



AFMAA STRATEGIC PLAN

(2024)

(2024 – 2028)

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MESSAGE FROM THE COMMANDER

I am pleased to present the Air Force Manpower Analysis Agency's Strategic Plan for 2024 - 2028. This plan serves as the blueprint for how we will advance our mission priorities now and in the years ahead. Our work today is more important than ever with America facing growing competition from China, as it continues to develop and field advanced capabilities that threaten our country's strategic interests and values. It is imperative we continue to align our resources with the Department of the Air Force's evolving mission needs.

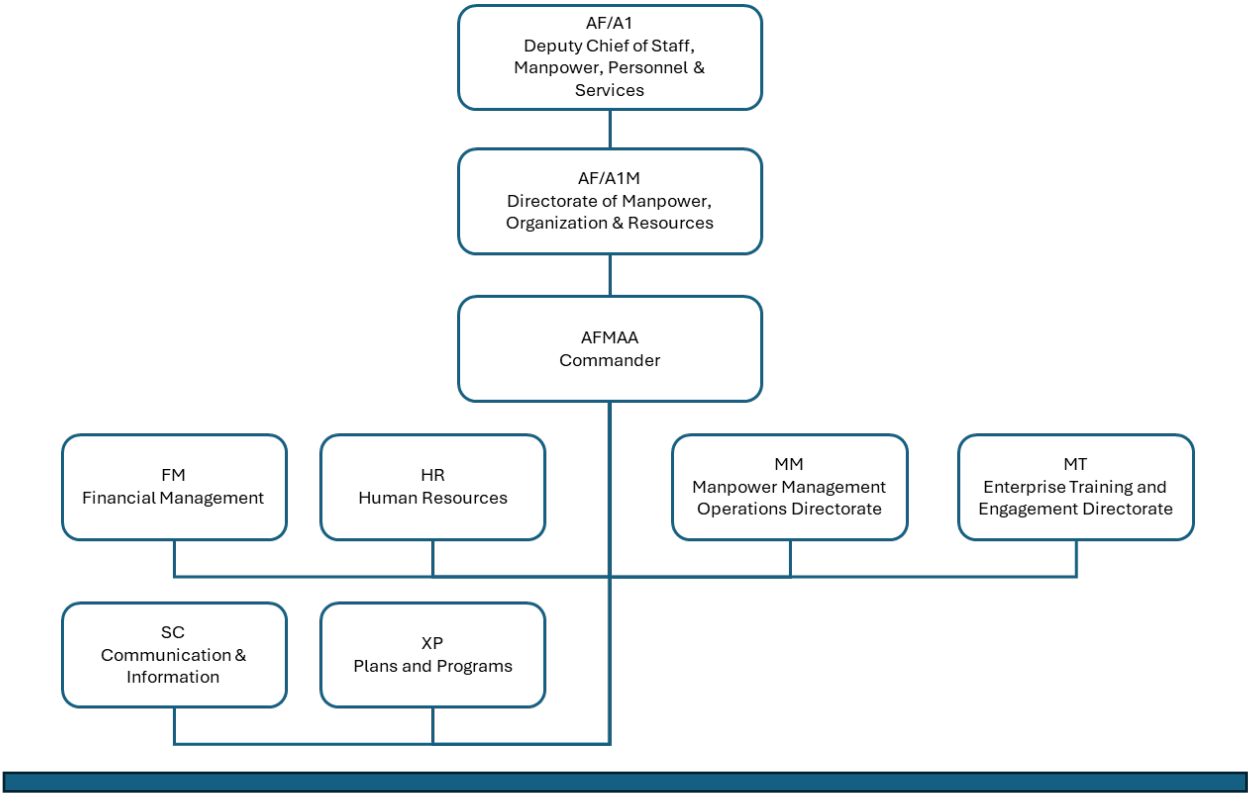


Together, we can take significant steps to innovate our systems and processes, modernize our enterprise, attract and retain the talent needed to win the future fight, and ensure we tackle the Department's most pressing needs. Moving forward this way demands that we expand our concepts and capabilities to build enduring advantages to support the Great Power Competition and beyond.

The Air Force Manpower Analysis Agency Strategic Plan is the result of a collaborative effort led by dedicated leaders and influential stakeholders from across the Agency. We need to act quickly and take acceptable risks to continue progressing as our initiatives include both short-term and long-term goals. I remain committed to working with our leaders on completing this strategic effort, and working together across the Agency to ensure that we are capable and ready to overcome any challenge placed before us.

CARL R. PAWLING, Colonel, USAF
Commander

AFMAA Organization



AFMAA Locations





Mission

Provide Credible Workforce Design Products and Services to the DAF and DoD

Vision

The Most Trusted and Transparent Agency for Workforce Solutions

Strategic Goals

Generate Relevance

Produce relevant analysis aligned with DAF and NDS priorities, balancing analytical rigor with timeliness.

Create the Future

Create data-driven solutions, tools, and models that address strategic DAF challenges to build the future force.

Develop Advisors

Train and develop strategic advisors who can integrate across competing service, staff, and functional demands, armed with digital manpower tools.

Enhance Workplace Satisfaction

Enhance the work environment to drive improvements in organizational health and performance.

Goal 1: Generate Relevance

Produce relevant analysis aligned with DAF and NDS priorities, balancing analytical rigor with timeliness.

- 1.1. Implement study process controls that improve product timeliness**
 - 1.1.1. Establish normative values for the most common AFMAA/MM study types, for example, AFMDs and AFMMs
 - 1.1.2. Incorporate normative values and metrics into regular battle rhythm to reduce delays in study completion
- 1.2. Deliver analytical insights as part of requirement determination products**
 - 1.2.1. Leverage critical thinking to provide advisory inputs to study organizations
 - 1.2.2. Provide policy implications or analysis post-study
 - 1.2.3. Reinvigorate CPI analysis as part of the study process
- 1.3. Expand specialized study capabilities**
 - 1.3.1. Consolidate LCOM study capabilities
 - 1.3.2. Establish Rhombus Guardian capability team
 - 1.3.3. Reinvigorate Acquisition Sustainment Unit study capabilities
 - 1.3.4. Nurture and consolidate Space domain study capabilities
 - 1.3.5. Nurture and consolidate Cyber domain study capabilities
 - 1.3.6. Establish Sensitive Compartmented Information Facility (SCIF) or secure SCIF access for classified studies
- 1.4. Evolve study methodology to adapt to changing DAF needs**
 - 1.4.1. Develop methodology to address AFFORGEN and Global Power Competition equities within existing studies
 - 1.4.2. Expand management headquarters study capability
 - 1.4.3. Incorporate wartime analysis into existing study types
- 1.5. Formalize approach for creating and deploying quick strike teams to meet emergent DAF requirements**
 - 1.5.1. Identify ways to leverage the capabilities of the entire enterprise
 - 1.5.2. Develop method to identify and communicate risk of reallocating resources to emergent requirements

Goal 2: Create the Future

Create data-driven solutions, tools, and models that address strategic DAF challenges to build the future force.

2.1. Develop next-generation tools to address DAF enterprise-level challenges

- 2.1.1. Assess emerging requirements for existing tools
- 2.1.2. Develop existing tools to FOC, e.g., CASTLE, Rhombus Guardian, Unified Manpower Platform, Application Tools, UMD+, and MSPT
- 2.1.3. Conduct sustainment planning of existing tools to include hand-offs or off-ramps

2.2. Establish governance and oversight structure for future development and sustainment of analytical tools in consonance with the AFMAA Data Strategy

- 2.2.1. Design a governance process for identification and development of new analytical projects that address defined DAF needs and customers
- 2.2.2. Incorporate into the governance process a methodology for resource allocation, sustainment planning, succession planning, and off-ramp/divestiture decision-making for ongoing development efforts
- 2.2.3. Develop a methodology to incorporate multiple internal and external stakeholders into the governance process

Goal 3: Develop Advisors

Train and develop strategic advisors who can integrate across competing service, staff, and functional demands, armed with digital manpower tools.

3.1. **Develop critical thinking skills within AFMAA and across the Manpower Enterprise**

- 3.1.1. Create or procure professional development course to promote and instill critical thinking skills
- 3.1.2. Incorporate proven critical thinking skills within existing enterprise training courses

3.2. **Attract and develop AFMAA's workforce of the future**

- 3.2.1. Expand the workforce of management engineering professionals and leverage succession planning for critical positions
- 3.2.2. Identify skills needed in the future and build those capabilities within the agency workforce
- 3.2.3. Decrease the time it takes to develop proficient analysts and trainers
- 3.2.4. Increase civilian fill rates
- 3.2.5. Leverage the PAC/PCIP program and establish formalized structure for intern development

3.3. **Develop workforce talent governance structure to identify competency and capability gaps and design interventions to meet future agency and enterprise needs**

- 3.3.1. Identify internal and external stakeholders to participate in workforce talent governance
- 3.3.2. Integrate role or function-based competency modeling with existing CFETP guidance to create a unified approach
- 3.3.3. Assess the Force Support Cohort Analytic Program needs to enhance the skills and capabilities of the students

3.4. **Reinvigorate agency consultancy services and enterprise engagement**

- 3.4.1. Develop training to improve consultancy services and identify targeted product lines or teams to deliver consultancy services
- 3.4.2. Create a proactive engagement strategy aligned with emerging DAF priorities to stay informed about higher headquarters developments
- 3.4.3. Establish agency team responsible for surveillance of DAF priorities and regular reporting back to AFMAA
- 3.4.4. Foster strong mission links with external agencies through support and information

Goal 4: Enhance Workplace Satisfaction

Enhance the work environment to drive improvements in organizational health and performance.

4.1. Improve processes and refine resource stewardship

- 4.1.1. Integrate resource management (financial, contract, facility, equipment) into goal governance meetings to ensure efficient utilization of resources aligned with AFMAA organizational objectives.
- 4.1.2. Improve contract stewardship to deliver the maximum productive value towards AFMAA organizational goals
- 4.1.3. Identify and correct facility deficiencies to bring all AFMAA work centers into compliance with an organizational set of adopted facility compliance standards
- 4.1.4. Prioritize procurement and fielding of computing tools to ensure AFMAA teams have necessary workplace tools to create the future
- 4.1.5. Establish a Unit Self-Assessment Program to monitor execution and manage organizational risk

4.2. Build a climate of mutual respect and trust to promote personal well-being and reinforce Air Force core values

- 4.2.1. Address lagging DEOCS indicators with targeted interventions
- 4.2.2. Establish an AFMAA telework approach to maximize both performance and employee satisfaction
- 4.2.3. Promote employee engagement activities focused on strengthening camaraderie and unit morale

4.3. Maximize existing human capital through investment and organizational alignment

- 4.3.1. Enhance professional development opportunities across the agency in alignment with workforce talent gaps
- 4.3.2. Review and improve organizational alignment to make best use of existing human capital
- 4.3.3. Routinely assess organizational maturity (via OMM) and make targeted investments to increase OMM scores