

**BY ORDER OF THE COMMANDER  
655TH INTELLIGENCE  
SURVEILLANCE AND  
RECONNAISSANCE WING**

**655 ISRW INSTRUCTION 90-601**

**24 OCTOBER 2022**

***Special Management***



**THE WING PROGRAM OBJECTIVE  
MEMORANDUM (POM) PROCESS**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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**RELEASABILITY:** There are no releasability restrictions on this publication

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OPR: 655 ISRW/XP

Certified by: 655 ISRW/CC  
(Colonel Joseph T. Marcinek)

Pages: 5

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This publication implements Air Force Policy Directive (AFPD) 90-6, *Air Force Strategy, Planning, Programming, and Budgeting Execution (SPPBE) Process*. It provides guidance and procedures for proposing solutions to unit performance concerns, within the 655th Intelligence, Surveillance, and Reconnaissance Wing (ISRW), which may require Air Force Reserve Command Corporate Structure (AFRCCS) action to resolve. This publication applies to all personnel within the 655 ISRW. Submit requests for waivers through the chain of command or, alternately, to the Publication OPR. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, Records Management and Information Governance Program, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System (AFRIMS). Refer recommended changes and questions about this publication to the OPR using the Department of the Air Force (DAF) Form 847, Recommendation for Change of Publication; route DAF Forms 847 from the field through the appropriate functional chain of command. The authority to waive all requirements within this publication belongs to the 655 ISRW Commander (CC). This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. 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 Department of the Air Force

## Chapter 1

### OVERVIEW

**1.1. Purpose.** This publication informs stakeholders on Program Objective Memorandum (POM) mechanics and provides detailed major milestones for the POM submission timeline. The POM builds on the President's Budget (PB) to ensure our POM continues to align to the National Defense Strategy (NDS) and the Defense Planning Guidance (DPG). This publication provides the necessary deliverables and timelines to ensure all squadron, group, and wing inputs meet the format and content requirements.

**1.2. POM Guidance.** The POM process occurs in the Programming phase of the Planning, Programming, Budgeting, and Execution (PPBE) Process. This process is defined in Department of Defense Directive (DoDD) 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*, and Air Force Policy Directive (AFPD) 90-6, *Air Force Strategy, Planning, Programming, and Budgeting Execution (SPPBE) Process*. The programming phase is meant to analyze anticipated effects of present-day decision on the future force. The programming phase begins with the heads of each component developing a POM, which describes proposed resource requirements (e.g., forces, manpower, funding, etc.) for programs over a five year period. As a result of program reviews, the Secretary of Defense (SECDEF) may direct the components to make changes.

**1.3. POM Function(s).** Unit Commanders use this process to propose solutions for unit performance concerns which may require Air Force Reserve Command Corporate Structure (AFRCCS) action to resolve. Numbered Air Force representatives and AFRCCS Panels evaluate and prioritize all proposals from its subordinate organizations. Unit Commanders do not propose resource adjustments and must contact applicable AFRC Panels before proposing to add new organizational entities (e.g., modifying mission set), change Total Force relationships or agreements, or alter approved manpower standards.

## Chapter 2

### ROLES AND RESPONSIBILITIES

#### 2.1. **Wing Commander.** The Wing Commander will:

2.1.1. Coordinate with AFRC's Strategy, Plans, and Policy office (A2X) and Tenth Air Force (10 AF) staff, prior to POM submission, in order to educate and assist them in understanding 655 ISRW requirements and proposed execution of resources.

2.1.2. Convene and chair the annual Wing POM Consolidation Board.

#### 2.2. **Wing Plans (XP).** The Wing Plans office will:

2.2.1. Solicit stratified requirements from groups on a yearly basis, via ETMS2, with a suspense date no later than 15 July.

2.2.1.1. Provide subordinate groups with wing commander's current priority guidance, the Wing's POM data from the previous year, and templates for submission, by 1 June each year.

2.2.2. Serve as the OPR for POM process guidance and respond to inquiries as needed.

#### 2.3. **Group Commanders.** Group Commanders will:

2.3.1. Provide necessary guidance and direction to squadron commanders regarding the POM process.

2.3.2. Stratify their squadrons' POM requirements and submit them to the 655 ISRW Plans office (XP) upon request.

2.3.3. Attend the annual Wing POM Consolidation Board to assist in the priority stratification of wing-wide POM submissions.

#### 2.4. **Squadron Commanders.** Squadron Commanders will:

2.4.1. Build clear, detailed requests that communicate changing missions, resource impediments, and include detailed metrics to support their requests. Squadrons will utilize the Unit Performance Improvement Proposal to build the justification for their POM submissions.

## Chapter 3

### PROCESSES

**3.1. Drafting.** POM requirements are drafted by units annually in accordance with AFRC template guidance found on SharePoint (<https://usaf.dps.mil/sites/AFRC-A5A8/A8P/a8pe/SitePages/Home.aspx>).

**3.2. Submission.** Squadron-level POM requirements are submitted to their respective group no later than date set by the Group Commander. Group-level, stratified POM requirements, including their respective squadrons' requirements, are submitted to 655 ISRW/XP no later than 15 July each year.

**3.3. Stratification.** Group-level requirements are stratified by their respective groups before being submitted to 655 ISRW/XP. Wing-level requirements are stratified at the annual Wing POM Consolidation Board prior to being submitted to 10 AF.

#### **3.4. Wing POM Consolidation Board.**

3.4.1. Convened yearly by the wing commander, the Wing POM Consolidation Board occurs before 655 ISRW POM requirements are submitted to 10 AF, and should include the following members (at minimum):

3.4.1.1. Wing Commander.

3.4.1.2. Group Commanders.

3.4.1.3. AFRC/A2 representative(s), as designated by the AFRC Director of Intelligence.

3.4.1.4. 10 AF/A3I representative(s). **NOTE:** Representatives external to the wing serve in an advisory capacity only and do not determine final stratification of wing POM requirements.

3.4.2. The board stratifies the 655 ISRW POM Requirements list for presentation to 10 AF.

**3.5. Final Presentation.** XP presents the finalized 655 ISRW POM Requirements list to 10 AF by the established suspense date each year.

JOSEPH T. MARCINEK, Colonel, USAF  
Commander

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

AFPD 90-6, *The Air Force Strategy, Planning, Programming, and Budgeting Execution (SPPBE) Process*, 26 Jun 19

DoDD 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*, 29 Aug 17

***Prescribed Forms***

None

***Adopted Forms***

None

***Abbreviations and Acronyms***

**AFRC**—Air Force Reserve Command

**ETMS2**—Enterprise Task Management Software Solution

**POM**—Program Objective Memorandum

***Terms***

**Future Years Defense Program**—A 5-year structure that contains all DoD programs, updated annually by the POM exercise.

**Planning, Programming, Budgeting and Execution (PPBE)**—The Department of Defense's process for developing its annual input to the President's Budget (PB).

**Program Objective Memorandum**—Part of the programming phase of the PPBE process; it describes how the Services and Defense agencies want to allot future funding for a program so that it meets Service Program Guidance (SPG) and Defense Planning Guidance (DPG). The POM is an annual exercise during which DoD components adjust their programs in the FYDP.