

**ENLISTED FORCE
DEVELOPMENT**

CONCEPT OF OPERATIONS



AIR NATIONAL
GUARD

FOREWARD



Air Guard Members:

As the 11th Command Chief of the Air National Guard, I am proud to serve Airmen in the greatest military force the world has ever known. I am humbled by the responsibility to represent over 91,000 enlisted Air Guard members and their families who selflessly sacrifice to serve at home and abroad. Traveling across our 54 States, Territories and the District of Columbia has provided me great optimism regarding our enlisted force. As we proudly serve in our Citizen-Airman construct, the Director of the Air National Guard and I have a responsibility to prepare the institution for the path ahead, thereby ensuring the ANG is relevant. As leaders we make certain this is accomplished through *Education, Training and Experiences*. In conjunction with the ANG Enlisted Field Advisory Council (EFAC) and the ANG Strategic Planning System (SPS), I wholeheartedly endorse this “Enlisted Force Development Concept of Operations (EFD CONOP)”.

Our ANG *Aimpoint* outlines the priorities that we as an enlisted corps can focus on. The *Aimpoint* is a vision document with 3 main priorities: ***Renewing our Commitment to the Profession of Arms, Health of the Force, and Recognize and Embrace Our Accomplishments***. I have challenged leaders within organizations to focus upon the *Aimpoint* key areas during Unit Training Assemblies. Development is a cornerstone in the ***Professional of Arms***. We work today to secure a developmental path forward, while seeking to leave a road map for future leaders to follow.

As Guard Airmen the roles and statuses we serve in differ from those of the Active Component, yet we maintain the same readiness and are evaluated to the same standards. Whether in federal, state, or civilian status, the ANG will foster career development plans for Guard Airmen to ensure their deliberate professional development in both military and civilian careers.

The strength we provide to our nation is engrained into the roots of our founding. Men and women who dropped the plow and lifted a musket in defense of freedom are represented today as corporate executives, teachers, medical professionals, and civil servants. The EFD CONOP seeks to capture this treasure as a set of valued experiences to help advise Commanders and lead Airman. This document sets the direction because your Air National Guard will *Always be on Mission*.



JAMES W. HOTALING, CMSgt, USAF
Command Chief, Air National Guard





**ENLISTED FORCE
DEVELOPMENT**



ENLISTED FORCE DEVELOPMENT



The vision for the Air National Guard (ANG) Enlisted Force Development (FD) is to create an ANG which is responsive to Local, State/Territory/District and Air Force (AF) requirements while simultaneously expanding our pool of future leaders through mentorship and to increase the depth and breadth of competencies in the enlisted force. In doing so, we must not lose sight of the fact that the overwhelming majority of the ANG is comprised of Citizen Airmen. The honor of serving the nation as a Citizen Airman is tied to the roots of our militia construct in the founding of our nation. We are ever mindful that a successful Airman must balance service to our country while maintaining and excelling in both civilian and military careers.

Whether in federal, state, or civilian status, the ANG will foster career development plans for Guard Airmen to ensure their deliberate professional development in both military and civilian careers.

— ANG Strategic Master Plan Nov 2014

The intent of FD is to provide deliberate and organized professional development tailored for the enlisted force to generate a well-rounded performance based Airman who is prepared for the next level of responsibility. Although this concept of operations is *not* mandatory, it is highly encouraged through the office of the Air National Guard Command Chief as well as the Senior Enlisted Management Office (SELMO) and the Training and Development Division NGB/HRT. Throughout this concept, the common theme will reflect the assumption of deliberate development throughout the force structure tiers of Airmen (AMN), Noncommissioned Officers (NCO) and Senior Noncommissioned Officers (SNCO), as well as the development levels of Tactical, Operational and Strategic leadership) to complement the core competencies expected of our Airmen.

(FD) is based on AFI 36-2618 The Enlisted Force Structure and AFPD 36-26 Total Force Development. The purpose of FD is to “develop and implement occupational competencies to all airmen” in terms of education, training and experience. Additional objectives specific to the ANG are to encourage the 54 States, Territories and Washington D.C., to develop a program which ensures the proactive and deliberate professional development of Airmen. Force Development is NOT a promotion enhancement program but instead is a program which allows the ANG to grow its personnel via a well-established process to become competent and competitive professionals.

There are multiple tools available to assist in the FD for our Airman. The Enlisted Evaluation System (EESs) (Enlisted Performance Reports) not only covers the Airman’s past performance but can be used to establish future performance criteria. The EES allows members and supervisors to tangibly identify areas that can bolster competencies. Another tool is the utilization of a record review RIP to track metrics in areas such as deployment experiences, Special Duty Identifiers, EES, Professional Military Education (PME), Awards, and positions our



Airmen have held during their tenure within the Air National Guard. This will allow for a clear and concise document capturing the experiences our Airmen have. The Developmental Special Duty (DSD) assignment list is attached and should be considered as another area to assist in FD. There are a multitude of Statutory Tours (STAT Tour) across the AF enterprise that our ANG Airmen can be qualified to perform. This list is ever-changing but an example of the current opportunities is attached. Additionally, FD STAT Tours are specific to the FD program (link can be found at <http://www.ang.af.mil/careers/index.asp>). There are no Military Vacancy Announcements associated with these tours. Each state is allowed one officer and one enlisted person to be on a FD STAT Tour. FD STAT Tours can be from one to three years in duration and there is no guarantee of location or of a joint assignment. NGB will place FD STAT Tour selectees at a Major Command (MAJCOM) or a Headquarters (HQ) staff position. FD stat tour selectees are in Title 10 status and can end up anywhere in the world Permanent Change of Station (PCS) costs are paid by the NGB. Nominations will be recommended by each respective state to the office of NGB/HR. Applicants can be on any status (AGR, Technician or DSG) for the application process. These positions are highly beneficial and complementary to FD within the states and should be strategically pursued.



*Today's ANG is **always on mission**. The ANG consistently, and without fail, responds to the United States' need for unit-equipped capability across the full spectrum of threat environments, both at home and abroad. This agile force has established itself as a **proven choice to provide air, space, and cyber power to combatant commanders in any Area of Responsibility, the first choice for homeland operations, and the enduring choice for building and maintaining long-term partnerships**. The ANG is committed to the continuance of its vital role as a valuable contributor in each of these endeavors.*





ENLISTED CAREER PLANNING



ENLISTED CAREER PLANNING



The following concept begins at E-1 and follows the rank structure throughout the developmental levels of leadership, formal training, special duty assignments, civilian education, PME, local and national tours and nominative tours. This is an “ideal” process that is intentionally fallible. Utilize this as a tool or guide to assist in FD of the enlisted corps. Further, the below information identifies and separates between the AMN Tier, NCO Tier and the SNCO Tier. It concludes with a section specifically for Chief Master Sergeants and their development to assist the SELMO to build senior leaders for higher level Command Chief positions within the AF enterprise. This document purposely suggests similar but different opportunities for each tier

that complements and logically increases responsibility commensurate with the enlisted rank one holds. The following information is not new, rather, it attempts to focus all of the known requirements and suggested opportunities into one document to assist supervisors and mentors in the development of the enlisted force. Deliberate development is part of our way of life in the ANG. Regardless of rank or position held, all members should see the value in growth opportunities for our enlisted force.

Education and training are the foundation of our airpower advantage.

We will maximize our Airmen’s potential by refining our development programs to move beyond classroom-based instruction and incorporating leading-edge educational concepts.

— USAF Vision Statement

The Junior Enlisted Airman (E-1 through E-4)

The first term Airman aggressively pursues indoctrination into the ANG through Initial Active Duty for Training (IADT) to obtain core competencies within their respective Air Force Specialty Code (AFSC). During this training, airmen can pursue leadership opportunities, such as technical training leadership positions when available. After completion of IADT and the Airman returns to their home state, they should enter an aggressive training regimen to build upon the foundation learned in IADT. This training encompasses Career Development Courses (CDCs) and application of core competencies through On-the-Job Training (OJT) with the goal to achieve their 5 skill-level through upgrade training. During and through upgrade training, supervision should look at ways to expose their Airmen to broadening experiences during Annual Training, Air Expeditionary Forces (AEF), Flag Exercises, Deployments, Conferences, Temporary Duties (TDY), day-to-day mentorship and allowing them to train other Airmen. This is a good time in an Airman’s career to provide them with additional duties within the section, such as the Fitness Monitor or Ancillary Training Monitor.

However, there will be times that supervisors of these Airmen should look at additional ways to broaden their scope even further, through Developmental Assignments. These encompass



areas such as Total Force AEF Joint Training, Joint Exercises, Total Force Exchange Program, and opportunities to mentor Airmen within their area of expertise. These Airmen should be looked at for special duties within Wing Headquarters, such as assisting the Wing Executive Officer, or any other opportunities that present themselves on a temporary basis. As with all our Airmen at this level in their development, PME is their key to success; therefore, supervisors must encourage and assist Airmen under their supervision to prepare and enroll in Airmen Leadership School either by correspondence or preferably, in-residence.

Our nation will undoubtedly face significant domestic, global, and fiscal challenges. The National Guard will meet these challenges by providing our nation an accessible, responsive, capable, ready, and affordable force.

— General Frank Grass

Our Airmen, and specifically the Senior Airmen, are at the stage to begin limited supervision and build leadership skills that will assist them in their next stage of development as an NCO. Technical expertise is the foundation and without the foundation, supervision and leadership is premature. Promotions at this level should mirror technical competence as well as potential leadership abilities.

The above common core attributes and development of this group of Airmen strives to establish effective followers and in turn, leaders while aggressively learning core competencies within their AFSC. This group of Airmen relies heavily upon the NCOs above them for guidance, direction, and mentorship, while simultaneously establishing influence over peers and subordinates. This group of Airmen operates at the Tactical level of leadership and development. In this level, Airmen strive to become the best technicians and team members they can be to complete the task they have been given.

The NCO (E-5 through E-6)

The second term and career Airman's development continues with goals to become expert hands-on technicians and to serve as first line supervisors. This group of NCOs is relied upon primarily for mission accomplishment. Technical growth is a must to be successful in this area. To accomplish technical growth, supervisors must concentrate on OJT and upgrade training for Airmen to obtain their 7 skill-level. These individuals must broaden their experiences as supervisors, trainers, and Noncommissioned Officer in Charge (NCOIC). Annual Training must be planned and organized to complement growth areas such as deployments, AEF, Flag Exercises, Unit Compliance Inspections (UCI)/Operational Readiness Inspections (ORI), conferences, and TDYs. Mentorship opportunities must be aggressively pursued by supervisors to prepare these NCOs for future leadership roles and increased responsibilities.

Additional duties for these individuals should be sought out to assist in their breadth and depth of experiences through areas such as Unit Career Advisors (UCA), Unit Fitness Managers, and Wing Inspection Team/Exercise Evaluation Team. Additional ways to continue their



development could be through Joint Exercises, Total Force Exchange Program, Total Force AEF Joint Training, Additional First Sergeant (Shadow), local board representative, mentoring another junior Airman or completing SEJPME I (course is designed for E6/E7s).

These individuals are prime for Special Duty Assignments such as a Recruiter, an Instructor (BMT, ALS), or a Stat Tour/ State Headquarter Tour (CDS, CST etc). The key goal of developmental tours or a Special Duty Assignment is to develop and fine-tune leadership attributes and skills for future positions and leadership roles.

NCOs must lead by example and can develop themselves through the completion of the NCO Academy Intermediate Leadership Experience (ILE) and additional military leadership education opportunities. Additionally, NCOs should be working towards completion of CCAF and/or other civilian education opportunities that directly enhance professional development. NCOs must ensure completed education is updated in Virtual Military Personnel Flight (vMPF) through their Base Education and Training Manager. Technical expertise is the foundation and without the foundation, supervision and leadership is premature. Promotions at this level should mirror technical competence, as well as potential leadership abilities.

NCOs strive to establish themselves as skilled technicians within their AFSC while building, preparing, and leading teams to accomplish the mission while strengthening enduring partnerships. This group of Airmen relies heavily upon the direction of SNCOs above them for guidance, direction and mentorship, while they aggressively pursue mission accomplishment. This group of Airmen operates at the Tactical level of leadership and development. In this level, NCOs strive to broaden and perfect their technical expertise and supervisory techniques.

The SNCO (E-7 through E-9)

The SNCO is the critical component in the ability for the Air Force to project air power. The goal for the SNCO is to ensure that these individuals have a great deal of experience and leadership ability to utilize the talents of their teams to meet mission requirements as they mature through the top-three ranks. These professionals must always be mindful and deliberate in their charter to develop all Airmen under their responsibility. At this level, continuation in the development of their upgrade training culminates upon award of the 9 skill-level. Although at this level, technical expertise and depth and breadth of experience are extremely high, it is still extremely imperative that the broadening experiences continue to reflect their future rank, positions and potential. At this level, individuals should be looked at being placed in section/flight chief and/or manager and superintendent positions, both at home station and while deployed. Additional deployment, AEF, Flag exercises, UCI/ORI participation should be aggressively considered. Conferences, TDYs and mentorship opportunities are other areas to pursue that can assist in broadening their experiences. These individuals should have the opportunity to assist the team by delegating additional duties that they have already been tasked with to evaluate, train and mentor their subordinates to successfully complete these duties. SNCOs must have the capabilities to assist their leadership in the decision making process.



Further, SNCOs should pursue developmental assignments at NGB, Total Force Exchange Programs, Total Force AEF Joint Training, and/or assisting with National Boards. Additional opportunities exist with local special duty assignments such as First Sergeants, Wing Human Resource Advisors and/or UCI/ORI Inspectors. These opportunities are to assist in the breadth and depth of experience of our SNCOs to prepare for future potential assignments as Superintendents, Program Managers, Functional Managers, Wing and State Command Chiefs, and numbered Air Force positions as well as nominative positions for key leadership roles.

SNCOs should continue their professional development through a variety of means building upon their Associate degree, such as, but not limited to, pursuit and completion of a Bachelor's degree. It must be made clear that personal and professional growth never ends while leading today's Airmen. It is the example of the enlisted leadership that reflects the importance of education for our Airmen in today's society. A SNCO not only concerns themselves by their own example, but with assisting our Citizen Airmen with their future careers within our communities and our society. Although higher education is not mandatory for career progression within the enlisted ranks, it is encouraged for continued professional development. The first step in influencing development is expressing the importance of PME is for SNCOs to complete the SNCO Academy by correspondence and if possible, attend the SNCOA Advanced Leadership Experience (ALE) at Maxwell-Gunter AFB, AL. Additionally, upon promotion to E-7, completion of SEJPME II (designed for E8/E9s) and state level professional enhancement courses should be aggressively sought out.

The above common core attributes and development of this group of Airmen assists in leading and managing teams. This group of Airmen relies upon their superior's direction and intent and their own experiences to accomplish the mission. This group of Airmen normally operate at the Operational level of leadership and development, although some CMSgts may operate at the Strategic level. At this level, we must assist our Airmen's transition from being the expert technician and first line supervisor to leaders with broader operational leadership, supervisory and managerial responsibilities. The preponderance of the enlisted force will spend the majority of their career at the tactical and operational levels maximizing the technical skills and mission focus of the enlisted force.

The Chief Master Sergeant

Chief Master Sergeants have a very distinct role in the Air Force. The expectations of those serving in this rank are extremely high. We should be very careful to ensure only the very best SNCOs are selected to this top rank. As a Chief Master Sergeant, development does not end. Although CMSgts serve in key roles throughout the enterprise and at all levels, we must continue to grow the talents of these professionals for the future of the ANG. Since CMSgts are the epitome of the finest qualities of a military leader, every effort must be made to continually develop and prepare our CMSgts for future roles. A CMSgt's primary function is to bring substantial institutional, operational and functional experience, as well as strong leadership skills, to their organization. CMSgts are key mentors and must be able to assist in the



development of Airmen, NCOs, and SNCOs through day-to-day interactions. CMSgts are sought out by their leadership to assist in the decision making process and therefore must take all training and opportunities in their development at each tier extremely serious and with much effort. Based on the expectation of this rank, continued development is critical in being effective to serve the enlisted Airmen as well as the leadership.

To assist in the further development of CMSgts, special duty assignments maybe be considered and pursued, such as the Wing Command Chief (CCM), State CCM, SEL/SEA, Stat Tours, CFM, Commandant, FAM, Numbered AF CCM, ANG/CCM, CNGB/SEA with the opportunity to serve as the CMSAF. CMSgts should aggressively pursue the highest levels of PME and professional development opportunities such as the Chief Executive Course, Chief Leadership Course and the Command Chief Orientation course. To be considered for nominative positions outside state lines, Command Chiefs must seriously consider pursuing an advanced degree to optimize and culminate a well-rounded, educated professional Airmen able to communicate at every level of leadership, every tier (officer and enlisted alike) with ease and professional maturity.

Based on the level of expertise, experience, professionalism, competence and knowledge, these groups of CMSgts must operate in the strategic level of leadership and development. To prepare for this level of thinking and operating, the experiences encountered at the Airmen, NCO, SNCO tier, as well as the education obtained through PME and civilian channels, serve the ANG and the USAF strategically. At this level, CMSgts must continue to develop knowledge in institutional processes, vision to improve their ability to advise senior leaders. The primary focus at this level should be the strategic leadership and management of the Air Force and Air National Guard to best meet current and future requirements.

Summary

Force Development is a critical part of developing our Enlisted Corps into innovative Airmen who are prepared to accomplish the mission and lead in a rapidly evolving global environment while meeting personal and professional needs. FD is used in conjunction with mentorship, force management, and promotions to help shape our force and prepare the ANG and the USAF for the future. Ideally, Airmen will be continually trained and mentored through each developmental level of leadership, technical expertise, and PME that reflect the tier and rank they each hold. When we deliberately develop our Airmen, the propensity for success and a standard of competencies will unfold, and Airpower will safeguard our communities, the 54 and the United States of America.

I'm firmly convinced that leaders are not born; they're educated, trained, and made, as in every other profession. To ensure a strong, ready Air Force, we must always remain dedicated to this process.

—General Curtis E. LeMay, CSAF, 1961-1965

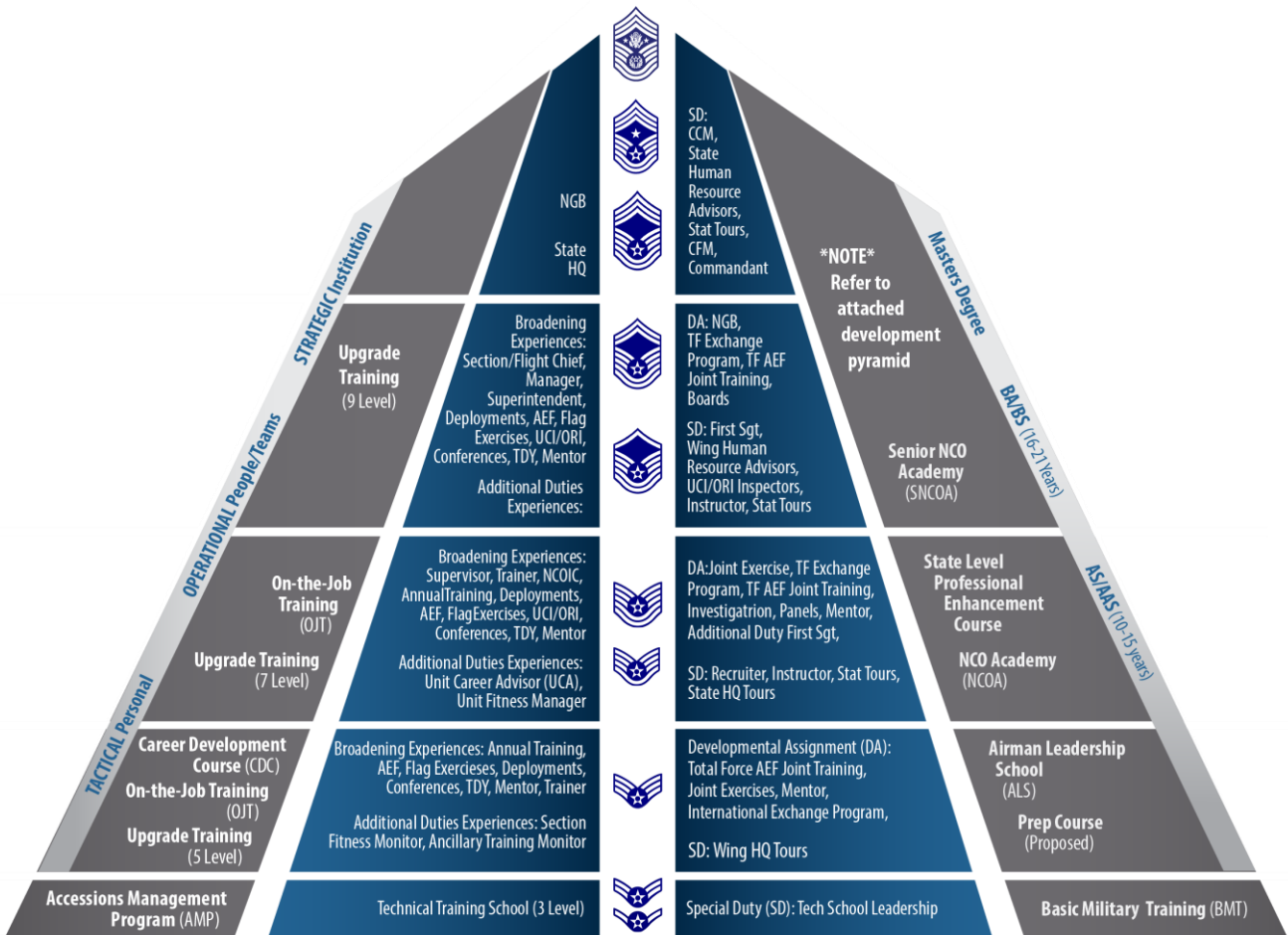


DEVELOPMENTAL PYRAMID

“As Guard Airmen maintain standards of proficiency within their AFSC, they are also developed within their civilian careers, which can directly or indirectly enhance their military performance. The ANG will help shape USAF corporate recognition for civilian expertise and equivalency to garner the most return on investment from Guard Airmen in a resource-constrained environment.”

—ANG STRATEGIC MASTER PLAN NOV 2014

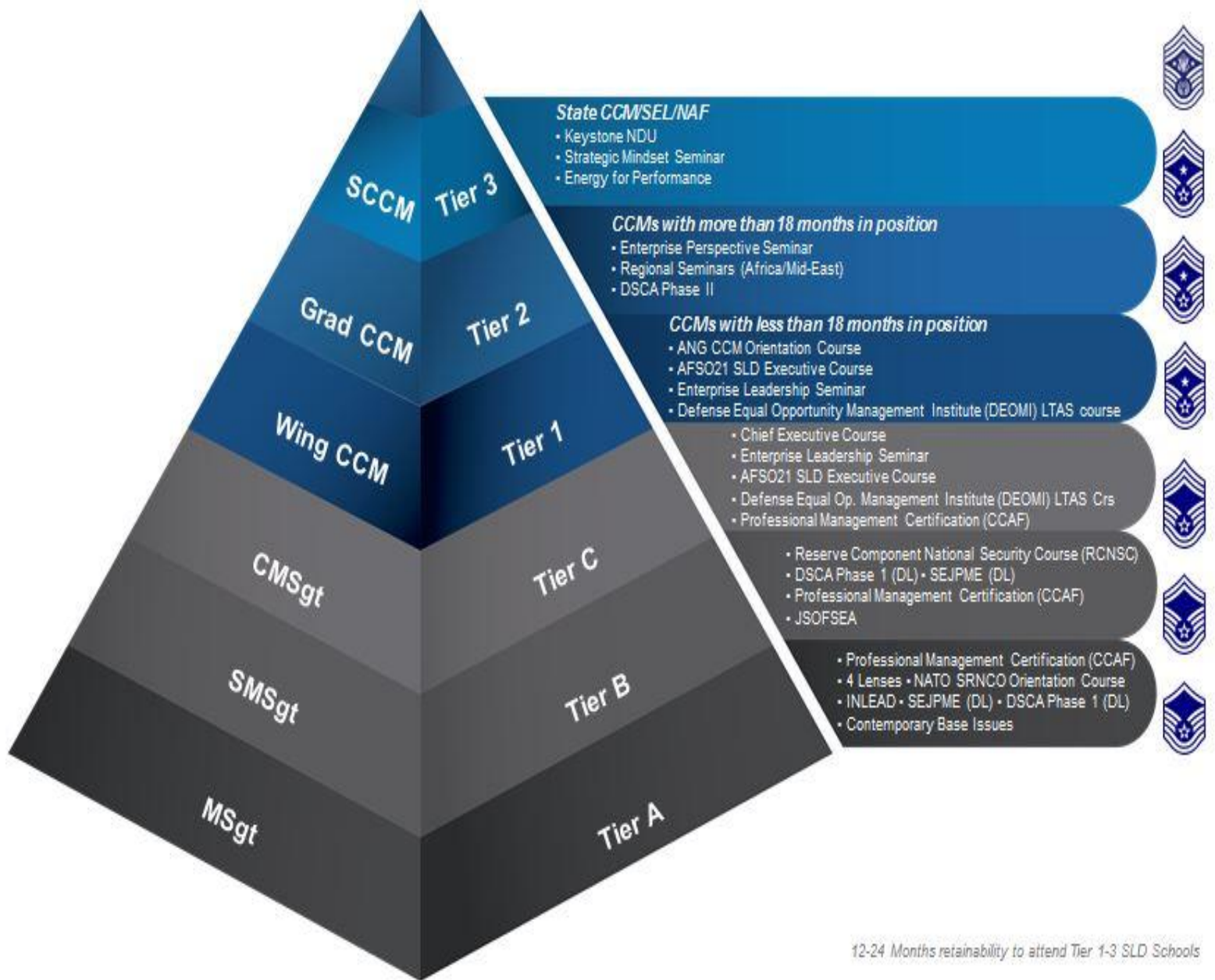
DEVELOPMENTAL PYRAMID



"The ICEBERG principle is related to the depth of education, training, and experience that citizen-airmen possess while rooted in their community and career. The EFD pyramid represents just the tip of the ICEBERG. What's below the waterline embodies the intangible qualities that make us a powerful component of the USAF." - CMSgt James W. Hotaling, ANG CCM #11



DEVELOPMENTAL PYRAMID



12-24 Months retainability to attend Tier 1-3 SLD Schools



DEVELOPMENTAL SPECIAL DUTIES OVERVIEW

Air National Guard Airmen in any status (Drill status, AGR or Technician) should look for opportunities outside of their technical specialty at critical points in their career. These opportunities allow Airmen to challenge themselves and gain unique experience as leaders, managers and communicators.

Developmental Special Duties (DSDs) are positions critical to the development of Airmen. Additionally, these positions allow members to take on a new challenge outside of their technical specialty. All members have opportunities to serve in DSD positions both within their state and on extended active duty as:

- Academy Military Training NCOs
- Professional Military Education Instructors
- First Sergeants
- Military Training Instructors
- Military Training Leaders
- Recruiters
- Specialty Training Instructors identified with a T-prefix

Developmental Special Duties impact every Airman in every organization. We must have the right members in these positions to enhance our organizations. There is a process to apply for DSD positions at the unit, state and national level in drill status and AGR capacities. Current DSD vacancies can be found at: <http://www.ang.af.mil/careers/index.asp> under DSD vacancy announcements. This website includes the process for application.

Refer to PSDM 13-62 for further information on how the Air Force selects members for special duty positions.

SENIOR ENLISTED MANAGEMENT OFFICE OVERVIEW

Senior Enlisted Leader Management Office (SELMO) manages functional oversight, coordinates senior leader education opportunities and processes nominations to key Department of Defense (DoD) Command Senior Enlisted Leaders positions for over 155 ANG Command Chiefs and Senior Enlisted Leaders. SELMO organizationally falls under the Office of the ANG Command Chief. Additionally, SELMO creates deliberate development tools for State and Wing CCMs to manage the over 1900 Chief Master Sergeants across the 54 States, Territories and the District of Columbia. SELMO coordinates daily with the National Guard Bureau General Officer Management Office (GOMO), Air Force “Chief’s Group” and key DoD senior leader offices to include the offices of the Senior Enlisted Advisor to the Chairman (SEAC) of the Joint Chiefs of Staff, Chief Master Sergeant of the Air force (CMSAF) and the NGB Senior Enlisted Advisor to Chairman of NGB (NGB/SEA).

ATTACHMENT 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

REFERENCES

AFPD 36-26, *Total Force Development*, 27 September 2011

Air Force Doctrine, Annex 1-1, *Force Development*

Air Force Doctrine, *America's Air Force: A Call to the Future*, 2014

AFI 36-2640, *Executing Total Force Development*, 29 December 2011

AFI 36-2618, *The Enlisted Force Structure*, 27 February, 2009

AFPD 36-26, *Total Force Development*, 27 September 2011

National Guard Bureau Posture Statement, 2016

USAF Strategic Master Plan, *Human Capital Index*, May 2015

