



AIR EDUCATION AND TRAINING COMMAND FISCAL YEAR 2021 STRATEGIC COMMUNICATION PLAN

PURPOSE

This communication plan is intended to facilitate deliberate and synchronized communication engagements across Air Education and Training Command's units, with a focus on increasing awareness and support of the First Command's priorities: Advance Force Development, Enhance Lethality and Readiness, Transform the Way We Learn, and Cultivate an Environment of Excellence. The plan provides objectives, strategies and top-level messages command teams at all levels can use to consistently incorporate AETC priorities and messages in communication activities that are synchronized with the FY 21 Air and Space Forces Communication Plan.

AETC MISSION, VISION AND PRIORITIES

AETC Mission: We Recruit, Train, and Educate Exceptional Airmen

AETC Vision: The First Command: Developing Airmen of Character – The Foundation of a Lethal Force

AETC Priorities

In a “big to small” approach to strategic planning, AETC's priorities are aligned underneath the Department of Defense and Department of the Air Force priorities.

The AETC *Strategic Action Plan*, a document that is updated periodically to keep pace with DAF priorities, codifies the Command's shared vision and desired outcomes that tie directly to the *National Security Strategy* and *National Defense Strategy* to guide the development of the Airmen and Space Professionals we need to succeed in an ever-changing world.

The AETC *SAP* identifies four Command priorities to ensure unity of purpose and establish a common understanding of the command's direction and alignment with DAF and OSD priorities:

- Advance Force Development
- Enhance Lethality and Readiness
- Transform the Way We Learn
- Cultivate an Environment of Excellence

COMMUNICATION GOAL

AETC will be viewed as the Department of the Air Force's Force Development leader and provider of exceptional Airmen and Space Professionals ready for great power competition.

KEY AUDIENCES:

1. **Airmen and their Families:** Inform and educate Airmen and families about actions being taken to Develop the Airmen We Need. Promote overall understanding of AETC missions and initiatives and the command's role in recruiting, training and educating the force. Emphasize quality of service and

Approved 3 Nov 2020



AIR EDUCATION AND TRAINING COMMAND FISCAL YEAR 2021 STRATEGIC COMMUNICATION PLAN

- quality of life programs. Highlight the value and prioritization of force generators – those who train and develop future Airmen – to increase interest in applying for these positions.
2. **Congress and Other Elected Officials:** Sustain efforts to inform and collaborate with external stakeholders about major Force Development plans and activities, including Total Force recruiting initiatives, to succeed in accomplishing changes for AETC mission needs and personnel.
 3. **News Media:** Ensure accurate and timely coverage that demonstrates progress on recruiting, training and education initiatives and highlights AETC's role in executing the National Defense Strategy. Broaden interest in the Force Development and recruiting missions and capabilities beyond traditional defense-related influencers.
 4. **AETC CC's Civic Leader Program:** Sustain efforts to promote understanding of AETC missions and initiatives in recruiting, training and education. Inform and collaborate on topics of mutual interest to advance AETC mission and transformation initiatives.
 5. **Community Leaders:** Inform and collaborate on topics of mutual interest to advance understanding of unit contributions to AETC and DAF missions and support to the National Defense Strategy.
 6. **Industry/Academia Leaders:** Ensure awareness of AETC requirements, including technology transfer and cooperative agreements, for missions and initiatives within AETC's roles in recruiting, training and education programs. Maintain open lines of communication to create new or enduring opportunities for partnerships.

COMMUNICATION OBJECTIVES

1. Increase awareness among key audiences of AETC priorities and programs, and how units are supporting and accomplishing tasks within the command priorities.
2. Strengthen mutually beneficial relationships with our key stakeholders through planned engagements, transparency and responsiveness.
3. Provide timely and accurate facts, context, and perspectives to stakeholders to ensure they are informed before acting on and communicating on issues of interest to AETC.

COMMUNICATION STRATEGIES

- HQ AETC, NAFs / NAF-Es, and Wings will use existing Public Affairs command-information tools, including Internet/social media accounts and discussions to highlight unit activities at that contribute to achieving command priorities.
- Expand reach and impressions for audiences not directly connected to AETC units by leveraging command-generated social media strategies.
- Plan and execute media activities to inform external audiences and reinforce with Airmen and families progress toward achieving AETC and DAF priorities.
- Leverage in-person and virtual events to build/maintain positive community relations with civic leaders.
- Provide information to Congressional staff or members, after coordination with AETC/LL and SAF/LL (as appropriate), to explain programs and policies prior to public release.
- Leverage annual events within AETC or DAF, including senior leader site visits, to highlight accomplishments toward achieving AETC priorities.



AIR EDUCATION AND TRAINING COMMAND FISCAL YEAR 2021 STRATEGIC COMMUNICATION PLAN

RESPONSIBILITIES

AETC commanders will: Serve as the primary spokesperson for their command. Communicate actively about their unit's mission, people, and ties to AETC priorities. Remain consistent with Air Force and AETC priorities when discussing topics/issues that extend beyond their unit. Engage key audiences identified in this plan via command-generated information, news media engagements, and communication with elected and civic leaders while considering operational security at all times.

AETC/PA will: Function as lead advisor on communication strategies for the First Command; plan, coordinate and execute communication activities in support of AETC strategic engagements with HAF, sister services and other DoD organizations as necessary; consider operational security when developing communication plans; and assess AETC wing and associated public affairs units' execution of this plan.

AETC Wing PA units will: Advise commanders on appropriate methods of tactical execution of this communication plan incorporating the full spectrum of PA operations, within the constraints of operational security guidelines at all times; plan, coordinate, integrate, execute, and assess PA programs and activities to achieve objectives as directed; prepare Airmen at all levels to be credible, informed spokespersons; build and maintain relationships with civic leaders; and create command information stories and seek external media coverage in support of this plan.

SAF/PA's engagement tracking tool, [Vector 2.0](#), will be used by PA staffs within AETC to report information about unit communication engagement activities, categorizing inputs under the four AETC priorities.

Communication planners will structure campaigns, events and engagements around three types of activities:

- **Anchor events** that involve commander or senior leader engagements to multiple audience groups, occurring simultaneously or sequentially over a short span of time for the purpose of maximizing messaging on one or more priorities (Examples: AFA Conference, budget roll-out, start of a transformation initiative, major anniversary, etc.).
- **Shaping engagements** in which commanders, senior leaders or subject matter experts communicate to inform audience reception or reaction to anchor event (Examples: pre-briefing or providing post-announcement interviews with key audiences).
- **Drumbeat engagements** outside the scope of anchor events that communicate continued progress on or attention to AETC or DAF priorities or help leaders maintain good relationships with audience members (Examples: command information, media or community leader updates, contract awards, or exercises not suitable for extensive communication efforts). Most AETC communication engagements will fall into this category.



AIR EDUCATION AND TRAINING COMMAND FISCAL YEAR 2021 STRATEGIC COMMUNICATION PLAN

ASSESSMENT

A variety of qualitative and quantitative feedback can inform the frequency, objectives, nature, and content of future engagements provided it is consistently collected, analyzed, and reported over time. At this time, major assessment capabilities executable in support of this plan include:

- **Media and Audience monitoring.** Content analysis of daily media and social media activity, along with interactions with key civic leaders and local, state, regional and Congressional elected officials, can identify audience positions and changes in the narrative on key issues. Analysts can augment these specific qualitative assessments with broader, longer-term quantitative analysis of media content and official social media activity that can identify trends in the reach and tone of relevant content.
- **Engagement tracking against desired outcomes.** HQ AETC/PA and wings, to the extent possible, should assess the number, timing, topic, and audiences associated with planned or completed engagements against communication objectives to determine how communication activity aligns with AETC priorities. With the addition of simple assessments of the effectiveness of individual engagements, analysts can identify trends in the receptiveness of audiences to particular spokespeople, messages, or methods of communication. In the longer term, analysts can evaluate communication activity against audience behavior (e.g., legislation, third-party endorsements, or the evolution of groups supporting or opposing Command plans, policies, and programs) to determine whether changes in engagement activities may have contributed to those outcomes. These capabilities are contingent on entering relevant engagement information in Vector.



AIR EDUCATION AND TRAINING COMMAND FISCAL YEAR 2021 STRATEGIC COMMUNICATION PLAN

ATTACHMENT 1

AETC NARRATIVE

“The world is changing in many ways. Today we operate in a dynamic environment with factors that have us taking various actions to continue the mission and take care of Airmen and Families. As a result, we have a window of opportunity. Our Air Force must accelerate change to control and exploit the air domain to the standard the Nation expects and requires from us. If we don’t change – if we fail to adapt – we risk losing the certainty with which we have defended our national interests for decades. We risk losing a high-end fight. We risk losing quality Airmen, our credibility, and our ability to secure our future. We must move with a purpose – we must *Accelerate Change or Lose* in order to remain the most dominant and respected Air Force in the world.” – *Gen. Charles Q. Brown, Jr., Air Force Chief of Staff*

The United States now faces a more competitive and dangerous international security environment than we have seen in generations. Peer competitors, especially Russia and China, and other adversaries continue aggressive efforts to negate our long-standing warfighting advantages and challenge U.S. prosperity, security, and geopolitical standing.

As the 2018 National Defense Strategy emphasized, victory is not guaranteed and the costs of failure are unacceptable: “Failure... will result in decreasing U.S. global influence, eroding cohesion among allies and partners, and reduced access to markets that will contribute to a decline in our prosperity and standard of living,” not to mention the loss of lives.

The Department of the Air Force is committed to implementing the National Defense Strategy and prioritizing our ability to compete with other great powers in defense of our homeland and American interests abroad. Our Airmen and Space Professionals are the lifeblood of the Department and their readiness is critical to our ability to compete, deter and win. AETC’s mission to recruit, train and educate exceptional Airmen continues to be the foundation for success of our Air and Space Forces success.

The most important investment the Department of the Air Force will make is in its Air and Space Professionals and the ecosystem that recruits, develops, and supports them. Anchored by the NSS and NDS objectives, AETC is centered on advancing Force Development that is mission-focused, Airman-centric, and competency based learning, while enhancing lethality and readiness, transforming the way we learn and cultivating an environment of excellence. We are committed to world-class training and education that produces leaders who reach their full potential, quickly adapt to changes in the strategic environment, and succeed in all-domain, multi-national conflict with one or more major powers.

AETC's approach to developing Airmen and providing the foundation of a lethal force has served the Command and the Service well. Today, however, industry, academia, and our nation’s strategic rivals are outpacing the Air and Space Forces in critical areas that require this Command to pivot to maintain its status as the leader in recruiting, educating, training and Force Development. It is time to act. Winning tomorrow requires us to modernize and innovate now. We are up to the challenge.



**AIR EDUCATION AND TRAINING COMMAND
FISCAL YEAR 2021
STRATEGIC COMMUNICATION PLAN**

ATTACHMENT 2

AETC PRIORITY: ADVANCE FORCE DEVELOPMENT

Focus Area: Develop the Airmen We Need and Refine the Systems that support them

Focus Area: Value and Prioritize Force Generators

Synchronization:

- “Develop the Airmen We Need and Refine the Systems that support them” focus area aligns with DAF priorities of “Build the USSF,” “Grow Strong Leaders & Resilient Families” and “Modernize the Air and Space Forces We Need,” and CSAF Action Order A: Airmen, Action Order B: Bureaucracy and Action Order C: Competition.
- “Value and Prioritize Force Generators” focus area aligns with DAF priorities of “Grow Strong Leaders & Resilient Families” as well as CSAF Action Order A: Airmen.

Objectives:

- Incorporate AETC key messages in communication activities where appropriate.
- Communicate with publics the steps being taken in AETC to develop the Airmen we need and the systems needed to support them.
- Create and publicize initiatives and actions that highlight the value of our force generation assignments across basic military, technical, flying training and education units.

Themes/Messages:

Develop the Airmen We Need and Refine the Systems that Support them

1. The future will pose more challenging scenarios that we have faced in many years. We must enable our people to reach their full potential, quickly adapt to changes in the strategic environment, and succeed in a complex, all-domain multi-national conflict with one or more major powers.
2. AETC provides world-class training and education for Airmen and Space Professionals as they prepare to deter and defend against aggressive global competitors.
3. The AETC/CC is the Air Force’s Force Development commander with the authority to implement and lead initiatives that accelerate change and develop the Airmen We Need for Great Power Competition.
4. AETC provides world-class training and education for our Airmen and Space Professionals to prepare them to adapt, decide, and act at the speed necessary for current competition and future combat.
5. The Force Development framework has three elements: It is mission-focused, Airman-centric and competency-based learning.
6. Force Development is a competency-based framework of deliberate educational, training, and experiential opportunities targeted to the needs of Airmen.
7. Competency-based learning is the foundation of Force Development and is more about “what” you learn than “how long” it takes to learn. It’s a performance-based approach, rather than a time-based approach.
8. AETC is training and educating a diverse group of Airmen at all levels to adapt, decide, and act at the speed necessary for current competition and future combat.

Approved 3 Nov 2020



AIR EDUCATION AND TRAINING COMMAND FISCAL YEAR 2021 STRATEGIC COMMUNICATION PLAN

9. We provide the foundational competencies required by joint, all-domain warfighters in an increasingly complex strategic environment.
10. Developing the Airmen we need aligns the right training at the right time with the right focus. This includes early access to content and user-friendly technology platforms to maximize learning.
11. Workforce agility is essential. We need to shift the paradigm and invest in intentional development through continuous learning opportunities that occur over an entire career.
12. AETC is modernizing the learning services environment to enhance overall Airmen development and ensure instant access to learning anywhere, anytime, using utilities like Wi-Fi and our IT infrastructure.
13. Air Force Recruiting Service is modernizing to be a one-stop-shop for any civilian looking for employment in the USAF/USSF, part-time, full-time, officer or enlisted.

Value and Prioritize Force Generators

1. To maintain our competitive edge over adversaries, we must ensure that top-quality Airmen are selected to recruit, train and educate the next generation of Air and Space Professionals.
2. Developing the Airmen we need who possess the Air Force core values starts with our instructor corps and investing in these force generators is investing in our future.
3. Filling our Force Generation positions with high-performing Airmen is a top priority.
4. Our recruiting, training and instructor corps is critical to ensure we develop a future force capable of operating in complex environments. They are the underpinning of Airmen development.
5. The men and women in Force Generation assignments are in demanding careers that offer positive career broadening experiences for them to mature and grow as leaders.

Foundational Initiative: Learning Transformation

1. AETC is overhauling the legacy training pipeline to make it more agile, enabling faster delivery of fully-qualified Airmen to their operational units.
2. Our approach to developing people is evolving to meet the needs of a new generation.
3. Airman-centric instruction and training produces more-motivated and confident leaders for our force.
4. We are transforming education and training to infuse agility and progress at the speed of learning. This includes initiatives such as modular curriculum, Airmen-centered instruction and classrooms and blended learning that provides the right training at the right time.
5. Basic military training is entirely centered on Developing the Airmen We Need, and focused on lethality and readiness, Airmanship, fitness, and warrior ethos.

Leadership Quotes:

"As the First Command, AETC is leading the way in advancing Force Development and transforming learning to discover, develop, and deliver lethal, ready Air and Space Professionals of character. Our efforts are grounded in the National Defense Strategy, and enhancing US capabilities in great power competition." – Lt. Gen. Brad Webb, Commander, Air Education and Training Command

"Force Development is mission-focused, Airman-centric, and competency-based learning. In AETC, we are focused on defining the Airmen needed, investing in and leveraging technology to better recruit,



**AIR EDUCATION AND TRAINING COMMAND
FISCAL YEAR 2021
STRATEGIC COMMUNICATION PLAN**

train and educate Airmen and Space Professionals, and evolving our training and education systems for great power competition.” – **Lt. Gen. Brad Webb, Commander, Air Education and Training Command**

“We’ve been given a charge to ensure that our curriculum accounts for great power competition. We are getting there rapidly within Air University.” – **Lt. Gen. James Hecker, Commander and President, Air University**

“We have taken a hard look at the foundational warfighting skills we provide new Airmen. Across the spectrum, we are aligning foundational competencies to meet National Defense Strategy objectives and ensure Airmen immediately add value when they join their first Air Force team.” – **Maj. Gen. Andrea Tullos, Commander, 2nd Air Force**

“We have to ensure AETC is a command people want to come to, want to work hard at while they are here, and are recognized for that incredibly hard work recruiting, training, and educating exceptional Airmen.” – **Chief Master Sgt. Erik Thompson, Command Chief, Air Education and Training Command**

“The Air Force needs passionate leaders committed to the development of our Airmen. While all Airmen possess professionalism and represent our Air Force core values, the Airmen who serve in developmental special duty positions are the gold standard.” – **Chief Master Sgt. Erik Thompson, Command Chief, Air Education and Training Command**

“We have to look at our force generators with an eye on four key points. How are we assessing and selecting them, how are we onboarding them, how are we continuously developing them while they are assigned to AETC, and how do we prepare them to return to their career field when they have completed their tour with us.” – **Chief Master Sgt. Erik Thompson, Command Chief, Air Education and Training Command**



**AIR EDUCATION AND TRAINING COMMAND
FISCAL YEAR 2021
STRATEGIC COMMUNICATION PLAN**

ATTACHMENT 3

AETC PRIORITY: ENHANCE LETHALITY AND READINESS

Focus Area: Drive and Validate Resourcing Decisions to Support Strategic Priorities

Focus Area: Adapt the Command for Resilient Ops in a Disrupted Environment

Synchronization:

- “Drive and Validate Resourcing Decisions to support Strategic Priorities” focus area aligns with DAF priorities “Modernize Air and Space Forces We Need” and “Grow Strong Leaders and Resilient Families,” and CSAF Action Order B: Bureaucracy, and Action Order D: Design Implementation.
- “Adapt the Command for Resilient Ops in a Disrupted Environment” focus area aligns with DAF priority of “Strengthen our Allies and Partners” and “Grow Leaders and Resilient Families,” and CSAF Action Order C: Competition and Action Order D: Design Implementation.

Objectives:

- Incorporate AETC key messages in communication activities where appropriate.
- Communicate with publics the steps being taken in AETC to drive and validate resourcing decisions to support command priorities.
- Create and publicize initiatives and actions that highlight how the command is adapting for resilient operations in a disrupted environment.

Themes/Messages:

Drive and Validate Resourcing Decisions to Support Strategic Priorities

1. Accelerating change starts with an empowered workforce that has the foundational competencies, the right skills, and the drive to innovate. Developing the Airmen we need requires deliberate investment in our people and training and education programs.
2. People are the most important element of every weapon system. Without the resources to fully develop and train Airmen, we risk losing in a great power competition.
3. Airmen who are properly trained, educated and developed will accelerate change and out-think and out-perform adversaries.
4. Predictable investment in training and educating Airmen, driven by the National Defense Strategy, is critical to our ability to accelerate change to have operational success in great power competition.
5. We must continue to develop affordable, analytically defensible and congressionally-supported accessions, education and training programs to fully develop the Airmen we need.
6. Pilot training transformation requires the proper resources to secure fully-integrated, state-of-the-art technologies to accelerate change and develop better aviators for operational units.
7. AETC’s training dormitories are a unique weapons system that require proper sustainment, restoration and modernization to produce the Airmen We Need.
8. Investing in our Airmen and accelerating their development is important to retention.



AIR EDUCATION AND TRAINING COMMAND FISCAL YEAR 2021 STRATEGIC COMMUNICATION PLAN

Adapt the Command for Resilient Ops in a Disrupted Environment

1. Targeted recruiting, allowing Airmen to progress at their own speed of learning, developing agile training pipelines, modifying PME, and capitalizing on retirement and post-service skills are critical to being able to pivot more quickly to emerging strategic requirements.
2. Modernizing how we recruit Airmen requires investing in and leveraging technology to improve access to Americans with attributes and characteristics we need to compete and win in future conflicts.
3. The response to COVID-19 provided opportunities to develop new ways of teaching, and implement tools such as hybrid learning, virtual Mobile Training Teams and the Classroom of the Future.
4. Teleworking has provided our workforce agility while saving money, and in some cases, increasing productivity.

Foundational Initiative: Fighting Through COVID-19

1. AETC's mission and maintaining production is directly linked to Air Force and Space Force readiness.
2. We continue fighting through COVID-19 while navigating the risk-to-force and the risk-to-mission with operational readiness always in mind.
3. Our instructors, educators, medical professionals, and base operating support personnel in our training and education operations has ensured our success while fighting through COVID and maintaining the Air Force's readiness.
4. We have used the conditions brought on by COVID to accelerate change and transform how we train and educate the force.
5. We adapted our education and officer accessions programs through the use of in-residence, remote-in-residence and remote instruction to maintain operations.

Leadership Quotes:

“Our success in fighting through COVID and maintaining the Air Force's readiness is directly attributed to the tactical leadership of our instructors, educators, medical professionals, and base operating support personnel in all our operations. We have used the conditions brought on by COVID to accelerate change and transform how we train and educate the force.” – **Lt. Gen. Brad Webb, Commander, Air Education and Training Command**

“The Airmen of yesteryear, and the Airmen of today are simply not the Airmen that we are going to need to be in the future. Modernizing the way we learn, modernizing our education and training platforms, and diversity...having a population that comes at problems from all different angles... and having the agility of mind to understand mission-type orders, to understand commander's intent and be able to move out are all key and essential elements of AETC.” – **Lt. Gen. Brad Webb, Commander, Air Education and Training Command**

“While we've changed the delivery of basic military and technical training, we haven't changed our standards. We're committed to training to task, not time.” – **Maj. Gen. Andrea Tullos, Commander, 2nd Air Force**



**AIR EDUCATION AND TRAINING COMMAND
FISCAL YEAR 2021
STRATEGIC COMMUNICATION PLAN**

ATTACHMENT 4

AETC PRIORITY: TRANSFORM THE WAY WE LEARN

Focus Area: Aggressively and Cost Effectively Modernize Education and Training

Focus Area: Develop and Foster Strategic Relationships and Partnerships

Synchronization:

- “Aggressively and Cost Effectively Modernize Education and Training” focus area aligns with DAF priorities of “Build USSF,” “Modernize Air and Space Forces,” “Grow Strong Leaders and Resilient Families,” and “Strengthen Allies and Partners,” and CSAF Action Order A: Airmen and Action Order D: Design Implementation.
- “Develop and Foster Strategic Relationships and Partnerships” focus area aligns with DAF priorities of “Modernize Air and Space Forces” and “Strengthen Allies and Partners,” and CSAF Action Order D: Design Implementation.

Objectives:

- Incorporate AETC key messages in communication activities where appropriate.
- Communicate with publics the steps being taken in AETC to modernize education and training.
- Create opportunities to develop and foster strategic relationships and partnerships that support AETC initiatives and accelerate change within the command.

Themes/Messages:

Aggressively and Cost Effectively Modernize Education and Training

1. Using Airman-centric approaches, AETC is adapting to the way people learn, while aggressively and cost-effectively modernizing Force Development.
2. We are enabling Airmen to progress at the speed of learning by moving to more active learning strategies across basic military, technical and flying training programs.
3. We must continue to invest in learning opportunities that allow Airmen to learn the way they live: connected, collaborative, and agile using high-quality interactive content available across multiple devices, on-demand, with self-paced, experiential, and multi-modal options.
4. We must contribute to the Joint Warfighting Concept, enabled by Joint All-Domain Command and Control, and place capability in warfighters’ hands faster—through innovation, experimentation and rapid prototyping, and a collaborative approach with our service and industry teammates.

Develop and Foster Strategic Relationships and Partnerships

1. We value innovation and operationalizing our Airmen’s best ideas to improve operations.
2. We must go fast while collaborating more effectively with Congress and military, industry, academia, and allied partners, to accelerate change from the force we have to the force required for a future high-end fight.
3. We create mutually beneficial relationships with industry and academic partners through information

Approved 3 Nov 2020



**AIR EDUCATION AND TRAINING COMMAND
FISCAL YEAR 2021
STRATEGIC COMMUNICATION PLAN**

exchanges and technology transfer opportunities, such as Cooperative Research and Development Agreements and Education Partnership Agreements, that enhance our ability to look forward and work together to develop competencies and capabilities required to win in a high-end fight.

4. We are advancing AETC's priorities through strategic engagements and partnerships with 'early wins' that build to longer-term transformations in how we prepare warfighters for tomorrow's fight.
5. Unlike our competitors, our major operations are inherently coalition operations that benefit from the expertise and capabilities of our international partners.
6. AETC continues to strengthen international relationships and help our partners to build air and space capabilities and capacity that allow us to share the burdens of collective security.
7. Growing partner capability involves more than selling them equipment. We support partners through exercises, training, professional military education, information exchanges, and cooperative agreements to enhance their interoperability with the United States.

Foundational Initiative: Pilot Training Transformation

1. We are transforming undergraduate flying training through a transition to student-centered learning, integration of immersive technology and seamless access to content underpinned by quality instructors.
2. UPT 2.5 is scaling and operationalizing innovation concepts proven on a limited-scale to expand this transformative approach to pilot training across our UPT bases next summer.
3. We are improving pilot training effectiveness by integrating proven methods with advanced capabilities, technology, and quality instruction to expeditiously develop high-quality aviators.
4. Early access to seamless content underpins our ability to produce quality graduates in less time.

Leadership Quotes:

"Pilot Training Next was an experiment in how you can accelerate learning...and we're now scaling that through UPT 2.5...and by next summer we should have that across all of AETC. We are tailoring the programs to where the Airmen are headed and to maximize the use of technologies to get us prepared as soon as we can, but not to the detriment of quality. Quality is still job one." – **Lt. Gen. Brad Webb, Commander, Air Education and Training Command**

"You'll hear us talk about bringing the flight line to the classroom and using virtual reality tools so our Airmen train in an environment they will eventually operate in. We want our students to learn the tough lessons in the classroom, so they don't have to learn them for the first time in whichever battle space they eventually find themselves in." – **Maj. Gen. Andrea Tullos, Commander, 2nd Air Force**

"Our ability to expand learning transformation opportunities under the conditions of coronavirus have been essential to our ability to fight through and sustain production despite the need to mitigate the COVID-19 threat. In many pipelines, we will never go back to delivering a fixed number of days of training in a classroom. Our instructors and Airmen are thriving in small groups of student-centric learning." – **Maj. Gen. Andrea Tullos, Commander, 2nd Air Force**

"Instilling the core values, good order and discipline, and foundational skills to be successful in the profession of arms is our core job. We owe every Airman a modern, learner-centric experience that



**AIR EDUCATION AND TRAINING COMMAND
FISCAL YEAR 2021
STRATEGIC COMMUNICATION PLAN**

benefits their experience and education right when they walk in the door.” – Maj. Gen. Andrea Tullos, Commander, 2nd Air Force

“The students entering pilot training today expect the Air Force to be the most-technologically advanced and innovative service. That’s who we say we are and how we recruit the best and brightest in America. Fixing this trust gap between how we live and how we train, and the imperative to innovate to produce enough pilots for future challenges, has led us to this multi-pronged effort called pilot training transformation.” – Maj. Gen. Craig Wills, Commander, 19th Air Force



**AIR EDUCATION AND TRAINING COMMAND
FISCAL YEAR 2021
STRATEGIC COMMUNICATION PLAN**

ATTACHMENT 5

AETC PRIORITY: CULTIVATING AN ENVIRONMENT OF EXCELLENCE

Focus Area: Drive a Culture of Air Force Core Values, Diversity, and Inclusion

Focus Area: Care for Airmen and their Families

Synchronization:

- “Drive a Culture of Air Force Core Values, Diversity, and Inclusion” focus area aligns with DAF priority “Grow Leaders and Resilient Families,” and CSAF Action Order A: Airmen.
- “Care for Airmen and their Families” focus area aligns with DAF priority “Grow Leaders and Resilient Families,” and CSAF Action Order A: Airmen and Action Order B: Addressing Bureaucracy.

Objectives:

- Incorporate AETC key messages in communication activities where appropriate.
- Communicate with both internal and external publics the importance of core values, diversity, and inclusion and initiatives that cultivate an environment of excellence.
- Create and publicize initiatives and actions that highlight how the Command is cultivating an environment of excellence

Themes/Messages:

Drive a Culture of Air Force Core Values, Diversity, and Inclusion

1. Our people are our most valuable resource and the foundation of everything we do. We must recruit, hire, train, award, reward, and retain the best of all Americans eligible to serve.
2. Diversity and inclusion are essential to our future success and security. Leaders must remove barriers, promote mutual respect, and encourage tough conversations in safe spaces.
3. We succeed when diversity and inclusion are fully ingrained throughout the force and every Airman and family is supported and empowered to reach their full potential.
4. We embrace Air and Space Professionals from diverse intellectual and cultural backgrounds, recognizing that diversity is a warfighting imperative.
5. We have a focused BMT curriculum on values based training, comprehensive fitness, foundational leadership principles and basic combat skills in line with National Defense Strategy.
6. AETC is leading DAF efforts to strengthen the diversity of our rated career fields through deliberate actions to raise awareness about opportunities; developing partnerships with underrepresented groups; removing barriers to serve and providing mentorship to our current force.

Care for Airmen and their Families

1. Our people are our most valuable resource and the foundation of everything we do. We must recruit, hire, train, award, reward, and retain the best of all Americans eligible to serve.
2. A vital part of caring for our Airmen and Space Professionals and their families is providing a safe, secure environment for them to live and work.
3. Culture is about more than diversity and inclusion; it’s also about how we support our families.

Approved 3 Nov 2020



AIR EDUCATION AND TRAINING COMMAND FISCAL YEAR 2021 STRATEGIC COMMUNICATION PLAN

4. AETC and the Air Force remain committed to building a strong community that recognizes Airmen in distress and intervenes before it's too late to provide support and resources.
5. Our Airmen are better equipped to help each other if they understand the importance of taking care of themselves mentally, physically, socially, and spiritually.
6. The welfare of families is essential to the success and retention of our people. We must meet the needs and expectations of spouses and children, including safe, quality and well-maintained housing, access to quality primary and secondary education and advocacy for spouse employment and family medical needs.
7. Just like the aircraft we fly, AETC's training dormitories are a weapons system. Dorms for training programs are foundational to developing Airmen and Space Professionals. Constant trainee throughput and challenging environmental conditions increase wear and tear across the "fleet" and require proper budgeting and sustainment, just like other weapon systems, to continue to produce the Airmen we need for America's defense.

Foundational Initiative: Diversity and Inclusion

1. Individuals contribute their highest levels of creativity when they feel like they belong in their unit.
2. In an environment where Airmen and Space Professionals feel safe and genuinely belong as valued members of their organization, they will be inspired to innovate. They take more responsibility and contribute more. They will have the courage to come forward when they know something isn't right.
3. Leaders should always encourage honest and respectful reflection, internally and externally, fostering a culture of inclusion and understanding.
4. We recognize we have much more to do to identify and remove barriers that stand in the way of our people's success.

Leadership Quotes:

"Achieving victory takes hard work, training, good equipment, and most importantly it takes unique people. We simply must arm our Airmen to out-think, out-perform, out-partner, and out-innovate any potential adversary. We must do this with commitment to values because military prowess and economic might alone are not enough to secure our blessings of liberty. Our values, our character will be our guiding beacon." – **Lt. Gen. Brad Webb, Commander, Air Education and Training Command**

"The weapon system for AETC, and certainly for Second Air Force and our technical training apparatus, is the dorms. We have made a concerted effort, and will continue that message, to ensure we get adequate funding to address the shortfalls in our dormitory infrastructure." – **Lt. Gen. Brad Webb, Commander, Air Education and Training Command**

"Our MTIs are laser-focused on instilling core values, heritage, good order and discipline, and confidence in our trainees so they have the tools to progress the rest of the way through the initial skills pipeline as followers, leaders, members of a team and members of the Air Force family," – **Maj. Gen. Andrea Tullos, Commander, 2nd Air Force**

AETC FY21 Strategic Communication Calendar

AETC Priority	Focus Area	FY21 Qtr 1	FY21 Qtr 2	FY21 Qtr 3	FY21 Qtr 4
<u>A</u>dvance	DAWN & Refine Systems that support them	<ul style="list-style-type: none"> - Foundational/Occupational Competencies roll-out (A3/6) - Aim High app (AFRS) - e-AFOQT change (AU) - USSF education/training curriculum (2AF) - Force Development Summit (A1) - Aircrew Summit (19AF) 	<ul style="list-style-type: none"> - Modernized TF Recruiting Marketing campaign (Jan) - HQ AFRS USSF Recruiting Team standup 		
	Value & Prioritize Force Generators	<ul style="list-style-type: none"> - 2 AF 80th Anniversary - DSD process review 			
<u>E</u>nhance	Drive and Validate Resourcing Decisions to support Command Priorities	<ul style="list-style-type: none"> - DAWS (A5/8) - GPC Integration into PME (AU) 			- AU GPC curriculum rollout
	Adapt the Command for Resilient Ops in a Disrupted Environment	<ul style="list-style-type: none"> - BMT-Keesler warm status (2 AF) 			
<u>T</u>ransform	Aggressively & Cost-Effectively Modernize Education & Training	<ul style="list-style-type: none"> - MXN Phase 3 final report (A9) - Space Force Commissioning Ceremonies (AU) 	<ul style="list-style-type: none"> - Learning WiFi update - Modular Curriculum (2AF) - NCO Transfer to USSF (AU) 	<ul style="list-style-type: none"> - UPT 2.5 (PTT) expansion decision (19 AF) - UHT-N 1st graduates (19 AF) - XPW 1st graduates (19 AF) - Remote Sim Instructor proof of concept (19 AF) 	
	Develop & Foster Strategic Relationships & Partnerships	<ul style="list-style-type: none"> - Gathering of Torch - LREC Symposium (AU) 	<ul style="list-style-type: none"> - CRADA announcements (A9) - Congress in session - SA Chamber to DC - Posture hearings (March) - AFA Symposium (Feb) 	<ul style="list-style-type: none"> - Fiesta (JBSA) - Congressional mark-ups (May-Jun) 	<ul style="list-style-type: none"> - AFA Air & Space Conference (A5/8) - Congressional recess - Space Symposium (Aug)

AETC FY21 Strategic Communication Calendar

AETC Priority	Focus Area	FY 21 Qtr 1	FY21 Qtr 2	FY21 Qtr 3	FY21 Qtr 4
Cultivate	Drive Culture of AF Core Values, D&I	<ul style="list-style-type: none"> - Real Talk - Disability Employment Awareness Month (Oct) - Native American Heritage Month (Nov) - Hispanic Heritage Month (Sept) - Pete Taylor Award Acceptance (AU) - Rosa Parks Monument Dedication (AU) 	<ul style="list-style-type: none"> - Real Talk - Black History Month (Feb) - Women's History Month (Mar) 	<ul style="list-style-type: none"> - Month of the Military Child (April) - Days of Remembrance/ Holocaust Remembrance (Apr) - Asian American Pacific Islander Heritage Month (May) - AU K-12 Resource Fair (AU) 	<ul style="list-style-type: none"> - AF Birthday - National Hispanic Heritage Month (Sep 15- Oct 15)
	Care for Airmen & Their Families	<ul style="list-style-type: none"> - Suicide Awareness Month (Sept) - Community Action Team Initiatives* (throughout year) 	<ul style="list-style-type: none"> - AF Budget rollout (DAWS) 		