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Personnel

INSTITUTIONAL COMPETENCY DEVELOPMENT AND MANAGEMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This publication implements AFI 36-2640, *Executing Total Force Development*. It provides guidance on how institutional competencies are established, assessed, and used in support of the Air Force (AF) mission. This Manual applies to all Airmen—officer, enlisted, civilian, Regular Air Force (RegAF), Air National Guard (ANG), and Air Force Reserve (AFR). In collaboration with the Chief of Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops personnel policy for Institutional Competency Development and Management. This Air Force publication may be supplemented at any level; MAJCOM-level supplements must be approved by the HSB prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, *Publications and Forms Management,* for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the publication OPR for non-tiered compliance items. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication;* route the AF Form 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This interim change revises AFMAN 36-2647 by incorporating recommendations from the Compliance Statement Standard review and changing AFDD 1-1, *Leadership and Force Development*, to Doctrine Volume II, *Leadership*, and Doctrine Annex 1-1, *Force Development*.

A margin bar (~~|~~) indicates newly revised material.

1. Scope. 3
2. Roles and Responsibilities. 3
3. Background. 3
4. Purpose. 4
5. Framework. 4
6. Assessment Strategy Scope. 6
7. Competency Assessment Process. 8

Attachment 1—GLOSSARY OF REFERENCES & SUPPORTING INFORMATION 10

Attachment 2—INSTITUTIONAL COMPETENCY PROFICIENCY DEFINITIONS AND DESCRIPTIVE BEHAVIORS 13

1. Scope.

1.1. The vision for Institutional Competency (IC) development is to create the appropriate strategies, policies, and processes required to prepare all Airmen with the appropriate leadership expertise to accomplish assigned airpower missions.

1.2. AF ICs apply to all Airmen across all functional communities and is the common taxonomy used to implement the Continuum of Learning (CoL).

2. Roles and Responsibilities.

2.1. Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) is the Office of Primary Responsibility for the ICs and establishes guidance as reflected in this AF Manual.

2.2. Director of Force Development (AF/A1D) has responsibility for ensuring the IC List and its components continue to meet AF professional and leadership requirements.

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3. Background.

3.1. As part of the CoL framework, the AF develops ICs by providing synergistic education, training, and experiential opportunities that equip Airmen to meet the challenges of a dynamic operational environment. The ICs have replaced the Enduring Competencies and the Total Force Competency List.

3.2. The Institutional Competency Development Programs (ICDPs) provide leadership knowledge and other attributes that allow Airmen to understand and possibly demonstrate the desired IC proficiencies. Actual attainment of ICs may be realized later or in conjunction with other education, training, or experiential opportunities.

3.3. The ICDPs are officer and enlisted Professional Military Education (PME), the commissioning sources, Basic Military Training, and supervisory training (reference AFI 36-2301, *Developmental Education*).

3.4. The ICs are the foundation for developing PME programs as stated in AFI 36-2301.

3.5. Assessing the potential of human capital measurement is a critical element of the Force Development (FD) process. Therefore, assessment data is instrumental in understanding how well the competencies are understood by Airmen and how they help leaders achieve FD goals.

3.6. Competency assessment leads to more effective management of FD performance. The assessment effort consists of three phases: (1) identification of IC proficiency gaps from the military education schools, (2) identification for IC proficiency gaps from the military training venues, and (3) a holistic effort to examine how training, education, and experience contribute to enhancing competency for the Total Force (TF). The assessment process is discussed in more detail in Paragraph 6.

4. Purpose.

4.1. Purposes of the ICs are to enhance leadership performance, set behavioral standards of leadership for all levels of the TF, and translate requirements and values into behavioral indicators.

4.2. As Airmen progress in their careers, they should focus on increasing their proficiency in each of the required ICs via education and training opportunities, as well as deployments and assignments for themselves and development of those they lead or supervise.

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5. Framework.

5.1. The ICs consist of 8 competencies and 25 sub-competencies. Competencies are observable, measurable patterns of knowledge, skills, abilities, behaviors, and other characteristics needed to perform institutional or occupational functions successfully. Like the AF Core Values, the ICs are enduring and encompass the leadership attributes the AF believes are critical to mission success.

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5.2. Competencies are delivered through the CoL that represents a combination of education, training, and experience for preparing Airmen for progressively higher levels of responsibility.

5.3. The competencies are divided into three categories and these categories are linked to the AF leadership levels as explained in Doctrine Volume II, *Leadership.*

5.3.1. Organizational category of the ICs (Employing Military Capabilities, Enterprise Perspective, Managing Organizations and Resources, and Strategic Thinking (is linked to the Strategic Vision Leadership Level and establishes policy and structure and articulates the vision for the organization.

5.3.2. People/Team category of the ICs (Leading People and Fostering Collaborative Relationships) is linked to the Operational Competence Leadership Level and set the organizational climate.

5.3.3. Personal category of the ICs (Embodies Airman Culture and Communicating) is linked to the Tactical Expertise Leadership Level and consists of those competencies needed in face-to-face and interpersonal relationships that directly influence human behavior and values.

5.4. Airmen require varying degrees of proficiency in each of the sub-competencies. The proficiency levels are measurable with action-type behavioral statements.

5.4.1. The proficiency levels describe the full range of work performed within a competency—from gaining understanding through expert application.

5.4.2. Proficiency level definitions and descriptive behaviors for the ICs are contained in Attachment 2.

5.5. Developmental efforts are synchronized across the CoL providing the appropriate IC at the right time to maximize each member's capabilities and their collective contributions to the mission.

5.5.1. These competencies are universal requirements with an enterprise perspective and are used to drive total force development.

5.5.2. Members acquire desired ICs via education, training, and experience as stated in the CoL.

5.6. Developmental venues throughout the AF utilize the ICs in designing, executing, and evaluating developmental programs.

5.6.1. Individual Airman developmental planning should be addressed in terms of these competencies.

5.6.2. Assessments enable the identification of leadership gaps between actual and desired mastery of the ICs. Methodologically sound assessment instruments are used to gather IC proficiency data for isolating strengths and areas for enhancement.

5.6.3. The ICs and their use are addressed in Doctrine Volume II, Doctrine Annex 1-1, *Force Development,* AFPD 36-26, *Total Force Development;* AFI 36-2014, *Commissioning Education Program;* AFI 36-2301; and AFI 36-2640, *Executing Total Force Development.*

5.7. If a Functional Authority identifies a skill or ability not addressed by the IC List that is needed by all Airmen, recommendations for change should be submitted to AF/A1DI for review.

5.7.1. Recommendations are vetted through F/A1 for consideration.

6. Assessment Strategy Scope.

6.1. Assessments are used to identify and close gaps in Airmen's capabilities.

6.1.1. Individual leadership strengths are identified with recommendations for improving areas that need further refinement. The TF has an opportunity to complete the individual assessments and use online resources to close gaps (reference Para 6.2).

6.1.2. The organizational assessments are administered by the ICDPs.

6.2. Some of the benefits of the assessment process include: (1) serving as a catalyst for creating a high performance workforce to increase productivity; (2) identifying gaps that could exist in the execution of the competencies, allowing opportunity to improvement; (3) ensuring competencies are delivered as designed by the descriptive behaviors at the appropriate levels; (4) providing a foundation for the creation of targeted developmental plans; (5) improving outcome results of the process; and (6) maximizing return on investment.

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7. Competency Assessment Process.

7.1. Individual and organizational assessment of the ICs is a necessary component of competency-based management because it identifies an Airman's proficiency level based on specific criteria and is demonstrated and sustained over time.

7.2. Individual IC assessment instruments for the TF help to identify leadership strengths and areas for improvement. They are 180-degree feedback assessments.

7.2.1. The 180-degree feedback assessments are web-based surveys that gather observational information about performance using self and supervisor evaluations.

These assessments will assist Airmen and their supervisors in identifying ICs for development and serve as an aid in designing a focused development plan.

7.2.2. Descriptive behavior proficiencies are used to construct the tactical, operational, and strategic survey instruments. Airmen select the appropriate assessment based on where they are in their careers.

7.2.3. These 180-degree feedback assessments are offered at the Tactical Leadership Level for E1-E4, O1-O2, and GS1-8; at the Operational Competence Leadership Level for E5-E7, O3-O4, and GS9-13; and at the Strategic Vision Leadership Level at E8-E9, O5-General, and GS14-SES. They are located on the AF Portal.

7.2.4. The web-based generated reports provide individual Airmen references to education and training resources for closing competency gaps.

7.2.5. The virtual Force Development Center, located on the AF Portal site, is a clearinghouse of leadership development resources. The center features learning programs and courses based on the ICs. Resources are available for all Airmen.

7.3. The organizational assessments are developed and administered by the ICDPs and an Executive Summary is provided to AF/A1D depicting IC proficiency gaps.

7.3.1. AFI 36-2301 provides additional information about the review and validation process for PME curricula.

7.3.2. The curricula at the ICDPs are mapped to the ICs at the prescribed proficiency levels (reference Table A2.3).

7.4. Components in the IC assessment process consist of identification of a sound assessment methodology; development of assessment survey instruments; assessment validation; web-based tool implementation; data collection, storage, and processing; reporting; analysis; and improvement. These components are needed to streamline the administrative elements of competency assessment.

7.5. 180-degree feedback assessment surveys are administered using a web-based system to administer, collect, process, and store the data and generate reports to Airmen and their supervisors. Reports direct Airmen to online resources for improving their IC performance.

7.6. Feedback is a critical component of the assessment strategy. It provides information to Airmen on their competencies and helps them to define career developmental goals and a path to achieving those goals.

GORDON O. TANNER
Principle Deputy Assistant Secretary of the Air Force (Manpower and Reserve Affairs)

Attachment 1

GLOSSARY OF REFERENCES & SUPPORTING INFORMATION

References

Core Doctrine Volume II, *Leadership,* 04 November 2011

Doctrine Annex 1-1, *Force Development,* 15 December 2014

AFPD 36-26, *Total Force Development,* 27 September 2011

AFI 36-2014, *Commissioning Education Program,* 16 February 2012

AFI 36-2301, *Developmental Education, 25* August 2015

AFI 36-2640, *Executing Total Force Development,* 29 December 2011

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AF—Air Force

CoL—Continuum of Learning

FD—Force Development

IC—Institutional Competency

ICDPs—Institutional Competency Developmental Programs

TF—Total Force

Terms

Air Force Core Values—Statement of institutional values and principles of conduct that provide the moral framework for military activities. The professional AF ethic consists of three fundamental and enduring values of *integrity first, service before self,* and *excellence in all we do*. (See Core Doctrine Volume II for a more detailed explanation.)

Airman—According to Core Doctrine Volume II, an Airman is any U.S. Air Force member and Department of the Air Force civilian.

Competencies—Observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics needed to perform institutional or occupational functions successfully.

Continuum of Learning (CoL)—Career-long process of individual development where challenging experiences are combined with education and training through a common taxonomy. This process produces Airmen who possess the tactical expertise, operational competence, and strategic vision to lead and execute the full spectrum of AF missions.

Education—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 anticipate and successfully meet challenges across the

range of military operations and build a professional corps. Further, they positively impact both recruitment and retention efforts.

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

Force Development (FD)—A deliberate process of preparing Airmen through the CoL with the required competencies to meet the challenges of current and future operating environments. Institutional development generally results in leadership, management, and warrior ethos proficiency. Occupational development generally results in flying and technical skill proficiency.

Functional Authority (FA)—Senior leadership to include Assistant Secretaries (Presidential Appointees confirmed by the Senate), 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. FAs are supported by Functional Managers who are supported by Career Field Managers.

Human Capital Measurement—Evaluation of how well a competency that drives productive labor within an organization's workforce is performing. It captures behavioral measures against job specifications.

Institutional Competencies (ICs)—Common taxonomy used to implement the CoL. These leadership competencies are expected of all Airmen, throughout their careers, and will be the competencies needed to operate successfully in the constantly changing environment in which they function. The three categories of these competencies (Organizational, People/Team, and Personal) are mapped to the AF leadership levels.

Institutional Competency Developmental Programs (ICDPs)—ICDPs are military education and training schools and facilities that deliver the ICs to Airmen.

Organizational ICs—Apply to conceptual competence in creating policy, vision, and interpersonal skills emphasizing consensus building and influencing peers and other policy makers. Primary focus is at the Strategic Vision Leadership Level.

People/Team ICs—Combination of interpersonal and team relationships that are essential as Airmen's responsibilities are increased. Primary focus is at the Operational Competency Leadership Level.

Personal ICs—Essential for individual contribution, for building cohesive units, and for empowering immediate subordinates. Primary focus is at the Tactical Expertise Leadership Level.

Records Disposition Schedule—Document providing mandatory instruction for the lifecycle management of records (and non-record materials) in any format or media type. The RDS provides for the disposition of records when agency business need for the records ceases, i.e., destruction of temporary records and transfer of permanent records to the National Archives of the United States.

Taxonomy—Classification, categorization, or grouping of similar competencies.

Total Force (TF)—Organizations, units, and individuals that comprise the AF's resources for meeting its mission; includes RegAF, ANG and AFR military personnel, and Department of the AF civilian personnel.

Training—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.

Attachment 2

INSTITUTIONAL COMPETENCY PROFICIENCY DEFINITIONS AND DESCRIPTIVE BEHAVIORS

Table A2.1. Proficiency Level Definitions.

Basic – Airmen are focused on learning and developing a foundation skill set. They face similar challenges and have limited responsibilities and are given narrowly focused tasks.
Intermediate – Airmen continue to learn and develop professional skills, understand how to leverage other professionals and knowledge sources, and begin to apply knowledge of the assigned objectives to their work.
Proficient – Airmen leverage knowledge of issues and objectives to design and develop solutions. They understand how actions taken in one area of competence impact other related areas, and establish and manage the scope and quality of those areas of an assignment for which they are responsible. They may manage complex organizations.
Skilled – Airmen leverage knowledge of strategies and issues to develop, present, and implement solutions. They consult with other subject matter experts and have a deep understanding how actions taken in one area of competence impact other related areas within proposed solutions. They contribute to the development of new levels of capabilities by articulating the added value of proposed solutions to leadership and staff and are considered subject matter experts within their organizational area. In addition, they may manage large, complex multi-tiered organizations.
Advanced – Airmen impact the organization and the Air Force by leveraging their knowledge and expertise across the theatre to identify and address the critical success factors for complex areas. They apply knowledge of the strategic alignment of solutions with Air Force mission objectives and serve as recognized subject matter experts and thought leaders inside and outside their own organizations and/or represent the Air Force externally. In addition, they may manage large, complex multi-tiered organizations.

Table A2.2. Proficiency Level Descriptive Behaviors for Each IC Sub-competency.

Competency	Sub-competency	Basic	Intermediate
Employing Military Capabilities	**Operational & Strategic Art**	Describes the full spectrum of military operations as identified in the concepts of military theory, principles of war, AF doctrine, and US strategy. ***(NCO/Cadet/Lt/GS1-8)***	Summarizes the operational and strategic art of warfare and peacekeeping, joint doctrine, and the interrelationship of joint doctrine and Service doctrine. ***(SNCO/Capt/GS9-13)***
		Proficient	**Skilled**
		Applies doctrines, concepts, and capabilities. Integrates and leverages doctrines, concepts, and capabilities within an effects-based approach to warfare across the spectrum of military operations. ***(CMSgt/Maj/Lt Col/GS14-15)***	Analyzes and translates strategy into operational reality. Aligns communication, people, processes, resources, and systems to ensure effective implementation and delivery of required results. ***(CMSgt/Col/GS14-15)***
		Advanced	
		Evaluates or selects strategies for mission success; considering factors such as cost, benefits, risks, timing, and buy-in to achieve a long-range goal or vision. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Employing Military Capabilities	**Leverage Technology**	Recognize how technology improves AF Warfighting and capability and interoperability with joint, coalition, interagency, and non-governmental organizations. ***(NCO/Cadet/Lt/GS1-8)***	Describe how technology has been applied historically to AF mission areas. Explain how the use of new technology provides unique solutions to AF missions. ***(SNCO/Capt/GS9-13)***
		Proficient	**Skilled**
		Fosters an environment and culture for Airmen to implement technological solutions to advance military objectives. Enables Airmen to be technologically innovative. (***Maj)***	Analyzes mission areas and maintains the ability to reshape and rethink possibilities using technical applications. Articulately advocates for the unique use of technological insertion into mission areas. ***(CMSgt/LtCol/Col/GS14-15)***
		Advanced	
		Evaluates systems; identifies opportunities for technology implementation; plans for and applies technology in breakthrough ways to accomplish mission goals. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Employing Military Capabilities	**Unit, Air Force, Joint, and Coalition Capabilities**	States Air Force capabilities across air, space, and cyberspace and how they relate to and complement other Service capabilities. ***(NCO/Cadet/Lt/GS1-8)***	Describes and maintains an understanding of how Air Force capabilities relate and complement other unit/USAF or Service capabilities. Identifies the fundamentals of Joint Task Force (JTF) organizations. ***(NCO/Capt/GS9-13)***
		Proficient	**Skilled**
		Applies an understanding of interdependencies and interoperability across Services, agencies, departments, and coalition partners. ***(SNCO/Maj/GS-14-15)***	Leads joint and coalition staff and resources consistent with mission. Proactively negotiates and accesses resources outside one's immediate domain when necessary. ***(CMSgt/LtCol/Col/GS14-15)***
		Advanced	
		Analyzes and evaluates Service centric and military centric biases and tendencies (in self and others) that may jeopardize operation success. Plans courses of action based on analysis. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**

Employing Military Capabilities	**Non-Adversarial Crisis Response**	Recognizes crisis or contingency response operations and the national security implications of peacekeeping operations, humanitarian relief operations, and support to civil authorities, both foreign and domestic. ***(Amn/Cadet/Lt/GS1-8)***	Differentiates between non-adversarial crisis response and adversarial crisis response operations. ***(NCO/Capt/GS9-13)***
		Proficient	**Skilled**
		Illustrates the need for engagement before and after warfighting or crisis response, the need for integrated involvement with interagency and multinational partners, and the need for multipurpose capabilities that can be applied across the range of military operations. ***(SNCO/CMSgt/Maj/GS14-15)***	Analyzes a situation and brings the proper force to support the mission, to include Joint, Service, multinational, non-governmental organizations (NGOs), and other interagency partners. Establishes plans, with accountabilities and authorities, for the situation. Interacts as appropriate with civil authorities and joint support (as needed). ***(LtCol/Col/GS14-15)***
		Advanced	
		Plans and fluently manages the situation using all available coalition, interagency, joint, and Service capabilities. Evaluates, coordinates, and de-conflicts military strategies with existing Diplomatic, Informational, and Economic capabilities to provide integrated courses of action. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Enterprise Perspective	**Enterprise Structure & Relationships**	Identifies the USAF structure and interagency and joint relationships; describes how one's function and unit fits into its parent organizations and how the parent organization relates to its external environment – supporting or supported organizations, the public, Congress, etc. ***(Amn/Cadet/Lt/GS1-8)***	Explains USAF structure (MAJCOMs) and the roles, responsibilities, and importance each plays. Explains the importance of and values interagency and joint relationships and alliances. Describes the characteristics of a joint campaign and the relationships of supporting capabilities. Cultivates an active network and proactively builds and uses key networks. ***(NCO/Capt/Maj/GS9-13)***
		Proficient	**Skilled**
		Manages matrix and alliance organizations. Takes action to reduce implications of integrating people and resources. ***(SNCO/Maj/GS9-13)***	Assesses the views and positions of stakeholders on key issues. Informally builds support for recommendations and actions before officially presenting ideas or taking action. Positions recommendations or actions to manage. ***(CMSgt/LtCol/Col/GS14-15)***
		Advanced	
		Evaluates and selects the most effective organization structure to accomplish a strategy, mission, or goal. Reconfigures the organization to maximize opportunities for success. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Enterprise Perspective	**Government Organization & Processes**	Describes essential operation features and functions of the USAF, DoD, national security structure, other related executive branch functions, and Congress. Describes the chain of command from the President and the SecDef to the individual Service headquarters and to the unified commands. Seeks and capitalizes on opportunities to understand the	Distinguishes among the purpose, roles, functions, and relationships of the President and the SecDef, National Security Council (NSC), Chairman of the Joint Chiefs of Staff (CJCS), Joint Chiefs of Staff (JCS), Combatant Commanders, Joint force Commanders (JFCs), Service Component Commanders, and combat support organizations.

		organization and process. ***(Amn/Cadet/Lt/GS1-8)***	***(NCO/Capt/GS9-13)***
		Proficient	**Skilled**
		Applies knowledge of the roles, relationships, and functions of the President, SecDef, CJCS, joint staff, Combatant Commanders, Secretaries of the Military Departments, and the Service Chiefs to mission plans. Applies organization and process knowledge to expeditiously complete mission. ***(SNCO/Maj/GS9-13)***	Analyzes the relationships between the military and cabinet-level departments, Congress, NSC, DoD agencies, and the public. Demonstrates political acumen; appropriately anticipates the political consequences of actions; considers the political environment when presenting ideas and taking actions; and positions ideas and actions to effectively navigate the political environment. ***(CMSgt/LtCol/Col/GS14-15)***
		Advanced	
		Evaluates systems, situations, pressures, and culture inside or outside DoD to identify potential organizational problems and opportunities. Develops the most effective organization structure and creates effective relationships across federal levels to accomplish a goal, mission, or strategy; and reconfigures the organization to maximize opportunities for success. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Enterprise Perspective	**Global, Regional, and Cultural Awareness**	Identifies the factors influencing defense, domestic, and foreign policy; and seeks to understand cultural and language norms or customs. Recognizes differences in culture, globally and regionally; and recognizes the broad impact of global culture on defense, domestic, and foreign policy. ***(Amn/Cadet/Lt/GS1-8)***	Predicts how factors such as history, politics, availability of resources (financial, informational, technological, material, **energy,** warfare, and human), and economic environment of cultures that are relevant to one's mission, the USAF, and US government policy could impact mission success. Develops linguistic skills while absorbing cultural commonalities. ***(NCO/Capt/GS3-8)***
		Proficient	**Skilled**
		Applies knowledge and skills when meeting cultural challenges. Maintains focus on success and on effectively handling cross-cultural challenges. ***(SNCO/Maj/GS9-13)***	Integrates information from multiple sources to develop a well-formed yet flexible view of international issues that can be used as a basis for decision-making and relationship building. ***(CMSgt/LtCol/Col/GS14-15)***
		Advanced	
		Evaluates and synthesizes multi-cultural understanding, global economic, and political and social awareness to identify opportunities and threats when formulating strategy and evaluating impact of mission implementation. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Enterprise Perspective	**Strategic Communication**	Explains the institutional message, telling the Air Force story, and synchronizing and integrating Air Force communication efforts. ***(Amn/Cadet/GS1-8)***	Dynamically presents and paraphrases strategic initiatives, adjusting messages to meet audience needs. Locates, identifies, and describes key messages from senior leadership. ***(NCO/Lt/GS1-8)***
		Proficient	**Skilled**
		Translates the vision, values, and strategy into day-to-day activities and behaviors. Guides others to action. ***(SNCO/Capt/GS9-13)***	Articulately advocates the unique functions and distinctive capabilities of airpower to project national influence and to respond to national requirements. Synchronizes and integrates communication efforts to

			deliver timely, credible information and analysis; and informs and appropriately influences relevant audiences within the USAF and the public. Suggests or creates strategic messages for leadership. ***(CMSgt/Maj/GS14-15)***
		Advanced	
		Formulates the institutional messages, assesses, and approves communication strategies, processes, and systems that clearly convey strategy, plans, information, and ideas to individuals or groups throughout DoD, interagency, and other government organizations. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Managing Organizations and Resources	**Resource Stewardship**	Identifies, acquires, and conserves resources (financial, informational, technological, material, energy, warfare, and human) needed to accomplish the mission. Adheres to timelines and milestones set for mission accomplishment. Uses resources as directed or available. ***(Amn/Cadet/Lt/GS1-8)***	Prepares staff and unit, and procures or manages resources (processes, departments, and finances) to ensure mission success. ***(NCO/Capt/GS1-8)***
		Proficient	**Skilled**
		Determines, analyzes, and prioritizes timelines, milestones, and resources required for mission. ***(SNCO/Maj/GS9-13)***	Generates alternatives to address issues and utilize available resources; evaluates or selects alternatives considering mission priorities and the availability of additional resources including those outside immediate control or domain. ***(CMSgt/LtCol/Col/GS14-15)***
		Advanced	
		Evaluates and prioritizes among multiple requests to determine appropriate utilization of strategic USAF resources in support of higher level strategy, mission, or goals. Implements "best practice" management techniques throughout the organization. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Managing Organizations and Resources	**Change Management**	Describes the importance of proactively embracing, supporting, and leading change and USAF continuous improvement process. Adopts and supports USAF organizational changes. ***(Amn/Cadet/GS1-8)***	Demonstrates openness and support of different and innovative change ideas offered by others to solve problems or address issues. ***(NCO/Lt/GS1-8)***
		Proficient	**Skilled**
		Applies influential skills to address change resistance. Helps individuals overcome resistance to change. ***(SNCO/Capt/Maj/GS9-13)***	Synthesizes requirements for and implements and assesses change effort utilizing sound approaches to manage and minimize complexity, paradoxes, risks, and contradictions and their impact on the change initiative. ***(SNCO/LtCol/Col/GS14-15)***
		Advanced	
		Compares, evaluates, and approves change recommendations for implementation based on organizational strategy and vision. ***(CMSgt/GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Managing Organizations and Resources	**Continuous Improvement**	Identifies and seeks opportunities to improve existing conditions and processes. ***(Amn/Cadet/GS1-8)***	Distinguishes causes from symptoms and identifies primary causes. ***(NCO/Lt/GS9-13)***
		Proficient	**Skilled**

		Generates ideas for solutions, analyzes the effect or impact of each solution and appropriate measurement, and selects appropriate solutions. ***(SNCO/Capt/Maj/GS9-13)***	Assesses high impact needs that drive the organization for continuous process improvement. ***(CMSgt/LtCol/Col/GS14-15)***
		Advanced	
		Anticipates and meets the need of both internal and external stakeholders by striving to achieve best practice approaches. Champions continuous improvement efforts. Compares, evaluates, and approves change recommendations for implementation based on organizational strategy and vision. ***(GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Strategic Thinking	**Vision**	Accepts the value of vision in mission accomplishments and the appropriate ways to manage teams effectively and set goals. ***(Amn/Cadet/Lt/GS1-8)***	Describes organizational vision and strategy in a way that helps others understand their contributions to achievement. Leads through vision and uses the vision as a reference point in conducting day-to-day activities. ***(NCO/Capt/GS1-8)***
		Proficient	**Skilled**
		Establishes and commits to a course of action to accomplish long-range goals, missions, strategic initiatives, or vision after analyzing factual information and assumptions. ***(SNCO/Maj/GS9-13)***	Monitors, measures, and evaluates progress toward vision taking into consideration changes in environment. Leads and executes alternative strategies as required while encouraging appropriate risk taking. ***(CMSgt/LtCol/Col/GS9-13)***
		Advanced	
		Creates a shared vision that describes a future state. Anticipates, formulates, and evaluates solutions to threats and opportunities impacting the vision and mission accomplishment. ***(GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Strategic Thinking	**Decision Making**	Identifies, evaluates, and assimilates information from multiple sources according to utility. Applies information to influence actions and decisions. **(Amn/Cadet/GS1-8)**	Identifies and fills gaps in information required to understand options and issues. Applies analytic methods in solving problems and developing alternatives. ***(NCO/Lt/GS1-8)***
		Proficient	**Skilled**
		Establishes metrics and decision-making criteria (e.g., cost, benefits, risks, timing, buy-in, strategy, mission, and values) to evaluate impact and results. ***(SNCO/Capt/Maj/GS9-13)***	Evaluates short and long-term implications to strategy or mission of previous decisions and either stays the course or makes strategic or operational adjustments as warranted in conditions of uncertainty or ambiguity. ***(CMSgt/LtCol/Col/GS9-13)***
		Advanced	
		Evaluates situations and decisions to anticipate and manage 2nd and 3rd order effects of proposed policies, actions, or adjustments to strategy. ***(GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Strategic Thinking	**Adaptability**	Accepts change and maintains effectiveness when experiencing changes in new work structures, processes, requirements, or cultures. ***(Amn/Cadet/Lt/GS1-8)***	Responds in a pro-active manner to unexpected or ambiguous situations, opportunities, or risks; and actively seeks information about the new situation. ***(NCO/Capt/GS1-8)***
		Proficient	**Skilled**
		Analyzes self-behavior and quickly and proactively modifies behavior to deal effectively with changes. Does	Creates a positive environment within the organization regarding ambiguity and change and encouraging others to

		not persist with ineffective behaviors. Manages change and maintains continuity for self and others when mission requirement varies or becomes ambiguous. ***(SNCO/Maj/GS9-13)***	focus on the benefits to the organization. Challenges others to treat new situations or risks as opportunities for learning or growth. ***(CMSgt/LtCol/Col/GS9-13)***
		Advanced	
		Effectively manages a changing environment or organization through ambiguous situations while maintaining organizational effectiveness. ***(CMSgt/GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Leading People	**Develops and Inspires Others**	Explains personal contributions and differentiates others' contributions to group effectiveness. Demonstrates responsibility to help and motivate others to improve their skills and enhance their performance through personal example. ***(Amn/Cadet/Lt/GS1-8)***	Diagnoses capability and developmental needs. Plans and supports deliberate development of individuals' skills and abilities through setting and monitoring development plans, and identifying and securing resources to enable an Airman to fulfill current or future job or role responsibilities more effectively. ***(NCO/Capt/GS1-8)***
		Proficient	**Skilled**
		Facilitates others and guides them in establishing their long-term career goals based upon their desires and the needs of the Air Force through a combined approach of feedback, coaching, mentoring, and delegating. ***(SNCO/Maj/GS9-13)***	Selects and evaluates talent to ensure the best match between the individual and the work requirements. Determines the mix and level of capability across subordinates required to support current and future goals and mission. ***(CMSgt/LtCol/Col/GS14-15)***
		Advanced	
		Supports, recommends, or implements talent management systems that create a learning culture and inspires others to transcend their own self-interests for the good of the mission and organization. Aligns systems to support a learning culture. Establishes adequate developmental resources as needed. ***(CMSgt/GO/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Leading People	**Takes Care of People**	Explains and exhibits the Wingman concept: Airmen taking care of Airmen. The bond all Airmen share that reflects the ultimate confidence, trust, and mutual support given to each other both on and off duty. ***(Amn/Cadet/GS1-8)***	Recognizes and differentiates the emotional, physical, spiritual, and social states of Airmen, their families, and others. Is able to identify when Airmen are in need of assistance and identify sources of basic support. ***(NCO/Lt/GS1-8)***
		Proficient	**Skilled**
		Evaluates options (plans or programs) and selects appropriate actions, solutions, and resources when confronted with a personnel problem or situation (emotional, physical, spiritual, and social). ***(SNCO/Capt/Maj/GS1-8)***	Creates plans or programs to take care of people. Establishes work-life balance through time management and setting clear expectations or priorities for subordinates. ***(CMSgt/LtCol/Col/GS9-13)***
		Advanced	
		Monitors and assesses the organizational environment to continually ensure supervisors and commanders support USAF values and protects subordinates from ethical, legal, or emotional jeopardy. ***(CMSgt/GS14-15/GO/SES)***	
	Sub-competency	**Basic**	**Intermediate**
Leading People	**Diversity**	Understands the importance of diversity as broadly defined by the AF, including mutual respect, thereby	Seeks opportunities to work with and better understand the perspectives and contributions of diverse individuals

		helping to promote and strengthen an AF culture that values inclusion of all personnel in the Total Force. Supports AF diversity policies. ***(Amn/Cadet/GS1-8)***	and organizations. Views individual and group differences as opportunities for learning and personal growth. ***(Amn/Lt/GS1-8)***
		Proficient	**Skilled**
		Acquires the cultural competency and leadership skills to effectively develop, mentor, and lead across gender, cultural, generational, and other diversity lines to maximize individual and unit performance. Promotes collaboration and teamwork among diverse Airmen. ***(NCO/Capt/GS9-13)***	Identifies and, if appropriate, proposes ways to eliminate barriers to achieving and sustaining a diverse and inclusive AF. Provides leadership in establishing and executing policy supporting AF diversity efforts. Promotes the involvement of all Airmen in diversity initiatives. ***(SNCO/Maj/LtCol/Col/GS9-13)***
		Advanced	
		Establishes an inclusive organizational culture that values diversity and naturally enables all Airmen to contribute to their full potential in pursuit of organizational objectives. Establishes a strategy to attract, develop, and retain diverse Airmen. Serves as a Diversity Champion in the AF. ***(CMSgt/GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Fostering Collaborative Relationships	**Builds Teams and Coalitions**	Explains team mission, expectations, and guidelines. ***(Amn/Cadet/GS1-8)***	Applies knowledge of team mission and team dynamics to contribute to team success. ***(NCO/Lt/GS1-8)***
		Proficient	**Skilled**
		Builds effective teams for goal and mission accomplishment, improves team performance, and develops direction, roles, and responsibilities. ***(SNCO/Capt/Maj/GS9-13)***	Synthesizes and develops networks and alliances that span organizational, service, departmental, agency, and national boundaries. ***(CMSgt/LtCol/Col/GS9-13)***
		Advanced	
		Evaluates coalition, joint, or interagency partnerships to identify key relationships that should be initiated or improved to further the attainment of the mission. Formulates, implements, and evaluates strategy to influence joint or coalition partners to collaboratively develop solutions and initiatives. ***(GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Fostering Collaborative Relationships	**Negotiating**	Recognizes the current situation, describes all parties' viewpoints and concerns, manages personal emotions, and is open to alternative positions. ***(Amn/Cadet/Lt/GS1-8)***	Develops others' and own ideas engaging in mutual problem solving, identifying alternative positions or approaches and evaluating them openly and fairly. ***(NCO/Capt/GS9-13)***
		Proficient	**Skilled**
		Persuades and influences others, builds consensus, gains cooperation, and effectively collaborates. Attains desired mission outcomes. ***(NCO/Maj/GS9-13)***	Formulates alternatives that can win acceptance of others resulting in selection of most appropriate outcome while maintaining positive, long-term relationships with key individuals or groups. ***(SNCO/LtCol/Col/GS14-15)***
		Advanced	
		Evaluates the underlying principles and concepts applied before, during, and after a negotiation. Builds value for preferred alternatives by relating them to the other party's and own core needs resulting in agreement. ***(CMSgt/GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Embodies Airman Culture	**Ethical Leadership**	Describes USAF policies, procedures, and core values regarding ethical leadership. ***(Amn/Cadet/Lt/GS1-8)***	Commits to and follows USAF accepted codes of conduct and ethical principles (deals with people in an

			honest and forthright manner; represents information and data accurately and completely). ***(Amn/Capt/GS1-8)***
		Proficient	**Skilled**
		Models ethical leadership behaviors with others in a way that gives them confidence in one's intentions and those of the organization. ***(Amn/Maj/GS9-13)***	Recognizes, promotes, and assesses ethical leadership behaviors that reinforce USAF Core Values. ***(NCO/LtCol/Col/GS9-13)***
		Advanced	
		Formulates, evaluates, monitors, and enforces USAF ethics policies and procedures. ***(CMSgt/GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Embodies Airman Culture	**Followership**	Explains the value of followership and leader and follower roles within an organization. Adopts the values and standards of the organization, one's responsibilities as a follower, and one's role within the organization. ***(Amn/Cadet/GS1-8)***	Provides effective feedback and advice to leaders about goals and mission accomplishment, advocates for leader's point of view when a decision is established, and commits to the action plan of the organization and mission. ***(NCO/Lt/GS1-8)***
		Proficient	**Skilled**
		Establishes own job performance standards in coordination with supervisor focused on effective performance rather than meeting standards, mentors followers, and develops subordinates as followers and leaders. Understands goals of leader. ***(NCO/Capt/GS1-8)***	Commits to high levels of organizational performance. Evaluates leadership challenges in order to serve as and develop partnering relationship in followers. Emphasizes team building, finding success in the success of the whole group. ***(SNCO/CMSgt/Maj/LtCol/Col/GS9-13)***
		Advanced	
		Creates and nurtures a culture of followership within the Air Force, evaluates feedback mechanisms up and down the chain of command, and utilizes data to drive continuous improvement. Anticipates leader's agenda and strategy for accomplishing agenda. ***(CMSgt/GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Embodies Airman Culture	**Warrior Ethos**	Maintains military bearing or professional etiquette at all times. Places the welfare of peers or subordinates ahead of personal needs or comfort. Maintains self physically, emotionally, spiritually, and socially. ***(Amn/Cadet/GS1-8)***	Accurately describes warrior ethos for self and others. Comprehends the meaning of the profession of arms and oath of office, accepts the core values, and realizes how all Airmen contribute to the military mission. ***(Amn/Cadet/Lt/GS1-8)***
		Proficient	**Skilled**
		Exemplifies and models the warrior spirit. Exhibits moral and physical courage and a hardiness of spirit despite physical and mental hardships. ***(NCO/Capt/GS1-8)***	Assesses and takes responsibility for mission failures and shares mission success with the unit. Assists others in development of the profession of arms. ***(SNCO/Maj/LtCol/GS9-13)***
		Advanced	
		Evaluates and models the profession or arms and the warrior spirit. Holds others accountable to the profession of arms and continuously hones skills to inspire and support the employment of military capabilities. ***(CMSgt/Col/GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Embodies Airman Culture	**Develops Self**	Explains the importance of life-long learning, self-assessment, and seeking	Acknowledges own interpersonal and technical strengths and weaknesses.

		or incorporating feedback. ***(Amn/Cadet/GS1-8)***	Accepts constructive feedback. Applies newly acquired knowledge or skill to practical use (including further learning through trial and error). ***(Amn/Lt/GS1-8)***
		Proficient	**Skilled**
		Proactively seeks feedback from others. Demonstrates a willingness to seriously consider feedback received and its implications for behavior. ***(NCO/Capt/GS9-13)***	Actively synthesizes and commits to formal and informal learning activities and assignments (including stretch and risk beyond comfort zone) in a way that makes the most of the learning experience. ***(SNCO/Maj/LtCol/Col/GS9-13)***
		Advanced	
		Continually evaluates and increases breadth and depth of knowledge and skills that lead to continued success. ***(CMSgt/GO/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Communicating	**Speaking and Writing**	Communicates and forms messages in a clear, concise, and succinct manner to ensure effective communication. ***(Amn/Cadet/GS1-8)***	Writes clearly and understandably adhering to Tongue and Quill accepted conventions. ***(Amn/Lt/GS1-8)***
		Proficient	**Skilled**
		Interprets receiver's level of understanding by seeking input and validating understanding of written and verbal communications. ***(NCO/Capt/GS1-8)***	Synthesizes, composes, and adjusts or frames message and delivery style. Adjusts message to audience's experience, background, and expectations. Uses terms, examples, and analogies that are meaningful to the audience. ***(SNCO/Maj/GS9-13)***
		Advanced	
		Assesses and selects organizational communications that cross organizational boundaries and instill commitment in the receivers toward achievement of a common goal. ***(CMSgt/LtCol/Col/GS14-15/SES)***	
Competency	**Sub-competency**	**Basic**	**Intermediate**
Communicating	**Active Listening**	Listens, giving full attention to the speaker. ***(Amn/Cadet/GS1-8)***	Describes speaker's message and point of view. ***(Amn/Lt/GS1-8)***
		Proficient	**Skilled**
		Seeks clarification and can repeat message to sender. ***(Amn/Capt/GS1-8)***	Correctly interprets and synthesizes messages from others and responds appropriately. ***(NCO/Maj/GS9-13)***
		Advanced	
		Objectively evaluates others' ideas and opinions, even when they conflict with one's own. ***(SNCO/CMSgt/LtCol/Col/GO/GS14-15/SES)***	

Table A2.3. Proficiency Levels Mapped to ICDPs

ICDP	Sub-Competency	Prescribed IC Proficiency Level
USAF Academy, Reserve Officers' Training Corps (ROTC), Officer Training School (OTS), Academy of Military Science (AMS)	Operational & Strategic Art	Basic
	Leverage Technology	Basic
	Unit, Air Force, Joint, & Coalition Capabilities	Basic
	Non-Adversarial Crisis Response	Basic
	Enterprise Structure & Relationships	Basic
	Government Organization & Processes	Basic
	Global, Regional, & Cultural Awareness	Basic
	Strategic Communication	Basic
	Resource Stewardship	Basic
	Change Management	Intermediate
	Continuous Improvement	Basic
	Vision	Basic
	Decision Making	Intermediate
	Adaptability	Basic
	Develops & Inspires Others	Basic
	Takes Care of People	Basic
	Diversity	Basic
	Builds Team & Coalitions	Intermediate
	Negotiating	Basic
	Ethical Leadership	Basic
	Followership	Basic
	Warrior Ethos	Intermediate
	Develops Self	Basic
	Speaking & Writing	Intermediate
	Active Listening	Intermediate
Squadron Officer School (SOS)	Operational & Strategic Art	Intermediate
	Leverage Technology	Intermediate
	Unit, Air Force, Joint, & Coalition Capabilities	Intermediate
	Non-Adversarial Crisis Response	Intermediate
	Enterprise Structure & Relationships	Intermediate
	Government Organization & Processes	Intermediate
	Global, Regional, & Cultural Awareness	Intermediate
	Strategic Communication	Intermediate
	Resource Stewardship	Intermediate
	Change Management	Proficient
	Continuous Improvement	Proficient
	Vision	Intermediate
	Decision Making	Proficient
	Adaptability	Intermediate
	Develops & Inspires Others	Intermediate
	Takes Care of People	Proficient
	Diversity	Proficient
	Builds Team & Coalitions	Proficient
	Negotiating	Intermediate
	Ethical Leadership	Intermediate
	Followership	Proficient
	Warrior Ethos	Proficient
	Develops Self	Proficient
	Speaking & Writing	Proficient
	Active Listening	Proficient
Air Command & Staff College (ACSC)	Operational & Strategic Art	Proficient
	Leverage Technology	Proficient
	Unit, Air Force, Joint, & Coalition Capabilities	Proficient
	Non-Adversarial Crisis Response	Proficient

	Enterprise Structure & Relationships	Proficient
	Government Organization & Processes	Proficient
	Global, Regional, & Cultural Awareness	Proficient
	Strategic Communication	Skilled
	Resource Stewardship	Proficient
	Change Management	Proficient
	Continuous Improvement	Proficient
	Vision	Proficient
	Decision Making	Proficient
	Adaptability	Proficient
	Develops & Inspires Others	Proficient
	Takes Care of People	Proficient
	Diversity	Skilled
	Builds Teams & Coalitions	Proficient
	Negotiating	Proficient
	Ethical Leadership	Proficient
	Followership	Skilled
	Warrior Ethos	Skilled
	Develops Self	Skilled
	Speaking & Writing	Intermediate
	Active Listening	Intermediate
Air War College (AWC)	Operational & Strategic Art	Skilled
	Leverage Technology	Skilled
	Unit, Air Force, Joint, & Coalition Capabilities	Skilled
	Non-Adversarial Crisis Response	Skilled
	Enterprise Structure & Relationships	Skilled
	Government Organization & Processes	Skilled
	Global, Regional, & Cultural Awareness	Skilled
	Strategic Communication	Skilled
	Resource Stewardship	Skilled
	Change Management	Skilled
	Continuous Improvement	Skilled
	Vision	Skilled
	Decision Making	Skilled
	Adaptability	Skilled
	Develops & Inspires Others	Skilled
	Takes Care of People	Skilled
	Diversity	Skilled
	Builds Teams & Coalitions	Skilled
	Negotiating	Skilled
	Ethical Leadership	Advanced
	Followership	Advanced
	Warrior Ethos	Advanced
	Develops Self	Advanced
	Speaking & Writing	Advanced
	Active Listening	Advanced
Basic Military Training (BMT)	Non-Adversarial Crisis Response	Basic
	Enterprise Structure & Relationships	Basic
	Government Organization & Processes	Basic
	Global, Regional, & Cultural Awareness	Basic
	Strategic Communication	Basic
	Takes Care of People	Basic
	Diversity	Basic
	Followership	Basic
	Warrior Ethos	Basic
	Develops Self	Basic
	Active Listening	Basic
Airman Leadership School (ALS)	Non-Adversarial Crisis Response	Basic
	Enterprise Structure & Relationships	Basic

	Government Organization & Processes	Basic
	Global, Regional, & Cultural Awareness	Basic
	Strategic Communication	Basic
	Resource Stewardship	Basic
	Change Management	Basic
	Continuous Improvement	Basic
	Vision	Basic
	Decision Making	Basic
	Adaptability	Basic
	Develops & Inspires Others	Basic
	Takes Care of People	Basic
	Diversity	Basic
	Builds Teams & Coalitions	Basic
	Negotiating	Basic
	Ethical Leadership	Basic
	Followership	Basic
	Warrior Ethos	Basic
	Develops Self	Basic
	Speaking & Writing	Basic
	Active Listening	Basic
Non-Commissioned Officer School (NCO)	Operational & Strategic Art	Basic
	Leverage Technology	Basic
	Unit, Air Force, Joint, & Coalition Capabilities	Basic
	Non-Adversarial Crisis Response	Intermediate
	Enterprise Structure & Relationships	Intermediate
	Government Organization & Processes	Intermediate
	Global, Regional, & Cultural Awareness	Intermediate
	Strategic Communication	Intermediate
	Change Management	Intermediate
	Continuous Improvement	Intermediate
	Vision	Intermediate
	Decision Making	Intermediate
	Adaptability	Intermediate
	Develops & Inspires Others	Intermediate
	Takes Care of People	Intermediate
	Diversity	Intermediate
	Builds Teams & Coalitions	Intermediate
	Negotiating	Intermediate
	Ethical Leadership	Intermediate
	Followership	Intermediate
	Warrior Ethos	Intermediate
	Develops Self	Intermediate
	Speaking & Writing	Intermediate
	Active Listening	Proficient
Senior Non-Commissioned Academy (SNCOA)	Operational & Strategic Art	Intermediate
	Leverage Technology	Intermediate
	Unit, Air Force, Joint, & Coalition Capabilities	Proficient
	Non-Adversarial Crisis Response	Proficient
	Enterprise Structure & Relationships	Proficient
	Government Organization & Processes	Proficient
	Global, Regional, & Cultural Awareness	Proficient
	Strategic Communication	Proficient
	Resource Stewardship	Proficient
	Change Management	Proficient
	Continuous Improvement	Proficient
	Vision	Intermediate
	Decision Making	Proficient
	Adaptability	Proficient
	Develops & Inspires Others	Proficient

	Takes Care of People	Proficient
	Diversity	Skilled
	Builds Teams & Coalitions	Proficient
	Negotiating	Skilled
	Ethical Leadership	Skilled
	Followership	Skilled
	Warrior Ethos	Skilled
	Develops Self	Skilled
	Speaking & Writing	Skilled
	Active Listening	Advanced
Chiefs Leadership Course	Operational & Strategic Art	Proficient
	Leverage Technology	Skilled
	Unit, Air Force, Joint, & Coalition Capabilities	Skilled
	Non-Adversarial Crisis Response	Proficient
	Enterprise Structure & Relationships	Skilled
	Government Organization & Processes	Proficient
	Global, Regional, & Cultural Awareness	Skilled
	Strategic Communication	Skilled
	Resource Stewardship	Skilled
	Change Management	Advanced
	Continuous Improvement	Skilled
	Vision	Skilled
	Decision Making	Skilled
	Adaptability	Skilled
	Develops & Inspires Others	Skilled
	Takes Care of People	Skilled
	Diversity	Advanced
	Builds Teams & Coalitions	Skilled
	Negotiating	Advanced
	Ethical Leadership	Advanced
	Followership	Advanced
	Warrior Ethos	Advanced
	Develops Self	Advanced
	Speaking & Writing	Advanced
	Active Listening	Advanced
USAF Supervisors Course	Operational & Strategic Art	Intermediate
	Strategic Communication	Proficient
	Resource Stewardship	Proficient
	Change Management	Proficient
	Continuous Improvement	Proficient
	Vision	Proficient
	Decision Making	Proficient
	Adaptability	Proficient
	Develops & Inspires Others	Proficient
	Takes Care of People	Proficient
	Diversity	Proficient
	Builds Teams & Coalitions	Proficient
	Negotiating	Proficient
	Ethical Leadership	Proficient
	Followership	Proficient
	Warrior Ethos	Proficient
	Develops Self	Proficient
	Speaking & Writing	Proficient
	Active Listening	Skilled
Advanced USAF Supervisors Course	Enterprise Structure & Relationships	Basic
	Strategic Communication	Proficient
	Resource Stewardship	Proficient
	Change Management	Proficient
	Continuous Improvement	Proficient

	Vision	Proficient
	Decision Making	Proficient
	Adaptability	Proficient
	Develops & Inspires Others	Proficient
	Takes Care of People	Proficient
	Diversity	Proficient
	Builds Teams & Coalitions	Proficient
	Negotiating	Proficient
	Ethical Leadership	Proficient
	Followership	Proficient
	Warrior Ethos	Proficient
	Develops Self	Proficient
	Speaking & Writing	Proficient
Supervisors Refresher Course	Strategic Communication	Proficient
	Resource Stewardship	Proficient
	Change Management	Proficient
	Continuous Improvement	Proficient
	Vision	Proficient
	Decision Making	Proficient
	Adaptability	Proficient
	Develops & Inspires Others	Proficient
	Takes Care of People	Proficient
	Diversity	Proficient
	Builds Teams & Coalitions	Proficient
	Negotiating	Proficient
	Ethical Leadership	Proficient
	Followership	Proficient
	Warrior Ethos	Proficient
	Develops Self	Proficient
	Speaking & Writing	Proficient
Civilian Personnel Management Course	Resource Stewardship	Proficient
	Develops & Inspires Others	Proficient
	Takes Care of People	Proficient
	Diversity	Proficient
	Builds Teams & Coalitions	Proficient
	Negotiating	Proficient
	Ethical Leadership	Proficient
	Followership	Proficient
	Warrior Ethos	Basic
	Develops Self	Proficient
	Speaking & Writing	Proficient
Military Personnel Management Course	Resource Stewardship	Proficient
	Develops & Inspires Others	Proficient
	Takes Care of People	Proficient
	Diversity	Proficient
	Builds Teams & Coalitions	Proficient
	Negotiating	Proficient
	Ethical Leadership	Proficient
	Followership	Proficient
	Warrior Ethos	Basic
	Develops Self	Proficient
	Speaking & Writing	Proficient