

AIR FORCE REVIEW

FIRST QUARTER
2019



AIRMEN



AIRCRAFT



AIR BASES



PADAYONPAF

PERFORM REFORM TRANSFORM



PRESS-ON TO **PERFORM** WITH EXCELLENCE IN ALL MISSION AREAS
ACHIEVE SIGNIFICANT MILESTONES FOR OUR INTERNAL **REFORM** PROGRAMS
FOCUS ON PRIORITY STRATEGIC INITIATIVES TO **TRANSFORM** THE AIR FORCE

"GUARDIANS OF OUR PRECIOUS SKIES, BEARERS OF HOPE"



Air Force Review

The AIR FORCE REVIEW is published quarterly by the Office of Special Studies, Headquarters Philippine Air Force. This publication aims to increase the PAF personnel's awareness and encourage discussions on strategic developments and national security in relation to air power.

The OSS, HPAF is encouraging all personnel to submit articles concerning strategic issues which can help the Command in fulfilling its goals and objectives. The views and opinions expressed in this magazine, unless otherwise stated, do not reflect the official position of the Command.

Kindly address your suggestions and comments to:



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About this PUBLICATION



Given the recent changes in PAF leadership, this quarter's publication gives light to command framework and the thrusts of **LIEUTENANT GENERAL ROZZANO D BRIGUEZ AFP**, the 36th Commanding General of the Philippine Air Force. This publication expounds on the CG, PAF's command philosophy of Padayon PAF with the guidance to set the path of the PAF and lay down the focus areas and priorities of the different PAF Units in order to realize the aspirations of the PAF under his leadership.

The second part is *Inside the Pigeonhole*, a portion of this publication that is intended to showcase relevant and meaningful studies written by PAF personnel that support command thrust and initiatives. This issue will feature the Commandant's Paper of **LTC JOYCELYN PATRIMONIO ANTIG PAF (GSC)** entitled, "Developing Competent Strategic Planners among PAF Officers". This will support the Command's thrust in developing strategic planning and competency among PAF personnel.

Finally, the *In Review* section discusses how the PAF would go through implementing the thrusts and advocacies of the Command. This quarter's publication will discuss how Civil-Military Operations can help local governments start community-driven efforts by harmonizing the CMO and the innate competencies of the Reservists.

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Assumption-of-Command Speech



LTGEN ROZZANO D BRIGUEZ AFP

36th Commanding General of the Philippine Air Force

Philippine Air Force Multi-Purpose Gymnasium

21 December 2018

The assumption speech of LTGEN ROZZANO D BRIGUEZ AFP encapsulates the meaning of the CG, PAF's command framework and thrust, "PADAYON PAF: PERFORM, REFORM, TRANSFORM." This serves as the foundation of the Philippine Air Force to continue to perform with excellence in all mission areas, achieve significant milestones in internal reform programs while focusing on priority strategic initiatives to transform the PAF into a more credible and capable Air Force responsive to national security and development.



PRESS-ON TO **PERFORM** WITH EXCELLENCE IN ALL MISSION AREAS

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"First of all, I would like to thank God for being so good to me and my family that without his providence and handiwork, this ceremony today would never have happened. It is true I travelled the rocky road and the challenging path but what a time to humbly receive God's generous gift. Today is even more special as this coincides with the AFP's 83rd anniversary and a day after our 32nd wedding anniversary.

I would like to thank President Rodrigo Roa Duterte, Defense Secretary Delfin Lorenzana, and Generals Carlito Galvez Jr and Benjamin Madrigal Jr for giving me this opportunity to lead the Air Force.

Similarly, I would like to thank LTGEN KINTANAR JR, for commanding and steering the Air Force for almost 14 months. Sir, may I give you and the former Commanding Generals, the assurance that all our strategic plans for the Air Force shall remain significant and strong because all of you have made them so, and no single Commander can take majority of the credit for those milestones you have achieved for more than 70 years.

Words are important in any culture. Aside from linking people together, it reflects norms in a society and generate new insights into people's lives. Similarly, words, when heartily said, provide a formative social force and the power to compel.

One optimistic greeting we, Cebuanos, always use is the word *padayon*. It means "move on" or in Tagalog, "sulong". Now, as I stand before you and bid my return and reappearance after serving as your Chief of Air Staff and Vice Commander, let me greet all of you "Padayon, Air Force."

In a very profound way, *Padayon* means continue with what we passionately started. It resonates a call to action, wishing individuals positive impact in perpetuity, just like what the bible said, "the righteous keep moving forward".

 **"GUARDIANS OF OUR PRECIOUS SKIES, BEARERS OF HOPE"** 

There are at least three derivative words of *Padayon* which will embody my leadership philosophy in the Philippine Air Force.

First is *dayunon* which means to immediately make it happen, start something right away, “now na”, continue without delay, and sustain it persistently. Thus, *dayunon* offers an antidote to ningas cogon and emphasizes the value of making things right and perpetuating such practice.

Flight Plan 2028 is a compellingly good plan. It embodied already what our Revised AFP Modernization Program has to offer the Air Force. It also contains our developmental objectives not only in terms of capability build-up, but also on harnessing our competence and capacity. The single most important thing to do is to implement it, with speed and accuracy. Kaya mga kapwa kong Airmen, bawal ang mabagal gumalaw, lalo na ang mabagal magdesisyon, dahil sa bawat minutong naantala ang ating serbisyo, lalo na patungkol sa helicopter at eroplano, baka buhay pa ang kapalit nito.

I do not intend to see the Air Force going through another arduous process of planning because a new leader takes immediate control of the yoke. Time is gold. We need to translate our plans into tangible results. And we must do it now. The simplest action is better than the most eloquent words.

Anchored on Flight Plan 2028, the Air Force shall remain responsive and relevant to the concurrent and future security landscape of the country and the region. We shall perform with excellence in all our mission areas: territorial defense, security and stability; HADR, and the rest. We will also passionately support law enforcement operations against drug addiction and criminality.

Thirty-eight years ago, my tatay, a policeman, was fatally shot by a criminal while performing security role to a fire incident in Cebu city. That was exactly the reason why I joined the military; and I will not abandon my crusade to promote security, and law and order this late in my career.

Now that the AFP has the full support of the government, lalo na sa ating mahal na Pangulo, we have the best reasons to perform with brilliance and achieve the progress and modernization we all aspire for. Thus, I encourage you, *dayunon ni nato!* Ipagpatuloy ang masigasig na pag-atas sa ating katungkulan sa bayan, alinsunod sa ating mga plano nang may kaakibat na bilis at pagpupunyagi.

The second derivative word is *dayon* or come in. It means a warm welcome to a shelter and place of refuge for guests to stay, rest, be encouraged, and rejuvenated for the journeys ahead. As your new Commander, I am inviting all airmen – *dayon kamo*. Let us uphold the dignity of our organization and be counted as we achieve significant milestones for our internal reform programs. Let us institutionalize professionalism and good governance at all levels of leadership.

Throughout the years, my leadership has always been consistently characterized by results, transparency and honesty. Kayong mga Junior Officers, Airmen, NCO at Civilian Employees, alam ninyo at naging saksi kayo sa palagiang bukas na paninilbihan ko sa inyong mga reklamo, hinaing o suhestiyon para sa ikagaganda ng Air Force. Ngayon na ako na ang tatay ninyo, ipagpatuloy natin ang ugnayang ito. Tandaan, ang hindi nalalaman, mahirap desisyunan. *Dayon kamo*.

After all, the highlight of the P-A-F's internal reforms will be our continuous adherence to the government's anti-corruption program.

The greatest asset of our organization will remain to be our Airmen. I envision my personnel to be inspired



to serve the nation, perform even better, and pride themselves as part of it, because their morale and welfare is the top-most priority.

In the same manner, we will endeavor to increase the operational readiness rating of all our aircraft. Obligasyon nating protektahan ang ating inang bayan at ibigay ang mga eroplano at helicopters sa ating mga kapwa bayaning sundalong nakikipaglaban sa field, at sa mga mahal nating kababayan sa oras ng pangangailangan lalo na kung may sakuna o kalamidad.

To reciprocate the efforts of our personnel, we will undertake sustained development of our air bases' support systems. Significant improvements in morale, welfare, and recreational facilities will not only include work and living conditions but also the services we give to our soldiers, their dependents, and the Civilian Employees.

My Air Force family, **dayon kamo sa balay nato**, lahat kayo ay tinatawag ko na sumama sa ating paglalakbay tungo sa isang malawakang pagbabago para sa Air Force at para sa bansa, alinsunod sa adkihain ng ating mahal na Pangulo na mapabuti ang kalagayan ng Pilipino ngayon at sa mga susunod pa na henerasyon.

Lastly, Visayans profoundly identifies someone as **kadayung** "with whom one carries something or shares." Going beyond the tagalog "kasama" or the Cebuano "kauban", **kadayung** is more powerful, emphasizing the shared or collective responsibility of people.

A spectrum of challenges and trials confronts the Armed Forces, as the world responds to emerging trends of violent extre he attainment of sustained peace in the entire province of Palawan. Not only did the tourists continue arriving, but the government's infrastructure projects in Palawan Pag-asa Islands went unhampered in their implementation. We will establish the same multi-sectoral networking here in the Air Force.

Now that we have covered the present, we can prepare for the future. We have to focus on priority strategic initiatives to transform our organization into "a more capable and credible air force responsive to national security and development". Our **perform** and **reform** strategies will reinforce our transformation to expand our integrated C4S (command and control, communication and computer system), advance our integrated air defense system, and commence a genuine self-reliant defense posture.

Kayo ang aking mga kadayung at sama-sama nating tutugunan ang responsibilidad na nakaatang sa ating mga balikat. Buong tapang kong gagampanan ang trabaho dahil alam kong kasama ko kayo at alam ko rin na hindang-hindi tayo pababayaang ng ating Commander-in-Chief habang matiwasyang nating ginagampanan ang ating mga tungkulin sa bayan.

Padayon – and all its meanings is a call to action, words that will become part of every Airman's language to express our desire to embody our collective optimism, words that articulate the continuous, rapid and inclusive development our government has initiated, and words that will propel each member of the Air Force towards our nation's progress.

My Air Force - padayon tayo sa pag-perform!
- padayon ta sa pag-reform!
- padayon sa pag-transform!

Muli, magandang hapon po sa inyong lahat!



CG, PAF's Command Thrust

A passage in the journal article entitled "Discovering Your Authentic Leadership" reads: "The journey to authentic leadership begins with understanding the story of your life. Your life story provides the context for your experiences, and through it, you can find inspiration to make an impact in the word." From this passage I draw the core concept of my command framework.

Distinct to my command slogan "***Padayon PAF: Perform, Reform, Transform***" is the Visayan word, ***Padayon***, which means "move on" or "continue on". In a profound way, it means to continue with what you passionately started, to break barriers, and if there are obstacles along the way, hurdle them with perseverance and enthusiasm. This passionate salutation, aside from culturally binding Filipinos together, resonates a call for action, wishing individuals positive impact in perpetuity.

Crucial to a better understanding of the word ***Padayon*** is its root word, ***dayon***, which has at least three derivative words from which I draw upon the hallmarks of my leadership philosophy for the duration of my stewardship as the Pilot-in-Command of the Philippine Air Force.

First is ***dayunon*** which means "to make it happen", "immediately", "do the next thing", and "eternity". This refers to a continuum in time or of starting something right away, continuing without delay, and sustaining it continually. Thus, ***dayunon*** offers a cure to ningas cogon, and further emphasizes the value of doing things right and doing it with a sense of immediacy as well as the perpetuation of such practice.





The Flight Plan 2028 embodies what our Revised AFP Modernization Program has to offer the PAF. All programmed hardware and aircraft acquisitions, which are expected to arrive by phases until Horizon 3 or until 2028, have already been listed. Recognizing that change is disruptive, I intend to start by adopting existing transformation plans such as the Flight Plan 2028 and its corresponding action plan manifested in the PAF 16 Strategic Initiatives, which are widely owned by our Airmen across all functional commands as well as at various leadership levels.

Our strategic plans are already in place, the sooner we implement it, the earlier we recognize certain components that need to be altered and developed. Improvement in strategies only comes when we are able to explicitly and accurately identify errors based on application and realistic circumstances. This is the application of the two principles of strategic planning, namely, to act with utmost concentration and to act with utmost speed. Winning is all about speed and accuracy, combined. When we take away one element, our scheme of triumph is imbalanced and we definitely cannot emerge as victors.

Setting speed and accuracy in our efforts is necessary in concretizing the last remaining pathway of our Flight Plan 2028, and in establishing an enduring governance framework for the PAF that would transcend the perennial problem associated with leadership changes. Needless to say, there would be modifications along the way. Such modifications are simply an outcome of our mandatory periodic recalibration of our measurement of success, compasses and tempo, towards our goals based on available resources and environmental key success factors.





Second is *dayon* or come in. It means a warm welcome to a shelter or a place of refuge for guests to stay. Metaphorically, it refers to the renewal of one's dwelling so that people can rest, be secured and rejuvenated for the journeys ahead. Thus, we can always hear the customary greeting, *dayon kamo* or please come in.

The PAF shall uphold the dignity of our organization by institutionalizing substantial targets for our internal reform programs. This reformation will sustain the determination to improve and revolutionize the provision of service in order to cope with the changing environment.

To reciprocate the efforts of our personnel, we will undertake sustained development of our air bases and its corresponding support systems and significant improvements in morale, welfare, and recreational (MWR) facilities.

Most importantly, the cornerstone of PAF's internal reforms is our continuous adherence to the government's anti-corruption program. This will be the leading and most crucial agenda that we shall implement.

Lastly, *kadayung* identifies someone with whom one carries something or shares. Going beyond the Tagalog "kasama" or the Cebuano "kauban", *kadayung* is more powerful, emphasizing the shared or collective responsibility of people.

A spectrum of challenges and trials confronts the AFP as the world responds to emerging trends of violent extremism and terrorism aggravated by natural and man-made calamities. The PAF, notwithstanding our modernization efforts, cannot independently accomplish the mandate it has to fulfill. We need a sphere of network that will integrate the efforts of individual units in establishing harmonious and collaborative execution.





Thus, a consistent and supportive *kadayung* is what we need in the PAF as we endeavor to create organizational systems that will optimize the way we accomplish our mission. This will not only include teamwork among airmen, but also jointness among and between our brothers in other branches of service, our allies, and even the support of local government units, civil groups, and other stakeholders.

Padayon in all its meanings is a call to action. *Padayon*, *dayon*, *dayunon*, and *kadayung* are words that will become part of every Airman's language in expressing our desire to embody our collective optimism. These will be the words that will articulate the continuous and rapid change our government has initiated, and the words that will propel each member of the Air Force towards our nation's progress.

***"Guardians
of the
skies...
Bearers
of hope."***



Command Guidance

We all have our stakes in our organization, that if we fail to produce change initiatives, the results will be detrimental to our own progress. Benchmarking on the Bridging Leadership Framework of The Synergos Institute, introduced to the PAF by the Asian Institute of Management, we have to be cognizant first of the issues and challenges our organization is confronting by owning and co-owning them. Then, we have to co-create the compelling future of the Air Force within the timeline we have set in our transformation journey – our Flight Plan 2028. Towards this end, our collective aim and shared vision is to succeed as a team. Thus, the PAF as a distinct institution of the AFP has to **perform, reform, and transform** because the P-A-F that I envisaged to lead during my incumbency has to:

PRESS-ON to **PERFORM** with excellence in all mission areas;

ACHIEVE significant milestones for our internal **REFORM** programs; and

FOCUS on priority strategic initiatives to **TRANSFORM** the Air Force into “a more capable and credible Air Force responsive to national security and development”.

My command guidance focuses on the three themes of Padayon, namely: Perform, Reform, and Transform.



PADAYON PERFORM

Perform theme deals with Territorial Defense Security and Stability (TDSS), Humanitarian Assistance and Disaster Response (HADR), and International Defense and Security Engagements - Peace Support Operations (IDSE-PSO) mission areas, as well as with our Force Level Command and Control Training and Support (FLC2TS) task by empowering our frontline and support units in accomplishing their respective mission-essential tasks to create value for our core systems;

Anchored on the objectives of Flight Plan 2028, the PAF has to PRESS-ON to perform with excellence in all mission areas to remain responsive and relevant to the current and future security landscape of the country and of the larger operating environment in the Indo-Asia-Pacific region.

Therefore, we need to remain responsive to our operational requirements for TDSS, HADR, and IDSE-PSO across the range of military operations during peacetime, crisis and wartime conditions.

On TDSS, all PAF units directly and indirectly involved in TDSS mission area shall focus on improving their respective capabilities to effectively address challenges on both internal and external fronts. Correspondingly, all flying unit commanders shall ensure high operational readiness of their capital assets, and through collaborating with logistics units and offices, simultaneously ensure acceptable levels of sustainability in at least a moderate operational tempo scenario.



On HADR, all PAF units involved in responding to disasters and calamities shall maintain at all times high equipment, facility, and personnel readiness. Commanders at all levels of the organization are encouraged to forge strong collaboration and develop lasting relationships with their counterparts such as LGUs/LGAs, NGOs, and even the private personalities in their respective locales or Areas of Responsibility to purposely enhance their units' capability for inter-agency HADR operations.



On IDSE-PSO, the PAF shall vigorously pursue initiatives within the framework of our existing bilateral and multilateral mechanisms, such as the ASEAN Air Chiefs, Airmen-to-Airmen Talks, and other possible engagements in areas of capability development, intelligence, logistics, communications, training, exercises, research, symposia, fellowships, etc. We will continue to support AFP and our national commitments emanating from AFP/DND as well as national engagements with regional and global partners. Moreover, all PAF units that are regularly involved in military exercises shall continue to harness and improve their techniques, tactics and procedures with harnessed capabilities.

Most importantly, to fight criminality and illegal drugs, we will strengthen and pursue comprehensive and strategic cooperation as part of the Law Enforcement Support Operations (LESO) in accordance with the priorities of the current administration.



Padayon Reform

The Air Force has to achieve significant milestones in our internal reform programs in order to cope with the fast changing environment to effectively deliver the core competencies the PAF has to offer, and to institutionalize professionalism and good-governance at all levels of leadership. Our **reform** initiatives will straightforwardly focus on airmen, aircraft, and air bases.

On Airmen, the PAF shall foster the InSTEP-inspired character, amplify the competence, and advance the respectability of our Airmen.

In order to remain a strong organization, we will incessantly give importance in the building of principled character essential for a virtuous soldier. The dignity of our Airmen is best measured on the achievement of milestones in our internal reform programs. The meaningful reforms of our organization will now be our identity. Thus, we will endeavor to improve the dignity of our Airmen by fostering an organization where members' self-satisfaction shall be the metrics.

In line with this, we need to improve and revolutionize ourselves in order to be adaptive to the volatile, uncertain, complex, and ambiguous (VUCA) environment. Therefore, it is fitting that a robust management of talents will have to be in place. Purposive and equitable development for professional and technical competencies shall be given priority. We will craft sound human resource policies that will incentivize our personnel to deeply commit themselves to the PAF. Human resource management will be aligned to the organization's strategic human resource planning to attain optimal levels of performance. Both local and foreign education and training programs will be fully supported, while maximizing our participation in all possible allied defense courses, and joint and combined exercises under the umbrella of IDSE-PSO. We will endeavor to conduct joint exercises designed to address capability gaps and to validate our capability development thrusts and war fighting doctrines.



Nonetheless, the cornerstone of PAF's internal reforms is our continuous adherence to the government's anti-corruption program. This will be the leading and most crucial agenda that we shall implement.

On aircraft, we will endeavor to increase the operational readiness rating of all of our aircraft in order to address both current and anticipated tempo of our mission areas. As an organization that continues to learn and adapt, we need to give more focus on the key drivers that will influence operational readiness, namely, availability, serviceability, and sustainability. This will include rational prognosis of our spares programming and a decisive cleansing of our transactions with reliable, dependable, and legitimate proponents and providers. We will establish a maintenance monitoring system that will identify and eliminate perennial causes of maintenance and materiel problems to produce better and safer equipment for our pilots.

Another key factor in increasing operational readiness is to leverage on technology. We need to optimize the use of flight simulators, specifically on flight trainings, emergency procedures, and the scheduled upgrading of our aircrews. This will not only earmark skilled and safe pilots but also preclude any damage to the limited number of our aircraft.

We will invest in and develop a robust flight data knowledge management process commonly called Military Flight Operations Quality Assurance (MFOQA) that is proven to increase operational readiness as practiced by advanced countries around the world.

These innovations will be backed up by well-thought policies to promote desired behavioral changes in the organization, mitigate any unintended consequences and negative externalities that may develop during the implementation of this strategy.



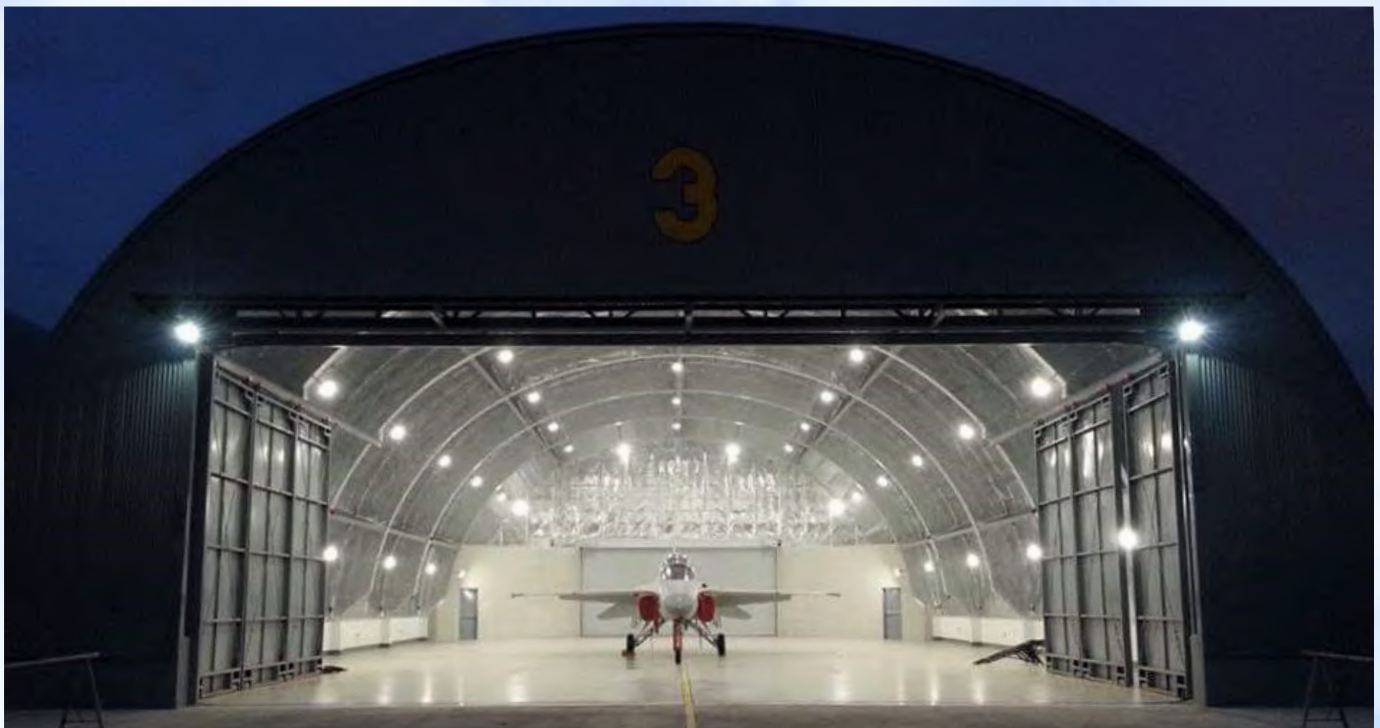
As a force provider compelled to sustain the capabilities we promised to deliver to our stakeholders, the limited resources entrusted to us will not serve as a deterrent to increase our operational readiness. Rather, this will serve as an impetus to innovate and adopt better strategies to effectively increase our operational readiness.

On this note, we have to institutionalize an efficient and transparent integrated logistics management system with the aim of improving our equipment sustainability, while at the same time strengthening our governance culture from within.

After all, our aircraft operational readiness is anchored to our mandate to deliver the air assets when needed and where needed by our soldiers, aircrew, sailors, and marines in the field to fulfill their roles of defending the people from security threats. Furthermore, aircraft readiness is very critical to our primordial role of delivering services to our countrymen during HADR operations, wherein availability and response time are the essential considerations.

On air bases, we have to optimize the operability of our air bases. In doing so, we will undertake sustained development of our air bases and their corresponding support systems and services in congruent to our strategic and smart basing initiatives. Therefore, we shall increase the capacity of our air bases to sustain different air tasks and roles under our Air Power Structure.

We need to hit the ground running by ensuring that our Air Installation and Base Development Command (AIBDC) will be manned by competent and technically-adept human resource talents who will truly internalized the critical role of the main operating bases (MOBs) and forward operating bases (FOBs) as air power projection platforms.



This is where we should adopt the saying “we have to major on our major” – we need to deep dive and truly understand that air base functions do not merely involve base maintenance activities. Rather, air bases should deliver a portfolio of quality support services to ensure that tenant units can focus on their mandates and mission.

We need to develop our MOBs and FOBs now more than ever, not only as platform for air operations but more importantly as an arena for joint, combined, and interagency operations toward the achievement of our shared security and development goals.

More so, we shall develop responsive and sustainable base support systems, while committing ourselves to plant the seeds of our future smart air bases – one that integrates relevant systems to provide a comprehensive set of solutions for the challenges associated with air base operations. This will include our provisions for residential and MWR facilities, and air bases support systems such as hangars and maintenance shops. Developing our hangars and maintenance shops will maintain the high level of aircraft operational readiness. These vital facilities will not only secure our aircraft from unnecessary exposure to severe weather conditions and foreign object damage causing structural or equipment damages, but will also accelerate our down-time during maintenance schedules, thus affecting our overall cost-effectiveness.

We will ensure that our reform initiatives are founded on DOTMPLF framework so that we have a holistic approach in our capability development. Starting with doctrines, we will review and simplify the development process for efficiency and effectiveness. On organization, we will pursue the implementation of our future force structure to have a well-defined command and control relationship among the force providers and force employers.



On training, we will explore opportunities to train our personnel in the technical and professional demands of operating and maintaining our new capabilities while continuously improving on our core function - building capability to defend our territorial airspace.

On materiel, in conjunction with our procurement of major equipment such as aircraft and its weapon systems, we will enhance logistics support system as the lifeline of our operations. On personnel, we will provide personal and professional growth by establishing an empowering and productive career management system supportive to the Flight Plan. On leadership, we will support a new approach of systems thinking to allow leadership at all levels to articulate their ideas for the better future of our Air Force. Lastly, on facilities, we will continue the ongoing projects and fast-track anticipated requirements while stressing quality as the major criteria for project acceptance and mitigation.



Padayon Transform

As we vector our direction towards the realization of our Flight Plan 2028, the Air Force has to collectively transform with esprit de corps. But more importantly, it has to focus on priority strategic initiatives to transform the PAF into “a more capable and credible Air Force responsive to national security and development.” Therefore, our value proposition, as manifested in our vision, should be aimed at the following partners:

First, the Air Force has to transform to become a capable Air Force that will deliver its capabilities for joint operations with the Philippine Army and Philippine Navy. As force provider, the Air Force must demonstrate its ability to work with efficiency not only by itself, but also with other major services in order to provide its optimum contributions to the AFP Joint Force in all mission areas.

Second, the Air Force has to transform to become a responsive organization that will be a dependable peace and development partner amongst national and local government agencies, non-government organizations, and multi-sectoral partners across the archipelago, with emphasis on organizations with mandates relevant to law enforcement, and disaster response, management, and mitigation.

Third, the Air Force shall also endeavor to transform into a more capable and reliable partner with our fellow military institutions and stakeholders in the region. The reason for this is that only a capable Air Force can become a valuable partner for bilateral and multilateral cooperation and common security engagements and activities.

These transformation initiatives are designed to enhance the future PAF's public value to its customers by increasing its capacity to deliver the relevant public goods as well as the goodwill and capabilities that are truly indispensable to its defense and security partners both within and outside our territorial borders.

Synthesis

Adjunct to our "Padayon PAF: Perform, Reform, Transform" strategic initiatives, all Commanders shall develop their respective action plans as soon as possible. Correspondingly, all concerned staff shall craft their respective support plans that will strengthen the action plans of our Padayon Initiatives to ensure their effective implementations.

Owners of Padayon Initiatives, with reference to our PAF Strategic Initiatives, shall identify deliverables and priority PAPs (measurable on a quarterly basis) that are attainable beginning on the 4th quarter of 2018 up to



the 4th quarter of 2019. In addition, the owners must collaborate with appropriate units, offices, and champions in the formulation of your respective measures of success (output, outcome, and impact), project milestones for monitoring, controlling, and reporting, risk management plans for mitigations and contingencies, and assessment tools.

My command framework slogan “Padayon PAF: Perform, Reform, Transform” is about our continuous struggle as an institution to move on (dayon na) to the future, while carrying with us the gains of our previous Air Force leaderships. Because we are building from the strengths of the past to move forward, our Padayon thrust will inspire us to work faster (dayunon) with inclusiveness and compassion (dayunan), along with the collective assertiveness to participate (kadayung) as we press-on to perform with excellence in a variety of mission areas during our time.

When I decided to adopt the “Padayon PAF: Perform, Reform, Transform” as my Command slogan, I effectively embraced the Fight Plan 2028 to provide strong inspirational foundation to my command philosophy. As the incumbent bearer of the torch, I have the responsibility to keep it burning until the next generation of leadership assumes the same role.

Legacy is a feat any leader would want to imprint in every organization, but I desire for our generation to be remembered and described beyond the bounds of whatever legacy we will leave behind. I want a system that we can monitor, evaluate, and assess our progress relative to our strategy implementation. This is more enduring and useful to the future generations. Initiatives that are not measurable can hardly be quantified. As such, we have to expedite the identification of attainable PAPs, which we can measure and implement within the timeframe of my tour of duty. In addition, we have to enhance our existing Unit Major Final Outputs (MFOs) – innovative but grounded (i.e. considering extant Air Force resources), as a measure of our performance while letting the future generations realize the long-term impact of our effectiveness – our true measure of success.

Let another meaningful journey begin - Padayon PAF: Press-on to perform with excellence in all mission areas, achieve significant milestones for our internal reform programs, and focus on priority strategic initiatives to transform the Air Force into “a more capable and credible Air Force responsive to national security and development”.

Finally, put yourselves onboard and make yourself count, as Mother Theresa once said, “Together we can do great things.” Therefore, let us hit the ground running, soar high to our precious skies, and be the bearers of hope for our Airmen and our countrymen. ***Dayon na!***

Padayon PAF!

This section is dedicated for the relevant and meaningful studies written by our Airmen that support our command thrusts and initiatives. The researches featured in this publication reflect the author's perspectives based on a thorough study conducted on the topic and do not necessarily express or reflect the views and opinions of the organization. This abridged version of the thesis was approved for publication by the Armed Forces of the Philippines Education, Training, and Doctrines Command.



Developing Competent Strategic Planners Among Philippine Air Force Officers

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A. THE PROBLEM AND ITS CONTEXT

"Strategy is the use of the engagement for the purpose of the war. The strategist must, therefore, define an aim for the entire operational side of the war that will be in accordance with its purpose. . . The aim will determine the series of actions intended to achieve it."

Carl Von Clausewitz



Background

The importance of strategic planning in the military organization can never be underestimated. It is the process which translates national policies, dictated by the President, into a National Defense Strategy and a National Military Strategy, which then translate into military objectives and tasks to be

performed by the troops on the ground. Without these strategies, a country's "general aspiration for national security of a political leadership will remain non- operational and ineffectual (Almase, 2016)."

The Armed Forces of the Philippines Strategic Manual (AFPM 2-5) defines strategy as “the process that connects the ends (objectives) with the means of achieving those ends.” It also mentions that strategy is both an art and a science, and that strategists must be able to predict his adversary’s reaction to his plan of action. The strategist must also be ready to hurdle the complex nature of strategy considering the various perspectives and problems encountered in formulating strategies at the different levels of command.

Strategy development involves three fundamental principles to improve the probability of success in decision-making – the principle of linkage, the principle of the futures, and the principle of reality. The principle of linkage means that the strategy development process involves steps which are based on and support the previous steps to create a direct linkage from national ends to tactical means. The principle of the futures implies that strategists must be able to deal with the future’s enormous risks and uncertainties to effectively deal with the most diverse situations. Lastly, the principle of reality means that the strategic process must deal with the real world than illusions to avoid severe consequences because of poor strategy.

A six-step process for strategy planning and strategy development is defined in the AFPM 2-5. These are: Step 1 – identifying national interests; Step 2 – assessing the enemy; Step 3 – focusing on politico-military objectives; Step 4 – devising strategy

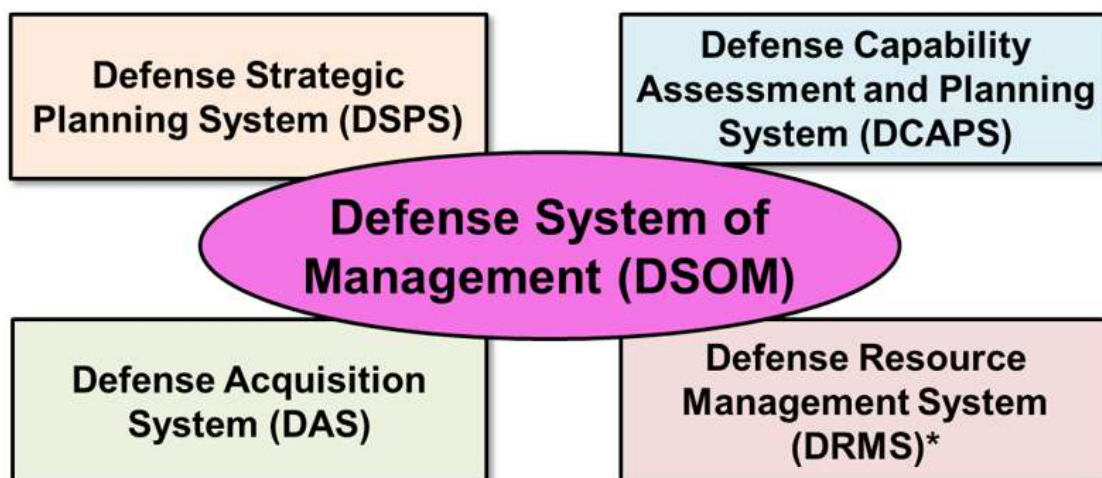
designed to achieve those objectives in concert with policy guidelines; Step 5 – allocating resources; and, Step 6 – ascertaining whether allotted assets are sufficient to support preferred concepts and, if not, identifies alternatives.

In line with this, the Defense Planning Framework is presented illustrating the various strategies and other planning products from the strategic level (National Defense Strategy) and down to the tactical level (ISO Campaign Plans).

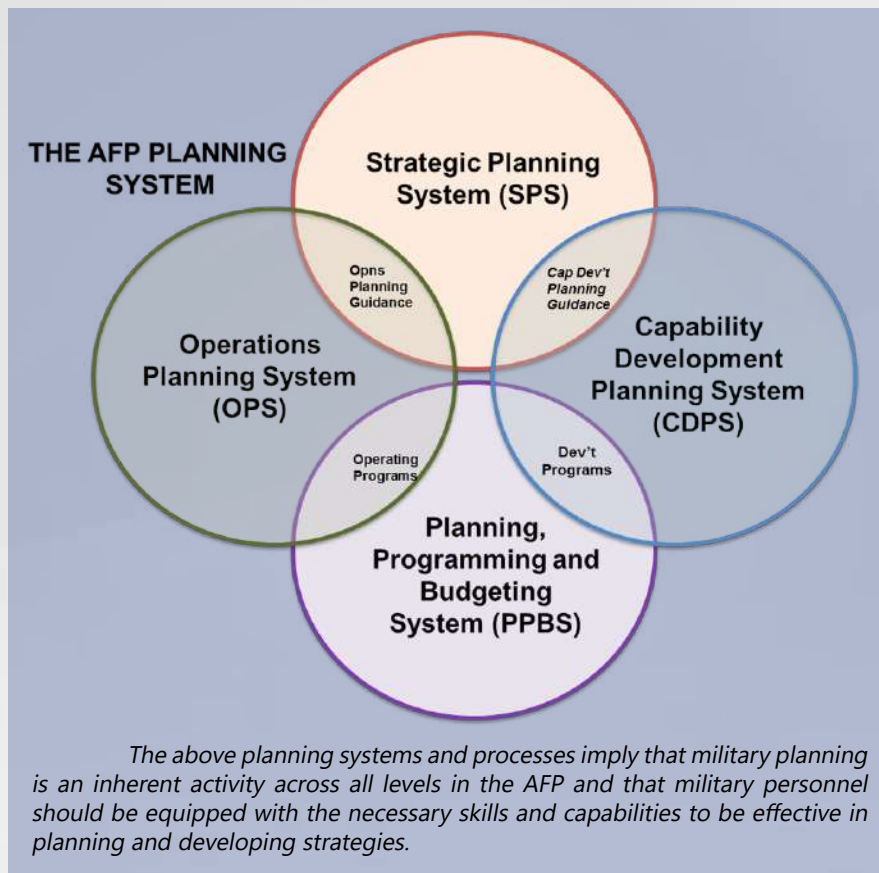
One planning system which was developed to manage the Armed Forces of the Philippines’ (AFP) resources is the Defense System of Management (DSOM). This management framework assists in decision-making to determine the defense needs and priorities, develop fiscally-constrained plans, programs, and budget proposals that meet the most important needs, and, explains the logic of plans, programs, and budget requests, and the risks involved if not met.

On the other hand, the AFP Planning System involves four interrelated but distinct planning systems, namely: the Strategic Planning System (SPS); Operations Planning System (OPS); Capability Development Planning System (CDPS); and the Planning, Programming and Budgeting System (PPBS). These systems are further translated into subcomponents which produce various type of plans across the operational and tactical levels.

Defense System of Management



*Includes planning, programming and budgeting and financial management



3. The staff of the UCs and units under its operational authority were not well-versed on Crisis Action Planning (CAP). It was observed that CAP Standing Operating Procedures are not widely disseminated, understood, and practiced by some UCs and component units' officers/planners.

4. Lastly, the AFP should develop a pool of well-versed and experienced military planners, especially on CAP.

The findings presented pose a challenge to the leadership of the AFP in enhancing its strategic planning capabilities. Although the task stated was to produce a pool of "operational" planners, strategic planning competencies should still be considered knowing the complexities involved in military planning activities.

The impact of poor strategic planning at the DND and GHQ levels is reflected in the current state of the AFP's International Defense and Security Engagement (IDSE) activities. IDSE is one important aspect of the AFP's strategy in pursuing the country's national security aspirations in the field of geopolitics and international relations. In his paper, LTC NERI (2016) cited several gaps and relevant challenges in the AFP's management of IDSE, as follows: lack of strategy-guided engagements and dedicated implementing arm; lack of central and regular monitoring mechanisms; lack of knowledge and capability of personnel selected to participate in IDSE activities; and lack of substantive documentation and a central repository of IDSE references.

In the operational aspect, the recently conducted Campaign and Contingency Readiness Evaluation of the Unified Commands (UC) by the Office of The Inspector General, AFP revealed deficiencies in the planning capabilities of the UCs and the AFP, in general (TIG, 2017). Among the findings noted were the following:

1. The UCs are not assigned with campaign and contingency planning responsibilities.
2. The AFP has no standard campaign assessment framework.

In the PAF, relevant problems in the management and implementation of IDSE presented by LTC SUFICIENCIA (2017) reflected the poor capabilities of officers assigned to these tasks. Significant among these problems are the absence of a strong governance framework for IDSE results and a lack of strategic and proactive implementation; no recognized competency requirements for officers who implement IDSE; and the absence of holistic management of the entire IDSE program. Because of these, a slow implementation or perceived inaction on IDSE activities was observed at the HPAF.

Poor planning practices have also affected the readiness of the PAF for the arrival of new equipment and air assets as a result of the AFP's current modernization efforts. LTC DIOSO (2013) mentioned that although PAF units have anticipated the requirements needed to support the operationalization of new equipment, there are no written policies and guidelines in terms of planning for personnel, training, and logistical requirements which caused doubts on the adequacy of preparations for the arrival of new and unfamiliar equipment. Relatedly, LTC AQUINO (2016) observed that there were lapses in the planning of Integrated Logistics Support (ILS) for newly acquired aircraft as evidenced by the Aircraft Integration Workshop

Report on 30-31 October 2014. The report emphasized impending challenges in terms of organizational changes, support and sustainment, personnel and training requirements and doctrine development to operationalize and maintain the new capabilities effectively. As such, there was no comprehensive approach in the planning for the acquisition of new equipment, which will definitely affect the sustainability of operations and maintenance of these capabilities.

The above issues on the lapses in strategic planning in terms of IDSE activities, Campaign and Contingency Planning Readiness, and new capability acquisitions in the PAF reflect the poor capabilities of those personnel who are required to do these tasks.

B. PROBLEM STATEMENT

The study aimed to address the need to enhance strategic planning competency in the PAF by increasing the pool of officers who are competent and qualified to perform strategic planning tasks. The objectives can be achieved through the following research questions:

1. What are the current qualifications of officers assigned to perform strategic planning tasks in the PAF?
2. What are the gaps in the development of strategic planning competencies in the PAF?
3. What strategies can be implemented to improve strategic planning competencies among officers in the PAF?

C. REVIEW OF RELATED LITERATURE

1. Attributes of a strategic planner or strategic thinker

The initial research on the topic resulted in the discovery of several studies on the recommended attributes, skills, and traits of strategic planners which are applicable in both the business and military environments.

Wheatley et al. (1991) came up with a strategic planning attributes model based on the idea that strategic planning should be creative and imaginative. The model, which can be utilized in the selection and training of planners, considers factors on thinking and personality that influence creativity and imagination.

- cognitive styles
- locus of control
- personality orientation
- vividness of imagery

These attributes normally describe individuals who have open-minded viewpoints and are good integrators of new and existent information which are essential to effective strategic planning.

The succeeding table presents a model of strategic thinking which includes three areas of capabilities and corresponding sub-skills essential for strategic thinking. His framework was developed to provide a practical guide for leaders and managers who may be struggling to think strategically, by adopting a learning plan out of the enumerated capabilities and skills for them to have “the ability to anticipate plausible scenarios, free up one’s thinking, organize new systems, and engage with people to address opportunities for change.”

Area of Capability	Sub-Skills	Impact
Formulating Strategy	Deep personal reflection	Can shift thinking on branding, value proposition, business purpose, and change management
	Thinking outside the square	
	Asking great questions	
	Telling compelling stories	
Mobilizing Action	Grouping key ideas	Help to move strategic thinking from conceptual exploration and expression to enactment
	Articulating key steps	
	Developing capability	
	Engaging key people	
Sustaining Performance	Nurturing of resilience	Allows tracking of both logic and emotion of change, interpret changes and modify plans accordingly
	Using robust dashboard indicators	
	Knowing when to let go	
	Confronting information overload	

Another approach to strategic thinking is presented by Julia Sloan in her book "Learning to Think Strategically" (2006). Sloan prescribes an approach that is an informal non-linear learning process, stating that there is no single definite formula for learning how to think strategically. She identified five attributes for learning to think strategically as follows:

- the ability to use your imagination;
- the ability to see a situation from a broad perspective;
- the ability to juggle or to pay attention to many things all at once, or attend to competing, incomplete and inaccurate information all at once;
- the ability to deal with things over which we have no control; and,
- having a strong desire to win.

The United States Air Force (USAF) Doctrine on Force Development defines a Continuum of Learning (CoL) process which prepares Airmen

with the required competencies to meet the challenges of the 21st century by combining education, training, and experience to produce the right expertise and competence to meet the Air Force's operational needs. The CoL is implemented through an institutional competency list, which defines measurable clusters of skills, knowledge, and abilities required of all Airmen to successfully operate in a constantly changing environment (US Air Force, 2017).

2. Developing Strategic Thinkers and Planners

The following proposals for the USAF, US Navy, and US Army present possible strategies on how the PAF can identify, train, develop, and retain strategic planners within the organization. Rice (2011), in his paper "Developing Air Force Strategists: A Plan, Instead of Ad Hoc Hopes" proposes to implement a strategist career specialty in the USAF and "commit to a cultural

Sub-competency	Sub-Skills
Vision	Takes a long-term and builds a shared vision that clearly defines and expresses a future state.
	Provides innovative and creative insights and solutions for guiding and directing organizations to meet institutional needs.
	Formulates effective plans and strategies for consistently achieving goals and maximizing mission accomplishment.
	Anticipates potential threats, barriers, and opportunities; encourages risk-taking
Decision Making	Identifies, evaluates, and assimilates data and information from multiple streams and differentiates information according to its utility; uses information to influence actions and decisions
	Uses analytic methods in solving problems and developing alternatives.
	Makes sound, well-informed, and timely decisions despite conditions of ambiguity, risk, and uncertainty.
	Analyzes situations critically to anticipate second and third order effects of proposed policies or actions.
	Establishes metrics to evaluate results and adapts and implements feedback
Adaptability	Maintains effectiveness when experiencing major changes in work tasks or environment.
	Adjusts to change within new work structures, processes, requirements, and cultures
	Responds quickly and proactively to ambiguous and emerging conditions, opportunities, and risks.

change regarding how it views the career path to senior leadership." Rice encapsulates the desired skills of a strategist in a definition stating that,

"Strategists are people who use their education, experience, and habits of mind to identify, create, or exploit asymmetric advantages to achieve one's own objectives and do so with limited resources, a consideration of all outside constraints--including adversaries or competitors perceptions and actions, and the mental agility to adjust to the inherent unpredictability of human activities."

Rice further cites the following key elements and requirements in the development of strategists: a top-notch civilian education; the time and space to think, develop, and apply their ideas; a broad perspective and worldview; with military operational and staff experience; and a devotion to self-education and reflection. A dual-track system is also suggested, where a USAF strategist will be classified as either a "Command Strategist" (CS), one who is allowed assignments in traditional USAF duties and viable for senior leadership command positions, or a "Professional Strategist" (PS), one who will be removed from his normal Air Force career and will serve as a senior-level strategist.

Similarly, in the US Navy, Milsted (1983) conducted a study on the necessity and feasibility of establishing a corps of Naval strategists with the proposal to meet the strategic planning needs of the organization. The thesis proposes the establishment of a network of highly competent naval strategists who will be tasked with long-range planning responsibilities in the US Navy. Milsted also proposed training, education, career pattern, and assignment flow for the network of

planners to improve US Navy long-range planning effectiveness through efficiency, consistency, and continuity.

In recent developments, the US Navy (Navy Chief of Information Office, 2015) has established a naval strategy subspecialty designation (code 2300 or 2301) for its line officers. In a report published in January 2015, the US Navy has nominated approximately 300 Navy Officers to form the cadre of Navy strategists who will occupy strategy billet assignments not only in the USN but also in the Joint Staff, Office of the Secretary of Defense, State Department, and Combatant Commander staffs. The nominees were chosen based on specific education requirements and experience in the service. With this new subspecialty code, manpower managers can easily identify, track, and assign the right officers critical to strategic planning positions.

The US Army, just like its sister services, has also recognized the inadequacy of strategic thinking skills within its ranks (Wolters, Grome, & Hinds, 2013). The complexities and uncertainties of the current operational environment have brought many challenges to the Army especially in identifying, developing, and retaining strategic thinkers. In a report entitled, "Exploring Strategic Thinking: Insights to Assess, Develop, and Retain Army Strategic Thinkers", these challenges emphasized the need for senior military leaders to have strategic thinking capabilities in order to adapt and transform for future needs. As such, central cognitive skills and activities related to strategic thinking were identified as follows: systems orientation, qualitative thinking, metacognitive ability, cognitive flexibility, openness to diverse perspectives, critical thinking, ability to visualize, and a historical mind. With these skills as the basis for assessment, the authors propose to utilize existing tools and instruments in identifying strategic thinkers. Relatedly, the US Army has already implemented a solution to prepare officers with the knowledge, skills, and experience to develop strategic plans to address complex problems for which solutions are not easily identifiable (Davis, Graves, & Prigge, Christopher N., 2013).



3. AFP Efforts to Professionalize Strategic Planning

a. Strategic Planning as Field of Specialization

Strategic Planning has not yet been established and institutionalized as a functional specialization in the AFP, unlike Intelligence, Logistics, Civil Military Operations, or Financial Management. Although there are efforts at the GHQ and HPAF, there are no efforts yet in the Philippine Army. The Philippine Navy, however, has published a PN Officers Development Path Primer which defines different Fields of Specialization (FOS) in the Navy including that on Plans and Operations as one of the Secondary FOS.

Efforts to establish Strategic Planning as an important functional area in the AFP was already initiated by the Deputy Chief of Staff for Plans, J5. In an interview with MAJ REGINALD EPHRAIM B LINGAN PA of OJ5, a policy is being crafted to promote and develop Strategic Planning as a vital skill of Officers and Non-Commissioned Officers through the creation of a Strategic Planning Eligibility List. Although it is still a work in progress, the proposal defines pre-requisites such as education and training, strategic planning experience, and rank as requirements for eligibility in strategic planning.

Similarly, the PAF has proposed a Standing Operating Procedure (SOP) on the professionalization and career management

of Strategic Planning Officers. The SOP seeks to establish procedures to professionalize and strengthen the career management of strategic planning officers in the PAF to sustain its capability development and transformation efforts. It highlights the establishment of a PAF Strategic Planning Eligibility List (PAFSPEL) that prescribes the minimum qualifications of officers who will be assigned with Plans Offices, and prescribes procedures to be undertaken by the PAFSPEL Selection Board to aid in the career development of Strategic Planning Officers.

On the other hand, the Philippine Navy has established a comprehensive career management program for their officers through HPN Circular Nr 05, dated 19 August 2016, entitled PN Officers Professional Development Path. The Navy has recognized that not all navy personnel are warfighters and that there will be support elements, which will sustain and overcome challenges as part of mission accomplishment. As such the PN Field of Specialization (FOS) is classified into two categories: a primary FOS for Warfare and Support to Warfare Fields of Specialization (Primary), and Functional Fields of Specialization (Secondary). Among the secondary FOS is on Plans and Operations (PO) which focuses on setting the course towards the future of the Philippine Navy through the implementation of present programs and activities (operations) contributory to the achievement of the Navy's mission and vision (plans). The PN Officers Development Path Primer prescribes the guidelines on the qualification, classification, declassification, training requirements and the whole career management of Navy officers with PO as their FOS.

b. Conduct of Strategic Planning Courses

The PAF through the Air Education, Training, and Doctrines Command has been conducting Strategic Planning Courses (SPC) to PAF Officers since 2012. The SPC aims to develop military planners with the right knowledge, skills, and attitude capable of analyzing strategic problems and performing tasks inherent to

strategic planning processes. At present, there are already eight batches of SPC conducted by the Air Force Officer School.

A similar course on Strategic Planning had also been conducted by the former Command and General Staff College, now AFP Education Training and Doctrines Command (AFPETDC), in 2015 and 2017. The SPC aims to maintain a pool of strategic thinkers and strategic planners in the AFP and was attended by 23 officers from the Philippine Army and 11 officers from the Philippine Navy. Based on the initial findings of the AFPETDC Curriculum, Faculty and Educational Development Center (CFEDC), out of the total 34 graduates of the SPC, only four (4) are currently assigned in strategic planning positions.

c. Other Related Studies

An assessment of officer competencies in the light of PAF Flight Plan 2028, conducted by LTC DILAG (2017), presented relevant findings on the level of competencies of PAF Officers. The study adopted the USAF Institutional Competency List which included Strategic Thinking as one of the main officer competencies, and with sub-competencies on Visioning, Decision Making and Adaptability. The competency levels used in the study ranged from "Not Competent" as the lowest (1st) level, to "Advanced" as the highest (6th) level of competency. The study revealed that PAF Officer competency in Strategic Thinking is currently at the Intermediate Level (3rd level), which means that PAF Officers are continuing to learn and develop this skill. The study by LTC DILAG justifies this study's theory that there is a need to develop strategic thinking and strategic planning skills among PAF personnel.

d. Talent Management

The effective management of human resources greatly contributes to the overall performance of any organization. Among the most critical tasks of human resource managers is to recruit, hire, develop, and retain the best employees who can best achieve the goals of the organization. Moreover, there is a need to manage scarce talent as a critical resource. In the corporate world, leaders realized that talent

management should be part of their long-term strategy in order to maximize workforce potential and that of the entire organization (Wellins, Smith, & Erker, 2009).

Talent management is "anticipating the need for human capital and then setting out a plan to meet it (Cappelli, 2008)." It is a process that ensures organizations have the right quantity and quality to meet their business priorities and covers all key phases of an employee's lifecycle: selection, development, succession, and performance management. Berger and Berger (2003) describes three goals of proactive talent management, as follows: (1) the identification, selection, development, and retention of "Superkeepers" who are recognized as the best employees; (2) the identification and development of high-quality replacements for a small number of positions relevant to the organization's success; and, (3) the classification of an investment in each employee based on actual and or potential value to the organization.

D. SUMMARY OF FINDINGS

1. Current status of PAF Officers performing strategic planning tasks

The PAF Table of Organization 2016 identified 101 various positions related to strategic planning tasks at Headquarters PAF offices and at the subordinate units. These positions are assigned different Air Force Specialty Codes (AFSCs) according to the specific tasks required for each position. However, the designated AFSC's are varied and inconsistent with the given task. There is also a low fill-up of officers occupying the various positions which result to the assumption of dual roles for some officers.

An analysis of the profile of currently assigned officers holding the identified strategic planning related positions reveals that more than half have not undergone any training on strategic planning and had less than 1 year of experience in this field. Thus, they are not qualified to handle such designations based on

AFP Circular Nr 3, Guidelines in the Assignment of Military Personnel in Staff Positions. Lastly, those who have taken the SPC represent only a small percentage of the studied population. Other officers have taken post graduate courses including CGSC and MNSA to equip them with the skills necessary for strategic planning.

2. Gaps in the development of strategic planning competencies in the PAF

The research revealed that the PAF has already initiated and implemented several programs and activities which help in developing strategic planning competencies of officers, most prominent of which is the conduct of Strategic Planning Courses and Workshops to PAF officers. The adoption of the PAF Flight Plan 2028 has also served as an effective instrument for strategic planning exercises at all levels of command. However, with all these initiatives, a gap still exists because of the absence of strategic planning as an area of specialty listed in the PAF Manual for Air Force Specialty Codes. Because of this, strategic planning courses are not included in the PAF Annual Education and Training Programs, and also there is no specified career path for officers who intend to specialize in strategic planning. Moreover, strategic planning as a field of specialty remains to be unattractive due to the difficult nature of the tasks that come along with it.

The following gaps are therefore identified:

- a. The non-inclusion of strategic planning as a field of specialization in the PAFM 1-3 on Officer Specialty which prevented the creation of education and training programs for strategic planning competency development;
- b. The absence of a career development program for practicing strategic planners;
- c. Low fill-up rate of officers occupying strategic planning related designations;
- d. Lack of commensurate incentives for personnel assigned to perform strategic planning tasks.

3. Strategies to address the gaps in the development of strategic planning competencies in the PAF

The possible strategies were derived from the SWOT analysis that was made in terms of strategic planning competency development in the PAF. The factors that contribute to the strengths, weaknesses, opportunities and threats were analyzed in order to come up with strategies focused to address the gaps identified in the research. Thus, the following strategies are proposed:

- a. Institutionalization of strategic planning as career field of specialization and an AFSC in the PAF;
- b. Development of a Career Management Program for Strategic Planners;
- c. Institutionalization of an AFP-wide Strategic Planning Eligibility List;
- d. Implementation of an enhanced program for strategic planning competency development;
- e. Partnership with civilian universities for the conduct of Strategic Planning Courses; and,
- f. Creation of a Rewards System through the identification of exemplary strategic planners.

E. CONCLUSION

The research conducted provided a thorough analysis of the factors that contribute to the successful development of strategic planning competencies in the PAF. It also provided an insight into the realities of how these factors interact with one another.

Based on the data collected from the documents gathered, discussions during Focused Group Discussions, and responses during the KII, it can be concluded that there are not enough competent and qualified officers who can perform strategic planning tasks in the PAF. This is based on the current low fill-up rate of identified strategic planning related positions, and the lack in qualifications of most of the



officers assigned to those designations in terms of educational background and experience. Gaps which prevented strategic planning competency development were also identified and addressed through the proposed strategies.

Among the gaps identified, the non-inclusion of strategic planning as a field of specialization in the PAFM 1-3 is the most glaring, and if resolved, will trigger the implementation of programs that will help contribute to the successful development of strategic planning capabilities.

Thus, in order to increase the pool of officers who are competent and qualified to perform strategic planning tasks in the PAF, it is necessary to prioritize the institutionalization of strategic planning as a field of specialization and as an AFSC in the PAF, so that it can serve as an anchor for the creation of other programs on strategic planning competency development.

F. RECOMMENDATIONS

The findings and analysis made from this study reveal that there are already existing programs and systems in the PAF that help in developing strategic planning capabilities, as well as the gaps that hinder its development. Although there are existing programs, its successes are hindered by the gaps that exist in

the system. Thus, various strategies need to be implemented to address these gaps, as follows:

1. Institutionalization of Strategic Planning as a career field of specialization in the PAF;
2. Development of a Career Management Program for Strategic Planners;
3. Institutionalization of an AFP-wide Strategic Planning Eligibility List;
4. Implementation of an enhanced program for strategic planning competency development;
5. Partnership with civilian universities for the conduct of Strategic Planning Courses; and
6. Creation of a Rewards System through the identification of exemplary strategic planners.

All of these proposed strategies are doable and feasible. However, it is necessary to prioritize the accomplishment of the first proposal, which is the institutionalization of strategic planning as a career field and as an AFSC in the PAF. This will serve as a basis for a comprehensive program towards the development of strategic planning capabilities for the PAF.

In Review

This section discusses current and future PAF programs that could contribute towards the realization of PAF Command Thrusts. This quarter's In Review will focus on the Civil-Military Operations (CMO) projects institutionalized in the Air Reserve Command which aims to help local governments start community-driven efforts. These projects amplify the means to achieving the outcomes of PAF initiatives in intensifying the Flight Plan-Driven Stakeholder's Engagements and the Reserve Force.



Interweaving Strengths of Three CMO Projects for ARC to Increase Relevance of PAF's Modernization Drive

Office of the Assistant Chief of Air Staff for CMO, OA-7



Currently, there are three component projects of Top 20 PAF CMO Strategic Initiatives that are designed specifically for the Air Reserve Command's (ARC) utilization of PAF Reservists (PAFRs) and Reserve Officer Training Corps (ROTC) units. These projects or initiatives intend to provide more opportunities to members of these units to place in efforts that are of relevance to effective nation-building and for the development of the PAF in general.

PAF CMO Intervention Team for PAF Reservists (PAFCIT-PAFR)

The PAFCIT-PAFR is a project that aims to provide Reservists with avenues to serve their respective communities by using their own networks and connections, familiarity with local issues, and access to stakeholder groups and personalities that empowers them to implement CMO intervention projects for vulnerable communities and sectors for the purposes of attaining genuine peace and development.

The concept of effecting peace and development in vulnerable communities can be attained by organizing 7-man teams composed of PAF Reservists. Members of these teams shall be trained in various applicable concepts of CMO and will be given a free hand in choosing appropriate projects of various government agencies. This in turn, effectively makes them agents and extension workers of government agencies in the delivery of services to the communities. These engagements and activities also create an unlimited number of stories that encapsulate the government's responsiveness to the needs of the citizens – stories which are prime materials for public affairs exposure. At present, 20 PAFCIT-PAFR have already been organized all over the country who were closely observed during trainings. The teams, after rigorous CMO training, are equipped with the knowledge and skills to craft relevant peace and development projects with identified objectives and stakeholders, clear concepts of execution, and timelines that are now starting to be rolled out nationwide.

Usapan Pangkapayapaan Usapan Pangkaularan Forum (UP UP Forum)

The UP UP Forum is a project where PAF Reservists can find their relevance as key players in establishing centers of collaboration where stakeholders can meet and discuss or resolve peace and development -related issues in the countryside.

As templated in Lipa by AETDC's UP UP Batangas, the project holds a regular forum attended by pre-selected guests, peace and development stakeholders and local media to regularly update the public of their projects that support the needs of communities in the area. The discussion of local issues and relevant topics attracts local media carriers to offer free airtime thereby expanding the reach of locally-produced fora that will educate the people on various efforts designed to provide socio-economic and political interventions to issues in their localities. Moreover, the forum becomes the most appropriate venue to discuss the PAFCIT-PAFR efforts and increase public awareness on PAF efforts for the communities. The presence of PAF in the communities alienates the Communist-Terrorists Groups (CTGs) from the people and lessens their bearing given the public information that PAF community workers, organized sectors, and government agencies are collaborating for the improvement of lives in the communities. Significantly, during the PAFCIT-PAFR trainings, many local broadcasters have signified their interest to join the effort



as a result of the good image built by the AFP during the Marawi campaign. These broadcasters can be invited to join the PAF Reservists program as a way of increasing the multi-sectoral participation in community building. By being broadcasters, they can join the UP UP Forum as hosts or members of the panel of reactors. They can bring along their colleagues to have a first crack on peace and development news and information directly from resource persons and even military ground Commanders. At present, this project is implementing a national UP UP Forum project - the Usapan Pangkapayapaan Usapan Pangkaunlaran Pilipinas or UP UP Pilipinas - a partnership between PAF, Villamor Golf Club, and the KBP Metro Manila Chapter that is being aired in various national and local radio programs of participating broadcasters. OA-7 is planning to replicate this effort in all major PAF units with CMO functions before 2020 with the support of ARC.



Campus Peace and Development Forum (CP&DF).

The CP&DF is a nationwide campus-based peace and development information campaign project crafted by PAF for implementation by ROTC units in collaboration with the Supreme Student Councils. The project's objective is to conduct forums in campuses nationwide to support the efforts of the government's civilian leadership on the growing concern about campuses becoming recruitment grounds for CTGs that operate using front organizations for student activism. The result of this project's pilot episode at PhilSCA in Pasay City was overwhelming due to the active participation of the students and the ensuing viral social media discussions endorsing the repeat of the forum in all campuses nationwide. The tandem of ROTC and the Supreme Student Councils with the participation of campus-based organizations is this campaign's contribution in projecting the message of the entire student sector's opposition to the CTG's unsolicited intentions.



Conclusion

To tackle the underlying problem of CMO projects, especially the difficult position of gaining initial supporters for PAF-CIT-PAFR, the ARC must actively promote public awareness for its projects over UP UP episodes, which shall effectively become the official broadcast support component for both PAF-CIT-PAFR and CP&DFs. CP&DFs with promotional issues can be supported by UP UP as well as in community-level information efforts through PAF-CIT-PAFRS. This interwoven example of how the three projects can support each other's sustainability may be replicated in other AORs. AORs with issues on hosting and anchoring radio programs can be supported by broadcaster-Reservists. Every effort of PAF-CIT-PAFR with its own stakeholders, support base, LGUs, and communities can be processed into media contents for UP UP.

Sustaining every project using another project's derivative results and activities can create a general awareness for PAFRs thus increasing the value of PAF's Reservist program, and indirectly the ROTC, before the eyes of the community and the areas where the PAFR CMO projects are being implemented. As a whole, it adds value to PAF. On a larger scale, PAF's relevance as an organization is improved. Increase the size further and relevance morphs into responsiveness. PAF's responsiveness is a ticket to gain adherents and support for PAF modernization.



LTGEN ROZZANO DOSADO BRIGUEZ AFP

36th Commanding General Philippine Air Force



LIEUTENANT GENERAL ROZZANO DOSADO BRIGUEZ O-9474 ARMED FORCES OF THE PHILIPPINES began his military career in the summer of 1982. After a brief attendance at the Colegio De San Jose – Recoletos in Cebu City for his Civil Engineering course, he entered the Philippine Military Academy where he became a proud member of PMA “Sinagtala” Class of 1986. He graduated number 2 out of 174 from the Academy and was the recipient of the Secretary of National Defense Saber, Chief of Staff Award, Commanding General, Philippine Air Force Award and Zobel Scholarship Award. After graduation, he joined the Philippine Air Force. He joined the Philippine Air Force after graduation.

In 1986, he underwent the Military Pilot Training (MPT) at the PAF Flying School at then 100th Training Wing (now AETDC) in Fernando Air Base, Lipa City. Upon completion of his training, he once again joined PAFFS to become an Instructor Pilot enhancing his flying skills for the T-41D, SF-260M, and S-211. He then transferred to 220th Airlift Wing and became Pilot-in-Command of C-130 Hercules and Nomad N22B.

Known for being cerebral, LTGEN BRIGUEZ took up several civilian and military courses here and abroad, which he all finished outstandingly well like the Aviation Officer Advance Course he took in 1996 at the US Army Aviation Center, Fort Rucker Alabama, USA and his General Staff Course at then AFP Command and General Staff College where he graduated number two among 82 Officers. He also holds three Master’s Degrees with different majors -- in Business Management at the Asian Institute of Management (AIM); in Project Management at the University of New South Wales, Australia; and in Strategic Studies at the Air War College, United States Air Force Air University, Alabama, USA.

He was appointed to several significant positions in the Philippine Air Force and in the Armed Forces of the Philippines – a validation of the PAF and AFP echelons’ trust in his acumens and capabilities. He served as the Commander of Tactical Operations Group 11 (Davao); as Acting Assistant Chief of Air Staff for Plans and Programs, A-5; Executive Officer, OA-5; Assistant Chief of

Air Staff for Education and Training, A-8; Assistant Chief of Air Staff for Operations, A-3; Deputy Wing Commander, 250th Presidential Airlift Wing; as Commandant of Cadets, Philippine Military Academy; Chief of Air Staff, PAF; Vice Commander, PAF; and Commander, Western Command.

Validating the sterling accomplishments of LTGEN BRIGUEZ are several laurels and recognitions that he received in his more than three decades of steadfast military service. He is a recipient of (3) Distinguished Service Stars; Meritorious Achievement Medal; CSAFP Commendation Medal and Ribbon; Silver Cross Medal; Gawad sa Kaunlaran; (25) Military Merit Medals; (4) Military Commendation Medals; (1) Silver Wing Medal; Military Civic Action Medal; Parangal sa Kapanalig ng Sandatahang Lakas ng Pilipinas; Long Service Medal; Luzon, Visayas, Mindanao-Sulu Anti-Dissidents Campaign Medal and Ribbon; KIG Campaign Medal and Ribbon; Command Pilot Rating Badge; Special Leadership Award; Human Rights Badge; and numerous Letters of Commendations, Certificates of Appreciation, Plaques and Merits.

LTGEN BRIGUEZ was born on the 17th day of January 1964 in Cebu City. He is happily married to the former Ms Elis David and they are blessed with two sons, Darwin Paul and John Lorenzo.





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