International Alumni of Distinction Seminar
Senior Mentor Kick-Off
Enlisted Force Development, Professionalization, and Empowerment
Maj Gen Scott West (retired)
Keynote Address
CMSgt Wendell Snider
U.S. Forces Japan Senior Enlisted Leader
A Professionalized & Empowered Enlisted Force; A US Perspective

CMSgt Joseph “Joe” Bogdan
HAF A1DI
One of Our Most Significant Competitive Advantages
The Airman’s philosophy for the C2 of airpower is **mission command**. **Mission command** is an approach to C2 that empowers subordinate decision-making for flexibility, initiative, and responsiveness in the accomplishment of commander’s intent. **Mission command** provides Airmen operating in environments of increasing uncertainty, complexity, and rapid change with the freedom of action needed to exploit emergent opportunities and succeed.
**Major Performance Areas**

**Airman Leadership Qualities**

### Major Performance Areas (MPA)

**Airman Leadership Qualities (ALQ)**

**EXECUTING THE MISSION**
- Job Proficiency
- Initiative
- Adaptability

**LEADING PEOPLE**
- Inclusion & Teamwork
- Emotional Intelligence
- Communication

**MANAGING RESOURCES**
- Stewardship
- Accountability

**IMPROVING THE UNIT**
- Decision Making
- Innovation

**Job Proficiency:** Demonstrates knowledge and professional skill in assigned duties, achieving positive results and impact in support of the mission.

**Initiative:** Assesses and takes independent or directed action to complete a task or mission that influences the mission or organization.

**Adaptability:** Adjusts to changing conditions, to include plans, information, processes, requirements and obstacles in accomplishing the mission.

**Inclusion and Teamwork:** Collaborates effectively with others to achieve an inclusive climate in pursuit of a common goal or to complete a task or mission.

**Emotional Intelligence:** Exercises self-awareness, manages their own emotions effectively; demonstrates an understanding of others’ emotions, and appropriately manages relationships.

**Communication:** Articulates information in a clear and timely manner, both verbally and non-verbally, through active listening and messaging tailored to the appropriate audience.

**Stewardship:** Demonstrates responsible management of assigned resources, which may include time, equipment, people, funds and/or facilities.

**Accountability:** Takes responsibility for the actions and behaviors of self and/or team; demonstrates reliability and transparency.

**Decision Making:** Makes well-informed, effective and timely decisions under one’s control that weigh constraints, risks, and benefits.

**Innovation:** Thinks creatively about different ways to solve problems, implements improvements and demonstrates calculated risk-taking.
USAF Force Development

THE BLUEPRINT
The Blueprint is a constantly evolving foundational resource linking all enlisted development from entry to departure.

THE AIR FORCE
AFDP-1

THE ENLISTED FORCE STRUCTURE

A PROFESSION OF ARMS: OUR CORE VALUES

THE JOINT TEAM

THE “BROWN BOOK”

THE “BLUE BOOK”

THE “PURPLE BOOK”

Integrity - Service - Excellence
Enlisted Force Development Action Plan
Enlisted Force Development Action Plan

The 6 Focus Areas are:

- Competition-Focused Force
- Front-line Leader Development
- Teaming to Solve Problems
- Resilience is Foundational to Readiness
- Force Development Ecosystem
- Systems to Match Values
Enlisted Force Development Continuum

FORCE DEVELOPMENT = TRAINING + EDUCATION + EXPERIENCE

TACTICAL EXPERTISE

OPERATIONAL COMPETENCE

STRATEGIC VISION

Temporary Duty and Assignments

Deployments / Exercises / Joint Assignments / Staff-Level Duties

Military Training Instructor / Recruiter / Professional Military Education Instructor / Technical Training

Career Assistance Advisor / First Sergeant / Professional Military Education / Technical Training

Squadron SEL / Group SEL / Major Command Functional Manager / Career Field Manager / Command Chief

EDUCATION

Airman Basic

Airman

Airman 1st Class

Senior Airman

Staff Sergeant

Technical Sergeant

Master Sergeant

Senior Master Sergeant

Chief Master Sergeant

On-the-Job Training, Ancillary and Formal Training

5-level Upgrade

7-level Upgrade

9-level Upgrade

Institutional Opportunities

Increased Institutional and Functional Competencies

Training Opportunities

Technical Training

Institutional Opportunities

Basic Military Training

Functional Opportunities

First-term Airman Center

Professional Enhancement Course

Joint Professional Education

Professional Enhancement Course

Joint Professional Military Education

Senior Leader Development

Functional Opportunities

Airman Leadership School

Noncommissioned Officer Academy

Senior Noncommissioned Officer Academy

Chief Leadership Academy

Community College of Air Force / Voluntary Education / Credentialing (AF COOL) / Sponsored Degree Programs

Education with Industry

Joint Professional Military Education I

Joint Professional Military Education II

Chief Leadership Academy

UNCLASSIFIED
USAF Force Development

BMT → TTG → FTAC → ALS → NCO PES → NCOA → SNCOA → CLC → SLC

AVG TIS 4 Years → AVG TIS 11 Years → AVG TIS 17 Years → 23 Years
Conceptual Model - Airmen Tier (Each Tier will have its own pathway)

- Intro to the Air Force (App)
- BMT
- TTG
- FTAC
- ALS

Airmen enrolled into Airmen Leadership Academy

Integrity - Service - Excellence
The future success of Airmen is dependent upon the development of deliberate, effective and efficient modernized training.
QUESTIONS?
Barnes Center for Enlisted Education
Mission Brief
Col Babcock and CMSgt Lackey
BCEE Commandant and Senior Enlisted Leader
The First Sergeant

• What a First Sergeant is (Force Multiplier)
• What a First Sergeant does (Mission Readiness)
• Benefits of a First Sergeant (Winning Teams)
• The First Sergeant Academy

Integrity – Service – Excellence – Hold the Line!
Air Force First Sergeant Academy

Mission: Train, develop, and deploy mission-ready first sergeants to command teams and Airmen

Air Force First Sergeant Academy Course
• 4-week in-resident course
• 7 classes/600+ students per academic year
• Focus on experiential learning/45+ hours
• Total curriculum/190 hours

Program Objectives:
• Provide commanders with mission-ready force
• Develop, nurture and cultivate professional culture
• Facilitate and execute commander’s intent
• Communicate effectively to enhance the mission
• Maintain balance/harmony throughout FS tour

Integrity – Service – Excellence – Hold the Line!
Let’s Get Connected!

- USAF First Sergeant Academy
  (Facebook)
- https://www.airuniversity.af.mil/Eaker-Center/FSA/

“Best course I’ve had in 20-year career” Coast Guard

“I came out of this course a better Airman and Person” Air National Guard

“Best course I have attended in my career” Active-duty USAF

“Best course I have attended in my career, I am ready” USAF Reservist

INTERNATIONAL-PROFESSIONAL MILITARY EDUCATION (I-PME)

First Sergeant Academy
Target: E-7 (or equivalent)
MASL#: D171072
The First Sergeant Academy prepares select senior noncommissioned officers to serve as first sergeants. First Sergeants advise commanders on the readiness, health, morale, welfare, and quality of life of Airmen and families to ensure a mission-ready force.
Command and Leadership Team
Brig Gen O'Donnell and CMSgt Vaden
SAF/IAR and AU/IA & IOS SEL
Regional Collaboration Teams
Presentations
Groups 1-5
Enlisted Force Development, Professionalization, and Empowerment
Wrap Up and Discussion
Maj Gen West
Senior Mentor
NDS and USAF Strategy

Wing Commander Simon Batt & Major William Heitshusen
HAF/A5/7
9 March 2023
Purpose and Agenda

Purpose: Brief U.S. National Defense and USAF Strategy driving Air Force concepts and capabilities to meet the pacing challenge

Agenda:
- Strategic Guidance and Concepts
- National Security & Defense Strategies
- DAF Operational Imperatives
- USAF Change Programs
- Integrated By Design
Strategic Guidance and Concepts

- **Strategy**
  - 2022 National Security Strategy (NSS)
    - “Modernize and strengthen our military so it is equipped for the era of strategic competition with major powers.”
  - 2022 National Defense Strategy (NDS)
    - Five Key Operational Areas

- **2023 National Military Strategy (NMS)**
  - Strategic Discipline

- **Concepts**
  - Joint Warfighting Concept (JWC)
    - Air Force Role 6 Fights

<table>
<thead>
<tr>
<th>Maintain Information Advantage</th>
<th>Preserve C3 in a Fast-Paced Battlefield</th>
<th>Enhance Ability to Deny Aggression</th>
<th>Mitigate Adversary A2/AD Capability</th>
<th>Logistics &amp; Sustainment</th>
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<tr>
<td>Fight to Get Into Theater</td>
<td>Fight to Get Airborne</td>
<td>Fight for Air Superiority</td>
<td>Fight to Deny Adversary Objectives</td>
<td>Fight to Sustain the Fight</td>
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<td>Fight to Compete and Deter</td>
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Deterrence weaves together cutting-edge capabilities, operational concepts, and the comparative advantage of our interagency and international partners to dissuade aggression.
# DAF Operational Imperatives

<table>
<thead>
<tr>
<th>DAF Operational Imperatives</th>
<th>Cross-Cutting Operational Enablers: Electromagnetic Spectrum Ops (EMSO), Munitions, Mobility</th>
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<tbody>
<tr>
<td><strong>1. Space Order of Battle</strong></td>
<td>- Defend space and counter adversary space-based ops</td>
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<td><strong>2. ABMS / JADC2</strong></td>
<td>- Modernize distributed C3BM at scale with emerging tech</td>
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<td><strong>3. Air, Sea, and Surface Moving Target Engagement at Scale</strong></td>
<td>- Engage threats simultaneously, in high volumes, in a compressed timeline</td>
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<td><strong>4. NGAD Family of Systems</strong></td>
<td>- Provide crewed/uncrewed teaming with sensors and weapons</td>
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<td><strong>5. Resilient Forward Basing</strong></td>
<td>- Enable ACE through maneuver and active/passive defenses</td>
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<td><strong>6. B-21 Long Range Strike Family of Systems</strong></td>
<td>- Generate combat power en masse to deliver precision global weapons effects</td>
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<td><strong>7. Readiness to Mobilize, Deploy, and Fight</strong></td>
<td>- Harden Joint Force mobilization and support chains against adversary attacks</td>
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**The OIs are:**
- Aggressively acquiring capabilities needed to accomplish the missions of the Air Force
- Urgently responding to the changing character of war and deterrence against the Nation’s most pacing challenge—China

**The OIs are not:**
- Driving capability gaps in divestments...the gap already exists, and retaining capabilities that don’t compete with China will not close them
- Able to address every component of a future force

9 March 2023
## NDS to Operational Imperatives

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<th>Key Operational Areas</th>
<th>OI #1: Space Order of Battle</th>
<th>OI #2: ABMS / JADC2</th>
<th>OI #3: Moving Target Engagement</th>
<th>OI #4: NGAD Family of Systems</th>
<th>OI #5: Resilient Forward Basing</th>
<th>OI #6: B-21 Family of Systems</th>
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USAF Change Programs

- Accelerate, Change, or Lose - Action Orders
  - Security Classification Guidance
- Air Force Future Operating Concept (AFFOC)
- Air Force Force Generation (AFFORGEN)
- Agile Combat Employment (ACE)
- Multi- capable Airmen (MCA)
- Logistics Under Attack (LUA)
  - A4 Basing and Logistics Enterprise Strategy
- Drafting New Strategic Guidance
Integrated by Design: Engage our Allies and Partners to meet the military challenges and adjust our approach to combine efforts to maximize interoperability, investments, capabilities, support, etc.

Alignment Opportunities:

- Resilient Command and Control – Separate Command from Control, Build resiliency (decentralize) and Share data faster (internally and externally)
- Non-traditional operating bases for launch & recovery
- Rapid Runway Repair augmented with Camouflage, Concealment, and Deception
- Agile Combat Employment
- Asymmetric low-cost ISR capabilities that impose costs on adversaries (balloons, buoys and decoys)
- Low-cost munitions (loitering munitions, anti-armor, mines, etc.)
Questions
International Alumni of Distinction Seminar
For Reference

China Aerospace Studies Institute

www.airuniversity.af.edu