



# blueprint

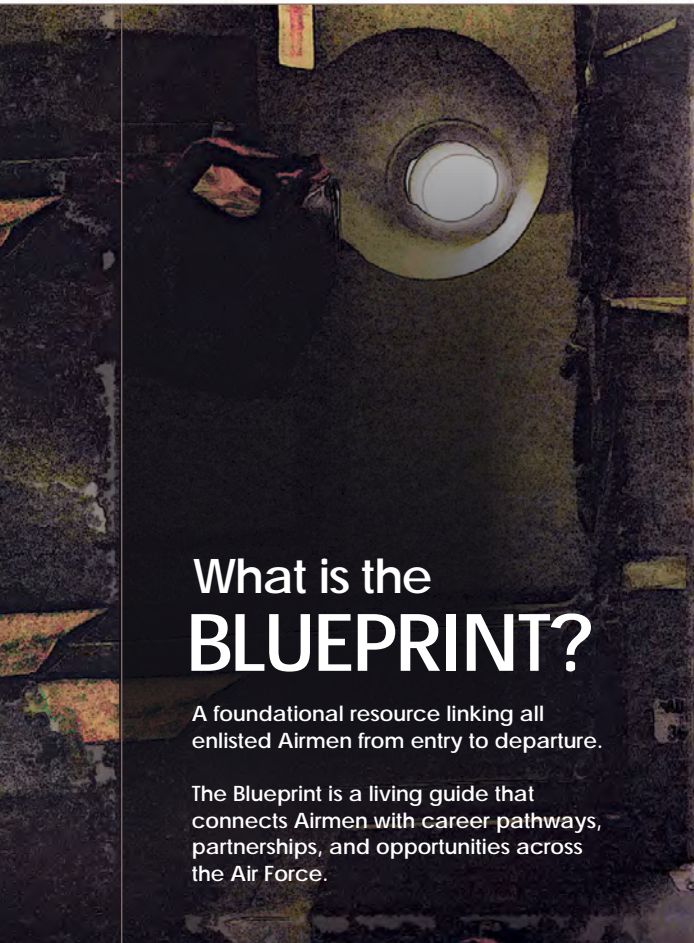
ENLISTED FORCE DEVELOPMENT



A GUIDE TO CONNECT ALL AIRMEN TO THE AIR FORCE



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## What is the **BLUEPRINT?**

A foundational resource linking all enlisted Airmen from entry to departure.

The Blueprint is a living guide that connects Airmen with career pathways, partnerships, and opportunities across the Air Force.

## How to use the **BLUEPRINT**

The Blueprint serves as a guide for open dialog among supervisors, peers and may be used during feedback sessions, professional development, goal setting and career planning.

Command teams are encouraged to introduce this living document to Airmen at all levels—it was built by Airmen, for Airmen as a roadmap for development during their careers.



### External Weblink

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### CAC-Enabled Link

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This guide will be updated annually



# Message for the **FORCE**

Fellow Wingmen,

We stand at an inflection point in our Nation, where the challenges from strategic competitors will place ever-increasing demands on our Air Force.

The strength of our force, our people, remains unmatched; however, our adversaries seek to challenge that. We need Airmen who can understand the complexity of the strategic environment, think critically through challenges, and provide real-time solutions across the domains of air, land, sea, space, cyber and information. In order to outpace emerging threats, we must deliberately develop our Airmen to ensure they remain our strongest competitive advantage.

To overcome these challenges, we need a united path forward, where technical **proficiency intersects with character and leadership development**, guiding us to a future where the best and brightest of our great Nation are called to serve in its defense.

Our Air Force cannot build this path forward without a strong "Blueprint." Just as we build the leaders of today to develop the Airmen we need tomorrow, so must we strategically develop all Airmen to take up the mantle of service that so many have before them. This is not a path we walk alone, or a challenge we face in isolation. We all have a stake in this, and we will all play a part in ensuring that we remain the world's greatest Air Force.



**JoAnne S. Bass**

Chief Master Sergeant of the Air Force



# What it means to be an **AMERICAN AIRMAN**

## WINGMAN

Everything we do is about teamwork. We are always looking out for and willing to help each other

## LEADER

It starts with setting the right example ourselves and being willing to step up or follow when the time calls for it

## WARRIOR

We will be challenged and must be able to fight through adversity when it arrives in life and on the mission

**U.S. FLAG**  
Represents our Nation and the freedom and rights we proudly defend

**SPECIALTY BADGES**  
The capabilities and skills we bring to the fight

**NAME TAPES**  
Representing our families both at home and those we serve alongside

**PATCHES**  
The missions we fuel and the teams we serve with

**RANK**  
Our responsibility in our formations to our duty and the people we care for

The heart,  
mind, and spirit  
behind the  
uniform and our  
greatest strategic  
advantage



# Legacy of VALOR

## HISTORY forms our DNA

- 
- 1909**  
U.S. Army purchases their first aircraft from the Wright Brothers
- MAY 5, 1917**  
Cpl. Eugene Bullard becomes the first African-American Military pilot
- DECEMBER 7, 1941**  
The Empire of Japan attacks Pearl Harbor, HI
- MAY 1, 1943**  
Sgt. Maynard H. Smith actions led to the Medal of Honor - France
- FEBRUARY 20, 1944**  
SSgt Archibald Mathies actions led to the Medal of Honor - England
- SEPTEMBER 18, 1947**  
U.S. Air Force established as an independent military service
- 1949**  
The Air Force became the first service to desegregate its forces
- JULY 31, 1960**  
CMSgt Grace A. Peterson becomes the first female Chief
- APRIL 3, 1967**  
Former POW, CMSgt Paul W. Airey becomes the first CMSAF
- FEBRUARY 24, 1969**  
A1C John L. Levitow actions led to the Medal of Honor - Vietnam
- SEPTEMBER 11, 2001**  
Terrorists attack New York, Washington D.C. and Pennsylvania
- SEPTEMBER 28, 2005**  
A1C Elizabeth N. Jacobson becomes the first female Airman killed in action during the Operation Iraqi Freedom
- DECEMBER 20, 2019**  
U.S. Space Force established as an independent military service
- SEPTEMBER 18, 2022**  
75th Anniversary of the U.S. Air Force
- 1907**  
Cpl. Eddie Ward becomes the first enlisted Airman
- JUNE 14, 1912**  
Cpl. Vernon L. Burge becomes the first American enlisted pilot
- 1918-1926**  
U.S. Army Air Service becomes the Nation's air warfare service
- 1941**  
The Tuskegee Airmen fight in WWII and strike a blow against racism
- DECEMBER 20, 1943**  
TSgt Forrest L. Vosler actions led to the Medal of Honor - Germany
- APRIL 12, 1945**  
SSgt Henry "Red" Erwin actions led to the Medal of Honor - Japan
- JULY 8, 1948**  
SSgt Esther M. Blake becomes the first woman in the U.S. Air Force
- MAY 20, 1958**  
The ranks of SMSgt (E-8) & CMSgt (E-9) are established
- APRIL 11, 1966**  
A1C William H. Pitsenbarger actions led to the Medal of Honor - Vietnam
- MARCH 11, 1968**  
CMSgt Richard L. Etchberger actions led to the Medal of Honor - Laos
- OCTOBER 1, 1973**  
CMSgt Thomas N. Barnes becomes the first African American CMSAF
- MARCH 4, 2002**  
TSgt John A. Chapman actions led to the Medal of Honor - Afghanistan
- JANUARY 4, 2016**  
Full intergration for women in all AFSCs
- DECEMBER 13, 2019**  
CMSgt Ramon Colon-Lopez becomes the first Airman to serve in the rank of SEAC
- AUGUST 6, 2020**  
CMSgt JoAnne S. Bass becomes the first female and Asian American CMSAF



# Legacy of VALOR

## Timeline of OPERATIONS

### HISTORY Resources

#### AIR FORCE HISTORY:

 <https://www.airforce.com/mission/history/overview>

#### USAF ENLISTED HERITAGE RESEARCH INSTITUTE:

 <https://www.airuniversity.af.edu/Barnes/AFEHRI>

#### AFEHRI Virtual Tour:

 <https://www.airuniversity.af.edu/Barnes/AFEHRI/Virtual-Tour>

#### THE EVOLUTION OF AIRMEN; Conversations with the Chief Master Sergeants of the Air Force

 <https://static.dma.mil/usaf/cmsaf50>

#### 110 YEARS OF FLIGHT – USAF chronology of Significant Air and Space Events 1903 -2012:

 <https://media.defense.gov/2015/Dec/21/2001509316/-1/-1/0/AFD-151221-826-001.PDF>

#### NATIONAL MUSEUM OF THE AIR FORCE:

 <https://www.nationalmuseum.af.mil>

-  1916-1917  
Mexican Expedition
-  1917-1918  
World War I
-  1941-1945  
World War II
-  1947-1991  
Cold War
-  1950-1953  
Korean War
-  1966-1973  
Vietnam War
-  1980  
Operation Eagle Claw
-  1983  
Operation Urgent Fury
-  1986  
Operation El Dorado Canyon
-  1989-1990  
Operation Just Cause
-  1990-1991  
Operation Desert Shield
-  1991  
Operation Desert Storm
-  1992-2003  
Operation Southern Watch
-  1995  
Operation Deliberate Force
-  1997-2003  
Operation Northern Watch
-  1998  
Operation Desert Fox
-  1999  
Operation Allied Force
-  2001-2014  
Operation Enduring Freedom
-  2003-2010  
Operation Iraqi Freedom
-  2010-2011  
Operation New Dawn
-  2011  
Operation Odyssey Dawn
-  2015-2021  
Operation Freedom's Sentinel
-  2014-PRESENT  
Operation Inherent Resolve





# The TOTAL FORCE

The Total Force is comprised of the Air Force organizations, units, and individuals that deliver global vigilance, global reach, and global power to the Department of Defense that support and defend the Constitution of the United States. The Total Force includes regular Air Force, Air National Guard, Air Force Reserve, Air Force military families, Air Force civilian personnel, and the Civil Air Patrol as the official Air Force Auxiliary.



## REGULAR AIR FORCE

The component that consists of Airmen who serve continuously on active duty in peace and war.

Regular Air Force Airmen live on or near their unit's base of operations.



## AIR FORCE RESERVE

The component that consists of Airmen who serve part-time or full-time on active or inactive status.

Air Force Reservists live close to "home" and have multiple participation options.



## AIR NATIONAL GUARD

The component that consists of Airmen that serve in both an organized state militia and an Air Force Reserve component.

Air National Guardsmen live close to "home" and have multiple participation options.



## ENLISTED

The enlisted force is comprised of Regular Air Force, Guard and Reserve members, which consists of a diverse group of functionally and operationally-specialized Airmen that form the backbone of the Air Force.



## OFFICER

Officers are comprised of Regular Air Force, Guard and Reserve members. Officers often shoulder our Air Force's leadership responsibilities, accepting personal responsibility and accountability to duty and for all actions, including those of their subordinates.



## FAMILIES

Our Air Force families are vital members of the Total Force. Whether Airmen are single, married, have kids, parents living or deceased, their families are the support net and contribute to the strength of our Nation's Air Force.



## CIVILIAN

Civilian Airmen play a critical role in accomplishing the Air Force mission. They deploy, lead organizations, and provide essential continuity of operations and serve at every level, from aircraft maintainers at the squadron to general officer equivalents.



# The TOTAL FORCE

## PERSONNEL Numbers

ENLISTED  
409,076



Regular: 261,872 | Reserve: 55,345 | Guard: 91,859

OFFICER  
92,108



Regular: 60,689 | Reserve: 15,016 | Guard: 16,403

CIVILIAN  
177,940



(Numbers current as of February 2022)

## Additional INFORMATION

Air Force

 [www.af.mil](http://www.af.mil)

Air Force Reserve

 [www.afrc.af.mil](http://www.afrc.af.mil)

Air National Guard

 [www.ang.af.mil](http://www.ang.af.mil)

Civil Air Patrol

 [www.gocivilairpatrol.com](http://www.gocivilairpatrol.com)

FIVE AND THRIVE

 [www.fiveandthrive.org](http://www.fiveandthrive.org)

Air National Guard and Reserve Categories

 [www.arpc.afrc.af.mil/About/Guard-and-Reserve-Categories](http://www.arpc.afrc.af.mil/About/Guard-and-Reserve-Categories)

VA Benefits Air Force Reserve & Air National Guard

 [www.benefits.va.gov/guardreserve](http://www.benefits.va.gov/guardreserve)



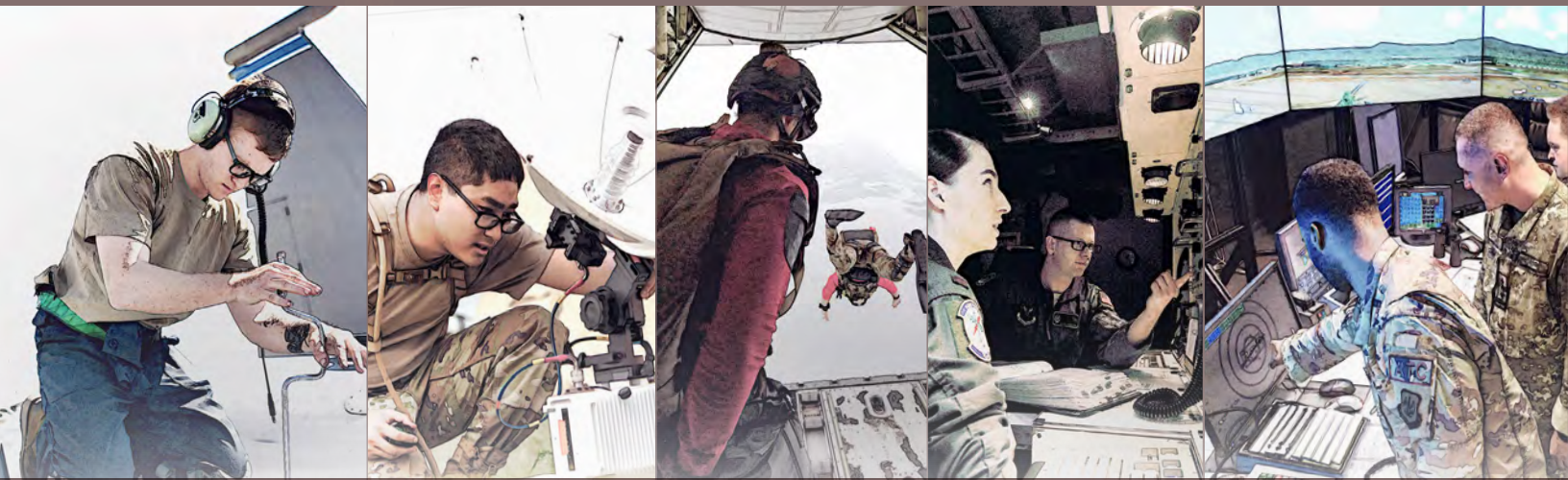
# What is AIRPOWER?

Airpower is the ability to project military power through control and exploitation in, from and through the air, to rapidly achieve strategic, operational, and tactical objectives.

## We ALL play a PART



## FIVE Air Force Core Missions



AIRPOWER IS GUIDED AT THE STRATEGIC, OPERATIONAL AND TACTICAL LEVELS

### AIR SUPERIORITY

Our Airmen deliver air superiority by ensuring the freedom to operate effectively across conflicts while dominating the air.

### INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE (ISR)

Our Airmen shape the decisions that maintain deterrence, contain any crisis, and achieve success in battle.

### RAPID GLOBAL MOBILITY

Our Airmen provide swift deployment and the ability to sustain operations by delivering equipment and personnel for missions.

### GLOBAL STRIKE

Our Airmen ensure nuclear and conventional precision strike forces can conduct global strike by holding any target around the world at risk.

### COMMAND AND CONTROL

Our Airmen deliver reliable information/communication platforms that ensure joint success across domains.



# What is AIRPOWER?

Airpower is the ability to project military power through control and exploitation in, from and through the air, to rapidly achieve strategic, operational, and tactical objectives.

## Our role in the JOINT ENVIRONMENT



### MISSION COMMAND

Our Airmen provide leadership in the joint environment that ensures success while operating in environments of increasing uncertainty, complexity, and change with the freedom of action needed to exploit emergent opportunities and succeed.

### FLEXIBILITY

Our Airmen transition airpower seamlessly between mission sets while simultaneously exploiting both mass and maneuver. Flexibility allows airpower to shift from one joint force commander to another ensuring we can act quickly and decisively.

### SPEED

Our Airmen leverage speed, allowing airpower to exploit time and control tempo. Speed ensures our airborne capabilities provide the joint force the reach that permits airpower to employ its capabilities at a distance.

## How we integrate in the JOINT FORCE

NATIONAL SECURITY STRATEGY

NATIONAL DEFENSE STRATEGY

NATIONAL MILITARY STRATEGY

THEATER STRATEGY

CAMPAIGN (LOCATION) PLANNING

OPERATIONAL AND TACTICAL APPLICATION

TACTICAL PLANNING

## Innovative AIRPOWER



### AGILE COMBAT EMPLOYMENT (ACE)

ACE is a proactive and reactive operational scheme of maneuver executed within threat timelines to increase resiliency and survivability while generating combat power throughout the integrated deterrence continuum.

### MULTI-CAPABLE AIRMEN (MCA)

MCA are Airmen capable of accomplishing tasks outside of their core Air Force specialty. These personnel are often trained as a cross-functional team to provide combat support and combat service support to ACE force elements. They are enabled by cross-utilization training and can operate independently in an expeditionary environment to accomplish mission objectives within acceptable levels of risk.

### MCA TRAINING AUDIENCE

Deliberately selected group of Airmen delivering mission generation (MG), command and control (C2), and base operating support (BOS) capabilities.



# Air Force TEAM of TEAMS

Where and how do I fit into the AF Team of Teams concept? All Air Force Specialty Codes (AFSC) are connected to one another. There are several series, which have their own mission, but each series is tied together.

## WITHOUT YOU, THE OVERALL MISSION WOULD NOT BE SUCCESSFUL.

Go link with others outside of your work section or unit to see how combining efforts support the Air Force mission.

### HERE ARE SOME QUESTIONS TO ASK YOURSELF OR YOUR LEADERSHIP:

- Where does my AFSC fit into the AFSC series structure?
- How do I promote the Secretary of the Air Force's "One Team, One Fight" philosophy?
- What am I doing to support the CSAF Action Orders?
- How do I get after the Airmen, Bureaucracy, Competition, Design (ABCD)?

### HOW DO YOU SUPPORT THE AF MISSION?

The link below will provide you with an overview of each AFSC.

[https://mypers.af.mil/app/answers/detail/a\\_id/7504](https://mypers.af.mil/app/answers/detail/a_id/7504)

### HOW DO YOU LINK WITH OTHERS?

This should help you understand how your job connects with others.

[www.airforce.com/careers](http://www.airforce.com/careers)





# Air Force TEAM of TEAMS

## HEADQUARTERS AIR FORCE (HAF)

HAF is responsible for implementing the Chief of Staff of the Air Force (CSAF) and the Chief Master Sergeant of the Air Force's (CMSAF) vision. HAF also works directly for the Secretary of the Air Force and is broken out into an A-Staff. Career Field Managers (CFMs) are responsible for policy, manning, funding, technical training schools, and all AFSC specific requirements for all bases. Support and assistance from your CFM can be garnered through your SEL or Flight Leadership to your FAMs and MFMs.

## MAJOR COMMANDS (MAJCOMs)

MAJCOMs perform a geographical or functional mission and are set up as an A-Staff. The MAJCOM Functional Managers (MFMs) are responsible for manning and personnel issues with their area of responsibilities in conjunction with the Functional Area Managers (FAMs), who are responsible for the tools, training, and personnel to do the job. Support and assistance from your MAJCOM can be garnered through your SEL.

## FIELD OPERATING AGENCIES (FOA)

FOAs perform activities beyond the scope of any of the MAJCOMs that are specialized or associated with an Air Force wide mission. Two examples are the Air Force Personnel Center and the Air Force Office of Special Investigations.

## SQUADRONS

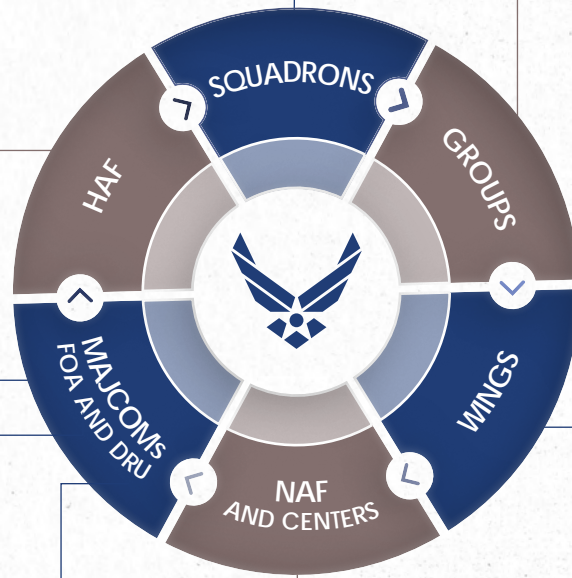
Squadrons will have their own functional roles aligned with the overall wing mission. Your squadron Senior Enlisted Leader (SEL) is the point of contact for institutional and functional matters. How do you team with other organizations?

## GROUPS

Groups bring together multiple squadrons that provide a broad capability to accomplish the wing's mission. Your group SEL is the advisor to the group Commander, squadron Commanders and subordinate SELs. How does your squadron tether within the group to the wings mission?

## WINGS

Wings are comprised of multiple groups. They are structured to fulfill a mission determined by the assigned MAJCOM. What is your wing's mission? To find this answer you will need to look into your wing's mission, vision and priority plan. How does that mission link through the NAF and encompasses the MAJCOM strategies? How does your AFSC tie to the overall mission? Your wing Command Chief Master Sergeant (CCM) is the advisor to your commanders and SELs.

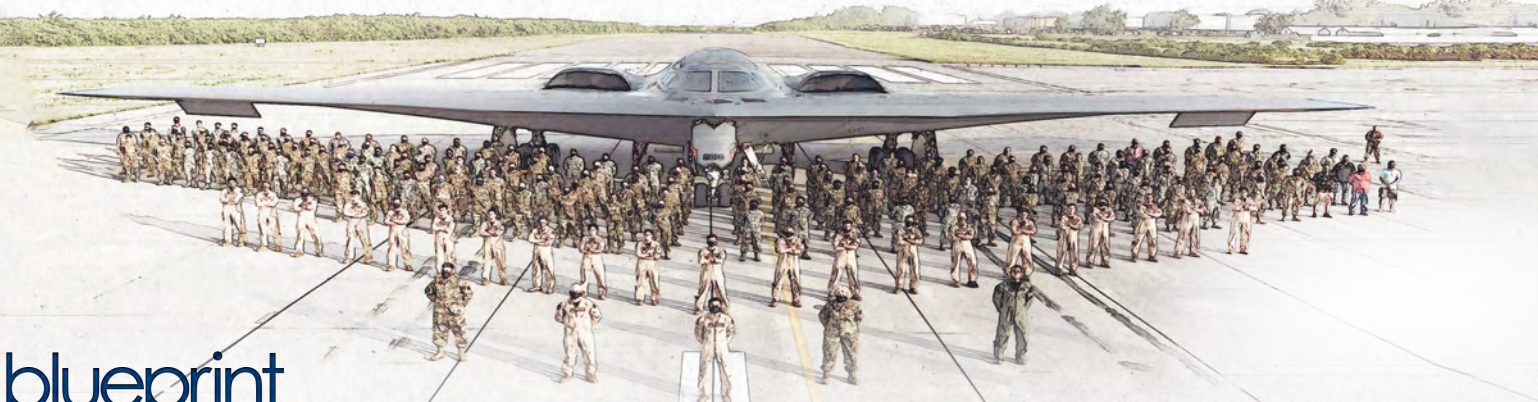


## NUMBERED AIR FORCES (NAF) AND CENTERS

A NAF is an organization between the wings and MAJCOM. Each NAF is organized as an A-Staff with its own operational focus. NAF Command Chiefs are the SEL link for support to help with overall challenges. A center is an Air Force organization with a specific functional expertise that can be either the equivalent of a wing or NAF in size and scope of their mission.

## DIRECT REPORTING UNITS (DRU)

DRUs perform a mission that does not fit into any of the MAJCOMs. These units report directly to CSAF and have many of the same administrative and organizational responsibilities as a MAJCOM. Two examples are the Air Force District of Washington and the United States Air Force Academy.





# Air Force TEAM of TEAMS

## Air Staff

HAF, also known as the "Air Staff," is set up as an A-Staff. Each A-Staff function within HAF has a Deputy Chief of Staff (DCS) for their specialty that carries out their diverse functions.

The CMSAF is the CSAF's enlisted teammate and advisor. The CMSAF works directly with all the other leaders within the Air Staff's functions and across the MAJCOMs to advance objectives.

**NOTE:** Higher echelons reside above the Air Staff (i.e. the Secretariat) responsible to the Department of Defense, for organizing, training and equipping the Department of the Air Force.

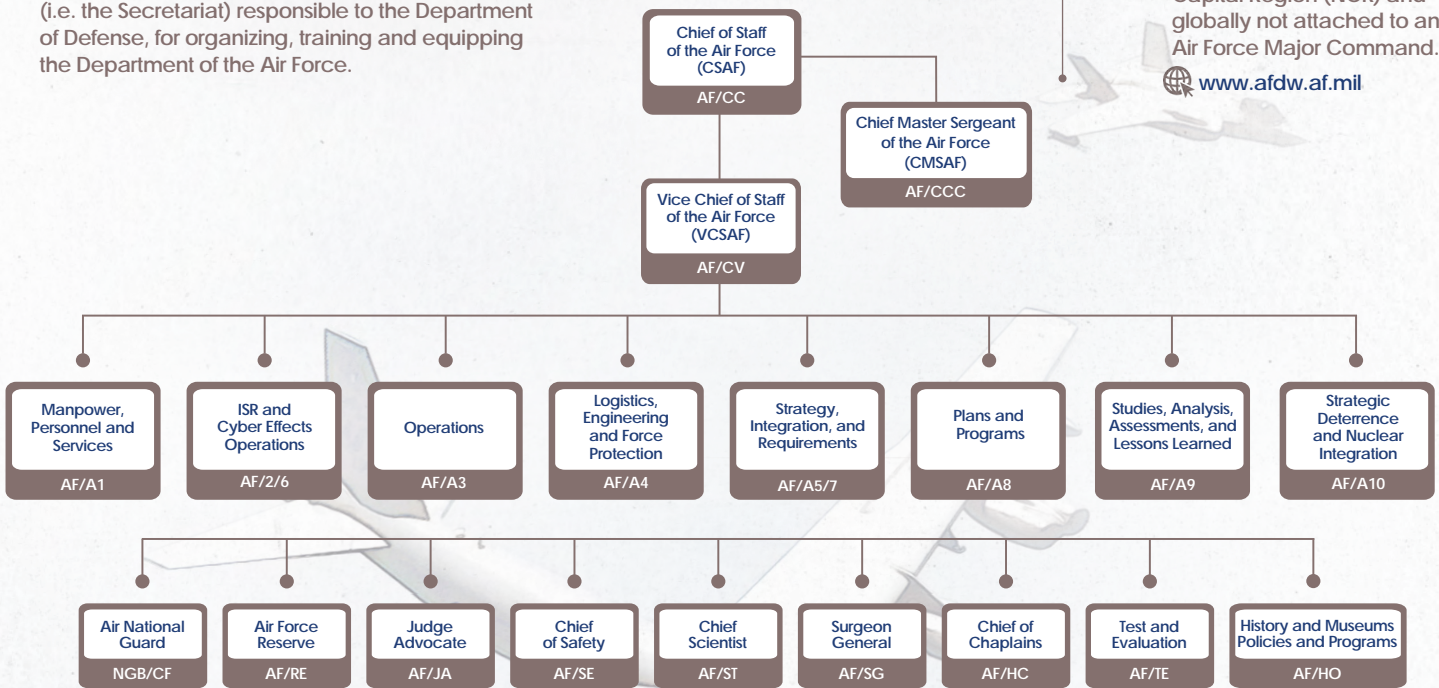
The CCMs and CFMs play significant roles as both command and functional leaders respectively. These Airmen tackle the issues you are having from the MAJCOM and Air Force level, to take care of Airmen so they can execute the mission.



### HEADQUARTERS AIR FORCE DISTRICT OF WASHINGTON (AFDW)

AFDW is a Direct Reporting Unit to the Air Force Chief of Staff. AFDW is responsible for the administration, organization, training, and readiness of 33,000 Air Force and Space Force personnel assigned across the National Capital Region (NCR) and globally not attached to an Air Force Major Command.

[www.afdw.af.mil](http://www.afdw.af.mil)

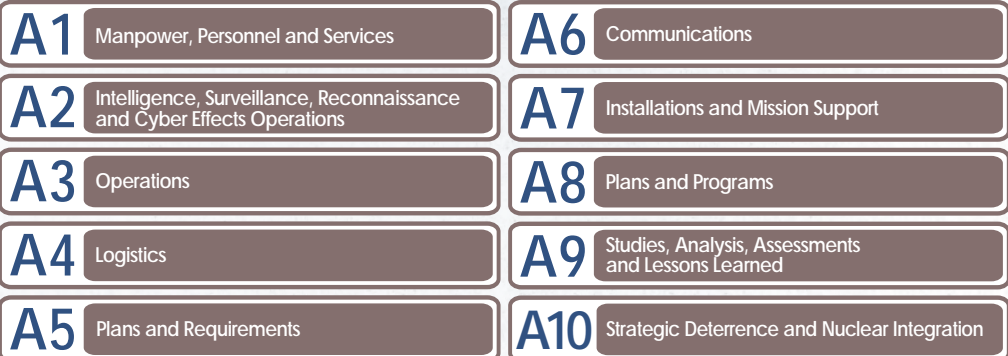


## A-Staff

A-Staff is an organizational structure that represents AF Functions.

MAJCOMs and HAF are aligned in this manner to better communicate with sister services and joint staffs.

Each A-Staff may be set up a little differently but the concept is the same. For example; A2/6.





# Air Force **TEAM** of **TEAMS**

The Air Force is made up of 9 MAJCOMs and the Air Reserve Component (ARC) comprised of the Air National Guard (ANG) and the Air Force Reserves (AFRES), each with its own mission (listed below.) MAJCOMs work directly with the NAFs and for the wings that are assigned to its area of responsibility. The MAJCOMs function as a team to meet the overall AF Mission.

## Do you know the Air Force MAJCOMs?



### AIR COMBAT COMMAND

Provides forces to warfighting commands. What part do you and your teams play in preparing for the future fight?

[www.acc.af.mil](http://www.acc.af.mil)



### AIR EDUCATION AND TRAINING COMMAND

Recruits, Trains and educates Airmen in Basic Military Training, Technical School, and Professional Education. How are you developing yourself and others to be the best integrated teams?

[www.aetc.af.mil](http://www.aetc.af.mil)



### AIR FORCE GLOBAL STRIKE COMMAND

Provides forces for strategic deterrence. How does strategic deterrence impact you and your cross functional team?

[www.afgsc.af.mil](http://www.afgsc.af.mil)



### AIR FORCE MATERIEL COMMAND

Conducts research, development, testing, evaluation and acquisitions. What do you and your teams do and use every day that started in AFMC?

[www.afmc.af.mil](http://www.afmc.af.mil)



### AIR FORCE RESERVE COMMAND

Provides combat-ready capability for national security. How do you work with AFRC teammates? How do you support each other?

[www.afrc.af.mil](http://www.afrc.af.mil)



### AIR FORCE SPECIAL OPERATIONS COMMAND

Provides Special Operations Forces for worldwide operations. Have you worked with any Air Commandos?

[www.afsoc.af.mil](http://www.afsoc.af.mil)



### AIR MOBILITY COMMAND

Provides airlift and tanker operations to get right effect in right place at right time. Think about how AMC supports you and your teams' mission.

[www.amc.af.mil](http://www.amc.af.mil)



### PACIFIC AIR FORCES

Competes daily to ensure a Free and Open Indo-Pacific. Do you know about the threats to our Nation in this arena?

[www.pacaf.af.mil](http://www.pacaf.af.mil)



### AIR NATIONAL GUARD

Serves to protect our homeland and support federal efforts. Total responsibility for air defense for the entire United States. Do you work with an ANG Teammate? Have you thought about crossing over?

[www.ang.af.mil](http://www.ang.af.mil)



### U.S. AIR FORCES IN EUROPE - AIR FORCES AFRICA

Executes the mission with forward-based airpower and infrastructure to conduct and enable theater and global operations. Do you work with coalition forces?

[www.usafe.af.mil](http://www.usafe.af.mil)



# Air Force TEAM of TEAMS

Geographic combatant commands operate in clearly delineated areas of responsibility and have a regional military focus, while functional combatant commands operate world-wide across geographic boundaries and provide unique capabilities to geographic combatant commands and the armed services.

## GEOGRAPHIC Combatant Commands



### NORTHCOM

How do I support and defend the homeland?

[www.northcom.mil](http://www.northcom.mil)



### EUCOM

How am I prepared to help the AF with mission challenges across Europe?

[www.eucom.mil](http://www.eucom.mil)



### INDOPACOM

How am I involved in supporting national interests?

[www.pacom.mil](http://www.pacom.mil)



### SPACECOM

How do I support operations to deter conflict from space?

[www.spacecom.mil](http://www.spacecom.mil)



### SOUTHCOM

How do I support deterring aggression and defeating threats?

[www.southcom.mil](http://www.southcom.mil)



### AFRICOM

How am I a part of countering transnational threats and malign actors?

[www.africom.mil](http://www.africom.mil)



### CENTCOM

How do I support military operations and regional stability in this AOR?

[www.centcom.mil](http://www.centcom.mil)

### Why are these AORs important to supporting national security and interests?

If you have any questions or concerns, reach out to your chain of command for further information. They will be able to answer your questions.



# Air Force TEAM of TEAMS


Geographic combatant commands operate in clearly delineated areas of responsibility and have a regional military focus, while functional combatant commands operate world-wide across geographic boundaries and provide unique capabilities to geographic combatant commands and the armed services.

## FUNCTIONAL Combatant Commands



### CYBERCOM

This command has three main focus areas: defending the Department of Defense information networks (DoDIN), providing support to combatant commanders for execution of their missions around the world, and strengthening our Nation's ability to withstand and respond to cyber attack.

 [www.cybercom.mil](http://www.cybercom.mil)



### SOCOM

This command develops and employs fully capable Special Operations Forces to conduct global special operations and activities as part of the Joint Force to support persistent, networked and distributed Combatant Command operations and campaigns against state and non-state actors to protect and advance U.S. policies and objectives.

 [www.socom.mil](http://www.socom.mil)



### STRATCOM

This command delivers a dominant strategic force and innovative team to maintain our Nation's enduring strength, prevent and prevail in great power conflict, and grow the intellectual capital to forge 21st Century strategic deterrence.

 [www.stratcom.mil](http://www.stratcom.mil)



### TRANSCOM

This command conducts globally integrated mobility operations, leads the broader Joint Deployment and Distribution Enterprise, and provides enabling capabilities in order to project and sustain the Joint Force in support of national objectives.

 [www.ustranscom.mil](http://www.ustranscom.mil)



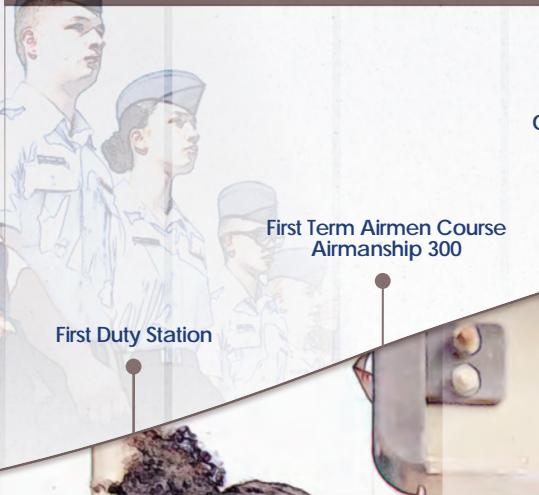
# Junior Enlisted DEVELOPMENT



Junior Enlisted Airmen focus primarily on learning their professions and role within the Air Force fighting formations. They strive to achieve occupational proficiency, develop a routine of military readiness, and pursue opportunities for growth in preparation for increased responsibilities.

## AVAILABLE CAREER OPPORTUNITIES

Community College of the Air Force	Air Force Career Development Academy	AF Virtual Education Center	Airman Leadership School	AFSC Cross Training	Officer Training School	Permanent Change of Station (PCS)
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Basic Military Training  
Airmanship 100

Tech School  
Airmanship 200  
Apprentice  
3-Level

First Duty Station

First Term Airmen Course  
Airmanship 300

OJT/Upgrade Training  
Journeyman  
5-Level

Progression to  
**NCO**



## TRANSITION OPPORTUNITIES

Air National Guard | Air Reserve | Palace Chase | Palace Front | Sister-Service Transfer

Transition Assistance Program	DoD SkillBridge Program	College (Post-9/11 GI Bill)	Professional Trade Certifications	Federal and State Civil Service
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# NCO DEVELOPMENT



Known as “the backbone” of our United States military, our NCOs focus on continued growth in their professions and the development of others to deliver mission excellence. As the primary trainers of the force, their expertise and experience elevate Air Force capabilities through demonstrated competence, credibility, and character.

## AVAILABLE CAREER OPPORTUNITIES

Airmanship 400	Special Duty	Community College of the Air Force	Air Force Career Development Academy	AF Virtual Education Center	NCO Retraining Program	AFSC Cross Training	Officer Training School	Permanent Change of Station (PCS)
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## Progression to SNCO

Consider Senior Enlisted Joint Professional Military Education (SEJPME) I Course

NCO Academy

Consider Professional Organization Involvement

NCO Professional Enhancement Seminar

OJT/Upgrade Training Craftsman 7-Level



## TRANSITION OPPORTUNITIES

Air National Guard | Air Reserve | Palace Chase | Palace Front | Sister-Service Transfer

Transition Assistance Program	DoD SkillBridge Program	College (Post-9/11 GI Bill)	Professional Trade Certifications	Federal and State Civil Service
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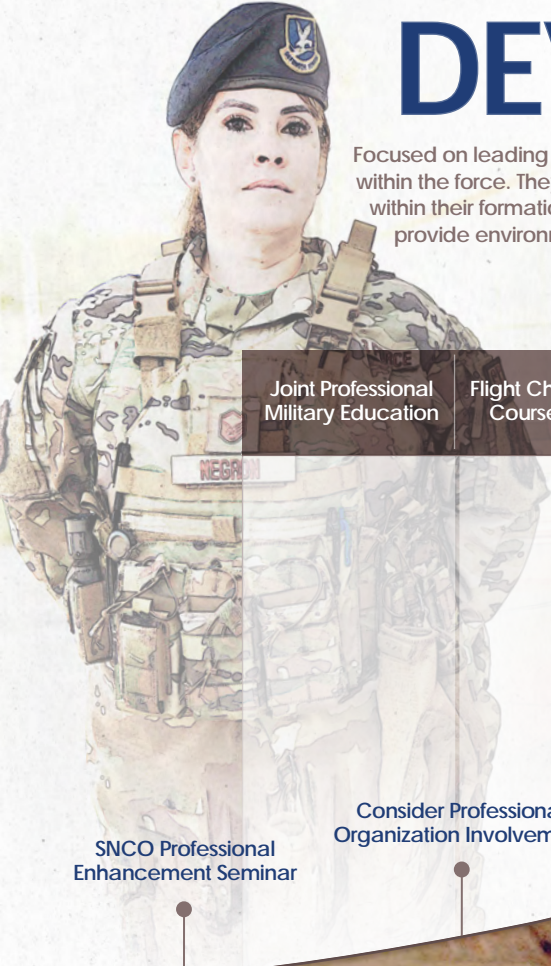
# Senior NCO DEVELOPMENT



Focused on leading teams and shaping the future, SNCOs serve as key advisors and advocates within the force. They translate intent into actionable objectives to build trust and understanding within their formations and serve as a bridge to command teams and Airmen. These leaders provide environments for Airmen to thrive and ensure we remain disciplined and ready.

## AVAILABLE CAREER OPPORTUNITIES

Joint Professional Military Education	Flight Chief Course	Special Duty	Senior Enlisted Leader Course	Sister-Service Enlisted PME	Community College of the Air Force	AF Virtual Education Center	Senior Leader Development Courses
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SNCO Professional Enhancement Seminar

Consider Professional Organization Involvement

SNCO Academy

OJT/Upgrade Training Superintendent 9-Level

Consider Senior Enlisted Joint Professional Military Education (SEJPME) II Course

Chief Master Sergeant Leadership Course



## TRANSITION OPPORTUNITIES

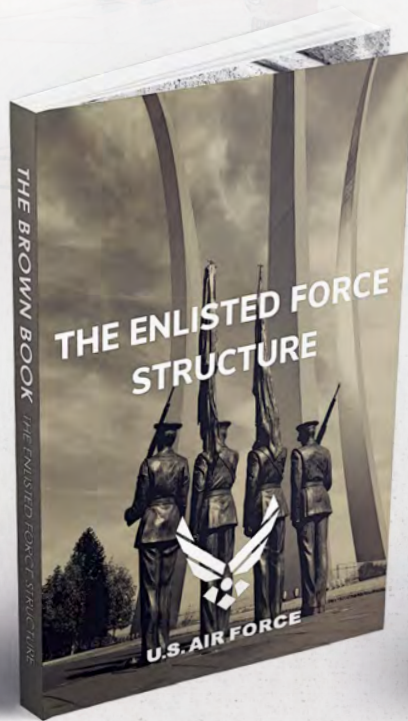
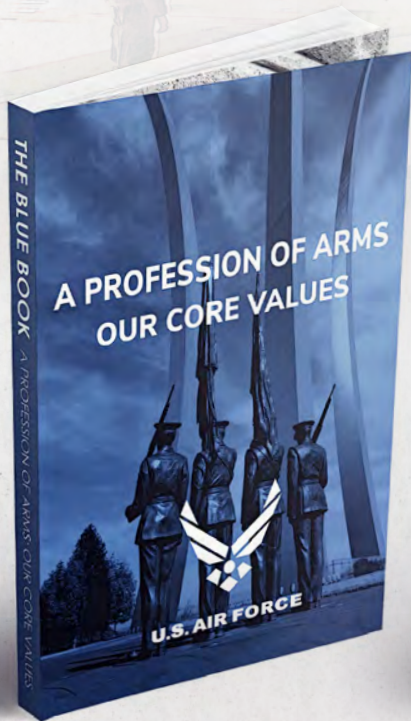
Air National Guard | Air Reserve | Palace Chase | Palace Front | Sister-Service Transfer

Transition Assistance Program	DoD SkillBridge Program	College (Post-9/11 GI Bill)	Professional Trade Certifications	Federal and State Civil Service
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# Our Foundation **THE BOOKS**


The Books are foundational documents that introduce and bring purpose to the Profession of Arms and what it means to be an Airman. The vital information in these documents serve as references for the Air Force's mission and culture, the enlisted force structure, and the Air Force's role in Joint Operations.



## THE **BLUE** BOOK

### A PROFESSION OF ARMS: OUR CORE VALUES

The Blue Book outlines the culture and the United States Air Force core values. This foundational document breaks down the Air Force Core Values and describes the responsibility given to each Airman to uphold a professional culture, the trust given by the American people, and those upholding the democratic principles in the Oath of Enlistment.

 [BlueBook.pdf](#)

## THE **BROWN** BOOK

### THE ENLISTED FORCE STRUCTURE

The Brown Book is foundational to Air Force standards, performance expectations, development and the roles and responsibilities of the enlisted corps. It provides supervisors and subordinates a roadmap for initial and follow-up feedback sessions. This is accomplished through the enlisted force structure and force development constructs which rely on Air Force Foundational competencies and Airman Leadership Qualities.

 [BrownBook.pdf](#)

## THE **PURPLE** BOOK

### THE JOINT TEAM

The Purple Book outlines the connection of Air Force doctrine to the Department of Defense purpose and mission. It describes the joint core values, capabilities, and **warfighting concepts of the joint force team** to provide Airmen a framework for integrating airpower across all domains.



# Development ELEVATES PERFORMANCE

The United States Air Force was created in 1947 with the implementation of the National Security Act. For over 75 years, our Airmen have built a path of excellence centered on dedication and innovation. Our Core Values are the fuel that drives our every move. With complexities of the world shaping our future, one thing must remain the nucleus of Airpower—the development of our Airmen. No matter where you serve in our Air Force, a blueprint for your development will forge a trail for others to continue our rich history and legacy.

## FOUNDATIONAL COMPETENCIES (FCs)

These are the most important combinations of knowledge, skills, and abilities. The FCs will translate into observable and measurable behaviors. These behaviors are the “building blocks” of development.

## AIRMAN LEADERSHIP QUALITIES (ALQs)

These are the most important sub-elements of specific performance of all Airmen which are derived from those same validated behaviors. These are the “building blocks” for the Enlisted Evaluation System.

## Foundational COMPETENCIES

ARE HOW WE DEVELOP THE FORCE

### DEVELOPING SELF

- Accountability
- Perseverance
- Communication
- Decision Making
- Information Seeking
- Flexibility
- Resilience
- Initiative
- Self-Control

### DEVELOPING OTHERS

- Teamwork
- Develops People
- Service Mindset
- Leadership
- Fosters Inclusion

### DEVELOPING IDEAS

- Analytical Thinking
- Digital Literacy
- Creative Thinking
- Fosters Innovation
- Influence

### DEVELOPING ORGANIZATIONS

- Resource Management
- Results Focused
- Change Management
- Strategic Thinking
- Precision

## Airman LEADERSHIP Qualities

ARE HOW WE EVALUATE PERFORMANCE

### EXECUTING THE MISSION

- Job Proficiency
- Initiative
- Adaptability

### LEADING PEOPLE

- Inclusion and Teamwork
- Emotional Intelligence
- Communication

### IMPROVING THE UNIT

- Decision Making
- Innovation

### MANAGING RESOURCES

- Stewardship
- Accountability





# Foundational **COMPETENCIES** (FCs)

The foundational competencies are the cornerstone for the deliberate development of Airmen.



## DEVELOPING SELF

- **Accountability:** Reliable and honest; takes responsibility for self and team
- **Perseverance:** Works strenuously toward challenges; maintains effort and interest in adversity
- **Communication:** Articulates clear/timely information; tailors messages to appropriate audience
- **Decision Making:** Informed, effective and timely decisions; weighs constraints, risks and benefits
- **Information Seeking:** Eager, aggressive learner; desires to know more
- **Flexibility:** Adapts to and works with a variety of situations, individuals, or groups effectively
- **Resilience:** The ability to adapt and recover after adversity or stress and maintain performance when facing change.
- **Initiative:** Takes action appropriately without prompting; does more than required or expected
- **Self-Control:** Keeps emotions under control and restrains negative actions when under stress

## DEVELOPING OTHERS

- **Teamwork:** Collaborates effectively with others to achieve a common goal or mission task
- **Develops People:** Invests in others; provides an environment of continual feedback and learning
- **Servant Leader Mindset:** Desires to help or serve others; makes effort to discover and meet others' needs
- **Leadership:** Inspires, builds, and sustains others to accomplish mission; organizes people and actions
- **Fosters Inclusion:** Creates culture where all may contribute; eliminates unnecessary barriers

## DEVELOPING IDEAS

- **Analytical Thinking:** Identifies problems and courses of action; evaluates alternative solutions
- **Digital Literacy:** Uses technology to synthesize information; interacts in a virtual environment
- **Creative Thinking:** Develops insights into new situations; questions conventional approaches
- **Fostering Innovation:** Builds a culture that champions creativity and informed risk taking
- **Influence:** Intends to persuade, convince, or impress others to elicit their support

## DEVELOPING ORGANIZATIONS

- **Resource Management:** Responsibly administrates resources to maximize readiness and lethality
- **Results Focused:** Demonstrates concern for working well; competing against a standard of excellence
- **Change Management:** Adapts and implements change to align goals with end state
- **Strategic Thinking:** Thinks on a large and small scale, long- and short-term
- **Precision:** A concern for order, quality, and accuracy with drive to reduce uncertainty





# Airman Leadership QUALITIES (ALQs)

The four major performance areas that categorize the ALQs stem from AFI 1-2, Commander Responsibilities, and AFI 90-201, The Air Force Inspection System.

## EXECUTING THE MISSION

- **Job Proficiency:** Knowledge and professional skill in assigned duties
- **Initiative:** Assesses and takes independent or directed action to complete a task or mission
- **Adaptability:** Adjusts to changing conditions and obstacles in accomplishing the mission

## LEADING PEOPLE

- **Inclusion and Teamwork:** Collaborates effectively with others to achieve an inclusive climate
- **Emotional Intelligence:** Self-awareness; manages emotions and relationships
- **Communication:** Articulates clear and timely information; tailors messages to appropriate audience

## IMPROVING THE UNIT

- **Decision Making:** Makes well-informed, effective and timely decisions
- **Innovation:** Thinks creatively about problems; demonstrates calculated risk-taking

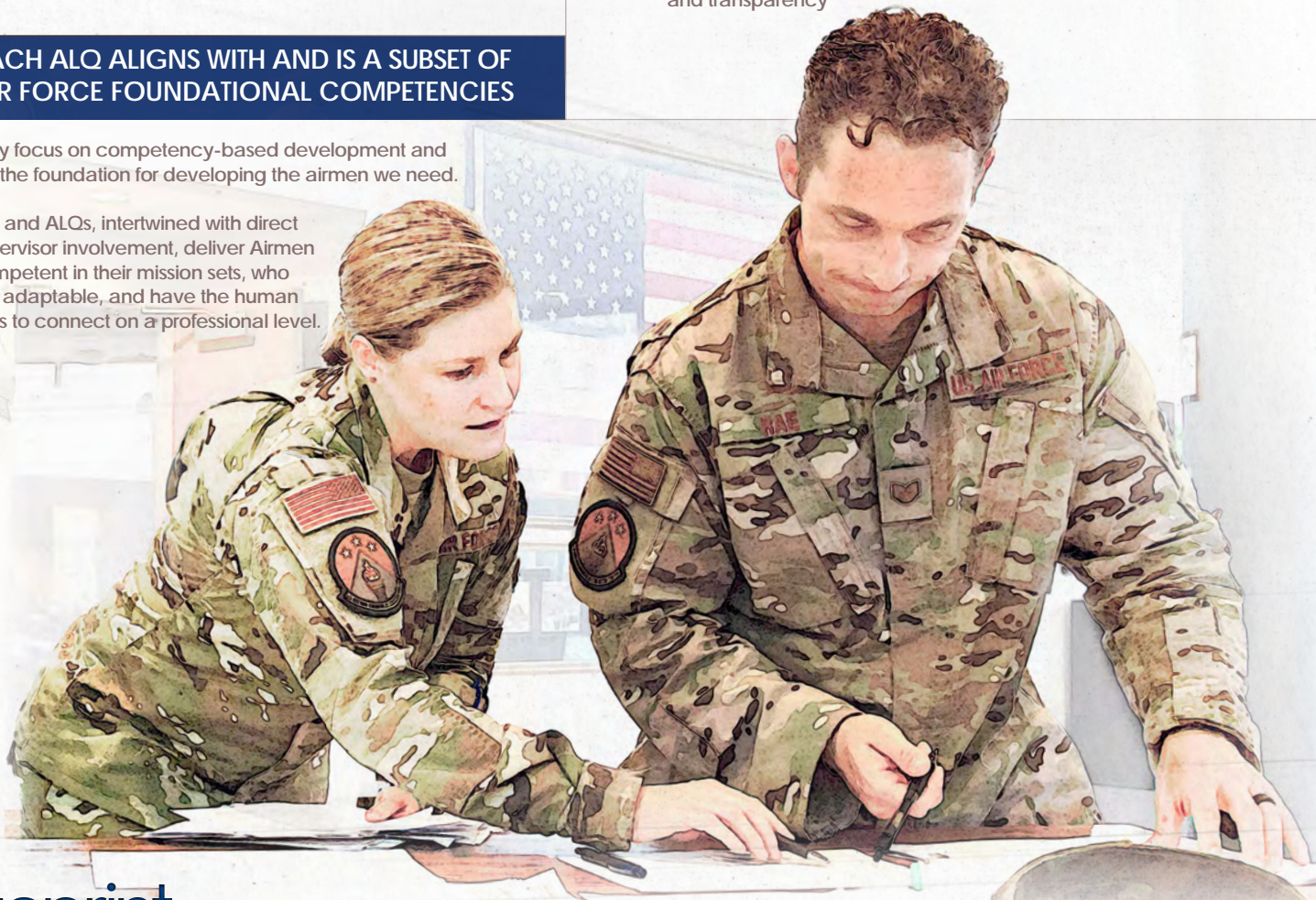
## MANAGING RESOURCES

- **Stewardship:** Responsible management of resources (time/equipment/people/funds/facilities)
- **Accountability:** Takes responsibility for the actions and behaviors of self and/or team; demonstrates reliability and transparency

### EACH ALQ ALIGNS WITH AND IS A SUBSET OF AIR FORCE FOUNDATIONAL COMPETENCIES

They focus on competency-based development and lay the foundation for developing the airmen we need.

FCs and ALQs, intertwined with direct supervisor involvement, deliver Airmen competent in their mission sets, who are adaptable, and have the human skills to connect on a professional level.







# What is the **BIG PICTURE?**

As Airmen, it is incumbent upon us to understand how our military and civilian leaders develop the national strategy we execute.

## NATIONAL STRATEGIES

1

### NATIONAL SECURITY STRATEGY

U.S. Government  
Executive Branch

NATIONAL PRIORITIES

2

### NATIONAL DEFENSE STRATEGY

Department  
of Defense

DEPARTMENT GUIDANCE

3

### NATIONAL MILITARY STRATEGY

U.S. Armed  
Forces

STRATEGIC DIRECTION





# What is the **BIG PICTURE?**

1

## **NATIONAL SECURITY STRATEGY**

### **U.S. GOVERNMENT EXECUTIVE BRANCH**

The National Security Strategy (NSS) is a report mandated by Section 603 of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 (Public Law 99-433). The NSS, signed by the President, addresses the tasks that, as a Nation, are necessary to provide enduring security for the American people and shape the global environment. It provides a broad strategic context for employing military capabilities in concert with other instruments of national power. In the ends, ways, and means construct, the NSS provides the ends.

 [history.defense.gov/Historical-Sources/National-Security-Strategy/](https://history.defense.gov/Historical-Sources/National-Security-Strategy/)  
 [www.whitehouse.gov/wp-content/uploads/2021/03/NSC-1v2.pdf](https://www.whitehouse.gov/wp-content/uploads/2021/03/NSC-1v2.pdf)

2

## **NATIONAL DEFENSE STRATEGY**

### **DEPARTMENT OF DEFENSE**

The National Defense Strategy (NDS) was officially put in place by Congress in Section 941 of the National Defense Authorization Act for FY2017 (Public Law 114-328), and in accordance with the National Security Act of 1947, to replace the Quadrennial Defense Review. The NDS, signed by the Secretary of Defense (SecDef), outlines Department of Defense's (DoD) approach to implementing the President's NSS. The NDS supports the NSS by establishing a set of overarching defense objectives that guide DOD's security activities and provide direction for the NMS. The NDS objectives serve as links between military activities and those of other United States Government departments and agencies in pursuit of national goals. This document provides the ways in the ends, ways, and means construct.

 [history.defense.gov/Historical-Sources/National-Defense-Strategy/](https://history.defense.gov/Historical-Sources/National-Defense-Strategy/)

3

## **NATIONAL MILITARY STRATEGY**

### **U.S. ARMED FORCES**

The National Military Strategy (NMS) was established by precedent in the Goldwater-Nichols Department of Defense Reorganization Act of 1986 (Public Law 99-433), which charges the Chairman of the Joint Chiefs of Staff (CJCS), the President, and the SecDef with providing strategic direction for the armed forces. The NMS, signed by CJCS, supports the aims of the NSS and implements the NDS. It describes the Armed Forces' plan to achieve military objectives in the near term and provides a vision for maintaining a force capable of meeting future challenges. It also provides focus for military activities by defining a set of interrelated military objectives and joint operating concepts from which the Combatant Commanders (CCDR) and service Chiefs identify desired capabilities and against which the CJCS assesses risk. This provides the final piece of the ends, ways, and means construct—the means.

 [history.defense.gov/Historical-Sources/National-Military-Strategy/](https://history.defense.gov/Historical-Sources/National-Military-Strategy/)

## **THE UNITED STATES AIR FORCE**

**Air Force strategic guidance is informed by these documents, and provides direction for the application of air power in joint operations to achieve national objectives**

The Air and Space Forces unite under the Department of the Air Force and are inextricably linked in defense of the crucial high ground, integral to the stability of the global security landscape. Under civilian leadership, the Department's nearly 700,000 Airmen and Guardians provide independent and integrated options to national leaders while defending democracy, an ideal that President Biden said, "holds the key to freedom, prosperity, peace, and dignity." The Department of the Air Force enhances the peaceful instruments of diplomacy, sustains instruments of deterrence that check the spread of conflict, and ensures credible consequences for aggression.

 [www.af.mil/Airpower-4-America/](https://www.af.mil/Airpower-4-America/)



# Growth OPPORTUNITIES

## EDUCATION



### Air Force Institute of Technology (AFIT)

The Enlisted-to-AFIT program is an element of enlisted professional development. In conjunction with other training and education programs, resident AFIT-sponsored science, engineering, and management graduate degree opportunities deepen noncommissioned officers' technical education and skills. The Enlisted-to-AFIT program provides enhanced combat capability for diverse career fields requiring a higher degree of education. AFIT requires members to incur an active duty service commitment and a permanent change of station.

**HOW TO APPLY:** Nomination process.



### Community College of the Air Force (CCAF)

The CCAF mission is to elevate enlisted professionals through education and technical expertise. CCAF offers Associates of Applied Science degrees, Bachelor's degrees, and Credentialing Opportunities to Enlisted members only. Airmen are automatically enrolled in CCAF and have the option of online or in-residence college courses.

**HOW TO APPLY:** Air Force Virtual Education Center and Base Education Office.



### Education with Industry (EWI)

This highly competitive program affords the opportunity for Airmen to partner with a selected company to learn leading-edge technology and management processes. Those selected to participate will PCS to complete a 10-month tour and will incur a three-year active duty service commitment. EWI is available to Airmen in the ranks of Staff Sergeant through Senior Master Sergeant.

**HOW TO APPLY:** MyVector application and nomination process.

## CAREER BROADENING

### Special Duties / Force Generators

Special Duties / Force Generators are specific special duty identifiers that recruit, build and develop the force. Through this key developmental opportunity, specialized Airmen produce and develop others through oversight, mentorship, and leadership competencies. This program is available to Airmen in the ranks of Staff Sergeant through Senior Master Sergeant.

**HOW TO APPLY:** Nomination process.



### Commissioning Programs

Commissioning Programs allows enlisted Airmen to use or complete Bachelor's degrees in order to become commissioned officers. These programs are in-residence and available throughout the enlisted member's career.

**HOW TO APPLY:** Base Education Office. Applications vary by program.





# Growth OPPORTUNITIES

## BENEFITS

### Air Force Credentialing Online (AF COOL)

Air Force Credentialing Online (AF COOL) provides DAF enlisted members opportunities to earn industry-recognized professional credentials to expand their professionalism while in the military and prepare them for civilian employment upon separation. Airmen/Guardians are authorized a lifetime cap of \$4500 and may enroll after the award of their 5-skill level with supervisor approval.

**HOW TO APPLY:** Air Force Virtual Education Center and Base Education Center.

### Military Tuition Assistance (MiTA)

MiTA supports DAF recruitment, retention, and readiness by providing financial assistance to officers and enlisted members to obtain associate, bachelor's and master's degrees. Airmen/Guardians are authorized an annual cap of \$4,500 and may enroll upon arrival to their first duty station with supervisor approval.

**HOW TO APPLY:** Base Education Center.

### DoD SkillBridge

DoD SkillBridge provides officers and enlisted members opportunities for apprenticeships, internships, and on-the-job training to prepare them for civilian employment upon separation. To be eligible, Airmen/Guardians must complete at least 180 days on active duty and expect to separate from Service within 180 days of beginning a SkillBridge program.

**HOW TO APPLY:** Air Force Virtual Education Center and Base Education Center.

## Additional RESOURCES

### Air Force Credentialing Online

 <https://afvec.us.af.mil/afvec/af-cool/welcome>

### Air Force Virtual Education Center

 <https://afvec.us.af.mil>

### Air Force Institute of Technology (AFIT)

 <https://www.afit.edu>

### Community College of the Air Force (CCAF)

 <https://www.airuniversity.af.edu/Barnes/CCAF>

 <https://afvec.us.af.mil/afvec/gem/how-gem-works>

### Developmental Special Duties/Career Broadening

 [https://mypers.af.mil/app/answers/detail/a\\_id/27577/p/10](https://mypers.af.mil/app/answers/detail/a_id/27577/p/10)

### Education with Industry (EWI)

 <https://www.afit.edu/CIP/index.cfm>

### Military Tuition Assistance (MiTA)

 <https://afvec.us.af.mil/afvec/public/welcome>

 <https://www.benefits.va.gov/gibill>

### DoD SkillBridge

 <https://skillbridge.osd.mil/>

 <https://afvec.us.af.mil/afvec/skillbridge/welcome>

### Career Intermission Program (CIP)

 <https://www.afit.edu/ENER/doclib.cfm?dl=31>



# AIRMAN for LIFE

As you begin your AF journey, you are taught the Airman way of life, which will continue to influence you long after the transition back to civilian life utilizing the resources located here in The Blueprint.

It is important to take care of yourself and your wingman so you can perform to the best of your abilities while serving. We encourage you to ask for help, no matter how tough the problem. We are all human. The **Air Force Resiliency** website is a great first stop to many resources available to you through any situation.

Another great resource to help you navigate the open sky is the **MyBenefits** website, which ties you into all the resources you need to know, both before and after you take that next step in your transition.



## Resilience.af.mil

Provides a comprehensive list of helping agencies, resources, tips, and information and provides critical phone numbers and contact information if in need of immediate help for a peer, a family member, or yourself. These include Sexual Assault Prevention and Response (SAPR), suicide prevention, spouse and family resources and much more.



## MyAirForceBenefits.af.mil

A comprehensive, free of charge tool, for actively serving, separated, and retired veterans to help create and build your future with resources at both the Federal and State levels to include personalized benefits calculators.

### GROWTH MINDSET, SELF-CARE, AND CONNECTEDNESS

are the connecting themes between resiliency, health, wellness, human performance, transition, and Military and Family Readiness Centers (MFRC).



## MILITARY ONE SOURCE

### Military OneSource

Provides comprehensive information, referral and assistance on every aspect of military life 24 hours a day, 7 days a week. Available as both a call center and a website.





# AIRMAN for LIFE

 [AFPC.af.mil/Airman-and-Family](https://www.afpc.af.mil/Airman-and-Family)

Military and Family Readiness Centers provide programs and services that enable the development and sustainment of resilient, ready Airmen, Guardians and their family members to include: financial readiness, employment, Exceptional Family Member Program, relocation, deployment, voting, Key Spouse, transition, emergency financial assistance and more!



 [DAFChildandYouth.com](https://www.dafchildandyouth.com)

The Department of Air Force (DAF) child, youth and school liaison programs assist military and civilian personnel by providing DoD certified, accredited programs, and educational services for children and youth from 2 weeks through 18 years of age to meet the challenging demands of the military lifestyle.

It's a team effort to ensure you and your family are prepared for the next chapter in life, and that starts with education, exploration, understanding, and utilizing your benefits early to ensure you are successful.

You and your family will learn and implement many self-care skills which will increase your resiliency (ability to overcome) and quality of life, and ensure a successful transition whether it's planned after 4, 6, 20 or 30 years, or unexpected.

There are countless helping agencies available to you, such as AF Link, chaplains, medical support teams, various crisis help lines and counselors for any situation, and so much more!

**blueprint**  
ENLISTED FORCE DEVELOPMENT



 [www.dodtap.mil](https://www.dodtap.mil)

The DoD Transition Assistance Program consolidates opportunities, services, training and by-law requirements to ensure service members, regardless of time in service, are prepared for post-military career goals, as well as ongoing medical care and support via the Veterans Affairs.



Taking care of yourself and each other doesn't stop after service and there are many free transition support resources and programs that include but are not limited to Skillbridge, Veterans Affairs, Military and Family Readiness Centers (MFRC), American Legion, Veterans of Foreign War, and more.

Being an Airman for Life is an honor reserved for less than 1% of the U.S. population and the USAF wants you to know, we have your back. There is no problem too big or small that you cannot overcome and the Air Force is here to be your wingman.



# Available **RESOURCES**

The Air Force has various resources for Airmen that can assist in completing our daily missions, getting involved and organizing our personal matters. This location is a one stop shop for many of these resources.



## Air Force Culture and Language Center

MILITARY, CIVILIAN, CONTRACTOR

AFCLC creates and executes language, region and cultural learning programs for Total Force Airmen, and provides the Service with the subject matter expertise required to institutionalize these efforts.

Resources include but are not limited to, Expeditionary Airman Culture Field Guides (and mobile app), materials for Language Enabled Airman Program (LEAP) participants, and Community College of the Air Force-credit distance learning courses.



## Diversity

MILITARY, CIVILIAN, CONTRACTOR

This Diversity and Inclusion site offers the most up to date guidance and resources on our Diversity and Inclusion programs and policies.

Air Force leaders, retirees, alumni and friends who are interested in getting involved with outreach and development efforts can **contact the office via this site.**



## myFSS

MILITARY, CIVILIAN, CONTRACTOR

My Force Support Squadron (myFSS) is an enterprise solution to support the Air Force's goal of providing a centralized place for all Airmen and Guardians to proactively **manage their career, benefits, services, and family care** - from hire to retire.

This portal will ultimately provide a single landing page for all A1 mission area functions and applications.



## myEval

MILITARY, CIVILIAN, CONTRACTOR

myEval is the official platform to access and manage Enlisted and Officer feedback. This digital environment enables a more accessible and collaborative feedback experience for Airmen and raters at every level of the rating chain.

The platform is critical to establishing a talent management system that attracts and retains the Airmen we need by defining how we evaluate Airmen's character and competence to serve our Air Force of today and tomorrow.



## myFitness

MILITARY

MyFitness serves as a one-stop-shop for all fitness needs that enables users to schedule their assessments.

Users can also view individual fitness reports and access a Physical Fitness Assessment (PFA) calculator for estimating fitness results and scores.



## myLearning

MILITARY, CIVILIAN, CONTRACTOR

MyLearning provides instructors, administrators, and learners with a secure and integrated system that delivers a powerful set of learner-centric tools, as well as a collaborative learning environment with insights to make on-demand strategic decisions.



## myPay

MILITARY, CIVILIAN

MyPay provides an innovative and automated system that puts members in control of processing discretionary pay items and allows them to make changes immediately with user-friendly technology that can be accessed 24/7.

Members can view/print tax statements, Leave & Earning statements, update information, and much more.



## myVector

MILITARY, CIVILIAN, CONTRACTOR

MyVector is an enterprise solution that supports the Air Force's goal to provide a standardized process to all Airmen for career development and mentoring, including the ability to build and share career plans.

It also gives access to discussion forums and provides great resources to help you along your journey.



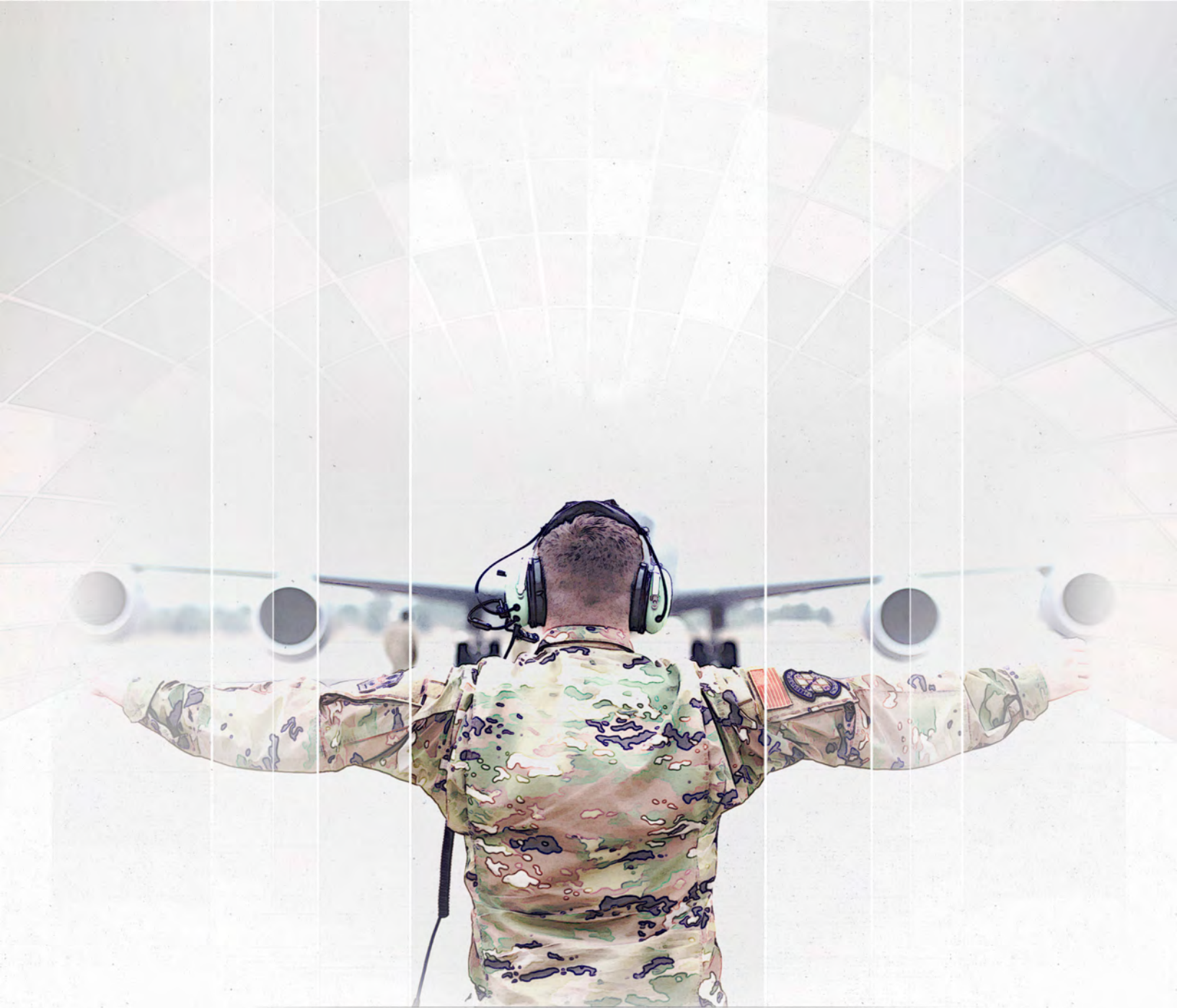
# GOALS and OBJECTIVES

PERSONAL

PROFESSIONAL

NOTES:





INTO THE WILD **BLUE** YONDER

