PACE Summit: Way Ahead
8 Dec 16

Col Joe Rizzuto
Director
STRAT UPDATE
PACE Mission

Air Force champion laser focused on infusing Air Force Core Values within the Profession of Arms

Values
- Integrity
- Service
- Excellence

Mission
- Fly
- Fight
- Win

AF Core Values ➔ Profession of Arms
AF Core Values
Profession of Arms

- MAJCOM/MAJAF
- WINGS/GROUPS
- SQUADRONS
- LINE LEVEL SUPERVISORS
- LINE LEVEL AIRMEN

AF CULTURE
PACE Strategy
Birds-Eye View

1-Year Strategy
- Collaborate with other AETC professionalism development organizations
- Provide EHC to all G-series orders positions and their enlisted partners
- Create baseline professionalism development education and tools focused on Air Force Core Values
- Assess professionalism development courses and tools

3-Year Strategy
- Expand collaborative efforts with all MAJCOMS
- Collaborate to develop a holistic professionalism continuum
- Provide EHC lessons to all Airmen through various forums
- Expand existing and field new significant professionalism tools
- Develop leadership assessment and feedback tools

5-Year Strategy
- Expand collaborative efforts with sister services
- Collaborate on Joint service professionalism development tools
- Build sustainable, organic professionalism development capability at MAJCOMs down to the wing level
Phase 1 – 1 Year Plan – “Spark the Fire”
- First phase of culture change requirements
- Establish PACE reputation
- Senior leader expectation/direction
- 3 Main Lines Of Effort
  - Strongest is mid-level management
  - Win change agents – SQ/CCs & Chiefs
  - Lay future foundation
- Expose as many as possible to concepts, light a spark wherever it will take
  - Introduce concepts & key knowledge
  - Identify and win over innovators and early adopters
- Tool and course production to support
  - Quick victories
  - Intense events
  - Initiatives to change norms, beliefs, and behaviors at basic unit level
PACE Strategy

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AF Core Values ♦ Profession of Arms
Successes

- Tool kit growth
Successes

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- EHC – over 580 offerings / 60,000 attendees
- EHC scheduled – 200+ scheduled / Classes out to Sep 2017
- Mission impact – Amn’s Week / AETC Next Gen Instruction / 4th FW
- Growth – Expanding from 6 instructor to 13 instructors
- Qualitative feedback
Qualitative Feedback

“Without a doubt... I want to hear more.”
—Squadron Commander

“Best course on leadership I have ever taken.”
—Flight Chief

“Intend to use the tools in my current command.”
—MAJCOM Vice Commander

“This discussion needs to be ongoing and the ‘norm’."
—MAJCOM Commander

“Need to institutionalize this as part of the AF culture, E-1 to O-10.”
—MAJCOM Commander

“This needs to be taught by the leadership.”
—MAJCOM Commander

“Got to my heart.”
—Flight Chief

“Why did I not get this as a lieutenant?”
—Squadron Commander

“This will be helpful to me as a commander, husband, father, person.”
—Squadron Commander

“It needs to become part of our training in PME.”
—Command Chief

“Should be required AF-wide for commanders.”
—Squadron Commander

“Eye opening and executable ideas to make my squadron better.”
—Squadron Commander

“Content = superb!”
—Chief of Chaplains

“Important for leaders at all levels.”
—Flight Chief

“Not the standard military style course. It discussed people and not things.”
—Squadron Commander

“Teach this to young Airmen, and they will grow up with this culture and it will be unstoppable.”
—Squadron Commander

AF Core Values * Profession of Arms
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AF Core Values ➔ Profession of Arms
Phase 2 – 3 Year Plan – “Fan the Flames”
  • Go from concept introduction to early adoption – begin to set the norm
  • Cement PACE reputation
  • Continued senior leader engagement
  • Continue previous Lines of Effort
    • Intense events to keep ignition source
  • 3 New Lines Of Effort
    • Strongest is line-level supervisors
    • Seek adoption & use over knowledge
    • Expose more people more often
      • Use established vehicles & venues
      • Target influencers inside change agent organizations
      • Script the path with organic capability to strengthen use over knowledge
  • Identify and win over early majority
  • Tool and course production to support
  • Sustained and consistent application
    • Initiatives to change norms, beliefs, and behaviors at sub-basic unit level (sub-squadron elements)
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- EHC follow up implementation plan – tail
- Senior Leader TED talk
- Success vignettes
- Commercial material fusion
- PACE Internal Development program
- Comprehensive base visits – LBDNA, EHC 2.0, EHC 1.0, Facilitator training
- Targeted assessments and analysis
- Target base EHC presentations
- EHC 2.0
- CAA partnership – FTAC, PESs
- Targeted Heritage Today
- PME partnerships
- Facilitator led courses – CPDP, CAA, Flt CC
- Expanded LBDNA
- Expanded What Now Videos
- Expanded EEHC use
- Sprints
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AF Core Values ➔ Profession of Arms
Phase 3 – 5 Year Plan – “Feed slow burning fire”
- Culture established – expect nothing less
- Centralized production distributed implementation
- Leverage PACE reputation
- Continue previous Lines of Effort
  - PACE run intense events to reinforce concept use
  - 1 New Line Of Effort
    - Sustained, consistent, and tailored application by MAJCOM
    - Complete adoption across enterprise
      - Expected norms, beliefs, and behaviors inside orgs at all levels
      - Script the path with organic capability to strengthen use over knowledge
      - Win over lagging majority
  - Tool and course production to support
    - MAJCOM organic implementation capability
    - Initiatives to reinforce newly accepted norms, beliefs, and behaviors at all levels
2017-2019 WAY AHEAD
Phase II Concepts

- More people more often
- Deliberately engineered outcomes
- Target audiences at base levels
  - Influencers to re-invigorate squadrons
- More organic capability
- Use over knowledge
Specific Initiatives

- FTAC
- EHC Follow-up Framework
- EHC2.0
- Base Level EHC
- CPDP
- New Videos
Specific Initiatives

- EHC Follow on implementation plan
  - Year long recommended framework for tool use
  - Weekly, Monthly, Quarterly, Semi-annual, and Annual events
  - Locally owned – event types not specified event

- EHC 2.0
  - Shaping the Environment
  - Leadership focused presentation
  - Ready for developmental presentations after first of year
  - WG CC School then base visits
    - EHC 1.0 remains primary for SQ/CCs
Specific Initiatives

- Base Level EHC
## EHC by MAJCOM

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Specific Initiatives

- Base Level EHC
- Shift in goal
  - Use over knowledge
  - Deliberately engineer audience – influencers, line level sup’s
- Instructor expansion – double in next 4 months
  - From 325/yr to 480/yr capacity
  - Provide back-up and flexibility
Specific Initiatives

- Civilian Professional Development Program - CPDP
- Organic wing level capability
- Civilian focused, but not restricted
- Volunteer led – once a month
- John Maxwell / E-EHC
- PACE funded and provided training for 3 positions

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Specific Initiatives

- New Video Efforts
- Heritage Today – targeted videos (AFSC, MAJCOM)
AF Core Values

Professional of Arms
AF Core Values

Profession of Arms
Specific Initiatives

- New Video Efforts
  - Heritage Today – targeted videos (AFSC, MAJCOM)
  - Portraits in Courage
AF Core Values

Professionalism of Arms
Specific Initiatives

- New Video Efforts
  - Heritage Today – targeted videos (AFSC, MAJCOM)
  - Portraits in Courage
  - Senior Leader “TED Talk” – 10 minutes on PACE topic
  - MAJCOM/CC EHC Introduction – 1-2 minutes before every EHC
  - Success Vignettes
Profession of Arms Center of Excellence

“Laser-focused on infusing Air Force Core Values within the Profession of Arms”