



ENLISTED FORCE DEVELOPMENT

ACTION PLAN 2022-2023

DEVELOPING TOMORROW'S ENLISTED AIRMEN... TODAY!



ONE TEAM



ONE FIGHT



“Ultimately, we need to define **OUR** path *forward*
and have the **RESOLVE** to take it.”

Frank Kendall
Secretary of the Air Force



To Leaders at Every Level,

Our enlisted corps makes up the largest population we have in our ranks - over 75% of our military personnel and more than 400,000 Total Force Airmen. They come from all walks of life and represent America's finest treasure...its sons and daughters. Developing every single Airman is imperative to our success. Airpower doesn't happen across the scope of Air Force missions and capabilities, without these brilliant and courageous women and men. Currently, we employ an enlisted force development system that was predominately built in the 1900s. While effective for the needs of yesterday's Airmen, it does not meet the needs of today's *Wingmen, Leaders, and Warriors*.

The fight for tomorrow has already begun and it will undoubtedly be fought by many Airmen who are serving today. In the Information Age and the modern battlefield, a culture of teamwork that integrates everyone's diverse abilities, talents, and ideas is essential to maximize and deliver meaningful results. As we shift our primary focus to readiness against strategic competitors - *specifically China and Russia* - our Airmen must continue to provide our greatest advantage to defeat the speed and complexity of threats we face around the globe each day.

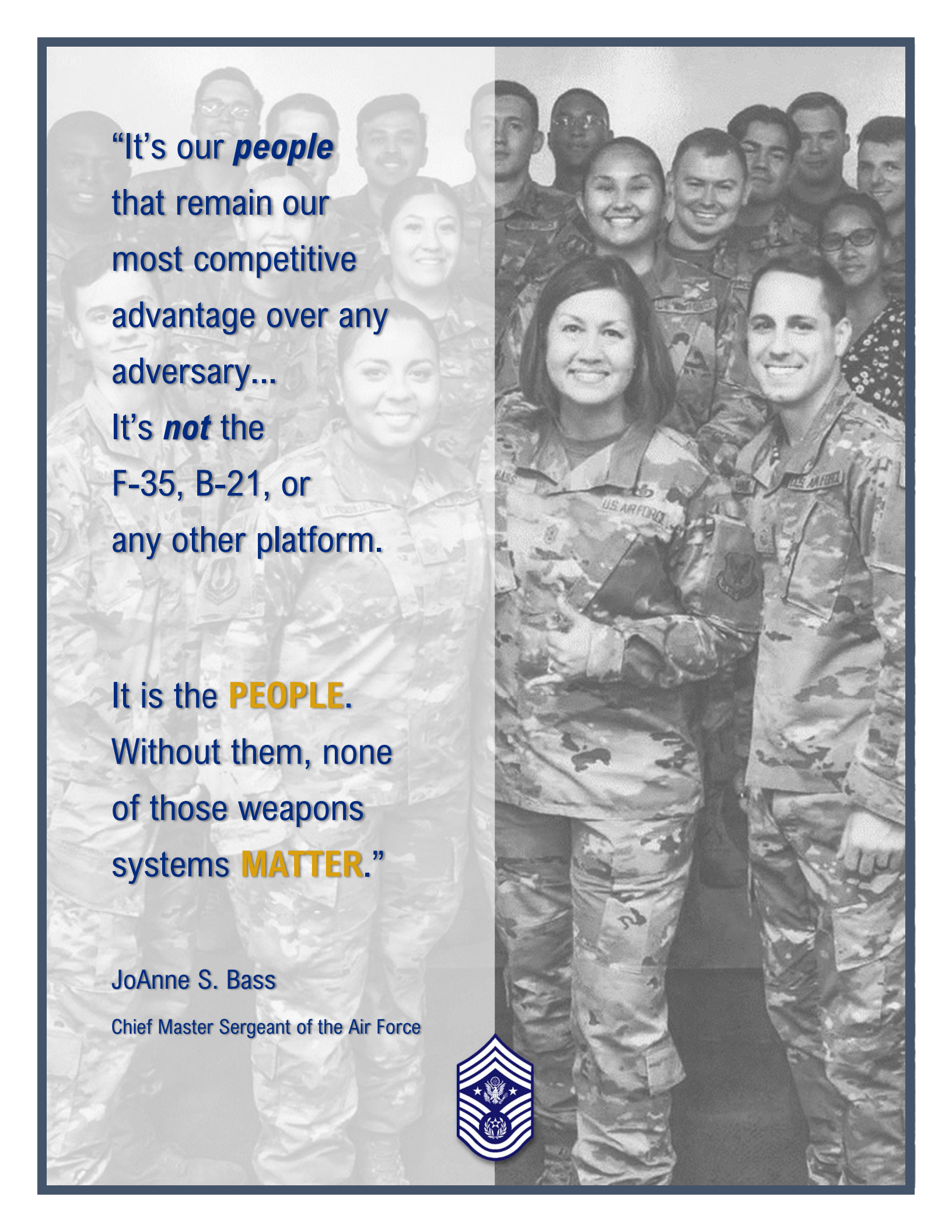
An environment focused on continual growth is key for our Airmen to thrive and reach their full potential. The development of our enlisted force is a mission imperative and must be a top priority for anyone who is expected to lead - *from our front-line supervisors to commanders*. By further investing in and empowering our Airmen, we better position them to act with confidence and out-think our adversaries by approaching and solving problems in new ways.

This is about ACTION...not talk. While we cannot do this all at once, we will not wait to begin. We must continue to *Accelerate Change or Lose*. In the coming months and years, we are moving out on the objectives in this plan to develop our future enlisted force - *fueled by Airmen with a team-first mindset, who adapt quickly to solve problems together, and constantly work to seize any competitive advantage*. We must make deliberate choices positioning our people to generate Airpower and defend our Nation. We will hold ourselves accountable to move forward and expect you will do the same.

We are driven to make every second count by developing our enlisted force at every echelon. Our future and those who will follow depends on it. Now is the time to act...and we aim to *fly, fight, and win!*

JOANNE S. BASS
Chief Master Sergeant of the Air Force

CHARLES Q. BROWN, JR.
General, U.S. Air Force
Chief of Staff



“It’s our **people**
that remain our
most competitive
advantage over any
adversary...

It’s **not** the
F-35, B-21, or
any other platform.

It is the **PEOPLE**.
Without them, none
of those weapons
systems **MATTER.**”

JoAnne S. Bass

Chief Master Sergeant of the Air Force



PURPOSE

The Enlisted Force Development Action Plan provides a foundational and future framework for senior leaders' decisions in the coming years to fully prepare enlisted Airmen to serve America...*anytime, anywhere*. The plan is designed to provide continuous, career-long enlisted development by integrating deliberate education, training, and experience to produce motivated, proficient, resilient, adaptable, agile, and multi-capable Airmen who fight and excel in *Air Force, Joint, Interagency, Intergovernmental, Multinational, and most importantly...contested environments*.

This is the result of extensive work in which hundreds of Airmen from a diverse cross section of ranks and specialties – *representing every Major Command and status (active duty, guard, and reserve)* – took on the challenge to envision the *2030 Enlisted Force*. The plan highlights the prioritization of needs to develop the Airmen required to fight and win our future wars and defend our country's interests today. The creation of the Enlisted Force Development Action Plan recognizes those who travel that path must design the runway of our enlisted force's future.

The action plan serves to transform force development from the limitations of the industrial age to leverage the opportunities and capabilities of the modern digital age. The objectives captured within connect enlisted force efforts across the Air Force and Joint Force to provide support to all Airmen – *when, where, and how they need it*.



COMPETITION-FOCUSED FORCE

Supporting Action Orders – Airmen & Competition

The mission of the United States Air Force is to *Fly, Fight, and Win...Airpower Anytime, Anywhere*. To uphold our democratic principles, the speed and focus of American Airmen must pivot towards our competitors. Our competitors have adapted to pose threats in all domain operations. The characteristics of warfare and combat have changed, and for the Joint Force to effectively “Compete, Deter, and Win,” a diverse culture of agile and team-oriented Airmen are critical to ensuring a unified effort in seizing the competitive advantage.



A force that's *highly trained, educated, and adaptable* will continue to be key to winning. Airmen must understand threats and the significant role they play for the mission to be successful. Our profession requires Airmen to thrive in cross-functional teams and strive every day to achieve excellence. This approach serves to disrupt the enemy and forces them to react on the battlefield, whenever and wherever it may be. Development of our force requires a unified approach in understanding the application of Airpower in *Joint All-Domain Operations*. We must look beyond the lines of Air Force Specialty Codes (AFSCs) and elevate our mission across the force through command relationships, connections amongst our teams, and a unified purpose.

- **Objective A.** Ensure enlisted Airmen at the tactical edge are regularly armed with relevant aspects of modern threats, integrated deterrence, and strategic competitors which may challenge our security posture and way of life. Appropriate opportunities include, but are not limited to - Commander's Calls, Newcomer's Briefings, and Professional Development Seminars.
(OPR: HAF A2/6, OCR: Command Teams, Target: Apr '22)
- **Objective B.** Update the “*Little Blue Book*,” *Air Force Core Values* and “*Little Brown Book*,” *The Enlisted Force Structure* for the 21st Century Airman. Include the Oath of Enlistment, Air Force core capabilities, Airmen Leadership Qualities, and our responsibilities to serve the Nation. Make both available in digital and hardcopy formats for Airmen.
(OPR: HAF A1D, OCR: AETC, Target: Apr '22)
- **Objective C.** Create “*Purple Book*” that includes values, capabilities, and warfighting concepts of the Joint Force team and connects Air Force doctrine to the Department of Defense purpose and mission.
(OPR: HAF A1D, OCR: AETC, Target: Jun '22)
- **Objective D.** Educate Airmen on the Continuum of Conflict and the attributes needed to “Compete, Deter, and Win” in Professional Military Education and base level development seminars.
(OPR: AETC, OCR: AU, Barnes Center, Career Assistance Advisors, Target: Sep '22)
- **Objective E.** Increase digital literacy and training including Influence Operations, Emerging Technology, and Operational Security (OPSEC) to combat misinformation and elevate awareness of Information Warfare in the Cyber Domain.
(OPR: HAF SSG, OCR: AETC, Command Teams, Target: Dec '22)

FRONT-LINE LEADER DEVELOPMENT

Supporting Action Orders – Airmen, Competition, & Design

The front line is the true test of leadership. “You’ll figure it out” cannot be our default approach to leadership development. We must be more deliberate – especially when we know lives are on the line. Across the Air Force, we train Airmen at a high-level to make sure they are ready to perform the mission at the tactical edge. We must begin to do the same for our people as they take on the increased responsibility of caring for others.



Growing and caring for our people is not something we outsource or wait for someone else to do for us. As Airmen progress in leadership roles, we will ensure they are provided early opportunities to gain exposure and training necessary to become proficient in critical skills prior to assuming leadership positions. For our new supervisors, unit leaders must mentor and coach them to proactively succeed and connect them to quality resources to support the growth of their people. NCOs and SNCOs continue to play a crucial part in developing those who will replace them, with the enduring goal to make them ready to lead.

Leadership is a team sport - especially at the flight level and beyond as officers, enlisted, and civilians begin to form relationships as command teams. It’s why this focus area is not exclusively for the enlisted force. We must clearly define shared expectations and standards to breakdown stovepipes of learning and increase combined development opportunities. These efforts allow us to better integrate, communicate, and understand respective roles and responsibilities that allow all Airmen to focus on the accomplishment of common goals and priorities.

- ❑ **Objective A.** Provide a foundational “Blueprint” which captures Air Force priorities, resources, opportunities, and pathways for enlisted Airmen and ensure it evolves at the pace our force does.
(OPR: HAF A1D, OCR: SAF PA, AETC, Target: Apr ‘22)
- ❑ **Objective B.** Increase the value placed on experience through promotion system calculations and balancing unit grade structures.
(OPR: HAF A1P, OCR: HAF A1X, AFMAA, MAJCOM A1, Target: Jun ‘22)
- ❑ **Objective C.** Validate when and how Airmen are prepared to serve as a supervisor after Airman Leadership School to elevate readiness to lead others and assume new responsibilities. Review opportunities to apply the same approach and deliberately prepare enlisted Airmen to impact larger teams as NCOs and SNCOs during their careers for both Command (e.g. Senior Enlisted Leader) and Functional positions (e.g. Career Field Manager).
(OPR: HAF A1D, OCR: Command Teams, Career Field Managers, Supervisors: Target: Jun ‘22)
- ❑ **Objective D.** Deliver Air Force writing guide that aligns with the EES reform efforts to support expectations while providing a standard baseline for leaders at all echelons.
(OPR: HAF A1D, OCR: HAF A1H, HAF A1P, MAJCOM A1, Target: Jun ‘22)
- ❑ **Objective E.** Provide a modern toolkit for front-line leaders that provides training and resources when and where they need it (videos, guides, etc.).
(OPR: AETC, OCR: AU, Target: Mar ‘23)

TEAMING TO SOLVE PROBLEMS

Supporting Action Orders – Airmen & Competition

The *vision of the 2030 Enlisted Force* is centered on teaming with the ability to operate and survive in all domains. We will execute *Mission Command* through centralized command, distributed control, and decentralized execution. Enlisted Airmen must embrace a *multi-capable mindset* to achieve a commander's intent while decisively executing with speed, discipline, and confidence. The diverse personal attributes and skills that reside within us all represents a tremendous power. Inclusivity is the linchpin that brings teams together in an atmosphere built on trust and respect.



We must be ready to act and use our capabilities and talents to *win...anytime and anywhere*. Teamwork is the nucleus around how the U.S. military accomplishes its mission. American Airmen must continue to *challenge the status quo* and achieve positive outcomes amid a complex, contested, and congested environment. Collaborative teaming is imperative to achieve a common goal, meet mission objectives, and seize a competitive advantage in the Joint Operating Environment. It's essential to be team-orientated and equip Airmen with experiences and capabilities necessary to meet the demands of the future fight.

The combination of unique perspectives and backgrounds which leverage the diversity of team members enhances creativity and problem-solving across the range of Air Force missions. Critical and creative thinking are key skills that lead to effective performance and decision-making. These attributes must be cultivated and reinforced throughout the continuum of Airmen development – *from basic training to command levels*. In order to accelerate change, Airmen must have the opportunity to experiment, prototype, and explore opportunities within the boundaries of risk to advance solutions to shape mission execution. Additionally, Airmen must be given the opportunity to fail and learn, building confidence and proficiency in warfighting skills to ensuring decisive wins in future fights.

- ❑ **Objective A.** Develop Airmen at all levels to foster inclusion and value diversity. Ensure team members and leaders understand diversity in its various forms (culture, awareness, understanding) and how to best utilize inclusion methods to ensure maximum results as collaborative teams.
(OPR: SAF ODI, OCR: AETC, Command Teams, Supervisors, Target: Sep '22)
- ❑ **Objective B.** Build Command Team Community Engagement Playbook to provide developmental opportunities and elevate connections with partners (industry, academia, etc.) to best support Airmen.
(OPR: SAF PA, OCR: Installation Command Teams, Target: Dec '22)
- ❑ **Objective C.** Establish a base-level exercise model to build experiences which expand capabilities and confidence to operate under Mission Command. Include opportunities for creative problem solving towards current and relevant scenarios to foster a culture of innovation across diverse specialties and achieve mission objectives.
(OPR: HAF A3, OCR: HAF A5/7, Installation Command Teams, Target: Jun '23)
- ❑ **Objective D.** Deliberately develop, expand, and utilize *problem-solving* capabilities within our Airmen. Grow cadre of instructors (Design Thinking, Human-Centered Design, Continuous Process Improvement, Agile/Scrum, etc.) to *empower innovation* at all levels.
(OPR: HAF SSG, OCR: AETC, Installation Command Teams, Target: Dec '23)

RESILIENCE IS FOUNDATIONAL TO READINESS

Supporting Action Order – Airmen

Every single life has value – it is why we must ensure we look to take care of the person beyond the uniform. Personal well-being enhances resilience and builds ready Airmen. We must amplify the need to practice habit-forming behaviors daily to build readiness within our Airmen and families. Readiness means we anticipate personal and professional needs and take action to meet life and mission demands. By embedding these habits in our culture - we change our mindsets to envision the opportunities available to us, despite any adversity. This can only be accomplished when we place equal value on both resilience-building habits for *the human weapon system* and our technical proficiencies.



We must create a rooted sense of *trust, belonging, and connection* amongst all Airmen to foster healthy relationships that recharge spiritual, social, mental, physical and financial fitness. This starts with self-awareness, empathy, and a fundamental appreciation for one another. This cannot be accomplished solely through training or education; it must be something we embody through actions – *by how we live*. The combination of individual skills, command guidance, mentorship, and peer-support provide connection and allows us to withstand and move through stress. Personal growth creates resilience and reveals the uniqueness of each Airman. Prioritizing our readiness mitigates the threat we face and keeps our enlisted force primed to compete. Putting these actions in place is part of our responsibilities to be ready at all times – *for our teammates, our families, and our Nation*.

- ❑ **Objective A.** Prioritize time at the unit level to elevate connection, belonging, and enhance the well-being of individual Airmen while building unity within the team.
(OPR: *Commanders, OCR: Supervisors, Target: Apr '22*)
- ❑ **Objective B.** Continue to integrate and educate Airmen & families on available local and on-demand resources to support resilience and well-being. Provide each enlisted tier with productive methods to elevate daily wellness in life as well as options to support resilience and recovery throughout a career.
(OPR: *HAF A1Z, OCR: Command Teams, Supervisors, Target: Dec '22*)
- ❑ **Objective C.** Explore opportunities to utilize existing Resilience Training Assistants and Master Resilience Trainers as dedicated coordinators for unit command teams to create and implement plans to address the specific needs of their organizations.
(OPR: *HAF A1Z, OCR: Installation Command Teams, Target: Dec '22*)
- ❑ **Objective D.** Integrate financial fitness into Air Force resiliency education at each enlisted tier to ensure Airmen are armed with quality information for career and life planning.
(OPR: *HAF A1S, OCR: Career Assistance Advisors, Supervisors, Target: Jun '23*)
- ❑ **Objective E.** Modernize Transition Assistance Program career progression model and professional credentialing opportunities to support “Airmen for Life” and their time beyond military service.
(OPR: *HAF A1D, OCR: HAF A1S, Installation Command Teams, Target: Dec '23*)

FORCE DEVELOPMENT ECOSYSTEM

Supporting Action Orders – Airmen, Competition, & Design

To make Enlisted Force Development continuous and prevent stagnation, we must open opportunities and content beyond traditional classes, courses, and schools. In today's model, an Airman who becomes a Chief Master Sergeant receives less than 100 days of Enlisted Professional Military Education. For any Airman, it's what we do with the more than 7,000 days in between that matters most across a 20-year career.



In order to succeed in the 21st Century fight, our people need an interconnected development system to support continual growth – when, where, and how they need it. Development must be agile and Airmen-centered to keep up with the fast-paced and ever-changing operational environment. By harnessing the capabilities of the Information Age, we build greater connections between initial skills, technical, and on the job training, education, and experiences. We also advance the methods and options for Airmen to learn at the base, in-unit, and on-demand to increase accessibility to developmental curriculum.

The overall requirements of this ecosystem focuses on Air Force Foundational Competencies and Airman Leadership Qualities to ensure it meets the readiness needs of our service and delivers value-added results. The introduction of an enlisted development framework and supporting plan will provide common standards across all enlisted Air Force specialties for career progression. The modern force development ecosystem is on-demand and on-command to meet both the Air Force and an Airman's needs...providing *the right content, at the right place, and at the right time.*

- ❑ **Objective A.** Review and validate the current Enlisted Professional Military Education (E-PME) continuum to ensure it meets the needs of today's warfighter and delivers development at the right time.
(OPR: AETC, OCR: HAF A1D, AU, Barnes Center, Target: Jun '22)
- ❑ **Objective B.** Capitalize on modern methods of delivery (synchronous and asynchronous) to provide more frequent development touch points that are available to all Airmen when and how they need it. Explore opportunities to *reimagine* E-PME to addresses gaps between traditional timelines.
(OPR: HAF A1D, OCR: Command Chiefs, AETC, Barnes Center, Target: Sep '22)
- ❑ **Objective C.** Create and deliver an Air Force foundational enlisted requirements framework and development plan for deliberate tier-based competency progression throughout a career path.
(OPR: HAF A1D, OCR: HAF A1H, AETC, Career Field Managers, Target: Dec '22)
- ❑ **Objective D.** Establish an Air Force focal point to curate, host, and validate quality content to connect Enlisted Force Development objectives for career-long learning. Professionalize and expand cadre of faculty and facilitators to execute more frequent, relevant, and focused lessons at base and unit levels.
(OPR: AETC, OCR: Command Chiefs, Career Assistance Advisors, Target: Mar '23)
- ❑ **Objective E.** Develop a method to measure and assess competency-based progression and Airman Leadership Qualities effectiveness towards performance.
(OPR: HAF A1, OCR: AETC, Target: Dec '23)

SYSTEMS TO MATCH VALUES

Supporting Action Orders – Bureaucracy & Design

Our core values of *Integrity – Service – Excellence* are always at the heart of our Air Force. Each of them asks us to make ethical decisions which impact our people, our missions, and our future. Currently, there are far too many cumbersome and ineffective processes and systems; we cannot tolerate these inefficiencies anymore!



Any system, process, or practice that robs us of our time and stands in the way of achieving Air Force priorities, must either go away or be resolved. We must continue to push through barriers, design new approaches and cut through layers of unnecessary bureaucracy. If it's not value added, it's time to say goodbye. Because in today's competitive world, standing still or being complacent brings incredible risk. Airmen must always be training and practicing for the fight. The Air Force is responsible to keep all Airmen in a cycle where growing in proficiency is constant and second nature, *it is how we train to win!*

From performance feedback to making choices which align with our Air Force expectations, we can't accept falling short of ensuring our people feel connected, heard, and treated fairly as they serve within our teams. These aspects are core to any productive culture and environment. Trust is built on the foundation that we do what we say, and this is why our systems must live up to what we value.

- ❑ **Objective A.** Integrate with Enlisted Evaluation System reform to transform feedback methods to focus on development, coaching, and mentoring to perform, as well as ensuring accountability for all Airmen in the process. Infuse competency-based learning and Airman Leadership Qualities into development and evaluation practices, respectively.
(OPR: HAF A1D, OCR: HAF A1H, Command Teams, Supervisors, Target: Mar '23)
- ❑ **Objective B.** Formalize Career Broadening program (to include Developmental Special Duties) to allow for greater breadth of experience at earlier phases of enlisted development and modernize talent management systems (onboarding and off-boarding) to capitalize on them.
(OPR: HAF A1, OCR: AETC, AFPC, Career Field Managers, Target: Jun '23)
- ❑ **Objective C.** Shift enlisted performance evaluation processes to align with Airman Leadership Qualities across the Air Force and improve base-line expectations and training for Commanders and Senior Enlisted Leaders to support *Enlisted Force Distribution, Stratification, Promotion Boards, Development Teams, etc.*
(OPR: HAF A1P, OCR: HAF A1H, HAF A1D, Career Field Managers, AFPC, Target: Sep '23)
- ❑ **Objective D.** Advance promotion testing methods to shift from knowledge-based only to include situational judgement application. Fully digitize systems and eliminate hardcopy testing for Airmen. Explore ways to provide greater feedback to Airmen and leaders on the results after each promotion cycle. *(OPR: HAF A1, OCR: AETC, AFPC, Target: Dec '23)*

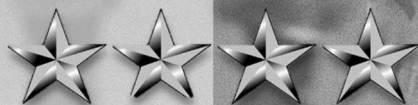
“We have a window of opportunity to **accelerate** changes **NOW**.

And personally, I'd rather **DRIVE** than ride.

If we fail, it won't be for lack of trying.
This is a **journey** and we are just starting.”

Charles Q. Brown, Jr.

General, Chief of Staff of the Air Force



ACTION PLAN EXPECTATIONS

Accountability, Transparency, & Ownership

We will use the Air Force’s Force Development corporate structure, co-led by Headquarters Air Force and Air Education and Training Command, to track each objective outlined in this plan through the *Enlisted Force Development Panels* (Quarterly) and *Force Development Councils* (Semi-Annually).

A quarterly report card will be distributed to the force to provide updates and progress for each focus area and objective as well as a milestone chart to outline short, mid, and long-term phases of the Enlisted Force Development Action Plan. As the objectives are applied, we will actively monitor each one to ensure they are meeting the intended outcomes and adjust as necessary based on feedback from Airmen and Command Teams.

QUICK REFERENCE TABLE

| COMPETITION FOCUSED FORCE | FRONT-LINE LEADER DEVELOPMENT | TEAMING TO SOLVE PROBLEMS | RESILIENCE IS FOUNDATIONAL TO READINESS | FORCE DEVELOPMENT ECOSYSTEM | SYSTEMS TO MATCH VALUES |
|--|---|--|---|--|--|
| <i>Objective A. Threat Awareness</i> | <i>Objective A. Foundational Blueprint</i> | <i>Objective A. Foster Inclusion & Value Diversity</i> | <i>Objective A. Time to Connect</i> | <i>Objective A. Validate E-PME Continuum</i> | <i>Objective A. Transform Feedback</i> |
| <i>Objective B. Blue & Brown Books</i> | <i>Objective B. Value Experience</i> | <i>Objective B. Community Engagement</i> | <i>Objective B. Integrate Wellness & Resilience</i> | <i>Objective B. Reimagine Development</i> | <i>Objective B. Career Broadening Program</i> |
| <i>Objective C. Purple Book</i> | <i>Objective C. Deliberate Leadership Progression</i> | <i>Objective C. Mission Command Exercise Model</i> | <i>Objective C. RTA & MRT Utilization</i> | <i>Objective C. Foundational Framework</i> | <i>Objective C. Shift Evaluations to ALQ-based</i> |
| <i>Objective D. Continuum of Conflict</i> | <i>Objective D. Air Force Writing Guide</i> | <i>Objective D. Empower Problem-Solving</i> | <i>Objective D. Financial Fitness</i> | <i>Objective D. Quality Content & Cadre</i> | <i>Objective D. Modernize Promotion Testing</i> |
| <i>Objective E. Digital Literacy</i> | <i>Objective E. Supervisor Toolkit</i> | | <i>Objective E. TAP Progression & Credentialing</i> | <i>Objective E. Measure & Access Effectiveness</i> | |

KEY REFERENCES

- National Defense Strategy*
- Joint Staff’s Developing Enlisted Leaders for Tomorrow’s Wars*
- Air Force Doctrine Publication 1 – The Air Force*
- Chief of Staff of the Air Force’s Accelerate Change or Lose & Action Orders*
- Air Education & Training Command Force Development Strategy*



OUR MISSION

FLY, FIGHT, & WIN
AIRPOWER
ANYTIME, ANYWHERE

