



## COMMANDER'S NOTE

Deliver Civil Engineer expertise and services . . .  
strengthening installations and enhancing combat power

Team AFCEC,

My first two months at AFCEC have been a whirlwind, and I've seen firsthand your passion for achieving our mission. I was proud to recognize a few of you this month with our AFCEC 3<sup>rd</sup> Quarter Excellence Awards plus welcome new faces at the New Employee Welcome Orientation. It is obvious we are an organization of dedicated professionals working toward a common goal; I see it every day reflected in your hard work and accomplishments. Part of what makes us successful is how we work together to drive change, improving our ability to meet and exceed goals. In that regard, I am excited to announce the rollout the updated AFCEC Management Framework!

The Management Framework was updated thanks to the hard work of our Key Champions with support from every Directorate. These professionals were instrumental in completing our five Lines of Efforts:

LOE 1 - Dr. Tim Sullivan (CF): Tailored Education and Training (TET) Program

LOE 2 - Mr. Ben Kindt (CZ): AFCEC Management Plan and Dashboard

LOE 3 - Ms. Tammy O'Neill (CP): CPI/Data Lake Matrix and Dashboard

LOE 4 - Ms. Erica Becvar (CB): Strategic Communications Plan

LOE 5 - Dr. Ivette O'Brien (CB): CPI Master Schedule Build

There are two pieces to the framework – the Management Plan 3.0 and the Management Framework Dashboard. Both provide powerful means to unequivocally meter our effectiveness in delivering AFCEC's seven Core Capabilities to our customers. The Core Capabilities, as defined in the Management Plan, are integrated across the Management Framework Dashboard, using metrics and measures of effectiveness to highlight successes and identify opportunities for improvement.

In implementing the Management Framework, Directorates will employ a new way of thinking – a new way of working together – applying a unity of effort approach across Directorates to achieve AFCEC's mission requirements and the needs of the installations. With the Management Framework approach, we are no longer defined and compartmentalized as who we are "by Directorates" but instead how well we come together "across Directorates" under dedicated leadership for each Core Capability. The past AFCEC segmented "by Directorate" approach resulted in inefficiency, loss of time, and multiple and sometimes conflicting schedules and agendas. Now, customers will benefit from an integrated team with Directorate personnel addressing the challenges and solutions together. This fundamentally changes how we report to external stakeholders and how we integrate "across Directorate" lines.

With the publishing of the updated Management Framework as the current baseline to measure how effectively we are delivering our Core Capabilities, we will assess potential gaps in our critical responsibilities, develop scalable approaches, and implement integrated workable solutions. We will seek opportunities for process improvement by comparing our service delivery from where we are to where we want to be. These efforts will help us gauge whether AFCEC needs to shift tactics and/or internal priorities.

I encourage you to go to the AFCEC Portal Home Page and check out the updated Management Plan and Management Framework Dashboard. During my Commander's Call on 9 November I look forward to hearing your feedback and answering your questions on how we can best deliver Civil Engineer expertise to strengthen installations and enhancing combat power through a unity of effort approach. Thank you for your dedication, esprit de corps, and excellence in supporting our Airmen and Guardians around the world.

Engineers Lead the Way!

William H. Kale III, PE, PMP  
Brig Gen, USAF

