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Plans

LIFE-CYCLE MANAGEMENT OF PLANS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFRESI 10-101, *Wing/Group Plans Procedures*, and establishes policy, staff responsibilities, and procedures for life-cycle management of all plans published by the 439 Airlift Wing or subordinate units. Additionally, it provides guidance for plans preparation, coordination, publication, review, evaluation, maintenance, and briefing.

1. Policy. The Wing Plans office (XP) develops, coordinates, directs, controls, and monitors all peacetime and wartime planning and execution for the commander. This policy does not relieve other functional areas of their responsibilities relative to specific plans. The XP office coordinates on and monitors plans for all functional areas and subordinate units. Quality of all plans published within the 439th Airlift Wing is the joint responsibility of XP and the plan's office of primary responsibility (OPR).

2. Requirement and Responsibility. Once the need to prepare a plan has been determined, OPR must be identified. The OPR has the responsibility to develop, coordinate, and publish the plan this instruction. After the plan is published, the OPR retains responsibility for its management to include periodic reviews and briefings.

3. Plan Objective. Determine the purpose or objective of the plan. The plan writer should ask the question, "What is this plan to accomplish?" Without a clear understanding of the objective(s) the writer will have difficulty including all necessary aspects in the plan.

4. Scope and Outline. Determine what the plan will encompass and how it will be organized. In doing this the OPR should formulate a concept, develop an outline for the plan, and identify staff and lateral unit tasks. The proposed concept should be briefed to the appropriate commander for approval before proceeding. Once the outline has been approved the OPR can assign responsibility for developing various parts of the plan (e.g., annexes, tabs, etc.) to functional areas with the necessary expertise.

5. The First Draft. Each person tasked to write a section of the plan should follow the approved outline as much as possible, deviating from it only when necessary to improve understanding, or if approval is obtained. The writer strive for clear and concise text, and should avoid using acronyms and jargon. A plans writing checklist is included in Attachment 1.

6. Development Schedule. As the development process begins it is important that the OPR establish a schedule of suspenses for inputs to the first draft, coordination meetings, revisions and final versions of the plan. This will accomplish two goals: (1) timely publication of the plan, and (2) tighter coordination and focus.

7. Coordination and Approval Process. Once all sections of the first draft are completed it must be reviewed by all functional areas tasked by or having an interest in the plan. All plans developed within the 439th AW will be coordinated with XP.

7.1. One technique for improving coordination is to convene a meeting attended by all staff agencies who must review the plan. This meeting should include a brief presentation of the plan concept and the proposed outline. Participants should be given their review copies at the meeting, as well as the suspense for their comments.

7.2. The OPR is the central point of contact during the review and coordination process. The OPR ensures that reviewer comments are incorporated and that the final version of the plan is produced. The appropriate commander should review and approve this final version prior to publication.

8. Publication and Distribution. XP can assist the OPR with selection of the publication style (fonts, cover, binding, etc.). XP can also assist the OPR in determining the final distribution of the plan. As a minimum a copy of the plan should be distributed to each unit or functional area tasked by the plan, or otherwise affected by it. XP should always be included on the distribution.

9. The Review/Revision Process. Because of the changing nature of our mission and the threat, it is necessary to periodically review all plans. It is the responsibility of the OPR to determine the frequency of these reviews. Often the review cycle will be specified by the governing directive. In the absence of such guidance, it is recommended that each plan be reviewed at least annually. Additionally, a plan should be reviewed if the governing directive, threat or key assumptions have significantly changed.

9.1. Two months prior to the established review date the OPR should send a copy of the plan to the OPR of each subsection of the plan. The accompanying instructions should indicate what is expected of the reviewer and when it is needed.

9.2. Each reviewer should provide comments and suggested changes on or before the suspense date. Each change should clearly indicate the level of classification. Further, each change should be coordinated with all affected functional areas.

9.3. The OPR collects the responses to the review and makes the necessary changes. The OPR then obtains final approval from the commander, publishes the change, and distributes copies of the change or revised plan. Changes to plans are recommended unless a substantial portion of the plan has been changed. Changes can be accomplished by page changes, or write-in changes.

10. Briefing Requirements and Responsibilities. As each plan is published it should be briefed to the commander, commander's staff and all affected unit commanders. When a new commander is assigned

he or she should be briefed on all relevant plans within 90 days. Periodically each plan should be rebriefed. This will ensure that the commander and staff are aware of the plan. Additionally, it will stimulate review and revision when cognizant people in the briefing indicate that changes have occurred. The frequency of briefing each plan is often established by the governing regulation. In the absence of an established frequency, a plan should be briefed at least once a year. A recommended time for this briefing is just prior to a periodic review.

JAMES P. CZEKANSKI, Col, USAFR
Commander

Attachment 1

PLANS WRITING GUIDELINES

A1.1. Introduction. This attachment combines several items common to all aspects of the planning function. Each staff agency planner should comply with the following guidelines:

- A1.1.1. Clearly state the mission, tasks, and objectives.
- A1.1.2. The concept of operations must relate specifically to the mission, tasks, and objectives of the plan.
- A1.1.3. Clearly define the command and control relationships.
- A1.1.4. The assumptions used in the plan must be valid, reasonable, and necessary.
- A1.1.5. Identify friendly forces, supporting forces, and tasked organizations.
- A1.1.6. All tasked organizations must be aware of their responsibilities, including the preparation of supporting plans and annexes.
- A1.1.7. Coordinate with other staff sections, organizations, commands, services, and government agencies.
- A1.1.8. Distribute the plan, including its annexes, to the listed friendly forces, supporting forces, tasked organizations, and individual units required to prepare supporting plans or having a need for the information.
- A1.1.9. Prepare supporting plans, supplements, and checklists for plan execution by the unit and subordinate units tasked in the plan.
- A1.1.10. Acquire supporting plans from appropriate friendly forces, if required.
- A1.1.11. Identify reports and establish procedures to ensure submission schedules are met?
- A1.1.12. The affected unit should exercise the plan including its annexes.
- A1.1.13. Inform the commander of limiting factors in each functional area and take action to correct deficiencies.
- A1.1.14. Establish a schedule for reviewing and updating the plan and its annexes.
- A1.1.15. Promptly publish and disseminate to all concerned necessary changes to the plan.
- A1.1.16. Mark, safeguard and control the plan according to security directives.
- A1.1.17. Periodically check to ensure that the people involved with the plan are aware of their responsibilities and that they know what to do upon plan implementation.
- A1.1.18. Do not forget to address OPSEC in the plan.