This research was undertaken at the request of the U.S. Air Force’s Strategic Planning Directorate. The task objective was to develop and help implement a common Air Force planning framework based on the strategies-to-tasks (STT) framework. Within the Air Force, the resourcing requirements and recommended allocations are developed within the Major Commands (MAJCOMs), and the Headquarters Air Force uses the Corporate Structure and the Air Force Board of Directors to look across all Air Force requirements and set institutional priorities. This approach was designed to identify and achieve the long-term institutional goals that provide strong linkages to important Department of Defense (DoD) resource allocation and management processes, in addition to complementing and enhancing existing Air Force planning and programming processes.

The purpose of this research was to develop a common planning framework that could extend across the Air Force, allow the corporate Air Force to develop and adjudicate requirements and resourcing options, and link to the external environment. The Directorate specifically asked that the framework incorporate the Air Force vision and capture nonoperational demands, and that the STT methodology provide the foundation for the framework. It wanted a structure and process designed that captured the totality of Air Force resources (e.g., operational, operational support, and institutional functions). A working group composed of representatives from each of the MAJCOMs and the functional organizations worked with RAND to generate design criteria. This report documents the development and subsequent rejection of the RAND-developed common planning framework.
framework. The study was conducted at RAND under the Strategy
and Doctrine Program within Project AIR FORCE.

PROJECT AIR FORCE

Project AIR FORCE, a division of RAND, is the Air Force federally
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