

CALL TO ACTION

Team Edwards,

It is a great honor to be a part of this amazing team here at The Center of the Aerospace Testing Universe. In only a few months back home at Edwards Air Force Base, I have been amazed at your substantial impact on America's arsenal and your superb talent, creativity, and professionalism. In a world like ours, this nation needs the 412th Test Wing to fully live up to its reputation as an organization with an oversized ability to shape current and future capabilities through world class test and evaluation for the warfighter. We plan test and evaluation for the warfighter, we support it for the warfighter, we execute it for the warfighter, and we report on it for the warfighter. We deploy for the warfighter, we regain full spectrum readiness for the warfighter, we uplift our partners and our allies for the warfighter, and we innovate for the warfighter.

Informed by the National Defense Strategy and a firm knowledge of our critical role in testing tomorrow's technology today, 412th Test Wing senior leaders met in August of 2018 for our annual strategic planning offsite. Each organization was represented at this full-day event, and the ultimate product was our FY19 Test Wing Strategic Action Plan. It is a plan that we will aggressively pursue in order to maximize our impact and influence for the warfighter.

In this FY19 Test Wing Strategic Action Plan, we adjusted our mission and vision statements to be more succinct, precise, and aspirational. We also refined our Wing Strategic Goals to best align with our Secretary of the Air Force's priorities and the National Defense Strategy, and nested the Goals under these Priorities. Additionally, we removed the previous Objectives as unnecessary and now directly link our Action Items to our Strategic Goals. Finally, we ensured that each Action Item was significant, impactful, and crosscutting. Other initiatives that didn't rise to this level but that are still important and actionable will be tracked as taskers ("Go Do's") until completion. The remaining Action Items will be our focus throughout the year to ensure that our team is unified and our workforce is unleashed.

Thank you for being part of this world class team at The Center of the Aerospace Testing Universe. On behalf of the warfighter, thank you for your positive, significant and lasting impact on this great nation.

E. JOHN TEICHERT
Brigadier General, USAF
Commander

Strategic Alignment

Vision and Mission: USAF to 412TW



UNITED STATES AIR FORCE

Mission:

Fly, fight and win...in air, space and cyberspace

Vision:

The World's Greatest Air Force – Powered by Airmen, Fueled by Innovation



AIR FORCE MATERIEL COMMAND

Mission:

Deliver and Support Agile War-Winning Capabilities

Vision:

Innovative Airmen, trusted and empowered, creating agile, cost-effective war-winning capabilities for the nation



AIR FORCE TEST CENTER

Mission:

Conduct Developmental Test and Evaluation of Air, Space, and Cyber Systems to Provide Timely, and Accurate Information to Decision Makers

Vision:

Tester of Choice... Today and Tomorrow



412 TEST WING

Mission:

World Class Test and Evaluation for the Warfighter

Vision:

The Center of the Aerospace Testing Universe...Agile, Ready, and Right!

Alignment of 412 TW Strategic Goals with AFTC Strategic Goals

OUR VISION

“THE CENTER OF THE AEROSPACE TESTING UNIVERSE...AGILE, READY, AND RIGHT!”

OUR MISSION

“WORLD CLASS TEST AND EVALUATION FOR THE WARFIGHTER”



AIR FORCE TEST CENTER STRATEGIC GOALS

GOAL 1. One Enterprise Team

GOAL 2. Align and develop our mission driven workforce

GOAL 3. Shape future test and evaluation capabilities to deliver agile test operations

GOAL 4. Deliver best-value solutions to weapons systems acquisition and

GOAL 5. Sustain and operate affordable, quality installations

GOAL 6. Champion and improve the value of our test and evaluation enterprise through innovative advancements

Core Strategy

Shaping & Hedging Strategies

412 TW STRATEGIC PRIORITIES, FY19

Safely, Effectively and Flexibly
Execute the Mission

Develop and Care for
Airmen and Their Families

Innovate for
Tomorrow's Mission

412 TW STRATEGIC GOALS, FY19

G1. Agile Mission
Execution that Exceeds
Customer Expectations

G2. Prioritize Resources to
Support our Current and
Future Requirements

G3. Sustain and
Recapitalize the Installation
and Test & Evaluation

G4. Recruit, Develop,
Inspire, and Unleash
Our Airman

G5. Accelerate
Innovation

Col Christopher Spinelli (OG/CC)
Mr. Michael Seelos (TW/TMG)

Mr. Richard Backs (TW/XP)
Ms. Deborah Bower (TW/FM)

Dr. David Smith (TW/ID)
Mr. James Judkins (CEG/CL)

Col Jeffrey Hollman (MSG/CC)
Mr. David Wheaton (TW/CT)

Col Sean Bradley (EWG/CC)
Mr. Daniel Osburn (TENG/CL)

Integrity First ... Service Before Self ... Excellence In All We Do

Air Force Inspection System Major Graded Area Alignment

MAJOR GRADED AREA			412 TW ACTION PLAN GOALS				
AREA	LEAD	SUB-AREA	1. Agile Mission Execution that Exceeds Customer Expectations	2. Prioritize Resources to Support our Current and Future Requirements	3. Sustain and Recapitalize the Installation and T&E Infrastructure	4. Recruit, Inspire and Unleash our Airmen	5. Accelerate Innovation
			Goal Owners Col Christopher Spinelli (OG/CC) Mr Michael Seelos (TMG/CL)	Goal Owners Mr Richard Backs (XP/CL) Ms Deborah Bower (FM/CL)	Goal Owners Mr David Smith (TW/ID) Mr James Judkins (CEG/CL)	Goal Owners Col Jeffrey Hollman (MSG/CC) Mr David Wheaton (TW/CT)	Goal Owners Col Sean Bradley (EWG/CC) Mr Daniel Osburn (TENG/CL)
Managing Resources	Col Jeffrey Hollman	Adequacy	GD 1.4	AI 2.1 GD2.1	AI 3.1 GD 3.1		AI 5.2
		Stewardship	AI 1.2		GD 3.1 GD 3.5 GD 3.6	AI 4.3	
Leading People	Col Kirk Reagan	Communication	GD1.6		GD 3.5 GD 3.6	AI 4.2	GD 5.1
		Discipline					
		Training					
		Development				GD 4.1	
		Quality of Life			AI 3.1 GD 3.2 GD 3.4	AI 4.1 GD 4.1	
Improving the Unit	Mr Richard Backs	Strategic Alignment			GD 3.1	GD 4.3	AI 5.1 AI 5.2
		Process Operations	GD 1.1 GD 1.2 GD 1.3	AI 2.1 GD 2.2	GD 3.2 GD 3.3 GD 3.4	AI 4.2 AI 4.3 GD 4.2	AI 5.1 GD 5.1
		Commander's Inspection Program					
		Data-Driven Decisions	AI 1.3	GD 2.3			AI 5.1
Executing the Mission	Mr Michael Seelos	Missions	AI 1.1 GD 1.5 GD 1.6	AI 2.1	AI 3.2 GD 3.3		
		Measures	AI 1.4 GD1.2	AI 2.1	AI 3.2		

All major graded areas and sub-areas are covered by at least one Action Plan Goal

412 Test Wing Strategy

The 412 TW Strategy shapes allocation decisions and priorities for the 412 TW, informed by the 2018 National Defense Strategy and subsequent SECAF guidance:

- Rebuild Military Readiness as we Build a More Lethal Joint Force
- Strengthen Alliances and Attract New Partners
- Reform the Department for Greater Performance and Affordability

Strategy aligns disconnected entities towards a common goal in an environment of uncertainty and rapid technological change. The 412 TW has strong leaders and demonstrates the competence and forward thinking necessary to ensure developmental test is relevant to the warfighter.

The 412 TW strategy utilizes the strategic planning model outlined by Paul Bracken (February 1990), to include Core, Shaping and Hedging strategies. The Core strategy addresses the areas that are common to all current possible outcomes. The Shaping strategy supplements the Core strategy by shaping the perceived future environment in desirable ways. The Hedging strategy provides insight into unknowns and addresses contingencies that the Shaping strategy does not address.

The Core strategy seeks to optimize the use of limited resources to improve readiness and lethality, increase agility and accept more risk, where appropriate. The Core strategy ensures that future Global Reach, Global Vigilance and Global Power capabilities are tested and fielded to support the warfighter. The Core strategy focuses on sustaining and improving the installation, developing our workforce and future leaders and leveraging innovation to advance 412 TW capabilities to prepare for the future.

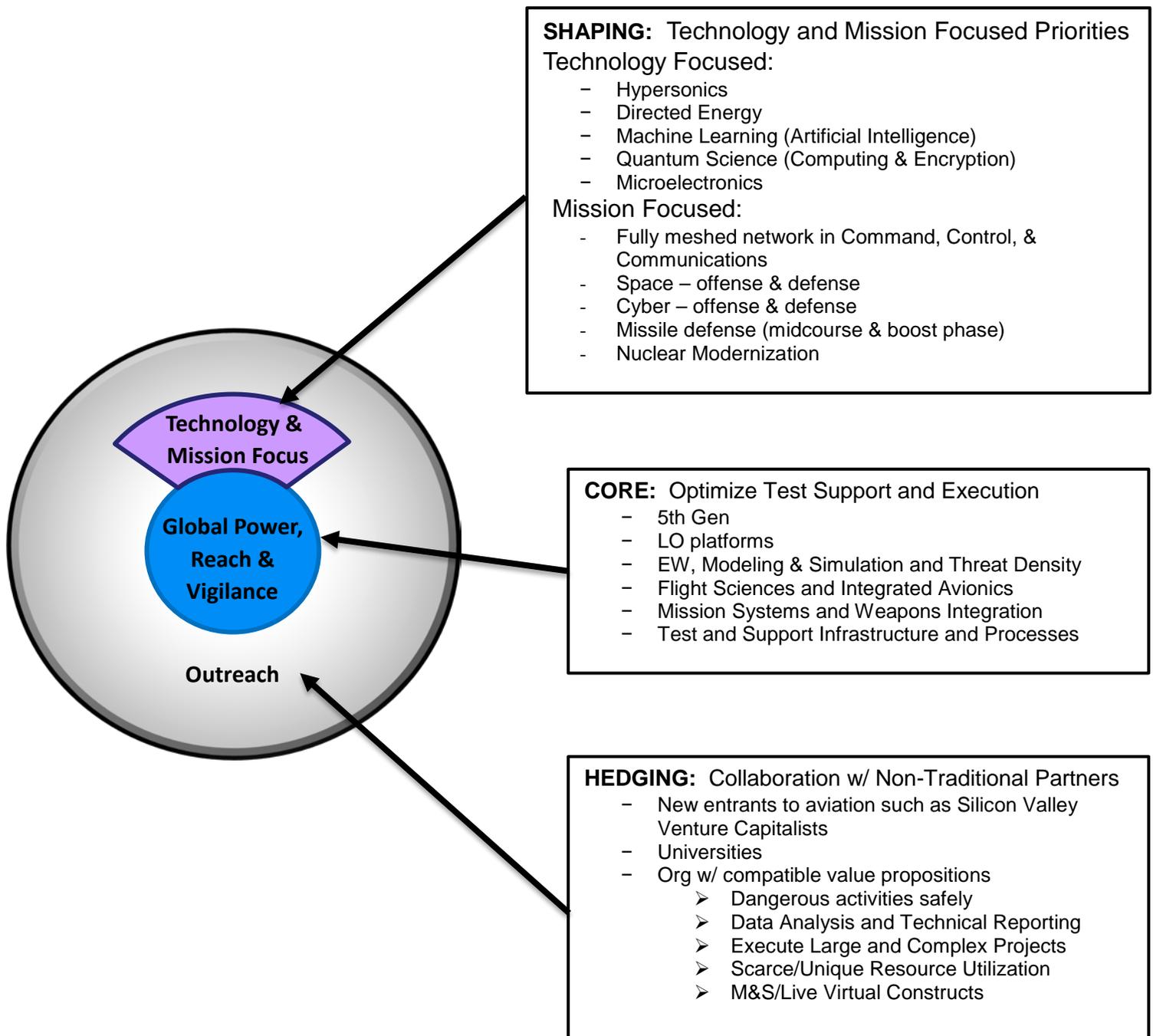
The Shaping strategy keeps us relevant by aligning the 412 TW with specific Air Force and Department of Defense technology and mission focused priorities. Our Shaping strategy will prepare the 412 TW infrastructure, workforce and capabilities to test and field emerging technologies in support of emerging mission capabilities. This is a time of unprecedented technological change and uncertainty. Which disruptive technologies we will test and how we will test them are known unknowns. This strategy will help reduce uncertainty and position the 412 TW to test disruptive technologies.

The Hedging strategy will mitigate the impacts of technological disruptions to the 412 TW mission through outreach across the scientific and engineering community. If the 412 TW is unable to provide decision makers useful information, our mission will be disrupted. For example, if modeling and simulation or machine learning can replace our mission systems test and evaluation capability, or accomplish it faster and/or at a lower cost, our mission will be disrupted. Such technology would significantly change the value proposition of open air installed performance flight test and evaluation. The United States of America has the most innovative minds, companies and universities in the world and the 412 TW has people who have networked with these communities.

The Hedging strategy will look for low probability, but highly disruptive technologies in these communities and plan to absorb them as appropriate.

The 412 TW strategy is designed to ensure our intellectual capital, resources and base infrastructure will be directed by what is certain and not disrupted by what is uncertain. Incorporating the Core, Shaping and Hedging strategies enables the 412 TW to optimize resources, remain relevant during a time of emerging technologies and new mission areas, and engage in outreach across functionally comparable communities.

412th Test Wing Strategic Model



Getting From Strategy to Task

Each year, the TW Commander with Group Commanders and Functional Chiefs develop an Action Plan that includes:

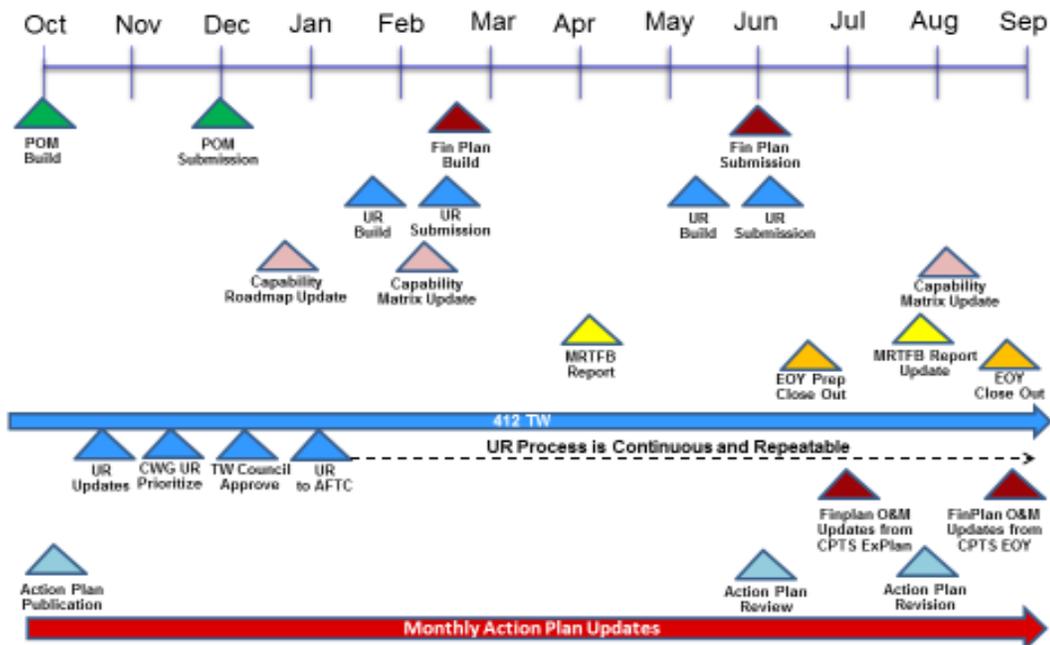
1. Goals
2. Actions with definable outcomes:
 - a) Action Items – Items of significance, Impactful, Cross-cutting
 - b) Go Do's – Other important emphasis areas

Informed by the strategy, Goals are overarching in nature and provide a high-level description of a definable end-state in support of the vision. Goals are enduring and drive establishment of supporting Objectives, Action Items and Go Do's. Objectives sub-divide complex goals into logical partitions and are especially useful when there are a large number of action items associated with a specific goal. (Note: Objectives are not utilized in the FY19 Action Plan).

Action items represent the most important 412 TW strategic initiatives, usually achievable within a fiscal year. Go Do's are usually less complex than Action Items and may take less time to complete. Both Action Items and Go Do's are specific, measurable, actionable, relevant, and time-bound.

The Action Plan is a living document. Progress on Action Items and Go Do's will be assessed monthly by TW and Group senior leaders. The Action Plan informs the Capability and Risk Assessment (CARA) and other 412 TW facilities, manpower, contracting and funding processes.

Strategic Planning Timeline





412 TW ACTION PLAN FY19



GOAL 1. Agile Mission Execution that Exceeds Customer Expectations

Rationale:

We must never forget that we exist to serve our ultimate customer, the warfighter. Being more responsive, adaptable and ready to execute the mission to achieve our customer's objectives in the smartest way possible is imperative. Cross-cutting Actions under this goal will focus on improving existing capabilities to include; developing tools and improving the efficiency and effectiveness of our test and evaluation processes, increasing test throughput or capacity, enhancing our readiness, and finding innovative ways to provide test and evaluation services to our customers.

Responsible Leaders:



Col Christopher Spinelli



Mr. Michael Seelos

Action Item: 1.1: Develop plan to divest AFTC Special Projects workload and strengthen the 412 TW classified mission.

Product: Briefing to TW/CC outlining an action plan for AFTC workload divestment.

OPR POC: WODARCK, JUSTIN T NH-04 412 TW/TMGS

Due Date: 02 Apr 19

Rationale: Due to the increase of responsibilities of the Center-level Assistant to the Commander for Special Projects (ACSP) function, every other center in AFMC is standing up a center-level special projects office. Dual-hatting the existing TMGS office with AFTC responsibilities has limited the bandwidth available to push TW initiatives, and closely manage special projects future workload at the TW-level. Additionally the current TMGS area is limited for growth of personnel due to space.

Action Item: 1.2: Investigate expanded use of Plant 42 for conducting test and evaluation projects and the ability to earn reimbursable budget authority (RBA) to cover project costs.

Product: Decision briefing to TW/CC regarding feasibility, limitations, and/or restrictions.

OPR POC: ESCH, JOHN B NH-04 412 TW/OL-AF Plant 42/CL

OCR POC: SEELOS, MICHAEL J NH-04 412 TW/TMG, BOWER, DEBORAH A NH-04 412 TW/FM

Due Date: 01 Feb 19

Rationale: Utilizing Plant 42 as a location to execute test and evaluation projects increases the Wing's test capacity/capabilities. However, MRTFB rules do not make it possible for Plant 42 to recover direct costs, causing a drain on the plant's resources. Interested in options that would enable RBA earnings for direct costs incurred when supporting programs.

Action Item: 1.3: Enable Data Analytics for Orange Flag Evaluations

Product: A functional Foundational Data Analytics Tool (FDAT) populated with 4 OFE's of data from instrumented F-15C/Es, Blk40/50 F-16s, F-22s, F-35s, and B-1Bs. The functional FDAT will ingest raw Mission Systems data (.ch10, .pcap, and/or .hdf5 files) from the listed MDS's, have searchable Mission Systems parameter databases from machine ingested ICDs from the listed MDS's, and produce user defined output files from any combination of parameters & listed MDS's.

OPR POC: KLUG, CHRISTOPHER A NH-04 412 OG/DT

Due Date: 01 Oct 19

Rationale: In order to leverage data analytics products that are commercially available, organically developed, and/or the product of collaboration an MDS-agnostic, machine callable, open-source interface to all of the recorded data is required. Traditional analysis approaches are tailored, a priori-based, and/or proprietary - they were built to provide predefined solutions for specific MDS's. The traditional approach is optimized for decomposable systems as it enables the user to ask & answer the 'many' questions detailed in the requirements. The FDAT will be built to enable open-ended, learning, and/or open-source data analysis approaches - it will enable solutions for unknown questions on any combination of data & ICDs. The FDAT approach is optimized for non-decomposable systems as it seeks to enable the user to ask & answer 'any' question as requirements are unknown.

Action Item: 1.4: Create a sustainable and rigorous engagement plan that shapes and informs each phase of the test program from beginning to end with all test stakeholders for each of our major test programs. The engagement plan will begin at requirements generation and conclude with deliberate, intentional face-to-face outbriefs of test results and findings with the major test stakeholders, ensuring the entire test enterprise is actively informed and integrated into the program's test strategy and its execution. The test stakeholders will include, but not be limited to, the System Program Office, the applicable MAJCOM functionals, and operational test.

Product: Documented comprehensive engagement plan coordinated with each TW 2-letter and approved by the TW/CC for implementation.

OPR POC: SEELOS, MICHAEL J NH-04 412 TW/TMG

Due Date: 30 Sep 19

Rationale: As directed by the new National Defense Strategy, the Air Force needs to significantly increase our ability to develop and field technologies quicker and more effectively to maintain our military advantage on the global stage. To achieve this, the entire acquisition community will need to pull together to change the way acquisition and test has traditionally been executed and incorporate agile and innovative methods into the process. This will require active engagement at all levels and throughout each phase of the acquisition process. To ensure test, both developmental and operational, achieves these goals, a comprehensive and deliberate engagement plan with all of the test stakeholders is required and vital to set expectations and drive resources required to deliver the right capabilities to the warfighter in the most efficient and effective means possible.

GO DO: 1.1: Initiate action to modernize our Center Operations On-line (COOL) and associated tools to make them more effective and efficient in the future.

Product: Brief TW/CC on requirements and capabilities necessary to modernize COOL; contract for software development services and/or develop with TBA resources. Final updated software tested and deployed across the AFTC Enterprise.

OPR POC: KLUG, CHRISTOPHER A NH-04 412 OG/DT

Due Date: 01 Oct 19

Rationale: COOL is an outdated tool that requires modernization and improvement. Outcome of the 18F study will inform FY19 activities to update the software used across the AFTC enterprise.

GO DO: 1.2: Improve the process by which units monitor medical readiness.

Product: Checklist that Commanders and readiness monitors can utilize to improve efficiency of monitoring readiness. The checklist would contain a section for the unit to document the name and contact information for the readiness monitor. It would have step by step directions for accessing everything in ASIMS.

OPR POC: FOSTER, GWENDOLYN A Lt Col 412 MDG/CC

Due Date: 15 Dec 18

Rationale: Monitoring medical readiness is often an additional duty for unit members and may not be given the priority it sometimes needs. Making the process as clear and concise as possible will help the readiness monitor and the Commander track things more reliably.

GO DO: 1.3: Refine and finish implementing Common Badge projects across the Wing.

Product: Implementation of Common Badge entry/access improvements across the Wing.

OPR POC: SEELOS, MICHAEL J NH-04 412 TW/TMG, GERTEIS, STEPHEN R NH-04 412 TW/IP OCR POC

Due Date: 15 Dec 18

Rationale: Approved plan in work as directed under Brig Gen Brewer. Hardware, software, and facility upgrades have been completed in most areas. Testing, badging, and full implementation should complete final phase at South Base in FY19.

GO DO: 1.4: Determine the need to establish Intermediate Level maintenance capabilities for repair of 5th generation aircraft structures and avionics systems.

Product: Gap Analysis to compare 5th generation aircraft Intermediate Level Maintenance requirements for structures and avionics and current TW capabilities for those aircraft.

OPR POC: HAVIRD, LAWRENCE B Col 412 MXG/CC

Due Date: 31 Jan 19

Rationale: Need to determine organic maintenance support requirements and capabilities to sustain 5th generation aircraft at Edwards in the future (FY20 and beyond).

GO DO: 1.5: Develop rapid procurement process to support test acceleration special instrumentation.

Product: Plan/vehicle for responsive purchase of instrumentation

OPR POC: OSBURN, DANIEL W NH-04 412 TENG/CL

OCR POC: BOWER, DEBORAH A NH-04 412 TW/FM Due

Date: 02 Feb 19

Rationale: Wing requires improved agility. Recent T-6 test acceleration project demonstrated the need for rapid response capability to purchase desired instrumentation components on short timelines.

GO DO: 1.6: Create and implement a 412 TW Classified Council to enable cross-cutting and strategic communication of classified issues across the Test Wing.

Product: Briefing to TW/CC on proposed improvements and desired outcomes.

OPR POC: WODARCK, JUSTIN T NH-04 412 TW/TMGS

Due Date: 15 Dec 18

Rationale: The nature of SAP programs restricts communications, sharing of information, integrated planning and project execution. Examining the balance between security, collaboration, information sharing, and strategic planning for the future will posture our SAP programs for increased efficiency and success.

GOAL 2. Prioritize Resources to Support our Current and Future Requirements

Rationale:

World class test and evaluation requires adequate resources. We will not be funded for world-class performance in every area, but we have a mission to accomplish. Cross-cutting Actions under this goal will focus on improving our management of resources, understanding of workload and capacity, and development of improved information systems to make data driven decisions affecting resource allocation. We will deliberately apply our resources to the areas that achieve the highest value to the mission and our customers. Continued focus on stewardship and communication of our value is critical to success.

Responsible Leaders:



Mr. Richard Backs



Ms. Deborah Bower

Action Item: 2.1: Develop a Capabilities & Resource Estimate tool to analyze workload and capacity of key TW capabilities to ensure resource availability to support ongoing, new (drop in), and future programs.

Product: Create a new analytic tool using forensic data mining and future forecasting for test workload (by MDS), range, and control rooms to create data products similar to Executive Weapon Systems Review (EWSR) charts for each capability. Deliverable may be an expansion of current Resource Availability Forecasting Tool (RAFT) or Test Resource Requirement (TRR) tools.

OPR POC: SEELOS, MICHAEL J NH-04 412 TW/TMG

OCR POC: BECKER, THOMAS L NH-03 412 MXG/MXOOA, RUBINO, ANTHONY J NH-04 412 RANS/CL, LEAS, STEVEN W NH-04 412 TW/XP, KLUG, CHRISTOPHER A NH-04 412 OG/DT

Due Date: 01 Oct 19

Rationale: Capability owners need to be able to estimate their current and future capacity and workload requirements, and have an objective tool that enables them to sign up for new and upcoming programs.

GO DO: 2.1: Determine if gate hours/manning is best utilization of resources based on gate usage/requirements.

Product: Briefing to 412 TW Council on findings and recommended COA.

OPR POC: HOLLMAN, JEFFRY A Col 412 MSG/CC

Due Date: 15 Dec 18

Rationale: Examination of traffic flow through installation access points may reveal non-optimum use of Defenders, possibly leading to changes in management of entry points. Conduct a 60-day traffic and vehicle inspection count at our 3 main base IACPs.

GO DO: 2.2: Determine requirements, cost and configuration of an information system (IS) architecture for Public Affairs (PA) that will allow for timely access of locally-stored FOUO digital photos and video products.

Product: Analysis of alternatives with associated costs.

OPR POC: BUCLATIN, EDGAR D NH-03 412 TW/PA

Due Date: 02 Dec 18

Rationale: PA stores large volumes of digital media and data. Current storage and retrieval systems are costly, inefficient and prevent quick, logical access to information in support of mission needs. The desire is to implement a Mass Storage Drive system on AFNet that would allow photographers and videographers to upload content and then send a link to the customers where they could log in to download the content. Implementing a system like this would save time and money since it would no longer require PA to burn CD's/DVD's or print labels.

GO DO: 2.3: Add Data Analytics to the business practice data lake created under the FY18 Strategic Action Plan.

Product: Initial data lake products should support development of ongoing metrics and products for Flying Hour Program (FHP), Civilian Resource Management (CRM), Installation Facility Priorities (SR&M), and monthly Financial Management Board (FMB) data generation. Future products would include answers to workload, capacity, and cost estimating questions yet to be asked.

OPR POC: KLUG, CHRISTOPHER A NH-04 412 OG/DT

Due Date: 30 Sep 19

Rationale: Need to determine usable products from the Data Lake before this will be achievable - bridge to far right now. TBA will continue to work this effort with the desire to generate an "Management Information System-Like" capability. This will be a multi-year effort. No defined Due Date.

GOAL 3. Sustain and Recapitalize the Installation and Test & Evaluation (T&E) Infrastructure

Rationale:

Our infrastructure is key to readiness and mission accomplishment. Prioritizing investment in the installation and T&E is imperative to ensure our capabilities are available to support current and future warfighter needs. As the leading employer in the area, cultivating relationships with our local community is essential to foster and promote support for the Wing's missions, the installation, and our airmen. Cross-cutting actions under this goal will focus on sustainment, restoration, and modernization of our installation, real and non-real property management, improving communication and computer network capabilities, and engaging with our community to promote increased understanding of the wing's test and evaluation mission.

Responsible Leaders:



Dr. David Smith



Mr. James Judkins

Action Item: 3.1: Investigate future requirement for (non-dormitory) residential units on Edwards AFB. If the study validates the need for additional housing, propose innovative and paradigm-setting development/management partnership with world-class housing providers.

Product: Decision briefing to the 412 TW/CC.

OPR POC: SMITH, DAVID G NH-04 412 TW/ID

Due Date: 01 Jul 19

Rationale: The Wing is experiencing extended wait times for on-base housing for military personnel. This causes increased out-of-pocket costs to our military personnel. Finding a reasonable solution that enables shorter waits for on-base housing would relieve the financial burden and increase quality of life.

Action Item: 3.2: Create a Cyber Campaign Plan for identifying threats to, vulnerabilities of TW cyber systems, and propose actions that the TW can implement to increase the cybersecurity of the TW test infrastructure.

Product: Cyber Campaign Plan

OPR POC: WATERS, DONALD P NH-04 412 TENG/EN

OCR POC: HERRON, ANGELA K Lt Col 412 CS/CC, SCHALOW, JASON A NH-04 412 CS/SCP

Due Date: 31 Mar 19

Rationale: ATO compliance alone is not sufficient for enhancing the cybersecurity of instrumentation systems, but many of the findings apply to other systems across the TW. Based on these findings, a plan needs to be developed to start addressing the most critical deficiencies in a systematic way.

GO DO: 3.1: Conduct a study to evaluate the best method of managing non-real property T&E facilities within the TW to include the required resources.

Product: Recommendation brief to TW/CC on results of study.

OPR POC: BACKS, RICHARD T NH-04 412 TW/XP

OCR POC: MILES, DONALD A NH-04 412 MXG/MXO, CRUZAN, ALBERTO C NH-04 412 CEG/CEN, WOLFORD, LARRY D NH-03 412 TW/XPP

Due Date: 01 Feb 19

Rationale: This effort is limited to the management of Non-Real Property facilities on the MRTFB list to include; 130A, 1830A, 1022A, etc.

GO DO: 3.2: Develop process which identifies all existing software on employee's computer prior to upgrading or re-imaging the system and ensures that software is re-installed.

Product: Comprehensive and seamless process that ensures the PC is fully operational for the user when a PC is modified or replaced.

OPR POC: HERRON, ANGELA K Lt Col 412 CS/CC

Due Date: 15 Dec 18

Rationale: Currently when a computer is upgraded or re-imaged, unique or specialized software currently installed is not accounted for ahead of time and automatically installed as part of the standard upgrade process. This causes the user of the PC to have all required software re-validated and installed taking multiple weeks to resolve.

GO DO: 3.3: Assess feasibility and potential COAs to implement a T&E unclassified network similar to AFRL's SATURN network that would provide greater agility and flexibility to meet 412 TW test community requirements beyond what is available via NIPRNet.

Product: Draft high-level requirements document; develop draft high-level ConOps; develop draft COAs; develop draft high-level implementation milestone document. If above deemed viable, develop proposal to attain professional resources necessary to develop detailed requirements, implementation plan, and associated cost estimate.

OPR POC: HERRON, ANGELA K Lt Col 412 CS/CC

OCR POC: REICHERT, PETER L NH-04 412 CS/SCX

Due Date: 01 Jul 19

Rationale: As the NIPRNet evolves towards an enterprise managed effort the farther it moves from being able to support daily, unique, and innovative T&E requirements. The NIPRNet increasingly has become less reliable / agile, and more restrictive. And those who manage the NIPRNet at the enterprise level seem to not understand / care or have the time / resources to understand

GO DO: 3.4: Establish an Edwards Remote Campus at Air Force Plant 42 (Site 9).

Product: Develop briefing to the 412 TW/CC that identifies requirements, funding, and an executable design project.

OPR POC: ESCH, JOHN B NH-04 412 TW/OL-AF Plant 42/CL

Due Date: 15 Dec 18

Rationale: Remote campus capability will reduce workforce commuting and improve work/life balance by providing options for accomplishing administrative and mission related tasks at locations other than Edwards AFB. These options should positively impact hiring and retention.

GO DO: 3.5: Expand the community engagement program, including increased monthly community engagement, establishing a speaker's bureau and annual community outreach events.

Product: Provide briefing to TW/CC that details an expanded community engagement program for the Antelope Valley.

OPR POC: BUCLATIN, EDGAR D NH-03 412 TW/PA

Due Date: 15 Dec 18

Rationale: Increases community understanding of the Wing and the mission.

GO DO: 3.6: Host an Industrial Preparedness Leadership Conference, Phase II, at Air Force Plant 42.

Product: Provide a leadership event in late-summer CY19; effort to be codified in the appropriate instrument.

OPR POC: ESCH, JOHN B NH-04 412 TW/OL-AF Plant 42/CL

Due Date: 31 Aug 19

Rationale: Follow on to Phase I efforts in FY18 Action Plan.

GOAL 4. Develop, Inspire, and Unleash our Airmen

Rationale:

Developing and supporting our people ensures our teams and their families are given equal consideration in all we do. Though we may at times need to make tough choices, it is imperative that we continue to grow and mentor customer focused professionals. Cross-cutting Actions under this goal will focus on improving educational opportunities at our on-base schools, expansion of STEM and Starbase programs to enhance our recruiting pipeline, driving improvement in the quality of our hiring processes to reduce hiring and onboarding timelines, and deliberately developing the next generation of leaders and technical experts, inspiring them, and setting them free to innovate solutions to tomorrow's problems today.

Responsible Leaders:



Col Jeffrey Hollman



Mr. David Wheaton

Action Item: 4.1: Expand efforts to improve quality of on-base schools/school programs, making schools more attractive for prospective military and civilian personnel/employees and enabling path to future employment.

Product: Briefing for TW/CC outlining improvement initiatives and timelines for implementation.

OPR POC: SMITH, DAVID G NH-04 412 TW/ID

Due Date: 01 Jun 19

Rationale: The perceived quality of Edwards schools has been identified as a recruiting and retention problem for both military and civilian personnel. Improving the quality of education will have a positive impact on hiring, emphasizing instruction in skills critical to supporting the Test Wing mission, and creating a pipeline for future employment at Edwards.

Action Item: 4.2: (1) Establish 412 TW Quality Control HR Program to reduce error rates on RPAs sent to Hill for processing. Currently at 27% rejection rate. (Note: related to GoDo 4.2). (2) Implement Edwards CPO and management owned hiring process improvements. (3) Improve civilian onboarding process to expedite CAC and network access for newly hired employees. (4) Develop recruitment strategies to effect improved hiring and onboarding for the 412 TW. Example: Utilize AFPC-supported direct hiring events similar to Robins AFB to rapidly recruit, screen, and extend tentative job offers to qualified candidates.

Product: 412 TW Civilian Hiring and Onboarding Briefing to senior leadership. Details relevant statistics on (1) civilian hiring timelines; (2) Ability to recruit with direct hiring authority events; (3) on-boarding elapsed days until CAC and network access; (4) internal management reassignments RPA timelines; and (5) RPA reject rate.

OPR POC: LOVATO, MICHELLE C NH-04 412 FSS/FSMC

Due Date: 01 Oct 19

Rationale: Increasing workload projections necessitate a dramatic increase in the number of Net Gains/Month required across the Wing. To effectively execute our future mission, we must accelerate the hiring and onboarding processes and expedite internal Management Reassignment actions. Higher quality RPAs will contribute to expedited processing.

Action Item: 4.3: Implement the MXG DIAMONDS manpower management tool across the Test Wing.

Product: Expanded DIAMONDS database developed and deployed for use by Human Resources Liaisons (HRLs) across the Wing (all Groups) to include required training for HRLs in use of the tool.

OPR POC: LOVATO, MICHELLE C NH-04 412 FSS/FSMC

OCR POC: MOTEN, GREGORY D NH-03 412 MXG/MXOPO, COATES, KATHRYN NH-03 412 MXG/MXOPM, GILK, THOMAS M NH-03 412 TW/TMGGGA

Due Date: 01 Jun 19

Rationale: Standardized HR processes and training, along with metrics for all RPA and Hiring Actions will enhance civilian personnel management across the Wing. The Diamonds tool has demonstrated the capability to significantly improve those processes.

GO DO: 4.1: Investigate the ability to develop a defined leadership career track program for 412th TW civilians that includes formal gates, criteria, and assignments that will enable them to be "certified" eligible and competitive for senior leadership positions within the 412th Test Wing.

Product: Feasibility study and if feasible, a comprehensive program outline with supporting documentation and decision briefing to 412 TW/CC.

OPR POC: SEELOS, MICHAEL J NH-04 412 TW/TMG

Due Date: 30 Sep 19

Rationale: The development of the 412 TW workforce is the critical enabler for sustained success in meeting our mission. Having well-qualified and capable individuals ready to assume more responsibility and take on leadership roles is the responsibility of both the individual and current supervisors and senior leaders. While great work has been done to establish career paths for many disciplines, there is no formal program that will actively map out and move individuals to ensure both breadth and depth of experience. This initiative is intended to explore the feasibility of creating a program where individuals are placed on a "track" that will actively and deliberately move them from assignment to assignment with the end goal to develop well-qualified candidates that are competitive for TW senior leadership positions, without the need to leave Edwards AFB.

GO DO: 4.2: Increase HR manning by 2ea 3400 funded DBA Overhire positions to institute HR RPA quality improvement process reviews to increase RPA quality. (Bring to CECMC - TW/CC agreed to proposal at Offsite)

Product: Improved RPA quality and Reduced RPA reject rate (currently 27%). Improvement to hiring timelines by enhancing quality of RPAs leaving the Wing.

OPR POC: HOLLEN, JANICE L NH-04 412 FSS/CL

Due Date: 15 Dec 18

Rationale: Improve the RPA process through use of standardized quality control processes. In addition, tools like Diamonds can aid in standardizing HR processes, training and collection of metrics data under the Wing's Civilian Personnel Officer.

GO DO: 4.3: Determine the TW organization and office responsible for management and oversight of STEM and STEM related issues.

Product: Decision briefing.

OPR POC: OSBURN, DANIEL W NH-04 412 TENG/CL, BRADLEY, SEAN A Col 412 EWG/CC

Due Date: 31 Jan 19

Rationale: The FY18 Strategic Action plan, Action 4.2.1 examined moving STEM duties to PA. The TW/CC did not elect to pursue the COAs at the outbreak. This Action is a follow-on, tied to a TW/CC decision to provide a full time DBA OH position for a STEM Coordinator.

GOAL 5. Accelerate Innovation

Rationale:

We must innovate to deliver combat capability more rapidly than the enemy is evolving. We must innovate to restore technological superiority in game changing technologies and deter any future near-peer conflict. Cross-cutting Actions under this goal will focus on expanding our pipeline of innovative ideas through collaborative relationships with innovative organizations and focusing on developing innovative solutions to capability gaps identified in our Improvement and Modernization (I&M) Roadmaps. We must continue to cultivate a culture of innovation across the Wing by inspiring and encouraging our Airmen to view innovation as an essential part of their role in supporting the mission. Innovative initiatives target a significant improvement in capability or capacity but aren't guaranteed to succeed. We must innovate to stay relevant and remain the "Center of the Aerospace Testing Universe." The greatest threat to the warfighter is Airmen who accept the status quo.

Responsible Leaders:



Col Sean Bradley



Mr. Daniel Osburn

Action Item: 5.1: Develop and encourage collaborative relationships with innovative organizations in industry, creating "win-win" partnerships for the AF and the external organizations.

Product: Brief to TW/CC highlighting successful partnerships and future planned activities.

OPR POC: RUBINO, ANTHONY J NH-04 412 RANS/CL

Due Date: 30 Sep 19

Rationale: Collaboration with proven innovative organizations is prudent and necessary to accelerate our innovation efforts, enabling us to adopt best practices and leverage resources via established partnerships.

Action Item: 5.2: Develop an Innovation Roadmap aligned with the TW I&M Roadmaps that target capability gaps where innovative approaches are needed to support current or future TW, AFTC and AF programs.

Product: Capability Gaps identified for future Commander's Innovation Challenges. Provide a detailed Innovation Roadmap briefing to the TW Council.

OPR POC: RUBINO, ANTHONY J NH-04 412 RANS/CL, LEAS, STEVEN W NH-04 412 TW/XP

Due Date: 30 Sep 19

Rationale: The I&M Roadmaps identify capability gaps. Engagement with Capability Owners should help refine gaps that are ripe for Innovation. If we choose to work on specific items via Innovation, those items should be elevated as Commander's Challenges for the Workforce to engage on developing solutions

GO DO: 5.1: Refine the Innovation Communication Plan with emphasis on growing a Culture of Innovation across the Test Wing. Increase emphasis on Ideascale Crowdsourcing Platform participation. Plan should include Reports (at least quarterly) from Group Commanders that provide insights to ongoing and proposed innovations across their units and increased recognition and reward programs.

Product: Execution of an updated Innovation Communication Plan, to include content from Groups to feed the Innovation newsletter, increased membership and participation on IdeaScale Crowdsourcing Platform Commanders Challenges, increased throughput of innovative ideas and visible recognition for innovators across the Wing.

OPR POC: RUBINO, ANTHONY J NH-04 412 RANS/CL

Due Date: 15 Dec 18

Rationale: Expanding Innovation across the Wing requires an active Communication campaign with tangible outputs and measurable benefits. Rewards, recognition, and visible methods of engagement are required to encourage participation across the Wing.

Annex A: Acronyms and Abbreviations

ACSP	Assistant to the Commander for Special Projects
AF	Air Force
AFB	Air Force Base
AFLCMC	Air Force Life Cycle Management Center
AF PLANT42	412 TW/OL – AIR FORCE PLANT 42
AFRL	Air Force Research Laboratory
AFTC	Air Force Test Center
ASIMS	Aeromedical Services Information Management System
C&RE	Capability and Resource Estimate
CAC	Common Access Card
CC	Commander
CE	Civil Engineering
CECMC	Civilian Employee Cost Management Committee
CEG	412 Civil Engineering Group
COA	Course of Action
COOL	Center Operations On-line
ConOps	Concept of Operations
CPO	Civilian Personnel Office
CPTS	412 Comptroller Squadron
CRM	Civilian Resource Management
CS	412 Communication Squadron
CT	412 Senior Technical Director
CV	412 Vice Commander
DBA	Direct Budget Authority
DoD	Department of Defense
EWG	412 Electronic Warfare Group
EWSR	Executive Weapons System Review
FDAT	Foundational Data Analytics Tool
FinPlan	Financial Plan
FHP	Flying Hour Program
FM	412 Financial Management
FMB	Financial Management Board
FOUO	For Official Use Only
FY	Fiscal Year
HR	Human Resource(s)
HRL	Human Resource Liaison
ICD	Interface Control Document
ID	412 Installation Support Director
IG	412 Inspector General
IS	Information System
I&M	Improvement and Modernization
MAJCOM	Major Command
MDS	Mission Design Series

Acronyms and Abbreviations *continued*

MRTFB	Major Range Test Facility Base
MSG	412 Mission Support Group
MX	Maintenance
MXG	412 Maintenance Group
NIPRNet	Non-classified Internet Protocol Router Network
O&M	Operations and Maintenance
OCR	Office of Coordinating Responsibility
OFE	Orange Flag Evaluation
OG	412 Operations Group
OPR	Office of Primary Responsibility
Org	Organization
PA	412 Public Affairs
POC	Point of Contact
RAFT	Resource Availability Forecasting Tool
RBA	Reimbursable Budget Authority
RDT&E	Research, Development, Test and Evaluation
RPA	Request for Personnel Action
SFS	412 Security Forces Squadron
SORTS	Status of Resources and Training
SR&M	Sustainment Restoration and Modernization
STEM	Science, Technology, Engineering and Mathematics
TBA	Test Business Architecture
T&E	Test and Evaluation
TENG	412 Test Engineering Group
TMG	412 Test Management Group
TMGS	412 TW Test Management Group Special Projects Division
TRR	Test Resource Requirements
TW	412 Test Wing
XP	412 Plans and Programs Office