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Personnel

**TOTAL FORCE DEVELOPMENT (ACTIVE
DUTY OFFICER)**

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This instruction implements AFD 36-26 and direction from the Chief of Staff concerning active duty officer Force Development (FD). The Air Force has traditionally managed personnel resources and career objectives through functionally driven, centralized career field and functional category management. This Air Force Instruction (AFI) implements an overarching leadership philosophy of developing active duty officers and their respective career fields at the strategic, operational, and tactical, levels. This leadership philosophy includes centralized efforts to address all force management aspects including, but not limited to FD, program element management, readiness, education and training, utilization, diversity, assignments, and personnel policies. This AFI does not supersede existing AFIs. The guidance in this AFI complements and should be implemented in conjunction with existing personnel, career field management, and military education and training AFIs. Ensure that all records created by this AFI are maintained and disposed of IAW AFMAN 37-139, "Records Disposition Schedule."

This volume applies to the active duty officer force specifically, but has implications for the total force. Future volumes will outline in detail total force development for Air National Guard (ANG), Air Force Reserve (AFR), enlisted, and civilian personnel.

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Chapter 1

TOTAL FORCE DEVELOPMENT

1.1. Program Objective. The Total Force Development (TFD) of active duty, civilian employees, Air National Guard, and Air Force Reserve personnel will develop strong occupational and enduring competencies to satisfy current and future Air Force institutional requirements.

1.1.1. For the active duty officer corps, Force Development (FD):

1.1.1.1. Supports and reinforces Air Force core values.

1.1.1.2. Optimizes Air Force personnel decision processes to ensure we invest education, training, and experiences in the right personnel at the right time.

1.1.1.3. Ensures the AF employs all personnel in the best possible match to their aptitudes and expectations.

1.1.1.4. Enhances Air Force use of leadership input in the developmental assignment process.

1.1.1.5. Enhances leader and officer understanding of their roles in the development process.

1.1.2. To accomplish these force development objectives, the officer force will be accessed, developed, and managed consistent with objectives outlined in the U.S. Air Force Personnel Strategic Plan. The intent is to ensure the officer force possesses the optimal blend and diversity of education, technical skills and breadth of experience to effectively employ air and space capabilities in support of national security interests.

1.2. Systematic Perspective. TFD is designed to be a dynamic, deliberate approach, based on institutional requirements, senior leader interface, and interactive modeling. This will be facilitated with inputs from the functional communities' Development Team (DT), commanders, and the individual members themselves. Institutionally agreed-upon terminology and force structure form the basis of this improved force management system. The system will remain sensitive to changes that impact functional communities while always maintaining an overall institutional perspective. In some cases, it may be necessary to assign multiple responsibilities, (e.g., the Deputy Chief of Staff [DCS], Personnel [AF/DP will be used subsequently in this document when referring to the DCS, Personnel] may be both the Functional Authority [FA] and the Functional Manager [FM] for AFSC 36P and 38M.) Senior leadership and managers should have access to ongoing trend analysis and the ability to pre-define trigger points within pertinent risk areas and management systems.

1.3. Program Authority. Specific to the officer aspects of FD, the Chief of Staff directed AF/DP to institutionalize TFD by defining and identifying FMs and Career Field Managers (CFM) along with providing training and tools to ensure ability to manage the total force.

Chapter 2

STRUCTURE

2.1. Deputy Chief of Staff, Personnel. AF/DP will implement and provide oversight for officer FD through the Force Development Office (FDO).

2.1.1. Serves as central manager for TFD planning, programming, and execution.

2.1.2. Programs appropriate resources and funding to support initial and recurring TFD requirements.

2.1.3. Ensures an annual career field review summary is provided to the Chief of Staff.

2.1.4. Convenes annual developmental education (DE) designation boards and establishes/provides DE quota document.

2.1.5. Ensures compliance with the Goldwater-Nichols DoD Reorganization Act of 1986, and other legal requirements and DoD directives and instructions regarding the planning and programming of joint requirements.

2.1.6. Air Force Senior Leader Management Office (AFSLMO) will provide the FDO with Air Force senior leader requirements and associated analytical data.

2.1.7. FDO. Responsible for recommending and implementing policy, and establishing program guidelines. Oversees policy governing development and management of appropriate systems to assess and analyze health of functional communities. Acts as Executive Secretariat to the Force Development Council (FDC). Validates DE quota distribution IAW guidelines as determined by the FDC. Validates FA-developed prioritization plans and ensures they are properly incorporated into the FD construct. Updates, implements, and ensures compliance with Air Force FD policy. Works closely with the Air Force Personnel Operations Agency, Air Force Manpower and Innovation Agency, Air Force Personnel Center (AFPC), Air Education and Training Command (AETC), and the United States Air Force Academy (USAFA). Additionally, the FDO will develop appropriate measures to determine outcomes, as well as the current and future state of the force, validating and providing oversight of officer FD.

2.1.8. The Force Development Support Office (FDSO). Responsible for providing day-to-day analytical support to FDO, FA, DTs, and Assignment Teams (AT). Collects, compiles, and analyzes career field health and sustainment information for all functional communities. Integrates functional and cross-functional assessments to provide corporate insight on the state of the force. Executes the policies and guidelines of the FDO. Provides various reports, spreadsheets, written correspondence, and other related products to DTs and ATs in order to execute FD.

2.1.8.1. Specific elements of analysis include, but are not limited to:

2.1.8.1.1. Career field modeling and diversity

2.1.8.1.2. Current and future health analysis (promotions, accessions)

2.1.8.1.3. Developmental assignment opportunities (inside/outside of Air Force Specialty Code (AFSC)/ Rated Distribution and Training Management (RDTM))

2.1.8.1.4. DE opportunities

- 2.1.8.1.5. Career field stress analysis (to include Air and Space Expeditionary Force (AEF) requirements)
 - 2.1.8.1.6. Instructor duty requirements (as appropriate)
 - 2.1.8.1.7. Language skill requirements (as appropriate)
 - 2.1.8.1.8. Accession and training requirements (as appropriate)
 - 2.1.8.1.9. Special duty opportunities
 - 2.1.8.1.10. Functional skill pairings (below the general officer level)
 - 2.1.8.1.11. Permanent Change of Station (PCS) budget
 - 2.1.8.1.12. Joint duty and joint officer development analysis
 - 2.1.8.1.13. Proposed DE quota distribution for Force Development Council approval/ validation.
 - 2.1.8.1.14. DE quota distribution to DTs.
- 2.1.8.2. In conjunction with the ATs, provide logistical and administrative support to DTs and coordinate DT meetings locations and timing.
- 2.1.8.3. Ensures that CFMs and DTs are provided the training to manage their TFD program, and develops and maintains tools to manage FD.
- 2.1.8.4. Consolidates information from the field, i.e., Organizational Change Requests, and advises FDO, FDC and FAs on anticipated reorganizations, realignments, and mission changes that may affect programs.
- 2.1.8.5. Receives inquiries from FDO, FDC and FAs on anticipated reorganizations, realignments, annual Total Force Career Field Review (TFCFR), and mission changes that may affect programs, performs analyses, and makes recommendations back to the FDO

2.2. FDC. This corporate body serves to provide an institutional perspective on Air Force-wide FD issues and makes recommendations to the CSAF and SECAF. FAs, Major Command (MAJCOM) Vice Commanders (CV), Chief Master Sergeant of the AF (enlisted issues), and appropriate ARC and civilian representation make up the FDC and provide a review of total force management. The Vice Chief of Staff of the Air Force chairs the FDC. With respect to its function in the Officer FD initiative, the FDC will:

- 2.2.1. Ensure that functional and operational perspectives are appropriately considered when making decisions and recommendations to the SECAF and CSAF.
- 2.2.2. Review the health and diversity of the force and provide appropriate corporate-level policy guidance.
 - 2.2.2.1. CFMs will use the Career Field Review Model (CFRM) to brief their functional chain (FA/FM). The FDC will receive this update from the FA.
- 2.2.3. Develop corporate investment strategies and meet at least annually.
- 2.2.4. Approve developmental education quota distribution and associated guidelines.

2.3. FA. FAs provide oversight and functional advisory services related to functional communities (may be more than one AF specialty that falls under their purview). These functional communities are made up of functional families that receive direct oversight from their appropriate Functional Manager (FM). Reference [Attachment 2](#) for detailed breakdown of the DCS/Directorates with functional management responsibilities, along with the respective specialties and occupational series. FAs are senior leaders and will include designated Deputy Chiefs of Staff, Assistant Secretaries, and selected Directorate (General Officer or SES)-level leaders. When directed by the SECAF, the MAJCOM/CC may also be an FA, as is the case in Air Force Space Command (AFSPC), where the AFSPC/CC is the Air Force Space Professional Functional Authority. FAs will:

- 2.3.1. Direct and approve functional assignment prioritization plans, in accordance with (IAW) applicable FDC guidelines.
- 2.3.2. Ensure policies established in AF Policy Directive (AFPD) 36-26, as well as guidance and procedures established in this AFI, are implemented within their assigned functional communities.
- 2.3.3. Provide strategic oversight of TFD to include identification and prioritization of functional community requirements, balanced with mission needs (right balance of authorizations versus inventory).
- 2.3.4. Ensure officers are both encouraged and provided the opportunity to complete instructor and foreign language duty when appropriate and allowed by mission needs.
- 2.3.5. Serve as a member of the FDC and provide corporate perspective of functional community requirements and FD.
- 2.3.6. Conduct annual TFCFR on specialties under their management and report results to the FDC.
- 2.3.7. Advise AF/DP on anticipated reorganizations, realignments, and mission changes that may affect programs.
- 2.3.8. Establish and chair Advisory Council (may be delegated to the FM). Provides FM with DT membership guidelines.
- 2.3.9. Provide functional representation (may delegate this requirement) to the Air Force Education Requirements Board (AFERB). The AFERB is held annually.

2.4. FM. Senior leader designated by the appropriate FA to provide functional management of specific functional families. While they should maintain an institutional focus regarding resource development and distribution, FMs are responsible for ensuring their specialties are equipped, developed, and sustained to meet the functional community's mission. They will also encourage FD opportunities in order to meet future needs of the total Air Force mission. Specific responsibilities include:

- 2.4.1. Chairing DT (may delegate DT chair to CFM). May also be directed to chair Advisory Council by the FA,
 - 2.4.1.1. Developing a charter for DTs under their purview using the template at [Attachment 5](#).
 - 2.4.1.2. Convening the DT to meet milestones as outlined by AFPC.
- 2.4.2. Appointing and assembling required DT representatives in accordance with FA guidance.
- 2.4.3. Appointing CFMs as needed to manage the career fields under the functional community.
- 2.4.4. Providing resources for CFMs and their DTs.

- 2.4.5. Notifying FDO of newly appointed CFMs.
- 2.4.6. Defining functional community program needs through Utilization & Training Workshop (U&TW) process.
- 2.4.7. Establishing career field paths and guidance (See [Attachment 3](#), FD, Career Planning Diagram).
- 2.4.8. Providing, at a minimum, annual TFCFR update to the FA on the status of the career field/functional community.
- 2.4.9. Blending the requirements of the officer, civilian, enlisted, and Air Reserve Component (ARC) for their functional community.
- 2.4.10. Approving criteria for award of Developmental Identifiers (DIDs). As a minimum, individual officers must be deliberately assigned to a developmental assignment for a period of no less than 12 months.

2.5. Functional Advisory Councils. Each functional area will have an Advisory Council. Advisory Councils provide total force, strategic-level oversight for the functional communities under their guidance. The primary purpose of each council is to support the force structure management process within defined Air Force functional communities, e.g., the Aircrew Management Executive Council (AMEC). (NOTE: These Functional Advisory Councils are separate and distinct from the AF Advisory Council and can be melded together with the Civilian Career Program Policy Councils as both perform similar roles with oversight of the total force level of the entire functional community). The corresponding FA chairs the Functional Advisory Councils. Responsibilities specific to Officer FD include:

- 2.5.1. Developing program policy recommendations and direction to meet strategic goals.
- 2.5.2. Consolidating officer developmental objectives and requirements. Forward to HQ USAF/DP and /or FDC as needed.
- 2.5.3. Ensuring council composition represents various components of the applicable functional community, as determined by the FA. Recommended membership of the Advisory Council includes:
 - 2.5.3.1. Senior MAJCOM representatives: A senior representative from select MAJCOMs or comparable organizations (designation of MAJCOMs is made by FM).
 - 2.5.3.2. CFM.
 - 2.5.3.3. AF/DP and/or AFPC representatives (as required).
 - 2.5.3.4. Senior Civil Service representative.
 - 2.5.3.5. Enlisted representative (as required).
 - 2.5.3.6. ANG representative (as required).
 - 2.5.3.7. Air Force Reserve representatives (as required). NOTE: This representative will be required to coordinate with appropriate civilian management authorities to address Air Reserve Technician members and their positions IAW AFI 36-108, Air Reserve Technician (ART) Program.
- 2.5.4. Meeting at the discretion of the FA.

2.6. Career Field Manager (CFM). The CFM is appointed by the FM and represents a single functional family. A CFM may be responsible for more than one specialty or multiple CFMs may be appointed within their functional community. Typically, a CFM will be a senior field grade officer or comparable civilian. Specific responsibilities include:

- 2.6.1. Serving as the DT chair if the FM has delegated responsibility.
- 2.6.2. Serving as “day-to-day” advocate for their functional community, addressing issues and coordinating specialty concerns across various staffs.
- 2.6.3. Implementing career field policies.
- 2.6.4. Permanent member of the DT for policy development, implementation, and guidance. Coordinating actions with other DTs, as appropriate.
- 2.6.5. Providing central oversight for career field education and training in coordination with AETC Training Pipeline Manager (AETC/DO) and Air University (AU) to manage education and training through processes described in applicable AFIs. Additionally, manages use of available education and development funds. For further guidance, see appropriate AFIs. As assigned, managers use of available education and development funds. For further guidance, see appropriate AFIs.
- 2.6.6. Providing support to the accessions and training processes as outlined in AFI 36-2616, *Trained Personnel Requirements (TPR)*. Coordinates all force structure changes with AF/DPLT or AF/DPPPR (for rated accession and training requirements) and participates in accession and training conferences.
- 2.6.7. Monitoring Total Force Assessment (TFA), Career Progression Group (CPG), and manning products as appropriate.
- 2.6.8. Coordinating with AF/DPM and FDO in reviewing sustainability analysis results to ensure MAJCOMs are managing their authorizations to create a sustainable force structure.
- 2.6.9. Integral part of the Planning, Programming, Budgeting, and Execution System (PPBE) process for their functional community. Providing input to the FM so it may be addressed to the FA and Functional Advisory Council.
 - 2.6.9.1. Developing Career Field Planning Guide, IAW Air Force development policies, for each assigned career field.
- 2.6.10. Monitoring AFPC’s process to monitor MAJCOM authorization changes to ensure proper force structure is developed and maintained.
- 2.6.11. Providing, at minimum, annual TFCFR update to the FM on the status of the career field/functional community.
- 2.6.12. Recommending criteria for the awarding of Developmental Identifiers (DID) to the FM.
- 2.6.13. Approving positions recommended by the AT for the awarding of the DID.

2.7. Functional Area Manager (FAM). The FAM is the individual accountable for the management and oversight of all personnel and equipment within a specific functional area to support operational planning and execution. Responsibilities may include providing input to the development and review of policy; developing, managing and maintaining Unit Type Codes (UTC); developing criteria for and monitoring readiness reporting; posturing forces in UTCs; and conducting analysis. FAMs are found at each level of responsibility (Headquarters Air Force, MAJCOM, Air Force Component, Field Operating Agency

(FOA), Direct Reporting Unit (DRU), and unit). It is critical that the FAM is a very knowledgeable and experienced person within the functional area and has the widest range of visibility over functional area readiness and capability issues. Within the operations planning and execution process, FAMs at each level are concerned with the same broad planning areas; however, the specific activities accomplished at each level are unique. For further explanation of FAM duties, refer to AFMAN 10-401.

2.8. Development Teams (DT). Provides oversight of personnel development to meet both functional family and Air Force corporate leadership requirements. FMs will establish appropriate DTs based on characteristics of their functional family. Minimum membership should include the chairperson, CFM, AFPC AT representative and appropriate MAJCOM Point of Contacts (POC). DT may include enlisted, Guard/Reserve, or senior civilian representatives depending on the functional community. The DT may include subject matter experts, as required, and should meet at a seniority level that matches the developmental decisions to be made (e.g. Sq/CC candidate selection). The FM or their designated representative chairs the DT. Responsibilities include:

- 2.8.1. Providing advice, guidance, and assistance to functional family through the CFM.
- 2.8.2. Having cognizance of career field policies, plans, programs, training, and actions affecting career field management.
- 2.8.3. Ensuring that recommendations for new initiatives are coordinated with the FM.
- 2.8.4. Evaluating developmental opportunities within the functional force structure and recommending appropriate developmental assignment vectors for individual officers.
- 2.8.5. Reviewing Career Planning Guides, as created by the CFMs, for the FM's (or FM's designee) approval.
- 2.8.6. Identifying potential developmental pairings within a functional community and submitting to the FM for validation. Coordinating pairings with FDO. Considering the career field's unique characteristics and requirements in determining development opportunities that meet institutional needs when determining an individual's career progression.
- 2.8.7. Reviewing criteria and previous DID qualifying positions and making recommendations for DID criteria changes to the FM through the CFM.
- 2.8.8. Providing developmental feedback to officers and commanders via Officer Development Plan (ODP).
- 2.8.9. Providing documentation, support information, and recommended changes or AFI updates and revision.
- 2.8.10. Providing input into the DE selection process. Air Force members may be selected for DE opportunities by meeting a Central Designation Board (Intermediate Developmental Education [IDE]/Senior Developmental Education [SDE]-levels) or by filling a DE quota provided to the FA by the AFERB at the BDE level.
 - 2.8.10.1. DE Programs directly allocated to FAs (only at the O-1 through O-3 levels): In addition to the HQ USAF DE Central Designation Board Quotas, AF/DPLE will also provide additional DE quotas to the FAs through the Air Force Education Requirements Board (AFERB). By July of each year, the FDSO will provide nomination targets (by Academic Specialty Code [ASC] and grade) to the FAs. FAs will have representation at the annual AFERB (held in the Fall of each

year) to present functional requirements. Upon allocation of quotas to each FA by the AFERB, DTs will review and recommend officers for school and outplacement based on qualifications, skill sets, overall ODP, etc. AFIT/RR will make final determination on advanced academic degree (AAD) eligibility for Air Force Institute of Technology (AFIT) and Naval Postgraduate School (NPS). ATs obtain approval from the applicable assignment authority.

2.8.10.2. Boarded DE Programs (at the O-4 through O-6 level): DTs review, rank, and nominate officers based on qualifications, skill sets, overall ODP, timing, etc. to the Air Force DE Central Designation Boards convened by AF/DP for boarded DE. The Central Designation Board will make final determinations on attendance and program designations. DT recommendations on the ODP for school and outplacement, along with developmental objectives provided by the Force Development Support Office, will be principal inputs to the HQ USAF DE Designation Boards. (Note: AF/DPLE will provide the annual DE quota allocation document of Professional Military Education [PME]/Fellowship/AAD opportunities to the FDO, the Air Force Senior Leader Management Office [AFSLMO], and AFPC/DPAP.)

2.8.10.3. Squadron Commanders (Sq/CCs): DTs in “Special Selection” panel configuration (an example could be “all 0-6s” assigned to the DT) or MAJCOMs, as appropriate for rated and non-rated operations officers, should identify Sq/CC candidates IAW established selection milestones. DTs will publish candidate lists as part of an overall “special selection” release. Bid and match process for Sq/CC will normally take place in the October-November time frame with selection coming from the identified Sq/CC candidate list.

2.8.10.4. Joint Duty Assignments: DTs will ensure personnel recommended for Joint Duty assignment consideration are of sufficient quality to achieve promotion rates in line with Joint promotion objectives outlined in Title 10 United States Code, Section 662.

2.8.10.5. Other Functionally Identified Programs: Other tactical level “special selection” programs identified by the functional (i.e., Phoenix Hawk, Space and Acquisition Exchange Program [SAEP], Acquisition Logistics Experience and Exchange Tour [ALEET], USMC Expeditionary Warfare School, etc.) may be selected by respective DTs as part of a dedicated Special Selection panel configuration. This session would presumably occur while the DT has already convened to provide FD feedback on ODPs and review DE nominations. DTs will be the final approval authority for these programs with AT input.

2.8.10.6. Other DE programs. Selection processes will not be part of the DT “Special Selection” Panel for the following programs: Air and Space Basic Course (ASBC), Squadron Officer School (SOS), the Air Force Intern Program (AFIP), and the Advanced Studies Group (ASG) (School of Advanced Air and Space Studies [SAASS], School of Advanced Military Studies [SAMS], School of Advanced Warfighting [SAW], and the Naval Operations Planning Course [NOPC]). The selection process will remain unchanged at this time. DTs will provide outplacement recommendations to the appropriate ATs for the officers completing the Air Force Intern Program and the programs of the ASG.

2.9. MAJCOM/FOA/DRU. Responsibilities will include:

2.9.1. Ensuring FD activities and infrastructure within the MAJCOM, such as DT TDYs, in-house training, personnel support, etc., are appropriately funded.

- 2.9.2. Appointing overall MAJCOM FD OPR. This representative should be a senior field grade officer or equivalent. Notifying FDO of appointed representative.
- 2.9.3. Identifying functional representation for applicable DTs to appropriate FM.
- 2.9.4. Coordinating with AF/DPM on anticipated manpower changes, force structure changes, transfer of functions, etc., that may effect functional communities.
- 2.9.5. Identifying MAJCOM developmental program and specific or unique MAJCOM requirements to FM / FA.
- 2.9.6. Providing inputs to selection process as indicated in this AFI.

2.10. Air Force Personnel Center Assignment Teams. FD-specific responsibilities include:

- 2.10.1. Appointing AT representatives to serve on the Advisory Council and DTs.
- 2.10.2. Training DT members as required.
- 2.10.3. In conjunction with the FDSO and CFM, providing DTs with snapshot of potential developmental opportunities/assignments when requested.
- 2.10.4. Identifying individuals who are vulnerable for assignment and preparing materials to present to DT, as required.
- 2.10.5. In conjunction with the FDSO, providing professional, logistical, and administrative support to DTs and coordinating location and timing of DT meetings.
- 2.10.6. Executing developmental assignments within established functional guidance and prioritization plans. ATs and AFPC retain final assignment authority. Additional assignment policy may be found in the Air Force Assignment System guide and applicable AFIs.
- 2.10.7. Collecting and providing data required by FDSO to support the TFD objectives.
- 2.10.8. Participating in developing and maintaining tools to execute FD, such as the ODP.
- 2.10.9. Recommending positions to the CFM that meet DID awarding qualifications.
- 2.10.10. Updating DIDs in personnel data system after approval by CFM.
- 2.10.11. Working with CFM to ensure coverage of career field issues at accession and training conferences, as appropriate.

2.11. Wing or equivalent level. Commander and supervisor involvement, in developing and utilizing their officers, is essential to FD. Commanders are responsible for understanding and documenting developmental inputs using the ODP and disseminating FD information to those under their command.

- 2.11.1. Officers. Responsible for initiating and updating an individual ODP to express assignment and developmental preferences, to include Squadron Command Designation, DE Designation, or normal permanent change of station vulnerability milestones. Also, responsible for becoming familiar with the appropriate career paths for their specialty and for seeking the appropriate guidance in expressing career preferences on their ODP.
- 2.11.2. Rater. Plays an integral role in supporting all aspects of FD through mentoring and feedback as documented on the ODP. Ensures officers complete ODPs to meet FD team established schedules.

2.11.3. Squadron CC. Responsible for reviewing individual's ODP and assessing each officer's developmental potential. Drafts senior rater comments and provides stratification input for officers eligible for special selection opportunities. (NOTE - For Air Force organizations above wing level, these duties would normally be performed by the Division Chief or System Program Office Director. For joint organizations, the Air Force representative on the J-1 staff identifies responsible officer.)

2.11.4. Group CC. As determined by MAJCOM, is responsible for coordinating and providing stratification inputs on eligible officers for special selection opportunities, as applicable. Provides mentoring and feedback as appropriate as a basic responsibility of command.

2.11.5. Senior Rater. Responsible for coordinating and stratifying eligible officers for special selection opportunities, as applicable. Provides brief written comments to the DT to enhance and enable selection processes via the ODP.

ROGER M. BLANCHARD
Assistant Deputy Chief of Staff, Personnel

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFM 10-401V1, *Operation Plan and Concept Plan Development and Implementation*

AFPD 36-6, *Civilian Career Management*

AFI 36-108, *Air Reserve Technician (ART) Program*

AFI 36-601, *Air Force Civilian Career Program Management*

AFI 36-2616, *Trained Personnel Requirements*

AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)*

AFI 36-2110, *Assignments*

AFI 36-2201, V5, *Air Force Training Program, Career Field Education and Training*

AFI 36-2301, *Professional Military Education*

AFI 36-2302, *Graduate Education and Professional Continuing Education (Advanced Academic Degrees)*

AFMAN 37-139, *Records Disposition Schedule*

Goldwater-Nichols DoD Reorganization Act of 1986

Abbreviations and Acronyms

AAD—Advanced Academic Degree

AEF—Air and Space Expeditionary Force

AETC—Air Education and Training Command

AF—Air Force

AFERB—Air Force Education Requirements Board

AFI—Air Force Instruction

AFIP—Air Force Intern Program

AFIT—Air Force Institute of Technology

AFMAN—Air Force Manual

AFMIA—Air Force Manpower and Innovation Agency

AFPOA—Air Force Personnel Operations Agency

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFS—Air Force Specialty
AFSC—Air Force Specialty Code
AFSLMO—Air Force Senior Leader Management Office
AFSPC—Air Force Space Command
ALEET—Acquisition Logistics Experience Exchange Tour
AMEC—Aircrew Management Executive Council
ANG—Air National Guard
ARC—Air Reserve Component
ART—Air Reserve Technician
ASBC—Air and Space Basic Course
ASC—Academic Specialty Code
ASG—Advanced Studies Group
AT—Assignment Team
BDE—Basic Developmental Education
CFM—Career Field Manager
CFRM—Career Field Review Model
CPG—Career Progression Group
CV—Vice Commander
DE—Developmental Education
DCS—Deputy Chief of Staff
DID—Developmental Identifiers
DRU—Direct Reporting Unit
DT—Development Team
FA—Functional Authority
FAM—Functional Area Manager
FD—Force Development
FDC—Force Development Council
FDO—Force Development Office
FDSO—Force Development Support Office
FM—Functional Manager
FOA—Field Operating Agency
HQ—Headquarters

IAW—In Accordance With
IDE—Intermediate Developmental Education
MAJCOM—Major Command
NOPC—Naval Operations Planning Course
ODP—Officer Development Plan
OPR—Office of Primary Responsibility
PCS—Permanent Change of Station
POC—Point of Contact
PPBS—Planning, Programming, & Budgeting System
RDTM—Rated Distribution and Training Management
SAEP—Space and Acquisition Exchange Program
SAASS—School of Advanced Air and Space Studies
SAMS—School of Advanced Military Studies
SAW—School of Advanced Warfighting
SDE—Senior Developmental Education
SES—Senior Executive Service
SOS—Squadron Officer School
TFA—Total Force Assessment
TFCFR—Total Force Career Field Review
TFD—Total Force Development
TPR—Trained Personnel Requirements
U&TW—Utilization and Training Workshop
USAFA—United States Air Force Academy
UTC—Unit Type Codes
UPMR—Unit Personnel Management Roster

Terms

Air Force Specialty Code (AFSC)—A code identifying an AFS or skill; officer AFSCs are 4 digits, enlisted AFSCs are 5 digits; they may have alpha prefixes or suffixes to provide more specificity (AFI 36-2101).

Assignment Team (AT)—Oversees assignment policies and execution within a functional community. Makes assignments using the Air Force Assignment System.

Basic Developmental Education (BDE)—DE directed at Tactical Level of development, usually received as a company grade officer. It includes both appropriate level professional military education

(PME) (i.e., Air and Space Basic Course and Squadron Officer School) and select DE opportunities (i.e., AF-sponsored advanced academic degree programs and the Air Force Intern Program) designed to develop knowledge and experience through education and leadership training within the officer's primary career field.

Career Field Education and Training Plan (CFETP)—The Career Field Education and Training Plan is the primary training tool that ensures specialties across-the-board are prepared to meet mission challenges. The CFETP identifies education and training requirements for every career field and serves as a road map for career progression. This is an optional document for officers.

Career Field Manager (CFM)—The Air Force focal point for the designated career field within a functional community. Serves as the primary advocate for the career field, addressing issues and coordinating functional concerns across various staffs. Responsible for the career field policy and guidance.

Classification (Military)—The classification system is to identify duties and tasks for every position needed to accomplish the Air Force mission. The system is designed to identify qualifications, abilities necessary to accomplish these duties and tasks, as well as provide clear, and visible career progression patterns. The classification system also provides concise award, and retention criteria for career progression.

Developmental Assignment Definition:—An assignment inside or outside of an individual's Core ID or RDTM designed to develop breadth once depth of experience has been achieved. These assignments are designated with a DID.

Developmental Cross Flow—A permanent assignment change of core AFSC or RDTM based on Air Force requirements and an individual's qualifications.

Developmental Education (DE)—Education designed by DT comprised of two components, 1) military education at the appropriate level (e.g., ISS), 2) select AAD programs designed to develop people either within their career field, or to prepare them for an assignment outside their career field.

Developmental Identifier (DID)—An identifier to show experience in a functional community outside of the person's core ID or RDTM. The DID will be a 3-digit alpha numeric code. The criteria to award the DID is determined by the functional community that owns the DID. Award of a DID is determined by the AT. The DID is awarded to individual officers who are deliberately assigned to developmental assignments and who perform these duties for a minimum of 12 months.

Development Team (DT)—The group primarily responsible for managing FD. DTs are comprised of members from functional areas, MAJCOMs and AFPC and led by a senior officer. They are organized around functional areas or logically related operational groupings to maximize the potential of our people, our career fields and our Air Force. Some responsibilities include oversight of health and development of AFSCs, development plan review, and developmental assignments, cross flow to new AFSCs, communication with individuals and their chain of command.

Diversity—A broad based composite of personal attributes which include and are not limited to racial, ethnic, cultural, gender, religious/spiritual, educational, language, problem-solving, life experiences and attitudinal skill sets. These complement and enhance enduring leadership competencies and mission focus needed to lead in the Air Force.

Enduring Competencies—The personal and leadership qualities that provide a common grounding for all Air Force members.

Force Development (FD)—The series of experiences and challenges, combined with education and training opportunities to produce AF leadership. It satisfies necessary Air Force job skill and enduring competency requirements (personal and leadership qualities); follows doctrine; has coordinated policies that concentrate on the right level of and focus of experience, education, and training...at the right time...and best uses the amount of time we have for development. In short, the processes used to ensure we properly develop our people in order to meet their expectations and AF requirements.

Force Management—The overall management of the functional community with respect to the mission, the people, and the available resources. Also, the processes used to analyze, assess, and direct personnel actions to ensure the continuing ability of each career field to meet mission demands within the career field and for other required Air Force missions.

Functional Area Manager (FAM)—The individual accountable for the management and oversight of all personnel and equipment within a specific functional area to support operational planning and execution. Responsibilities may include developing and reviewing policy; developing, managing, and maintaining UTCs; developing criteria for and monitoring readiness reporting; force posturing; and analysis. At each level of responsibility (Headquarters Air Force, MAJCOM, Air Component, FOA, DRU, and Unit), the FAM should be the most highly knowledgeable and experienced person within the functional area and have the widest range of visibility over functional area readiness and capability issues.

Functional Authority (FA)—Senior leadership, to include: Deputy Chief of Staff (three-star), Assistant Secretary (SES), and selected Directorate (General Officer or SES)-level leaders that provide corporate perspective of institutional requirements and force management. The FA serves as a final authority to ensure all policies, established in accordance with this document, are implemented within their functional community.

Functional Category—The group of career fields managed by the same Headquarters Air Force functional community (AFI 36-2110).

Functional Community—A group of career fields led and managed by a single Headquarters Air Force office, grouped according to related disciplines.

Functional Manager (FM)—Senior leaders, designated by the appropriate FAs, who provide day-to-day management responsibility over specific functional communities. While they should maintain an institutional focus with regards to resource development and distribution, FMs are responsible for ensuring their specialties are equipped, developed, and sustained to meet the functional community's mission as well as encourage FD opportunities in order to meet future needs of the total Air Force mission.

Intermediate Developmental Education (IDE)—DE directed at the Operational Level of development, usually received as a field grade officer. It includes both appropriate level PME and select DE opportunities (i.e., AF-sponsored advanced academic degree programs) designed to develop broader experience and increased responsibility within a related family of skills, in preparation for an assignment outside of or within the Officer's primary career field.

Intermediate Service School (ISS)—Specific intermediate-level PME (i.e. Air Command and Staff College, Army Command and General Staff College, Navy Command Staff College, Marine Corps Command and Staff College, and International-equivalent programs) focused on developing an individual's Enduring Competencies, and primary occupational skills (CORE ID/RDTM) at the operational level of their careers. (Refer to AFI 36-2301, *Professional Military Education* for complete listing of ISS-level programs).

Officer Development Plan (ODP)—An individual's plan outlining his or her desired assignment and career objectives combined with the commander's assessment of those desires and the Development Team's recommendation for education and assignments. Also refers to automated assignment selection and officer feedback.

Operational Level Development (OLD)—Developmental, educational, training, and experiences designed to increase the breadth of experience and leadership responsibility, within the primary or related family of skills. For officers, this typically occurs at the field grade level.

Senior Developmental Education (SDE)—DE directed at the Strategic Level of development, usually occurring near or at the senior officer ranks, i.e., lieutenant colonels and colonels. It includes both appropriate level PME and select DE opportunities (i.e., AF-sponsored advanced academic degree programs, Air Force Fellowship programs) designed to develop a breadth of experience and leadership perspective necessary for an assignment outside of the officer's primary career field.

Senior Service School (SSS)—Specific senior-level PME, (i.e. Air War College, Army War College, Navy War College, Marine War College, National War College, Industrial College of the Armed Forces, and International-equivalent programs, etc.), focused on developing an individual's Enduring Competencies, and primary occupational skills (CORE ID/RDTM) at the strategic level of their careers. (Refer to AFI 36-2301, *Professional Military Education* for complete listing of SSS-level programs).

Total Force (TF)—Organizations, units, and individuals that comprise the Air Force's resources for meeting its mission. Includes active duty, Air National Guard, and Air Force Reserve military personnel, Department of the Air Force civilian personnel, or staff, and host-nation support personnel.

Total Force Career Field Review (TFCFR)—Annual statistical review of active, guard, reserve, civilian, and contract support forces to examine and shape the military and civilian mix across the Air Force.

Utilization and Training Workshop - (U&TW)—A forum to determine education and training requirements, by bringing together the expertise to establish the most effective mix of formal and on-the-job training for each AFS. The U&TW is also used to create or revise training standards and set responsibilities for providing training (AFI 36-2201, v5).

Attachment 2

FUNCTIONAL MANAGEMENT ALIGNMENT

Table A2.1. Functional Authorities and Functional Managers.

| Functional Authority (see note 1) | Functional Manager | Officer Career Field |
|--------------------------------------|---|---|
| AQ | Acquisition Manager (AQX) | 63Ax |
| AQ | Contracting (AQC) | 64Px |
| AQ | Scientist, Engineer (AQR) | 61Sx, 62Ex |
| DP | Personnel (DPL) | 36Mx, 36Px, |
| DP | Manpower (DPM) | 38Mx |
| DP | Special Duty Identifiers | 80C, 81C, 81T, 82A, 83R, 85G, 86M, 88A, 91C, 97E |
| FM | Financial (SAF/FMP) | 65Ax, 65Fx, 65Wx |
| HC | Chaplain | 52Rx |
| HO | Historian | 84Hx |
| IA | Foreign Area Officer/Pol-Mil Affairs (SAF/IAP) | 16Fx, 16Px |
| IG | Inspector General & Special Investigations (AFOSI) | 71Sx, 87G |
| XI | Communications and Information (XIC & ILC) | 33Sx |
| IL | Civil Engineer (ILE) | 32Ex |
| IL | Maintenance (ILM) | 21Ax, 21Bx |
| IL | Missile Maintenance & Munitions (ILM) | 21Mx |
| IL | Services (ILV) | 34Mx |
| IL | Protocol (ILV) | 88P |
| IL | Logistics Readiness (ILG) | 21Rx |
| JA | Judge Advocate General Corps | 51Jx |
| PA | Band (SAF/PAB) | 35Bx |
| PA | Public Affairs (SAF/PAR) | 35Px |
| SE | Safety (SER) | N/A |
| SG | Biomedical Sciences Corps (SGC) | 42xx, 43xx |
| SG | Dental Corps (SGC) | 47xx |
| SG | Medical Corps (SGC) | 44xx, 45xx, 48xx |

| Functional Authority (see note 1) | Functional Manager | Officer Career Field |
|--|---|---------------------------------|
| SG | Medical Services Corps (SGC) | 41Ax |
| SG | Nursing Corps (SGC) | 46Gx, 46Mx, 46Nx, 46Px, 46Sx |
| XO | Warfighting Integration - Command and Control (XOO) | 13Dx, 13Mx, 86P |
| XO | Aircrew & Aircrew Protection (XOO) | N/A |
| XO | Weather (XOW) | 15Wx |
| XO | Intel (XOI) | 14Nx |
| XO | Navigator (XOO) | 12xx |
| XO | Air Battle Manager (XOO) | 13Bx |
| XO | Ops Plans (XOO) | N/A |
| XO | Pilot (XOO) | 11xx |
| XO | Security Forces (XOF) | 31Px |
| XO | Space and Missile (XOS) | 13Ax, 13Sx |
| XO | Ops Staff (XOO) | 16Gx, 16Rx |

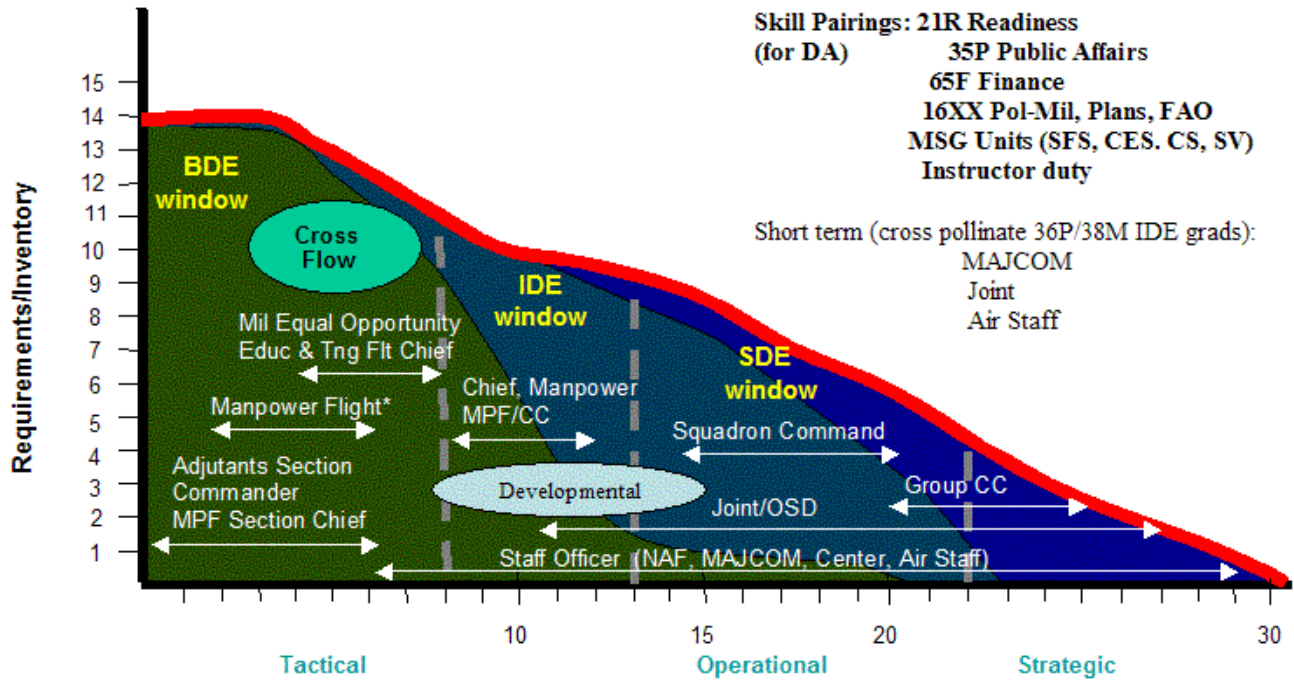
NOTE:

1. The Functional Authority is responsible for the AFSCs listed to include applicable shreds-outs under those AFSCs.

Attachment 3

FORCE DEVELOPMENT
CAREER PLANNING DIAGRAM (NOTIONAL)

EXAMPLE: 36P Career Planning Diagram



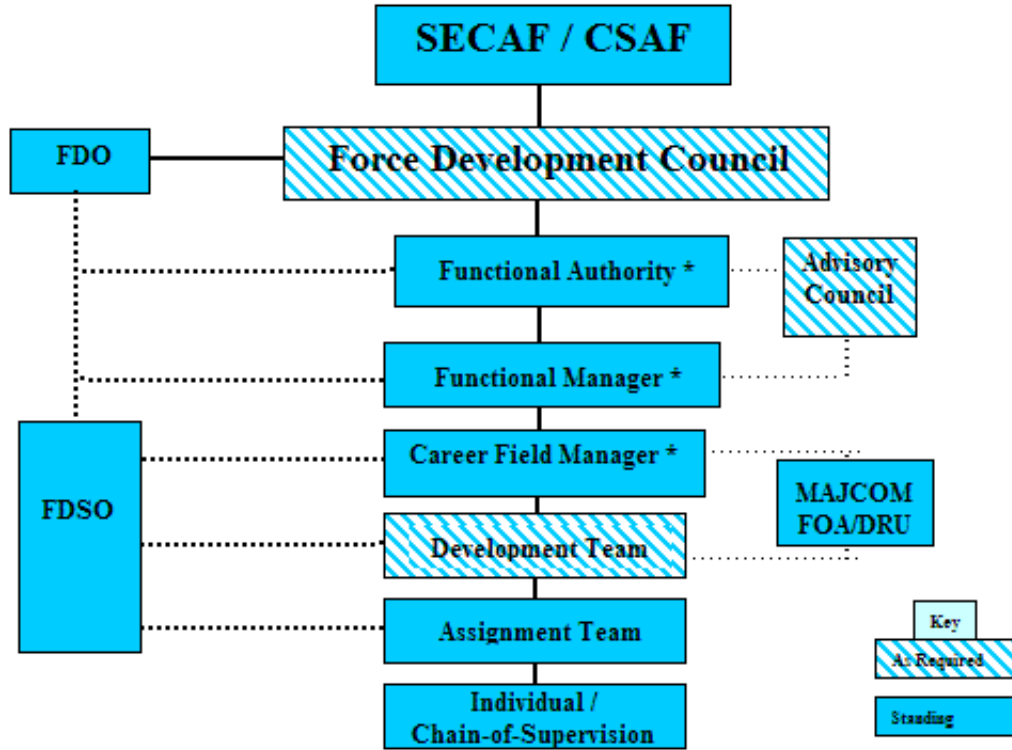
* 2nd officer

| | |
|---|------------|
| Section Commander | (1-6yrs) |
| Section Chief | (1-6yrs) |
| Education & Training | (1-10yrs) |
| Manpower Officer | (3-6yrs) |
| Instructor Duties | (3+ yrs) |
| Dev Assignments | (3+ yrs) |
| Mil Equal Opportunity | (4-8yrs) |
| Chief, Manpower | (8-12yrs) |
| MPF/CC | (8-12yrs) |
| Staff Officer | (6+ yrs) |
| (NAF, MAJCOM, Headquarters Air Force) | |
| Joint/OSD | (10+ yrs) |
| Squadron Command | (14-20yrs) |
| Group CC | |
| Note: some duties may require prerequisite jobs | |

| |
|---|
| BDE -- Basic Developmental Education |
| AFIT |
| ASBC |
| SOS |
| AFIP |
| IDE -- Intermediate Developmental Education |
| ACSC |
| JMIC |
| Advanced Academic Degree (AAD) |
| SDE -- Strategic Developmental Education |
| AWC |

Attachment 4

FORCE DEVELOPMENT MANAGEMENT STRUCTURE



* Grade levels for these positions may vary by functional community. Typically, an FA will be a Lieutenant General or equivalent. An FM is typically a Major General or Brigadier General or equivalent. A CFM will be a senior field grade officer.

Attachment 5

BASIC CHARTER TEMPLATE (THIS TEMPLATE IS OPTIONAL AND IS TO BE USED FOR GUIDANCE ONLY—IF USED, MAY BE TAILORED TO MEET YOUR FUNCTIONAL DEVELOPMENT TEAM NEEDS)

Mission: To provide the best development experience to future leaders of the Air Force (XXXX) career field, and provide advanced professional development and a rewarding professional career to those qualified officers who do not pursue the command path opportunities.

Authority: As directed by the Chief of Staff of the Air Force (CSAF) Sight Picture dated 6 November 2002, and AFI 36-2640, dated 21 Oct 03, the Air Force Development Team (DT) for AF XXXX is chartered. This charter remains in effect until terminated or superseded per direction of the convening authorities.

Purpose: This charter gives authorization to the DT to provide the necessary tools and formal guidance to qualified XXXX officers, offering them unique opportunities in preparation for experiences in the tactical, operational, and strategic development levels. Implementation will be realized through a series of deliberate and rewarding challenges in education, training, and experiences. FD is designed to provide the individual and the Air Force with the necessary capabilities that foster leadership and provide the catalyst to maintain its superiority well into the 21st century.

Roles and Responsibilities: DTs will work together to ensure proper execution of the CSAF's sight picture. Areas within the purview and influence of the DT include, but are not limited to (ref AFI 36-26, par 2.8.):

Career Field:

- Being aware of Air Force and career field policies, plans, programs, and training, affecting career field management
- Reviewing Prioritization Plan
- Providing advice, guidance, and assistance to functional community through Career Field Manager (CFM)
- Ensuring that recommendations for new initiatives are coordinated with the Functional Manager (FM)
- Reviewing career planning guides, as created by the CFMs, for the Functional Authority's (FA) (or FA's designee) approval
- Identifying developmental pairings within functional community and submitting to the FM for validation. Coordinating pairings with Force Development Office (FDO). Considering career field's unique characteristics and requirements in determining development opportunities that meet institutional needs when determining an individual's career progression
- Reviewing criteria and previous DID qualifying positions and making recommendations for DID criteria changes to the FM through the CFM
- Evaluating developmental opportunities within the functional force structure

Individual:

- Recommending appropriate developmental assignment vectors for individual officers within and outside the career field
- Providing developmental feedback to officers and commanders via Officer Development Plan
- Recommending individual officers for developmental assignments

Miscellaneous:

- Providing documentation, support information, and recommended changes or AFI updates and revision
- Providing input into the Special Selection processes as needed (e.g., recommendations on selection for Sq Command and nominations for Developmental Education [DE])

Terms of Agreement: This charter will be subject to renewal, review, and amendment at such time that is deemed necessary. If a requirement changes, any signatory to this agreement may initiate changes or amendments as necessary. All changes will be agreed to in writing with an updated charter.

Primary Member Signatures:

Signature 1

Signature 2

Signature 3

Signature 4

Signature 5

Signature 6

Signature 7

Signature 8