

FLIGHT PLAN 2028

Frequently Asked Questions (FAQs)

1. What is the PAF Flight Plan 2028?

The PAF Flight Plan 2028 is a 14-year strategic plan similar to the Transformation Roadmaps that are being advocated by the AFP and other Major Services. It provides interventions which are both characterized as positive reinforcements and values added. More importantly, the Flight Plan highlights the commitment of the PAF to pursue genuine reforms founded on good governance and performance excellence.

2. What is the Institute for Solidarity in Asia (ISA)?

ISA was founded in December 2000 by a group of fellows headed by Dr. Jesus P. Estanislao. ISA is a non-government organization that advocates good governance as a shared responsibility. The ISA utilizes the Performance Governance System Framework in both private institutions and national and local government agencies. ISA is the PAF partner (consultant) in the development of the Flight Plan 2028.

3. What is a Balanced Scorecard?

The balanced scorecard is a system used to align the activities of the PAF to its vision and strategy. Simply put, the scorecard is a statistical record tool used to measure the achievement or progress of a unit or an individual towards a particular goal.

4. What is the Performance Governance System (PGS)?

ISA teaches and implements the Performance Governance System (PGS) Framework patterned from the Balanced Scorecard System of Norton and Kaplan of the Harvard Business School. ISA managed to create a system whereby organizations being assessed pass through a pathway.

5. What is the PGS pathway?

The PGS pathway is actually the transformation stages. There are stages in the PGS pathway and these are the following: Initiation; Compliance; Proficiency; and Institutionalization.

6. What is the Initiation stage?

The initiation stage is the first stage of the PGS Framework. In this stage, the organization is tasked to create the fundamental tools needed to start the strategy: the Governance Charter, the Strategic Change Agenda, the Strategy Map, and the Enterprise Scorecard.

7. What is the Compliance stage?

The Compliance Stage is the second stage of the PGS wherein the strategy is planned and is initially executed. This involves the creation of Project Management Teams (PMTs) that will spearhead the planning and the execution of strategies relative to the objectives found in the strategy map.

8. What is the Proficiency stage?

The Proficiency stage is the third stage of the PGS Framework wherein the Execution Plans of the all the Project Management Teams are cascaded down to the unit level to facilitate the creation of their respective unit scorecards. During this level, the plan should also drive inherent processes and guide the leadership team in decision making, resulting to emerging breakthroughs.

9. What is the Institutionalization stage?

The Institutionalization stage is the fourth stage of the PGS Framework. It underscores a robust systems reinforced by a well executed strategic plan that will help the PAF achieve a level of absorptive capacity that will sustain all organizational undertakings.

10. What is a strategic change agenda?

This is the foundation in the development of the PAF Flight Plan. The agenda determines 12 key result areas which captures what the PAF is right now and what the organization should be after the transformation.

11. What are the 12 key result areas of the flight plan strategic change agenda?

These are Focus, Capability, Organization, Equipment, Training, Bases, Human Resource, Doctrine, Support System, Research and Development, Organizational Culture, and Funding.

12. What are the key elements of the flight plan?

The key elements of the flight plan are the following: The Governance Charter; Breakthrough Goals; and the eight (8) Strategic Objectives (core and support processes).

13. What is a governance charter?

A governance charter is the statement of the PAF's vision, mission, and core values.

14. What is the Flight Plan's breakthrough goal?

The plan's breakthrough goal is "Build capability to detect, identify, intercept and neutralize intrusions in the PADIZ and West PH Sea from Area Readiness 4 to 3 by 2022 and the entire PH territory from Area Readiness 3 to 1 by 2028." The breakthrough goal can categorically be identified as Territorial Defense (TD) in character.

15. What is PADIZ?

PADIZ is the acronym for the Philippine Air Defense Identification Zone. PADIZ is an internationally recognized air domain territory that is well founded on the Flight Information Publication (FLIP) used by international pilots. Aircraft flying through an ADIZ provide identification instruments either through radio communication, transponder or logo. The identification normally includes a declaration of intent and Flight Plan to the host country. Defensive measures are undertaken whenever failure to cooperate occurs.

16. Why give premium to Territorial Defense (TD) Capability?

This is the result of a collaborative and extensive strategy formulation. More so, the capability to project a good sense of airpower has not been the characteristic of the PAF. TD which was primarily anchored on Fighter Operations allows the projection of force consistent with the PAF role in the preservation of our national sovereignty. Hence, to become a truly relevant and effective PAF organization, the ability to conduct TD should be part of the overarching equation for capability development.

17. What are the waypoints?

Waypoints can be likened to a checkpoint. It signifies a particular target timeline whereby the accumulated accomplishments are assessed if it moved the organization to the desired state as planned. The breakthrough goal has two (2) waypoints - first is 2022 and second is 2028.

18. How do we interpret Area Readiness as used in the Flight Plan breakthrough goal?

For uniform interpretation, Area Readiness pertains to the level of TD capability that the PAF can project. For Area Readiness 4 it shall be the capability to cover up to 50%, Area Readiness 3 is the capability to cover 51% up to 74%, Area Readiness 2 is the capability to cover 75% up to 84%, while Area Readiness 1 will be the capability to cover 85% up to 100% of the Philippine Territory.

Alternatively, in terms of the procurement timelines, Area Readiness 4 is considered as the capability projected by PAF given all the present platforms, systems, and doctrines in place. Area Readiness 3 is when all planned acquisitions by year 2022 are realized with all the systems and doctrines in place. Area Readiness 1 will be when all planned acquisitions by year 2028 with the corresponding systems and doctrines required had been realized.

19. What are the strategic objectives of the Flight Plan?

The strategic objectives of the Flight Plan are the identified areas of organizational undertaking which bear significant contributions in the accomplishment of the breakthrough goal of the PAF. These objectives are the following: Organization, Training, Equipment (Core Processes); Human Resource, Doctrines, Base Support, Values, and Budget (Support Processes).

20. What is the Air Force Strategy Management Office (AFSMO)?

The AFSMO is the office primarily responsible in overseeing the implementation of the Flight Plan. It is a personal staff of the Commanding General, PAF, under the functional supervision of OA-5 (Plans and Programs).

21. What is a Flight Plan Technical Working Group (TWG)?

The TWG is a committee composed of representatives from all the Headquarters PAF (HPAF), functional staff, and selected special staff. The TWG is primarily responsible in the conceptualization of strategies as well as its proper execution. Members of the TWG likewise act as process coaches to the eight (8) Project Management Teams (PMTs). The TWG, upon the completion of the Proficiency Stage, will be renamed as the Air Force

Strategy Management Council. This is part of the gradual institutionalization of the Flight Plan.

22. What is a Project Management Team (PMT)?

A PMT is the focal organization in the cascading of the Flight Plan strategy. There is one PMT per Strategic Objective which corresponds to eight (8) PMTs. The PMTs are pre-selected individuals based on their position in the organization.

23. What are the deliverables of the PMTs?

The PMT should develop an execution plan of the strategic objective to which is tasked to work on. In addition to this, the PMT should meet weekly with each PMT member making a pledge of a particular weekly commitment which he or she can deliver based on the identified milestones.

24. What is a Multi-Sector Governance Council (MSGC)?

The MSGC is an external advisory group tasked to provide expert advice on the concerns of the Flight Plan related to Governance, Resource Generation, Strategic Communication, and Strategy Review.

25. Who are the members of the MSGC?

The members of the MSGC are professionals in various fields of endeavour that have been selected by the PAF. In particular, the nature of work and expertise are found to be highly contributory to the objectives identified in the Flight Plan.

26. What is a Strategic Communication Plan?

A strategic communication plan is a well-thought organizational intervention that allows the PAF to communicate both plan and results to its stakeholders and generates feedback from them.

27. What is the difference between a Modernization Plan and a Flight Plan?

A Modernization Plan is a statute that by operation of law the organization must follow. The Flight Plan is an organizational commitment for transformation. The Flight Plan took cognizance of the vision and mission of the organization first and devised strategies which would align all activities towards its mandate within the ambit of good governance and accountability.

28. How is the Flight Plan aligned with the Armed Forces of the Philippines Transformation Roadmap (AFPTR)?

The Flight Plan breakthrough goal is aligned with the constituency perspective or outcome objective of the AFPTR that is *“Capable of securing the country from aggression or invasion.”* In terms of strategic objectives, the PAF Flight Plan objectives are all contributory to that of the AFPTR.

29. How can continuity of the Flight Plan be attained?

The Flight Plan should transcend leadership changes. It should thrive regardless of who will be the next leaders of the organization. To ensure this, an executive group, who shall be the lead advocate of the Flight Plan, shall be formed in all PAF Units.

30. Who shall be selected to the Flight Plan Executive Group?

Commanders of PAF Units are tasked with the responsibility of selecting a group of officers and enlisted personnel, who have the potential for leadership, to become the unit's Flight Plan champions. More than anybody in the organization, this group shall lead the advocacy towards the effective implementation of the Flight Plan.

31. What is your role in the flight plan?

It is obligatory that general awareness of the Flight Plan should first and foremost be attained. However, while it is important that all become aware of the Flight Plan, eventually, it is the primordial role of all PAF personnel to internalize the plan and gradually develop ownership of the plan itself.

All personnel in the PAF will play an important role, directly or indirectly, in the implementation of the Flight Plan. All PAF personnel must display the level of professionalism desired by the organization and appropriately reinforce this with the needed skills and competence in their assigned tasks.