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SECRETARY OF THE AIR FORCE**

**AIR FORCE HANDBOOK 36-2618**

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**Personnel**

**THE ENLISTED FORCE STRUCTURE**

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This handbook defines the Air Force enlisted force structure and implements Air Force Policy Directive 36-26, *Total Force Development and Management*. It has been developed in collaboration between the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), the Chief of the Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), and applies to all Regular Air Force members, members of Air Force Reserve Command, and members of the Air National Guard. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System Records Disposition Schedule. Refer recommended changes and questions about this publication to AF/A1DI using Air Force Form 847, *Recommendation for Change of Publication*. Route Air Force Form 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all supplements that directly implement this publication must be routed to the Office of Primary Responsibility for coordination, and all Major Command-level supplements must be approved by the Human Resource Management Strategic Board prior to certification and approval. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

**SUMMARY OF CHANGES**

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## Chapter 1

### INTRODUCTION

#### 1.1. The Enlisted Force Structure.

1.1.1. The Air Force is a diverse group of functionally and operationally specialized Airmen in the profession of arms. Despite the differences across functional and operational lines, there is a compelling need for a deliberate and common approach to force development, career progression, and the assumption of increased supervisory and leadership responsibilities. To best leverage our resources, we must have a consistent, well-defined set of expectations, standards, and opportunities for the growth for *all* Airmen, regardless of rank or specialty. This is accomplished through the enlisted force structure and force development constructs which rely on Air Force institutional competencies.

1.1.2. Force Development. All elements of force development—education, training and experience—are tethered to the enlisted force structure and institutional competencies. The institutional competencies are the leadership, management, and readiness qualities Airmen require to lead and operate in the profession of arms. Every force development action, from Basic Military Training, to professional military education to strategic engagement opportunities, is linked to the institutional competencies. These competencies provide a common language, set of priorities, and proficiency expectation based on an Airman's rank, experience and/or position. The enlisted force structure and institutional competencies describe what makes us *Airmen*, not just functional specialists. We are Airmen first, specialists second.

1.1.3. Airmanship. Airmanship represents the commitment to a culture of pride and professionalism by all Airmen. The Airmanship mindset reflects Airmen committed to the Air Force family values, motivated by our Airman's Creed, Warrior Ethos, inspired by our heritage, and is built upon the Air Force Core Values.

1.1.4. Core Values. The enlisted force structure, force development, and institutional competencies are grounded in the Air Force core values (*Integrity First, Service Before Self, and Excellence in All We Do*). These values are the thread that weaves through Air Force policies, guidance, and focus areas. Simply put, they influence Air Force activities and Airmen's actions.

#### 1.2. Purpose of the Enlisted Force Structure.

1.2.1. This instruction provides the general framework for the enlisted force structure that best meets mission requirements, while developing institutional and occupational competencies.

1.2.2. Additionally, it defines the leadership levels, tiers, ranks, roles, terms of address, general responsibilities, duty titles and special positions for the enlisted forces.

1.2.3. The enlisted force structure provides a framework for supervisors as they set standards during initial feedback sessions, evaluate progress during mid-term feedback sessions, and document performance on annual reports.

## Chapter 2

### AIR FORCE LEADERSHIP LEVELS

**2.1. Air Force Leadership Levels.** The Air Force operates in a dynamic global context across multiple domains requiring leadership skills at three distinct levels: tactical expertise, operational competence, and strategic vision. These levels emphasize a different mix of qualities and experience. The leadership level at which an Airman operates determines the institutional competencies required to lead Airmen in mission accomplishment. As Airmen progress from the tactical expertise to strategic vision leadership levels, emphasis on the use of institutional competencies shifts from personal to organizational, with a generally consistent focus on people/team competencies. The nature and scope of leadership challenges as well as preferred leadership methods differ based on the level of leadership and duties. These levels apply across the entire spectrum of the enlisted force structure.

2.1.1. Tactical Expertise. This level is predominantly direct and face-to-face and focused on personal competencies. At the tactical expertise level, Airmen gain a general understanding of team leadership and an appreciation for organization leadership. They master their core duty skills, develop experiences in applying those skills, and begin to acquire the knowledge and experience that will produce the qualities essential to effective leadership. Airmen at the tactical expertise level gain the training, education and experience to become the Air Force's primary technicians and specialists. They learn about themselves as leaders and how their leadership acumen can affect others through the use of ethical leadership. They assimilate into the Air Force culture and adopt the Air Force core values. Airmen at this level focus on honing followership abilities, motivating subordinates and influencing peers to accomplish the mission while developing a warrior ethos. They learn about themselves and their impact on others in roles as both follower and leader in addition to developing their communication skills. The primary focus at the tactical expertise level is accomplishing the mission as effectively and efficiently as possible using available personnel and resources.

2.1.2. Operational Competence. The full-spectrum of institutional competencies is balanced across the operational competence leadership level. At this level, Airmen understand the broader Air Force perspective and the integration of diverse people and capabilities in operational execution. They transition from specialists to leaders with a broader enterprise perspective who understand Air Force operational capabilities. Based on a thorough understanding of themselves as leaders and followers, Airmen apply an understanding of organizational and team dynamics. They lead teams by developing and inspiring others, taking care of people, and taking advantage of diversity. They foster collaborative relationships through building teams and coalitions, especially within large organizations, and negotiate with others, often external to the organization. Airmen operating at this leadership level normally work below the major command or Headquarters Air Force levels.

2.1.3. Strategic Vision. At this level, Airmen combine highly developed personal and people/team institutional competencies to apply broad organizational competencies. They develop a deep understanding of Air Force capabilities and how Airmen achieve synergistic results and desired effects with their operational capabilities. They also understand how the Air Force operates within joint, multinational, and interagency relationships. At the strategic vision level, an Airman employs military capabilities, applying the operational and strategic

arts with a thorough understanding of unit capabilities, the Air Force at large, and joint and coalition forces. They have an enterprise perspective with a thorough understanding of the structure and relationships needed to accomplish strategic objectives. The strategic vision level focuses on the effects an Airman can have across a major command, a theater, the Air Force, or even other services or the Department of Defense.

## Chapter 3

### THE ENLISTED FORCE STRUCTURE

**3.1. Tiers, Ranks, and Roles.** The enlisted force structure is comprised of three distinct and separate tiers, each correlating to increased levels of education, training, and experience, which build increasing levels of proficiency. The three tiers correlate to increased leadership and managerial responsibilities, with each tier building on the responsibilities of the previous one. The tiers are junior enlisted Airmen, Noncommissioned Officer, and Senior Noncommissioned Officer, with multiple ranks in each tier. Each rank includes an official abbreviation and term of address, however Airmen senior or equivalent to the member may use first names and/or call signs. Senior Noncommissioned Officers are expected to have mastered Noncommissioned Officer responsibilities. Likewise, Noncommissioned Officers are expected to have mastered junior enlisted Airmen responsibilities. The primary goal in each tier is mission accomplishment. The Enlisted Career Path Pyramid (Attachment 3) is a guide for all enlisted Airmen to outline developmental opportunities as they progress through the tiers during a career, both within and outside their primary Air Force Specialty Code.

3.1.1. Junior Enlisted Airmen Tier. This tier consists of Airman Basic, Airman, Airman First Class, and Senior Airman. Initial enlisted accessions enter the Air Force in this tier (Airman Basic, Airman, or Airman First Class), and focus on adapting to military requirements, being part of the profession of arms, achieving occupational proficiency, and learning how to be highly productive members of the Air Force. In this tier, Airmen prepare for increased responsibilities and ensure they are trained, qualified, and ready to operate, both at home station and in an expeditionary environment. Junior enlisted Airmen are introduced to the institutional competencies and continue to broaden their technical skills.

3.1.1.1. Airman Basic and newly enlisted Airmen. Airmen Basics, as well as Airmen who initially enlist into the Air Force at the Airman or Airman First Class rank, are primarily adapting to the requirements of the military profession, acquiring knowledge of military customs, courtesies, and Air Force standards, as well as striving to attain occupational proficiency. At their first duty station, they perform basic tasks under close supervision. The written abbreviation for Airman Basic is “AB” and the official term of address is “Airman Basic” or “Airman.”

3.1.1.2. Airman. Airmen are still learning and adapting to the military profession, and are expected to understand and conform to military standards, customs, and courtesies. Airmen begin to show occupational proficiency at basic tasks and still require significant supervision and support. The written abbreviation is “Amn” and the official term of address is “Airman.”

3.1.1.3. Airman First Class. Airmen First Class fully comply with Air Force standards and devote time to increasing their skills in their career fields and the military profession, while becoming effective team members. After a short time at their first duty station, they are often skilled on numerous tasks. Continued supervision is essential to ongoing occupational and professional growth. Typically, the 5-skill level is earned at this grade. The written abbreviation is “A1C” and the official term of address is “Airman First Class” or “Airman.”

3.1.1.4. Senior Airman. Senior Airmen commonly perform as skilled technicians and trainers. They begin developing supervisory and leadership skills through progressive responsibility, completion of Airman Leadership School, individual study, and mentoring. Senior Airmen strive to establish themselves as effective trainers through the maximum use of guidance and assistance from officer and enlisted leaders. They may serve as first-line supervisors upon completion of Airman Leadership School. The written abbreviation is “SrA” and the official term of address is “Senior Airman” or “Airman.”

3.1.2. Noncommissioned Officer Tier. This tier consists of Staff Sergeant and Technical Sergeant. Noncommissioned Officers continue occupational growth and become expert technicians while developing as leaders, supervisors, managers, and mentors in the profession of arms. Additionally, Noncommissioned Officers ensure they keep themselves and subordinates trained, qualified, and ready to deploy and operate at home station and in an expeditionary environment. In this tier, Noncommissioned Officers understand and internalize institutional competencies in preparation for increased responsibilities, while pursuing professional development through a variety of means, including Enlisted Professional Military Education.

3.1.2.1. Staff Sergeant. Staff Sergeants are primarily highly skilled technicians with supervisory and training responsibilities. Typically, at this rank they earn the 7-skill level. They must continuously strive to further their development as technicians, supervisors, and leaders through professional development opportunities, including Air Force and Joint Enlisted Professional Military Education. They are responsible for their subordinates’ development and the effective accomplishment of all assigned tasks. They must ensure proper and effective use of all resources under their control to ensure the mission is effectively and efficiently accomplished. They should consider broadening opportunities through special duties and the Development Special Duty selection process. The written abbreviation is “SSgt” and the official term of address is “Staff Sergeant” or “Sergeant.”

3.1.2.2. Technical Sergeant. Technical Sergeants are often their organizations’ technical experts. They continuously strive to further their development as technicians, supervisors, leaders and mentors through professional development opportunities, including Air Force and Joint Enlisted Professional Military Education. They should consider broadening opportunities through special duties and the Development Special Duty selection process. The written abbreviation is “TSgt” and the official term of address is “Technical Sergeant” or “Sergeant.” Technical Sergeants must complete Noncommissioned Officer Academy prior to assuming the rank of Master Sergeant.

3.1.3. Senior Noncommissioned Officer Tier. This tier consists of Master Sergeant (MSgt), Senior Master Sergeant (SMSgt), and Chief Master Sergeant (CMSgt). Senior Noncommissioned Officers serve as leaders in the profession of arms. They advise, supervise and mentor others to further grow and develop junior enlisted Airmen and Noncommissioned Officers under their charge. In this tier, Senior Noncommissioned Officers continue professional development through a variety of means, including Enlisted Professional Military Education. They have a great deal of leadership experience they use to leverage resources and personnel against a variety of mission requirements. Senior Noncommissioned Officers participate in decision-making processes on a variety of technical, operational, and organizational issues.

3.1.3.1. Master Sergeant. MSgts are technical experts, transitioning from first-line supervisors to leaders of operational competence. This rank carries significantly increased responsibilities and requires a broad perspective and greater leadership and management skills. MSgts are expected to accomplish the mission through the employment of teams by merging subordinates' talents, skills, and resources with other teams' functions. MSgts must complete an associate degree or higher from a nationally or regionally accredited academic institution, if not already earned, to become eligible for promotion to SMSgt. MSgts continue their professional development through functional opportunities, as well as Air Force and Joint Enlisted Professional Military Education. They are also eligible to attend sister-service or International Senior Noncommissioned Officer Professional Military Education. They should consider broadening opportunities through special duties and the Development Special Duty selection process. Air Reserve Component MSgts must complete the Senior Noncommissioned Officer Academy before assuming the grade of SMSgt. The written abbreviation is "MSgt" and the official term of address is "Master Sergeant" or "Sergeant."

3.1.3.2. Senior Master Sergeant. SMSgts are experienced, operational leaders skilled at merging teams' talents, skills, and resources with other organizations. SMSgts continue to develop their leadership and management skills and earn their 9-skill level. SMSgts continue their professional development through Air Force and Joint Enlisted Professional Military Education. They are also eligible to attend sister-service or International Senior Noncommissioned Officer Professional Military Education. The written abbreviation is "SMSgt," and the official term of address is "Senior Master Sergeant", "Senior" or "Sergeant." Senior master sergeants must complete Senior Noncommissioned Officer Academy prior to assuming the grade of CMSgt.

3.1.3.3. Chief Master Sergeant. CMSgts serve in the highest enlisted rank and hold strategic leadership positions with tremendous influence at all levels of the Air Force. They continue to develop personal leadership and management skills to prepare for ever increasing positions of responsibility. They are charged with mentoring and developing junior enlisted personnel and strongly influence the professional development of Company Grade Officers. They bring substantial operational and occupational experience as well as strong institutional skills to their organizations and assigned tasks. All newly selected Regular Air Force CMSgts will attend the Chief Leadership Course. Newly selected Air Reserve Component CMSgts attend either the Chief Leadership Course or their Chief Orientation Course. In this tier, CMSgts continue professional development through senior leader developmental opportunities and career-broadening assignments. CMSgts serve in key leadership positions such as Combatant Command Senior Enlisted Leader, Command Chief Master Sergeant, Group Superintendent, Professional Military Education Commandants, Functional and Career Field Managers. The written abbreviation is "CMSgt" and the official term of address is "Chief Master Sergeant" or "Chief."

## Chapter 4

### RESPONSIBILITIES

**4.1. Commanders and Directors.** Commanders and directors foster a professional military culture by ensuring supervisors, wingmen and enlisted Air Force members each do their part to follow this guidance.

**4.2. Supervisors.** Supervisors of enlisted Air Force members, whether officer, civilian or enlisted have a specific responsibility to ensure assigned enlisted members comply with standards explained in this guidance and correct them when they deviate.

**4.3. Wingmen.** The term wingmen, in this instance, refers to all Air Force members, officer, civilian or enlisted. Wingmen bear an inherent responsibility to understand this guidance and assist all enlisted Air Force members in meeting expectations explained within.

**4.4. Junior Enlisted Airmen Responsibilities.** Junior enlisted Airmen responsibilities include:

4.4.1. Demonstrate a foundational understanding of what it means to be an Airman in the profession of arms. Understand, accept and embody the Air Force core values and Airman's Creed, and exhibit professional behavior, military bearing, respect for authority and high standards of dress and personal appearance, both on- and off-duty, at home and abroad. Correct other Airmen who violate standards.

4.4.2. Accept, execute, and complete all duties, instructions, responsibilities, and lawful orders in a timely and efficient manner. Place the requirements of official duties and responsibilities ahead of personal desires.

4.4.3. Detect and correct conduct and behavior that may place themselves or others at risk, and issue lawful orders when placed in charge of a work activity or task involving other junior enlisted Airmen.

4.4.4. Begin to learn and demonstrate the institutional and occupational competencies outlined in Air Force Doctrine Document 1-1, *Leadership and Force Development*; Air Force Manual 36-2647, *Institutional Competency Development and Management*; and the appropriate Career Field Education and Training Plan. These competencies are gained through a combination of education (e.g., Professional Military Education and academic programs), training (e.g., basic military training and career development courses), and experience (e.g., primary, special duty and professional organization participation).

4.4.5. Meet all pre-deployment and mission requirements and maintain the highest level of technical readiness. Attain and maintain a skill level commensurate with rank, as well as a high degree of proficiency in duties outlined in the Career Field Education and Training Plan.

4.4.6. Increase personal resilience by understanding and mastering the social, physical, mental and spiritual domains of Comprehensive Airman Fitness, and encouraging others to do the same.

4.4.6.1. Be mentally ready to accomplish the mission. Issues that can affect and detract from mental readiness and quality of life are financial problems, sexual harassment or assault, discrimination, stress, marital problems and substance abuse. These issues can prevent Airmen from focusing on the mission, diminish motivation, erode a positive

attitude and reduce work quality. Be aware of warning signs and seek appropriate assistance through the chain of command, chaplain, medical community and helping agencies, and help others do the same.

- 4.4.6.1.1. Be alert for signs of depression or suicide. If depressed or suicidal, seek immediate assistance. Practice and teach the Department of Defense “Ask, Care and Escort” concept for suicide prevention. Ask - “Are you thinking about harming yourself or others?” Care - calmly take control of the situation, show genuine concern and listen. Escort (not direct) - the person to mental health, the chaplain, or First Sergeant. Call for help but never leave the person alone. Junior enlisted Airmen are critical to suicide prevention efforts.
- 4.4.6.1.2. Be alert for behavioral changes and/or signs of traumatic stress in themselves and others, and seek assistance.
- 4.4.6.2. Be physically ready to accomplish the mission. Actively participate in the Air Force fitness program and always meet Air Force fitness standards by maintaining a year-round physical conditioning program that emphasizes total fitness, to include: aerobic conditioning, muscular fitness training and healthy eating.
- 4.4.6.3. Be socially ready to accomplish the mission. Build relationships and networks that promote well-being and optimal performance. Teamwork, communication, connectedness and social support are key components of social readiness.
- 4.4.6.4. Be spiritually ready to accomplish the mission. Spiritual readiness is the proactive practice of establishing a sense of purpose or personal priorities to develop the skills needed in times of stress, hardship and tragedy. Spiritual readiness may or may not include religious activities.
- 4.4.7. Be a knowledgeable Airman. Stay informed on issues affecting the Air Force using Air Force media sources (e.g., af.mil and my.af.mil). Ensure no discredit to the Air Force or compromise of operational security when using personal and government information systems, including social media.
- 4.4.8. Contribute to a culture and climate of dignity and respect by supporting and enforcing a zero tolerance policy for sexual harassment, sexual assault, and discrimination. Know and understand the wingman concept. Airmen take care of fellow Airmen. A good wingman shares a bond with other Airmen and intervenes to maintain an environment free of any behaviors that hinder an Airman’s ability to maximize their potential and contribution. Positively support one another, both on- and off-duty.
- 4.4.9. Demonstrate effective followership by enthusiastically supporting, explaining and promoting leaders’ decisions. Develop innovative ways to improve processes and provide suggestions up the chain of command that will directly contribute to unit and mission success. Promote a culture of innovation and continuous process improvement to identify and resolve deficiencies.
- 4.4.10. Continue to pursue personal and professional development through education and involvement. Promote camaraderie, embrace esprit de corps and act as an Air Force ambassador (e.g., join professional organizations and/or participate in organization and community events).

**4.5. Noncommissioned Officer Responsibilities.** In addition to all junior enlisted Airmen responsibilities, Noncommissioned Officers responsibilities include:

4.5.1. Lead and develop subordinates and exercise effective followership in mission accomplishment. Noncommissioned Officers have the authority to issue lawful orders to complete assigned tasks in accordance with Article 92 of the Uniform Code of Military Justice.

4.5.2. Increase knowledge and understanding of, and mentor junior enlisted Airmen on the institutional and occupational competencies required to accomplish the mission. These competencies are gained through a combination of education (e.g., academic programs and Professional Military Education), training (e.g., on-the-job training), and experience (e.g., mentoring and/or participating in professional organizations).

4.5.3. Increase personal and subordinate resilience by championing the social, physical, mental and spiritual domains of Comprehensive Airman Fitness and encouraging others to do the same.

4.5.3.1. Champion social readiness. Develop and lead team-building or networking activities in the unit and encourage subordinates to participate in outside social engagements.

4.5.3.2. Champion physical readiness. Lead the way by promoting, supporting, and participating in unit physical training activities and the Air Force fitness program. Incorporate physical training into the team's duty schedules as the mission allows.

4.5.3.3. Champion mental readiness. Be actively aware of issues in subordinates that can impact mental readiness and mission effectiveness. Address issues negatively impacting mental readiness, and take positive steps to resolve them in a responsible manner.

4.5.3.4. Champion spiritual readiness to help accomplish the mission. Allow for and encourage subordinates to develop spiritual skills needed in times of stress, hardship and tragedy. This may or may not include religious activities.

4.5.4. Demonstrate and facilitate a climate of effective followership by willingly owning, explaining and promoting leaders' decisions. Develop innovative ways to improve processes, reduce costs and improve efficiency and provide suggestions up the chain of command that will directly contribute to unit and mission success.

4.5.5. If senior in grade, accept responsibility for assuming the role of leader. Responsibility and accountability increase commensurate with grade. Within enlisted grades, Noncommissioned Officers precedence over all junior enlisted Airmen and other Noncommissioned Officers according to rank. Within the same grade, use: date of rank, total active federal military service date, pay date, and date of birth, in this order, to determine seniority. **NOTE:** In some circumstances Noncommissioned Officers who are lower in rank may be placed in charge of other Noncommissioned Officers of the same grade (i.e., a TSgt, with a date of rank of 1 Apr 08, is placed in charge of a another TSgt, with a date of rank of 1 Apr 07). When placed in charge, these Noncommissioned Officers have the authority to issue lawful orders appropriate for mission accomplishment.

4.5.6. Actively lead and supervise subordinates. Stay professionally engaged with subordinates on a daily basis both on and off-duty. Understand a subordinate's environment by visiting living spaces and installation support facilities (e.g., dining facilities, chapel centers,

recreation centers, dormitories, and enlisted clubs) to be familiar with off-duty opportunities and living conditions. Mentorship is a critical component of leadership; Noncommissioned Officers must use professional and personal experiences to positively mentor others.

4.5.7. Guide, train, instruct and develop subordinates so they are technically ready to accomplish the mission and ensure they are prepared to accept increased levels of authority and responsibility.

4.5.8. Remain keenly aware of individual and group dynamics affecting readiness and safety. Identify those exhibiting high-risk behaviors, intervene, and deter further unsafe practices.

4.5.9. Appropriately recognize and reward individuals whose military conduct and duty performance clearly exceed established standards. Ensure subordinates are held accountable when they do not meet established standards.

4.5.10. Provide feedback and counseling to subordinates on performance, career opportunities, promotions, benefits, and entitlements. Feedback and counseling are required utilizing the Airman Comprehensive Assessment. However, continuous informal and formal feedback, mentorship, and counseling opportunities exist to optimize a subordinate's potential and performance. On an annual basis, Noncommissioned Officers must discuss and provide a copy of the Air Force Benefits Fact Sheet to subordinates during feedback.

4.5.11. Promote a culture of Airmen who are flexible and capable of mastering multiple tasks and mission requirements. Pursue opportunities outside primary Air Force Specialty Code, encourage retraining as needed to balance the force and meet mission requirements. Promote a culture of innovation and continuous process improvement to identify and resolve deficiencies.

4.5.12. Complete and promote Professional Military Education and professional enhancement courses to develop and cultivate leadership skills and military professionalism. Continue personal and subordinate development.

**4.6. Senior Noncommissioned Officer Responsibilities.** In addition to meeting all junior enlisted Airmen and Noncommissioned Officer responsibilities, Senior Noncommissioned Officers responsibilities include:

4.6.1. Epitomize excellence, professionalism, pride, and competence, serving as a role model for all Airmen to emulate. Reflect the highest qualities of a leader and professional and provide highly effective leadership. A Senior Noncommissioned Officer's primary purpose is mission accomplishment. Senior Noncommissioned Officers must lead people and manage programs while maintaining the highest level of readiness to ensure mission success.

4.6.2. Translate leaders' direction into specific tasks and responsibilities their teams understand and execute. Senior Noncommissioned Officers must study leaders' decisions to understand their rationale and goals. They then must fully leverage their personal experience and knowledge to more effectively accomplish the mission.

4.6.3. Help leaders make informed decisions. Senior Noncommissioned Officers draw upon their knowledge and experience to provide constructive input to best meet the challenges facing their organizations.

4.6.4. Be an active, visible leader. Deliberately develop junior enlisted Airmen, Noncommissioned Officers, fellow Senior Noncommissioned Officers and Company Grade Officers into better followers, leaders, and supervisors.

4.6.5. Secure and promote Professional Military Education and professional enhancement courses for themselves and subordinates to develop and cultivate leadership skills and military professionalism. Provide time for subordinates to study Career Development Course and Professional Military Education material during duty time, when appropriate. Complete an associate's degree through a nationally or regionally accredited academic institution, if not already earned, and continue development for self and subordinates through available education, leadership lectures and seminars, and the Chief of Staff of the Air Force Reading List.

4.6.6. Support civilian and officer professional development by sharing knowledge and experience to best meet the organization's mission requirements. Build and maintain professional relationships with both, striving to create effective leadership teams.

4.6.7. Ensure money, facilities and other resources are utilized in an effective and efficient manner and in the best interest of the Air Force. Plan resource utilization, replenishment, and budget allocation to ensure personnel are provided the equipment and resources needed to effectively accomplish the mission. Understand, manage, and explain manning requirements and capabilities. Promote a culture of innovation and continuous process improvement to identify and resolve deficiencies.

4.6.8. Promote responsible behaviors within all Airmen. Readily detect and correct unsafe or irresponsible behaviors that impact unit or individual readiness. Promote peer involvement in detecting and correcting those behaviors, and recognize and reward Airmen who properly employ risk management philosophies.

4.6.9. While every Airman has a duty and obligation to act professionally and meet all Air Force standards at all times, Senior Noncommissioned Officers have a special obligation and responsibility to ensure the Air Force retains a climate and culture of dignity and respect, as outlined in Air Force Policy Directive-1, *Air Force Culture*. Senior Noncommissioned Officers who fail to monitor, correct and advise subordinates and leaders when needed have not executed their responsibility.

## Chapter 5

### ENLISTED DUTY TITLES

**5.1. Enlisted Duty Titles.** When properly applied, duty titles facilitate a quick understanding of a person's role and level of responsibility. Enlisted duty titles are assigned based upon the scope of responsibility and the duties being performed. The following duty titles are the official, authorized duty titles for the enlisted force. Exceptions include special positions listed in Chapter 6 and limited instances when a person's position or duties do not meet the criteria listed below. In such circumstances, enlisted personnel will have a duty title that most accurately reflects their day-to-day duties. When published, duty titles specified in functional directives will be utilized.

5.1.1. Supervisor. Used for junior enlisted Airmen and Noncommissioned Officers who are first line supervisors (e.g., Heavy Equipment Supervisor and Shift Supervisor). Junior enlisted Airmen will not have the duty title "Supervisor" unless they are at least a SrA, an Airman Leadership School graduate, and supervise the work of others.

5.1.2. Noncommissioned Officer in Charge (NCOIC). Used only for Noncommissioned Officers and Senior Noncommissioned Officers in charge of a work center or element. Noncommissioned Officers in Charge typically have subordinate supervisors (e.g., NCOIC, Installation Security and Noncommissioned Officer in Charge, Outbound Assignments). Noncommissioned Officer in Charge is also used for those whose primary duty is a unit-wide program or function management (e.g., NCOIC, Unit Training Management and Noncommissioned Officer in Charge, Resource Management) even if they do not directly supervise personnel.

5.1.3. Section Chief. Used for Noncommissioned Officers and Senior Noncommissioned Officers in charge of a section with at least two subordinate work centers or elements (e.g., Section Chief, Network Control Center). Section chiefs are typically Senior Noncommissioned Officers and the rank will vary depending upon the size of the section (number of enlisted personnel, number of work centers, and scope of responsibilities).

5.1.4. Flight Chief. Used for Noncommissioned Officers and Senior Noncommissioned Officers who are the enlisted leaders of a flight (e.g., Flight Chief, Information Systems Flight; and Flight Chief, Operations Flight). Flight chiefs are typically Senior Noncommissioned Officers and the rank will vary depending upon the size of the flight (number of enlisted personnel, number of work centers, and scope of responsibilities).

5.1.5. Superintendent. Used for Senior Noncommissioned Officers in charge of squadron or wing level functions. Superintendents are typically a CMSgt and occasionally a SMSgt or MSgt at squadron level and below (e.g., Aircraft Maintenance Squadron Superintendent and Command Post Superintendent). Only Senior Noncommissioned Officers will hold the duty title of Superintendent.

5.1.6. Manager. In addition to the special Senior Noncommissioned Officer positions of Air Force Career Field Manager and Major Command Functional Manager, the title of manager is used for Noncommissioned Officers and Senior Noncommissioned Officers who are program, project, and policy managers at Numbered Air Force, Major Command, Direct Reporting Unit, Field Operating Agency, Joint Staff, or Air Staff levels. They may or may not have personnel working for them and may be the enlisted leader of the branch, division, or directorate (e.g.,

Manager, Intelligence Systems Integration and Manager, Joint Operations Analysis and Planning).

5.1.7. Chief. Used for CMSgts who are program, project, or policy managers at Numbered Air Force, Major Command, Direct Reporting Unit, Field Operating Agency, Joint Staff, or Air Staff. They may or may not have personnel working for them and may be the enlisted leader of the branch, division, or directorate (e.g., Chief, Air Force Enlisted Force Development; and Chief, Airmen Assignments). **NOTE:** Senior Enlisted Advisor, Senior Enlisted Leader and Chief Enlisted Manager duty titles are only used when holding a designated and approved position. Approved use of the title Senior Enlisted Advisor or Senior Enlisted Leader is not always synonymous with the role of a Command Chief Master Sergeant.

## Chapter 6

### SPECIAL ENLISTED POSITIONS

**6.1. Special Enlisted Positions.** Enlisted Airmen may serve in a variety of special leadership or duty positions inside as well as outside of their functional specialty. These positions include, but are not limited to:

6.1.1. Chief Master Sergeant of the Air Force. The Chief Master Sergeant of the Air Force is the senior enlisted leader of the Air Force and takes precedence over all enlisted members. The Chief Master Sergeant of the Air Force provides leadership to the enlisted force and advises the Chief of Staff of the Air Force, Secretary of the Air Force, Chairman of the Joint Chiefs of Staff, and the Secretary of Defense on enlisted matters. The Chief Master Sergeant of the Air Force communicates with the force, serves on boards and committees for numerous organizations affecting Airmen, testifies before Congress, and is the Air Force career field manager for command chief master sergeants and group superintendents. The Chief Master Sergeant of the Air Force also consults with the Senior Enlisted Advisor to the Chairman and sister service senior enlisted advisors on issues affecting all enlisted members; engages with foreign military leadership regarding theater security cooperation and partner nation development efforts; represents the Air Force to the American public, professional organizations and the media; and manages the Air Force Order of the Sword Program. The written abbreviation is “CMSAF” and the official term of address is “Chief Master Sergeant of the Air Force” or “Chief.”

6.1.2. Command Chief Master Sergeant and Senior Enlisted Leader. The Command Chief Master Sergeant is the senior enlisted leader in a wing, Numbered Air Force, Major Command, Direct Reporting Unit, Field Operating Agency, state or other similar organization. The equivalent to a Command Chief Master Sergeant in a Combatant Command or Joint Task Force is a Combatant Command or Joint Task Force Senior Enlisted Leader. The Command Chief Master Sergeant and/or Senior Enlisted Leader provides general supervision to the command's enlisted force and is responsible for advising commanders and staff on mission effectiveness, professional development, recognition, key enlisted Airmen nominations and hires, accelerated promotions, performance evaluations, military readiness, training, utilization, health, morale, and welfare of the organization's enlisted, and takes action to address shortfalls or challenges. They also regularly visit Airmen, to include traveling to geographically separated units/elements; interact with sister service counterparts; serve as a liaison to and work closely with the local community; actively lead in the organization's fitness program; and ensure the enlisted force is ready to meet deployment requirements. Regular Air Force Command Chief Master Sergeants and/or Senior Enlisted Leaders serve on the enlisted force distribution panel by advising the senior rater and panel on enlisted Airmen's potential to serve in the next higher grade. They assist and advise in the selection and nomination of enlisted Airmen for positions of greater responsibility, to include developmental special duties. The Total Force Command Chief Master Sergeant is the functional manager for group superintendents and first sergeants in their organization. The Command Chief Master Sergeant performs other duties as required/directed by their commander.

6.1.3. Air Force Career Field Manager. Enlisted Air Force Career Field Managers are typically CMSgts. Normally these positions are located at Headquarters Air Force and are responsible

for organizing and managing one or more enlisted career fields. Their responsibilities include establishing career field entry requirements, managing trained personnel requirements, and developing and managing career-long training plans' requirements and programs. They also construct viable career paths, evaluate training effectiveness, monitor health and manning of the career field, and provide input on manning, personnel policies and programs. Air Force Career Field Managers also regularly visit Airmen, to include traveling to geographically separated units/elements. Additionally, through the use of Enlisted Development Teams, they execute the progression and succession planning to ensure there are sufficient personnel and skill sets available to accomplish the mission. As functional experts, they ensure their career fields are responsive to both current and future needs of the Air Force. They rely heavily on collaboration and communicate directly with other Headquarters Air Force offices on issues impacting their career field and with their respective Major Command and Field Operating Agency enlisted career field representatives and Air Education and Training Command Training Managers to disseminate Air Force and career field policies and program requirements.

6.1.4. Major Command Functional Manager. Enlisted Major Command Functional Managers are Senior Noncommissioned Officers who manage designated enlisted career fields and serve as the Major Command liaisons for their respective Air Force Career Field Managers. They regularly visit organizations in the Major Command they oversee and monitor the health and manning of their career fields within their command and elevate concerns to the Air Force Career Field Managers. They manage command training for their career field and coordinate command training and personnel issues across their Major Command staff and with Air Force Career Field Managers. They disseminate Air Force and career field policies and program requirements affecting their career field throughout the Major Command. They coordinate with the Air Force Personnel Center (Regular Air Force only), through their Major Command/A1, to distribute personnel throughout the Major Command to ensure proper command prioritization of allocated/assigned personnel resources. They provide functional and subject matter expertise to Air Education and Training Command Training Managers to develop new or modify/improve existing training programs.

6.1.5. Group Superintendent. Group Superintendents provide leadership, management, and general supervision of the organization's enlisted force; and guidance in organizing, equipping, training, and mobilizing the group to meet home station and expeditionary mission requirements. Regular Air Force superintendents may support and advise the squadron commanders and superintendents prior to the enlisted force distribution panel on promotion eligible Airmen's performance and potential to serve in the next higher grade. They also assist and advise in the selection and nomination of enlisted Airmen for positions of greater responsibility, to include developmental special duties. Total Force superintendents manage and direct resource activities; interpret and enforce policies and applicable directives; establish control procedures to meet mission goals and standards; and actively support and maintain robust recognition programs. They work in concert with other enlisted leaders such as squadron superintendents and first sergeants to oversee the readiness, training, health, morale, welfare, and quality of life of assigned personnel. They represent the commander at various meetings, visit Airmen in the group, participate on advisory councils and boards, interact with sister service counterparts as required, and actively lead in the organization's fitness program. They perform other duties as directed by the group commander.

6.1.6. Commandant. Commandants are assigned at each Airmen Leadership School, Noncommissioned Officer Academy, collocated Professional Military Education Center, Senior Noncommissioned Officer Academy, the First Sergeant Academy and the Chief Leadership Course. They implement and enforce policies, procedures, and directives directly related to the accomplishment of the school's course of instruction. They analyze data; provide direction and vision; and ensure effectiveness via curriculum evaluations, faculty mentoring, student achievement/feedback, and contact with senior leaders. Additionally, they coordinate frequent visits from high-ranking military and civilian leadership.

6.1.7. Enlisted Engagement Manager/International Affairs. Enlisted Engagement Managers plan, coordinate, and conduct enlisted engagements with partner nations on behalf of Secretary of the Air Force, International Affairs. They serve at the Major Command and Headquarters Air Force.

6.1.8. Enlisted Legislative Fellows. Enlisted Legislative Fellows are Senior Noncommissioned Officers who receive instruction and hands-on experience on Capitol Hill through education and development activities consisting of an intensive orientation of Congress; a full time assignment to the staff of a member, committee, or support agency of congress in Washington D.C.; and periodic seminars throughout the assignment. They write and develop research for potential legislative issues of immediate or ongoing concern to the Air Force and nation. The Enlisted Legislative Fellows are assigned to the Legislative Liaison, Office of the Secretary of the Air Force.

6.1.9. Command Chief Master Sergeant Executive Assistant. Command Chief Executive Assistants perform assistant duties in support of a Command Chief Master Sergeant or Combatant Command Senior Enlisted Leader at the wing, Numbered Air Force, Direct Reporting Unit/Field Operating Agency, Major Command and Combatant Command levels, as well as the Chief Master Sergeant of the Air Force. They serve as personal assistants who oversee tasks requiring attention and pass pertinent data, information, and insight from the staff to the Command Chief Master Sergeant and/or Senior Enlisted Leader, as well as other duties as required.

6.1.10. Defense Attaché. Defense attachés serve in US embassies in countries around the world. They manage and maintain Defense Noncommissioned Officer Office budget and fiscal data, maintain Defense Attaché information files; coordinate US Naval ship visits and US military aircraft over-flight and landing clearances with host country officials; coordinate office support requirements with embassy officials; and perform office administrative and support duties according to Defense Intelligence Agency standards.

6.1.11. Inspections Superintendent. The inspections superintendent provides feedback, support, and assistance to the Inspector General and Director of Inspections for implementing the Air Force Inspection System at Field Operating Agencies/Direct Reporting Units, wings and wing equivalents, Major Commands, and Headquarters Air Force. They advise the Inspector General and Director of Inspections on all activities related to the Air Force Inspections Systems.

6.1.12. Language and Culture Advisor. Language and culture advisors serve as key advisors and consultants to commanders and supervisors on issues pertaining to foreign language and regional culture. They prepare written reports, briefs and summaries based on specific requirements, and serve as an interpreter/translator as required.

6.1.13. Enlisted Aide. Enlisted aides perform tasks and details that, if performed by general or flag officers, would be at the expense of the officer's primary military and official duties. Duties relate to the support of military and official responsibilities of the general or flag officer and include assisting with the care, cleanliness, and order of assigned quarters, uniforms and military personal equipment, as well as planning, preparing, arranging, and conducting official social functions and activities, such as receptions, parties, and dinners.

6.1.14. Protocol Specialist. Protocol specialists provide expertise and support for all protocol matters at the installation, wing, Numbered Air Force, Major Command, and Headquarters levels. They perform, manage and direct all administrative and procedural protocol duties and responsibilities, and provide protocol support for distinguished visitors at all levels. Support includes escort duties, and planning and executing program itinerary visits, official ceremonies and special events.

6.1.15. Unit Deployment Manager. Unit Deployment Managers are the principal advisor to the organization commander on all issues related to deployment readiness and execution. They implement and execute commander-directed deployment actions for assigned personnel and cargo; monitor and maintain unit deployment readiness statistics; implement commander, Major Command, and Headquarters Air Force deployment readiness guidance; and exercise general supervision over assigned squadron personnel in all matters related to deployment readiness and execution.

6.1.16. Missile Facility Manager. Missile facility managers supervise daily activities at the missile alert facility. They perform routine equipment inspections and emergency operating procedures, and respond to actions directed by the missile combat crew to ensure proper operations of the facility.

6.1.17. Courier. Couriers safeguard and deliver armed forces courier service material. They provide adequate protection for material from receipt through delivery or to storage, and caution handlers to exercise care in storing material. Couriers verify each item by identification number when receipting for or delivering material, and maintain constant surveillance over material in custody on the courier route.

6.1.18. Technical Training Instructor. Technical training instructors provide initial skills training and education for their Air Force specialty. They are technical experts in their career field and work closely with Air Force career field managers to develop training and education requirements necessary to award the 3-skill level; and plan, organize, and direct the training of all non-prior service Airmen and career Airmen cross training into a new Air Force specialty.

**6.2. Developmental Special Duties.** Enlisted Airmen in the rank of SSgt through MSgt may have the opportunity to serve in one of ten Developmental Special Duty positions. Developmental Special Duties are identified as such due to their unique leadership roles and the Airman's responsibility to mentor and mold future leaders. To ensure the highest quality Airmen are assigned to these positions, the Air Force has implemented a nomination process. The nomination process provides commanders, through their respective major command, an opportunity to nominate the most qualified Airmen to fill these critical positions while providing a developmental career path. The Developmental Special Duties are:

6.2.1. **(8B200)** Academy Military Training Noncommissioned Officer. Academy Military Trainers lead, mentor, instruct, develop, and supervise United States Air Force Academy

cadets. They serve as the principal advisor to the Cadet Squadron Commander on all issues relating to cadets. Academy Military Trainers prepare cadets to support mission requirements, provide military training, and exercise general supervision and leadership to ensure cadet and squadron success.

6.2.2. **(8H000)** Airman Dorm Leader. Airmen Dorm Leaders perform full time as a manager of Air Force unaccompanied housing facilities. They are responsible for daily operations to include mentoring residents and assisting them in their adjustment to military life; ensuring residents comply with directives and military living standards; and assessing good order and discipline. They also manage facilities and bases areas; perform budget and program execution; and maintain supplies, furnishings, and equipment necessary for providing quality facilities.

6.2.3. **(8C000)** Airman and Family Readiness Center Noncommissioned Officer. Airman and Family Readiness Center Noncommissioned Officers are the principal military advisor to the A&FRC director and staff on matters regarding readiness, resilience, and deployment of Airmen and their families. They support the Airmen and Family Readiness Centers overall functional mission to ensure programs and services are responsive, and they develop and provide personal and family readiness services related to pre-deployment, deployment, sustainment, redeployment, reintegration, and post-deployment education and consultation.

6.2.4. **(8G000)** United States Air Force Honor Guard. Honor guard Airmen represent the Air Force at ceremonies where protocol or custom dictate using an honor guard or military escort. They symbolize the United States Air Force to American and foreign dignitaries at public ceremonies; participate in Air Force and joint service arrival and departure ceremonies for the President, foreign heads of state, and other national or international dignitaries; and perform military funeral honors for United States Air Force Regular Air Force, retired personnel, and veterans according to prescribing publication. Honor guard Noncommissioned Officers lead and supervise Airmen serving on the United States Air Force Honor Guard team performing duties described above. **NOTE:** Regular Air Force United States Air Force Honor Guard Noncommissioned Officers are selected through the Developmental Special Duty nomination process.

6.2.5. **(8A100)** Career Assistance Advisor. Career Assistance Advisors serve at the wing level and are responsible for managing Career Assistance Advisors and First Term Airman Center programs, as well as advising commanders and supervisors on force management and professional enhancement. Career Assistance Advisors also advise Airmen on career progression and planning, monitor mandatory pay and benefits briefing programs, and conduct advertising and publicity programs.

6.2.6. **(8F000)** First Sergeant. First sergeants provide a dedicated focal point for all readiness, health, morale, welfare, and quality of life issues within their organizations. At home station and in expeditionary environments, their primary responsibility is to build and maintain a mission-ready force. First sergeants derive their authority from the unit commander and advise the commander, command chief master sergeant, and other enlisted Airmen on morale, discipline, mentoring, well-being, recognition, and professional development. They ensure the enlisted force understands the commander's policies, goals, and objectives, and conduct quality force reviews on all enlisted performance reports, decoration recommendations, and other personnel actions. Working with their fellow Senior Noncommissioned Officers and supervisors, first sergeants ensure equitable and effective discipline, and the highest esprit de

corps. First sergeants work closely with Command Chief Master Sergeants to prepare the organization's enlisted force to best execute all assigned tasks. They actively participate in the First Sergeant Council and other activities that support the needs of the military community.

6.2.7. **(8B000)** Military Training Instructor. Military Training Instructors are responsible for shaping newly enlisted trainees into Airmen ready to serve in the United States Air Force. They must exhibit the highest levels of professional behavior, military bearing, respect for authority, and dress and personal appearance. They plan, organize, and direct basic and initial military training, and determine requirements for training, facilities, space, equipment, visual aids, and supplies. They instruct trainees in dormitory setup, drill, and other training subjects using demonstration-performance and lecture methods, and inspect and evaluate military training activities, personnel, and facilities.

6.2.8. **(8B100)** Military Training Leader. Military Training Leaders supervise all assigned non-prior service Airmen during technical training. They evaluate standards of conduct, performance, military bearing, and discipline while scheduling and conducting military training functions. They establish incoming, outgoing, and student entry briefings; conduct individual and group interviews; motivate personnel to develop military attitudes, effective human relations, and social skills for improving interpersonal and military relations; and assist students in their personal adjustment to military life.

6.2.9. **(8T000)** Professional Military Education Instructor. Professional Military Education Instructors use informal lectures, case studies, teaching interviews, guided discussions, and a variety of other teaching methods to provide the Professional Military Education instruction and education necessary to facilitate knowledge and understanding of the Air Force institutional competencies. They plan, organize, and direct Professional Military Education programs at Airmen Leadership School, Noncommissioned Officer Academy, Senior Noncommissioned Officer Academy and the Chief Leadership Course. Professional Military Education Instructors are responsible for developing and delivering Professional Military Education courses that develop the institutional competencies for enlisted Airmen along their career continuum. As role models for other Airmen, Professional Military Education instructors must exhibit the highest levels of professional behavior, military bearing, respect for authority, and dress and personal appearance.

6.2.10. **(8R000)** Recruiter. The Air Force recruiter is the first Airman most potential enlistees will ever meet. They represent the Air Force in communities across America and must exhibit the highest levels of professional behavior, military bearing, respect for authority and dress and personal appearance. They are responsible for interviewing, screening, testing and evaluating applicants from civilian sources; assisting and participating in special events such as state and municipal ceremonies, exhibits, fairs, parades, centennials and sporting events; and performing other duties as required to achieve recruiting goals.

## Chapter 7

### OFFICER AND CIVILIAN FORCE STRUCTURES

**7.1. Enlisted Airmen Responsibilities.** Each day as we execute our missions, we operate with and receive direction from Air Force Officers and Air Force Civil Service personnel. Many enlisted Airmen have officers or civilians as direct supervisors. Similar to enlisted Airmen, there is a compelling need for officer and civilian personnel to have a deliberate and common approach to force development, career progression, and the assumption of increased supervisory and leadership responsibilities. Enlisted Airmen, especially Senior Noncommissioned Officers should be familiar with and understand these force structures. Our force structures and institutional competencies, rooted in our core values describe what makes *all of us Airmen*.

**7.2. Officer Force Structure.** The officer force structure is comprised of three distinct and separate tiers. The tiers are Company Grade Officer and include grades O-1 thru O-3, Field Grade Officer comprising of grades O-4 thru O-6, and General Officer, grades of O-7 thru O-10. Progression through the tiers correlates to increased levels of leadership and managerial responsibilities, with each tier building on the responsibilities of the previous one. The focus of each tier is on developing the appropriate tactical, operational and strategic competencies associated with their rank (tier) and position. These competencies are developed through associated Air Force education, training and professional experiences. Therefore, General Officers are expected to have mastered Field Grade Officer responsibilities. Likewise, Field Grade Officers are expected to have mastered Company Grade Officer responsibilities. Above all, the focus of each tier is professionalism and mission success in the profession of arms. Enlisted Airmen should understand the officer structure, duty titles and corresponding responsibilities within their organizations. Specific information on commanders can be found in Air Force Instruction 1-2, *Commander's Responsibilities*.

**7.3. Civilian Force Structure.** The Air Force Civil Service consists of more than 180,000 professional civilians in over 35 countries. Within 11 personnel systems there are 22 career fields, 472 occupational series, and 27 different pay plans. These individuals serve in critical positions such as scientists, engineers, contract specialists, instructors, intelligence experts, mechanics, human resource professionals, firefighters, aircraft mechanics, childcare providers, and many others. They provide corporate knowledge and stability across the Air Force and deploy to various contingency areas. Civilians are fundamental to the strength of our Air Force and, like the enlisted and officer corps, have a compelling need for a deliberate and common approach to force development, career progression, and the assumption of increased supervisory and leadership responsibilities. Air Force Manual 36-606, *Civilian Career Field Management and Development*, outlines career field governance structure, centrally-managed positions, career paths and career progression models.

DANIEL R. SITTERLY  
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Force  
Manpower and Reserve Affairs

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

Air Force Doctrine Document 1-1, *Force Development*, 17 April 2017

Air Force Policy Directive 1, *Air Force Culture*, 15 September 2016

Air Force Policy Directive 36-26, *Total Force Development and Management*, 22 December 2015

Air Force Policy Directive 50-2, *Accommodation of Religious Practices in the Air Force*, 17 February 2016

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Air Force Instruction 33-360, *Publications and Forms Management*, 1 December 2015

Air Force Instruction 90-505, *Suicide Prevention Program*, 18 May 2017

Air Force Instruction 90-506, *Comprehensive Airman Fitness (CAF)*, 2 April 2014

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Air Force Manual 33-363, *Management of Records*, 1 March 2008

Air Force Manual 36-2647, *Institutional Competency Development and Management*, 25 March 2014

Air Force Instruction 36-2905, *Fitness Program*, 27 August 2015

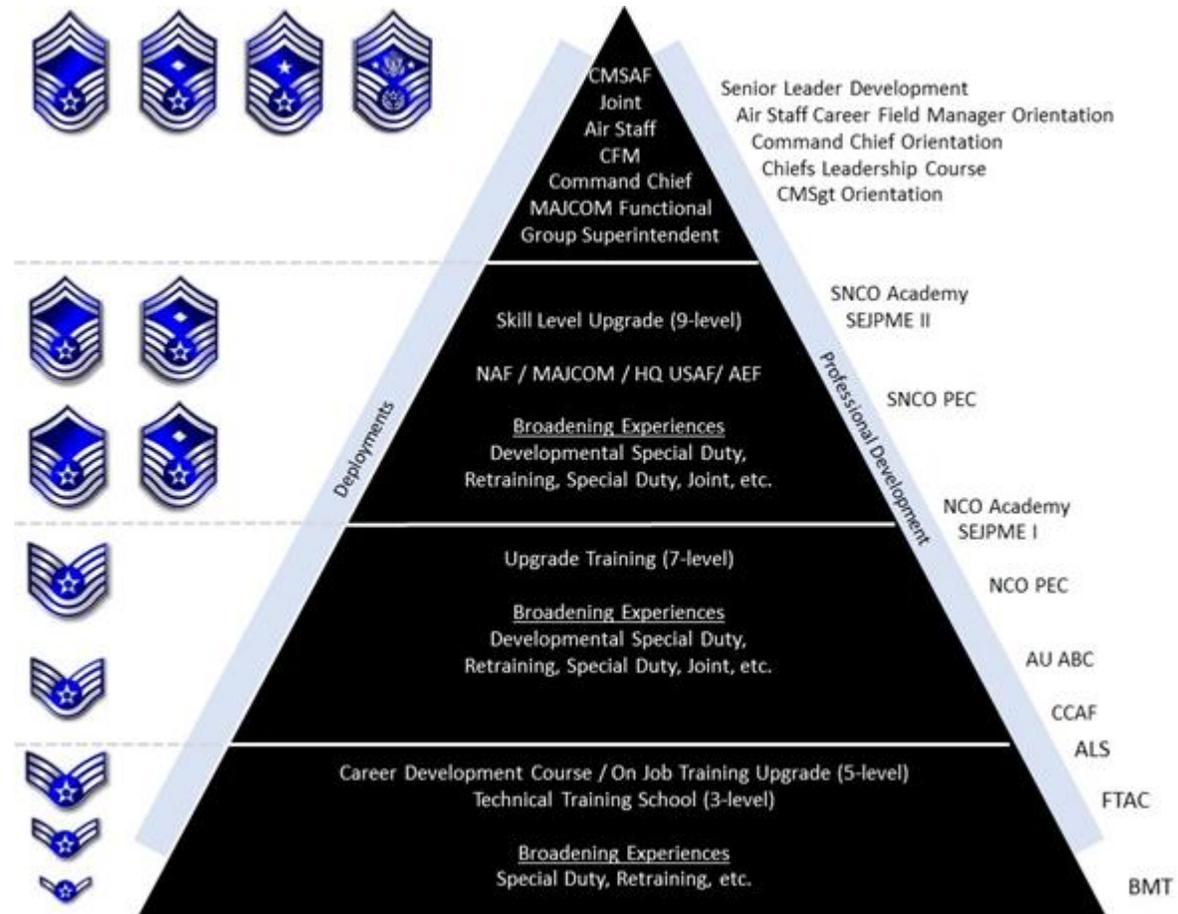
AFI 36-2706, *Equal Opportunity Program Military and Civilian*, 5 October 2010

**Attachment 2****THE AIRMAN'S CREED****I am an American Airman.****I am a warrior.****I have answered my Nation's call.****I am an American Airman.****My mission is to fly, fight, and win.****I am faithful to a proud heritage, a tradition of honor,  
and a legacy of valor.****I am an American Airman,  
guardian of freedom and justice,  
my Nation's sword and shield,  
its sentry and avenger.****I defend my country with my life.****I am an American Airman:****Wingman, Leader, Warrior.****I will never leave an Airman behind,****I will never falter,  
and I will not fail.**

Attachment 3

ENLISTED CAREER PYRAMID

Figure A3.1. Functional, Career Broadening, Special Duty and Leadership Paths.



ALS – Airman Leadership School

AU ABC – Air University Associates to Bachelors Cooperative

BMT – Basic Military Training

CCAF – Community College of the Air Force

FTAC – First Term Airmen Center

NCOA – Noncommissioned Officer Academy

NCO PEC – Noncommissioned Officer Professional Enhancement Course

SEJPME – Senior Enlisted Joint Professional Military Education

SNCOA – Senior Noncommissioned Officer Academy

SNCO PEC – Senior Noncommissioned Officer Professional Enhancement Course