



THE AIR UNIVERSITY



# 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

The Intellectual and Leadership Development Center of the Air and Space Forces

# ***Department of the Air Force***

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*Integrity - Service - Excellence*

## **A Professionalized & Empowered Enlisted Force; A US Perspective**



**CMSgt Joseph “Joe” Bogdan  
HAF A1DI**



***One of Our Most Significant Competitive  
Advantages***

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# Air Force Doctrine Publication 1-1

The application of airpower is refined by its tenets:

★ Mission Command.

★ Flexibility and versatility.

★ Synergistic effects.

★ Persistence.

★ Concentration.

★ Priority.

★ Balance.

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.



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# Major Performance Areas Airman Leadership Qualities

## Major Performance Areas (MPA) Airman Leadership Qualities (ALQ)

EXECUTING THE MISSION	<ul style="list-style-type: none"><li>• Job Proficiency</li><li>• Initiative</li><li>• Adaptability</li></ul>
LEADING PEOPLE	<ul style="list-style-type: none"><li>• Inclusion &amp; Teamwork</li><li>• Emotional Intelligence</li><li>• Communication</li></ul>
MANAGING RESOURCES	<ul style="list-style-type: none"><li>• Stewardship</li><li>• Accountability</li></ul>
IMPROVING THE UNIT	<ul style="list-style-type: none"><li>• Decision Making</li><li>• Innovation</li></ul>

**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.

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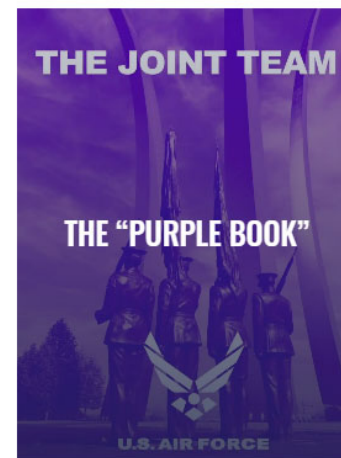
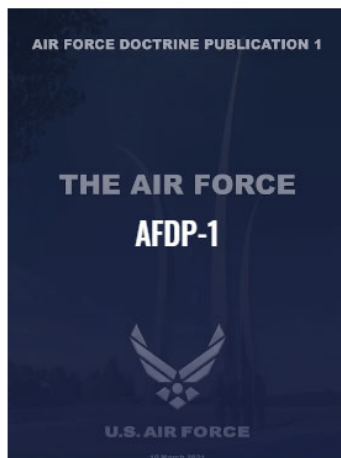
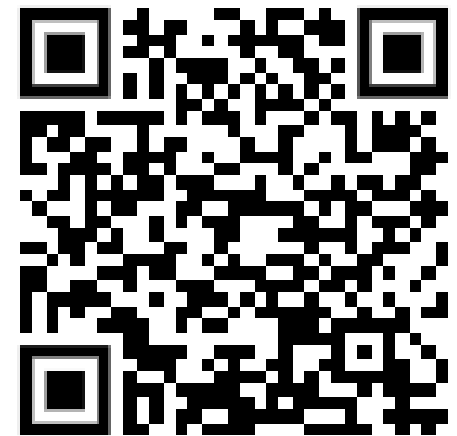
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# USAF Force Development



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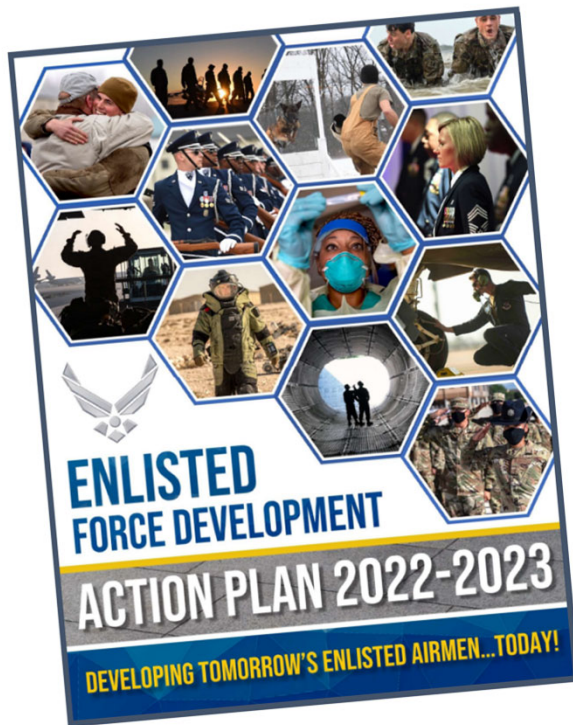
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# *Enlisted Force Development Action Plan*



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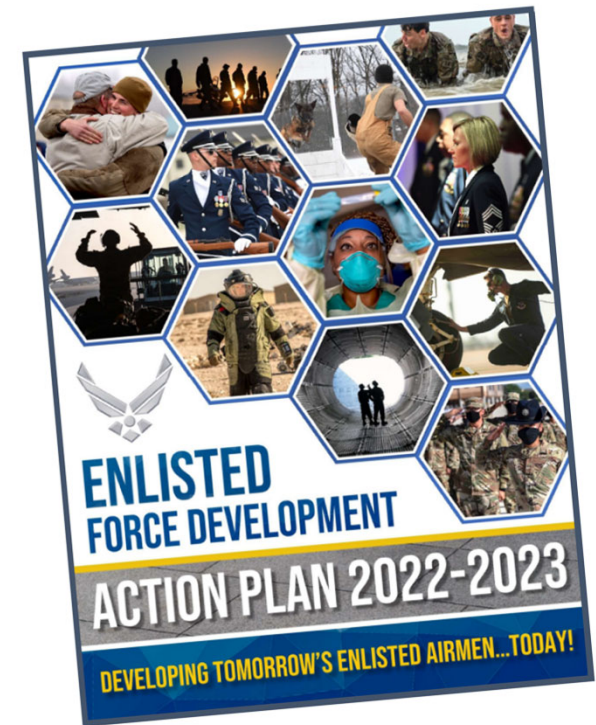


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# *Enlisted Force Development Action Plan*

## **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**

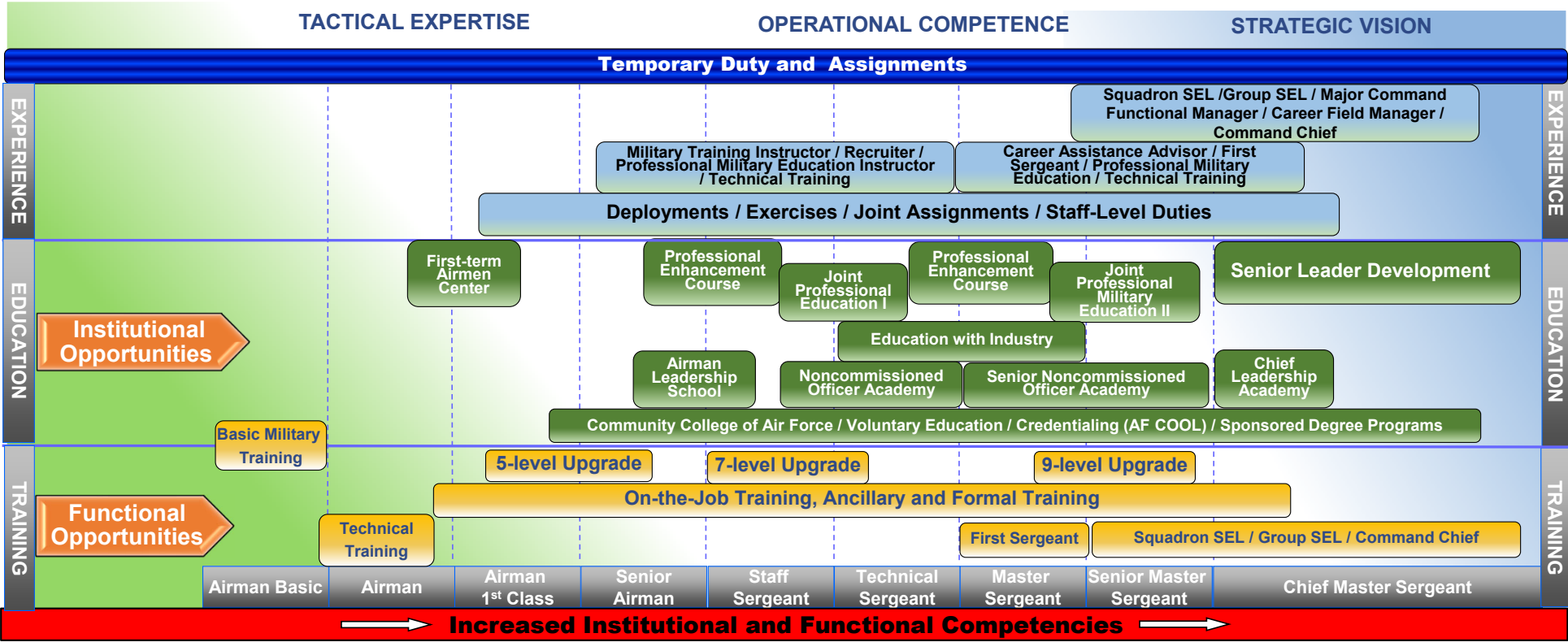




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# Enlisted Force Development Continuum

FORCE DEVELOPMENT = TRAINING + EDUCATION + EXPERIENCE



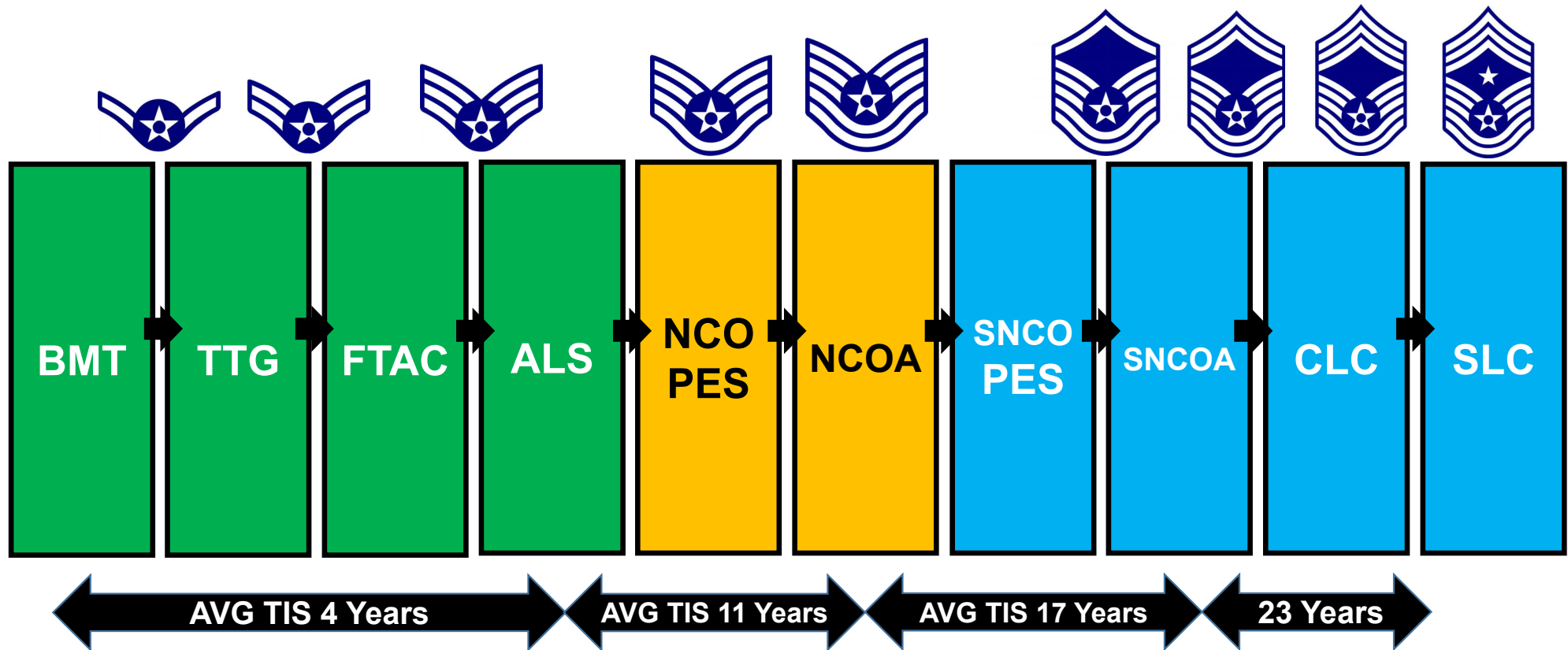
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## USAF Force Development



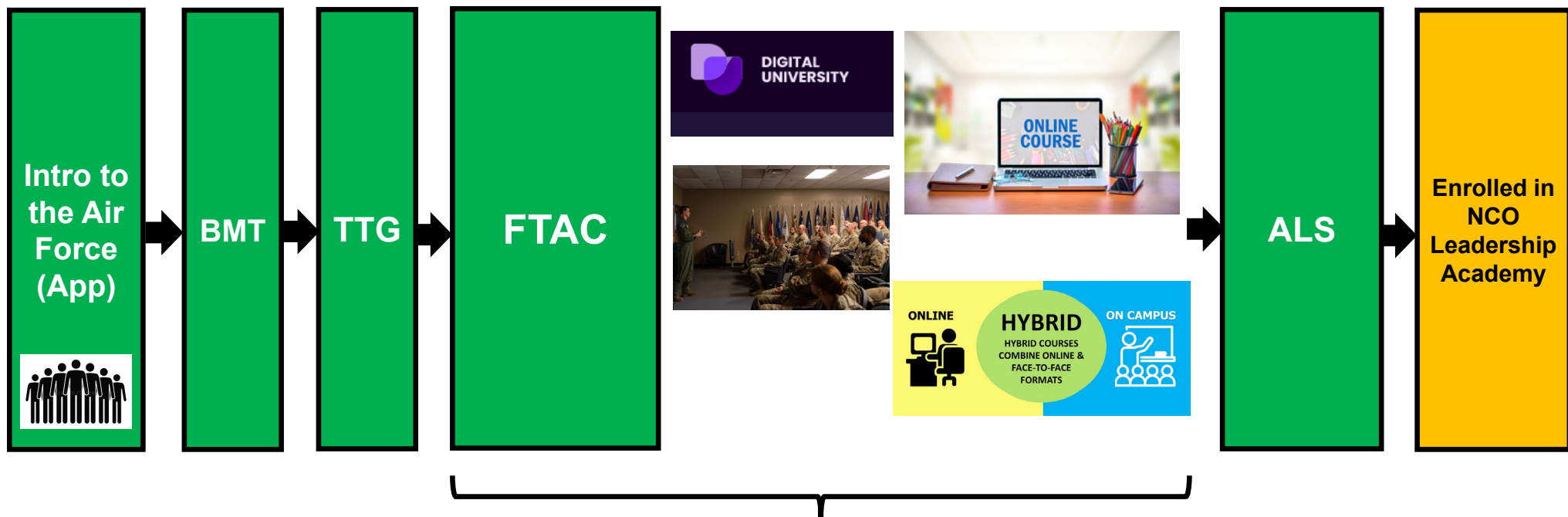
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## Conceptual Model - Airmen Tier (Each Tier will have its own pathway)



Airmen enrolled into Airmen Leadership Academy

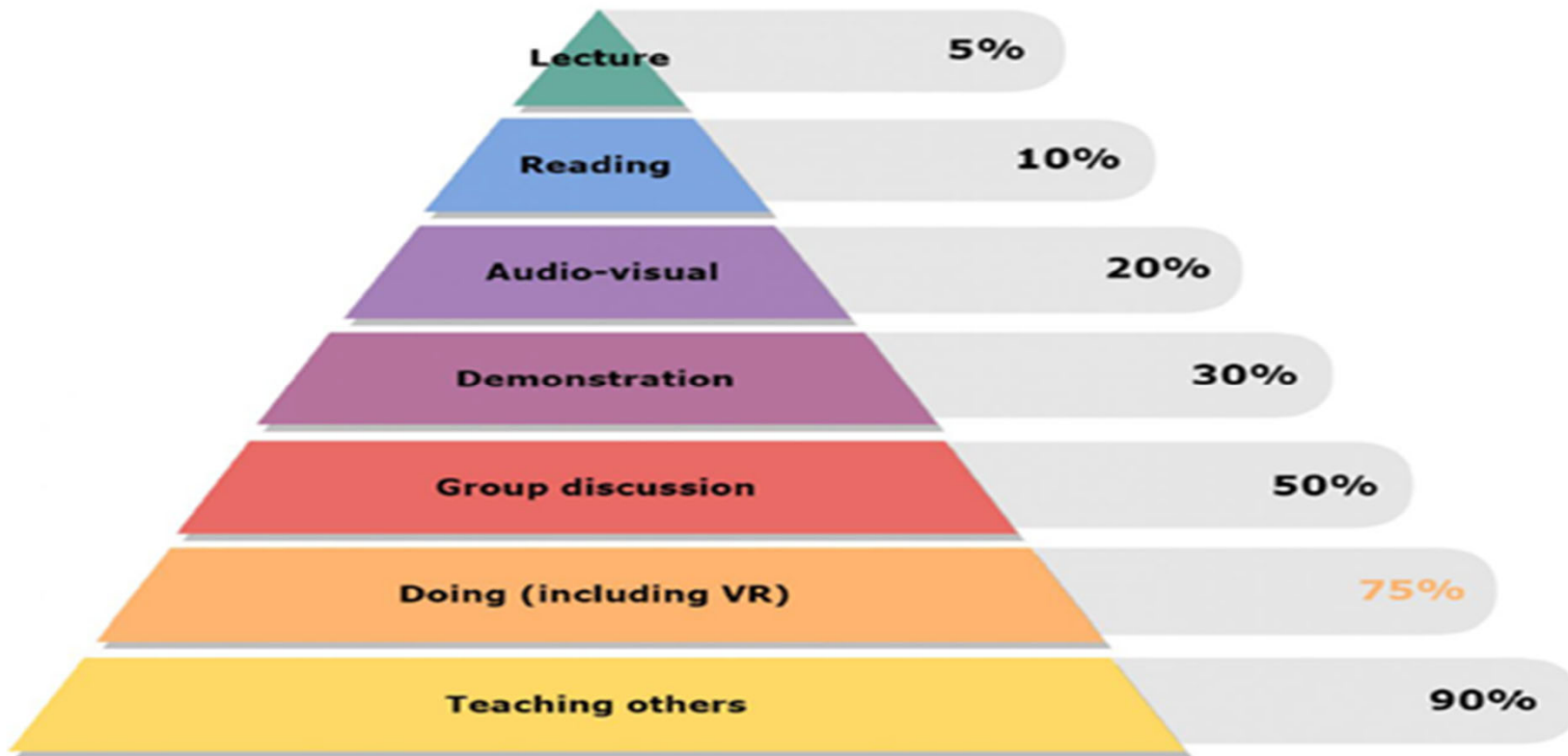
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## *Conceptual Model – Leveraging Technology*



The future success of Airmen is dependent upon the development of deliberate, effective and efficient modernized training.

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# ***QUESTIONS?***



# Barnes Center for Enlisted Education Mission Brief

Col Babcock and CMSgt Lackey  
BCEE Commandant and Senior Enlisted Leader



# Air Force First Sergeant Academy



SMSgt Ryan Hutchins  
Director of Operations  
USAF First Sergeant Academy

The Intellectual and Leadership-Development Center of the Air Force



# 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!*

The Intellectual and Leadership-Development Center of the Air Force



# 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!*

The Intellectual and Leadership-Development Center of the Air Force





# 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

The Intellectual and Leadership Development Center of the Air and Space Forces



# Enlisted Force Development, Professionalization, and Empowerment Wrap Up and Discussion

Maj Gen West  
Senior Mentor

# ***Department of the Air Force***

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## **NDS and USAF Strategy**



**Wing Commander Simon Batt & Major William Heitshusen**  
**HAF/A5/7**  
**9 March 2023**



# ***Purpose and Agenda***

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***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

Maintain Information Advantage	Preserve C3 in a Fast-Paced Battlefield	Enhance Ability to Deny Aggression	Mitigate Adversary A2/AD Capability	Logistics & Sustainment
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- 2023 National Military Strategy (NMS)
  - Strategic Discipline

## Concepts

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

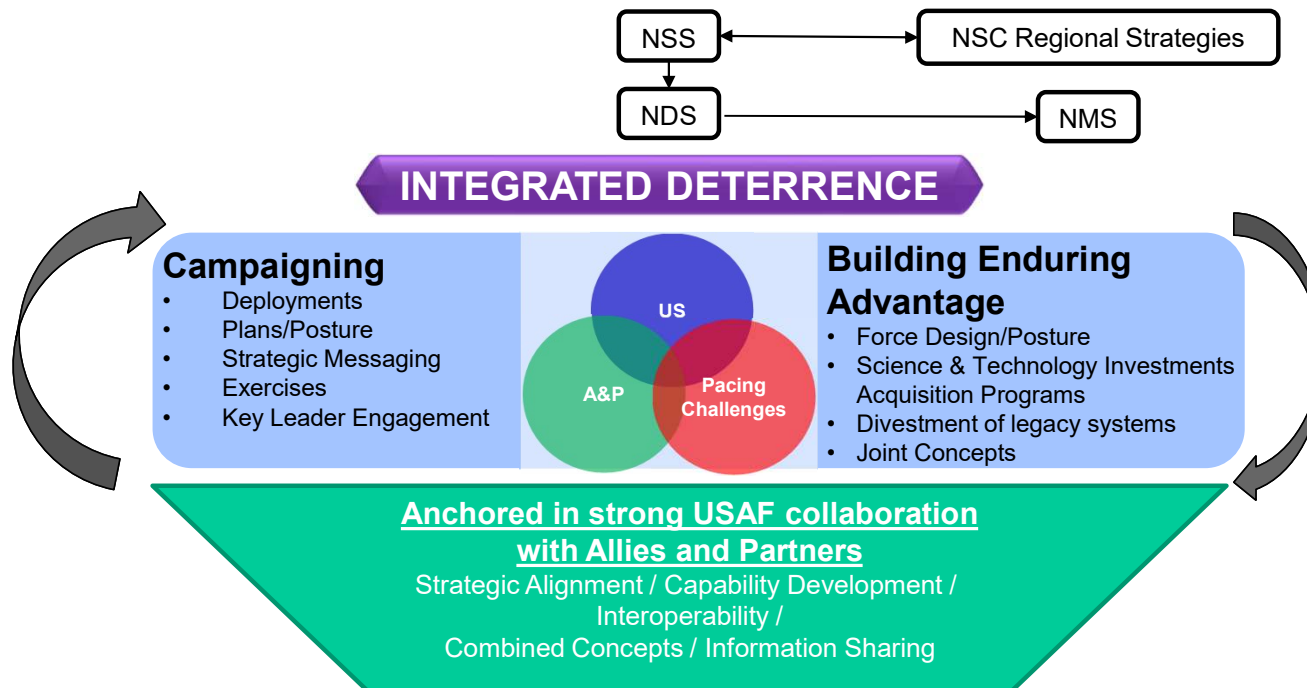
Fight to Get Into Theater	Fight to Get Airborne	Fight for Air Superiority	Fight to Deny Adversary Objectives	Fight to Sustain the Fight
Fight to Compete and Deter				







# National Security & Defense Strategies



Deterrence weaves together cutting-edge capabilities, operational concepts, and the comparative advantage of our interagency and international partners to dissuade aggression.



# DAF Operational Imperatives

## DAF Operational Imperatives

### 1. Space Order of Battle



Defend space and counter adversary space-based ops

### 2. ABMS / JADC2



Modernize distributed C3BM at scale with emerging tech

### 3. Air, Sea, and Surface Moving Target Engagement at Scale



Engage threats simultaneously, in high volumes, in a compressed timeline

### 4. NGAD Family of Systems



Provide crewed/uncrewed teaming with sensors and weapons

### 5. Resilient Forward Basing



Enable ACE through maneuver and active/passive defenses

### 6. B-21 Long Range Strike Family of Systems



Generate combat power en masse to deliver precision global weapons effects

### 7. Readiness to Mobilize, Deploy, and Fight



Harden Joint Force mobilization and support chains against adversary attacks

Cross-Cutting Operational Enablers:  
Electromagnetic Spectrum Ops (EMSO), Munitions, Mobility

#### 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



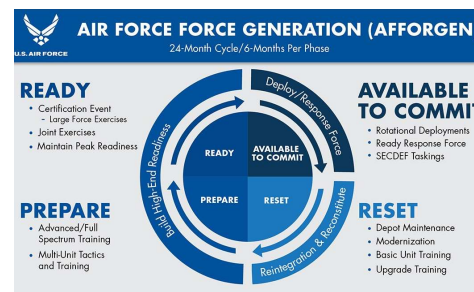
# NDS to Operational Imperatives

Key Operational Areas	OI #1: Space Order of Battle	OI #2: ABMS / JADC2	OI #3: Moving Target Engagement	OI #4: NGAD Family of Systems	OI #5: Resilient Forward Basing	OI #6: B-21 Family of Systems	OI #7: Readiness to Mobilize, Deploy, and Fight
Maintain Information Advantage	X	X	X				X
Preserve C3 in a Fast-Paced Battlefield	X	X					X
Mitigate Adversary A2/AD Capability	X	X		X		X	
Enhance Our Ability to Deny Aggression	X	x	X	X	x	X	x
Logistics and Sustainment					X		X



# 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*

**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.**

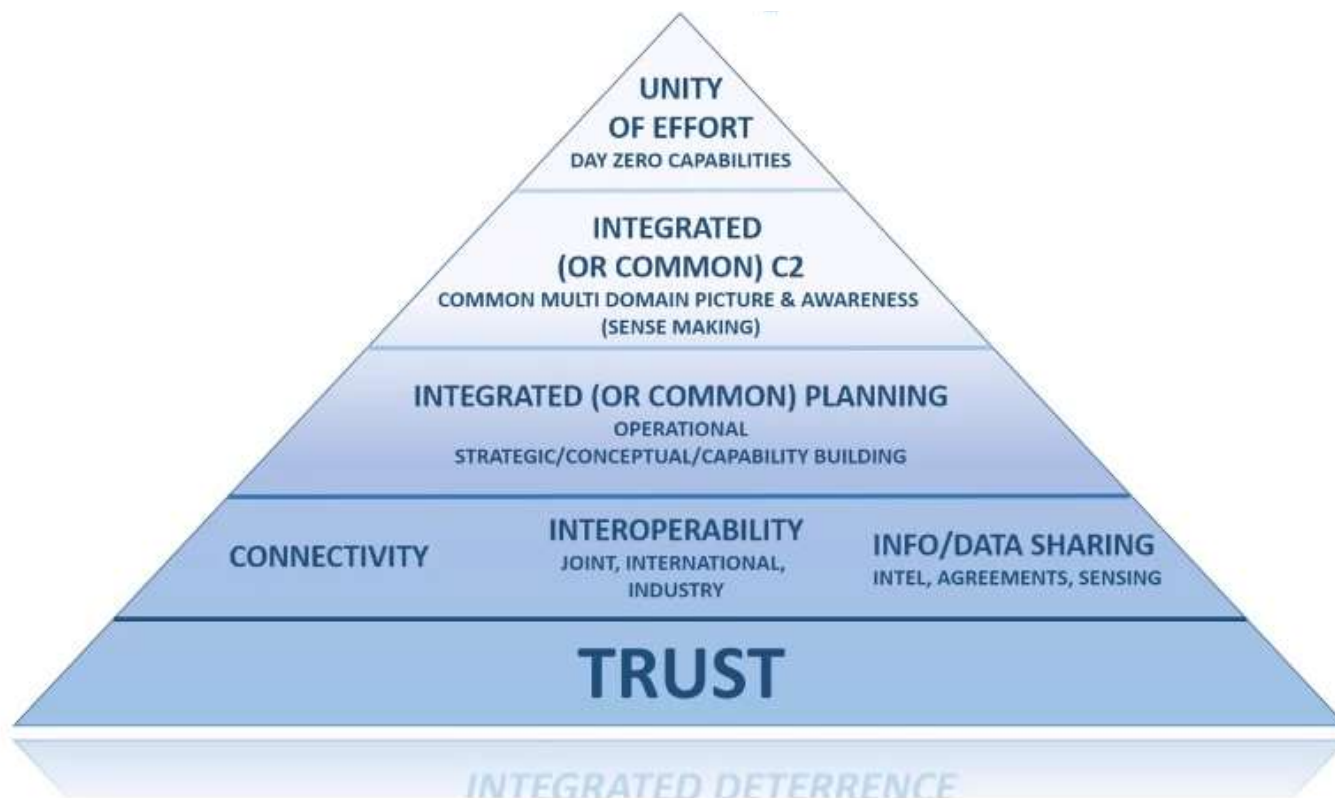
### ***Alignment Opportunities:***

- 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.)





# *Integrated by Design*







# Questions

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For Reference



**China Aerospace Studies Institute**

[www.airuniversity.af.edu](http://www.airuniversity.af.edu)

The Intellectual and Leadership Development Center of the Air and Space Forces