

Air Force Job Qualification Standard (AFJQS)
Flight Chief

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Supersedes: None

SECTION A: GENERAL

1. **PURPOSE.** This Air Force Job Qualification Standard (AFJQS) offers a framework of discrete, tangible tasks that measure an Airman's ability to serve as a Flight Chief in the United States Air Force. It will bridge the gap between Professional Military Education (PME) and on the job experience, allowing for current supervisors to have ownership in the development of Senior Noncommissioned Officers and some Noncommissioned Officers assigned to flight leadership roles. Demonstrating proficiency in these hard leadership skills will be required prior to inheriting leadership responsibilities for new flight leads to fulfill their potential and grow a more capable force. This document applies to the Total Force but may be supplemented to capture unique requirements not common across the Total Force, such as unique Major Command, Wing, Group, or Unit-specific processes. This is a stand-alone product and does not require an accompanying Master Training Plan (MTP) and/or Individual Training Plan (ITP).
2. **TASK QUALIFICATION.** All personnel will be qualified to the GO/NO GO standard for all tasks listed in this AFJQS. GO means the individual can perform the task without assistance utilizing appropriate instructions or other procedural guidance. If required training listed in Part II of this instruction is provided through on-the-job training (OJT), distance learning (DL), or web-based courses, a supervisor/trainer from that respective functional area will complete the trainer's block to document training completion. Newly selected flight leads can complete all task qualifications in this AFJQS after being assigned to the position. Training must be completed within twelve months.
3. **ADDITIONAL DUTY or TASK.** If personnel are assigned an additional duty or task not listed in this AFJQS, the supervisor will develop an AF IMT 797, Job Qualification Standard Continuation/Command JQS. The supervisor/trainer will then develop a plan for the member to receive training.
4. **TRAINING DOCUMENTATION AND TRAINER/CERTIFIER IDENTIFICATION.** Document training required by this AFJQS in accordance with DAFI 36-2670, *Total Force Development* and DAFMAN 36-2689, *Training Program*. All trainers and certifiers (if required) authorized to sign off tasks in Part II of this AFJQS will be identified in the identification block of this AFJQS and will meet the requirements outlined by Department of the Air Force and local policy. There are no tasks requiring third-party certification unless otherwise required by Air Force Specialty or local policy.
5. This AFJQS has been coordinated with all Career Field Managers as applicable. Overall point of contact for this AFJQS is HAF/A1DI

This block is for identification purposes only		
Name of Trainee:		
Printed Name (Last, First, Middle)	Initials (Written)	SSAN (last 4)
Printed Names and Written Initials of Training and Certifying Officials		
N/I	N/I	
N/I	N/I	
N/I	N/I	

PART II. AFJQS FLIGHT CHIEF TASK LIST

TASK NUMBER	TASKS, KNOWLEDGE AND TECHNICAL REFERENCES	Certification				
		START DATE	COMPLETE DATE	TRAINEE INITIALS	TRAINER INITIALS	CERTIFIER INITIALS (IF REQUIRED)
1.	Flight Leadership Role: TR: AFPD 1, Air Force Culture; AFH 1, Airman; AFI 1-2, Commander's Responsibilities; AFI 38-101, Manpower and Organization; AFMAN 38-102, Manpower and Organization Standard Work Processes and Procedures; DAFMAN 36-2689, Training Program; AFSC Career Field Education and Training Plan (CFETP); USAF Strategic Master Plan; Installation Commander Action Group (CAG); Unit Commander Support Staff (CSS)					
1.1.	Describe your Flight's mission and vision					
1.2.	Describe how your Flight accomplishes the wing mission					
1.3.	Explain the Installation Strategic Plan					
1.4.	Explain the Unit Strategic Plan					
1.5.	Identify all applicable Lines of Effort (LOEs)					
1.5.1.	Describe how to create Lines of Efforts (LOEs) to advance your Flight's mission					
1.6.	Complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and Flight assessment					
1.7.	Discuss Specific, Measurable, Attainable, Relevant, and Timely (SMART) goals with unit leadership					
1.8.	Understand the AF model of organizational change					
1.8.1.	Identify the areas needed for change					
1.8.2.	Complete a change process					
1.9.	Identify functional roles within career field					
1.10.	Describe how these functional positions impact career field					
1.11.	Describe career field progression information and career path					
1.12.	Understand Enterprise Training Decisions					
1.12.1.	Describe Specialty Training Requirements Team (STRT)					
1.12.2.	Describe Training Advisory Group (TAG)					
1.12.3.	Describe Utilization and Training Workshop (U&TW)					
2.	Building Teams: TR: AFPD 1, The Air Force; AFH 1, Airman; AFH 36-2647, Competency Modeling; AFI 36-7001, Diversity and Inclusion; https://www.af.mil/Airpower-4-America/ ; CSAF Action Orders, DAF Posture Statement FY22, & Human Capital Annex to the Strategic Master Plan					
2.1.	Identify stages of team building					
2.1.1.	Explain elements of successful and unsuccessful team dynamics					
2.2.	Identify conflict management styles					
2.2.1.	Apply conflict management techniques to resolve personnel issues					
2.3.	Recognize effective, and ineffective approaches to conflict management styles					
2.4.	Identify section goals and explain how to integrate into daily personnel actions					
2.5.	Explain how to build a Diverse Team					
2.6.	Describe hindrances and barriers to Diverse Teams					
2.7.	Explain how to advance and lead Diverse Teams					
2.8.	Explain the importance of diversity from a strategic viewpoint					
2.9.	Describe military service barriers, racial disparity, and Barrier Analysis Working Group (BAWG) intent					
2.10.	Discuss diversity and inclusion initiatives and current actions					
3.	Communication: TR: AFPD 1, The Air Force; DAFH 33-337, Tongue and Quill; AFI 1-1, Air Force Standards; The Enlisted Force Structure "Brown Book"; https://www.airuniversity.af.edu/Portals/10/aupress/books/au-5.pdf : "Speaking Effectively"; https://www.airuniversity.af.edu/Portals/10/aupress/books/au-4.pdf : "Listening Effectively"					
3.1.	Identify the communication requirements with your Senior Leaders					
3.2.	Describe effective command-level communication					
3.3.	Identify unit, group, wing leader communication expectations					
3.4.	Explain how to gather, display, and discuss data to advise Senior Leaders					
3.5.	Explain "Read Aheads" (RAHs) and the requirement to use them in the unit					
3.6.	Identify the requirements for a Bullet Background Paper (BBP) and the requirement to use them in the unit					
3.7.	Identify the advantages of a Point Paper and how it may assist with an "Elevator Speech"					
3.8.	Describe appropriate Air Force PowerPoint etiquette					
3.9.	Recognize unit CC expectations and responsibilities inherent to the flight leadership role					
3.10.	Discuss empowerment, intent, unit pride, etc. as it applies to flight leadership					
3.11.	Discuss how the experiences of others can inform Flight leadership and drive a successful Flight					
3.12.	Describe how to assess organizational climate and implement corrective actions					
3.13.	Know the 8 rules to writing email					
3.14.	Complete a succinct email for leadership					

3.15.	Know the format of an Official Memorandum						
3.16.	Complete an Official Memorandum for leadership						
3.17.	Know the format for a white paper.						
3.18.	Complete a white paper.						
4.	Developing Full Range Leadership: TR: AFH 1, Airman; The Enlisted Force Structure “Brown Book”; AFH 36-2643, Air Force Mentoring Program; https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-33_Issue-2/SLP-Rothstein.pdf; “Great Leaders Follow First”						
4.1.	Describe Full Range Leadership, Leadership Attributes, and how to apply to Flight Chief role						
4.2.	Define Maslow’s Hierarchy of Needs & identify basic requirements						
4.3.	Identify Leadership Milestones in your career						
4.4.	Perform leadership self-evaluation						
4.5.	Identify characteristics of effective followership						
4.6.	Interpret guidelines for followership in practice						
4.7.	Develop strategies and actions that foster effective followership						
5.	Developing Self/Others: TR: AFH 1, Airman; Enlisted Force Development Action Plan 2022-2023, https://www.af.mil/Portals/1/images/news-2022/efd-action-plan.pdf; AFH 36-2647, Competency Modeling; AFH 36-2643, Air Force Mentoring Program; The Enlisted Force Structure “Brown Book”; DAFI 36-2670, Total Force Development; AFI 36-2909, Air Force Professional Relationships and Conduct						
5.1.	Understand the importance of developing yourself						
5.2.	Understand the importance of seeking feedback from all levels						
5.3.	Explain the four groups of Air Force Foundational Competencies						
5.3.1.	Demonstrate an understanding of basic, intermediate, advanced, and expert observable behaviors of Airman Leadership Qualities						
5.4.	Understand the importance of developing others						
5.5.	Identify the types of development opportunities on-base and online						
5.6.	Describe how you would facilitate the development of others from a personal, mission, and career perspective						
5.7.	Explain organizational benefits of the mentorship program						
5.8.	Describe how mentorship can lead to organizational success						
5.9.	Describe how mentorship leads to professional development						
5.10.	Explain requirements for a mentoring plan						
5.11.	Identify mentoring discussion topics						
6.	Ethical Leadership: TR: AFH 1, Airman; AFI 36-2909, Air Force Professional Relationships and Conduct; DoD 5500.07-R, Joint Ethics Regulation; https://www.doctrine.af.mil/Portals/61/documents/Airman_Development/BlueBook.pdf; “A Profession of Arms: Our Core Values”						
6.1.	Know the Five Principles of Ethical Leadership						
6.2.	Understanding discernment and the importance of counsel						
6.3.	Understands ethical pivotal moments: money, favoritism, lying, fairness, hard conversations, etc.						
6.4.	Apply an ethical mindset						
7.	Theater Threats and Mission Command: TR: National Defense Strategy Summary; https://www.dia.mil/Military-Power-Publications/; Defense Intelligence Agency (DIA) Military Power Reports; https://www.dni.gov/files/ODNI/documents/assessments/ATA-2022-Unclassified-Report.pdf; ODNI Annual Threat Assessment; https://irp.fas.org/doddir/army/adp6_0.pdf; ADP 6-0, Command and Control of Army Forces						
7.1.	Understand current threats, integrated deterrence, and strategic competitors						
7.2.	Describe defense and national security challenges						
7.3.	Describe principles of mission command						
7.4.	Identify approaches to effectively use mission command at the flight level						
7.5.	Describe plan for flight approach to mission command						
7.6.	Explain the A Staff Construct						
8.	Problem Solving: TR: AFH 1, Airman; https://myvector.us.af.mil/mycompetencies/resourceshome: MyVector Air Force Competency Resources						
8.1.	Identify changes in problem complexity and scope at the flight level.						
8.2.	Discuss ways to address complex problems as a flight-level leader						
8.3.	Explain effective behaviors for problem solving and decision making in command						
9.	Resourcing and Finance Management: TR: AFI 64-102, Installation Contracting; AFMAN 38-102, Manpower and Organization Standard Work Processes and Procedures; DAFI 64-117, Government Purchase Card (GPC) Program						
9.1.	Understand Program Element Codes (PEC)						
9.2.	Describe role of Resource Advisor						
9.3.	Explain FY/CY Funding milestones						
9.4.	Explain unit annual budget						
9.5.	Identify GPC Micro-Purchase Thresholds (MPT)						
10.	Supervision of Civilians: TR: AFI 36-130, Civilian Career Development; DAFI 36-129, Civilian						

	Personnel Management; DAFI 36-147, Civilian Conduct/Responsibility; Collective Bargaining Agreement (CBA) & Contracting Officer's Representative (COR) guidebook; Office of Personnel Management (OPM)					
10.1.	Understand CBA and employees' rights/privileges and Position Descriptions (PDs)					
10.2.	Understand ROEs to effectively engage with Union and/or Contract Services					
10.3.	Understand Management Rights, change in Conditions of Employment, and grievance process					
10.4.	Utilize federal Office of Personnel Management (OPM) guide to manage workforce policies					
10.5.	Complete supervisor training with local Civilian Personnel Office (CPO) or Sponsored HR personnel					
10.6.	Navigate/understand DPMAP system and MyPerformance tool (e.g., Develop SMART goals)					
10.7.	Understand management's spectrum of disciplinary /adverse actions to improve/correct behavior					
10.8.	Identify local Union representation rules					
10.9.	Understand employees' Position Descriptions (PDs) and education/development pathways					
11.	Project Management: TR: https://digitalu.af.mil/app/courses					
11.1.	Complete "The Project Management Course: Beginner to Project Manager" (https://digitalu.udemy.com/course/the-project-management-course-beginner-to-project-manager/)					
11.2.	Complete "Agile Project Management in 30 Minutes" (https://digitalu.udemy.com/course/agile-in-30-minutes/)					
12.	Safety and Risk Management: TR: AFI90-821, Hazard Communication; DAFI91-202, The US Air Force Mishap Prevention Program; DAFMAN 91-203, Air Force Occupational Safety Fire and Health Standards					
12.1.	Explain the Risk Management and Mishap Prevention program					
12.2.	Understand and Explain Risk Management Principles					
12.3.	Understand and Explain the Deliberate Risk Assessment					
12.4.	Describe hazard abatement actions needed to control workspace hazards					
12.5.	Identify the mandatory contents of the Job Safety Training Outline (JSTO)					
12.6.	Explain the Mishap Report requirements					
12.7.	Describe the requirements of the Hazard Communication program					
12.8.	Describe the contents of an AF Form 457, USAF Hazard Report					
12.9.	Understand and Explain the format of a Safety Data Sheet (SDS)					
12.10.	Understand and Explain the OSHA Rapid Response Report					
12.11.	Understand and Explain the response procedures to an OSHA Notice of Unsafe or Unhealthful Working Conditions					
13.	Officers: Professional Military Education & Promotions: TR: DAFI 36-2670, Total Force Development; DAFI 36-2501, Officer Promotions and Selective Continuation; AFI 36-2504, Officer Promotion, Continuation and Selective Early Removal in the Reserve of the Air Force					
13.1.	Introduce the Developmental Education Designation Board					
13.2.	Understand standard PME for the Officer ranks					
13.2.1.	Identify when Squadron Officer School (SOS) is accomplished and Why					
13.2.2.	Identify when Air Command and Staff College (ACSC) is accomplished and Why					
13.2.3.	Understand the difference between In-residence ACSC versus Distance Learning ACSC and Why					
13.2.4.	Identify when Air War College (AWC) is accomplished and Why					
13.3.	Identify Promotion Eligibility Criteria for 1 st Lieutenant through Major					
13.4.	Understand the Stratification Selection Process for Officers in your Unit					
14.	Progressive Discipline: TR: DAFI 36-2907, Adverse Administrative Actions; UCMJ; 2019 Manual for Courts-Martial; DAFI 51-202, Nonjudicial Punishment; 2022 Military Commander & the Law; local Collective Bargaining Agreement (CBA); DAFI 36-148, Discipline/Adverse Actions of Civilian Employees; DAFI 36-147, Civilian Conduct/Responsibility					
14.1.	Understand progressive discipline process and available corrective/rehabilitative tools					
14.2.	Explain issuing authorities' responsibilities and who to seek help from prior to issue of administrative actions					
14.3.	Describe resources available to aid all parties involved in official disciplinary situation for both AD & civilian members (e.g., Triad, SJA, ADC SARC, CPO, etc.)					
15.	Time Management: TR: AFH 1, Airman					
15.1.	Identify importance of rank and position expectations					
15.2.	Identify senior leader's expectations for time management platform/programs					
15.3.	Explain task lists, prioritization, managing fluidity, self-assessment					
15.4.	Explain task delegation and using delegation for personnel growth					
16.	Higher Level Position Familiarity: TR: The Enlisted Force Structure "Brown Book"; AFI 36-2113, The First Sergeant; AFI36-2109, Chief Master Sergeant of the Air Force, Senior Enlisted Leadership Management and Air Force Enlisted Council					
16.1.	Discuss the potential for temporarily filling higher level positions					
16.2.	Explain First Sergeant responsibilities					
16.3.	Explain the First Sergeant Symposium course, schedule, and requisites					
16.4.	Explain all Superintendent positions and their responsibilities					
16.5.	Explain the Senior Enlisted Leader responsibilities					
16.6.	Explain other specific Higher Level leadership responsibilities within the unit					
17.	Administrative Systems Knowledge: TR: DoD Directive 7730.65, DoD Readiness Reporting System; AFI					

	10-201, Force Readiness Reporting; Air Force myFitness Application Information, Knowledge Article (https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t00000004RCzCAM); Air Force Evaluation System (myEval), Knowledge Article (https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t0000000PfgCCAS); Airman Leadership Quality Writing Guide, Knowledge Article (https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t0000000wvx6CAA); myDecs AFPC Training Webcasts (https://www.milsuite.mil/book/search.jspx?q=mydec); myVector Individual User Guide (https://myvector.us.af.mil/myvector/Content/Resources/MyVector-IndividualUserGuide20201119.pdf)					
17.1.	Describe the myFSS platform and how to navigate the application					
17.2.	Explain the myFitness application and its use					
17.3.	Navigate the MyEval Application					
17.3.1.	Explain the myEval application and its use					
17.3.2.	Locate and explain resources to assist with the construction of an Officer and/or Enlisted Performance Brief					
17.4.	Explain the myDecs application and its use					
17.5.	Navigate the MyVector Application					
17.5.1.	Explain the myVector application and its use					
17.5.2.	Explain the Talent Marketplace section and its use					
17.6.	Understand and navigate Task Management Tool (TMT) for flight level tasks					
17.7.	Understand and navigate Base Level Service Delivery Model (BLSDM) for unit reports					
18.	Manpower and Organization: TR: AFI 38-101, Manpower and Organization; AFI 38-102, Manpower and Organization Standard Work Processes and Procedures; Unit Manning Document (UMD)					
18.1.	Explain manpower requirements and authorizations					
18.2.	Generate a Manpower Change Requests (MCR), Authorization Change Request (ACR), and Operational Change Request (OCR)					
18.3.	Identify the purpose of each item in a UMD					
18.4.	Validate manpower billets and duty titles (CSS, Manpower, Brown Book, CFETP)					
19.	Personnel Readiness: TR: AFI 10-403, Deployment Planning and Execution; DAFI 10-401, Operations Planning and Execution; AFI 10-201, Force Readiness Reporting; AFI 10-252, Defense Readiness Reporting System, AFPD 10-4 Operations Planning					
19.1.	Understand the AF Force Generation (AFFORGEN) Process					
19.2.	Understand AFFORGEN Connect					
19.3.	Navigate through the Personal Deployment Preparedness Tool (PDPT)					
19.4.	Describe individual preparedness (Ch 2)					
19.5.	Understand Unit Type Codes (UTCs) assigned					
19.6.	Understand Special Experience Codes (SEIs) required for positions					
19.7.	Understand Force and Infrastructure Category (FIC)					
19.8.	Know the Unit Deployment Manager					
19.9.	Understand the base's deployment process					
19.10.	Know Deliberate and Crisis Action Planning and Execution Segments (DCAPES)					
19.11.	Understand and navigate Defense Readiness Reporting System (DRRS)					
19.12.	Understand Air Force Personnel Accountability and Assessment System (AFPAAS)					
20.	Assignment Actions: TR: AFI 36-2110, Total Force Actions; DAFMAN 26-2102, Base-Level Relocation Procedures; Special Duty Assignment Category (SPECAT) PSD; Stabilized Tour Guide (STG) PSD; EQUAL-Plus Assignments PSD; Assignment SWAP PSD; Air Force Enlisted Classification Directory					
20.1.	Identify your AFPC Assignment Functional team					
20.2.	Identify your Functional Area Manager (FAM)					
20.3.	Identify assignment policies, procedures, and programs					
20.3.1.	Explain PCS eligibility requirements and selection factors					
20.3.2.	Explain Assignment Availability Codes (AACs) and Assignment Limitation Codes (ALCs)					
20.3.3.	Explain Personnel Processing Codes (PPCs)					
20.3.4.	Explain Home-Basing and Follow-On programs					
20.3.5.	Explain Join Spouse program					
20.3.6.	Explain Voluntary Stabilized Base Assignment program					
20.3.7.	Explain Humanitarian Reassignment and Deferment					
20.3.8.	Explain Exceptional Family Member Program (EFMP)					
20.3.9.	Explain the Development Special Duty (DSD) application process, requirements, and timeline					