



DEPARTMENT OF
THE AIR FORCE

SAFETY STRATEGIC PLAN 2024-2027



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COMMANDER'S INTENT

The Department of the Air Force (DAF) is on the leading edge of change as it realigns missions and forces to fight and win in Great Power Competition. We are optimizing our Force Design, Force Presentation, and Force Employment. Major changes in AFFORGEN/ SPAFORGEN force presentation, Agile Combat Employment (ACE), and execution with Mission Ready Airmen will revolutionize how we fight. We will accelerate training, operations, and decision speed; and greater computing power, data analytics, and artificial intelligence algorithms will fundamentally transform warfare. With the 2019 Space Force stand-up, the DAF expanded to include all space missions across the DoD, and our nuclear responsibilities are expanding with the acquisition of new systems like the B-21 Raider, F-35 Lightning II, and Sentinel. Our task...**preserve readiness and increase combat power**. Key to this is building a force that understands and effectively incorporates Risk Management at all levels.

The DAF Safety Strategic Plan defines the essential path to take DAF Safety from where we are to where we need to be and provide maximum value to all Airmen and Guardians. Our **Vision – An Operational Force Maximizing Readiness in Any Environment** – accurately paints Risk Management as an integral component of operations and readiness. Our **Mission – Increase Combat Power through Risk Management, Training, and Analysis** – lays out three critical ways DAF Safety enables mission success.

Our Goals and corresponding Objectives lay out the critical dimensions where DAF Safety will push the Department towards maximizing readiness in any environment.

- Fully Integrate Risk Management into All Training and Operations
- Integrate Risk Management into Agile Combat Operations
- Evolve Support to the Space Enterprise
- Strengthen Nuclear Surety
- Optimize Analytical Ecosystem and Data Fabric
- Evolve and Modernize the Safety Workforce

Safety is an operational imperative. Our work directly impacts Airmen and Guardians every single day. We preserve combat readiness, maintain Force readiness, and increase lethality when safety hazards are minimized. DAF Safety's job is to prepare our forces with the resources and skills to make risk-informed decisions in the era of Great Power Competition.

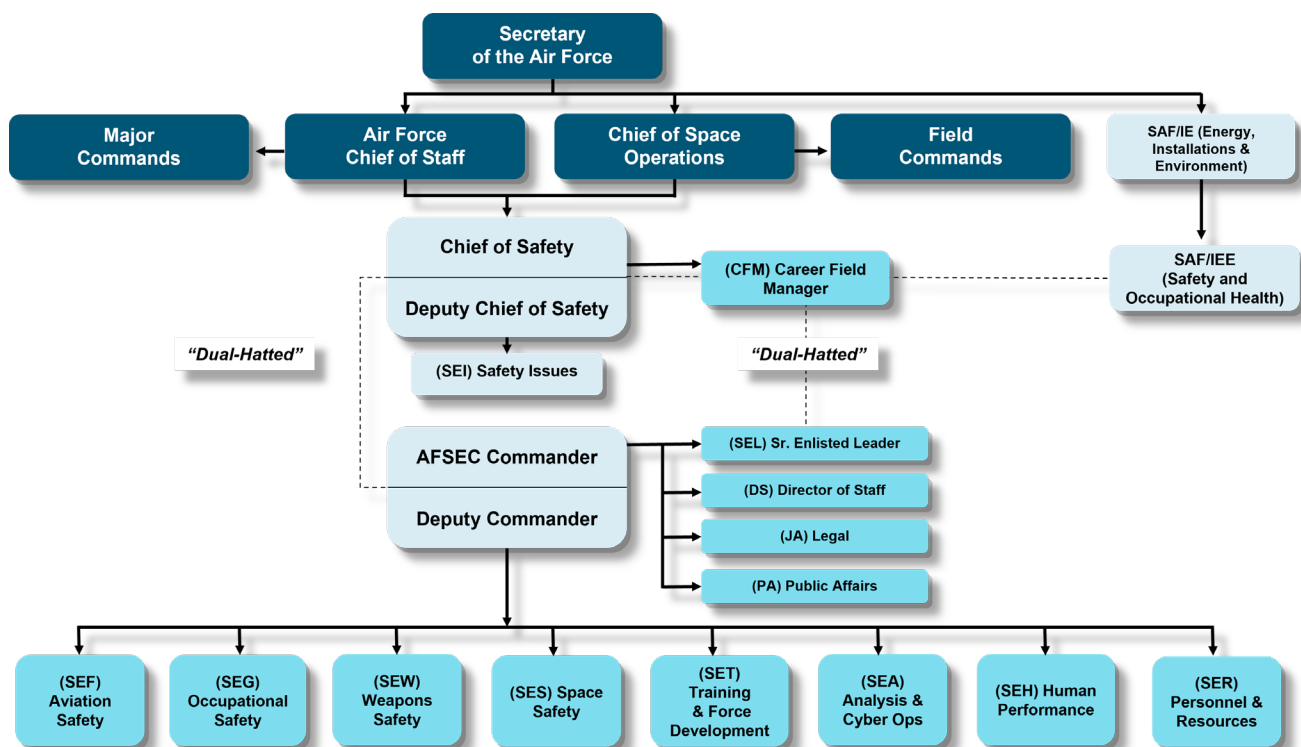
Sean M. Choquette, Maj Gen, USAF
USAF / USSF Chief of Safety
Commander, Air Force Safety Center

ABOUT DAF SAFETY

DAF Safety aims to increase combat power through risk management, training, and analysis. As a result, DAF Safety impacts every aspect of an Airmen’s or Guardian’s service – training and operations, deployed and in garrison, on and off duty – because **our Airmen and Guardians are the heart of our combat power**. Risk management should inform every decision we make while we train and execute the next fight; the Safety mission provides the essential supporting skills and tools. **Well-executed, risk-informed decision-making preserves and protects combat power without sacrificing mission success.**

Building the skill sets, tools, and data-informed insights critical to mission success is the responsibility of the DAF Safety enterprise. At the DAF level, the Chief of Safety is responsible to the Secretary of the Air Force for the development of policies and the issuance of guidance and procedures to implement those policies for both the U.S. Air Force and the U.S. Space Force.

To aid in these responsibilities, the Chief of Safety is also the Commander of the Air Force Safety Center (AFSEC), located at Kirtland AFB in Albuquerque, NM. The Center is made up of 10 divisions in total and each division has responsibilities to support both the Air Force and Space Force. AFSEC has four operational divisions, spanning Aviation, Occupational Safety, Weapons, and Space Operations, and six specialized divisions, including the command



ABOUT DAF SAFETY

support staff, that work closely with the operational divisions. The specialized divisions are Human Performance, Analysis and Cyberspace, Training and Force Development, Personnel and Resources, Public Affairs, and the Staff Judge Advocate.

The Center is comprised of a highly experienced cadre of Active Duty, Guard, Reserve, DAF civilians, and contract partners. We are a diverse team of subject-matter experts who develop, train, execute, and evaluate Air Force and Space Force mishap prevention programs and policies through informed risk management decisions. We lead proactively through education, program initiatives, cultural surveys, and data trend analysis to support Airmen and Guardians and promote safety awareness.

The DAF Safety enterprise **includes and depends heavily on** the Safety professionals at the MAJCOMs, FIELDCOMs, DRUs, Wings, and Deltas. While these members work directly for their commanders and are responsible to them for mission success, **they are an integral component to transform DAF Safety in the face of changing threats, new capabilities, and the transformation within the Department.** The DAF Safety enterprise also includes our partnerships with sister services through the Joint Safety Council and our collaboration with U.S. Federal Agencies, local responders, and other safety organizations. We also partner with International Agencies and nations across the globe.

Ultimately, our Safety mission success relies upon the disciplined approach of individual Airmen and Guardians – you are the vital component of the enterprise. Safety is an individual attribute and in the same manner that your individual fitness will impact our readiness, your adoption and adherence to tenets like risk-informed decision making have a direct linkage to our readiness and will determine whether or not we optimize our combat power.

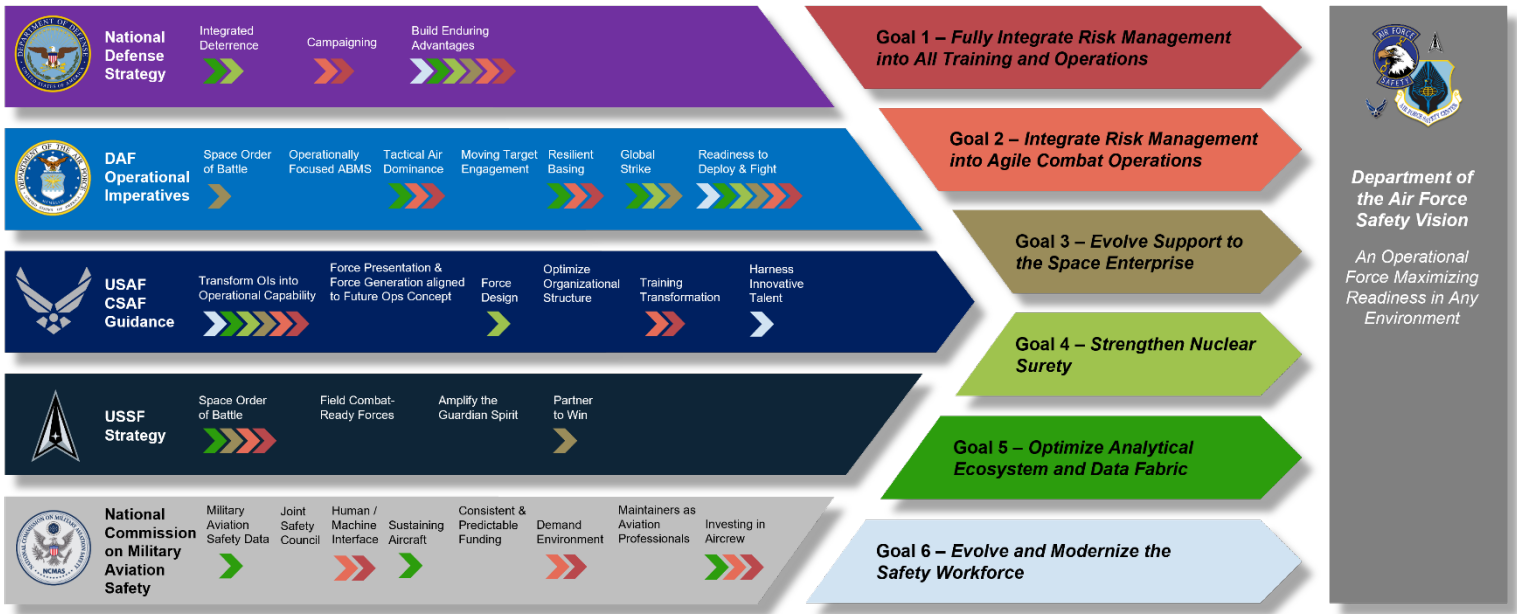
STRATEGIC CONTEXT

Strategic Guidance Mapping

The DAF Safety Strategic Plan aligns to the National Defense Strategy (NDS), DAF, and Service-level guidance. As a Functional Community it is critical to clearly articulate how we intend to support Department-wide priorities. This drives unity of purpose, consistency of support, and coherence in action.

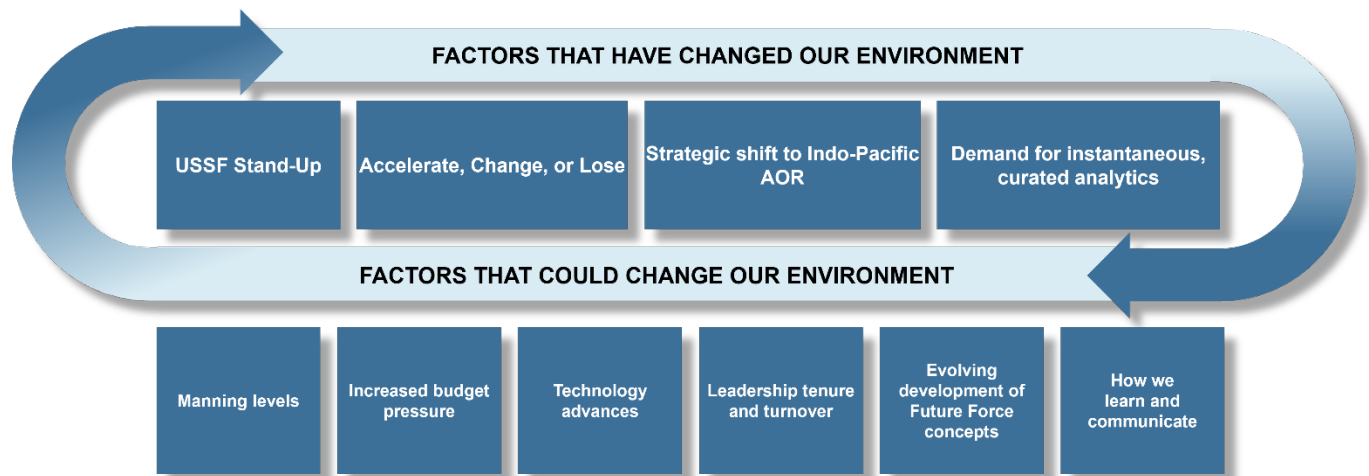
The mapping serves two purposes. First, external audiences can quickly and unambiguously understand how the DAF Safety enterprise supports the priorities of our senior leaders. Second, the mapping enables internal stakeholders to assess and make decisions about priorities, resourcing, and day-to-day activities. This is fundamental to leading change across the enterprise and ensuring our actions are enabling the work of supported commanders.

“
 These are the critical operational capabilities and functions that we must get right if we are to effectively deter, and if necessary, defeat, our pacing challenge.
 - Frank Kendall, Secretary of the Air Force
 ”



Environmental Factors

Over the next three years and beyond, it is inevitable that DAF Safety will be affected by factors outside of our control. When we look at where we are now and where we want to be, it is important to assess what could get in the way of our desired future state, as well as what has changed our environment thus far.



Using the Strategic Plan

This strategy is tied directly to the NDS and corresponding Senior Leader guidance. It establishes the DAF Safety enterprise’s highest priority tasks to successfully execute higher-level documents. As a result, it **establishes the requirements** for the DAF Safety enterprise to achieve its Vision in support of National- and Department-level guidance.

The DAF Safety Strategic Plan aims to guide Command decisions toward a shared vision that allows Airmen and Guardians to maximize readiness. It is the link between our values, Vision, and capabilities to the larger Safety enterprise we support. This plan will be used to identify resource requirements, prioritize activities, align manpower, and provide the insights necessary for Safety professionals to make decisions at their level as appropriate.

Within this Strategic Plan, our Goals articulate broad DoD- and DAF-level impacts. The corresponding Objectives reflect focused operational areas to make strides toward our Vision. DAF Safety designated accountable Offices of Primary Responsibility (OPRs) and Offices of Coordinating Responsibility (OCRs) for each Goal and Objective across the Safety enterprise and beyond. The OPRs and OCRs are responsible to complete the Objectives and assess the effectiveness of the outcomes. To do so, they will oversee and monitor progress towards achieving our Vision, coordinate with internal and external stakeholders, and deliver status updates and progress reports to the Chief of Safety (see

Tracking Progress).

VISION AND MISSION

To guide DAF Safety to our desired future state, we re-established our Vision and Mission. They are our foundational principles for success.

A vision is a future-oriented statement of intent, the aspiration, which expresses where an organization wants to be in the future. It provides unity of direction through shared understanding of where the organization is going and what it looks like when we get there.

A mission statement captures and expresses the enduring nature of what the organization is about, its purpose and focus, and clearly defines its relationship to internal and external stakeholders. It provides enough focus to define the organization's 'reason for being,' yet allows plenty of maneuvering room to execute it in a variety of ways.

“
Successful leaders balance pride with humility: absolute pride in performance; total humility before the magnitude of the task.
-James Kerr in the book *Legacy*
”

Vision

An Operational Force Maximizing Readiness in Any Environment: *DAF Safety fully acknowledges we are foremost an operational force* responsible for defending our homeland and national interests against our adversaries. As Safety professionals, we understand how safety, whether it be policies, processes, or mindset, possesses the power to maximize our force readiness by ensuring our people perform at their best and that their systems are reliable, available, and dependable. We also realize that we must protect our people and physical assets on duty, off duty, and in any operational regime. To realize our Vision, we must evolve and utilize our Strategic Plan to guide us toward the most effective safety methods for maximizing force readiness.

Mission

Increase Combat Power through Risk Management, Training, and Analysis: Risk management, training and analysis are core DAF Safety business areas. We must exploit the latest technology tools and professional expertise to analyze mishaps and operational trends, building support for decisions at all levels of leadership. These can be internal to the Safety enterprise or in support of a commander or individual Airman or Guardian operating at the edge. We also must train our Airmen and Guardians about mishap prevention, personal safety, and handling ambiguity in the field. Risk Management is a safety function that, if adopted by all Airmen and Guardians, empowers them to analyze every activity for risks, mitigate them, and

continue operations. If we effectively implement the above, we will achieve our mission to increase combat power and ensure a risk management mindset is integrated in all operations.

Defining Risk Management

Safety is foundational to every operation – ground, air, and space. We continue to find ways to be both smarter and more agile with our Safety programs. While there are inherent risks in all we do, DAF Safety incorporates policy development, systems acquisition and testing, operational procedures, and data analysis all to manage that risk and to support our Airmen and Guardians.

Risk management, as defined in DAF Pamphlet 90-803, *Risk Management (RM) Guidelines and Tools*, is “the systematic process of identifying hazards, assessing risk, making control decisions, implementing control decisions and supervising/reviewing the activity for effectiveness.” **Risk management is not evaluating risk and deciding whether or not to take action. Combat requires action. Risk Management entails using an assessment and decision process to determine how to best mitigate risk in execution of the mission.**

Risk Management is the responsibility of Airmen and Guardians at all levels. Proficient use of Safety and Risk Management tenets enables our Airmen and Guardians to preserve combat power and ensure operational readiness. Risk Management applies to all missions and environments across the wide range of DAF operations.



GOALS AND OBJECTIVES

Goal 1 – Fully Integrate Risk Management into All Training and Operations

Integrate a Safety mindset across all training and operations, in every environment (i.e., CONUS, OCONUS, deployed, in garrison, off duty). Safety principles and Risk Management are infused into all facets of planning, preparation, execution, and assessment.

Goal 1 Objectives

- 1 – Formalize Safety principles and Risk Management as DAF core competencies
- 2 – Review and prioritize Safety enterprise processes with the intent to reduce extraneous tasks
- 3 – Implement a public affairs campaign to champion and refocus on Safety principles and Risk Management across the DAF
- 4 – Integrate Risk Management into guidance and operational instructions across all mission areas.

Goal 2 – Integrate Risk Management into Agile Combat Operations

The DAF is changing the way we generate and employ combat power. It is imperative to infuse Risk Management into this new process. Goal 2 aims to develop and deploy the tools and training needed to help make informed risk decisions in ACE and future operating concepts.

Goal 2 Objectives

- 1 – Conduct a 6-month evaluation of the operational environment to gain an understanding of where Risk Management needs to align/integrate with future operating concepts
- 2 – Develop Implementation Plan – prioritized plan of solutions to bridge gaps
- 3 – Implement and evaluate Risk Management requirements roadmap/capability development plan (2 year initial operating capability for high priority solutions, 5 year full operating capability)

Goal 3 – Evolve Support to the Space Enterprise

Our Space Force is growing in size, mission, and capability; so, our plans, policies, and engagement must keep pace. Goal 3 is to develop and implement a strategy to evolve support to the Space Enterprise. Actions include an enterprise-wide manpower study, establishment of authorities within the DoD, establishment of lines of reporting, and an update of policies/procedures/programs/guidance at both DoD and DAF levels.

Goal 3 Objectives

- 1 – Develop POAM
- 2 – Determine and delineate authorities for execution of space safety within DoD/DAF
- 3 – Conduct baseline manpower study across DAF ISO Space enterprise

Goal 4 – Strengthen Nuclear Surety

Nuclear weapon systems require special consideration because of their political and military importance, their destructive power, and the potential consequences of an accident or unauthorized act. Assured nuclear weapons and nuclear weapons system safety, security, and control remains of paramount importance. Given the criticality of Nuclear Surety, the renewed focus on this capability, and the rapid growth of related programs, DAF Safety will continue ensuring the Nuclear Surety programs are correspondingly robust, comprehensive, and responsive to support this mission area.

Goal 4 Objectives

- 1 – Develop a better Nuclear Surety operational assessment program
- 2 – Develop and upgrade direct-input AFSAS program for Nuclear Surety inputs – DULL SWORDS
- 3 – Update DAFI 91-101 Nuclear Surety policy to update and account for HAF/MAJCOM/FLDCOM/local level Nuclear Surety requirements and any appropriate Risk Management principles – proper balance of Nuclear Surety with operational requirements
- 4 – Communicate, coordinate, and implement plan to comply with updated DoD Nuclear Surety Standards throughout Air Force nuclear development and sustainment community
- 5 – Working with interagency and service stakeholders, develop updated, clear Nuclear Surety standard principles that further explain Nuclear Surety inputs/outputs in line with DoD Nuclear Surety standards throughout the acquisition process – emphasize early, continuous, and supporting touchpoints with SPOs and other acquisition partners

Goal 5 – Optimize Analytical Ecosystem and Data Fabric

Goal 5 aims to employ emerging and innovative technology tools to provide predictive, and eventually prescriptive, analytical products to drive risk-informed decisions to operational commands across the DAF. Mishap reporting data is a lagging indicator and limited tool. Our intent is to develop analytical tools to assist commanders with proactive risk reduction, mishap prevention, and maximized readiness.

Goal 5 Objectives

- 1 – Work with Wing/Delta Safety Offices to champion Safety-based ideas, innovations, and process improvements
- 2 – Identify and develop actionable data for use in future Machine Learning (ML) models
- 3 – Develop and integrate accurate ML models to automate data quality and escalate analytical products and studies
- 4 – Provide data visualizations to present projective analytical products to commanders at all levels

Goal 6 – Evolve and Modernize the Safety Workforce

DAF Safety University develops, teaches, and manages the requisite safety education and training to enhance safety knowledge, skills, and abilities that enhance aerospace power by eliminating mishaps through proactive hazard identification and risk management. Goal 6 aims to evolve and modernize the DAF to be more agile, risk-aware, and operations-oriented and have a clear understanding of DAF Safety and its importance. This will include evolving the DAF Safety University, creating courses that touch on Air Force and Space Force safety, and employing modern training methods and tools.

Goal 6 Objectives

- 1 – Develop POAM (e.g., how to address infrastructure, delivery, gaps; PPBE, build continuous improvement mechanisms)
- 2 – Formalize Standards and Validate Requirements (Assess current state – research, outreach)
- 3 – Validate Education and Training Portfolio (e.g., course catalog, certifications, AFIT, colleges, universities (professionally-recognized training) update courses)
- 4 – Assess Infrastructure (e.g., facilities, IT, Assess learning environment, tools)

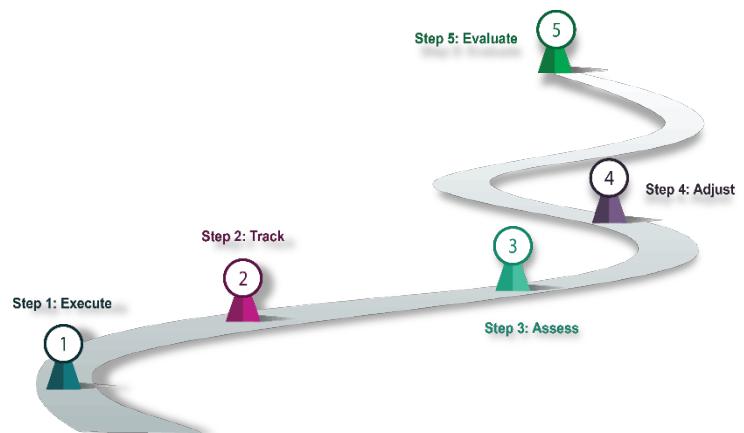
COMMITMENT TO FOLLOW THROUGH

Plan Down, Implement Up

Success is defined by achieving our stated Vision. To that end, the DAF Safety enterprise will be engaged and involved in both the execution and oversight of this Strategy.

To succeed we must execute, track, assess, adjust, and evaluate. First, at the Objective level, we must **execute** on the tasks we have initially identified. We must **track** our progress throughout execution to identify challenges, resource requirements, changed circumstances, and dependencies to other tasks. However, completion of an Objective is insufficient in isolation. Upon completion of the Objective, we must **assess** the impact. Assessing the impact means answering both, “Did we do what we said we would do,” and “Did it have the impact we intended?” Our answers to those questions drive what, if any, **adjustment(s)** need to be made going forward. Finally, we need to **evaluate** how our work is moving us toward the outcomes we seek for the associated Goal. The output of the evaluation phase should be updates to Objectives – addition, deletion, or re-vectors that ensure we do the things necessary to achieve our Goal.

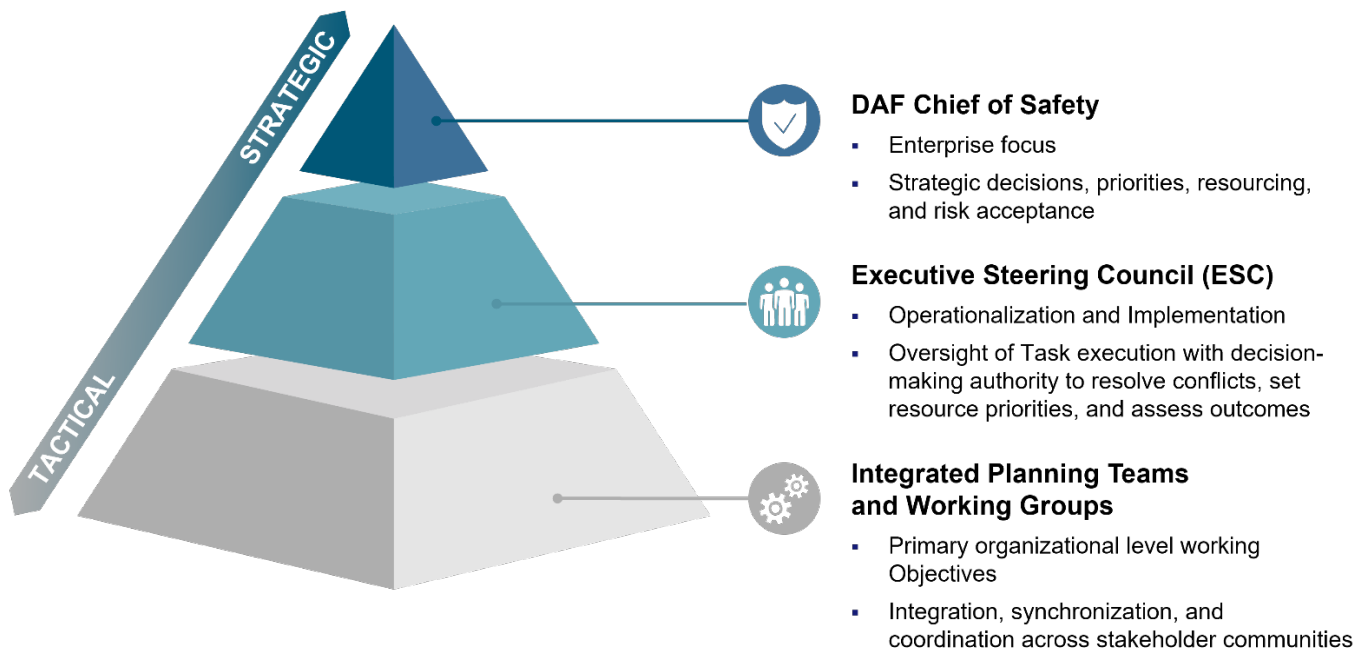
This same process needs to happen at the Goal level to ensure that progress on the Goals is actually driving us on the right path to fulfilling our Vision. **Tracking** progress toward Goals must be based on success factors that are more insightful than the basic measurement of schedule and task completion. The enterprise will establish qualitative and quantitative measures that thoroughly describe the end state of each Goal, so completion of the Goal will be easily recognized. Those measures provide the basis for **assessing** our trajectory and making adjustments, as required. Finally, we must also **evaluate** the outcomes at the Goal level. This is an iterative process that drives information and analysis upwards to ensure tactical execution achieves planned strategic outcomes.



Tracking Progress

This strategy is meant to be a living and adaptable plan. We achieve this through a system of governance that drives accountability for action, takes ownership for success, and has the authority to make changes, additions, and deletions. Though the DAF Chief of Safety holds ultimate responsibility and decision authority for the DAF Safety enterprise, our governance system creates systemic rigor in execution to empower subordinate leaders to evaluate, decide, and adjust fire on the plan.

The enterprise will institute a governance system that is robust and engaged. It will include all relevant stakeholders to ensure Department-wide engagement and adoption of the Strategy. The governance system will closely **track** performance of OPRs and OCRs on the **execution** of discrete tasks, but will also be empowered to **assess, adjust, and evaluate** at both the Objective and Goal levels. The battle rhythm and composition will reflect the sense of urgency needed **to affect meaningful change across the DAF.**



Success Factors

Our success is achieved by affecting the change needed to meet Senior Leader guidance. Measuring success must be done by measuring *results* and *outcomes*. Success is *not* measured by checking off milestones passed or objectives completed. Too often outputs are used to measure success because they are easy to measure, but outputs do not necessarily correlate to outcomes achieved.

COMMITMENT TO FOLLOW THROUGH

Properly defined, success factors describe how well we are achieving our purpose. Therefore, success factors need to be descriptive and multi-dimensional. As it is not practical to measure every aspect of the DAF Safety Enterprise, we will focus on the most important outcomes and do so from the perspective of our customers and against DAF readiness goals. From commanders at every echelon to individual Airmen and Guardians at combat's edge, we recognize that our intended outcomes must bring value and elevate their mission execution.

Conclusion

The DAF Safety Strategic Plan aims to align DAF Safety with our Services' latest operational concepts to optimize for Great Power Competition. The plan seeks to focus the efforts of our enterprise on the primary objective – a Department that is ready to meet new challenges and new threats and succeed if called to execute.

By working together as a Safety enterprise, we will keep ourselves accountable to achieving the Objectives and then Goals in this plan. It is a living document. As our environment shifts – because change is the only constant – we will update and create new Objectives to meet our Goals, and new Goals if need be. The Strategic Plan will guide us toward our Vision and prioritize our efforts to increase and preserve combat power.

APPENDIX

DAF Safety Glossary

ACRONYM	MEANING
ACE	Agile Combat Employment
AFFORGEN	Air Force Force Generation
AFIT	Air Force Institute of Technology
AFSEC	Air Force Safety Center
CONUS	Continental United States
CSAF	Chief of Staff, United States Air Force
DAF	Department of the Air Force
DoD	Department of Defense
DRUs	Direct Reporting Units
FIELDCOMs	Field Commands
HAF	Headquarters Air Force
ISO	In support of
MAJCOMs	Major Commands
ML	Machine Learning
NDS	National Defense Strategy
NSSAV	Nuclear Surety Staff Assistance Visit
OCRs	Offices of Coordinating Responsibility
OCONUS	Outside Continental United States
OPRs	Offices of Primary Responsibility
POAM	Plan of Action and Milestones
PPBE	Planning, Programming, Budgeting, and Execution
SPAFORGEN	Space Force Force Generation
SPOs	System Program Offices
Wing/Delta SE	Wing/Delta Safety Offices



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