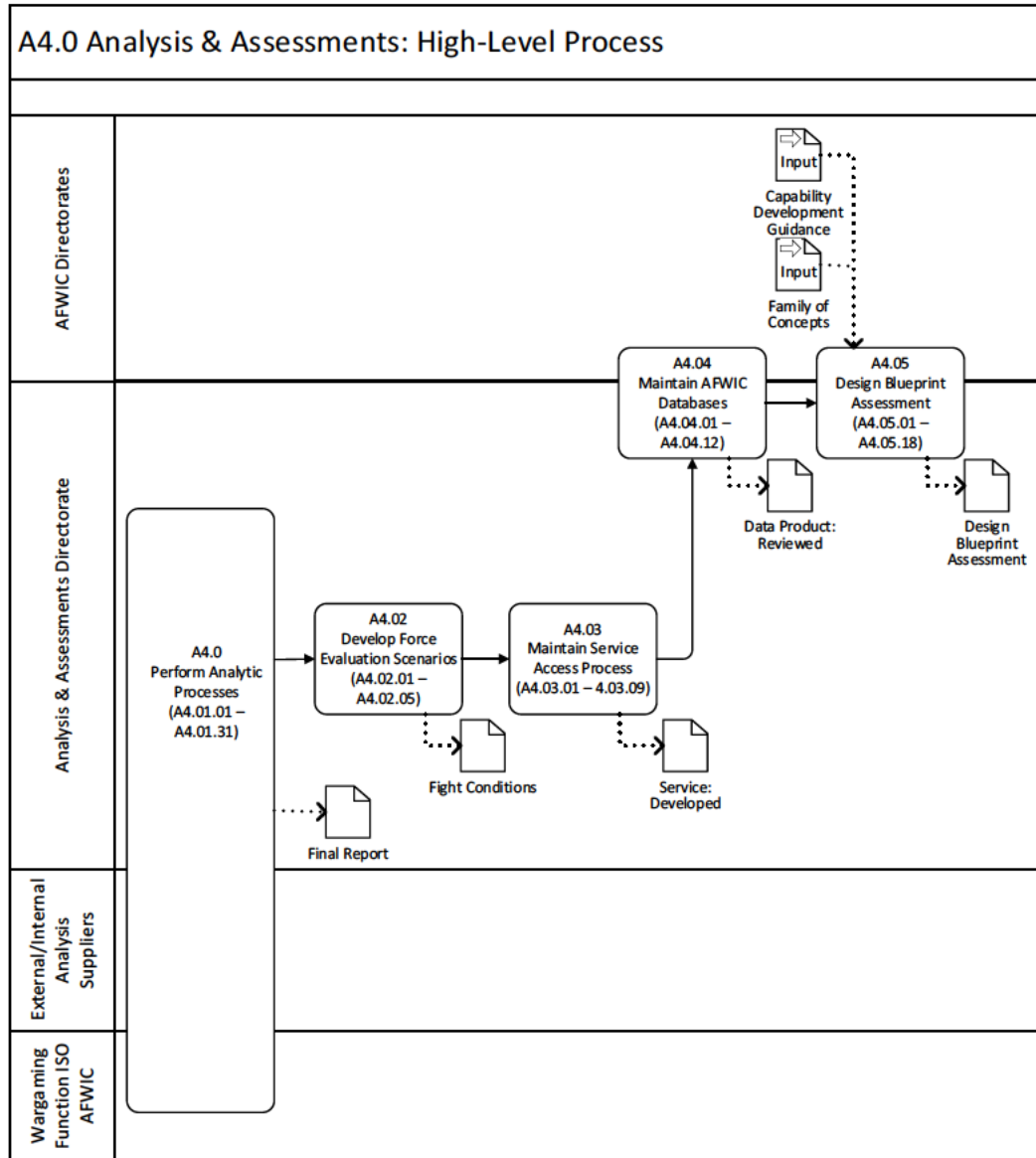
576 **5.1.4.2 – ~~Analysis & Assessments~~ [Decision Analytics](#) High Level Process Map Summary**

577 The high-level ~~Analysis & Assessments~~ [Decision Analytics](#) process is outlined below in
578 **Figure 11** and summarizes the detailed ~~Analysis & Assessments~~ [Decision Analytics](#)
579 process, as well as roles and responsibilities, which can also be found in the **Appendix**
580 **Section VIII**. The detailed ~~Analysis & Assessments~~ [Decision Analytics](#) process maps
581 provide in-depth contextual information that contains the specific process performer(s)
582 (swim lanes), activities, inputs, and outputs. The RASCI model documents the detailed
583 roles and responsibilities of all stakeholders that are involved with the completion of each
584 activity step that occurs in this process.

585

586

Figure 11 – Analysis & Assessments Decision Analytics Process Summary Map



587

588

589

590

The following is a list of Analysis & Assessments Decision Analytics maps detailed in *Appendix Section VIII*:

591

592

593

594

595

- A4.01 – Analytic Processes
- A4.02 – Develop Force Evaluation Scenarios
- A4.03 – Maintain Service Access Process
- A4.04 – Maintain AFWIC Databases
- A4.05 – Design Blueprint Assessment

596 In addition, a SIPOC model is in *Appendix Section VI*. The SIPOC provides a different
 597 view of the ~~Analysis & Assessments~~ Decision Analytics process and key activity linkages
 598 between organizations (suppliers, customers), supplied information (inputs), and received
 599 information (outputs) and was used as the starting point to create the detailed process maps.

600

601 **5.1.4.3 – High Level Description of Process Steps: ~~Analysis & Assessments~~ Decision**
 602 **Analytics**

| | |
|---|---|
| <p>A4.0 Analysis & Assessments <u>Decision Analytics</u></p> | <p>Description: The Analysis & Assessments <u>Decision Analytics</u> Directorate provides AFWIC with rapid, responsive, insightful and unbiased analysis, assessment, and wargaming capabilities that support development, implementation, and feedback for Family of Concepts, Innovative Solutions, Design Blueprint, Capability Development, and Future Force Design.</p> |
| <p>A4.01.01 – A4.01.31 Analytic Processes</p> | <p>Activity Performer: Analysis & Assessments <u>Decision Analytics</u> Directorate</p> <p>Description: The Analysis & Assessments <u>Decision Analytics</u> Directorate receives tasking and demand signals from AFWIC directorate liaisons and define need, scope, and resourcing into a formal task order, which is sent to either external or internal Analysis suppliers. The Analysis suppliers request the necessary information from the data owners and then analyzing it and requesting additional data as needed. Upon completion of their analysis, the Analysis suppliers compile their findings and report them back to the Analysis & Assessments <u>Decision Analytics</u> Directorate, where the report is either approved and supplied to the original AFWIC tasker or deemed insufficient and sent to the wargaming function. There, the report findings are assessed for wargaming suitability and if deemed suitable, the tasks, scope, and deliverables of the wargame are defined. The wargame is conducted and the results are provided to the initial tasker in a findings report.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Analytic Need, AFWIC Demand Signal, Tasking Order Output(s): Analysis Report, Analytic Briefing, Findings Report</p> <p>Roles and Responsibilities Responsible: Analysis & Assessments <u>Decision Analytics</u> Directorate, External/Internal Analysis Suppliers Accountable: Analysis & Assessments <u>Decision Analytics</u> Directorate Supportive: Wargaming Function ISO AFWIC Consulted: Data Owners Informed: AFWIC Directorates</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A4.02.01 – A4.02.05 Develop Force Evaluation Scenarios</p> | <p>Activity Performer: Analysis & AssessmentsDecision Analytics Directorate</p> <p>Description: The Design Blueprint Directorate sends the assumptions developed during their Design Blueprint kickoff to the Analysis & AssessmentsDecision Analytics Directorate. The Analysis & AssessmentsDecision Analytics Directorate translates these assumptions into scenario elements and participates in scenario definitions at multiple classification levels, culminating in fight conditions as an output.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Assumptions</p> <p>Output(s): AFWIC-Influenced Defense Planning Scenarios, Fight Conditions</p> <p>Roles and Responsibilities</p> <p>Responsible: Analysis & AssessmentsDecision Analytics Directorate</p> <p>Accountable: Analysis & AssessmentsDecision Analytics Directorate</p> <p>Supportive: Joint Analytic Community: AF/A9, N81, Center for Army Analysis (CAA)</p> <p>Consulted: AFWIC Directorates</p> <p>Informed: N/A</p> |
|--|---|



USAF SPPBE Playbook

| | |
|---|--|
| <p>A4.03.01 – A4.03.09 Maintain Service Access Process</p> | <p>Activity Performer: Analysis & Assessments Decision Analytics Directorate</p> <p>Description: The Analysis & Assessments Decision Analytics Directorate maintains an awareness of all analytic services required by AFWIC. The Analysis & Assessments Decision Analytics Directorate regularly determines if AFWIC has access to all needed services. Upon identifying a necessary service that AFWIC lacks access to, the Analysis & Assessments Decision Analytics Directorate first determines if there is a government supplier that can fill the need. If there is, the Analysis & Assessments Decision Analytics Directorate develops a Memorandum of Agreement (MOA) or Memorandum of Understanding (MOU) and updates the MOA or MOU, as necessary. If no government supplier exists, the Analysis & Assessments Decision Analytics Directorate searches for a nongovernmental supplier and develops a new contract or uses an existing contract. If no governmental or nongovernmental suppliers exist, the service requirement may need to be reconsidered.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Awareness of Required AFWIC Analytic Services, Required Service Access</p> <p>Output(s): Processed Service Access</p> <p>Roles and Responsibilities</p> <p>Responsible: Analysis & Assessments Decision Analytics Directorate</p> <p>Accountable: Analysis & Assessments Decision Analytics Directorate</p> <p>Supportive: N/A</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
|---|--|



USAF SPPBE Playbook

| | |
|--|--|
| <p>A4.04.01 – A4.04.13 Maintain AFWIC Databases</p> | <p>Activity Performer: Analysis & Assessments Decision Analytics Directorate</p> <p>Description: The Analysis & Assessments Decision Analytics Directorate updates and maintains all AFWIC information databases. When a data product is created by an AFWIC Directorate, the Directorate transmits the product to the Analysis & Assessments Decision Analytics Directorate. Upon receipt, the data is classified, tagged, stored, and backed up. When the Analysis & Assessments Decision Analytics Directorate receives a request for data from the AFWIC database, the Directorate first determines if the data exists in the database. If so, the Analysis & Assessments Decision Analytics Directorate locates the data in the AFWIC database, reviews it, and sends it to the requester. If not, the Analysis & Assessment Directorate acquires the data, if possible, reviews it, and sends it to the requester.</p> <p>Business Rule(s): N/A</p> <p>Input(s): AFWIC Data Products, AFWIC Data Requests Output(s): AFWIC Data Products: Stored</p> <p><u>Roles and Responsibilities</u> Responsible: Analysis & Assessments Decision Analytics Directorate Accountable: Analysis & Assessments Decision Analytics Directorate Supportive: N/A Consulted: AFWIC, Service Providers Informed: N/A</p> |
|--|--|



USAF SPPBE Playbook

| | |
|---|--|
| <p>A4.05.01 – A4.05.18 Design Blueprint Assessment</p> | <p>Activity Performer: Analysis & Assessments Decision Analytics Directorate</p> <p>Description: The Analysis & Assessments Decision Analytics Directorate is responsible for the assessment of the Design Blueprint. The Analysis & Assessments Decision Analytics Directorate first retrieves the Design Blueprint for assessment from the Design Blueprint Directorate. Once received, the Design Blueprint is subjected to a traceability analysis and an alignment assessment compares the document to guidance documents, such as the Family of Concepts and the CDG. The Analysis & Assessments Decision Analytics Directorate compiles the results and delivers them to the Design Blueprint Directorate, which determines whether to accept or reject the feedback and either incorporate changes or provide rationale for rejection. The Analysis & Assessments Decision Analytics Directorate archives the interim results until the Design Blueprint is approved, where the results are unarchived and assessed for adjudication comments. Updates and Recommendations are detailed in the final report, which is delivered and briefed to AFWIC Leadership, and then archived.</p> <p>Business Rule(s):</p> <p>Input(s): Capability Development Guidance, Family of Concepts, Design Blueprint</p> <p>Output(s): Comparative Analysis Results, Design Blueprint Assessment</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Analysis & Assessments Decision Analytics Directorate</p> <p>Accountable: Analysis & Assessments Decision Analytics Directorate</p> <p>Supportive: Design Blueprint Directorate</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
|---|--|

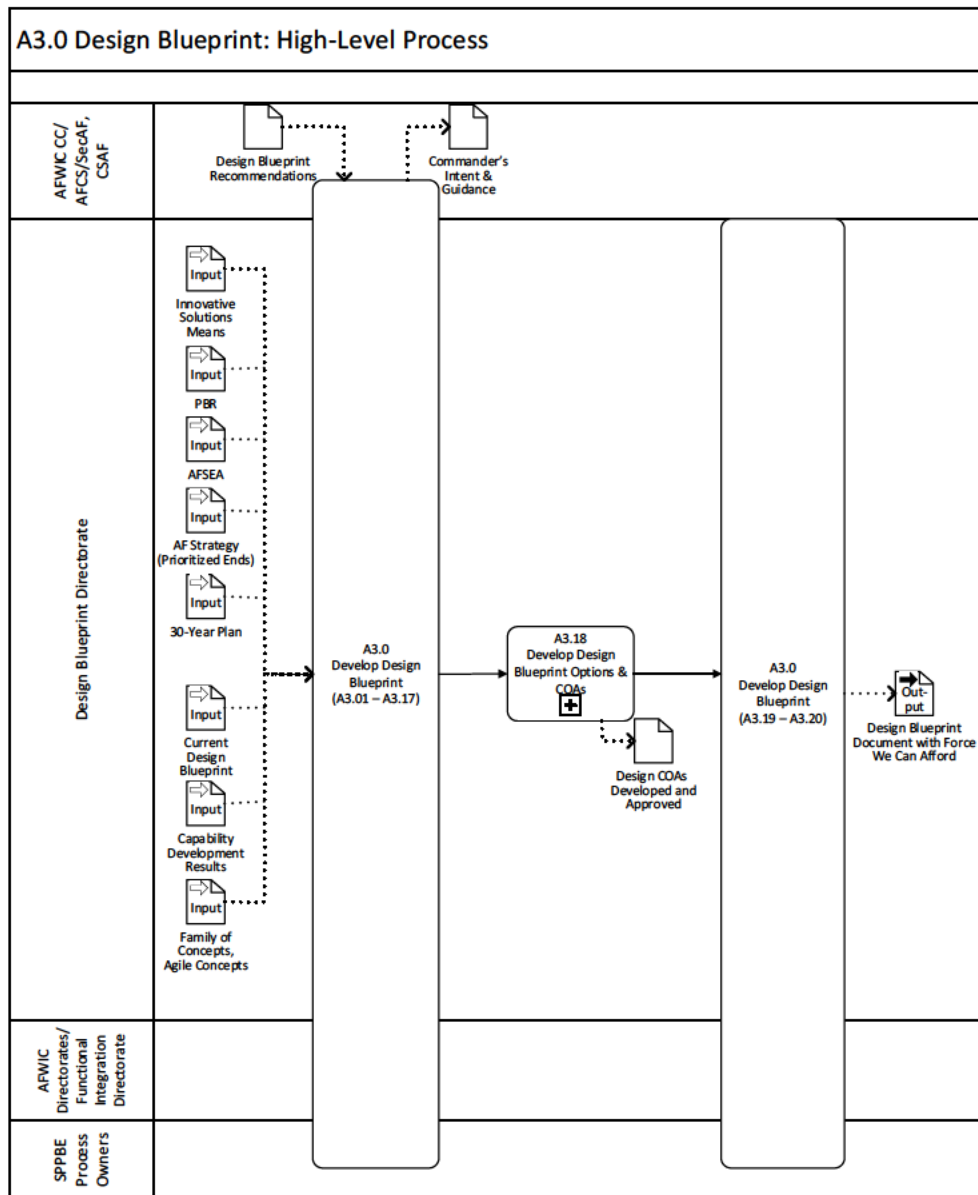
603 5.2 – AFWIC – Design Blueprint Process Summary

604 The Design Blueprint is an integrated, illustrative document on the future force in sufficient
 605 detail to drive Capability Development and transformation (The Force We Need) and to
 606 support the Programming, Budgeting, and Execution (the Force We Resource) phases of the
 607 SPPBE process. The creation of the Design Blueprint begins with a review of the Air Force
 608 Demand Signal and future environment to draw assumptions that, with the support of other
 609 Directorates, are used to help assess Air Force enterprise gaps. These gaps, along with the
 610 latest Family of Concepts, the latest Capability Development results, and the SPPBE data,
 611 inform the draft Design Blueprint. Once approved by the SecAF, CSAF, USecAF, and
 612 VCSAF, the Design Blueprint is published both internally and externally to the Air Force. The
 613 Design Blueprint guides all future force planning decisions and serves as a roadmap for the
 614 next planning cycle.

615 **5.3 – AFWIC – Design Blueprint Process Map Summary**

616 The high-level Design Blueprint process is outlined below in *Figure 12* and summarizes the
 617 detailed Design Blueprint process, as well as roles and responsibilities, which can also be found
 618 in the *Appendix Section VIII*. The detailed Design Blueprint process maps provide in-depth
 619 contextual information that contains the specific process performer(s) (swim lanes), activities,
 620 inputs, and outputs. The RASCI model documents the detailed roles and responsibilities of all
 621 stakeholders that are involved with the completion of each activity step that occurs in this phase.
 622

623 *Figure 12 – Design Blueprint Process Summary Map*



624



USAF SPPBE Playbook

625 The following is a list of Design Blueprint maps detailed in *Appendix Section VIII*:

- 626 ▪ A3.0 – Develop Design Blueprint
- 627 ▪ A3.18 – Develop Design Blueprint Options & COAs

628 In addition, a SIPOC model is in *Appendix Section VI*. The SIPOC provides a different view
 629 of the Design Blueprint process and key activity linkages between organizations (suppliers,
 630 customers), supplied information (inputs), and received information (outputs) and was used as
 631 the starting point to create the detailed process maps.

632 5.4 – AFWIC – Description of Process Steps: Design Blueprint

| | |
|---|---|
| A3.0 Design Blueprint | Description: The Design Blueprint documents the transformation of the Air Force Strategic Vision (prioritized ends) into The Force We Need and can Afford at multiple classification levels. It is used internally to the Air Force to guide Planning, Programming, Budgeting, and Execution decisions and to inform Capability Development priorities and resources, including JCIDS and Acquisition MS decisions. The Design Blueprint shapes Force Development Priorities and resources and helps to dictate Air Force Studies. Once the Force We Can Afford is added to the document, it is used externally to the Air Force for POM defense (Program Budget Request (PBR)), B/E Congressional engagement, and JCIDS validation (Joint Staff). |
| A3.01 Identify delta between previous Design Blueprint and updated documents | Activity Performer: Design Blueprint Directorate Description: Informed by the Force We Can Afford Risk Assessment, the Design Blueprint Directorate assesses the previous Design Blueprint against the 30-Year Plan and Air Force Strategy (Prioritized Ends) to determine potential areas where Planners were unable to achieve the Design. Business Rule(s): N/A Input(s): 30-Year Plan, AF Strategy, Plan Risk Assessment Output(s): Design Blueprint Delta <u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: N/A Consulted: N/A Informed: N/A |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.02 Evaluate the current Design Blueprint against updated SPPBE data, latest Family of Concepts, & latest Capability Development results</p> | <p><i>Entry from 0.01 Create AFSEA, Step 0.01.15 and 0.02 Create AF Strategy, Step 0.02.14.</i></p> <p>Activity Performer: Design Blueprint Directorate</p> <p>Description: The current Design Blueprint is scanned and the most recent SPPBE data, the latest Family of Concepts (supplied by the Futures & Concepts Directorate), and the latest Capability Development results (supplied by the Capability Development Directorate) are incorporated into the Design Blueprint to ensure that it is up-to-date. This update allows the Design Blueprint to be informed of the current Force We Are Buying, updated Force We Can Afford, prioritized ends, prospective innovative opportunities, and a composite of Acquisition inputs. Injects from other process owners are considered during this stage of the Design Blueprint process as well as before being sent to the appropriate governance. The evaluation leads to recommendations of how the Design Blueprint needs to be adapted, which are reviewed and approved by the AFWIC CC and Air Force Corporate Structure(AFCS).</p> <p>Business Rule(s): N/A</p> <p>Input(s): Current Design Blueprint, Intelligence Updates, Legislation Changes, AFSEA, 30-Year Plan Updated (with POM, PB, Congressional Decisions) (Updated Air Force We Can Afford), PBR (POM Defense), Appropriations (Force We Are Buying Including Acquisition Status of Program of Records), Innovative Solutions (Means), Family of Concepts, Agile Concepts, Capability Development Results, Acquisition Program of Records, Capability Development Database Results, Advancement Setbacks (S&T/R&D), Wargame Results, Design Blueprint Recommendations: Feedback</p> <p>Output(s): Recommended Re-Design Projects</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Design Blueprint Directorate</p> <p>Accountable: N/A</p> <p>Supportive: Analysis & AssessmentsDecision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, AF/A5SS, AF/A8XP, AF/A8PE, Functional Integration Directorate</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
|--|---|



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.03 Conduct review of Design Blueprint recommendations</p> | <p>Activity Performer: AFWIC CC Description: After the Design Blueprint Directorate compiles the recommendations, the AFWIC CC conducts a review to ensure the recommendations are on the correct track to create project teams to yield comprehensive Design Options. Business Rule(s): N/A</p> <p>Input(s): Recommended Re-Design Projects, Output(s): Design Blueprint Recommendations: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AFWIC CC Accountable: AFWIC CC Supportive: Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Functional Integration Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.04 Determine approval of Design Blueprint recommendations</p> | <p>Activity Performer: AFWIC CC Description: The AFWIC CC chooses whether to approve the recommendations produced through the Design Blueprint evaluation. If the AFWIC CC approves the recommendations, they are sent to the Air Force Design Group. If the AFWIC CC does not approve the work products, the recommendations will require feedback and re-tasking. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Reviewed Output(s): Design Blueprint Recommendations: Approval Determination Exclusive Gateway: <i>If 'Disapprove,' proceed to Step A3.05. If 'Approve,' proceed to Step A3.06.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AFWIC CC Accountable: N/A Supportive: N/A Consulted: N/A Informed: Design Blueprint Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Functional Integration Directorate</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.05 Provide feedback on Design Blueprint recommendations</p> | <p>Activity Performer: AFWIC CC Description: If the AFWIC CC chooses not to approve the Design Blueprint recommendations, the CC provides feedback and sends the recommendations back to the Design Blueprint Directorate for further evaluation. Additional input from other AFWIC Directorates may also be incorporated into the recommendations during this stage.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Approval Determination Output(s): Design Blueprint Recommendations: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AFWIC CC Accountable: N/A Supportive: Design Blueprint Directorate, Analysis & AssessmentsDecision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Functional Integration Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.06 Conduct review of Design Blueprint recommendations (AF Design Group)</p> | <p>Activity Performer: AF Design Group Description: After an approval from the AFWIC CC, the Air Force Design Groups conduct a review of the recommendations to determine a way forward.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Approval Determination Output(s): Design Blueprint Recommendations: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Group Accountable: AF Design Group Supportive: Analysis & AssessmentsDecision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, AF/A5RP (JCIDS), SPPBE AF/A5SS, SPPBE AF/A8XP, SPPBE AF/A8PE, SAF/AQ, AF/A1M, AF/A9, L-CMDs, L-Agents Consulted: SPPBE SAF/FMB, SAF/LL, SAF/IEIB, AF/PA Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.07 Determine approval of Design Blueprint recommendations (AF Design Group)</p> | <p>Activity Performer: AF Design Group Description: The Air Force Design Group chooses whether to approve the recommendations produced through the Design Blueprint evaluation. If the Air Force Design Group approves the recommendations, they are sent to the Air Force Design Board. If the Air Force Design Group does not approve the recommendations, they require feedback and re-evaluation from the Design Blueprint Directorate. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Reviewed Output(s): Design Blueprint Recommendations: Approval Determination <i>Exclusive Gateway: If 'Disapproved,' proceed to Step A3.08. If 'Approved,' proceed to Step A3.09.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Group Accountable: AF Design Group Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>A3.08 Provide feedback on Design Blueprint recommendations (AF Design Group Taskers)</p> | <p>Activity Performer: AF Design Group Description: If the Air Force Design Group chooses not to approve the Design Blueprint recommendations, the Air Force Design Group provides feedback and sends the recommendations back to the Design Blueprint Directorate for further evaluation. Additional input from other AFWIC Directorates may also be incorporated into the recommendations during this stage. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Approval Determination Output(s): Design Blueprint Recommendations: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Group Accountable: AF Design Group Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.09 Conduct review of Design Blueprint recommendations (AF Design Board)</p> | <p>Activity Performer: AF Design Board Description: After an approval from the Air Force Design Group, the Air Force Design Board conducts a review of the recommendations to determine a way forward. Business Rule(s): N/A Input(s): Design Blueprint Recommendations: Approval Determination Output(s): Design Blueprint Recommendations: Reviewed <u>Roles and Responsibilities</u> Responsible: AF Design Board Accountable: AF Design Board Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>A3.10 Determine approval of Design Blueprint recommendations (AF Design Board)</p> | <p>Activity Performer: AF Design Board Description: The Air Force Design Board chooses whether to approve the recommendations produced through the Design Blueprint evaluation. If the Air Force Design Board approves the recommendations, they are then sent to the Air Force Council. If the Air Force Design Board does not approve the recommendations, they require feedback and re-evaluation from the Design Blueprint Directorate. Business Rule(s): N/A Input(s): Design Blueprint Recommendations: Reviewed Output(s): Design Blueprint Recommendations: Approval Determination <i>Exclusive Gateway: If 'Disapproved,' proceed to Step A3.11. If 'Approved,' proceed to Step A3.12.</i> <u>Roles and Responsibilities</u> Responsible: AF Design Board Accountable: AF Design Board Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.11 Provide feedback on Design Blueprint recommendations (AF Design Board Taskers)</p> | <p>Activity Performer: AF Design Board Description: If the Air Force Design Board chooses not to approve the Design Blueprint recommendations, the Air Force Design Board provides feedback and sends the recommendations back to the Design Blueprint Directorate for further evaluation. Additional input from other AFWIC Directorates may also be incorporated into the recommendations during this stage. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Approval Determination Output(s): Design Blueprint Recommendations: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Board Accountable: AF Design Board Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>A3.12 Conduct review of Design Blueprint recommendations (AF Council)</p> | <p>Activity Performer: AF Council Description: After an approval from the Air Force Design Board, the Air Force Design Council conducts a review of the recommendations to determine a way forward. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Approval Determination Output(s): Design Blueprint Recommendations: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AF Council Accountable: AF Council Supportive: Design Blueprint Directorate Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>A3.13 Determine approval of Design Blueprint recommendations (AF Council)</p> | <p>Activity Performer: AF Council Description: The Air Force Council chooses whether to approve the recommendations produced through the Design Blueprint evaluation. If the Air Force Council approves the recommendations, they are then sent to the SecAF and CSAF. If the Air Force Council does not approve the recommendations, they require feedback and re-evaluation from the Design Blueprint Directorate. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Reviewed Output(s): Design Blueprint Recommendations: Approval Determination <i>Exclusive Gateway: If 'Disapproved,' proceed to Step A3.14. If 'Approved,' proceed to Step A3.15.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF Council Accountable: AF Council Supportive: Design Blueprint Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.14 Provide feedback on Design Blueprint recommendations (AF Council)</p> | <p>Activity Performer: AF Council Description: If the Air Force Council chooses not to approve the Design Blueprint recommendations, the Air Force Council provides feedback and sends the recommendations back to the Design Blueprint Directorate for further evaluation. Additional input from other AFWIC Directorates may also be incorporated into the recommendations during this stage. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Approval Determination Output(s): Design Blueprint Recommendations: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF Council Accountable: AF Council Supportive: N/A Consulted: N/A Informed: Design Blueprint Directorate</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.15 Conduct review of Design Blueprint recommendations</p> | <p>Activity Performer: SecAF and CSAF Description: Pending approval by the Air Force Council, the Design Blueprint recommendations are sent to the SecAF and CSAF for a Leadership review. This is the final stage of revisions before the recommendations are used to inform the more comprehensive set of Design Blueprint Options and COAs. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Approval Determination Output(s): Design Blueprint Recommendations: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: SecAF and CSAF Accountable: SecAF and CSAF Supportive: Design Blueprint Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.16 Determine approval of Design Blueprint recommendations</p> | <p>Activity Performer: SecAF and CSAF Description: The SecAF and CSAF choose whether to approve or disapprove the Design Blueprint recommendations. If the SecAF and CSAF approve the Design Blueprint, project teams are formed to build Design Blueprint Options and COAs. If the SecAF and CSAF choose not to approve the Design Blueprint, the recommendations are then given feedback and sent back for re-tasking. This is also an opportunity for the Commander’s intent and guidance to be applied and communicated to AFWIC. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Recommendations: Reviewed Output(s): Commander’s Intent and Guidance <i>Exclusive Gateway: If ‘Disapproved,’ proceed to Step A3.17. If ‘Approved,’ proceed to Step A3.18.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SecAF and CSAF Accountable: SecAF and CSAF Supportive: N/A Consulted: N/A Informed: AFWIC CC, Design Blueprint Directorate</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.17 Provide feedback on Design Blueprint recommendations</p> | <p>Activity Performer: SecAF and CSAF Description: If the SecAF and CSAF disapprove the recommendations, the recommendations are sent back to the Design Blueprint Directorate for further evaluation along with explanatory feedback. Business Rule(s): N/A</p> <p>Input(s): Commander's Intent & Guidance Output(s): Design Blueprint Recommendations: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AFWIC CC Accountable: SecAF and CSAF Supportive: Design Blueprint Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.18 Develop Design Blueprint Options and COAs</p> | <p>Description: The Design Blueprint Directorate forms Project Teams to develop Design Options in support of the Design COAs. The AFWIC Directorates collaborate to develop the Design Options and then send them back to the Design Blueprint Directorate. Upon receipt, the Design Blueprint Directorate assesses the Design Options and determines if additional detail is needed. If so, additional detail is gathered and a determination is made regarding re-tasking. If no additional detail is needed or no re-tasking is necessary, the Design Options are sent to the Analysis & Assessments Decision Analytics Directorate, who analyze them before returning to the Design Blueprint Directorate. The Design Blueprint Directorate groups, integrates, and prioritizes the Options. Next, the AFWIC Directorates, along with the Functional Integration Leads, draft Design COAs. The AFCS assists in building COAs using the Options, and reviewing the resulting COAs. These are then approved or disapproved by the AFCS and the AFWIC CC. The final COAs are sent to the SecAF and the CSAF, who determine which COA to adopt as the Design Blueprint.</p> |
| <p>A3.18.01 Form Design Options Project Teams</p> | <p>Activity Performer: Design Blueprint Directorate Description: The Design Blueprint Directorate forms Project Teams to further develop the Design Blueprint recommendations, which were approved by the SecAF and CSAF. Business Rule(s): N/A</p> <p>Input(s): Commander's Intent & Guidance Output(s): Design Options Team Assignment</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.18.02 Initiate Design Options development (Project Teams)</p> | <p>Activity Performer: Design Blueprint Directorate Description: Informed by the Design Blueprint recommendations, the Project Teams begin the process for building Design Options. Business Rule(s): N/A</p> <p>Input(s): Design Options Team Assignment Output(s): Initiated Design Options</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>A3.18.03 Collaborate to develop Design Options (AFWIC All)</p> | <p>Activity Performer: Design Blueprint Directorate Description: The AFWIC Directorates and Functional Integration Leads collaborate to create Design Options, which will serve as the basis for Design COAs. Business Rule(s): N/A</p> <p>Input(s): Initiated Design Options Output(s): Design Options: Developed</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate, Innovative Solutions Directorate, Futures & Concepts Directorate, Capability Development Directorate, Analysis & Assessments Decision Analytics Directorate Accountable: Functional Integration Directorate Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>A3.18.04 Submit Design Options</p> | <p>Activity Performer: AFWIC Description: AFWIC Directorates submit ideas on how the Design Blueprint needs to change to the Design Blueprint Directorate for consideration. Business Rule(s): N/A</p> <p>Input(s): Design Options: Developed Output(s): Design Options: Submitted</p> <p><u>Roles and Responsibilities</u> Responsible: Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate Accountable: N/A Supportive: N/A Consulted: N/A Informed: Design Blueprint Directorate</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.18.05 Receive compiled Design Options</p> | <p>Activity Performer: Design Blueprint Directorate Description: The Design Blueprint Directorate receives the compiled Design Options from the other AFWIC Directorates, L-CMDs and L-Agents in preparation for assessment. Business Rule(s): N/A</p> <p>Input(s): Design Options: Submitted Output(s): Design Options: Compiled</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>A3.18.06 Determine if need additional detail</p> | <p>Activity Performer: Design Blueprint Directorate Description: The Design Blueprint Directorate determines if the Design Options submitted from AFWIC Directorates, L-CMDs and L-Agents are sufficient to be analyzed by the Analysis & Assessments Decision Analytics Directorate and subsequently submitted to inform COA construction. Business Rule(s): N/A</p> <p>Input(s): Design Options: Compiled Output(s): Design Options: Vector Determination <i>Exclusive Gateway: If 'Not Sufficient,' proceed to Step A3.18.07. If 'Sufficient,' proceed to 4.0 Analysis & Assessments Decision Analytics, Step A4.01.01</i></p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.18.07 Gather more information (e.g., inputs, detail, and ROE)</p> | <p>Activity Performer: Design Blueprint Directorate Description: If the Design Options are not sufficient, the Design Blueprint Directorate, with the assistance of the other AFWIC Directorates, gathers more information to revise the Options. Business Rule(s): N/A</p> <p>Input(s): Design Options: Vector Determination, Design COAs Feedback Output(s): Collected Information (e.g., Inputs, Detail, and Return on Equity (ROE))</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: Analysis & AssessmentsDecision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, L-CMDs, L-Agents, Functional Integration Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.18.08 Determine if needs re-tasking</p> | <p>Activity Performer: Design Blueprint Directorate Description: After gathering more information for the revision of the Design Options, the Design Blueprint Directorate determines if the Design Options should be re-tasked. Business Rule(s): N/A</p> <p>Input(s): Collected Information Output(s): Re-vector Determination Exclusive Gateway: <i>If 'Not Sufficient,' proceed to Step A3.18.09. If 'Sufficient,' proceed to 4.0 Analysis & AssessmentsDecision Analytics, Step A4.01.01</i></p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.18.09 Provide Design Options feedback</p> | <p>Activity Performer: Design Blueprint Directorate Description: After the Design Blueprint Directorate determines that the Design Options are insufficient, the Directorate provides explanatory feedback and re-tasks the Options back to the Project Teams. Business Rule(s): N/A</p> <p>Input(s): Re-vector Determination Output(s): Design Options Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: N/A Consulted: N/A Informed: Analysis & AssessmentsDecision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, L-CMDs, L-Agents</p> |
| <p>A3.18.10 Group, integrate, and prioritize new and current Design Options</p> | <p>Activity Performer: Design Blueprint Directorate Description: The Design Blueprint Directorate catalogs and integrates the analyzed Design Options from the Analysis & AssessmentsDecision Analytics Directorate, according to their function. The Design Blueprint Directorate prioritizes the Design Options to determine when COAs should be built by the AFWIC Directorates. Business Rule(s): N/A</p> <p>Input(s): Compiled Design Options Analysis Output(s): Design Options: Grouped, Integrated, & Prioritized</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: Analysis & AssessmentsDecision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.18.11 Assign Design Blueprint sections</p> | <p>Activity Performer: Design Blueprint Directorate Description: Once the Design COAs have been detailed and expanded, sections of the Design Blueprint are tasked out to the other AFWIC Directorates and to the Functional Integration Team Leads. The Functional Integration Team Leads determine if further tasking is needed. Business Rule(s): N/A</p> <p>Input(s): Design Options: Grouped, Integrated, & Prioritized Output(s): Design Blueprint Sections <i>Inclusive Gateway: If 'Design Blueprint Directorate,' proceed to Step A3.18.17. If 'Other AFWIC Directorates,' proceed to Step A3.18.12. If 'AFWIC Functional Integration Directorates,' proceed to Step A3.18.13.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, L-CMDs, L-Agents Consulted: N/A Informed: N/A</p> |
| <p>A3.18.12 Draft document sections (AFWIC All)</p> | <p>Activity Performer: Design Blueprint Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate Description: The Directorates for Capability Development, Futures & Concepts, Innovative Solutions, and Analysis & Assessments Decision Analytics each draft their assigned sections of the Design Blueprint. The Design Blueprint Directorate oversees the production of the Design Blueprint draft, providing input where necessary.</p> <p>Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Sections Output(s): Design Blueprint Sections (Draft)</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate Accountable: Design Blueprint Directorate Supportive: Functional Integration Directorate, L-CMDs, L-Agents Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>A3.18.13 Determine if needs re-tasked</p> | <p>Activity Performer: Functional Integration Team Lead Description: The Functional Integration Team Leads determine whether additional input to the Design Blueprint draft is required from the L-CMDs and L-Agents. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Sections Output(s): Re-tasking Determination <i>Inclusive Gateway: If 'Does not need re-tasked,' proceed to Step A3.18.14. If 'Needs re-tasked,' proceed to Step A3.18.15.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Functional Integration Directorate Accountable: Functional Integration Directorate Supportive: N/A Consulted: N/A Informed: L-CMDs, L-Agents</p> |
| <p>A3.18.14 Draft document sections</p> | <p>Activity Performer: Functional Integration Team Lead Description: The Functional Integration Team Leads draft the assigned section of the Design Blueprint. Business Rule(s): N/A</p> <p>Input(s): Re-tasking Determination Output(s): Design Blueprint Sections (Draft)</p> <p><u>Roles and Responsibilities</u> Responsible: Functional Integration Directorate Accountable: Functional Integration Directorate Supportive: L-CMDs, L-Agents Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.18.15 Draft document sections (All)</p> | <p>Activity Performer: L-CMDs, L-Agents Description: If the Functional Integration Team Leads determine that their section of the Design Blueprint requires inputs from L-CMDs and L-Agents, they task the L-CMDs and L-Agents with drafting additional Design Blueprint sections. Business Rule(s): N/A Input(s): Re-tasking Determination Output(s): Design Blueprint Sections (Draft) <u>Roles and Responsibilities</u> Responsible: L-CMDs, L-Agents Accountable: N/A Supportive: Design Blueprint Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Functional Integration Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.18.16 Review draft document sections</p> | <p>Activity Performer: Functional Integration Team Lead Description: The Functional Integration Team Leads evaluate the drafted Design Blueprint sections and, if applicable, the draft document sections received from L-CMDs and L-Agents. The Functional Integration Team Leads review the material for quality and content and then submit their feedback to the Design Blueprint Directorate. Business Rule(s): N/A Input(s): Design Blueprint Sections (Draft) Output(s): Design Blueprint Sections (Draft): Reviewed <u>Roles and Responsibilities</u> Responsible: Functional Integration Directorate Accountable: Functional Integration Directorate Supportive: L-CMDs, L-Agents Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.18.17 Draft Studies Section</p> | <p>Activity Performer: Design Blueprint Directorate Description: After assigning the other sections of the Design Blueprint to the AFWIC Functional Integration Leads to complete, the Design Blueprint Directorate drafts the studies section of the document. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Sections Output(s): Studies Section</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: Analysis & AssessmentsDecision Analytics, Functional Integration Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.18.18 Compile document sections into draft Design Blueprint</p> | <p>Activity Performer: Design Blueprint Directorate Description: Upon receipt of the various draft Design Blueprint sections from the AFWIC Directorates and the Functional Integration Team Leads, the Design Blueprint Directorate reviews and compiles these sections into a complete Design Blueprint draft. The Design Blueprint Directorate ensures that all document sections meet the guidelines set by the SecAF and CSAF and fulfill the AFWIC CC's intent. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint Sections (Draft), Studies Section, Design Blueprint Sections (Draft): Reviewed Output(s): Draft Design Blueprint</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: Analysis & AssessmentsDecision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Functional Integration Directorate Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.18.19 Develop Design Blueprint COAs coordination submission</p> | <p>Activity Performer: Design Blueprint Directorate Description: The Design Blueprint Directorate packages the compiled document sections as Design Blueprint COAs and submits to the AFCS for review and approval. Business Rule(s): N/A</p> <p>Input(s): Draft Design Blueprint Output(s): COAs: Submitted</p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: Design Blueprint Directorate Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>A3.18.20 Review single/multiple Design COAs (AF Design Group)</p> | <p>Activity Performer: AF Design Group Description: The Design COA review process begins when the Air Force Design Group receives the drafted COAs from the AFWIC Directorates. The Air Force Design Group initiates the approval/disapproval decision stage and way forward for Design COAs. Business Rule(s): N/A</p> <p>Input(s): COAs: Submitted Output(s): Design COAs: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Group Accountable: AF Design Group Supportive: Functional Integration Directorate, Capability Development Directorate, Design Blueprint Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, AF/A5RP (JCIDS), SPPBE AF/A5SS, SPPBE AF/A8XP, SPPBE AF/A8PE, SAF/AQ, AF/A1M, AF/A9, L-CMDs, L-Agents Consulted: SPPBE SAF/FMB, SAF/LL, SAF/IEIB, AF/PA Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.18.21 Determine approval of Design COAs (AF Design Group)</p> | <p>Activity Performer: AF Design Group Description: The Air Force Design Group assesses the strength of the Design COAs and determines if they are ready for review by the AFWIC CC. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Reviewed Output(s): Design COAs: Approval Determination <i>Exclusive Gateway: If 'Disapproved,' proceed to Step 3.18.22. If 'Approved,' proceed to Step 3.18.23.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Group Accountable: AF Design Group Supportive: Functional Integration Directorate, Capability Development Directorate, Design Blueprint Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, AF/A5RP (JCIDS), SPPBE AF/A5SS, SPPBE AF/A8XP, SPPBE AF/A8PE, SAF/AQ, AF/A1M, AF/A9, L-CMDs, L-Agents Consulted: SPPBE SAF/FMB, SAF/LL, SAF/IEIB, AF/PA Informed: N/A</p> |
| <p>A3.18.22 Provide feedback on COAs (AF Design Group Taskers)</p> | <p>Activity Performer: AF Design Group Description: If the Design COAs are not approved, the Air Force Design Group provides feedback to improve the COAs before re-vectoring with the Design Blueprint Directorates to collect more information. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Approval Determination Output(s): Design COAs: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Group Accountable: AF Design Group Supportive: SAF/FM Consulted: Design Blueprint Directorate, Capability Development Directorate, Functional Integration Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, AF/A5RP (JCIDS), AF/A5SS, AF/A8PE, SAF/FMB, AF/A9, L-CMDs, L-Agents Informed: SPPBE AF/A8XP, SAF/AQ, AF/A1M, SAF/LL, SAF/IEIB, AF/PA</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.18.23 Review single/multiple COAs</p> | <p>Activity Performer: AFWIC CC Description: If the Design COAs are approved by the Air Force Design Group, then they are sent to the AFWIC CC for assessment. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Approval Determination Output(s): Design COAs: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AFWIC CC Accountable: AFWIC CC Supportive: Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Design Blueprint Directorate, Functional Integration Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.18.24 Determine approval of Design COAs</p> | <p>Activity Performer: AFWIC CC Description: The AFWIC CC determines if the Design COAs are ready for review by the Air Force Design Board. If additional work is necessary prior to approval, the CC reviews the COAs and provides relevant feedback. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Reviewed Output(s): Design COAs: Approval Determination Exclusive Gateway: <i>If 'Disapproved,' proceed to Step A3.18.25. If 'Approved,' proceed to Step A3.18.26.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AFWIC CC Accountable: AFWIC CC Supportive: N/A Consulted: N/A Informed: Design Blueprint Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Functional Integration Directorate</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.18.25 Provide feedback on COAs (AFWIC CC Taskers)</p> | <p>Activity Performer: AFWIC CC Description: If the AFWIC CC chooses not to approve the Design COAs, the CC provides feedback before re-vectoring with the Design Blueprint Directorate to collect more information. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Approval Determination Output(s): Design COAs: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AFWIC CC Accountable: AFWIC CC Supportive: Design Blueprint Directorate, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Functional Integration Directorate Consulted: N/A Informed: N/A</p> |
| <p>A3.18.26 Review single/multiple COAs (AF Design Board)</p> | <p>Activity Performer: AF Design Board Description: If the Design COAs are approved by the AFWIC CC, the Design Board reviews the COAs and provides feedback, as necessary. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Approval Determination Output(s): Design COAs: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Board Accountable: AF Design Board Supportive: Design Blueprint Directorate, AF/A5RP (JCIDS), AF/A5SS, AF/A8XP, AF/A8PE, SAF/FMB, SAF/AQ, L-CMDs, L-Agents Consulted: Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, SAF/LL, SAF/IEIB, AF/PA, AFWIC CC, Functional Integration Directorate Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.18.27 Determine approval of Design COAs (AF Design Board)</p> | <p>Activity Performer: AF Design Board Description: The Air Force Design Board determines if the Design COAs are ready for review by the Air Force Council, and if not, provides feedback, as necessary. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Reviewed Output(s): Design COAs: Approval Determination <i>Exclusive Gateway: If 'Disapproved,' proceed to Step A3.18.28. If 'Approved,' proceed to Step A3.18.29.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Board Accountable: AF Design Board Supportive: Design Blueprint Directorate, AF/A5RP (JCIDS), AF/A5SS, AF/A8XP, AF/A8PE, SAF/FMB, SAF/AQ, L-CMDs, L-Agents Consulted: Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, SAF/LL, SAF/IEIB, AF/PA, AFWIC CC, Functional Integration Directorate Informed: N/A</p> |
| <p>A3.18.28 Provide feedback on COAs (AF Design Board Taskers)</p> | <p>Activity Performer: AF Design Board Description: If the Air Force Design Board does not approve the Design COAs, the Air Force Design Board provides feedback and recommendations to improve the COAs to the Design Blueprint Directorates. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Approval Determination Output(s): Design COAs: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF Design Board Accountable: AF Design Board Supportive: N/A Consulted: Design Blueprint Directorate, AF/A5RP (JCIDS), AF/A5SS, AF/A8XP, AF/A8PE, SAF/FMB, SAF/AQ, L-CMDs, L-Agents Informed: Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Functional Integration Directorate, SAF/LL, SAF/IEIB, AF/PA</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.18.29 Review single/multiple design COAs (AF Council)</p> | <p>Activity Performer: AF Council Description: If the Design COAs are approved by the Air Force Design Group, the COAs are sent to the Air Force Council for assessment. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Approval Determination Output(s): Design COAs: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AF Council Accountable: USecAF and VCSAF, AF Council Supportive: Design Blueprint Directorate Consulted: AF/A5/8, SAF/FM, SAF/AQ, AF/A1M, AF/A9, L-CMDs, L-Agents, SAF/LL, AF/PA Informed: AFWIC CC</p> |
| <p>A3.18.30 Determine approval of Design COAs (AF Council)</p> | <p>Activity Performer: AF Council Description: The Air Force Council determines if the Design COAs are ready for review by the SecAF and CSAF. If additional work is necessary prior to approval, the Air Force Council reviews the COAs and provides relevant feedback to the Design Blueprint Directorate. Business Rule(s): N/A</p> <p>Input(s): COAs: Reviewed Output(s): Design COAs: Approval Determination <i>Exclusive Gateway: If 'Disapproved,' proceed to Step A3.18.31. If 'Approved,' proceed to Step A3.18.32.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF Council Accountable: USecAF and VCSAF, AF Council Supportive: Design Blueprint Directorate Consulted: AF/A5/8, SAF/FM, SAF/AQ, AF/A1M, AF/A9, L-CMDs, L-Agents, SAF/LL, AF/PA Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.18.31 Provide feedback on COAs (AF Council Taskers)</p> | <p>Activity Performer: AF Council Description: If the Design COAs are disapproved by the Air Force Council, the Council provides feedback to the Design Blueprint Directorate. Business Rule(s): N/A</p> <p>Input(s): Design COAs: Approval Determination Output(s): Design COAs: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF Council Accountable: USecAF and VCSAF, AF Council Supportive: N/A Consulted: Design Blueprint Directorate Informed: AF/A5/8, SAF/FM, SAF/AQ, AF/A1M, AF/A9, L-CMDs, L-Agents, SAF/LL, AF/PA</p> |
| <p>A3.18.32 Review Design Blueprint with recommended COAs</p> | <p>Activity Performer: SecAF and CSAF Description: If the Design COAs are approved by the Air Force Council, the recommended COAs are submitted to the SecAF and CSAF for assessment against the Design Blueprint. Business Rule(s): Design Blueprint is defined as the Air Force’s The Force We Need at MRF</p> <p>Input(s): Design COAs: Approval Determination Output(s): Design Blueprint COAs: Selected</p> <p><u>Roles and Responsibilities</u> Responsible: SecAF and CSAF Accountable: SecAF and CSAF Supportive: Design Blueprint Directorate Consulted: N/A Informed: USecAF and VCSAF</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>A3.18.33 Determine if need additional information or approval</p> | <p>Activity Performer: SecAF and CSAF Description: The SecAF and CSAF assess the Design Blueprint to determine if the Design Blueprint meets the intent of The Force We Need or if edits are required. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint COAs: Selected Output(s): Design Blueprint: Approval Determination <i>Exclusive Gateway: If 'Disapproved,' proceed to Step A3.18.34. If 'Approved,' proceed to Step A3.19.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SecAF and CSAF Accountable: SecAF and CSAF Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>A3.18.34 Provide feedback on Design Blueprint</p> | <p>Activity Performer: SecAF and CSAF Description: If the Design Blueprint does not meet the intent of The Force We Need and is disapproved by the SecAF and CSAF, then the SecAF and CSAF will provide feedback and re-task the COAs to the Design Blueprint Directorate for reassessment. Business Rule(s): N/A</p> <p>Input(s): Design Blueprint: Approval Determination Output(s): Design COAs: Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: SecAF and CSAF Accountable: SecAF and CSAF Supportive: AFWIC CC, Design Blueprint Directorate Consulted: N/A Informed: USecAF and VCSAF</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>A3.19 Publish Design Blueprint internal to Air Force enterprise (Multiple Classification Levels)</p> | <p>Activity Performer: Design Blueprint Description: Once the SecAF, CSAF, USecAF, and VCSAF sign off on the Design Blueprint, then it is sent to the Design Blueprint Directorate for publishing. The final version of the Design Blueprint communicates The Force We Need, including all perceived gaps. The document is available at multiple classification levels with varying degrees of specificity, depending on the expected audience, and is provided to all other AFWIC Directorates, SPPBE process owners, L-CMDs and L-Agents. Business Rule(s): N/A</p> <p>Input(s): Draft Design Blueprint: Approval Determination Output(s): Design Blueprint: Published <i>Parallel Gateway: Proceed to 1.0 Planning, Step 1.01, Notify all AFWIC Directorates, SPPBE Process Owners, L-CMDs, and L-Agents of published gaps, and Proceed to Step A3.20, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Design Blueprint Directorate Accountable: AFWIC CC Supportive: AF/PA Consulted: N/A Informed: USecAF and VCSAF, Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Functional Integration Directorate, AF/A5/8, AF/A5RP (JCIDS), AF/A5SS, AF/A8XP, AF/A8PE, SAF/FM, SAF/AQ, AF/A1M, AF/A9, L-CMDs, L-Agents, SAF/LL, SAF/IEIB</p> |
|--|--|



USAF SPPBE Playbook

| | |
|--|---|
| <p>A3.20 Add the new Force We Can Afford to the Design Blueprint (Multiple Classification Levels)</p> | <p>Activity Performer: Design Blueprint Directorate</p> <p>Description: Following the distribution of the internal Design Blueprint containing The Force We Need, the Design Blueprint Directorate adds The Force We Can Afford to the document with assistance from the SPPBE process owners. The expanded document is informed by SPPBE data and cost-constrains the Design Blueprint, mapping a financially feasible Air Force Future Force. Once The Force We Can Afford has been added, the expanded Design Blueprint is published and released externally to the Air Force.</p> <p>Business Rule(s): The Force We Can Afford is used to advocate for painful decisions made politically.</p> <p>Input(s): Design Blueprint: Published, Design to Plan Guidance, 30 Year Plan (Force We Can Afford)</p> <p>Output(s): Design Blueprint with Force We Can Afford</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Design Blueprint Directorate, SPPBE AF/A8XP</p> <p>Accountable: Design Blueprint Directorate</p> <p>Supportive: Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Functional Integration Directorate</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
|--|---|



USAF SPPBE Playbook

6346.0 – SPPBE Phase I – Planning

635 6.1 – Planning Process Summary

636 The Planning phase of the Air Force SPPBE process links the Design Blueprint and the
637 Programming phase by refining the long-term needs of the Air Force through Design Blueprint
638 priorities and a resource informed perspective to provide the “Air Force We Can Afford.” In
639 collaboration with key stakeholders across the HAF, L-CMDs/L-Agents, and the Air Reserve
640 Component (ARC), AF/A8XP assesses and incorporates an analysis of Air Force capability,
641 capacity, and readiness in relation to existing conditions, projected threats, and Joint Force
642 requirements. A key outcome of the Planning phase is an executable, credible, and transparent
643 Air Force plan that contains additional context regarding options for concepts, capabilities, and
644 policies that delivers the force in a resource-constrained plan.

645 The Planning phase also translates the Design Blueprint and shapes senior leadership’s strategic
646 communications for the overall SPPBE process. Planning guidance is a point for L-CMDs/L-
647 Agents and HAF Planners, including HAF Panel representatives, to develop Planning
648 Deliverables and the SPG for directed products, which enables a balanced allocation of resources
649 across a 30-Year Plan that enhances *Global Vigilance, Global Reach, and Global Power* across
650 the range of military operations.

651 The Planning phase produces the 30-Year Plan and the PPG, which are updated every Planning
652 cycle to accurately reflect any additional impactful modifications throughout the course of this
653 phase. In addition, the Planning phase produces detailed guidance regarding strategic capability
654 and resource decision-making throughout the SPPBE process in its entirety. The 30-Year Plan
655 gradually builds towards an affordable topline position to succeed across the core mission areas,
656 and establishes the necessary foundational capabilities for the Air Force.

657 6.2 – Planning Process Map Summary

658 The high-level Planning process is outlined below in *Figure 13* and summarizes the detailed
659 Planning process, as well as roles and responsibilities, which can also be found in the *Appendix*
660 *Section VII*. The detailed Planning process maps provide in-depth contextual information that
661 contains the specific process performer(s) (swim lanes), activities, inputs, and outputs. The
662 RASCI model documents the detailed roles and responsibilities of all stakeholders that are
663 involved with the completion of each activity step that occurs in this phase.

664
665 The following is a list of Planning maps detailed in *Appendix Section VII*:

- 666 ▪ 1.00 – Planning
- 667 ▪ 1.02 – Develop Strategic Baseline

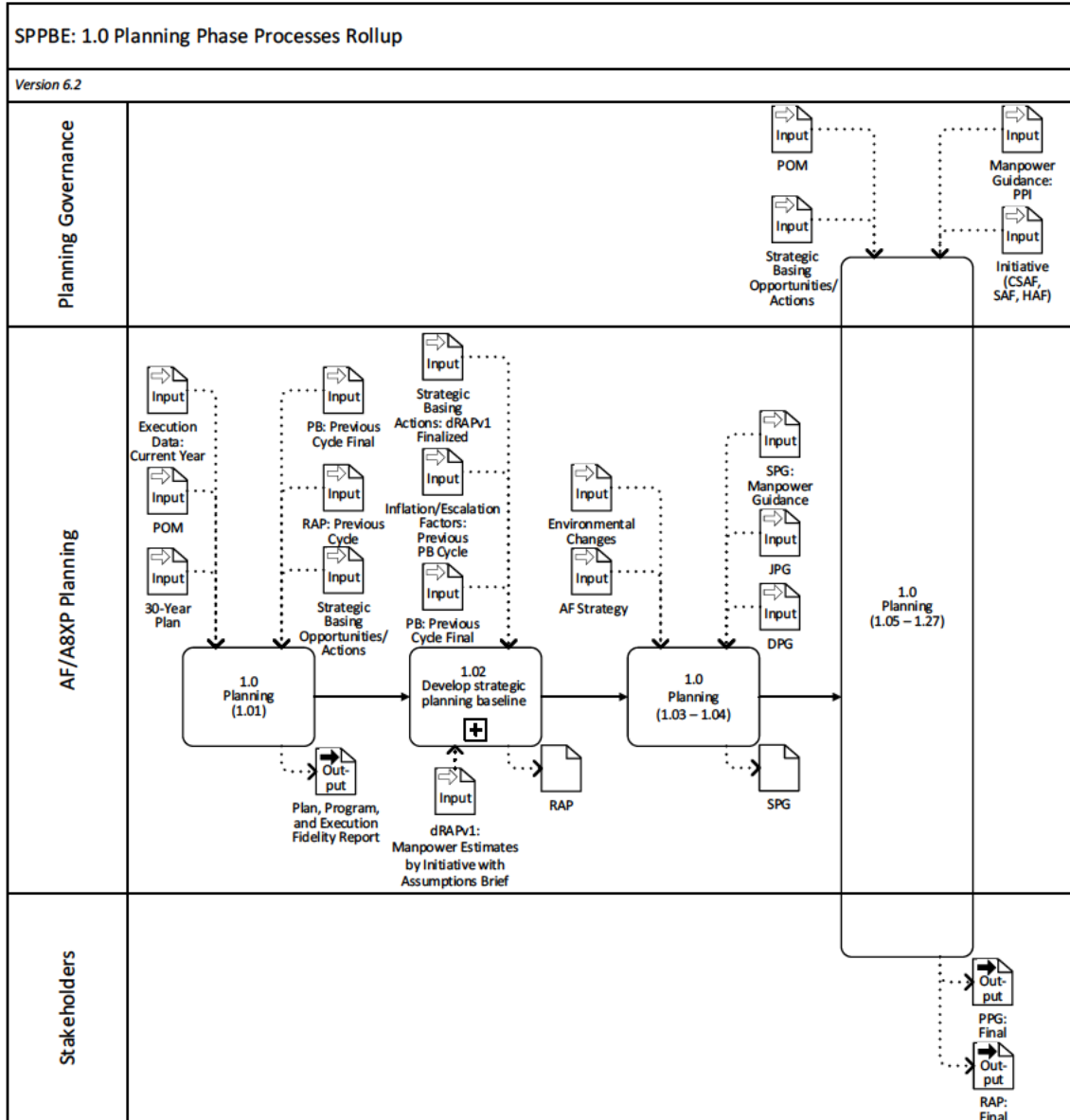
668 In addition, a SIPOC model is in *Appendix Section V*. The SIPOC provides a different view of
669 the Planning phase and key process activity linkages between organizations (suppliers,



USAF SPPBE Playbook

670 customers), supplied information (inputs), and received information (outputs) and was used as
 671 the starting point to create the detailed process maps.

672 **Figure 13 – Planning Process Summary Map:**



673
 674

675 **6.3 – Description of Process Steps: Planning Phase**

| | |
|--|--|
| <p>1.0 Planning Phase Process</p> | <p>Description: The Planning phase of the Air Force SPPBE process brings together Air Force senior leadership Planning Choices and Design Blueprint priorities, and then applies available Air Force resources to achieve these priorities. These resource allocation decisions provide direction to the Programming phase processes during the development of the POM.</p> |
|--|--|



USAF SPPBE Playbook

| | |
|---|---|
| <p>1.01 Evaluate Design, Plan, Program, and Execution Fidelity</p> | <p><i>Entry from A3.0 AFWIC Design Blueprint, Step A3.19.</i></p> <p>Activity Performer: AF/A8XP</p> <p>Description: The Planning phase begins with the review and analysis of the inputs listed below and results in a planning baseline. This baseline is a draft resource allocation plan (dRAP) position and is modified throughout the planning year until a final RAP is created as part of the 30-Year Plan and handed over to AF/A8P as input to start their POM creation cycle. This activity step initiates the Planning phase of the SPPBE lifecycle. In support of evaluating Plan, Program, and Execution fidelity, SAF/IEIB reviews the 30-Year Plan for impacts to current installation actions and provides updated Strategic Basing opportunities and actions.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Execution Data: Current Year, PB: Previous Cycle, 30-Year Plan, POM Submission, RAP: Previous Cycle, Strategic Basing Opportunities/Actions, Design Blueprint</p> <p>Output(s): Design, Plan, Program, and Execution Fidelity Report</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8XP</p> <p>Accountable: AF/A8XP</p> <p>Supportive: AF/A8P, SAF/IEIB</p> <p>Consulted: L-CMDs, L-Agents</p> <p>Informed: N/A</p> |
| <p>1.02 Develop strategic planning baseline</p> | <p>Description: The strategic planning baseline is developed at the beginning of each new annual planning cycle. The previous cycle POM influences planning as an input to create a resource baseline at the macro-level. The strategic planning baseline provides the starting point for L-CMDs, L-Agents, and HAF Planners to develop Planning Deliverables and other SPG directed products and analyses. This baseline is comprised of the POM integrated baseline for the FYDP and the current RAP beyond the FYDP (i.e., for FY19 Planning cycle, FY18 POM integrated baseline and FY18 RAP).</p> <p>Business Rule(s): Data analysis performed by AF/A8XP, informed by the FYDP and RAP, is a data comparison analysis that verifies the objectives and permissions changed based upon IT function modifications.</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>1.02.01 Retrieve final PB position from previous SPPBE cycle</p> | <p><i>Entry from 1.0 Planning, Step 1.01.</i> Activity Performer: AF/A8XP Description: AF/A8XP reviews the previous year PB with SME support from AF/A8P and AF/A1M to confirm the final PB position in preparation for distribution. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB: Previous Cycle; Inflation/Escalation Factors: Previous PB Cycle; Design, Plan, Program, and Execution Fidelity Report; POM Manpower Baseline Output(s): PB: Previous Cycle</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: AF/A8P Consulted: N/A Informed: N/A</p> |
| <p>1.02.02 Convert Programming position to Planning level of detail</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP, with SME support from L-CMDs and L-Agents, incorporates inflation/escalation factors from the current year and the previous cycle's PB into a Planning instruction. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB: Previous Cycle Output(s): PB in Planning Form <i>Parallel Gateway: Proceed to Steps 1.02.03 and 1.02.04, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: L-CMDs, L-Agents Consulted: AF/A8P Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>1.02.03 Create POM baseline (ABIDES / PBES)</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB creates the POM Baseline and uploads it into the Automated Budget Interactive Data Environment System (ABIDES) / Program Budget Enterprise Service (PBES) database. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB in Planning Form Output(s): POM Baseline Extension <i>Proceed to Step 1.02.05.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: SAF/FMB Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>1.02.04 Merge prior RAP post-FYDP to PB in Planning form</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP combines the previous cycle RAP and the PB in Planning form in order to publish a RAP. In support of this step, SAF/IEIB collaborates with SAF/IE to review the dRAP to categorize and finalize Strategic Basing actions in the dRAP. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 6.4.1.3 and step M1.02.04A <p>Input(s): RAP: Previous Cycle, PB in Planning Form, dRAPv0: Strategic Basing Actions Finalized Output(s): RAP: Copy, <i>Send Notification: Update Manpower and Programming Execution System (MPES)</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: AF/A1M, SAF/IEIB Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>1.02.05 Overwrite FYDP years</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP incorporates the final Planning PB and the RAP copy to make appropriate modifications and adaptations to the previous FYDP to calculate an updated total obligation authority (TOA) for the current year FYDP to create the initial dRAP. Costing of the dRAP is validated by SAF/FMC. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 6.4.1.3 and step M1.02.04D <p>Input(s): Design Blueprint: Updated, Manpower Estimates by Initiative with Assumptions Brief, RAP: Copy Output(s): dRAPv0: FYDP Years</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: N/A Consulted: AF/A1M, SAF/FMC Informed: L-CMDs, L-Agents, HAF Planners</p> |
| <p>1.02.06 Calculate TOA for out-years</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP copies the previous cycle's near-term, mid-term, and far-term TOA allocations to establish the dRAPv0 converted to the planning cycle's constant year dollar values. SAF/FMC provides additional support for costing strategic programs for AF/A8XP. Business Rule(s): AF/A8XP copies TOA from the previous POM and PB.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): dRAPv0: FYDP Years Output(s): dRAPv0: Total Obligation</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: SAF/FMC Consulted: N/A Informed: L-CMDs, L-Agents, HAF Planners</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>1.02.07 Edit transition between FYDP and out-years</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP, with SME support from the L-CMDs and L-Agents, updates the first iteration of the dRAP to further identify the current and future year financial plans. In support of dRAPv1 development, SAF/IEIB collaborates with SAF/IE on updating the dRAPv1 with changes and categorization, determining approval, and finalizing Strategic Basing actions in the dRAPv1. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Submitted to and received from sub-section 6.4.1.3 and step M1.02.07A <p>Input(s): dRAPv1: Manpower Estimates by Initiative with Assumptions Brief, dRAPv1: Strategic Basing Actions Finalized, dRAPv0: Total Obligation Output(s): dRAPv1, <i>Send Notification: Update MPES</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: L-CMDs, L-Agents, SAF/IEIB Consulted: AF/A1M Informed: N/A</p> |
|---|---|



USAF SPPBE Playbook

| | |
|---|---|
| <p>1.02.08 Publish strategic planning baseline</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP aligns strategic planning objectives to the financial projections of the FYDP. The strategic planning baseline is published across the Air Force and added to the dRAP. For the purposes of completing this activity step, note that the Strategic Planning Working Group (SPWG) is an AF/A8X O-6 (or equivalent) led, cross-functional inclusive body that reports to AF/A5/8. The SPWG’s primary functions include planning force decisions, investments, and trades aligned with Strategy, Design Blueprint, Planning, and Programming processes and is informed by the Capability Development Council (CDC) or appropriate governing body. The SPWG coordinates L-CMD and L-Agent inputs via the Planning Deliverable process and assesses the planning force against strategic objectives and CDC guidance. SPWG key stakeholders are identified by the Air Force Planning Governance Structure and are defined in <i>Appendix Section III</i>. Business Rule(s): Strategic planning baseline must incorporate newly identified planning resources.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): dRAPv1 Output(s): dRAPvN+1 <i>Proceed to Planning 1.0, Step 1.03.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: AF/A9, SAF/AQ, HAF Planners Consulted: AF/A1M Informed: L-CMDs, L-Agents, AF/A5R, AF/A5S, AF/A8P, SAF/FMC, SAF/LL, SPWG, AFCS</p> |
|---|---|



USAF SPPBE Playbook

| | |
|---|--|
| <p>1.03 Develop SPG</p> | <p><i>Entry from 0.02 Create AF Strategy, Step 0.02.14 and 1.0 Planning, Step 1.02.08.</i></p> <p>Activity Performer: AF/A8XP</p> <p>Description: The annual SPG outlines the requirements of the upcoming Planning cycle, incorporating the DPG and emphasizing the Design Blueprint as the foundational roadmap to guide Planning activities and to build a balanced 30-Year RAP. The document assigns actions to implement Planning Choices; leads and/or supports the development of Planning Deliverables; and leads and/or supports specific studies, initiatives, and other plans.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from sub-section 6.4.1.3 and step M1.03A <p>Input(s): DPG, AF Strategy, Environmental Changes, Joint Planning Guidance (JPG), SPG: Manpower Guidance, dRAPvN+1</p> <p>Output(s): SPG: Draft, <i>Send Notification: Develop SPG Manpower Guidance</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8XP</p> <p>Accountable: AF/A8XP</p> <p>Supportive: AF/A9, AF/A5R, AF/A5S, Capability Development Working Group (CDWG), AF/A1M</p> <p>Consulted: L-CMDs, L-Agents, HAF Planners</p> <p>Informed: N/A</p> |
|---|--|



USAF SPPBE Playbook

| | |
|---|---|
| <p>1.04 Determine approval on SPG</p> | <p>Activity Performer: Planning Governance Description: Planning Governance approves the identified objectives published by AF/A8XP. AF/A8XP generates work products with SME support from AF/A8X. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): SPG: Draft Output(s): SPG <i>Exclusive Gateway: If 'Disapprove,' proceed to Step 1.03. If 'Approve,' proceed to Step 1.05.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Planning Governance Accountable: AFCS Supportive: AF/A8XP Consulted: L-CMDs, L-Agents, HAF Planners Informed: N/A</p> |
| <p>1.05 Validate Design SPF</p> | <p>Activity Performer: AF/A5/8 Description: AF/A8XP determines whether the Strategic Prioritization Framework (SPF) contained in the Design Blueprint is sufficient to inform planning decision making. If the information provided is not sufficient, AF/A8XP conducts further activities to establish the SPF in the following steps. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): SPG Output(s): SPF: Validated <i>Exclusive Gateway: If 'Valid,' proceed to Step 1.13. If 'Invalid,' proceed to Step 1.06.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: AF/A9, Planning Governance Consulted: AF/A1M Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>1.06 Develop SPF</p> | <p>Activity Performer: AF/A8XP</p> <p>Description: HAF-level teams use the SPF decision-enabling tool to assess each Planning deliverable, with assistance from L-CMDs/L-Agents through objective variables. Options are scored based on strategic fit, economic validity, and feasibility. The scores are then returned to the HAF Planners with constructive feedback.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AF Strategy, RAP, SPG, SPF: Validated</p> <p>Output(s): Strategic Criteria Weighting</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8XP</p> <p>Accountable: AF/A8XP</p> <p>Supportive: L-CMDs, L-Agents, HAF Planners, SPWG, AF/A9</p> <p>Consulted: AF/A1M</p> <p>Informed: N/A</p> |
|---|---|

| | |
|--|---|
| <p>1.07 Identify tradespace /develop position papers (HAF Planners)</p> | <p>Activity Performer: HAF Planners</p> <p>Description: The HAF Planners review Air Force strategic planning documents to identify specific guidance and areas of priority. The HAF Planners translate the guidance into mission requirements that align with strategic priorities, and then produce a prioritized list of enterprise investments and a prioritized list of offsets to fund enterprise Planning Choices. Next, the HAF Planners bring forward the lowest priority programs as candidates for cancellation and/or reduction, specifying whether they are in the near-, mid- or far-term timeframe. The HAF Planners then develop position papers for each Ds/Os; each paper includes the type of cost estimate, data source, date of estimate, and description of how the program aligns with and impacts the Design Blueprint, Core Capability, and operational readiness. SAF/FMC coordinates with the HAF Planners to provide authoritative position costing of the position papers. After developing the tradespace/position papers, the HAF Planners inform SAF/IEIB, and SAF/IEIB begins developing Strategic Basing responses to the identified position papers.</p> <p>Business Rule(s): The Independent Cost Estimates (ICEs), Service Cost Positions (SCPs), Non-Advocate Cost Assessments (NACAs), and Program Office Estimates (POEs) are respectively hierarchical in authority as data sources and must be utilized in this sequence.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 6.4.1.3 and step M1.07A <p>Input(s): Strategic Criteria Weighting, IPL, Strategic Planning Baseline Risk Assessment, JPG, Plan, Program, and Execution Fidelity Report, ICEs/SCPs/NACAs: Position Papers (Previous Cycle), POEs: Position Papers (Previous Cycle)</p> <p>Output(s): Position Papers</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: HAF Planners</p> <p>Accountable: L-CMDs, L-Agents, AF/A8XP</p> <p>Supportive: AF/A5S, AF/A9, SAF/FMC</p> <p>Consulted: CCMDs, AF/A1M</p> <p>Informed: SAF/IEIB</p> |
|--|---|



USAF SPPBE Playbook

| | |
|--|--|
| <p>1.08 Retrieve Strategic Planning Baseline</p> | <p>Activity Performer: AF/A8XP</p> <p>Description: AF/A8XP receives, analyzes, disseminates, and adapts the strategic objectives identified in the Strategic Planning Baseline, as well as the manpower impacts for the current cycle build of the Planning Deliverables. AF/A8XP receives long-range bogies to meet in developing the annual prioritized lists of Ds/Os. AF/A8XP either refines or rewrites the SPG for that planning year. The Planning Deliverables and prioritized Ds/Os list should be closely reflective of each other. As part of the Planning Deliverable build, the proposal is then evaluated for alignment to Design Blueprint objectives, producing the Planning Force Guidance document to align to current resource targets.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Received from sub-section 6.4.1.3 and step M1.07A <p>Input(s): Tradespace: Manpower Impacts, Position Papers, RAP Output(s): Planning Force Guidance, Ds/Os: Current Cycle</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8XP Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |
|--|--|



USAF SPPBE Playbook

| | |
|---|--|
| <p>1.09 Develop Planning deliverables</p> | <p>Activity Performer: L-CMDs and L-Agents</p> <p>Description: The L-CMDs and L-Agents develop planning deliverables that adhere to a template provided by AF/A8XP. L-Agents provide specific sections in the deliverables that focus on capturing interdependencies, capability gaps, risk assessments, Design Blueprint alignment, TOA, and Total Force utilization. The deliverable build applies current costs to resource targets and constructs a force structure that aligns to the current cycle's allocated TOA.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 6.4.1.3 and step M1.09A <p>Input(s): Planning Force Guidance, Ds/Os: Current Cycle, Planning Deliverables: Previous, Planning Deliverables: Manpower Impacts</p> <p>Output(s): Planning Deliverables: Final</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: L-CMDs, L-Agents</p> <p>Accountable: N/A</p> <p>Supportive: AF/A9, AF/A1M, HAF Planners, SAF/IEIB</p> <p>Consulted: SPWG</p> <p>Informed: AF/A8XP</p> |
|---|--|



USAF SPPBE Playbook

| | |
|--|---|
| <p>1.10 Validate Planning deliverables</p> | <p>Activity Performer: AF/A8XP</p> <p>Description: AF/A8XP receives validated data inputs from key stakeholders. These inputs consist of the Baseline Risk Assessment, final Planning Deliverables, and current IPL from CCMDs. AF/A8XP validates that the Planning Deliverables are adequately supported by cost estimates as available. In addition, AF/A8XP receives the POM submission from the previous cycle, as well as CSAF, SAF, and HAF Initiatives for validation of all key Planning deliverables. Planning Choices not reconciled at the O-6/GS-15 level are reviewed at higher levels in the Planning Governance until they are resolved and incorporated into the RAP. SAF/IEIB develops Strategic Basing responses to the identified position papers by providing comments and updates to align with Planning deliverables. SAF/IEIB then leverages the Planning 1-N List to assess Strategic Basing impacts.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 6.4.1.3 and step M1.09A <p>Input(s): Strategic Basing & Manpower Impacts: 1-N List, POM, Initiative (CSAF, SAF, HAF), Position Papers: Strategic Basing Comments, Planning Deliverables: Final</p> <p>Output(s): Planning Deliverables: Validated, <i>Send Notification: Manpower Impacts: 1-N List</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8XP</p> <p>Accountable: AF/A8XP</p> <p>Supportive: AF/A1M, HAF Planners, SAF/IEIB</p> <p>Consulted: SPWG</p> <p>Informed: L-CMDs, L-Agents, AF/A9</p> |
|--|---|



USAF SPPBE Playbook

| | |
|--|---|
| <p>1.11 Conduct Integration Round Table</p> | <p>Activity Performer: AF/A8XP</p> <p>Description: AF/A8XP conducts an integration round table. The HAF Planners and L-CMDs and L-Agents first address any concerns, then the planners brief the Planning Deliverables, PCs, and SPG-directed tasks. The Planning Deliverables are then discussed and evaluated at the O-6/GS-15 level in preparation for upcoming Planning Choices events and the deliverables are refined as necessary. SAF/FMC fields any programmatic costing related questions. In support of the integration round table, SAF/IEIB uses the SPG and Planning 1-N List to assess and categorize Strategic Basing implications to Planning Choices and Prioritized Offsets.</p> <p>Business Rule(s): AF/A8XP is responsible for completing this activity step and generating work products with SME support from L-CMDs and L-Agents and HAF planners.</p> <p>Supporting Requisite Process(es):</p> <p>Manpower: Submitted to and received from sub-section 6.4.1.3 and step M1.011A</p> <p>Input(s): Planning Deliverables: Validated, SPG, Manpower Impacts: Updates to 1-N List, Strategic Basing Implications</p> <p>Output(s): Planning Choices and Offsets, <i>Send Notification: Manpower Impacts for Planning Choices and Offsets</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8XP</p> <p>Accountable: AF/A8XP</p> <p>Supportive: HAF Planners, L-CMDs, L-Agents, AF/A9, AF/A1M, SAF/AQ, SAF/IEIB</p> <p>Consulted: N/A</p> <p>Informed: SAF/FMC</p> |
|--|---|



USAF SPPBE Playbook

| | |
|--|--|
| <p>1.12 Score Planning Choices and Offsets (HAF Planners)</p> | <p>Activity Performer: HAF Planners Description: Planning Choices stakeholders (AF/A5R, AF/A5S, AF/A9, SAF/AQ, AF/A8P, SAF/FMC, SAF/LL, AF/A1M) evaluate the resourced and weighted Planning Choices and Offsets analyses and ensure key Offsets are aligned to Air Force strategic objectives. HAF Planners assess the weighted Planning Choices and Offsets to produce a scorecard that reflects the appropriate numeric value of the Planning Choices and Offsets, which is then incorporated into the SPF and affiliated metrics. SAF/FMC coordinates with the HAF Planners to review the fidelity of the Planning Choices and the Prioritized Offsets. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from sub-section 6.4.1.3 and step M1.012A <p>Input(s): Scores: Personnel, Planning Choices: Manpower Cost Estimates, Offsets: Manpower Cost Savings Estimates, Planning Choices and Offsets Output(s): Planning Choices and Offsets: Scored <i>Proceed to Step 1.15.</i></p> <p><u>Roles and Responsibilities</u> Responsible: HAF Planners Accountable: AF/A8XP Supportive: AF/A5R, AF/A5S, AF/A9, SAF/AQ, AF/A8P, SAF/FMC, SAF/LL, AF/A1M Consulted: L-CMDs, L-Agents Informed: N/A</p> |
| <p>1.13 Host SPWG event</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP hosts the SPWG event with support from AF/A1M, HAF Planners, and SAF/IEIB. After the event is hosted, AF/A8XP compiles the results and sends them to the L-CMDs, L-Agents, and AF/A9. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): SPF: Validated Output(s): SPWG: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: AF/A1M, HAF Planners, SAF/IEIB Consulted: SPWG Informed: L-CMDs, L-Agents, AF/A9</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>1.14 Conduct a resource constrained Integration Round Table</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP conducts an integration round table. The HAF Planners and L-CMDs and L-Agents first address any concerns, then the planners brief the Planning Deliverables, PCs, and SPG-directed tasks. The Planning Deliverables are then discussed and evaluated at the O-6/GS-15 level in preparation for upcoming Planning Choices events, and the deliverables are refined as necessary. SAF/FMC fields any programmatic costing related questions. In support of the integration round table, SAF/IEIB uses the SPG and Planning 1-N List to assess and categorize Strategic Basing implications to Planning Choices and Prioritized Offsets. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: N/A <p>Input(s): SPWG: Reviewed Output(s): Planning Choices: Resource Constrained</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: HAF Planners, L-CMDs, L-Agents, AF/A9, AF/A1M, SAF/AQ, SAF/IEIB Consulted: N/A Informed: SAF/FMC</p> |
|--|---|



USAF SPPBE Playbook

| | |
|--|--|
| <p>1.15 Finalize Planning Choices and Prioritized Offsets</p> | <p>Activity Performer: AF/A8XP</p> <p>Description: AF/A8XP consolidates the scored Planning Choices and Offsets from the key stakeholders, provides quality checks for them, and submits the package to the Planning Governance Structure for review and validation. SAF/FMC collaborates with AF/A8XP to review the finalized Planning Choices and Prioritized Offsets before updating the programmatic costs. SAF/IEIB receives the finalized Planning Choices and Prioritized Offsets and analyzes the round table decision tracker to finalize the Strategic Basing impacts.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from sub-section 6.4.1.3 and step M1.015A <p>Input(s): Comments Matrix: Strategic Basing Planning Choices Impacts, Planning Choices: Resource Constrained, Planning Choices and Offsets: Scored, <i>Receive Notification: AIM Updated MPES: RAP Change File</i></p> <p>Output(s): Planning Choices and Prioritized Offsets: Resourced and Weighted</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8XP</p> <p>Accountable: AF/A8XP</p> <p>Supportive: SAF/AQ, AF/A1M, SAF/IEIB</p> <p>Consulted: N/A</p> <p>Informed: L-CMDs, L-Agents, SPWG, SAF/FMC, AF/A8P</p> |
|--|--|



USAF SPPBE Playbook

| | |
|---|---|
| <p>1.16 Approve Planning Choice solutions (PGroup)</p> | <p>Activity Performer: Planning Governance (Planning Group (PGroup))</p> <p>Description: The PGroup provides the prioritized Planning Choices to the Air Force Planning Governance Structure for review and approval. The PGroup also coordinates, integrates, and distributes the SPF results and updates the dRAP. The PGroup informs SAF/IEIB of the process status, and SAF/IEB provides answers to any questions posed by the PGroup regarding Strategic Basing updates.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <p>Manpower: Submitted to sub-section 6.4.1.3 and step M1.016A</p> <p>Input(s): Planning Choices and Prioritized Offsets: Resourced and Weighted, RAP</p> <p>Output(s): RAP: Updated (PGroup), Planning Choices and Prioritized Offsets: Unresolved (PGroup), Planning Choices and Prioritized Offsets: Selected (PGroup), <i>Send Notification: Q&A on Planning Choices and Offsets</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Planning Governance (PGroup)</p> <p>Accountable: AFCS</p> <p>Supportive: L-CMDs, L-Agents, SPWG</p> <p>Consulted: N/A</p> <p>Informed: AF/A8XP, SAF/IEIB</p> |
|---|---|



USAF SPPBE Playbook

| | |
|--|---|
| <p>1.17 Approve/validate Planning Choices (PBoard)</p> | <p>Activity Performer: Planning Governance (Planning Board (PBoard))</p> <p>Description: The PBoard receives the selected and unresolved Planning Choices and Offsets, as well as the updated RAP from the PGroup. The PBoard then reviews and validates the PGroup’s deliverables and provides feedback on the selected and unresolved Planning Choices and Offsets, as well as on the updated RAP.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: N/A <p>Input(s): RAP: Updated (PGroup), Planning Choices and Prioritized Offsets: Unresolved (PGroup), Planning Choices and Prioritized Offsets: Selected (PGroup)</p> <p>Output(s): RAP: Updated (PBoard), Planning Choices and Prioritized Offsets: Unresolved (PBoard), Planning Choices and Prioritized Offsets: Selected (PBoard)</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Planning Governance (PBoard)</p> <p>Accountable: AFCS</p> <p>Supportive: N/A</p> <p>Consulted: N/A</p> <p>Informed: AF/A8XP, HAF Planners</p> |
|--|---|



USAF SPPBE Playbook

| | |
|---|---|
| <p>1.18 Approve/validate Planning Choices (PCouncil)</p> | <p>Activity Performer: Planning Governance (Planning Council (PCouncil))</p> <p>Description: The PCouncil receives the selected and unresolved Planning Choices and Offsets, as well as the updated RAP from the PBoard. The PCouncil then reviews and validates the PBoard’s deliverables and provides feedback on the selected and unresolved Planning Choices and Offsets, as well as on the updated RAP.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): RAP: Updated (PBoard), Planning Choices and Prioritized Offsets: Unresolved (PBoard), Planning Choices and Prioritized Offsets: Selected (PBoard)</p> <p>Output(s): RAP: Updated (PCouncil), Planning Choices and Prioritized Offsets: Unresolved (PCouncil), Planning Choices and Prioritized Offsets: Selected (PCouncil)</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Planning Governance (PCouncil)</p> <p>Accountable: AFCS</p> <p>Supportive: N/A</p> <p>Consulted: N/A</p> <p>Informed: SecAF, USecAF, CSAF, VCSAF, AF/A8XP, HAF Planners</p> |
|---|---|



USAF SPPBE Playbook

| | |
|--|--|
| <p>1.19 Conduct IPR F: Plan selection (SecAF, CSAF)</p> | <p>Activity Performer: SecAF, CSAF Description: The output of the annual Planning cycle, comprised of the Strategic Planning vectors/COAs and the dRAP, is briefed to the SecAF, CSAF, and 4-Star audience at the annual Planning Choices Event. SAF/IEIB updates the Strategic Basing impacts based on the selected Planning Choices and Offsets to supplement the IPR, Final (IPR F). Business Rule(s): The dRAP receives final approval from the SecAF and CSAF before entering the Programming phase.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 6.4.1.3 and step M1.06B <p>Input(s): RAP: Updated (PCouncil), Planning Choices and Prioritized Offsets: Unresolved (PCouncil), Planning Choices and Prioritized Offsets: Selected (PCouncil), SPG, Strategic Basing Impacts: Updated Output(s): RAP: Approved, SPG: Next Cycle Draft, 30-Year Plan Narrative Draft</p> <p><u>Roles and Responsibilities</u> Responsible: SecAF, CSAF Accountable: AF/A8XP Supportive: SPWG, AFCS, SAF/IEIB Consulted: N/A Informed: USecAF, VCSAF, HQ Air Staff (2-Letter), HAF Planners</p> |
| <p>1.20 Finalize RAP database</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP incorporates the selected Planning Choices and Offsets into the RAP and ensures all Planning deliverables are up-to-date and balanced. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): RAP: Approved, SPG: Next Cycle Draft, 30-Year Plan Narrative Draft Output(s): RAP: Final</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: L-CMDs, L-Agents Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>1.21 Create 30-Year Plan narrative</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP reviews all updated Planning deliverables, such as the Planning Choices and Offsets, that have been added to the final RAP. AF/A8XP generates an accompanying narrative from the final RAP that is incorporated into the 30-Year Plan narrative, ensuring content accuracy and alignment between the 30-Year Plan and the RAP. SAF/IEIB leverages the final RAP to develop a Strategic Basing narrative and accompanying brief. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): RAP: Final, PBES / Enhanced Tradespace Tool (ETT) / ABIDES Database, Strategic Basing Narrative: Updated Output(s): 30-Year Plan Narrative</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: L-CMDs, L-Agents Supportive: SAF/IEIB Consulted: N/A Informed: N/A</p> |
| <p>1.22 Validate 30-Year Plan narrative</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP reviews and validates the updated content provided by all levels of the Planning Governance Structure, ensuring all updated content in the Planning deliverables is accurately reflected in the updated 30-Year Plan narrative. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): 30-Year Plan Narrative Output(s): 30-Year Plan Narrative: Validated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: N/A Consulted: L-CMDs, L-Agents, SPWG Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>1.23 Brief 30-Year Plan</p> | <p>Activity Performer: Planning Governance Description: Planning Governance receives the finalized RAP and updated 30-Year Plan narrative from AF/A8XP for review and approval. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): 30-Year Plan Narrative: Validated Output(s): 30-Year Plan: Comments, RAP: Final with Comments Exclusive Gateway: <i>If 'Disapprove,' proceed to Step 1.20. If 'Approve,' proceed to Parallel Gateway: Steps 1.24 and 1.25, concurrently.</i></p> <p>Roles and Responsibilities Responsible: Planning Governance Accountable: AFCS Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>1.24 Assess 30-Year Plan against Design Blueprint (AFWIC Analysis & Assessments Decision Analytics Directorate)</p> | <p>Activity Performer: Analysis & Assessments Decision Analytics Directorate Description: Analysis & Assessments Decision Analytics Directorate analyzes the RAP and Planning Choice event outcomes and intent behind decisions to provide a feedback loop to AFWIC Design Blueprint Directorate of assessment results to inform the next iteration Design Blueprint priorities to inform next cycle 30-Year Plan development. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): RAP: Final with Comments, 30-Year Plan: Comments, Design Blueprint Output(s): Design Blueprint: 30-Year Plan Assessment Results <i>Proceed to Step 1.26</i></p> <p>Roles and Responsibilities Responsible: Analysis & Assessments Decision Analytics Directorate Accountable: AF/A8XP Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>1.25 Review for coordination comments</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP, in collaboration with key stakeholders, drafts the PPG and the 30-Year Plan narrative and identifies any capability gaps that are not accurately aligned. The draft PPG is provided to AF/A8X in preparation for final approval by AF/A5/8. SAF/IEIB provides updated feedback to the 30-Year Plan. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): 30-Year Plan: Comments, RAP: Final with Comments, 30-Year Plan Feedback: Provided, Strategic Basing 30-Year Plan Feedback: Provided Output(s): 30-Year Plan: Stakeholder Feedback</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: SAF/IEIB Consulted: CCMDs, L-CMDs, L-Agents, AF/A9 Informed: N/A</p> |
| <p>1.26 Write and publish PPG</p> | <p>Activity Performer: AF/A8XP Description: AF/A8XP translates the approved RAP and 30-Year Plan narrative into the PPG to inform Programmers of the intent behind resource allocation decisions. SAF/FMC and AF/A8P support AF/A8XP by responding to FYDP questions and validating the costing scenarios of programs. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Design Blueprint: 30-Year Plan Assessment Results, 30-Year Plan: Stakeholder Feedback Output(s): PPG: Draft</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8XP Accountable: AF/A8XP Supportive: AF/A8P, SAF/FMC Consulted: L-CMDs, L-Agents Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>1.27 Determine approval of PPG</p> | <p>Activity Performer: Planning Governance Description: Planning Governance receives the draft PPG from AF/A8XP and reviews the final document to determine approval of the PPG, which includes the finalized RAP and the approved 30-Year Plan. SAF/IEIB receives the final PPG and assesses, drafts, determines, and publishes Strategic Basing guidance and assumptions for the final PPI. Business Rule(s): PPG guidance is reviewed and approved by AF/A5/8.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Submitted to sub-section 6.4.1.3 and step M1.27A <p>Input(s): PPG: Draft, Manpower Guidance: PPI Output(s): PPG: Final <i>Exclusive Gateway: If 'Disapprove,' proceed to Step 1.26. If 'Approve,' proceed to 2.0 Programming, Step 2.01.</i> <i>Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Planning Governance Accountable: AF/A8XP Supportive: L-CMDs, L-Agents, AF/A1M Consulted: N/A Informed: SAF/IEIB</p> |
|---|---|

676

677



USAF SPPBE Playbook

678 **6.4 – Planning Supporting Processes**

679 **6.4.1 – Manpower Supporting Process**

680 **6.4.1.1 – Manpower Process Summary**

681 Throughout the SPPBE Planning process, AF/A1M provides supportive human capital
682 requirements inputs and expertise that contribute to the complete analysis and development
683 of long-range Air Force Planning objective documentation. AF/A1M is primarily responsible
684 for the identification and alignment of MILPERS and Civilian Personnel (CIVPERS)
685 requirements and impacts to Air Force Planning deliverables, in addition to retaining
686 ownership of manpower authorization adjustments in MPES.

687 AF/A1M supports the initial development and personnel costing of the RAP through an Air
688 Force manpower and organizational requirements analysis. AF/A1M validates existing
689 programmatic structures and crew ratios to manpower requirements in order to develop
690 estimates for initiatives in the current cycle dRAP. After adjudication and adjustment, the
691 approved RAP informs resource allocation decisions and guidance for the Planning year of
692 the FYDP.

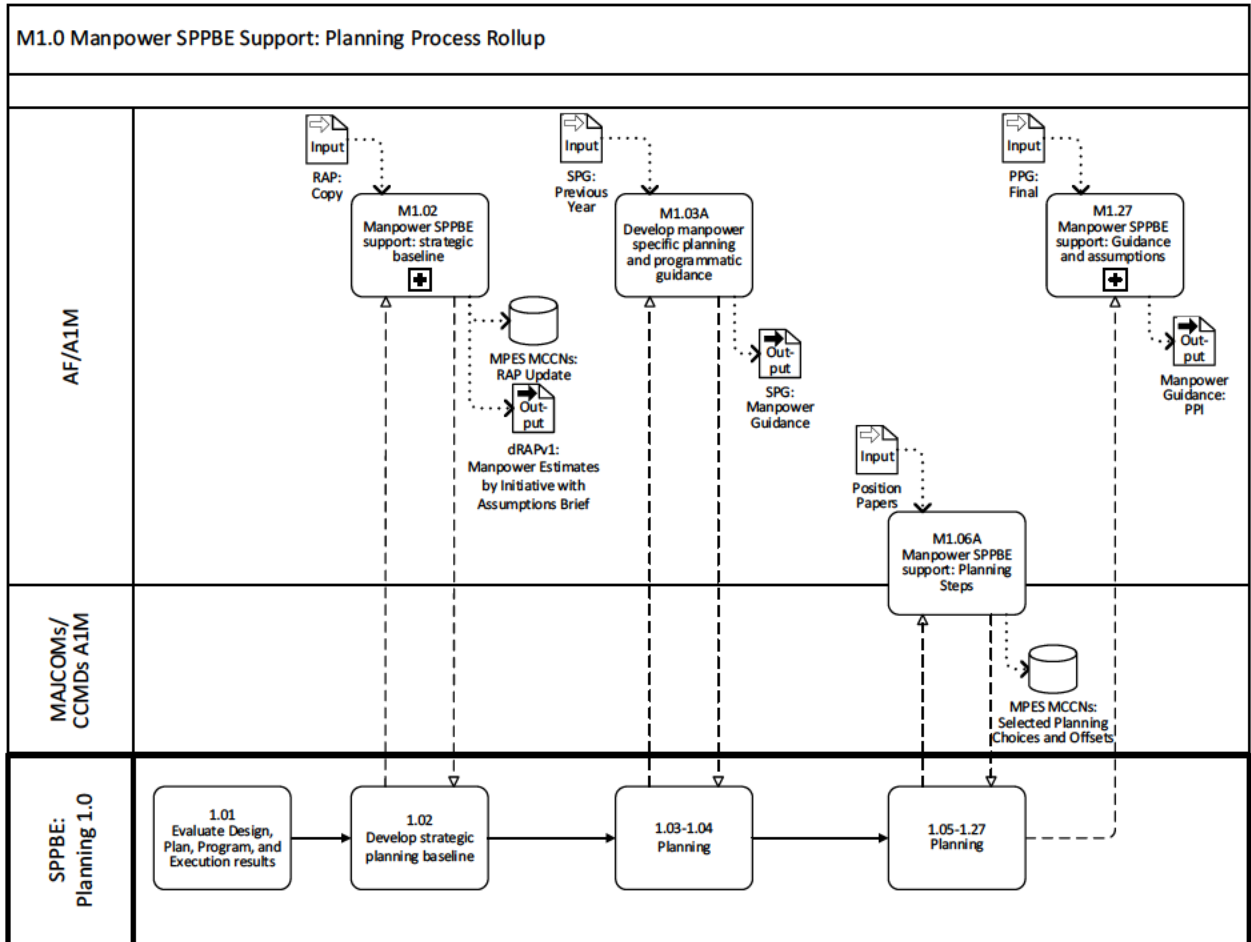
693 AF/A1M continually monitors the development of the RAP to assess manpower impacts
694 given changes to the SPG and Planning Choices and Prioritized Offsets for AF/A1, AF/A3,
695 and AF/A5/8. Additionally, AF/A1M provides ongoing support and expertise to the AFCS
696 throughout the Planning Choices and Prioritized Offsets selection process. Prior to the
697 publication of the PPG, AF/A1M begins the development process of the manpower portion
698 of the PPI in Programming. AF/A1M analyzes published Air Force Strategy phase
699 documents to develop guidance for the incorporation of human capital requirements into the
700 current cycle POM build.

701 **6.4.1.2 – Manpower Process Map Summary**

702 The high-level manpower Planning process rollup is in *Figure 14* and a summary of the
703 process detail and roles and responsibilities are in *Appendix Section VI*. The process detail
704 contains detailed manpower Planning process maps indicating the process performer(s)
705 (swim lanes), activities, inputs, and outputs.

706

Figure 14 – Manpower Planning Process Summary Map



707

708 The following list includes manpower Planning maps that are detailed in the *Appendix*
 709 *Section VI* and has supporting narrative detail in the following section:

- 710 ■ M1.0 – Manpower SPPBE Support: Planning Process
- 711 ■ M1.02 – Manpower SPPBE Support: Strategic Baseline
- 712 ■ M1.27 – Manpower SPPBE Support: Guidance and Assumptions

713 **6.4.1.3 – Manpower Description of Process Steps**

| | |
|--|---|
| <p>M1.0 Manpower SPPBE support: Planning process</p> | <p>Description: The Planning process determines the priority and sequencing of Air Force strategic objectives and develops guidance to align Air Force resources and capabilities to long-range objectives. AF/A1M provides the necessary manpower requirements assessments to support the development of SPG-directed documents.</p> |
| <p>M1.02 Manpower SPPBE support: Strategic Baseline</p> | <p>Description: The Manpower Strategic Baseline is an AFCS approved plan that outlines the allocation of resources and associated costs leveraging Air Force strategic objectives. It acts as a clearly defined starting point from which necessary manpower adjustments are made to account for evolving priorities and future needs.</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M1.02.04A Review dRAP for manpower impacts</p> | <p>Activity Performer: AF/A1M Description: AF/A1M identifies key, strategic MILPERS and CIVPERS requirements and impacts for Air Force programs identified in the dRAP. AF/A1M leverages the identified MILPERS and CIVPERS requirements to develop a manpower contextual baseline to drive and support Air Force resourcing decisions. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 6.3 and step 1.02.04 <p>Input(s): Air Force Manpower Standards, Unit Typicals, Organizational Structures, Program Estimate Equations, Crew Ratios, RAP: Copy Output(s): dRAPv0: Reviewed, dRAPv0: Initiatives Identified</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A8XP</p> |
| <p>M1.02.04B Formulate/validate manpower estimate equations</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives support from L-CMDs, L-Agents, AF/A1P, AF/A1MP, and AF/A1MT to calculate and validate manpower estimate equations to identify staffing requirements of Air Force programs and weapons systems. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): dRAPv0: Reviewed, dRAPv0: Initiatives Identified, Manpower Requirements: Determined Output(s): Initiative: Formulas, Initiative: Program Equation Assumptions</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs, L-Agents, AF/A1P, AF/A1MP, AF/A1MT, L-CMDs Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M1.02.04C Produce manpower estimates</p> | <p>Activity Performer: AF/A1M</p> <p>Description: AF/A1M and AF/A1MP produce version zero of the dRAP manpower estimates by initiative in the form of a brief. AF/A1M leverages strategic capability requirements to generate a contextual baseline to inform the Planning and Programming guidance development process. AF/A1M uses manpower estimate equations, tools, and models to review the dRAP and determine manpower requirements for any programmatic adjustments or additions. AF/A1M socializes MILPERS/CIVPERS adjustments to L-CMDs and L-Agents to incorporate accurate manpower estimates into the strategic baseline generated in the Programming phase.</p> <p>Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none">• SPPBE: N/A <p>Input(s): Initiative: Formulas, Initiative: Program Equation Assumptions</p> <p>Output(s): dRAPv0: Manpower Estimates by Initiative with Assumptions Brief</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A1M</p> <p>Accountable: AF/A1M</p> <p>Supportive: L-CMDs, L-Agents, AF/A1P, AF/A1MP, AF/A1MT</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
|---|--|



USAF SPPBE Playbook

| | |
|---|---|
| <p>M1.02.04D Upload MCCNs</p> | <p>Activity Performer: AF/A1M Description: AF/A1M uploads Manpower Change Control Numbers (MCCNs) generated from adjusted military end-strength estimates to the MPES database. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 6.3 and step 1.02.05 <p>Input(s): dRAPv0: Manpower Estimates by Initiative with Assumptions Brief Output(s): MPES MCCNs: Uploaded, Manpower Estimate by Initiative with Assumptions Brief</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A8XP</p> |
| <p>M1.02.07A Update MPES dRAPv1 with manpower changes</p> | <p>Activity Performer: AF/A1M Description: AF/A1M updates MPES to align new and adjusted manpower requirement estimates for SPPBE out-years. The updated manpower estimates for version one of the dRAP are developed according to the AF/A8XP format and are distributed in a brief. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 6.3 and step 1.02.07 <p>Input(s): dRAPv0: Total Obligation Output(s): dRAPv1: Manpower Estimates by Initiative with Assumptions Brief, MPES MCCNs: RAP Update</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: L-CMDs Informed: AF/A8XP</p> |

USAF SPPBE Playbook

| | |
|--|---|
| <p>M1.03A Develop manpower specific Planning and Programming guidance</p> | <p>Activity Performer: AF/A1M Description: AF/A1M develops Planning and Programming guidance specific to manpower as an annex to the SPG. This document incorporates senior Leadership adjustments for the current planning cycle into the RAP and provides guidance to AF/A8XP to appropriately forecast and allocate Air Force manpower resources. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 6.3 and step 1.03 <p>Input(s): SPG: Planning Governance Decision, SPG: Previous Year Output(s): SPG: Manpower Guidance</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A8XP</p> |
| <p>M1.07A Develop manpower impacts for strategic planning baseline</p> | <p>Activity Performer: MAJCOM/Combatant Commands (CCMDs) A1M Description: MAJCOM/CCMDs A1M utilize the Ds/Os outlined in the published Position Papers to develop manpower impacts for strategic planning baseline. These impacts are consolidated by the MAJCOM. MAJCOM/CCMDs A1M reviews Position Papers and proposes comments where appropriate if adjustments to manpower and personnel were made. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from step 1.07 and submitted to step 1.08 in section 6.3 <p>Input(s): Position Papers Output(s): Trade Space: Manpower Impacts</p> <p><u>Roles and Responsibilities</u> Responsible: MAJCOMs/CCMDs A1M Accountable: MAJCOMs/CCMDs A1M Supportive: HAF Planners Consulted: N/A Informed: L-CMDs, CCMDs</p> |

| | |
|--|---|
| <p>M1.09A Assess overall manpower impact based upon Planning 1-N List</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives the SPG and organizational structure documents to assess enterprise-wide manpower impacts. AF/A1M assesses each document to develop a 1-N List of impacts that will produce new manpower and personnel requests and requirements to adjust military and civilian end-strength. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from step 1.09 and submitted to step 1.10 section 6.3 <p>Input(s): Organizational Structures, Program Estimate Equations, Unit Typical, Air Force Manpower Standards, Crew Ratios Output(s): Manpower Impacts: 1-N List</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: HAF Panels Consulted: N/A Informed: AF/A8XP, GIISR Panel, Mobility Panel</p> |
|--|---|



USAF SPPBE Playbook

| | |
|---|---|
| <p>M1.11A Provide manpower impact expertise and recommendations to Integration Round Table</p> | <p>Activity Performer: AF/A1M Description: AF/A1M consolidates, validates, and assesses all major Planning deliverables for manpower impacts and provides recommendations to the integration round table. AF/A1M provides clarity and justification for all manpower authorization adjustments, while AF/A1P assesses the effect of manpower authorization adjustments across the enterprise on achieving strategic priorities and objectives. In the integration round table meeting, AF/A1M briefs offsets, trade space flexibility, and updates to the 1-N List. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 6.3 and step 1.11 <p>Input(s): SPG Output(s): Manpower Impacts: Updates to 1-N List</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs, AF/A1P Consulted: N/A Informed: AF/A8XP</p> |
|---|---|



USAF SPPBE Playbook

| | |
|--|--|
| <p>M1.12A Develop prioritized manpower offsets, impacts, and scores</p> | <p>Activity Performer: AF/A1M Description: AF/A1M prioritizes and scores the 1-N List of manpower offsets impacts in the context of the current Planning cycle’s strategic planning objectives; considering the manpower cost estimate and savings opportunities associated with each offset. AF/A1M provides these scored and prioritized offsets and associated impacts in the brief to the integration round table. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 6.3 and step 1.12 <p>Input(s): Planning Choices and Prioritized Offsets Output(s): Planning Choices: Manpower Cost Estimates, Offsets: Manpower Cost Saving Estimates, Scores: Personnel</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: HAF Planners, L-CMDs, CCMDs Consulted: AFCS (AF Group, AF Board, AF Council), L-CMDs, , Air Force Personnel Center (AFPC), Air Education and Training Command (AETC) Informed: N/A</p> |
|--|--|

USAF SPPBE Playbook

| | |
|---|---|
| <p>M1.15A Finalize manpower impact based on Planning Choices and Prioritized Offsets</p> | <p>Activity Performer: AF/A1M Description: AF/A1M consolidates and updates the MPES database with finalized Planning Choices and Prioritized Offsets. The Planning Choices and Prioritized Offsets are incorporated into the integration round table decision tracker, stakeholders will refer to the tracker for reference on Leadership decisions. Business Rule(s): AF/A1M must update MPES based on the approved Planning Choices and Prioritized Offsets</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 6.3 and step 1.15 <p>Input(s): Round Table: Decision Tracker, Planning Choices and Prioritized Offsets: Scored Output(s): MPES: RAP Change File</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: N/A Consulted: N/A Informed: AF/A8XP</p> |
| <p>M1.15B Prepare manpower impact information brief</p> | <p>Activity Performer: AF/A1M Description: AF/A1M prepares the manpower information brief to outline major manpower offsets and their related enterprise impacts. The AF/A1M manpower information brief is presented to AF/A1 Leadership. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): MPES: RAP Change File Output(s): Manpower Impact Information Brief: Prepared</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M1.15C Deliver manpower impact information brief to AF/A1, AF/A3, AF/A5/8</p> | <p>Activity Performer: AF/A1M Description: In preparation for the upcoming AFCS review, AF/A1M briefs AF/A1, AF/A3, AF/A5/8, and SAF/MR for the manpower impacts of selected Planning Choices that have been drafted. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Impact Information Brief: Prepared Output(s): Manpower Impact Information Brief: Delivered <i>Process Ends</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A1, AF/A3, AF/A5/8, SAF/MR, AF/A1P</p> |
| <p>M1.16A Provide ongoing support to the Corporate Structure for Q&A on Planning Choices and Prioritized Offsets</p> | <p>Activity Performer: AF/A1M Description: AF/A1M provides continuous support to the AFCS for manpower impact expertise for Planning Choices and Prioritized Offsets. AF/A1M is responsible for reflecting Planning Governance changes to the 1-N List. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 6.3 and step 1.16 <p>Input(s): Resource Allocation Program Information Decision System (RAPIDS)/PBES: Change Control Numbers (CCNs), ABIDES/PBES: CCNs Output(s): Decision Tracker: Planning Choices and Offsets CCNs</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: N/A Consulted: AFCS Informed: Planning Governance (PGroup, PBoard, PCouncil)</p> |

USAF SPPBE Playbook

| | |
|---|---|
| <p>M1.16B Update manpower impacts based on selected Planning Choices and Prioritized Offsets</p> | <p>Activity Performer: AF/A1M Description: AF/A1M updates the MPES database with adjustments to the selected Planning Choices and Prioritized Offsets. Business Rule(s): N/A Supported Requisite Process(es): <ul style="list-style-type: none"> • SPPBE: Submitted to section 6.3 and step 1.19 Input(s): Manpower Military Personnel Appropriation (MPA) Manday Management System (M4S): MPA, Decision Tracker: Planning Choices and Offsets CCNs Output(s): MPES MCCNs: Selected Planning Choices and Offsets <u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: N/A Consulted: Planning Governance (PGroup, PBoard, PCouncil) Informed: N/A</p> |
| <p>M1.27 Manpower SPPBE support: Guidance and assumptions</p> | <p>Description: The development of manpower guidance and assumptions directs the Air Force in achieving strategic objectives. During this process, assumptions are required to manage the accuracy and relevance of strategic plans while guidance is put in place to account for resource changes and adjust for any analytically-based gaps in capabilities. These gaps are typically based on time, scenario, or risk.</p> |

USAF SPPBE Playbook

| | |
|--|---|
| <p>M1.27A Review for resource / manpower changes</p> | <p>Activity Performer: AF/A1M Description: AF/A1M analyzes Air Force Strategy phase documents for programmatic resource changes and manpower Ds/Os opportunities by leveraging allocation manpower estimate equations, tools and models (e.g., Air Force Manpower Standards, Logistics Composite Models, Unit Typical [Crew Complements, Crew Requirements], and Program Typical). Additional manpower change requests are submitted by SAF/FMB to review for manpower impacts. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 6.3 and step 1.27 <p>Input(s): PPG: Final, Out-Years Program Plan, 30-Year Plan, AFSEA, AF Strategy, SPG Output(s): Rules of Engagement for Manpower Changes</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: Planning Governance (PGroup, PBoard, PCouncil) Informed: N/A</p> |
| <p>M1.27B Develop draft manpower guidance and assumptions</p> | <p>Activity Performer: AF/A1M Description: AF/A1M develops a draft version of manpower guidance and assumptions to be incorporated into the PPI. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Rules of Engagement for Manpower Changes Output(s): PPI: Manpower Guidance & Assumptions Draft</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|--|
| <p>M1.27C Coordinate feedback for manpower guidance and assumptions</p> | <p>Activity Performer: AF/A1M Description: AF/A1X, AF/A1P, AF/A1D, and AF/A1C provide feedback regarding the manpower guidance and assumptions submission to AF/A1M to incorporate and distribute to AF/A1 for approval. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): PPI: Manpower Guidance & Assumptions Draft Output(s): PPI: Draft Manpower Portion</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF/A1X, AF/A1P, AF/A1D, AF/A1C Informed: N/A</p> |
| <p>M1.27D Determine approval on manpower guidance and assumptions</p> | <p>Activity Performer: AF/A1 Description: AF/A1 receives consolidated feedback from AF/A1M and issues a determination of approval and edits are required to the manpower portion of the PPI. In addition, AF/A1 determines approval on manpower guidance and assumptions. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): PPI Draft Manpower Portion Output(s): PPI: Manpower Portion Approved <i>Exclusive Gateway: If 'Approve with Edits,' proceed to Step M1.27E. If 'Approve Without Edits,' proceed to Step M1.27F.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1 Accountable: AF/A1 Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M1.27E Update manpower guidance and assumptions</p> | <p>Activity Performer: AF/A1M Description: AF/A1M makes updates to the manpower guidance and assumptions based on feedback provided by the AF/A1. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input from SPPBE: N/A Input(s): PPI: Manpower Portion Approved Output(s): Manpower Guidance & Assumptions: Updated Output to SPPBE: N/A</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF/A1, AF/A8P Informed: N/A</p> |
| <p>M1.27F Publish manpower guidance and assumptions</p> | <p>Activity Performer: AF/A1M Description: AF/A1M publishes and distributes the manpower guidance and assumptions portion of the PPI after approval of manpower adjustments. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.01 <p>Input(s): PPI: Manpower Portion Approved, Manpower Guidance and Assumptions: Updated Output(s): Manpower Guidance: PPI Final</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A8P</p> |

714

715

716



USAF SPPBE Playbook

7177.0 – SPPBE Phase II – Programming

718 7.1 – Programming Process Summary

719 The Programming phase of the SPPBE process builds from the Planning phase, balancing
720 available resources to match Air Force priorities across the FYDP. Programming begins with the
721 delivery of the RAP, the PPG, and OSD Fiscal Guidance. Programming guidance for the
722 development of the POM is provided in the PPI and the PGM. The Programming process
723 operates within the governance of the AFCS and adheres to the guidance and priorities within the
724 DPG, Design Blueprint, RAP, PPG, Congressional directions and law, and fact-of-life changes.
725 The process is extremely dynamic and interactive. It develops, assesses, and prioritizes tradeoff
726 options including alternative force structures, weapon system programs, and support systems.
727 The phase ends with the delivery of the POM constructed in a balanced topline, which supports
728 Air Force Readiness, Capability, and Capacity directives for the FYDP.

729 The POM covers the 5-year FYDP, which is presented to the Services and Defense Agencies on
730 how the Air Force proposes to balance their available resources through an analysis of missions,
731 objectives, alternative methods to accomplish objectives, and allocation of resources. Each DoD
732 Service submits a final POM and BES IAW direction from the OSD in order to obtain approval
733 of the Air Force position. The Air Force position identifies future requirements for the allocation
734 of resources in preparation to translate them into budget proposals in the Budgeting phase of the
735 SPPBE process.

736 7.2 – Programming Process Map Summary

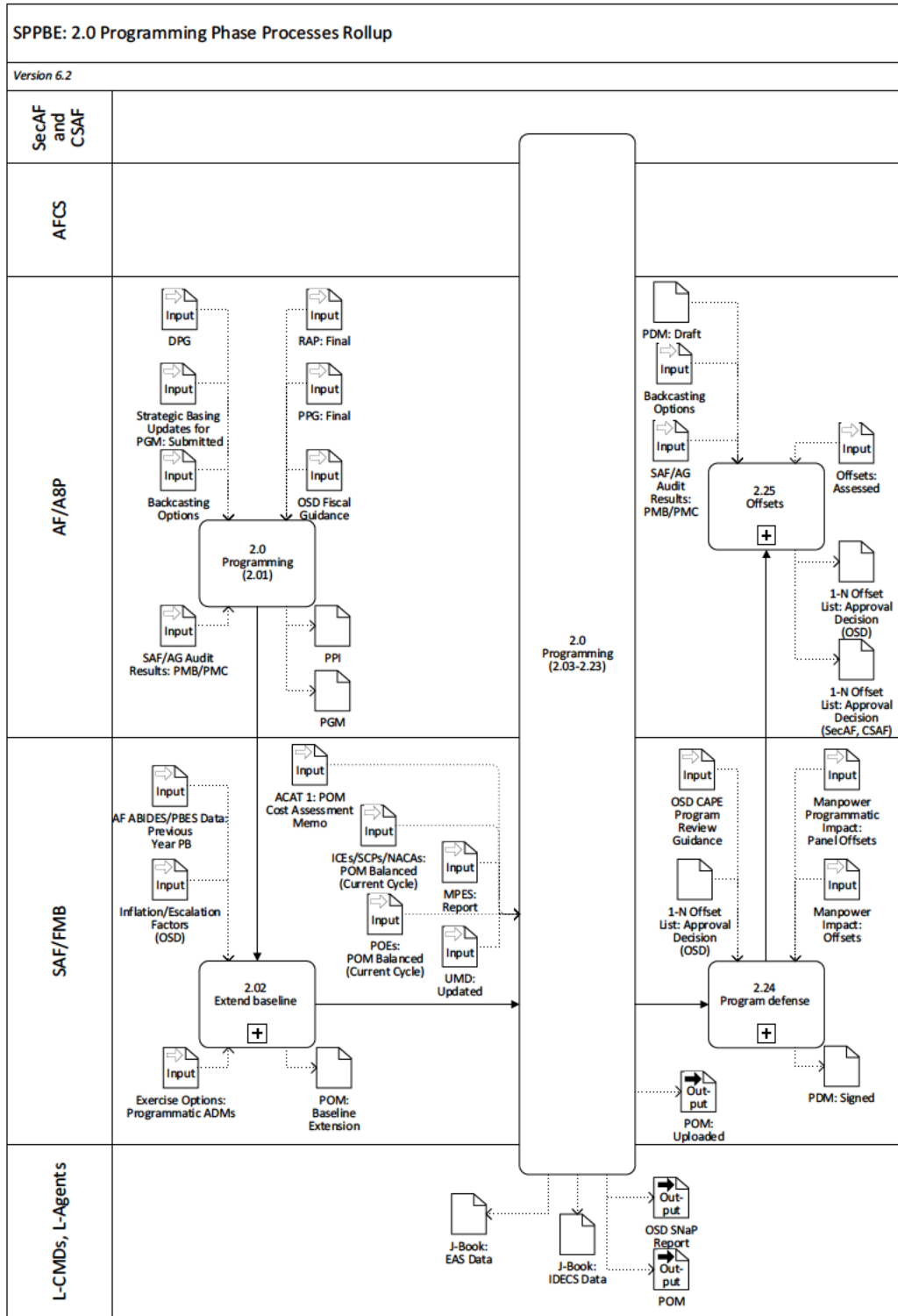
737 The high-level Programming process is outlined in *Figure 15* and a summary of the process
738 detail and roles and responsibilities is in the *Appendix Section VII*. The process detail contains
739 the detailed Programming process maps indicating the process performer(s) (swim lanes),
740 activities, inputs, and outputs. The RASCI model documents the detailed roles and
741 responsibilities of process steps.

742 The following is a list of Programming maps detailed in *Appendix Section VII*:

- 743 ▪ 2.0 – Programming
- 744 ▪ 2.02 – Extend Baseline
- 745 ▪ 2.02.03 – Conduct Round Zero
- 746 ▪ 2.02.05 – Select and Apply Inflation/Escalation Factors
- 747 ▪ 2.24 – Program Defense
- 748 ▪ 2.25 – Offsets

749
750 In addition, a SIPOC model is in *Appendix Section V*. The SIPOC provides a different view of
751 the Programming phase and key process activity linkages between organizations (suppliers,
752 customers), supplied information (inputs), and received information (outputs) and was used as
753 the starting point to create the detailed process maps.

754 **Figure 15 – Programming Process Summary Map:**



755



USAF SPPBE Playbook

756 7.3 – Description of Process Steps: Programming Phase

| | |
|--|---|
| 2.0 Programming Phase Process | Description: The Programming phase allocates FYDP resources guided by the Air Force Plan, Congress, OSD, Fiscal Guidance, Design Blueprint, and fact-of-life changes as well as reinforces the Air Force strategic message. The PPG is received from AF/A8XP and reviewed to determine impacts to the program reflected in the finalized RAP. This phase delivers the POM to OSD. |
| 2.01 Create PPI and PGM | <p><i>Entry from 1.0 Planning, Step 1.28.</i></p> <p>Activity Performer: AF/A8P</p> <p>Description: AF/A8P is responsible for starting the Programming process which is triggered by the completion of the Planning process. The Programming process finalizes and incorporates the final approved Planning Choices provided by AF/A8XP. A new PPI and PGM are created consistent with the current FYDP to outline administrative instructions for deliverables during the POM process, and to deliver specific Programming Guidance instructions to the Air Force. SAF/FMC submits the Acquisition Category (ACAT) 1: POM Cost Assessments Memo to AF/A8P to provide program cost analysis and guidance. In support of creating the PPI and PGM, SAF/IEIB reviews the PGM for Strategic Basing injects and then completes and submits the updates.</p> <p>Business Rule(s): AF/A8P must publish and circulate the PPI and PGM to the entire Air Force. SAF/FMC must provide the ACAT 1: POM Cost Assessments Memo (signed by AF/A5/8 and SAF/FM) to provide program cost analysis and guidance.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Strategic Basing & Manpower Guidance: PPI Final, Backcasting Options, SAF/AG Audit Results: Potential Monetary Benefit/Potential Monetary Cost (PMB/PMC), DPG, RAP: Final, PPG: Final, OSD Fiscal Guidance, ACAT I/II/III: POM Cost Assessment Memo, Strategic Basing Updates for PGM: Submitted</p> <p>Output(s): PPI, PGM</p> <p><i>Parallel Gateway: Proceed to Steps 2.02.01 and 2.02.02, concurrently.</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8P</p> <p>Accountable: SecAF, USecAF, CSAF, VCSAF</p> <p>Supportive: SAF/FMB, AF/A8XP, AF/A4, SAF/AQ, AF/A1M, SAF/FMC, SAF/IEIB</p> <p>Consulted: AF/A5/8, SAF/FM, L-CMDs, L-Agent</p> <p>Informed: AFCS, SAF/AG</p> |



USAF SPPBE Playbook

| | |
|---|---|
| 2.02 Extend Baseline | <p>Description: This sub-process initiates the new programmatic cycle and unlocks a new programmatic accounting cycle in the Programming database. The process incorporates any variables of change for costing new and existing programs. AF/A8P is responsible for extending the programmatic baseline and generating the POM: Baseline Extension.</p> |
| 2.02.01 Update inflation/escalation factors | <p><i>Entry from 2.0 Programming, Step 2.01.</i> Activity Performer: SAF/FMB Description: Inflation/escalation factors are incorporated into the baseline by SAF/FMB and aligned to the current programmatic accounting cycle. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es): Manpower: Submitted to sub-section 7.4.1.3 and step M2.02.01A Input(s): Inflation/Escalation Factors (OSD) Output(s): Inflation/Escalation Factors: Updated, <i>Send Notification: Request corrections and clean-up actions</i> <i>Proceed to Conduct Round Zero 2.02.03 Sub-process, Step 2.02.03.01.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |
| 2.02.02 Select and copy previous year ABIDES / PBES data | <p><i>Entry from 2.0 Programming, Step 2.01.</i> Activity Performer: SAF/FMB Description: SAF/FMB obtains the previous cycle’s budget data for integration with current cycle inflation/escalation factors in order to generate the Air Force ABIDES / PBES Data. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PPI, PGM, AF ABIDES / PBES Data: Previous Year PB Output(s): AF ABIDES / PBES Data: Previous Year PB Copy, <i>Send Notification: Request Corrections and Clean-Up Actions</i> <i>Proceed to Conduct Round Zero 2.02.03 Sub-process, Step 2.02.03.01.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.02.03 Conduct Round Zero</p> | <p>Description: This sub-process outlines the modification process of the Air Force ABIDES / PBES data to provide an updated and zeroed baseline that incorporates variables of change into the current programmatic accounting cycle. SAF/FMB is responsible for completing this activity sub-process and generating the Air Force ABIDES / PBES Data: Corrected Previous Year PB.</p> |
| <p>2.02.03.01 Create options to correct data in previous year PB</p> | <p><i>Entry from 2.02 Extend Baseline, Steps 2.02.01 and 2.02.02.</i></p> <p>Activity Performer: Appropriation Managers and Programmers</p> <p>Description: Appropriation Managers and Programmers receive a notification from the analysts to identify clean-up actions in the Air Force ABIDES / PBES Data: Previous Year PB copy. SAF/FMC reviews and validates the alignment of Exercise Options to ABIDES / PBES and, as required, submits error information back for adjudication to the Appropriation Managers and Programmers.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.02.03.01A <p>Input(s): AF ABIDES / PBES Data: Previous Year PB Copy, Inflation/Escalation Factors: Updated, Exercise Options: Reviewed PB Corrections</p> <p>Output(s): Exercise Options: PB Corrections, <i>Send Notification: Provide Manpower changes</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Appropriation Managers and Programmers</p> <p>Accountable: N/A</p> <p>Supportive: AF/A1M</p> <p>Consulted: SAF/FMC</p> <p>Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.02.03.02 Verify options against business rules</p> | <p>Activity Performer: AF/A8P and SAF/FMB Description: AF/A8P and SAF/FMB assess the PB rebalancing options against operating business rules, and review PB corrections to generate Exercise Options. Business Rule(s): Validate and check options data against various Air Force guidance (i.e., business rules) to determine if options are sufficient. Exercise Options business rules are developed from various Air Force guidance documents.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 7.4.1.3 and step M2.02.03.01B <p>Input(s): Exercise Options: PB Corrections Output(s): Exercise Options: Reviewed PB Corrections Exclusive Gateway: <i>If 'Business Rule Violation,' proceed to Step 2.02.03.01. If 'No Business Rule Violation,' proceed to Step 2.02.03.03.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P and SAF/FMB Accountable: N/A Supportive: N/A Consulted: AF/A1M Informed: N/A</p> |
| <p>2.02.03.03 Apply PB correction options</p> | <p>Activity Performer: AF/A8P and SAF/FMB Description: AF/A8P and SAF/FMB integrate the identified PB correction options from the previous cycle PB into the Air Force ABIDES / PBES Data. AF/A8P and SAF/FMB notify Budget owners of corrections to the PB. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.02.03.03A <p>Input(s): Exercise Options: Reviewed PB Corrections Output(s): AF ABIDES / PBES Data: Corrected Previous Year PB, <i>Send Notification: Inform Budget Owners of Changes</i> Proceed to Extend Baseline 2.02 Sub-process, Step 2.02.04.</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P and SAF/FMB Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.02.04 Create new year and remove oldest year from FYDP</p> | <p><i>Entry from 2.02.03 Conduct Round Zero, Step 2.02.03.03.</i></p> <p>Activity Performer: SAF/FMB</p> <p>Description: SAF/FMB adjusts the FYDP, replacing the previous PB cycle and extending the FYDP into future cycles to extend the Air Force ABIDES / PBES Data an additional year.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.02.04A <p>Input(s): AF ABIDES / PBES Data: Corrected Previous Year PB</p> <p>Output(s): AF ABIDES / PBES Data: Updated Years</p> <p><i>Proceed to Select and Apply Inflation/Escalation Factors 2.02.05 Sub-process.</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: SAF/FMB</p> <p>Accountable: N/A</p> <p>Supportive: N/A</p> <p>Consulted: AF/A1M</p> <p>Informed: N/A</p> |
| <p>2.02.05 Select and Apply Inflation/Escalation Factors</p> | <p>Description: This Programming sub-process identifies and applies the updated inflation/escalation factors to the new year of the FYDP, created by the Air Force ABIDES / PBES Data baseline. SAF/FMB is responsible for implementing and executing business rules to the updated Air Force ABIDES / PBES Data baseline.</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.02.05.01 Provide baseline extension guidance</p> | <p><i>Entry from 2.02 Extend Baseline, Steps 2.02.04 and 2.02.07.</i> Activity Performer: AF/A8P and SAF/FMB Description: AF/A8P and SAF/FMB create the Baseline Extension guidance to adjust the updated inflation/escalation factors for the current programmatic accounting cycle. Business Rule(s): The ‘AF ABIDES / PBES Data: Quality Checked’ information asset is only an input to this activity step if the ABIDES / PBES Data fails the quality check performed in Step 2.02.07.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.02.05A <p>Input(s): AF ABIDES / PBES Data: Quality Checked, Inflation/Escalation Factors: Updated (OSD) Output(s): Baseline Extension: Business Rules Instructions</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P and SAF/FMB Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |
| <p>2.02.05.02 Verify options against business rules</p> | <p>Activity Performer: AF/A8P and SAF/FMB Description: AF/A8P and SAF/FMB review and adjust options that have been examined against existing business rules to identify opportunities for rebalancing the PB and generating new Exercise Options for the newest year of the FYDP. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Baseline Extension: Business Rules Instructions Output(s): Exercise Options: Reviewed PB Corrections</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P and SAF/FMB Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.02.05.03 Translate instructions into business rules</p> | <p>Activity Performer: Appropriation Managers and Programmers Description: Appropriation Managers and Programmers incorporate business rules and PB corrections into the newest year of the FYDP for the current cycle’s Baseline Extension. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Exercise Options: Reviewed PB Corrections Output(s): Baseline Extension: Updated Business Rules</p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers and Programmers Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |
| <p>2.02.05.04 Execute business rules</p> | <p>Activity Performer: Appropriation Managers and Programmers Description: The Appropriation Managers and Programmers apply the updated inflation/escalation factors to the Air Force ABIDES / PBES Data: Updated Years, and generate new year data for the Exercise Options. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AF ABIDES / PBES Data: Updated Years, Baseline Extension: Updated Business Rules Output(s): Exercise Options: New Year Data</p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers and Programmers Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.02.05.05 Apply inflation/escalation options</p> | <p>Activity Performer: Appropriation Managers and Programmers Description: The Appropriation Managers apply the updated inflation/escalation factors in the business rule framework to the Air Force ABIDES / PBES Data. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Exercise Options: New Year Data Output(s): AF ABIDES / PBES Data: Inflated/Escalated <i>Proceed to Extend Baseline 2.02 Sub-process, Step 2.02.06.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers and Programmers Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |
| <p>2.02.06 Apply programmatic ADM options</p> | <p><i>Entry from 2.02.05 Select and Apply Inflation/Escalation Factors, Step 2.02.05.05.</i> Activity Performer: SAF/FMB Description: SAF/FMB integrates the Programmatic Acquisition Decision Memorandum (ADM) Options and the new FYDP adjustments to apply the Programmatic ADMs in the Air Force ABIDES / PBES Data. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Exercise Options: Programmatic ADMs, AF ABIDES / PBES Data: Inflated/Escalated Output(s): AF ABIDES / PBES Data: Programmatic ADMs</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.02.07 Perform quality check for blue and non-blue</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB conducts a comprehensive review of the updated Air Force ABIDES / PBES Data to ensure qualitative standardization, accurate ADM Options, and current inflationary/escalation factors for both Blue and Non-Blue ADMs. SAF/FMB then generates the final quality check for the Air Force ABIDES / PBES Data. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AF ABIDES / PBES Data: Programmatic ADMs Output(s): AF ABIDES / PBES Data: Quality Checked <i>Exclusive Gateway: If 'Fail Quality Check,' proceed to 2.02.05 Sub-process, Step 2.02.05.01. If 'Pass Quality Check,' proceed to Step 2.02.08.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |
| <p>2.02.08 Publish baseline extension</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB validates and coordinates the current cycle Extended Baseline. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 7.4.1.3 and step M2.02.05A <p>Input(s): AF ABIDES / PBES Data: Quality Checked Output(s): POM: Baseline Extension <i>Proceed to Programming Phase 2.0 Process, Step 2.03.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.03 Programmatically cost the RAP</p> | <p>Activity Performer: AF/A8P</p> <p>Description: AF/A8P, L-CMDs, and L-Agents utilize the RAPIDS / PBES to document cost adjustments and the alignment of the current cycle POM baseline extension to the RAP. This alignment generates a cost adjusted POM that is released to adjust for acquisition profiles. SAF/FMC coordinates with Panels to create the latest cost position to support AF/A8P in programmatically costing the RAP. In support of programmatically costing the RAP, SAF/IEIB receives the cost adjusted POM to review and provide Strategic Basing updates to verify accurate capture, which is reviewed by the Installation Support Panel (IS Panel).</p> <p>Business Rule(s): AF/A8P must incorporate the approved Planning Choice changes submitted via RAPIDS / PBES options into the adjusted baseline. The ICEs, SCPs, NACAs, and POEs are respectively hierarchical in authority as data sources and must be utilized in this sequence, as applicable.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Received from sub-section 7.4.1.3 and step M2.02.05B <p>Input(s): RAP: Final, POM: Baseline Extension, ICEs/SCPs/NACAs: RAP Costing (Current Cycle), POEs: RAP Costing (Current Cycle), Strategic Basing Changes to Verify IS Panel Capture: Reviewed, L-CMDs, L-Agents: Costing Data, Manpower Numbers</p> <p>Output(s): POM: Cost Adjusted</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8P</p> <p>Accountable: AF/A5/8, SAF/FM</p> <p>Supportive: AFCS, L-CMDs, L-Agents, SAF/FMC, SAF/IEIB</p> <p>Consulted: AF/A8XP, AF/A1M</p> <p>Informed: N/A</p> |
|---|--|



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.04 Publish integrated POM baseline</p> | <p>Activity Performer: AF/A8P</p> <p>Description: After programmatically costing the RAP and applying adjustments for acquisition profiles, the POM's integrated baseline is published for inputs from L-CMDs' and L-Agents' ZBTs, ZBRs and Ds/Os. AF/A8P is responsible for completing this activity step and generating the POM: Integrated Baseline.</p> <p>Business Rule(s): AF/A8P must publish a POM: Integrated Baseline to incorporate key stakeholder ZBTs and ZBRs.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: N/A <p>Input(s): POM: Cost Adjusted Output(s): POM: Integrated Baseline</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A5/8, SAF/FM Supportive: N/A Consulted: SAF/FMC Informed: N/A</p> |
|---|--|



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.05 Provide ZBTs, ZBRs, and Ds/Os</p> | <p>Activity Performer: L-CMDs and L-Agents</p> <p>Description: AF/A8P leverages the integrated baseline as a foundation to incorporate changes to ZBTs for the current FYDP. L-CMDs and L-Agents provide feedback by generating ZBT, ZBR, and Ds/Os files in the RAPIDS / PBES database. In support of the integrated baseline, SAF/IEIB receives ZBT, ZBR, and Ds/Os files to review and provide Strategic Basing updates to verify accurate capture and reviews RAPIDS / PBES.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.05A, and received from step M2.05E <p>Input(s): POM: Integrated Baseline, SAF/AG Audit Results: PMB/PMC, Manpower Changes by Program: Updated, Strategic Basing Review RAPIDS / PBES: Validated, Provide RAPIDS / PBES Data for ZBTs, ZBRs, Ds/Os</p> <p>Output(s): RAPIDS / PBES File: ZBTs, RAPIDS / PBES File: ZBRs, RAPIDS / PBES File: Ds/Os, <i>Send Notification: Solicit Input Manpower changes for ZBTs, ZBRs, and Ds/Os</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: L-CMDs, L-Agents</p> <p>Accountable: L-CMDs, L-Agents</p> <p>Supportive: AFCS, AF/A1M, SAF/IEIB</p> <p>Consulted: SAF/FMB, AF/A8P, Appropriation Managers and Programmers</p> <p>Informed: AF/A8XP, SAF/AG</p> |
|--|---|



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.06 Adjudicate/validate ZBTs, ZBRs, and Ds/Os input</p> | <p>Activity Performer: AF/A8P</p> <p>Description: AF/A8P receive the RAPIDS / PBES files from the L-CMDs that include ZBTs, ZBRs, and Ds/Os. The RAPIDS / PBES files provided are then validated and adjudicated to codify inconsistencies and gaps. AF/A8P are responsible for completing this activity step and generating the ZBTs, Ds/Os: ZBT Anomaly and ZBRs with support from SAF/FMB and Appropriation Managers.</p> <p>Business Rule(s): Conduct assessment of ZBTs, ZBRs, and Ds/Os to determine if individual programs are valid or invalid.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Submitted to sub-section 7.4.1.3 and step M2.06A <p>Input(s): RAPIDS / PBES File: ZBTs, RAPIDS / PBES File: ZBRs, RAPIDS / PBES File: Ds/Os</p> <p>Output(s): ZBTs, ZBTs Turned into Ds/Os, ZBTs Turned into ZBRs</p> <p>Inclusive Gateway: <i>If 'Not Valid,' proceed to Step 2.07. If 'Valid,' proceed to Exclusive Gateway: If 'ZBTs,' proceed to Step 2.08. If 'ZBRs, Ds/Os' proceed to Step 2.09.</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8P</p> <p>Accountable: AF/A8P</p> <p>Supportive: SAF/FMB, Appropriation Managers and Programmers, AF/A1M</p> <p>Consulted: AFCS</p> <p>Informed: L-CMDs, L-Agents</p> |
|---|--|



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.07 Determine whether to correct ZBRs, ZBTs, and Ds/Os</p> | <p>Activity Performer: L-CMDs and L-Agents Description: L-CMDs and L-Agents determine whether to continue refining ZBRs, ZBTs, and Ds/Os, and clarify any anomalies. L-CMDs then generate the RAPIDS / PBES File: Ds/Os with support from AF/A1M. Business Rule(s): N/A <i>Exclusive Gateway: If “Update,” proceed to Step 2.06. If “Do Not Update,” Process Ends.</i></p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): ZBTs, ZBTs Turned into Ds/Os, ZBTs Turned into ZBRs Output(s): RAPIDS / PBES File: Ds/Os</p> <p><u>Roles and Responsibilities</u> Responsible: L-CMDs, L-Agents Accountable: AFCS Supportive: AF/A8P, AF/A1M Consulted: SAF/FMB, Appropriation Managers and Programmers Informed: AF/A8XP</p> |
| <p>2.08 Incorporate ZBTs</p> | <p>Activity Performer: SAF/FMB and AF/A8P Description: Upon adjudication, SAF/FMB and AF/A8P incorporate valid ZBTs into the current cycle POM and update RAPIDS / PBES files. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 7.4.1.3 and step M2.06G <p>Input(s): ZBTs, ZBTs Turned into Ds/Os, ZBTs Turned into ZBRs, Manpower Information Brief: Delivered Output(s): POM: Incorporated ZBTs</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB, AF/A8P Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: L-CMDs, L-Agents</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.09 Validate/integrate Ds/Os (AF Group)</p> | <p>Activity Performer: AFCS (AF Group)</p> <p>Description: The Air Force Group receives the RAPIDS / PBES File: Ds/Os to review, validate, and integrate any additional changes to the POM. The Air Force Group is responsible for validating and approving the recommended Ds/Os with support from the L-Agents and L-CMDs, and AF/A1M. In support of validating and integrating Ds/Os, SAF/IEIB provides Strategic Basing actions and change impacts from SecAF decisions. SAF/IEIB then submits their updates to the Air Force Group for review and approval.</p> <p>Business Rule(s): The Air Force Group must review, validate, and integrate changes to the POM.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.09A <p>Input(s): POM: Incorporated ZBTs, Strategic Basing Comments/Responses: Submitted, ZBTs, ZBTs Turned into Ds/Os, ZBTs Turned into ZBRs</p> <p>Output(s): Ds/Os: Recommended/Prioritized (AF Group), <i>Send Notification: Update MPES</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AFCS (AF Group) Accountable: AFCS (AF Group) Supportive: AF/A1M, SAF/IEIB Consulted: L-CMDs, L-Agents Informed: N/A</p> |
|--|--|



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.10 Validate/integrate Ds/Os (AF Board)</p> | <p>Activity Performer: AFCS (AF Board) Description: Receives decisions from the Air Force Group and integrates reprioritization of POM inputs. The Air Force Board is responsible for validating and approving the recommended Ds/Os with support from the L-CMDs, L-Agents, and AF/A1M. Business Rule(s): The Air Force Board must review, validate, and integrate changes to the POM.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.10A <p>Input(s): Ds/Os: Recommended/Prioritized (AF Group) Output(s): Ds/Os: Recommended/Prioritized (AF Board), <i>Send Notification: Update MPES</i></p> <p><u>Roles and Responsibilities</u> Responsible: AFCS (AF Board) Accountable: AFCS (AF Board) Supportive: AF/A1M Consulted: L-CMDs, L-Agents Informed: N/A</p> |
| <p>2.11 Validate/integrate Ds/Os (AF Council)</p> | <p>Activity Performer: AFCS (AF Council) Description: The Air Force Council receives decisions from the Air Force Board and integrates reprioritization of POM inputs. The Air Force Council is responsible for validating and approving the recommended Ds/Os with support from the L-CMDs, L-Agents, and AF/A1M. Business Rule(s): The Air Force Council reviews, validates, and integrates changes to the POM.</p> <p>Supporting Requisite Process(es): Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.11A Input(s): Ds/Os: Recommended/Prioritized (AF Board) Output(s): Ds/Os: Recommended/Prioritized (AF Council), <i>Send Notification: Update MPES</i></p> <p><u>Roles and Responsibilities</u> Responsible: AFCS (AF Council) Accountable: AFCS (AF Council) Supportive: AF/A1M Consulted: L-CMDs, L-Agents Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.12 Create POM COAs</p> | <p>Activity Performer: AF/A8P Description: The POM COA development and selection process is initiated once AF/A8P receives prioritized recommendations for Ds/Os that were identified by the AFCS. AF/A8P is responsible for generating COAs and adjusting them as needed by guidance given from the SecAF and CSAF. SAF/FMC collaborates with AF/A8P to review POM COAs for costing impacts to update cost risk analyses. Business Rule(s): AF/A8P must incorporate prioritized Ds/Os information into draft POM COAs.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.12A <p>Input(s): Ds/Os: Recommended/Prioritized (AF Council), POM: COA Approval Decision (SecAF and CSAF), POM: COA Approval Decision (AF Council) Output(s): Manpower Impacts, POM: COAs, Cost Impacts (SAF/FMC)</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A5/8, SAF/FM Supportive: SAF/FMB, AFCS, AF/A1M, AF/A9 Consulted: N/A Informed: SAF/FMC</p> |
| <p>2.13 Provide feedback on POM COAs</p> | <p>Activity Performer: L-CMDs and L-Agents Description: The L-CMDs and L-Agents review the POM: COAs to provide feedback that determines any objections or potential issues with the identified COAs. L-CMDs and L-Agents are responsible for completing this activity step and generating COA Appeals for the POM with support from SAF/FMB and AF/A1M providing Manpower Impacts. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 7.4.1.3 and step M2.12B, and submitted to sub-section 7.4.1.3 and step M2.13A <p>Input(s): Manpower Impacts: COAs, POM: COAs, Cost Impacts (SAF/FMC) Output(s): POM: COA Appeals, <i>Send Notification: Update MPES</i></p> <p><u>Roles and Responsibilities</u> Responsible: L-CMDs, L-Agents Accountable: N/A Supportive: SAF/FMB, AFCS, AF/A1M, AF/A9 Consulted: N/A Informed: AF/A8P</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>2.14 Incorporate POM COA appeals</p> | <p>Activity Performer: AF/A8P Description: AF/A8P receives POM COA appeals from the L-CMDs and L-Agents and incorporates into the POM. The POM COA result is determined by the AFCS for approval of any additional recommendations/modifications. AF/A8P is responsible for completing this activity step and incorporating the POM COA appeals into the POM with support from SAF/FMB, L-CMDs, L-Agents and AF/A1M. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Submitted to sub-section 7.4.1.3 and step M2.14A, received from sub-section 7.4.1.3 and step M2.13B, and received from sub-section 7.4.1.3 and step M2.14A <p>Input(s): POM: COA Appeals, POM: Incorporated ZBTs, Enterprise Manpower Impacts Rationale Output(s): POM: Incorporated COA Appeals, <i>Send Notification: Update MPES</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A5/8, SAF/FM Supportive: SAF/FMB, AFCS, AF/A1M Consulted: AF/A8XP, L-CMDs, L-Agents Informed: N/A</p> |
|---|---|



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.15 Determine POM COA approval (AF Council)</p> | <p>Activity Performer: AFCS (AF Council) Description: The Air Force Council receives the POM, incorporates the COA appeals from AF/A8P, and decides whether the incorporated POM appeals are justified. SAF/FMC presents the programmatic cost risk brief to the Air Force Council to support them in their decision for POM COA approval. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): POM: Incorporated COA Appeals Output(s): POM: COA Approval Decision (AF Council), <i>Send Notification: Inform SAF/IEIB of POM: COA Approval Decision (AF Council)</i> Exclusive Gateway: <i>If 'Approve,' proceed to Step 2.16. If 'Disapprove with Feedback,' proceed to Step 2.12.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AFCS (AF Council) Accountable: AFCS (AF Council) Supportive: AF/A5/8, SAF/FM, SAF/FMB, AF/A1M, SAF/FMC Consulted: AF/A8XP, AF/A8P Informed: N/A</p> |
| <p>2.16 Determine POM COA approval (SecAF and CSAF)</p> | <p>Activity Performer: SecAF and CSAF Description: If the POM COA is approved by the AFCS, the SecAF and CSAF approve the POM. SecAF and CSAF are responsible for approving this activity step and providing feedback to AF/A8P, SAF/FMB, and L-CMD based on their decision. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): POM: COA Approval Decision (AF Council) Output(s): POM: COA Approval Decision (SecAF and CSAF) Exclusive Gateway: <i>If 'Disapprove with Feedback,' proceed to Step 2.12. If 'Approve,' proceed to Parallel Gateway: Steps 2.17 and 2.18, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SecAF and CSAF Accountable: SecAF, USecAF, CSAF, VCSAF Supportive: N/A Consulted: AF/A8XP Informed: SAF/FMB, L-CMDs, L-Agents</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.17 Prepare POM brief and memo for OSD</p> | <p>Activity Performer: AF/A8P Description: After receiving the approval from the SecAF and CSAF, AF/A8P prepares a POM Brief and Memo for OSD. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.17A <p>Input(s): POM: COA Approval Decision (SecAF and CSAF), Manpower Impacts with Rationale Output(s): POM: Brief, Transmittal Memo <i>Proceed to Program Defense 2.24, Step 2.24.01.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: SecAF, USecAF, CSAF, VCSAF Supportive: SAF/FMB, AFCS, AF/A8XP, L-CMDs, L-Agents , AF/A1M Consulted: N/A Informed: N/A</p> |
|--|---|



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.18 Perform minor adjustments to POM options to balance by year</p> | <p>Activity Performer: AF/A8P</p> <p>Description: AF/A8P balances the current cycle POM: COA after receiving the POM: COA Approval Decision from the SecAF and CSAF, by implementing minor adjustments. AF/A8P is responsible for completing this activity step and generating the POM: Updated to Balance by Year with support from the L-CMDs, L-Agents, AF/A1M, AF/A4, and SAF/AQ to validate minor adjustments. SAF/FMC supports AF/A8P to conduct an assessment of POM options to determine the final cost risk to update the programmatic costing records for the next SPPBE cycle.</p> <p>Business Rule(s): The ICEs, SCPs, NACAs, and POEs are respectively hierarchical in authority as data sources and must be utilized in this sequence, as applicable.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): POM: COA Approval Decision (SecAF and CSAF), POM: Validated, ICEs/SCPs/NACAs: POM Balanced (Current Cycle), POEs: POM Balanced (Current Cycle)</p> <p>Output(s): POM: Updated to Balance by Year</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A8P</p> <p>Accountable: SecAF, USecAF, CSAF, VCSAF</p> <p>Supportive: AFCS, AF/A1M, SAF/AQ, AF/A4, SAF/FMB, SAF/FMC</p> <p>Consulted: AF/A8XP, L-CMDs, L-Agents</p> <p>Informed: N/A</p> |
|--|--|



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.19 Create POM file for ABIDES / PBES</p> | <p>Activity Performer: AF/A8P Description: AF/A8P creates the adjusted POM file in preparation to upload into ABIDES / PBES. The POM file is sent to SAF/FMB to process and validate the final POM balance. AF/A8P is responsible for completing this activity step and generating the POM: File for ABIDES / PBES with L-CMDs, L-Agents, AF/A1M, and SAF/FMB. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es): Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.19A Input(s): POM: Updated to Balance by Year Output(s): POM: File for ABIDES / PBES</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A8P Supportive: AFCS, SAF/FMB, AF/A1M Consulted: L-CMDs, L-Agents Informed: N/A</p> |
| <p>2.20 Process POM options</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB receives the database file for the POM: COA and proceeds to process options for ABIDES / PBES. SAF/FMB is responsible for completing this activity step and generating the POM: Processed Options. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): POM: File for ABIDES / PBES Output(s): POM: Processed Options</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: AF/A8P Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.21 Validate balanced POM submission</p> | <p>Activity Performer: AF/A8P and SAF/FMB Description: AF/A8P and SAF/FMB receive the POM with processed options and validate the ABIDES / PBES File for final submission. This activity includes the upload of lower level detail such as Military Construction (MILCON) Project Detail. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.21A <p>Input(s): POM: Processed Options Output(s): POM: Validated Exclusive Gateway: <i>If 'Minor Adjustments Needed,' proceed to Step 2.18. If 'Validated,' proceed to Parallel Gateway: Steps 2.22 and 2.23, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P, SAF/FMB Accountable: AF/A8P Supportive: AFCS, Appropriation Managers, Programmers, AF/A1M Consulted: N/A Informed: SecAF, USecAF, CSAF, VCSAF, L-CMDs, L-Agents</p> |
| <p>2.22 Upload final validated POM submission into PRCP/SDCS</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB is responsible for uploading the validated POM into the Program Resources Collection Process (PRCP)/Standard Data Collection System (SDCS) system to create a final balanced POM submission. SAF/FMC collaborates with SAF/FMB in evaluating ABIDES / PBES data to create the latest budget profiles for the programmatic costing records for the next cycle. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.22A <p>Input(s): POM: Validated Output(s): POM, <i>Send Notification: Inform OSD Comptroller, SAF/IEIB, and AF/A1M of POM Submission</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: SAF/FMB Supportive: AF/A8P, Appropriation Managers, Programmers, AF/A1M Consulted: N/A Informed: AF/A8XP, SAF/FMC</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.23 Share J-Book data</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB, with Appropriation Managers and Programmers, incorporates the uploaded POM and shares the J-Book data. SAF/IEIB receives the updated J-Book data and provides feedback for force structure reporting. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): POM: Validated, Strategic Basing Force Structure: Feedback Output(s): J-Book: EAS Data, J-Book: IDECS Data, OSD Select and Native Programming (SNaP) Report</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: SAF/FMB Supportive: AF/A8P, AF/A1M, Appropriation Managers, Programmers, SAF/IEIB Consulted: AFCS Informed: AF/A8XP</p> |
| <p>2.24 Program Defense</p> | <p>Description: This sub-process provides additional detail where OSD, OMB, and Congressional responses to the Air Force budget and programmatic changes are analyzed. The Program Defense process includes the Air Force’s assessment and response to OSD Programmatic Issue Papers and the PDM. AF/A8P is responsible for completing this sub-process and responding to the PDM. This process is often referred to as the PBR process and will be referenced herein as the Program Defense process.</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.24.01 Brief POM</p> | <p>Activity Performer: AF/A5/8 Description: AF/A8P creates briefing documents for the AF/A5/8 to brief the SECDEF Deputy’s Management Action Group (DMAG). Business Rule(s): Must submit into Espresso Database.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 7.4.1.3 and step M2.22C, and Submitted to and received from sub-section 7.4.1.3 and step M2.24.01A <p>Input(s): POM: Brief, Transmittal Memo, POM: Uploaded, OSD Cost Assessment and Program Evaluation (CAPE): Program Review Guidance, Manpower Programmatic: Updated Output(s): POM: Briefed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5/8 Accountable: SecAF, USecAF, CSAF, VCSAF Supportive: SAF/FMB, AF/A8P, AF/A9, AF/A1M Consulted: N/A Informed: AFCS, AF/A8XP, Air Force Issue Team Leads, L-CMDs, L-Agents</p> |
| <p>2.24.02 Submit POM brief and transmittal memo for OSD</p> | <p>Activity Performer: AF/A8P Description: AF/A8P creates a POM brief and Transmittal Memo for OSD review, approval, and issue identification. AF/A8P is responsible for completing this activity step and generating the POM: Brief and Transmittal Memo with support from SAF/FMB. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): POM: Briefed Output(s): POM: OSD Brief, Transmittal Memo</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: SecAF, USecAF, CSAF, VCSAF Supportive: SAF/FMB Consulted: AF/A5/8, SAF/FM, AF/A8XP, AF/A1M Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.24.03 Develop/incorporate POM issues</p> | <p>Activity Performer: OSD Description: OSD consolidates issues from CCMDs, Secretaries of Military Departments, Under Secretaries of Defense, United States Special Operations Command, the DoD Inspector General, and the Director, OT&E to identify and highlight main objectives to incorporate into the Issue Papers. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): POM: OSD Brief, Transmittal Memo Output(s): POM: Issues <i>Parallel Gateway: Proceed to Steps 2.24.04 and 2.24.05, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: OSD Accountable: N/A Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>2.24.04 Standup issue teams</p> | <p>Activity Performer: OSD Description: OSD notifies services of regional or functionally-focused “issue team” to address all issues raised. OSD is responsible for standing up OSD issue teams and the Air Force will stand up Air Force issue teams to work with them. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): POM: Issues Output(s): Issue Teams: Created, <i>Send Notification: Inform Services of Issue Teams</i> <i>Proceed to Step 2.24.07.</i></p> <p><u>Roles and Responsibilities</u> Responsible: OSD Accountable: N/A Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.24.05 Develop and publish Issue Papers</p> | <p>Activity Performer: OSD Description: OSD develops and publishes Issue Papers that identify objections or lack of line items in the POM. Business Rule(s): When OSD publishes Issue Papers, this triggers AF/A8P to start the Offsets process 2.25. Issue Papers are not key inputs into the Offsets process, however, this enables AF/A8P adequate resources and time to initiate and complete the Offsets process.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted sub-section 7.4.1.3 and step M2.24.05A <p>Input(s): POM: Issues Output(s): Issue Papers: Published</p> <p><u>Roles and Responsibilities</u> Responsible: OSD Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |
| <p>2.24.06 Perform initial Issue Paper assessment</p> | <p>Activity Performer: AF/A8P Description: AF/A8P receives the Issue Papers from OSD to further analyze and disseminate key issues identified in the POM. AF/A8P is responsible for completing this activity step and generating the draft total bill, as well as the issue tracker drafts with support provided by the AF/A8XP and AF/A1M. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Issue Papers: Published Output(s): Total Bill: Draft, Issue Tracker: Draft <i>Parallel Gateway: Proceed to Steps 2.24.07 and 2.24.08, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: AF/A8XP, AF/A1M, AFCS Consulted: SAF/FMB, Appropriation Managers, Programmers Informed: L-CMDs, L-Agents</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.24.07 Identify issue team lead(s)</p> | <p>Activity Performer: AF/A8P Description: AF/A8P identifies Air Force issue team leads who will be responsible for responding to OSD-identified issues. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Total Bill: Draft, Issue Tracker: Draft, Issue Teams: Created Output(s): Issue Team Lead: Identified</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A5/8 Supportive: Air Force Issue Team Leads Consulted: N/A Informed: SAF/FMB, AFCS, Appropriation Managers, Programmers</p> |
| <p>2.24.08 Identify lead for Issue Papers</p> | <p>Activity Performer: AF/A8P Description: AF/A8P identifies a lead to take responsibility for the Issue Papers and to follow-up on specific issues identified in the issue papers. AF/A8P is responsible for completing this activity step and identifying Issue Paper Leads with support from the L-CMDs and L-Agents . Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.24.08A <p>Input(s): Total Bill: Draft, Issue Tracker: Draft Output(s): Issue Paper Lead: Identified</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: L-CMDs, L-Agents , AF/A9, AFCS Consulted: AF/A1M Informed: Air Force Issue Team Leads, SAF/FMB, Appropriation Managers, Programmers</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.24.09 Analyze issue</p> | <p>Activity Performer: Air Force Issue Team Leads</p> <p>Description: Air Force issue team leads evaluate issues and coordinate comments for Air Force position in the form of an executive summary to inform AF/A5/8 of issues identified by AF/A8P. Air Force issue team leads are responsible for completing this activity step and generating the executive summary and RAPIDS / PBES file for the Issue Paper with AF/A8P, SAF/FMB, L-Agents, and L-CMDs, AF/A8XP, and AF/A1M.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 7.4.1.3 and step M2.24.08A <p>Input(s): Issue Team Lead: Identified, Issue Paper Lead: Identified, Manpower Impacts: Feedback</p> <p>Output(s): Executive Summary: Issue Paper, RAPIDS / PBES File: Issue Paper</p> <p><i>Parallel Gateway: Proceed to Steps 2.24.10 and 2.24.12, concurrently.</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: Air Force Issue Team Leads</p> <p>Accountable: N/A</p> <p>Supportive: AF/A8P, SAF/FMB, AF/A8XP, L-CMDs, L-Agents , AF/A9, AF/A1M, AFCS</p> <p>Consulted: Appropriation Managers, Programmers, SAF/FMC</p> <p>Informed: N/A</p> |
|--|--|



USAF SPPBE Playbook

| | |
|---|---|
| <p>2.24.10 Screen/edit Issue Paper files</p> | <p>Activity Performer: AF/A8P Description: The executive summary is sent to AF/A5/8 to be made aware of the entire process with additional Issue Papers. AF/A8P is responsible for completing this activity step and generating the updated RAPIDS /PBES File, executive summary, total bill, and issue tracker. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Executive Summary: Issue Paper, RAPIDS / PBES File: Issue Paper Output(s): Executive Summary: Updated, RAPIDS / PBES File: Updated, Total Bill: Updated, Issue Tracker: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A8P Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>2.24.11 Review executive summary</p> | <p>Activity Performer: AF/A5/8 and the SecAF, CSAF, USecAF, and VCSAF Description: AF/A5/8, VCSAF, CSAF, USecAF, and SecAF receive, analyze, and modify the executive summary. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): RAPIDS / PBES File: Updated, Executive Summary: Updated, Total Bill: Updated, Issue Tracker: Updated Output(s): Executive Summary: Reviewed <i>Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5/8, SecAF, USecAF, CSAF, VCSAF Accountable: N/A Supportive: N/A Consulted: SAF/FMB, AF/A8XP, AF/A8P Informed: SAF/FM</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.24.12 Resolve Issue Paper issues with OSD</p> | <p>Activity Performer: Air Force Issue Team Leads Description: Coordinate with OSD to resolve outstanding issues identified in Issue Papers. Air Force issue team leads are responsible for completing this activity step and generating the Issue Paper: Resolution Determination. SAF/IEIB receives Issue Papers to review and provide feedback, as required, and informs Principals of a response. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Received from sub-section 7.4.1.3 and step M2.24.08B <p>Input(s): Executive Summary: Issue Paper, RAPIDS / PBES File: Issue Paper, Manpower Reclama: Updated, Strategic Basing Issue Paper: Feedback Output(s): Issue Paper: Resolution Determination, OSD Issue Slides Exclusive Gateway: <i>If 'Resolution,' Process Ends. If 'No Resolution,' proceed to Step 2.24.13.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Air Force Issue Team Leads Accountable: Air Force Issue Team Leads Supportive: SAF/IEIB Consulted: AF/A1M, SAF/FMC Informed: AF/A8P, SAF/FMB, AF/A8XP</p> |
|--|--|



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.24.13 Prep 3-star programmer</p> | <p>Activity Performer: Air Force Issue Team Leads Description: The Air Force issue team leads are responsible for creating a draft brief sheet and providing read-ahead materials that define issues and current status in preparation to facilitate a briefing with the provided inputs for OSD. AF/A8P and Air Force issue team leads are responsible for completing this activity step and generating the OSD issue slides, and a draft brief sheet with SAF/FMB Appropriation Managers and L-CMDs. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.24.13A <p>Input(s): OSD Issue Slides, Issue Paper: Resolution Determination, Skull Input: Updated Output(s): OSD Issue Slides: Facerized, Brief Sheet: Draft</p> <p><u>Roles and Responsibilities</u> Responsible: Air Force Issue Team Leads Accountable: AF/A8P Supportive: SAF/FMB, Appropriation Managers, Programmers, L-CMDs, L-Agents , AF/A9, AF/A1M Consulted: AFCS, AF/A8XP Informed: AF/A5/8, SAF/FM</p> |
| <p>2.24.14 Defend AF position at 3-Star review</p> | <p>Activity Performer: AF/A5/8 Description: If an issue is resolved, the issue is assessed for potential corrective options. If resolved, RAPIDS / PBES is updated. If unresolved, AF/A8P will prepare for DMAG. AF/A5/8 and AF/A5/8 are responsible for completing this activity step and generating the updated brief sheet, total bill, and issue tracker. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): OSD Issue Slides: Facerized, Brief Sheet: Draft Output(s): Brief Sheet: Updated, Total Bill: Updated, Issue Tracker: Updated <i>Exclusive Gateway: If 'Resolved Issue,' proceed to Step 2.24.15. If 'Unresolved Issue,' proceed to Step 2.24.16.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5/8 Accountable: SAF/FM, AF/A5/8 Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.24.15 Update RAPIDS / PBES</p> | <p>Activity Performer: AF/A8P Description: AF/A8P submits all programmatic deliverables for the resolved issue(s) that consists of the updated brief sheet, total bill, and issue tracker with support from SAF/FMB, as required. In support of RAPIDS / PBES, SAF/IEIB reviews brief sheets, provides feedback, and informs Principals of a response. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: N/A <p>Input(s): Brief Sheet: Updated, Total Bill: Updated, Issue Tracker: Updated, Strategic Basing Brief Sheet: Feedback Output(s): Brief Sheet: Updated, Total Bill: Updated, Issue Tracker: Updated <i>Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A8P Supportive: SAF/FMB, SAF/IEIB Consulted: AF/A1M, Air Force Issue Team Leads, Appropriation Managers, Programmers, L-CMDs, L-Agents , AFCS Informed: N/A</p> |
|---|--|



USAF SPPBE Playbook

| | |
|---|---|
| <p>2.24.16 Prepare for DMAG</p> | <p>Activity Performer: Air Force Issue Team Leads Description: The Air Force issue team leads update the issue tracker and total bill, while creating facerized slides and updating the brief sheet for AF/A5/8 to defend the Air Force position to DMAG. AF/A8P and Air Force issue team leads are responsible for completing this activity step and generating DMAG issue slides and an updated brief sheet, total bill, and issue tracker with SAF/FMB, SAF/FMB Appropriation Managers, L-Agents , and L-CMDs. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.24.16A, and received from sub-section 7.4.1.3 and step M2.24.16C <p>Input(s): DMAG Issue Slides, Brief Sheet: Updated, Total Bill: Updated, Issue Tracker: Updated, Manpower DMAG Issue Slides: Facerized Output(s): DMAG Issue Slides: Facerized</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P, Air Force Issue Team Leads Accountable: AF/A5/8, SAF/FM Supportive: SAF/FMB, Appropriation Managers, Programmers, L-CMDs, L-Agents , AF/A9, AF/A1M, AFCS Consulted: AF/A8XP Informed: SecAF, USecAF, CSAF, VCSAF</p> |
| <p>2.24.17 Defend AF position at DMAG</p> | <p>Activity Performer: SecAF, CSAF, USecAF, and VCSAF Description: The SecAF, USecAF, CSAF, and VCSAF produce a bullet paper or briefing that outlines the Air Force position for defense at DMAG. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): DMAG Issue Slides: Facerized Output(s): Issue Paper: AF Position at DMAG</p> <p><u>Roles and Responsibilities</u> Responsible: SecAF, USecAF, CSAF, VCSAF Accountable: SecAF, USecAF, CSAF, VCSAF Supportive: AF/A9 Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.24.18 Determine DSD decision (OSD CAPE)</p> | <p>Activity Performer: OSD Description: The SecAF, USecAF, CSAF, and VCSAF addresses the program issue, while OSD makes final programmatic decisions. OSD publishes a draft PDM for all the Services to disseminate. In support of the Deputy Secretary of Defense (DSD) decision, SAF/IEIB reviews Issue Paper responses and provides feedback. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Issue Paper: AF Position at DMAG, 1-N Offset List: Approval Decision (OSD), Strategic Basing Issue Paper Responses: Feedback Output(s): PDM: Draft Inclusive Gateway: <i>Proceed to Step 2.24.19. If ‘Resolved with Bill,’ proceed to 2.25 Sub-process, Step 2.25.01. If ‘Resolved with No Bill,’ proceed to Step 2.24.20.</i></p> <p><u>Roles and Responsibilities</u> Responsible: OSD Accountable: OSD Supportive: SecAF, USecAF, CSAF, VCSAF, SAF/IEIB Consulted: N/A Informed: AFCS, AF/A5/8, SAF/FM, AF/A8P, SAF/FMB, AF/A8XP, AF/A1M, Air Force Issue Team Leads, Appropriation Managers, Programmers, L-CMDs, L-Agents</p> |
|---|--|



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.24.19 Perform initial assessment of PDM</p> | <p>Activity Performer: AF/A8P Description: AF/A8P receives the PDM from OSD and performs an initial assessment for directives and Air Force issue team leads. AF/A8P is responsible for completing this activity step and generating the updated total bill and issue tracker with L-CMDs, L-Agents, Air Force issue team leads, and SAF/FMB Appropriation Managers. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.24.19A, and received from sub-section 7.4.1.3 and step M2.24.19C <p>Input(s): PDM: Draft, PDM: Manpower Initial Assessment Output(s): Total Bill: Updated, Issue Tracker: Updated, PDM: Draft, <i>Send Notification: Distribute PDM</i> Proceed to Step 2.24.21.</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: L-CMDs, L-Agents, Air Force Issue Team Leads, SAF/FMB, Appropriation Managers, Programmers, AF/A1M, AFCS Consulted: N/A Informed: AF/A8XP</p> |
| <p>2.24.20 Update Total Bill and Issue Tracker</p> | <p>Activity Performer: AF/A8P Description: Per the PDM, the total bill and issue tracker must be updated to reflect the DSD decision regarding total programs in the Air Force. AF/A8P is responsible for completing this activity step and generating the updated total bill and issue tracker. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.24.20A <p>Input(s): PDM: Draft, <i>Receive Notification: AF/A1M MPES MCCNs: Updated</i> Output(s): Total Bill: Updated, Issue Tracker: Updated Process Ends.</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A8P Supportive: AF/A1M Consulted: SAF/FMB, AFCS, AF Issue Team Leads Informed: AF/A8XP</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.24.21 Analyze PDM</p> | <p>Activity Performer: Air Force Issue Team Leads Description: The Air Force issue team lead identifies concerns for the PDM technical correction and critical objections in preparation to produce comments on future PDM changes. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Total Bill: Updated, Issue Tracker: Updated, PDM: Draft Output(s): Draft PDM: Proposed AF Comments</p> <p><u>Roles and Responsibilities</u> Responsible: Air Force Issue Team Leads Accountable: AF/A8P Supportive: AFCS, AF/A8XP, AF/A1M, SAF/FMB, Appropriation Managers, Programmers, L-CMDs, L-Agents Consulted: N/A Informed: SecAF, USecAF, CSAF, VCSAF, AF/A5/8, SAF/FM</p> |
| <p>2.24.22 Develop Air Force response to PDM</p> | <p>Activity Performer: AF/A8P Description: AF/A8P receives the technical corrections and critical objections from the Air Force issue team leads and drafts a response for Leadership review. AF/A8P is responsible for completing this activity step and generating the Draft PDM: Air Force Response with SAF/FMB, L-Agents, AF/A8XP, AF/A1M, Air Force issue team leads, SAF/FMB Appropriation Managers, and L-CMDs. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.24.22A, and received from sub-section 7.4.1.3 and step M2.24.22B <p>Input(s): Draft PDM: Proposed AF Comments, Talking Points: Delivered Output(s): Draft PDM: AF Response</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A8P Supportive: SAF/FMB, AF/A8XP, AF/A1M, Air Force Issue Team Leads, Appropriation Managers, Programmers, L-CMDs, L-Agents, AF/A1M, AFCS Consulted: N/A Informed: SecAF, USecAF, CSAF, VCSAF, AF/A5/8, SAF/FM</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>2.24.23 Provide input for AF PDM response</p> | <p>Activity Performer: AF/A5/8 Description: Additional inputs are incorporated into an assessment of the Air Force response to the PDM before the SecAF, USecAF, CSAF, and VCSAF conduct a review. AF/A8P is responsible for completing this activity step and generating the PDM: Air Force Response (AF/A5/8). Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Draft PDM: AF Response Output(s): PDM: AF Response (AF/A5/8)</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A5/8 Accountable: AF/A5/8 Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>2.24.24 Provide input for AF PDM response</p> | <p>Activity Performer: SecAF, CSAF, USecAF, and VCSAF Description: The SecAF, USecAF, CSAF, and VCSAF provide input, technical corrections, and objections raised from the Air Force issue team leads after reviewing the issued PDM. The SecAF, USecAF, CSAF, and VCSAF are responsible for completing this activity step and providing input into the PDM: Air Force Response. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PDM: AF Response (AF/A5/8) Output(s): PDM: AF Response (SecAF, CSAF, USecAF, and VCSAF)</p> <p><u>Roles and Responsibilities</u> Responsible: SecAF, USecAF, CSAF, VCSAF Accountable: SecAF, USecAF, CSAF, VCSAF Supportive: N/A Consulted: AF/A5/8, SAF/FM Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.24.25 Upload AF response to PDM into Expresso</p> | <p>Activity Performer: AF/A8P Description: AF/A8P submits the Air Force Response to PDM into the OSD Expresso database. AF/A8P is responsible for completing this activity step and uploading the Final PDM: Air Force Response into Expresso. AF/A8P utilizes selected 1-N Offset List from the AFCS to balance bills from the Program Review. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PDM: AF Response (SecAF, CSAF, USecAF, and VCSAF) Output(s): Final PDM: AF Response</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A8P Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>2.24.26 Sign final PDM (OSD Comptroller)</p> | <p>Activity Performer: OSD Description: OSD determines final current PDM Approval and generates a signed PDM. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Final PDM: AF Response Output(s): PDM: Signed, <i>Send Notification: Inform OSD of Published PDM</i></p> <p>Parallel Gateway: <i>Proceed to Step 2.24.27 and 3.0 Budgeting, Steps 3.01 and 3.02, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: OSD Accountable: N/A Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.24.27 Analyze final PDM</p> | <p>Activity Performer: AF/A8P Description: AF/A8P submits a draft PDM response to AF/A5/8 for approval on changes. AF/A8P is responsible for completing this activity step and generating an updated total bill, issue tracker, and ABIDES / PBES file with SAF/FMB, L-Agents, AF/A8XP, AF/A1M, Air Force issue team leads, SAF/FMB Appropriation Managers, and L-CMDs. SAF/FMC collaborates with AF/A8P to review the PDM: Signed and updates programmatic costing records for the next SPPBE cycle. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PDM: Signed Output(s): Total Bill: Updated, Issue Tracker: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: SAF/FMB, AF/A8XP, AF/A1M, Air Force Issue Team Leads, Appropriation Managers, Programmers, L-CMDs, L-Agents, AFCS Consulted: SAF/FMC Informed: SecAF, USecAF, CSAF, VCSAF, AF/A5/8, SAF/FM</p> |
| <p>2.24.28 Create PDM file for ABIDES / PBES</p> | <p>Activity Performer: AF/A8P Description: AF/A8P creates the adjusted PDM file in preparation to upload into ABIDES / PBES. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Total Bill: Updated, Issue Tracker: Updated, Output(s): PDM: File for ABIDES / PBES</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A8P Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.24.29 Process PDM options</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB receives the database file for the PDM: COA and proceeds to process options for ABIDES / PBES. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PDM: File for ABIDES / PBES Output(s): PDM: Processed Options</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A8P Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>2.24.30 Upload final validated PDM submission into PRCP/SDCS/CIS</p> | <p>Activity Performer: SAF/FMB Description: AF/A8P collaborates with SAF/FMB to upload the validated PDM into the PRCP, SDSCS, and Comptroller Information System (CIS) to create a final balanced PDM submission. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PDM: Processed Options Output(s): PDM: Uploaded, <i>Send Notification: Inform Team Leads of PDM</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: AF/A8P Supportive: SAF/FMB Consulted: N/A Informed: N/A</p> |
| <p>2.25 Offsets <i>(Sub-process)</i></p> | <p>Description: Exercise Options are developed to adjust the BES position to balance or implement guidance on how to better align programmatic changes with the Strategy and guidance from Leadership.</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.25.01 Provide offsets (L-Agents)</p> | <p><i>Entry from 2.24 Program Defense, Step 2.24.18</i> Activity Performer: L-Agents Description: This process is triggered when the L-Agents receive 'Request Offsets' notification from AF/A8P. L-Agents could provide Offsets identified throughout the POM issue process and create a RAPIDS / PBES file for delivery to the Panel. AFCS Panels provide SAF/IEIB a list of offsets to review and provide feedback to Strategic Basing impacts. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.25.01A <p>Input(s): PDM: Draft, <i>Receive Notification: Offsets Request</i>, SAF/AG Audit Results: PMB/PMC, Manpower Offsets, Manpower Programmatic Impacts: Panel Offsets, Strategic Basing AFCS Panel Offsets: Feedback Output(s): RAPIDS / PBES: Offsets</p> <p><u>Roles and Responsibilities</u> Responsible: L-Agents Accountable: AF/A8PE Supportive: AF/A1M, SAF/IEIB Consulted: N/A Informed: SAF/AG</p> |
| <p>2.25.02 Create initial 1-N Offset List</p> | <p>Activity Performer: AF/A8P Description: AF/A8P receives the RAPIDS / PBES file of Offsets and drafts an initial 1-N Offset List. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 7.4.1.3 and step M2.25.02A, and received from sub-section 7.4.1.3 and step M2.25.02C <p>Input(s): RAPIDS / PBES: Offsets, Manpower Changes with Rationale: Updated Output(s): 1-N Offset List: Initial Draft</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: AF/A1M, L-Agents Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>2.25.03 Validate/integrate 1-N Offset List (AF Group)</p> | <p>Activity Performer: AFCS (AF Group) Description: The Air Force Group validates and integrates updates to 1-N Offset List. SAF/IEIB is provided with a validated and integrated 1-N Offset List to review and provide feedback for Strategic Basing impacts. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es): Manpower: Submitted to sub-section 7.4.1.3 and step M2.25.03A</p> <p>Input(s): Backcasting Options, 1-N Offset List: Initial Draft, Strategic Basing 1-N Offset List: Feedback Output(s): 1-N Offset List: Recommended/Prioritized (AF Group), <i>Send Notification: MPES Updated</i></p> <p><u>Roles and Responsibilities</u> Responsible: AFCS (AF Group) Accountable: N/A Supportive: AF/A1M, SAF/IEIB Consulted: N/A Informed: N/A</p> |
| <p>2.25.04 Validate/integrate 1-N Offset List (AF Board)</p> | <p>Activity Performer: AFCS (AF Board) Description: The Air Force Board validates and integrates updates to 1-N Offset List. The AFCS (AF Group, AF Board, AF Council) is responsible for completing this activity step and generating the 1-N Offset List: Recommended/Prioritized. In support of the AF Board, SAF/IEIB is provided with a validated and integrated 1-N Offset List to review and provide feedback, as required, for Strategic Basing impacts. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Backcasting Options, 1-N Offset List: Recommended/Prioritized (AF Group), Strategic Basing 1-N Offset List: Feedback Output(s): 1-N Offset List: Recommended/Prioritized (AF Board)</p> <p><u>Roles and Responsibilities</u> Responsible: AFCS (AF Board) Accountable: N/A Supportive: AF/A1M, SAF/IEIB Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>2.25.05 Validate/integrate 1-N Offset List (AF Council)</p> | <p>Activity Performer: AFCS (AF Council) Description: The Air Force Council validates and integrates updates to 1-N Offset List. The AFCS (Air Force Group, Air Force Board, Air Force Council) is responsible for completing this activity step and generating the 1-N Offset List: Recommended/Prioritized. In support of the Air Force Council, SAF/IEIB is provided with a validated and integrated 1-N Offset List to review and provide feedback for Strategic Basing impacts. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 7.4.1.3 and step M2.25.03A <p>Input(s): Backcasting Options, 1-N Offset List: Recommended/Prioritized (AF Board), Strategic Basing 1-N Offset List: Feedback Output(s): 1-N Offset List: Recommended/Prioritized (AF Council)</p> <p><u>Roles and Responsibilities</u> Responsible: AFCS (AF Council) Accountable: N/A Supportive: AF/A1M, SAF/IEIB Consulted: N/A Informed: N/A</p> |
| <p>2.25.06 Create 1-N Offset List COAs</p> | <p>Activity Performer: AF/A8P Description: AF/A8P receives the adjustments made by the AFCS and creates and distributes a list of COAs to address identified and approved offsets to L-Agents. AF/A8P is responsible for completing this activity step and generating the 1-N Offset List: COAs. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): 1-N Offset List: Recommended/Prioritized (AF Council), 1-N Offset List: Approval Decision (SecAF and CSAF) Output(s): 1-N Offset List: COAs</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.25.07 Provide feedback on 1-N Offset List COAs</p> | <p>Activity Performer: L-Agents Description: L-Agents provide feedback on their alignment with 1-N COAs. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.25.07A <p>Input(s): 1-N Offset List: COAs, Manpower Rationale Offsets Template: Updated Output(s): 1-N Offset List: Comments from L-Agents</p> <p><u>Roles and Responsibilities</u> Responsible: L-Agents Accountable: N/A Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |
| <p>2.25.08 Incorporate feedback</p> | <p>Activity Performer: AF/A8P Description: AF/A8P incorporates feedback to identify COA objections that are integrated into the 1-N Offset List for Leadership review. AF/A8P is responsible for completing this activity step and generating the 1-N Offset List: Feedback from L-Agents. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es): Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.25.08A</p> <p>Input(s): 1-N Offset List: Comments from L-Agents Output(s): 1-N Offset List: Feedback from L-Agents</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: AF/A1M, L-Agents Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>2.25.09 Determine approval on 1-N Offset List (SecAF and CSAF)</p> | <p>Activity Performer: SecAF and CSAF Description: Receive updated 1-N Offset List and offer approval decision on any integrated objections from the L-CMDs. SecAF and CSAF are responsible for completing this activity step and generating the 1-N Offset List: Approval Decision. In support of determining approval of the 1-N Offset List, SAF/IEIB reviews and provides feedback for Strategic Basing impacts. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): 1-N Offset List: Feedback from L-Agents, Strategic Basing 1-N Offset List: AF Approval Feedback Output(s): 1-N Offset List: Approval Decision (SecAF and CSAF) <i>Exclusive Gateway: If 'Disapprove with Feedback,' proceed to Step 2.25.06. If 'Approve,' proceed to Step 2.25.10.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SecAF, CSAF Accountable: N/A Supportive: SAF/IEIB Consulted: N/A Informed: AF/A8P</p> |
| <p>2.25.10 Shorten 1-N List to get a zero balance</p> | <p>Activity Performer: AF/A8P Description: AF/A8P rebalances the 1-N Offset List to create a zero balance of offsets from the COAs and forwards the 1-N List to OSD. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es): Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.25.10A</p> <p>Input(s): 1-N Offset List: Approval Decision (SecAF and CSAF), 1-N Offset List: Approval Decision (OSD) Output(s): 1-N Offset List: Zero Balance, <i>Send Notification: Forward Shortened 1-N Offset List to OSD</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: AF/A1M, L-Agents Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>2.25.11 Determine approval on 1-N Offset List</p> | <p>Activity Performer: OSD</p> <p>Description: OSD determines if the zero balance 1-N List is validated and verified for accuracy and publishes an approval decision. OSD is responsible for completing this activity step and generating the 1-N Offset List: Approval Decision. The process is iterative until all offsets are approved. In support of determining approval of the 1-N Offset List, SAF/IEIB reviews and provides feedback for Strategic Basing impacts.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Submitted to and received from sub-section 7.4.1.3 and step M2.25.11A <p>Input(s): 1-N Offset List: Zero Balance, Strategic Basing 1-N Offset: OSD Approval Feedback</p> <p>Output(s): 1-N Offset List: Approval Decision (OSD)</p> <p>Exclusive Gateway: <i>If 'Disapprove with Feedback,' proceed to Step 2.25.10. If 'Approve,' Process Ends.</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: OSD</p> <p>Accountable: N/A</p> <p>Supportive: AF/A1M, SAF/IEIB</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
|--|---|

757



USAF SPPBE Playbook

758 7.4 – Programming Supporting Processes

759 7.4.1 – Manpower Supporting Process

760 7.4.1.1 – Manpower Process Summary

761 To support the SPPBE Programming phase, AF/A1M provides ongoing manpower and
762 organizational requirements expertise and guidance to align the Air Force’s Planning
763 documentation to newly identified and current Air Force functional programs. By providing
764 necessary MILPERS and CIVPERS costs, AF/A1M supports the POM build and
765 development process, and ownership of Air Force manpower database updates.

766 AF/A1M begins the SPPBE Programming phase by incorporating previous cycle MPES data
767 with MCCNs to forecast manpower requirements for the extended baseline of the POM.
768 AF/A1M then updates MPES with enterprise-wide MILPERS and CIVPERS L-CMD and L-
769 Agent adjustments to balance and unlock the new programmatic accounting year of the
770 FYDP. AF/A1M assists in the identification and manpower impact analysis of ZBTs; ZBRs;
771 and Ds/Os for the new Programming cycle and will support the adjudication and
772 prioritization of manpower adjustments throughout the AFCS review process. Upon AFCS
773 approval, AF/A1M provides manpower impacts and rationale for the development and
774 validation of POM COAs and updates the MPES database with finalized changes.

775 AF/A1M supports the defense of the POM through providing manpower impacts and
776 justification for resource allocation decisions in the POM submission to the AFCS. Once the
777 PDM is published, AF/A1M updates MPES with manpower personnel updates and
778 programmatic offsets.

779 7.4.1.2 – Manpower Process Map Summary

780 The high-level manpower Programming process rollup is in *Figure 16* and the process detail
781 and roles and responsibilities are in *Appendix Section VI*. The process detail contains
782 detailed manpower Programming process maps indicating the process performer(s) (swim
783 lanes), activities, inputs, and outputs.

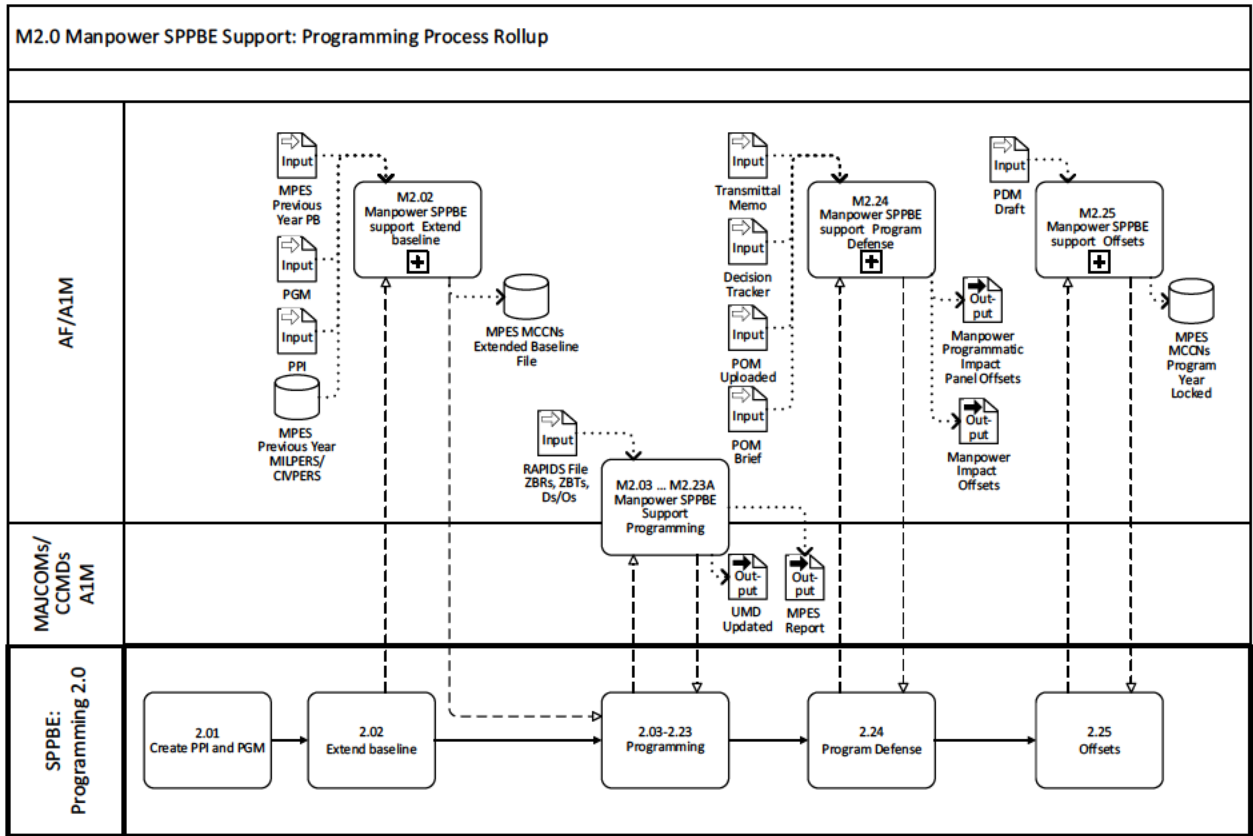
784

785

786

787

788 **Figure 16 – Manpower Programming Process Summary Map**



789

790

791 The following list includes manpower Programming maps that are detailed in the *Appendix*
792 *Section VI* and has supporting narrative detail in the following section:

- 793 ■ M2.0 – Manpower SPPBE Support: Programming Process
- 794 ■ M2.02 – Manpower SPPBE Support: Extend Baseline
- 795 ■ M2.02.03 – Manpower SPPBE Support: Conduct Round Zero
- 796 ■ M2.24 – Manpower SPPBE Support: Program Defense
- 797 ■ M2.25 – Manpower SPPBE Support: Offsets

798 **7.4.1.3 – Manpower Description of Process Steps**

| | |
|---|--|
| <p>M2.02 Manpower SPPBE support: Extend baseline</p> | <p>Description: In support of the SPPBE Programming phase process, this sub-process initiates the new programmatic accounting year in the manpower database. This process incorporates any variables of change for costing new and existing programs. AF/A1M is responsible for developing manpower requirements for the new programmatic year and retaining ownership of all MPES updates.</p> |
|---|--|

USAF SPPBE Playbook

| | |
|---|---|
| <p>M2.02.01A Select and copy previous year manpower data set</p> | <p>Activity Performer: AF/A1M Description: AF/A1M is responsible for obtaining the previous Programming cycle MPES data for integration with the current cycle to generate the MPES PB Copy. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.02.01 <p>Input(s): MPES MCCNs: Previous Year PB, PGM, PPI, MPES MCCNs: Previous Year MILPERS/CIVPERS Output(s): MPES MCCNs: Previous Year PB Copy</p> <p>Roles and Responsibilities Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A8P Consulted: N/A Informed: N/A</p> |
| <p>M2.02.03 Manpower support: Conduct round zero</p> | <p>Description: AF/A1M outlines the modification process of the MPES database to zero-base the programmatic baseline that incorporates ZBTs, ZBRs, and Ds/Osas variables of change to the current programmatic accounting cycle. AF/A1M is responsible for completing this activity sub-process and generating the corrected previous year PB MPES data.</p> |
| <p>M2.02.03.01A Identify manpower changes by option</p> | <p>Activity Performer: MAJCOM/CCMDs A1M Description: AF/A1M is responsible for conducting an analysis of manpower impacts for the SPPBE process and may result in change requests. If a change is identified by AF/A1, SAF/FMB, and AF/A8P, each request is given a CCN and distributed to the AFCS for review. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.02.03.01 <p>Input(s): RAPIDS / PBES: Decision Tracker, MPES MCCNs: Previous Year PB Copy Output(s): Manpower Options by L-CMD</p> <p>Roles and Responsibilities Responsible: MAJCOMs/CCMDs A1M Accountable: MAJCOMs/CCMDs A1M Supportive: AF/A1, SAF/FMB, AF/A8P Consulted: AFCS Informed: AF/A1M</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.02.03.01B Vet manpower change request by option across the enterprise</p> | <p>Activity Performer: AF/A1M Description: AF/A1M, SAF/FMB, AF/A8P are responsible for adjudicating L-CMD and L-Agent change requests to determine manpower impacts across Air Force programs. AF/A1M determines the availability of resources to implement the requested changes; If change requests are approved by the AFCS, AF/A1M updates MPES to reflect the approved corrections. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.02.03.02 <p>Input(s): Manpower Options by L-CMD, MPES: Previous Year Copy, RAPIDS / PBES Decision Tracker: MILPERS/CIVPERS CCNs, MPES MCCNs: MILPERS/CIVPERS Adjustments, Manpower Requirements: Determined Output(s): MPES MCCNs: Vetted Manpower Options by L-CMDs, MPA: Mandays, M4S: Manday Corrections</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M, SAF/FMB, AF/A8P Accountable: AF/A1M Supportive: L-CMDs, AF/A1 Consulted: AFCS Informed: N/A</p> |
|--|--|

799



USAF SPPBE Playbook

| | |
|---|---|
| <p>M2.02.03.03A Update MPES with approved manpower corrections</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives a notification to update MPES with approved manpower corrections. If required, additional resources will be appropriated to the L-CMDs. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from step 2.02.03.03 and submitted to step 2.02.04 in section 7.3 <p>Input(s): RAPIDS / PBES CCNs: Changes, ABIDES / PBES: Corrected Previous Year PB Output(s): MPES MCCNs: Approved Manpower Corrections</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A8P, SAF/FMB Consulted: L-CMDs Informed: N/A</p> |
| <p>M2.02.04A Create new year and remove oldest year from FYDP</p> | <p>Activity Performer: AF/A1M Description: AF/A1M is responsible for adjusting the FYDP for manpower changes to reflect the current PB cycle. SAF/FMB extends the FYDP through future cycles to extend the Air Force Budget Data Set (BDS) an additional year. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.02.04 <p>Input(s): MPES MCCNs: Approved Manpower Corrections Output(s): MPES MCCNs: Updated Years <i>Process Ends</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: SAF/FMB Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.02.05A Update MPES based on discovery</p> | <p>Activity Performer: AF/A1M Description: AF/A1M updates the MPES database based on the accuracy of blue and non-blue adjustments. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from step 2.02.05 and submitted to step 2.02.08 section 7.3 <p>Input: ABIDES/PBES: Updates Output: MPES MCCNs: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: SAF/FMB</p> |
| <p>M2.02.05B Finalize MPES extended baseline file</p> | <p>Activity Performer: AF/A1M Description: AF/A1M validates and finalizes the current cycle’s baseline in MPES. AF/A1M is responsible for completing this activity step and submitting this information to AF/A8P, enabling AF/A8P to generate the POM: Baseline Extension. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.03 <p>Input(s): MPES MCCNs: Updated Output(s): MPES MCCNs: Extended Baseline File</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF/A8P Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>M2.05A Review/assess program updates for manpower changes</p> | <p>Activity Performer: MAJCOMs/CCMDs A1M Description: MAJCOMs/CCMDs A1M reprioritizes programmatic changes to the extended baseline. These changes are reviewed and assessed by AF/A1M. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.05 <p>Input(s): RAPIDS / PBES File: Ds/Os, RAPIDS / PBES File: ZBRs, RAPIDS / PBES File: ZBTs Output(s): Manpower Changes by Program</p> <p><u>Roles and Responsibilities</u> Responsible: MAJCOMs/CCMDs A1M Accountable: AF/A1M Supportive: L-CMDs Consulted: N/A Informed: N/A</p> |
| <p>M2.05B Adjudicate manpower change conflicts</p> | <p>Activity Performer: MAJCOMs/CCMDs A1M Description: MAJCOMs/CCMDs A1M adjudicate and resolve open programmatic change issues through a formal decision and produce rationale to justify changes. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Changes by Program Output(s): Manpower Changes with Rationale</p> <p><u>Roles and Responsibilities</u> Responsible: MAJCOMs/CCMDs A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>M2.05C Determine robustness of the manpower change rationale</p> | <p>Activity Performer: MAJCOMs/CCMDs A1M Description: MAJCOM/CCMDs A1M evaluates the proposed changes and determines the enterprise impact of manpower adjustments. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Changes with Rationale, Manpower Rationale: Additional Changes Output(s): Manpower Changes Rationale: Determined <i>Exclusive Gateway: If 'Requires Additional Rationale,' proceed to Step M2.05D. If 'Does not Require Additional Rationale,' proceed to Step M2.05E..</i></p> <p><u>Roles and Responsibilities</u> Responsible: MAJCOMs/CCMDs A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>M2.05D Provide updated manpower rationale</p> | <p>Activity Performer: L-CMDs Description: L-CMDs are responsible for providing justification for the manpower adjustments requests. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Changes Rationale: Determined Output(s): Manpower Rationale: Additional Changes</p> <p><u>Roles and Responsibilities</u> Responsible: L-CMDs Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|---|
| <p>M2.05E Develop most efficient resource constrained manpower options</p> | <p>Activity Performer: MAJCOMs/CCMDs A1M Description: MAJCOM/CCMDs A1M determine if the manpower cost options for Ds/Os, ZBTs, and ZBRs require updated manpower rationale or adjustment. Options that do not require justification are considered efficient resource constrained manpower adjustments options by the MAJCOM/CCMDs A1M. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.05 <p>Input(s): Manpower Changes Rationale: Determined Output(s): Manpower Changes by Program: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: MAJCOMs/CCMDs A1M Accountable: AF/A1 Supportive: L-CMDs Consulted: AF/A8P, SAF/FMB, Appropriation Managers and Programmers Informed: AF/A8XP, AF/A1M</p> |
| <p>M2.06A Assess program updates for manpower changes across the enterprise</p> | <p>Activity Performer: AF/A1M Description: AF/A1M reviews, updates, and assesses programmatic changes and disconnects across the Air Force. AF/A1M identifies the enterprise impacts for personnel disconnects, opportunities for cost savings, and offsetting capabilities. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.06 <p>Input(s): ZBRs, ZBTs, Ds/Os: ZBT Anomaly Output(s): Enterprise Manpower Changes: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: SAF/FMB, AF/A8P, L-CMDs, CCMDs Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.06B Adjudicate manpower change conflicts</p> | <p>Activity Performer: AF/A1M Description: AF/A1M reviews, identifies, and analyzes open programmatic change issue conflicts across the Air Force. AF/A1M subsequently resolves duplicative conflicts and updates MPES and M4S with manpower authorization adjustments. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Enterprise Manpower Changes: Updated Output(s): M4S MCCNs: Manpower Changes by Program, MPES MCCNs: Manpower Changes by Program</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: L-CMDs Consulted: N/A Informed: N/A</p> |
| <p>M2.06C Determine robustness of the manpower change rationale</p> | <p>Activity Performer: AF/A1M Description: AF/A1M reviews the manpower cost options submitted by the MAJCOM/CCMDs A1M. If the adjustment options create cost savings or balance programmatic accounts, the cost options are accepted. AF/A1M will request additional rationale. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): MPES MCCNs: Manpower Changes by Program, M4S MCCNs: Manpower Changes by Program, MPES: Manpower Comments, Manpower Rationale Comments, M4S: Manpower Comments Output(s): Manpower Change Rationale: Determined <i>Exclusive Gateway: If 'Requires Additional Rationale,' proceed to Step M2.06D. If 'Does Not Require Additional Rationale,' proceed to Step M2.06E.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: MAJCOMs/CCMDs A1M Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M2.06D Provide updated manpower rationale</p> | <p>Activity Performer: MAJCOM/CCMDs A1M Description: AF/A1M returns problematic manpower changes to the MAJCOM/CCMDs A1M with requests for additional rationale. MAJCOM/CCMDs A1M must incorporate additional strategic mission objective and budgetary justification for manpower adjustment requests. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Change Rationale: Determined Output(s): MPES: Manpower Comments, Manpower Rationale Comments, M4S: Manpower Comments <i>Proceed to Step M2.06C.</i></p> <p><u>Roles and Responsibilities</u> Responsible: MAJCOMs/CCMDs A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>M2.06E Develop manpower most effective option</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives and reviews the rationale for manpower changes and develops cost effective options for implementing enterprise-wide changes given budgetary and force structure constraints. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Change Rationale: Determined Output(s): M4S MCCNs: Uploaded, MPES MCCNs: Uploaded</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: MAJCOMs/CCMDs A1M Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|---|
| <p>M2.06F Prepare manpower information brief</p> | <p>Activity Performer: AF/A1M Description: AF/A1M prepares a brief with manpower information to outline major manpower offsets and enterprise impacts. The manpower information brief is presented to AF/A1. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): M4S MCCNs: Uploaded, MPES MCCNs: Uploaded Output(s): Manpower Information Brief: Prepared</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>M2.06G Deliver manpower information brief to AF/A1, AF/A3, AF/A5/8</p> | <p>Activity Performer: AF/A1M Description: In preparation for the AFCS review, AF/A1M delivers the manpower information brief to AF/A1, AF/A3, AF/A5/8 and SAF/MR and outlines manpower impacts of L-CMD and L-Agent manpower authorization adjustments. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.08 <p>Input(s): Manpower Information Brief: Prepared Output(s): Manpower Information Brief: Delivered</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A1, AF/A3, AF/A5/8, AF/A8P, SAF/FMB</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M2.09A Upload manpower changes in MPES (AF Group)</p> | <p>Activity Performer: AF/A1M Description: AF/A1M uploads manpower changes into MPES, and supports the Ds/Os review process of the AF Group. If the MPES changes are accepted, the AF Board conducts a further review. If the changes are rejected, AF/A1M is instructed to revise and re-submit the MPES updates. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.09 <p>Input(s): ZBTs, D/Os: ZBT Anomaly, ZBRs, RAPIDS / PBES File: Ds/Os Output(s): MPES MCCNs: Updated, M4S MCCNs: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF Group Informed: AF Board</p> |
| <p>M2.10A Upload manpower changes in MPES (AF Board)</p> | <p>Activity Performer: AF/A1M Description: AF/A1M uploads manpower changes into MPES, and supports the Ds/Os review process of the AF Board. If the MPES changes are accepted, the AF Council conducts a further review. If the changes are rejected, AF/A1M is instructed to revise and re-submit the MPES updates. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.10 <p>Input(s): Ds/Os: Recommended/Prioritized (AF Group) Output(s): MPES MCCNs: Updated, M4S MCCNs: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF Board Informed: AF Council</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M2.11A Upload manpower changes in MPES (AF Council)</p> | <p>Activity Performer: AF/A1M Description: AF/A1M uploads manpower changes into MPES, and supports the Ds/Os review process of the AF Council. If the changes are rejected, AF/A1M is instructed to revise and re-submit the MPES updates. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.11 <p>Input(s): Ds/Os: Recommended/Prioritized (AF Board) Output(s): MPES MCCNs: Updated, M4S MCCNs: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF Council Informed: N/A</p> |
| <p>M2.12A Assess manpower impacts by COA</p> | <p>Activity Performer: AF/A1M Description: AF/A1M utilizes the POM COAs generated by AF/A8P to assess for manpower impacts. This process is initiated once AF/A8P receives prioritized recommendations for Ds/Os that are identified by the AFCS. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.12 <p>Input(s): POM: COAs, Ds/Os: Recommended/Prioritized (AF Council) Output(s): Manpower Impacts: Assessed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A8P Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M2.12B Develop manpower impacts by COAs</p> | <p>Activity Performer: AF/A1M Description: AF/A1M reviews the POM COAs and provides feedback on objections and potential enterprise manpower impacts associated with each COA. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.13 <p>Input(s): Manpower Impacts: Assessed Output(s): Manpower Impacts: COAs</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: L-CMDs, CCMDs</p> |
| <p>M2.13A Provide manpower impacts rationale</p> | <p>Activity Performer: MAJCOM/CCMDs A1M Description: AF/A1M collaborates with the MAJCOM/CCMDs to develop enterprise manpower impact rationale as a result of the POM COAs. MAJCOM/CCMDs are responsible for identifying resourcing constraints and providing justification for personnel MILPERS and CIVPERS adjustments. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.13 <p>Input(s): POM: COA Appeals Output(s): Manpower Impacts Rationale: Provided</p> <p><u>Roles and Responsibilities</u> Responsible: MAJCOMs/CCMDs A1M Accountable: MAJCOMs/CCMDs A1M Supportive: L-CMDs Consulted: AF/A1M Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>M2.13B Assess for enterprise manpower impacts</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives and assesses the manpower impacts of the COAs at an enterprise level in order to update manpower and provide rationale for the updates. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.14 <p>Input(s): Manpower Impacts Rationale: Provided Output(s): Enterprise Manpower Impacts Rationale</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A8P</p> |
| <p>M2.14A Update MPES with manpower changes</p> | <p>Activity Performer: AF/A1M Description: After AF/A1M makes the adjustments to manpower allocation with the supportive COA rationale, MPES is updated to reflect the manpower changes. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.14 <p>Input(s): POM: Incorporated COA Appeals Output(s): MPES MCCNs: Updated with Rationale</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A8P</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>M2.17A Provide manpower results rationale</p> | <p>Activity Performer: AF/A1M Description: AF/A1M delivers the manpower results rationale to AF/A8P who prepares a POM brief and memo for OSD, which identifies and provides rationale of the POM COA appeals incorporated into the selected POM. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.17 <p>Input(s): POM: Brief, Transmittal Memo, POM: COA Approval Decision Output(s): Manpower Impacts with Rationale</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF/A8P Informed: N/A</p> |
| <p>M2.19A Update MPES with POM COA decision</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives the POM file that AF/A8P uploads to PBES / ABIDES and reviews the file to ensure that everything is approved by the AFCS, prior to updating MPES. AF/A1M updates MPES with the POM COA decision and electronically submits the MPES file to AF/A8P. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.19 <p>Input(s): ABIDES / PBES: POM, MPES: Updated with Corrections, POM: File for ABIDES / PBES Output(s): MPES MCCNs: POM COA Decision</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A8P Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.21A Confirm accuracy of manpower changes in ABIDES / PBES</p> | <p>Activity Performer: AF/A1M Description: AF/A1M evaluates POM file in ABIDES / PBES to confirm that manpower changes are accurately reflected with no errors and that ABIDES / PBES has implemented the MPES changes. If the changes have not been implemented, then AF/A1M will have to determine if errors were a result of MPES or PBES / ABIDES and resubmit the file for MPES correction as required. Business Rule(s): PBES / ABIDES must match with MPES for accuracy Supported Requisite Process(es): <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.21 Input(s): POM Submission, POM: Validated, MPES MCCNs: POM COA Decision Output(s): MPES MCCNs: Updated <i>Exclusive Gateway: If 'Error,' proceed to Step M2.21B. If 'No Error,' Process Ends.</i> <u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A8P, SAF/FMB Consulted: N/A Informed: N/A</p> |
| <p>M2.21B Update MPES with corrections</p> | <p>Activity Performer: AF/A1M Description: AF/A1M identified errors in the manpower changes are submitted in MPES for upload into PBES / ABIDES. AF/A1M updates the MPES file with feedback corrections for resubmittal to AF/A8P for acceptance and further review. Business Rule(s): N/A Supported Requisite Process(es): <ul style="list-style-type: none"> • SPPBE: N/A Input(s): MPES MCCNs: Updated Output(s): MPES: Updated with Corrections <i>Proceed to Step M2.19A.</i> <u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF/A8P Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|---|
| <p>M2.22A Lock MPES</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives a notification from SAF/FMB that the validated POM has been submitted to the PRCP / SDCS system. AF/A1M is responsible for locking the MPES database file to prevent further updates or large adjustments to personnel figures. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.22 <p>Input(s): POM: Uploaded Output(s): MPES: Locked</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: SAF/FMB Consulted: N/A Informed: N/A</p> |
| <p>M2.22B Publish MPES</p> | <p>Activity Performer: AF/A1M Description: AF/A1M publishes the locked MPES file to AF/A8P, SAF/FMB, and the AFCS. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): MPES: Locked Output(s): MPES: Report</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A8P, SAF/FMB, AFCS</p> |

USAF SPPBE Playbook

| | |
|--|---|
| <p>M2.22C Allocate manpower to L-CMDs</p> | <p>Activity Performer: AF/A1M Description: AF/A1M submits the Unit Manpower Document (UMD) to L-CMDs and requests an update to the document. The UMD contains implementation guidance and instructions for the manpower allocated in the current cycle POM. Each L-CMD receives its portion of the database, which corresponds to the L-CMDs unit(s) identified in the POM. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.24.01 <p>Input(s): MPES: Report Output(s): UMD: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs Consulted: N/A Informed: N/A</p> |
| <p>M2.24 Manpower SPPBE support: Program defense</p> | <p>Description: AF/A1M analyzes programmatic changes to assess whether or not they affect manpower allocation. When manpower is affected, a rationale is built to justify changes, reclama decisions, and draft talking points on identified issues. Allocation decisions are assessed and offsets are adjusted for military and civilian end-strength to align with programmatic changes.</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>M2.24.01A Confirm accuracy of manpower end-strength to match transmittal memo</p> | <p>Activity Performer: AF/A1M (AF/A1P or AF/A1C) Description: AF/A1M receives and reviews the POM brief to confirm that end-strength and programmatics are accurate. When errors occur, AF/A1M identifies whether the POM brief and manpower file in PBES / ABIDES requires an update. AF/A1M makes any updates in MPES that are necessary and works with programmatic changes, as well as, reviews for programmatic inaccuracies and end-strength errors. AF/A1P works with programmatic changes in the FYDP, regarding which career fields need to be strengthened for recruiting and sustaining purposes as well as career fields that are going away. AF/A1P also works with force management changes for the current-state and future-state. AF/A1C works with force management for civilians, regarding incentives, reduction in force, voluntary early retirements and any hiring or recruiting as needed. SAF/FMB supports AF/A1M with defining work-years and dollars. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.24.01 <p>Input(s): UMD: Updated, POM: Brief, POM: Uploaded, Transmittal Memo, Decision Tracker Output(s): Manpower Programmatics: Updated, MPES MCCNs: Manpower Adjustments</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M (AF/A1P or AF/A1C) Accountable: AF/A1M Supportive: SAF/FMB Consulted: N/A Informed: SAF/FM</p> |
|---|---|

USAF SPPBE Playbook

| | |
|--|---|
| <p>M2.24.05A Perform initial Issue Paper assessment</p> | <p>Activity Performer: AF/A1M (AF/A1P or AF/A1C) Description: AF/A1M performs and assesses the published Issue Papers prior to identifying and inputting any resources or manpower impacts. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.24.05 <p>Input(s): POM: Issues Output(s): Issue Paper: Reviewed <i>Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF Issue Team Leads, AF/A1P, AF/A1C, SAF/FMB Consulted: N/A Informed: N/A</p> |
| <p>M2.24.08A Identify resource impact by Issue Paper</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives and updates Issue Papers to assess for manpower impacts. AF/A1M identifies resource impacts and provides explanation and recommendation to the Senior Programmer for the recommended Air Force response. Legitimate changes are accepted and technical errors corrected. Policy issues require senior Leadership guidance and correction of the impact. If there is a resourcing disagreement between the Air Force position and OSD, then a manpower reclama is prepared to adjudicate the conflict. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.24.08 <p>Input(s): Issue Tracker: Draft, Total Bill: Draft Output(s): Manpower Impacts: Feedback, Issue Paper Manpower Assessment: Resource Impact Feedback <i>Inclusive Gateway: If 'Policy/Programmatic Impacts,' proceed to Step M2.24.08B. If 'Technical Correction, Accept Changes, or No Manpower Impact,' proceed to Section 2.24 Programming, Step 2.24.09.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF Issue Team Leads, AF/A1P, AF/A1C, SAF/FMB Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.24.08B Build manpower reclama rationale</p> | <p>Activity Performer: AF/A1M Description: AF/A1M provides justification that supports a reclama for OSD manpower decisions. On an as needed basis, AF/A1M collaborates with L-CMDs to create rationale. This process is performed using an AF/A8P provided rationale template. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.24.12 <p>Input(s): Issue Paper Manpower Assessment: Resource Impact Feedback, Manpower Impacts: Feedback Output(s): Manpower Reclama: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs, AF Issue Team Leads, SAF/FMB, AF/A1P, AF/A1C Consulted: N/A Informed: N/A</p> |
| <p>M2.24.13A Develop manpower Skull Input</p> | <p>Activity Performer: AF/A1M Description: AF/A1M prepares the reclama template to brief AF/A1 on their manpower impact rationale. In addition, AF/A1M formally provides content that goes into the Skull Input. AF/A1M prepares a brief for AF/A1 outlining OSD directed changes. AF/A1M develops an information sheet to update 3-Stars. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.24.13 <p>Input(s): OSD: Issue Slides, Issue Paper: Resolution Determination Output(s): Skull Input: Draft</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF Issue Team Leads Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.24.13B Develop manpower Issue Paper briefing</p> | <p>Activity Performer: AF/A1M Description: The format of the Issue Paper briefing is determined by SAF/FMB, which is distributed to AF/A1 and AF/A5/8. AF/A1M develops the Issue Paper briefing in addition to the Skull Input. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Skull Input: Draft Output(s): Manpower Issue Paper: Draft</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C, AF/A1 Consulted: N/A Informed: N/A</p> |
| <p>M2.24.13C Deliver manpower Issue Paper briefing to AF/A1</p> | <p>Activity Performer: AF/A1M Description: AF/A1M provides and coordinates formal approval for the Skull Input. The Issue Paper briefing is part of the Skull Input. AF/A1M delivers the Issue Paper briefing to AF/A1 and updates the Skull Input accordingly. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.24.13 <p>Input(s): Skull Input: Draft, Manpower Issue Paper: Draft Output(s): Skull Input: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: AF/A1P, AF/A1C Consulted: N/A Informed: AF/A5/8</p> |

USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.24.16A Update Skull Input with any Programmatic changes made by 3-Stars</p> | <p>Activity Performer: AF/A1M Description: AF/A1M delegates a task response to ensure that 3-Stars have the necessary information to perform a Skull Input briefing. The AF/A5/8 will make a programmatic and policy decision informed with manpower impacts and guidance. Business Rule(s): A Skull Input briefing must be delivered in paper format, as a consultation, or by talking points utilizing facerized slides.</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.24.16 <p>Input(s): DMAG: Issue Slides Output(s): Skull Input: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C, AF/A8P, AF Issue Team Leads, AF/A5/8, SAF/FM Consulted: N/A Informed: N/A</p> |
| <p>M2.24.16B Update DMAG manpower Issue Paper briefing</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives updated Skull Input and incorporates new personnel information into the DMAG manpower Issue Paper briefing. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Skull Input: Updated Output(s): DMAG Manpower Issue Paper Briefing: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>M2.24.16C Deliver DMAG manpower Issue Paper briefing</p> | <p>Activity Performer: AF/A1M Description: AF/A1M leverages the DMAG manpower Issue Paper briefing to develop facerized manpower DMAG issue slides in preparation for Leadership review and comments. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.24.16 <p>Input(s): DMAG Manpower Issue Paper Briefing: Updated Output(s): Manpower DMAG Issue Slides: Facerized</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C Consulted: N/A Informed: AF Issue Team Leads</p> |
| <p>M2.24.19A Perform initial assessment on manpower</p> | <p>Activity Performer: AF/A1M Description: AF/A1M is responsible for assessing the effectiveness of current military and civilian end-strength against the programmatic decisions codified in the PDM and develop associated manpower implications to enterprise adjustments. After the assessment is performed, AF/A1M socializes subsequent manpower impact results of the PDM to AF/A8P, in addition to briefing programmatic decisions and manpower impacts to Leadership. Once the briefing with stakeholders is done, AF/A1M performs the initial assessment by sending feedback to AF/A1 and completes brief to AF/A1. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.24.19 <p>Input(s): PDM: Draft Output(s): Initial Assessment on Manpower: Performed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C, AF/A8P Consulted: N/A Informed: AF/A1</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.24.19B Update PDM manpower Issue Paper briefing</p> | <p>Activity Performer: AF/A1M Description: AF/A1M updates the PDM manpower Issue Paper briefing by assessing various questions, including technical errors, changes and any Air Force errors found. Additionally, AF/A1M can partially accept the various assessments by analyzing various combinations. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Initial Assessment on Manpower: Performed Output(s): PDM Manpower Issue Paper Briefing: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C Consulted: N/A Informed: N/A</p> |
| <p>2.24.19C Deliver PDM manpower Issue Paper briefing</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives the initial assessment of manpower and the updated PDM manpower Issue Paper briefing and delivers the PDM manpower initial assessment to AF/A8P. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.24.19 <p>Input(s): PDM Manpower Issue Paper Briefing: Updated Output(s): PDM: Manpower Initial Assessment</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C, AF/A8P Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>M2.24.20A Update MPES data to reflect Issue Tracker content</p> | <p>Activity Performer: AF/A1M Description: AF/A1M updates MPES to reflect what has been indexed in the issue tracker. This allows SAF/FMB and AF/A8P to review the programmatic changes and offsets, match them to their corresponding CCNs, and distribute the resource impacts to the AFCS. AF/A1M makes corresponding changes to MPES based upon the Issue Tracker. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.24.20 <p>Input(s): Total Bill: Updated, Issue Tracker: Updated, PDM: Draft Output(s): MPES MCCNs: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: SAF/FMB, AF/A8P Consulted: N/A Informed: N/A</p> |
| <p>M2.24.22A Develop talking points</p> | <p>Activity Performer: AF/A1M Description: An internal Skull Input briefing is held by AF/A1M to discuss the topics presented in the issue tracker. AF/A1M provides Skull Input in the form of talking points that are delivered during the briefing to AF/A1. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.24.22 <p>Input(s): Draft PDM: Proposed AF Comments Output(s): Talking Points: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1C, AF/A1P Consulted: AF/A8P Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M2.24.22B Deliver talking points brief to AF/A1</p> | <p>Activity Performer: AF/A1M Description: AF/A1M updates the talking points prior to delivering the talking points brief to AF/A1. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.24.22 <p>Input(s): Talking Points: Updated Output(s): Talking Points: Delivered</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1C, AF/A1P, AF/A1, AF/A8P Consulted: N/A Informed: N/A</p> |
| <p>M2.25 Manpower SPPBE support: Offsets</p> | <p>Description: Offsets are identified throughout the POM issue process and resolved by adjusting the budget or revising the manpower allocation to ensure the most efficient resource-constrained cost options.</p> |
| <p>M2.25.01A Develop manpower inputs to offsets</p> | <p>Activity Performer: AF/A1M Description: AF/A1M provides manpower inputs for manpower programmatic changes that are identified throughout the OSD POM review process. Program Defense process is worked with OSD Cost Assessment and Program Evaluation (CAPE), while Budget Defense process is worked with the OSD Comptroller. The number of offsets that the Air Force creates is driven by the total bill that must be paid. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.25.01 <p>Input(s): PDM: Draft, Offsets: Assessed Output(s): Manpower: Offsets, Manpower Programmatic Impacts: Panel Offsets</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C Consulted: L-CMDs, L-Agents, CCMDs Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M2.25.02A Assess program changes for manpower impacts</p> | <p>Activity Performer: AF/A1M Description: AF/A1M reviews the AF/A8P 1-N List, and performs an assessment to determine if changes are needed to modify the manpower allocation file. AF/A1M assesses program changes for manpower impacts and updates MPES using a decision tracker and MCCNs. Changes made to the 1-N List are reflected in the decision tracker. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 7.3 and step 2.25.02 <p>Input(s): 1-N Offset List: Initial Draft Output(s): Manpower Impacts by Program, MPES MCCNs: Updated Manpower Changes</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: AF/A8P Consulted: N/A Informed: N/A</p> |
| <p>M2.25.02B Adjudicate manpower change conflicts</p> | <p>Activity Performer: AF/A1M Description: AF/A1M resolves open manpower resource issue(s) by requesting a formal decision about a disputed matter, which may involve making budget adjustments or revising manpower allocation. AF/A1M identifies and validates if the decision tracker has manpower impacts. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Impacts by Program, MPES MCCNs: Updated Manpower Changes Output(s): Manpower Changes with Rationale, MPES MCCNs: Updated Manpower Changes</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C, L-CMDs Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.25.02C Validate robustness of the manpower change rationale</p> | <p>Activity Performer: AF/A1M Description: AF/A1M develops the most cost-efficient resource constrained manpower options with supporting rationale, and delivers them to AF/A8P. These options are used to support the initial draft of the 1-N Offset List. To gain a full agreement, stakeholders must agree with the proposed action, including explanation of dollar savings and manpower savings. AF/A1M makes sure the AFCS is aware of any programmatic and manpower end-strength adjustments. Stakeholders also leverage the draft 1-N List to validate adjustments for accuracy. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 7.3 and step 2.25.02 <p>Input(s): Manpower Changes with Rationale, MPES MCCNs: Updated Manpower Changes Output(s): Manpower Changes with Rationale: Updated, MPES MCCNs: Updated Manpower Changes</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C, L-CMDs Consulted: AF/A8P Informed: N/A</p> |
| <p>M2.25.03A Update manpower changes in MPES</p> | <p>Activity Performer: AF/A1M Description: AF/A1M documents and updates AFCS directed manpower changes in MPES. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and steps 2.25.03, 2.23.04. 2.25.05 <p>Input(s): 1-N Offset List: Recommended/Prioritized (AFCS) Output(s): MPES MCCNs: Updated Manpower Changes</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: AF Council Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>M2.25.07A Update manpower rationale offsets template</p> | <p>Activity Performer: AF/A1M Description: AF/A1M assesses the 1-N Offset List and provides information in the manpower rationale template. Whenever AF/A1M needs assistance with updating the manpower rationale offsets template, L-CMDs and L-Agents assist in updating the manpower rationale offsets template, as needed. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.25.07 <p>Input(s): 1-N Offset List: COAs Output(s): Manpower Rationale Offsets Template: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs, AF/A1P, AF/A1C Consulted: L-Agents Informed: N/A</p> |
| <p>M2.25.08A Update 1-N Offset List decisions in MPES</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives a rebalanced 1-N Offset List from AF/A8P. This list has been implemented to create zero balance offsets from the COA. AF/A1M reviews the list and updates the enterprise MPES changes. MPES updates drive enterprise-wide changes in manpower allocation. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.25.08 <p>Input(s): 1-N Offset List: Feedback from L-Agents Output(s): MPES MCCNs: 1-N Offset Decisions</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C, AF/A8P Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|--|
| <p>M2.25.10A Update 1-N Offset List decisions in MPES (shortened)</p> | <p>Activity Performer: AF/A1M Description: AF/A1M updates the MPES file to reflect the Air Force enterprise-wide MPES changes. AF/A1M receives and updates a rebalanced shortened 1-N Offset List from AF/A8P. AF/A1M utilizes the shortened list to make any necessary changes. The decision regarding the shortened list is determining whether the 1-N Offset List updates stay or get removed. MPES updates drive enterprise-wide manpower changes. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 and step 2.25.10 <p>Input(s): 1-N Offset List: Zero Balance Output(s): MPES MCCNs: Shortened 1-N Offset List</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: AF/A8P Consulted: N/A Informed: N/A</p> |
| <p>M2.25.11A Balance MPES to OSD approved 1-N Offset List</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives a notification that SAF/FMB has uploaded the final POM submission into the PRCP / CIS / SDCS system. This notification prompts AF/A1M to lock the MPES file. AF/A1M balances MPES to the OSD ledger, which cannot be changed. AF/A1M balances the ledger in the CIS, which is the baseline to start the OSD Comptroller review. AF/A1M has the capability to see the variety of changes in the BES and what is changed in the final PB and why the changes happen. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 7.3 step 2.25.11 <p>Input(s): 1-N Offset List: Approval Decision (OSD) Output(s): MPES MCCNs: Program Year Locked</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: SAF/FMB, AF/A1P, AF/A1C Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

8118.0 – SPPBE Phase III – Budgeting

812 8.1 – Budgeting Process Summary

813 The Budgeting phase of the SPPBE process involves the formulation, control, and allocation of
814 near-term resource requirements based on the results of the Planning and Programming phases.
815 The BES is developed and submitted to OSD Comptroller based on the POM, as modified by
816 programmatic updates and fact-of-life changes. OSD Comptroller conducts a Budget Review to
817 evaluate the BES, ensuring programs are correctly costed and dollars are budgeted in fiscal
818 management rules. During the review, OSD Comptroller directs changes to the Services' budgets
819 by issuing PBD. The PBD is incorporated into a PB and presented to OSD and Congress. The
820 budget is defended until enacted by Congress, beginning the Budget Execution phase.

821 8.2 – Budgeting Process Map Summary

822 The high-level Budgeting process is outlined in *Figure 17* and a summary of the process detail
823 and roles and responsibilities is in the *Appendix Section VII*. The process detail contains the
824 detailed Budgeting process maps indicating the process performer(s) (swim lanes), activities,
825 inputs, and outputs. The RASCI model documents the detailed roles and responsibilities of
826 process steps.

827

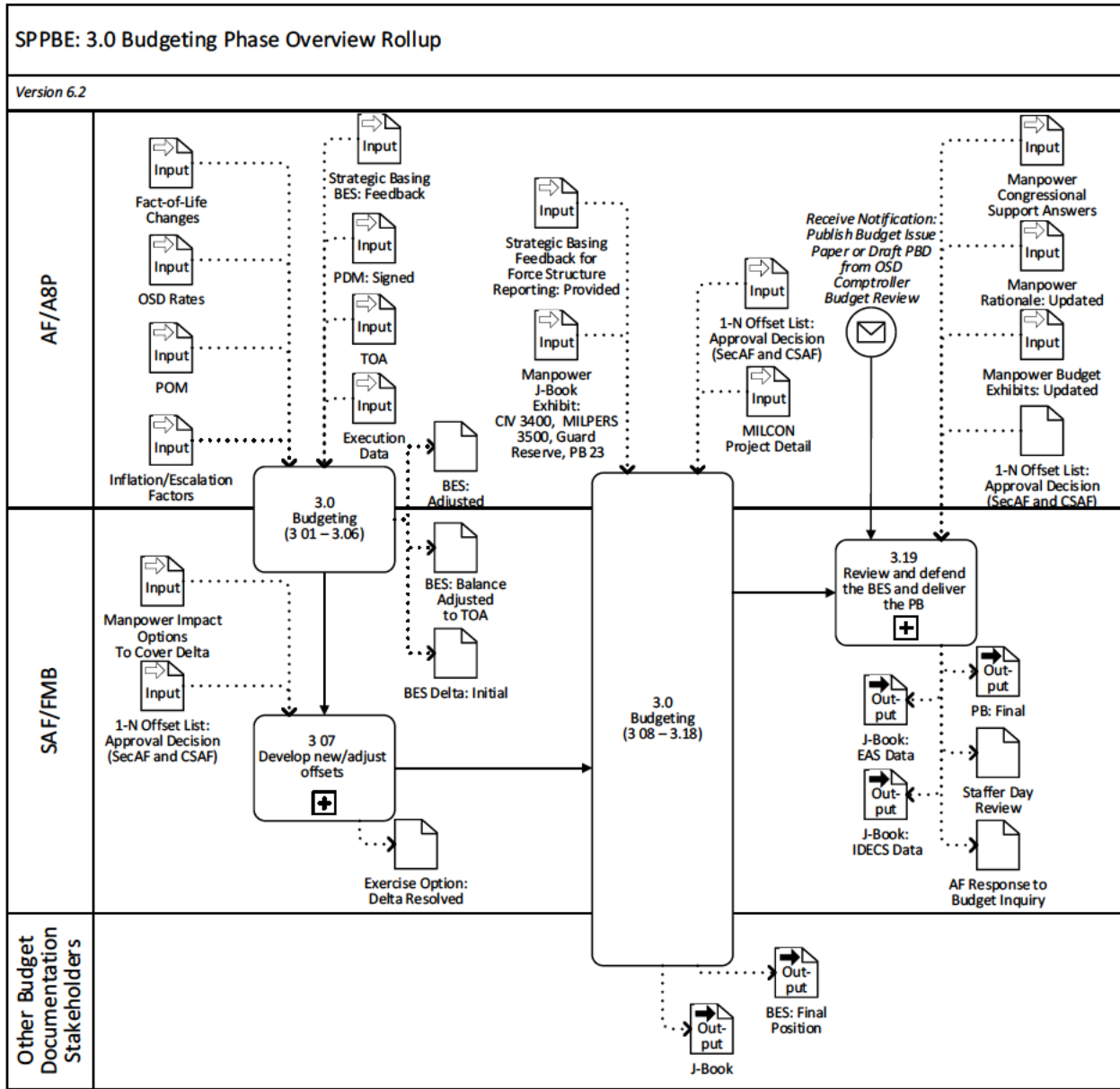
828 The following is a list of Budgeting maps detailed in *Appendix Section VII*:

- 829 ▪ 3.00 – Balancing BES
- 830 ▪ 3.07 – Develop New/Adjust Offsets (Not Balance to TOA and Under Threshold)
- 831 ▪ 3.19 – Review and Defend the BES and Deliver the PB

832

833 In addition, a SIPOC model is in *Appendix Section V*. The SIPOC provides a different view of
834 the Budgeting phase and key process activity linkages between organizations (suppliers,
835 customers), supplied information (inputs), and received information (outputs) and was used as
836 the starting point to create the detailed process maps.

837 **Figure 17 – Budgeting Process Summary Map:**



838
839

840 **8.3 – Description of Process Steps: Budgeting Phase**

| | |
|---------------------------------|--|
| <p>3.0 Balancing BES</p> | <p>Description: The Budgeting phase of the SPPBE process is where POM pricing is updated, fact-of-life changes and economic assumptions are applied, OMB/OSD directed changes are incorporated, justifications are codified, and the PB is defended. After the POM is submitted, the Budgeting process produces the BES. This process is initiated upon receipt of the approved PDMs from OSD CAPE, at the end of the Programming phase. Initial inputs also include the POM and J-Book EAS/IDECS data.</p> |
|---------------------------------|--|



USAF SPPBE Playbook

| | |
|--|--|
| <p>3.01 Determine threshold</p> | <p><i>Entry from 2.24 Program Defense, Step 2.24.26.</i> Activity Performer: AF/A8P Description: AF/A8P determines threshold level based on analysis with SME support from SAF/FMBP. Business Rule(s): Thresholds must be established per POM cycle.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PDM: Signed, <i>Receive Notification: Inform Team Leads of PDM</i> Output(s): Threshold Level <i>Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: N/A Consulted: SAF/FMBP Informed: N/A</p> |
| <p>3.02 Check if reprice factors changed</p> | <p><i>Entry from 2.24 Program Defense, Step 2.24.26.</i> Activity Performer: SAF/FMB Description: SAF/FMB conducts an assessment to determine if the reprice factors have changed. Business Rule(s): If OSD rates are not available, Budgeting key stakeholders will continue until new rates are received and codified.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PDM: Signed, <i>Receive Notification: Inform Team Leads of PDM,</i> OSD Rates, Inflation/Escalation Factors Output(s): Reprice Factors: Checked <i>Exclusive Gateway: If 'Factor Changed,' proceed to Step 3.03. If 'Factor Not Changed,' proceed to Step 3.05.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: N/A Consulted: N/A Informed: AF/A8P, SAF/FMBP</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>3.03 Update AFCAIG rates (SAF/FMC)</p> | <p>Activity Performer: SAF/FMC Description: SAF/FMC key stakeholders update the inflation/escalation factors for submission to the Air Force Cost Analysis Improvement Group (AFCAIG) and these rates (e.g., flying fuel rates) feed into the BES. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Reprice Factors: Checked Output(s): AFCAIG Rates</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMC Accountable: N/A Supportive: N/A Consulted: N/A Informed: AF/A8P, SAF/FMBP, SAF/FMB</p> |
| <p>3.04 Reprice BES with latest rates</p> | <p>Activity Performer: Appropriation Managers Description: Appropriation Managers update the BES with the latest rates. The re-price applies to Military Personnel (MILPERS), Civilian Pay (CIVPAY), and flying hours. Business Rule(s): Reprice factors must be IAW OSD published Inflation/Escalation Factors.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): AFCAIG Rates, POM: Approved Output(s): BES: Repriced</p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: SAF/FMB Supportive: SAF/FMBP Consulted: N/A Informed: AF/A8P</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>3.05 Incorporate fact-of-life changes and execution data</p> | <p>Activity Performer: Appropriation Managers Description: Appropriation Managers incorporate fact-of-life changes and Execution data into the BES. SAF/AQ provides execution data and fact-of-life changes on acquisition programs and activities overseen by Program Executive Offices (PEOs). In support of fact-of-life changes and Execution data, SAF/IEIB provides feedback to the BES for Strategic Basing impacts. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): BES: Repriced, Execution Data, Fact-of-Life Changes, Strategic Basing Output(s): BES: Feedback, Economic Adjustments Output(s): BES: Adjusted</p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: SAF/FMB Supportive: SAF/AQ, SAF/FMBP, SAF/IEIB Consulted: N/A Informed: AF/A8P</p> |
| <p>3.06 Balance BES to TOA and check threshold</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB determines whether BES balances to TOA from OSD Fiscal Guidance. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): BES: Adjusted, Threshold Level, TOA Output(s): BES: Delta Initial, BES: Adjusted <i>Exclusive Gateway: If 'Not Balanced to TOA and is Over Threshold,' proceed to Step 3.08. If 'Not Balanced to TOA and is Under Threshold,' proceed to Step 3.07.01. If 'Balanced to TOA,' proceed to Step 3.11.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: Other Budget Documentation Stakeholders Consulted: N/A Informed: N/A</p> |
| <p>3.07 Develop new/adjusted offsets</p> | <p>Description: SAF/FMB develops new/adjusted offsets to address small imbalances. Exercise Options are developed in balancing a BES position. Business Rule(s): An offset may come from any appropriation.</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>3.07.01 Allocate deltas to Appropriation Managers</p> | <p><i>Entry from 3.0 Balancing BES, Steps 3.06 and 3.10.</i></p> <p>Activity Performer: SAF/FMB</p> <p>Description: SAF/FMB takes the BES delta and assigns a portion of that amount to the relevant teams for resolution. This guidance may direct them to develop a range of options, which hit targets above or below a certain threshold for different options that can be mixed or matched when applying them.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to step M3.07A and received from step M3.07B in sub-section 8.4.1 <p>Input(s): BES: Delta Initial, BES: Adjusted, BES: Balance Adjusted to TOA Output(s): BES Delta: Allocated</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>3.07.02 Find previously developed options</p> | <p>Activity Performer: Appropriation Managers</p> <p>Description: Appropriation Managers search for previously developed Programming or Planning Exercise Options proposed in this cycle but not selected. A primary source is the previously developed 1-N Exercise Lists, which prioritizes Exercise Options based on the guidance previously received. They may search using specific criteria, such as specific values for data elements, to focus their search on options, which affect certain portions of the budget (e.g., specific appropriation or a specific program).</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): BES Delta: Allocated, 1-N Offset List: Approval Decision (SecAF and CSAF) Output(s): Exercise Option: Prior Work</p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: SAF/FMBP Supportive: Other Budget Documentation Stakeholders Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>3.07.03 Create Exercise Options to resolve delta</p> | <p>Activity Performer: Appropriation Managers Description: The Appropriation Manager reuses, modifies, or creates new Exercise Options. Business Rule(s): If manpower changes are being created, those Programming and Execution details must be coordinated with AF/A1 to ensure that all agree on manpower levels and have sufficient detail to support manpower processes.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Exercise Option: Prior Work, Exercise Option: Delta Resolved Output(s): Exercise Option: Allocated Delta</p> <p>Roles and Responsibilities Responsible: Appropriation Manager Accountable: SAF/FMBP Supportive: Other Budget Documentation Stakeholders, AF/A1M Consulted: N/A Informed: N/A</p> |
| <p>3.07.04 Balance offsets against deltas</p> | <p>Activity Performer: Appropriation Managers Description: Appropriation Managers balance Exercise Options to the allocated BES delta. Business Rule(s): SAF/FMB cannot change programmatic intent when creating Exercise Options.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Exercise Option: Allocated Delta, Manpower Impact Options to Cover Delta Output(s): Exercise Option: Delta Resolved, <i>Send Notification: Evaluate 1-N Exercise List</i> Exclusive Gateway: <i>If 'Option Deltas are Not Resolved,' proceed to Step 3.07.03. If 'Option Deltas are Resolved,' proceed to Step 3.09.</i></p> <p>Roles and Responsibilities Responsible: Appropriation Manager Accountable: N/A Supportive: SAF/FMB Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>3.08 Select and inform AF Board of additional offsets (AF Board/AF Council)</p> | <p>Activity Performer: AF/A8P Description: AF/A8P informs the Air Force Board and Air Force Council of any new and/or adjusted offsets with SME support from SAF/FMB and SAF/FMBP. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): 1-N Offset List: Approval Decision (SecAF and CSAF), Force Structure Data Management (FSDM), BES: Adjusted, BES: Delta Initial Output(s): AF Board and AF Council New Adjusted Offsets: Informed (Decision Tracker)</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: N/A Supportive: SAF/FMB, SAF/FMBP Consulted: N/A Informed: N/A</p> |
| <p>3.09 Apply offsets</p> | <p><i>Entry from 3.07 Develop New/Adjust Offsets, Step 3.07.04.</i> Activity Performer: Appropriation Managers Description: Appropriation Managers from various Air Force organizations select and apply offsets from the approved SecAF and CSAF decision on the 1-N Offsets tracker to adjust the BES. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from step M3.09A in subsection 8.4.1 <p>Input(s): AF Board and AF Council New Adjusted Offsets: Informed (Decision Tracker), Exercise Option: Delta Resolved, <i>Receive Notification: AF/AIM Electronic Transfer to ABIDES / PBES</i> Output(s): BES: Re-Balanced</p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: SAF/FMB Supportive: SAF/FMBP Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>3.10 Balance BES to TOA</p> | <p>Activity Performer: Appropriation Managers Description: Appropriation Managers determine whether the BES is balanced at a macro-level to TOA and decides whether or not to apply offsets or discrete adjustments. Business Rule(s): BES must balance to TOA.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): BES: Re-Balanced Output(s): BES: Balance Adjusted to TOA Exclusive Gateway: <i>If 'BES Does Not Balance to TOA,' proceed to 3.07 Sub-process, Step 3.07.01. If 'BES Balances to TOA,' proceed to Step 3.11.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: SAF/FMB Supportive: AF/A8P, SAF/FMBP Consulted: N/A Informed: N/A</p> |
| <p>3.11 Make discrete final adjustments</p> | <p>Activity Performer: SAF/FMB Description: If the BES is balanced at the macro-level, SAF/FMB makes final, discrete adjustments to rebalance and address small deviations resulting from previous offsets. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to step M3.11A and received from step M3.11C in sub-section 8.4.1 <p>Input(s): BES: Balance Adjusted to TOA, Structure Deviation Account: Adjusted (A1M) Output(s): BES: Discrete Adjustments, <i>Send Notification: Change End Strength to Different Total</i> Parallel Gateway: <i>Proceed to Steps 3.12 and 3.13, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: SAF/FMB Supportive: AF/A8P, AF/A1M Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>3.12 Finalize budget-level detail (other stakeholders)</p> | <p>Activity Performer: Other Budget Documentation Stakeholders Description: Other budget documentation key stakeholders finalize the appropriation detail below the budget line that is required to submit the BES. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): BES: Discrete Adjustments, BES: Quality Checked, MILCON Project Detail Output(s): BES: Finalized Detail</p> <p><u>Roles and Responsibilities</u> Responsible: Other Budget Documentation Stakeholders Accountable: SAF/FMBP Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>3.13 Finalize budget-level detail</p> | <p>Activity Performer: Appropriation Managers Description: Appropriation Managers finalize appropriation detail below the budget line that is required to submit the BES. This activity includes the upload of MILCON Project Detail data. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to step M3.13A in sub-section 8.4.1 <p>Input(s): BES: Discrete Adjustments, BES: Quality Checked Output(s): BES: Finalized Detail, <i>Send Notification: Upload Manpower Changes</i> Parallel Gateway: <i>Proceed to Steps 3.14 and 3.15, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: SAF/FMB Supportive: AF/A1M, SAF/FMBP Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>3.14 Quality check BES, per appropriation</p> | <p>Activity Performer: AF/A8P Description: AF/A8P performs a quality check on the final detail of the BES by appropriation. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Proceed to sub-section 8.4.1 and step M3.14A <p>Input(s): BES: Finalized Detail Output(s): BES: Quality Checked <i>Exclusive Gateway: If 'BES Not Ready,' proceed to Steps 3.12 and 3.13 concurrently. If 'BES Ready,' proceed to Step 3.16.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A8P Accountable: SAF/FMB Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>3.15 Quality check BES, per appropriation</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB performs a quality check of the BES with SME support from AF/A8P and other budget documentation key stakeholders. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from step M3.13B in sub-section 8.4.1 <p>Input(s): BES: Finalized Detail Output(s): BES: Quality Checked <i>Exclusive Gateway: If 'BES Not Ready,' proceed to Steps 3.12 and 3.13. If 'BES Ready,' proceed to Step 3.16.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: SAF/FMB Supportive: AF/A8P, Other Budget Documentation Stakeholders Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>3.16 Lock BES, per appropriation</p> | <p>Activity Performer: SAF/FMB Description: When the BES is uploaded and balanced, SAF/FMB locks ABIDES / PBES to prevent any additional adjustments. Appropriation Managers and Air Force Panels are notified ABIDES / PBES is locked. Business Rule(s): It is a continuous process to refine the BES with OSD. OSD determines when to reject any updates, which informs SAF/FMB when to do a final BES lock</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from step M3.16A in sub-section 8.4.1 <p>Input(s): BES: Quality Checked Output(s): BES: Final Position, <i>Send Notification: MPES Locked</i> Parallel Gateway: <i>Proceed to Steps 3.17 and 3.18 and Send Notification: Publish Final AF Position, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: SAF/FMBP, AF/A1M Consulted: N/A Informed: SAF/AQXE</p> |
| <p>3.17 Enter balanced BES (PRCP, CIS, and SDCS) into J-Book</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB uploads the balanced BES into PRCP, CIS, and SDCS. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from step M3.17A in sub-section 8.4.1 <p>Input(s): BES: Final Position, CIS: Disconnects Output(s): J-Book Data, <i>Send Notification: MPES Update to Match CIS</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: SAF/AQ Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>3.18 Develop BES J-Book</p> | <p>Activity Performer: Appropriation Managers Description: Appropriation Managers and SAF/AQX develop J-Book data with support from key stakeholders to provide subject matter expertise. SAF/FMC collaborates with Appropriation Managers and SAF/FMB to update programmatic costing records for the next SPPBE cycle. In support of the BES J-Book, SAF/IEIB receives updates to review and provide feedback for force structure reporting requirements. Business Rule(s): For the investment funds, SAF/FMBI has delegated management responsibility of the BES J-Book to SAF/AQXE.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to step M3.18A and received from steps M3.17B and M3.18A in sub-section 8.4.1 <p>Input(s): BES: Final Position, BES: Manpower Allocated to L-CMDs/L-Agents, Manpower J-Book Exhibit: CIV3400, MILPERS 3500, Guard Reserve, PB 23, Strategic Basing Feedback for Force Structure Reporting: Provided, J-Book Data, Output(s): J-Book: EAS Data, J-Book: IDECS Data, OSD SNaP Report, <i>Send Notification: Manpower J-Book Entries, Send Notification: Inform OSD Comptroller of BES J-Book</i> Proceed to PB 3.19 Sub-process, Step 3.19.01.</p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: SAF/FMB Supportive: SAF/FMBP, Other Budget Documentation Stakeholders, AF/A1M, SAF/AQXE, SAF/IEIB Consulted: N/A Informed: SAF/FMC</p> |
| <p>3.19 Review and Defend the BES and Deliver the PB</p> | <p>Description: SAF/FMBP receives the Budget Issue Paper or Draft PBD from OSD Comptroller. The Air Force prepares responses to the Budget issues and reviews the draft PBD for impacts to the Air Force. The Air Force also prepares responses to the Budget Inquiry with accompanying justification or mitigation to defend the Air Force position.</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>3.19.01 Perform Budget Issue Paper assessment</p> | <p><i>Entry from received notification by OSD Comptroller of Published Budget Issue Paper or Draft PBD.</i> Activity Performer: SAF/FMBP Description: SAF/FMBP assesses the Budget Issue Paper to determine the Draft Total Bill and the Draft Issue Tracker. Business Rule(s): This sub-process is triggered when OSD Comptroller publishes the Budget Issue Paper or Draft PBD and is received from the OSD Budget Review Process.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to step M3.19.01A in sub-section 8.4.1 <p>Input(s): J-Book, BES: Issue Paper, <i>Receive Notification: Publish Budget Issue Paper or Draft PBD from the OSD Comptroller Budget Review</i> Output(s): Total Bill: Draft, Issue Tracker: Draft, Enter Balance BES (PRCP, CIS, and SDCS), <i>Send Notification: Inform SAF/FMB of Budget Issue Paper</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMB Supportive: AF/A1M Consulted: N/A Informed: AF/A8P</p> |
| <p>3.19.02 Assign Budget Team Lead</p> | <p>Activity Performer: SAF/FMBP Description: SAF/FMBP is responsible for determining the most qualified candidate(s) to be each Budget Team Lead based on the Draft Total Bill and Draft Issue Tracker. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Total Bill: Draft, Issue Tracker: Draft, Enter Balance BES (PRCP, CIS, and SDCS) Output(s): Budget Team Lead: Assigned</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: N/A Supportive: SAF/FMB, Other Budget Documentation Stakeholders Consulted: AF/A1M Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>3.19.03 Perform Issue Paper assessment</p> | <p>Activity Performer: Budget Analysts for Active, Guard, and Reserve Description: Budget Analysts conduct an analysis of each final Issue Paper to determine prioritization of requirements to meet the Air Force Position. SAF/IEIB receives Issue Papers to review and provide feedback for Strategic Basing. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Total Bill: Draft, Issue Tracker: Draft, Budget Team Lead: Assigned, Strategic Basing Issue Paper: Feedback Output(s): Issue Paper: Recommendation on AF Position</p> <p><u>Roles and Responsibilities</u> Responsible: Budget Analysts for Active, Guard, and Reserve Accountable: SAF/FMBP Supportive: Other Budget Documentation Stakeholders, SAF/FMB, SAF/IEIB Consulted: N/A Informed: N/A</p> |
| <p>3.19.04 Update Issue Tracker</p> | <p>Activity Performer: Budget Analyst for Active, Guard, and Reserve Description: Budget Analysts update the Issue Tracker based on prioritized findings in the Budgeting analysis. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from step M3.19.01B in sub-section 8.4.1 <p>Input(s): Total Bill: Draft, Issue Tracker: Draft, Issue Paper: Recommendation on AF Position, Budget Issue Paper Tracker: Updated Output(s): Budget Issue Paper Tracker: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: Budget Analyst for Active, Guard, and Reserve Accountable: SAF/FMBP Supportive: SAF/FMB Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>3.19.05 Update Total Bill</p> | <p>Activity Performer: SAF/FMBP Description: SAF/FMBP provides an updated Total Bill after assessing the updated Budget Issue Tracker with SME support from SAF/FMB. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Budget Issue Paper Tracker: Updated Output(s): Total Bill: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMBP Supportive: SAF/FMB Consulted: N/A Informed: Other Budget Documentation Stakeholders</p> |
| <p>3.19.06 Prepare Total Bill briefing</p> | <p>Activity Performer: SAF/FMBP Description: SAF/FMBP prepares the Total Bill briefing of the Air Force position with SME support from AF/A8P. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to step M3.19.06A and received from step M3.19.06B in sub-section 8.4.1 <p>Input(s): Total Bill: Updated, Manpower Rationale: Updated Output(s): Total Bill: Briefing, <i>Send Notification: Review Manpower Rationale for Accuracy</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMBP Supportive: AF/A8P, AF/A1M Consulted: N/A Informed: SAF/FMB, Other Budget Documentation Stakeholders</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>3.19.07 Prepare AF position decision brief for SAF/FMB</p> | <p>Activity Performer: SAF/FMBP Description: SAF/FMBP is responsible for preparing the Air Force decision brief and producing the Budget Issue Paper draft outlining the Air Force Position. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Total Bill: Briefing Output(s): Budget Issue Paper: AF Position (Draft)</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMB Supportive: Other Budget Documentation Stakeholders Consulted: N/A Informed: AF/A8P</p> |
| <p>3.19.08 Determine approval of AF position</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB finalizes the Air Force Position in preparation for defending the position for approval. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Budget Issue Paper: AF Position (Draft) Output(s): Budget AF Position <i>Exclusive Gateway: If 'Unresolved Issues,' proceed to Step 3.19.03. If 'Approved Air Force Position,' proceed to Step 3.19.09.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: AF/A8P, SAF/FMBP, Other Budget Documentation Stakeholders Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>3.19.09 Update Budget Issue tracker</p> | <p>Activity Performer: SAF/FMBP Description: SAF/FMBP updates the Budget Issue Tracker, notifies VCSAF, CSAF, USecAF, and SecAF and sends the Budget Issue Air Force Response to OSD. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Budget AF Position Output(s): Update Budget Issue Tracker, <i>Send Notification: Notify SecAF, CSAF, USecAF, and VCSAF</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMBP Supportive: N/A Consulted: N/A Informed: SAF/FMB, Other Budget Documentation Stakeholders</p> |
| <p>3.19.10 Adjudicate Budget Issue response</p> | <p>Activity Performer: OSD Comptroller Description: OSD Comptroller adjudicates the Budget Issue Response with support from SAF/FMB. Upon agreement, a Draft PBD will be created. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Update Budget Issue Tracker Output(s): Budget Issue Response: Adjudicated</p> <p><u>Roles and Responsibilities</u> Responsible: OSD Comptroller Accountable: N/A Supportive: SAF/FMB Consulted: N/A Informed: SAF/FMBP, Other Budget Documentation Stakeholders</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>3.19.11 Issue Draft PBD</p> | <p>Activity Performer: OSD Comptroller Description: OSD will create a Draft PBD with their recommendations, which are issued to SAF/FMBP. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Budget Issue Response: Adjudicated Output(s): Draft PBD: OSD Recommendation</p> <p><u>Roles and Responsibilities</u> Responsible: OSD Comptroller Accountable: N/A Supportive: N/A Consulted: N/A Informed: SAF/FMB, SAF/FMBP, Other Budget Documentation Stakeholders</p> |
| <p>3.19.12 Perform Draft PBD assessment</p> | <p>Activity Performer: SAF/FMBP Description: SAF/FMBP performs the Draft PBD assessment and creates the draft of the Total Bill as well as the draft of the PBD Tracker. SAF/IEIB receives the Draft PBD to review and provide feedback for Strategic Basing. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): Draft PBD: OSD Recommendation, Strategic Basing Draft PBD: Feedback Output(s): Total Bill: Draft, PBD Tracker: Draft, <i>Send Notification: Inform SAF/FMB of PBD</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMBP Supportive: SAF/FMB, Other Budget Documentation Stakeholders, SAF/IEIB Consulted: N/A Informed: AF/A8P</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>3.19.13 Assign/reassign Budget Team Lead</p> | <p>Activity Performer: SAF/FMBP Description: SAF/FMBP assigns and/or reassigns the Budget Team Lead. In addition, this is where the issue tracker becomes the PBD tracker. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to step M3.19.13A in sub-section 8.4.1 <p>Input(s): Total Bill: Draft, PBD Tracker: Draft Output(s): Budget Team Lead: Assigned/Reassigned</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMBP Supportive: SAF/FMB, Other Budget Documentation Stakeholders Consulted: AF/A1M Informed: N/A</p> |
| <p>3.19.14 Perform Draft PBD assessment</p> | <p>Activity Performer: Budget Analysts for Active, Guard, and Reserve Description: Budget Analysts perform a Draft PBD assessment. The PBD recommendation on the Air Force position will be created. Depending on the input from the Budget Analysts, SAF/FMB will determine if there is a Major Budget Issue (MBI) and make a recommendation of the Air Force position accordingly. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from step M3.19.13B in sub-section 8.4.1 <p>Input(s): Budget Team Lead: Assigned/Reassigned, Manpower Changes: PBD Tracker Output(s): PBD: Recommendation of AF Position</p> <p><u>Roles and Responsibilities</u> Responsible: Budget Analysts for Active, Guard, and Reserve Accountable: SAF/FMBP Supportive: Other Budget Documentation Stakeholders, AF/A1M Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>3.19.15 Update PBD Tracker</p> | <p>Activity Performer: Budget Analysts for Active, Guard, and Reserve Description: Budget Analysts update the PBD Tracker based on MBI recommendations in the Budgeting analysis. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PBD: Recommendation of AF Position, PBD: AF Response (SecAF and CSAF) Output(s): PBD Tracker: Updated, PBD: Recommendation of AF Position <i>Exclusive Gateway: If it is a 'MBI,' proceed to Step 3.19.16. If it is a 'Non-MBI,' proceed to Step 3.19.17.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Budget Analysts for Active, Guard, and Reserve Accountable: SAF/FMBP Supportive: Other Budget Documentation Stakeholders Consulted: N/A Informed: N/A</p> |
| <p>3.19.16 Address MBIs</p> | <p>Activity Performer: SecAF and CSAF Description: SecAF and CSAF address any MBIs and coordinate the PBD: Air Force Response with SME support from SAF/FMB and other supporting key stakeholders. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PBD: Recommendation of AF Position, PBD: Tracker Updated Output(s): PBD: AF Response (SecAF and CSAF)</p> <p><u>Roles and Responsibilities</u> Responsible: SecAF, CSAF Accountable: SecAF, CSAF Supportive: SAF/FMB, Other Budget Documentation Stakeholders Consulted: AF/A8P Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>3.19.17 Issue Final PBD</p> | <p>Activity Performer: OSD Comptroller Description: OSD Comptroller issues the Final PBD to SAF/FMB for their assessment and development into the Air Force’s PB. Business Rule(s): SAF/FMBP and OSD Comptroller collaborate to finalize PBD</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PBD: Recommendation of AF Position, PBD Tracker: Updated Output(s): PBD: Signed</p> <p><u>Roles and Responsibilities</u> Responsible: OSD Comptroller Accountable: N/A Supportive: N/A Consulted: N/A Informed: AF/A8P, SAF/FMB, SecAF, CSAF, SAF/FMBP, Other Budget Documentation Stakeholders</p> |
| <p>3.19.18 Review PBD and identify offsets</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB determines if the Air Force’s recommended PBD balances with the PBD signed by OSD. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to step M3.19.18A and received from step M3.19.18B in sub-section 8.4.1 <p>Input(s): PBD: Signed, PBD: Recommendation on AF Position, Manpower Changes: PBD Tracker Output(s): PBD: Reviewed, <i>Send Notification: Review Manpower Rationale for Accuracy</i></p> <p>Inclusive Gateway: <i>If there are ‘No Offsets,’ proceed to Step 3.19.21. If there are ‘Offsets and Over Threshold,’ proceed to Step 3.19.19. If there are ‘Offsets and Under Threshold,’ proceed to Step 3.19.20.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: Appropriation Managers, AF/A1M Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>3.19.19 Select additional offsets for PB</p> | <p>Activity Performer: SAF/FMB Description: In coordination with AF/A8P, SAF/FMB selects any new and/or adjusted offsets with SME support from Appropriation Managers to resolve PB delta. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to and received from step M3.19.19A in sub-section 8.4.1 <p>Input(s): 1-N Offset List: Approval Decision (SecAF and CSAF), PBD: Reviewed, Manpower Budget Exhibits: Updated Output(s): PB Exercise Option: Delta Resolved, <i>Send Notification: Update Manpower Justification for Budget Exhibit</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: N/A Supportive: Appropriation Managers, AF/A8P Consulted: N/A Informed: N/A</p> |
| <p>3.19.20 Select additional offsets for PB</p> | <p>Activity Performer: Appropriation Managers Description: In coordination with AF/A8P and SAF/FMB, Appropriation Managers select any new and/or adjusted offsets to resolve PB delta. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to step M3.19.20A and received from step M3.19.20B in sub-section 8.4.1 <p>Input(s): PBD: Reviewed, Manpower Congressional Support Answers, PB Exercise Option: Delta Resolved, PB: Final Output(s): PBD: Additional, <i>Send Notification: Develop Manpower Posture Statements</i></p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: N/A Supportive: SAF/FMB, AF/A8P Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>3.19.21 Incorporate PBD and options into PB</p> | <p>Activity Performer: Appropriation Managers Description: Appropriation Managers, with support from SAF/FMB, incorporate options and decisions from the PBD into the PB in preparation for balancing. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PBD: Reviewed, PBD: Additional, PB Exercise Option: Delta Resolved Output(s): PB: PBD Incorporated</p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: N/A Supportive: SAF/FMB, AF/A1M, AFCS, AF/A8P Consulted: N/A Informed: N/A</p> |
| <p>3.19.22 Balance PB</p> | <p>Activity Performer: Appropriation Managers Description: Appropriation Managers determine whether the PB is balanced at a macro-level to apply offsets or discrete adjustments to develop the Final PB. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB: PBD Incorporated Output(s): PB: Final <i>Exclusive Gateway: If 'PB Does Not Balance,' proceed to Step 3.19.20. If 'PB Balances,' proceed to Step 3.19.23.</i></p> <p><u>Roles and Responsibilities</u> Responsible: Appropriation Managers Accountable: N/A Supportive: SAF/FMB Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>3.19.23 Make PB final adjustments</p> | <p>Activity Performer: SAF/FMBP Description: If the PB is balanced at the macro-level, SAF/FMBP makes final adjustments to rebalance and address small deviations in the PB. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB: Final Output(s): PB: Adjusted Final</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMB Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>3.19.24 Quality check PB</p> | <p>Activity Performer: SAF/FMBP Description: After final adjustments have been made, SAF/FMBP performs a quality check of the PB. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB: Adjusted Final Output(s): PB: Quality Checked <i>Exclusive Gateway: If 'PB Not Ready,' proceed to Step 3.19.23. If 'PB Ready,' proceed to Step 3.19.25.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMB Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>3.19.25 Lock PB</p> | <p>Activity Performer: SAF/FMBP Description: When the PB is uploaded and balanced, SAF/FMB locks ABIDES / PBES to prevent any additional adjustments. Appropriation Managers and Air Force Panels are notified that ABIDES / PBES is locked. Business Rule(s): It is a continuous process to refine the ABIDES / PBES with OSD. OSD determines when to reject any updates, which informs SAF/FMB when to do a final ABIDES / PBES lock</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB: Quality Checked Output(s): PB: Locked</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMB Supportive: N/A Consulted: N/A Informed: Appropriation Managers, AFCS (Panels)</p> |
| <p>3.19.26 Upload final balanced budget submission into PRCP/SDCS/CIS</p> | <p>Activity Performer: SAF/FMBP Description: SAF/FMBP uploads the final balanced budget submission into PRCP/SDCS/CIS. SAF/FMC collaborates with SAF/FMBP to update programmatic costing records for the next SPPBE cycle. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB: Locked Output(s): J-Book Data, <i>Send Notification: Notify AFCS on Final PB</i> Parallel Gateway: <i>Proceed to Steps 3.19.27 and 3.19.28, concurrently.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: OSD Comptroller Supportive: SAF/FMB, Other Budget Documentation Stakeholders Consulted: N/A Informed: SAF/AQXE, SAF/FMC</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>3.19.27 Develop PB J-Book data</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB develops, consolidates, and incorporates data into the PB J-Book in preparation for final submission. Updates are applied to the PB J-Book with the PB final position. SAF/FMB is responsible for generating the Manpower Impacts and J-Book data. SAF/AQXE manages the IDECS database and is the principal representative to publish guidance and training materials, as well as, approve and publish draft exhibits. Business Rule(s): For the investment funds, SAF/FMBI has delegated management responsibility of the PB J-Book to SAF/AQXE.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): J-Book Data Output(s): J-Book: EAS Data, J-Book: IDECS Data</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: SAF/FMB Supportive: Other Budget Documentation Stakeholders, AF/A1M, SAF/AQXE Consulted: OSD Comptroller Informed: SAF/FMBP</p> |
| <p>3.19.28 Develop PB rollout products</p> | <p>Activity Performer: SAF/FMBP Description: SAF/FMBP develops PB Rollout Products. This can consist of various products (books, trifolds, briefings), both tangible and non-tangible related products, that are utilized in the Air Force justification book. In support of PB rollout products, SAF/IEIB receives and reviews J-Books and provides feedback for Strategic Basing. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): J-Book: EAS Data, J-Book: IDECS, J-Book Data, Strategic Basing J-Book: Feedback Output(s): PB Rollout Products: Developed</p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMB Supportive: Other Budget Documentation Stakeholders, AF/A1M, SAF/IEIB Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>3.19.29 Rollout PB request</p> | <p>Activity Performer: SAF/FMB Description: SAF/FMB conducts the rollout of the PB Request and the J-Book is submitted to OSD Comptroller, Congress, and the public. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB Rollout Products: Developed Output(s): PB Rollout Products: Developed, Unfunded Priority List (UPL), <i>Send Notification: Submit J-Book to OSD Comptroller, Congress, and Public</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMB Accountable: SecAF, CSAF Supportive: SAF/FMBP, AF/A1M Consulted: N/A Informed: AF/A8P, OSD Comptroller, AFCS, Other Budget Documentation Stakeholders</p> |
| <p>3.19.30 Defend Budget</p> | <p>Activity Performer: SAF/FMBP Description: The Air Force defends the Budget while receiving J-Book and PB Inquiries. The Air Force response to committee or Congressional members are responses to testimony or inquiry in the form of an email, formal letter, briefings, or another form of transcript, depending on who submits the inquiry. Staffer Day Review is performed during defending the Budget. Throughout Staffer Day Review, the upcoming Execution Plan brief is evaluated, monthly activity reports are assessed, and next year's Budget is compiled. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): PB Rollout Products: Developed, PB Inquiries, UPL Output(s): AF Response to Budget Inquiry, Staffer Day Review <i>Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBP Accountable: SAF/FMB Supportive: Other Budget Documentation Stakeholders, AF/A1M, SAF/AQ Consulted: OSD Comptroller Informed: AF/A8P, SecAF, CSAF, AFCS</p> |

842 **8.4 – Budgeting Supporting Processes**

843 **8.4.1 – Manpower Supporting Process**

844 **8.4.1.1 – Manpower Process Summary**

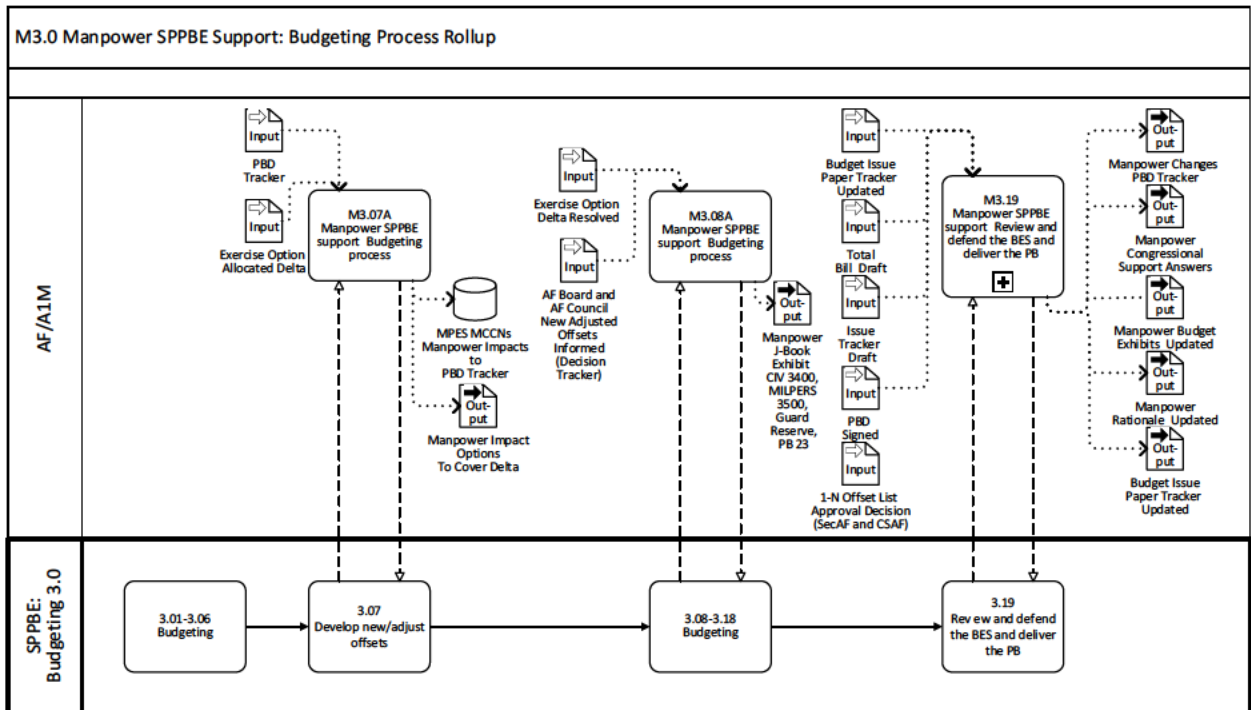
845 Manpower processes provide support to the Air Force Budgeting process during the review
 846 of the current cycle POM and applies programmatic updates and adjustments to assist the
 847 generation of the BES. Once programmatic offsets are approved and the PBD is published,
 848 AF/A1M incorporates all programmatic and personnel MCCNs into the MPES database.

849
 850 After submission, OSD reviews the BES and issues PBD data, which the Air Force
 851 incorporates into a final Air Force position. This final position generates the PB, which the
 852 Air Force defends to Congress, ending with an appropriated position to lead into the
 853 Execution phase.

854 **8.4.1.2 – Manpower Process Map Summary**

855 The high-level manpower Budgeting process rollup is in *Figure 18* and a summary of the
 856 process detail and roles and responsibilities are in *Appendix Section VI*. The process detail
 857 contains detailed manpower Budgeting process maps indicating the process performer(s)
 858 (swim lanes), activities, inputs, and outputs.

859
 860 **Figure 18 – Manpower Budgeting Process Summary Map**



861
 862

- 863 The following list includes manpower Budgeting maps that will be detailed in the *Appendix*
 864 *Section VI* and has supporting narrative detail in the following section:
 865 ▪ M3.0 – Manpower SPPBE Support: Balance BES
 866 ▪ M3.13 – Manpower SPPBE Support: Review and Defend the BES and Deliver the PB

867 **8.4.1.3 – Manpower Description of Process Steps**

| | |
|--|---|
| <p>M3.0 Manpower SPPBE support: Budgeting process</p> | <p>Description: After the POM is submitted and the BES is developed, AF/A1M supports the Budgeting phase of the Air Force SPPBE process by assessing manpower end-strength impacts, adjudicating force structure adjustments, and developing a position for defense at OSD. This process is initiated upon receipt of the approved PDMs from OSD CAPE at the end of the Programming phase.</p> |
| <p>M3.07A Review 1-N Exercise List for manpower impacts</p> | <p>Activity Performer: AF/A1M Description: The 1-N Exercise List is comprised of offsets for an analysis that is utilized to resolve deltas. Offsets are identified by their respective CCN in the PBD tracker. AF/A1M conducts a line-by-line review of the Exercise Options generated by Appropriation Managers to identify manpower impacts by program. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 8.3 and step 3.07 <p>Input(s): Exercise Option: Allocated Delta, PBD Tracker Output(s): Manpower Impacts by Program/Activity Group/Appropriation</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs, AF/A1P, AF/A1C, SAF/FMB Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>M3.07B Develop manpower changes by option</p> | <p>Activity Performer: AF/A1M Description: AF/A1M generates manpower impacts of options based on the 1-N Exercise List assessment to resolve deltas. AF/A1M generates MCCNs for respective PBD tracker CCNs for upload into MPES. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 8.3 and step 3.07 <p>Input(s): Manpower Impacts by Program/Activity Group/Appropriation Output(s): Manpower Impact Options to Cover Delta, MPES MCCNs: Manpower Impacts to PBD Tracker</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs, AF/A1P, AF/A1C, SAF/FMB Consulted: N/A Informed: N/A</p> |
| <p>M3.09A Update 1-N Exercise List with manpower changes</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives PBD offset CCNs in MPES from PBES / ABIDES to review and validate with L-CMDs and L-Agents. AF/A1M generates MCCNs in MPES to apply offsets that rebalance the BES. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 8.3 and step 3.09 <p>Input(s): Exercise Option: Delta Resolved, AF Board and AF Council New Adjusted Offsets: Informed (Decision Tracker) Output(s): MPES PBD MCCNs: Updated 1-N Exercise List</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs, L-Agents, AF/A1P, AF/A1C, SAF/FMB Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|---|
| <p>M3.11A Determine if change is program specific</p> | <p>Activity Performer: AF/A1M Description: SAF/FMB sends a notification that is received with program specific updates. If changes are program specific, AF/A1M makes the updated changes. If changes are not program specific, a change in end-strength is added, with a negative wedge. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 8.3 and step 3.11 <p>Input(s): BES: Balance Adjusted to TOA Output(s): Program Specific Changes: Determined Exclusive Gateway: <i>If 'Yes,' proceed to Step M3.11B. If 'No,' proceed to Step M3.11C.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs, AF/A1P, AF/A1C Consulted: N/A Informed: N/A</p> |
| <p>M3.11B Update MPES with CCN changes</p> | <p>Activity Performer: AF/A1M Description: AF/A1M generates MCCNs for program specific changes that are found in MPES to be transferred to PBES / ABIDES. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Program Specific Changes: Determined Output(s): MPES MCCNs: Program Changes <i>Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C Consulted: N/A Informed: SAF/FMB, AF/A8P</p> |

USAF SPPBE Playbook

| | |
|--|--|
| <p>M3.11C Adjust force structure deviation account</p> | <p>Activity Performer: AF/A1M Description: AF/A1M generates updates to the force structure deviation account to adjust Air Force MILPERS end-strength with a negative wedge. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 8.3 and step 3.11 <p>Input(s): Program Specific Changes: Determined Output(s): Structure Deviation Account: Adjusted</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1P, AF/A1C Consulted: N/A Informed: SAF/FMB, AF/A8P</p> |
| <p>M3.13A Assess SAF/FM changes for end-strength impact</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives the BES with discrete adjustments from SAF/FM and analyzes stakeholder adjustments for end-strength impacts. If adjustments are necessary in the BES, AF/A1M develops manpower end-strength impacts to support the re-balancing of the BES. If the manpower end-strength is balanced, AF/A1M communicates to SAF/FM. Business Rule(s): AF/A1M must continuously perform this process until the MPES is locked.</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 8.3 and step 3.13 <p>Input(s): BES: Discrete Adjustments Output(s): Manpower End-Strength Impact Exclusive Gateway: <i>If 'Take Action to Balance BES,' proceed to Step M3.13B. If 'Balanced BES,' the Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: Other Budget Documentation Stakeholders Consulted: OSD, SAF/FM Informed: Appropriation Managers</p> |

USAF SPPBE Playbook

| | |
|--|--|
| <p>M3.13B Adjust force structure deviation account</p> | <p>Activity Performer: AF/A1M Description: AF/A1M adjusts the force structure deviation account to resolve end-strength discrepancies because of stakeholder positive and negative adjustments. AF/A1M updates MPES with completed end-strength changes in collaboration with SMEs from L-CMDs and L-Agents Business Rule(s): Process must continue until AF/A1M receives confirmation from SAF/FMB and AF/A8P to lock the MPES file.</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 8.3 and step 3.15 <p>Input(s): Manpower End-Strength Impact Output(s): MPES MCCNs: Delta to Force Structure Deviation Account</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: Other Budget Documentation Stakeholders Informed: N/A</p> |
| <p>M3.16A Lock MPES</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives a notification to lock the MPES file, after the BES is quality checked for accuracy. Business Rule(s): The MPES cannot be locked without the approval from AF/A1.</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 8.3 and step 3.16 <p>Input(s): BES: Final Position Output(s): MPES MCCNs: Locked</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|---|--|
| <p>M3.17A Validate MPES file to match CIS record</p> | <p>Activity Performer: AF/A1M Description: AF/A1M reconciles disconnects that are identified in the CIS and adjusts the MPES file by adding and subtracting MILPERS and CIVPERS to match the OSD disconnects. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 8.3 and step 3.17 <p>Input(s): CIS: OSD Disconnects Output(s): MPES MCCNs: CIS Manpower Disconnects</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: SAF/FMB Consulted: N/A Informed: N/A</p> |
| <p>M3.17B Allocate BES to L-CMDs</p> | <p>Activity Performer: AF/A1M Description: AF/A1M allocates the adjusted final position BES to the L-CMDs with corrected military and civilian end-strengths. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 8.3 and step 3.18 <p>Input(s): MPES MCCNs: CIS Manpower Disconnects Output(s): BES: Manpower Allocated to L-CMDs</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: L-CMDs Consulted: Budget Analysts for Active, Guard, and Reserve Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|--|
| <p>M3.18A Create manpower justification for budget exhibit</p> | <p>Activity Performer: AF/A1M Description: AF/A1M leverages the final position BES to develop a PB 23 Exhibit, and delta resolution files for MILPERS, CIVPERS, the Air National Guard (ANG) and ARC in the form of a CIV 3400 and MILPERS 3500. These documents outline the resolved end-strength deltas between the previous and current cycle PB, and provide justification for positive or negative force structure adjustments. AF/A1M J-Book exhibits are socialized to Congress and OSD and include specific reporting requirements for the Guard and Reserve HAF staff, and MILPERS and CIVPERS allocations. Business Rule(s): N/A Supported Requisite Process(es): <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 8.3 and step 3.18 Input(s): J-Book Data Output(s): Manpower J-Book Exhibit: CIV 3400, MILPERS 3500, Guard, Reserve, PB23 <u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: SAF/FMB Consulted: N/A Informed: N/A</p> |
| <p>M3.19 Manpower SPPBE support: Review and defend the BES and deliver the PB</p> | <p>Description: AF/A1M receives a request from SAF/FMBP to review the Budget Issue Paper and prepare responses based on identified manpower impacts. In this review, necessary changes are updated, rationalized, and loaded to MPES. AF/A1M is responsible for justifying any changes to Congress if support is requested by the SecAF, CSAF, USecAF, and VCSAF.</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M3.19.01A Perform manpower Budget Issue Paper assessment</p> | <p>Activity Performer: AF/A1M Description: AF/A1M conducts an initial assessment of the Budget Issue Paper, total bill draft, and Issue Paper tracker draft published by SAF/FMBP for manpower impacts to identify MILPERS and CIVPERS implications and opportunities for potential adjustments. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 8.3 and step 3.19.01 <p>Input(s): Total Bill: Draft, Issue Tracker: Draft, Budget Issue Paper Tracker: Updated Output(s): Initial Budget Issue Paper Assessment for Manpower Impacts</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: SAF/FMBP Informed: N/A</p> |
| <p>M3.19.01B Provide input for manpower changes</p> | <p>Activity Performer: AF/A1M Description: AF/A1M reviews the current Budget Issue Paper assessment to update the tracker for the Budget Issue Paper with comments for manpower changes, as required. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 8.3 and step 3.19.04 <p>Input(s): Initial Budget Issue Paper Assessment for Manpower Impacts Output(s): Budget Issue Paper Tracker: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: Budget Analyst for Active, Guard, and Reserve Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M3.19.06A Review Total Bill briefing for manpower rationale accuracy</p> | <p>Activity Performer: AF/A1M Description: AF/A1M reviews the Total Bill briefing to ensure manpower rationale accuracy. During the review process, AF/A1M collaborates with SAF/FMB to identify and address end-strength adjustments and impacts and communicate associated rationale for changes. AF/A1M incorporates adjustments to update the Total Bill. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 8.3 and step 3.19.06 <p>Input(s): Total Bill: Updated Output(s): Manpower Rationale: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: SAF/FMBP Consulted: N/A Informed: N/A</p> |
| <p>M3.19.06B Update manpower rationale with AF position</p> | <p>Activity Performer: AF/A1M Description: AF/A1M updates manpower rationale to reflect changes in the final Air Force position. Once updated, the manpower rationale is briefed to AF/A1. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 8.3 and step 3.19.06 <p>Input(s): Manpower Rationale: Reviewed Output(s): Manpower Rationale: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: SAF/FMBP Consulted: AF/A1 Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>M3.19.06C Brief AF/A1 with manpower change rationale</p> | <p>Activity Performer: AF/A1M Description: AF/A1M prepares and delivers a briefing to AF/A1, outlining updates and adjustments made to the manpower rationale. AF/A1 will request additional information and justification from AF/A1M, as required. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Rationale: Updated Output(s): Manpower Rationale: Briefed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF/A1 Informed: N/A</p> |
| <p>M3.19.13A Perform manpower assessment of PBD tracker</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives the PBD tracker from SAF/FMBP and conducts an analysis to identify manpower end-strength impacts. AF/A1M is responsible for leading the Budget team in the impact analysis and must reconcile outstanding deltas in the MPES file. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 8.3 and step 3.19.13 <p>Input(s): PBD Tracker: Draft, Total Bill: Draft Output(s): PBD Tracker Assessment: Performed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: SAF/FMBP Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|---|--|
| <p>M3.19.13B Provide input for manpower changes</p> | <p>Activity Performer: AF/A1M Description: AF/A1M reviews the PBD tracker assessment and develops options for potential manpower end-strength adjustments to the PBD tracker. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 8.3 and step 3.19.14 <p>Input(s): PBD Tracker Assessment: Performed Output(s): Manpower Changes: PBD Tracker</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: Budget Analysts for Active, Guard, and Reserve Informed: N/A</p> |
| <p>M3.19.13C Brief AF/A1 with manpower changes and rationale for PBD tracker</p> | <p>Activity Performer: AF/A1M Description: AF/A1M develops a brief for AF/A1 on adjustments to manpower end-strength and associated justification in the PBD tracker. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Changes: PBD Tracker Output(s): Manpower Change Rationale for PBD Tracker: Briefed <i>Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: AF/A1 Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>M3.19.18A Validate MPES to match CIS</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives the signed PBD and updates MPES to match the OSD ledger in CIS. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 8.3 and step 3.19.18 <p>Input(s): PBD: Signed Output(s): MPES MCCNs: Locked CIS Manpower Disconnects</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: SAF/FMB Consulted: N/A Informed: N/A</p> |
| <p>M3.19.18B Allocate PB to L-CMDs</p> | <p>Activity Performer: AF/A1M Description: AF/A1M distributes military and civilian end-strength adjustments to the L-CMDs. AF/A1M's adjustments must balance the current cycle PB prior to distribution. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 8.3 and step 3.19.18 <p>Input(s): Manpower Requirements: Determined, MPES MCCNs: Locked CIS Manpower Disconnects Output(s): Manpower Changes: PBD Tracker</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1 Supportive: L-CMDs Consulted: Budget Analysts for Active, Guard, and Reserve Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M3.19.19A Update manpower exhibits</p> | <p>Activity Performer: AF/A1M Description: AF/A1M updates manpower budget exhibits to reflect military and civilian end-strength totals. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from and submitted to section 8.3 and step 3.19.19 <p>Input(s): 1-N Offset List: Approval Decision (SecAF and CSAF) Output(s): Manpower Budget Exhibits: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: SAF/FMB Informed: N/A</p> |
| <p>M3.19.20A Develop manpower posture statements</p> | <p>Activity Performer: AF/A1M Description: AF/A1M provides supportive manpower personnel inputs for the SecAF, CSAF, and VCSAF, to defend the BES to Congress. AF/A1M is responsible for contributing manpower requirements and justification for end-strength funding and adjustments, to inform the development of Air Force posture statements presented at Congressional hearings. AF/A1M is supported in posture development by SAF/LL, SAF/FM, and AFCS. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 8.3 and step 3.19.20 <p>Input(s): 1-N Offset List: Approval Decision (SecAF and CSAF) Output(s): Manpower Posture Statements: Developed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: SAF/LL, SAF/FM, AFCS Consulted: SecAF, CSAF, USecAF, VCSAF Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>M3.19.20B Provide answers for questions to testimony</p> | <p>Activity Performer: AF/A1M Description: In support of the SecAF, CSAF, and VCSAF; AF/A1M SME provides clarity in support of manpower requirements of the Air Force and additional rationale for Congressional hearing questions. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none">• SPPBE: Submitted to section 8.3 and step 3.19.20 <p>Input(s): Manpower Posture Statements: Developed Output(s): Manpower Congressional Support Answers</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: SAF/FMB Informed: N/A</p> |
|---|---|

868

8699.0 – SPPBE Phase IV – Execution

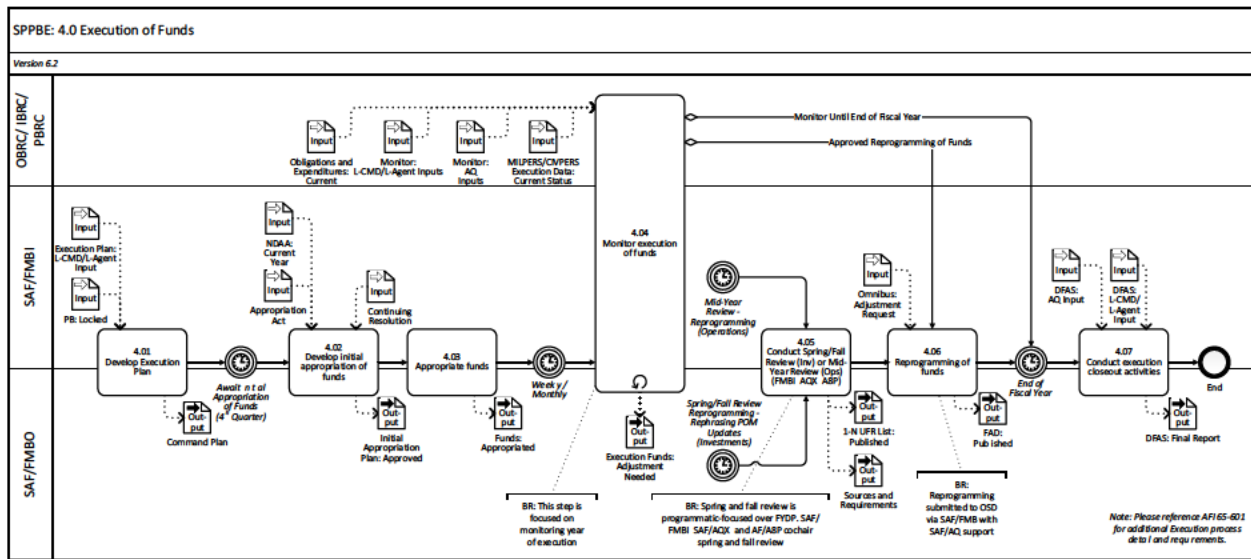
870 9.1 – Execution Process Summary

871 The Execution phase of the SPPBE process is where the real-world application of the SPPBE
 872 process occurs. Congress appropriates the budget and decides on which programs and activities
 873 to fund, at what levels, and when. Execution reviews capture feedback for Leadership concerning
 874 the effectiveness of current and prior resource allocations to leverage for the future way ahead.
 875 Execution follows Air Force Instruction (AFI) 65-601 and expends the resources provided by
 876 Congress to achieve the AF Strategy.

877 9.2 – Execution Process Map Summary

878 The Execution process is outlined in *Figure 19* and provides a summary of the process in the
 879 following section. For this phase, Execution was only documented at a high-level with SME
 880 discussion and input.

881 *Figure 19 – Execution Process Summary Map:*



882

883 9.3 – Description of Process Steps: Execution Phase

| | |
|---|--|
| <p>4.0 Execution Phase Process</p> | <p>Description: In the Execution process, SAF/FMBO and SAF/FMBI develop an Execution Plan, initial distribution of funds, monitor execution of funds, and complete reprogramming of funds. In addition, SAF/FMBO conducts the Mid-Year Review and SAF/FMBI conducts the Spring and Fall Review.</p> |
|---|--|



USAF SPPBE Playbook

| | |
|--|--|
| 4.01 Develop Execution Plan | <p>Entry from 3.0 Budgeting.</p> <p>Activity Performer: SAF/FMBO, SAF/FMBI</p> <p>Description: SAF/FMBO and SAF/FMBI leverage the published PB that was rolled out from the Budgeting phase to initiate the development of the Execution Plan for Operations and Investments. SAF/FMB distributes annual instructions for preparing and submitting the Execution Plan through a budget call. The budget call identifies funding levels by program element, element of expense codes, and emergency and special program code. In addition, SAF/FMB provides special guidance and instructions throughout the duration of the budget call. During this process, the Execution Review Account Tax and Bogeys are calculated and presented to the AFCS for approval. Once SAF/FMBO receives appropriations, the Command Plan is generated.</p> <p>Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: N/A <p>Input(s): PB: Locked, Execution Plan: L-CMD/L-Agent Input</p> <p>Output(s): Command Plan</p> <p>Proceed to Timer Event: <i>Await Initial Appropriation of Funds (4th Quarter)</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: SAF/FMBO, SAF/FMBI</p> <p>Accountable: SAF/FMBO, SAF/FMBI</p> <p>Supportive: N/A</p> <p>Consulted: N/A</p> <p>Informed: N/A</p> |
|--|--|



USAF SPPBE Playbook

| | |
|--|--|
| <p>4.02 Develop initial appropriation of funds</p> | <p><i>Entry from Timer Event: Await Initial Appropriation of Funds (4th Quarter).</i></p> <p>Activity Performer: SAF/FMBO, SAF/FMBI</p> <p>Description: SAF/FMBO and SAF/FMBI leverages the Command Plan to begin the Initial Appropriation Plan process. During this process, the Command Plan is adjusted to include functional transfers and Air Staff adjustments resulting in an Initial Appropriation Plan, which is presented to the AFCS for approval.</p> <p>Business Rule(s): Follow AFI 65-601 (Budget Guidance and Procedures, Vol 1-3) that is laid out in a Corporate Structure review and approval process. National Defense Authorization Act (NDAA) informs SAF/FMBO of unappropriated funds. SAF/FMC must review the NDAA and Appropriations Act for potential updates to the programmatic costing records for the next SPPBE cycle.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none">• Manpower: Submitted to sub-section 9.4.1.3 and steps M4.02A-B <p>Input(s): Command Plan, NDAA: Current Year, Appropriation Act, Continuing Resolution</p> <p>Output(s): Initial Appropriation Plan: Approved</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: SAF/FMBO, SAF/FMBI</p> <p>Accountable: SAF/FMBO, SAF/FMBI</p> <p>Supportive: N/A</p> <p>Consulted: N/A</p> <p>Informed: AF/A1M</p> |
|--|--|



USAF SPPBE Playbook

| | |
|---|---|
| <p>4.03 Appropriate funds</p> | <p>Activity Performer: SAF/FMBO, SAF/FMBI</p> <p>Description: SAF/FMBO and SAF/FMBI are the delegated authority for investment budget-related lines to SAF/AQXE to leverage the Command Plan that triggers the initial appropriation of funds for Investments. SAF/AQXE is responsible for all acquisition-related line items tasked in Automated Funds Management (AFM) software via program authority.</p> <p>Business Rule(s): Follow AFI 65-601 (Budget Guidance and Procedures, Vol 1-3) that is laid out in a Corporate Structure review and approval process. NDAA informs SAF/FMBI of unappropriated funds.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 9.4.1.3 and step M4.02J <p>Input(s): Initial Appropriation Plan: Approved</p> <p>Output(s): Funds: Appropriated</p> <p><i>Proceed to Timer Event: Weekly/Monthly</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: SAF/FMBI</p> <p>Accountable: SAF/FMBI</p> <p>Supportive: SAF/AQXE</p> <p>Consulted: Capabilities Directorates, PEO</p> <p>Informed: N/A</p> |
|---|---|



USAF SPPBE Playbook

| | |
|--|---|
| <p>4.04 Monitor execution of funds</p> | <p><i>Entry from Timer Event: Weekly/Monthly</i></p> <p>Activity Performer: SAF/FMBO, SAF/FMBI, Operating Budget Review Committee (OBRC), Investment Budget Review Committee (IBRC), Personnel Budget Review Committee (PBRC)</p> <p>Description: Once the funds are distributed, executed funds are monitoring by both Operations and Investments. SAF/FMBO and SAF/FMBI monitor throughout the FY for maintenance purposes and to ensure if any adjustments are required.</p> <p>Business Rule(s): This step is focused on monitoring year of execution.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Submitted to sub-section 9.4.1.3 and step M4.04.01A <p>Input(s): Funds: Appropriated, Obligations and Expenditures: Current, Monitor: L-CMD/L-Agent Inputs, Monitor: AQ Inputs, MILPERS/CIVPERS Execution Data: Current Status</p> <p>Output(s): Execution Funds: Adjustment Needed</p> <p><i>Exclusive Gateway: If 'Approved Reprogramming of Funds,' proceed to Step 4.06. If 'Monitor Until End of Fiscal Year,' proceed to Timer Event: End of Fiscal Year.</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: SAF/FMBO, SAF/FMBI, OBRC, IBRC, PBRC</p> <p>Accountable: SAF/FMBO</p> <p>Supportive: SAF/AQXE, AF/A1M</p> <p>Consulted: Capabilities Directorates, PEO</p> <p>Informed: N/A</p> |
|--|---|



USAF SPPBE Playbook

| | |
|---|---|
| <p>4.05 Conduct Spring/Fall Review (Inv) or Mid-Year Review (Ops) (FMBI, AQX, A8P)</p> | <p><i>Entry from Timer Event: Spring/Fall Review Reprogramming – Rephrasing POM Updates (Investments)</i> <i>Entry from Timer Event: Mid-Year Review Reprogramming (Operations and Maintenance)</i></p> <p>Activity Performer: SAF/FMBO and SAF/FMBI Description: SAF/FMBI conducts annual Spring and Fall Reviews for investments; while SAF/FMBO conducts an annual operations and maintenance (O&M) Mid-Year Review. SAF/FMC collaborates with SAF/FMBI to provide programmatic costing data for the bi-annual review. Business Rule(s): SAF/AQX chairs and collaborates with SAF/FMBI to conduct Spring and Fall Review for investments. Spring and Fall Review are programmatic-focused over FYDP. SAF/FMBI, SAF/AQX, and AF/A8P co-chair Spring and Fall Review.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 9.4.1.3 and step M4.04.01T <p>Input(s): Execution Funds: Adjustment Needed Output(s): Sources and Requirements, 1-N Unfunded Request (UFR) List: Published</p> <p><u>Investments: Roles and Responsibilities</u> Responsible: SAF/FMBI, SAF/FMBO Accountable: SAF/AQX, AF/A8PE Supportive: SAF/FMB, AF/A8P Consulted: SAF/FMC, L-CMDs, L-Agents Informed: N/A</p> <p><u>O&M: Roles and Responsibilities</u> Responsible: SAF/FMBO Accountable: SAF/FMBO Supportive: N/A Consulted: L-CMDs, L-Agents Informed: N/A</p> |
|---|---|



USAF SPPBE Playbook

| | |
|---|---|
| <p>4.06 Reprogramming of funds</p> | <p><i>Entry from Step 4.04.</i> Activity Performer: SAF/FMBO, SAF/FMBI Description: During this process, the reprogramming workbook is developed and submitted to the SAF Program and Financial Control (P&FC) to complete the 1415 request. For the Omnibus reprogramming, SAF/FMBP will prepare the decision brief. If approved, a Funding Authorization Document (FAD) is published. Business Rule(s): Reprogramming is submitted to OSD via SAF/FMB with SAF/AQ support.</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: N/A <p>Input(s): 1-N UFR List: Published, Sources and Requirements, Omnibus: Adjustment Request, Execution Funds: Adjustment Needed Output(s): FAD: Published <i>Proceed to Timer: End of Fiscal Year.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBO, SAF/FMBI Accountable: SAF/FMB Supportive: SAF/AQ Consulted: SAF/FMBP Informed: SAF/P&FC, AF/A1M</p> |
| <p>4.07 Conduct execution closeout activities</p> | <p><i>Entry from Timer: End of Fiscal Year.</i> Activity Performer: SAF/FMBO, SAF/FMBI Description: SAF/FMBO and SAF/FMBI utilize FADs and status of funds to conduct execution closeout activities after the FY. Business Rule(s): N/A</p> <p>Supporting Requisite Process(es):</p> <ul style="list-style-type: none"> • Manpower: Received from sub-section 9.4.1.3 and step M4.07A <p>Input(s): FAD: Published, Defense Finance and Accounting Service (DFAS): AQ Input, DFAS: L-CMD/L-Agent Input, Execution Funds: Adjustment Needed Output(s): DFAS: Final Report <i>Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: SAF/FMBO, SAF/FMBI Accountable: SAF/FMB Supportive: N/A Consulted: N/A Informed: AF/A1M</p> |



885 9.4 – Execution Supporting Processes

886 9.4.1 – Manpower Supporting Process

887 9.4.1.1 – Manpower Process Summary

888 The PBRC begins the manpower Execution process by collecting emerging Congressional
889 and senior Leadership program priorities and reviewing previous year obligations and
890 expenditures from the previous cycle to produce a starting position in the form of a
891 percentage of end-strengths, work-years and dollars funding memo. This memo contrasts
892 strategic Leadership priorities with execution of funds from the previous cycle to inform the
893 generation of the initial drafts of the MILPERS and CIVPERS Appropriation Plans. After the
894 corporate structure review and approval of the Appropriation Plans, Civilian Employment
895 Plan (CEP) funding, and military MPA Mandays are distributed to L-CMDs and L-Agents s
896 to execute in the current Execution cycle

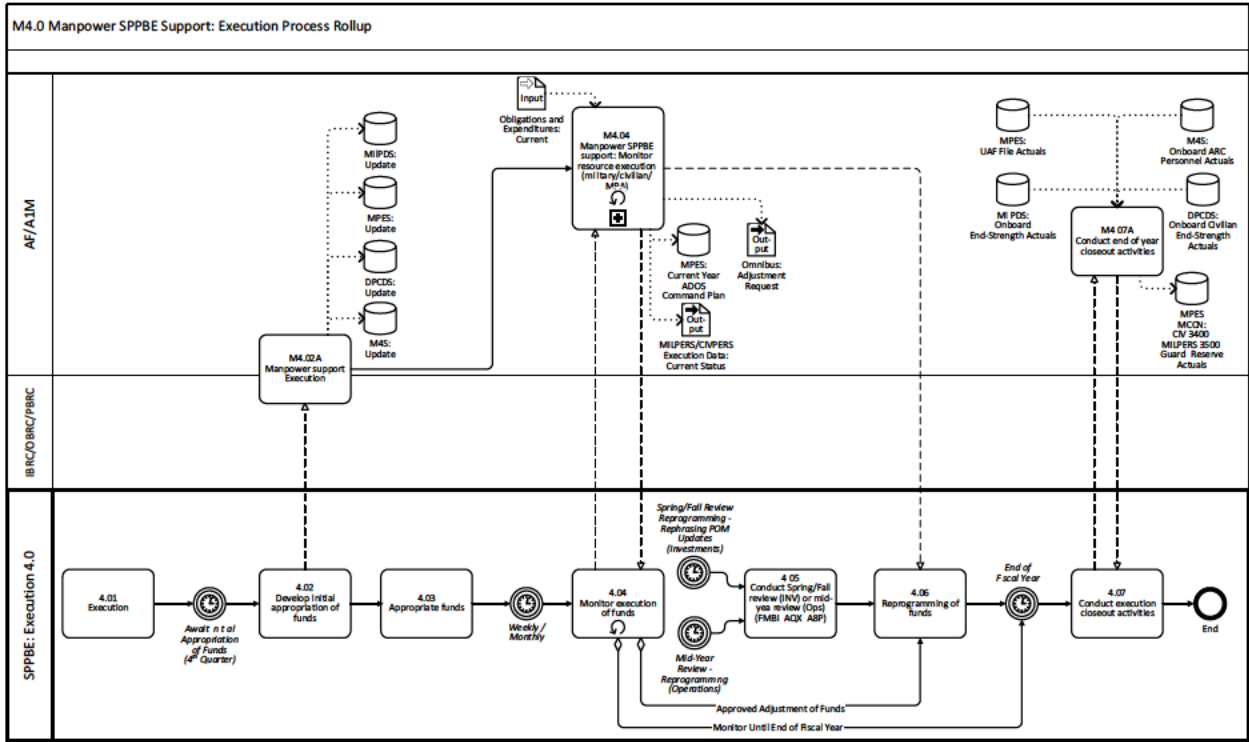
897 Additionally, AF/A1M monitors and adjusts support for current cycle civilian end-strength
898 funding and MPA Mandays funding on a weekly, monthly, and mid-year basis. During each
899 review, AF/A1M receives manpower authorization adjustment requests from L-CMDs and
900 L-Agents and develops a Weekly Activity Report (WAR) and accompanying slide of
901 executed/allocated resources. The PBRC reviews adjustment requests from the L-CMDs and
902 L-Agents and determines the need for AFCS approval. If these changes are accepted and are
903 in the current Execution cycle, then the adjustments are allocated in the M4S database. If
904 changes affect the Planning, Programming, or Budgetary years; AF/A1M socializes approved
905 adjustments to the appropriate organization and updates the MPES and M4S databases and
906 the current cycle Active Duty Operation Support (ADOS) Plan. If the adjustments are robust
907 enough to warrant major changes in force structure, AF/A1M collaborates with SAF/FM to
908 develop an Omnibus budget adjustment request for reprogramming of funds.

909 9.4.1.2 – Manpower Process Map Summary

910 The high-level manpower Execution process rollup is in *Figure 20* and a summary of the
911 process detail and roles and responsibilities are in *Appendix Section VI*. The process detail
912 contains detailed manpower Execution process maps indicating the process performer(s)
913 (swim lanes), activities, inputs, and outputs.

914

Figure 20 – Manpower Execution Process Summary Map



915

916

917 The following list are manpower Execution maps that will be detailed in the *Appendix*
 918 *Section VI* and has supporting narrative detail in the following section:

- 919 ■ M4.0 – Manpower SPPBE Support: Execution Process
- 920 ■ M4.04 – Manpower SPPBE Support: Monitor Resources Execution (Military,
- 921 Civilian, MPA)

922 **9.4.1.3 – Manpower Description of Process Steps**

| | |
|--|---|
| <p>M4.0 Manpower SPPBE support: Execution process</p> | <p>Description: The Execution phase of manpower processes support the application of military and civilian personnel appropriations and the monitoring of Manday execution throughout the current Execution cycle.</p> |
|--|---|



USAF SPPBE Playbook

| | |
|---|---|
| <p>M4.02A Draft Execution starting position</p> | <p>Activity Performer: PBRC/OBRC/IBRC</p> <p>Description: The allocation of the initial appropriation of funds to the L-CMDs and L-Agents, Field Operating Agencies (FOA), and Direct Reporting Units (DRU) is what establishes the starting position for the current Execution cycle. The starting position is a percentage of funding, which outlines funded versus unfunded personnel. The PBRC receives and reviews the initial appropriation of manpower funding adjustments and associated impacts to personnel enterprise-wide. The initial appropriation is allocated in memo format and contains the percentage of work-years to the percentage of overall Air Force manpower funding to be distributed to the L-CMDs and L-Agents</p> <p>Business Rule(s): Step M4.02A occurs concurrently in time as step M4.02B.</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 9.3 and step 4.02 <p>Input(s): <i>Timer: Beginning of Q4</i>, Appropriation Act, National Defense Authorizations Act (NDAA), PB: Locked, Obligations and Expenditures: Previous Year, Corporate Structure Input, Continuing Resolution Decision (If Required), SecAF Go-Do Priorities</p> <p>Output(s): Percent Work-Years, Percent Funding Memo</p> <p>Parallel Gateway: <i>Proceed to Step M4.02C and Step M4.02D, concurrently.</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: IBRC/OBRC/PBRC (AF/A1M, AF/A1X, AF/A1C, AF/A3O, AF/A5X, SAF/FMB, SAF/MRR, AF/RE, and National Guard Bureau (NGB))</p> <p>Accountable: IBRC/OBRC/PBRC</p> <p>Supportive: N/A</p> <p>Consulted: N/A</p> <p>Informed: SAF/FMBI, SAF/FMBO</p> |
|---|---|



USAF SPPBE Playbook

| | |
|---|--|
| <p>M4.02B Develop ADOS Plan</p> | <p>Activity Performer: AF/A1M</p> <p>Description: AF/A1M initiates the development of the current Budget cycle ADOS Plan initiating in the last quarter of the previous Execution cycle to fund the ARC) and ANG MPA Mandays for Active Duty operations. The ADOS Plan codifies the steady state and Overseas Contingency Operations (OCO) support personnel mix for the current Execution cycle. L-CMDs, L-Agents, and HAF staff are enabled to hire Guard and Reservist personnel to complete Mandays to support Active Duty operations that do not have active duty personnel to support.</p> <p>Business Rule(s): Step M4.02A occurs concurrently in time as step M4.02B.</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none">• SPPBE: Received from section 9.3 and step 4.02 <p>Input(s): <i>Timer: Beginning of Q4</i>, Obligations and Expenditures: Previous Year, AF/A3 Memo: Utilization Guidance Memo</p> <p>Output(s): ADOS Plan: Steady State, ADOS Plan: Overseas Contingency Operations</p> <p>Parallel Gateway: <i>Proceed to Step M4.02C and Step M4.02D, concurrently.</i></p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |
|---|--|

| | |
|---|--|
| <p>M4.02C Develop initial MILPERS Appropriation Plan</p> | <p>Activity Performer: AF/A1M Description: The initial MILPERS Appropriation Plan is the alignment of current MILPERS end-strength to the approved MPA Manday allocation as designated in the NDAA. AF/A1M facilitates a data call for the incorporation of changes to the current ADOS Plan. L-CMDs and L-Agents create MPA requests in the M4S System to be incorporated into the current cycle ADOS Panel review. The ADOS Panel reviews the L-CMDs' and L-Agents' requests and makes recommendations for inclusion in the MILPERS Appropriation Plan to be distributed for IBRC, OBRC, and PBRC approval. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input from SPPBE: N/A Input(s): ADOS Plan: Steady State, ADOS Plan: Overseas Contingency Operations, ADOS Plan: Baseline, Programmatic Changes, Emerging Mission Requirements, M4S: MPA Obligations and Expenditures: Previous Year, M4S: Manday Requirements, Percent Work-Years, Percent Funding Memo Output(s): Initial Appropriation Plan: MILPERS Draft Output to SPPBE: N/A</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |
|---|--|



USAF SPPBE Playbook

| | |
|--|---|
| <p>M4.02D Develop initial CIVPERS Appropriation Plan</p> | <p>Activity Performer: AF/A1M Description: L-CMDs and L-Agents create CIVPERS requests in the CEPs to be incorporated into the current-cycle CIVPERS Appropriation Plan. Business Rule(s): N/A</p> <p>Supported Requisite Process(es): SPPBE: N/A</p> <p>Input(s): ADOS Plan: Steady State, ADOS Plan: Overseas Contingency Operations, ADOS Plan: Baseline, SecAF Go-Do Priorities, Programmatic Changes, Emerging Programs, CIVPERS Obligations and Expenditures: Previous Year, MPES: Civilian End-Strength, Percent Work-Years, Percent Funding Memo Output(s): Initial Appropriation Plan: CIVPERS Draft</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>M4.02E Prepare manpower portion of initial Appropriation Plan decision brief</p> | <p>Activity Performer: AF/A1M Description: AF/A1M prepares the initial CIVPERS and MILPERS Appropriation Plan decision brief for and submits it to the PBRC for approval. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Initial Appropriation Plan: MILPERS Draft, Initial Appropriation Plan: CIVPERS Draft Output(s): Initial Appropriation Brief: Prepared</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|---|
| <p>M4.02F Brief PBRC for initial Appropriation Plan approval</p> | <p>Activity Performer: AF/A1M Description: AF/A1M briefs the initial CIVPERS and MILPERS Appropriation Plan to the PBRC for approval. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Initial Appropriation Decision Brief: Prepared Output(s): PBRC Initial Appropriation Plan: Briefed</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>M4.02G Determine approval for initial Appropriation Plan</p> | <p>Activity Performer: IBRC/OBRC/PBRC Description: The PBRC determines approval for the initial CIVPERS and MILPERS Appropriation Plan. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): PBRC Initial Appropriation Plan: Briefed Output(s): Initial Appropriation Plan: Approved Memo with Dual Signatures</p> <p><u>Roles and Responsibilities</u> Responsible: IBRC/OBRC/PBRC Accountable: IBRC/OBRC/PBRC Supportive: N/A Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|--|---|
| <p>M4.02H Distribute MPA Mandays</p> | <p>Activity Performer: AF/A1M Description: AF/A1M inputs the approved resourcing requirements into the M4S database for the appropriated MILPERS Mandays. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Initial Appropriation Plan: Approved Memo with Dual Signatures Output(s): M4S: MPA Mandays</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: L-CMDs, L-Agents</p> |
| <p>M4.02I Distribute Civilian Work-Years and Funding memo</p> | <p>Activity Performer: AF/A1M Description: AF/A1M develops and distributes the Civilian Work-Years and Funding memo to L-CMDs and L-Agents Business Rule(s): The L-CMDs and L-Agents update the execution data system (MPES) on how obligations and expenditures are tracked over the course of each year.</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): M4S: MPA Mandays Output(s): MPES: Civilian End-Strength, Civilian Work-Years: Memo</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: L-CMDs, L-Agents Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M4.02J Update MilPDS/ DCPDS/M4S</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives the Civilian Work-Years and Funding Memo and updates the Military Personnel Data System (MilPDS), Defense Civilian Personnel Data System (DCPDS), and M4S databases. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 9.3 and step 4.03 <p>Input(s): MPES: Civilian End-Strength, Civilian Work-Years: Memo Output(s): MPES: Updated, M4S: Updated, DCPDS: Updated, MilPDS: Updated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>M4.04 Manpower SPPBE support: Monitor resources execution (military, civilian, MPA)</p> | <p>Description: AF/A1M monitors the Execution of appropriated civilian and military Mandays until the end of the FY. AF/A1M is a conduit for MILPERS and CIVPERS adjustments between the L-CMDs, the L-Agents and the HAF, and is responsible for briefing the PBRC and AFCS on positive or negative personnel funding discrepancies. AF/A1M incorporates AFCS approved manpower adjustments into the Planning, Programming, and Budgeting phases of SPPBE in addition to developing an Air Force Omnibus change request for Congress, if required.</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M4.04.01A Monitor current year MILPERS/ CIVPERS/ MPA Mandays execution</p> | <p>Activity Performer: AF/A1M</p> <p>Description: AF/A1M is responsible for monitoring the execution of CIVPERS and MILPERS appropriations for the current cycle ADOS Plan. At any time, AF/A1M may receive a request from the L-CMDs, L-Agents, and HAF Staff to modify the distribution of funding based on emerging requirements and priorities.</p> <p>Business Rule(s): Must monitor weekly and monthly execution of Mandays until end of FY. MAJCOM A1Ms may submit adjustments at any time.</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 9.3 and step 4.04 <p>Input(s): <i>Timer: Weekly Basis</i>, MPES: Unit Authorized File (UAF), MilPDS: Onboard End-Strength, DCPDS: Onboard Civilian End-Strength, M4S: Onboard Air Reserve Component (ARC) Personnel, Obligations and Expenditures: Current</p> <p>Output(s): MILPERS: Variance Report, CIVPERS: Variance Report</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A1MT, AF/A1MP</p> <p>Accountable: AF/A1M</p> <p>Supportive: MAJCOMs/A1/A3, SecAF, L-CMDs, L-Agents, AF/A1P, AF/A1C</p> <p>Consulted: N/A</p> <p>Informed: AF/A1, SAF/FMBO, SAF/FMBI</p> |
|--|--|



USAF SPPBE Playbook

| | |
|--|--|
| <p>M4.04.01B Evaluate manpower authorization adjustment requests</p> | <p>Activity Performer: AF/A1M Description: AF/A1M is responsible for conducting an analysis of all L-CMD and L-Agent manpower authorization adjustment requests for reallocation on the basis of event-driven, over-burning, and under-burning occurrences. Adjustments requests are developed leveraging CIVPERS and MILPERS requirements and will drive modifications to the current cycle CEP and ADOS Plan. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none">• SPPBE: N/A <p>Input(s): Manpower Authorization Adjustment Requests Output(s): Manpower Authorization Adjustment Requests: Evaluated</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1MT, AF/A1MP Accountable: AF/A1M Supportive: MAJCOM/A1/A3, SecAF, L-CMDs, L-Agents, AF/A1P, AF/A1C Consulted: N/A Informed: AF/A1</p> |
|--|--|



USAF SPPBE Playbook

| | |
|---|--|
| <p>M4.04.01C Develop resource requirement rationale</p> | <p>Activity Performer: AF/A1M Description: AF/A1M is responsible for identifying under-executed funding and defining new funding requirements for any revisions to the MPA account. AF/A1M develops a funding justification for reallocation and execution. AF/A1MT updates personnel reallocations to MilPDS, M4S, and DCPDS, while AF/A1MP updates the MPES and FYDP. Additionally, L-CMDs and L-Agents update the UAF and UMD. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): MILPERS: Variance Report, CIVPERS: Variance Report, Manpower Authorization Adjustment Requests: Evaluated, MAJCOM Resource Rationale Output(s): AF Resource Adjustment Rationale: Final <i>Inclusive Gateway: After conducting a monthly summary, weekly summary and Mid-Year Review, proceed to Step M4.04.01E.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1MT, AF/A1MP Accountable: AF/A1M Supportive: MAJCOMs/A1/A3, SecAF, HAF, CCMDs, AF/A1P, AF/A1C Consulted: N/A Informed: AF/A1</p> |
| <p>M4.04.01D Provide resource requirements rationale</p> | <p>Activity Performer: MAJCOM/A1/A3, SecAF, HAF, CCMDs Description: Depending on resource requirements MAJCOM/A1/A3, SecAF, HAF, and CCMDs may submit rationale for justification of adjustments. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): AF Resource Adjustment Rationale: Final Output(s): MAJCOM Resource Rationale</p> <p><u>Roles and Responsibilities</u> Responsible: MAJCOMs/A1/A3, SecAF, HAF, CCMDs Accountable: MAJCOMs/A1/A3, SecAF, HAF, CCMDs Supportive: AF/A1M, AF/A1P, AF/A1C Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M4.04.01E Prepare resource execution brief/WAR</p> | <p>Activity Performer: AF/A1M Description: AF/A1M is responsible for developing and presenting a resourcing slide of the current week’s total funding, resource distribution and expenditures to AF/A1. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): <i>Timer: Monthly Summary, Timer: Weekly Summary, Timer: Mid-Year Review</i>, AF Resource Adjustment Rationale: Final, Mandays Brief: Validated Output(s): Resource Execution Brief: Draft, Resource Slide: Funded Allocated/Executed, WAR Report</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1MT Accountable: AF/A1M Supportive: MAJCOMs/A1/A3, SecAF, HAF, CCMDs, AF/A1P, AF/A1C Consulted: N/A Informed: AF/A1</p> |
| <p>M4.04.01F Validate CIVPERS/MILPERS requirements</p> | <p>Activity Performer: MAJCOM/A1/A3, SecAF, HAF, CCMDs, AF/A1P, AF/A1C Description: MAJCOM/A1/A3, SecAF, HAF, CCMDs, AF/A1P, and AF/A1C validate the CIVPERS and MILPERS requirements in the Mandays brief. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Resource Execution Brief: Draft, Resource Slide: Funded Allocated/Executed, WAR Report Output(s): Mandays Brief: Validated</p> <p><u>Roles and Responsibilities</u> Responsible: MAJCOMs/A1/A3, SecAF, HAF, CCMDs, AF/A1P, AF/A1C Accountable: MAJCOMs/A1/A3, SecAF, HAF, CCMDs, AF/A1P, AF/A1C Supportive: AF/A1M Consulted: N/A Informed: N/A</p> |

USAF SPPBE Playbook

| | |
|---|---|
| <p>M4.04.01G Deliver resource execution brief/WAR to AF/A1M Leadership</p> | <p>Activity Performer: AF/A1M Description: AF/A1M presents the resource execution brief to AF/A1. This meeting is intended to keep Leadership informed of resource adjustments and to identify emerging issues with the current allocation of resources. AF/A1MT builds the briefing, and submits the AF/A1MT WAR in either e-mail format or in-person briefing with AF/A1M. Business Rule(s): Must raise awareness for any discrepancies in resource execution.</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Resource Slide: Funded Allocated/Executed, WAR Report, Resource Execution Brief: Draft, Mandays Brief: Validated Output(s): Resource Execution Brief/WAR Report: Delivered</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1MT Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A1</p> |
| <p>M4.04.01H Determine need for PBRC review</p> | <p>Activity Performer: AF/A1M Description: AF/A1M determines the need for PBRC review and approval of CIVPERS and MILPERS adjustments. Adjustments presented to the PBRC have enterprise-wide and programmatic impacts. The PBRC validates manpower authorization adjustments on a monthly, mid-year, or current Execution cycle closeout basis. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Resource Execution Brief/WAR Report: Delivered Output(s): PBRC Review: Determined Exclusive Gateway: <i>If 'Monthly Review Needed,' proceed to Step M4.04.01I. If 'PBRC Review Not Needed (Weekly),' Process Ends.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: AF/A1</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M4.04.01I Review resource execution brief</p> | <p>Activity Performer: IBRC/OBRC/PBRC Description: The IBRC, OBRC, and PBRC review the resource execution brief and accompanying resource reallocation justification and approve newly identified manpower authorization adjustments monthly. In addition, the IBRC, OBRC, and PBRC are made aware of the status and environment of current cycle execution. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): PBRC Review: Determined Output(s): Resource Execution Brief: Reviewed</p> <p><u>Roles and Responsibilities</u> Responsible: IBRC/OBRC/PBRC Accountable: SAF/FMB Supportive: AF/A1MT Consulted: N/A Informed: AF/A1</p> |
| <p>M4.04.01J Validate and prioritize adjustments to personnel (Monthly/Mid-Year Review/closeout)</p> | <p>Activity Performer: IBRC/OBRC/PBRC Description: The IBRC, OBRC, and PBRC review and prioritize CIVPERS and MILPERS adjustments by level of enterprise or mission impact and verify the need for additional funding or programmatic offsets Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Resource Execution Brief: Reviewed Output(s): Decision for Recommended Changes <i>Exclusive Gateway: If 'Adjustment Not Required,' proceed to Step M4.01K. If 'Adjustments Required,' proceed to Step M4.01L.</i></p> <p><u>Roles and Responsibilities</u> Responsible: IBRC/OBRC/PBRC Accountable: SAF/FMB Supportive: AF/A1MT Consulted: N/A Informed: AF/A1</p> |

USAF SPPBE Playbook

| | |
|---|---|
| <p>M4.04.01K Develop rationale for maintaining resource allocation</p> | <p>Activity Performer: PBRC Description: The PBRC develops a rationale for approved and disapproved resource reallocation decisions, and distributes the rationale to AF/A1M. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Decision for Recommended Changes Output(s): PBRC Meeting Minutes</p> <p><u>Roles and Responsibilities</u> Responsible: IBRC/OBRC/PBRC Accountable: IBRC/OBRC/PBRC Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>M4.04.01L Determine AFCS approval</p> | <p>Activity Performer: PBRC Description: After review and analysis, the PBRC leverages the resource reallocation requests and determines the need for AFCS approval based on enterprise impact. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Decision for Recommended Changes Output(s): AFCS Routing Decision <i>Exclusive Gateway: If 'Required,' proceed to Step M4.01M. If 'Not Required,' proceed to Step M4.01N.</i></p> <p><u>Roles and Responsibilities</u> Responsible: IBRC/OBRC/PBRC Accountable: IBRC/OBRC/PBRC Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M4.04.01M Provide approval decision</p> | <p>Activity Performer: AFCS Description: The AFCS determines an approval decision for resource adjustments and distributes them to AF/A1M. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): AFCS Routing Decision Output(s): AFCS Approved Resource Changes</p> <p><u>Roles and Responsibilities</u> Responsible: AFCS Accountable: AFCS Supportive: N/A Consulted: N/A Informed: N/A</p> |
| <p>M4.04.01N Document approved changes to any/open budget/ current execution/ next year program/ Plan adjustments</p> | <p>Activity Performer: AF/A1M Description: AF/A1M receives the approved resource changes from the AFCS, documents current MILPERS and CIVPERS adjustments, and develops a CIVPERS dual signature memo to execute changes. AF/A1M is responsible for determining if the approved changes affect the current Execution, Budgeting, Programming, or Planning years in the FYDP. SAF/FMB and AF/A1M must sign the dual signature memo for the official changes. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): AFCS Routing Decision, AFCS Approved Resource Changes Output(s): CIVPERS: Dual Signature Memo (AF/A1M, SAF/FMB), Manpower Resource Execution Changes: Approved L-CMDs/L-Agents Memo</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>M4.04.01O Determine 1-year requirements or extension into Planning and Programming years</p> | <p>Activity Performer: AF/A1M Description: AF/A1M determines if approved AFCS manpower authorization adjustments can be executed in the current Execution cycle or incorporated into the Planning and Programming years of the FYDP. AF/A1M develops a formal memo to notify L-CMDs and L-Agents if the requirements are for the current Execution cycle. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): CIVPERS: Dual Signature Memo (AF/A1M, SAF/FMB), Manpower Resource Execution Changes: Approved L-CMDs/L-Agents Memo Output(s): Manpower Requirements: Determined <i>Inclusive Gateway: If 'Planning Adjustment Requests,' proceed to Step M1.02.04B. If 'Next Year Programmatic Change Requests,' proceed to Step M2.02.03.01B. If 'Open Budgetary Change Requests,' proceed to Step M3.19.18B. If 'Current Execution Change Requests,' proceed to Step M4.04.01P.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1MT Accountable: AF/A1M Supportive: AF/A1MR, Air Force Manpower Agency (AFMA), AF/A1MP Consulted: N/A) Informed: AF/A1, L-CMDs, L-Agents</p> |
| <p>M4.04.01P Allocate approved MPA changes in M4S</p> | <p>Activity Performer: AF/A1M Description: AF/A1M allocates the approved MPA changes in M4S. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Manpower Requirements: Determined Output(s): M4S: Approved MPA Changes</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1MT Accountable: AF/A1M Supportive: N/A Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|--|
| <p>M4.04.01Q Allocate approved MILPERS end-strength changes</p> | <p>Activity Performer: AF/A1MP Description: AF/A1M allocates approved MILPERS end-strength adjustments in MPES. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): M4S: Approved MPA Changes, PB Output(s): MPES: MILPERS Changes</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1MP Accountable: AF/A1M Supportive: AF/A1MT Consulted: N/A Informed: N/A</p> |
| <p>M4.04.01R Allocate approved civilian end-strength changes and work-years</p> | <p>Activity Performer: AF/A1M Description: Civilian end-strength is authorized for the current work-year and total dollars are allocated by a formal memo. The allocation occurs two times annually, during the Fall and Spring Review. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): MPES: MILPERS Changes Output(s): Command ADOS Plan: Adjusted, MPES: Civilian Authorization Changes</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1MP Accountable: AF/A1M Supportive: AF/A1MT Consulted: N/A Informed: N/A</p> |



USAF SPPBE Playbook

| | |
|--|---|
| <p>M4.04.01S Develop work-years and dollars memorandum</p> | <p>Activity Performer: AF/A1M Description: AF/A1M develops a civilian memo for work-years and dollar memorandum leveraging the current cycle CEP. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: N/A <p>Input(s): Command ADOS Plan: Adjusted, MPES: Civilian Authorization Changes Output(s): Civilian Memo: Work-Years and Dollars Memorandum</p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1MT Accountable: AF/A1M Supportive: AF/A1C, SAF/FMB Consulted: N/A Informed: N/A</p> |
| <p>M4.04.01T Determine whether Omnibus is required to cover MPA, MILPERS, CIVPERS adjustments (spring/fall)</p> | <p>Activity Performer: AF/A1M Description: For the given MPA, MILPERS, and CIVPERS adjustments, AF/A1M determines the need for an amendment to the Air Force personnel appropriation. If amendment is needed, AF/A1M develops an Omnibus adjustment request to be adjudicated at Congress to align the Air Force MILPERS and CIVPERS allocations for the current cycle to the strategic priorities and requirements identified by the AFCS. Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Submitted to section 9.3 and step 4.06 <p>Input(s): Civilian Memo: Work-Years and Dollars Memorandum Output(s): Omnibus: Adjustment Request, MILPERS/CIVPERS Execution Data: Current Status Inclusive Gateway: <i>If 'Not Required,' proceed to Step M4.04.01A. If 'Required,' proceed to Step 4.06.</i></p> <p><u>Roles and Responsibilities</u> Responsible: AF/A1M Accountable: AF/A1M Supportive: AF/A1MT, AF/A1MP Consulted: AF/A1C Informed: SAF/FMBI, SAF/FMBO</p> |



USAF SPPBE Playbook

| | |
|---|--|
| <p>M4.07A Conduct end-of-year closeout activities</p> | <p>Activity Performer: AF/A1M</p> <p>Description At the end of the FY, AF/A1M conducts the end of year closeout activities in MPES by incorporating onboard actuals for the UAF, MilPDS End-Strength, ARC Personnel, and DCPDS End-Strength to update MPES.</p> <p>Business Rule(s): N/A</p> <p>Supported Requisite Process(es):</p> <ul style="list-style-type: none"> • SPPBE: Received from section 9.3 and step 4.06, submitted to section 9.3 and step 4.07 <p>Input from SPPBE: N/A</p> <p>Input(s): <i>Timer: End of Fiscal Year</i>, MPES: UAF Actuals, MilPDS: Onboard End-Strength Actuals, M4S: Onboard ARC Personnel Actuals, DCPDS: Onboard Civilian End-Strength Actuals</p> <p>Output(s): MPES MCCN: CIV 3400, MILPERS 3500, Guard, Reserve Actuals</p> <p><u>Roles and Responsibilities</u></p> <p>Responsible: AF/A1M</p> <p>Accountable: AF/A1M</p> <p>Supportive: AF/A1P, AF/A1C, AFPC</p> <p>Consulted: N/A</p> <p>Informed: SAF/FMBI, SAF/FMBO</p> |
|---|--|

923

924



USAF SPPBE Playbook

925 **Appendix**

926 **I. References and Supporting Information**

- 927 DoDD 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*, 25
928 January 2013
- 929 HAF MD 1-12, *Assistant Secretary of the Air Force (Financial Management and Comptroller)*,
930 25 November 2015
- 931 HAF MD 1-56, *Deputy Chief of Staff Strategic Plans and Programs*, 28 January 2016
- 932 AFPD 10-5, *Basing*, 14 November 2013
- 933 AFPD 10-9, *Lead Command Designation and Responsibilities for Weapons Systems*, 8 March
934 2007
- 935 AFPD 16-5, *Planning, Programming, Budgeting and Execution Process*, 27 September 2010
- 936 AFPD 38-2, *Manpower*, 05 February 2013
- 937 AFPD 65-6, *Budget*, 01 May 1998
- 938 AFPD 90-6, *Air Force Strategy, Planning, Programming, Budgeting, and Execution (SPPBE)*
939 *Process*, 18 May 2017
- 940 AFPD 90-11, *Air Force Strategy, Planning, and Programming Process*, 06 August 2015
- 941 AFI 10-503, *Strategic Basing*, 27 September 2010
- 942 AFI 10-601, *Operational Capability Requirements Development*, 06 November 2013
- 943 AFI 16-501, *Operations Support, Control and Documentation of Air Force Programs*, 15 August
944 2006
- 945 AFI 36-2619, *Military Personnel Appropriation Manday Program*, 18 July 2014
- 946 AFI 38-101, *Air Force Organization*, 8 August 2013
- 947 AFI 38-201, *Management of Manpower Requirements and Authorizations*, 30 January 2014
- 948 AFI 65-503, *US Air Force Cost and Planning Factors*, 4 February 1994
- 949 AFI 65-601, *Budget Guidance and Procedures, Volume 1*, 16 May 2016
- 950 AFI 65-601, *Budget Management for Operations, Volume 2*, 18 May 2012
- 951 AFI 65-601, *The Air Force Budget Corporate Process, Volume 3*, 8 August 2011
- 952 AFGM 2016-90-1101, *Air Force Strategic Planning Process*, 3 October 2016



USAF SPPBE Playbook

- 953 AFGM 2017-90-01, *Air Force Guidance Memorandum: Air Force Strategy, Planning,*
954 *Programming, Budgeting and Execution (SPPBE) Process*, 1 June 2017
- 955 *Contextual Model for PBES, Version 1.8*, 28 March 2016
- 956 Draft AFGM 90-1101, *Special Management, Strategic Planning Process*, May 2016
- 957 *Establishment of an Air Force Warfighting Integration Capability*, 3 October 2017
- 958 *PPBE & AFCS Primer*, August 2007
- 959 *PPBE Process and Organization Whitepaper*, 6 May 2014
- 960 *SPPBE Performance Measures Guide*, 15 June 2017
961 *SPPBE Procedural Governance Guide*
Version 2, 12 April 2017
- 962 *Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) Current-State Playbook*
963 *version 4*, 20 December 2016
- 964



USAF SPPBE Playbook

965 **II. Abbreviations and Acronyms**

- 966 ABIDES—Automated Budget Interactive Data Environment System
- 967 ACAT—Acquisition Category
- 968 ADM—Acquisition Decision Memorandum
- 969 ADOS—Active Duty Operational Support
- 970 AETC—Air Education and Training Command
- 971 AF—Air Force
- 972 AFCAIG—Air Force Cost Analysis Improvement Group
- 973 AFCS—Air Force Corporate Structure
- 974 AFI—Air Force Instruction
- 975 AFM – Automated Funds Management
- 976 AFMA—Air Force Manpower Agency
- 977 AFPC—Air Force Personnel Center
- 978 AFR—Air Force Reserve
- 979 AFRL—Air Force Research Laboratory
- 980 AFSEA—Air Force Strategic Environment Assessment
- 981 AFWIC—Air Force Warfighting Integration Capability
- 982 AGR—Active Guard Reserve
- 983 ALSA—Air Land Sea Application Center
- 984 ANG—Air National Guard
- 985 AoA—Analysis of Alternatives ARC—Air Reserve Component
- 986 BDS—Budget Data Set
- 987 BES—Budget Estimate Submission
- 988 BPMN—Business Process Model and Notation
- 989 CAA—Center for Army Analysis
- 990 CAPE—Cost Assessment and Program Evaluation
- 991 CBA—Capability Based Assessment
- 992 CC—Commander
- 993 CCMD—Combatant Command
- 994 CCN—Change Control Number
- 995 CDC—Capability Development Council
- 996 CDD—Capability Development Document
- 997 CDG—Capability Development Guidance
- 998 CDIP—Capability Development Implementation Plan
- 999 CEP—Civilian Employment Plan
- 1000 CIO—Chief Information Officer



USAF SPPBE Playbook

- 1001 CIS—Comptroller Information System
- 1002 CIVPAY—Civilian Pay
- 1003 CIVPERS—Civilian Personnel
- 1004 CJCS—Chairman of the Joint Chiefs of Staff
- 1005 COA—Course of Action
- 1006 CONOPs—Concept of Operations
- 1007 CONPLAN—Concept Plan
- 1008 CSAF—Chief of Staff
- 1009 CV—Vice Commander
- 1010 DCPDS—Defense Civilian Personnel Data System
- 1011 DCR—DOTMLPF-P Change Recommendation
- 1012 DCS—Deputy Chiefs of Staff
- 1013 DFAS—Defense Finance and Accounting Service
- 1014 Ds/Os—Disconnects and Offsets
- 1015 DMAG—Deputy’s Management Action Group
- 1016 DoD—Department of Defense
- 1017 DoDD—Department of Defense Directive
- 1018 DOTmLPPF-P—Doctrine, Organization, Training, Materiel, Leadership and Education,
1019 Personnel, Facilities, and Policy
- 1020 DP—Development Planning
- 1021 DPG—Defense Planning Guidance
- 1022 DSD—Deputy Secretary of Defense
- 1023 dRAP—Draft RAP
- 1024 DRU—Direct Reporting Unit
- 1025 EAS—Exhibit Automation System
- 1026 ETT—Enhanced Tradespace Tool
- 1027 FAD—Funding Authorization Documents
- 1028 FFRDC—Federally Funded Research and Development Center
- 1029 FOA—Field Operating Agency
- 1030 FSDM – Force Structure Data Management
- 1031 FY—Fiscal Year
- 1032 FYDP—Future Years Defense Program
- 1033 GEF—Guidance for Employment of the Force
- 1034 GIISR—Global Integrated Intelligence, Surveillance, Reconnaissance
- 1035 HAF—Headquarters Air Force
- 1036 IAW—In Accordance With



USAF SPPBE Playbook

- 1037 IBRC—Investment Budget Review Committee
- 1038 IC—Intelligence Community
- 1039 ICE—Independent Cost Estimate
- 1040 ICD—Initial Capability Document
- 1041 IDECS—Integrated Budget Documentation and Execution System
- 1042 IPL—Integrated Priority List
- 1043 IPR—In-Progress Review
- 1044 IPR F—In-Progress Review, Final
- 1045 IPT—Integrated Process Team
- 1046 IS Panel—Installation Support Panel
- 1047 ISO—In Support Of
- 1048 J-Book—Justification Book
- 1049 JCIDS—Joint Capabilities Integration and Development System
- 1050 JCOFA—Joint Country Force Assessment
- 1051 JOE—Joint Operational Environment
- 1052 JPG—Joint Planning Guidance
- 1053 JSCP—Joint Strategic Capabilities Plan
- 1054 LCMC—Life Cycle Management Center
- 1055 L-CMD—Lead-Command
- 1056 M4S—Manpower MPA Manday Management System
- 1057 MAJCOM—Major Command
- 1058 MBI—Major Budget Issue
- 1059 MCCN—Manpower Change Control Number
- 1060 MDD—Materiel Development Decision
- 1061 MILCON—Military Construction
- 1062 MILPERS—Military Personnel
- 1063 MilPDS—Military Personnel Data System
- 1064 MOA—Memorandum of Agreement
- 1065 MOU—Memorandum of Understanding
- 1066 MPA—Military Personnel Appropriation
- 1067 MPES—Manpower Programming and Execution System
- 1068 NACA—Non-Advocate Cost Assessment
- 1069 NASIC—National Air and Space Intelligence Center
- 1070 NDAA—National Defense Authorization Act
- 1071 NDS—National Defense Strategy
- 1072 NGB—National Guard Bureau



USAF SPPBE Playbook

- 1073 NMS—National Military Strategy
- 1074 NSS—National Security Strategy
- 1075 NWC—Nuclear Weapons Council
- 1076 O&M—Operations and Maintenance
- 1077 OBRC—Operating Budget Review Committee
- 1078 OCO—Overseas Contingency Operations
- 1079 OMB—Office of Management and Budget
- 1080 OPLAN—Operation Plan
- 1081 OPR—Office of Primary Responsibility
- 1082 OSD—Office of the Secretary of Defense
- 1083 P&FC—Program and Financial Control
- 1084 P&T—Personnel and Training
- 1085 PB—President’s Budget
- 1086 PBES—Program and Budget Enterprise Service
- 1087 PBD—Program Budget Decision
- 1088 PBR—Program Budget Request
- 1089 PBoard—Planning Board
- 1090 PBRC—Personnel Budget Review Committee
- 1091 PCouncil—Planning Council
- 1092 PDM—Program Decision Memorandum
- 1093 PEM—Program Element Monitor
- 1094 PEO—Program Executive Office
- 1095 PGM—Program Guidance Memorandum
- 1096 PGroup—Planning Group
- 1097 PMB—Potential Monetary Benefit
- 1098 PMC—Potential Monetary Cost
- 1099 POAM—Plan of Action and Milestones
- 1100 POE—Program Office Estimate
- 1101 POM—Program Objective Memorandum
- 1102 POTUS—President of the United States
- 1103 PPG—Plan to Program Guidance
- 1104 PPI— Program Objective Memorandum Preparation Instruction
- 1105 PRCP—Program Resources Collection Process
- 1106 QDR—Quadrennial Defense Review
- 1107 RAP—Resource Allocation Plan
- 1108 RAPIDS—Resource Allocation Program Information Decision System



USAF SPPBE Playbook

- 1109 RASCI—Responsible, Accountable, Supportive, Consulted, Informed
- 1110 RIE—Rapid Improvement Event
- 1111 R&D—Research and Development
- 1112 RMD—Resource Management Decision
- 1113 ROE—Return on Equity
- 1114 ROI—Return on Investment
- 1115 S&T—Science and Technology
- 1116 SAP—Special Access Program
- 1117 SCP—Service Cost Position
- 1118 SDCS—Standard Data Collection System
- 1119 SDPE— Strategic Development, Planning, and Experimentation
- 1120 SecAF—Secretary of the Air Force
- 1121 SecDef—Secretary of Defense
- 1122 SIPOC—Suppliers, Inputs, Processes, Outputs, Customers
- 1123 SMC—Space and Missile Systems Center
- 1124 SME—Subject Matter Expert
- 1125 SNaP—Select and Native Programming
- 1126 SPF—Strategic Prioritization Framework
- 1127 SPG—Strategic Planning Guidance
- 1128 SPPBE—Strategy, Planning, Programming, Budgeting, and Execution
- 1129 SPWG—Strategic Planning Working Group
- 1130 TOA—Total Obligation Authority
- 1131 TTP—Tactics, Techniques, and Procedures
- 1132 UAF—Unit Authorized File
- 1133 UCP—Unified Command Plan
- 1134 UFR—Unfunded Request
- 1135 UMD—Unit Manpower Document
- 1136 UPL – Unfunded Priority List
- 1137 USecAF—Under Secretary of the Air Force
- 1138 VCSAF—Vice Chief of Staff of the Air Force
- 1139 WAR—Weekly Activity Report
- 1140 ZBR—Zero Balance Reprogramming
- 1141 ZBT—Zero Balance Transfer



1142 **III. Terms of Reference**

1143 **Activity Step Performer:** Organization or individuals responsible for the successful completion
1144 of a process step.

1145 **AFCS Board:** The Board provides flag-level (1-2 Star and civilian equivalent) review,
1146 evaluation, and recommendations in the same broad categories as the Council. Members are
1147 selected by their Council counterpart and are responsible for preparing their principal for Council
1148 meetings. Additional members of the Board are advisory and represent programs with Air Force
1149 TOA and a combination of unique functional expertise. Additionally, panel chairs and Air Force
1150 CONOPS Champions are present, each representing mission and functional areas of Air Force
1151 expertise. Additionally, the Board directs the focus of the Group in resolving issues, refines
1152 Group developed recommendations for submission to the Council, and expedites Directorate-
1153 level coordination on significant issues. The Board is chaired by Director of Programs, HQ
1154 USAF/A8P, with the Associate Director as his back up, and co-chaired by Deputy Assistant
1155 Secretary (Financial Management) (SAF/FMB), on non-budget issues. During budget
1156 formulation and execution, and during the Budget Review cycle, it is chaired by SAF/FMB.

1157 **AFCS Board Key Stakeholders:**

- 1158 ■ HQ USAF: A1, A2, A3, A4, A5/8, A9, HC, JA, RE, SG, TE
- 1159 ■ SAF: AA, AG, AQ, FM, GC, IA, IE, IG, LL, PA, CIO A6, USA, ANG
- 1160 ■ Advisory members include: AF/A1M, AF/A4C, AF/A8X

1161 **AFCS Council:** The Council is the senior forum for cross-functional consideration of the most
1162 critical Air Force issues. The Council reviews and evaluates Air Force objectives, policies, plans,
1163 programs, budgets, and studies to make timely recommendations to the SecAF and CSAF. The
1164 Council also provides expeditious DCS-level coordination on significant, urgent, and complex
1165 issues to ensure that Air Force plans, polices, and programs comply with Joint Chiefs of Staff,
1166 OSD, and national objectives. The Council returns issues to the Air Force Board for further
1167 study. The Council is chaired by the VCSAF, and membership consists of Air Staff and
1168 Secretariat Principals (3-Star and civilian equivalent with some selected 2-Star members).

1169 **AFCS Council Key Stakeholders:**

- 1170 ■ HQ USAF: CVA, A1, A2, A3, A4, A5/8, A9, HC, JA, RE, SE, SG, ST, TE
- 1171 ■ SAF: AA, AQ, CM, FM, GC, IA, IE, IG, LL, MR, SB, CIO A6, US(D), NGB
- 1172 ■ Advisory members include: AF/A8P, AF/CCC, AF/CVE, AF/CVAS, AF/CVAE, AF/CX,
1173 SAF/AG, SAF/FMB

1174 **AFCS Group:** The Group provides the Board and senior-level leadership (O-6 and civilian
1175 equivalents) a forum for initial corporate review and evaluation on appropriate issues in the same
1176 broad categories as both the Board and Council. The Group is the first level of the AFCS that
1177 integrates the Air Force mission, mission support areas, and capabilities into a balanced Air
1178 Force program. Members are selected by their Board counterpart or 2-Letter sponsors and are



USAF SPPBE Playbook

1179 responsible for preparing their principal for Board or Council meetings. Its ultimate strength lies
1180 in its broad representative span that allows thorough vetting of issues before being elevated to
1181 the Board or Council for review and deliberation. Like the Board and Council, the Group
1182 provides a forum for expeditious Division-level coordination on significant issues.

1183 **AFCS Group Key Stakeholders:**

- 1184 ■ HQ USAF: A1, A1M, A1S, A1X, A2, A3, A3O, A3S, A4P, A4C, A7S, A8F, A8P, A8X,
1185 A9R, HC, JA, RE, SG, TE
- 1186 ■ SAF: AA, AG, AQ, FM, FMC, GC, IA, IE, IG, LL, PA, USA, ANG, CIO A6

1187 **AF Strategic Environment Assessment (AFSEA):** As the foundation of Strategy, Planning,
1188 and Programming, the AFSEA informs all follow-on Air Force planning and programming. The
1189 AFSEA describes domestic and international trends in the future strategic environment, and the
1190 implications of those trends for air, space, and cyberspace operations over the next 20 years. The
1191 AFSEA presents an Airman’s perspective on future constraints, threats, and opportunities, and
1192 promotes consistency throughout the Air Force Strategic Planning System (AFSPS) and the
1193 broader planning activities across the Air Force. AFSEA development integrates multiple
1194 external and internal sources to ensure a comprehensive assessment. Sources include analyses
1195 and assessments from across DoD and other government agencies, think-tanks, academia,
1196 industry, allies, and mission partners.

1197 **AF Strategy:** A capstone document that looks out 30 years and explains how the Air Force will
1198 organize, train and equip to provide Global Vigilance, Global Reach, and Global Power in the
1199 future security environment. The *Strategy* describes the guiding principles used to influence and
1200 inform decisions related to organizational structures, planning, programming, acquisition, and
1201 requirements. Air Force senior leadership updates the AF Strategy as desired, nominally on a 4-
1202 year cycle.

1203 **Air National Guard (ANG):** That part of the organized militia of the several States and
1204 Territories, Puerto Rico, and the District of Columbia, active and inactive, that (A) is an AF; (B)
1205 is trained, and has its officers appointed, under the 16th clause of section 8, article I of the
1206 Constitution; (C) is organized, armed, and equipped wholly or partly at Federal expense; and (D)
1207 is federally recognized.

1208 **Air Reserve Component (ARC):** All unit, organizations, and members of the ANG and the
1209 AFR.

1210 **AFWIC [Analysis & Assessments](#) [Decision Analytics](#) Directorate:** The [Analysis &](#)
1211 [Assessments](#) [Decision Analytics](#) Directorate provides AFWIC with rapid, responsive, insightful
1212 and unbiased analysis, assessment, and wargaming capabilities that support development,
1213 implementation, and feedback for the Air Force Family of Concepts, Innovative Solutions, the
1214 Design Blueprint, Capability Development, and Future Force Design.



USAF SPPBE Playbook

1215 **AFWIC Capability Development Directorate:** The Capability Development Directorate
1216 understands, prioritizes, and directs integrated capability development efforts across DOTMLPF-
1217 P to mitigate capability gaps and capitalize on emerging opportunities to inform and implement
1218 the future Air Force design.

1219 **AFWIC Design Blueprint Directorate:** As engine room for the Air Force design process, the
1220 Design Blueprint Directorate conducts Air Force risk/gap analysis and integrates Design Options
1221 based on the family of concepts and innovative capability development solutions into design
1222 COAs for the SecAF/CSAF approval. The Design Blueprint is used internal to the Air Force to
1223 guide PPBE decisions, Capability Development priorities, and infrastructure/force development
1224 priorities, and Air Force studies. It is used external to the Air Force for PPBE defense after “The
1225 Force We Can Afford” is added to the document.

1226 **AFWIC Futures & Concepts Directorate:** The Futures & Concepts Directorate within AFWIC
1227 develops concepts that define and prioritize the “ways” required for Air Force Future missions,
1228 capabilities, and fights, and also serves as a centralized Air Force focal point for
1229 Joint/Coalition/Interagency concept development to enable and drive a holistic future force
1230 design.

1231 **AFWIC Innovative Solutions Directorate:** The Innovative Solutions Directorate generates and
1232 drives high-payoff opportunity investments for experimentation, concept exploration, and
1233 capability development. From scanning and early ideation, the Innovative Solutions Directorate
1234 leads talented problem-solving teams to rapidly explore disruptive ideas, accelerate failure, and
1235 operationalize solutions to inform future force design.

1236 **Basing:** Actions taken to position Air Force units (on Air Force or non-Air Force property) or
1237 non-USAF entities on USAF real property. Basing is the process used to determine the location
1238 of a unit, manpower, mission, or activity.

1239 **Business Rule:** A business rule is a rule that must define or shall constrain some aspect of
1240 business and always resolves to either true or false. Business rules are intended to assert business
1241 structure or to control or influence the behavior of the business. Business rules describe the
1242 operations, definitions, and constraints that apply to an organization.

1243 **Capability:** The ability to achieve a desired effect under specified standards and conditions
1244 through combinations of means and ways across the DOTMLPF-P to perform a set of tasks to
1245 execute a specified course of action (COA). Ref: AFI 10-601

1246 **Capability Development:** Includes all activities from opportunity or capability gap
1247 identification to warfighter employment. Capability Development also aligns the execution of all
1248 lines of effort at the appropriate level, including gap analysis, Science & Technology (S&T),
1249 studies, wargaming, experimentation, development planning, requirements development,



USAF SPPBE Playbook

1250 acquisition strategies, and investment strategies, to provide relevant capability to future
1251 warfighters.

1252 **Capability Development Council (CDC):** The Air Force CDC is a governance body designed
1253 to identify the key strategic questions related to operational capability, which require Air Force
1254 senior leadership direction. It also serves as a verification body for new and ongoing capability
1255 development efforts. Ref: Air Force Capability Development Charter, May 2016.

1256 **Capability Development Working Group (CDWG):** An AF/A5R and SAF/AQR O-6 (or
1257 equivalent) led, cross-functional inclusive body that reports to AF/A5/8 to inform the appropriate
1258 Air Force processes. Primary function includes recommend prioritization of operational
1259 challenges and opportunities aligned with Strategy, Planning, and Programming, recommend
1260 ECCTs, synchronize high priority capability development activities across the Air Force
1261 enterprise, and assess the capability development activities against strategic objectives for
1262 adequacy, timeliness, and de-confliction.

1263 **Capability Gap:** The inability to execute a specified COA or valid Air Force mission area. The
1264 gap may be the result of no existing capability, lack of proficiency or sufficiency in an existing
1265 capability solution, or the need to replace an existing capability solution to prevent a future gap.
1266 Ref: AFI 10-601 (adapted from Chairman of the Joint Chiefs of Staff Instruction (CJCSI)
1267 5123.01 & Joint Publication 1-02)

1268 **Capability Solution (or Solution):** A materiel or non-materiel opportunity or solution to satisfy
1269 one or more capability gaps/reduce or eliminate one or more capability gaps. Ref: Joint
1270 Capabilities Integration and Development System (JCIDS) Manual

1271 **DOTMLPF-P:** The DoD acronym that pertains to the eight possible non-materiel elements
1272 involved in solving warfighting capability gaps. These solutions may result from a Capabilities-
1273 Based Assessment or any study that investigates DoD warfighting capabilities and identifies
1274 capability gaps. DOTMLPF-P is cited in CJCSI 3170.01, JCIDS, and described in detail in the
1275 JCIDS Manual. DOTMLPF-P stands for:

- 1276 ■ Doctrine: the way we fight (e.g., emphasizing maneuver warfare, combined air-ground
1277 campaigns)
- 1278 ■ Organization: how we organize to fight (e.g., divisions, air wings, Marine-Air Ground Task
1279 Forces)
- 1280 ■ Training: how we prepare to fight tactically (basic training to advanced individual training,
1281 unit training, joint exercises, etc.)
- 1282 ■ Materiel: all the “stuff” necessary to equip our forces that DOES NOT require a new
1283 development effort (weapons, spares, test sets, etc. that are “off the shelf” both commercially
1284 and in the government)
- 1285 ■ Leadership and education: how we prepare our leaders to lead the fight (squad leader to 4-
1286 star general/admiral - professional development)



USAF SPPBE Playbook

- 1287 ▪ Personnel: availability of qualified people for peacetime, wartime, and various contingency
1288 operations
- 1289 ▪ Facilities: real property, installations, and industrial facilities (e.g., government owned
1290 ammunition production facilities)
- 1291 ▪ Policy: DoD, interagency, or international policy that impacts the other seven non-materiel
1292 elements.
- 1293 **Far-term:** Eleven to 30 years into the future beyond the SPG-directed planning year. This
1294 timeframe represents a period of uncertain threats and environments. It tests the bounds of
1295 doctrine, tactics, and capabilities.
- 1296 **Fiscal Year (FY):** A designated 12-month period that starts 1 October of one calendar year and
1297 continues through 30 September of the next calendar year.
- 1298 **Future Years Defense Program:** Summarizes SECDEF-approved DoD programs. The FYDP
1299 projects detailed source requirements for 5 years and force structure for 9 years.
- 1300 **Inputs:** Information/data used during the completion of each activity is labeled as an information
1301 “Input.”
- 1302 **Outputs:** Information/data generated during the completion of each activity is labeled as an
1303 information “Output.”
- 1304 **Manday:** An MPA Manday is defined as a 24-hour calendar day of active duty for which base
1305 pay, Basic Allowance for Housing, Basic Allowance for Subsistence and similar compensation
1306 elements are drawn from the MPA to pay ARC members for performance of duty. (This does not
1307 include travel and per diem related compensation).
- 1308 **Manpower Standard:** The basic tool used to determine the most effective and efficient level of
1309 manpower required to support a function. It is a quantitative expression that represents a work
1310 center's man-hour requirements in response to varying levels of workload.
- 1311 **Military Personnel Appropriation (MPA):** Supports operational and strategic requirements of
1312 the active force by authorizing Mandays annually to non-Extended Active Duty (EAD) officers,
1313 Non-Commissioned Officers (NCOs), and airmen. Pay and allowances for personnel performing
1314 Mandays is from the MPA account (a Regular AF [RegAF] account) managed by AF/A1MP.
- 1315 **Mid-term:** 6 to 10 years into the future beyond the SPG-directed planning year. This timeframe
1316 represents a period of anticipated threats, environments, doctrine, tactics, and capabilities.
- 1317 **Near-term:** 5 years into the future beginning with the SPG-directed planning year. This
1318 timeframe represents a period of expected threats, environments, doctrine, tactics, and
1319 capabilities.
- 1320 **Outputs:** Information/data that is generated during the completion of each activity is labeled as
1321 an information “Output.”



USAF SPPBE Playbook

1322 **Personnel Budget Review Committee (PBRC):** The PBRC oversees the Active Air Force
1323 MILPERS appropriation and the Air Force CIVPERS budget and advises the Air Force Board
1324 and the Air Force Council on all issues related to the personnel Programming, Budgeting and
1325 Execution. The PBRC reviews Air Force MILPERS and CIVPERS budgets and personnel
1326 management plans, evaluates risk mitigation, and assesses the impact of execution strategies on
1327 out-year programs and budgets. The PBRC is a forum to provide Leadership with an update on
1328 the Air Force personnel budget and to provide recommendations to the Air Force Board and Air
1329 Force Council for final approval. Reference AFI 65-601V3, *The Air Force Budget Corporate*
1330 *Process*.

1331 **Planning Choice:** An approach, disconnect, initiative, offset, or POM disconnect regarding
1332 future use of Air Force resources, that has not yet been approved for inclusion in the 30-Year
1333 Plan. The Planning Corporate Structure reviews these using the results of the SPF, at
1334 increasingly higher governance levels until agreement can be reached, and if not reached at one
1335 of the lower levels of governance (Planning Group/Board/Council), it is decided at the Planning
1336 Choices event chaired by SecAF/CSAF.

1337 **Resource Allocation Plan (RAP):** The RAP is the data (spreadsheet) portion of the 30-Year
1338 Plan, while the RAP narrative is the words that accompany the data that explains what we are
1339 doing and when during the 30-Year Plan. The RAP and RAP narrative together comprise the 30-
1340 Year Plan.

1341 **SIPOC:** SIPOC is a data collection form that assists in gathering information about Suppliers,
1342 Inputs, Processes, Outputs, and Customers of a process.

- 1343 ▪ **Supplier:** Provide inputs into the process
- 1344 ▪ **Input:** The material, service and/or information used by the process to produce an output
- 1345 ▪ **Process:** A defined sequence of activities that deliver outputs to meet customer requirements
- 1346 ▪ **Outputs:** The products, services, and/or information that result from the completion of a
1347 process
- 1348 ▪ **Customers:** Users of the outputs produced by the process

1349 **Strategic Planning Guidance (SPG):** The SPG shapes the air, space, and cyberspace force by
1350 translating strategy into planning and programming guidance to meet national security objectives
1351 at the lowest overall risk possible given available resources. The SPG defines the Air Force
1352 position on Total Force Enterprise (TFE) force structure, readiness and sustainability,
1353 infrastructure, and modernization/recapitalization. The SPG links the Design Blueprint to
1354 Planning Deliverables by providing Planning Guidance for force structure development, based
1355 upon the 20-Year Planning Force results of the previous cycle's Planning Force Proposal
1356 Integration process. The SPG's long-term major investment plan influences operational concept
1357 development, organizational change, and training plans, and provides parameters for
1358 requirements generation to produce the proper balance between current and future Air Force
1359 priorities. SPG Programming Guidance provides authoritative direction for POM development.



USAF SPPBE Playbook

1360 **Strategic Planning Working Group (SPWG):** An AF/A8X O-6 (or equivalent) led, cross-
1361 functional inclusive body that reports to AF/A5/8. Primary function includes planning force
1362 prioritization, investments, and trades aligned with Strategy, Planning, and Programming as
1363 informed by the CDC, coordinates L-CMD inputs via the Planning Deliverable process, and
1364 assesses the planning force against strategic objectives and CDC guidance.

1365 **SPWG Key Stakeholders:**

- 1366 ■ Panels: Agile Combat Support/Installation, Agile Combat Support/Logistics, Agile Combat
1367 Support/Personnel and Training, Agile Combat Support/Research, Development, Test, and
1368 Evaluation, Combat Air Forces, Global Integrated Intelligence, Surveillance, Reconnaissance
1369 (GIISR)/Command and Control, Global Mobility, Nuclear Deterrence Operations,
1370 Space/Cyberspace, Total Force
- 1371 ■ SAF: AQ, CIO A6, FM, IA, IE, LL, SP
- 1372 ■ Air Staff: A1, A2, A3, A4C, A4P, A5R, A5S, A9, A10, RE, NGB, ST
- 1373 ■ L-CMDs: Agile Combat Support, Air Superiority, Command and Control, Cyberspace
1374 Superiority, Education & Training, GIISR, Global Precision Attack, Nuclear Deterrence
1375 Operations, Personnel Recovery, Rapid Global Mobility, Special Operations, Space
1376 Superiority

1377 **Strategic Prioritization Framework (SPF):** This is a process designed to provide scalable Air
1378 Force enterprise-wide strategic initiative assessments and integration. The process includes
1379 objective and subjective variables designed for repeatable, consistent scoring of programs,
1380 initiatives, and offsets. It provides comparable information and data visualization on disparate
1381 Air Force programs/initiatives to support strategic decision making by senior leaders.











1382 **Total Force Enterprise (TFE):** The strategic, corporate level process consisting of the three
1383 components (RegAF, ANG, AFR) and Civil Service who make up the Air Force that provides an
1384 enterprise level force mix analysis and macro-level options for force balancing through Total
1385 Force Integration (TFI) initiatives which include Classic and Active Associate constructs for
1386 balancing of Active Duty, ANG, AFR, and Air Force civilian personnel and equipment.

1387 **Unit Manpower Document (UMD):** The Unit Manpower Document report is a computer-
1388 generated product from the MPES or Business Objects (BO) business intelligence reporting tool
1389 that contains active duty military, civilian, Traditional Reservists (TR), Active Guard Reserve
1390 (AGR), Air Reserve Technician (ART), and Individual Mobilization Augmentee (IMA)
1391 authorizations. The UMD report reflects total force manpower position information for funded
1392 authorizations, unfunded requirements, and non-FYDP positions by unit and work center.














1393 **Weekly Activity Report (WAR):** Summary submitted by a person or team that provides certain
1394 details to management about the activities performed during a weekly work period.

1395

1396 IV. Business Process Mapping Notation Process Map Definitions

| Shape Name | Shape | Definition |
|-----------------------|---|--|
| Task |  | Denotes an activity that is performed by an individual or group of individuals |
| Global/Parent Process |  | Denotes a Global or Parent process that links to the process |
| Collapsed Sub-Process |  | Denotes a Sub-process that the Parent process feeds into |
| Out-of-Scope Process |  | Denotes an out-of-scope process, or set of processes |
| Exclusive Gateway |  | Routes the process to a single, mutually exclusive path based on a <u>condition</u> of the process |
| Event-Based Gateway |  | Routes the process to a single, mutually exclusive path based on an <u>event</u> of the process |
| Inclusive Gateway |  | Routes the process to one or more paths based on conditions of the process |
| Parallel Gateway |  | Routes the process to multiple paths that occur concurrently |
| Message |  | Depicts a message (can be a physical object or piece of information) that is sent to another Actor(s) and serves as a trigger for a next step in the process |
| Throwing Message |  | Depicts a scenario where a message is sent to an individual(s), but receipt of the message is not necessary to start the next step in the process (i.e., process flow continues along a separate path) |

1397

| Shape Name | Shape | Definition |
|------------------|--|--|
| End Message |  | Depicts a scenario where a message is sent to another Actor(s) and the process terminates as a result |
| Timer |  | Depicts a time or event that triggers (or completes) the process |
| Start |  | Signals the first step of a process |
| End |  | Signals the final step in a process |
| Data Object |  | Represents data or a work item that is created within the process |
| Process Input |  | Represents external data or a work item that feeds into the process |
| Process Output |  | Represents data or a work item that is created within the process and feeds into an external process |
| Data Store |  | Represents a system where data storage occurs |
| Sequence Flow |  | Connects flow objects in a sequential order |
| Message Flow |  | Indicates a message flow (can be a physical object or information) between two objects |
| Association Flow |  | Indicates a flow association between two objects |
| Association Line |  | Indicates an association between two objects |
| Swim Lane |  | Organizes activities into separate categories (i.e., roles) and reveals which parties are responsible for each step in a process |



USAF SPPBE Playbook

1398 V. SPPBE SIPOCs

1399 The SIPOC provides a high-level view of a phase and key process activity linkages between
 1400 organizations (suppliers, customers), supplied information (inputs), and received information
 1401 (outputs).

1402 Strategy Phase:

| Suppliers | Inputs | Process | Outputs | Customers |
|---|--|------------------------------|--|--|
| 1. AF/A5S 2. Joint Staff (J2/J5) 3. Chairman (CJCS), SecDef, POTUS 4. US Government, Think Tanks, Academia, Industry, Allied Governments 5. L-CMDs/L-Agents | 1. AFSEA: Previous Cycle 2. JOE 3. National Strategy Documents (NMS, NDS, NSS) 4. Other Strategic Environment Assessments 5. L-CMDs/L-Agents Inputs | 1. Create/Update AFSEA | 1. AFSEA, AFSEA Classified Annex, as needed | 1. SecAF, CSAF, AF/A5/8, AF/A5S, AF/A8XP, AF/A8P, SAF/FMB, I-CMDs/L-Agents |
| 1. Chairman (CJCS), SecDef, POTUS 2. AF/A5S 3. Air Force Leadership 4. AF/A5SM 5. Futures & Concepts Directorate 6. Design Blueprint Directorate | 1. National Strat Docs (NMS, NDS, NSS) 2. AFSEA, AF Strategy: Previous Cycle 3. Leadership Guidance 4. Strategic Assessment 5. Family of Concepts 6. Design Blueprint | 2. Create/Update AF Strategy | 1. AF Strategy, AF Strategy Classified Annex, as needed | 1. SecAF, CSAF, AF/A5/8, AF/A8XP |
| 1. POTUS, SecDef, CJCS 2. SecAF / CSAF 3. Futures & Concepts Directorate 4. Design Blueprint Directorate 5. AF/A8X 6. AF/A8P | 1. NSS, NDS, NMS 2. AF Strategy 3. AF Capstone Concept 4. Design Blueprint 5. RAP 6. POM | 3. Strategic Assessments | 1. Family of Concepts to AF/A5S Strategy Document Assessment Report 2. Strategy to Future Force Design Blueprint Assessment Report 3. Future Force Design Blueprint to Plan (RAP) Assessment Report 4. Future Force Design Blueprint to Program (POM) Assessment Report 5. Plan (RAP) to Program (POM) Assessment Report 6. Strategy to Program (POM) Assessment Report | 1. SecAF/CSAF (thru AF/A5/8), AFWIC 2. SecAF & CSAF (thru AF/A5/8) 3. AFWIC, AF/A5/8, AF/A8X 4. AFWIC, AF/A5/8, AF/A8X 5. AF/A8X, AF/A8P, SAF/FMB 6. SecAF/CSAF (thru AF/A5/8), AF/A8X, AF/A8P, SAF/FMB, SAF/LL, SAF/PA |

1403

1404

1405

1406

1407

1408

1409

1410



USAF SPPBE Playbook

1411 Planning Phase:

| Suppliers | Inputs | Process | Outputs | Customers |
|--|---|---|---|--|
| 1. AF/A8XP 2. SAF/FM (ABIDES / PBES) 3. AF/A8XP 4. SAF/FMC | 1. Previous 30-Year Plan 2. PB: Previous Cycle Final 3. RAP: Previous Cycle Final 4. Inflation Factors: Previous PB Cycle | 1. Develop Strategic Planning Baseline | 1. dRAPv1: Strategic Planning Baseline | 1. Input Sources (1-CMDs, L-Agents) |
| 1. AF/A5SM 2. AF/A9 3. Source Dependent 4. AF/A8XP 5. AF/A8XP 6. AF/A5S 7. SecAF, CSAF, USecAF, and VCSAF 8. Design Blueprint Directorate | 1. Strategic Assessment 2. Risk assessment 3. Ext Guidance Changes (NDAA, RMD, DPG, Environmental Changes) 4. Previous Year COAs 5. dRAPv1: Strat Planning Baseline 6. AF Strategy 7. Go Dos 8. Design Blueprint | 2. Develop SPG | 1. SPG: Current | 1. L-CMDs, L-Agents ARC |
| 1. Design Blueprint Directorate 2. Various | 1. Design Blueprint 2. Current Non-core SPG Tasks | 3. Develop Planning Deliverables | 1. Risk Informed Planning Choices | 1. AFCS |
| 1. SPWG 2. AFCS | 1. Integrated Priority List and COAs 2. Validated and resolved Planning Choices and Offsets | 4. Select Planning Choices and Offsets | 1. 4-Star Decision | 1. AFCS (PBR), AF/A8XP, L-CMD, AF/A3, SAF/FM |
| 1. CSAF, SecAF | 1. 4-Star Planning Decision | 5. Create 30-Year Plan | 1. Final ETT RAP / ABIDES / PBES Level of Detail 2. 30-Year Plan Narrative | 1. OSD, CDWG 2. Externals, SAF/A8P, AF/A5S, CDC, CDWG, Design Blueprint Directorate |
| 1. AF/A8XP | 1. 30-Year Plan Approved | 7. Create PPG | 1. PPG Created or Revised | 1. L-CMD, AF/A8P, AF Programming |

1412

1413

1414

1415

1416

1417

1418

1419

1420

1421

1422

1423

1424



USAF SPPBE Playbook

1425 Programming Phase:

| Suppliers | Inputs | Process | Outputs | Customers |
|---|---|------------------------------------|---|--|
| 1. AF/A8XP & A1M 2. AF/A8XP & A1M 3. OSD Comptroller 4. OSD Policy 5. CCMDs 6. AFWIC via AF/A8XP | 1. RAP, PPG 2. 30-Year Narrative 3. Fiscal Guidance 4. Defense Planning Guidance 5. IPLs 6. Design Blueprint | 1. Produce POM Guidance (PPI, PGM) | 1. PPI 2. PGM | 1. PPI Input Sources and Panels 2. PPI Input Sources and Panels |
| 1. AF/A8XP & A1M 2. OSD Comptroller 3. OSD Policy / OMB 4. SAF/FMB 5. SAF/AQ 6. AF/A1M | 1. RAP, PPG 2. Fiscal Guidance 3. Inflation Factors 4. Previous Year PB 5. ADMs 6. Manpower FYDP (MPES) | 2. Develop Integrated POM Baseline | 1. POM: Integrated Baseline for the new FDYP | 1. PPI Input Sources and Panels, L-Agents |
| 1. PPI Input Sources and Panels 2. PPI Input Sources and Panels 3. PPI Input Sources and Panels | 1. ZBTs 2. ZBRs 3. DIOs | 3. Adjust POM for ZBTs, ZBRs, DIOs | 1. POM: Approved ZBTs/ZBRs/DIOs 2.1-N List of DIOs | 1. AFCS 2. AFCS |
| 1. AFCS, AF/A5/8 2. AFCS, AF/A5/8 | 1. POM (unbalanced) 2. Senior Leadership Guidance | 4. Balance POM | 1. POM: COA Approved (AF Council) | 1. SecAF and CSAF |
| 1. OSD policy / OMB 2. AF/A1M 3. AF/A8PE 4. AF/A3, SAF/FMB | 1. Inflation Factors: updated 2. Manpower FYDP: updated (MPES) 3. FSDM System 4. Flying Hour File: updated | 5. Develop Final POM | 1. POM: Brief 2. Transmittal Memo 3. POM: File to ABIDES / PBES 2. FSDM System | 1. SAF/FMB 2. SecAF, CSAF, USecAF, and VCSAF, OSD 3. SAF/FMB, OSD 4. AF/A1, AF/A4/7, SAF/IE |
| 1. AF/A8P | 1. POM | 6. Create Validated POM Submission | 1. PRCP/SDCS 2. J Books Data: EAS 3. J Books Data: IDECS | 1. OSD CAPE/Comptroller 2. SAF/FMB 3. SAF/FMB, SAF/AQ |
| 1. AF/A8P, SAF/FMB | 1. POM: Validated | 7. Deliver Final POM | 1. POM Brief 2. Transmittal Memo | 1. - 2. OSD |
| 1. PPI Input Sources and Panels 2. PPI Input Sources and Panels | 1. I-Agents | 8. POM Defense | 2. BES/PB | 1. OSD |

1426

1427

1428

1429

1430

1431

1432

1433

1434



USAF SPPBE Playbook

1435 Budgeting Phase:

| Suppliers | Inputs | Process | Outputs | Customers |
|-------------------------------------|--|--|-----------------------------------|--------------------------|
| 1. SAF/FMC 2. AF/A3 3. AF/A1M | 1. Inflation Factors 2. Flight Hour Data 3. Manpower FYDP: Draft | 1. Balance BES | 1. BES: Repriced | 1. OSD Comptroller |
| 1. OSD 2. CCDRs, OSD | 1. PBDs: Draft 2. Issue Papers | 2. BES Defense | 1. PBDs | 1. SAF/FMBP |
| 1. OSD 2. SAF/A8P, AFCS | 1. PBDs: signed 2. Offsets | 3. Apply OSD Directed Actions | 1. BES: Adjusted | 1. SAF/FMBP, OSD |
| 1. AF/A1M 2. SAF/A8PE | 1. Manpower FYDP: Final 2. FSDM: Final | 4. Develop Final PB | 1. PB: OSD Ready | 1. SecAF |
| 1. SecAF | 1. SecAF Approval | 5. Deliver PB submission to OSD | 1. PB: Final | 1. OSD |
| 1. OMB | 1. PB Rollout Date | 6. PB Defense | 1. PB: Rollout 2. J Books Data | 1. Public 2. Congress |

1436

1437

1438

1439

1440

1441

1442

1443

1444

1445

1446

1447

1448



USAF SPPBE Playbook

1449 Execution Phase:

| Suppliers | Inputs | Process | Outputs | Customers |
|---|---|--|---|--|
| 1. SAF/FMB 2. SAF/FMBO and L-CMDs | 1. President's Budget 2. Bogey (from SAF/FMBO) | 1. Develop Execution Plan | 1. Funding Documents | 1. SAF/AQ |
| 1. Congress 2. L-CMDs | 1. NDAA, Appropriation Act 2. Command Plan | 2. Appropriate funds | 1. SAF/FMBO adjusted Distribution Plan 2. Initial Operating Budget Authority Documents (OBAD) | 1. SAF/FMBO 2. L-CMDs |
| 1. SAF/FMBO | 1. Weekly/Monthly Obligations and Expenditures | 3. Monitor execution of funds | 1. Adjusted (OBAD) 2. Sources and/or Requirements | 1. L-CMDs 2. L-CMDs |
| 1. SAF/AQ 2. SAF/FMBI 3. L-CMDs | 1. Current Execution Rates (Obligations and Expenditures) 2. Program/Schedule Updates, MAR 3. Unfunded Requests (UFR) | 4. Conduct Spring/Fall Review (Investments) or Mid-Year Review (Operations) | 1. Reprogramming (Requirements and Sources Current Year) 2. Re-phasing 3. Consolidated UFR List (1-N List) 4. Sources and Requirements | 1. SAF/AQ 2. AF/A5/8 3. Corporate Structure 4. L-CMDs |
| 1. SAF/FMBO, SAF/FMBI 2. SAF/FMB P&FC 3. Congress/OSD | 1. Sources and Requirements 2. 1415 3. FAD/Unapproved 1415 | 5. Reprogramming of funds | 1. 1415 Request 2. Funding Authorization Document (FAD), Unapproved 1415 3. Adjusted Funding Documents (OBAD) | 1. SAF/FMB P&FC 2. SAF/FMBO 3. L-CMDs |
| 1. SAF/AQ, SAF/FMBI, DFAS 2. L-CMDs, Installations | 1. Obligations and Expenditures 2. Obligations and Expenditures | 6. Conduct execution closeout activities | 1. DFAS Final Report (1002) | 1. Congress, OSD, SAF/FMBI |

1450

1451



USAF SPPBE Playbook

1452 VI. AFWIC SIPOCs

1453 The SIPOC provides a high-level view of a phase and key process activity linkages between
 1454 organizations (suppliers, customers), supplied information (inputs), and received information
 1455 (outputs).

1456 Innovative Solutions Process:

| Suppliers | Inputs | Processes | Outputs | Customers |
|--|---|--|---|--|
| 1-5 All AFWIC Directorates | 1 Design Blueprint 2 Capability Development Guidance/Implementation Plan 3 Family of Concepts 4 Previous Year Scanning Strategy 5 Capability Gaps | 1. Develop Scanning Strategy | 1 Approved Scanning Strategy (Annex to Capability Development Guidance Strategy) | 1 AFWIC Directorates, AFRL, DoD Labs, DARPA, Industry |
| 1 Academia 2 Industry 3 DoD Labs/FFRDCs 4 International Partners/Joint Partners 5 Think tanks and military strategy developers 6 Public (Crowdsourcing) 7 AFwerX 8 Operational Community – Tactics, Training, Processes 9 CCMDs 10 Fighter Weapon School 11 Intel Community 12 Big Data/Data Analysis 13 Analysis/FM 14 L-Agents 15 SMEs 16 SPPBE Process Owners 17 COCOM Partners 18 SecAF, CSAF, USecAF, and VCSAF 19 Futures & Concepts Directorate 20 Analysis & Assessments/Decision Analytics Directorate 21 Capability Development Directorate 22 Design Blueprint Directorate | 1-15 Emerging Technologies, Capabilities, Processes; Specific technologies and concepts from global commercial innovators; New Tactics & Training; Big Technology Ideas (boarder-line science-fiction ideas); Global Innovation and Technology trends; Near/mid/far term military technologies and concepts from the U S and international military partners, and adversaries; Information on current and potential military strategies and future concepts not under AFWIC consideration; Threat assessments; Airmen Powered Innovation 16 Execution Data 17 IPLs (Gaps), OPLANS 18 Leadership “Go-Do” 19 Family of Concepts AFWIC consideration 20 Analysis Insights/Conceptual Trends/Key Players 21 Capability Directed Opportunities; Existing Capability Gaps 22 Design Blueprint Directed Opportunities | 2. Scan Opportunities * Wide-Net – broad, far-and-wide scan * Targeted Scan – Constrained by identified Concept (Capstone, Operational, Functional, and/or Agile) | 1 Potential hunches and ideas across DOTMLPF-P spectrum 2 Ideation Report 3 Updated Idea Portfolio | 1-3 Innovative Solutions Directorate, Other AFWIC Directorates |
| 1 SecAF, CSAF, USecAF, and VCSAF 2 Innovative Solutions Directorate 3 Capability Development Directorate 4 Design Blueprint Directorate 5 Futures & Concepts Directorate 6 Innovative Solutions Directorate 7 L-CMDs/L-Agents 8 AFwerX 9 Industry 10 Academia 11 DoD/Government Labs 12 International Partners | 1 AF Strategic Vision 2 List of potential DOTMLPF-P opportunities (i.e., hunches and ideas); On-going activities health assessment; Value proposition 3 Capability Gaps/Guidance 4 Design Blueprint 5 Family of Concepts Opportunity 6 AF Core Mission Requirements/ Opportunities 7 1, 8-12 Technology, Operator and other stakeholder SME insights, knowledge, and expertise | 3. Refine & Assess Opportunities * Refine propositions in greater detail, identify assumptions and uncertainties * Assess – Feasibility, Military Impact, Cost (Workshops, Consult SMEs, Categorize Tech options, Source Quality of Innovative Suppliers, conduct industry/academia/DoD days) | 1 Propositions 2 Military Impact Assessment 3 Cost Savings 4 Cost to Implement 5 Cost of Experiment 6 Feasibility Assessment 7 New ideas to drive Agile Concepts/CONOPs 8 New ideas to drive Design Blueprint 9 New ideas to drive Capability Development | 1-7 Innovative Solutions Director / AFWIC Directorates 7 Futures & Concepts Directorate 8 Design Blueprint Directorate 9 Capability Development Directorate |
| 1 Futures & Concepts Directorate 2 Capability Development Directorate 3 Design Blueprint Directorate 4 Analysis Directorate 5 AFwerX 6 DoD/Government Labs 7 Operational Community 8 SecAF, CSAF, USecAF, and VCSAF | 1 Operational concepts 2, 4, 5-8 Cost Assessment (select); Feasibility Assessment (select); Impact Assessment (select) 2, 5-7 Annual Budget 8 Design Blueprint | 4. Select and Direct Opportunities/ Experimentation Activities * Define, direct, & initiate experimentation campaigns to inform activity reports and Innovative Solutions Annex to Capability Development Implementation Plan | 1 Directed/Recommended activity 2 Updated Idea Portfolio 3 Identification of Sponsor 4 Committed Resources 5 Experimentation Charter and Plan 6 Experimentation Final Reports | 1-2 AFWIC Directorates; Original requester (SecAF, CSAF, USecAF, and VCSAF), 1, 3-6 Identified sponsor-SDPE AFRL, AFwerX, etc |



USAF SPPBE Playbook

| | | | | |
|---|--|---|--|--|
| 1 Sponsor 2 AFWIC Directorates 3 Experimentation Execution Partners | 1-3 Cost, Scope, POAM data; Health Assessment 2 Design Blueprint; Capability Development Guidance; Family of Concepts | 5. Monitor, Assess, Report Experimentation Efforts | 1 Activity Health Assessment: Status of ongoing effort 2 Innovative Solutions Annex to Capability Development Implementation Plan | 1-2 Innovative Solutions Directorate (Director), Capability Development Directorate, Design Blueprint Directorate) |
|---|--|---|--|--|

1457 Futures & Concepts Process:

| Suppliers | Inputs | Processes | Outputs | Customers |
|---|---|--|--|--|
| 1. AF/A5S 2. OSD 3. Joint Staff 4. IC and NASIC 5. POTUS, SecDef, Chairman 6. Open Source/Other Services 7. CCMDs | 1. AFSEA 2. Force Planning Construct, DPG 3. Joint Military Net Assessment, Joint Operational Environment 4. JCOFA and other intel assessments 5. NSS, NDS, NMS 6. Futures / Projections 7. OPLANs/CONPLANs | 1. Specify future operational environment | 1. AF Operational Assessment | 1. Concept Development Teams, L-CMDs, AFWIC Directorates, HAF/SAF, Other Services |
| 1. Joint Staff 2. AF/A5S 3. Innovative Solutions Directorate 4. Analysis & Assessments/Decision Analytics Directorate 5. SecDef 6. LeMay Center, ALSA 7. SMEs (multiple sources) 8. CCMDs 9. Futures & Concepts Directorate 10. Capability Development Directorate 11. Allies and Partners 12. Sister Services 13. OSD, Joint Staff 14. Previous Core Function Leads 15. L-Agents | 1. Joint Concepts 2. AF Prioritized Strategic Ends 3. Innovative Solutions Engine Opportunities 4. Opportunities Assessment 5. NDS 6. Current Doctrine, Current TTPs 7. Operational Expertise 8. Theater campaign plans/CONPLANs/OPLANs/ot hers 9. AF Environment Assessment 10. Gap List, Development Planning Efforts 11. Concepts 12. Concepts 13. UCP, JSCP, GEF, et al 14. Roadmaps 15. Enterprise Flight Plans/Roadmaps | 2. Develop multi-level concepts | 1. Family of Concepts (Draft, 0.5) a. Capstone Concept b. Operating Concepts c. Functional Concept d. Agile Concepts | 1. Air Force Senior Leaders, Concept Development Teams, Analysis & Assessments/Decision Analytics Directorate, AFRL, L-CMDs /Reserve Components, HAF/SAF |
| 1. Senior Leaders 2. Concept Development Teams 3. Analysis & Assessments/Decision Analytics Directorate 4. AFRL 5. L-CMDs | 1. Vector check 2. Family of Concept Drafts 3. Resources/expertise/ coordination 4. Experimentation expertise 5. Expertise/Support | 3. Validate and refine concepts (Wargaming, assessments, exercises, etc.) | 1. Family of Concepts (Draft, 0.7) a. Capstone Concept b. Operating Concepts c. Functional Concept d. Agile Concepts | 1. L-CMDs /Reserve Components, HAF/SAF |
| 1. L-CMDs /Reserve Components, HAF/SAF, SecAF/CSAF | 1. Comments, Signatures | 4. Coordinate and publish concepts | 1. Family of Concepts (Draft, 0.7) a. Capstone Concept b. Operating Concepts c. Functional Concept d. Agile Concepts | 1. AFWIC Directorates, L-CMDs /Reserve Components, HAF/SAF, Other Services, Allies and Partners, OSD/Joint Staff, CCMDs |

1458

1459

1460

1461

1462



USAF SPPBE Playbook

1463

1464 Capability Development Process:

| Suppliers | Inputs | Processes | Outputs | Customers |
|---|---|---|---|--|
| <ol style="list-style-type: none"> Design Blueprint Directorate Innovative Solutions Directorate Futures & Concepts Directorate SecAF and CSAF | <ol style="list-style-type: none"> Capability Development Gaps (as identified by the Design Blueprint Analysis) Opportunities Concepts Top-down directed requests | <ol style="list-style-type: none"> Evaluate gaps, opportunities, and concepts | <ol style="list-style-type: none"> Assessment of duplication of efforts Updated catalog of gaps, concepts, and opportunities | <ol style="list-style-type: none"> 2. Analysis & Assessments Decision Analytics Directorate, Design Blueprint Directorate, Futures & Concepts Directorate, and Innovative Solutions Directorate |
| <ol style="list-style-type: none"> Capability Development Directorate Futures & Concepts Directorate Design Blueprint Directorate | <ol style="list-style-type: none"> Assessment, Draft Capability Development Plan Approved Nomination List (continue, new, modify, stop) approved) Design Blueprint (priority) | <ol style="list-style-type: none"> Develop Capability Development Guidance | <ol style="list-style-type: none"> Signed Capability Guidance by SECAF/CSAF <ul style="list-style-type: none"> Include S&T priorities Include Mission, Risk levels, time & foundation concepts | <ol style="list-style-type: none"> 1. Analysis & Assessments Decision Analytics Directorate, Design Blueprint Directorate, Futures & Concepts Directorate, and Innovative Solutions Directorate, PEOs, L-CMDs, Development Planning Organization, AFRL, AF/A8XP, AF/A8P |
| <ol style="list-style-type: none"> Capability Development Effort Sponsors PEOs/ L-CMDs /Program Owners SAF/AQL SDPE Mission and Support Panels Development Planning Orgs (i.e., LCMC, SMC, and NWC) AFRL | <ol style="list-style-type: none"> 1-5. IPT activity; On-going capability development efforts/programs data SAP Activities Experimentation/ECCTs PFED Efforts S&T Priorities | <ol style="list-style-type: none"> Assess and Monitor Portfolio | <ol style="list-style-type: none"> Reviewed Capability Development Portfolio for Health and Next Steps Health Assessment Continue, start/stop/modify assessment of capability development efforts and programs of record | <ol style="list-style-type: none"> 3. Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Design Blueprint Directorate, Innovative Solutions Directorate, AF Panels Air Force Capability Development Board, AFWIC CC, SAF/AQ |
| <ol style="list-style-type: none"> Design Blueprint Directorate Execution Team Capability Development Directorate | <ol style="list-style-type: none"> Directed capability development effort Study Plan, Final Report(s) Recommended Way Forward | <ol style="list-style-type: none"> Direct and Implement Capability Development Efforts | <ol style="list-style-type: none"> Informed Capability Development Implementation Plan Informed Capability Development Guidance Approved Plan(s), Report(s) Approved CBA, IDC/DCR, AoA, CDD Approved MDD, Milestone B, CDD | <ol style="list-style-type: none"> 2. AF/A8P, Design Blueprint Directorate 5. Executive Team, Capability Development Directorate |
| <ol style="list-style-type: none"> PEMs Capability Development Effort Sponsors PEOs/ L-CMDs /Program Owners Development Planning Orgs (i.e., LCMC, SMC, and NWC) AFRL SAF/FMC Design Blueprint Directorate Capability Development Directorate | <ol style="list-style-type: none"> 1-5. Scope, POAM, Resource Costing Previous Execution Year (executed \$) Design Blueprint Draft Capability Development Implementation Plan | <ol style="list-style-type: none"> Develop Capability Development Implementation Plan | <ol style="list-style-type: none"> Signed Capability Development Implementation Plan by SecAF/CSAF <ul style="list-style-type: none"> Near (implementation, -go-do) Mid, and Far approved by Decision Authority | <ol style="list-style-type: none"> 1. Analysis & Assessments Decision Analytics Directorate, Futures & Concepts Directorate, Design Blueprint Directorate, Innovative Solutions Directorate PEOs, L-CMDs, Development Planning Organization, AFRL AF/A8XP, AF/A8P Mission and Support Panels |

1465

1466

1467

1468

1469

1470



USAF SPPBE Playbook

1471 Design Blueprint Process:

| Suppliers | Inputs | Processes | Outputs | Customers |
|---|---|---|--|---|
| 1. AF/A5S 2. AF/A8XP 3. AF/A8PE 4. Futures & Concepts Directorate 5. Capability Development Directorate 6. Analysis & Assessments Decision Analytics Directorate | 1. Prioritized Ends (AF Strategy) 2. Latest "Force We Can Afford" (RAP) 3. Latest "Force We Are Buying" (PB) 4. Latest Family of Concepts/Agile Concepts 5. Latest Capability Development Results 6. Wargame Results | 1. Conduct Initial Assessment of Current Design <i>Design Blueprint Directorate</i> | 1. Draft List of Design Go-Dos (New Design Options, Evaluating / Updating Design Options, Design Facts, Assumptions, and Parameters) | 1. Design Option Inputers, L-CMDs AFWIC Functional Integration Leads L-Agents Other AFWIC Directorates |
| 1. Design Option Inputers 2. Analysis & Assessments Decision Analytics Directorate 3. Futures & Concepts Directorate | 1. Design Options 2. Analytic Tools to do Risk 3. Design Option Feedback | 2. Develop, Integrate, and Assess Design Options <i>Design Blueprint Directorate</i> | 1. Design Options | 1. AFWIC Directorates |
| 1. Design Blueprint Directorate | 1. Design Options | 3a. Coordinate Design COAs <i>Design Blueprint Directorate</i> | 1. Design COA Recommendation | 1. AFCS |
| 1. AFCS, Design Blueprint Directorate | 1. Revised Design COAs | 3b. Select Design <i>SecAF and CSAF</i> | 1. Design Blueprint | 1. Design Blueprint Directorate |
| 1. SecAF and CSAF | 1. Design Blueprint | 4a. Publish Design Blueprint (Internal) <i>(Multiple Classification Levels)</i> <i>Design Blueprint Directorate</i> | 1. Design Blueprint | 1. AF/A8XP, Capability Developers, Force Developers, L-CMDs, L-Agents SecAF/USecAF, CSAF/VCSAF, Other AFWIC Directorates |
| 1. AF/A8XP | 1. Force We Can Afford | 4b. Receive "Force We Can Afford" from Planning and add to document | 1. Full Document | 1. Air Force Wide |
| 1. L-Agents | 1. Communication Inputs | 4c. Strategic Communications (External) <i>(TBD: Part of "The Force We Can Afford"?)</i> <i>(Multiple Classification Levels)</i> <i>SAF/LL, SAF/PA, SAF/FMB</i> | 1. Communication Products | 1. Congress, Joint, OSD, CCDRs, Industry, Academia, Allies |
| | | 5. Next Cycle: Assess Design <i>Design Blueprint Directorate</i> | | |

1472

1473



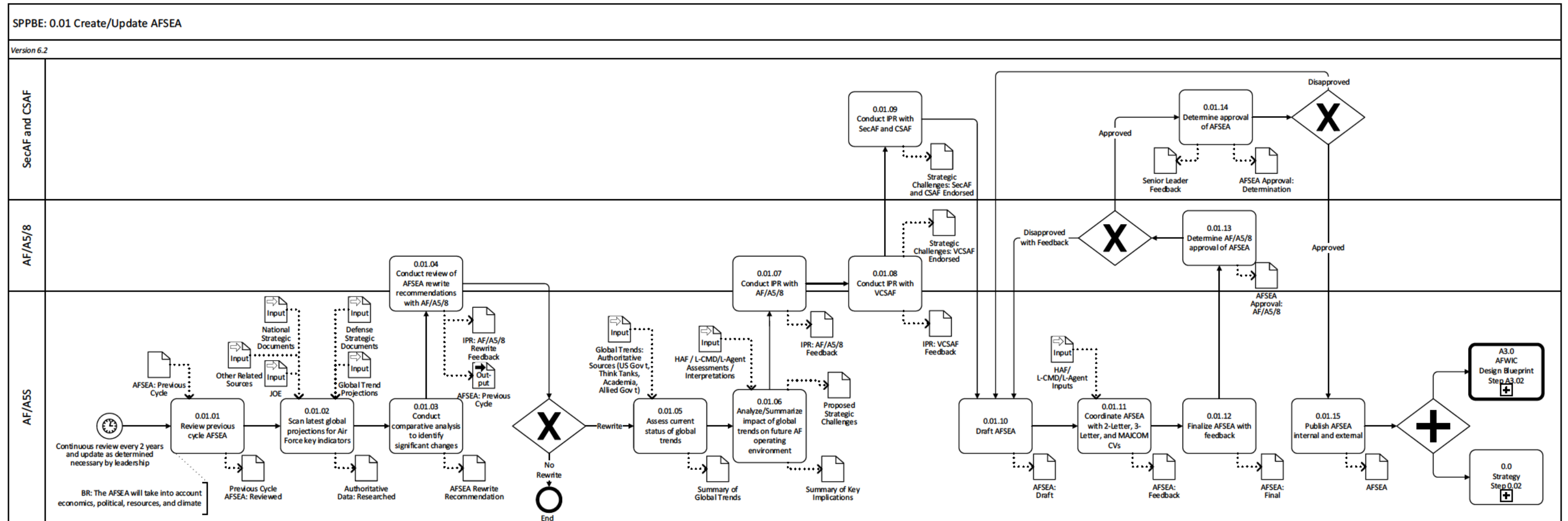
USAF SPPBE Playbook

1474 Analysis & Assessments Decision Analytics Process:

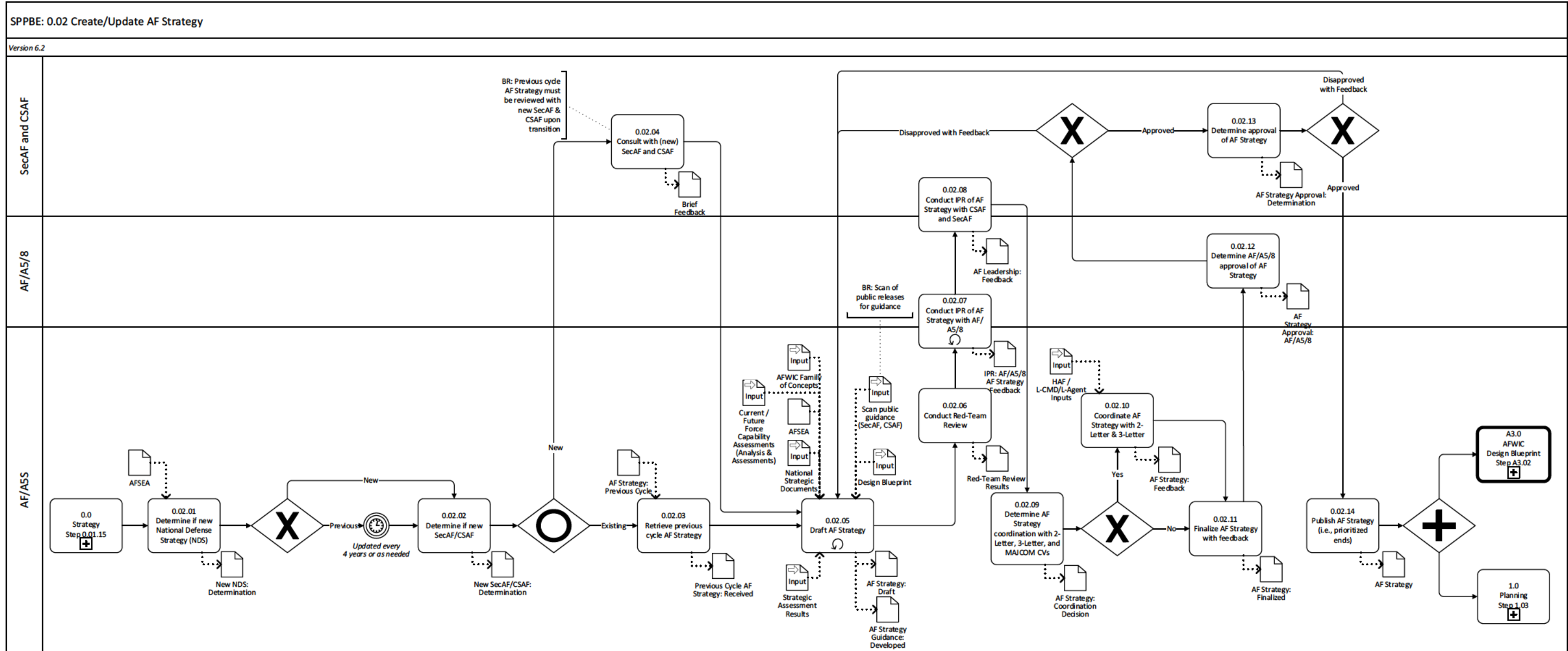
| Suppliers | Inputs | Processes | Outputs | Customers |
|---|---|---|---|--|
| 1 AFWIC Directorates | 1 Task Order | 0. Determine methodology and select necessary analysis processes and tools | 1 Methodology decisions | 1 AFWIC All |
| 1 OSD / JCS 2 L-CMDs 3 Intelligence Community (IC) | 1 Force sizing construct, Defense Planning Guidance 2 Available forces, readiness 3 Threat capabilities, Order of Battle | 1. Develop force evaluation scenarios at campaign and mission levels | 1 DPG Scenarios for use in modeling and simulation | 1 AFWIC All |
| 1 Program Offices 2 IC 3 JDS 4 GCC | 1 System performance models 2 Threat models 3 DPG scenarios 4 GCC-specific scenarios | 2. Conduct mission-level capability evaluation | 1 Capability evaluation study report | 1 AFWIC All |
| 1 Program offices 2 IC 3 JDS | 1 System performance models 2 Threat models 3 DPG scenarios 4 GCC-specific scenarios | 3. Conduct campaign-level capability evaluation | 1 Campaign evaluation study report | 1 AFWIC All |
| 1 Issue specific | 1 Issue specific | 4. Conduct issue study | 1 Issue study report | 1 AFWIC All |
| 1 A5-8 / AFWIC 2 L-CMDs 3 AFLCMC 4 AFRL | 1 Problem statement 2 Current capability alternatives 3 Material capability alternatives 4 Technology candidates, TRLs | 5. Analysis of Alternatives (Documented in Capability Development Process Map/RASCI) | 1 AoA Report | 1 Capability Development Directorate |
| 1 Vendor 2 Test Agency 3 L-CMDs /TE | 1 Systems to be assessed 2 Test resources 3 CONOPS | 6. Experimentation Campaign (Documented in Capability Development Process Map/RASCI) | 1 System Assessment 2 Residual assets | 1 AFWIC All 2 L-CMD |
| 1 Program offices 2 IC | 1 System performance data 2 Threat capability data | 7. Engagement Analysis | 1 System vulnerability data | 1 Futures & Concepts Directorate, Capability Development Directorate, Analysis & Assessment Directorate |
| 1 Program offices 2 IC 3 JDS 4 Other services | 1 System performance data 2 Threat data 3 DPG scenarios 4 Service-specific data | 8. Joint Force Structure Analysis | 1 USAF force structure options 2 Campaign results 3 Joint targeting allocations 4 Force structure data set | 1 -4 Design Blueprint Directorate, Analysis & Assessment Directorate |
| 1 AFWIC 2 AF/A5/8 3 WEPS | 1 Target set 2 Starting force structure, cost data 3 Weapon effects | 9. Force Optimization Analysis | 1 Optimized force relative to constraints; Sensitivity to constraints (costs, munitions, TOA) | 1 Design Blueprint Directorate |
| 1 A5/8 2 AFWIC 3 Intel Community 4 JDS 5 OSD 6 L-CMDs /AFWIC | 1 Prior year program 2 Concepts 3 Threat projection 4 DPG Scenario 5 Force Sizing Construct, Guidance 6 Capability linkages and dependencies | 10. Force Risk Assessment (not the same as Enterprise Risk Assessment) | 1 Force risk by risk area (4+1) and by capability/core mission | 1 Design Blueprint Directorate |
| 1 -3 OSD, Agencies, Joint Staff, Services, Allies, L-CMD SMEs, AF/A5SW, Scenario Designer | 1 Topic 2 Background 3 Maturity of Issue | 11. Conduct Rapid Responsive Wargaming | 1 Recommendations for changes to Strategy, Planning, and Programming 2 Concepts and capability developments 3 Detailed analysis | 1 - 3 Futures & Concepts Directorate, Innovative Solutions Directorate, Capability Development Directorate, Design Blueprint Directorate |
| 1 AF/A5/8 2 AFWIC 3 Intel Community 4 JDS 5 OSD 6 L-CMDs /AFWIC | 1 Prior year program 2 Concepts 3 Threat projection 4 DPG Scenario 5 Force Sizing Construct, Guidance 6 Capability linkages and dependencies | 12. Capability Based Assessment (Process embedded in Capability Development Process Map/SIPOC) | 1 CBA report | 1 Capability Development Directorate |
| 1 Futures & Concepts Directorate 2 AF/A9 | 1 Competing Concepts, Metrics 2 Analytic Environment (Tools, data, people, process) | 13. Concept Assessment | 1 Comparative analysis of competing concepts based on selected metrics (measures of merit) | 1 Futures & Concepts Directorate |
| 1 Internal AF 2 AF/A5SM 3 FMB 4 JCIDS | 1 AFWIC assessments 2 Design Blueprint to Program assessment 3 Budget Data 4 Requirements Data | 14. Program/Design Blueprint Evaluation | 1 Recommendations for requirements relief, recommendations for program termination, recommendations for divestiture | 1 Futures & Concepts Directorate, Capability Development Directorate, Design Blueprint Directorate |
| 1 Internal Air Force 2 Design Blueprint 3 AF/ A5SM 4 FMB 5 Portfolio Managers(?) | 1 Dependencies 2 Risk assessment at appropriate level 3 Risk Assessment tool | 15. Enterprise Risk Assessment (Alignment of current programs/requirements with design blueprint) | 1 Risk by core capability 2 Risk due to dependencies | 1 - 2 Design Blueprint Directorate, Capability Development Directorate |
| 1 Innovative Solutions Directorate, Futures & Concepts Directorate, Capability Development Directorate, Design Blueprint Directorate 2 Air Force analytic community 3 AF PK | 1 Analysis demand signal 2 Available capabilities, available contracts 3 Contracting services | 16. Develop Sources for Analysis Services | 1 MOU/MOA with government suppliers 2 Contracts with non-government suppliers | 1 -2 Analysis & Assessments Decision Analytics Directorate |
| 1-2 Innovative Solutions Directorate, Futures & Concepts Directorate, Capability Development Directorate, Design Blueprint Directorate | 1 Data to be incorporated 2 Requests for Data | 17. Maintain AFWIC Data Services | 1 AFWIC master database 2 Requested Data 3 Additional Analysis Requirements | 1 AFWIC All 2 AFWIC All 3 Analysis & Assessments Decision Analytics Directorate |

1476 VII. SPPBE Detailed Maps and RASCI

1477 i. Strategy Phase Detailed Process Maps

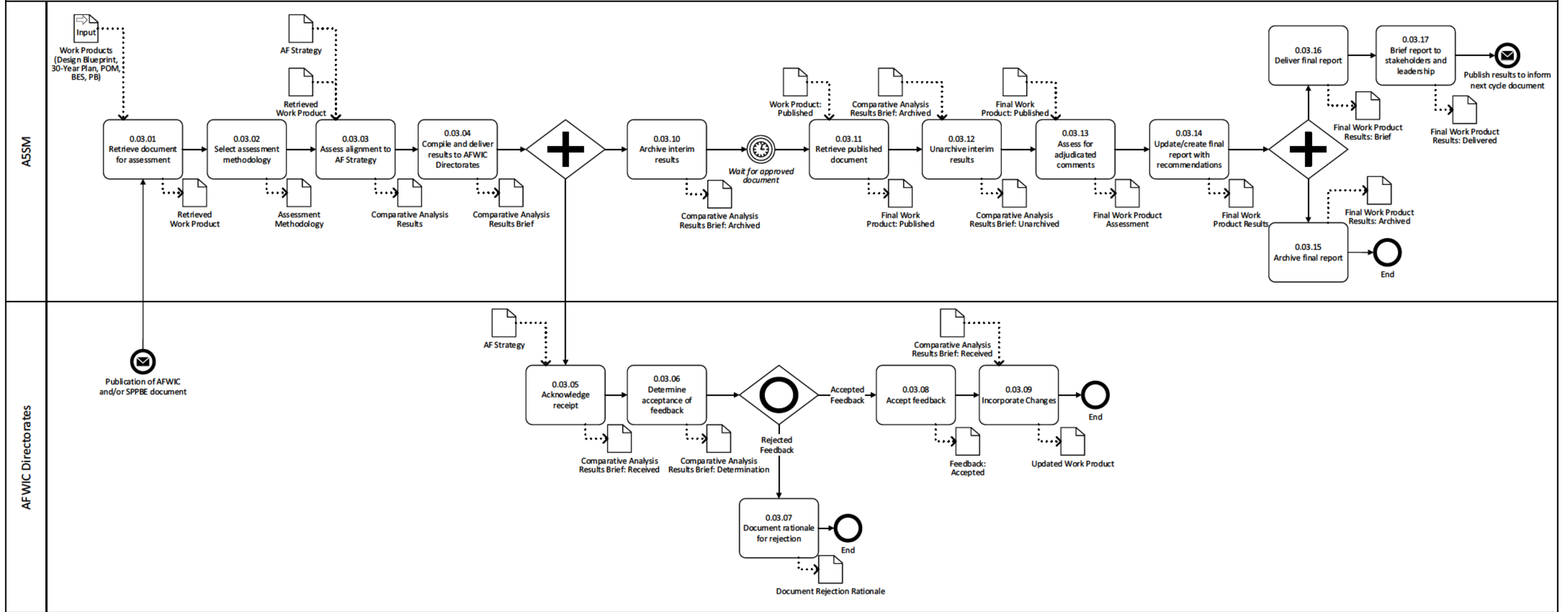


1478



SPPBE: 0.03 Strategic Assessments

Version 6.2





1481 *ii. Strategy Phase RASCI*

| | Activity Step | SecAF and CSAF | VCSAF | AF Council | AF/A5/8 | AF/A5S | AF/A5SS | AF/A5SM | LCMDs/L-Agents | HAF/SAF |
|---------|--|----------------|-------|------------|---------|--------|---------|---------|----------------|---------|
| 0.01.01 | Review previous cycle AFSEA | | | | | R, A | S | S | | |
| 0.01.02 | Scan latest global projections for Air Force key indicators | | | | | R, A | S | C | | |
| 0.01.03 | Conduct comparative analysis to identify significant changes | | | | I | R, A | S | S | | |
| 0.01.04 | Conduct review of AFSEA rewrite recommendations with AF/A5/8 | | | | S | R, A | | S | | |
| 0.01.05 | Assess current status of global trends | | | | | R, A | S | C | | |
| 0.01.06 | Analyze/summarize impact of global trends on future AF operating environment | | | | | R, A | S | I | | |
| 0.01.07 | Conduct IPR with AF/A5/8 | | | | S | R, A | | I | | |
| 0.01.08 | Conduct IPR with VCSAF | | S | | | R, A | S | I | | |
| 0.01.09 | Conduct IPR with SecAF and CSAF | S | | | | R, A | S | I | | |
| 0.01.10 | Draft AFSEA | | | | | R, A | S | I | C | |
| 0.01.11 | Coordinate AFSEA with 2-Letter, 3-Letter, and MAJCOM CVs | | | S | S | R, A | S | I | S | |
| 0.01.12 | Finalize AFSEA with feedback | | | | | R, A | S | I | | |
| 0.01.13 | Determine AF/A5/8 approval of AFSEA | | | | R, A | S | | I | | |
| 0.01.14 | Determine approval of AFSEA | R, A | | | S | S | | I | | |
| 0.01.15 | Publish AFSEA internal and external | I | I | I | I | R, A | S | I | I | |
| 0.02.01 | Determine if new National Defense Strategy | | | | | R, A | | | | |
| 0.02.02 | Determine if new SecAF/CSAF | | | | | R, A | | | | |
| 0.02.03 | Retrieve previous cycle AF Strategy | | | | | R, A | S | I | | |
| 0.02.04 | Consult with new SecAF and CSAF | S | | | | R, A | | I | | |
| 0.02.05 | Draft AF Strategy | | | | I | R, A | S | I | | |
| 0.02.06 | Conduct Red-Team Review | | | | | R, A | S | I | | |
| 0.02.07 | Conduct IPR of AF Strategy with AF/A5/8 | | | | S | R, A | | I | | |
| 0.02.08 | Conduct IPR of AF Strategy with CSAF and SecAF | S | | | I | R, A | S | I | | |
| 0.02.09 | Determine AF Strategy coordination with 2-Letter, 3-Letter, and MAJCOM CVs | | | | | R, A | S | C | | |
| 0.02.10 | Coordinate AF Strategy with 2-Letter & 3-Letter | | | | | R, A | S | C | S | |
| 0.02.11 | Finalize AF Strategy with feedback | | | | | R, A | S | | | |
| 0.02.12 | Determine AF/A5/8 approval of AF Strategy | | | | R, A | S | | I | | |
| 0.02.13 | Determine approval of AF Strategy | R, A | | | S | S | | I | | |

USAF SPPBE Playbook

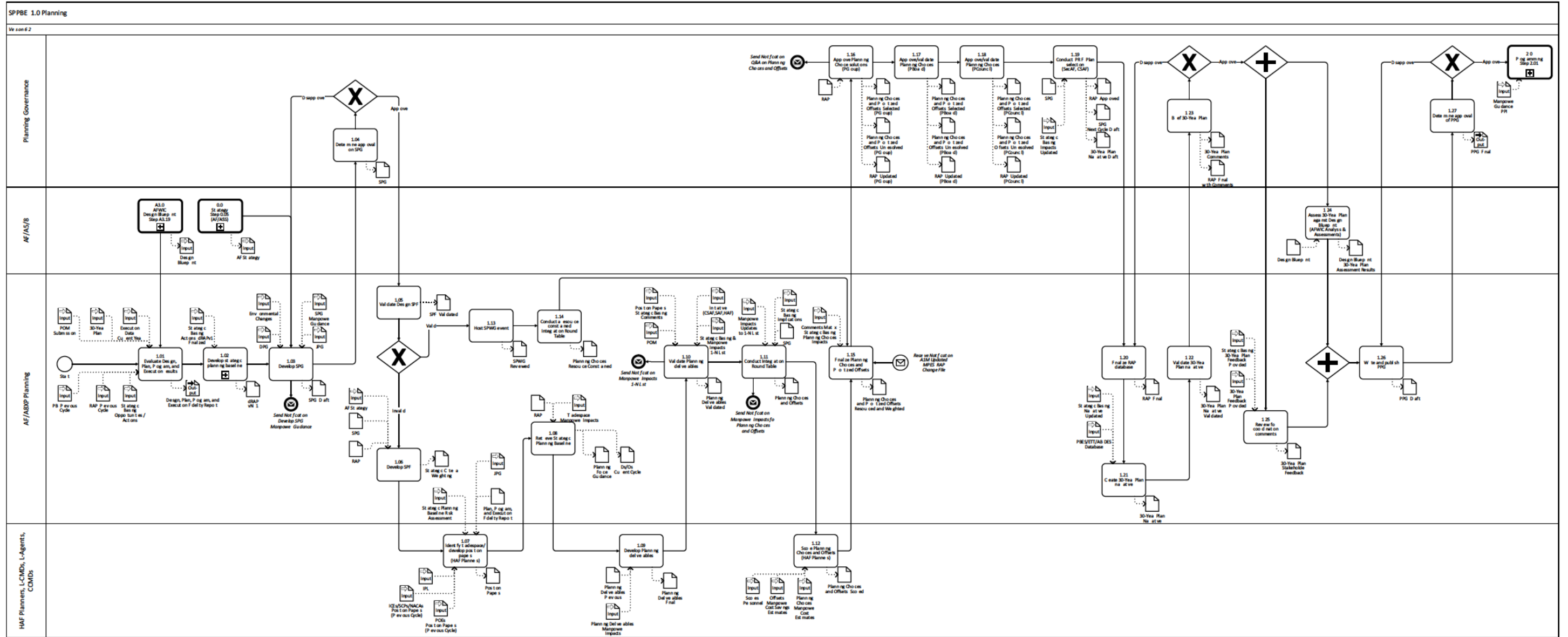
| | Activity Step | SecAF and CSAF | VCSAF | AF Council | AF/A5/8 | AF/A5S | AF/A5SS | AF/A5SM | LCMDs/L-Agents | HAF/SAF |
|---------|---|----------------|-------|------------|---------|--------|---------|---------|----------------|---------|
| 0.02.14 | Publish AF Strategy (i.e., prioritized ends) | I | I | I | I | R, A | S | I | I | |
| 0.03.01 | Retrieve document for assessment | | | | | | | R, A | | S |
| 0.03.02 | Select Assessment Methodology | | | | | | | R, A | | C |
| 0.03.03 | Assess alignment to AF Strategy | | | | | | | R, A | | |
| 0.03.04 | Compile and deliver results to AFWIC Directorates | | | | | | | R, A | | I |
| 0.03.05 | Acknowledge receipt | | | | | | | A | | R |
| 0.03.06 | Determine acceptance of feedback | | | | | | | A | | R |
| 0.03.07 | Document rationale for rejection | | | | | | | C | | R, A |
| 0.03.08 | Accept feedback | | | | | | | C | | R, A |
| 0.03.09 | Incorporate changes | | | | | | | C | | R, A |
| 0.03.10 | Archive interim results | | | | | | | R, A | | |
| 0.03.11 | Retrieve published document | | | | | | | R, A | | S |
| 0.03.12 | Unarchive interim results | | | | | | | R, A | | |
| 0.03.13 | Assess for adjudicated comments | | | | | | | R, A | | C |
| 0.03.14 | Update/create final report with recommendations | | | | | | | R, A | | |
| 0.03.15 | Archive final report | | | | | | | R, A | | |
| 0.03.16 | Deliver final report | | | | | | | R, A | | |
| 0.03.17 | Brief report to stakeholders and leadership | | | | | | | R, A | | |

1482



USAF SPPBE Playbook

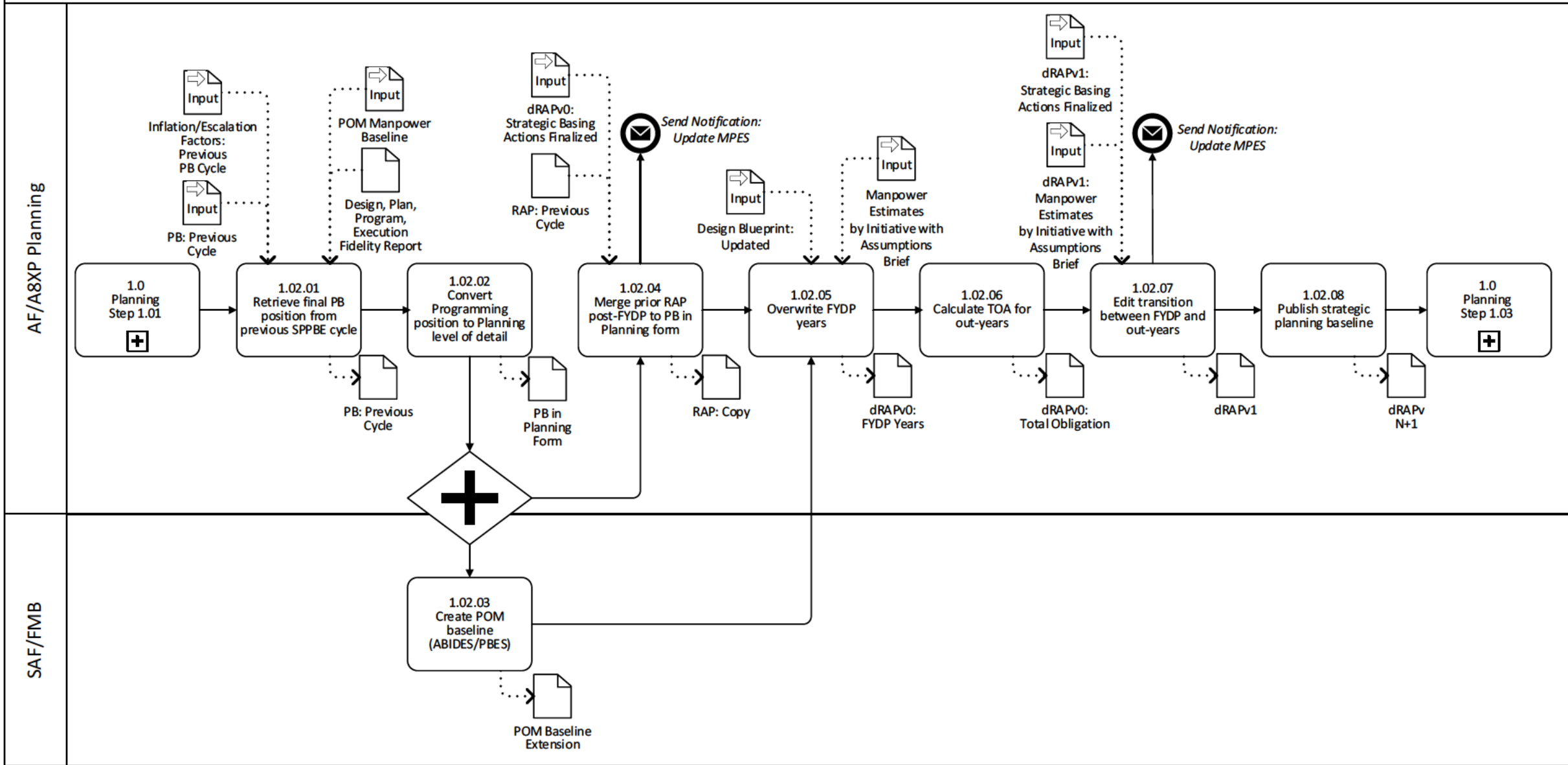
1483 iii. Planning Phase Detailed Process Maps



1484

SPPBE: 1.02 Develop Strategic Planning Baseline

Version 6.2



1485
1486
1487
1488



USAF SPPBE Playbook

1489 iv. Planning Phase RASCI

| | Activity Step | AF/A8XP | L-CMDs/L-Agents | AF/A5R | AF/A5S | AF/A9 | SAF/AQ | SAF/FMB | AF/A8P | SAF/FMC | SAF/LL | AF/AIM | Planning Governance | SPWG | AFCS | HAF Planners | SecAF, CSAF, USecAF, and VCSAF | CCMDs | HQ Air Staff (2-Letter) | CDWG | SAF/IEIB | AFWIC Analysis & Assessments Decision Analytics |
|---------|--|---------|-----------------|--------|--------|-------|--------|---------|--------|---------|--------|--------|---------------------|------|------|--------------|--------------------------------|-------|-------------------------|------|----------|---|
| 1.01 | Evaluate Design, Plan, Program, and Execution results | R, A | C | | | | | | S | | | | | | | | | | | | S | |
| 1.02.01 | Retrieve final PB position from previous SPPBE Cycle | R, A | | | | | | | S | | | | | | | | | | | | | |
| 1.02.02 | Convert Programming position to Planning level of detail | R, A | S | | | | | | C | | | | | | | | | | | | | |
| 1.02.03 | Create POM baseline (ABIDES/PBES) | | | | | | | R, A | | | | | | | | | | | | | | |
| 1.02.04 | Merge prior RAP post-FYDP to PB in Planning form | R, A | | | | | | | | | | S | | | | | | | | | S | |
| 1.02.05 | Overwrite FYDP years | R, A | I | | | | | | | C | | C | | | | I | | | | | | |
| 1.02.06 | Calculate TOA for out-years | R, A | I | | | | | | | S | | | | | | I | | | | | | |
| 1.02.07 | Edit transition between FYDP and out-years | R, A | S | | | | | | | | | C | | | | | | | | | S | |
| 1.02.08 | Publish strategic planning baseline | R, A | I | I | I | S | S | | I | I | I | C | | I | I | S | | | | | | |
| 1.03 | Develop SPG | R, A | C | S | S | S | | | | | | S | | | | C | | | | S | | |
| 1.04 | Determine approval on SPG | S | C | | | | | | | | | | R | | A | C | | | | | | |
| 1.05 | Validate Design SPF | R, A | | | | S | | | | | | C | S | | | | | | | | | |
| 1.06 | Develop SPF | R, A | S | | | S | | | | | | C | | S | | S | | | | | | |
| 1.07 | Identify tradespace/develop position papers (HAF Planners) | A | A | | S | S | | | | S | | C | | | | R | | C | | | I | |
| 1.08 | Retrieve Strategic Planning Baseline | R | | | | | | | | | | S | | | | | | | | | | |
| 1.09 | Develop Planning deliverables | I | R | | | S | | | | | | S | | C | | S | | I | | | S | |
| 1.10 | Validate Planning deliverables | R, A | I | | | I | | | | | | S | | C | | S | | | | | S | |
| 1.11 | Conduct Integration Round Table | R, A | S | | | S | S | | | I | | S | | | | S | | | | | S | |
| 1.12 | Score Planning Choices and Offsets (HAF Planners) | A | C | S | S | S | S | | S | S | S | S | | | | R | | | | | | |
| 1.13 | Host SPWG event | R, A | I | | | I | | | | | | S | | C | | S | | | | | S | |



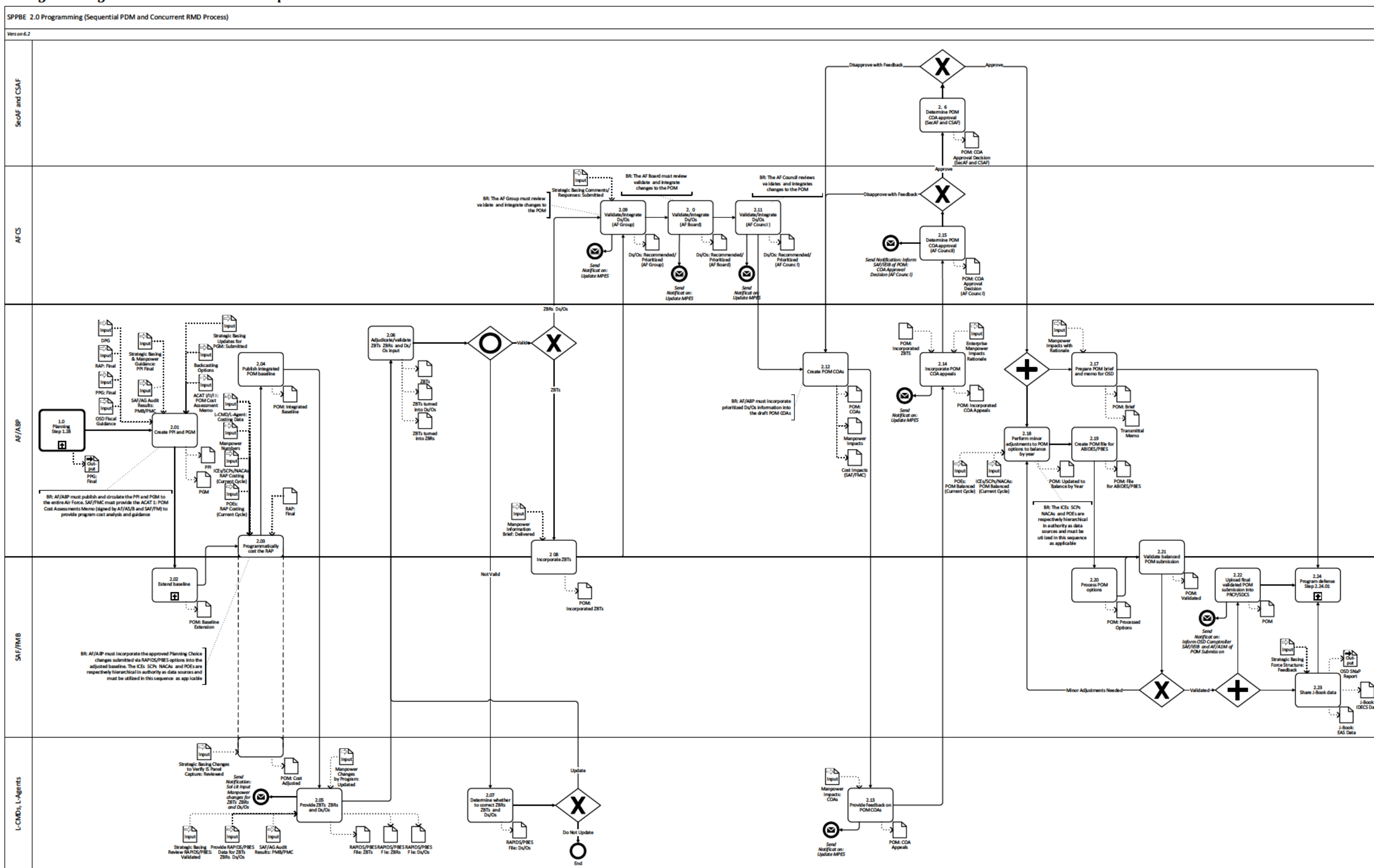
USAF SPPBE Playbook

| | Activity Step | AF/A8XP | L-CMDs/L-Agents | AF/A5R | AF/A5S | AF/A9 | SAF/AQ | SAF/FMB | AF/A8P | SAF/FMC | SAF/LL | AF/AIM | Planning Governance | SPWG | AFCs | HAF Planners | SecAF, CSAF, USecAF, and VCSAF | CCMDs | HQ Air Staff (2-Letter) | CDWG | SAF/IEIB | AFWIC Analysis & Assessments/Decision Analytics | |
|------|--|---------|-----------------|--------|--------|-------|--------|---------|--------|---------|--------|--------|---------------------|------|------|--------------|--------------------------------|-------|-------------------------|------|----------|---|---|
| 1.14 | Conduct a resource constrained Integration Round Table | R, A | S | | | S | S | | | I | | S | | | | S | | | | | | S | |
| 1.15 | Finalize Planning Choices and Prioritized Offsets | R, A | I | | | | S | | I | I | | S | | I | | | | | | | | S | |
| 1.16 | Approve Planning Choice solutions (PGroup) | I | S | | | | | | | | | | R | S | A | | | | | | | I | |
| 1.17 | Approve/validate Planning Choices (PBoard) | I | | | | | | | | | | | R | | A | I | | | | | | | |
| 1.18 | Approve/validate Planning Choices (P Council) | I | | | | | | | | | | | R | | A | I | I | | | | | | |
| 1.19 | IPR F: plan selection (SecAF, CSAF) | A | | | | | | | | | | | | S | S | I | R, I | | I | | | S | |
| 1.20 | Finalize RAP database | R | A | | | | | | | | | | | | | | | | | | | | |
| 1.21 | Create 30-Year Plan narrative | R | A | | | | | | | | | | | | | | | | | | | S | |
| 1.22 | Validate 30-Year Plan narrative | R, A | C | | | | | | | | | | | C | | | | | | | | | |
| 1.23 | Brief 30-Year Plan | | | | | | | | | | | | R | | A | | | | | | | | |
| 1.24 | Assess 30-Year Plan against Design Blueprint (AFWIC Analysis & Assessment) | A | | | | | | | | | | | | | | | | | | | | | R |
| 1.25 | Review for coordination comments | R, A | C | | | C | | | | | | | | | | | | C | | | | S | |
| 1.26 | Write and publish PPG | R, A | C | | | | | | S | S | | | | | | | | | | | | | |
| 1.27 | Determine approval on PPG | A | S | | | | | | | | | S | R | | | | | | | | | I | |

1490

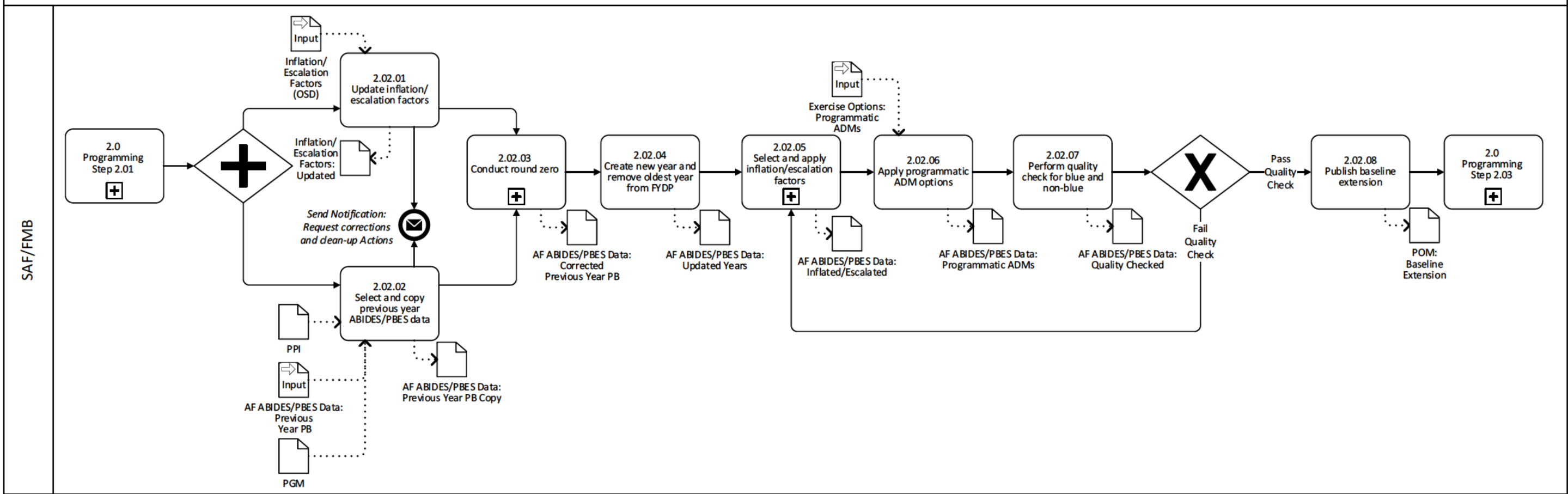


1491 v. Programming Phase Detailed Process Maps



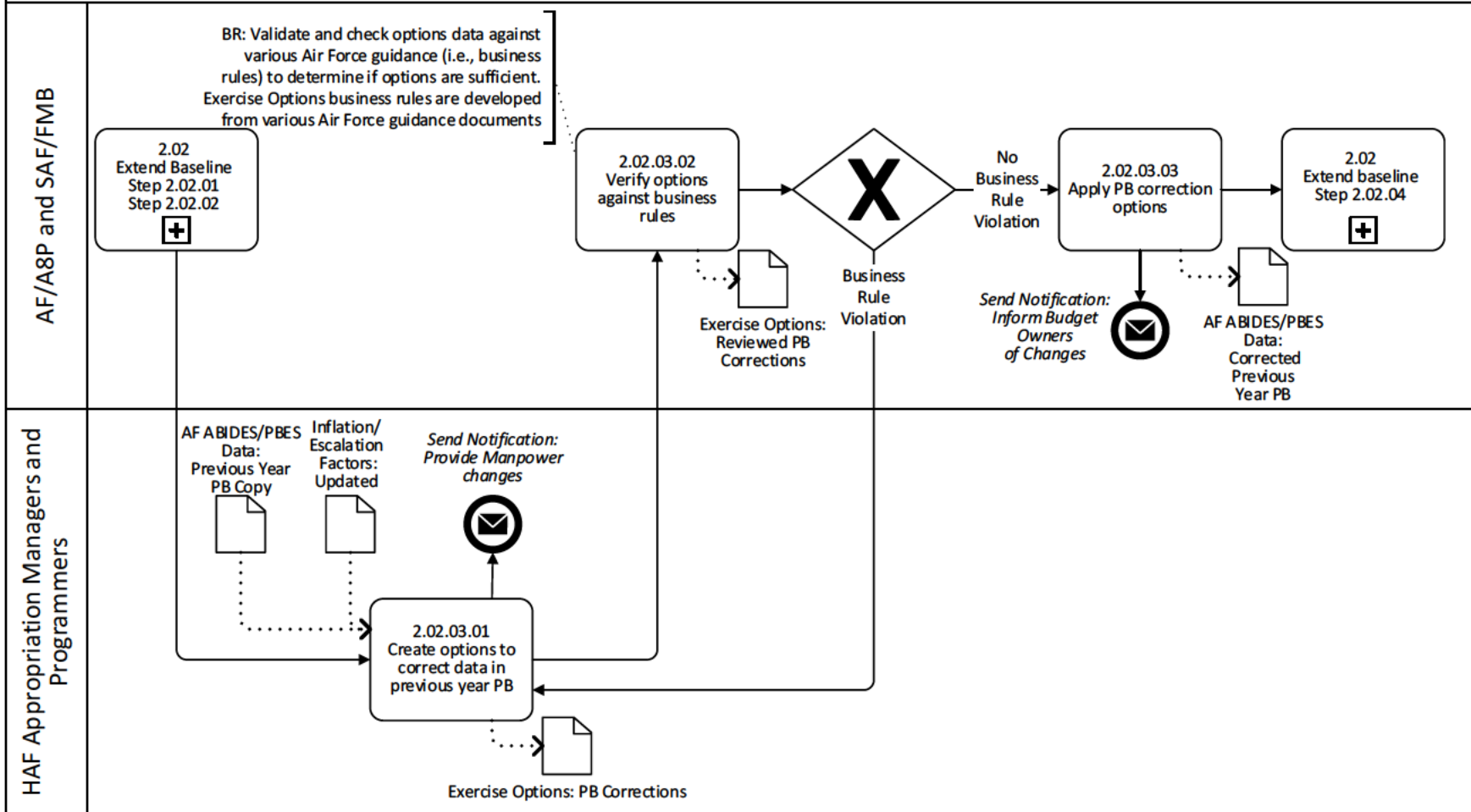
SPPBE: 2.02 Extend Baseline

Version 6.2



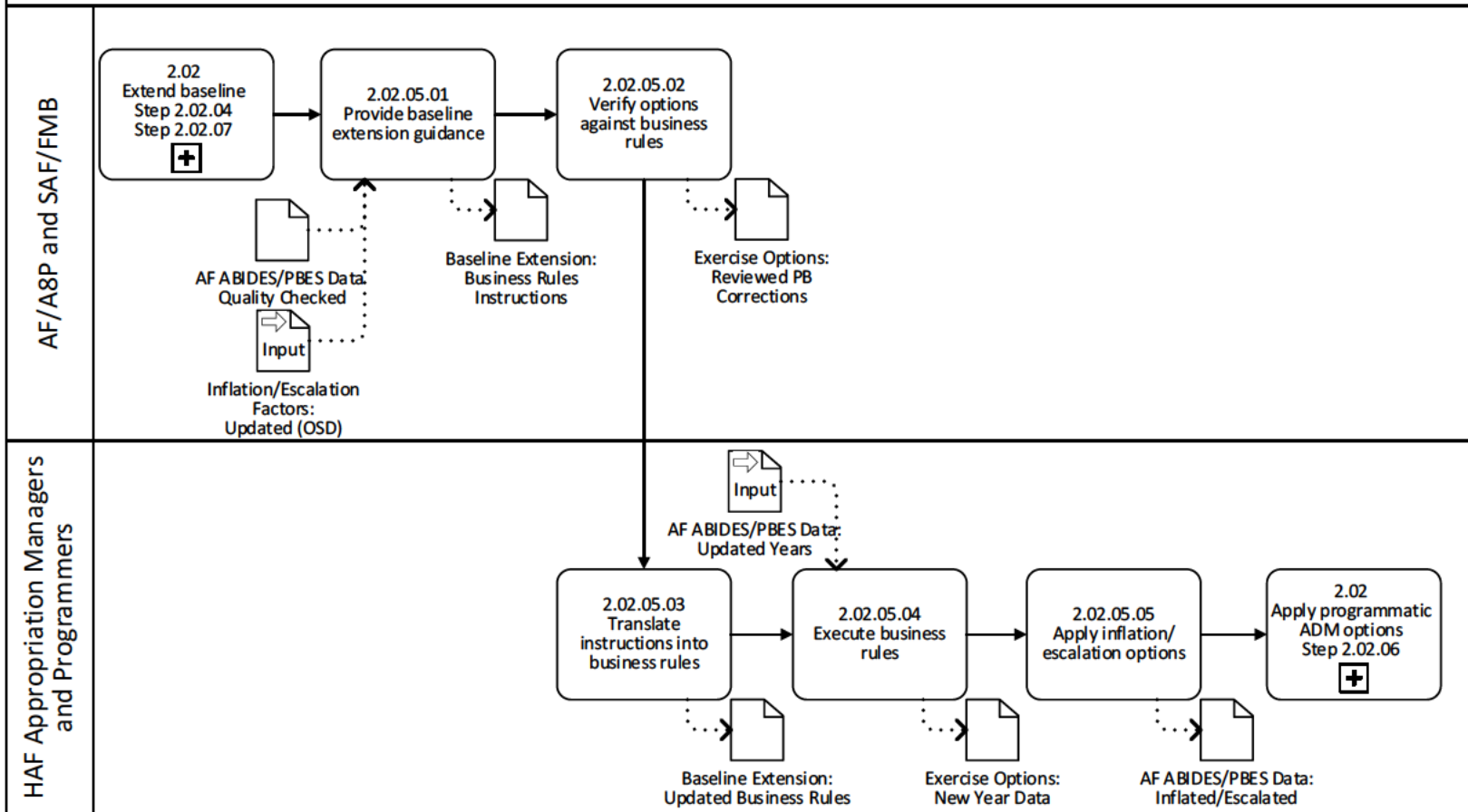
SPPBE: 2.02.03 Conduct Round Zero

Version 6.2

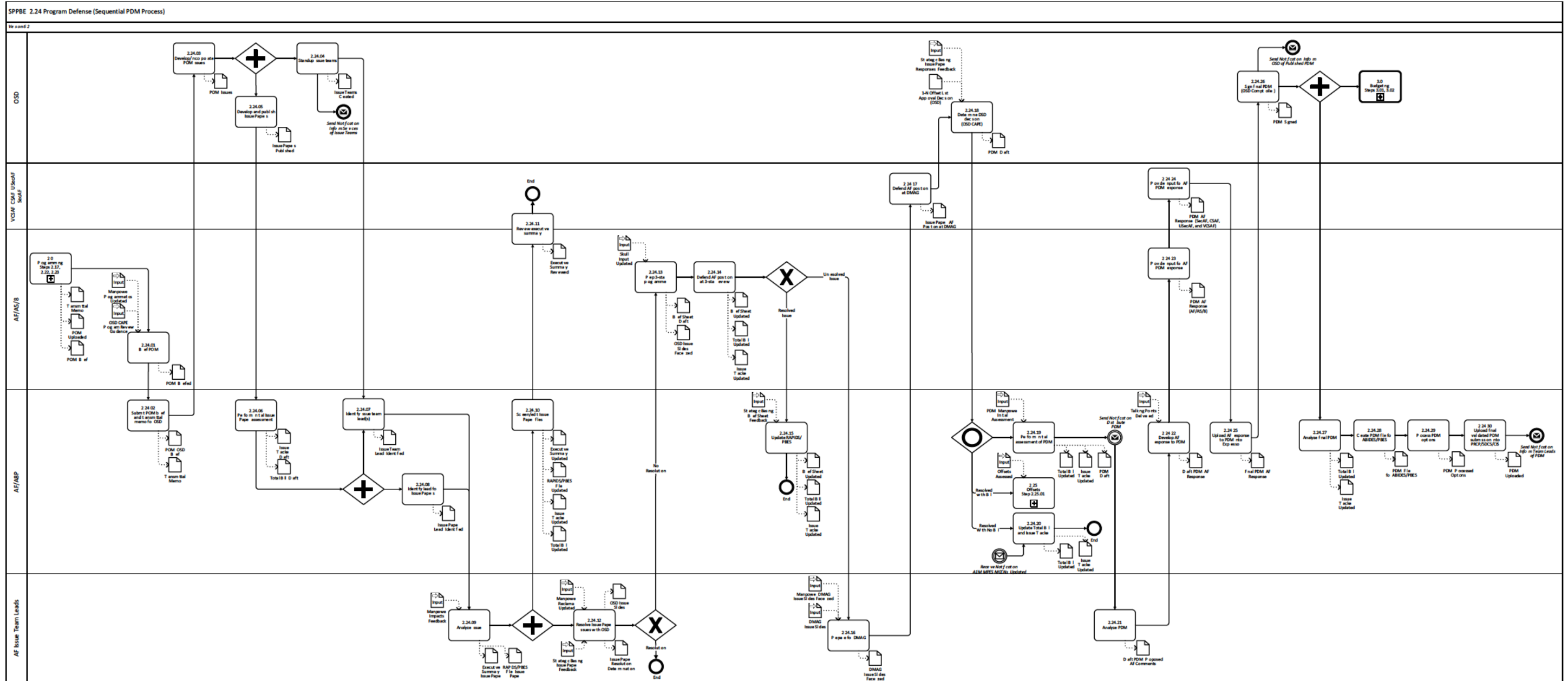


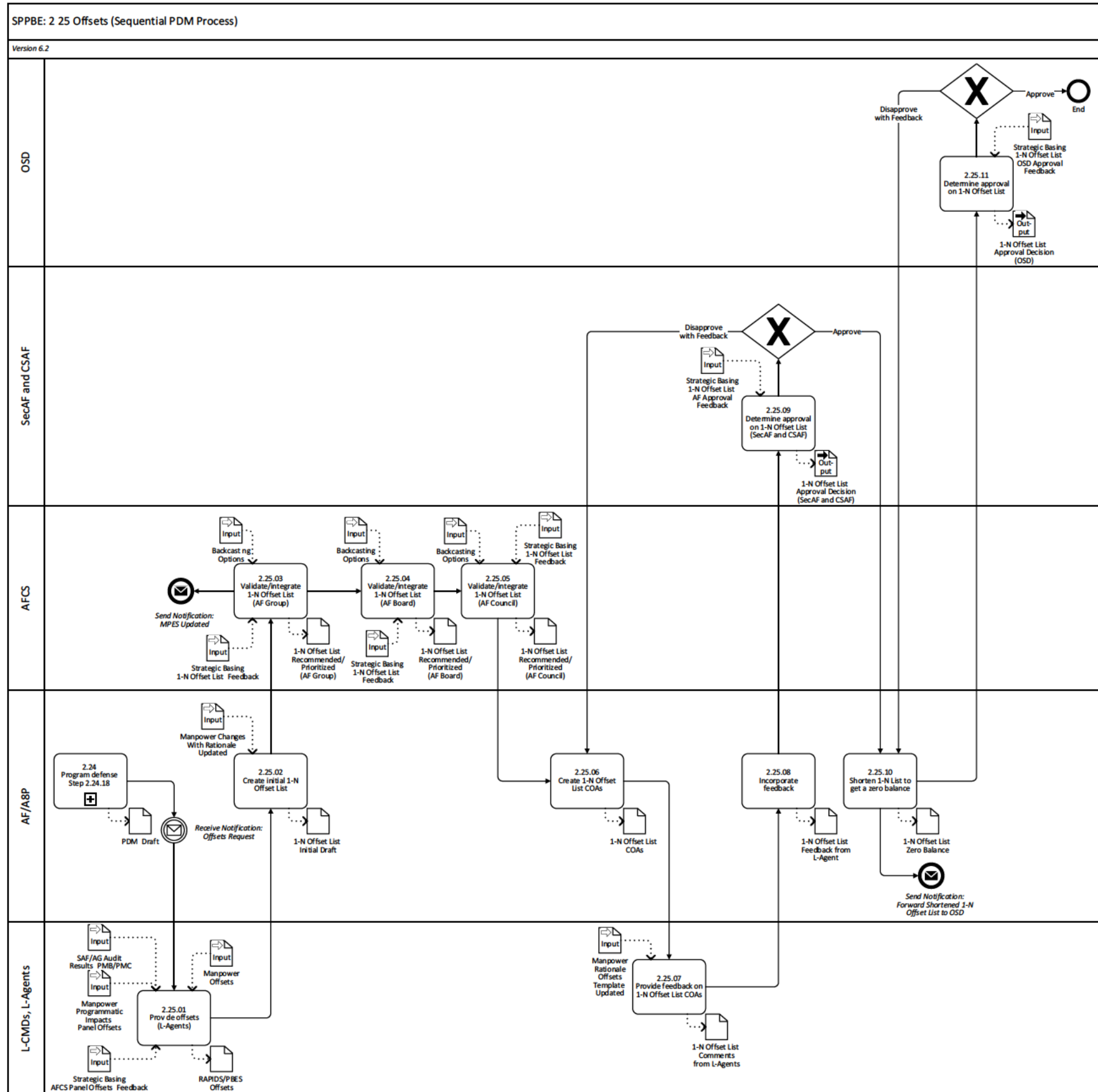
SPPBE: 2.02.05 Select and Apply Inflation/Escalation Factors

Version 6.2



1495







1498 *vi. Programming Phase RASCI*

| | Activity Step | SecAF, CSAF, USecAF, and VCSAF | AFCS | SAF/FM | AF/A5/8 | SAF/FMC | SAF/FMB | AF/A9 | AF/A8XP | AF/A1M | AF/A8P | AF Issue Team Leads | Appropriation Managers and Programmers | L-CMDs/ L-Agents | SAF/AQ | SAF/IEIB | AF/A8PE | OSD | AF/A4 | SAF/AG | SecAF and CSAF |
|------------|--|--------------------------------|------|--------|---------|---------|---------|-------|---------|--------|--------|---------------------|--|------------------|--------|----------|---------|-----|-------|--------|----------------|
| 2.01 | Create PPI and PGM | A | I | C | C | S | S | | S | S | R | | | C | S | S | | | S | I | |
| 2.02.01 | Update inflation/escalation factors | | | | | | R | | | S | | | | | | | | | | | |
| 2.02.02 | Select and copy previous year ABIDES/ PBES data | | | | | | R | | | | | | | | | | | | | | |
| 2.02.03.01 | Create options to correct data in previous year PB | | | | | C | | | | S | | | R | | | | | | | | |
| 2.02.03.02 | Verify options against business rules | | | | | | R | | | C | R | | | | | | | | | | |
| 2.02.03.03 | Apply PB correction options | | | | | | R | | | S | R | | | | | | | | | | |
| 2.02.04 | Create new year and remove oldest year from FYDP | | | | | | R | | | C | | | | | | | | | | | |
| 2.02.05.01 | Provide baseline extension guidance | | | | | | R | | | S | R | | | | | | | | | | |
| 2.02.05.02 | Verify options against business rules | | | | | | R | | | S | R | | | | | | | | | | |
| 2.02.05.03 | Translate instructions into business rules | | | | | | | | | S | | | R | | | | | | | | |
| 2.02.05.04 | Execute business rules | | | | | | | | | S | | | R | | | | | | | | |
| 2.02.05.05 | Apply inflation/escalation options | | | | | | | | | S | | | R | | | | | | | | |
| 2.02.06 | Apply programmatic ADM options | | | | | | R | | | S | | | | | | | | | | | |
| 2.02.07 | Perform quality check for blue and non-blue | | | | | | R | | | S | | | | | | | | | | | |
| 2.02.08 | Publish baseline extension | | | | | | R | | | | | | | | | | | | | | |
| 2.03 | Programmatically cost the RAP | | S | A | A | S | | | C | C | R | | | S | | S | | | | | |
| 2.04 | Publish integrated POM baseline | | | A | A | C | | | | | R | | | | | | | | | | |



USAF SPPBE Playbook

| Activity Step | SecAF, CSAF, USecAF, and VCSAF | AFCS | SAF/FM | AF/A5/8 | SAF/FMC | SAF/FMB | AF/A9 | AF/A8XP | AF/A1M | AF/A8P | AF Issue Team Leads | Appropriation Managers and Programmers | L-CMDS/ L-Agents | SAF/AQ | SAF/IEIB | AF/A8PE | OSD | AF/A4 | SAF/AG | SecAF and CSAF | |
|---------------|---|------|--------|---------|---------|---------|-------|---------|--------|--------|---------------------|--|------------------|--------|----------|---------|-----|-------|--------|----------------|---|
| 2.05 | Provide ZBTs, ZBRs, and Ds/Os | | S | | | C | | I | S | C | | C | R, A | S | | | | | | I | |
| 2.06 | Adjudicate/validate ZBTs, ZBRs, and Ds/Os input | | C | | | S | | | S | R, A | | S | I | | | | | | | | |
| 2.07 | Determine whether to correct ZBRs, ZBTs, and Ds/Os | | A | | | C | | I | S | S | | C | R | | | | | | | | |
| 2.08 | Incorporate ZBTs | | | | | R | | | S | R | | | I | | | | | | | | |
| 2.09 | Validate/integrate Ds/Os (AF Group) | | R, A | | | | | | S | | | | C | S | | | | | | | |
| 2.10 | Validate/integrate Ds/Os (AF Board) | | R, A | | | | | | S | | | | C | | | | | | | | |
| 2.11 | Validate/integrate Ds/Os (AF Council) | | R, A | | | | | | S | | | | C | | | | | | | | |
| 2.12 | Create POM COAs | | S | A | A | I | S | S | S | R | | | | | | | | | | | |
| 2.13 | Provide feedback on POM COAs | | S | | | | S | S | S | I | | | R | | | | | | | | |
| 2.14 | Incorporate POM COA appeals | | S | A | A | | S | | C | S | R | | C | | | | | | | | |
| 2.15 | Determine POM COA approval (AF Council) | | R, A | S | S | S | S | | C | S | C | | | | | | | | | | |
| 2.16 | Determine POM COA approval (SecAF and CSAF) | A | | | | | I | | C | | | | I | | | | | | | | R |
| 2.17 | Prepare POM brief and memo for OSD | A | S | | | | S | | S | S | R | | S | | | | | | | | |
| 2.18 | Perform minor adjustments to POM options to balance by year | A | S | | | S | S | | C | S | R | | C | S | | | | | S | | |
| 2.19 | Create POM file for ABIDES / PBES | | S | | | S | | | S | R, A | | | C | | | | | | | | |
| 2.20 | Process POM options | | | | | R | | | | A | | | | | | | | | | | |
| 2.21 | Validate balanced POM submission | I | S | | | R | | | S | R, A | | S | I | | | | | | | | |
| 2.22 | Upload final validated POM submission into PRCP/SDCS | | | | I | R, A | | I | S | S | | S | | | | | | | | | |



USAF SPPBE Playbook

| | Activity Step | SecAF, CSAF, USecAF, and VCSAF | AFCS | SAF/FM | AF/A5/8 | SAF/FMC | SAF/FMB | AF/A9 | AF/A8XP | AF/ AIM | AF/A8P | AF Issue Team Leads | Appropriation Managers and Programmers | L-CMDS/ L-Agents | SAF/AQ | SAF/IEIB | AF/A8PE | OSD | AF/A4 | SAF/ AG | SecAF and CSAF | |
|---------|---|--------------------------------|------|--------|---------|---------|---------|-------|---------|---------|--------|---------------------|--|------------------|--------|----------|---------|------|-------|---------|----------------|--|
| 2.23 | Share J-Book data | | C | | | | R, A | | I | S | S | | S | | | S | | | | | | |
| 2.24.01 | Brief POM | A | I | | R | | S | S | I | S | S | I | | I | | | | | | | | |
| 2.24.02 | Submit POM brief and transmittal memo for OSD | A | | C | C | | S | | C | C | R | | | | | | | | | | | |
| 2.24.03 | Develop/incorporate POM issues | | | | | | | | | | | | | | | | | R | | | | |
| 2.24.04 | Standup issue teams | | | | | | | | | | | | | | | | | R | | | | |
| 2.24.05 | Develop and publish Issue Papers | | | | | | | | | S | | | | | | | | R | | | | |
| 2.24.06 | Perform initial Issue Paper assessment | | S | | | | C | | S | S | R | | C | I | | | | | | | | |
| 2.24.07 | Identify issue team lead(s) | | I | | A | | I | | | | R | S | I | | | | | | | | | |
| 2.24.08 | Identify lead for Issue Papers | | S | | | | I | S | | C | R | I | I | S | | | | | | | | |
| 2.24.09 | Analyze issue | | S | | | C | S | S | S | S | S | R | C | S | | | | | | | | |
| 2.24.10 | Screen/edit Issue Paper files | | | | | | | | | | R, A | | | | | | | | | | | |
| 2.24.11 | Review executive summary | R | | I | R | | C | | C | | C | | | | | | | | | | | |
| 2.24.12 | Resolve Issue Paper issues with OSD | | | | | C | I | | I | C | I | R, A | | | | S | | | | | | |
| 2.24.13 | Prep 3-Star Programmer | | C | I | I | | S | S | C | S | A | R | S | S | | | | | | | | |
| 2.24.14 | Defend AF position at 3-Star review | | | A | R, A | | | | | | | | | | | | | | | | | |
| 2.24.15 | Update RAPIDS / PBES | | C | | | | S | | | C | R, A | C | C | C | | S | | | | | | |
| 2.24.16 | Prepare for DMAG | I | S | A | A | | S | S | C | S | R | R | S | S | | | | | | | | |
| 2.24.17 | Defend AF position at DMAG | R, A | | | | | | S | | | | | | | | | | | | | | |
| 2.24.18 | Determine DSD decision (OSD CAPE) | S | I | I | I | | I | | I | I | I | I | I | I | | S | | R, A | | | | |
| 2.24.19 | Perform initial assessment of PDM | | S | | | | S | | I | S | R | S | S | S | | | | | | | | |
| 2.24.20 | Update Total Bill and Issue Tracker | | C | | | | C | | I | S | R, A | C | | | | | | | | | | |



USAF SPPBE Playbook

| | Activity Step | SecAF, CSAF, USecAF, and VCSAF | AFCS | SAF/FM | AF/A5/8 | SAF/FMC | SAF/FMB | AF/A9 | AF/A8XP | AF/ AIM | AF/A8P | AF Issue Team Leads | Appropriation Managers and Programmers | L-CMDS/ L-Agents | SAF/AQ | SAF/IEIB | AF/A8PE | OSD | AF/A4 | SAF/ AG | SecAF and CSAF | |
|---------|--|--------------------------------|------|--------|---------|---------|---------|-------|---------|---------|--------|---------------------|--|------------------|--------|----------|---------|-----|-------|---------|----------------|--|
| 2.24.21 | Analyze PDM | I | S | I | I | | S | | S | S | A | R | S | S | | | | | | | | |
| 2.24.22 | Develop AF response to PDM | I | S | I | I | | S | | S | S | R, A | S | S | S | | | | | | | | |
| 2.24.23 | Provide input for AF PDM response | | | | R, A | | | | | | | | | | | | | | | | | |
| 2.24.24 | Provide input for AF PDM response | R, A | | C | C | | | | | | | | | | | | | | | | | |
| 2.24.25 | Upload AF response to PDM into Espresso | | | | | | | | | | R, A | | | | | | | | | | | |
| 2.24.26 | Sign final PDM (OSD Comptroller) | | | | | | | | | | | | | | | | R | | | | | |
| 2.24.27 | Analyze final PDM | I | S | I | I | C | S | | S | S | R | S | S | S | | | | | | | | |
| 2.24.28 | Create PDM file for ABIDES / PBES | | | | | | | | | | R, A | | | | | | | | | | | |
| 2.24.29 | Process PDM options | | | | | | | | | | R, A | | | | | | | | | | | |
| 2.24.30 | Upload final validated PDM submission into PRCP/ SDCS/ CIS | | | | | | S | | | | R, A | | | | | | | | | | | |
| 2.25.01 | Provide offsets (L-Agents) | | | | | | | | | S | | | | R | S | A | | | | I | | |
| 2.25.02 | Create initial 1-N Offset List | | | | | | | | | S | R | | | S | | | | | | | | |
| 2.25.03 | Validate/integrate 1-N Offset List (AF Group) | | R | | | | | | | S | | | | | S | | | | | | | |
| 2.25.04 | Validate/integrate 1-N Offset List (AF Board) | | R | | | | | | | S | | | | | S | | | | | | | |
| 2.25.05 | Validate/integrate 1-N Offset List (AF Council) | | R | | | | | | | S | | | | | S | | | | | | | |
| 2.25.06 | Create 1-N Offset List COAs | | | | | | | | | | R | | | | | | | | | | | |
| 2.25.07 | Provide feedback on 1-N Offset List COAs | | | | | | | | | S | | | | R | | | | | | | | |
| 2.25.08 | Incorporate feedback | | | | | | | | | S | R | | | S | | | | | | | | |



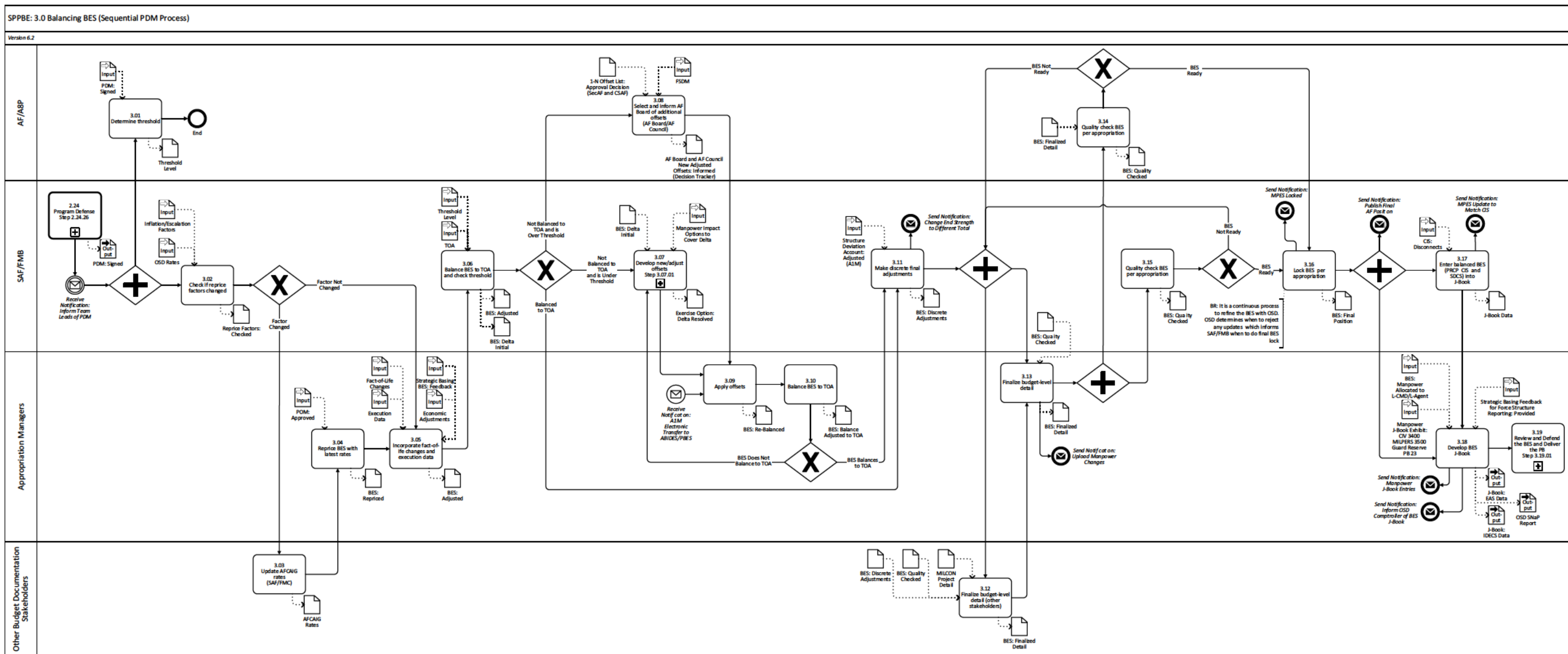
USAF SPPBE Playbook

| | Activity Step | SecAF, CSAF, USecAF, and VCSAF | AFC | SAF/FM | AF/A5/8 | SAF/FMC | SAF/FMB | AF/A9 | AF/A8XP | AF/ AIM | AF/A8P | AF Issue Team Leads | Appropriation Managers and Programmers | L-CMDS/ L-Agents | SAF/AQ | SAF/IEIB | AF/A8PE | OSD | AF/A4 | SAF/ AG | SecAF and CSAF |
|---------|--|--------------------------------|-----|--------|---------|---------|---------|-------|---------|---------|--------|---------------------|--|------------------|--------|----------|---------|-----|-------|---------|----------------|
| 2.25.09 | Determine approval on 1-N Offset List (SecAF and CSAF) | | | | | | | | | | I | | | | | S | | | | | R |
| 2.25.10 | Shorten 1-N List to get a zero balance | | | | | | | | | S | R | | | S | | | | | | | |
| 2.25.11 | Determine approval on 1-N Offset List | | | | | | | | | S | | | | | S | | R | | | | |

1499



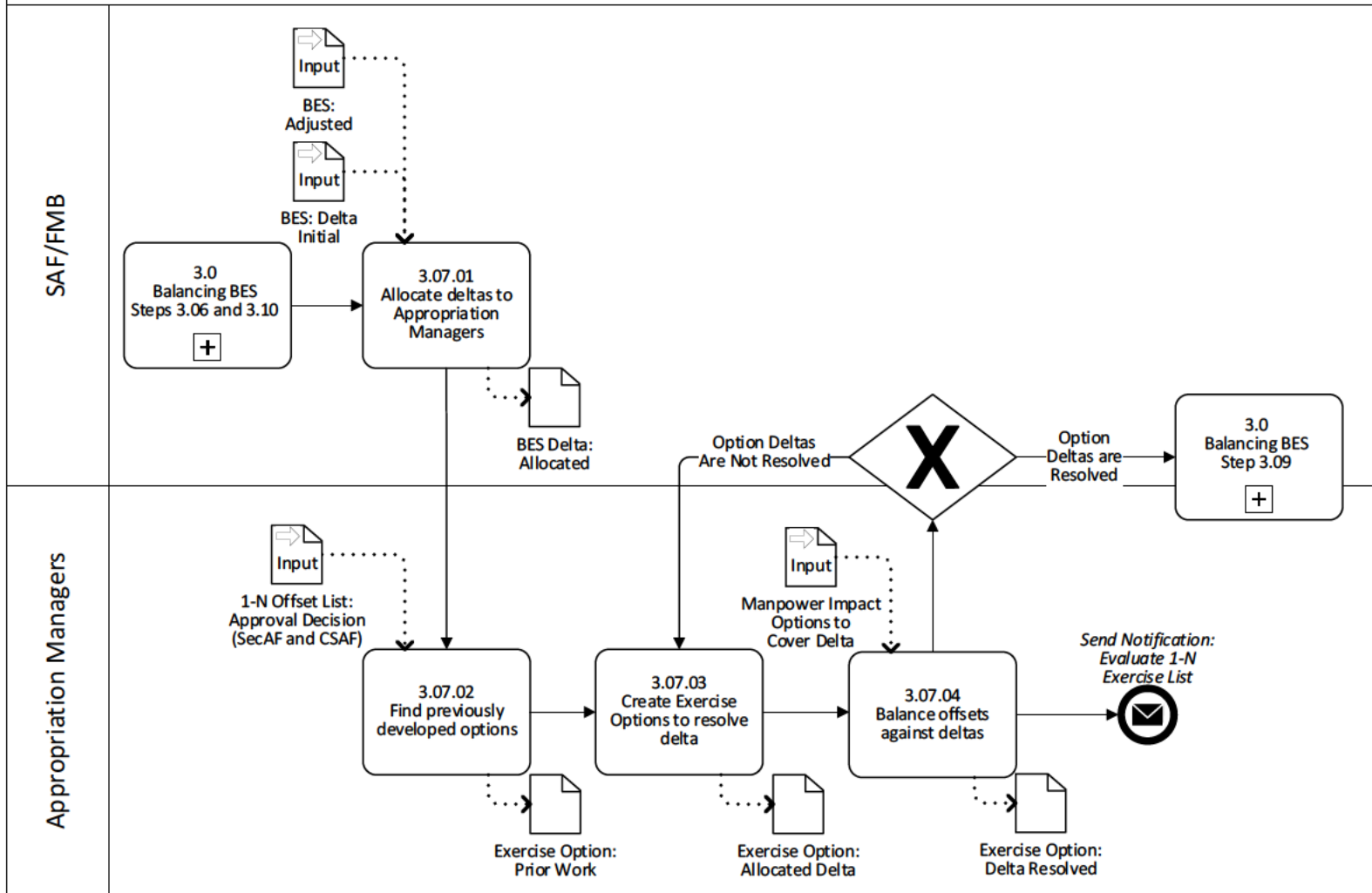
1500 vii. Budgeting Phase Detailed Process Maps



1501

SPPBE: 3.07 Develop New/Adjust Offsets (Not balanced to TOA and Under Threshold)

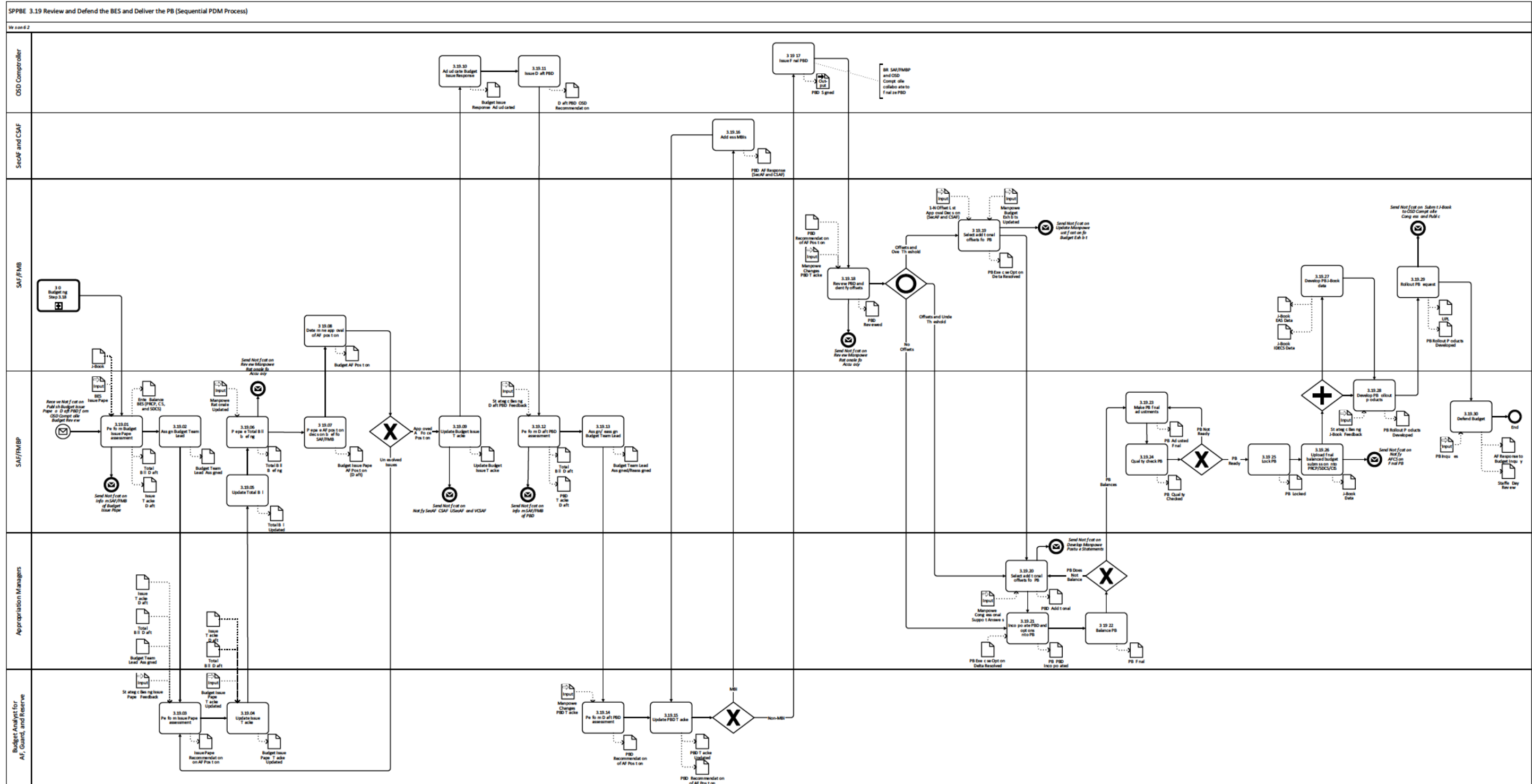
Version 6.2



1502



USAF SPPBE Playbook



1503
1504
1505



USAF SPPBE Playbook

1506 *viii. Budgeting Phase RASCI*

| | Activity Step | AF/A8P | SAF/FMB | Other Budget Documentation Stakeholders | SAF/FMC | Appropriation Managers | OSD Comptroller | SecAF and CSAF | AF/AIM | AFCS | SAF/FMBP | Budget Analyst for Active, Guard, and Reserve | SAF/AQXE | SAF/AQ | SAF/IEIB |
|---------|---|--------|---------|---|---------|------------------------|-----------------|----------------|--------|------|----------|---|----------|--------|----------|
| 3.01 | Determine threshold | R | | | | | | | | | C | | | | |
| 3.02 | Check if reprice factors changed | I | R | | | | | | | | I | | | | |
| 3.03 | Update AFCAIG rates (SAF/FMC) | I | I | | R | | | | | | I | | | | |
| 3.04 | Reprice BES with latest rates | I | A | | | R | | | | | S | | | | |
| 3.05 | Incorporate fact-of-life changes and execution data | I | A | | | R | | | | | S | | | S | S |
| 3.06 | Balance BES to TOA and check threshold | | R | S | | | | | | | | | | | |
| 3.07.01 | Allocate deltas to Appropriation Managers | | R | | | | | | | | | | | | |
| 3.07.02 | Find previously developed options | | | S | | R | | | | | A | | | | |
| 3.07.03 | Create Exercise Options to resolve delta | | | S | | R | | S | | | A | | | | |
| 3.07.04 | Balance offsets against deltas | | S | | | R | | | | | | | | | |
| 3.08 | Select and inform AF Board of additional offsets (AF Board/ AF Council) | R | S | | | | | | | | S | | | | |
| 3.09 | Apply offsets | | A | | | R | | | | | S | | | | |
| 3.10 | Balance BES to TOA | S | A | | | R | | | | | S | | | | |
| 3.11 | Make discrete final adjustments | S | R, A | | | | | S | | | | | | | |
| 3.12 | Finalize budget level detail (other stakeholders) | | | R | | | | | | | A | | | | |
| 3.13 | Finalize budget level detail | | A | | | R | | S | | | S | | | | |
| 3.14 | Quality check BES, per appropriation | R | A | | | | | | | | | | | | |
| 3.15 | Quality check BES, per appropriation | S | R, A | S | | | | | | | | | | | |
| 3.16 | Lock BES, per appropriation | | R | | | | | S | | | S | | I | | |
| 3.17 | Enter balance BES (PRCP, CIS, and SDCS) into J-Book | | R | | | | | | | | | | | S | |
| 3.18 | Develop BES J-Book | | A | S | I | R | | S | | | S | | S | | S |



USAF SPPBE Playbook

| | Activity Step | AF/A8P | SAF/FMB | Other Budget Documentation Stakeholders | SAF/FMC | Appropriation Managers | OSD Comptroller | SecAF and CSAF | AF/AIM | AFCs | SAF/FMBP | Budget Analyst for Active, Guard, and Reserve | SAF/AQXE | SAF/AQ | SAF/IEIB |
|---------|--|--------|---------|---|---------|------------------------|-----------------|----------------|--------|------|----------|---|----------|--------|----------|
| 3.19.01 | Perform Budget Issue Paper assessment | I | A | | | | | | S | | R | | | | |
| 3.19.02 | Assign Budget Team Lead | | S | S | | | | | C | | R | | | | |
| 3.19.03 | Perform Issue Paper assessment | | S | S | | | | | | | A | R | | | S |
| 3.19.04 | Update Issue Tracker | | S | | | | | | | | A | R | | | |
| 3.19.05 | Update Total Bill | | S | I | | | | | | | R, A | | | | |
| 3.19.06 | Prepare Total Bill briefing | S | I | I | | | | | S | | R, A | | | | |
| 3.19.07 | Prepare AF position decision brief for SAF/FMB | I | A | S | | | | | | | R | | | | |
| 3.19.08 | Determine approval of AF position | S | R | S | | | | | | | S | | | | |
| 3.19.09 | Update Budget Issue Tracker | | I | I | | | | | | | R, A | | | | |
| 3.19.10 | Adjudicate Budget Issue Response | | S | I | | | R | | | | I | | | | |
| 3.19.11 | Issue Draft PBD | | I | I | | | R | | | | I | | | | |
| 3.19.12 | Perform Draft PBD assessment | I | S | S | | | | | | | R, A | | | | S |
| 3.19.13 | Assign/reassign Budget Team Lead | | S | S | | | | | C | | R, A | | | | |
| 3.19.14 | Perform Draft PBD assessment | | | S | | | | | S | | A | R | | | |
| 3.19.15 | Update PBD Tracker | | | S | | | | | | | A | R | | | |
| 3.19.16 | Address MBIs | C | S | S | | | | R, A | | | | | | | |
| 3.19.17 | Issue Final PBD | I | I | I | | | R | I | | | I | | | | |
| 3.19.18 | Review PBD and identify offsets | | R | | | | S | | S | | | | | | |
| 3.19.19 | Select additional offsets for PB | S | R | | | | S | | | | | | | | |
| 3.19.20 | Select additional offsets for PB | S | S | | | | R | | | | | | | | |
| 3.19.21 | Incorporate PBD and options into PB | S | S | | | | R | | S | S | | | | | |
| 3.19.22 | Balance PB | | S | | | | R | | | | | | | | |
| 3.19.23 | Make PB final adjustments | | A | | | | | | | | R | | | | |
| 3.19.24 | Quality check PB | | A | | | | | | | | R | | | | |



USAF SPPBE Playbook

| | Activity Step | AF/A8P | SAF/FMB | Other Budget Documentation Stakeholders | SAF/FMC | Appropriation Managers | OSD Comptroller | SecAF and CSAF | AF/AIM | AFCS | SAF/FMBP | Budget Analyst for Active, Guard, and Reserve | SAF/AQXE | SAF/AQ | SAF/IEIB |
|---------|--|--------|---------|---|---------|------------------------|-----------------|----------------|--------|------|----------|---|----------|--------|----------|
| 3.19.25 | Lock PB | | A | | | I | | | | I | R | | | | |
| 3.19.26 | Upload final balanced budget submission into PRCP/SDCS/CIS | | S | S | I | | A | | | | R | | I | | |
| 3.19.27 | Develop PB J-Book data | | R, A | S | | | C | | S | | I | | S | | |
| 3.19.28 | Develop PB rollout products | | A | S | | | | | S | | R | | | | S |
| 3.19.29 | Rollout PB request | I | R | I | | | I | A | S | I | S | | | | |
| 3.19.30 | Defend Budget | I | A | S | | | C | I | S | I | R | | | S | |

1507



USAF SPPBE Playbook

1508 ix. Execution Phase RASCI

| | Activity Step | SAF/FMBO | SAF/FMBI | SAF/AQXE | Capabilities Directorates | PEO | AF/A8PE | SAF/AQX | SAF/AQ | SAF/FMB | AF/A8P | SAF/P & FC | SAF/FMC | L-CMD/L-Agent | SAF/FMBP | AF/AIM | OBRC, IBRC, PBRC |
|------|--|----------|----------|----------|---------------------------|-----|---------|---------|--------|---------|--------|------------|---------|---------------|----------|--------|------------------|
| 4.01 | Develop Execution Plan | R, A | R, A | | | | | | | | | | | | | | |
| 4.02 | Develop initial appropriation of funds | R, A | R, A | | | | | | | | | | | | | I | |
| 4.03 | Appropriate funds | | R, A | S | C | C | | | | | | | | | | | |
| 4.04 | Monitor execution of funds | R, A | R | S | C | C | | | | | | | | | | S | R |
| 4.05 | Conduct Spring/Fall Review (Inv) or Mid-Year Review (Ops) (FMBI, AQX, A8P) | R | R | | | | A | A | | S | S | | C | C | | | |
| 4.06 | Reprogramming of funds | R | R | | | | | | S | A | | I | | | C | I | |
| 4.07 | Conduct execution closeout activities | R | R | | | | | | | A | | | | | | I | |

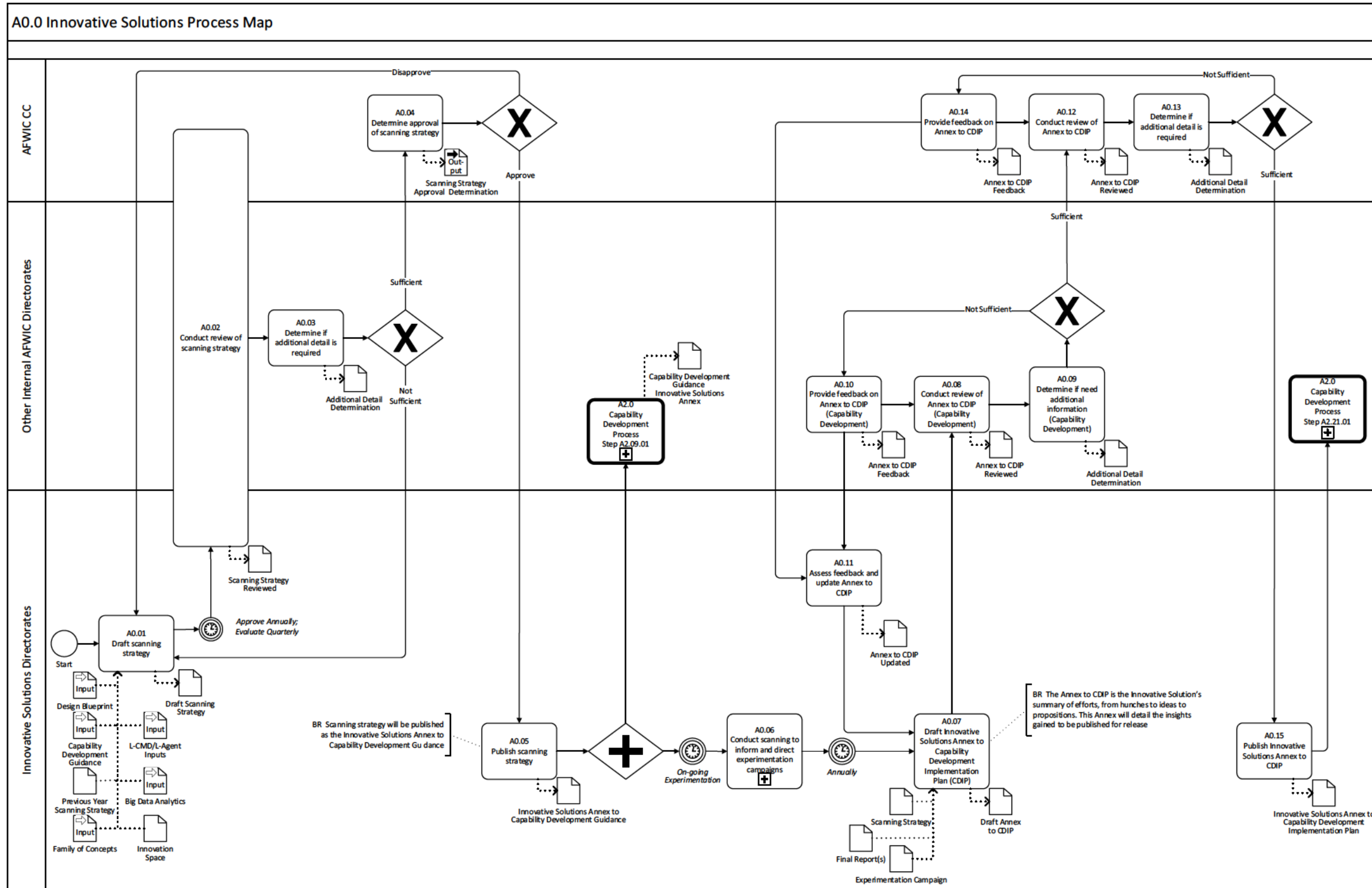
1509



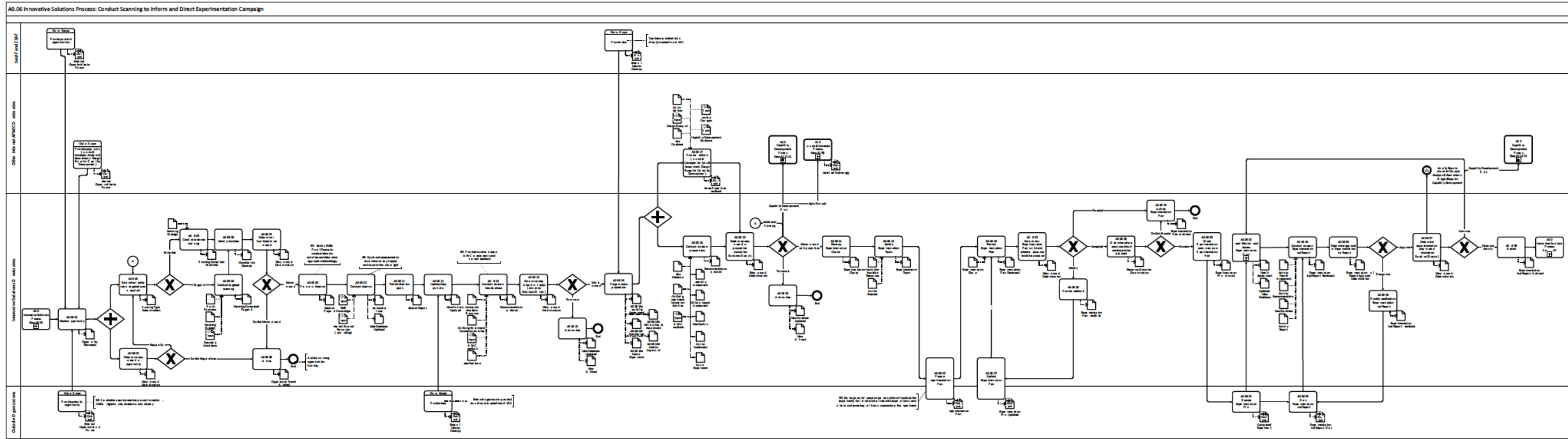
USAF SPPBE Playbook

1510 VIII. AFWIC Detailed Maps and RASCI

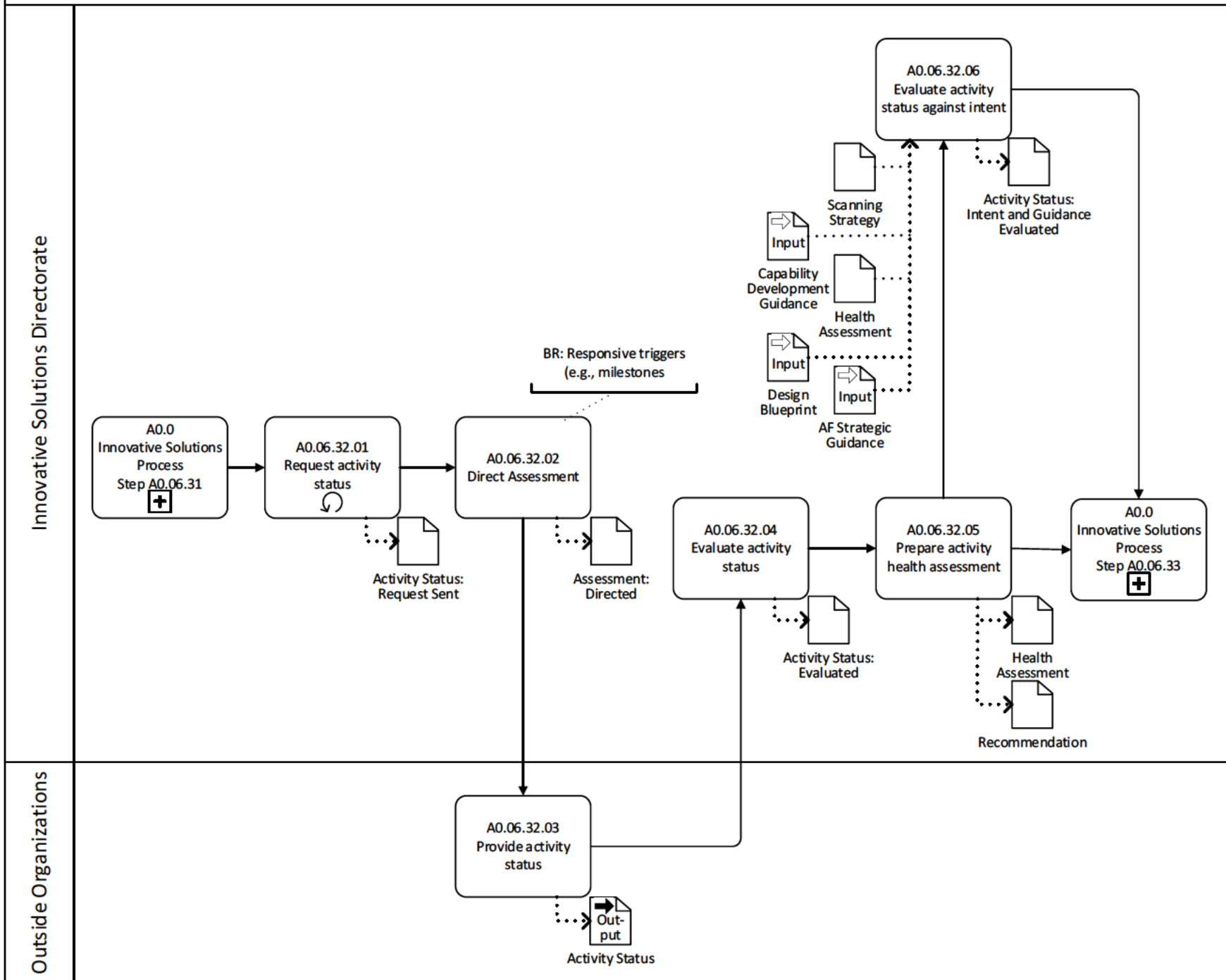
1511 i. Innovative Solutions Detailed Process Maps



1512



A0.06.32 Innovative Solutions Process: Lead, Monitor, and Assess Experimentation Effort



1515 *ii. Innovative Solutions RASCI*

| Activity Step | AF Council | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Design Integration Teams | SAF/AQ | AFwerX | AFRL | Government Labs | Academia | Industry | International/Joint Partners | Intel Community | Operational Commands | Think Tanks | SDPE | Acquisition Centers | USAFWC | L-CMD/L-Agent | |
|---------------|--|-------------------------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|--------------------------|--------|--------|------|-----------------|----------|----------|------------------------------|-----------------|----------------------|-------------|------|---------------------|--------|---------------|---|
| | A0.01 | Draft scanning strategy | I | S | S | S | R,A | S | S | S | S | S | S | | | | | | | | | | |
| A0.02 | Conduct review of scanning strategy | I | S | S | S | R,A | S | | I | | | | | | | | | | | | | | |
| A0.03 | Determine if additional detail is required | I | R | R | R | A | R | R | | | | | | | | | | | | | | | |
| A0.04 | Determine approval of scanning strategy | A, R | | | | S | | | | | | | | | | | | | | | | | |
| A0.05 | Publish scanning strategy | | I | I | I | R,A | | I | | | | | | | | | | | I | | | | |
| A0.06.01 | Review Opportunity | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.02 | Determine way forward for opportunity | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.03 | Determine if wide-net or targeted scan is required | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.04 | Conduct targeted scanning | | C | C | C | R,A | C | C | C | C | C | C | C | C | C | C | C | C | C | S, C | | | C |
| A0.06.05 | Conduct wide-net scanning | | C | S, C | C | R,A | C | C | C | C | C | C | C | C | C | C | C | C | C | S, C | | | C |
| A0.06.06 | Identify hunches | | C | C | S | R,A | C | C | | | | | | | | | | | C | | | | |
| A0.06.07 | Determine if hunch(es) move forward | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.08 | Archive | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.09 | Prepare for ideation | | I | I | I | R,A | I | C | | | | | | | | | | | | | | | |
| A0.06.10 | Conduct ideation | | | | | R,A | S | | | | | | | | | | | | | | | | |
| A0.06.11 | Publish ideation Report | I | I | I | I | R,A | I | I | | | | | | | | | | | I | | | | |
| A0.06.12 | Update idea portfolio | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.13 | Conduct review of idea database | | | | | R,A | | | | | | | | | | | | | | | | | |

USAF SPPBE Playbook

| | Activity Step | AF Council | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments/Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Design Integration Teams | SAF/AQ | AFwerX | AFRL | Government Labs | Academia | Industry | International/Joint Partners | Intel Community | Operational Commands | Think Tanks | SDPE | Acquisition Centers | USAFWC | L-CMD/L-Agent | |
|-----------|---|------------|----------|------------------------------|---|--------------------------------|----------------------------------|------------------------------------|--------------------------|--------|--------|------|-----------------|----------|----------|------------------------------|-----------------|----------------------|-------------|---------|---------------------|--------|---------------|--|
| A0.06.14 | Determine way forward for idea(s) (Innovative Solutions Director) | | | I | I | I | R,A | I | | | | | | | | | | | | | | | | |
| A0.06.15 | Archive Idea | | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.16 | Prepare value proposition | | | S | S | S | R,A | S | S | | C | | | | | | | | | C | C | C | | |
| A0.06.16a | Feasibility assessment | | | I | S | I | R,A | I | S | | | | | | | | | | | | | | | |
| A0.06.16b | Military impact assessment | | | | S | | R,A | S | | | | | | | | | | | | | | | | |
| A0.06.16c | Cost savings | | | | S | | R,A | S | | | | | | | | | | | | | | | | |
| A0.06.16d | Cost to implement | | | | S | | R,A | S | | | | | | | | | | | | | | | | |
| A0.06.16e | Cost of experiment | | | | S | | R,A | S | | | | | | | | | | | | C, S | | | | |
| A0.06.17 | Provide feedback (Futures & Concepts, Analysis & Assessments/Decision Analytics , Design Blueprint, Capability Development) | | | S | S | S | R,A | S | S | | | | | | | | | | | I | | | | |
| A0.06.18 | Conduct review of propositions | | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.19 | Determine way forward for proposition (Innovative Solutions Director) | | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.20 | Archive idea | | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.21 | Develop Experimentation Charter | | | | I | I | R,A | I | S | | | | | | | | | | | | I | | | |
| A0.06.22 | Identify Experimentation Team | | | | I | | R,A | S | | | | | | | | | | | | | I | | | |
| A0.06.23 | Prepare Experimentation Plan | | | | S | | R | S | | | | | | | | | | | | | A | | | |

USAF SPPBE Playbook

| | Activity Step | AF Council | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Design Integration Teams | SAF/AQ | AFwerX | AFRL | Government Labs | Academia | Industry | International/Joint Partners | Intel Community | Operational Commands | Think Tanks | SDPE | Acquisition Centers | USAFWC | L-CMD/L-Agent | |
|-------------|--|------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|--------------------------|--------|--------|------|-----------------|----------|----------|------------------------------|-----------------|----------------------|-------------|------|---------------------|--------|---------------|--|
| A0.06.24 | Review Experimentation Plan | | | | S | | R,A | | S | | | | | | | | | | | | I | | | |
| A0.06.25 | Determine if Experimentation Plan is valid and whether resources should be allocated | | | | S | | R,A | I | S | | | | | | | | | | | | | | | |
| A0.06.26 | Provide feedback | | | | I | | R,A | | I | | | | | | | | | | | | I | | | |
| A0.06.27 | Update Experimentation Plan | | | | I | | R,C | | I | | | | | | | | | | | | A | | | |
| A0.06.28 | Determine where resources should continue to be allocated | | | | S | | R,A | I | S | | | | | | | | | | | | I | | | |
| A0.06.29 | Archive Experimentation Plan | | | | | | R,A | | | | | | | | | | | | | | | | | |
| A0.06.30 | Direct Experimentation Team to execute Experimentation Plan | | | | I | | R,A | | I | | | | | | | | | | | | I | | | |
| A0.06.31 | Execute Experimentation Plan | | | | | | R,A | | | | | | | | | | | | | | S | | | |
| A0.06.32.01 | Request activity status | | | | | | R,A | | | | | | | | | | | | | | S | | | |
| A0.06.32.02 | Direct assessment | | | | C | | R,A | | | | | | | | | | | | | | S | | | |
| A0.06.32.03 | Provide activity status | | | | I | S | A | I | | | | | | | | | | | | | R | | | |
| A0.06.32.04 | Evaluate activity status | | | | C | | R,A | C | | | | | | | | | | | | | | | | |
| A0.06.32.05 | Prepare activity health assessment | | | | I | I | I | A | I | I | | | | | | | | | | | R | | | |
| A0.06.32.06 | Evaluate activity status against intent | | | | S | S | S | R,A | S | S | | | | | | | | | | | C | | | |
| A0.06.33 | Draft Experimentation Final Report | | | | | | R,A | | | | | | | | | | | | | | S | | | |

USAF SPPBE Playbook

| | Activity Step | AF Council | AFWC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Design Integration Teams | SAF/AQ | AFwerX | AFRL | Government Labs | Academia | Industry | International/Joint Partners | Intel Community | Operational Commands | Think Tanks | SDPE | Acquisition Centers | USAFWC | L-CMD/L-Agent |
|----------|---|------------|---------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|--------------------------|--------|--------|------|-----------------|----------|----------|------------------------------|-----------------|----------------------|-------------|------|---------------------|--------|---------------|
| A0.06.34 | Conduct review of Experimentation Final Report | | | I | I | I | R,A | I | I | | | | | | | | | | | | C | | |
| A0.06.35 | Determine approval of Experimentation Final Report | | | | | | R,A | | S | | | | | | | | | | | | | | |
| A0.06.36 | Provide feedback on Experimentation Final Report | | | | | | R,A | | S | | | | | | | | | | | | | | |
| A0.06.37 | Determine experimentation way forward (Innovative Solutions Director) | I | I | I | I | I | R,A | I | I | | | | | | | | | | | | | | |
| A0.06.38 | Archive | | | | | | R,A | | | | | | | | | | | | | | | | |
| A0.07 | Draft Innovative Solutions Annex to Capability Development Implementation Plan (CDIP) | | | | | | R,A | C | | | | | | | | | | | | | | | |
| A0.08 | Conduct review of Annex to CDIP (Capability Development) | | | I | I | I | R | A | | | | | | | | | | | | | | | |
| A0.09 | Determine if need additional information (Capability Development) | | | | | | R | A | | | | | | | | | | | | | | | |
| A0.10 | Provide feedback on Annex to CDIP (Capability Development) | | | | | | R | A | | | | | | | | | | | | | | | |
| A0.11 | Assess feedback and update Annex to CDIP | | | | | | R,A | I | | | | | | | | | | | | | | | |
| A0.12 | Conduct review of Annex to CDIP | | R,A | | | | S | I | | | | | | | | | | | | | | | |
| A0.13 | Determine if need additional information | | R,A | | | | S | I | | | | | | | | | | | | | | | |



USAF SPPBE Playbook

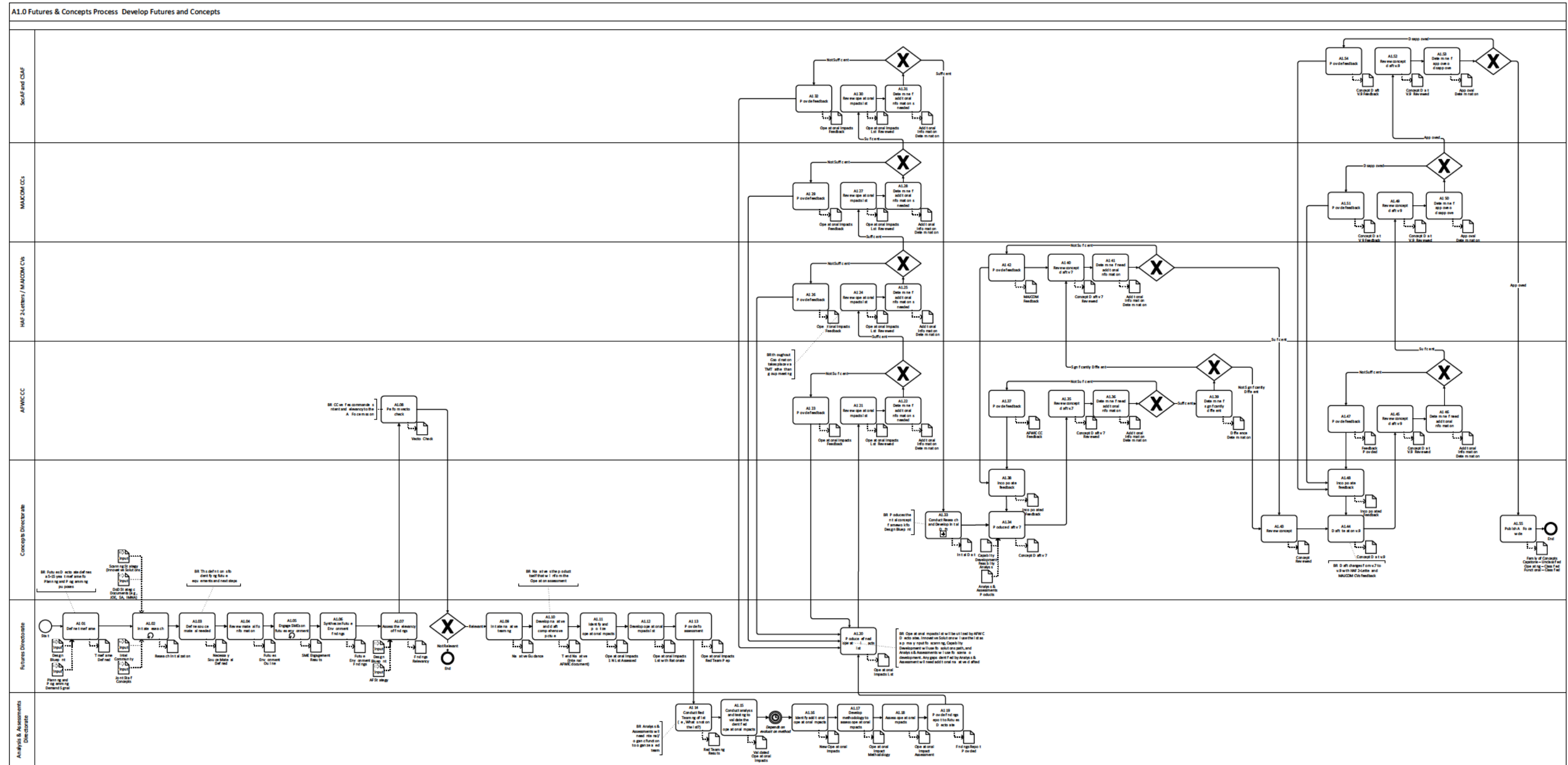
| | Activity Step | AF Council | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Design Integration Teams | SAF/AQ | AFwerX | AFRL | Government Labs | Academia | Industry | International/Joint Partners | Intel Community | Operational Commands | Think Tanks | SDPE | Acquisition Centers | USAFWC | L-CMD/L-Agent | |
|-------|--|------------|----------|------------------------------|--|--------------------------------|----------------------------------|------------------------------------|--------------------------|--------|--------|------|-----------------|----------|----------|------------------------------|-----------------|----------------------|-------------|------|---------------------|--------|---------------|--|
| A0.14 | Provide feedback on Annex to CDIP | | R, A | | | | S | I | | | | | | | | | | | | | | | | |
| A0.15 | Publish Innovative Solutions Annex to CDIP | | | | | | R,A | I | | | | | | | | | | | | | | | | |

1516

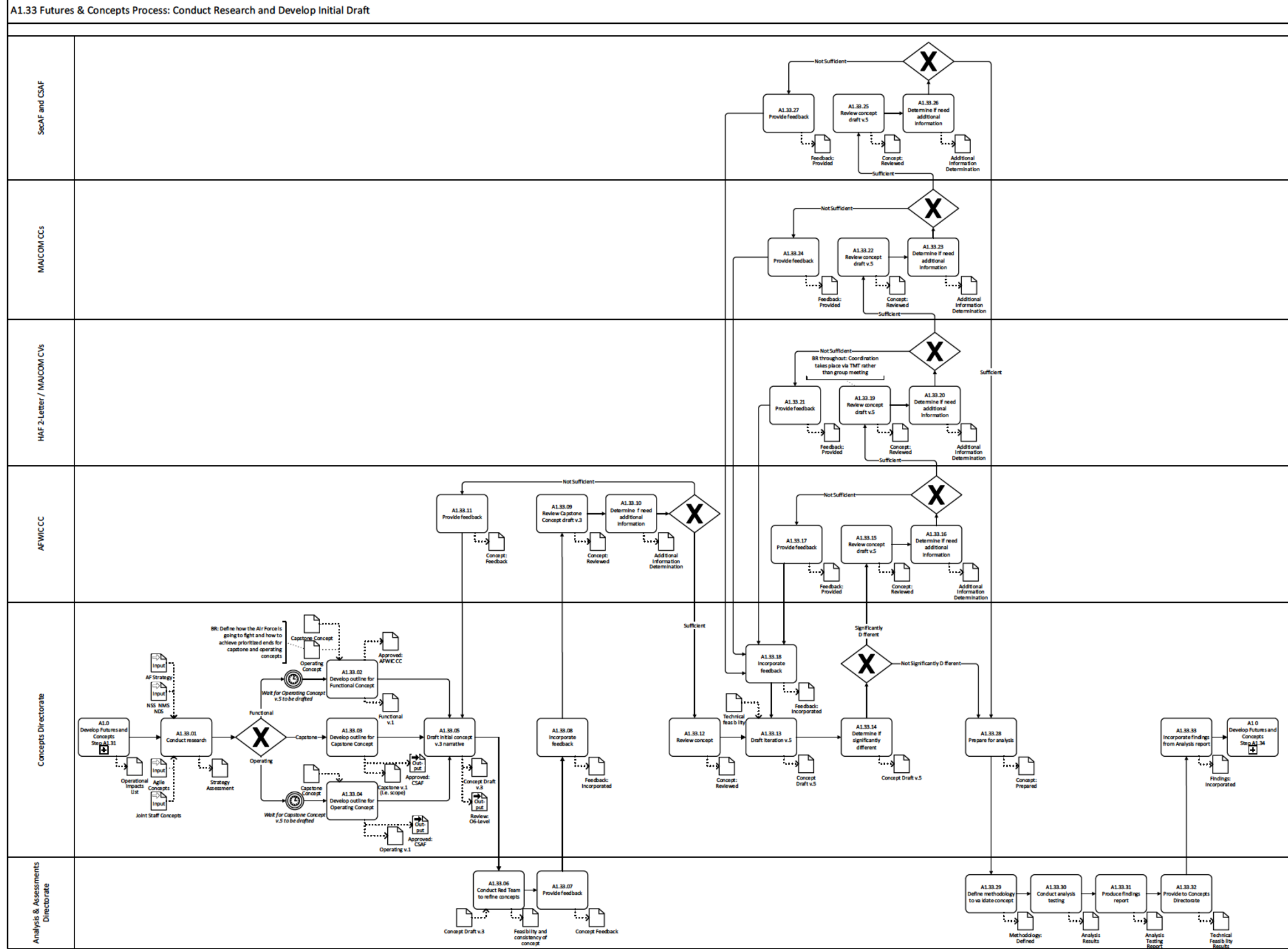


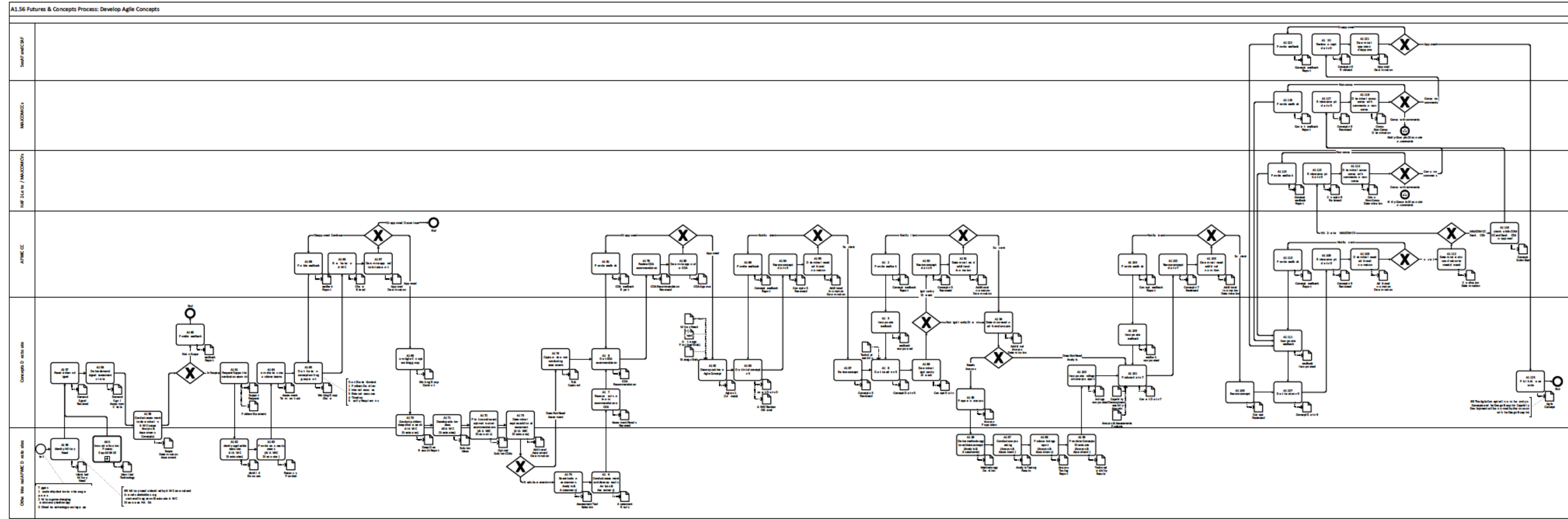
USAF SPPBE Playbook

1517 iii. Futures & Concepts Detailed Process Maps

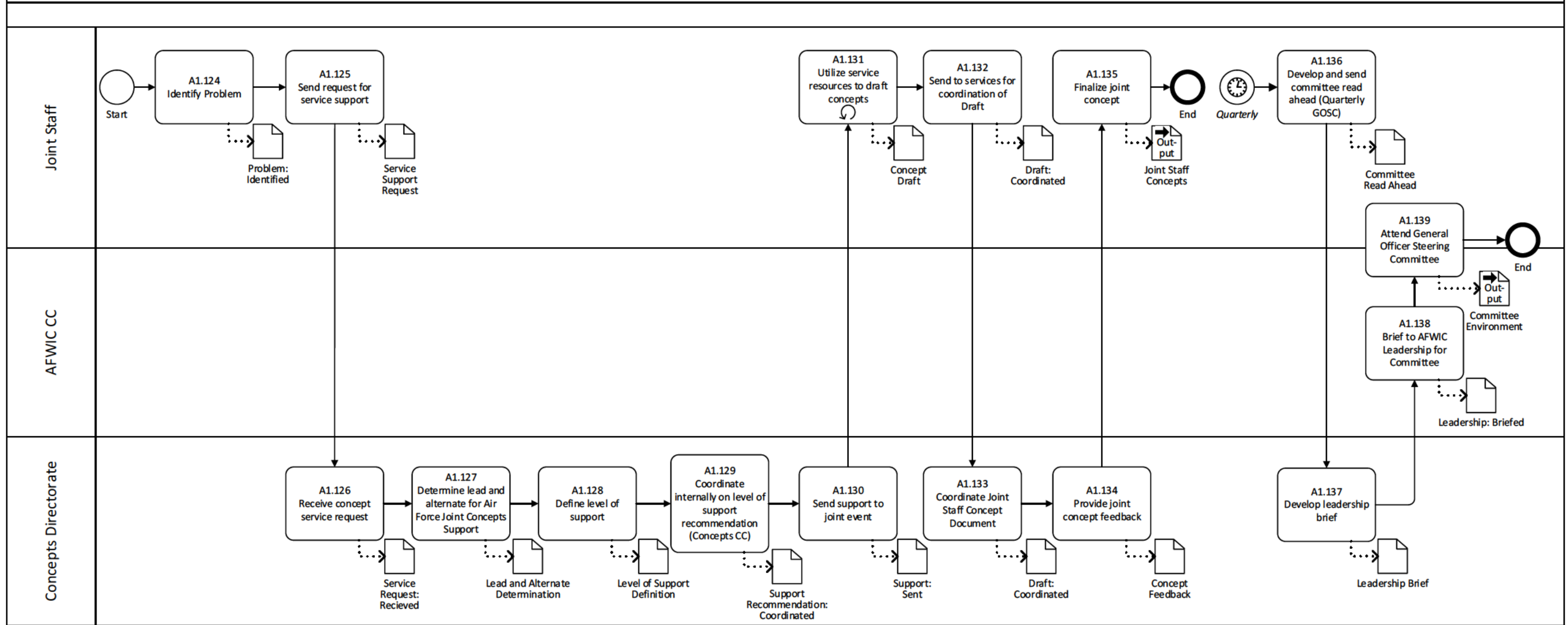


1518





A1.124 Futures & Concepts Process: Develop Joint Concepts



1522 iv. Futures & Concepts RASCI

| | Activity Step | SecAF and CSAF | MAJCOM CCs | HAF 2-Letter | MAJCOM CVs | AFWIC CC | Concepts | Futures | Analysis & Assessments Directorate | Design Blueprint Directorate | Innovative Solutions Directorate | Capability Development Directorate | Joint Staff | OSD | External SMEs | NGB | L-CMDs | HAF 2-Letter |
|-------|---|----------------|------------|--------------|------------|----------|----------|---------|------------------------------------|------------------------------|----------------------------------|------------------------------------|-------------|-----|---------------|-----|--------|--------------|
| A1.01 | Define timeframe | | | | | A | C | R | C | C | C | C | | | | | | |
| A1.02 | Initiate research | | | | | A | C | R | C | C | C | C | | | | | | |
| A1.03 | Define source material needed | | | | | I | C | R | C | C | C | C | | | | | | |
| A1.04 | Review material for information | | | | | I | C | R | C | C | C | C | | | | | | |
| A1.05 | Engage SMEs on Futures Environment | | | | | I | C | R | C | C | C | C | C | C | C | | S | S |
| A1.06 | Synthesize Futures Environment findings | | | | | A | C | R | C | C | C | C | | | | | | |
| A1.07 | Assess the relevancy of findings | | | | | A | C | R | C | C | C | C | | | | | | |
| A1.08 | Perform vector check | | | | | R | | | | | | | | | | | | |
| A1.09 | Initiate narrative teaming | | | | | A | C | R | C | C | C | C | S | S | | | | |
| A1.10 | Develop narrative and draft comprehensive picture | | | | | A | C | R | C | C | C | C | | | | | | |
| A1.11 | Identify and prioritize operational impacts | | | | | A | C | R | C | C | C | C | | | | | | |
| A1.12 | Develop operational impacts list | | | | | A | C | R | C | C | C | C | | | | | | |
| A1.13 | Provide for assessment | | | | | A | I | R | C | I | I | I | | | | | | |
| A1.14 | Conduct Red Teaming of list (i.e., what is not on the list?) | | | | | A | C | C | R | C | C | C | | | | | S | S |
| A1.15 | Conduct analysis and testing to validate the identified operational impacts | | | | | A | S | S | R | S | S | S | | | | | S | S |
| A1.16 | Identify additional operational impacts | | | | | A | S | S | R | S | S | S | | | | | S | S |
| A1.17 | Develop methodology to assess operational impacts | | | | | A | C | C | R | C | C | C | | | | | S | S |
| A1.18 | Assess operational impacts | | | | | A | I | I | R | I | I | I | | | | | | |
| A1.19 | Provide findings report to Futures Directorate | | | | | A | I | I | R | I | I | I | | | | | | |
| A1.20 | Produce refined operational impacts list | | | | | A | C | R | C | C | C | C | | | | | | |
| A1.21 | Review operational impacts list | | | | | R | C | C | C | C | C | C | | | | | | |
| A1.22 | Determine if additional information is needed | | | | | R | C | C | C | C | C | C | | | | | | |
| A1.23 | Provide feedback | | | | | R | C | C | C | C | C | C | | | | | | |
| A1.24 | Review operational impacts list | | | R | R | C | | C | | | | | | | | | R | R |
| A1.25 | Determine if additional information is needed | | | R | R | C | | C | | | | | | | | | R | R |
| A1.26 | Provide feedback | | | R | R | C | | C | | | | | | | | | R | R |
| A1.27 | Review operational impacts list | | R | C | C | C | | C | | | | | | | | | R | R |
| A1.28 | Determine if additional information is needed | | R | C | C | C | | C | | | | | | | | | R | R |
| A1.29 | Provide feedback | | R | C | C | C | | C | | | | | | | | | R | R |
| A1.30 | Review operational impacts list | R | S | | | C | | C | | | | | | | | | S | S |
| A1.31 | Determine if additional information is needed | R | S | | | C | | C | | | | | | | | | S | |
| A1.32 | Provide feedback | R | S | | | C | | C | | | | | | | | | S | |

USAF SPPBE Playbook

| | Activity Step | SecAF and CSAF | MAJCOM CCs | HAF 2-Letter | MAJCOM CVs | AFWIC CC | Concepts | Futures | Analysis & Assessments Decision Analytics Directorate | Design Blueprint Directorate | Innovative Solutions Directorate | Capability Development Directorate | Joint Staff | OSD | External SMEs | NGB | L-CMDs | HAF 2-Letter |
|----------|---|----------------|------------|--------------|------------|----------|----------|---------|---|------------------------------|----------------------------------|------------------------------------|-------------|-----|---------------|-----|--------|--------------|
| A1.33.01 | Conduct research | | | | | A | R | C | C | C | C | C | | | S | | S | S |
| A1.33.02 | Develop outline for Functional Concept (On-hold until Operating Concept v.5 is drafted) | | | | | A | R | C | C | C | C | C | | | S | | S | S |
| A1.33.03 | Develop outline for Capstone Concept | | | | | A | R | C | C | C | C | C | | | S | | S | S |
| A1.33.04 | Develop outline for Operating Concept (On-hold until Capstone Concept v.5 is drafted) | | | | | A | R | C | C | C | C | C | | | S | | S | S |
| A1.33.05 | Draft initial concept v.3 narrative | | | | | A | R | C | C | C | C | C | | | S | | S | S |
| A1.33.06 | Conduct Red Team to refine concepts | | | | | A | C | I | R | I | I | I | | | S | | | |
| A1.33.07 | Provide feedback | | | | | A | C | I | R | I | I | I | | | S | | | |
| A1.33.08 | Incorporate feedback | | | | | A | R | C | C | C | C | C | | | S | | | |
| A1.33.09 | Review capstone concept draft v.3 | | | | | R | S | C | C | C | C | C | | | S | | | |
| A1.33.10 | Determine if need additional information | | | | | R | S | C | C | C | C | C | | | S | | | |
| A1.33.11 | Provide feedback | | | | | R | S | C | C | C | C | C | | | S | | | |
| A1.33.12 | Review concept | | | | | A | R | C | C | C | C | C | | | | | | |
| A1.33.13 | Draft iteration v.5 | | | | | A | R | C | C | C | C | C | | | | | | |
| A1.33.14 | Determine if significantly different | | | | | A | R | C | C | C | C | C | | | | | | |
| A1.33.15 | Review concept draft v.5 | | | | | R | C | C | C | C | C | C | | | | | | |
| A1.33.16 | Determine if need additional information | | | | | R | C | C | C | C | C | C | | | | | | |
| A1.33.17 | Provide feedback | | | | | R | C | C | C | C | C | C | | | | | | |
| A1.33.18 | Incorporate feedback | | | | | A | R | C | C | C | C | C | | | | | | |
| A1.33.19 | Review concept draft v.5 | | | R | R | C | C | | | | | | | | | | R | R |
| A1.33.20 | Determine if need additional information | | | R | R | C | C | | | | | | | | | | R | R |
| A1.33.21 | Provide feedback | | | R | R | C | C | | | | | | | | | | R | R |
| A1.33.22 | Review concept draft v.5 | | R | C | C | C | S | | | | | | | | | | R | R |
| A1.33.23 | Determine if need additional information | | R | C | C | C | S | | | | | | | | | | R | R |
| A1.33.24 | Provide feedback | | R | C | C | C | S | | | | | | | | | | R | R |
| A1.33.25 | Review concept draft v.5 | R | S | S | S | C | S | | | | | | | | | | S | S |
| A1.33.26 | Determine if need additional information | R | S | S | S | C | S | | | | | | | | | | S | S |
| A1.33.27 | Provide feedback | R | S | S | S | C | S | | | | | | | | | | S | S |
| A1.33.28 | Prepare for analysis | | | | | A | R | S | C | S | S | S | | | | | | |
| A1.33.29 | Define methodology to validate concept | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.33.30 | Conduct analysis testing | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.33.31 | Produce findings report | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.33.32 | Provide to Concepts Directorate | | | | | A | C | | R | | | | | | | | | |
| A1.33.33 | Incorporate findings from Analysis report | | | | | A | R | S | C | S | S | S | | | C | | | |

USAF SPPBE Playbook

| | Activity Step | SecAF and CSAF | MAJCOM CCs | HAF 2-Letter | MAJCOM CVs | AFWIC CC | Concepts | Futures | Analysis & Assessments Decision Analytics Directorate | Design Blueprint Directorate | Innovative Solutions Directorate | Capability Development Directorate | Joint Staff | OSD | External SMEs | NGB | L-CMDs | HAF 2-Letter |
|-------|---|----------------|------------|--------------|------------|----------|----------|---------|---|------------------------------|----------------------------------|------------------------------------|-------------|-----|---------------|-----|--------|--------------|
| A1.34 | Produce draft v.7 | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.35 | Review concept draft v.7 | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.36 | Determine if need additional information | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.37 | Provide feedback | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.38 | Incorporate feedback | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.39 | Determine if significantly different | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.40 | Review concept draft v.7 | | | R | R | C | S | | | | | | | | | | R | R |
| A1.41 | Determine if need additional information | | | R | R | C | S | | | | | | | | | | R | R |
| A1.42 | Provide feedback | | | R | R | C | S | | | | | | | | | | R | R |
| A1.43 | Review concept | | | | | A | R | | | | | | | | | | | |
| A1.44 | Draft iteration v.9 | | | | | A | R | | | | | | | | | | | |
| A1.45 | Review concept draft v.9 | | | | | R | C | | | | | | | | | | | |
| A1.46 | Determine if need additional information | | | | | R | C | | | | | | | | | | | |
| A1.47 | Provide feedback | | | | | R | C | | | | | | | | | | | |
| A1.48 | Incorporate feedback | | | | | A | R | | | | | | | | | | | |
| A1.49 | Review concept draft v.9 | | R | | | | S | | | | | | | | | | | |
| A1.50 | Determine if approve or disapprove | | R | S | S | S | S | | | | | | | | | | R | R |
| A1.51 | Provide feedback | | R | S | S | S | S | | | | | | | | | | R | R |
| A1.52 | Review concept draft v.9 | R | | S | S | S | S | | | | | | | | | | R | R |
| A1.53 | Determine if approve or disapprove | R | S | S | | C | S | | | | | | | | | | S | S |
| A1.54 | Provide feedback | R | S | S | | C | S | | | | | | | | | | S | S |
| A1.55 | Publish Air Force Wide | I | I | I | I | A | R | I | I | I | I | I | | | I | I | I | I |
| A1.56 | Identify Military Need | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.57 | Receive demand signal | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.58 | Define demand signal assessment criteria | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.59 | Conduct assessment to determine if in AFWIC scope (Analysis & Assessments Decision Analytics , Concepts) | | | | | A | R | S | R | S | S | S | | | | | | |
| A1.60 | Provide feedback | | | | | A | R | I | I | | | | | | | | | |
| A1.61 | Request support to conduct assessment | | | | | A | R | I | I | I | I | I | | | | | | |
| A1.62 | Identify applicable resources (All AFWIC Directorates) | | | | | A | R | R | R | R | R | R | | | | | | |
| A1.63 | Provide resources to assess (All AFWIC Directorates) | | | | | A | R | R | R | R | R | R | | | | | | |
| A1.64 | Form charter cross functional teams | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.65 | Draft charter for concept working group effort | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.66 | Brief charter to AFWIC | | | | | A | R | S | S | S | S | S | | | | | | |

USAF SPPBE Playbook

| | Activity Step | SecAF and CSAF | MAJCOM CCs | HAF 2-Letter | MAJCOM CVs | AFWIC CC | Concepts | Futures | Analysis & Assessments Decision Analytics Directorate | Design Blueprint Directorate | Innovative Solutions Directorate | Capability Development Directorate | Joint Staff | OSD | External SMEs | NGB | L-CMDs | HAF 2-Letter |
|-------|--|----------------|------------|--------------|------------|----------|----------|---------|---|------------------------------|----------------------------------|------------------------------------|-------------|-----|---------------|-----|--------|--------------|
| A1.67 | Determine approval to initiate effort | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.68 | Provide feedback | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.69 | Form Agile Concept working group | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.70 | Conduct problem deep-dive research (All AFWIC Directorates) | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.71 | Develop solution ideas (All AFWIC Directorates) | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.72 | Prioritize and select optimal solution recommendations (All AFWIC Directorates) | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.73 | Determine if requires additional assessment (All AFWIC Directorates) | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.74 | Capture risk of not conducting assessment | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.75 | Select tools for assessments (Analysis & Assessments Decision Analytics) | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.76 | Conduct assessment and develop results (Analysis & Assessments Decision Analytics) | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.77 | Receive results to inform recommendation of COA | | | | | A | R | S | C | S | S | S | | | | | | |
| A1.78 | Draft COA recommendation | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.79 | Review COA recommendation | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.80 | Determine approval of COA | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.81 | Provide feedback | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.82 | Develop outline for Agile Concept | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.83 | Draft initial concept v.3 | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.84 | Review concept draft v.3 | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.85 | Determine if need additional information | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.86 | Provide feedback | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.87 | Review concept | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.88 | Draft iteration v.5 | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.89 | Determine if significantly different | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.90 | Review concept draft v.5 | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.91 | Determine if need additional information | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.92 | Provide feedback | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.93 | Incorporate feedback | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.94 | Determine need for additional analysis | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.95 | Prepare for analysis | | | | | A | R | S | S | S | S | S | | | | | | |

USAF SPPBE Playbook

| | Activity Step | SecAF and CSAF | MAJCOM CCs | HAF 2-Letter | MAJCOM CVs | AFWIC CC | Concepts | Futures | Analysis & Assessments Decision Analytics Directorate | Design Blueprint Directorate | Innovative Solutions Directorate | Capability Development Directorate | Joint Staff | OSD | External SMEs | NGB | L-CMDs | HAF 2-Letter |
|--------|--|----------------|------------|--------------|------------|----------|----------|---------|---|------------------------------|----------------------------------|------------------------------------|-------------|-----|---------------|-----|--------|--------------|
| A1.96 | Define methodology to validate concept (Analysis & Assessments Decision Analytics) | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.97 | Conduct analysis testing (Analysis & Assessments Decision Analytics) | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.98 | Produce findings report (Analysis & Assessments Decision Analytics) | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.99 | Provide to Concepts Directorate (Analysis & Assessments Decision Analytics) | | | | | A | C | S | R | S | S | S | | | | | | |
| A1.100 | Incorporate findings from analysis report | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.101 | Produce draft v.7 | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.102 | Review concept draft v.7 | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.103 | Determine if need additional information | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.104 | Provide feedback | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.105 | Incorporate feedback | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.106 | Review concept | | | | | A | R | S | S | S | S | S | | | | | R | R |
| A1.107 | Draft iteration v.9 | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.108 | Review concept draft v.9 | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.109 | Determine if need additional information | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.110 | Provide feedback | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.111 | Incorporate feedback | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.112 | Determine level of coordination to meet demand | | | | | R | C | S | S | S | S | S | | | | | | |
| A1.113 | Review concept draft v.9 | | | R | R | C | S | S | S | S | S | S | | | | | R | R |
| A1.114 | Determine if concur, concur with comments, or non-concur | | | R | R | C | S | S | S | S | S | S | | | | | R | R |
| A1.115 | Provide feedback | | | R | R | C | S | S | S | S | S | S | | | | | R | R |
| A1.116 | Submit to MAJCOM CC and SecAF/CSAF for approval | | | S | S | A | R | S | S | S | S | S | | | | | S | S |
| A1.117 | Review concept draft v.9 | | R | S | S | C | S | S | S | S | S | S | | | | | S | S |
| A1.118 | Determine if concur, concur with comments, or non-concur | | R | S | S | C | S | S | S | S | S | S | | | | | R | S |
| A1.119 | Provide feedback | | R | S | S | C | S | S | S | S | S | S | | | | | R | S |
| A1.120 | Review concept draft v.9 | R | S | S | | C | S | S | S | S | S | S | | | | | S | S |
| A1.121 | Determine if approve or disapprove | R | S | S | | C | S | S | S | S | S | S | | | | | S | S |
| A1.122 | Provide feedback | R | S | S | | C | S | S | S | S | S | S | | | | | S | S |
| A1.123 | Publish Air Force Wide | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.124 | Identify problem | | | | | | S | S | S | S | S | S | R | | | | | |
| A1.125 | Send request for service support | | | | | | S | | | | | | R | | | | | |
| A1.126 | Receive concept service request | | | | | A | R | | | | | | | | | | | |
| A1.127 | Determine lead and alternate for AF Joint Concepts Support | | | | | A | R | S | S | S | S | S | | | | | | |

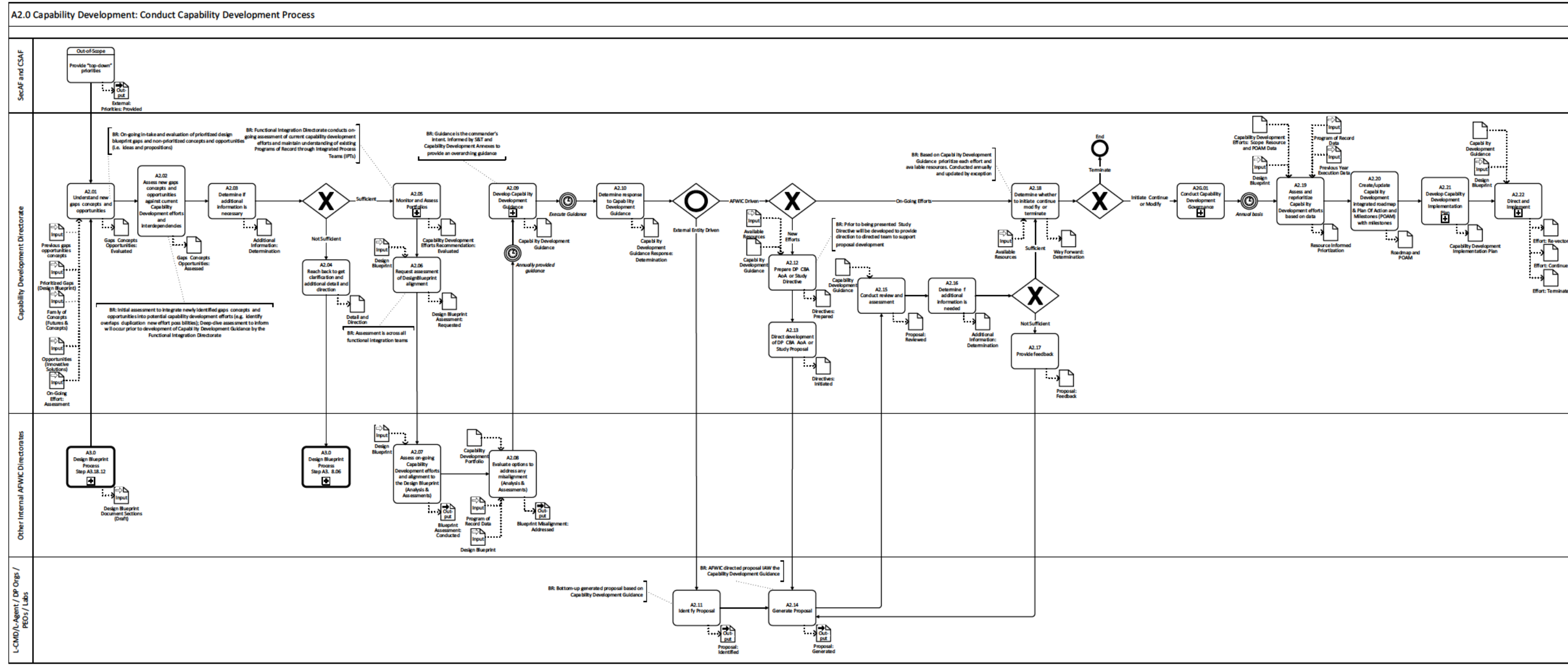
USAF SPPBE Playbook

| | Activity Step | SecAF and CSAF | MAJCOM CCs | HAF 2-Letter | MAJCOM CVs | AFWIC CC | Concepts | Futures | Analysis & Assessments Decision Analytics Directorate | Design Blueprint Directorate | Innovative Solutions Directorate | Capability Development Directorate | Joint Staff | OSD | External SMEs | NGB | L-CMDs | HAF 2-Letter |
|--------|--|----------------|------------|--------------|------------|----------|----------|---------|---|------------------------------|----------------------------------|------------------------------------|-------------|-----|---------------|-----|--------|--------------|
| A1.128 | Define level of support | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.129 | Coordinate internally on level of support recommendation (Concepts CC) | | | | | A | R | S | S | S | S | S | | | | | | |
| A1.130 | Send support to joint event | | | | | A | R | | | | | | | | | | | |
| A1.131 | Utilize service resources to draft concepts | | | | | | S | | | | | | R | | | | | |
| A1.132 | Send to services for coordination of Draft | | | | | | S | | | | | | R | | | | | |
| A1.133 | Coordinate Joint Staff Concept Document | | | | | | S | | | | | | R | | | | | |
| A1.134 | Provide joint concept feedback | | | | | A | R | | | | | | | | | | | |
| A1.135 | Finalize joint concept | | | | | | S | | | | | | R | | | | | |
| A1.136 | Develop and send committee read ahead (Quarterly GOSC) | | | | | | S | | | | | | R | | | | | |
| A1.137 | Develop leadership brief | | | | | A | R | | | | | | | | | | | |
| A1.138 | Brief to AFWIC Leadership for Committee | | | | | A | R | | | | | | | | | | | |
| A1.139 | Attend General Officer Steering Meeting | | | | | R | S | | | | | | | | | | | |

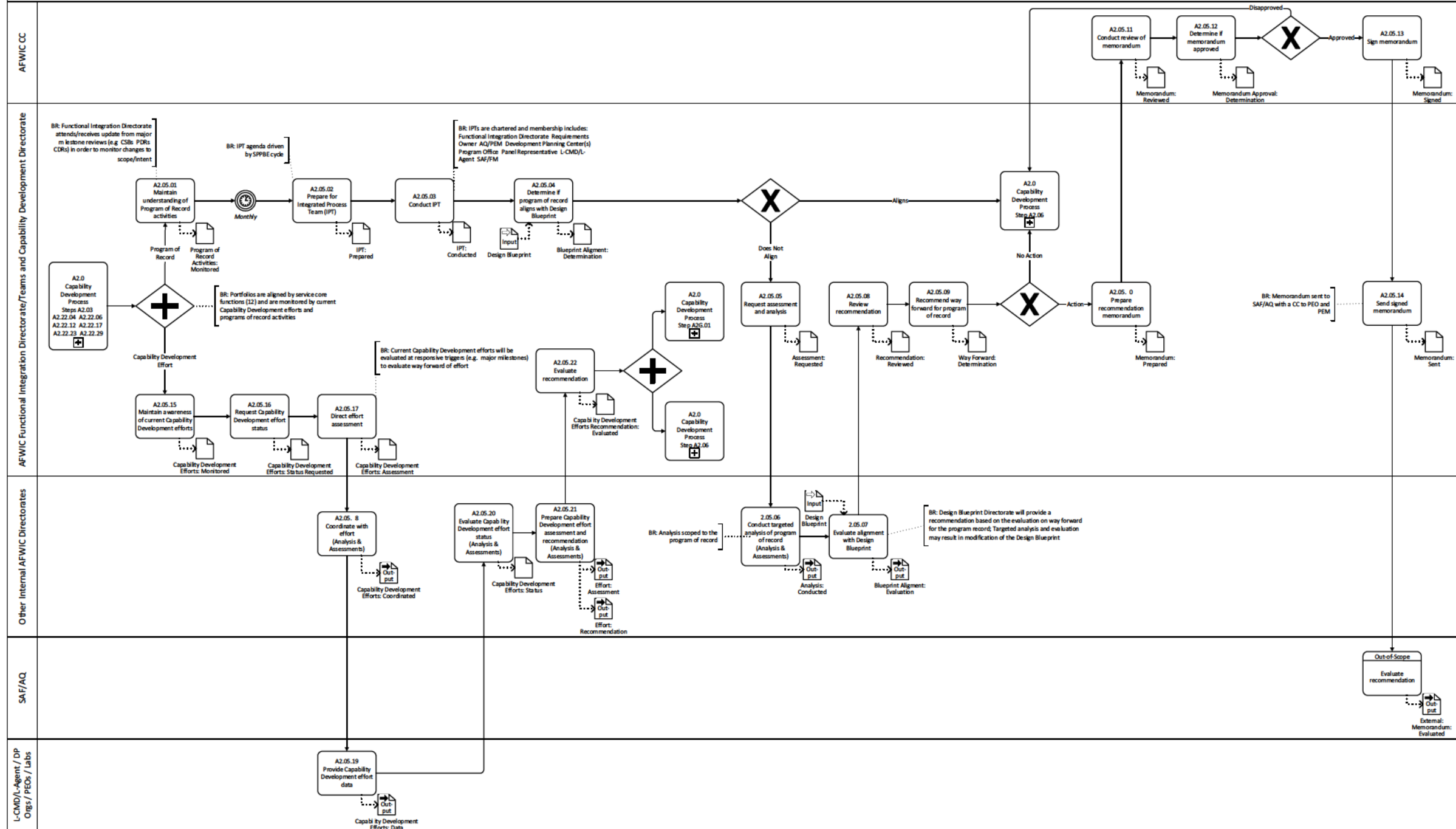
1523

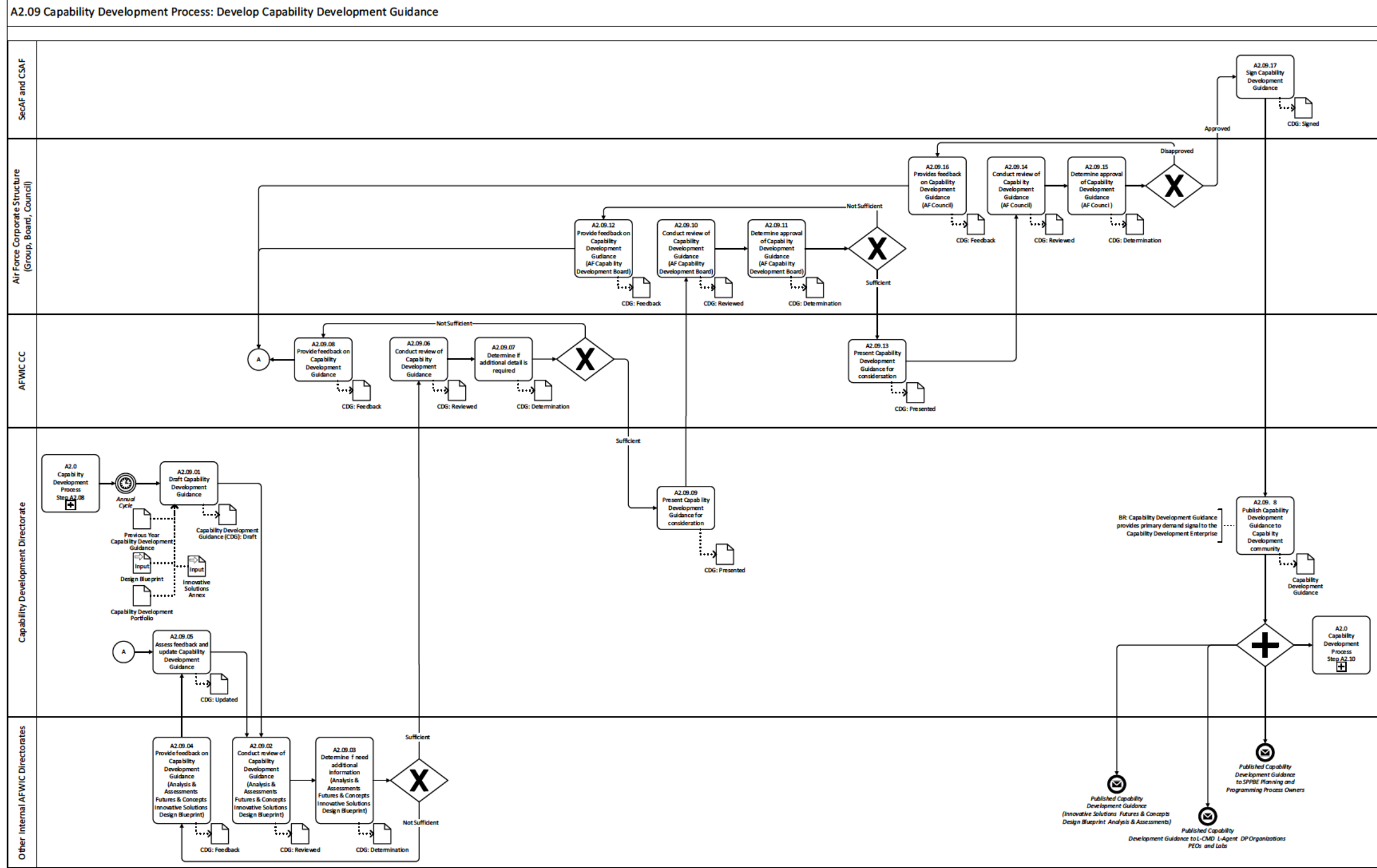


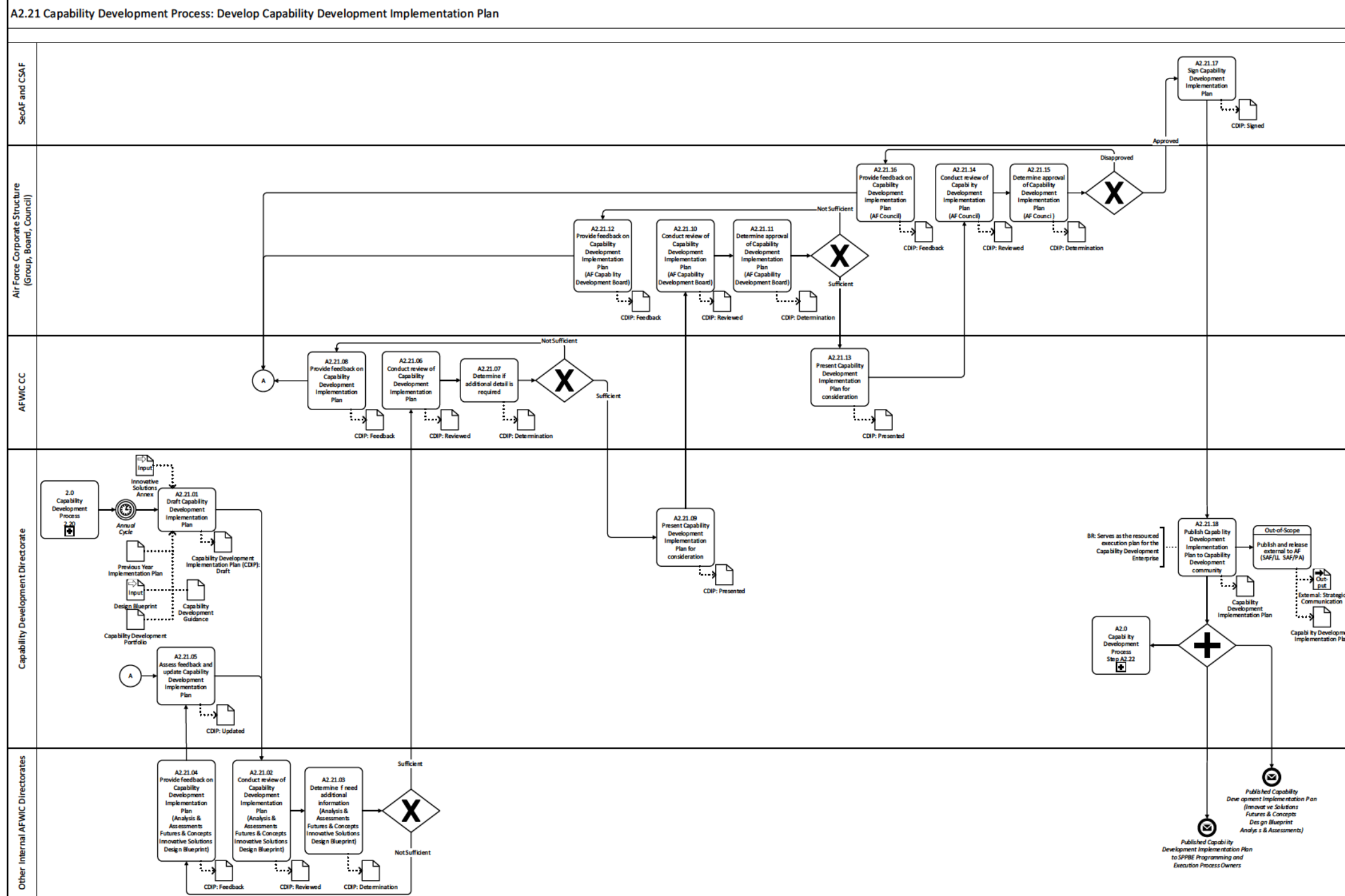
v. Capability Development Detailed Process Maps



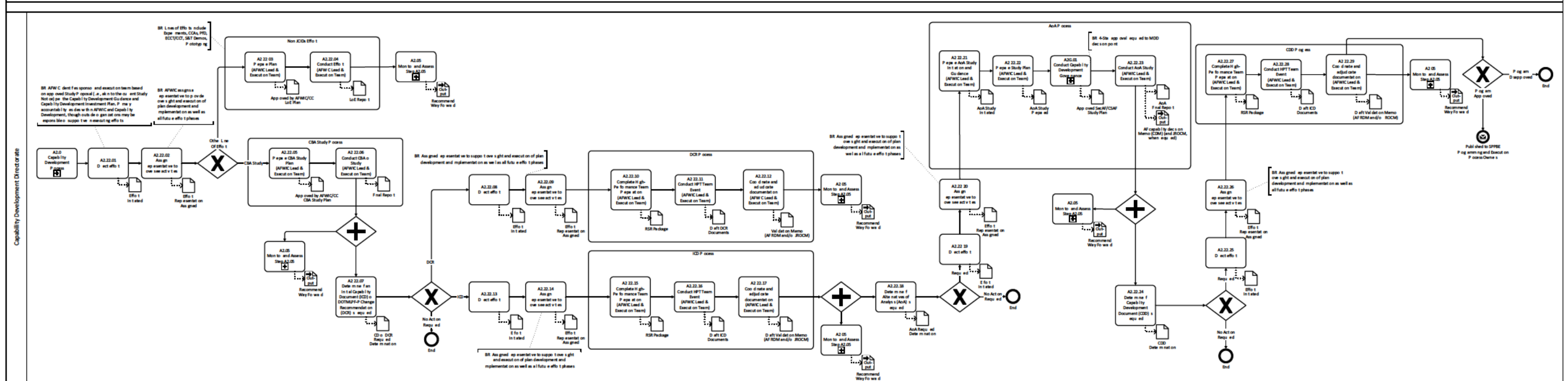
A2.05 Capability Development Process: Monitor and Assess Portfolios

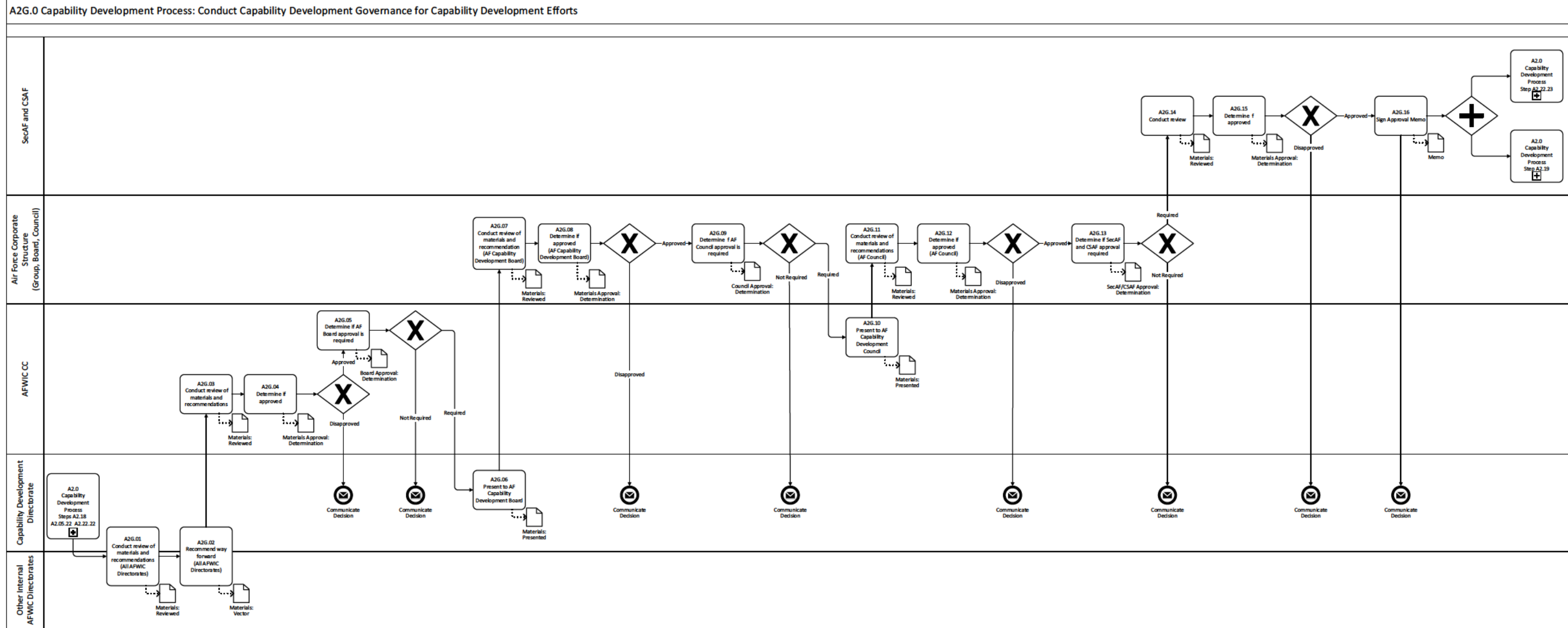






A2.22 Capability Development Process: Direct and Implement Capability Development Efforts





1530

1531

1532

1533

1534



USAF SPPBE Playbook

1535 vi. Capability Development RASCI

| Activity Step | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/ATM | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|---------------|----------------|------------|--------------------------|--------------------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| | A2.01 | | | | | | C | C | C | C | A, R | C | | | | | | | | | | | | | | | | | | | |
| A2.02 | | | | | I | I | S | I | S | A, R | S | | | | | | | C | | | C | | | | C | | | | | | |
| A2.03 | | | | | | | | | | A, R | | | | | | | | | | | | | | | | | | | | | |
| A2.04 | | | | | | S | S | S | S | A, R | S | | | | | | | | | | | | | | | | | | | | |
| A2.05.01 | | | | | | | | | | A, R | S | | | | | | | S | | | | | | | | | | | | C | |
| A2.05.02 | | | | | | C | C | C | C | A, R | S | | | | | C | | C | | | | | | | C | C | | | | C | |
| A2.05.03 | | | | | | C | C | C | C | A, R | S | S | | | | S | | S | | | S | | S | S | S | S | | | | S | S |
| A2.05.04 | | | | | | C | | | | A, R | S | | | | | | | S | | | | | | | | | | | | | |
| A2.05.05 | | | | | | C | C | C | C | A, R | S | | | | | | | | | | | | | | | | | | | | |
| A2.05.06 | | | | | | | | | | A, R | S | | | | | | | | C | | C | | C | C | C | | | | | C | C |
| A2.05.07 | | | | | | S | C | | | A, R | S | | | | | | | C | | | | | | | | | | | | C | |
| A2.05.08 | | | | | | | | | | A, R | S | | | | | | | | | | | | | | | | | | | | |



USAF SPPBE Playbook

| | Activity Step | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision Analytics | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|----------|---|----------------|------------|--------------------------|--------------------------|----------|------------------------------|---|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| A2.05.09 | Recommend way forward for program of record | | | | | | C | C | | | A, R | S | | | | | | | S | | | | | | | | | | | | | |
| A2.05.10 | Prepare recommendation memorandum | | | | | | | | | | A, R | S | | | | | | | | | | | | | | | | | | | | |
| A2.05.11 | Conduct review of memorandum | | | | | A, S | | | | | R | C | | | | | | | | | | | | | | | | | | | | |
| A2.05.12 | Determine if memorandum approved | | | | | A, S | | | | | R | | | | | | | | | | | | | | | | | | | | | |
| A2.05.13 | Sign memorandum | | | | | A, S | | | | | R | | | | | | | | | | | | | | | | | | | | | |
| A2.05.14 | Send signed memorandum | | | | | I | | | | | A, R | S | | | | | | | I | | | I | | I | I | I | | | | I | I | |
| A2.05.15 | Maintain awareness of current Capability Development efforts | | | | | | C | C | | | A, R | S | | | | | | | | | | C | | C | C | C | | | | C | C | |
| A2.05.16 | Request Capability Development effort status | | | | | | | | | | A, R | S | | | | | S | | | | | C | | C | C | C | | | | C | C | |
| A2.05.17 | Direct effort assessment | | | | | | C | C | | | A, R | S | | | | | C | | | | | C | | C | C | C | | | | C | C | |
| A2.05.18 | Coordinate with effort (Analysis & Assessments Decision Analytics) | | | | | | | S | | | A, R | S | | | | | C | | | | | C | | C | C | C | | | | C | C | |
| A2.05.19 | Provide Capability Development effort data | | | | | | | | C | | A, R | S | I | | | | | | | | | S | | S | S | S | | | | S | S | |
| A2.05.20 | Evaluate Capability Development effort status (Analysis & Assessments Decision Analytics) | | | | | | | R | | C | A, S | S | | | | | | | | | | C | | C | C | C | | | | C | C | |
| A2.05.21 | Prepare Capability Development effort assessment and recommendation (Analysis & Assessments Decision Analytics) | | | | | | S | R | C | C | A, S | S | | | | | | | | | | C | | C | C | C | | | | C | C | |
| A2.05.22 | Evaluate recommendation | | | | | I | C | C | C | C | A, R | S | | | | | | | | | | I | | I | I | I | | | | I | I | |
| A2.06 | Request assessment of Design Blueprint alignment | | | | | | | | | | A, R | | | | | | | | | | | | | | | | | | | | | |



USAF SPPBE Playbook

| | Activity Step | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision Analytics | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|----------|---|----------------|------------|--------------------------|--------------------------|----------|------------------------------|---|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| A2.07 | Assess on-going Capability Development efforts and alignment to the Design Blueprint (Analysis & Assessments Decision Analytics) | | | | | | R | | | | A, S | C | | | | | | | | | | | | | | | | | | | | |
| A2.08 | Evaluate options to address misalignment (Analysis & Assessments Decision Analytics) | | | | | | | R | S | S | A, S | C | | | | | | | | | | | | | | | | | | | | |
| A2.09.01 | Draft Capability Development Guidance | | | | | | C | C | C | C | A, R | S | | | | | | | C | | | C | C | C | | | | | | C | C | |
| A2.09.02 | Conduct review of Capability Development Guidance (Analysis & Assessments Decision Analytics , Futures & Concepts, Innovative Solutions, Design Blueprint) | | | | | | S | S | S | S | A, R | S | | | | | | | C | | | C | C | C | | | | | | C | C | |
| A2.09.03 | Determine if need additional information (Analysis & Assessments Decision Analytics , Futures & Concepts, Innovative Solutions, Design Blueprint) | | | | | | C | C | C | C | A, R | S | | | | | | | | | | | | | | | | | | | | |
| A2.09.04 | Provide feedback on Capability Development Guidance (Analysis & Assessments Decision Analytics , Futures & Concepts, Innovative Solutions, Design Blueprint) | | | | | | C | S | S | S | A, R | S | | | | | | | | | | | | | | | | | | | | |
| A2.09.05 | Assess feedback and update Capability | | | | | | C | C | C | C | A, R | S | | | | | | | | | | | | | | | | | | | | |



USAF SPPBE Playbook

| Activity Step | | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|---------------|---|----------------|------------|--------------------------|--------------------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| | Development Guidance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A2.09.06 | Conduct review of Capability Development Guidance | | | | | A | C | C | C | C | R | S | | | | | | | C | | | C | | C | C | C | | | | | C | C |
| A2.09.07 | Determine if additional detail is required | | | | | A | C | C | C | C | R | S | | | | | | | | | | | | | | | | | | | | |
| A2.09.08 | Provide feedback on Capability Development Guidance | | | | | A | C | C | C | C | R | S | | | | | | | | | | | | | | | | | | | | |
| A2.09.09 | Present Capability Development Guidance for consideration | | | I | | A | | | | | R | S | | | | | | | | | | | | | | | | | | | | |
| A2.09.10 | Conduct review of Capability Development Guidance (AF Capability Development Board) | | | A | | S | C | C | C | C | R | S | | | | | | | I | | | I | | I | I | I | | | | | I | I |
| A2.09.11 | Determine approval of Capability Development Guidance (AF Capability Development Board) | | | A | | S | C | C | C | C | R | S | | | | | | | I | | | I | | I | I | I | | | | | I | I |
| A2.09.12 | Provide feedback on Capability Development Guidance (AF Capability Development Board) | | | A | | S | I | I | I | I | R | I | | | | | | | | | | | | | | | | | | | | |
| A2.09.13 | Present Capability Development Guidance for consideration | | | I | | A | | | | | R | | | | | | | | | | | | | | | | | | | | | |
| A2.09.14 | Conduct review of Capability Development Guidance (AF Council) | | | A | C | | C | C | C | C | R | C | | | | | | | I | | | I | | I | I | I | | | | | I | I |
| A2.09.15 | Determine approval of Capability Development | | | A | C | | C | C | C | C | R | C | | | | | | | | | | | | | | | | | | | | |



USAF SPPBE Playbook

| Activity Step | | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|---------------|---|----------------|------------|--------------------------|--------------------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| | Guidance (AF Council) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A2.09.16 | Provide feedback on Capability Development Guidance (AF Council) | | A | I | | I | I | I | I | R | I | | | | | | | | | | | | | | | | | | | | | |
| A2.09.17 | Sign Capability Development Guidance | A | I | I | | I | I | I | I | R | I | | | | | | | I | | | | I | | I | I | | | | | I | I | |
| A2.09.18 | Publish Capability Development Guidance to Capability Development community | | | | | | I | I | I | I | A, R | S | I | | I | | | | I | | | I | I | I | I | I | | | | I | I | |
| A2.10 | Determine response to Capability Development Guidance | | | | | | I | I | I | I | A, R | S | | | | | | C | | | | R | | R | | R | | | | R | R | |
| A2.11 | Identify Proposal | | | | | | | | | | A, R | | | | | | | | | | | | | | | | | | | | | |
| A2.12 | Prepare DP, CBA, AoA, or Study Directive | | | | | | | | | | A, R | S | | | | | | | | | | | | | | | | | | | | |
| A2.13 | Direct development of DP, CBA, AoA, or Study Proposal | | | | | | I | I | I | I | A, R | I | | | | | | | | | | I | | I | I | I | | | | I | I | |
| A2.14 | Generate Proposal | | | | | | C | C | C | C | S | S | | | | | | | | | | A, R | | A, R | | A, R | | | | A, R | A, R | |
| A2.15 | Conduct review and assessment | | | | | | C | S | C | C | A, R | S | | | | | | | | | | C | | C | | C | I | | | C | C | |
| A2.16 | Determine if additional information is needed | | | | | | | | | | A, R | | | | | | | | | | | | | | | | | | | | | |
| A2.17 | Provide feedback | | | | | | | | | | A, R | | | | | | | | | | | I | | I | | I | | | | I | I | |
| A2.18 | Determine whether to initiate, continue, modify, or terminate | | | | | | | | | | A, R | S | | | | | | | | | | | | | | | | | C | | | |
| A2.19 | Assess and reprioritize Capability Development efforts based on data | | | | | | C | S | C | C | A, R | S | | C | | C | | C | | | | C | | C | | C | | | | | | |



USAF SPPBE Playbook

| Activity Step | | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter | |
|---------------|--|----------------|------------|--------------------------|--------------------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|--|
| A2.20 | Create/update Capability Development integrated roadmap & Plan of Action and Milestones (POAM) with milestones | | | | | | C | C | C | C | A, R | S | | | C | | | | | | | C | | C | C | | | | | | C | C | |
| A2.21.01 | Draft Capability Development Implementation Plan | | | | | | C | C | C | C | A, R | S | | | | | C | | | | | C | | C | C | | | | | | C | C | |
| A2.21.02 | Conduct review of Capability Development Implementation Plan (Analysis & Assessments Decision Analytics , Futures & Concepts, Innovative Solutions, Design Blueprint) | | | | | | S | S | S | S | A, R | S | | | | | | | | | | C | | C | C | | | | | | C | C | |
| A2.21.03 | Determine if need additional information (Analysis & Assessments Decision Analytics , Futures & Concepts, Innovative Solutions, Design Blueprint) | | | | | | C | C | C | C | A, R | S | | | | | | | | | | | | | | | | | | | | | |
| A2.21.04 | Provide feedback on Capability Development Implementation Plan (Analysis & Assessments Decision Analytics , Futures & Concepts, Innovative Solutions, Design Blueprint) | | | | | | C | S | S | S | A, R | S | | | | | | | | | | | | | | | | | | | | | |
| A2.21.05 | Assess feedback and update Capability Development Implementation Plan | | | | | | C | C | C | C | A, R | S | | | | | | | | | | | | | | | | | | | | | |
| A2.21.06 | Conduct review of Capability Development Implementation Plan | | | | | A | C | C | C | C | R | S | | | | | | | | | | | | | | | | | | | | | |



USAF SPPBE Playbook

| Activity Step | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|---------------|----------------|------------|--------------------------|--------------------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| | A2.21.07 | | | | | A | C | C | C | C | R | S | | | | | | | | | | | | | | | | | | | |
| A2.21.08 | | | | | A | C | C | C | C | R | S | | | | | | | | | | | | | | | | | | | | |
| A2.21.09 | | | I | | A | | | | | R | S | | | | | | | | | | | | | | | | | | | | |
| A2.21.10 | | | A | | S | C | C | C | C | R | S | | | | | | | I | | | I | | I | I | I | | | | | I | I |
| A2.21.11 | | | A | | S | C | C | C | C | R | S | | | | | | | I | | | I | | I | I | I | | | | | I | I |
| A2.21.12 | | | A | | S | I | I | I | I | R | I | | | | | | | | | | | | | | | | | | | | |
| A2.21.13 | | | I | | A | | | | | R | | | | | | | | | | | | | | | | | | | | | |
| A2.21.14 | | | A | C | | C | C | C | C | R | C | | | | | | | I | | | I | | I | I | I | | | | | I | I |
| A2.21.15 | | | A | C | | C | C | C | C | R | C | | | | | | | | | | | | | | | | | | | | |
| A2.21.16 | | | A | I | | I | I | I | I | R | I | | | | | | | | | | | | | | | | | | | | |



USAF SPPBE Playbook

| Activity Step | | SecAF and CSAF AF Council AFCS Process Owner Board AFCS Process Owner Group AFWIC CC Design Blueprint Directorate Analysis & Assessments Directorate Futures & Concepts Directorate Innovative Solutions Directorate Capability Development Directorate Functional Integration Leads AF/A5R (JCIDS) SPPBE AF/A5S SPPBE AF/A8P SPPBE AF/A8XP SPPBE SAF/FM AF/A5/8 SAF/AQ AF/A1M AF/A9 Experimentation Organization SAF/LL AFRL Other Labs Development Planning Resource Allocation Panels OSD CAPE Joint Staff Resource Owner L-CMDs/L-Agents HAF 2 Letter | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---|--|---|---|---|---|---|---|---|---|---|---|---|--|---|---|---|---|
| | | A | I | I | I | I | I | I | I | I | R | I | I | I | I | I | I | I | I | I | I | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A2.21.17 | Sign Capability Development Implementation Plan | A | I | I | | I | I | I | I | I | R | I | | | | | | | I | | I | I | I | | | | | | | | | | | | | | | I | I | | | | | | | | | | | | | | | | | |
| A2.21.18 | Publish Capability Implementation Plan to Capability Development community | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | I | I | | | | | | | | | | | | | | |
| A2.22.01 | Direct Effort | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | I | I | | | | | | | | | | | | | |
| A2.22.02 | Assign representative to oversee activities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | I | I | | | | | | | | | | | | |
| A2.22.03 | Prepare plan (AFWIC Lead & Execution Team) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | S | S | | | | | | | | | | |
| A2.22.03A | Approval of LoE: Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | C | C | | | | | | | | |
| A2.22.04 | Conduct Effort (AFWIC Lead & Execution Team) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | R | R | | | | | | | | |
| A2.22.05 | Prepare CBA Study Plan (AFWIC Lead & Execution Team) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | S | S | | | | | | | |
| A2.22.05A | Approval of CBA/Study: Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | C | C | | | | | | |
| A2.22.06 | Conduct CBA or Study (AFWIC Lead & Execution Team) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | R | R | | | | | |
| A2.22.06A | Approval of CBA/Study Way Ahead: Final Report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | C | C | | |
| A2.22.07 | Determine if an initial Capability Document (ICD) or DOTMLPF-P Change Recommendation (DCR) is required | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | I | I | | |
| A2.22.08 | Direct effort | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | I | I | | |
| A2.22.09 | Assign representative to oversee activities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | I | I | |
| A2.22.10 | Complete High-Performance Team Preparation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | S | S |



USAF SPPBE Playbook

| | Activity Step | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Directorate | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|-----------|--|----------------|------------|--------------------------|--------------------------|----------|------------------------------|------------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| | (AFWIC Lead & Execution Team) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A2.22.10A | Approval of RSR package | | | | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.11 | Conduct HPT Team Event (AFWIC Lead & Execution Team) | | | | | | | S | | C | A, R | S | | | | | | | | | | R | | R | R | R | | | | | R | R |
| A2.22.11A | Approval of draft DCR documents | | | | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.12 | Coordinate and adjudicate documentation (AFWIC Lead & Execution Team) | | | | | | C | C | C | C | A, R | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.12A | Approval of validation memo | | | | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.13 | Direct effort | | | | | I | C | C | C | C | A, R | S | | | | | | | | | | I | | I | I | I | | | | | I | I |
| A2.22.14 | Assign representative to oversee activities | | | | | I | C | C | C | C | A, R | S | | | | | | | | | | I | | I | I | I | | | | | I | I |
| A2.22.15 | Complete High-Performance Team Preparation (AFWIC Lead & Execution Team) | | | | | | | S | | C | A, R | S | | | | | | | | | | S | | S | S | S | | | | | S | S |
| A2.22.15A | Approval of RSR package | | | | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.16 | Conduct HPT Team Event (AFWIC Lead & Execution Team) | | | | | | | S | | C | A, R | S | | | | | | | | | | R | | R | R | R | | | | | R | R |
| A2.22.16A | Approval of draft ICD documents | | | | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.17 | Coordinate and adjudicate documentation (AFWIC Lead & Execution Team) | | | | | | C | C | C | C | A, R | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.17A | Approval of validation memo | | | | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.18 | Determine if Alternatives of Analysis (AoA) is required | | A | | | | C | C | C | C | R | S | | | | | | | | | | I | | I | I | I | | | | | I | I |
| A2.22.19 | Direct effort | | | | | I | C | C | C | C | A, R | S | | | | | | | | | | I | | I | I | I | | | | | I | I |



USAF SPPBE Playbook

| Activity Step | | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Directorate | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|---------------|--|----------------|------------|--------------------------|--------------------------|----------|------------------------------|------------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A2.22.20 | Assign representative to oversee activities | | | | | I | C | C | C | C | A, R | S | | | | | | | | | | I | | I | I | I | | | | | I | I |
| A2.22.21 | Prepare AoA Study Initiation and Guidance (AFWIC Lead & Execution Team) | | | | | I | C | C | C | C | A, R | S | I | | | | | | I | | C | C | | C | C | C | | S | | | C | C |
| A2.22.22 | Prepare Study Plan (AFWIC Lead & Execution Team) | | | | | | | S | | C | A, R | S | | | | | | | | | | S | | S | S | S | | | | | S | S |
| A2.22.23 | Conduct AoA Study (AFWIC Lead & Execution Team) | | | | | | | R | | C | A, R | S | | | | | | | | | | R | | R | R | R | | | | | R | R |
| A2.22.23A | Approval of AoA: Final Report | | | C | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.24 | Determine if Capability Development Doc (CDD) is required | | | | | | C | C | C | C | A, R | S | | | | | | | | | | I | | I | I | I | | | | | I | I |
| A2.22.25 | Direct effort | | | | | I | C | C | C | C | A, R | S | | | | | | | | | | I | | I | I | I | | | | | I | I |
| A2.22.26 | Assign representative to oversee activities | | | | | I | C | C | C | C | A, R | S | | | | | | | | | | I | | I | I | I | | | | | I | I |
| A2.22.27 | Complete High-Performance Team Preparation (AFWIC Lead & Execution Team) | | | | | | | S | | C | A, R | S | | | | | | | | | | S | | S | S | S | | | | | S | S |
| A2.22.27A | Approval of RSR package | | | | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.28 | Conduct HPT Team Event (AFWIC Rep & Execution Team) | | | | | | | S | | C | A, R | S | | | | | | | | | | R | | R | R | R | | | | | R | R |
| A2.22.28A | Approval of draft CDD | | | | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.29 | Coordinate and adjudicate documentation (AFWIC Lead & Execution Team) | | | | | | C | C | C | C | A, R | S | | | | | | | | | | C | | C | C | C | | | | | C | C |
| A2.22.29A | Approval of validation memo | | | | | A, R | C | C | C | C | S | S | | | | | | | | | | C | | C | C | C | | | | | C | C |



USAF SPPBE Playbook

| Activity Step | | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|---------------|--|----------------|------------|--------------------------|--------------------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| A2G.01 | Conduct review of materials and recommendations (All AFWIC Directorates) | | | | | S | S | S | S | A, R | | | | | | | | | C | | | | | | | | | | | | | |
| A2G.02 | Recommend way forward (All AFWIC Directorates) | | | | | S | S | S | S | A, R | | | | | | | | | | | | | | | | | | | | | | |
| A2G.03 | Conduct review of materials and recommendations | | | | A | C | C | C | C | R | C | | | | | | | | | C | | | | | | | | | | | | |
| A2G.04 | Determine if approved | | | | A | | | | | R | | | | | | | | | | | | | | | | | | | | | | |
| A2G.05 | Determine if AF Capability Development Board approval is required | | | | A | | | | | R | | | | | | | | | | | | | | | | | | | | | | |
| A2G.06 | Present to AF Capability Development Board | | I | | I | | | | | A, R | S | | | | | | | | | | | | | | | | | | | | | |
| A2G.07 | Conduct review or materials and recommendation (AF Capability Development Board) | | A | | S | | | | | R | C | | | | | | | | | | | | | | | | | | | | | |
| A2G.08 | Determine if approved (AF Capability Development Board) | | A | | S | | | | | R | | | | | | | | | | | | | | | | | | | | | | |
| A2G.09 | Determine if AF Council approval is required | | A | | S | | | | | R | | | | | | | | | | | | | | | | | | | | | | |
| A2G.10 | Present to AF Capability Development Board | | | | A | | | | | R | S | | | | | | | | | | | | | | | | | | | | | |
| A2G.11 | Conduct review of materials and recommendations (AF Council) | A | | | C | | | | | R | C | | | | | | | | | C | | | | | | | | | | | | |



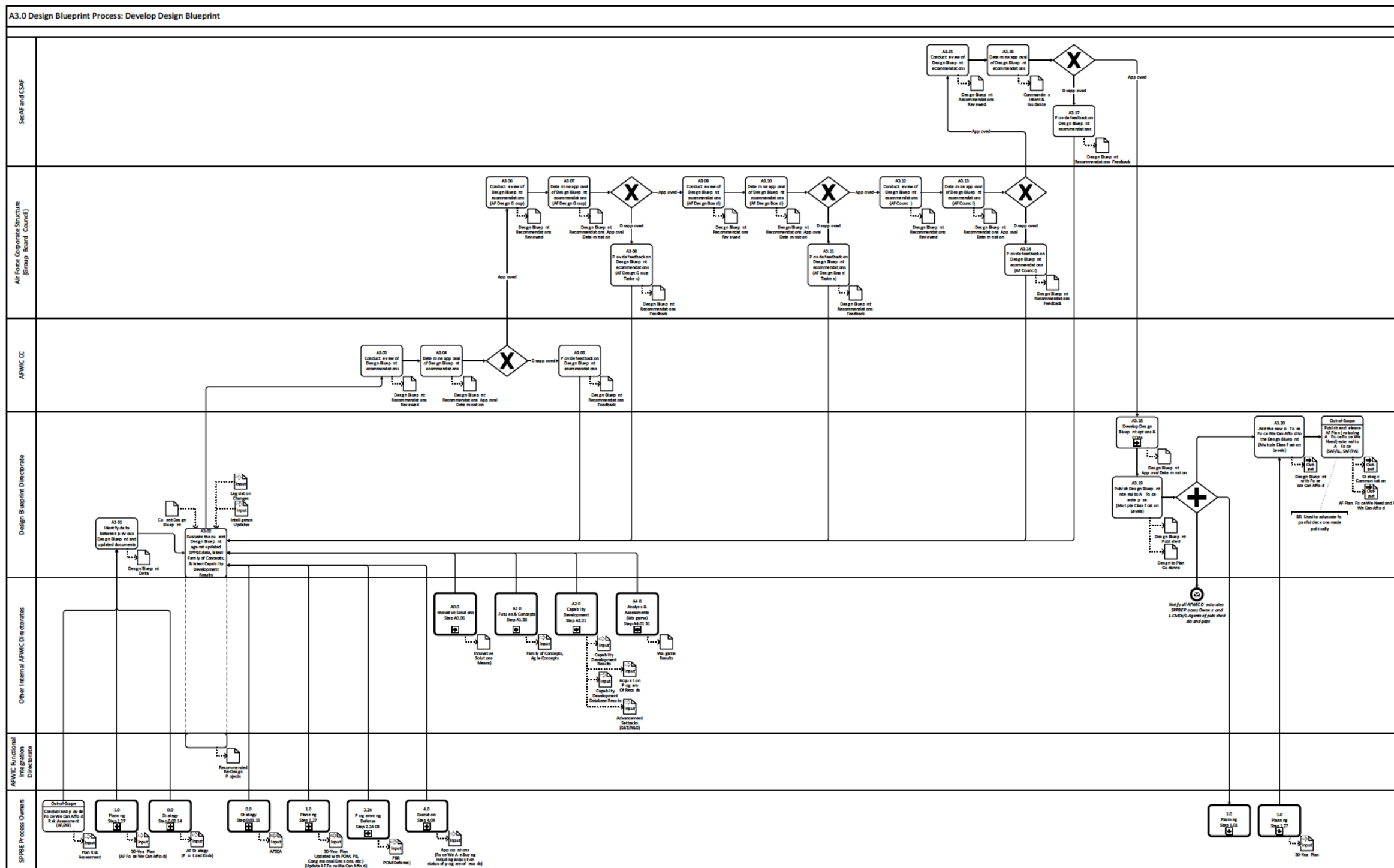
USAF SPPBE Playbook

| Activity Step | | SecAF and CSAF | AF Council | AFCS Process Owner Board | AFCS Process Owner Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Leads | AF/A5R (JCIDS) | SPPBE AF/A5S | SPPBE AF/A8P | SPPBE AF/A8XP | SPPBE SAF/FM | AF/A5/8 | SAF/AQ | AF/A1M | AF/A9 | Experimentation Organization | SAF/LL | AFRL | Other Labs | Development Planning | Resource Allocation Panels | OSD CAPE | Joint Staff | Resource Owner | L-CMDs/L-Agents | HAF 2 Letter |
|---------------|---|----------------|------------|--------------------------|--------------------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------|----------------|--------------|--------------|---------------|--------------|---------|--------|--------|-------|------------------------------|--------|------|------------|----------------------|----------------------------|----------|-------------|----------------|-----------------|--------------|
| A2G.12 | Determine if approved (AF Council) | A | | | | | | | | | R | | | | | | | | | | | | | | | | | | | | | |
| A2G.13 | Determine if SecAF and CSAF approval required | A | | | S | | | | | | R | | | | | | | | | | | | | | | | | | | | | |
| A2G.14 | Conduct review | A | C | | | C | | | | | R | | | | | | | | | | | | | | | | | | | | | |
| A2G.15 | Determine if approved | A | | | | | | | | | R | | | | | | | | | | | | | | | | | | | | | |
| A2G.16 | Sign Approval Memo | A | I | I | | I | I | I | I | I | R | I | I | I | I | I | I | I | I | I | I | | I | I | I | I | I | I | I | I | I | I |

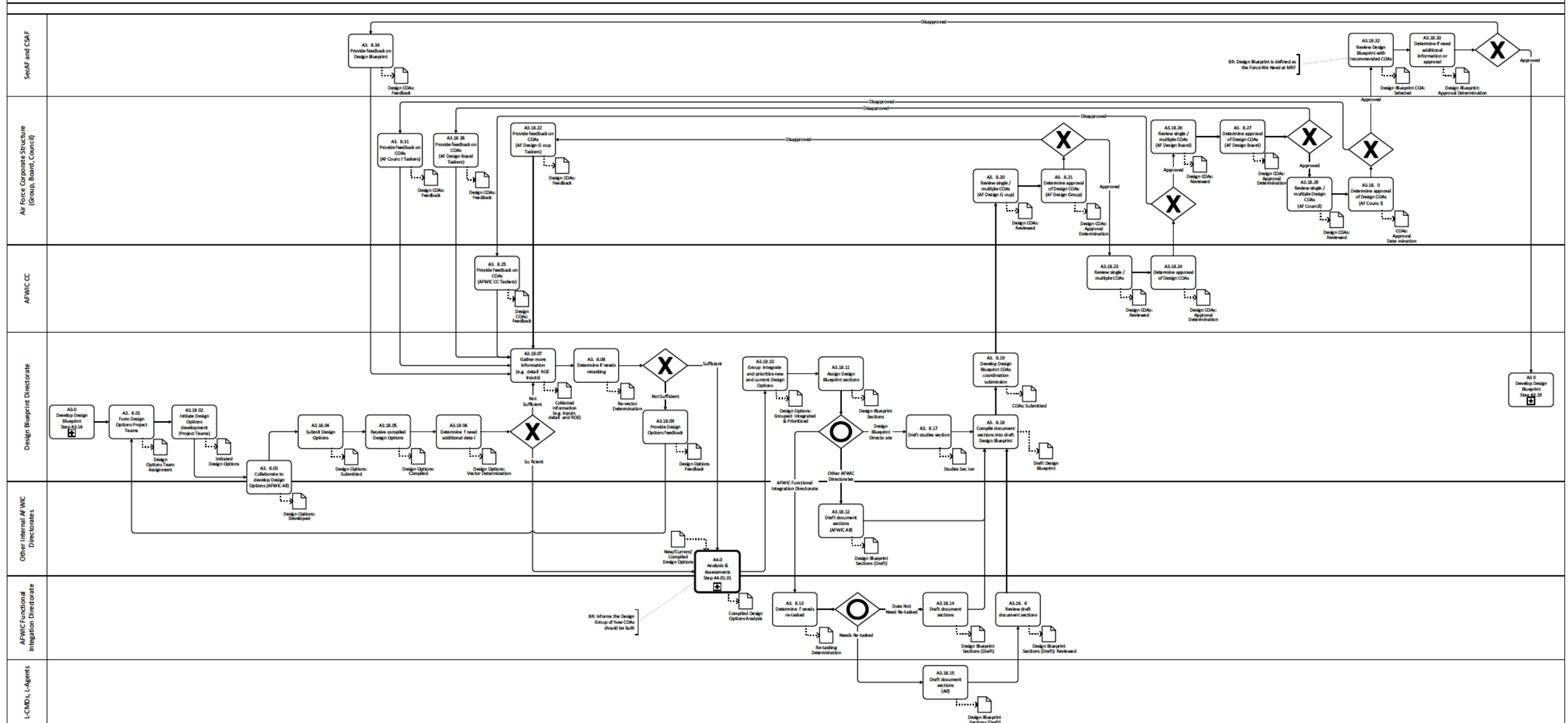
1536



vii. Design Blueprint Detailed Process Maps



A3.18 Design Blueprint Process: Develop Design Blueprint Options & COAs





1540 *viii. Design Blueprint RASCI*

| | Activity Step | SecAF and CSAF | USecAF / VCSAF | AF Council | AF Design Board | AF Design Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Directorate | AF/A5/8 | AF/A5RP (JCIDS) | SPPBE AF/A8PE | SPPBE AF/A8XP | SPPBE AF/A5SS | SAF/FM | SPPBE SAF/FMB | SAF/AQ | AF/AFM | AF/A9 | L-Agents | L-CMDs | SAF/LL | SAF/IEIB | OSD CAPE | J8 | AF/PA |
|-------|--|----------------|----------------|------------|-----------------|-----------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------------|---------|-----------------|---------------|---------------|---------------|--------|---------------|--------|--------|-------|----------|--------|--------|----------|----------|----|-------|
| A3.01 | Identify delta between previous Design Blueprint and updated documents | | | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | |
| A3.02 | Evaluate the current Design Blueprint against updated SPPBE data, latest Family of Concepts, & latest Capability Development Results | | | | | | | R | S | S | S | S | S | | | S | S | S | | | | | | | | | | | | |
| A3.03 | Conduct review of Design Blueprint recommendations | | | | | | R, A | | S | S | S | S | S | | | | | | | | | | | | | | | | | |
| A3.04 | Determine approval of Design Blueprint recommendations | | | | | | R | I | I | I | I | I | I | | | | | | | | | | | | | | | | | |
| A3.05 | Provide feedback on Design Blueprint recommendations | | | | | | R | S | S | S | S | S | S | | | | | | | | | | | | | | | | | |
| A3.06 | Conduct review of Design Blueprint recommendations (AF Design Group) | | | | | R, A | | | S | S | S | | | | S | S | S | S | | C | S | S | S | | S | C | | | C | |
| A3.07 | Determine approval of Design Blueprint recommendations (AF Design Group) | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | | | |
| A3.08 | Provide feedback on Design Blueprint recommendations (AF Design Group Taskers) | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | | | |
| A3.09 | Conduct review of Design Blueprint recommendations (AF Design Board) | | | | R, A | | | | | | | | | | | | | | | | | | | | | | | | | |

USAF SPPBE Playbook

| Activity Step | SecAF and CSAF | USecAF / VCSAF | AF Council | AF Design Board | AF Design Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Directorate | AF/A5/8 | AF/A5RP (JCIDS) | SPPBE AF/A8PE | SPPBE AF/A8XP | SPPBE AF/A5SS | SAF/FM | SPPBE SAF/FMB | SAF/AQ | AF/A1M | AF/A9 | L-Agents | L-CMDs | SAF/LL | SAF/IEIB | OSD CAPE | J8 | AF/PA |
|---------------|----------------|----------------|------------|-----------------|-----------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------------|---------|-----------------|---------------|---------------|---------------|--------|---------------|--------|--------|-------|----------|--------|--------|----------|----------|----|-------|
| | A3.10 | | | | R, A | | | | | | | | | | | | | | | | | | | | | | | | |
| A3.11 | | | | R, A | | | | | | | | | | | | | | | | | | | | | | | | | |
| A3.12 | | | R, A | | | | S | | | | | | | | | | | | | | | | | | | | | | |
| A3.13 | | | R, A | | | | S | | | | | | | | | | | | | | | | | | | | | | |
| A3.14 | | | R, A | | | | I | | | | | | | | | | | | | | | | | | | | | | |
| A3.15 | R, A | | | | | | S | | | | | | | | | | | | | | | | | | | | | | |
| A3.16 | R, A | | | | | I | I | | | | | | | | | | | | | | | | | | | | | | |
| A3.17 | A | | | | R | | S | | | | | | | | | | | | | | | | | | | | | | |
| A3.18.01 | | | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | |
| A3.18.02 | | | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | |
| A3.18.03 | | | | | | | R | R | R | R | R | A | | | | | | | | | | | | | | | | | |
| A3.18.04 | | | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | |

USAF SPPBE Playbook

| Activity Step | SecAF and CSAF | USecAF / VCSAF | AF Council | AF Design Board | AF Design Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Directorate | AF/A5/8 | AF/A5RP (JCIDS) | SPPBE AF/A8PE | SPPBE AF/A8XP | SPPBE AF/A5SS | SAF/FM | SPPBE SAF/FMB | SAF/AQ | AF/A1M | AF/A9 | L-Agents | L-CMDs | SAF/LL | SAF/IEIB | OSD CAPE | J8 | AF/PA |
|---------------|---|----------------|------------|-----------------|-----------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------------|---------|-----------------|---------------|---------------|---------------|--------|---------------|--------|--------|-------|----------|--------|--------|----------|----------|----|-------|
| A3.18.05 | Receive compiled Design Options | | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | |
| A3.18.06 | Determine if need additional detail | | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | |
| A3.18.07 | Gather more information (e.g., inputs, detail, and ROE) | | | | | | R, A | S | S | S | S | S | | | | | | | | | | | S | S | | | | | |
| A3.18.08 | Determine if needs re-tasking | | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | |
| 3.18.09 | Provide Design Options Feedback | | | | | | R, A | I | I | I | I | I | | | | | | | | | | | I | I | | | | | |
| A3.18.10 | Group, integrate, and prioritize new and current Design Options | | | | | | R, A | S | S | S | S | S | | | | | | | | | | | | | | | | | |
| A3.18.11 | Assign Design Blueprint sections | | | | | | R, A | S | S | S | S | S | | | | | | | | | | | S | S | | | | | |
| A3.18.12 | Draft document sections (AFWIC All) | | | | | | R, A | R | R | R | R | S | | | | | | | | | | | S | S | | | | | |
| A3.18.13 | Determine if needs re-tasked | | | | | | | | | | | R, A | | | | | | | | | | | I | I | | | | | |
| A3.18.14 | Draft document sections | | | | | | | | | | | R, A | | | | | | | | | | | S | S | | | | | |
| A3.18.15 | Draft document sections (All) | | | | | | S | S | S | S | S | S | | | | | | | | | | | R | R | | | | | |
| A3.18.16 | Review draft document sections | | | | | | | | | | | R, A | | | | | | | | | | | S | S | | | | | |
| A3.18.17 | Draft studies section | | | | | | R, A | S | | | | S | | | | | | | | | | | | | | | | | |
| A3.18.18 | Compile document sections into draft Design Blueprint | | | | | | R, A | S | S | S | S | S | | | | | | | | | | | | | | | | | |
| A3.18.19 | Develop Design Blueprint COAs coordination submission | | | | | | R, A | | | | | | | | | | | | | | | | | | | | | | |
| A3.18.20 | Review single/multiple COAs (AF Design Group) | | | | R, A | | S | S | S | S | S | S | | S | S | S | S | | C | S | S | S | S | S | C | C | | | C |



USAF SPPBE Playbook

| Activity Step | SecAF and CSAF | USecAF / VCSAF | AF Council | AF Design Board | AF Design Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Directorate | AF/A5/8 | AF/A5RP (JCIDS) | SPPBE AF/A8PE | SPPBE AF/A8XP | SPPBE AF/A5SS | SAF/FM | SPPBE SAF/FMB | SAF/AQ | AF/A1M | AF/A9 | L-Agents | L-CMDs | SAF/LL | SAF/IEIB | OSD CAPE | J8 | AF/PA |
|---------------|----------------|----------------|------------|-----------------|-----------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------------|---------|-----------------|---------------|---------------|---------------|--------|---------------|--------|--------|-------|----------|--------|--------|----------|----------|----|-------|
| A3.18.21 | | | | | R, A | | S | S | S | S | S | S | | S | S | S | S | | C | S | S | S | S | S | C | C | | | C |
| A3.18.22 | | | | | R, A | | C | C | C | C | C | C | | C | C | I | C | S | C | I | I | C | C | C | I | I | | | I |
| A3.18.23 | | | | | | R, A | S | S | S | S | S | S | | | | | | | | | | | | | | | | | |
| A3.18.24 | | | | | | R, A | I | I | I | I | I | I | | | | | | | | | | | | | | | | | |
| A3.18.25 | | | | | | R, A | S | S | S | S | S | S | | | | | | | | | | | | | | | | | |
| A3.18.26 | | | | R, A | | | C | S | C | C | C | C | | S | S | S | S | | S | S | | | S | S | C | C | | | C |
| A3.18.27 | | | | R, A | | | C | S | C | C | C | C | | S | S | S | S | | S | S | | | S | S | C | C | | | C |
| A3.18.28 | | | | R, A | | | C | I | I | I | I | I | | C | C | C | C | | C | C | | | C | C | I | I | | | I |
| A3.18.29 | | A | R, A | | | | I | S | | | | | C | | | | | C | | C | C | C | C | C | C | | | | C |
| 3.18.30 | | A | R, A | | | | S | | | | | | C | | | | | C | | C | C | C | C | C | C | | | | C |
| 3.18.31 | | A | R, A | | | | C | | | | | | I | | | | | I | | I | I | I | I | I | I | | | | I |
| 3.18.32 | | R, A | I | | | | S | | | | | | | | | | | | | | | | | | | | | | |
| 3.18.33 | | R, A | | | | | | | | | | | | | | | | | | | | | | | | | | | |

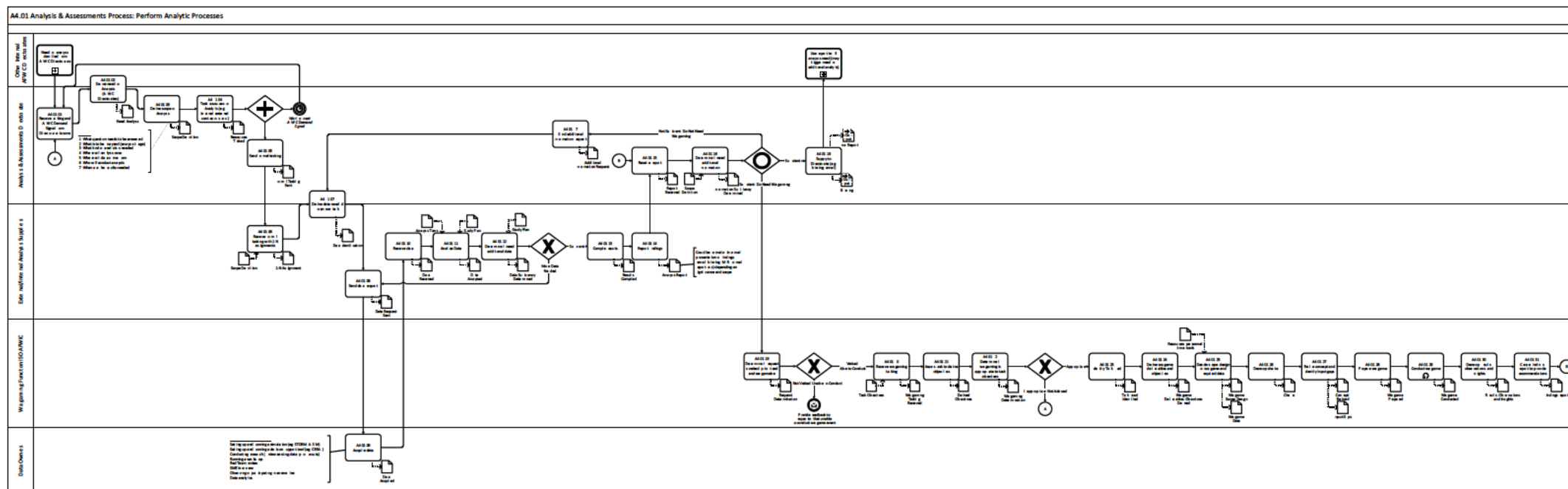
USAF SPPBE Playbook

| | Activity Step | SecAF and CSAF | USecAF / VCSAF | AF Council | AF Design Board | AF Design Group | AFWIC CC | Design Blueprint Directorate | Analysis & Assessments Decision | Futures & Concepts Directorate | Innovative Solutions Directorate | Capability Development Directorate | Functional Integration Directorate | AF/A5/8 | AF/A5RP (JCIDS) | SPPBE AF/A8PE | SPPBE AF/A8XP | SPPBE AF/A5SS | SAF/FM | SPPBE SAF/FMB | SAF/AQ | AF/A1M | AF/A9 | L-Agents | L-CMDs | SAF/LL | SAF/IEIB | OSD CAPE | J8 | AF/PA |
|---------|--|----------------|----------------|------------|-----------------|-----------------|----------|------------------------------|---------------------------------|--------------------------------|----------------------------------|------------------------------------|------------------------------------|---------|-----------------|---------------|---------------|---------------|--------|---------------|--------|--------|-------|----------|--------|--------|----------|----------|----|-------|
| 3.18.34 | Provide feedback on Design Blueprint | R, A | I | | | | S | S | | | | | | | | | | | | | | | | | | | | | | |
| 3.19 | Publish Design Blueprint Internal to Air Force enterprise (Multiple Classification Levels) | | I | | | | A | R | I | I | I | I | I | I | I | I | I | I | I | | I | I | I | I | I | I | I | | | S |
| 3.20 | Add the new Force We Can Afford to the Design Blueprint (Multiple Classification Levels) | | | | | | | R, A | S | S | S | S | S | | | | R | | | | | | | | | | | | | |

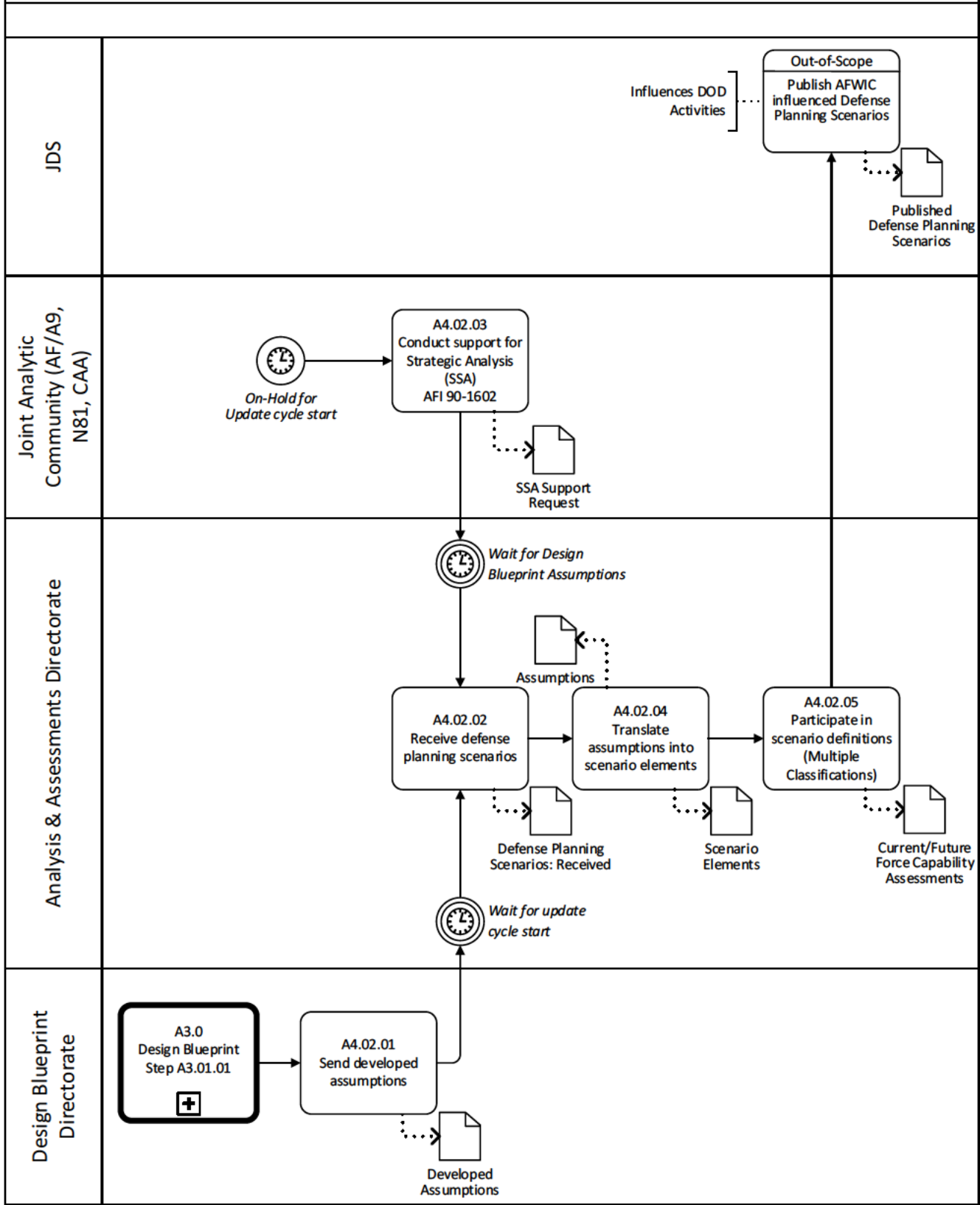
1541



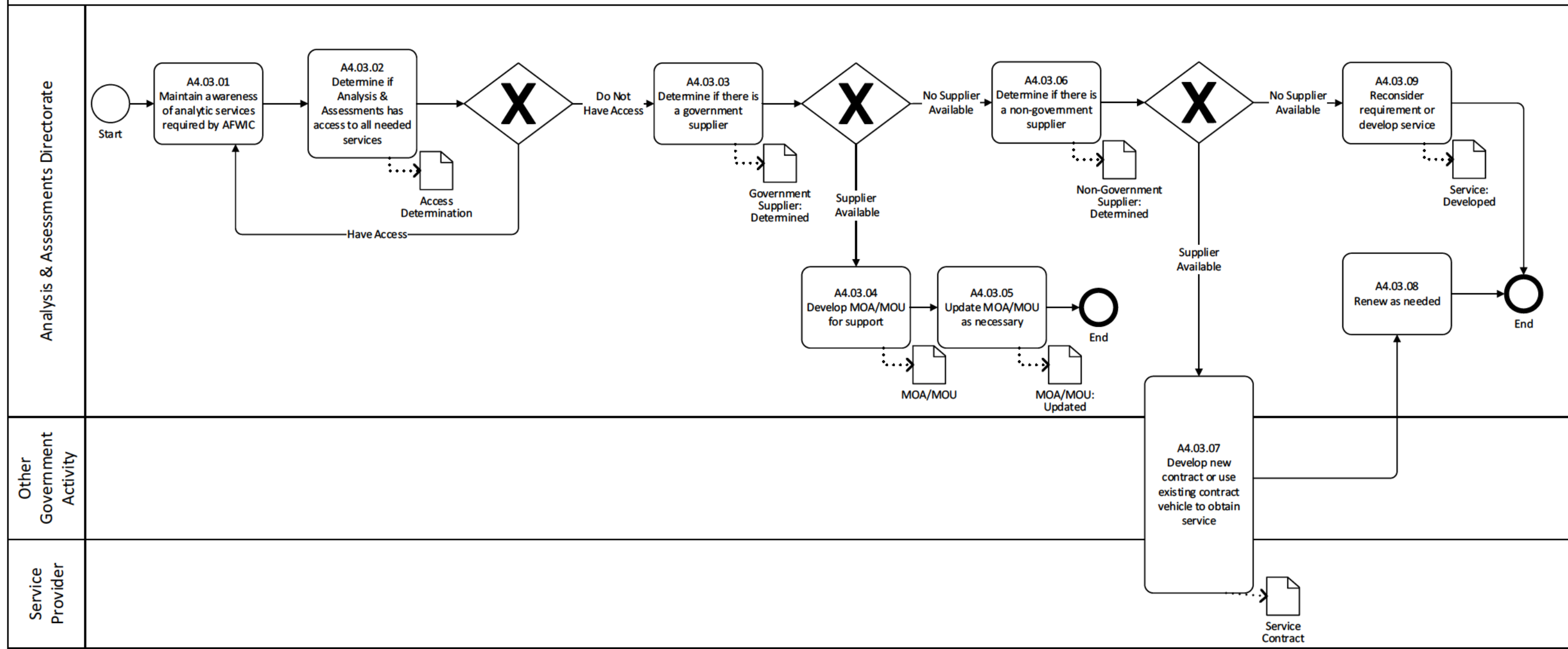
ix. *Analysis & Assessments* Decision Analytics Detailed Process Maps



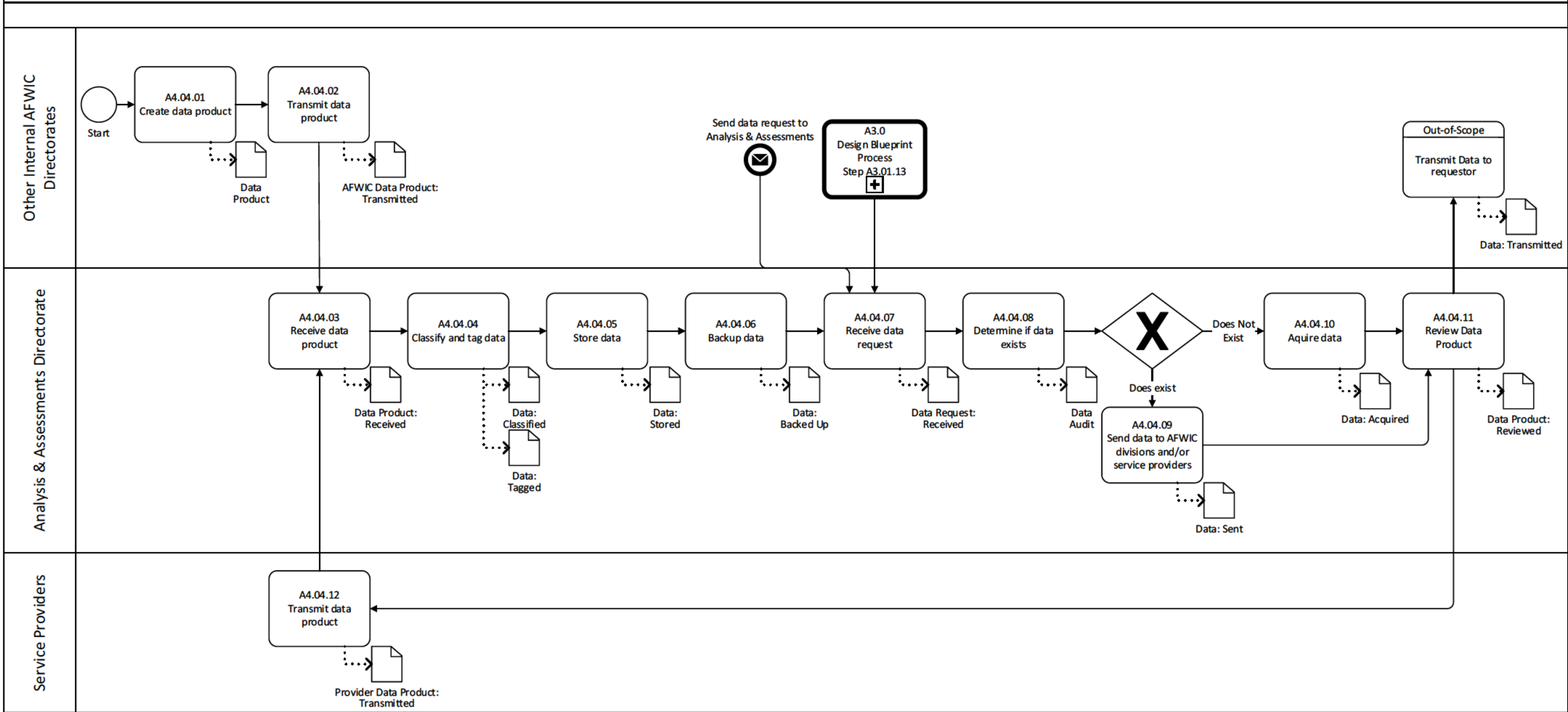
A4.02 Analysis & Assessments Process: Develop Force Evaluation Scenarios



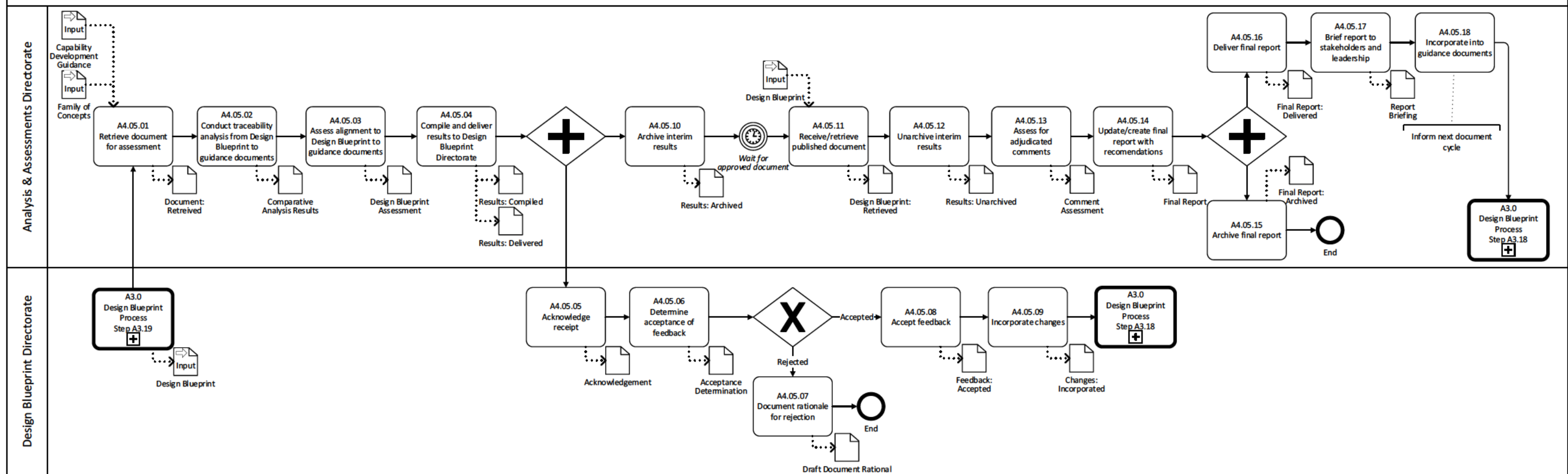
A4.03 Analysis & Assessments Process: Maintain Service Access



A4.04 Analysis & Assessments Process: Maintain AFWIC Databases



A4.05 Analysis & Assessments Process: Design Blueprint Assessment



1547

1548

1549

1550

1551



USAF SPPBE Playbook

1552 x. Analysis & Assessments Decision Analytics RASCI

| | Activity Step | Innovative Solutions Directorate | Futures & Concepts Directorate | Design Blueprint Directorate | Capability Development Directorate | <u>Analysis & Assessments</u> <u>Decision</u> | AF Principal | AFCS | Other HAF (2-Letter) Functionals | SDPE Office | Data Owners | External/Internal Analysis Suppliers | Other Government Activity | Joint Analytic Community (AF/A9, N81, CAA) | Service Providers | Wargaming Function ISO AFWIC |
|----------|--|----------------------------------|--------------------------------|------------------------------|------------------------------------|---|--------------|------|----------------------------------|-------------|-------------|--------------------------------------|---------------------------|--|-------------------|------------------------------|
| A4.01.01 | Receive tasking and AFWIC Demand Signal from Directorate liaisons | | | | | R | | | | | | | | | | |
| A4.01.02 | Define need for Analysis (AFWIC Directorates) | | | | | R | | | | | | | | | | |
| A4.01.03 | Define scope of Analysis | | | | | R | | | | | | | | | | |
| A4.01.04 | Task resources for Analysis (e.g. internal, external, contractors, etc.) | | | | | R | | | | | | | | | | |
| A4.01.05 | Send formal tasking | | | | | R | | | | | | | | | | |
| A4.01.06 | Receive formal tasking with 1-N assignments | | | | | | | | | | | R | | | | |
| A4.01.07 | Define data needed to answer task | | | | | | | | | | | R | | | | |
| A4.01.08 | Send data request | | | | | | | | | | | R | | | | |
| A4.01.09 | Acquire Data | | | | | | | | | | R | | | | | |
| A4.01.10 | Receive Data | | | | | | | | | | | R | | | | |
| A4.01.11 | Analyze Data | | | | | | | | | | | R | | | | |
| A4.01.12 | Determine if need additional data | | | | | | | | | | | R | | | | |
| A4.01.13 | Compile results | | | | | | | | | | | R | | | | |
| A4.01.14 | Report findings | | | | | | | | | | | R | | | | |
| A4.01.15 | Receive report | | | | | R | | | | | | | | | | |
| A4.01.16 | Determine if need additional information | | | | | R | | | | | | | | | | |
| A4.01.17 | Send additional information request | | | | | R | | | | | | | | | | |
| A4.01.18 | Supply to Directorate (e.g. briefing, email) | | | | | R | | | | | | | | | | |

USAF SPPBE Playbook

| | Activity Step | Innovative Solutions Directorate | Futures & Concepts Directorate | Design Blueprint Directorate | Capability Development Directorate | Analysis & Assessments Decision | AF Principal | AFCSS | Other HAF (2-Letter) Functionals | SDPE Office | Data Owners | External/Internal Analysis Suppliers | Other Government Activity | Joint Analytic Community (AF/A9, N81, CAA) | Service Providers | Wargaming Function ISO AFWIC |
|----------|--|----------------------------------|--------------------------------|------------------------------|------------------------------------|---------------------------------|--------------|-------|----------------------------------|-------------|-------------|--------------------------------------|---------------------------|--|-------------------|------------------------------|
| A4.01.19 | Determine if request is vetted prioritized and wargamable | | | | | | | | | | | | | | | R |
| A4.01.20 | Receive wargaming tasking | | | | | | | | | | | | | | | R |
| A4.01.21 | Assess task to define objectives | | | | | | | | | | | | | | | R |
| A4.01.22 | Determine if wargaming is appropriate to task objectives | | | | | | | | | | | | | | | R |
| A4.01.23 | Identify Task Lead | | | | | | | | | | | | | | | R |
| A4.01.24 | Define wargame deliverables and objectives | | | | | | | | | | | | | | | R |
| A4.01.25 | Decide scope/design of wargame and required data | | | | | | | | | | | | | | | R |
| A4.01.26 | Develop charter | | | | | | | | | | | | | | | R |
| A4.01.27 | Refine concept and identify input gaps | | | | | | | | | | | | | | | R |
| A4.01.28 | Prepare wargame | | | | | | | | | | | | | | | R |
| A4.01.29 | Conduct wargame | | | | | | | | | | | | | | | R |
| A4.01.30 | Develop results, observations, and insights | | | | | | | | | | | | | | | R |
| A4.01.31 | Create findings report to provide recommendations | | | | | | | | | | | | | | | R |
| A4.02.01 | Send developed assumptions | | | R | | | | | | | | | | | | |
| A4.02.02 | Receive defense planning scenarios | | | | | R | | | | | | | | | | |
| A4.02.03 | Conduct support for Strategic Analysis (SSA) (AFI 90-1602) | | | | | | | | | | | | | R | | |

USAF SPPBE Playbook

| | Activity Step | Innovative Solutions Directorate | Futures & Concepts Directorate | Design Blueprint Directorate | Capability Development Directorate | Analysis & Assessments Decision Analytics | AF Principal | AFCSS | Other HAF (2-Letter Functionals) | SDPE Office | Data Owners | External/Internal Analysis Suppliers | Other Government Activity | Joint Analytic Community (AF/A9, N81, CAA) | Service Providers | Wargaming Function ISO AFWIC |
|----------|--|----------------------------------|--------------------------------|------------------------------|------------------------------------|---|--------------|-------|----------------------------------|-------------|-------------|--------------------------------------|---------------------------|--|-------------------|------------------------------|
| A4.02.04 | Translate assumptions into scenario elements | | | | | R | | | | | | | | | | |
| A4.02.05 | Participate in scenario definitions (Multiple Classifications) | | | | | R | | | | | | | | | | |
| A4.03.01 | Maintain awareness of analytic services required by AFWIC | | | | | R | | | | | | | | | | |
| A4.03.02 | Determine if Analysis & Assessments Decision Analytics has access to all needed services | | | | | R | | | | | | | | | | |
| A4.03.03 | Determine if there is a government supplier | | | | | R | | | | | | | | | | |
| A4.03.04 | Develop MOA/MOU for support | | | | | R | | | | | | | | | | |
| A4.03.05 | Update MOA/MOU as necessary | | | | | R | | | | | | | | | | |
| A4.03.06 | Determine if there is a non-government supplier | | | | | R | | | | | | | | | | |
| A4.03.07 | Develop new contract or use existing contract vehicle to obtain service | | | | | R | | | | | | | R | | R | |
| A4.03.08 | Renew as needed | | | | | R | | | | | | | | | | |
| A4.03.09 | Reconsider requirement or develop service | | | | | R | | | | | | | | | | |
| A4.04.01 | Create data product | R | R | R | R | | | | | | | | | | | |
| A4.04.02 | Transmit data product | R | R | R | R | | | | | | | | | | | |



USAF SPPBE Playbook

| | Activity Step | Innovative Solutions Directorate | Futures & Concepts Directorate | Design Blueprint Directorate | Capability Development Directorate | Analysis & Assessments Decision | AF Principal | AFCS | Other HAF (2-Letter) Functionals | SDPE Office | Data Owners | External/Internal Analysis Suppliers | Other Government Activity | Joint Analytic Community (AF/A9, N81, CAA) | Service Providers | Wargaming Function ISO AFWIC |
|----------|---|----------------------------------|--------------------------------|------------------------------|------------------------------------|---------------------------------|--------------|------|----------------------------------|-------------|-------------|--------------------------------------|---------------------------|--|-------------------|------------------------------|
| A4.04.03 | Receive data product | | | | | R | | | | | | | | | | |
| A4.04.04 | Classify and tag data | | | | | R | | | | | | | | | | |
| A4.04.05 | Store data | | | | | R | | | | | | | | | | |
| A4.04.06 | Backup data | | | | | R | | | | | | | | | | |
| A4.04.07 | Receive data request | | | | | R | | | | | | | | | | |
| A4.04.08 | Determine if data exists | | | | | R | | | | | | | | | | |
| A4.04.09 | Send data to AFWIC divisions and/or service providers | | | | | R | | | | | | | | | | |
| A4.04.10 | Acquire data | | | | | R | | | | | | | | | | |
| A4.04.11 | Review Data Product | | | | | R | | | | | | | | | | |
| A4.04.12 | Transmit data product | | | | | | | | | | | | | | R | |
| A4.05.01 | Retrieve document for assessment | | | | | R | | | | | | | | | | |
| A4.05.02 | Conduct traceability analysis from Design Blueprint to guidance documents | | | | | R | | | | | | | | | | |
| A4.05.03 | Assess alignment to Design Blueprint to guidance documents | | | | | R | | | | | | | | | | |
| A4.05.04 | Compile and deliver results to Design Blueprint Directorate | | | | | R | | | | | | | | | | |
| A4.05.05 | Acknowledge receipt | | | R | | | | | | | | | | | | |
| A4.05.06 | Determine acceptance of feedback | | | R | | | | | | | | | | | | |
| A4.05.07 | Document rationale for rejection | | | R | | | | | | | | | | | | |

USAF SPPBE Playbook

| | Activity Step | Innovative Solutions Directorate | Futures & Concepts Directorate | Design Blueprint Directorate | Capability Development Directorate | Analysis & Assessments Decision | AF Principal | AFCIS | Other HAF (2-Letter Functionals) | SDPE Office | Data Owners | External/Internal Analysis Suppliers | Other Government Activity | Joint Analytic Community (AF/A9, N81, CAA) | Service Providers | Wargaming Function ISO AFWIC |
|----------|---|----------------------------------|--------------------------------|------------------------------|------------------------------------|---------------------------------|--------------|-------|----------------------------------|-------------|-------------|--------------------------------------|---------------------------|--|-------------------|------------------------------|
| A4.05.08 | Accept feedback | | | R | | | | | | | | | | | | |
| A4.05.09 | Incorporate changes | | | R | | | | | | | | | | | | |
| A4.05.10 | Archive interim results | | | | | R | | | | | | | | | | |
| A4.05.11 | Receive/retrieve published document | | | | | R | | | | | | | | | | |
| A4.05.12 | Unarchive interim results | | | | | R | | | | | | | | | | |
| A4.05.13 | Assess for adjudicated comments | | | | | R | | | | | | | | | | |
| A4.05.14 | Update/create final report with recommendations | | | | | R | | | | | | | | | | |
| A4.05.15 | Archive final report | | | | | R | | | | | | | | | | |
| A4.05.16 | Deliver final report | | | | | R | | | | | | | | | | |
| A4.05.17 | Brief report to stakeholders and leadership | | | | | R | | | | | | | | | | |
| A4.05.18 | Incorporate into guidance documents | | | | | R | | | | | | | | | | |

1553



USAF SPPBE Playbook

1554 IX. SPPBE Supporting Requisite Detailed Maps and RASCIs

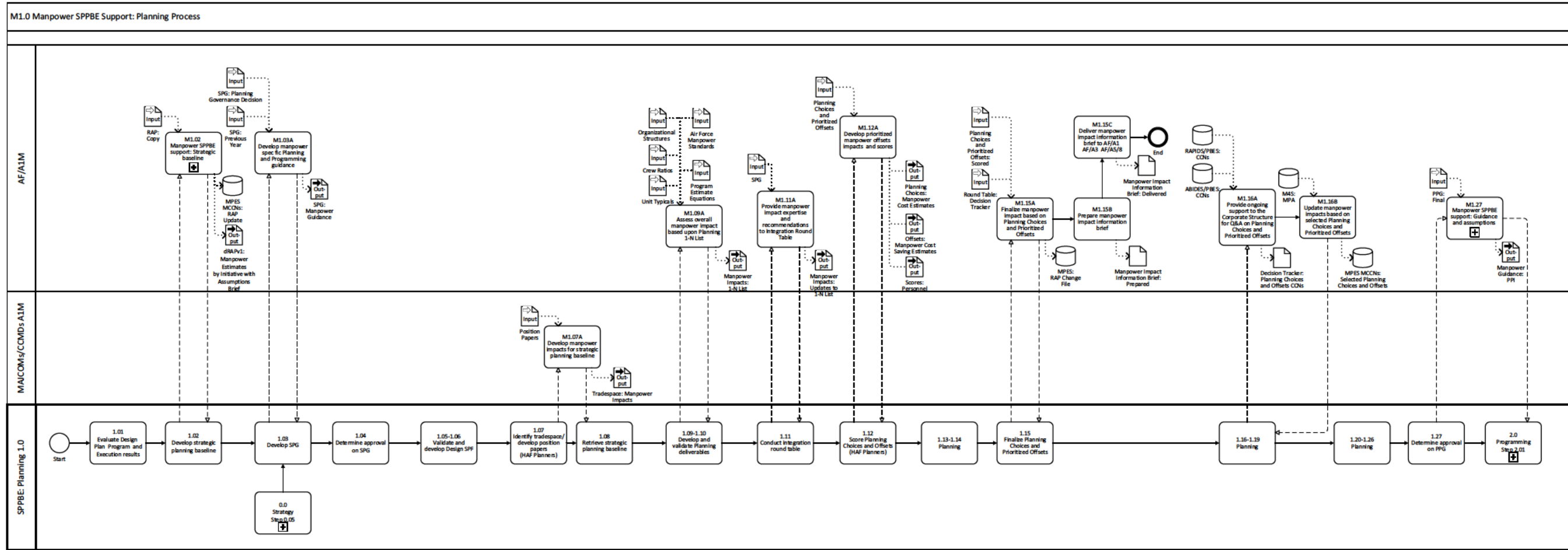
1555 i. Manpower Supporting Detailed Maps and RASCIs

1556 a. Manpower Supporting Strategy RASCIs

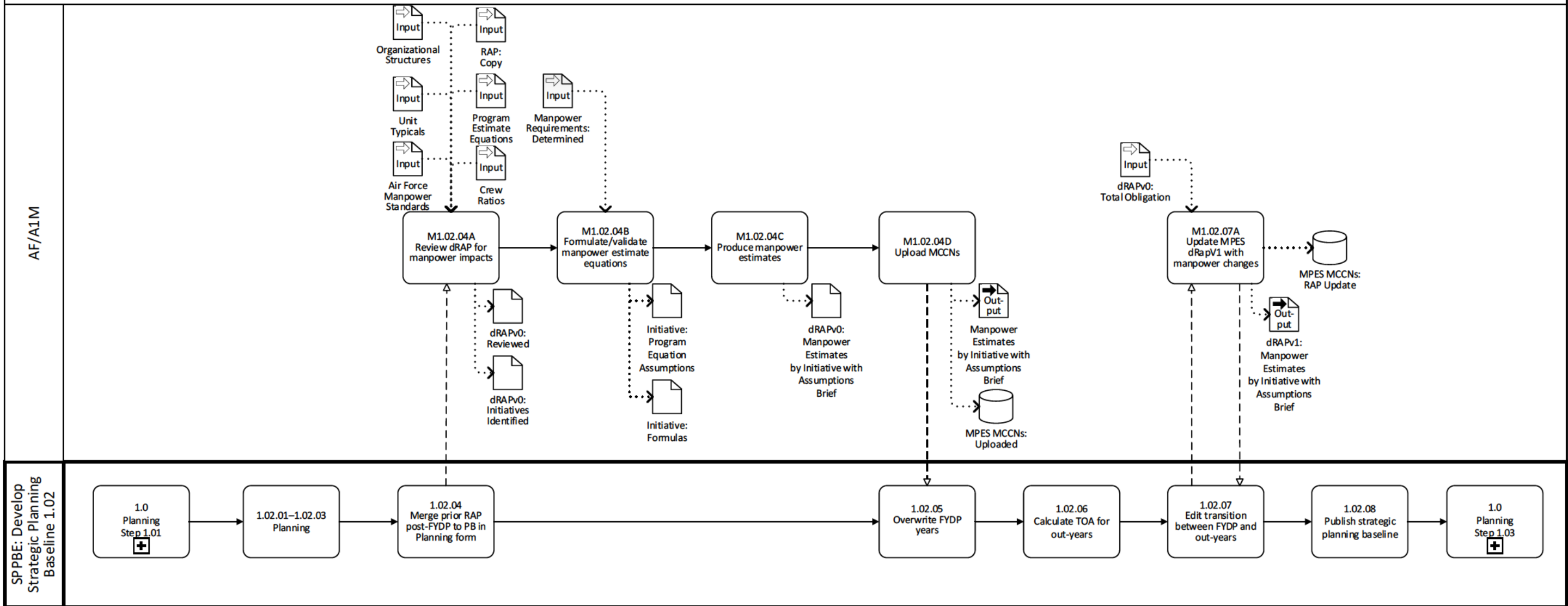
| | Activity Step | AF/A1 | AF/A1M | L-CMDs/L-Agents /L-CMDs | AF/A1P | AF/A1X | AF/A1S | AF/A1C | AF/A1D | AF/A1S |
|--------|---|-------|--------|-------------------------|--------|--------|--------|--------|--------|--------|
| M0.01A | Analyze draft AFSEA for manpower implications | A | R | C | S | S | S | S | S | I |
| M0.01B | Provide feedback on manpower implications | A | R, A | C | S | S | S | S | S | I |

1557

b. Manpower Supporting Planning Detailed Maps



M1.02 Manpower SPPBE Support: Strategic Baseline





USAF SPPBE Playbook

1561 c. Manpower Supporting Planning RASCIs

| | Activity Step | AF/AIM | AF/AI | AF/AIP | AF/A5S | AF/A5/8 | AF/AIP | AF/AIC | AF/AID | AF/AIX | AF/AIMP | AF/AIMT | MAJCOMs/CCMDs AIM | CCMDs | L-Agents | L-CMDs | HAF Planners | HAF Panels | GIISR Panel | Mobility Panel | AF/A8P | AFCS | SPWG | Planning Governance | AF/A8XP | SAF/MR |
|-----------|--|--------|-------|--------|--------|---------|--------|--------|--------|--------|---------|---------|-------------------|-------|----------|--------|--------------|------------|-------------|----------------|--------|------|------|---------------------|---------|--------|
| M1.02.04A | Review dRAP for manpower impacts | R, A | | | | | | | | | | | | | | | | | | | | | | | | I |
| M1.02.04B | Formulate/validate manpower estimate equations | R, A | | | | | S | | | | S | S | | | S | S | | | | | | | | | | |
| M1.02.04C | Produce manpower estimates | R, A | | | | | S | | | | S | S | | | S | S | | | | | | | | | | |
| M1.02.04D | Upload MCCNs | R, A | | | | | | | | | | | | | | | | | | | | | | | | I |
| M1.02.07A | Update MPES dRAPv1 with manpower changes | R, A | | | | | | | | | | | | | | C | | | | | | | | | | I |
| M1.03A | Develop manpower specific Planning and Programming guidance | R, A | | | | | | | | | | | | | | | | | | | | | | | | I |
| M1.07A | Develop manpower impacts for strategic planning baseline | | | | | | | | | | | | R, A | I | | I | S | | | | | | | | | |
| M1.09A | Assess overall manpower impact based upon Planning 1-N List | R | A | | | | | | | | | | | | | | | S | I | I | | | | | | I |
| M1.11A | Provide manpower impact expertise and recommendations to Integration Round Table | R, A | | | | | S | | | | | | | | | S | | | | | | | | | | I |
| M1.12A | Develop prioritized manpower offsets, impacts, and scores | R, A | | | | | | | | | | | | S | | S | S | | | | | | C | | | |
| M1.15A | Finalize manpower impact based on Planning Choices and Prioritized Offsets | R | A | | | | | | | | | | | | | | | | | | | | | | | I |
| M1.15B | Prepare manpower impact information brief | R | A | | | | | | | | | | | | | | | | | | | | | | | |
| M1.15C | Deliver manpower impact information brief to AF/A1, AF/A3, AF/A5/8 | R, A | I | I | | I | | | | | | | | | | | | | | | | | | | | I |



USAF SPPBE Playbook

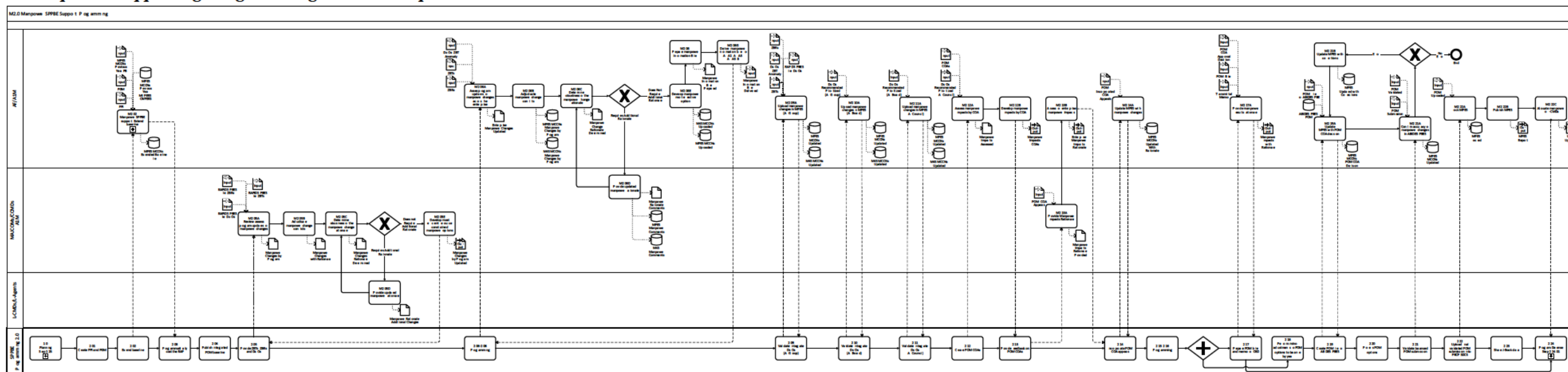
| | Activity Step | AF/AIM | AF/AI | AF/AIP | AF/A5S | AF/A58 | AF/AIP | AF/AIC | AF/AID | AF/AIX | AF/AIMP | AF/AIMT | MAJCOMs/CCMDs AIM | CCMDs | L-Agents | L-CMDs | HAF Planners | HAF Panels | GHSR Panel | Mobility Panel | AF/A8P | AFCs | SPWG | Planning Governance | AF/A8XP | SAF/MR |
|--------|--|--------|-------|--------|--------|--------|--------|--------|--------|--------|---------|---------|-------------------|-------|----------|--------|--------------|------------|------------|----------------|--------|------|------|---------------------|---------|--------|
| M1.16A | Provide ongoing support to the Corporate Structure for Q&A on Planning Choices and Prioritized Offsets | R | A | | | | | | | | | | | | | | | | | | | C | | I | | |
| M1.16B | Update manpower impacts based on selected Planning Choices and Prioritized Offsets | R | A | | | | | | | | | | | | | | | | | | | | | C | | |
| M1.27A | Review for resource/manpower changes | R, A | | | | | | | | | | | | | | | | | | | | | | C | | |
| M1.27B | Develop draft manpower guidance and assumptions | R, A | | | | | | | | | | | | | | | | | | | | | | | | |
| M1.27C | Coordinate feedback for manpower guidance and assumptions | R, A | | | | | C | C | C | C | | | | | | | | | | | | | | | | |
| M1.27D | Determine approval on manpower guidance and assumptions | S | R, A | | | | | | | | | | | | | | | | | | | | | | | |
| M1.27E | Update manpower guidance and assumptions | R, A | C | | | | | | | | | | | | | | | | | | | C | | | | |
| M1.27F | Publish manpower guidance and assumptions | R, A | | | | | | | | | | | | | | | | | | | | | | | | I |

1562



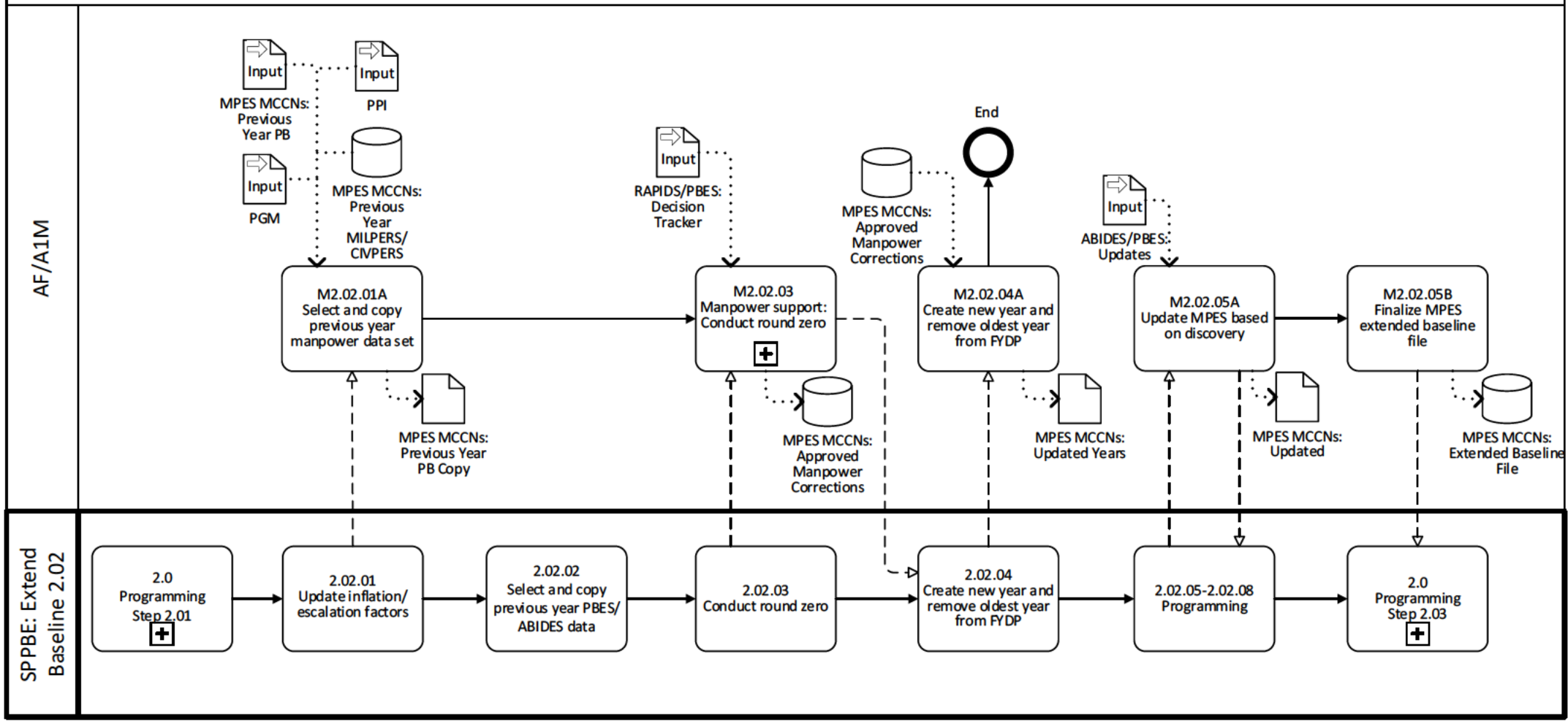
1563

d. Manpower Supporting Programming Detailed Maps



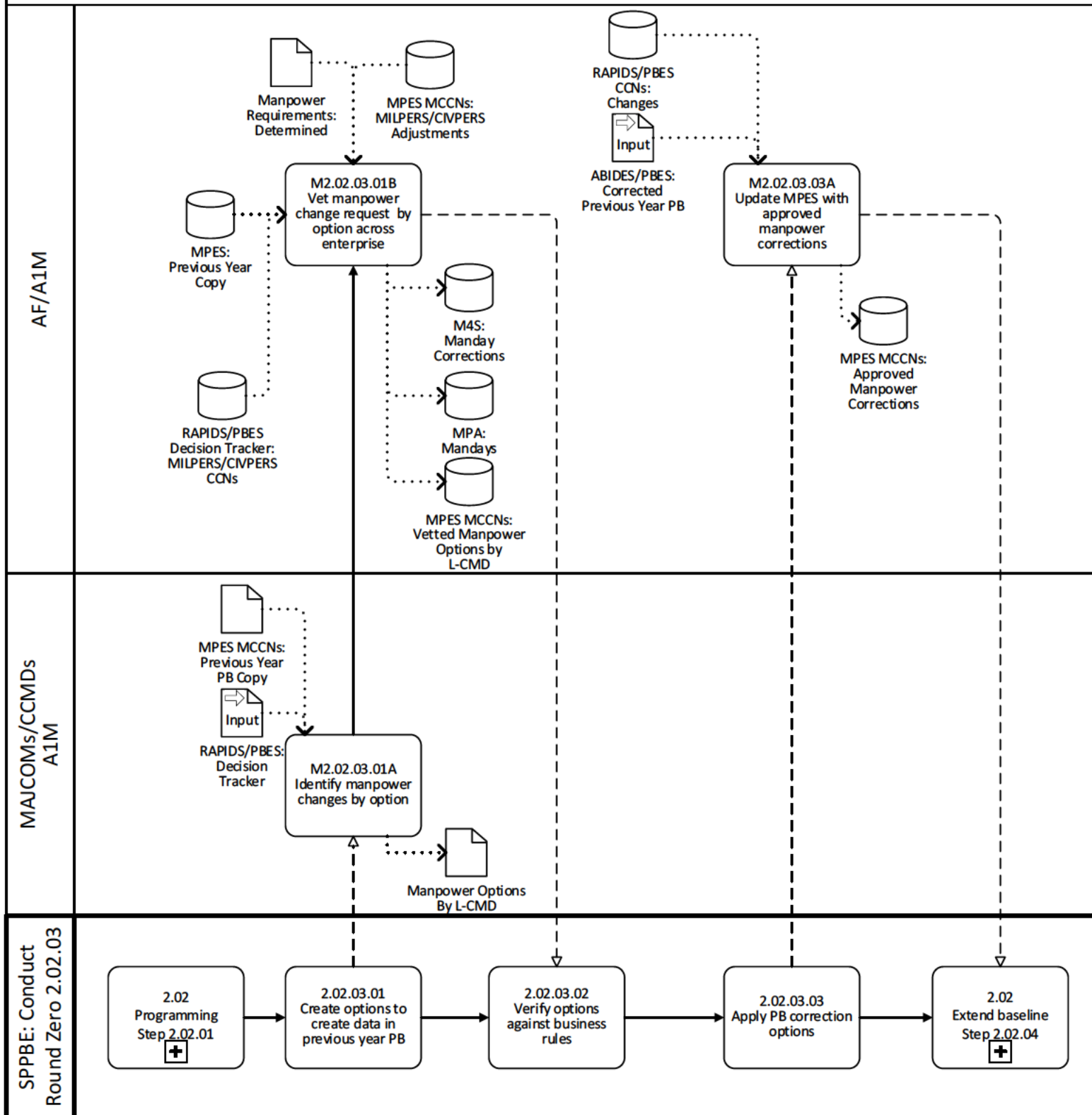
1564

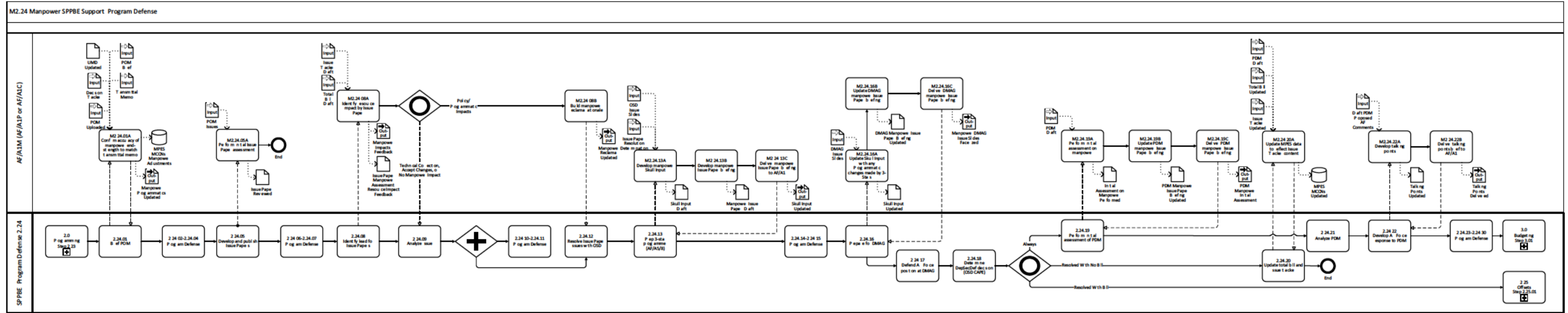
M2.02 Manpower SPPBE Support: Extend Baseline



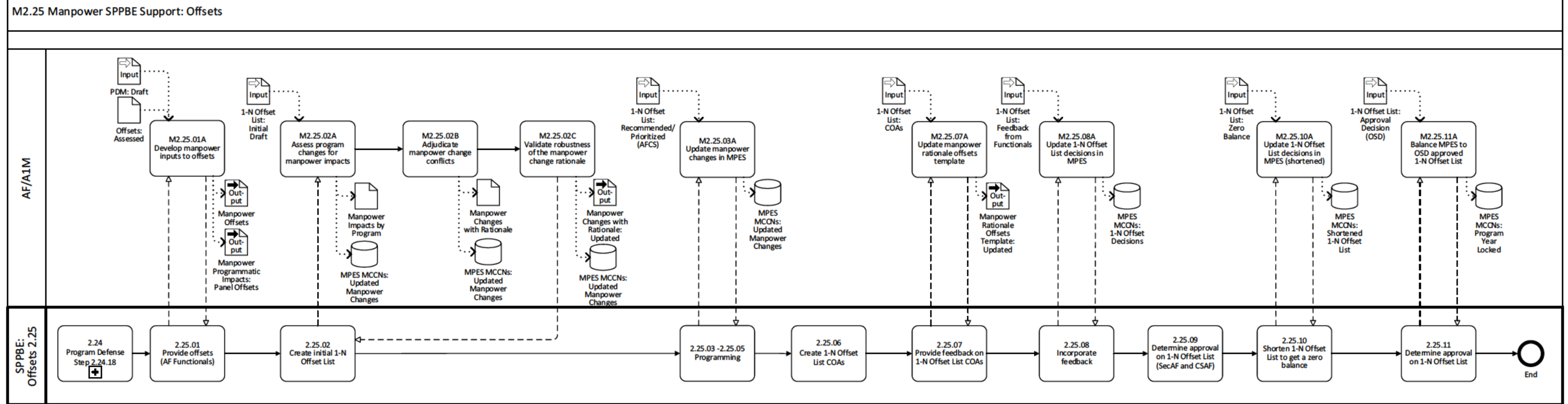
1565

M2.02.03 Manpower SPPBE Support: Conduct Round Zero





1567



1568

1569

1570

1571

1572

1573



USAF SPPBE Playbook

1574 e. Manpower Supporting Programming RASCIs

| | Activity Step | AF/AIM | AF/A1 | AF/A1P | AF/A1C | AF/A3 | AF/A5/8 | AF/A8P | SAF/FMB | SAF/FM | AFCS | AF Issue Team Leads | AF/A8XP | Appropriation Managers and Programmers | MAJCOMs/CCMDs AIM | CCMDs | L-Agents | L-CMDs |
|---------------|---|--------|-------|--------|--------|-------|---------|--------|---------|--------|------|---------------------|---------|--|-------------------|-------|----------|--------|
| M2.01.01A | Select and copy previous year manpower data set | R, A | | | | | | S | | | | | | | | | | |
| M2.02.03.01 A | Identify manpower changes by option | I | S | | | | | S | S | | C | | | | R, A | | | |
| M2.02.03.01 B | Vet manpower change request by option across enterprise | R, A | S | | | | | R | R | | C | | | | | | | S |
| M2.02.03.03 A | Update MPES with approved manpower corrections | R, A | | | | | | S | S | | | | | | | | | C |
| M2.02.04A | Create new year and remove oldest year from FYDP | R, A | | | | | | | C | | | | | | | | | |
| M2.02.05A | Update MPES based on discovery | R, A | | | | | | | I | | | | | | | | | |
| M2.02.05B | Finalize MPES extended baseline file | R, A | | | | | | C | | | | | | | | | | |
| M2.05A | Review/assess program updates for manpower changes | A | | | | | | | | | | | | | R | S | | S |
| M2.05B | Adjudicate manpower change conflicts | A | | | | | | | | | | | | | R | | | |
| M2.05C | Determine robustness of the manpower change rationale | A | | | | | | | | | | | | | R | | | |
| M2.05D | Provide updated manpower rationale | A | | | | | | | | | | | | | | | | R |
| M2.05E | Develop most efficient resource constrained manpower options | I | A | | | | | C | C | | | I | C | R | S | | | S |
| M2.06A | Assess program updates for manpower changes across the enterprise | R | A | | | | | S | S | | | | | | | S | | S |
| M2.06B | Adjudicate manpower change conflicts | R | A | | | | | | | | | | | | | | | S |
| M2.06C | Determine robustness of the manpower change rationale | R, A | | | | | | | | | | | | | S | | | |
| M2.06D | Provide updated manpower rationale | A | | | | | | | | | | | | | R | | | |
| M2.06E | Develop manpower most effective option | R, A | | | | | | | | | | | | | S | | | |
| M2.06F | Prepare manpower information brief | R, A | | | | | | | | | | | | | | | | |
| M2.06G | Deliver manpower information brief to AF/A1, AF/A3, AF/A5/8 | R, A | I | | | I | I | I | I | | | | | | | | | |



USAF SPPBE Playbook

| | Activity Step | AF/AIM | AF/AI | AF/AIP | AF/AIC | AF/A3 | AF/A5/8 | AF/A8P | SAF/FMB | SAF/FM | AFCs | AF Issue Team Leads | AF/A8XP | Appropriation Managers and Programmers | MAJCOMs/CCMDS AIM | CCMDS | L-Agents | L-CMDS |
|-----------|---|--------|-------|--------|--------|-------|---------|--------|---------|--------|-------|---------------------|---------|--|-------------------|-------|----------|--------|
| M2.09A | Upload manpower changes in MPES (AF Group) | R, A | | | | | | | | | C ; I | | | | | | | |
| M2.10A | Upload manpower changes in MPES (AF Board) | R, A | | | | | | | | | C ; I | | | | | | | |
| M2.11A | Upload manpower changes in MPES (AF Council) | R, A | | | | | | | | | C | | | | | | | |
| M2.12A | Assess manpower impacts by COA | R, A | | | | | | S | | | | | | | | | | |
| M2.12B | Develop manpower impacts by COA | R, A | | | | | | | | | | | | | | I | | I |
| M2.13A | Provide manpower impacts rationale | C | | | | | | | | | | | | | R ; A | S | | S |
| M2.13B | Assess for enterprise manpower impacts | R, A | | | | | | I | | | | | | | | | | |
| M2.14A | Update MPES with manpower changes | R, A | | | | | | I | | | | | | | | | | |
| M2.17A | Provide manpower results rationale | R, A | | | | | | C | | | | | | | | | | |
| M2.19A | Update MPES with POM COA Decision | R, A | | | | | | S | | | | | | | | | | |
| M2.21A | Confirm accuracy of manpower changes in ABIDES/PBES | R, A | | | | | | S | S | | | | | | | | | |
| M2.21B | Update MPES with corrections | R, A | | | | | | C | | | | | | | | | | |
| M2.22A | Lock MPES | R, A | | | | | | | S | | | | | | | | | |
| M2.22B | Publish MPES | R, A | | | | | | I | I | | I | | | | | | | |
| M2.22C | Allocate Manpower to L-CMDS, L-Agents | R, A | | | | | | | | | | | | | | | | S |
| M2.24.01A | Confirm accuracy of manpower end-strength to match transmittal memo | R, A | | | | | | | S | I | | | | | | | | |
| M2.24.05A | Perform initial Issue Paper assessment | R, A | | S | S | | | | S | | | S | | | | | | |
| M2.24.08A | Identify resource impact by Issue Paper | R, A | | S | S | | | | S | | | S | | | | | | |
| M2.24.08B | Build manpower reclama rationale | R, A | | S | S | | | | S | | | S | | | | | | S |
| M2.24.13A | Develop manpower Skull Input | R, A | | | | | | | | | | S | | | | | | |
| M2.24.13B | Develop manpower Issue Paper briefing | R, A | S | S | S | | | | | | | | | | | | | |



USAF SPPBE Playbook

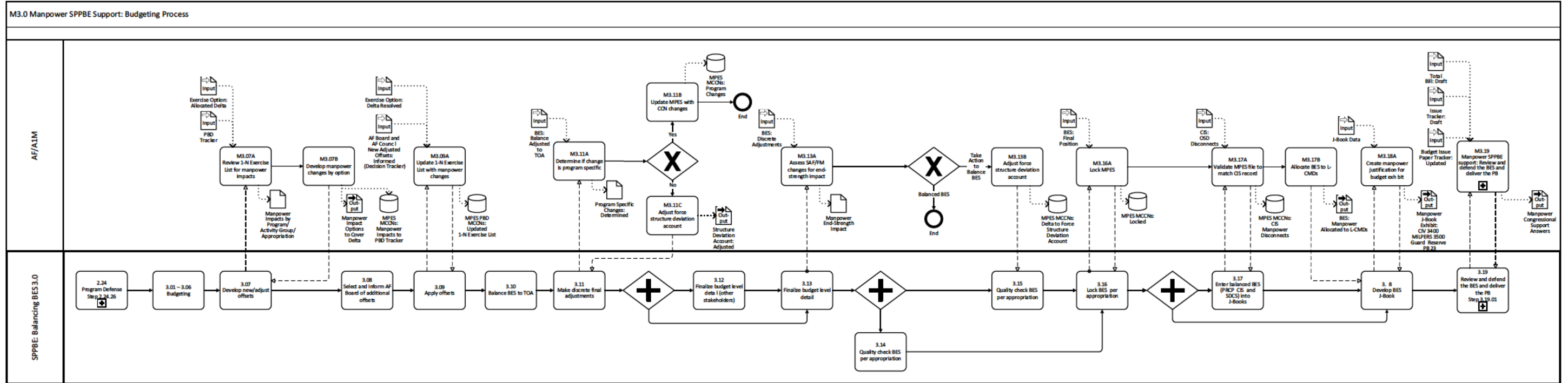
| | Activity Step | AF/AIM | AF/A1 | AF/AIP | AF/AIC | AF/A3 | AF/A5/8 | AF/A8P | SAF/FMB | SAF/FM | AFCs | AF Issue Team Leads | AF/A8XP | Appropriation Managers and Programmers | MAJCOMs/CCMDs AIM | CCMDs | | L-Agents | L-CMDs |
|-----------|--|---------|-------|--------|--------|-------|---------|--------|---------|--------|------|---------------------|---------|--|-------------------|-------|--|----------|--------|
| M2.24.13C | Deliver manpower issue paper briefing to AF/A1 | R, | A | S | S | | I | | | | | | | | | | | | |
| M2.24.16A | Update Skull Input with any Programmatic changes made by 3-Stars | R, A | | S | S | | S | S | S | | | S | | | | | | | |
| M2.24.16B | Update DMAG manpower Issue Paper briefing | R, A | | S | S | | | | | | | | | | | | | | |
| M2.24.16C | Deliver DMAG manpower Issue Paper briefing | R, A | | S | S | | | | | | | I | | | | | | | |
| M2.24.19A | Perform initial assessment on manpower | R, A | I | S | S | | | S | | | | | | | | | | | |
| M2.24.19B | Update PDM manpower Issue Paper briefing | R, A | | S | S | | | | | | | | | | | | | | |
| M2.24.19C | Deliver PDM manpower Issue Paper briefing | R, A | | S | S | | | S | | | | | | | | | | | |
| M2.24.20A | Update MPES data to reflect Issue Tracker content | R | A | | | | | S | S | | | | | | | | | | |
| M2.24.22A | Develop taking points | R, A | | S | S | | | C | | | | | | | | | | | |
| M2.24.22B | Deliver talking points brief to AF/A1 | R, A | S | S | S | | | S | | | | | | | | | | | |
| M2.25.01A | Develop manpower inputs to offsets | R, A | | S | S | | | | | | | | | | | C | | C | C |
| M2.25.02A | Assess program changes for manpower impacts | R | A | | | | | S | | | | | | | | | | | |
| M2.25.02B | Adjudicate manpower change conflicts | R, A | | S | S | | | | | | | | | | | | | | S |
| M2.25.02C | Validate robustness of the manpower change rationale | R, A | | S | S | | | I | | | | | | | | | | | S |
| M2.25.03A | Update manpower changes in MPES | R | A | | | | | | | S | | | | | | | | | |
| M2.25.07A | Update manpower rationale offsets template | R, A | | S | S | | | | | | | | | | S | | | C | S |
| M2.25.08A | Update 1-N Offset List decisions in MPES | R, A | | S | S | | | S | | | | | | | | | | | |
| M2.25.10A | Update 1-N Offset List decisions in MPES (shortened) | R | A | | | | | S | | | | | | | | | | | |
| M2.25.11A | Balance MPES to OSD approved 1-N Offset List | R, A | | S | S | | | | S | | | | | | | | | | |

1575

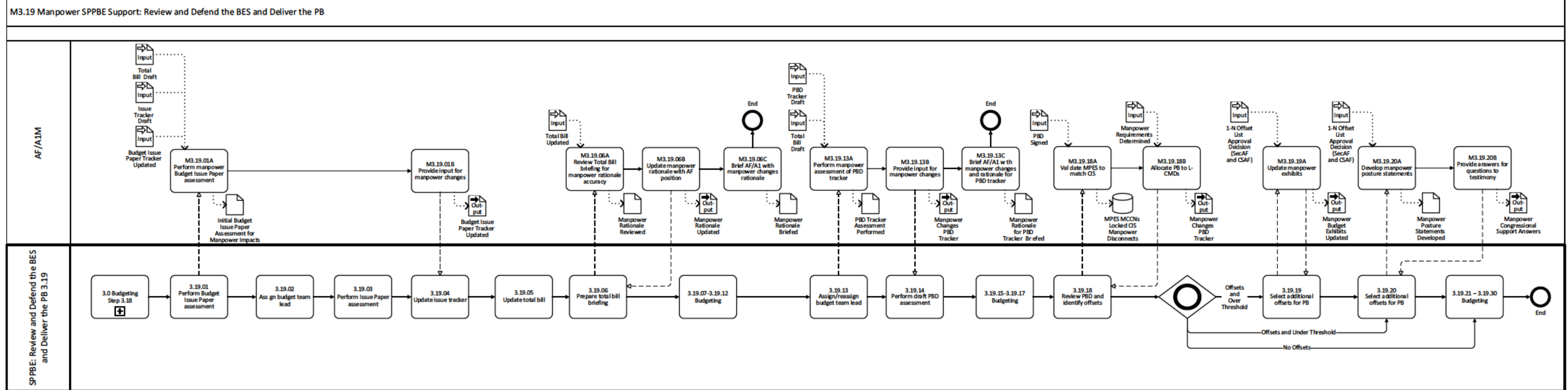


USAF SPPBE Playbook

1576 f. Manpower Supporting Budgeting Detailed Maps



1577



1578

1579

1580

1581



USAF SPPBE Playbook

1582 *g. Manpower Supporting Budgeting RASCIs*

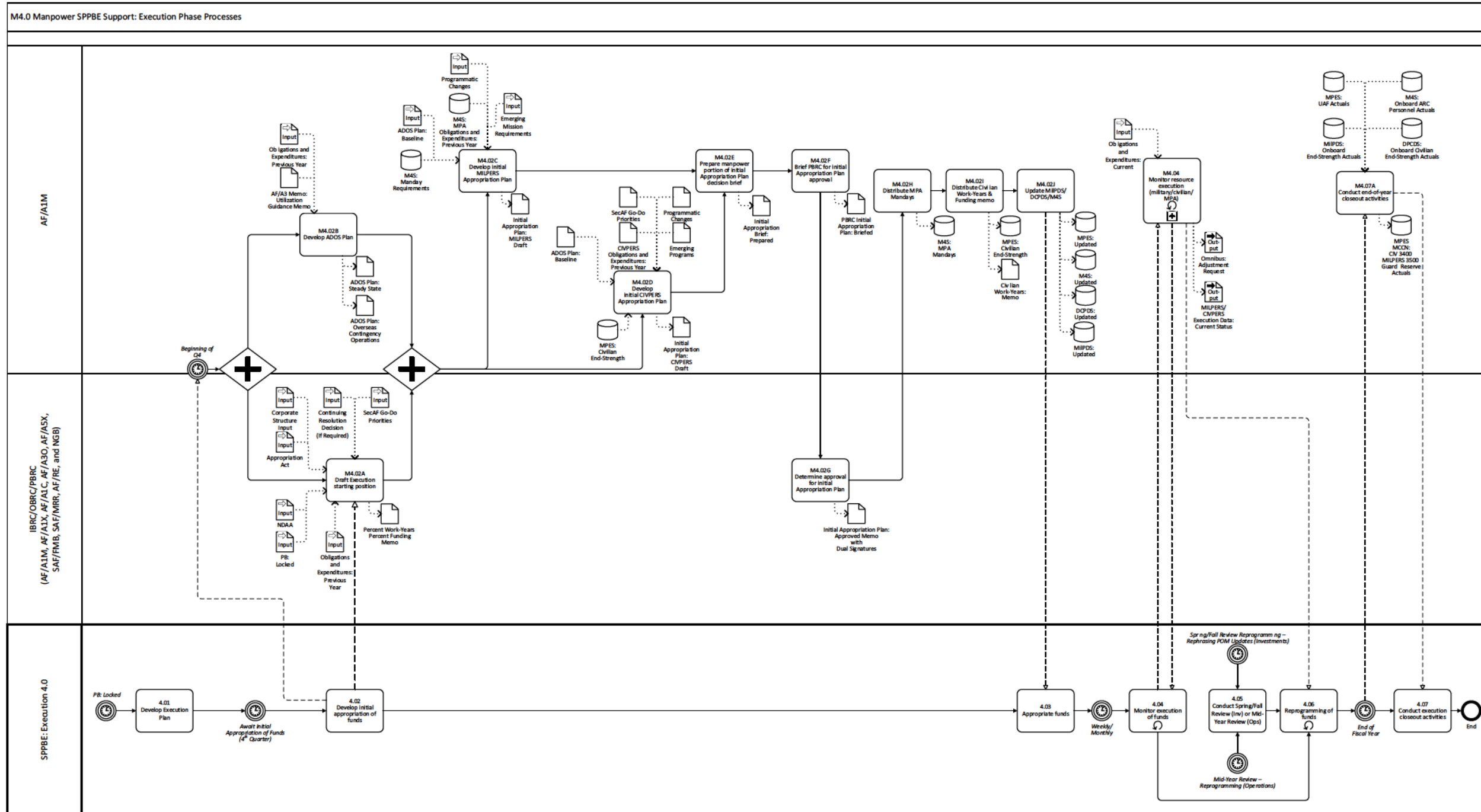
| | Activity Step | AF/AIM | AF/AI | AF/AIP | AF/AIC | L-CMDs | SAF/FMB | AF/A8P | SAF/FM | SAF/FMBP | SAF/LL | Other Budget Documentation Stakeholders | AFCS | SecAF, CSAF, USecAF, and VCSAF | OSD | Budget Analysts for Active, Guard, and Reserve | Appropriation Managers | L-Agents |
|-----------|--|--------|-------|--------|--------|--------|---------|--------|--------|----------|--------|---|------|--------------------------------|-----|--|------------------------|----------|
| M3.07A | Review 1-N Exercise List for manpower impacts | R,A | | S | S | S | S | | | | | | | | | | | |
| M3.07B | Develop manpower changes by option | R,A | | S | S | S | S | | | | | | | | | | | |
| M3.09A | Update 1-N Exercise List with manpower changes | R,A | | S | S | S | S | | | | | | | | | | | S |
| M3.11A | Determine if change is program specific | R,A | | S | S | S | | | | | | | | | | | | |
| M3.11B | Update MPES with CCN changes | R,A | | S | S | | I | I | | | | | | | | | | |
| M3.11C | Adjust force structure deviation account | R,A | | S | S | | I | I | | | | | | | | | | |
| M3.13A | Assess SAF/FM changes for end-strength impact | R,A | | | | | | | C | | | S | | | C | | I | |
| M3.13B | Adjust force structure deviation account | R,A | | | | | | | | | | C | | | | | | |
| M3.16A | Lock MPES | R,A | | | | | | | | | | | | | | | | |
| M3.17A | Validate MPES file to match CIS record | R,A | | | | | S | | | | | | | | | | | |
| M3.17B | Allocate BES to L-CMDs, L-Agents | R | A | | | S | | | | | | | | | | C | | |
| M3.18A | Create manpower justification for budget exhibit | R,A | | | | | S | | | | | | | | | | | |
| M3.19.01A | Perform manpower Budget Issue Paper assessment | R,A | | | | | | | | C | | | | | | | | |

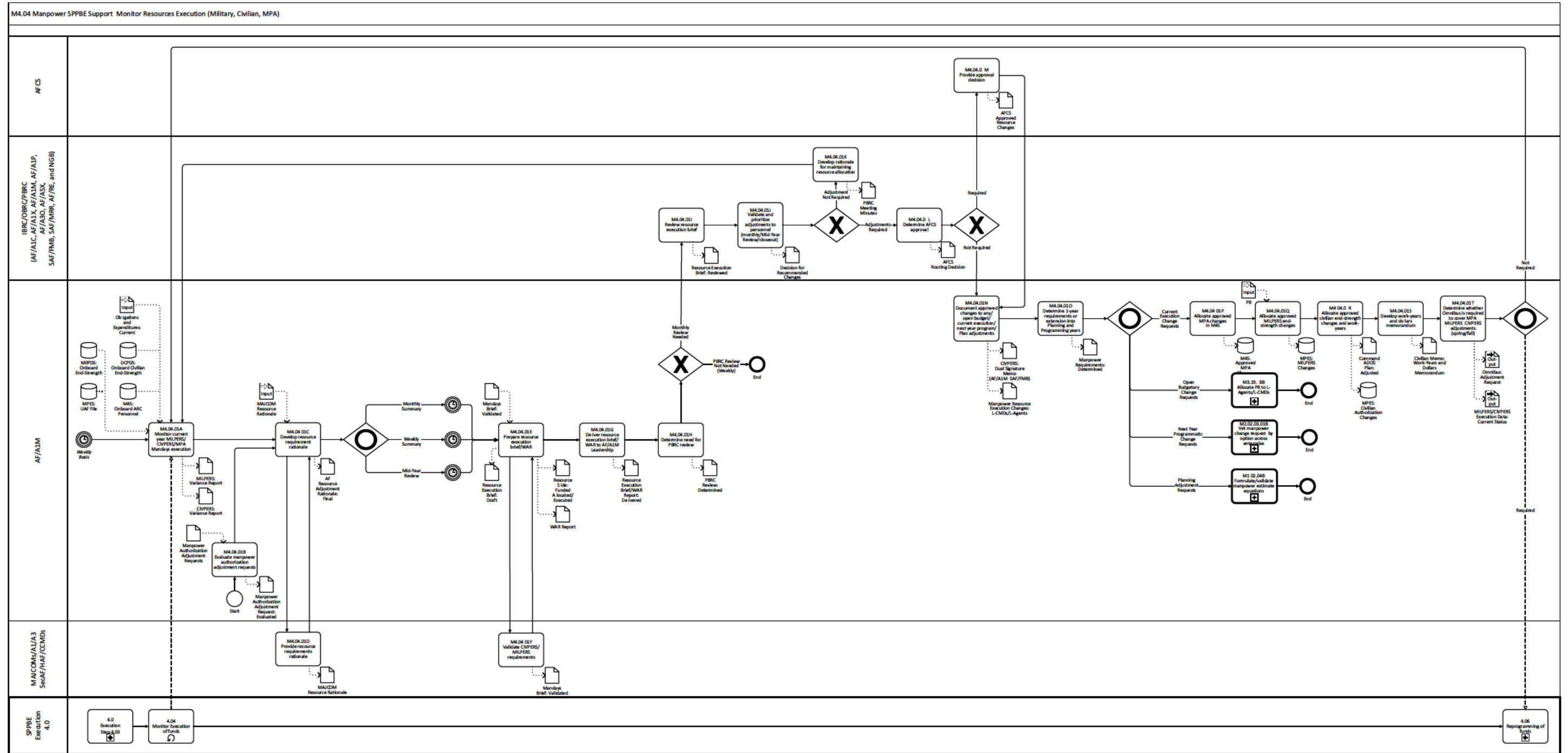


USAF SPPBE Playbook

| | Activity Step | AF/AIM | AF/A1 | AF/AIP | AF/AIC | L-CMDs | SAF/FMB | AF/A8P | SAF/EM | SAF/FMBP | SAF/LL | Other Budget Documentation Stakeholders | AFCs | SecAF, CSAF, USecAF, and VCSAF | OSD | Budget Analysts for Active, Guard, and Reserve | Appropriation Managers | L-Agents |
|-----------|---|--------|-------|--------|--------|--------|---------|--------|--------|----------|--------|---|------|--------------------------------|-----|--|------------------------|----------|
| M3.19.01B | Provide input for manpower changes | R,A | | | | | | | | | | | | | | | | C |
| M3.19.06A | Review Total Bill briefing for manpower rationale accuracy | R,A | | | | | | | | S | | | | | | | | |
| M3.19.06B | Update manpower rationale with AF position | R,A | C | | | | | | | S | | | | | | | | |
| M3.19.06C | Brief AF/A1 with manpower change rationale | R,A | C | | | | | | | | | | | | | | | |
| M3.19.13A | Perform manpower assessment of PBD tracker | R,A | | | | | | | | S | | | | | | | | |
| M3.19.13B | Provide input for manpower changes | R,A | | | | | | | | | | | | | | | | C |
| M3.19.13C | Brief AF/A1 with manpower changes and rationale for PBD tracker | R,A | C | | | | | | | | | | | | | | | |
| M3.19.18A | Validate MPES to match CIS | R,A | | | | | S | | | | | | | | | | | |
| M3.19.18B | Allocate PB to L-CMDs, L-Agents | R | A | | | S | | | | | | | | | | | | C |
| M3.19.19A | Update manpower exhibits | R,A | | | | | C | | | | | | | | | | | |
| M3.19.20A | Develop manpower posture statements | R,A | | | | | | S | | S | | S | C | | | | | |
| M3.19.20B | Provide answers for questions to testimony | R,A | | | | | C | | | | | | | | | | | |

1583





1586

1587

1588



USAF SPPBE Playbook

1589 i. Manpower Supporting Execution RASCI

| Activity Step | AF/AIM | AF/AI | AF/AIP | AF/AIC | AF/AIMT | AF/AIMP | AF/AIMR | AFPC | AFMA | MAJCOMs/A1/A3 | SAF/FMB | SAF/FM | SAF/FMBI | SAF/FMBO | CCMDs | IBRC/OBRC/PBRC | SecAF | L-CMDs/L-Agents | AFCs | HAF |
|---------------|--------|-------|--------|--------|---------|---------|---------|------|------|---------------|---------|--------|----------|----------|-------|----------------|-------|-----------------|------|-----|
| M4.02A | | | | | | | | | | | | | I | I | | R,A | | | | |
| M4.02B | R,A | | | | | | | | | | | | | | | | | | | |
| M4.02C | R,A | | | | | | | | | | | | | | | | | | | |
| M4.04D | R,A | | | | | | | | | | | | | | | | | | | |
| M4.02E | R,A | | | | | | | | | | | | | | | | | | | |
| M4.02F | R,A | | | | | | | | | | | | | | | | | | | |
| M4.02G | | | | | | | | | | | | | | | | R,A | | | | |
| M4.02H | R,A | | | | | | | | | | | | | | | | | | I | |
| M4.02I | R,A | | | | | | | | | | | | | | | | | | S | |
| M4.02J | R,A | | | | | | | | | | | | | | | | | | | |
| M4.04.01A | A | I | S | S | R | R | | | | S | | | I | I | S | | S | | | S |
| M4.04.01B | A | I | S | S | R | R | | | | S | | | | | S | | S | | | S |
| M4.04.01C | A | I | S | S | R | R | | | | S | | | | | S | | S | | | S |
| M4.04.01D | S | | S | S | | | | | | R,A | | | | | R,A | | R,A | | | R,A |
| M4.04.01E | A | I | S | S | R | | | | | S | | | | | S | | S | | | S |
| M4.04.01F | S | | R,A | R,A | | | | | | R,A | | | | | R,A | | R,A | | | R,A |
| M4.04.01G | A | I | | | R | | | | | | | | | | | | | | | |
| M4.04.01H | R,A | I | | | | | | | | | | | | | | | | | | |
| M4.04.01I | | I | | | S | | | | | | A | | | | | R | | | | |
| M4.04.01J | | I | | | S | | | | | | A | | | | | R | | | | |



USAF SPPBE Playbook

| | Activity Step | AF/AIM | AF/AI | AF/AIP | AF/AIC | AF/AIMT | AF/AIMP | AF/AIMR | AFPC | AFMA | MAJCOMs/AI/A3 | SAF/FMB | SAF/FM | SAF/FMBI | SAF/FMBO | CCMDs | IBRC/OBRC/PBRC | SecAF | L-CMDs/L-Agents | AFCS | HAF |
|-----------|---|--------|-------|--------|--------|---------|---------|---------|------|------|---------------|---------|--------|----------|----------|-------|----------------|-------|-----------------|------|-----|
| M4.04.01K | Develop rationale for maintaining resource allocation | | | | | | | | | | | | | | | | R,A | | | | |
| M4.04.01L | Determine AFCS approval | | | | | | | | | | | | | | | | R,A | | | | |
| M4.04.01M | Provide approval decision | | | | | | | | | | | | | | | | | | | R | A |
| M4.04.01N | Document approved changes to any/open budget/current execution/next year program/Plan adjustments | R,A | | | | | | | | | | | | | | | | | | | |
| M4.04.01O | Determine 1-year requirements or extension into Planning and Programming years | A | I | | | R | S | S | | S | | | | | | I | | | | I | |
| M4.04.01P | Allocate approved MPA changes in M4S | A | | | | R | | | | | | | | | | | | | | | |
| M4.04.01Q | Allocate approved MILPERS end-strength changes | A | | | | S | R | | | | | | | | | | | | | | |
| M4.04.01R | Allocate approved civilian end-strength changes and work-years | A | | | | S | R | | | | | | | | | | | | | | |
| M4.04.01S | Develop work-years and dollars memorandum | A | | | S | R | | | | | S | | | | | | | | | | |
| M4.04.01T | Determine whether Omnibus is required to cover MPA, MILPERS, CIVPERS adjustments (spring/fall) | R,A | | | C | S | S | | | | | | | I | I | | | | | | |
| M4.07A | Conduct end-of-year closeout activities | R,A | | S | S | | | | S | | | | | I | I | | | | | | |

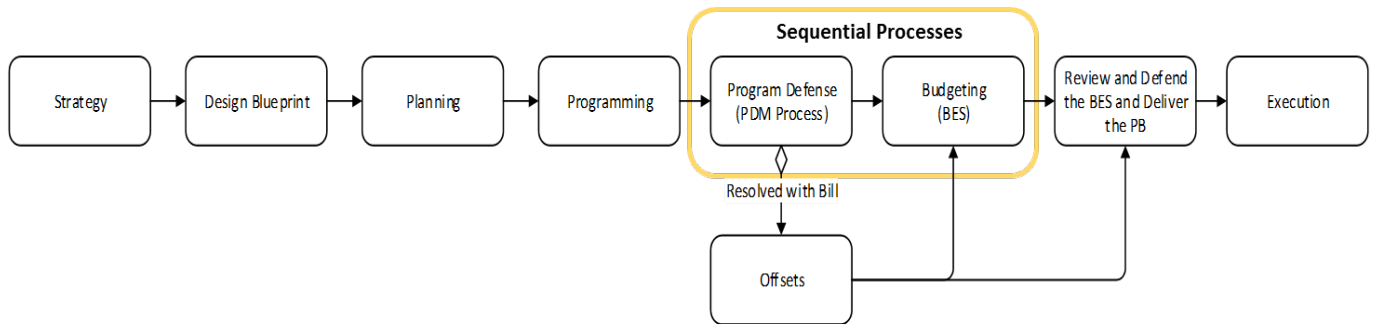
1590

1591 **X. SPPBE Concurrent Program and Budget Review Process**

1592 The detailed SPPBE process outlined in this playbook show the standard sequential process. This
 1593 section of the playbook covers the differences if the Program and Budget Review are running
 1594 concurrently. As a reminder, at a high-level, the SPPBE sequential process pushes work products
 1595 from one phase to another for the current cycle and incorporates work products from previous
 1596 cycles as a baseline.

1597 The sequential process allows the Programming and Budgeting processes adequate time to
 1598 analyze and mitigate Programmatic Issue Papers prior to BES submission. The Budget review
 1599 begins and leads to the PB submission. The sequential process utilizes the PDM to pass
 1600 programmatic decisions to the services. The final BES position is reviewed by OSD Comptroller
 1601 and instantiated by PBDs. The high-level sequential process is illustrated in **Figure IX_1**.

1602 **Figure IX_1 – SPPBE High-Level Sequential PDM Process:**



1603

1604

1605 Alternatively, OSD may impact the SPPBE process by reviewing the Program and the Budget
 1606 concurrently. Budget and Programmatic Issue Papers are released at the same time and worked
 1607 by the Air Force. When this occurs, the Air Force SPPBE process reacts and alternates to a
 1608 different process where Issue Papers are categorized and separated into Programmatic Issue
 1609 Papers or Budget Issue Papers for analysis and mitigation respectively by the Programming or
 1610 Budgeting phases.

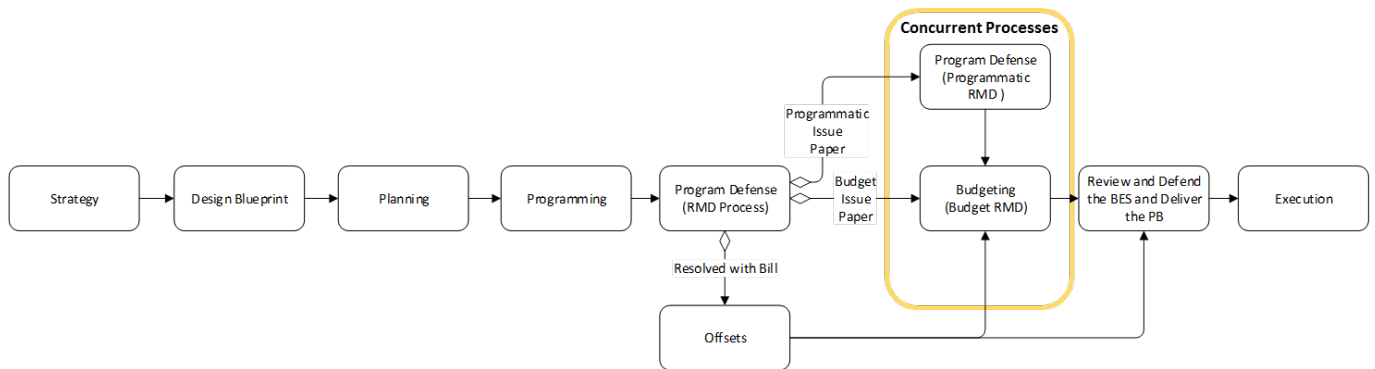
1611 The Programming Issue Paper process initiates after receiving the Programmatic Issue Papers
 1612 from OSD and having a team lead assigned by AF/A8P to manage mitigation and adjudication of
 1613 the identified issue. An analysis is conducted and prepared by the issue team in the form of a
 1614 brief to represent the Air Force position to the OSD issue team. A multitude of issues will be
 1615 dealt concurrently. The adjudication of the issue follows the same process as the sequential issue,
 1616 OSD issue team, AF/A5/8, and the DMAG. After all issues have been reviewed, OSD CAPE
 1617 adjudicates the response and drafts the OSD recommendation in the form of the Programmatic
 1618 Resource Management Decision (RMD). The Programmatic RMD is reviewed by AF/A8P.
 1619 AF/A8P coordinates with Air Force Leadership before final agreement on the Programmatic
 1620 RMD by both the Air Force and OSD.

USAF SPPBE Playbook

1621 Concurrently, with the Programmatic Issue Papers, the Budgeting Issue Paper process initiates
 1622 after receiving the Budget Issue Papers from OSD and a team lead is assigned by SAF/FMB to
 1623 manage mitigation and adjudication of the identified issue. An analysis is conducted and the Air
 1624 Force position is prepared by the budget issue team and transmitted to OSD Comptroller. Upon
 1625 reviewing the Air Force response brief, OSD Comptroller adjudicates the response and drafts the
 1626 OSD recommendation in the form of the Budget RMD. The Budget RMD is received by
 1627 SAF/FMB for assessment and any major budget issues are resolved between the CSAF and
 1628 SecAF as well as the most senior leaders of OSD. The Budget RMD is finalized by OSD
 1629 Comptroller.

1630 Upon signing both the Programmatic RMD and Budget RMD, the Budgeting process reviews
 1631 and incorporates all of the guidance in both RMDs into the baseline for the PB Submission. The
 1632 high-level concurrent process is illustrated in *Figure IX_2*.

1633 *Figure IX_2 – SPPBE High-Level Concurrent RMD Process:*



1634

1635

1636 Please reference *Appendix Section VIII and IX* of this playbook for detailed process maps of the
 1637 modified processes for the applicable concurrent RMD process maps. These maps are intended
 1638 to be used in place and in conjunction with SPPBE sequential process maps in *Appendix Section*
 1639 *V* of this playbook.

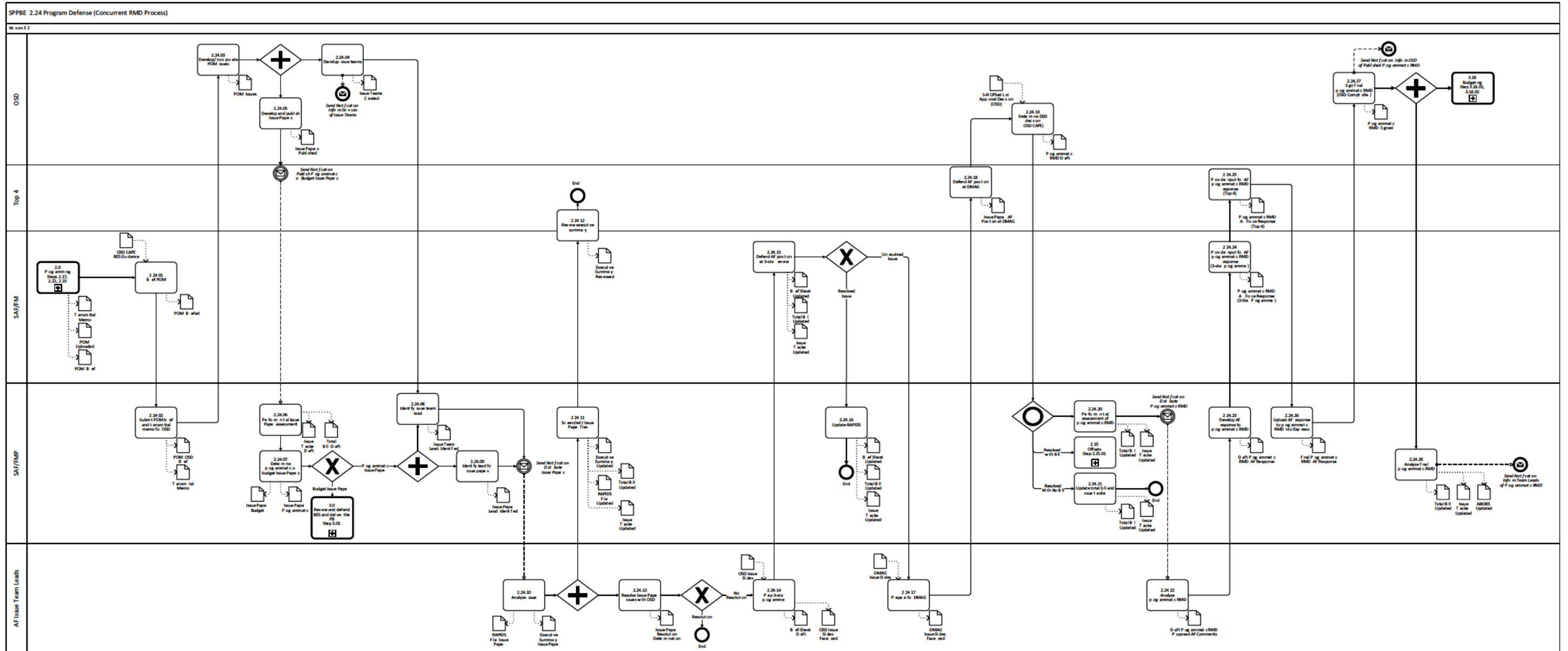
1640 The following list of Programming Concurrent Maps are detailed in *Appendix Section VIII*:

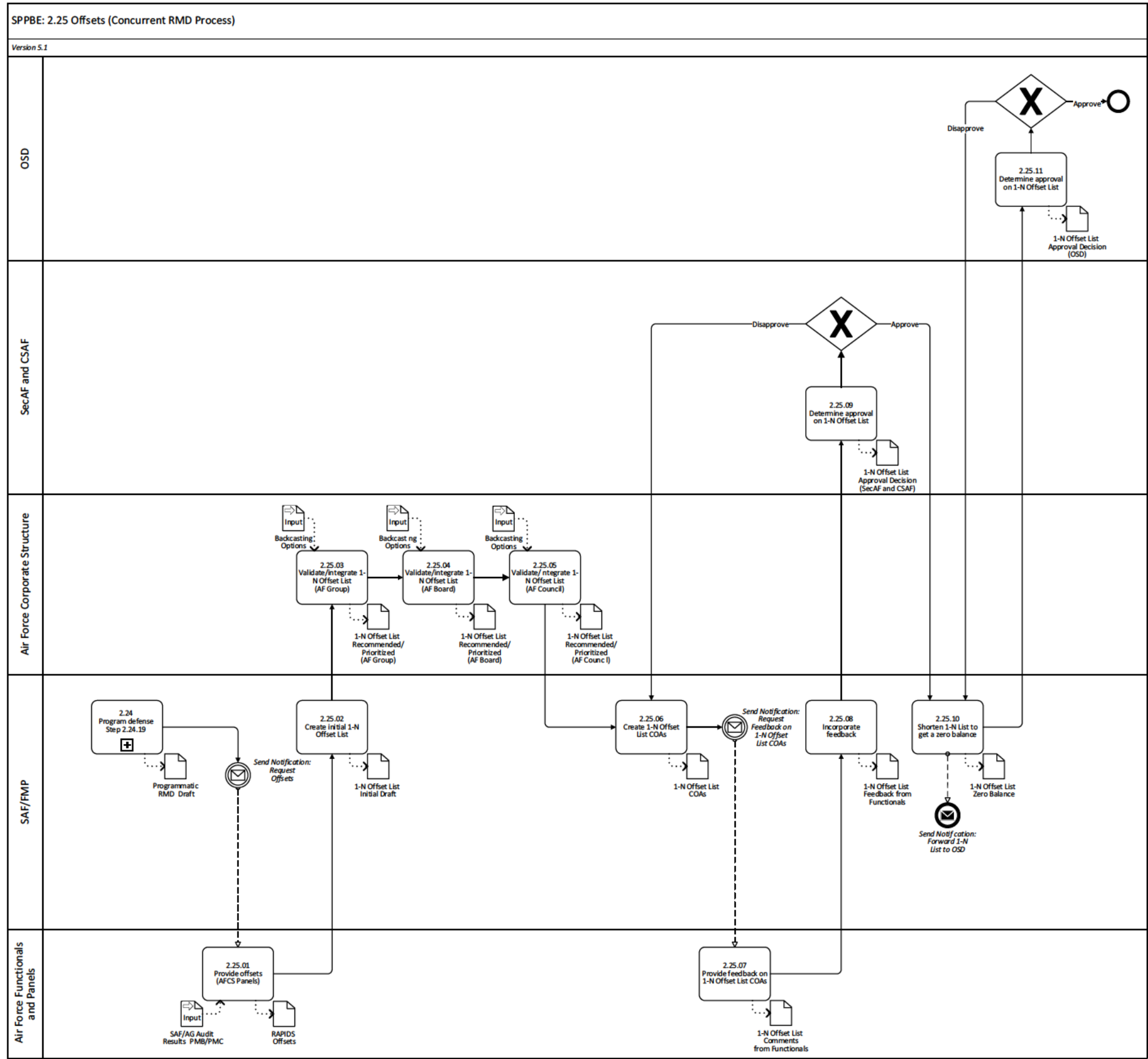
- 1641 ▪ 2.24 – Program Defense (Concurrent RMD Process)
- 1642 ▪ 2.25 – Offsets (Concurrent RMD Process)

1643 The following list of Budgeting Concurrent Maps are detailed in *Appendix Section IX*:

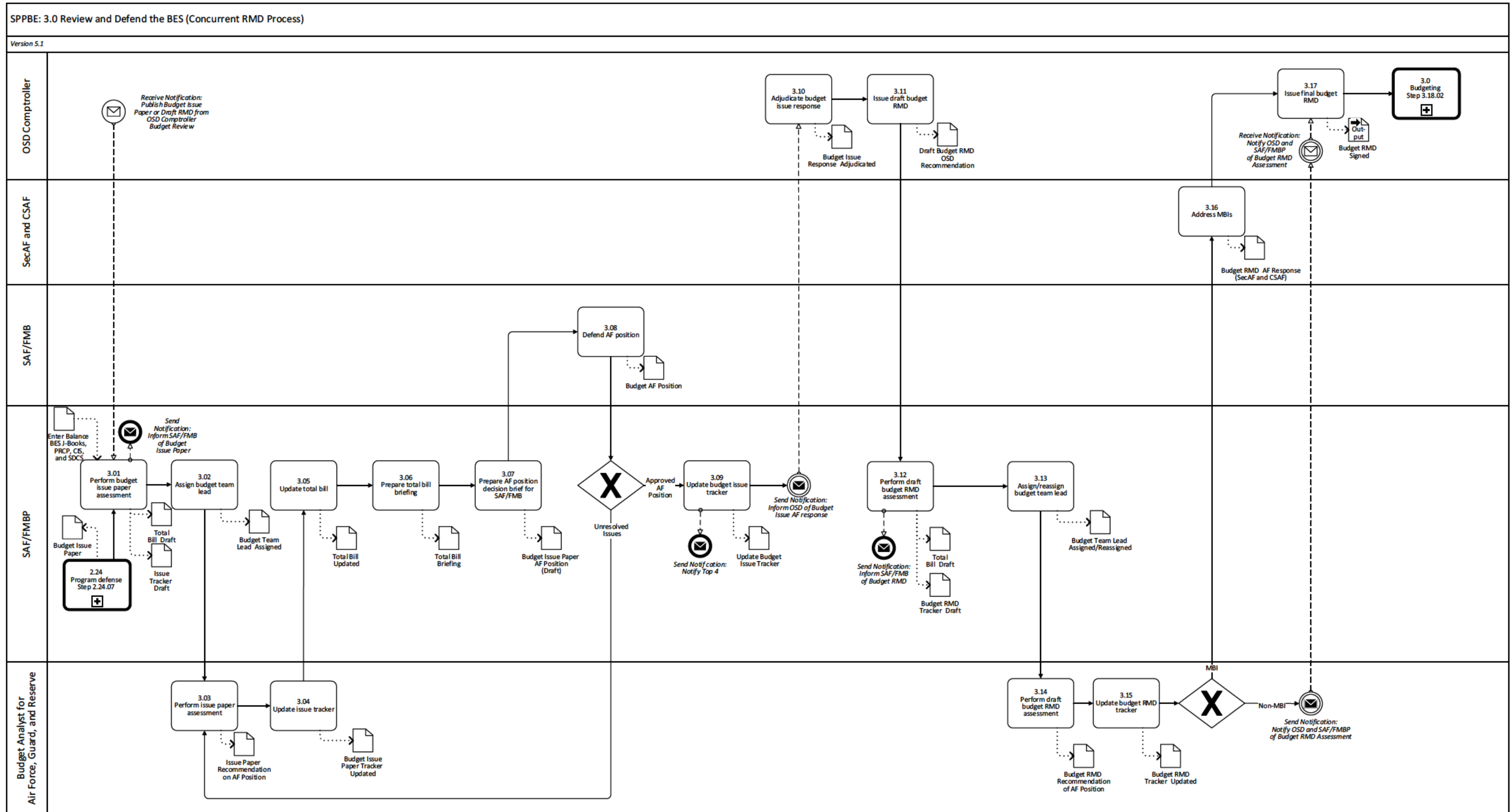
- 1644 ▪ 3.00 – Review and Defend the BES (Concurrent RMD Process)
- 1645 ▪ 3.18 – Balancing BES (Concurrent RMD Process)
- 1646 ▪ 3.18.07 – Develop New/Adjust Offsets (Concurrent RMD Process)

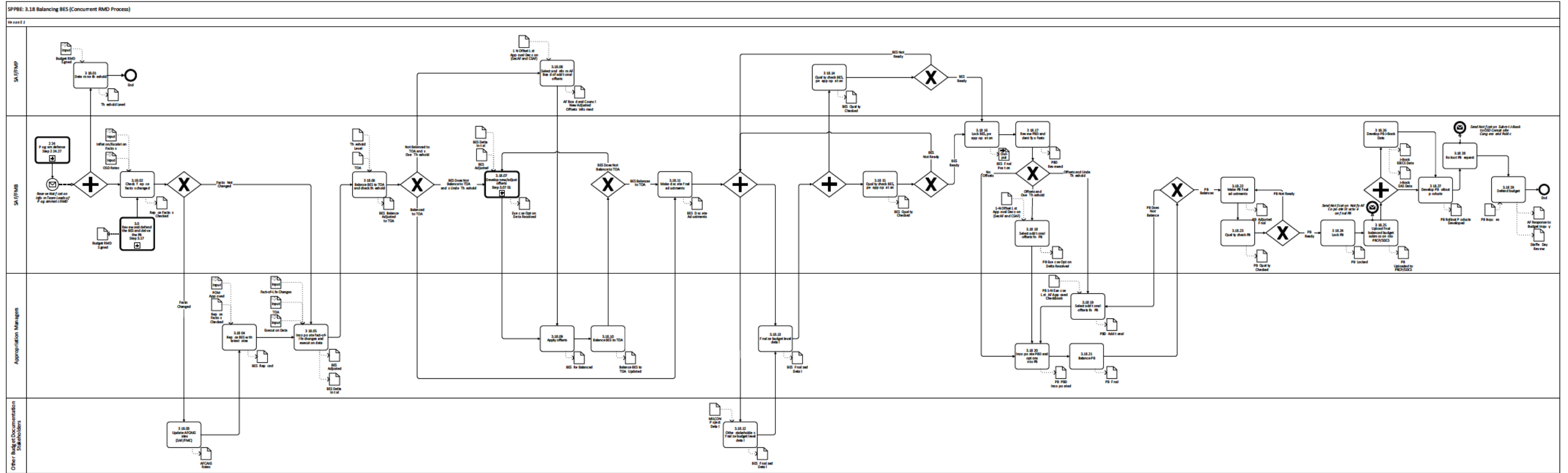
i. Programming Concurrent RMD Detail Process Maps





ii. Budgeting Concurrent RMD Detailed Process Maps



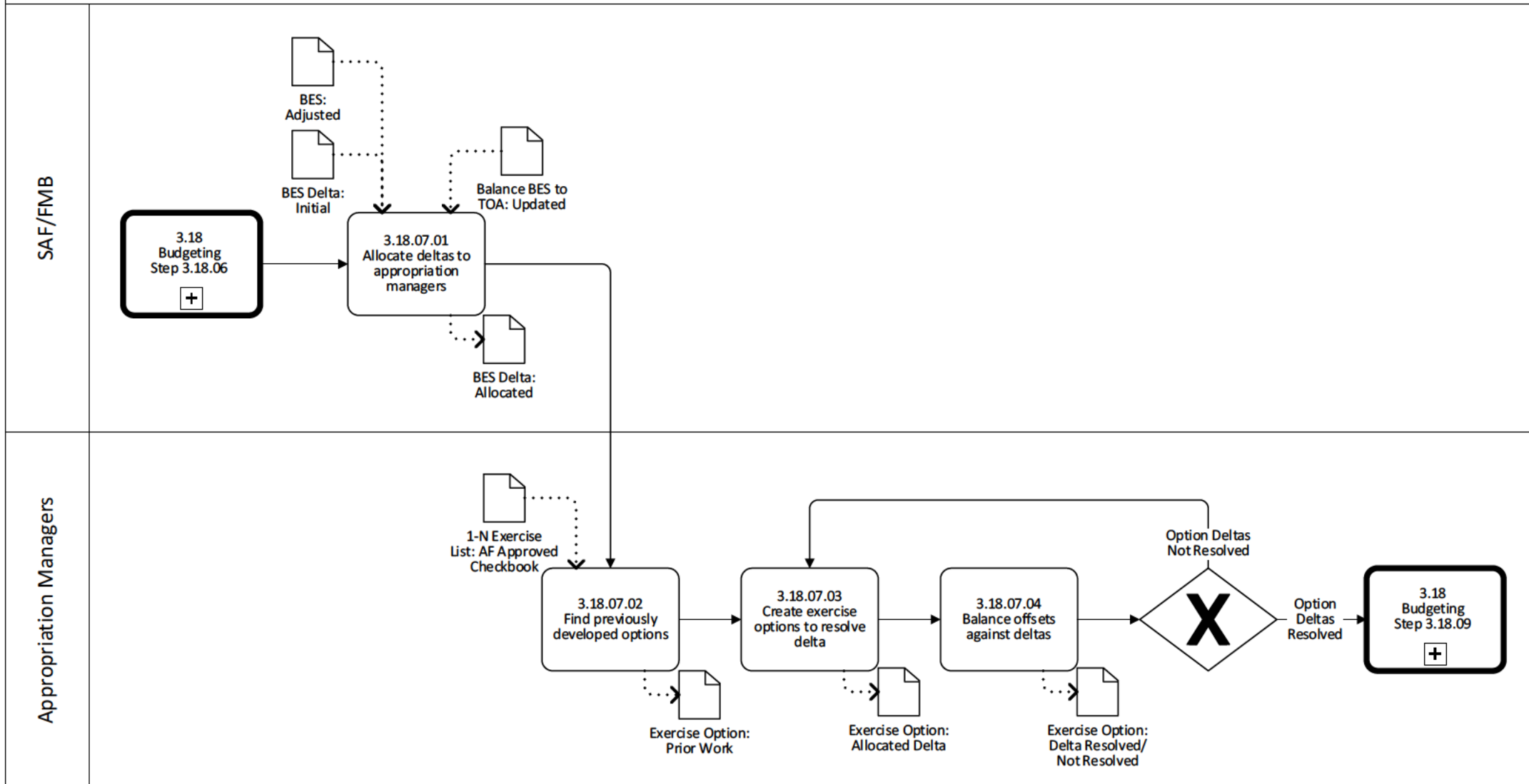


1655
1656

1657

SPPBE: 3.18.07 Develop New/Adjust Offsets (Not balanced to TOA and Under Threshold)

Version 5.1



1658

1659