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SECRETARY OF THE AIR FORCE**

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Operations

**PROGRAM ACTION DIRECTIVES
(PADS), PROGRAM GUIDANCE
LETTERS (PGLS), PROGRAMMING
PLANS (PPLANS), AND
PROGRAMMING MESSAGES (PMSGs)**

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This instruction provides guidance on PADs, PGLs, PPlans, and PMsgs and implements strategic objectives described in Air Force Policy Directive (AFPD) 10-5, *Basing*, management of business operations for the Air Force described in Headquarters Air Force Mission Directive (HAFMD) 1-2, *Under Secretary Of The Air Force*, and in the case of movement of Air Force units and basing implications, should be used in concert with Air Force Instruction (AFI) 10-503, *Strategic Basing*, AFI 16-403, *Updating the USAF Program Installations, Units and Priorities and Movement of Air Force Units*, and AFI 38-101, *Air Force Organizations*. PADs, PGLs, PPlans, and PMsgs enable alignment of Air Force strategic objectives and Secretary of the Air Force (SecAF) and Chief of Staff of the Air Force (CSAF) approved initiatives with joint and

national priorities. This instruction applies to the Regular Air Force (RegAF), Air National Guard (ANG), and Air Force Reserve (AFR). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of IAW Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System (AFRIMS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level; however, all direct supplements must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the Publication OPR for non-tiered compliance items. Submit requests for T-1 waivers through the chain of command (MAJCOM/DRU/FOA), to the Tier approval authority (SAF/US(M)).

(ANG) This publication implements the Air National Guard (ANG) Conversion Process. It provides guidance and procedures on the ANG Conversion Process throughout the Air Force (AF). It applies to individuals at all levels who are in conversion, except where otherwise noted. This publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR listed above using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. Requests for waivers must be submitted to the OPR listed above for consideration and approval. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. The major changes include transferring the OPR to SAF/US(M), certifier to AF/A5/8, and approval to SAF/US(M) and expanding the use of PADs, PGLs, PPlans, and PMsgs beyond basing to include implementation of strategic objectives. For expanded information, visit the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx).

(ANG) This document has been substantially revised and must be completely reviewed. Major changes include: incorporated Air National Guard Site Activation Task Force (SATAF) Guidebook, administrative corrections, and rearrangement and renumbering of paragraphs.

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Chapter 1

PROGRAM OVERVIEW

1.1. Program Action Directive. A PAD is a Headquarters Air Force (HAF) document that provides strategic level guidance to HAF staff and Major Command (MAJCOM) commanders about how to achieve SecAF and CSAF-directed objectives. PADs require detailed, cross-functional and/or cross-MAJCOM planning and guidance to implement major Air Force programs aligned with national, joint, or service initiatives. A PAD has a broad scope that typically affects multiple HAF functional areas, MAJCOMs, or other organizations and consists of a Basic Plan and supporting functional staff annexes. For example, AF/A2 and its effort used a PAD to re-designate the Air Force Intelligence, Surveillance, and Reconnaissance Agency from a Field Operating Agency (FOA) to a Numbered Air Force (NAF) under Air Combat Command (ACC).

1.1. (Added-ANG) Conversion Process. The ANG conversion process is the official mechanism to significantly alter or affect ANG units. An executable program is required before the first SATAF is conducted due to organizational and/or mission changes as a result of a Strategic Basing Action, a programmatic action, Total Force Integration (TFI) initiative, or a Base Realignment and Closure (BRAC) action. For the purposes of this instruction, an executable program is one where the requirement is validated and resources are identified and sourced. Additionally, any organizational and/or mission change must be staffed and approved by the Air Force and/or National Guard Bureau (NGB) corporate process.

1.2. Program Guidance Letter. A PGL is a HAF document that provides strategic level guidance to MAJCOM commanders and HAF staff about how to achieve SecAF and CSAF-directed objectives. PGLs are used when SecAF/CSAF direction does not require detailed, cross-functional and/or cross-MAJCOM planning requirements of a PAD. A PGL has a narrow scope that typically affects a single HAF functional area, for example AF/A1 and its oversight for Air Education and Training Command (AETC) and/or Air Force Personnel Center (AFPC). A PGL is never subsidiary to a PAD and will not be used to implement PAD directives.

1.2. (Added-ANG) NGB. NGB is the Department of Defense (DoD) agent for force and resource management within the ANG. The Air National Guard Readiness Center Commander (ANGRC/CC) assumes day to day responsibility for the management of the ANGR, to include the conversion process.

1.3. Programming Plan. PPlans are detailed planning documents used to implement PADs, PGLs, or individual MAJCOM/Direct Reporting Unit (DRU)/FOA initiatives. This document is written below HQ USAF-level and is used to initiate and record major actions. A PPlan is a directive, coordinated document, consisting of a Basic Plan and supporting functional staff annexes, which defines required actions, and outlines the responsibilities for achieving a given program objective. The primary types of actions for which PPlans are developed include unit activations and inactivations and realignments involving the physical move of people or assets. Some major actions, such as transferring a function and/or assets from one command to another, require an inter-MAJCOM or interagency PPlan with one command being OPR and the others being OCR.

1.3. (Added-ANG) NGB Air Staff (A-Staff). The NGB A-Staff coordinates ANG conversions with the appropriate DoD, Headquarters Air Force (HAF), Major Command (MAJCOM), State, Territory and the District of Columbia staffs. The NGB A-Staff manages conversions through phased process of planning, programming, and execution.

1.4. Programming Message. A PMsg may be used by a MAJCOM/DRU/FOA in lieu of a PPlan when less comprehensive documentation will suffice to implement a program objective. For example, a PMsg is often utilized when limited functional involvement is required to execute the action. A PMsg may also be used as an interim measure to establish the overall goal and provide basic guidance pertaining to a major program action while more comprehensive documentation is being developed. Some major actions require an inter-MAJCOM or interagency PMsg with one command being OPR and the others being OCR.

1.4. (Added-ANG) NGB/A3Z. NGB/A3Z Conversion Division is the office of primary responsibility (OPR) for the planning and implementation of all ANG conversions which include weapon systems, mission changes, activations, in-activations, and relocations. NGB/A3Z conducts three types of visits: Site Survey, Site Visit, and SATAF. These visits may be conducted virtually if necessary. All organizational and/or mission changes must be staffed and approved by HAF; Chief, National Guard Bureau; Director, Air National Guard (DANG); gaining MAJCOM Commander; and Joint Force Headquarters (JFHQ) of affected State before the first SATAF is conducted. Total Force Integration (TFI) initiatives will be approved by Chief of Staff of the United States Air Force (CSAF) per AFI 90-1001, *Responsibilities for Total Force Integration (TFI)*.

1.4.1. (Added-ANG) Site Survey. A site survey is an authorized field visit, by an individual or team, to an installation/location for the purpose of evaluating it for suitability for a proposed new mission or mission relocation. Additionally, the site survey may be used as a tool in the decision-making process for a proposed program change, a pre-determined program change, or for a new mission site.

1.4.2. (Added-ANG) Site Visit. A site visit is conducted to validate existing data and/or to gather additional data. It can be used to make first contact with a converting unit and to provide a 'vector check' with on-going actions.

1.4.3. (Added-ANG) SATAF. A SATAF consists of multi-functional working groups that identify the necessary actions needed to execute an approved program. Depending on the type of action, one or more SATAFs may be required. The first SATAF normally occurs 12-to-18 months prior to the actual start of the conversion or as soon as possible after appropriate authorization is completed. The SATAF is a dynamic process in which the SATAF team and the affected unit work together to identify timelines and actions to ensure completion of conversion. This process bridges the funding gap between implementation and the unit reaching an initial operational capability (IOC). The SATAF report is a document that has in-depth detail, findings, and action items at the time of the SATAF visit. The working groups identify courses of action and makes recommendations to mitigate obstacles. NGB/A3Z will compile a report consisting of conclusions from subject matter experts after a visit has been completed. NOTE: To ensure timely completion of the environmental analysis, the proponent should complete AF Form 813 Request for Environmental Impact Analysis (section 1), submit to and coordinate with NGB/A7AM early in the planning stages to determine the extent, cost,

and time required to complete the environmental analysis. The National Environmental Policy Act (NEPA) of 1969 requires federal agencies to analyze the environmental consequences for any proposed federal action. Contact NGB/A7AM for assistance in completing AF Form 813.

1.4.3.1. **(Added-ANG)** Distribution of SATAF Report.

1.4.3.1.1. **(Added-ANG)** NGB/A3Z. The SATAF report will be routed through all NGB/A-Staff two-letters for coordination and further dissemination within their directorates for any action items assigned to branches within their directorates. NGB/A3Z will also coordinate with the unit and gaining MAJCOM.

1.4.3.1.2. **(Added-ANG)** The appointed Unit Conversion Officer (UCO) will be responsible for distribution of SATAF report within the state.

1.4.4. **(Added-ANG)** Length of Conversions.

1.4.4.1. **(Added-ANG)** Non-Flying units (do not own or otherwise possess aircraft) will normally be in conversion for one-to-two years for the new mission of record. This is to allow for proper mission programming through the program objective memorandum (POM) process.

1.4.4.2. **(Added-ANG)** Flying units (own or share aircraft) will normally be in conversion for two-to-three years for the new mission of record. This is to allow for proper programming through the POM process.

1.4.4.3. **(Added-ANG)** No unit will remain in conversion for more than three years for a single action in accordance with (IAW) AFI 10-201, Status of Resources and Training System (SORTS) Reporting and AFI 10-201 ANG Sup 1, Status of Resources and Training System.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. SecAF or CSAF shall:

2.1. (Added-ANG) Director, Air National Guard (DANG). Approves and directs program changes. (T-0).

- 2.1.1. Task, approve, and redirect PAD/PGL activities.
- 2.1.2. Assign a HAF Functional as the PAD or PGL OPR.
- 2.1.3. Task PAD/PGL OPRs to develop, implement, and oversee a PAD/PGL to implement specific objectives.
- 2.1.4. Approve PAD/PGL Basic Plans and associated functional annexes
- 2.1.5. Approve PAD/PGL changes.
- 2.1.6. Approve PAD/PGL closure when all tasks/objectives are achieved or when the PAD/PGL has been overcome by events.
- 2.1.7. May delegate PAD/PGL approval, changes, and closure authority, as appropriate.

2.2. The Air Force Office of Business Transformation (SAF/US(M)) shall:

2.2. (Added-ANG) Commander, Air National Guard Readiness Center (ANGRC/CC). Provides oversight and direction for the ANG conversion process, to include associations. (T-1).

- 2.2.1. Act as the PAD/PGL Portfolio Manager (PfM).
- 2.2.2. Develop processes and procedures to guide PAD/PGL initiation, development, implementation, monitoring, reporting, and closure.
- 2.2.3. Determine if the scope of a tasking from SecAF/CSAF requires use of a PAD or PGL.
- 2.2.4. Conduct PAD/PGL analysis with active PAD/PGL OPRs for conflicting guidance and unintended consequences, as appropriate, to support approval, change, or closure requests.
- 2.2.5. Identify and inform USecAF/VCSAF through the Enterprise Process Improvement Council (EPIC) in the event of conflicting guidance between PAD/PGL efforts.
- 2.2.6. Provide PAD/PGL status updates to SecAF and CSAF through the EPIC to validate effective execution of strategic objectives and completion of milestones/actions. PPlan, and PMsg status updates, when associated with a PAD/PGL, will be provided as needed.
- 2.2.7. Ensure accountability of PAD/PGL efforts by tracking progress through reports received from PAD/PGL OPRs and assessing progress with published PAD/PGL time-phased actions.
- 2.2.8. Maintain a web-based repository PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx) of PAD/PGLs, as provided by PAD/PGL OPRs.

2.2.9. Make the final consolidated PAD/PGL available to all HAF/MAJCOM History Offices for their preservation/archival as required.

2.3. The MAJCOM/DRU/FOA Commander shall:

2.3. (Added-ANG) Responsibilities of NGB Directorates. (T-1).

2.3.1. Task, approve, and redirect PPlan/PMsg activities to implement and oversee specific objectives to support PAD, PGLs or MAJCOM/DRU/FOA-generated initiatives.

2.3.1. (ANG) Directorates will program for and fund all travel associated with conversion visits (Site Surveys, Site Visits, and SATAFs) for their respective directorate; the only exception is BRAC related travel. When BRAC related travel is warranted, a BRAC fund cite is normally available for use.

2.3.2. Assign a MAJCOM/DRU/FOA Functional staff office as the PPlan or PMsg OPR.

2.3.2. (ANG) Directorates will coordinate, facilitate, implement, and manage all areas of responsibility for conversion. This will include but not limited to the planning and programming of actions until the conversion action is deemed executable and until the unit reaches full operational capability (FOC).

2.3.3. Approve PPlan/PMsg Basic Plans and associated functional annexes

2.3.3. (ANG) Directorates will provide functional area experts to serve as conversion team members and provide NGB/A3Z a consolidated list of name(s) that will be attending the visit.

2.3.4. Approve PPlan/PMsg changes.

2.3.5. Approve PPlan/PMsg closure when all tasks/objectives are achieved or when the PPlan/PMsg has been overcome by events.

2.3.6. May delegate PPlan/PMsg approval, changes, and closure authority, as appropriate.

2.3.7. Submit requests for T-1 waivers through the chain of command (MAJCOM/DRU/FOA), to the Tier approval authority (SAF/US(M)).

2.4. The PAD/PGL OPR shall:

2.4. (Added-ANG) Program Element Monitor (PEM), Functional Area Manager (FAM), Career Field Functional Manager (CFFM), Subject Matter Experts, and Conversion Team Members Responsibilities. (T-1).

2.4.1. Execute PAD/PGL Portfolio Management processes and procedures to initiate, build, execute, monitor, report, close, and evaluate their respective PAD/PGL in coordination with the PAD/PGL PFM.

2.4.1. (ANG) Completely review this supplement, and the NGB/A3Z Conversion Team 101 brief to gain an understanding of conversion process and mechanics.

2.4.2. For PADs, identify and task HAF functionals, MAJCOMs, and other offices of collateral responsibility (OCRs) to develop and coordinate functional annexes.

2.4.2. (ANG) Attend the pre-conversion meeting hosted by the Team Lead and encourage maximum participation by all working group members.

2.4.3. Complete interference/consequence/overlap analysis (ICOA) as tasked by the PAD/PGL PFM.

2.4.3. (ANG) Provide discussion topics for conversion in-briefing to the Team Lead prior to or during the pre-conversion meeting.

2.4.4. Identify/coordinate/resolve conflicting guidance and unintended consequences determined by the ICOA.

2.4.4. (ANG) Manage and track all assigned conversion action items in coordination with NGB/A3Z and the UCO on the Conversion Action Item Tracker developed during the visit.

2.4.5. Direct and monitor associated PPlan/PMsg OPRs to initiate, build, execute, monitor and report PPlans/PMsgs and close all time-phased actions.

2.4.5. (ANG) Validate applicable line items in the Conversion Financial Plan (FinPlan) when notified by NGB/A3Z.

2.4.6. Provide periodic status reports to the PAD/PGL PFM, as required.

2.4.6. (ANG) Training.

2.4.6.1. (Added-ANG) The FAM is the OPR for mission area training requirements above initial Air Force Specialty Code (AFSC) awarding skills training. In addition, FAMs are also responsible for coordination with CFFM and NGB/A1D to identify formal school training requirements to include Mission Essential Skills Training (MEST).

2.4.6.2. (Added-ANG) Assist NGB/A3Z in identifying non-formal training requirements associated with the conversion action.

2.4.7. Recommend changes or closure of a PAD/PGL to the PAD/PGL PFM when appropriate.

2.4.8. Implement approved PAD/PGL changes.

2.5. The PAD/PGL OCR shall:

2.5. (Added-ANG) Working Group Chair/Co-Chair Responsibilities. (T-1).

2.5.1. Execute PAD/PGL OPR guidance to support the PAD/PGL initiative.

2.5.1. (ANG) Working Group Files. Conversion working group files are sent electronically from NGB/A3Z administrative personnel to the working group chair, prior to the conversion visit. This is the starting point for each working group.

2.5.2. Assign sufficient functional subject matter experts (SMEs) to assist the PAD/PGL OPR in developing the PAD/PGL and supporting functional annexes as directed by the OPR.

2.5.2. (ANG) Working Group Meeting. The Working Group Chair leads and facilitates their respective working group during the conversion visit and includes appropriate unit personnel in all discussions. They also facilitate the flow of crosstalk with other working groups on issues related to their functional area.

2.5.2.1. (Added-ANG) Working Group Discussions. Include all items planned to be discussed on the agenda during the working group meetings. Discussions are

documented on the electronic working group minute template provided prior to the visit.

2.5.2.2. **(Added-ANG)** Action Items. To prepare for the conversion visit, review action items from previous similar conversion visits prior to attending the working group meeting. All action items need to be documented on the Action Item Tracker.

2.5.2.2.1. **(Added-ANG)** The following details are needed for OPR and office of collateral responsibility (OCR) (if identified): name, rank, office symbol, defense switched network (DSN) number, and suspense date. An OPR is required on all action items and OCR is not required. NOTE: Ensure that the action item tasking is coordinated through respective work center.

2.5.2.2.2. **(Added-ANG)** Action Item specifics. Action item description should include the title, the problem statement, and required action.

2.5.2.3. **(Added-ANG)** Executive Summary. The Executive Summary should address the top three to five action items within the working group. It includes a brief narrative of these action items and an overall assessment of the conversion action sub area. Working Group Assessment color and criteria are as follows:

2.5.2.3.1. **(Added-ANG)** GREEN - standards can be maintained with organic capability or proven workarounds or a low risk situation exists.

2.5.2.3.2. **(Added-ANG)** YELLOW - standards can be attained by high risk workarounds or insufficient information is available to make an assessment. Do not hesitate to assess a sub area as YELLOW if it is warranted.

2.5.2.3.3. **(Added-ANG)** RED - disconnects exist with no current solution, show stoppers exist, and/or the action will not occur as programmed. Discuss questions on a RED assessment with the Team Lead.

2.5.2.4. **(Added-ANG)** Out-Brief Slide Bullet(s). The out-brief slide bullet(s) should consist of the most important action items from working group meetings. Be prepared to discuss the group's pertinent issues. The out-brief slide template is provided electronically prior to the visit.

2.5.2.5. **(Added-ANG)** Integration Meeting. Integration meetings are held at the end of each working day of the conversion visit. The purpose of the integration meeting is to keep the other working groups informed and identify any potential conflicts between working groups. At the integration meeting, working group chairs will brief the audience on action items and discussions that occurred in the working group. Conversion team members need to be prepared to have a Hot Wash with the Team Lead at the end of each day.

2.5.3. Provide periodic status reports to the PAD/PGL OPR, as required.

2.6. The PPlan/PMsg OPR shall:

2.6. (Added-ANG) Unit Responsibilities. (T-2).

2.6.1. If associated with a PAD/PDL, execute PAD/PGL Portfolio Management processes and procedures to initiate, build, execute, monitor, report, close, and evaluate their respective PPlans/PMsgs in coordination with the PAD/PGL OPR.

2.6.1. (ANG) Prior to a Visit.

2.6.1.1. **(Added-ANG)** Wing Commander (CC). The Wing/CC will appoint a primary and an alternate UCO. **(T-2)**. The UCO will be the focal point for the conversion and must be kept informed of all conversion related issues. Prior to a visit, submit the UCO's contact information to NGB/A3Z Team Lead at usaf.jbanafw.ngb-a3.mbx.a3z@mail.mil. Include name, rank, office symbol, e-mail address, and DSN/commercial telephone number.

2.6.1.2. **(Added-ANG)** UCO. Completely review this supplement and applicable templates. Note: All templates are located on the NGB/A3ZO SharePoint site, under references. <https://gkoportal.ng.mil/ang/A3/A3Z/A3ZO/>

2.6.1.2.1. **(Added-ANG)** Utilize the A3ZO Template 4 - UCO Checklist, to ensure all actions are accomplished.

2.6.1.2.2. **(Added-ANG)** Identify unit points of contact (POC) that will co-lead working groups as co-chair persons. Complete and return A3ZO Template 5 - Unit SATAF Information Sheet, to the NGB/A3Z Team Lead.

2.6.1.3. **(Added-ANG)** Unit Pre-visit Meeting. It is recommended that the unit conducts a pre-conversion meeting with the unit co-chairpersons prior to the formal conversion visit, to identify, collect, and draft issues from the unit perspective. Any identified issues should be addressed to either the NGB/A3Z Team Lead or NGB functional area representative during the visit.

2.6.1.4. **(Added-ANG)** Conversion assistance. The unit may be asked to provide assistance to the SATAF team for travel and logistics items.

2.6.1.4.1. **(Added-ANG)** Billeting. The unit may be asked for billeting information. NGB/A3Z will coordinate with the NGB team.

2.6.1.4.2. **(Added-ANG)** Briefing area requirements. The briefing area should be large enough to present briefings (in and out) and seat all personnel involved. The room or auditorium must have presentation capabilities (computer with Microsoft PowerPoint, projector, etc).

2.6.1.5. **(Added-ANG)** Working Group Requirements. NGB/A3Z Team Lead and UCO will discuss and decide on working group requirements in advance of the conversion visit. The following working groups are the most common and may or may not be required on a particular visit (depending on the scope of a program change): Communications, Facilities, Logistics, Maintenance, Maintenance Training, Manpower, Operations, Planning & Resources, and Training. When warranted, Working Groups may be combined.

2.6.2. Lead and develop the PPlan/PMsg initiative.

2.6.2. **(ANG)** During Conversion Visit. Attend briefings, integration, and respective working group meetings. NOTE: NGB/A3Z will provide the UCO with a digital copy (PDF) of the out-brief presentation prior to departing the unit.

2.6.3. Identify and task MAJCOM/DRU/FOA functionals, subordinate units, and OCRs to develop and coordinate functional annexes. This may include other MAJCOMs if a multi-MAJCOM PPlan/PMsg is necessary.

2.6.3. (ANG) Post-Conversion Monthly Reporting.

2.6.3.1. **(Added-ANG)** Monthly Conversion Progress Report (CPR). A monthly conversion progress report assessing the progress of each of the conversion working groups is required by each converting unit. It is due on the first duty day of each month after entering conversion. **(T-2)**. This report is used to keep the ANGRC staff apprised on how the conversion is progressing and to prepare conversion status briefings for NGB, HAF, and congressional leaders. The commander's comments section is used to highlight the major problems encountered and any successes achieved. Throughout the report, give as much detail as possible. E-mail and send the CPR to ANGRC/NGB/A3Z, organizational box at usaf.ibanafw.ngb-a3.mbx.a3z@mail.mil. CPRs are posted to respective unit on the NGB/A3ZO SharePoint site.

2.6.3.2. **(Added-ANG)** Conversion Action Item Tracking. The action item tracker is the primary method of monitoring and tracking the conversion action items by both the unit and NGB. The UCO will track and ensure the action items identified during the conversion visit are completed. **(T-2)**. The UCO may adjust suspense dates as necessary after coordinating with the action item OPR and the NGB/A3Z Team Lead. The units' conversion action item tracker is maintained on the NGB/A3ZO SharePoint site and is to be updated in real-time by the UCO.

2.6.4. Provide periodic status reports to the PAD/PGL OPR, as required.

2.6.5. Recommend changes or closure of a PPlan/PMsg to the PAD/PGL OPR when appropriate.

2.6.6. Implement approved PPlan/PMsg changes.

2.6.7. Submit requests for T-1 waivers through the chain of command (MAJCOM/DRU/FOA), to the Tier approval authority (SAF/US(M)).

2.7. The PPlan/PMsg OCR shall:

2.7. (Added-ANG) SORTS Reporting. IAW AFI 10-201, Status of Resources and Training System (SORTS) Reporting and AFI 10-201 ANG Sup 1, Status of Resources and Training System, the unit must continue to report SORTS against the current designed operational capability (DOC) statement until it is either changed or rescinded.

2.7.1. Execute PPlan/PMsg OPR guidance to support the PPlan/PMsg initiative.

2.7.2. Assign sufficient functional SMEs to assist the PPlan/PMsg OPR in developing the PPlan/PMsg and supporting functional annexes as directed by the OPR.

2.7.3. Provide periodic status reports to the PPlan/PMsg OPR, as required.

2.7.4. Submit requests for T-1 waivers through the chain of command (MAJCOM/DRU/FOA), to the Tier approval authority (SAF/US(M)).

2.8. (Added-ANG) Airlift Support. Airlift support may be required to facilitate the conversion. Airlift should only be requested when other means of transportation are impractical. Any conversion related airlift should be requested through NGB/A3M, Mission Readiness Airlift, IAW ANGI 10-201, Air Transportation and DoD 4515.13-R, Air Transportation Eligibility. The request should be submitted to NGB/A3Z for validation 45 days prior to the pick-up date of the cargo. The 5/30/300 (5 tons and/or 30 people and 300 miles) rule must be met for airlift to be validated. The request will be evaluated and if valid, a priority will be assigned and passed to NGB/A3M for scheduling. Note: On-load/Off-load in the “station” subcategory needs to have two different individuals contact information for each station.

2.9. (Added-ANG) Unit In-activations. The following references provide guidance for those units who are undergoing inactivation.

2.9.1. **(Added-ANG)** AFI 33-328 Administrative Orders: G-series orders.

2.9.2. **(Added-ANG)** AFI 33-364 Records Disposition Procedures and Responsibilities: Records disposition.

2.9.3. **(Added-ANG)** AFI 38-101 Air Force Organization: Organizational structure and naming.

2.9.4. **(Added-ANG)** AFI 84-103 U.S. Air Force Heritage Program: Historical property and memorabilia disposition.

2.9.5. **(Added-ANG)** AFI 84-105 Organizational Lineage, Honors and Heraldry: Organizational status change report.

2.9.6. **(Added-ANG)** AFPAM 34-1202 Guide To Protocol: Inactivation ceremony

2.10. (Added-ANG) Deployment, Exercises, and Inspections. (T-2)

2.10.1. **(Added-ANG)** Deployment. Units are not to participate in deployments while in conversion. **(T-2)**. However, individuals assigned to converting units may deploy if requested and authorized by wing leadership.

2.10.2. **(Added-ANG)** Exercises. Units are not to participate in exercises while in conversion. **(T-2)**. However, individuals assigned to converting units may participate in exercises if required.

2.10.3. **(Added-ANG)** Inspections. IAW AFI 90-201 The Air Force Inspection System, units are constantly inspected by the Commander's Inspection Program as part of the Unit Effectiveness Inspection. CAPSTONE events will not be rescheduled due to conversion status but may be tailored in coordination with the gaining MAJCOM Inspector General (IG). Any questions should be directed to ANG/IG (usaf.jbanafw.ngb-ig.list.inspections@mail.mil).

2.11. (Added-ANG) Unit End-of-Conversion (EOC). For ANG Conversion purposes, EOC is determined by one of the three following methods, whichever occurs first: **(T-2)**.

2.11.1. **(Added-ANG)** The unit achieves IOC as defined by the NGB FAM, (i.e. capable-of-deploying a three ship lead package, or capable-of-flying one Combat Air Patrol (CAP), etc).

2.11.2. **(Added-ANG)** The unit has a DOC Statement for the mission they are converting to and begin reporting C-3 or better in all sub-areas.

2.11.3. **(Added-ANG)** The unit does not have a DOC Statement for the mission they are converting to, then EOC is determined as being the equivalent of C-3 or better based on SORTS guidance for each sub-areas IAW AFI 10-201 Status of Resources and Training System.

2.11.3.1. **(Added-ANG)** Total Personnel: having 70% or more of authorized (per Unit Manning Document (UMD)) personnel (reference AFI 10-201 Table 3.2).

2.11.3.2. **(Added-ANG)** Equipment & Supplies On-Hand: having 65% or more of authorized equipment on-hand (reference AFI 10-201 Table 4.2).

2.11.3.3. **(Added-ANG)** Equipment Condition: having 60% or more of equipment operational (reference AFI 10-201 Table 5.2).

2.11.3.4. **(Added-ANG)** Training: having 55% or more of available personnel trained (reference AFI 10-201 Table 6.2).

2.11.4. **(Added-ANG)** Three years from start of conversion (calculated from start of conversion date) (based on C-5 reporting criteria (AFI 10-201 para 1.10.)), i.e. conversion started 1 Dec 10 EOC would be 30 Nov 13.

Chapter 3

GUIDANCE AND PROCEDURES

3.1. Development/Management Tools.

3.1. (Added-ANG) Conversion Financial Plan (FinPlan). The Conversion FinPlan is the application used by converting units. The unit Comptroller Flight will submit conversion FinPlans, as required, for each fiscal year of the conversion. **(T-2).** The FinPlan must be submitted using the conversion FinPlan application located on NGB/A3Z SharePoint site. NOTE: All templates are located on A3ZO Operations Execution Branch SharePoint Site under Libraries/References. URL:

<https://gkportal.ng.mil/ang/A3/A3Z/A3ZO/SitePages/Home.aspx>.

3.1.1. There are several project management tools available to effectively assist in developing and managing PADs, PGLs, PPlans, and PMsgs. Work Breakdown Structure (WBS) and Integrated Master Schedule (IMS) are project management tools which are designed to successfully plan, organize, and accomplish initiatives. Additionally, the Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities and Policy (DOTMLPF-P) construct can be utilized during WBS and IMS development to facilitate the decomposition of tasks critical to implementing the initiative. Examples are located within the PAD template at the PAD/PGL Portfolio Management site https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx

3.1.1. **(ANG)** FinPlan item requests are a onetime cost directly related to the conversion.

3.1.2. DOTMLPF-P is an acronym pertaining to the eight possible material and non-materiel elements involved in resolving capability gaps used for assessing current capabilities, identifying gaps in the context of strategic direction, and managing change to assist in defining the range in scope and the extent of guidance needed to accomplish the effort.

3.1.2. **(ANG)** Conversion funds will be issued and obligated using emergency special programs (ESP) 7R (flying unit) or 7M (ground unit), identified by the program element code (PEC), and the element of expense investment code (EEIC).

3.1.3. WBS is a hierarchical and incremental decomposition of the project into phases, deliverables, and work packages. It is a tree structure, which shows a subdivision of effort required to achieve an objective; for example a program, project, and contract. In a project, the WBS is developed by starting with the end objective and successively subdividing it into manageable components in terms of size, duration, and responsibility (e.g., systems, subsystems, components, tasks, subtasks, and work packages) which include all steps necessary to achieve the objective.

3.1.3. **(ANG)** Pre-existing deficiencies within the unit cannot be funded using conversion funds. Units must keep the conversion FinPlan submissions limited to conversion related items. **(T-0).**

3.1.4. Defining and publishing an IMS provides an integrated, detailed, and standardized schedule for the OPR to communicate what needs to be accomplished to all of the team members, the time required, and the interaction between project elements. The IMS

effectively illustrates progress, interrelationships, and dependencies thereby helping to enable the effective execution of activities towards project success.

3.1.4. **(ANG)** Mission equipment or mission deficiencies are not funded with conversion funds. Mission requirements should be coordinated separately through the respective FAM/PEM at NGB or through the host wing for classic associate ANG units.

3.1.5. **(Added-ANG)** All sustainment, restoration, and modernization (SRM) or military construction (MILCON) requirements must be worked through host Civil Engineer Squadron and the respective NGB/A7 analyst.

3.1.6. **(Added-ANG)** Only conversion essential requirements should be entered into the FinPlan (items which enable the unit to achieve IOC, or to EOC, (whichever occurs first)). Conversion funds end once a unit is out of conversion (normally EOC).

3.2. Mandatory Requirements for Management Tools.

3.2. (Added-ANG) FinPlan Process. (T-2).

3.2.1. PAD OPRs will use the DOTMLPF-P methodology during development of the WBS and IMS. The WBS and IMS that support all PAD initiatives will be documented in the PAD Functional Annex Y.

3.2.1. **(ANG)** The first FinPlan can be submitted any time after the SATAF visit has been completed. FinPlans should be submitted at least 30 days prior to required date.

3.2.2. **(Added-ANG)** UCO FinPlan specific responsibilities.

3.2.2.1. **(Added-ANG)** Each functional area that is in conversion will submit requirements to the UCO for review and inclusion into a FinPlan. **(T-3)**. Use the FinPlan request guidance table located on NGB/A3Z SharePoint to determine what may be requested and funded. Direct all questions concerning FinPlan request to the assigned Team Lead or e-mail usaf.jbanafw.ngb-a3.mbx.a3z@mail.mil.

3.2.2.2. **(Added-ANG)** UCO must verify all FinPlan required information, to include clear and concise justifications. **(T-3)**. Once reviewed and consolidated, the UCO should e-mail a copy of the consolidated FinPlan worksheet to the NGB/A3Z organizational in-box and courtesy copy (cc) the Team Lead for review prior to submitting a FinPlan for pre-validation. This will minimize delays in FinPlan validation and approval. NGB/A3Z will notify the UCO of any recommended changes to be made prior to submitting the final FinPlan. Submit FinPlan worksheet to the Comptroller Flight for input into FinPlan application using appropriate EEIC.

3.2.2.2.1. **(Added-ANG)** All supply and equipment submissions must be routed through local Logistic Readiness Squadron. **(T-3)**. Only items with budget code 9 will be processed by NGB/A3Z.

3.2.2.2.2. **(Added-ANG)** Prior to submission into the FinPlan system, all requests for days need to be coordinated with the following as required: UCO, maintenance training manager, operations training/Stan Eval, the Force Support Squadron Force Development Office (FSS/FDO), and the Base Workday Control Officer. **(T-3)**.

3.2.3. **(Added-ANG)** FinPlan Validation. The assigned NGB/A3Z Action Officer will provide the final validation authority for all FinPlan requests. Note: Validation does not guarantee requested funds. The final determination of full funding, partial funding, or no funding, is based on the requirement, the justification, and the availability of conversion funds.

3.2.4. **(Added-ANG)** Funding Disbursement.

3.2.4.1. **(Added-ANG)** Programmatic & TFI Conversions. Once all lines of the FinPlan are validated, NGB/A3R resource advisor will authorize funds via Checkbook. NGB/FM disburses funds twice a week until the 23d of each month.

3.2.4.2. **(Added-ANG)** BRAC Conversion. NGB/A3Z submits validated lists to NGB/A8 for approval and funding. If BRAC funding is available, the approved validated funding will be submitted to NGB/FM for distribution. If BRAC funding is not available, NGB/A8 and NGB/A3 will request additional funding.

3.2.5. **(Added-ANG)** EEIC (“BQ” or legacy accounting system) or Object Class (DEAMS - the new accounting system). See Fiscal Year Financial Guidance sent out by NGB/FM for specifics. Any questions concerning which EEIC or Object Class to use, contact your host Comptroller Flight office or NGB/A3Z (usaf.jbanafw.ngb-a3.mbx.a3z@mail.mil). Current conversion related expenses include:

3.2.5.1. **(Added-ANG)** O&M Travel and PerDiem - Technician and AGR travel.

3.2.5.2. **(Added-ANG)** O&M Comm - non-Computer/Automated Data Process Equipment (ADPE) communications items.

3.2.5.3. **(Added-ANG)** O&M Ground Transportation - equipment and/or supplies.

3.2.5.4. **(Added-ANG)** Military Personnel (MilPers) Travel & Per Diem – special training (ST) days and travel & per diem for drill status guardsmen (DSG).

3.2.5.5. **(Added-ANG)** O&M Other Contract Services.

3.2.5.6. **(Added-ANG)** O&M Supplies.

3.2.5.7. **(Added-ANG)** O&M Equipment.

3.2.5.8. **(Added-ANG)** O&M Computers/ADPE.

3.3. (Added-ANG) Temporary Technician Requirements. Temporary technician (temp tech) resources are available to support conversion driven workload increases. Temp techs positions are not intended for use as backfill. However, under special circumstances, i.e. “one deep shops”, temp techs may be validated.

3.3.1. **(Added-ANG)** Temp techs should be requested for conversion needs of ≥ 90 days. For short-term conversion needs, request workdays via the FinPlan application. Temp tech authorizations expire at the end of each FY. If requirements carry over into the new FY a new request must be submitted prior to the end of the current FY.

3.3.2. **(Added-ANG)** Funding for temp techs cannot be provided if the unit is under-executing their technician program. **(T-0)**.

3.3.3. **(Added-ANG)** Submit all requests using the temp tech template to NGB/A3Z. All temp techs requests must be coordinated through the unit Comptroller Flight and the state Human Resources Office (HRO). Submit to NGB/A3Z, Attn: Resource Advisor, at usaf.jbanafw.ngb-a3.mbx.a3z@mail.mil.

3.3.4. **(Added-ANG)** Requests for temp AGRs may be considered on a case by case basis pending available resources and NGB/A1M approval.

3.4. (Added-ANG) Training Requirements. IAW ANGI 36-2001, Management of Training and Operational Support within the Air National Guard, training is required for AFSC upgrade, refresher, and proficiency.

3.4.1. **(Added-ANG)** Training workday(s) offices of responsibility and requirements.

3.4.1.1. **(Added-ANG)** AFSC awarding formal training (3-level schools) is not funded through NGB/A3Z. AFSC awarding formal training is funded through NGB/A1D.

3.4.1.2. **(Added-ANG)** Aircrew training/MEST - (if authorized) must be pre-coordinated with NGB/A1D, NGB/A3M, and NGB/A3O. MEST must be accounted for in all financial documents and programming actions related to the conversion.

3.4.1.3. **(Added-ANG)** Training. For programmatic, TFI, and/or BRAC conversions, the unit maintenance training manager will submit an excel spreadsheet for both field training detachment (FTD) and field training team (FTT).

3.4.1.3.1. **(Added-ANG)** FTD - NGB/A3Z. FTD for technician/AGR maintenance training requirements must outline the details for initial cadre training on the excel spreadsheet and be sent via email to NGB/A3Z (usaf.jbanafw.ngb-a3.mbx.a3z@mail.mil) for pre-validation. NOTE: Once validated, the unit will submit expenses, (e.g., days/dollars, travel and per-diem, rental car and airline costs) via FinPlan. Unless required otherwise, technicians will travel and train in technician status IAW ANGI 36-2001 and relevant fiscal year workday guidance. **(T-2)**.

3.4.1.3.2. **(Added-ANG)** FTT - NGB/A3Z. For DSG maintenance training requirements, outline the details and number of days needed for home station training on the excel spreadsheet and send it via email to NGB/A3Z (usaf.jbanafw.ngb-a3.mbx.a3z@mail.mil) for pre-validation. DSGs must utilize their annual training (AT) days before requesting additional days. Unless required otherwise, technicians attending the FTT will train in technician status IAW ANGI 36-2001 and relevant fiscal year workday guidance. **(T-2)**. NOTE: AT days are non-reimbursable.

3.4.1.4. **(Added-ANG)** Hands-on-Training (HOT) - NGB/A3Z. The unit maintenance training manager will submit a FinPlan using A3ZO Template 6 - Unit FinPlan Template, for maintenance HOT requirements outlining the details for conversion training.

3.4.1.5. **(Added-ANG)** Certification Training. Some maintenance AFSCs will require certification for a particular maintenance specialty, (i.e., engine run). AETC

normally will not provide certification. The costs associated for sending or bringing individuals to or from another ANG unit, can be included in the conversion FinPlan.

3.5. (Added-ANG) Travel Requirements O&M and MilPers. (T-0).

3.5.1. (Added-ANG) O&M Travel and per diem are for technicians, AGRs, and active duty for operational support (ADOS). MilPers travel and per-diem are for DSG. Personnel can support the following requirements:

- 3.5.1.1. (Added-ANG) Acceptance team (FTD/Initial Cadre) training.
- 3.5.1.2. (Added-ANG) Aircraft acceptance and/or delivery.
- 3.5.1.3. (Added-ANG) HOT.
- 3.5.1.4. (Added-ANG) Aircrew training at FTU.
- 3.5.1.5. (Added-ANG) Certification training.
- 3.5.1.6. (Added-ANG) Certifiers to assist in unit training post FTT.
- 3.5.1.7. (Added-ANG) Miscellaneous formal schools.
- 3.5.1.8. (Added-ANG) Unit visits.

3.5.2. (Added-ANG) Required information needed for validation. The following is needed when justifying request.

- 3.5.2.1. (Added-ANG) Purpose of the TDY.
- 3.5.2.2. (Added-ANG) How it is conversion related.
- 3.5.2.3. (Added-ANG) Impact if not funded.
- 3.5.2.4. (Added-ANG) TDY Location.
- 3.5.2.5. (Added-ANG) Start & End dates of TDY.
- 3.5.2.6. (Added-ANG) Training Course name.
- 3.5.2.7. (Added-ANG) Rank, first & last name of each individual(s) traveling.
- 3.5.2.8. (Added-ANG) Home of record (City & State) of traveler(s).
- 3.5.2.9. (Added-ANG) Traveler(s) departure city.

3.5.3. (Added-ANG) Travel Cost. Use A3ZO Template 6 and the Defense Travel System (DTS) Travel Explorer (TraX) program Trip Calculator to determine cost estimates. TraX URL: <https://www.defensetravel.dod.mil/Passport>. All travel will be IAW the Joint Travel Regulation (JTR).

3.6. (Added-ANG) MilPers Requirements.

3.6.1. (Added-ANG) NGB/A3Z MilPers. The NGB Conversion Team MilPers program assists units with extra support for conversion related issues/projects that fall outside of the standard mission areas. Emphasis should be placed on focusing the conversion requirement in the proper functional area. Special considerations, based on the uniqueness of the mission requirement and available resources, will be considered

3.6.2. **(Added-ANG)** Conversion Days. NGB/A3Z may provide days to support conversion related activities less than three months (<90 days) for special conversion projects. For requirements that are 90 to 365 days, submit a temporary technician request. Conversion days are not intended for backfill. However, conversion days may also be used on a limited basis to support a shop that is only one or two deep and the full-time person must depart to attend conversion-related training at another location. Conversion days may be provided only to ensure shop sustainment and will not be on a one for one basis. NOTE: IAW ANGI 36-2001 **Chapter 2**, paragraph 4.3.5.1, for units that are undergoing a conversion (i.e. activation, weapons system change, etc.) the purpose of ST days is to support non-formal conversion training for up to a 139 day period; and to support special conversion related operational projects, for up to a 179 day period. ST days are not to be used for time-frames beyond those stated.

3.6.2.1. **(Added-ANG)** Conversion Related Projects. The conversion team may provide days and related travel and per diem costs for major conversion projects. Examples include but are not limited to, accomplishing new technical order libraries, overhauls to the bench stock sections, refurbishment of old equipment necessary for conversion, etc.

3.6.2.2. **(Added-ANG)** Conversion days may be used for a unit undergoing a major weapons system change. Units may require additional instructor augmentees from other units with the same weapon system. If full-time personnel are not available to conduct training, days may be used to bring in qualified trainers.

3.6.2.3. **(Added-ANG)** Acceptance Teams. Acceptance teams are generally full-time personnel in technician or AGR status. If a unit requests to use a DSG for the acceptance team, the unit must provide ample justification that will be validated by the Team Lead before days may be provided. The only exception is for aircraft coming from OCONUS, in which case, days may be provided for the acceptance team. Note: For BRAC directed conversions, aircraft acceptance must be performed in a technician status unless BRAC provides for workdays for that conversion.

3.6.2.4. **(Added-ANG)** Minimum Proficiency. Conversion days may be used to support converting unit members who have been trained and seasoned that require recurring training until their new weapon system is available. Emphasis here is placed on maintaining minimum proficiency and not becoming mission ready.

3.7. (Added-ANG) Logistics Requirements.

3.7.1. **(Added-ANG)** Transportation. Shipment of conversion assets will be covered by funds provided by A3Z for all assets identified to be divested by the unit. Transportation of Things (TOT) funds are not authorized to be used for conversion expenses. Units will submit a draft conversion FinPlan to NGB/A4RDT for conversion related transportation costs. **(T-2)**. Units will attach a list of equipment that needs to be shipped, where the item(s) is (are) being shipped, and the estimated dollar amount to ship the item(s). **(T-2)**. NGB/A4RDT will coordinate with NGB/A4RM and ensure that all related costs are included to cover the divested assets listed and validate any other assets/costs associated with the conversion. NGB/A4RDT will return the FinPlan back to the unit TMO for final submission.

3.7.2. **(Added-ANG)** Supply & Equipment Requirements. Units will include all supply & equipment requests on the A3ZO Template 6. **(T-2)**. Only include budget code 9 non-fly supplies. Ensure all columns are filled out correctly and there is thorough justification. NOTE: Justification. Explain what is being requested (describe it), how many are needed, what is the cost per item, what is the total cost, why is it needed, what is the impact if not funded, where are you getting it from (if from a company provide company name, phone number, and website). Attach quote(s) from vendor(s) to the FinPlan application.

3.7.3. **(Added-ANG)** Office Supplies and Furniture. Units will list all requirements individually on the A3ZO Template 6 and submit quotes for furniture. **(T-2)**. Within the FinPlan application, consolidate line items into a single line entry (i.e. office supplies or furniture). Furniture for FOC facilities must be programmed for by the unit. **(T-2)**. NOTE: Copiers and shredders must be requested as equipment items in the FinPlan.

3.7.4. **(Added-ANG)** Other Logistical Requirements. The following items are not funded through the conversion FinPlan application.

3.7.4.1. **(Added-ANG)** Budget code A-U (i.e. depot funded items).

3.7.4.2. **(Added-ANG)** Budget code Y (NGB/A4RMS ERS/ADL managed).

3.7.4.3. **(Added-ANG)** Budget code Z items equipment items over \$250,000.

3.7.4.4. **(Added-ANG)** Initial issue Special Purpose Recoverable Authorized Maintenance (SPRAM).

3.7.4.5. **(Added-ANG)** Fly Supplies. To request fly supplies, refer to NGB/A4P cost per flying hour (CPFH) program guidance.

3.8. (Added-ANG) Communications/ADPE Requirements.

3.8.1. **(Added-ANG)** Communications and ADPE. Requests for conversion related communications and ADPE must be coordinated with the host communication flight. **(T-2)**. The comm flight must validate all comm/ADPE requirements and enter into Cyberspace Infrastructure Planning System (CIPS) prior to the unit submitting a communications FinPlan. **(T-2)**. Include the CIPS requirement/tracking number in each line entry of the FinPlan communication request at the end of each justification.

3.8.1.1. **(Added-ANG)** Communication control consoles for command post.

3.8.1.2. **(Added-ANG)** Additional telephone equipment (including non-mission secure telephone equipment). NGB/A3Z will fund up to two secure telephone(s) per unit for administrative purposes only. Mission required telephone requirements must be obtained through the respective NGB FAM or host wing for classic associate units.

3.8.1.3. **(Added-ANG)** Information Technology (IT) and ADPE requests

3.8.1.4. **(Added-ANG)** Land mobile radio (LMR).

3.8.2. **(Added-ANG)** ADPE requests for computer based training (CBT) must be coordinated with the host base training manager. The FSS/FDO should provide ADPE the same worksheet information as above to NGB/A6, or A3Z.

3.9. (Added-ANG) Contract Services Requirements. Contract services validation and funding typically covers the rental and/or maintenance of office equipment, (i.e. local area network (LAN) printers, copiers, and fax machines, and various other short term rental requirements) required for a conversion. Other requirements for contract services may be identified as part of the conversion. The following information is required for requesting funding for contract services. Enter only one request per contract.

3.9.1. (Added-ANG) Equipment rental contract.

3.9.1.1. **(Added-ANG)** Make, model, and description of the equipment, (i.e. Xerox work center 5665, LAN black & white printer and copier). List all equipment items that will be on the contract to include the number of each different piece of equipment.

3.9.1.2. **(Added-ANG)** Source information (company name, phone number, etc).

3.9.1.3. **(Added-ANG)** Contract Cost. Total funding requested is for FY only, (i.e. remainder of current FY, or for number of months required when requesting for next FY). Monthly cost breakdown is desired.

3.9.2. (Added-ANG) Equipment maintenance contract. Units will list all equipment items that will be covered by the maintenance contract to include the number of each different piece of equipment. **(T-2).** Include source information (i.e. company name, phone number, etc).

3.9.3. (Added-ANG) Contract Cost. Total funding requested is for FY only, i.e. remainder of current FY, or for number of months in an FY required until IOC. Monthly cost breakdown is required. **(T-2).**

3.10. (Added-ANG) Recruiting Requirements.

3.10.1. **(Added-ANG) Temporary Recruiters.** Requests for temporary recruiting manpower resources originate from NGB/A3Z and are forwarded to NGB/A1Y during the planning phase of unit conversion. The NGB/A1Y CFFM will analyze the requirement and provide recommendation to NGB/A3Z. If an additional resource requirement is identified, NGB/A1Y will coordinate the assignment action with NGB/A1M, the impacted state and unit, coordinating with NGB/A3Z throughout the process. The length of time awarded for the temporary resource will be determined based on the complexity of the conversion.

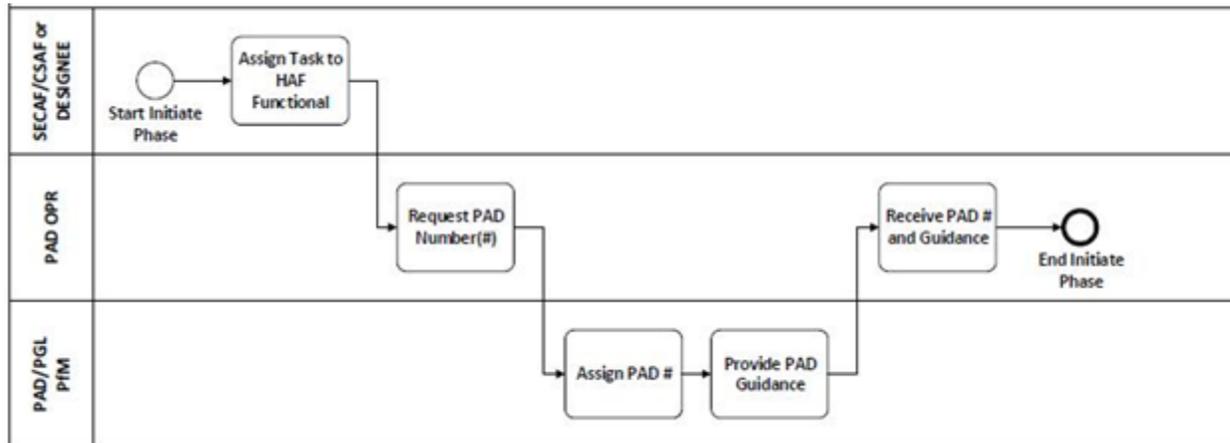
3.10.2. **(Added-ANG) Advertising expenses and administrative recruiting supplies for converting units.** NGB/A3Z will coordinate with NGB/A1Y to determine the recruiting and retention impact on converting units. NGB/A1Y will perform statistical analysis to identify funding requirements that exceed normal FY recruiting and retention funding levels of the unit in conversion. NGB/A1Y will forward its findings to NGB/A3Z for consideration. If additional funding is required and available, NGB/A3Z will coordinate the programming requirements for the funding with NGB/A8 and will ensure the funding is allocated to the NGB/A1Y PECs 58150F Recruiting Activities and 58154F Advertising Activities. NGB/A1Y will allocate the funding received specifically to the unit in conversion via the NGB/A1Y designated allocation method, with state and unit coordination.

Chapter 4

PAD LIFECYCLE MANAGEMENT GUIDANCE

4.1. Initiate Phase.

Figure 4.1. PAD Initiate Phase



4.1.1. SecAF, CSAF, or their designee will direct the initiation of a PAD to achieve stated objectives and assign a specific HAF Functional as PAD OPR, based on the subject matter.

4.1.2. The PAD OPR shall request a PAD number for identification and routing purposes from the PAD/PGL Portfolio Manager. A PAD initiation request is required for a PAD number assignment. A PAD initiation request shall include, at a minimum, OPR assigned, proposed PAD title, initial scope, background, authority/tasked by, PPlan and/or PMsg requirements, programming (manpower and budget) considerations, and strategic milestones. Initiation request template can be found on the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx). The request will be sent to the PAD/PGL PfM at: usaf.pentagon.saf-usm.mbx.usmx-workflow@mail.mil for review.

4.1.2.1. Programming (manpower and budget) considerations will be coordinated, by the PAD OPR, through SAF/FMPE (budgeting/programming) and AF/A1M (manpower) offices to identify potential requirements and concerns that may affect PAD implementation and future year resources availability.

4.1.2.2. Strategic milestones shall include, at a minimum, completion date for the Basic Plan, completion date for the functional annexes, and other strategic milestones critical to achieving PAD implementation such as: capabilities that the initiative will implement, initial operational capability (IOC), and full operational capability (FOC).

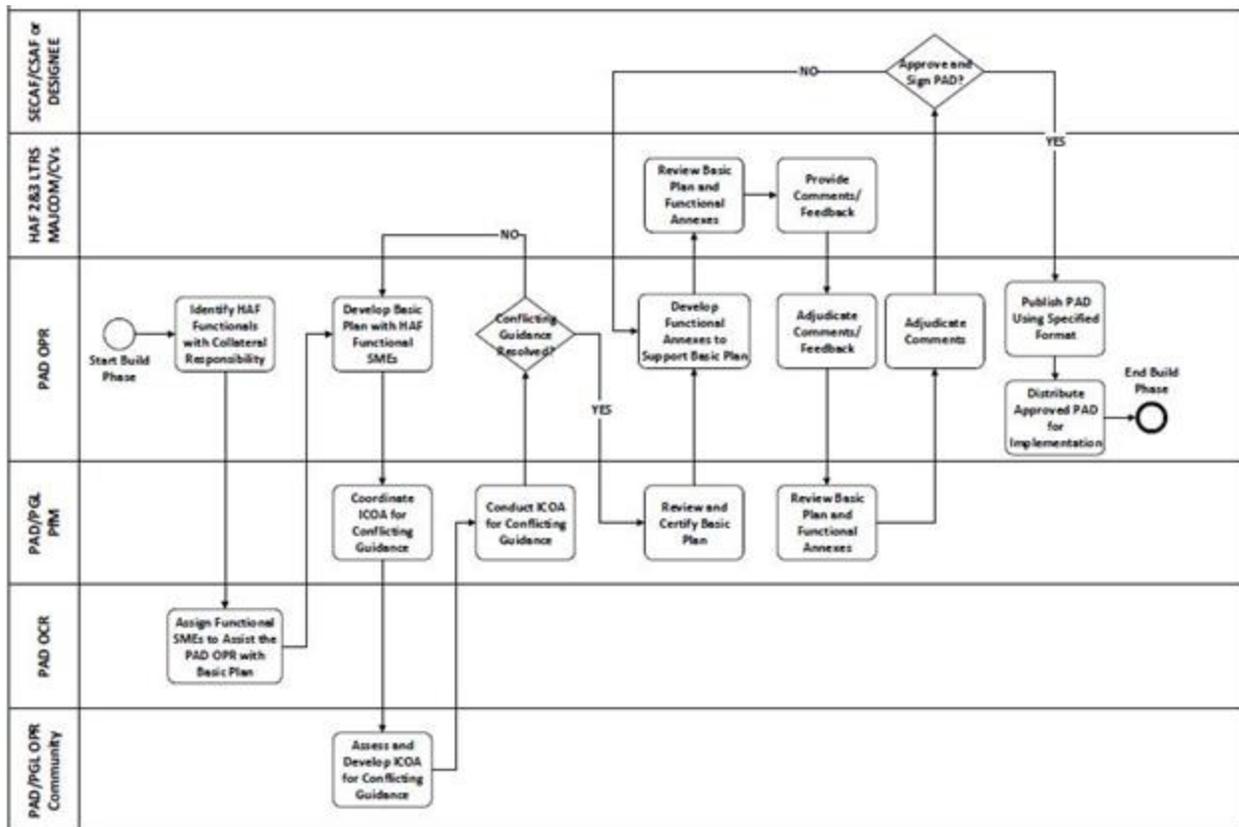
4.1.2.3. The request will be subject to approval by the PAD/PGL PfM. Once approved by the PAD/PGL PfM, the PAD/PGL PfM will assign a PAD number. PAD numbers shall be assigned sequentially within each fiscal year with “D” at the beginning of the sequence to designate PADs (e.g., D14-01, D14-02).

4.1.3. After PAD number assignment, the PAD/PGL PfM shall inform the EPIC of the PAD initiation during the next status update.

4.1.4. The PAD OPR will begin the process of building the PAD Basic Plan after the PAD number assignment.

4.2. Build Phase.

Figure 4.2. PAD Build Phase



4.2.1. The PAD OPR will develop the PAD Basic Plan. A template is available at the PAD/PGL Portfolio Management site (<https://cs1.eis.af.mil/sites/afdbt/PAD-PGL Portfolio/default.aspx>).

4.2.1.1. The Basic Plan shall include, at a minimum, a preface, table of contents and sections for Purpose, Authority/References, Background, Objectives, Concept of Employment, Assumptions, Guidance (with special instructions), Strategic Milestones, Effective Date, and PAD OPR.

4.2.1.1.1. The Guidance section shall include at a minimum the responsibilities, special instructions, and tasks of the HAF functionals and below HAF-level functionals (MAJCOMs, DRUs, FOAs). For example, PPlans, PMsgs, Memorandums of Understanding, or Organizational Change Requests.

4.2.1.1.2. Strategic milestones will be specific, measureable, attainable, realistic, and time-bound. At a minimum, they will capture all major objectives critical to achieving PAD implementation and will be listed in chronological order. This will

include, but not be limited to all time-bound tasks identified in the initiation request, guidance section, functional annexes Estimated Completion Date (ECD), PAD approval date, individual PPlan/PMsg Build Phase ECD, individual PPlan/PMsg Execution Phase ECD, manpower programming changes implemented, organizational changes implemented, facility requirements identified, facility requirements sourced, strategic basing decided, IOC, and FOC. Strategic milestones will be used by the PAD OPR to assess completion progress and will be reported to the PAD/PGL PfM. PAD OPRs may be required to brief any overdue PAD strategic milestones greater than 30-calendar days overdue to the EPIC.

4.2.2. The PAD OPR will submit the draft PAD Basic Plan to the PAD/PGL PfM for review. The review will encompass an ICOA initiated by the PAD/PGL PfM among the active PAD and PGL OPRs. The ICOA will be conducted to identify conflicting guidance and/or unintended consequences between active PADs/PGLs and the draft Basic Plan. The PAD/PGL PfM will coordinate adjudication of the ICOA results through the draft PAD OPR. The PAD/PGL PfM will certify the adjudicated ICOA results and assign the PAD final signature authority (USecAF or VCSAF under consultation with CSAF and SecAF as required).

4.2.3. The PAD OPR will identify and task appropriate HAF/MAJCOM/DRU functional offices to be PAD OCRs responsible for developing functional annexes. Functional Annex templates are located at the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx).

Table 4.1. PAD Functional Annexes

ANNEX	TITLE
A	Manpower and Organization
B	Personnel Actions
C	Intelligence, Surveillance, and Reconnaissance
D	Operations
E	Logistics
F	Civil Engineer/Environmental Impact and Analysis (EIAP)
G	Contracting
H	Security Forces
I	Information Protection
J	Strategic Plans and Requirements
K	Command, Control, Communications, and Information Technology
L	Planning/Programming/Budgeting/Execution
M	Chaplain
N	Historian
O	Inspector General
P	Legal
Q	Safety
R	Medical
S	Small Business
T	Public Affairs

U	Congressional Affairs
V	Strategic Communications Plan
W	HAF Administrative Requirements
X	MAJCOM/DRU/FOA Responsibilities
Y	Work Breakdown Structure and Integrated Master Schedule
Z	HAF/MAJCOM/DRU/FOA Points of Contact (POCs)
AA	Distribution List
BB-ZZ	As Required

4.2.3.1. Functional annexes will be initiated no later than (NLT) 30-calendar days from the ICOA certification of the Basic Plan and should be completed within 90-calendar days from the ICOA certification date. The PAD OPR will be required to brief any overdue annexes to the EPIC.

4.2.3.2. All functional annexes are required as part of the PAD and shall include, at a minimum, sections for Purpose, References, Objectives, Assumptions, Guidance, Time Phased Actions critical to the annex, and annex OCR/POC (name/office/number). If a PAD OCR determines that a functional annex is not required for a particular effort, then a justification paragraph will be annotated, by the OCR, at the top of the annex.

4.2.3.3. The PAD OPR will develop a Strategic Communications Plan as a functional annex (Functional Annex V). The Strategic Communications Plan defines the project's structure and methods of information collection, screening, formatting, and distribution of information. The overall objective of the Strategic Communications Plan is to promote the success of a project by meeting the information needs of project stakeholders and outline the goals of the communications efforts to reach and inform each group. The Strategic Communications Plan will identify the means and frequency that the PAD OPR will openly notify/communicate to initiative stakeholders (e.g., Congress, DoD, affected Air Force organizations and their people, ARC leadership, State/Local leaders). The Strategic Communications Plan will include at a minimum Purpose, Objective, Assumptions/Requirements, PAD OPR Governance Structure (including organizational chart), Key Messages, Stakeholder Identification, and Communication Actions Matrix.

4.2.3.3.1. The PAD OPR Governance Structure section (including organizational chart) will describe the command and control for the PAD initiative starting from the HAF 2-letter down to the action officer(s)/SME(s). The PAD OPR relationship between PAD OCRs and PPlan/PMsg OPRs will also be defined. An organization chart will be included depicting the command and control relationships.

4.2.3.3.2. Key Messages section will identify any messages critical to the success of the PAD, gain buy-in, support PAD capabilities, and engage stakeholders (e.g., Total Force Integration Message). These key messages will be woven into the communications materials and events that are being scheduled as part of the Strategic Communications Plan.

4.2.3.3.3. Communication Actions Matrix section will define details regarding the communications activities that are used during the course of the PAD lifecycle. The Communication Actions Matrix is a table that identifies the Subject of Communication, Target Stakeholder Group, Purpose of Communication, Frequency

of Communication, Owner, Method of Distribution, Internal/External Communication, and Comments.

4.2.3.4. The PAD OPR will develop a WBS and IMS as a functional annex (Functional Annex Y). The WBS is based on defining the products necessary to deliver the target capabilities. The WBS breaks down work products into smaller elements where each level of indenture represents increasingly detailed work product definition, is decomposed to the level where individual deliverables can be executed independently and still aggregate to generate the end product, and creates a product-oriented WBS to feed the activity-based IMS that is essential for establishing a reliable schedule baseline and program plan. A WBS shall include, at a minimum, sections for WBS number, WBS level, deliverable items, OPR, and OCR. A WBS template (Functional Annex Y) is located within the PAD template at the PAD/PGL Portfolio Management site ([https://cs1.eis.af.mil/sites/afdbt/PAD-PGL Portfolio/default.aspx](https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx)).

4.2.3.4.1. The PAD OPR will develop an IMS as part of Functional Annex Y. The WBS provides the basic structure for an IMS which effectively illustrates progress, interrelationships, and dependencies across the entire PAD project to include the functional annexes. An IMS shall include, at a minimum, sections for IMS number, schedule ID, activity/task, start date, finish date, OPR, and OCR. An IMS template (Functional Annex Y) is located within the PAD template at the PAD/PGL Portfolio Management site ([https://cs1.eis.af.mil/sites/afdbt/PAD-PGL Portfolio/default.aspx](https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx)).

4.2.3.4.2. The completed IMS will include all activities to deliver products identified in the WBS, provide a logically sequenced schedule of all activities to deliver a capability, link IMS activities to the strategic milestones, contain activities that have predecessor and successor tasks, and be baselined and placed under configuration management. The Strategic Communications Plan (Functional Annex V) will be integrated into the IMS.

Figure 4.3. IMS Example

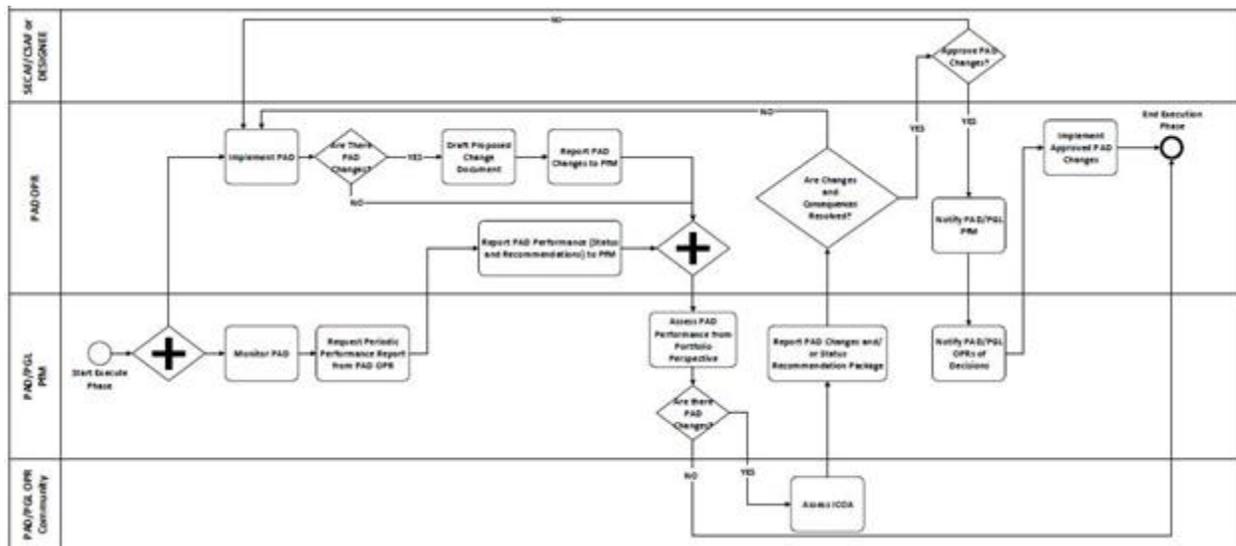


4.2.4. The PAD OPR will submit the draft PAD Basic Plan and all functional annexes to the PAD/PGL PfM for review. Following the PAD/PGL PfM outcome of the review, the PAD OPR shall staff the draft PAD Basic Plan and all functional annexes for coordination through HAF 3-letter and MAJCOM/CVs, as applicable. Once all 3-letter/MAJCOM/CV comments are adjudicated, the PAD OPR will staff the updated draft PAD Basic Plan and all functional

annexes for coordination through HAF 2-letter offices. Once 2-letter comments are adjudicated, the PAD OPR will submit the final PAD to the PAD/PGL PfM for review. Pending PAD/PGL PfM approval, the PAD OPR shall staff the fully coordinated PAD to either USecAF or VCSAF under consultation with CSAF and SecAF as required for signature and final approval. The signed PAD will be posted by the PAD OPR to the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx).

4.3. Execution Phase.

Figure 4.4. PAD Execution Phase



4.3.1. The PAD OPR will lead all phases of the PAD implementation effort. This will include, but not be limited to directing and monitoring PAD OCRs and PPlan/PMsg OPRs in implementing all time-phased actions. The PAD OPR will assign a number to supporting PPlans or PMsgs. PPlan numbers shall be based on the parent PAD and assigned sequentially within each fiscal year with the name of the MAJCOM/DRU/FOA and “DN” as the prefix of the number sequence. For example, a PAD is assigned “D15-01” and AETC will develop a supporting PPlan. In this example, the PAD OPR will assign “AETC DN15-01” to AETC. PMsgs shall be assigned sequentially within each fiscal year with the name of the MAJCOM/DRU/FOA and “DG” as the prefix of the number sequence. For example, a PAD is assigned “D15-01” and ACC will develop a supporting PMsg. In this example, PAD OPR will assign “ACC DG15-01” to ACC.

Table 4.2. PAD Numbering Convention (Using ACC as MAJCOM Example)

FY	PAD (D)	PPlan (DN)	PMsg (DG)
2015	D15-01	ACC DN15-01	ACC DG15-01

4.3.2. The PAD OPR will provide monthly (or as directed) status updates, reporting progress of PAD events outlined in the Strategic Milestones, Functional Annex Time Phased Actions, and IMS (Functional Annex Y) to the PAD/PGL PfM. The PAD OPR will be required to brief to the EPIC any of the following events: any 30-calendar day overdue PAD events

outlined in the aforementioned items, the PAD is at risk of not achieving IOC/FOC, or the PAD is overcome by events.

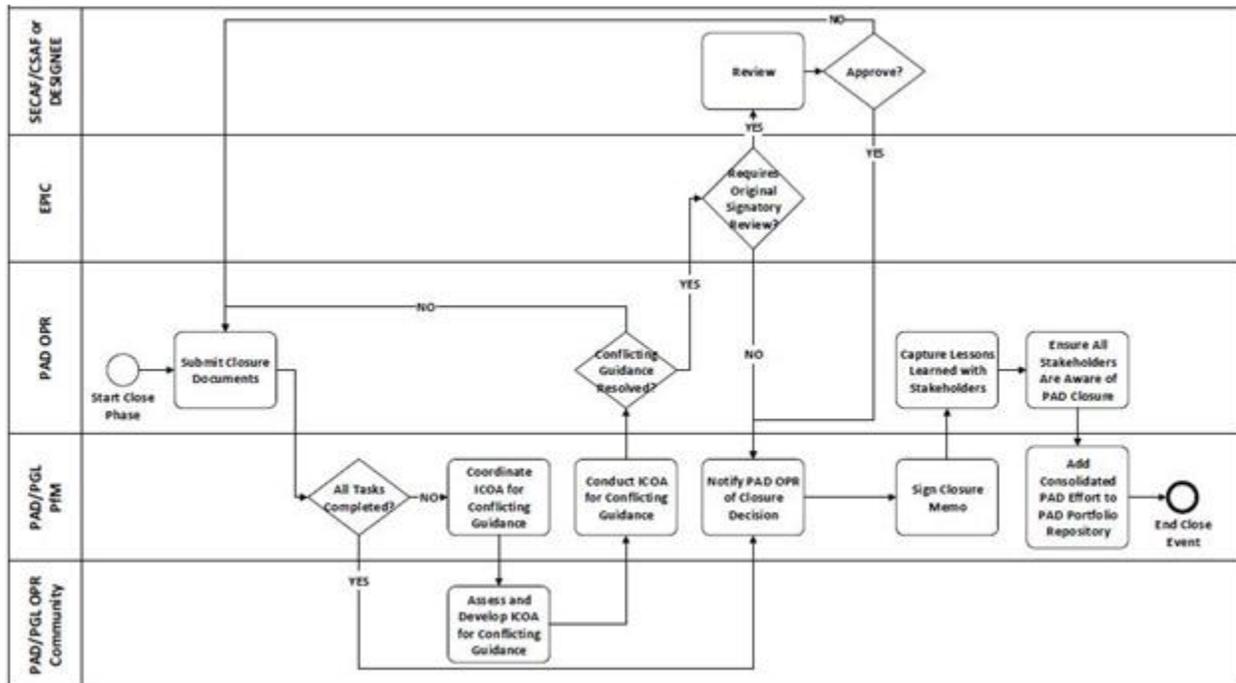
4.3.3. The PAD OPR may request formal change to an approved PAD, as necessary, in order to accommodate changes in SecAF or CSAF guidance, when it becomes clear that accomplishment of specific PAD objectives is not achievable, or as the PAD OPR otherwise deems appropriate. A PAD change request shall include, at a minimum, OPR assigned, PAD title, initial scope, change request justification, PPlan and/or PMsg detail, and status of time-phased actions. Change request template can be found on the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx). The request will be sent to the PAD/PGL PFM at: usaf.pentagon.saf-usm.mbx.usmx-workflow@mail.mil for review.

4.3.3.1. A proposed PAD change shall be documented in a redraft of the existing PAD (with changes annotated, as appropriate, within the document) or, if changes are minimal, in Memorandum for Record format. The PAD OPR will also take into consideration the impact on the original WBS and IMS and shall update both documents accordingly.

4.3.3.2. The PAD OPR shall submit the proposed PAD change to the PAD/PGL PFM for an ICOA by the active PAD/PGL OPRs to readdress potential conflicting guidance or unintended consequences. The PAD/PGL PFM will coordinate adjudication of the ICOA results through the PAD OPR. Based on the scope of the change, the PAD/PGL PFM will recommend additional staffing coordination with the HAF and MAJCOMs, as appropriate. Pending PAD/PGL PFM recommendation, the PAD OPR shall staff the proposed PAD change to USecAF or VCSAF, under consultation with CSAF and SecAF as required, for signature. The signed PAD will be posted by the PAD OPR to the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx).

4.4. Closure Phase.

Figure 4.5. PAD Closure Phase



4.4.1. The PAD OPR initiates the closure of a PAD once it is determined that the PAD is complete (i.e., all tasks are accomplished and all objectives are met), or completion is not possible due to changes in guidance, conditions, or other factors (e.g., the PAD is overcome by events).

4.4.2. The PAD OPR shall document and submit the closure request to the PAD/PGL PfM. A PAD closure request shall include, at a minimum, OPR assigned, PAD title, closure justification, and a final status of Strategic Milestones in the Basic Plan. Closure request template can be found on the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx). The request will be sent to the PAD/PGL PfM at: usaf.pentagon.saf-usm.mbx.usmx-workflow@mail.mil for review.

4.4.3. The PAD/PGL PfM shall review the PAD closure recommendation and determine if an ICOA is needed. An ICOA for a PAD closure recommendation is not needed if all tasks and objectives are met. If the closure recommendation is a result of the PAD being no longer needed due to changes in SecAF or CSAF guidance, or is overcome by events, then the PAD/PGL PfM shall conduct an ICOA to determine and resolve any unintended consequences between the active PADs/PGLs and the PAD closure recommendation. The PAD/PGL PfM will coordinate adjudication of the ICOA results through the PAD OPR. The PAD/PGL PfM will certify the adjudicated ICOA results and direct the PAD OPR to initiate the closure memorandum.

4.4.4. The closure memorandum will summarize the closure recommendation. It will be co-signed by the PAD OPR (the responsible HAF 2-letter) and the PAD/PGL PfM.

4.4.4.1. If all tasks and objectives in the PAD effort are complete, the signing of the closure memorandum will signify the official closure of the PAD.

4.4.4.2. If the PAD closure recommendation is based on changes in SecAF or CSAF guidance, or is overcome by events, then the closure memorandum will be reviewed by the EPIC.

4.4.4.2.1. In the case of a signed PAD, upon EPIC review, the closure memorandum will be staffed by the PAD OPR to the original signatory authority for final closure approval or as recommended by the EPIC.

4.4.4.2.2. If the PAD was not signed, upon EPIC review, the closure memorandum will signify the official closure of the PAD or as recommended by the EPIC.

4.4.5. After the approval of PAD closure, the PAD OPR will notify all subordinate PAD OCRs and PPlan/PMsg OPRs of the PAD closure. The PAD OPR will post the entire PAD effort in a single consolidated Portable Document Format (PDF) to the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx). The consolidated PDF will be a lifecycle document and will include, in this order: the closure memorandum, basic plan, functional annexes, and supporting PPlans/PMsgs.

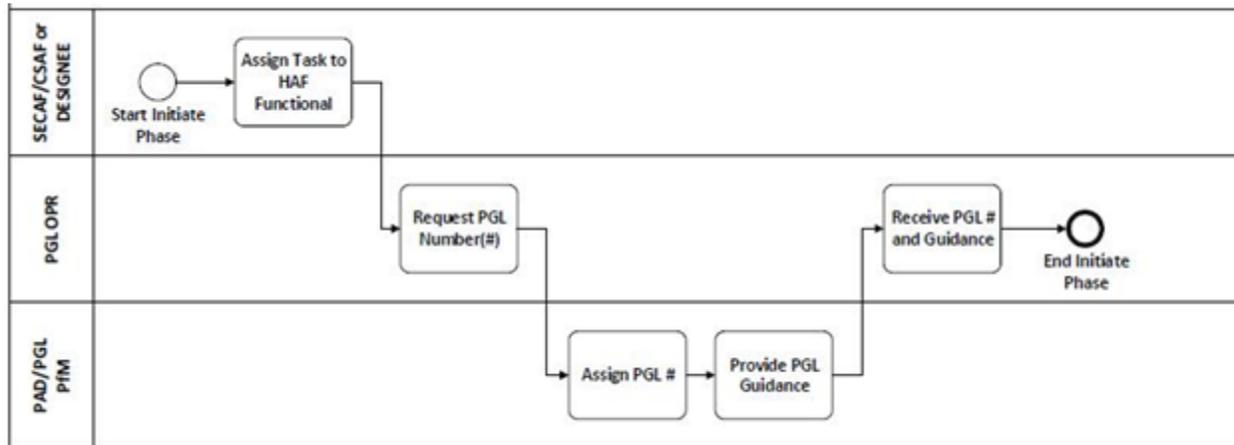
4.4.6. After PAD closure, the OPR may compile an After Action Report (AAR) using AF Form 4330 to capture Lessons Learned and upload AAR to the Air Force Joint Lessons Learned Information System (AF-JLLIS) Document/File Library at <https://www.jllis.mil/apps>.

Chapter 5

PGL LIFECYCLE MANAGEMENT GUIDANCE

5.1. Initiate Phase.

Figure 5.1. PGL Initiate Phase



5.1.1. SecAF, CSAF, or their designee will direct the initiation of a PGL to achieve stated objectives and assign a specific HAF Functional as PGL OPR, based on the subject matter.

5.1.2. The PGL OPR shall request a PGL number for identification and routing purposes from the PAD/PGL Portfolio Manager. A PGL initiation request is required for a PGL number assignment. A PGL initiation request shall include, at a minimum, OPR assigned, proposed PGL title, initial scope, background, authority/tasked by, PPlan and/or PMsg requirements, programming (manpower and budget) considerations, and strategic milestones. An initiation request template can be found on the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx). The request will be sent to the PAD/PGL PFM at: usaf.pentagon.saf-usm.mbx.usmx-workflow@mail.mil for review.

5.1.2.1. Programming (manpower and budget) considerations will be coordinated, by the PGL OPR, through SAF/FMPE (budgeting/programming) and AF/A1M (manpower) offices to identify potential requirements and concerns that may affect PGL implementation and future year resources availability.

5.1.2.2. Strategic milestones shall include, at a minimum, completion date for the Basic Plan and other strategic milestones critical to achieving PGL implementation such as: capabilities that the initiative will implement, initial operational capability (IOC), and full operational capability (FOC).

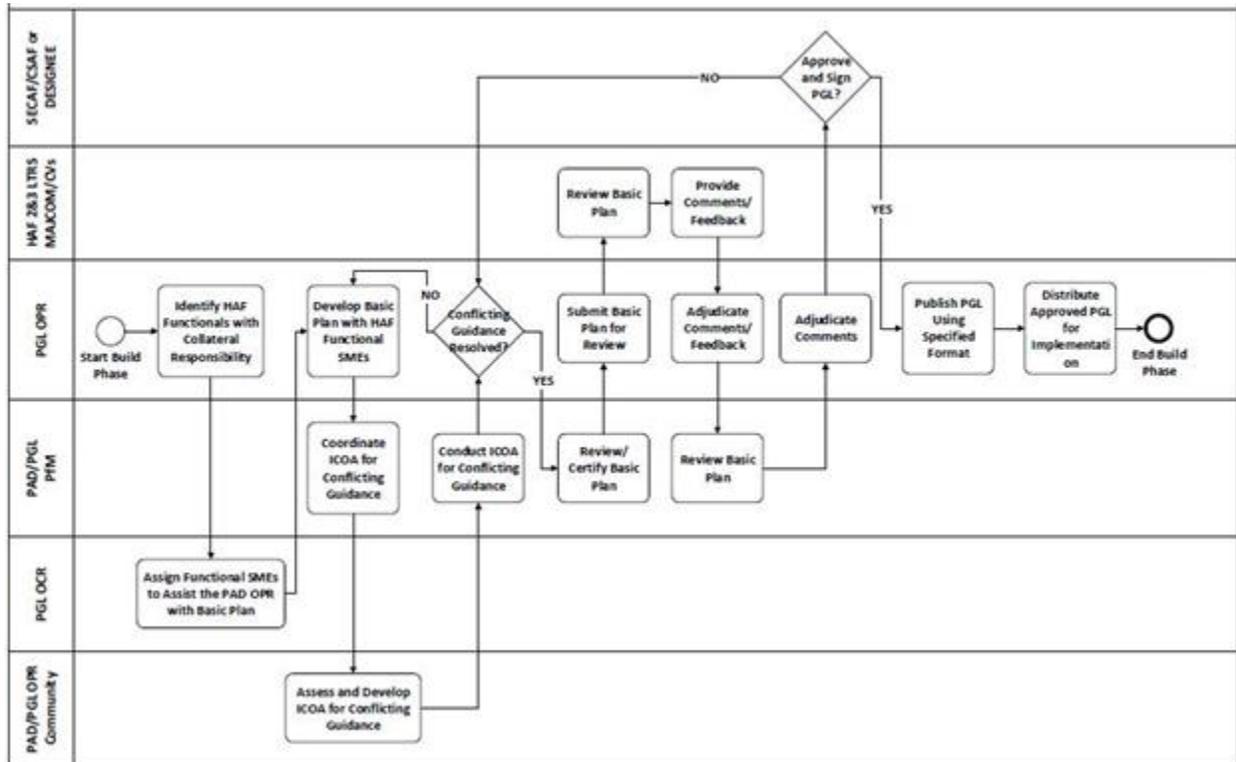
5.1.2.3. The request will be subject to approval by the PAD/PGL PFM. Once approved by the PAD/PGL PFM, the PAD/PGL PFM will assign a PGL number. PGL numbers shall be assigned sequentially within each fiscal year with “L” at the beginning of the sequence to designate PGLs (e.g., L14-01, L14-02).

5.1.3. After PGL number assignment, the PAD/PGL PfM shall inform the EPIC of the PGL initiation during the next status update.

5.1.4. The PGL OPR will begin the process of building the PGL Basic Plan after the PGL number assignment.

5.2. Build Phase.

Figure 5.2. PGL Build Phase.



5.2.1. The PGL OPR will develop the PGL Basic Plan. A template is available at the PAD/PGL Portfolio Management site (<https://cs1.eis.af.mil/sites/afdbt/PAD-PGL Portfolio/default.aspx>).

5.2.2. The Basic Plan shall include, at a minimum, a preface (with special instructions), table of contents and sections for Purpose, Authority/References, Background, Objectives, Concept of Employment, Assumptions, Guidance, Strategic Milestones, Effective Date, Public Affairs Guidance, and PGL OPR.

5.2.2.1. The Guidance section shall include at a minimum the responsibilities and tasks of the HAF functionals and below HAF-level functionals (MAJCOMs, DRUs, FOAs). For example, these tasks may include any assigned PPlans, PMsgs, Memorandums of Understanding, UMD updates, or Organizational Change Requests. Any tasks with measurable and/or time-bound outcomes will be outlined in the Strategic Milestones section of the Basic Plan.

5.2.2.2. Strategic Milestones will be specific, measurable, attainable, realistic, and time-bound. At a minimum, time phased actions will capture all major objectives and tasks

critical to achieving PGL implementation and will be listed in chronological order. This will include, but not be limited to all strategic milestones identified in the Initiation Request, Guidance section, PGL approval date, individual PPlan/PMsg Build Phase ECD, individual PPlan/PMsg Execution Phase ECD, manpower programming changes implemented, organizational changes implemented, facility requirements identified, facility requirements sourced, strategic basing decided, IOC, and FOC.

5.2.2.3. Strategic milestones will be used by the PGL OPR to assess completion progress and will be reported to the PAD/PGL PfM. PGL OPRs may be required to brief any overdue PGL Time-Phased Actions greater than 30-calendar days overdue to the EPIC.

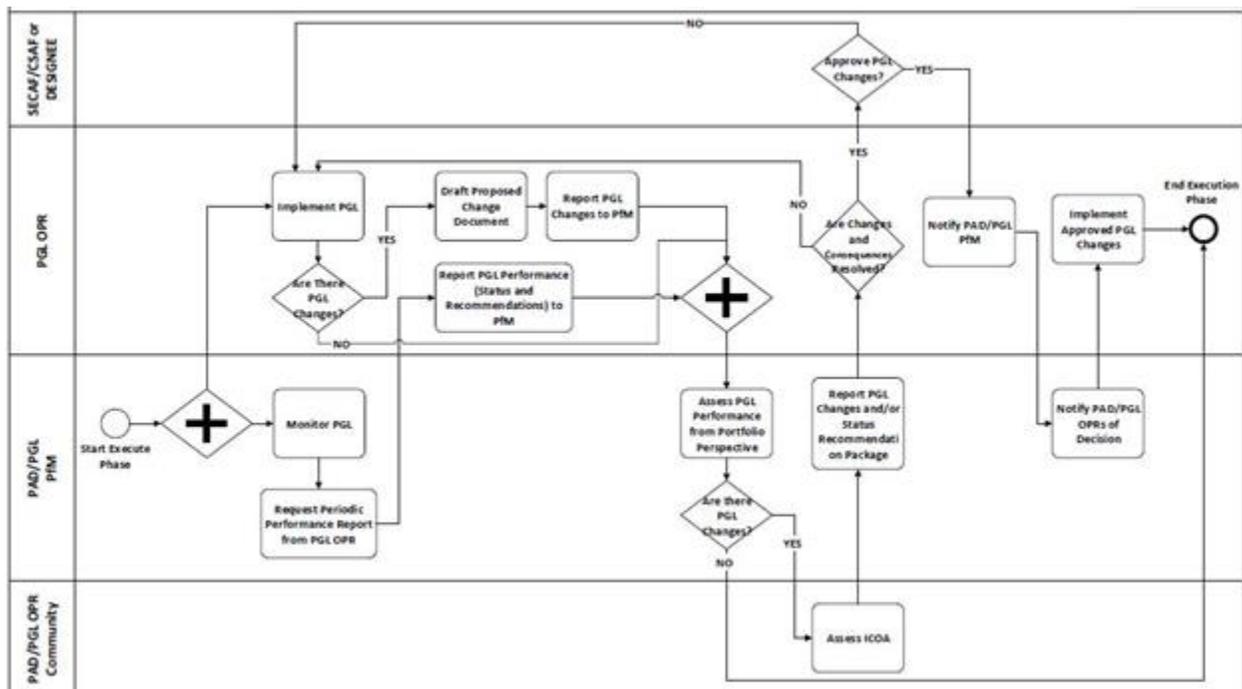
5.2.2.4. The PGL OPR section, in the Basic Plan, will include OCRs (if applicable), PGL distribution list, and POC list.

5.2.3. The PGL OPR will submit the draft PGL Basic Plan to the PAD/PGL PfM for review. The review will encompass an ICOA initiated by the PAD/PGL PfM among the active PAD and PGL OPRs. The ICOA will be conducted to identify conflicting guidance and/or unintended consequences between active PADs/PGLs and the draft Basic Plan. The PAD/PGL PfM will coordinate adjudication of the ICOA results through the draft PGL OPR. The PAD/PGL PfM will certify the adjudicated ICOA results and assign the PGL final signature authority to either USecAF or VCSAF under consultation with CSAF and SecAF as required for signature and final approval.

5.2.4. The PGL OPR shall staff the draft PGL Basic Plan for coordination through HAF 3-letter and MAJCOM/CVs, as applicable. Once all 3-letter/MAJCOM/CV comments are adjudicated, the PGL OPR will staff the updated draft PGL Basic Plan for coordination through HAF 2-letter offices. Once 2-letter comments are adjudicated the PGL OPR will submit the final PGL to the PAD/PGL PfM for review. Pending PAD/PGL PfM approval, the PGL OPR shall staff the fully coordinated PGL to either USecAF or VCSAF under consultation with CSAF and SecAF as required for signature and final approval. The signed PGL will be posted by the PGL OPR to the PAD/PGL Portfolio Management site

5.3. Execution Phase.

Figure 5.3. PGL Execution Phase



5.3.1. The PGL OPR will lead all phases of the PGL implementation effort. This will include, but not be limited to, directing and monitoring PGL OCRs and PPlan/PMsg OPRs in implementing all time-phased actions. The PGL OPR will assign a number to supporting PPlans or PMsgs. PPlan numbers shall be based on the parent PGL and assigned sequentially within each fiscal year with the name of the MAJCOM/DRU/FOA and “LN” as the prefix of the number sequence. For example, a PGL is assigned “L15-01” and AETC will develop a supporting PPlan. In this example, the PGL OPR will assign “AETC LN15-01” to AETC. PMsgs shall be assigned sequentially within each fiscal year with the name of the MAJCOM/DRU/FOA and “LG” as the prefix of the number sequence. For example, a PGL is assigned “L15-01” and ACC will develop a supporting PMsg. In this example, PGL OPR will assign “ACC LG15-01” to ACC.

Table 5.1. PGL Numbering Convention (Using ACC as MAJCOM Example)

FY	PGL (L)	PPlan (LN)	PMsg (LG)
2015	L15-01	ACC LN15-01	ACC LG15-01

5.3.2. The PGL OPR will provide monthly (or as directed) status updates, reporting progress of PGL events outlined in the Strategic Milestones section to the PAD/PGL PFM. The PGL OPR will be required to brief to the EPIC any of the following events: any 30-calendar day overdue PGL events outlined in the Strategic Milestones section, the PGL is at risk of not achieving FOC, or the PGL is overcome by events.

5.3.3. The PGL OPR may request a formal change to an approved PGL, as necessary, in order to accommodate changes in SecAF or CSAF guidance, when it becomes clear that accomplishment of specific PGL objectives is not achievable, or as the PGL OPR otherwise deems appropriate. A PGL change request shall include, at a minimum, OPR assigned, PGL

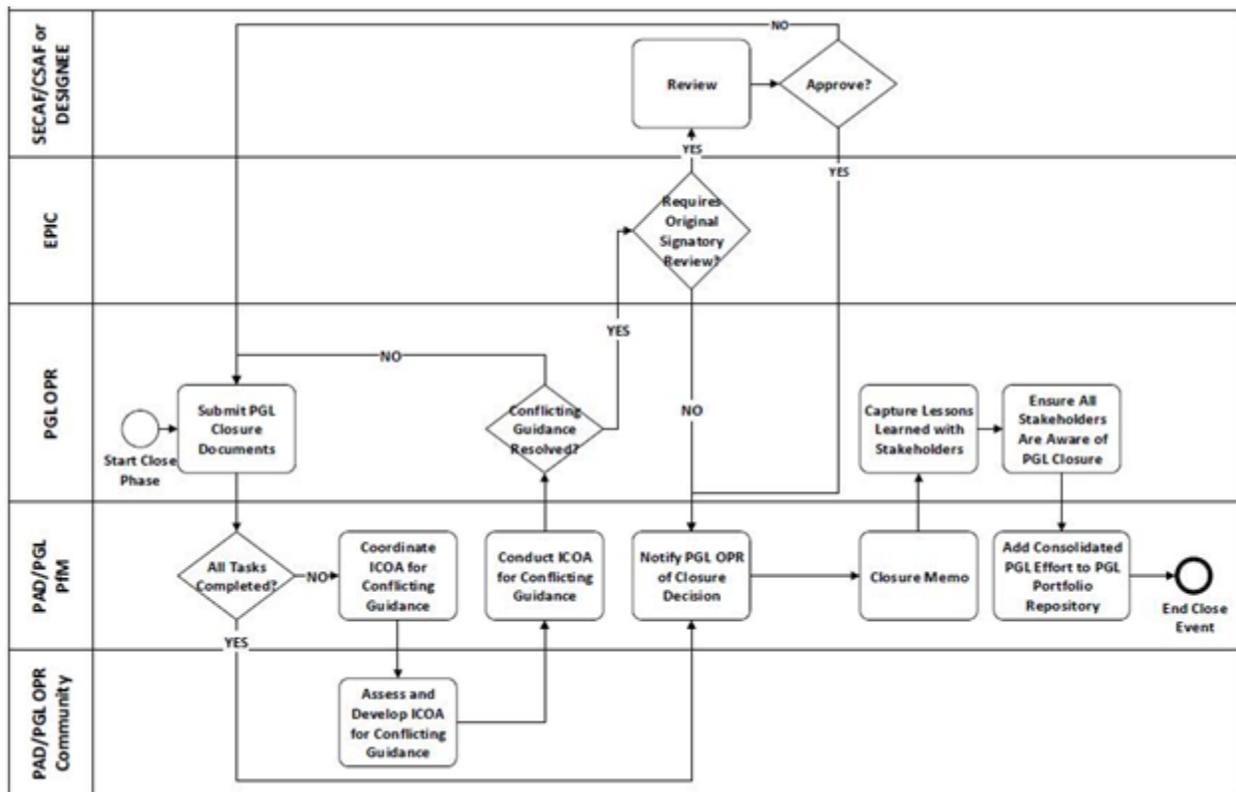
title, initial scope, change request justification, PPlan and/or PMsg details, and status of time-phased actions. Change request template can be found on the PAD/PGL Portfolio Management site ([https://cs1.eis.af.mil/sites/afdbt/PAD-PGL Portfolio/default.aspx](https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx)). The request will be sent to the PAD/PGL PFM at: usaf.pentagon.saf-usm.mbx.usmx-workflow@mail.mil for review.

5.3.3.1. A proposed PGL change shall be documented in a redraft of the existing PGL (with changes annotated, as appropriate, within the document) or, if changes are minimal, in Memorandum for Record format.

5.3.3.2. The PGL OPR shall submit the proposed PGL change to the PAD/PGL PFM for an ICOA by the active PAD/PGL OPRs to readdress potential conflicting guidance or unintended consequences. The PAD/PGL PFM will coordinate adjudication of the ICOA results through the PGL OPR. Based on the scope of the change, the PAD/PGL PFM will recommend additional staffing coordination with HAF and MAJCOMs, as appropriate. Pending PAD/PGL PFM recommendation, the PGL OPR shall staff the proposed PGL change to USecAF or VCSAF, under consultation with CSAF and SecAF as required, for signature. The signed PGL will be posted by the PGL OPR to the PAD/PGL Portfolio Management site ([https://cs1.eis.af.mil/sites/afdbt/PAD-PGL Portfolio/default.aspx](https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx)).

5.4. Closure Phase.

Figure 5.4. PGL Closure Phase



5.4.1. The PGL OPR initiates the closure of a PGL once it is determined that the PGL is complete (i.e., all tasks are accomplished and all objectives are met), or completion is not

possible due to changes in guidance, conditions, or other factors (e.g., the PGL is overcome by events).

5.4.2. The PGL OPR shall document and submit the closure request to the PAD/PGL PfM. A PAD closure request shall include, at a minimum, OPR assigned, PGL title, closure justification, and a final status of time-phased actions. Closure request template can be found on the PAD/PGL Portfolio Management site . The request will be sent to the PAD/PGL PfM at: for review.

5.4.3. The PAD/PGL PfM shall review the PGL closure recommendation and determine if an ICOA is needed. An ICOA for a PGL closure recommendation is not needed if all tasks and objectives are met. If the closure recommendation is a result of the PGL being no longer needed due to changes in SecAF or CSAF guidance, or is overcome by events, then the PAD/PGL PfM shall conduct an ICOA to determine and resolve any unintended consequences between the active PADs/PGLs and the PGL closure recommendation. The PAD/PGL PfM will coordinate adjudication of the ICOA results through the PGL OPR. The PAD/PGL PfM will certify the adjudicated ICOA results and direct the PGL OPR to initiate the closure memorandum.

5.4.4. The closure memorandum will summarize the closure recommendation. It will be co-signed by the PGL OPR (the responsible HAF 2-letter) and the PAD/PGL PfM.

5.4.4.1. If all tasks and objectives in the PGL effort are complete, the signing of the closure memorandum will signify the official closure of the PGL.

5.4.4.2. If the PGL closure recommendation is based on changes in SecAF or CSAF guidance, or is overcome by events, then the closure memorandum will be reviewed by the EPIC.

5.4.4.2.1. In the case of a signed PGL, upon EPIC review, the closure memorandum will be staffed by the PGL OPR to the original signatory authority for final closure approval or as recommended by the EPIC.

5.4.4.2.2. If the PGL was not signed, upon EPIC review, the closure memorandum will signify the official closure of the PGL or as recommended by the EPIC.

5.4.5. After the approval of PGL closure, the PGL OPR will notify all subordinate PGL OCRs and PPlan/PMsg OPRs of the PGL closure. The PGL OPR will post the entire PGL effort in a single consolidated PDF to the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx). The consolidated PDF will be a lifecycle document and will include, in this order: the closure memorandum, basic plan, functional annexes, and supporting PPlans/PMsgs.

5.4.6. After PGL closure, the OPR may compile an AAR using AF Form 4330 to capture Lessons Learned and upload AAR to the Air Force Joint Lessons Learned Information System (AF-JLLIS) Document/File Library at <https://www.jllis.mil/apps>.

Chapter 6

PPLAN LIFECYCLE MANAGEMENT GUIDANCE

6.1. Initiate Phase.

Figure 6.1. PPlan Initiate Phase



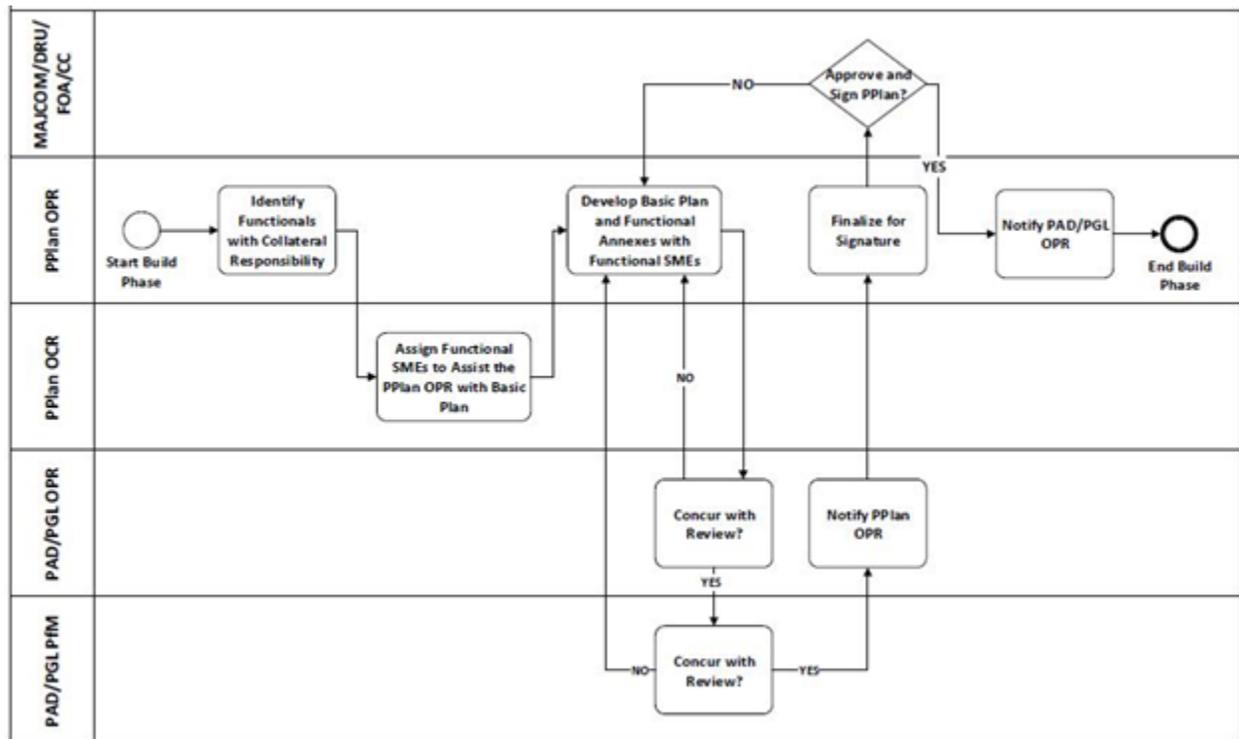
6.1.1. The PAD/PGL OPR shall direct the initiation of a PPlan to support stated objectives in an approved PAD/PGL. MAJCOM/DRU/FOA Commanders can also initiate PPlans to support their command directives. (T-1)

6.1.2. The PAD/PGL OPR will assign numbers to PPlans in support of PADs/PGLs. See sections 4.3.1. and 5.3.1. for additional guidance. MAJCOM/DRU/FOA Commander-initiated PPlans will assign PPlan numbers IAW their guidance.

6.1.3. PPlans supporting PADs/PGLs will be initiated NLT 30-calendar days from the PAD/PGL approval signature. PPlan OPRs will be assigned IAW MAJCOM/DRU/FOA Commander guidance. (T-1)

6.2. Build Phase.

Figure 6.2. PPlan Build Phase



6.2.1. If applicable, the PPlan OPR will develop the PPlan Basic Plan and functional annexes in support of PADs/PGLs. A template is available at the PAD/PGL Portfolio Management site (https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx). The PPlan Basic Plan and functional annexes supporting PADs/PGLs will be completed NLT 90-calendar days from the PAD/PGL approval signature. (T-1)

6.2.2. The Basic Plan shall include, at a minimum, a preface (with special instructions), table of contents and sections for Purpose, Authority/References, Background, Objectives, Concept of Employment, Assumptions, Guidance, Strategic Milestones, Effective Date, Public Affairs Guidance, and PPlan OPR. (T-1)

6.2.2.1. The Guidance section shall include at a minimum the responsibilities, special instructions, and tasks of the MAJCOM/DRU/FOA functionals and any subordinate units below MAJCOM/DRU/FOA-level functionals and below. For example, Memorandums of Understanding, or Organizational Change Requests.

6.2.2.2. Strategic milestones will be specific, measureable, attainable, realistic, and time-bound. At a minimum, they will capture all major objectives critical to achieving PPlan implementation and will be listed in chronological order. This will include, but not be limited to all time-bound tasks identified in the initiation request, guidance section, functional annexes Estimated Completion Date (ECD), PPlan approval date, manpower programming changes implemented, organizational changes implemented, facility requirements identified, facility requirements sourced, strategic basing decided, IOC, and FOC. Strategic milestones will be used by the PPlan OPR to assess completion progress and will be reported to the PAD/PGL OPR.

Table 6.1. PPlan Functional Annexes

ANNEX	TITLE
A	Manpower and Organization
B	Personnel Actions
C	Intelligence, Surveillance, and Reconnaissance
D	Operations
E	Logistics
F	Civil Engineer/Environmental Impact and Analysis (EIAP)
G	Contracting
H	Security Forces
I	Information Protection
J	Strategic Plans and Requirements
K	Command, Control, Communications, and Information Technology
L	Planning/Programming/Budgeting/Execution
M	Chaplain
N	Historian
O	Inspector General
P	Legal
Q	Safety
R	Medical
S	Small Business

T	Public Affairs
U	PAD use only
V	PAD use only
W	HAF Administrative Requirements (PAD use only)
X	MAJCOM/DRU/FOA Responsibilities (PAD use only)
Y	PAD use only
Z	MAJCOM/DRU/FOA/NAF/Center/Wing POCs
AA	Distribution List
BB-ZZ	As Required

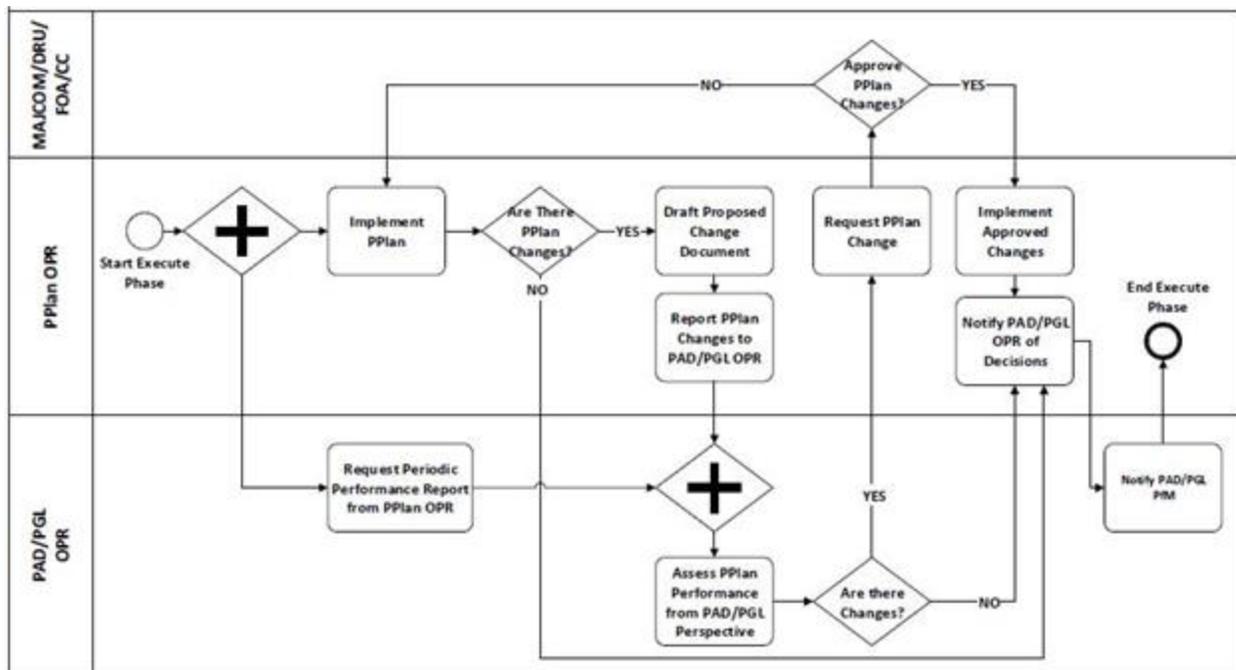
6.2.3. All PPlan functional annexes are required as part of the PPlan and shall include, at a minimum, sections for Purpose, References, Objectives, Assumptions, Guidance, Time Phased Actions, and annex OCR/POC (name/office/number). If a PPlan OCR determines that a functional annex is not required for a particular effort, then a justification paragraph will be annotated, by the OCR, at the top of the annex. (T-1)

6.2.4. If associated with a PAD/PGL, the PPlan OPR will submit the draft PPlan Basic Plan and all functional annexes to the PAD/PGL OPR and PAD/PGL PfM at: usaf.pentagon.saf-usm.mbx.usmx-workflow@mail.mil for review. The PAD/PGL PfM will coordinate adjudication of the review through the PAD/PGL OPR. Once the review has been adjudicated, the PPlan OPR can coordinate the PPlan and obtain final approval IAW MAJCOM/DRU/FOA Commander guidance. (T-1)

6.2.5. MAJCOM/DRU/FOA Commander-initiated PPlans will build the Basic Plan and functional annexes IAW their guidance.

6.3. Execution Phase.

Figure 6.3. PPlan Execution Phase



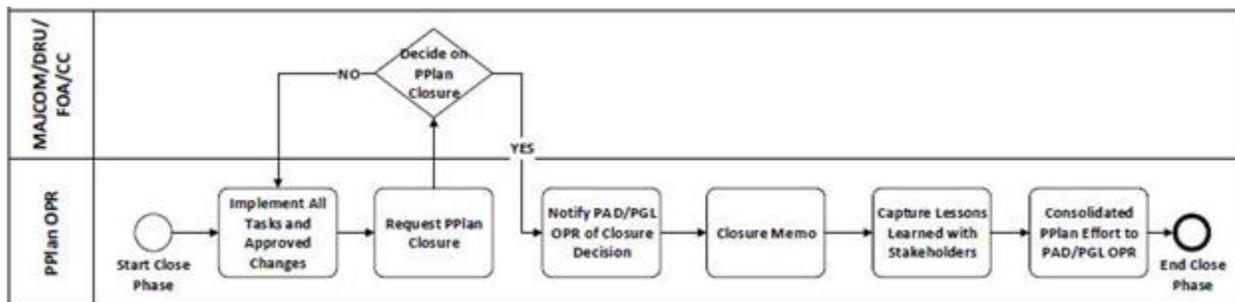
6.3.1. PPlan OPRs supporting PADs/PGLs will provide monthly (or as directed) status updates, reporting progress of PPlan events outlined in the Basic Plan Strategic Milestones to the PAD/PGL OPR. The PAD/PGL OPR will be required to brief to the PAD/PGL PFM any of the following events: any 30-calendar day overdue PPlan events outlined in the Basic Plan Strategic Milestones or if the PPlan is at risk of not achieving FOC. (T-1)

6.3.2. PPlan OPRs supporting PADs/PGLs will coordinate change requests for an approved PPlan with the PAD/PGL OPR. After coordination with the PAD/PGL OPR, change requests will be approved IAW MAJCOM/DRU/FOA guidance. PAD/PGL OPRs will inform the PAD/PGL PFM of all PPlan change requests via next scheduled update. (T-1)

6.3.3. Change requests for MAJCOM/DRU/FOA Commander-initiated PPlans will be conducted IAW their guidance.

6.4. Closure Phase.

Figure 6.4. PPlan Closure Phase



6.4.1. PPlan OPRs supporting PADs/PGLs will initiate PPlan closure once it is determined that the PPlan is complete (i.e., all tasks are accomplished and all objectives are met) or completion is not possible due to changes in guidance, conditions, or other factors (e.g., the PAD/PGL is overcome by events). (T-1)

6.4.2. PPlan OPRs will close PPlans IAW MAJCOM/DRU/FOA Commander guidance.

6.4.3. Once closed, the PPlan OPR will provide a closure memorandum to the PAD/PGL OPR if applicable. If all tasks and objectives in the PPlan effort are complete, the signing of the closure memorandum by the PPlan OPR (MAJCOM/DRU/FOA 2-letter) will signify the official closure of the PPlan. If the PPlan closure is a result of the PAD/PGL being overcome by events, then the closure memorandum will be signed by the PPlan OPR (MAJCOM/DRU/FOA 2-letter) and MAJCOM/DRU/FOA Commander and a copy will be provided to the PAD/PGL OPR. (T-1)

6.4.4. For PPlans supporting a PAD/PGL, the PPlan OPR will provide the entire PPlan effort in a single consolidated PDF to the PAD/PGL OPR. The consolidated PDF will be a lifecycle document and include, in this order: the closure memorandum, basic plan, and functional annexes. (T-1)

Chapter 7

PMSG LIFECYCLE MANAGEMENT GUIDANCE

7.1. Initiate Phase.

Figure 7.1. PMsg Initiate Phase



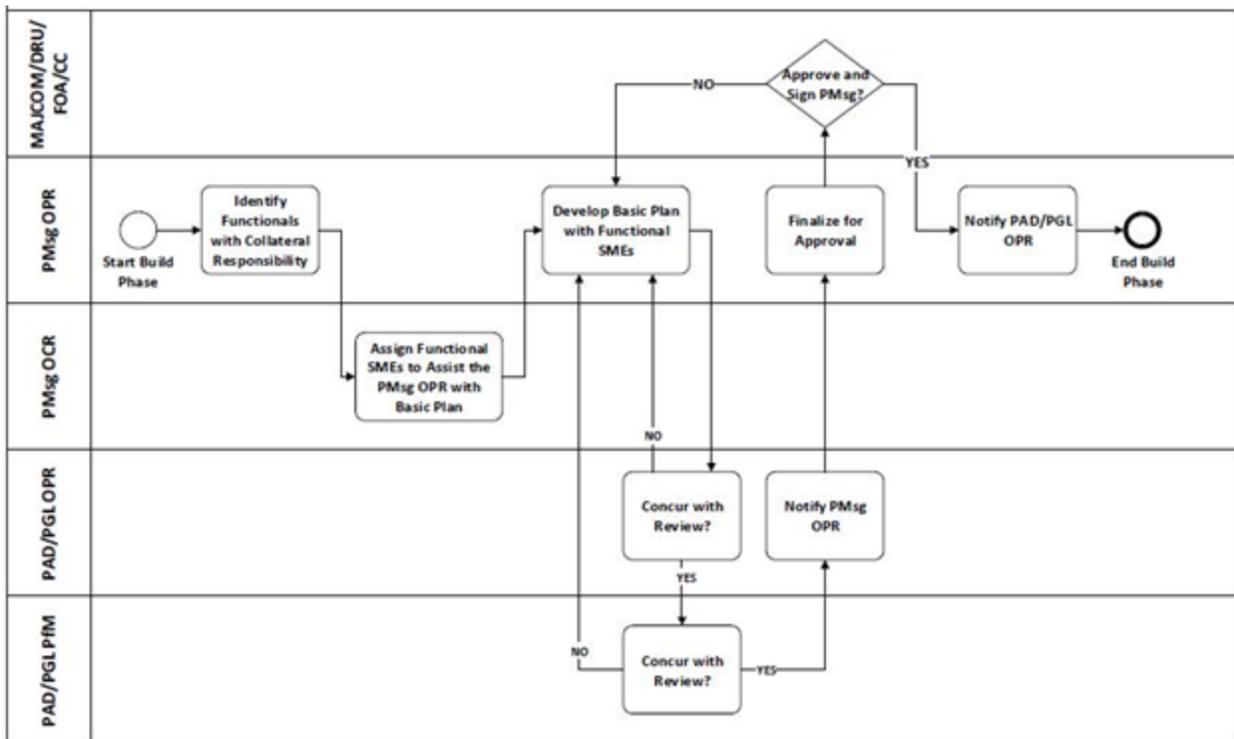
7.1.1. The PAD/PGL OPR shall direct the initiation of a PMsg to support stated objectives in an approved PAD/PGL. MAJCOM/DRU/FOA Commanders can also initiate PMsgs to support their command directives. (T-1)

7.1.2. The PAD/PGL OPR will assign a number to PMsgs in support of PADs/PGLs. See sections 4.3.1. and 5.3.1. for additional guidance. MAJCOM/DRU/FOA Commander-initiated PMsgs will assign PMsg numbers IAW their guidance.

7.1.3. PMsgs supporting PADs/PGLs will be initiated NLT 30-calendar days from the PAD/PGL approval signature. PMsg OPRs will be assigned IAW MAJCOM/DRU/FOA Commander guidance. (T-1)

7.2. Build Phase.

Figure 7.2. PMsg Build Phase



7.2.1. The PMsg OPR will develop the PMsg Basic Plan in support of PADs/PGLs. A template is available at the PAD/PGL Portfolio Management site ([https://cs1.eis.af.mil/sites/afdbt/PAD-PGL Portfolio/default.aspx](https://cs1.eis.af.mil/sites/afdbt/PAD-PGL_Portfolio/default.aspx)). The PMsg Basic Plan supporting PADs/PGLs will be completed NLT 90-calendar days from the PAD/PGL approval signature. (T-1)

7.2.2. The Basic Plan shall include, at a minimum, a preface (with special instructions), table of contents and sections for Purpose, Authority/References, Background, Objectives, Concept of Employment, Assumptions, Guidance, Strategic Milestones, Effective Date, Public Affairs Guidance, and PMsg OPR. (T-1)

7.2.2.1. The Guidance section shall include at a minimum the responsibilities and tasks of the MAJCOM/DRU/FOA functionals and any subordinate units below MAJCOM/DRU/FOA level. For example, these tasks will include any assigned functional annexes, Memorandums of Understanding, UMD updates, or Organizational Change Requests. Any tasks with measurable and or time-bound outcomes will be outlined in the Strategic Milestones section.

7.2.2.2. Strategic Milestones will be specific, measureable, attainable, realistic, and time-bound. At a minimum, Strategic Milestones will capture all major objectives critical to achieving PMsg implementation and will be listed in chronological order. This will include, but not be limited to all time-bound tasks identified in the guidance section, PMsg approval date, manpower programming changes implemented, organizational changes implemented, facility requirements identified, facility requirements sourced, strategic basing decided, IOC, and FOC. Strategic Milestones will be used by the PMsg OPR to assess completion progress and will be reported to the PAD/PGL OPR.

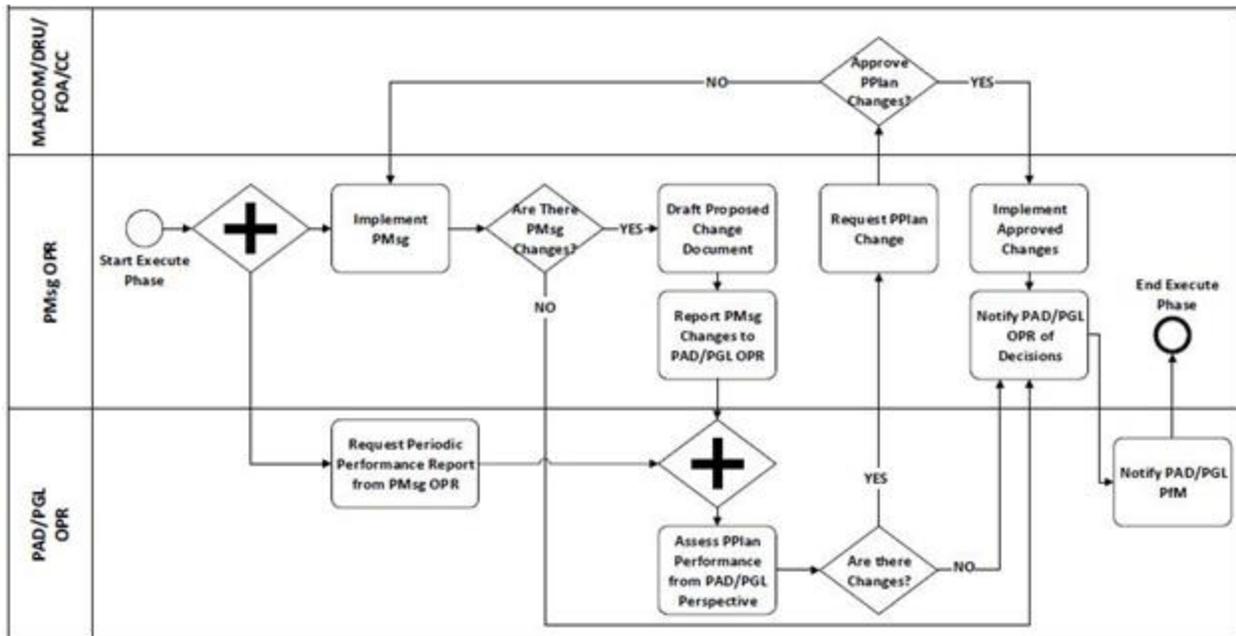
7.2.2.3. The PMsg OPR section will include OCRs (if applicable), PMsg distribution list, and a POC list.

7.2.3. For PMsgs supporting a PAD/PGL, the PMsg OPR will submit the draft PMsg Basic Plan to the PAD/PGL OPR and PAD/PGL PfM at: usaf.pentagon.saf-usm.mbx.usmx-workflow@mail.mil for review. The PAD/PGL PfM will coordinate adjudication of the review through the PAD/PGL OPR. Once the review has been adjudicated, the PMsg OPR can coordinate the PMsg and obtain final approval IAW MAJCOM/DRU/FOA guidance. (T-1)

7.2.4. MAJCOM/DRU/FOA Commander-initiated PMsgs will build PMsg Basic Plan IAW their guidance.

7.3. Execution Phase.

Figure 7.3. PMsg Execution Phase



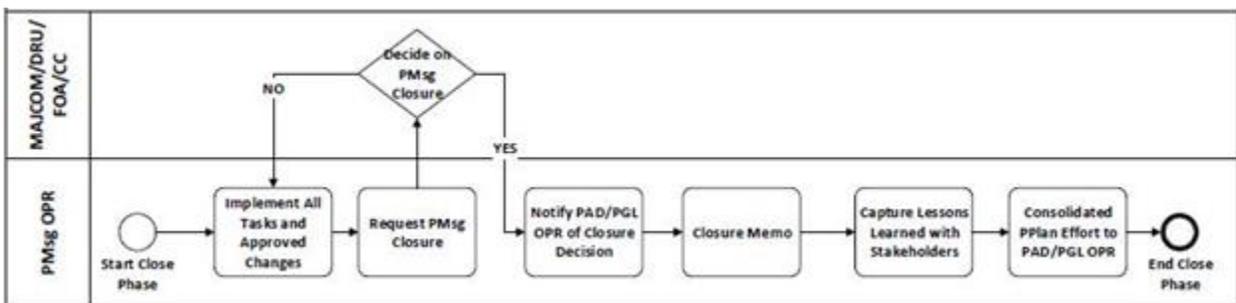
7.3.1. PMsg OPRs supporting PADs/PGLs will provide monthly (or as directed) status updates, reporting progress of PMsg events outlined in the Strategic Milestones section to the PAD/PGL OPR. The PAD/PGL OPR will be required to brief to the PAD/PGL PFM any of the following events: any 30-calendar day overdue PMsg events outlined in the Strategic Milestones section or the PMsg is at risk of not achieving FOC. (T-1)

7.3.2. PMsg OPRs supporting PADs/PGLs will coordinate change requests for an approved PMsg with the PAD/PGL OPR. After coordination with the PAD/PGL OPR, change requests will be approved IAW MAJCOM/DRU/FOA guidance. PAD/PGL OPRs will inform the PAD/PGL PFM of all PMsg change requests via next scheduled update. (T-1)

7.3.3. Change requests for MAJCOM/DRU/FOA Commander-initiated PMsgs will be conducted IAW their guidance.

7.4. Closure Phase.

Figure 7.4. PMsg Closure Phase



7.4.1. PMsg OPRs supporting PADs/PGLs will initiate PMsg closure once the PAD/PGL OPR and PAD/PGL PFM determines that the PMsg is complete (i.e., all tasks are

accomplished and all objectives are met) or completion is not possible due to changes in guidance, conditions, or other factors (e.g., the PAD/PGL is overcome by events). (T-1)

7.4.2. PMsg OPRs will close PMsgs IAW MAJCOM/DRU/FOA Commander guidance. Once closed, the PMsg OPR, if applicable, will provide a closure memorandum to the PAD/PGL OPR. If all tasks and objectives in the PMsg effort are complete, the signing of the closure memorandum by the PMsg OPR (MAJCOM/DRU/FOA 2-letter) will signify the official closure of the PMsg. If the PMsg closure is a result of the PAD/PGL being overcome by events, then the closure memorandum will be signed by the PMsg OPR (MAJCOM/DRU/FOA 2-letter) and MAJCOM/DRU/FOA Commander and a copy will be provided to the PAD/PGL OPR. (T-1)

7.4.3. For PMsgs supporting a PAD/PGL, the PMsg OPR will provide the entire PMsg effort in a single consolidated PDF to the PAD/PGL OPR. The consolidated PDF will be a lifecycle document and include, in this order: the closure memorandum, basic plan, and functional annexes. (T-1)

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Director of Business Transformation and
Deputy Chief Management Officer

(ANG)

STANLEY E. CLARKE III, Lieutenant General,
USAF
Commander, Air National Guard Readiness Center

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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AFMAN 33-363_ AFGM2014-01, *Management of Records*, 28 May 2014

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AF Form 4330, *After Action Summary Report*

(Added-ANG) AF Form 813, *Request for Environmental Impact Analysis*

Abbreviations and Acronyms

ACC—Air Combat Command

(Added-ANG) ADOS —Active Duty for Operational Support

(Added-ANG) ADPE —Automatic Data Processing Equipment

AETC—Air Education and Training Command

(Added-ANG) AF —Air Force

AFI—Air Force Instruction

AF—JLLIS – Air Force Joint Lessons Learned Information System

AFMAN—Air Force Manual

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRIMS—Air Force Records Information Management System

(Added-ANG) AFSC—Air Force Specialty Code

(Added-ANG) AFTP —Additional Flying Training Periods

(Added-ANG) AGR—Active Guard Reserve

ANG—Air National Guard

(Added-ANG) ANGI—Air National Guard Instruction

(Added-ANG) ANGRC—Air National Guard Readiness Center

(Added-ANG) AT —Annual Training

(Added-ANG) BRAC —Base Closure and Realignment Commission

(Added-ANG) CAP —Combat Air Patrol

(Added-ANG) CBT —Computer Based Training

(Added-ANG) CC —Commander

(Added-ANG) CFFM —Career Field Functional Manager

(Added-ANG) CIPS —Cyberspace Infrastructure Planning System

(Added-ANG) CPFH —Cost Per Flying Hour

(Added-ANG) CPR —Conversion Progress Report

CSAF—Chief of Staff of the Air Force

(Added-ANG) CSAF —Chief of Staff of the United States Air Force

(Added-ANG) DOC —Designed Operational Capability

(Added-ANG) DoD —Department of Defense

DOTMLPF—P – Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities and Policy

DRU—Direct Reporting Unit

(Added-ANG) DSG —Drill Status Guardsmen

(Added-ANG) DSN —Defense Switched Network

(Added-ANG) DTS —Defense Travel System

ECD—Estimated Completion Date

(Added-ANG) EEIC —Expense Investment Code

(Added-ANG) EOC —End of Conversion

EPIC—Enterprise Process Improvement Council

(Added-ANG) ESP —Emergency Special Programs

(Added-ANG) FAM —Functional Area Manger

(Added-ANG) FinPlan —Financial Plan

FOA—Field Operating Agency

FOC—Full Operational Capability

(Added-ANG) FSS/FDO —Force Support Squadron Force Development Office

(Added-ANG) FTD —Field Training Detachment

(Added-ANG) FTT —Field Training Team

(Added-ANG) GSU —Geographically Separated Unit

HAF—Headquarters Air Force

HAFMD—Headquarters Air Force Mission Directive

(Added-ANG) HOT – Hands-on—Training

(Added-ANG) HRO —Human Resources Office

IAW—In Accordance With

ICOA—Interference/Consequence/Overlap Analysis

(Added-ANG) IG —Inspector General

IOC—Initial Operational Capability

IMS—Integrated Master Schedule

(Added-ANG) IT —Information Technology

(Added-ANG) JFHQ —Joint Force Headquarters

(Added-ANG) JTR —Joint Travel Regulation

(Added-ANG) LAN —Local Area Network

(Added-ANG) LMR —Land Mobile Radio

MAJCOM—Major Command

(Added-ANG) MEST —Mission Essential Skills Training

(Added-ANG) MILCON —Military Construction

(Added-ANG) MilPers —Military Personnel

NAF—Numbered Air Force

(Added-ANG) NEPA —National Environmental Policy Act

(Added-ANG) NGB —National Guard Bureau

(Added-ANG) NGB/CF —Director, Air National Guard

NLT—No Later Than

OCR—Office of Collateral Responsibility

OPR—Office of Primary Responsibility

PAD—Program Action Directive

PDF—Portable Document Format

(Added-ANG) PEC —Program Element Code

(Added-ANG) PEM —Program Element Monitor

PfM—Portfolio Manager

PGL—Program Guidance Letter

PMsg—Programming Message

POC—Point of Contact

PPlan—Programming Plan

RDS—Records Disposition Schedule

RegAF—Regular Air Force

(Added-ANG) RRS —Recruiting and Retention Superintendent

(Added-ANG) SATAF —Site Activation Task Force

SecAF—Secretary of the Air Force

SME—Subject Matter Expert

(Added-ANG) SORTS —Status of Resources and Training System

(Added-ANG) SPRAM —Special Purpose Recoverable Authorized Maintenance

(Added-ANG) SRM —Sustainment, Restoration, and Modernization

(Added-ANG) ST —Special Training

(Added-ANG) Temp Tech —Temporary Technician

(Added-ANG) TFI —Total Force Integration

(Added-ANG) TraX —Travel Explorer

(Added-ANG) UCO —Unit Conversion Officer

UMD—Unit Manpower Document

USecAF—Under Secretary of the Air Force

(Added-ANG) UTC —Unit Type Code

VCSAF—Vice Chief of Staff of the Air Force

WBS—Work Breakdown Structure

Terms

After Action Report (AAR)— The AAR is a consolidated report that includes an executive summary covering the event information (e.g., dates, locations, and participants) and Observations. Observations to be documented are those which result in improvements in military operations. AAR Observations should describe how the mission could be/was improved, potential risks to mission degradation and how to mitigate those risks.

Conflicting Guidance— A situation where the simultaneous implementation of multiple PAD/PGLs unintentionally creates conflicts in doctrine, guidance or use of resources. Conflicting guidance can occur when a shift in doctrine occurs and PAD/PGLs are not changed to reflect the doctrine change. Resource conflicts generally occur within the same functional community or core function and occur when the implementation of multiple PAD/PGLs exceed available resources.

(Added-ANG) End of Conversion (EOC)—For ANG Conversion purposes EOC is determined by one of three following methods, whichever occurs first: 1) The unit achieves IOC as defined by the NGB FAM; 2) The unit has a DOC Statement for the mission they are converting to and begin reporting C-3 or better in all sub-areas or if the unit does not have a DOC Statement for the mission they are converting to, then EOC is determined as being the equivalent of C-3 or better based on SORTS guidance, for each sub-areas; 3) Three years from start of conversion (calculated from start of conversion date).

(Added-ANG) Full Operational Capability (FOC) —FOC is defined as in general, attained when all units and/or organizations in the force structure scheduled to receive a system 1) have received it and 2) have the ability to employ and maintain it. The specifics for any particular system FOC are defined in that system's Capability Development Document and Capability Production Document.

(Added-ANG) Functional Area Manager (FAM)—The FAM is the individual responsible for the management and planning of all personnel and equipment within a specific functional area to support wartime and peacetime contingencies.

(Added-ANG) Hot Wash —A hot wash is the “after-action” discussions and assessment of a visit status.

(Added-ANG) Initial Operational Capability (IOC) —IOC is the state achieved when a capability is available in its minimum usefully deployable form. Declaration of an initial operating capability may be at the point at which the first users begin using the capability is IOC, with FOC achieved when all intended users have the capability and defined by the FAM.

(Added-ANG) Office of Collateral Responsibility (OCR) —Any headquarters, agency, or activity having functional interest in, and possible responsibility for, a specific action, project, plan, program, or problem.

(Added-ANG) Office of Primary Responsibility (OPR)—Any headquarters, agency, or activity having primary functional interest in, and responsibility for, a specific action, project, plan, program, or problem.

Program Action Directive (PAD)— A PAD is a formal HAF-level planning document used to accomplish major SecAF or CSAF approved initiatives such as the reorganization or formation of a MAJCOM, organization, unit, or function. PADs have well defined objectives, assign specific tasks to OPRs and OCRs, and establish specific milestones. Examples of PADs include establishing Air Force Global Strike Command, transforming Air Force Intelligence, and carrying out directives from the Defense Base Realignment and Closure Commission.

PAD/PGL OPR Community— An informal group made up of principal OPRs from each active PAD and PGL. As required by the PAD/PGL PfM, this group is tasked to perform PAD/PGL PfM ICOA.

PAD/PGL PfM ICOA— A review activity directed by the PAD/PGL PfM and conducted by all active PAD/PGL OPRs to review proposed PAD/PGLs, changes to existing PAD/PGLs, or PAD/PGL closure requests to identify conflicting guidance or unintended consequences that need to be resolved prior to approving the requested approval/change/closure action.

Program Guidance Letter (PGL)— A HAF-level formal planning document that establishes direction, assigns tasks, and provides guidance (for example, Morale, Welfare, and Recreation/Services integration or Civil Air Patrol reorganization).

Programming Message (PMsg)— A PMsg may be used by a MAJCOM in lieu of a PPlan when less comprehensive documentation will suffice to implement a program objective. For example, a PMsg is often utilized when limited functional involvement is required to execute the action. A PMsg may also be used as an interim measure to establish the overall goal and provide basic guidance pertaining to a major program action while more comprehensive documentation is being developed.

Programming Plan (PPlan)— A formal planning document written below HQ USAF-level that helps accomplish and record major actions. A PPlan is a directive, coordinated document, consisting of a Basic Plan and supporting functional staff annexes, which defines the actions required, and outlines the responsibilities for achieving a given program objective. The primary types of actions for which PPlans are developed include unit activations and inactivations; realignments involving the physical move of people or assets; base closures; beddown of weapons systems; unit conversions from one weapons system to another; beddown and/or integration of specialized systems or unique organizational constructs; and increases or decreases in a unit's Primary Aircraft Inventory.

Unintended Consequences— A situation where PAD/PGL implementation creates unnecessary or unanticipated resource commitments. This situation can occur when a more feasible option becomes readily available after starting PAD/PGL implementation.

(Added-ANG) Unit Conversion Officer (UCO) —The UCO is the single point of contact (POC) for the unit serving as the coordinator or focal point of information concerning the conversion.