

RIGHT PLACE

RIGHT TIME

RIGHT PERSON

THE EDUCATION PROCESS

The Air Force is evolving from PME to Developmental Education (DE). DE expands to include not only traditional PME, but also advanced academic degree (AAD) programs, fellowships, and specialty schools. Education programs will be assigned in a manner that best utilizes the members' background, functional skills, and valuable time. The goal is to ensure officers are provided the necessary education and training to succeed throughout their entire Air Force career.

There are three types of Developmental Education: Basic (BDE); Intermediate (IDE); and Senior (SDE)

BDE: DE received at the Tactical Level; e.g. ASBC; SOS; AFIP; assignment team directed AFIT

IDE: DE received at the operational level; e.g. ACSC; CGSC; JMIC; NPS; AFIT

SDE: DE received near or at the senior officer ranks; e.g. AWC; ICAF; NWC, Fellowships

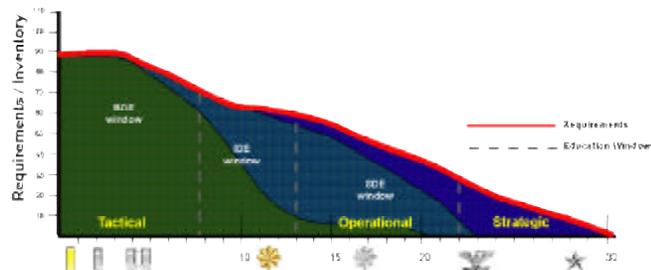
Once the full ODP is implemented, officers will indicate their DE preferences on their ODP. The ODP will then be routed through the chain-of-command, to include their senior rater (if required), for endorsement. This input, along with the officer's record, will be the basis for the DT to provide their DE recommendation and forward to the AF DE Designation Board. The DE Designation Board will designate the "right" school an officer will attend, at the right time.

The AF has substantially expanded the number and types of DE opportunities and will continue to evaluate various education programs that provide value to our AF's Force Development construct. To highlight this effort, in academic year (AY) 00, 483 officers went to traditional ISS; for AY04, we are sending 768 officers to various IDE programs.

BOTTOM LINE... YOU STILL NEED TO BE INVOLVED IN YOUR OWN DEVELOPMENT ...AND THE KEY TO SUCCESS IS STILL EXCELLENCE IN YOUR CURRENT DUTY

CAREER PLANNING DIAGRAM

The diagram below replaces the traditional career path pyramids. Called a Career Planning Diagram (CPD), it identifies each element of the FD construct and closely aligns itself to the career field inventory and requirements structure. The CPD will provide officers and CCs a more realistic tool to use for mentoring, feedback, and when developing one's career plan and goals.



"... Every aspect of our new plan has one common goal: to continue developing professional airmen who instinctively leverage their respective strengths together. We intend to develop leaders who motivate teams, mentor subordinates, and train successors."

CSAF Sight Picture, 6 Nov 2002

FOR INFORMATION GO TO:

www.dp.hq.af.mil/afslmo/fd

www.afpc.randolph.af.mil/afas



"Force Development will enable us to focus on each individual by emphasizing our common airman culture while offering a variety of choices that respects the distinctive elements of your career field. We plan to add a dimension to your educational experience that has not been fully exploited in our current PME and advanced education structure. Most importantly, we have made sure that this new emphasis reflects a sincere respect for your time — time that you owe to other priorities in your life, like your families."

CSAF Sight Picture 6 Nov 2002

WHAT IS FORCE DEVELOPMENT (FD)?

It is *improving* the way we develop the capabilities of the people who make up our Air Force.

Officer Force Development is the process we use to develop technical mastery in each core career field; then build on that excellence to a broader understanding of Air Force missions, toward a final goal of Air Force leaders who can lead and integrate missions outside their specialized experience. It is the way we exploit training and education opportunities with assignments that leverage the resultant skills and knowledge to produce desired effects. Simply put, FD is the series of experiences and challenges, combined with education and training opportunities, that develop officers as airmen and as leaders.

WHY FD?

It is important to recognize that nothing is broken; there is no single, great problem that must be solved. We develop airmen now. However, we have a much smaller force today, one which is experiencing a very high operational tempo, while absorbing high technological growth, so therefore, we must better utilize the time and effort of our most valuable resource – our people. It is logical then, that as an institution, we *optimize* development in the future so our investment in people and their investment in the Air Force best meet the needs of our Service and the Nation.

FD OBJECTIVES

The overall **goal** of FD is to *successfully accomplish the full spectrum of changing Air Force* missions by developing officers with the required skills, knowledge and experience to lead and execute current and future mission capabilities. Attaining this goal requires the Air Force to achieve the following objectives:

- Deliberately connect all training and education opportunities to assignment experiences to best build competencies that meet AF needs in and across career fields
- Purposefully connect individual goals to Air Force needs to best achieve both

- Ensure Air Force personnel-directed decision processes invest the right education, training and experience in the right officers at the right time while meeting Air Force requirements

- Enhance leader and officer understanding of their roles in officer development, using their inputs in the assignment process and providing feedback to inform and shape expectations

FORCE DEVELOPMENT DOCTRINE

Doctrine establishes the framework. Air Force senior leadership started building our doctrinal statements by defining Force Development at three levels: tactical, operational and strategic. At the tactical level, members in the early years of their career concentrate on learning their primary skill. During the mid-grades, skills are focused at the operational level. Members pick up complementary skills, and expand their understanding of the wider Air Force perspective. In the senior ranks, they operate at the strategic level, demonstrating capabilities and effects-based competencies by combining their primary and complementary skills, experiences, education, and training to successfully lead the Air Force and its integration into Joint, DoD, Interagency, and International missions.

Development – the series of experiences and challenges, combined with education and training opportunities that produce AF leadership

Tactical Level Development – gaining knowledge and experience in primary skill combined with educational and leadership training experiences

Operational Level Development – continued widening of experience and increased responsibility within a related family of skills

Strategic Level Development – challenges to gain breadth of experience and leadership perspective

“Day after day you demonstrate that your expertise is our greatest asset, and I truly believe your continued training and development are our wisest investment....Every aspect of our new plan has one common goal: to continue developing professional airmen who instinctively leverage their respective strengths together.”

CSAF Sight Picture 6 Nov 2002.

THE ASSIGNMENT PROCESS

- Assignment teams (AT) still *assign to meet* AF requirements - builds on AF Assignment System
- Development Teams (DT) *vector to improve* assignment match - leverages functional expertise to build AF leaders
- ATs and DTs *team* together to think in terms of developing officers as they are assigned
- Retains and enhances use of individual and commander inputs
- Expands the Preference Worksheet process towards a robust **Officer Development Plan (ODP)** beginning with the Transitional-ODP
- Your input is still made through AMS until ODP is fielded

Developmental Teams (DTs) are dedicated to “developing” members to meet deliberate Air Force requirements, thereby increasing the amount and quality of communication between the commanders, members, and DTs. DTs will be comprised of senior leaders from the functional community, MAJCOMs, and AFPC. DTs will provide a developmental “vector” as an input to assignment teams, and provide feedback to CCs and officers on their expressed development plans.

The ODP is a critical communication tool for officers and their CCs to develop a career plan. The ODP is a “game plan” for a career, not a recipe for the next assignment. ODP feedback is the DT’s best judgment on a preferred vector at the time the DT meets; however, individual circumstances or mission needs may dictate a different assignment.

