

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

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EXECUTING TOTAL FORCE DEVELOPMENT

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This instruction implements Air Force Policy Directive (AFPD) 36-26, *Total Force Development*, and direction from the Chief of Staff concerning Force Development (FD). It applies to all active duty Air Force members, members of the United States Air Force Reserve, and members of the Air National Guard. Submit any recommended change or clarification request to Headquarters United States Air Force, Force Development Integration Division (HQ USAF/A1DI), 1040 Air Force Pentagon, Washington DC, 20330-1040. Waiver authority is HQ USAF/A1D. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363 *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/rims.cfm>.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include adding FD goals and the governance structure.

Chapter 1

EXECUTING FORCE DEVELOPMENT (FD)

1.1. Overview. FD will develop institutional and occupational competencies in all Airmen through education, training, and experience opportunities to satisfy current and future Air Force mission requirements. FD is dynamic and deliberate by design. It depends on underlying processes which integrate and synchronize senior leader perspectives, institutional requirements, and modeling tools used to forecast those requirements (both qualitative and quantitative) with far more precision and rigor than previous strategic planning processes.

1.1.1. FD leverages the Continuum of Learning (CoL), a career-long process of individual development. The CoL is designed to deliberately integrate developmental opportunities through the Institutional Competencies List (ICL) a common taxonomy used to produce adaptable, knowledge-enabled Airmen for today and tomorrow.

1.1.2. The execution of FD will:

1.1.2.1. Maximize capabilities of all Airmen to ensure the USAF can provide air, space and cyberspace power in support of our nation's security.

1.1.2.2. Ensure opportunities and expectations are transparent, providing visibility to all Airmen.

1.1.2.3. Develop a broad, deep pool of qualified candidates for key positions within the USAF.

1.1.2.4. Deliberately connect all training and education opportunities to assignment/deployment experiences to best leverage the CoL to build and enhance institutional and occupational competencies in individual Airmen.

1.1.2.5. Ensure USAF personnel-directed decision processes invest the right education, training, and experience in competitively-selected Airmen at the right time.

1.1.2.6. Enhance each Airman's understanding of his or her role in FD.

1.1.2.7. Identify institutional competency expectations to facilitate FD decisions through deliberate utilization of the Institutional Competency List.

1.1.2.8. Leverage information technology to provide useful tools to facilitate/enhance personnel decision processes and to maximize the capabilities of all Airmen.

1.1.2.9. Identify competency requirements at each grade in order to ensure experience, education, and training programs are appropriately focused to produce desired Airman capabilities.

1.1.2.10. Ensure Airmen and supervisors understand institutional expectations relating to FD.

1.1.2.11. Provide the framework for foundational, occupational and institutional competency development and identification. (See **Attachment 4**, Force Development Construct).

1.1.3. The provisions of this instruction are intended for application to officers in grades O-5 and below, enlisted personnel in grades E-8 and below, and all DAF civilians. Any references in this AFI to "all ranks" are understood to refer to officers below O-6, enlisted below E-9, and DAF civilians below SES.

1.1.4. FD is executed by Air Force Personnel Center (AFPC), Directorate of Assignments, for Active Duty officer and enlisted personnel; Air Reserve Command (AFRC), Manpower, Personnel,

and Services Directorate, for AF Reserve officer and enlisted personnel; Director, National Guard Bureau (NGB), for ANG officer and enlisted personnel; and AFPC, Directorate of Civilian Force Integration, for DAF civilians. Career Field Managers (CFM) communicate the education, training, and experience requirements of the functional community. DTs facilitate execution of FD for officers and civilian equivalents by providing long and short-term vectors.

1.2. Roles and Responsibilities.

1.2.1. Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR). SAF/MR serves as an agent of the Secretary and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing FD.

1.2.2. Deputy Chief of Staff, Manpower, Personnel and Services. HQ USAF/A1 will develop and ensure implementation of FD policy.

1.2.2.1. Leads career field sustainability, design, task definition and functionality efforts for all Airmen.

1.2.2.2. Defines FD requirements and competency development, regardless of funding source.

1.2.2.3. Provides oversight, guidance and develops standards for Functional Area Managers and Career Field Managers through various venues such as the Career Field Managers' Forum.

1.2.2.4. Chairs annual Developmental Education Designation Board (DEDB) and establishes Developmental Education (DE) requirements.

1.2.2.5. Maintains configuration control of the USAF-approved organizational structures, manpower requirements, and programmed/budgeted manpower levels, to include Joint Bases.

1.2.2.6. Maintains control, develops policy and oversees determination and validation of manpower requirements as depicted on Unit Manpower Documents (UMDs).

1.2.3. Functional Authorities (FA). FAs are designated general officers and members of the Senior Executive Service serving as deputy chiefs of staff or Assistant Secretaries appointed by the Secretary of the Air Force to provide oversight and functional advisory services related to functional communities. The one exception is the Commander, Air Force Space Command, who is the Secretary of the Air Force-appointed FA for the Space Professional community. More than one Air Force specialty may fall under an FA's purview. **Attachment 2** provides detailed identification of the USAF DCS/Directorates with functional authority responsibilities, along with the respective specialties, career fields and occupational series. FA responsibilities include:

1.2.3.1. Direct and approve functional assignment prioritization plans IAW applicable Force Management and Development Council guidelines.

1.2.3.2. Ensure SECAF-approved FD policies are implemented within their assigned functional communities.

1.2.3.3. Provide strategic oversight of FD to include determination and prioritization of functional community requirements to meet mission needs.

1.2.3.4. Ensure Airmen are both encouraged and provided the opportunity to perform instructor and special duty when appropriate.

1.2.3.5. Serve as a member of the Force Management and Development Council (FMDC) to shape corporate perspective on FD.

1.2.3.6. Review career field health on specialties under their management and report results to the FMDC when appropriate.

1.2.3.7. Inform AF/A1 of anticipated reorganizations, realignments, and mission changes that may affect FD programs.

1.2.3.8. Establish, chair and convene the Functional Advisory Council (FAC) when necessary. FACs may be convened by each functional area to provide strategic-level oversight to the functional communities under their guidance and support the FD and force structure management processes within defined USAF functional communities. FA may delegate this responsibility to the Functional Manager.

1.2.3.9. Provide functional representation to the annual Air Force Education Requirements Board (AFERB) meetings.

1.2.3.10. Appoint DT Chair(s).

1.2.4. Development Teams (DTs). DTs are the responsibility of the FA, FM and AF/A1. The Air Force relies on the DTs to be the conduit between the force development systems, frameworks and policy and translate these into career vectors for individuals. Specific DT guidance is addressed in **Chapter 3**.

1.2.5. The Space Professional Functional Authority (SPFA):

1.2.5.1. Develops combat capability in the warfighting domain of space.

1.2.5.2. Articulates Space Professional requirements to FAs in the form of long- and short-term manpower forecasts; personnel requirements; and education, training, and experience criteria necessary to develop a sufficient Space Professional cadre.

1.2.5.3. Provides strategic-level guidance to the functional communities that contribute to USAF space capabilities.

1.2.6. 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 regard to resource development and distribution, FMs are responsible for ensuring their specialties are equipped, developed, and sustained to provide AF capabilities. Specific responsibilities include:

1.2.6.1. Serve as DT Chair. The FM may delegate this responsibility, in writing, to the CFM.

1.2.6.1.1. Develop a charter for DT(s) under their purview using the template in **Attachment 3** as a guideline. Charter must be reviewed annually and revised as appropriate. Revised charters must be forwarded to AF/A1D.

1.2.6.1.2. Convene the DT to meet milestones as outlined in **Table 3.1** or as necessary to meet AFPC and functional needs.

1.2.6.1.3. Publish DT minutes within 30 days after each DT meeting. At a minimum, include purpose of DT, overarching guidance/assumptions of the DT, lessons learned, and aggregate feedback to officers and DAF civilians. Minutes will be available through the Air Force Portal.

1.2.6.1.4. Appoint CFMs, as needed, to manage the career fields aligned under the FM.

1.2.6.2. Notify AF/A1PF of newly appointed CFMs.

1.2.6.3. Define functional community training requirements through Utilization & Training Workshop (U&TW) process as defined in AFI 36-2201, Volume 5, *Career Field Education and Training*.

1.2.6.4. Define functional community education requirements through the AFERB process as defined in AFI 36-2302, *Professional Development (Advanced Academic Degrees and Professional Continuing Education)*.

1.2.6.5. Provide career field health updates to the FA on the status of the career field(s).

1.2.6.6. Where appropriate, blend the requirements for active duty officers, civilians, enlisted members, and Air Reserve Component (ARC) members within the functional family in order to achieve FD objectives.

1.2.6.7. Cross-functional OPRs (e.g., Nuclear, Space Professional, Information Operations, Cyberspace, and International Affairs) must identify their requirements to individual CFMs from supporting career fields NLT 30 days prior to each scheduled DT session. DT chairs, CFMs, and Assignment Teams (AT) must ensure these cross-functional requirements are appropriately addressed during DT sessions. **NOTE:** This paragraph does not apply to the civilian International Affairs Career Field (IACF)

1.2.7. **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 a single career field. CFMs must be an O-6/PB-03 or equivalent for officers and DAF civilians and must be a Chief Master Sergeant for enlisted personnel (waivers must be approved by the owning FA). Specific responsibilities include but are not limited to:

1.2.7.1. Serves as day-to-day advocate for assigned functional community, addressing issues and coordinating specialty concerns across various staffs.

1.2.7.2. Implements career field policies.

1.2.7.3. Permanent voting member of DT (applies to officer and DAF Civilian CFMs).

1.2.7.4. Provides central oversight for career field education and training in coordination with AETC Training Pipeline Manager (AETC/A2/3), Air University (AU), Air Force Institute of Technology (AFIT), and Air Force Personnel Center (AFPC) to manage education and training through processes described in governing directives and applicable AFIs. Additionally, manages use of available education and development funds in conformity with appropriate AFIs.

1.2.7.5. Provides support to accessions and training processes as outlined in AFI 36-2616, *Trained Personnel Requirements* (TPR). Coordinates all force structure changes with AF/A1PT or AF/A1PPR (for rated force policy) and participates in accession and training conferences.

1.2.7.6. Monitors Total Force Assessment (TFA), Career Progression Group (CPG) and manning products as appropriate.

1.2.7.7. Will develop and maintain an up-to-date career planning diagram (i.e. career development pyramid). CFMs are responsible for reviewing this information on an annual basis and making appropriate updates as required. CFMs will make this information available on the Airmen Development Plan (ADP). AF/A1 will review each career path diagram to ensure it is consistent with AF FD objectives prior to release to ensure FD standardization. Functional career planning diagrams will adhere to templates in **Attachment 5**. Submissions should be made to AF/A1DI.

1.2.7.8. Participates in the Career Field Managers' Forum.

1.2.7.9. Reviews and validates advanced academic degree requirements, as well as other professional continuing education required to meet AF requirements, through the AFERB Process, AFI 36-2302, *Professional Development (Advanced Academic Degrees and Professional Continuing Education)*.

1.2.8. **AFPC.** AFPC accomplishes its Force Development responsibilities through several offices; Assignment Teams (ATs)(AFPC/DPA) and Career Field Teams (CFTs)(AFPC/DPI), Officer Force Development (AFPC/DPAPFF), and Developmental Education (AFPC/DPAPFE). Each office has FD-specific responsibilities that include but are not limited to:

1.2.8.1. ATs and CFTs serve as the AF "front line" in experiential development. These teams are responsible for assigning officers and civilians IAW DT vectors. In making assignments, ATs and CFTs must balance AF mission requirements with individual development of officers and civilians.

1.2.8.2. ATs and CFTs will select members to serve as representatives to Advisory Councils and DTs, IAW 2.6.3.3 and 3.3.2.

1.2.8.3. DPAPFF will publish and annually update DT Member Guide. Provides to FMs, DT Chairs, CFMs, and makes available via AF Portal on the Force Development Page.

1.2.8.4. Train DT members for both Officer and Civilian DTs, as required, on DT processes, information technology (IT) tools and special selection procedures.

1.2.8.5. ATs will identify projected/anticipated, aggregated requirements by level and position type, to include 365-day deployment requirements, prior to individual DT meetings. This ensures DT members have information to provide vector recommendations proportional to the number and type of positions that are likely to be filled in the near future.

1.2.8.6. CFTs will provide DTs with a general overview of the type of utilization and/or development opportunities available for civilians at the appropriate pay band/grade so the DTs can provide realistic and actionable vector recommendations.

1.2.8.7. ATs and CFTs will identify individuals who are eligible to meet a given DT and prepare materials to present to the DT, as required.

1.2.8.8. ATs and CFTs will execute assignments within established guidance and prioritization plans. AFPC retains final assignment authority for all assignments for civilians and active duty officers and enlisted personnel covered by this AFI, IAW para 1.1.3. Additional assignment policy may be found in the Air Force Assignment System guide, managed by HQ AFPC/DPA, and applicable AFIs. **NOTE:** IAW 10 U.S.C. 806, the assignment of Judge Advocates and legal officers shall be made upon the recommendation of the Judge Advocate General.

1.2.8.9. ATs and CFTs will provide appropriate inventory data and appropriate force management policies (i.e. Force Shaping, promotion policies), at the start of each DT meeting.

1.2.8.10. ATs, CFTs, DPAPFE and DPAPFF will provide input to AFPC/DPA/DPI and AF/A1D regarding automated tools, and other resources required to execute FD.

1.2.8.11. ATs and CFTs will work with the CFM to ensure coverage of career field issues at accession and training conferences, as appropriate.

1.2.8.12. ATs and CFTs develop and maintain metrics to measure the correlation of DT vectors with actual assignments, and provide an annual summary to AF/A1.

1.2.9. Senior Rater, Commander, Supervisor. Senior Rater, Commander and Supervisor involvement is essential to FD. Their input is critical for making deliberate FD decisions about individual members and identifying and maximizing the capabilities of Airmen. These leaders must make informed recommendations IAW eligibility and selection criteria.

1.2.9.1. Supervisor. Plays an integral role in supporting all aspects of FD through mentoring and feedback as documented on the web-based ADP/DE Preferences/Statement of Intent tool, and nomination packages for competitively selected programs. Ensures officers and civilians complete web-based ADP/DE Preferences/Statement of Intent, nomination packages or other appropriate documents, as needed, to meet DT- established schedules.

1.2.9.2. Squadron Commander or Squadron Director. Responsible for reviewing individual's web-based ADP/DE Preferences/Statement of Intent, nomination packages and assessing each Airman's developmental potential and providing appropriate recommendations to the Senior Rater. (NOTE – For USAF organizations above wing level, the Division Chief or System Program Office Director will normally perform these duties. For joint organizations, the USAF representative on the J-1 staff identifies responsible officer.)

1.2.9.3. Senior Rater. Provides recommendation on eligible Airmen for developmental opportunities as applicable. Provides brief written comments to the DT to enhance and enable selection processes via the web-based ADP/DE Preferences/Statement of Intent, nomination packages, or other appropriate documents.

1.2.10. Individual. All Airmen will be familiar with the appropriate career paths for their specialty, series or career area, complete appropriate education and training commensurate with their grade, and develop proficiency of occupational and institutional competencies commensurate with their grade. All members are responsible to use resources to become aware of opportunities for development and advancement.

1.2.10.1. Officers. Responsible for expressing career preferences, initiating and updating their web-based ADP/DE Preferences/Statement of Intent or other appropriate documents to express assignment and developmental preferences, to include squadron command intent, DE designation, or normal permanent change of station vulnerability milestones.

1.2.10.2. Civilians. Responsible for initiating and updating an individual development plan via AF Form 4059, *Air Force Civilian Competitive Development Nomination*, or other appropriate document to express assignment and developmental preferences, to include squadron director intent, DE designation, or mobility.

1.2.10.3. Enlisted. Responsible for using resources, like the Career Field Education and Training Plan (CFETP) and My Enlisted Development Plan (MyEDP) and, to ensure they are actively participating in their individual career development.

Chapter 2

FD GOVERNANCE STRUCTURE

2.1. Force Management and Development Council (FMDC). This corporate body provides an institutional perspective on USAF-wide force management and development issues and makes strategic level recommendations to the SecAF and CSAF. The VCSAF chairs the FMDC. The AF/A1, FAs, MAJCOM/CVs, CMSAF, AFRC/CV, NGB/CF, and SAF/MR are members of the FMDC. The AU/CC and USAFA/CC will be advisors to the FMDC. The FMDC will meet semi-annually and will be administratively supported by the Directorate of Force Development, AF/A1D.

2.2. FMDC Panels: The FMDC has several subordinate bodies, focused on both population and function:

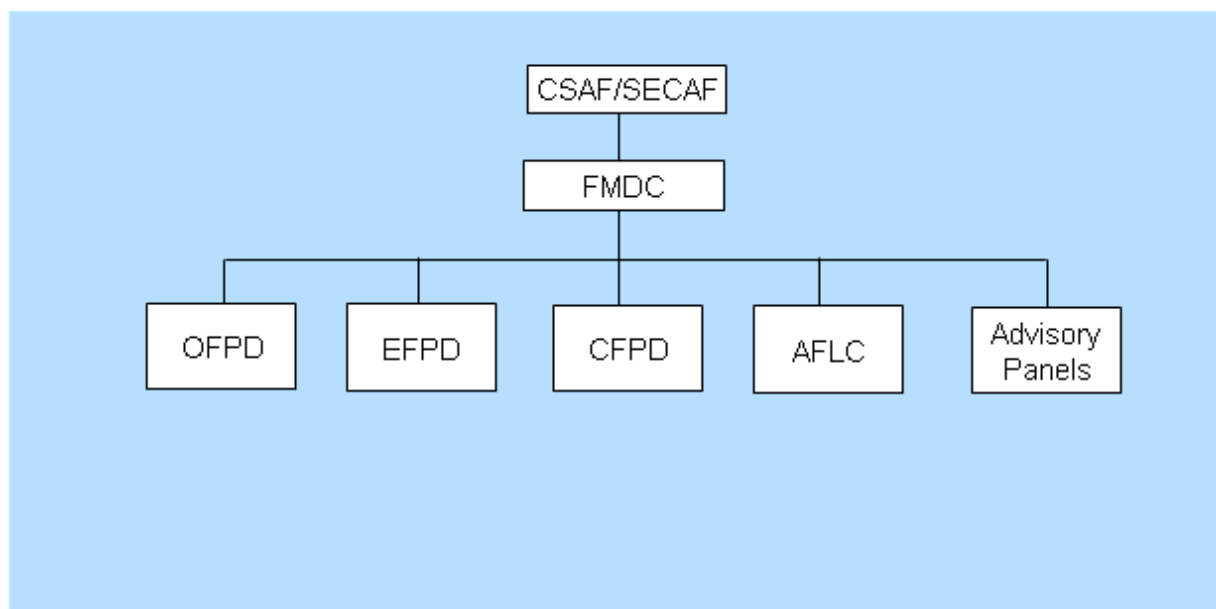
2.2.1. Enlisted, Officer, and Civilian FD Panels. These panels make recommendations to the FMDC relating to effective development and utilization of Airmen. Additionally they guide future FD efforts and synchronize functional community, MAJCOM and HQ USAF FD initiatives. Specific panel membership is identified in each panel charter. Charters will be revised as necessary. Administrative support will be provided by the Directorate of Force Development, AF/A1D.

2.2.2. Air Force Learning Council (AFLC). This council makes recommendations to the FMDC on the desired outcomes for AF institutional competency development programs. The panel provides a systematic process through which the consumers of institutional competency development programs (e.g., MAJCOMs, COCOMs, Functional Authorities) can guide the outcome – through curriculum as well as the Special Areas of Emphasis, to identify specific subject matter that should receive emphasis and/or priority in AF institutional competency development programs. Specific council membership is identified in the charter and will be revised as necessary. Administrative support will be provided by the Directorate of Force Development, AF/A1D.

2.2.3. Advisory Panels. FD acknowledges the need to develop and manage populations of Airmen assigned to disparate Air Force specialties, but which aggregate to produce vital AF capabilities. The Nuclear, Space Professional, Cyberspace, Information Operations, and International Affairs communities, while not authorized to establish DTs, have valid FD requirements involving officers and DAF civilians assigned to AFSCs outside their core functional area. The Air Force recognizes these communities must generate and implement FD and management strategies to sustain and improve such capabilities. **NOTE:** This paragraph does not apply to the civilian International Affairs Career Field (IACF)

2.2.3.1. These and other similar populations are encouraged to establish Advisory Panels. Such panels may provide advice, guidance and assistance to the CFMs and DTs on how best to develop and employ Airmen to deliver desired capabilities.

2.2.3.2. Advisory panels must provide their desired inputs for affected DTs to individual CFMs NLT 30 calendar days prior to each scheduled DT session. Advisory panel inputs must include a summary of the requirement, to include the grade, AFSC, experience level, and number of valid personnel authorizations that must be filled.

Figure 2.1. Force Management and Development Governance Structure

Chapter 3

DEVELOPMENT TEAMS

3.1. Overview. FD for officers and civilian equivalents is managed by Development Teams (DTs). Ideally, DTs are chaired by general officers or members of the Senior Executive Service comprised of senior officers and equivalent civilians. The Air Reserve Component (ARC) is highly encouraged to establish and use DTs to manage FD of its officer corps. When a DT is established, it will follow the instructions contained in this publication. Where ARC CoL processes vary from AD processes, ARC DTs will make necessary adjustments to account for differences (e.g., projected requirements, assignment trigger points, and deployment opportunities).

3.1.1. DTs play a critical role in developing officers and DAF civilians to support current and projected mission capabilities. Among other things, they ensure senior leadership within each career field becomes familiar with the people assigned to their functional area, making assessments of member potential for future opportunities; prepare senior leaders with a comprehensive understanding of both functional and institutional personnel requirements; and balance institutional and functional requirements for utilization of individual officers and DAF civilians.

3.2. DT Establishment. DTs should develop an understanding of both officers and civilians resources and requirements, and ensure all career field members are provided with appropriate development opportunities. Functional Managers will integrate officer and DAF civilian DTs to the maximum extent possible. FMs who do not feel the integration of military and civilian DTs facilitates AF FD objectives must provide rationale to AF/A1D through their DTs.

3.3. DT Membership.

3.3.1. Ideally, the FA should appoint the FM as the DT chair. The FA may appoint someone other than the FM as DT Chair when it is not feasible for the FM to fulfill this role. FA must notify AF/A1D when they elect to appoint someone other than the FM to serve as DT Chair.

3.3.2. DT membership will be determined by the FM. In addition to the DT Chair and the CFM, voting members of the DT may include the CFM, key FD stakeholders (O-6/PB-3 or higher), such as Air Staff Directors/Deputy Directors or Air Staff-level subject matter experts, and MAJCOM-level functional leadership (O-6/PB-3 or higher). The FM may also include Joint Service and ARC representatives, as well as sitting wing commanders/directors (O-6/PB-3 or higher), as voting members. DTs should ideally have no more than 50 percent turn over of members from meeting to meeting. DTs will also have representatives from officer assignment teams (designated by AFPC/DPA) and/or civilian career field teams (designated by AFPC/DPI), as appropriate to ensure standardization and provide administrative and logistical support.

3.3.3. Certain cross-functional communities, such as Space Professional, Nuclear, International Affairs (officers only), Information Operations, etc., while not authorized to establish DTs, have valid FD requirements involving officers and DAF civilians assigned various Air Force Specialties/Occupational Series. Representatives from these communities may attend applicable DT sessions with prior approval of the appropriate FM. **NOTE:** This paragraph does not apply to the civilian International Affairs Career Field (IACF).

3.4. Annual DT Guidance. AF/A1 will provide updated general guidance on DT objectives annually. AFPC and ARPC will codify this guidance in separate Concepts of Operation (CONOPS) and review

their respective CONOPS annually. Changes to either DT CONOPS (if needed) will be coordinated with AF/A1 before publication.

3.5. DT Responsibilities.

3.5.1. DTs will identify the education, training, and experiences appropriate for officers and DAF civilian equivalents within each functional community based on current and future requirements. This includes education and training opportunities funded by the USAF or pursued as self-development by officers and DAF civilians. DTs will provide feedback to CFMs/CFTs to update career field pyramid(s) as necessary.

3.5.2. DTs will understand career field policies, plans, programs, training, and actions affecting career field management and development and will take these issues into consideration when making personnel decisions and vectors.

3.5.3. Each DT meeting will begin with an overview of existing and projected requirements, to include 365-day existing deployment opportunities and existing and projected authorized strength.

3.5.4. DTs will make vectors based on projected/anticipated, aggregated requirements by level and position type. A vector is the DT's collective recommendation for an experience level (e.g., Joint Staff, Air Staff, MAJCOM, base-level, etc.), training or education opportunity (e.g., resident DE, advanced functional training), or position type (e.g., flight commander, division chief, instructor, special duty, etc.) a member should be considered for in his or her next or subsequent assignments.

3.5.5. DTs will use career planning diagrams (i.e. career development pyramid) to make informed vector recommendations and will assist FMs and CFMs with updating this guidance based on career field dynamics as well as current and projected personnel requirements.

3.5.6. DTs will review career field Air Expeditionary Force (AEF) posturing and coding to ensure capabilities are visible and properly aligned in the AEF.

3.5.7. DTs must consider cross-functional developmental and utilization requirements when recommending vectors for their officers and DAF civilians. Cross-functional OPRs must identify their requirements to individual CFMs/CFTs NLT 30 days prior to each scheduled DT session. DT chairs, CFMs, and ATs/CFTs must ensure these cross-functional requirements are appropriately addressed during DT sessions.

3.5.8. CFMs will provide DT dates to AFPC/DPAPF NLT 60 days prior to each DT. AF/A1 will post DT dates in the respective Officer and Civilian Development Pages on the Air Force Portal.

3.5.9. DTs will provide vector recommendations for DAF civilians selected for career broadening developmental assignments at least one year prior to completion of the program. For example, DAF civilian employees identified for graduation in Fall 2009 will receive a post-broadening vector from the Fall 2008 DT or from an outplacement DT at least one year prior to completion.

3.5.10. DTs will provide vector recommendations for DAF civilians selected for resident Developmental Education (DE) programs during their first DT session following the annual public release of DE selections. For example, DAF civilians identified on the Fall 2007 DE announcement (for Academic Year 08/09) will receive a post-school vector from the Spring 2008 DT, or from the Summer 2008 DT, whichever occurs first.

3.5.11. DTs will provide career feedback to officers, civilians, senior raters, and commanders via the automated Airmen Development Plan system or other similar process.

3.5.12. DTs will use Special Selection panel configuration to determine officer DEDB nominations, Squadron Commander/Director Candidate Lists, BDE (AFERB-sponsored) programs, Advanced Studies Group nominations, and AF/A1-approved functionally-sponsored development programs. MAJCOM/CVs may request AF/A1 approval to conduct Squadron Commander/Director Special Panel separately from the DT.

3.5.13. Officers who are identified as “selects” for resident DE programs must not be expected to have completed a corresponding non-resident course in order to be recommended for resident DE attendance.

3.5.14. DTs will ensure personnel vectored for Joint duty assignment consideration are of sufficient quality to achieve promotion rates in accordance with joint promotion objectives outlined in Title 10 United States Code, Section 662, *Promotion Policy Objectives for Joint Officers*.

3.5.15. Active component DTs will meet two times per year at a minimum. ARC DTs will meet as determined by DT Chairs. Specific times will be determined by the FM or Career Field Manager but will fall into standardized windows for the Active component: Fall (October-December); Spring (January-April); and Summer (May-September). Active component DT meetings will be held at AFPC and must be coordinated with AFPC. **Table 3.1.** illustrates the recommended agenda items.

Table 3.1. DT Meeting Recommended Schedule and Agenda Items

| RECOMMENDED MEETING | RECOMMENDED AGENDA ITEMS* |
|---------------------|--|
| Fall (Oct-Dec) | Outplacement vectors for IDE/SDE/CDE students and squadron commanders, BDE (AFERB-sponsored activities) selection; A1-approved functionally-sponsored development program selection, steady- state vectors |
| Spring (Jan-Apr) | Steady-state vectors |
| Summer (May-Sept) | DEDB nominations; Squadron Commander/Director Candidates List; identify Airmen for temporary release to perform duties outside career field (e.g., instructor duty, IAS) |

Note: DT will provide vector recommendations for DAF civilians selected for career broadening developmental assignments at least one year prior to completion of the program. This may occur during any/all of the annual DT meetings.

3.6. General Provisions.

3.6.1. Bid and match process for Squadron Commander/Director vacancies will take place after the DEDB release with selections coming from the identified candidate lists. Exceptions must be approved by MAJCOM/CVs.

3.6.2. Nominations for Developmental Education will normally be reviewed by DTs in the May through August timeframe. Results will be forwarded to the Civilian Developmental Education Board (when appropriate) and the Developmental Education Designation Board.

3.6.3. Career field-specific FD efforts, to include automated systems designed to support functional FD initiatives, must be approved by AF/A1D. Appropriate MAJCOM and Air Staff functional will report progress of such efforts to AF/A1D quarterly or as directed.

3.7. Prescribed and Adopted Forms.

3.7.1. Prescribed Forms.

AF Form 4059, AirForce Civilian Competitive Development Nomination

3.7.2. Adopted Forms.

None

RICHARD Y. NEWTON III, Lt Gen, USAF
DCS/Manpower and Personnel

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

10 USC 662, *Promotion Policy Objectives for Joint Officers*, 3 January 2007
AFI 36-2110, *Assignments*, 20 April 2005
AFI 36-2201V5, *Air Force Training Program Career Field Education and Training*, 8 June 2004
AFI 36-2302, *Professional Development (Advanced Academic Degrees and Professional Continuing Education)*, 11 July 2001
AFI 36-2616, *Trained Personnel Requirements*(TPR), 10 December 1993
AFMAN 33-363, *Managemen of Records*, 1 March 2008
AFPD 36-23, *Military Education*, 27 September 1993
AFPD 36-26, *Total Force Development*, 27 August 2008

Abbreviations and Acronyms

ADP—Airmen Development Plan
AF—Air Force
AFERB—Air Force Education Requirements Board
AFIT—Air Force Institute of Technology
AFLC—Air Force Learning Committee
AFPC—Air Force Personnel Center
AFPD—Air Force Policy Directive
AFR—Air Force Reserve
AFS—Air Force Specialty
AFSC—Air Force Specialty Code
AFSPC—Air Force Space Command
ANG—Air National Guard
ARC—Air Reserve Component
ARPC—Air Reserve Personnel Center
ASG—Advanced Studies Group
AT—Assignment Team
AU—Air University
BDE—Basic Developmental Education
CDE—Civilian Developmental Education
CDP—Civilian Development Plan
CFETP—Career Field Education and Training Plan
CFM—Career Field Manager

CFMF—Career Field Managers’ Forum
CFT—Career Field Team
CoL—Continuum of Learning
CONOPS—Concept of Operations
CPG—Career Progression Group
CV—Vice Commander
DAF—Department of the Air Force
DE—Developmental Education
DEDB—Developmental Education Designation Board
DT—Development Team
ERB—Executive Resources Board
ERBDP—Executive Resources Board Development Panel
FA—Functional Authority
FAC—Functional Advisory Council
FAM—Functional Area Manager
FD—Force Development
FM—Functional Manager
FMDC—Force Management & Development Council
IACF—International Affairs Career Field
IAS—International Affairs Specialists
ICL—Institutional Competency List
IDE—Intermediate Developmental Education
MyEDP—Enlisted Development Plan
NGB—National Guard Bureau
PCA—Permanent Change of Assignment
PCS—Permanent Change of Station
SDE—Senior Developmental Education
SES—Senior Executive Service
SPFA—Space Professional Functional Authority
TFA—Total Force Assessment
TPR—Trained Personnel Requirements
U&TW—Utilization and Training Workshop
UMD—Unit Manpower Document

Terms

Airman—Any US Air Force member and Department of the AF civilian.

Airmen Development Plan (ADP)—Web-based tool that is the primary mechanism for officers and DAF civilians to express education, training, and experience goals to their chain of command, DT and AT/CFTs. This tool also enables communication between the DT and the individual.

Advanced Academic Degree (AAD)—Formal education provided by the Air Force to prepare officers and enlisted personnel to perform the duties of a specifically designated position, to meet the needs of a particular career field or to meet Air Force mission requirements. The Air Force provides advanced academic education for civilians to prepare them for leadership positions and to meet current and future Air Force mission requirements.

Air Force Specialty (AFS)—A group of manpower positions requiring common qualifications. Each AFS has a title and a code.

Air Force Specialty Code (AFSC)—A combination of numbers and alpha characters used to identify an AFS. Officer AFSCs consist of four characters; enlisted AFSCs consist of five characters. Alpha prefixes or suffixes are used with the numerical codes when specific identification of position requirements and individual qualifications is necessary. Refer to AFI 36-2101, Classifying Military Personnel (Officer and Enlisted), **Tables 1.1.** and **Tables 1.2.** for explanation of codes.

Assignment Team (AT)—Executes assignment and some deployment policies for 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 or early civilian development. 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) 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)—Identifies education and training requirements for every career field to prepare Airmen to meet mission challenges. Serves as a road map for career progression. The CFETP is an optional document for officers.

Career Field Manager (CFM)—The AF 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. Must be appointed by the FM and hold the grade of Colonel/GS-15/PB-03 (or equivalent) for officer and DAF civilian specialties, and the grade of Chief Master Sergeant for enlisted Airmen.

Career Field Team (CFT)—Functionally-oriented teams that execute FD policy and programs for civilians.

Civilian Career Broadening Assignment—An assignment specifically designed to broaden the skills and enhance the leadership perspective of high-potential and exceptional personnel. Career broadening positions are: limited in duration (normally 30 months), centrally funded by HQ AFPC, and managed against existing career broadening manpower authorizations.

Civilian Development Plan (CDP)—An individual's plan that outlines 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.

Continuum of Learning (CoL)—The career-long process of individual development. It is designed to deliberately integrate developmental opportunities through a common taxonomy to produce adaptable, knowledge-enabled Airmen for today and tomorrow.

Development Team (DT)—Provide oversight of officer and civilian personnel development to meet both functional and Air Force corporate leadership requirements.

Developmental Education (DE)—An array of educational opportunities including: Professional Military Education, Advanced Academic Degree Education and Professional Continuing Education, AFPD 36-23, Military Education.

Education—the process of imparting general bodies of knowledge and habits of mind applicable to a broad spectrum of endeavors to intellectually prepare individuals to deal with dynamic environments and solve ill-defined problems by using critical thought and reasoned judgment. Education programs prepare Airmen to successfully anticipate and meet challenges across the range of military operations.

Experience—Active participation/involvement in positions, events or activities leading to the accumulation of knowledge or skill which can be utilized to meet mission requirements.

Force Management & Development Council (FMDC)—Serves as a corporate body to provide an institutional perspective on AF-wide FD issues and make recommendations to the SecAF and CSAF. SAF/MR, Functional Authorities (FA), MAJCOM CVs, Chief Master Sergeant of the AF, and appropriate Air Reserve Component and civilian representation make up the FMDC and provide a review of total force management. The Vice Chief of Staff of the AF chairs the FMDC.

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 Unit Type Codes; 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 Assistant Secretaries (SES), Deputy Chiefs of Staff (three-star), and other selected HAF two-letter General Officer or SES-level leaders that provide corporate perspective of institutional requirements and force management and development. The FA serves as a final authority to ensure all policies, established in accordance with this document, are implemented within their functional community. Functional Authorities are supported by Functional Managers who are supported by Careerfield Managers.

Functional Category—The group of career fields managed by the same headquarters USAF functional community. Reference, AFI 36-2110, Assignments.

Functional Community—A group of career fields led and managed by a single headquarters USAF office, grouped according to related disciplines (interchangeable with Functional Family).

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 regard to resource development and distribution, FMs are responsible for ensuring their specialties are equipped, developed, and sustained to provide AF capabilities.

Institutional Competency List (ICL)—The common taxonomy used to implement the continuum of learning (CoL). These competencies are expected of all Airmen, throughout their careers, and will be the competencies needed to operate successfully in a constantly changing environment they function in.

Intermediate Developmental Education (IDE)—DE directed at the operational level of development, usually received as a field grade officer and within Pay Band 2/GS 12-13/ or equivalent.

My Enlisted Development Plan (MyEDP)—<https://rso.my.af.mil/afvecprod/myedp> Web-based application designed to provide Enlisted personnel personalized “one-stop” management of education, training, and job experience.

Professional Continuing Education (PCE)—Specialized area curriculum to fill requirements established by career field managers. Reference, AFPD 36-23, Military Education.

Professional Military Education (PME)—A critical subset of developmental education. PME programs provide the nation with personnel skilled in the employment of air, space and cyberspace power in the conduct of war, small scale contingencies, deterrence, peacetime operations, and national security; provide USAF personnel with the skills and knowledge to make sound decisions in progressively more demanding leadership positions within the national security environment; and to develop strategic thinkers, planners and warfighters. In addition, PME programs strengthen the ability and skills of AF personnel to lead, manage and supervise. Reference, AFPD 36-23, Military Education.

Senior Developmental Education (SDE)—DE directed at the strategic level of development, usually for lieutenant colonels, colonels, or civilian Pay Band 3/equivalent or higher.

Space Professional Functional Authority (SPFA)—The Secretary of the Air Force-appointed FA for the Space Professional community.

Total Force (TF)—Organizations, units, and individuals that comprise the USAF’s resources for meeting its mission. Includes active duty, Air National Guard, and Air Force Reserve military personnel, and DAF civilian personnel.

Total Force Development (Total FD)—is very broad and includes institutional and occupational components. Institutional development generally results in leadership, management, enterprise, and warrior skill proficiency. Occupational development generally results in flying and technical skill proficiency. Force Development generally utilizes a combination of the following means:

Education programs such as Professional Military Education, Executive Education, graduate degree programs, or undergraduate degree programs (see definition above);

Training programs such as technical training, on-the-job training, flying training, ancillary training, expeditionary airman training (see definition below); and,

Experience gained through an appropriate series of job assignments or special programs such as intern programs, education with industry, or fellowships in research organizations, and leveraged through appropriate mentoring (see definition above).

Training—a set of events or activities presented in a structured or planned manner through one or more media for the attainment and retention of skills, knowledge and attitudes required to meet job performance requirements. This involves the coaching and mentoring of Airmen, resulting in proficiency development. **Note:** Functional Authorities in conjunction with AETC and 2nd AF shall develop frameworks for technical skill development. These frameworks shall be consistent with

overarching Air Force guidance. This means, among other things, that AF/A3/5, in coordination with AETC, 19th Air Force, AMC, ACC, and AFSOC, shall be responsible for developing flying skills frameworks. These frameworks shall be consistent with overarching Air Force guidance.

Utilization Field—A group of Air Force officer specialties, related by required skills and knowledge. A utilization field can consist of only one specialty if the skills and knowledge required are unique and don't relate to other officer specialties.

Vector—The DT's collective recommendation for an assignment level (e.g., Joint Staff, Air Staff, MAJCOM, base-level, etc.). Training or education opportunity (e.g., resident DE, advanced functional training), or position type (e.g., flight commander, division chief, instructor, special duty, etc.) a member should be considered for in his or her next or subsequent assignments.

Attachment 2

FUNCTIONAL AUTHORITY/MANAGEMENT ALIGNMENT TABLES

Table A2.1. Functional Authorities and Functional Managers for Officer Career Fields

| AFSC | Career Field | Functional Authority | Functional Manager |
|------------------|---|----------------------|--------------------|
| 11X | Pilot | AF/A3/5 | AF/A3O |
| 12X | Navigator/Electronic Warfare Officer | AF/A3/5 | AF/A3O |
| 13A | Astronaut | AF/A3/5 | AF/A3O |
| 13B | Air Battle Manager | AF/A3/5 | AF/A3O |
| 13D | Control and Recovery | AF/A3/5 | AF/A3O |
| 13M | Airfield Operations | AF/A3/5 | AF/A3O |
| 13S | Space and Missile Operations | AF/A3/5 | AF/A3O |
| 14N | Intelligence | AF/A2 | AF/A2D |
| 15W | Weather | AF/A3/5 | AF/A3O-W |
| 21A | Aircraft Maintenance | AF/A4 | AF/A4M |
| 21M | Munitions/Missile Maintenance | AF/A4 | AF/A4M |
| 21R | Logistics Readiness | AF/A4 | AF/A4R |
| 31P | Security Forces | AF/A7 | AF/A7S |
| 32E | Civil Engineer | AF/A7 | AF/A7C |
| 33S | Communications & Information | SAF/XC | SAF/XCT |
| 35B | Band | SAF/PA | SAF/PAB |
| 35P | Public Affairs | SAF/PA | SAF/PAR |
| 38F (see Note 2) | Mission Support/Manpower/Personnel/Services | AF/A1 | AF/A1X |
| 41A | Medical Services Corps | AF/SG | MSC Chief |
| 42X, 43X | Biomedical Sciences Corps | AF/SG | BSC Chief |
| 44X, 45X, 48X | Medical Corps | AF/SG | MC Chief |
| 46X | Nurse Corps | AF/SG | NC Chief |
| 47X | Dental Corps | AF/SG | DC Chief |
| 51J | Judge Advocate General Corps | AF/JA | AF/JAX |
| 52R | Chaplain | AF/HC | AF/HCP |
| 61S | Scientist | SAF/AQ | SAF/AQR |
| 62E | Developmental Engineer | SAF/AQ | SAF/AQR |

| | | | |
|-----|----------------------------------|--------|---------------------|
| 63A | Acquisition Management | SAF/AQ | SAF/AQX |
| 64P | Contracting | SAF/AQ | SAF/AQC |
| 65X | Financial Management | SAF/FM | SAF/FMB, SAF/FMP |
| 71S | Office of Special Investigations | SAF/IG | AFOSI/CC |

Note 1: Officers serving in Special Duty Identifiers / Reporting Identifiers (i.e. 16X, 11U, 80C, 81C, 81T, 82A, 83R, 85G, 86M, 88A, 91C and 97E) are assigned to these duty AFSCs but are corporately managed by their core career field / functional leadership. Non-core AFSC POCs address issues related to the cross-functional mission area or special emphasis areas, however the officers serving in positions supporting the mission area are corporately managed by their core / functional leadership.

Note 2: 38F Functional Manager has oversight responsibility for 30C and 97E Special Duty AFSCs.

Table A2.2. Functional Authorities and Functional Managers for Civilian Career Fields

| Career Field | Functional Authority | Functional Manager |
|----------------------------------|----------------------|--------------------|
| Air Traffic Control | AF/A3/5 | AF/A3O |
| Auditor | SAF/AG | SAF/AGD |
| Chaplain | AF/HC | AF/HCP |
| Civil Engineer | AF/A4/7 | AF/A7C |
| Civilian Personnel | AF/A1 | AF/A1P |
| Communications & Information | SAF/XC | SAF/XCT |
| Contracting | SAF/AQ | SAF/AQC |
| Education Services | AF/A1 | AF/A1D |
| Family Matters | AF/A1 | AF/A1S |
| Financial Management | SAF/FM | SAF/FMB; SAF/FMP |
| History and Museums | AF/HO | AF/HO |
| Information Security | SAF/AA | SAF/AAP |
| Intelligence | AF/A2 | AF/A2D |
| International Affairs | SAF/IA | SAF/IA |
| Legal | AF/JA | AF/JAX |
| Logistics | AF/A4/7 | AF/A4R |
| Maintenance | AF/A4/7 | AF/A4M |
| Manpower | AF/A1 | AF/A1M |
| Medical | AF/SG | AF/SG1 |
| Military Personnel | AF/A1 | AF/A1P |
| Personnel, Instructional Systems | AF/A1 | AF/A1D |
| Program Management | SAF/AQ | SAF/AQX |
| Public Affairs | SAF/PA | SAF/PAR |
| Safety | AF/SE | AFSC/SEG |
| Scientist and Engineer | SAF/AQ | SAF/AQR |
| Security 1 | AF/A4/7 | AF/A7S |

| | | |
|------------------------|--------|----------|
| Security 2 | SAF/AA | AF/A7S |
| Services | AF/A1 | AF/A1S |
| Special Investigations | SAF/IG | AFOSI/CX |

Table A2.3. Functional Authorities and Functional Managers for Enlisted Career Fields

| AFSC | Career Field | Functional Authority | Functional Manager |
|-------|------------------------------------|----------------------|--------------------|
| 1A0X1 | In-flight Refueling | AF/A3/5 | AF/A3O |
| 1A1X1 | Flight Engineer | AF/A3/5 | AF/A3O |
| 1A2X1 | Loadmaster | AF/A3/5 | AF/A3O |
| 1A3X1 | Airborne Mission Systems | AF/A3/5 | AF/A3O |
| 1A4X1 | Airborne Battle Management Systems | AF/A3/5 | AF/A3O |
| 1A6X1 | Flight Attendant | AF/A3/5 | AF/A3O |
| 1A7X1 | Aerial Gunner | AF/A3/5 | AF/A3O |
| 1A8X1 | Airborne Cryptologic Linguist | AF/A2 | AF/A2D |
| 1C0X2 | Aviation Resource Management | AF/A3/5 | AF/A3O |
| 1C1X1 | Air Traffic Control | AF/A3/5 | AFFSA/XAF |
| 1C2X1 | Combat Control | AF/A3/5 | AF/A3O |
| 1C3X1 | Command Post | AF/A3/5 | AF/A3O |
| 1C4X1 | Tactical Air Control Party | AF/A3/5 | AF/A3O |
| 1C5X1 | Aerospace Con & Warning Systems | AF/A3/5 | AF/A3O |
| 1C6X1 | Space Systems Ops | AF/A3/5 | AF/A3O |
| 1C7X1 | Airfield Management | AF/A3/5 | HQ AFFSA/XAF |
| 1N0X1 | Operations Intelligence | AF/A2 | AF/A2D |

| | | | |
|--------|--|---------|----------|
| 1N1X1 | Imagery Analysis | AF/A2 | AF/A2D |
| 1N2X1 | Signals Intel Production | AF/A2 | AF/A2D |
| 1N3XXX | Crypto Linguist | AF/A2 | AF/A2D |
| 1N4X1 | Network Intelligence Analysis | AF/A2 | AF/A2D |
| 1N5X1 | Electronic Signals Intelligence Exploitation | AF/A2 | AF/A2D |
| 1N6X1 | Electronic System Security Assessment | AF/A2 | AF/A2D |
| 1T0X1 | Survival, Evasion, Resistance, and Escape (SERE) | AF/A3/5 | AF/A3O |
| 1T1X1 | Aircrew Life Support | AF/A3/5 | AF/A3O |
| 1T2X1 | Pararescue | AF/A3/5 | AF/A3O |
| 1W0X1 | Weather | AF/A3/5 | AF/A3O-W |
| 2A0X1 | Avionics Test Station and Components | AF/A4 | AF/A4M |
| 2A3X1 | A-10, F-15 and U-2 Avionic Systems | AF/A4 | AF/A4M |
| 2A3X2 | F-16, F-117, RQ-1, and CV-22 Avionic Systems | AF/A4 | AF/A4M |
| 2A3X3 | Tactical Aircraft Maintenance | AF/A4 | AF/A4M |
| 2A5X1 | Aerospace Maintenance | AF/A4 | AF/A4M |
| 2A5X2 | Helicopter Maintenance | AF/A4 | AF/A4M |
| 2A5X3 | Integrated Avionics Systems | AF/A4 | AF/A4M |
| 2A6X1 | Aerospace Propulsion | AF/A4 | AF/A4M |
| 2A6X2 | Aerospace Ground Equipment | AF/A4 | AF/A4M |
| 2A6X3 | Aircrew Egress Systems | AF/A4 | AF/A4M |
| 2A6X4 | Aircraft Fuel Systems | AF/A4 | AF/A4M |
| 2A6X5 | Aircraft Hydraulic Systems | AF/A4 | AF/A4M |

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|-------|---|--------|---------|
| 2A6X6 | Aircraft Electrical & Environmental Systems | AF/A4 | AF/A4M |
| 2A7X1 | Aircraft Metals Technology | AF/A4 | AF/A4M |
| 2A7X2 | Nondestructive Inspection | AF/A4 | AF/A4M |
| 2A7X3 | Aircraft Structural Maintenance | AF/A4 | AF/A4M |
| 2A7X4 | Survival Equipment | AF/A4 | AF/A4M |
| 2E0X1 | Ground Radar Systems | SAF/XC | SAF/XCT |
| 2E1X1 | Satellite, Wideband, and Telemetry Systems | SAF/XC | SAF/XCT |
| 2E1X2 | Airfield Systems | SAF/XC | SAF/XCT |
| 2E1X3 | Ground Radio Communications | SAF/XC | SAF/XCT |
| 2E1X4 | Visual Imagery & Intrusion Detection Systems | SAF/XC | SAF/XCT |
| 2E2X1 | Computer Network, Switching and Cryptographic Systems | SAF/XC | SAF/XCT |
| 2E6X2 | Communications Cable and Antenna Systems | SAF/XC | SAF/XCT |
| 2E6X3 | Voice Networks | SAF/XC | SAF/XCT |
| 2F0X1 | Fuels | AF/A4 | AF/A4R |
| 2G0X1 | Logistics Plans | AF/A4 | AF/A4R |
| 2M0X1 | Missile & Space System Elect Maintenance | AF/A4 | AF/A4M |
| 2M0X2 | Missile & Space Systems Maintenance | AF/A4 | AF/A4M |
| 2M0X3 | Missile & Space Facilities | AF/A4 | AF/A4M |
| 2P0X1 | Precision Measurement Equipment Laboratory | AF/A4 | AF/A4M |
| 2R0X1 | Maintenance Data System Analyst | AF/A4 | AF/A4M |
| 2R1X1 | Maintenance Production Management | AF/A4 | AF/A4M |

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|-------|---|--------|---------|
| 2S0X1 | Materiel Management | AF/A4 | AF/A4R |
| 2T0X1 | Traffic Management | AF/A4 | AF/A4R |
| 2T1X1 | Vehicle Operations | AF/A4 | AF/A4R |
| 2T2X1 | Air Transportation | AF/A4 | AF/A4R |
| 2T3X0 | Vehicle Equip Maintenance /Management | AF/A4 | AF/A4R |
| 2T3X1 | Vehicle & Vehicular Equipment Maintenance | AF/A4 | AF/A4R |
| 2T3X2 | Special Vehicle Maintenance | AF/A4 | AF/A4R |
| 2T3X5 | Vehicle Body Maintenance | AF/A4 | AF/A4R |
| 2T3X7 | Vehicle Management and Analysis | AF/A4 | AF/A4R |
| 2W0X1 | Munitions Systems | AF/A4 | AF/A4M |
| 2W1X1 | Aircraft Armament Systems | AF/A4 | AF/A4M |
| 2W2X1 | Nuclear Weapons | AF/A4 | AF/A4M |
| 3A0X1 | Information Management | SAF/XC | SAF/XCT |
| 3C0X1 | Communication- Computer Systems Operations | SAF/XC | SAF/XCT |
| 3C0X2 | Comm-Computer Systems Programming | SAF/XC | SAF/XCT |
| 3C1X1 | Radio Communications Systems | SAF/XC | SAF/XCT |
| 3C1X2 | Electromag Spectrum Management | SAF/XC | SAF/XCT |
| 3C2X1 | Communication Computer Systems Control | SAF/XC | SAF/XCT |
| 3C3X1 | Comm-Comp Systems Planning & Implementation | SAF/XC | SAF/XCT |

| | | | |
|-------|---|--------|------------|
| 3E | Civil Engineers | AF/A7 | AF/A7C |
| 3E0X1 | Electrical | AF/A7 | AFCESA/CEO |
| 3E0X2 | Electric Power Production | AF/A7 | AFCESA/CEO |
| 3E1X1 | Heating, Ventilation, AC & Refrigeration (HVAR) | AF/A7 | AFCESA/CEO |
| 3E2X1 | Pavement & Construction Equipment | AF/A7 | AFCESA/CEO |
| 3E3X1 | Structural | AF/A7 | AFCESA/CEO |
| 3E4X1 | Utilities Systems | AF/A7 | AFCESA/CEO |
| 3E4X2 | Liquid Fuel Systems Maintenance | AF/A7 | AFCESA/CEO |
| 3E4X3 | Pest Management | AF/A7 | AFCESA/CEO |
| 3E5X1 | Engineering | AF/A7 | AFCESA/CEO |
| 3E6X1 | Operations Management | AF/A7 | AFCESA/CEO |
| 3E7X1 | Fire Protection | AF/A7 | AFCESA/CEX |
| 3E8X1 | Explosive Ordnance Disposal | AF/A7 | AFCESA/CEX |
| 3E9X1 | Readiness | AF/A7 | AFCESA/CEX |
| 3H0X1 | Historian | AF/HO | AF/HO |
| 3M0X1 | Services | AF/A1 | AF/A1S |
| 3N0X1 | Public Affairs | SAF/PA | SAF/PAR |
| 3N0X2 | Radio & Television Broadcasting | SAF/PA | SAF/PAR |
| 3N1X1 | Regional Band | SAF/PA | SAF/PAB |
| 3N2X1 | Premier Band | SAF/PA | SAF/PAB |
| 3P0X1 | Security Forces | AF/A7 | AF/A7S |
| 3S0X1 | Personnel | AF/A1 | AF/A1P |

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|-----------------|--|-------|--------|
| 3S1X1 | Military Equal Opportunity | AF/A1 | AF/A1S |
| 3S2X1 | Education and Training | AF/A1 | AF/A1D |
| 3S3X1 | Manpower | AF/A1 | AF/A1M |
| 3V0X1 | Visual Information | AF/PA | AF/PA |
| 3V0X2 | Still Photographic | AF/PA | AF/PA |
| 3V0X3 | Visual Information- Production Documentation | AF/PA | AF/PA |
| 4A0X1 | Health Services Management | AF/SG | AF/SG1 |
| 4A1X1 | Medical Materiel | AF/SG | AF/SG1 |
| 4A2X1 | Biomedical Equipment | AF/SG | AF/SG1 |
| 4B0X1 | Bioenvironmental Engineering | AF/SG | AF/SG1 |
| 4C0X1 | Mental Health Service | AF/SG | AF/SG1 |
| 4D0X1 | Diet Therapy | AF/SG | AF/SG1 |
| 4E0X1 | Public Health | AF/SG | AF/SG1 |
| 4H0X1 | Cardiopulmonary Laboratory | AF/SG | AF/SG1 |
| 4J0X2 4J0X2A | Physical Medicine | AF/SG | AF/SG1 |
| 4M0X1 | Aerospace Physiology | AF/SG | AF/SG1 |
| 4N0X1 | Office of the Surgeon General | AF/SG | AF/SG1 |

| | | | |
|-------|---------------------------------------|--------|-----------|
| 4N1X1 | Surgical Service | AF/SG | AF/SG1 |
| 4P0X1 | Pharmacy | AF/SG | AF/SG1 |
| 4R0X1 | Diagnostic Imaging | AF/SG | AF/SG1 |
| 4T0X1 | Medical Laboratory | AF/SG | AF/SG1 |
| 4T0X2 | Histopathology | AF/SG | AF/SG1 |
| 4V0X1 | Optometry | AF/SG | AF/SG1 |
| 4Y0X1 | Dental Assistant | AF/SG | AF/SG1 |
| 4Y0X2 | Dental Laboratory | AF/SG | AF/SG1 |
| 5J0X1 | Paralegal | AF/JA | AF/JAY |
| 5R0X1 | Chaplain Assistant | AF/HC | AF/HCC |
| 6C0X1 | Contracting | SAF/AQ | SAF/AQC |
| 6F0X1 | Financial Management & Comptroller | SAF/FM | SAF/FM |
| 7S0X1 | Special Investigations | SAF/IG | AFOSI/XPS |

Note: Special Duty Identifiers / Reporting Identifiers (i.e. 8X and 9X AFSC) are not considered career fields and as such a FA and FM are not annotated in this AFL. However these functions do require CFMs.

Attachment 3

DT CHARTER GUIDELINES

A3.1. Mission: Make vectors based on projected, aggregated requirements by level and position type. A vector is the DT's collective recommendation for an assignment level (e.g., Joint Staff, Air Staff, MAJCOM, base-level, etc.), training or education opportunity (e.g., resident DE, advanced functional training), or position type (e.g., flight commander, division chief, instructor, special duty, etc.) for which a member should be considered in subsequent assignments.

A3.2. Authority: As directed by AFI 36-2640, *Executing Force Development*. This charter remains in effect until terminated or superseded per direction of the convening authorities.

A3.3. Purpose: This charter gives authorization to the DT to provide the necessary tools and formal guidance to officers/DAF civilians to maximize capabilities of all officers and DAF civilians to ensure the USAF can provide air, space and cyberspace power in support of our nation's security.

A3.3.1. Implementation will be realized through a series of deliberate and rewarding challenges in education, training, and experiences.

A3.4. Roles and Responsibilities: Areas within the purview and influence of the DT include, but are not limited to (ref AFI 36-2640):

A3.4.1. Identify the education, training, and experiences (both self-development and corporately resourced) appropriate for officers and DAF civilian equivalents within each functional community based on current and future requirements.

A3.4.2. DTs will make vectors based on projected, aggregated requirements by level and position type, and use career path diagrams to inform their vector recommendations.

A3.4.3. Will consider and address cross-functional utilization requirements.

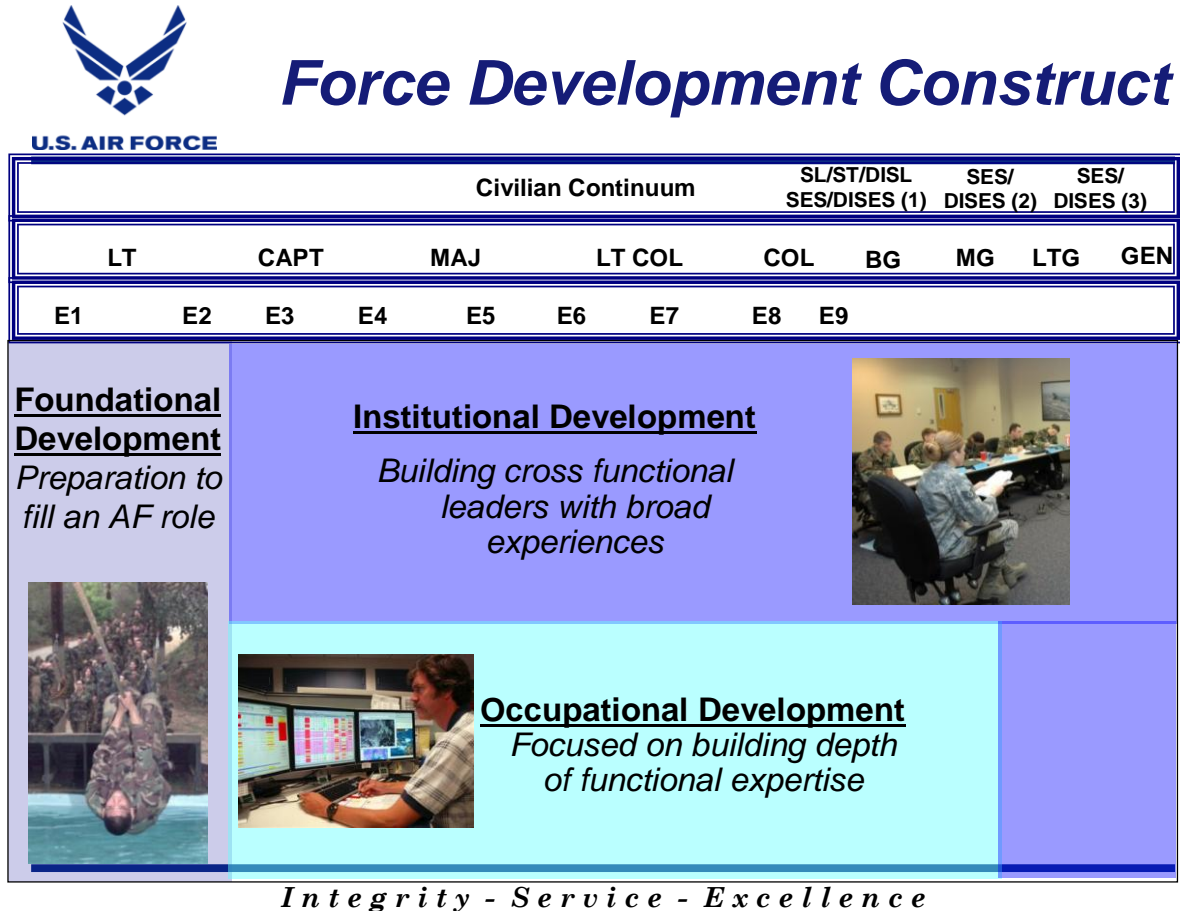
A3.5. Terms of Agreement: This charter will be subject to annual review, and to renewal or amendment at such time that is deemed necessary. If a requirement changes, any signatory to this agreement may initiate changes or amendments as necessary.

Signature of FM or designated DT Chair

Attachment 4

FORCE DEVELOPMENT CONSTRUCT

Figure A4.1. Force Development Construct



Attachment 5

CAREER PATH GUIDE TEMPLATES

Figure A5.1. Civilian Career Path Guide

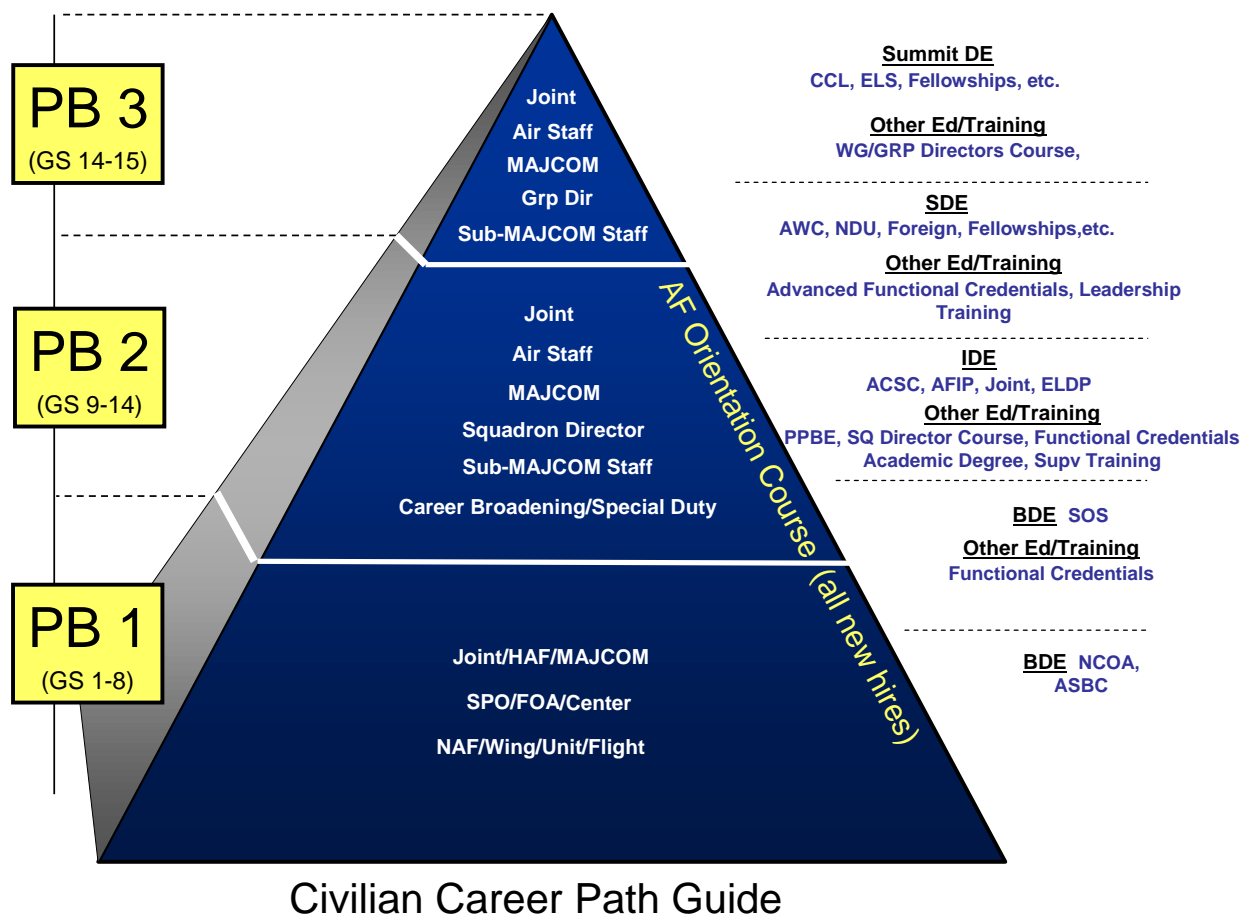


Figure A5.2. Enlisted Career Path Guide

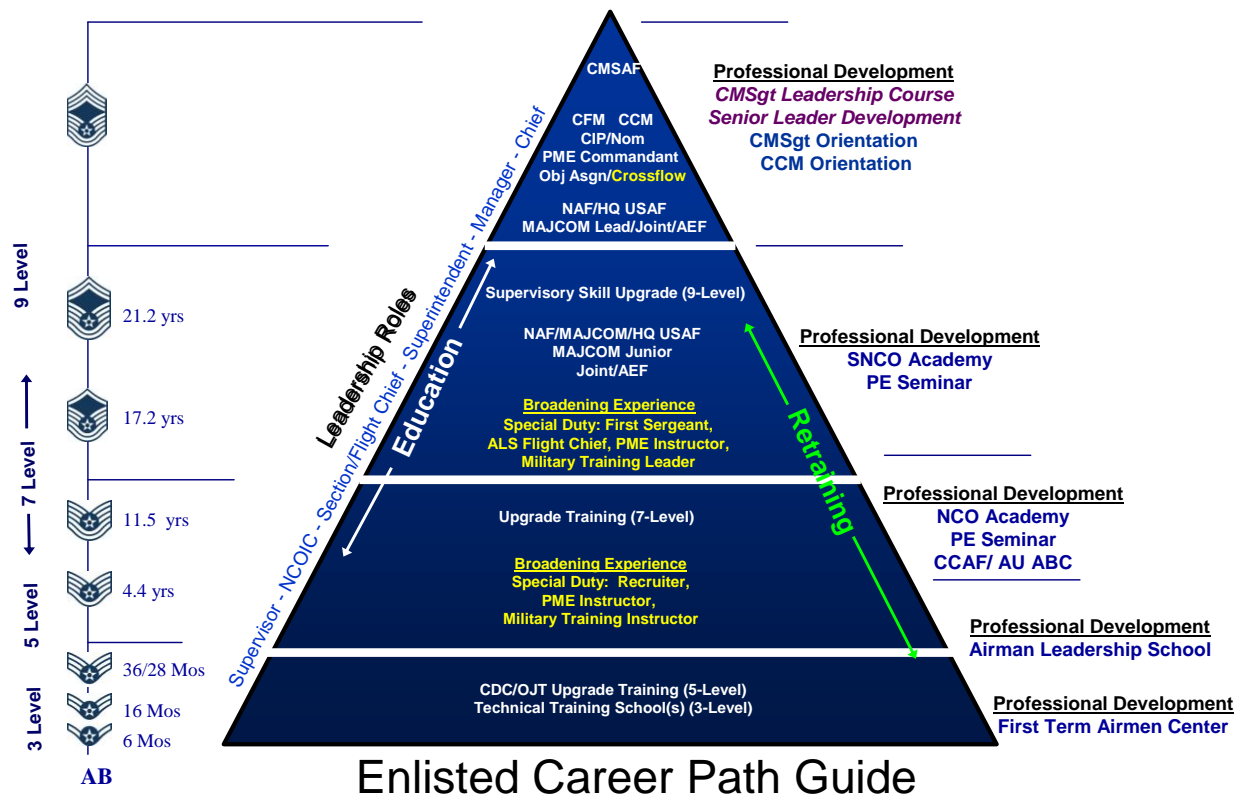


Figure A5.3. Officer Career Path Guide

