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OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE  
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***Nuclear, Space, Missile, or Command and  
Control Operations***

***NUCLEAR MISSION PROFESSIONAL  
DEVELOPMENT***

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This publication implements Department of the Air Force Policy Directive (DAFPD) 13-5, *Air Force Nuclear Mission*. It establishes Department of the Air Force (DAF) Nuclear Mission Professionals (NMP) Development for career management and professional development of Airmen and Guardians. This publication applies to the United States Space Force, Regular Air Force, the Air Force Reserve, the Air National Guard and DAF civilian personnel, and contractors, if included in the applicable contract, tasked with the responsibility to operate, maintain, control, secure, inspect, manage, and account for nuclear equipment and accomplish nuclear-related tasks. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force Form 847, *Recommendation for Change of Publication*. Route Air Force Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination 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 Department of the Air Force Instruction (DAFI) 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 requestor's commander for non-tiered compliance items. Compliance with the

attachments in this publication is mandatory. 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***

This DAFI has been significantly revised and needs to be completely reviewed. Major changes include a title change and a shift from Key Nuclear Billet (KNB) management to nuclear force management and development. The publication is a direct result of AFI 36-2670, *Total Force Development* and establishes nuclear education requirements across the continuum of learning and introduces nuclear occupational competencies.

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## Chapter 1

### OVERVIEW

**1.1. Definition.** The development of NMPs is a total force career development effort to provide deliberate career management and professional development to all Airmen and Guardians who have equity in the DAF nuclear mission. While understanding the importance of the Service's nuclear mission is the responsibility of all Airmen and Guardians, NMPs are Airmen and Guardians who, through the course of a career, perform duties in the nuclear mission and specifically contribute to the delivery of nuclear capability to combatant commanders. Additionally, the DAF recognizes that a broad, deep pool of fully qualified, knowledgeable NMPs should be developed as Nuclear Thought Leaders to preserve a credible nuclear deterrent that protects the homeland, assures allies and partners, and deters adversaries.

**1.2. Authorities.** The following paragraphs describe the authorities given to AF/A10 to execute nuclear cross-functional authorities for the development and management of NMPs.

1.2.1. Per Headquarters Air Force (HAF) Mission Directive (MD) 1-60, *Deputy Chief of Staff of the Air Force Strategic Deterrence and Nuclear Integration*, AF/A10 provides direction, guidance, integration, and advocacy regarding the nuclear deterrence mission and serves as the HAF accountable officer responsible to the Secretary of the Air Force (SecAF) and the Chief of Staff of the Air Force (CSAF) for the Air Force nuclear mission.

1.2.2. As the Air Force Nuclear Enterprise (NE) Functional Authority (FA) appointed by the SecAF per Headquarters Air Force Mission Directive (HAFMD) 1-60, AF/A10 provides direction, advocacy, and integration for the health of nuclear-related career fields. It does so through the accession, retention, resourcing support, deliberate development, and management of NMPs as described in AFI 13-500, *Air Force Nuclear Mission Responsibilities*.

1.2.3. AF/A10 provides strategic-level guidance to the functional communities that contribute to cross-functional capabilities, provides Career Field Managers (CFM) with requirement validation guidance and procedures, forecasts force development requirements, and advocates nuclear cross-functional issues to functional communities.

1.2.4. AF/A10 will coordinate, as appropriate, with the Deputy Chief of Space Operations for Operations (SF/COO) to ensure collaborative force management and development actions for Guardians.

**1.3. Purpose.** The purpose of nuclear professional development is to deliberately develop Airmen and Guardians by means of a network of interrelated education, training, and experiential (e.g., learning) efforts underpinned by nuclear occupational competencies (reference [Attachment 2](#)). These efforts provide the right learning opportunities to NMPs at the right time. Deliberately developing nuclear Airmen and Guardians ensures they serve effectively as integral members of the Joint warfighting community. Its structure cultivates knowledgeable and experienced Airmen and Guardians skilled in employing nuclear mission capabilities and equips them with the requisite skills to develop and implement nuclear mission doctrine, strategy, integration, and policy. Nuclear

professional development will encompass both foundational and nuclear occupational competencies. This requires a combination of HAF and Headquarters Space Force (HQSF) support (direction, guidance, integration, and advocacy regarding the nuclear deterrence mission), major command (MAJCOM) and Field Command (FIELDCOM) support, and a NMP population that satisfies validated position requirements. Accurate identification and tracking of individual skills and position requirements is vital to these efforts.

**1.4. Nuclear Mission Professionals.** NMPs are DAF assigned military and civilian personnel performing nuclear duties in support of the nuclear mission. NMPs are assigned to an organization that has nuclear mission equities as identified on the Nuclear Organization List (**Chapter 4**). NMPs are divided into core (primary), secondary, and associate career field disciplines as described in **Chapter 5** of this publication.

**1.5. Nuclear Occupational Competencies and USAF Foundational Competencies.** NMP development rests on the CSAF's foundational (formerly institutional) competencies as described in DAFPD 36-26, *Total Force Development and Management*, Air Force Doctrine Publication 1, *The Air Force*, and Air Force Handbook (AFH) 36-2647, *Competency Modeling*. **Attachment 2** identifies nuclear occupational competencies that complement Service-wide foundational competencies.

**1.6. Conformity to Department of Defense (DoD) and Congressional Requirements.** Per 10 United States Code (USC) Section (§) 115b, *Biennial Strategic Workforce Plan*, DoD is required to identify workforce competencies, assess gaps, and implement workforce strategies to satisfy mission needs, thereby mitigating mission risk. In addition, Volume 250, *Civilian Strategic Human Capital Planning (SHCP)*, of DoD Instruction 1400.25, *Civilian Personnel Management*, requires the establishment of a common taxonomy for enterprise-wide competencies. In combination, DoD development of models for civilian occupational series and assessment of civilian employee capabilities satisfy objectives prescribed by 10 USC § 115b. Consequently, functional communities are encouraged to take a proactive approach to civilian workforce planning, competency modeling, and risk mitigation, which AF/A10 extends to all Airmen and Guardians assigned to DAF nuclear missions through this publication.

### **1.7. Elements of NMP Development.**

1.7.1. Deliberate development of NMPs addresses the need to develop nuclear cross-functional acumen in conjunction with functional expertise throughout a career. Their learning is achieved through Professional Military Education (PME), technical instruction, nuclear-specific Professional Continuing Education (PCE) (reference **Attachment 3**), and experience, now known as "learning."

1.7.2. Cross-functional authority interaction with Functional Authorities is necessary to ensure nuclear mission requisites (e.g., long- and short-term manpower forecasts, human capital requirements, and learning requirements) are included in comprehensive Service-level requirements for each Air Force Specialty Code and occupational series. These inputs enable Development Teams (DT) to effectively grow NMPs based on specific learning and certification requirements.

1.7.3. Assignment Process. Experiential development of NMPs through the assignment process is vital to their successful talent management. Reference AFI 36-2110, *Total Force Assignments*.

## Chapter 2

### ROLES AND RESPONSIBILITIES

**2.1. Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (AF/A10).** Pursuant to 10 USC § 9040, *Oversight of nuclear deterrence mission*, (T-0) and as stated in Air Force Mission Directive (AFMD) 1, *HAF*, and HAF MD 1-60, AF/A10 will assist the SecAF, other Secretariat offices, and the CSAF in monitoring, oversight, and assessment activities regarding the safety, security, reliability, effectiveness, and credibility of the nuclear mission for the DAF. The AF/A10 will also coordinate with SF/COO to fulfill assigned responsibilities related to the USSF nuclear mission. In addition to the responsibilities described in AFI 36-2670, as the NE FA, AF/A10 will:

- 2.1.1. Maintain nuclear force development goals and provide direction, guidance, integration, and advocacy regarding the nuclear deterrence mission to support force development efforts and fulfill requirements found in DAF strategic plans.
- 2.1.2. Host nuclear governance of human capital through the Nuclear Cross-functional Working Group (NXFWG) and the Nuclear Cross-functional Advisory Panel (NXFAP) (**Attachment 5**).
- 2.1.3. Maintain policy to nominate, validate, adjudicate, approve, and publish nuclear-related billets and coding protocols.
- 2.1.4. Advise on learning objectives for PCE and distance learning requirements.
- 2.1.5. Develop and analyze performance measurements to assess the health of nuclear career fields in partnership with career field functional managers, subject matter experts (SME), and managers of authoritative data sources.
- 2.1.6. Provide DAF nuclear human capital requirements to DTs, Functional Advisory Councils, and Career Field Teams.
- 2.1.7. Establish nuclear force development policies that support combatant commander (CCDR) requirements of force providers (component commands).
- 2.1.8. Advocate for the prioritization of budget and manpower resources to promote nuclear-related career fields and nuclear education.
- 2.1.9. Provide strategic guidance and programmatic requirements to the Air Force Civilian Force Development Panel related to force management and development of NMPs.
- 2.1.10. Charter cross-functional teams to resolve force development issues.
- 2.1.11. Manage the AF/A10 NE Organization List and coordinate its validation with appropriate organizations.
- 2.1.12. Establish nuclear PCE requirements for each KNB and other important positions using the nuclear occupational competencies found in **Attachment 2**.

**2.2. Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (SAF/AQ) will:**

- 2.2.1. Promote the health of nuclear career fields.
- 2.2.2. Promote nuclear career path development, vectoring, analysis, assessment, and policies that contribute to the health of nuclear career fields and occupational series.
- 2.2.3. Support the development of command and director candidates with nuclear expertise to satisfy nuclear-related leadership requirements.
- 2.2.4. As a Developmental Category lead, integrate the nuclear development and management of personnel for nuclear-related missions.
- 2.2.5. Coordinate management prioritization plans impacting nuclear career fields with AF/A10 (i.e., rated prioritization plans, priority hiring plans, etc.)
- 2.2.6. Implement AF/A10 cross-functional development and management requirements when initiated.
- 2.2.7. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.
- 2.2.8. Identify workforce management issues that influence nuclear civil service employees.
- 2.2.9. As a FA, provide senior leader issues and perspective for nuclear force development forums; participate in senior leader and NXFAP outbriefs.
- 2.2.10. Using the nuclear occupational competencies found in [Attachment 2](#), establish distinct education, training, and experience requirements for each authorized KNB assigned and any necessary nuclear developmental positions.

**2.3. Chief Information Officer (SAF/CN) will:**

- 2.3.1. Promote the health of nuclear career fields.
- 2.3.2. Promote nuclear career paths, vectoring, analysis, assessment and policies that contribute to the health of nuclear career fields.
- 2.3.3. Coordinate with AF/A10 to implement cross-functional development and management requirements when initiated.
- 2.3.4. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.
- 2.3.5. Identify workforce management issues that influence nuclear-related civil service communication and information employees.
- 2.3.6. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).
- 2.3.7. Support distinct education, training, and experience requirements for any KNB assigned to the directorate.



**2.4. Secretary of the Air Force Office of the Inspector General (SAF/IG) will:**

- 2.4.1. Promote the health of nuclear career fields.
- 2.4.2. Promote nuclear career paths, vectoring, analysis, assessment and policies that contribute to the health of nuclear career fields.
- 2.4.3. Coordinate with AF/A10 to implement cross-functional development and management requirements when initiated.
- 2.4.4. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.
- 2.4.5. Identify workforce management issues that influence nuclear civil service employees.
- 2.4.6. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).
- 2.4.7. Support distinct education, training, and experience requirements for any KNB assigned to the directorate.

**2.5. Deputy Chief of Staff, Manpower, Personnel, and Services (AF/A1). The directorate establishes policy and manages personnel programs to support the nuclear mission. In coordination with AF/A10, AF/A1 will:**

- 2.5.1. Oversee management, accessions, development, requirements, utilization, and sustainment policy of the Service's nuclear-related military and civilian personnel to facilitate the development of NMPs in AF nuclear missions.
- 2.5.2. Identify and implement technical solutions to capture nuclear education, training, and experience; track and report military and civilian NMPs who are currently or previously assigned.
- 2.5.3. Serve as SME for personnel programs related to nuclear expertise; additional qualification designators; and officer, enlisted, and civilian classifications.
- 2.5.4. Integrate nuclear force development planning and programming requirements into Air Force resource allocation and the Planning, Programming, Budgeting, and Execution (PPBE) process.
- 2.5.5. Coordinate with Air Staff to achieve and maintain sustainable accession levels for officer and enlisted nuclear career fields.
- 2.5.6. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.
- 2.5.7. Provide guidance and technical expertise in the areas of manpower requirements, civil service management, and force development and management to facilitate and update nuclear billet lists.
- 2.5.8. Provide guidance for coding AF/A10-approved billets in appropriate manpower and personnel databases to enhance program management and ensure accurate billet identification.
- 2.5.9. Identify workforce management issues that influence nuclear civil service employees.

2.5.10. Advise on hiring, compensation, recognition, and other force renewal and retention policies for civilian occupational series and locations that support Nuclear Deterrence Operations (NDO).

2.5.11. Designate SMEs to participate in force development forums (e.g., NXFWG, NXFAP, working groups, etc.).

2.5.12. Air Force Personnel Center (AFPC). As a Field Operating Agency (FOA) of AF/A1, AFPC will:

2.5.12.1. Participate in the development of nuclear force development policies and execute those policies.

2.5.12.2. Monitor manning levels across all nuclear career fields for compliance with SecAF and CSAF direction.

2.5.12.3. Coordinate on officer assignment matches to KNBs in Talent Marketplace.

2.5.12.4. Coordinate with Air Staff to achieve and maintain sustainable accession levels for officer and enlisted nuclear career fields.

2.5.12.5. Evaluate nuclear billet lists and provide KNB validation recommendations consistent with this publication and with NE FA (AF/A10) policies.

2.5.12.6. Provide or coordinate provision of personnel data retrieval and analysis services (including metrics initiatives) consistent with customer requirements.

2.5.12.7. Manage the Developmental Education Designation Board (DEDB) process for nuclear officers and federal civilians. AFPC Senior Advisor for Nuclear Integration will serve as an adjunct member of, and advisor to, the DEDB for nuclear-related fellowships and nuclear academic programs.

2.5.12.8. Support officer, enlisted, and civilian CFMs and DTs in their nuclear force development and management efforts.

2.5.12.9. Support classification and staffing actions for nuclear-related civilian billets.

2.5.12.10. In coordination with CFMs, adjust officer and enlisted classification directories for the nuclear mission.

2.5.12.11. In coordination with AF/A1P, ensure nuclear-related career fields are appropriately represented in non-rated Line of the Air Force officer classification model outcomes based on DAF needs, cadet quality measures, commissioning sources, and cadet preferences.

## **2.6. Deputy Chief of Staff, Intelligence, Surveillance, Reconnaissance, and Cyber Effects Operations (AF/A2/6).** The directorate will:

2.6.1. Promote the health of cyber effects and intelligence career fields on behalf of the nuclear mission, and track nuclear-related cyber effects and intelligence career field experience.

2.6.2. Provide talent management of Airmen with nuclear experience in their cyber effects and intelligence career fields.

2.6.3. Support the development of command and director candidates with nuclear expertise to satisfy nuclear-related leadership requirements.

2.6.4. As the Information Warfare (IW) Developmental Category lead, integrate IW effects with nuclear-related missions and Nuclear Command, Control, and Communications (NC3).

2.6.5. Implement AF/A10 cross-functional development and management requirements when initiated.

2.6.6. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.

2.6.7. Identify workforce management issues that influence nuclear-related intelligence civil service employees.

2.6.8. Using the nuclear occupational competencies found in [Attachment 2](#), establish distinct education, training, and experience requirements for each authorized KNB assigned and any necessary nuclear developmental positions.

2.6.9. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).

**2.7. Air Force Deputy Chief of Staff, Operations (AF/A3).** The Directorate will:

2.7.1. Promote the health of nuclear career fields.

2.7.2. Promote nuclear career path development, vectoring, analysis, assessment, and policies that contribute to the health of nuclear career fields and occupational series.

2.7.3. Support the development of command and director candidates with nuclear expertise to satisfy nuclear-related leadership requirements.

2.7.4. As a Developmental Category lead, integrate the nuclear development and management of personnel for nuclear-related missions.

2.7.5. Coordinate management prioritization plans impacting nuclear career fields with AF/A10 (i.e., rated prioritization plans, priority hiring plans, etc.)

2.7.6. Implement AF/A10 cross-functional development and management requirements when initiated.

2.7.7. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.

2.7.8. Identify workforce management issues that influence nuclear civil service employees.

2.7.9. As a FA, provide senior leader issues and perspective for nuclear force development forums; participate in senior leader and NXFAP outbriefs.

2.7.10. Using the nuclear occupational competencies found in [Attachment 2](#), establish distinct education, training, and experience requirements for each authorized KNB assigned and any necessary nuclear developmental positions.

**2.8. Air Force Deputy Chief of Staff, Logistics, Engineering, and Force Protection (AF/A4).** The Directorate will:

2.8.1. Promote the health of nuclear career fields.

2.8.2. Promote nuclear career path development, vectoring, analysis, assessment, and policies that contribute to the health of nuclear career fields and occupational series.

- 2.8.3. Support the development of command and director candidates with nuclear expertise to satisfy nuclear-related leadership requirements.
- 2.8.4. As a Developmental Category lead, integrate the nuclear development and management of personnel for nuclear-related missions.
- 2.8.5. Coordinate management prioritization plans impacting nuclear career fields with AF/A10 (i.e., rated prioritization plans, priority hiring plans, etc.)
- 2.8.6. Implement AF/A10 cross-functional development and management requirements when initiated.
- 2.8.7. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.
- 2.8.8. Identify workforce management issues that influence nuclear civil service employees.
- 2.8.9. As a FA, provide senior leader issues and perspective for nuclear force development forums; participate in senior leader and NXFAP outbriefs.
- 2.8.10. Using the nuclear occupational competencies found in [Attachment 2](#), establish distinct education, training, and experience requirements for each authorized KNB assigned and any necessary nuclear developmental positions.

**2.9. Deputy Chief of Staff, Strategy Integration and Requirements (AF/A5).** The directorate will:

- 2.9.1. Promote the health of nuclear career fields.
- 2.9.2. Promote nuclear career paths, vectoring, analysis, assessment and policies that contribute to the health of nuclear career fields.
- 2.9.3. Coordinate with AF/A10 to implement cross-functional development and management requirements when initiated.
- 2.9.4. Provide support to nuclear emergent missions for human capital acquisition, training, and management.
- 2.9.5. Provide support in the Corporate Structure through advocacy of nuclear human capital in nuclear-related weapon platforms.
- 2.9.6. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.
- 2.9.7. Identify workforce management issues that influence nuclear civil service employees.
- 2.9.8. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).
- 2.9.9. Support distinct education, training, and experience requirements for any KNB assigned to the directorate.

**2.10. Deputy Chief of Staff, Plans and Programs (AF/A8).** The directorate will:

- 2.10.1. Promote the health of nuclear career fields.
- 2.10.2. Promote nuclear career paths, vectoring, analysis, assessment and policies that contribute to the health of nuclear career fields.

- 2.10.3. Coordinate with AF/A10 to implement cross-functional development and management requirements when initiated.
- 2.10.4. Provide support to nuclear emergent missions for human capital acquisition, training, and management.
- 2.10.5. Provide support in the Corporate Structure through advocacy of nuclear human capital in nuclear-related weapon platforms.
- 2.10.6. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.
- 2.10.7. Identify workforce management issues that influence nuclear civil service employees.
- 2.10.8. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).
- 2.10.9. Support distinct education, training, and experience requirements for any KNB assigned to the directorate.

**2.11. Director, Air Force Studies, Analyses, and Assessments (AF/A9).** The directorate will:

- 2.11.1. Promote the health of nuclear career fields.
- 2.11.2. Promote nuclear career paths, vectoring, analysis, assessment and policies that contribute to the health of nuclear career fields.
- 2.11.3. Coordinate with AF/A10 to implement cross-functional development and management requirements when initiated.
- 2.11.4. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.
- 2.11.5. Identify workforce management issues that influence nuclear civil service employees.
- 2.11.6. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).
- 2.11.7. Support distinct education, training, and experience requirements for any KNB assigned to the directorate.

**2.12. Chief Operations Officer (SF/COO) (SF/S2/3/4/6/10) will provide policy, guidance, and oversight for operations, training, readiness, and sourcing of Space Force capabilities and personnel to conduct NC3.** Specifically, SF/COO will:

- 2.12.1. In partnership with AF/A10, ensure considerations for NC3 operations are integrated into overall nuclear operations.
- 2.12.2. Promote the health of NC3 career fields on behalf of the nuclear mission, and track Guardian experience and gained expertise in NC3.
- 2.12.3. Provide talent management of Guardians with NC3 experience.
- 2.12.4. Support the development of command and director candidates with NC3 expertise to satisfy NC3 leadership requirements.
- 2.12.5. Implement AF/A10 cross-functional development and management requirements, as applicable, for NC3 Guardians when initiated.

2.12.6. Support requests for data, analysis, and other inputs to the assessment of the health of DAF NC3 career fields and impacts of personnel policies and processes.

2.12.7. Identify workforce management issues that influence NC3 civil service employees.

2.12.8. Using the nuclear occupational competencies found in [Attachment 2](#), establish distinct education, training, and experience requirements for each authorized KNB assigned and any other NC3 developmental positions.

2.12.9. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).

2.12.10. Participate in planning activities designed to improve the capability of space-based NC3 assets to support the national strategy.

**2.13. Space Force Chief Human Capital Officer (CHCO) (SF/S1) establishes policy and manages personnel programs to support the Nuclear Command, Control, and Communications (NC3) mission.** In coordination with AF/A10, SF/S1 will:

2.13.1. Oversee management, accessions, development, requirements, utilization, and sustainment policy of the Service's NC3 military and civilian personnel to facilitate the development of NMPs in NC3 missions.

2.13.2. Identify and implement technical solutions to capture nuclear education, training, and experience; track and report military and civilian NMPs who are currently or previously assigned.

2.13.3. Serve as SME for personnel programs related to NC3 expertise; additional qualification designators; and officer, enlisted, and civilian classifications.

2.13.4. Integrate nuclear force development planning and programming requirements into the resource allocation and the PPBE process.

2.13.5. Coordinate with Service's CFMs to achieve and maintain sustainable accession levels for officer and enlisted nuclear career fields as identified in [Chapter 5](#).

2.13.6. Support requests for data, analysis, and other inputs to the assessment of the health of nuclear career fields and impact of personnel policies and processes.

2.13.7. Provide guidance and technical expertise in the areas of manpower requirements, civil service management, and force development and management to facilitate and update nuclear billet lists as identified in [Chapter 3](#).

2.13.8. Provide guidance for coding AF/A10-approved billets in appropriate manpower and personnel databases to enhance program management and ensure accurate billet identification.

2.13.9. Identify workforce management issues that influence nuclear civil service employees.

2.13.10. Advise on hiring, compensation, recognition, and other force renewal/retention policies for civilian occupational series and locations that support NC3.

2.13.11. Designate SMEs to participate in force development forums (e.g., NXFWG, NXFAP, working groups, etc.).

**2.14. Chief of Air Force Reserve (AF/RE) and Director, Air National Guard.** The directorates will:

- 2.14.1. Promote nuclear force development initiatives related to total force Integration.
- 2.14.2. Provide details and analysis of, and concerns with, force development issues affecting NMPs.
- 2.14.3. Provide a field perspective of assigned NMPs to understand the impact of policies and programs.
- 2.14.4. Implement AF/A10 cross-functional development and management requirements when initiated.
- 2.14.5. Provide nuclear education requirements to Air Education and Training Command (AETC/A3N).
- 2.14.6. Participate in nuclear force development forums (e.g., NXFWG/NXFAP, working groups, etc.).

**2.15. Air Education and Training Command (AETC).** AETC will:

- 2.15.1. Consistent with funding and manpower resources using the nuclear occupational competencies and proficiencies, develop and sustain consistent, robust, and realistic nuclear learning for officer, enlisted, and civilian accessions programs; initial and advanced qualification training courses and technical schools; PME, PCE, and Distance Learning; and other nuclear-specific courses. Consistent with AFI 36-2670, AETC will annually review and update learning objectives and standards of behavior. Report results to Air Force Global Strike Command (AFGSC) and AF/A10.
- 2.15.2. Develop core (non-elective) nuclear learning curricula grounded in nuclear occupational competencies (reference [Attachment 2](#)) across the Continuum of Learning (CoL) to include the Air Force Reserve Officer Training Corps, Officer Training School, and Developmental Education.
- 2.15.3. Per the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1800.01F, *Officer Professional Military Education Policy*, CJCSI 1805.01B, *Enlisted Professional Military Education Policy*, USSTRATCOM, and Joint Staff guidance, develop relevant learning objectives for nuclear curricula that supports modern strategic deterrence thought and national strategies. **(T-0)**.
- 2.15.4. Map AF-wide nuclear curricula to AF/A10 nuclear occupational competencies. Identify and link equivalency courses to leverage all nuclear learning.
- 2.15.5. Fulfill nuclear education course requirements by providing student allocations, facilities, curricula, end-of-course surveys, and instructors through USAF Corporate Structure, other MAJCOM funding, and appropriate AETC funding lines.
- 2.15.6. Provide appropriate data to the AF/A10 Capabilities Division (AF/A10C) for analysis required by 10 USC § 9040. **(T-0)**.
- 2.15.7. Establish distinct education, training, and experience requirements for AETC-assigned KNBs using the nuclear occupational competencies.

2.15.8. AETC/A1M code AF/A10-approved nuclear billets into the Manpower Programming and Execution System (MPES) per AF/A1M guidance memorandum and **Chapter 3** of this directive.

2.15.9. Implement AF/A10 cross-functional development and management requirements when initiated.

2.15.10. Provide details and analysis of, and concerns with, force development issues affecting NMPs.

2.15.11. Provide a field perspective of assigned NMPs to understand the impact of policies and programs.

2.15.12. Ensure the record of PME and PCE course completion in all appropriate USAF military and civilian personnel authoritative data management systems.

2.15.13. Act as sponsoring MAJCOM for all Direct Reporting Units (DRU), FOA, or other agency requests for nuclear PCE attendance.

2.15.14. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.) to address the development, programming, and delivery of nuclear occupational competencies in learning.

2.15.15. USAF Center for Strategic Deterrence Studies (CSDS). The Director will:

2.15.15.1. Support the development of DAF policy, doctrine, concepts of operation, education, training, and exercises relating to NDO.

2.15.15.2. Recommend, coordinate, and plan the integration of nuclear deterrence issues into core and elective PME curricula and ongoing research at AU schools and centers.

2.15.15.3. Maintain a central, searchable information repository to include research products from Air Force faculty, students and other appropriate academic and non-governmental organizations.

2.15.15.4. Organize deterrence education conferences as requested and funded.

2.15.15.5. Publish books, studies, reports, and papers on important deterrence issues.

2.15.15.6. Provide deterrence courses and briefings to senior officers.

2.15.15.7. As AF/A10 focal point for Senior Leader Orientation Course, maintain relevant and contemporary nuclear operations and deterrence content.

2.15.15.8. Provide Air University faculty development support in the area of nuclear operations and deterrence.

**2.16. Air Force Global Strike Command (AFGSC).** AFGSC will:

2.16.1. Fulfill a primary role for planning, programming, and budgeting of requirements to support nuclear force development and management.

2.16.2. As lead nuclear MAJCOM, out brief significant MAJCOM course revisions to the Nuclear Cross-Functional Working Group as cross-talk for other MAJCOM course administrators.



- 2.16.3. Participate in meetings with key stakeholders to address the development, programming, and delivery of nuclear occupational competencies in learning.
- 2.16.4. Establish distinct education, training, and experience requirements for every AFGSC KNB using the nuclear occupational competencies.
- 2.16.5. AFGSC/A1M code AF/A10-approved nuclear billets into the MPES per AF/A1M guidance memorandum and [Chapter 3](#) of this directive.
- 2.16.6. Provide nuclear education requirements to AETC/A3N.
- 2.16.7. Maintain and advise AF/A10 of the strategic sight picture for its workforce of NMPs.
- 2.16.8. Provide force development issues and concerns to AF/A10 that affect assigned NMPs.
- 2.16.9. Implement AF/A10 cross-functional development and management requirements when initiated.
- 2.16.10. Provide a field perspective of assigned NMPs to understand the impact of policies and programs.
- 2.16.11. Triennially (or more frequently, as desired) map or review the mapping of nuclear occupational competencies and required proficiency levels to MAJCOM nuclear courses. For each nuclear occupational competency, indicate the proficiency level (Basic, Intermediate, Advanced, and Expert) achieved (reference [Attachment 2](#).) Forward completed competency mapping to AF/A10 and AETC/A3/6.
- 2.16.12. Participate in nuclear force development forums (e.g., NXFWG/NXFAP, working groups, etc.).
- 2.16.13. Ensure the record of PME/PCE course completion in all appropriate USAF military and civilian personnel authoritative data management systems.

**2.17. Air Force Materiel Command (AFMC).** AFMC will:

- 2.17.1. Through deliberate force management efforts, ensure an appropriate level of technical expertise exists to execute the acquisition and sustainment of nuclear weapon systems supporting the nuclear mission.
- 2.17.2. Review and update learning objectives to align with nuclear occupational competencies (reference [Attachment 2](#)).
- 2.17.3. Participate in meetings with key stakeholders to address the development, programming, and delivery of nuclear occupational competencies in learning.
- 2.17.4. Establish distinct education, training, and experience requirements for every AFMC KNB using the nuclear occupational competencies.
- 2.17.5. AFMC/A1M code AF/A10-approved nuclear billets into the MPES per AF/A1M guidance memorandum and [Chapter 3](#) of this directive.
- 2.17.6. Provide nuclear education requirements to AETC/A3N.
- 2.17.7. Maintain and advise AF/A10 of the strategic sight picture for its workforce of NMPs.
- 2.17.8. Implement AF/A10 cross-functional development and management requirements when initiated.

2.17.9. Provide force development issues and concerns to AF/A10 that affect assigned NMPs.

2.17.10. Provide a field perspective of assigned NMPs to understand the impact of policies and programs.

2.17.11. Triennially (or more frequently, as desired) map or review the mapping of nuclear occupational competencies and required proficiency levels to MAJCOM nuclear courses. For each nuclear occupational competency, indicate the proficiency level (Basic, Intermediate, Advanced, and Expert) achieved (reference [Attachment 2](#)). Forward completed competency mapping to AF/A10 and AETC/A3/6.

2.17.12. Participate in nuclear force development forums (e.g., NXFWG/NXFAP, working groups, etc.).

2.17.13. Ensure the record of PME/PCE course completion in all appropriate AF military and civilian personnel authoritative data management systems.

**2.18. Air Force Reserve Command (AFRC).** AFRC will:

2.18.1. Promote nuclear initiatives related to DAF Total Force Integration.

2.18.2. Provide details and analysis of, and concerns with, force development issues affecting NMPs.

2.18.3. Provide a field perspective of NMPs assigned to units under their purview to understand the impact of policies and programs on them.

2.18.4. Provide nuclear education requirements to AETC.

2.18.5. AFRC/A1M code AF/A10-approved nuclear billets into the MPES per AF/A1M guidance memorandum and [Chapter 3](#) of this directive.

2.18.6. Implement AF/A10 cross-functional development and management requirements when initiated.

2.18.7. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).

2.18.8. Ensure the record of PME/PCE course completion in all appropriate USAF military and civilian personnel authoritative data management systems.

**2.19. Air Mobility Command (AMC).** AMC will:

2.19.1. Through deliberate career field management and force management efforts, ensure an appropriate level of technical expertise and sufficient manpower exists to execute the Prime Nuclear Airlift Force mission and air refueling operations in support of dual capable bomber and fighter operations.

2.19.2. Participate in meetings with key stakeholders to address the development, programming, and delivery of nuclear occupational competencies in learning.

2.19.3. Establish distinct education, training, and experience requirements for every AMC KNB using the nuclear occupational competencies.

2.19.4. AMC/A1M code AF/A10-approved nuclear billets into the MPES per AF/A1M guidance memorandum and [Chapter 3](#) of this directive.

- 2.19.5. Provide nuclear education requirements to AETC/A3N.
- 2.19.6. Maintain and advise AF/A10 of the strategic sight picture for its workforce of NMPs.
- 2.19.7. Provide force development issues and concerns to AF/A10 that affect assigned NMPs.
- 2.19.8. Implement AF/A10 cross-functional development and management requirements when initiated.
- 2.19.9. Provide a field perspective of assigned NMPs to understand the impact of policies and programs.
- 2.19.10. Triennially (or more frequently, as desired) map or review the mapping of nuclear occupational competencies and required proficiency levels to MAJCOM nuclear courses. For each nuclear occupational competency, indicate the proficiency level (Basic, Intermediate, Advanced, and Expert) achieved (reference [Attachment 2](#)). Forward completed competency mapping to AF/A10 and AETC/A3/6.
- 2.19.11. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).
- 2.19.12. Ensure the record of PME/PCE course completion in all appropriate USAF military and civilian personnel authoritative data management systems.

**2.20. Air Combat Command (ACC).** ACC will:

- 2.20.1. Maintain and advise AF/A10 of the strategic sight picture for its workforce of NMPs.
- 2.20.2. Establish distinct education, training, and experience requirements for every ACC KNB using the nuclear occupational competencies.
- 2.20.3. ACC/A1M code AF/A10-approved nuclear billets into the MPES per AF/A1M guidance memorandum and [Chapter 3](#) of this directive.
- 2.20.4. Provide nuclear education requirements to AETC/A3N.
- 2.20.5. Provide force development issues and concerns to AF/A10 that affect assigned NMPs.
- 2.20.6. Implement AF/A10 cross-functional development and management requirements when initiated.
- 2.20.7. Ensure the development of sufficient and qualified command candidates for dual-capable aircraft units.
- 2.20.8. Provide a field perspective of assigned NMPs to understand the impact of policies and programs.
- 2.20.9. Triennially (or more frequently, as desired) map or review the mapping of nuclear occupational competencies and required proficiency levels to MAJCOM nuclear courses. For each nuclear occupational competency, indicate the proficiency level (Basic, Intermediate, Advanced, and Expert) achieved (reference [Attachment 2](#)). Forward completed competency mapping to AF/A10 and AETC/A3/6.
- 2.20.10. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).

2.20.11. Ensure the record of PME/PCE course completion in all appropriate AF military and civilian personnel authoritative data management systems. (T-1).

**2.21. United States Air Forces in Europe – Air Forces in Africa (USAFE-AFAFRICA).** USAFE-AFAFRICA will:

2.21.1. Maintain and advise AF/A10 of the strategic sight picture for its workforce of NMPs.

2.21.2. Establish distinct education, training, and experience requirements for every USAFE-AFAFRICA KNB using the nuclear occupational competencies.

2.21.3. USAFE-AFAFRICA/A1M code AF/A10-approved nuclear billets into the MPES per AF/A1M guidance memorandum and **Chapter 3** of this directive.

2.21.4. Provide nuclear education requirements to AETC/A3N.

2.21.5. Provide force development issues and concerns to AF/A10 that affect assigned NMPs.

2.21.6. Implement AF/A10 cross-functional development and management requirements when initiated.

2.21.7. Provide a field perspective of assigned NMPs to understand the impact of policies and programs.

2.21.8. Triennially (or more frequently, as desired) map or review the mapping of nuclear occupational competencies and required proficiency levels to MAJCOM nuclear courses. For each nuclear occupational competency, indicate the proficiency level (Basic, Intermediate, Advanced, and Expert) achieved (reference **Attachment 2**). Forward completed competency mapping to AF/A10 and AETC/A3/6.

2.21.9. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).

2.21.10. Ensure the record of PME and PCE course completion in all appropriate AF military and civilian personnel authoritative data management systems.

**2.22. United States Air Force Academy (USAFA).** USAFA will:

2.22.1. Develop core (non-elective) nuclear education curricula for cadets that map to nuclear occupational competencies (reference **Attachment 2**) across the CoL.

2.22.2. Participate in nuclear force development forums (e.g., NXFWG/NXFAP, working groups, etc.).

**2.23. All Other Air Force MAJCOMs, DRUs, FOAs, and applicable Air Force Elements.** All other MAJCOMs, DRUs, FOAs, and Air Force Elements will:

2.23.1. Maintain and advise AF/A10 of the strategic sight picture for its workforce of NMPs.

2.23.2. Establish distinct education, training, and experience requirements for every assigned KNB using the nuclear occupational competencies.

2.23.3. MAJCOM/A1M (or equivalent) code AF/A10-approved nuclear billets into the MPES per AF/A1M guidance memorandum and **Chapter 3** of this directive.

2.23.4. Provide nuclear education requirements to AETC/A3N.

2.23.5. Provide force development issues and concerns to AF/A10 that affect assigned NMPs.

2.23.6. Implement AF/A10 cross-functional development and management requirements when initiated.

2.23.7. Provide a field perspective of assigned NMPs to understand the impact of policies and programs.<sup>33</sup>

2.23.8. Triennially (or more frequently, as desired) map or review the mapping of nuclear occupational competencies and required proficiency levels to MAJCOM nuclear courses. For each nuclear occupational competency, indicate the proficiency level (Basic, Intermediate, Advanced, and Expert) achieved (reference [Attachment 2](#)). Forward completed competency mapping to AF/A10 and AETC/A3/6.

2.23.9. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.).

2.23.10. Ensure the record of PME and PCE course completion in all appropriate AF military and civilian personnel authoritative data management systems.

## **2.24. United States Space Force Field Commands will.**

2.24.1. Through deliberate force management efforts, ensure an appropriate level of technical expertise exists to execute the acquisition and sustainment of NC3.

2.24.2. Review and update any NC3 learning objectives to align with nuclear occupational competencies (reference [Attachment 2](#)).

2.24.3. Participate in meetings with key stakeholders to address the development, programming, and delivery of nuclear occupational competencies in learning.

2.24.4. Establish distinct education, training, and experience requirements for all assigned KNBs using the nuclear occupational competencies.

2.24.5. Space Operations Command/S1M will code AF/A10-approved nuclear billets into the MPES per AF/A1M guidance memorandum and [Chapter 3](#) of this directive.

2.24.6. Provide nuclear education requirements to AETC/A3N.

2.24.7. Maintain and advise AF/A10 of the strategic sight picture for its workforce of NMPs.

2.24.8. Implement AF/A10 cross-functional development and management requirements for NC3 when initiated.

2.24.9. Provide force development issues and concerns to AF/A10 that affect assigned NMPs.

2.24.10. Provide a field perspective of assigned NMPs to understand the impact of policies and programs.

2.24.11. Triennially (or more frequently, as desired) map or review the mapping of nuclear occupational competencies and required proficiency levels to any command nuclear courses. For each nuclear occupational competency, indicate the proficiency level (Basic, Intermediate, Advanced, and Expert) achieved (reference [Attachment 2](#)). Forward completed competency mapping to AF/A10 and AETC/A3/6.

2.24.12. Participate in nuclear force development forums (e.g., NXFWG/NXFAP, working groups, etc.).

2.24.13. Ensure the record of Guardians' PME/PCE course completion in all appropriate AF military and civilian personnel authoritative data management systems.

**2.25. CFM Responsibilities.** As focal points for nuclear-related career fields, CFMs will:

2.25.1. In partnership with AF/A10, integrate cross-functional nuclear capabilities within their assigned functional community where necessary for NDO.

2.25.2. Address the identified concerns, issues, and barriers negatively affecting NMPs.

2.25.3. Validate AF/A10 billet lists.

2.25.4. Integrate into the career field pyramid a nuclear-related career path to grow qualified Airmen and Guardians to serve in KNBs in sufficient numbers to meet normal assignment requirements.

2.25.5. Support a pool of highly qualified Airman and Guardians for KNB assignments.

2.25.6. Integrate nuclear-related DT vectors (AF/A10 available to coordinate at CFM request) for the career field to ensure the necessary nuclear experiential development at the higher grades.

2.25.7. Consider the use of MyVector to track nuclear expertise by defining functional or organization-specific experience codes for cross-functional nuclear career fields that align with appropriate nuclear occupational competencies (reference **Attachment 2**) in MyVector, <https://myvector.us.af.mil/myvector/home/dashboard>.

2.25.8. Consider the development of a career field-wide means (i.e., Career Field Education and Training Program, Special Experience Identifiers, certificate program, etc.) to track and document nuclear competency proficiencies.

2.25.9. Support AF/A10 cross-functional development and management requirements when published.

2.25.10. Integrate nuclear education opportunities into the larger management of the career field as the CFM deems necessary for functional support to nuclear operations and strategic deterrence.

2.25.11. Participate in nuclear force development forums (e.g., NXFWG, NXFAP, working groups, etc.) as needed.

**2.26. Squadron Commander and Supervisor Responsibilities.** Commanders and supervisors will:

2.26.1. Support mission requirements to grow NMPs with the skills to advocate, influence, and lead in Joint, Interagency, intergovernmental, and multinational environments. **(T-1)**.

2.26.2. Mentor NMPs through nuclear learning provided at appropriate points throughout their careers. **(T-2)**.

2.26.3. Provide NMPs with the learning opportunities to achieve the required proficiency for the nuclear occupational competencies (reference **Attachment 2**). **(T-2)**.

2.26.4. Encourage NMPs to utilize MyVector to capture nuclear training and experience. **(T-2)**.

2.26.5. Support AF/A10 cross-functional force management and development initiatives when published. (T-2).

2.26.6. Use the *Nuclear Workforce Developmental Training and Education Handbook*, downloadable from the AF/A10D SharePoint® document library at <https://usaf.dps.mil/teams/13449/SitePages/Home.aspx> (site access available by request), to assist in the process of mentoring and developing civilian NMPs into technical experts, functional leaders and managers, and nuclear thought leaders. (T-2). Site access requirements include an active Air Force Network account, site membership, and common access card authentication; users must login using a .mil domain. Mission partners without .mil domain should email [AF.A10DF.WORKFLOW@us.af.mil](mailto:AF.A10DF.WORKFLOW@us.af.mil).

**2.27. Nuclear Mission Professionals (NMP).** NMPs will:

2.27.1. Pursue professional development through nuclear learning opportunities provided at appropriate points throughout a career and ensure documentation of all nuclear course completion in the appropriate personnel management authoritative data systems. (T-2).

2.27.2. Pursue learning opportunities to achieve, at a minimum, the required proficiency level for any nuclear occupational competencies (**Attachment 2**) when required for your position. (T-2).

2.27.3. Review learning opportunities in the PCE catalog, downloadable from the AF/A10D SharePoint® document library at <https://usaf.dps.mil/teams/13449/SitePages/Home.aspx> (site access available by request.) (T-2). Site access requirements include an active Air Force Network account, site membership, and common access card authentication; users must login using a .mil domain. Mission partners without .mil domain should email [AF.A10DF.WORKFLOW@us.af.mil](mailto:AF.A10DF.WORKFLOW@us.af.mil).

## Chapter 3

### NUCLEAR BILLET MANAGEMENT

**3.1. Overview.** This section establishes guidance and procedures for the designation and management of nuclear billets. There are four types of nuclear billets: 1) KNBs (military and civilian); 2) civilian billets vetted for the Nuclear Civilian Development Billet; 3) NC3 billets (military and civilian); and all other billets (military and civilian) that reside in units named on the Nuclear Organization List (**Chapter 4**). All nuclear billets are coded in the MPES for stakeholder visibility and managed by the owning MAJCOM/A1M. AF/A10-approved billet lists can be found at the AF/A10D SharePoint® document library at <https://usaf.dps.mil/teams/13449/SitePages/Home.aspx> (site access available by request). Site access requirements include an active Air Force Network account, site membership, and common access card authentication; users must login using a .mil domain. Mission partners without .mil domain should email [AF.A10DF.WORKFLOW@us.af.mil](mailto:AF.A10DF.WORKFLOW@us.af.mil). (T-1).

### 3.2. Process.

3.2.1. Nominations. AF/A10D in conjunction with AF/A1M will solicit nominations biennially.

3.2.1.1. All nominated positions must be funded. Billets that are projected to be funded within the same fiscal year may be nominated.

3.2.1.2. MAJCOMs and FIELDCOMs will consider Host Nation billets that are funded on Unit Manpower Documents (UMD).

3.2.1.3. Organizations requesting out-of-cycle nominations will contact AF/A10D through the appropriate chain of command for coordination and approval. Out-of-cycle nominations will only be accepted due to a significant mission change (e.g., activation or inactivation of a unit or when a mission transfers from one unit to another) or in instances where a newly funded billet is added to the UMD between nomination calls.

3.2.1.4. MAJCOMs, FIELDCOMs, Combatant Commands (CCMDs), HAF, Joint agencies, other DoD and non-DoD agencies rely on the expertise of NMPs (as defined in **Attachment 1**) to fill important positions and shall:

3.2.1.4.1. Designate a representative as the single point of contact (Colonel, GS-15 or equivalent) for inquiries and processing of billet nominations.

3.2.1.4.2. Process all nominations through their Deputy Commander, Director of Staff, HAF Director, or Agency Commander for approval.

3.2.1.4.3. Code the AF/A10-approved billets as delegated by AF/A1M guidance through their Manpower Office or equivalent function responsible for managing manpower requirements.

3.2.1.5. Director, Manpower, Organization and Resources, Chief, Requirements Division (AF/A1MR) is an essential partner for the nuclear billet management program and shall:



- 3.2.1.5.1. Publish MPES XFA coding guidance, to include AF/A10D provided nomination template and timeline, to MAJCOM/A1Ms or equivalent manpower offices responsible for managing manpower requirements.
- 3.2.1.5.2. Provide AF/A10 current nuclear billet list from MPES.
- 3.2.2. Review. AFPC executes personnel policies and maintains a centralized database for human capital analytics. AFPC will review each nomination and provide input on the impacts to the career field (military) or career field domain (civilian). AF/A1MR will validate nominations to ensure nominated billets are funded and comply with guidance.
- 3.2.3. Validation. Nominations are coordinated through the appropriate CFM for validation. AF/A10DF provides each CFM their portion of the nominations. CFMs review, annotate, and return the nominations to AF/A10DF for processing. Any non-concur must be adjudicated by the CFM with the appropriate nominating representative. CFMs should consider any definitions provided in this chapter and propriety of the nomination from a functional perspective. CFMs should also consider what career field deliberate development efforts are in place to grow qualified Airmen and Guardians for these select nuclear assignments. **(T-1)**.
- 3.2.4. Final Adjudication and Approval.
- 3.2.4.1. AF/A10 will adjudicate nominations and publish the approved list, which will remain effective until the next validation cycle results in a revised billet list. **(T-1)**.
- 3.2.4.2. AFPC Nuclear Integration Office will distribute the final lists in spreadsheet form to all assignment teams to use for personnel assignments. **(T-3)**.
- 3.2.5. Coding. Once AF/A10 approves a billet to be designated as a nuclear billet, AF/A1M will direct owning MAJCOM/A1M or equivalent manpower offices responsible for managing manpower requirements to code the billets in MPES per the AF/A1M guidance and **Table 3.1 (T-1)**.
- 3.2.6. Assessments. AF/A10D will assess the billet lists biennially during the nomination process. CFMs, AF/A1M, and AF/A10D will participate to ensure functional validation, confirm compliance, and ensure coding accuracy. AF/A10D may conduct additional assessments of the KNB list outside of this normal timeline. **(T-1)**.

### **3.3. Key Nuclear Billets.**

3.3.1. Purpose. The KNB Program is a talent management program that governs key positions of leadership, nuclear expertise, and high-level responsibilities crucial to NDO, nuclear acquisition, and nuclear surety. The program ensures that appropriately qualified nuclear personnel fill these positions. It is the purpose of this program to delineate clearly where specialized nuclear talent is required across the USAF. This enables Functional Authorities to better manage career paths and to provide vectoring, analysis, assessment, and policies that deliver nuclear expertise to commanders. This program will provide a pool of cross-functional nuclear-steeped thought leaders within nuclear career fields. KNBs are rendered the highest assignment priority where resources are limited and executed through AF/A1 assignment policies. Incumbents must be appropriately experienced Airmen and Guardians to prevent unacceptable risk to mission execution and nuclear surety. The availability of Airmen and Guardians to be assigned to a KNB is not a prerequisite for KNB designation.

3.3.2. Nuclear Proficiencies. Each KNB is a position of responsibility within the nuclear mission and requires Airmen and Guardians who demonstrate an advanced or expert nuclear proficiency level in each applicable nuclear competency.

3.3.3. Advanced. At the advanced proficiency level, Airmen and Guardians leverage knowledge of nuclear strategies and issues to develop, present, and implement solutions. Airmen and Guardians consult with other subject matter experts and have a deep understanding how actions taken in one area of competence impact other related areas. These Airmen and Guardians contribute to the development of new levels of nuclear capabilities by articulating the benefit of proposed solutions to leadership and staff within their organizational area. In addition, they may lead or manage large, complex, multi-tiered organizations. Billets are typically graded as master sergeant through chief master sergeant, GS-14, or lieutenant colonel through colonel (and equivalent).

3.3.4. Expert. At the expert proficiency level, Airmen and Guardians apply depth of nuclear knowledge, education, and expertise for broad strategic problem solving across DAF mission objectives. They synthesize information to develop solutions to complicated nuclear challenges. They are recognized SMEs and nuclear thought leaders inside and outside their own organizations, and represent the DAF externally. They promote critical thinking and diversity of thought within the nuclear mission, and direct rigorous nuclear-wide assessment and improvement. They expertly articulate, arbitrate, and advocate for the nuclear mission. They may lead large, complex, multi-tiered organizations. Billets are typically graded as GS-15 and equivalent, colonel through General, or Senior Executive Service (and equivalent).

3.3.4.1. Airmen and Guardians are immediately mission effective in their responsibilities upon assignment.

3.3.4.2. CFMs must build into their career path pyramids the deliberate development necessary to qualify their Airmen and Guardians for a KNB assignment. This is done to develop enough qualified Airmen and Guardians to fill vacated KNB positions through the normal assignment process. The desired ratio of qualified Airmen and Guardians per KNB vacancy is four to one.

3.3.5. Designation. Military and civilian billets vetted through this process are designated in the MPES with a code of “NK” for KNB or “NP” if the billet is both a KNB and supports NC3. ([Table 3.1](#)).

### **3.4. Nuclear Civilian Development Billet List.**

3.4.1. Overview. Civil service employees provide a continuity of expertise across the nuclear mission set. Although many may transfer between conventional and nuclear assignments to gain leadership experiences, civil service employees provide consistent and reliable experience to a rigorous mission. It is the objective of the NE FA to ensure civilian employees are deliberately developed through nuclear education, training, and assignment experiences. The Nuclear Civilian Development Billet list identifies the billets core (primary) to strategic deterrence and NDO.

3.4.2. Scope. The nuclear mission set is broad in scope. For civil service employees, it expands across multiple occupational series and functions. The NE FA determines human capital requirements for civilian Airmen and Guardians assigned to the nuclear domain.

3.4.3. Purpose. Identifying core nuclear billets and incumbents presents the opportunity to support and strengthen the nuclear mission.

3.4.3.1. Nuclear stakeholders use this list to prioritize resources, build career paths, categorize nuclear work, and differentiate billets for particular actions.

3.4.3.2. Program managers are encouraged to prioritize personnel actions such as classification, hiring, and training quotas for core nuclear civilian billets and incumbents.

3.4.3.3. Partner CFMs are informed by the list to better manage and develop nuclear expertise for their nuclear professionals and integrate functional development initiatives such as Career Broadening, Key Career Position Program, KNBs, Civilian Developmental Education, and Developmental Team vectoring.

3.4.3.4. The Nuclear Civilian Development Billet List informs performance measurements used in assessing the human capital health of the nuclear mission.

3.4.4. Designation. A civilian billet is automatically considered a nuclear civilian billet when one of the following holds true:

3.4.4.1. The position is already designated a KNB.

3.4.4.2. The position is designated as Personnel Reliability Program (PRP) Codes A, D, I, N, Z in accordance with DoDM5210.42\_AFMAN 13-501, *Nuclear Weapons Personnel Reliability Program (PRP)*.

3.4.4.3. The position is the MAJCOM/FIELDCOM/DAF/A10 or S10 staff (Excluding administrative functions).

3.4.4.4. The position is a Special Weapons System Mechanic (Occupational Series 6656).

3.4.4.5. The position is a Nuclear Engineering (Occupational Series 0840).

3.4.4.6. The position is a civilian billet previously vetted under this process and MPES coded as “NB”, KNB (code NK), NC3 (code NB), or both (code NP) ([Table 3.1](#)).

3.4.5. Assessing the nomination. When the billet is not already coded as listed above, the billet is assessed using this directive, AF/A10 guidance, and AF/A1M MPES XFA coding guidance.

3.4.5.1. Assessments will include a review from the MAJCOM or FIELDCOM lead civilian for that functional community (e.g., a developmental engineer GS-15 assigned to USAFE/A5 when considering a 0800 occupational series billet assigned to USAFE-AFAFRICA) to inform the process.

3.4.5.2. Billets are assessed holistically with respect to the position’s nuclear responsibilities. The billet location, nuclear program element code, organizational code, duty title, and other attributes, should be taken into consideration when designating the billet as core nuclear.

**3.5. NC3 Development Billet List.** Nuclear Command and Control (NC2) is the exercise of authority and direction by the Commander-in-Chief of the United States (US) Armed Forces, through established national command authority lines over nuclear weapons, nuclear weapons systems, and nuclear weapon operations of military forces. The NC3 system is the means through which this NC2 authority is exercised and operational command and control of nuclear operations is conducted. In order to provide robust NC3 capability to nuclear stakeholders, USAF NC3 billets are identified to ensure the necessary development and management of Airmen and Guardians. This section establishes the guidance and procedures to develop and manage the NC3 Development Billet List.

3.5.1. NC3 Mission Essential Functions.

3.5.1.1. Force Management. Force Management is the set of Command, Control, and Communications (C3) activities relating to the assignment, training, deployment, maintenance, and logistic support of nuclear forces and weapons before, during and after any crisis.

3.5.1.2. Planning. Planning is the set of C3 activities relating to the development and modification of plans for employment of nuclear weapons and other operations in support of nuclear employment.

3.5.1.3. Situation Monitoring. Situation Monitoring is the set of C3 activities relating to the collection, maintenance, assessment, and dissemination of information on friendly forces; adversary forces and possible targets; emerging nuclear powers; and military, political, environmental, and other events.

3.5.1.4. Decision Making. Decision Making is the set of C3 activities relating to the assessment, review, and consultation regarding consideration for use or movement of nuclear weapons or the execution of the nuclear control orders.

3.5.1.5. Force Direction. Force Direction is the set of C3 activities relating to the implementation (preparation, dissemination, and authentication) of decisions regarding the execution, termination, destruction, and disablement of nuclear weapons.

3.5.2. The NC3 system includes interconnected elements composed of the following:

3.5.2.1. Warning Systems. Includes space-based and ground-based sensors and radars that provide warning data to command centers and senior leaders.

3.5.2.2. Communications Systems. Includes terrestrial networks and satellite communication systems that transmit warning data, host leadership decision conferences, and disseminate orders.

3.5.2.3. Fixed, Mobile, and Airborne Command Centers. Plan nuclear options, manage crises, facilitate conferences, and execute emergency action procedures.

3.5.2.4. Warfighting System Control Centers and Command Posts. Receive, process, relay, and/or execute nuclear orders to include Intercontinental Ballistic Missile launch control centers; bomber, refueling, and reconnaissance aircraft associated with the nuclear mission; and the Wing Command Posts that support those systems.

3.5.3. Designation. A billet is designated for NC3 coding when one of the following holds true:

3.5.3.1. The position duties requires incumbents to perform one or more NC3 mission essential functions as part of the NC3 System defined above.

3.5.3.2. The personnel assigned to the billet will acquire, operate, sustain, maintain, or integrate portions of the NC3 Systems.

3.5.3.3. The position is core to the NC3 operations or maintenance of the facilities, equipment, and/or communication for elements of the NC3 System.

3.5.3.4. Military and civilian billets vetted through this process are designated in the MPES as code “NB” for NC3 or “NP” if both a KNB and NC3 billet. (**Table 3.1**).

3.5.4. Nuclear Proficiency. Airmen and Guardians deliver the preponderance of worldwide NC3 capability to combatant commanders. While their technical training is a functional responsibility and PCE courses are available through AETC, all NC3 Airmen and Guardians will also train to a proficiency level in the nuclear competencies (see **paragraph 6.2**). NC3 Airmen and Guardians will achieve a minimum proficiency level of intermediate in the specific NC3 competency and basic in all other nuclear competencies. Some Airmen and Guardians may be required to achieve an advanced or expert level in the NC3 competency.

**Table 3.1. Nuclear Billet MPES XFA Codes.**

<b>XFA Code</b>	<b>Title</b>	<b>Comments</b>
NK	Key Nuclear Billet (KNB)	Military or Civilian
N3	Nuclear Command, Control, Communications (NC3)	Military or Civilian
NP	KNB and NC3	Military or Civilian
NB	Nuclear Civilian Development Billet	Civilian
NX	Nuclear Enterprise Billet Not Otherwise Coded	Military or Civilian

## Chapter 4

### ORGANIZATIONS IN THE NUCLEAR MISSION (PASCODE LIST)

**4.1. Overview.** Organizations provide an important boundary when defining the scope of the nuclear mission set. When coupled with the nuclear career field list or the Nuclear Civilian Development Billet List, the organization list provides an accurate accounting of the Airmen and Guardians and mission sets that support NDO. The Nuclear Organization List is found at SharePoint® site: <https://usaf.dps.mil/teams/13449/SitePages/Home.aspx>. Site access requirements include an active Air Force Network account, site membership, and common access card authentication; users must login using a .mil domain. Mission partners without .mil domain should e-mail [AF.A10DF.WORKFLOW@us.af.mil](mailto:AF.A10DF.WORKFLOW@us.af.mil). (T-1).

**4.2. Nuclear Mission Organization.** A nuclear mission organization is one whose mission responsibilities are to operate, maintain, warn or detect, secure, store, dispose, transport, load, inspect, manage, procure, research, develop, test, establish policy, perform NC3, service, train, or account for nuclear weapons, equipment, Airmen or Guardians.

4.2.1. Some units support the execution of NDO in the capacity of an enabler. Much like the Air Expeditionary Force (AEF) construct, an enabler organization provides a unique capability.

4.2.2. In some cases, an Airman and Guardian's duties support NDO but the entire organization does not. Therefore, the entire organization is not considered to be in the nuclear functional area. Instead, only the billet(s) is (are) included on the list. For example, United States Central Command is not deemed a core nuclear organization; however, their Command Center performs NC3, executes Emergency Action processes, and maintains Strike Facilitator responsibilities. Consequently, the Command Center billets are considered part of the nuclear mission.

**4.3. Review and Revalidation.** AF/A10D will review and revalidate the Nuclear Organization List biennially.

4.3.1. CCMDs, MAJCOMs, FIELDCOMs, HAF, HQSF, Joint Staff and other agencies may nominate their organizations for consideration.

4.3.2. AF/A10 provides additions/deletions to AF/A1M to validate nominated billets are funded and comply with published guidance.

4.3.3. AF/A10 will adjudicate, approve, maintain, and distribute the final Nuclear Organization List. (T-1).

## Chapter 5

### NUCLEAR ENTERPRISE MILITARY AND CIVILIAN CAREER FIELDS

**5.1. Overview.** This chapter establishes an overview of all NE military career fields and civilian functional domains. The NE FA human capital responsibilities are inherently cross-functional, broader in scope, and not limited to one DAF career specialty or MAJCOM/FIELDCOM. The NE FA facilitates human capital solutions not only for one or a family of related AF career specialties, but for all career fields across the enterprise. The NE FA purview includes Airmen and Guardians with duties in nuclear operations to include nuclear weapon storage facilities, test and evaluations, NC3, cyber surety, security, safety, transportation, maintenance, facility management and maintenance, explosive ordnance disposal, aircrew certified for support to nuclear operations, weapons loaders, warning and attack assessment, management of the PRP and the Personnel Reliability Assurance Program, or research, development and acquisition of nuclear systems.

**5.2. Nuclear Enterprise Military Career Fields.** The NE is a cross-functional community of career specialties identified as primary (core), secondary, and associate nuclear career fields. This designation is determined not by access to the weapon (e.g., PRP Program), the propensity of nuclear duties relative to the whole of the career field responsibilities, or manning/operational tempo levels (e.g., AF/AI Stressed List), but by their relationship to successful NDO and NC3. The purpose of this stratification is to prioritize the development of nuclear competencies and to ensure Airmen and Guardians successfully contribute to the delivery of nuclear and NC3 capabilities as they transition in and out of the NE. Revising each list of disciplines is at the discretion of the NE FA (AF/A10).

**Table 5.1. Primary/Core Nuclear Career Fields (Military).**

Primary/Core Nuclear Career Fields	
Officer	Enlisted
11B Bomber Pilot (11BXB B-2; 11BXC B-52)	1C3X1 Command and Control Operations
12B Bomber Combat Systems (12BXD B-52 EWO; 12BXE B-52 Navigator; 12BXW Gen EWO)	1C6X1 Space Systems Operations
13N Nuclear & Missile Operations	2A5 (B-2, B-52) Bomber Maintenance
13SX Space Operations	2MOX1 Missile & Space Elec Systems Maintenance
17D Warfighter Communications Operations	2MOX2 Missile & Space System Maintenance
21M Munitions Missile Maintenance (21MXN Nuclear; 21MXI ICBM; 21MXA Conventional)	2MOX3 Missile & Space Facilities
31P Security Forces	2W0X1 Munitions Systems
61D Physicist/Nuclear Engineer (61DXN)	2W1X1 Aircraft Armament Systems
	2W2X1 Nuclear Weapons
	3D1X2 Cyber Transport Systems
	3D1X3 RF Transmission Systems
	3POX1 Security Forces

**Table 5.2. Secondary Nuclear Career Fields (Military).**

<b>Secondary Nuclear Career Fields (Officer)</b>	
11BXA B-1 Pilot	
12BXA B-1 Navigator	
11F Fighter Pilot (F-15E)	
11H Helicopter Pilot (UH-1N)	
11M KC-135 OPLAN 80xx-certified pilots	
11M Mobility Pilot w/Prime Nuclear Airlift Force Cert (11MxK C-17)	
11R RC-135 Pilot	
11R E-4B NAOC Pilot	
12F Fighter Combat Systems (12FxG F-15E WSO; 12FxG F-15E EWO)	
12R RC-135 Navigator/Combat Systems Officer	
13O Multi-Domain Warfare Officer	
14N Intelligence (14NXJ RC-135V/W Information Integration Officer)	
32E Civil Engineering (32ExH EOD Engineer; 32ExK EOD Non-Engineer)	
61CXN Nuclear Chemist	
62E Developmental Engineering	
63A Acquisition Manager	

<b>Secondary Nuclear Career Fields (Enlisted)</b>	
1A0X1C KC-135 OPLAN 80xx-certified In-flight Refueling	2A9X1 Bomber/Special Integrated Comm/Nav/Mission Systems (B-2, B-52)
1A1X1 Flight Engineer (NAOC)	2A9X2 Bomber/Special Integrated Instrument & Flight Control Systems (B-2, B-52)
1A2X1 Aircraft Loadmaster w/Prime Nuclear Airlift Force Certificate	2A9X3 Bomber/Special Electronic Warfare & Radar Surveillance Avionics (B-2, B-52)
1A3 Airborne Mission Systems Engineer	2R1 Maintenance Management Production
1A8 Airborne Mission Supervisor	3D0X2 Cyber Systems Operations
1NXXX Intelligence	3D0X3 Cyber Surety
2A3X4 Fighter Aircraft Integrated Avionics	3E0X1 Elec Systems
2A6X1 Aerospace Propulsion (B-52, B-2, F-15E, F-16)	3E1X1 Heating, Ventilation, Air Conditioning and Refrigeration
2A6X2 Aerospace Ground Equipment	3E3X1 Structural
2A6X3 Aircrew Egress Systems	3E8X1 Explosive Ordnance Disposal
2A6X4 Aircraft Fuel Systems	3F1X1 Services (MAF Chef)
2A6X5 Aircraft Hydraulic Systems	4B0X1 Bioenvironmental
2A6X6 Aircraft Electrical and Environmental Systems	4E0X1 Public Health Officer
2A7X1 Aircraft Metals Technology	3E9X1 Emergency Management
2A7X2 Nondestructive Inspection	8S000 Missile Facility Manager
2A7X3 Aircraft Structural Maintenance	9S100 Scientific Applications Specialist
2A7X5 Low Observable Aircraft Structural Maintenance	

**Table 5.3. Associate Nuclear Career Fields (Military).**

<b>Associate Nuclear Career Fields</b>		
<u>Officer</u>		
21AX Maintenance Officers		
21R Logistics Readiness		
<u>Enlisted</u>		
1S0X1 Safety	2R0X1 Maintenance Measurement Analysis Measurement Analysis	3D1X7 Cable and Antenna Systems
1A9X1 UH-1 Special Missions Aviation	3D0X4 Spectrum Operations	3F0X1 NAOC Personnel
2P0X1 Precision Measurement Equipment Laboratory	3D1X1 Client Systems	3F5X1 NAOC Administration



**5.3. Civilian Career Fields.** The DAF civilian workforce of the NE provides continuity of expertise to nuclear mission sets. The civilian workforce provides steady and reliable experience with infrequent transfers between nuclear and non-nuclear assignments. Primary nuclear civilian employees are best identified as the incumbents in billets specifically nominated by MAJOM/FIELDCOM/DRU/FOA/applicable units and CFMs and subsequently approved for identification as core NE civilian positions by AF/A10. Core nuclear billets are defined as those where the incumbent is required to have nuclear education, training, certification, or nuclear experience for their position. This includes USAF positions that contribute to operations that support NC3.

5.3.1. Primary (Core) Nuclear Civilians are civil service employees who (a) serve in a civilian position that requires specialized nuclear-related training, knowledge, experience and/or education to perform their duties and/or support NDO or (b) serve in a billet coded for KNB, PRP, HAF/MAJCOM A10 staff, SF/S10N staff, Special Weapons System Mechanic (Occupational Series 6656), or Nuclear Engineering (Occupational Series 0840). Primary nuclear billets and incumbents should be the highest priority in accessing and managing resources and processes. Civilians serving in a Primary (Core) Nuclear position will endeavor to achieve a minimum proficiency level of advanced in all six nuclear competencies; some positions will require the higher proficiency level of expert in the appropriate nuclear competency.

5.3.2. Secondary Nuclear Civilians support NDO as their primary mission area in a unit listed on the Nuclear Organization List. While these civilians benefit from added nuclear-related education and training to instill a culture of nuclear excellence, in-depth nuclear education/training is not a mandate. Secondary nuclear billets and incumbents should be the second highest priority in accessing and managing resources and processes. Civilians serving in a secondary nuclear position will endeavor to achieve a minimum proficiency level of intermediate in all six nuclear competencies. Some positions may require a higher proficiency level in the appropriate nuclear competency.

5.3.3. Associate Nuclear Civilians work in units that support other missions in addition to NDO and the unit is listed on the Nuclear List as an “enabler.” Similar to the AEF construct, an enabler organization provides a unique capability. Some examples of enabler organizations are AF/A1 and air refueling organizations. Accessing personnel and managing resources and processes to support enabler billets and incumbents should be prioritized as needed to accomplish the nuclear mission. Civilians serving in an Associate Nuclear position will endeavor to achieve a minimum proficiency level of basic in all six nuclear competencies. Some positions may require a higher proficiency level in the appropriate nuclear competency.

**Table 5.4. Core Nuclear Occupational Series and Functional Domains (Civilian).**

<b>Functional Domain</b>	<b>Occupational Series</b>
Logistics	0343, 0346, 1801
Scientist and Engineer	04XX, 08XX, 13XX, 15XX
Communications and Information	039X, 2210
Operations	0089, 030X, 034X, 0399, 0856, 1101, 1361, 1601, 1670, 1910, 21XX, 3105, 4818
Civil Engineering	0081, 0089, 0801, 0802, 0819, 1301, 4749
Management and Program Analyst	0343, 0346, 1101
Security	0080, 0083, 0085,
Safety and Occupational Health Specialist	0017, 0018, 0803

## Chapter 6

### DEVELOPING AND MANAGING NUCLEAR MISSION PROFESSIONALS

**6.1. Purpose.** When Airmen and Guardians serve in a special weapons mission, it is important they understand the importance of their contribution to the national strategy in addition to the technical proficiencies directed by their career field leadership. Nuclear competencies with proficiency levels support a nuclear Continuum of Learning. Coupled with other position requirements established by CFMs, proficiency in the appropriate nuclear competencies puts Airmen and Guardians in a position of knowledge to excel in a special weapons mission. The purpose is to grow Airmen and Guardians who are able to advocate, influence, and lead in Joint, Interagency, intergovernmental and multinational environments.

**6.2. Nuclear Competencies.** All Airmen and Guardians serving in the Nuclear Enterprise will learn nuclear competencies at some proficiency level, as directed by cross-functional policy and directives. Reference [Attachment 2](#) for the following nuclear occupational competencies:

6.2.1. Nuclear Operations and U.S. Nuclear Forces. Comprehend U.S. nuclear force structure, with an emphasis on DAF forces, to understand the strengths, challenges, and support requirements of each element of the force.

6.2.2. Unique Aspects of the Nuclear Mission. Understand the nuclear operating environment produces unique challenges for leadership, personnel, and systems.

6.2.3. U.S. Nuclear Support and Infrastructure. Recognize acquisition, infrastructure, and support requirements for nuclear forces and weapons to sustain the nuclear mission.

6.2.4. Nuclear Surety. Understand DAF nuclear weapons surety program to assure nuclear weapons system safety, security, and reliability, and to ensure nuclear weapons remain under positive control per Department of Defense Directive (DoDD) 3150.02, *DoD Nuclear Weapons Surety Program. (T-0)*

6.2.5. Nuclear Command, Control, and Communications. Understand NC3 requirements, functions, related authorities, and policies, and how NC3 systems support planning and execution of the nuclear mission.

6.2.6. Nuclear Policy and Strategy. Comprehend the complexities of the changing international security environment, to include treaties and agreements, and the role of nuclear weapons in U.S. security policy to deter aggression and coercion and to assure allies and partners.

**6.3. Proficiency Levels.** From lowest to highest, the proficiency levels are Basic, Intermediate, Advanced and Expert, correlating to proficiency examples found in AFH 36-2647, *Competency Modeling*. Proficiency in each nuclear occupational competency is cumulative; for example, Airmen and Guardians occupying a billet that requires an Expert level of proficiency in NC3 should demonstrate the behaviors of all four proficiency levels in NC3. Reference [Attachment 2](#) for the nuclear occupational competencies and the definitions of the four proficiency levels (Basic, Intermediate, Advanced, and Expert).

#### 6.4. Integrated Career Pyramids.

6.4.1. Military NMPs serve in many nuclear-related mission sets, functional domains, and career fields. Their technical skills require training and management directed by their functional domain. While assigned to the nuclear mission, their career paths may expand to include much broader and more in-depth nuclear education requirements. When the nuclear occupational competency tables (reference [Attachment 2](#)) overlay a career field pyramid, the resultant career path is an optimized roadmap for military and civilian NMPs.

6.4.2. The nuclear CoL in [Figure 6.1](#) complements the career field pyramids of functional communities that contribute to the nuclear mission. Learning levels are position and grade appropriate to deliver a hierarchy of nuclear education designed to enhance the Airman and Guardian's understanding of the nuclear mission and their functional effectiveness.

**6.5. Nuclear PCE Requirements.** To best leverage limited resources, many nuclear education courses sustain prioritized attendance policies. Airmen and Guardians assigned to KNBs are prioritized for tiered nuclear development to support functional communities with essential nuclear responsibilities. Likewise, core career fields ([Chapter 5](#)) and Nuclear Civilian Billet List incumbents are prioritized. Specific nuclear education requirements to support the nuclear CoL are described in [Attachment 3](#).

**Figure 6.1. Nuclear Continuum of Learning.**



**6.6. Military NMP.** The officer and enlisted nuclear career diamonds (Figure 6.2 and Figure 6.3) reflect an overarching nuclear path for military NMPs.

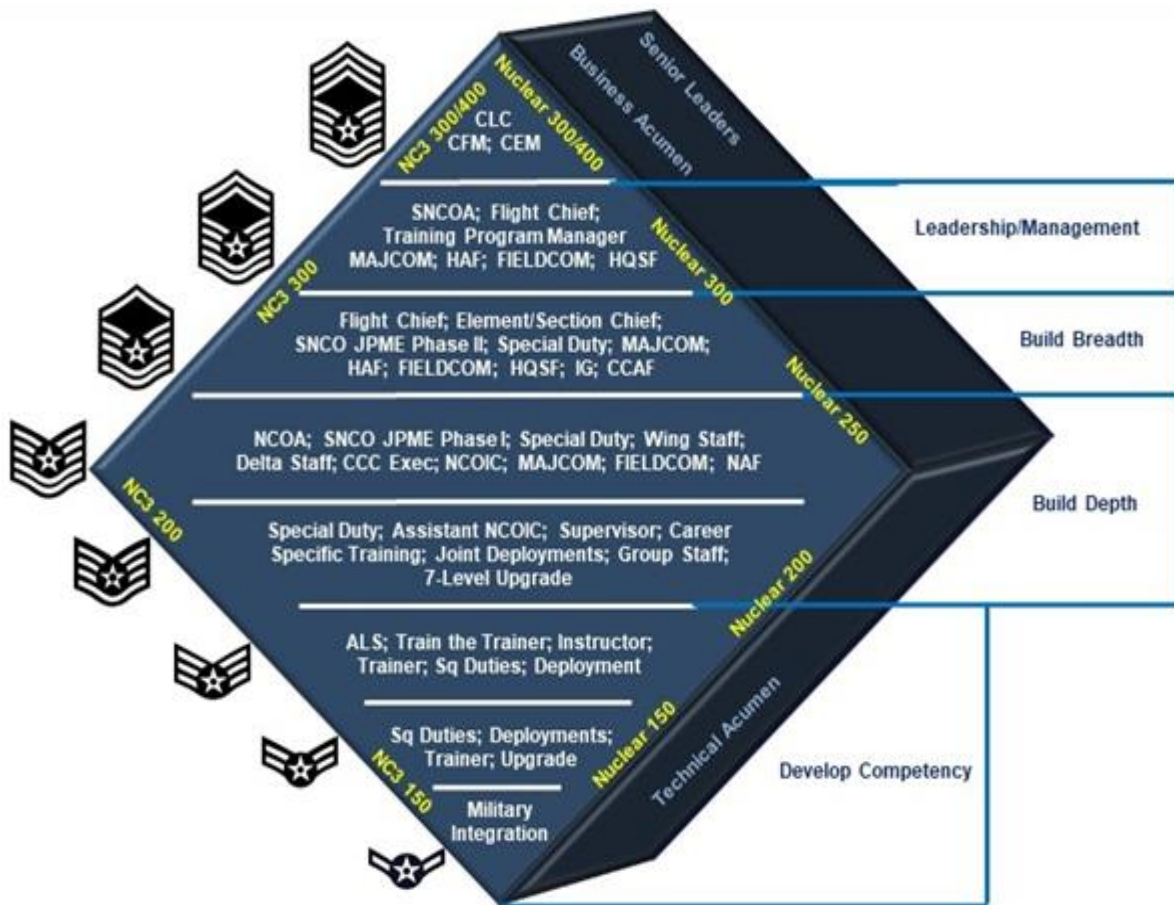
6.6.1. Some joint and other Agency courses serve as equivalent courses to USAF PCE courses. A catalog is available in the *Nuclear Workforce Developmental Training and Education Handbook*, downloadable from the AF/A10D SharePoint® document library at <https://usaf.dps.mil/teams/13449/SitePages/Home.aspx>.

6.6.2. Site access requirements include an active Air Force Network account, site membership, and common access card authentication; users must login using a .mil domain. Mission partners without .mil domain should email [AF.A10DF.WORKFLOW@us.af.mil](mailto:AF.A10DF.WORKFLOW@us.af.mil). Supervisors should use this catalog to assist in the mentoring and development of their military NMPs.

**Figure 6.2. Career Diamond for Military Nuclear Mission Professionals (Officer).**



Figure 6.3. Career Diamond for Military Nuclear Mission Professionals (Enlisted).

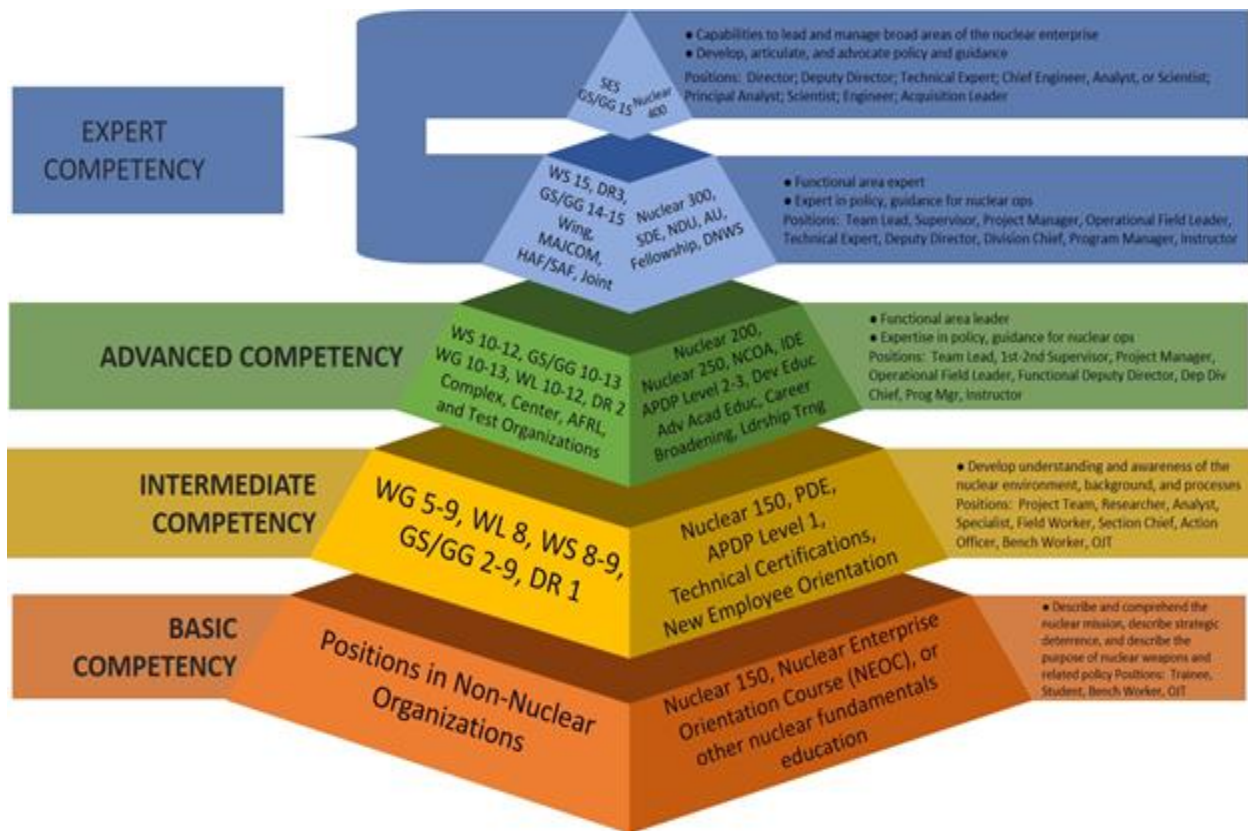


**6.7. DAF Civilian Nuclear Mission Professionals.** DAF Civilian nuclear professionals serve in most of the same nuclear mission-sets as do military nuclear professionals. Their skills require education, training, and management as directed by their functional domain. The development of the Civilian NMP may include greater learning requirements for nuclear occupational competencies (**Attachment 2**) and proficiencies as their career progresses. As nuclear requirements mesh with functional requirements, the nuclear career pyramid (**Figure 6.4**) serves as a roadmap for civilian NMPs.

6.7.1. To assist in the purposeful development of civilian NMP, the *Nuclear Civilian Workforce Developmental Training and Education Handbook* should be integrated into their professional development planning. The handbook is available for download from the AF/A10D SharePoint® document library at <https://usaf.dps.mil/teams/13449/SitePages/Home.aspx>.

6.7.2. Site access requirements include an active Air Force Network account, site membership, and common access card authentication; users must login using a .mil domain. Mission partners without .mil domain will email [AF.A10DF.WORKFLOW@us.af.mil](mailto:AF.A10DF.WORKFLOW@us.af.mil).

Figure 6.4. Career Pyramid for NMPs (Civilian).



**6.8. Nuclear Thought Leaders.** Some Airmen and Guardians, military and civilian, will require more nuclear acumen as they lead in the technical expertise of NDO or the strategizing of Strategic Deterrence. These Nuclear Thought Leaders will require a nuclear-related career path integrated into their own functional career pyramid that qualifies them to serve in KNB and senior leader assignments.

6.8.1. The goal of nuclear thought leader development is to deliberately foster critical thinking and diversity of thought in leaders to advocate for nuclear deterrence policies, strategies, operations, conventional-nuclear integration and acquisition-related sustainment, modernization, and recapitalization plans. The expected benefit of these efforts is that the DAF will grow a cadre of highly desired and greatly respected nuclear thought leaders that build enduring partnerships, foster integration, and enhance leadership across the Joint Force and with allies and partners.

6.8.2. Nuclear Thought Leaders think jointly and holistically about deterrence. They understand how global strike, strategic deterrence, space operations, conventional-nuclear operations, the post-detonation nuclear environment, and cyberspace operations integrate to create a more effective deterrent that underpins all DAF missions through a well-developed and sufficiently manned cadre of nuclear Airmen and Guardians.

6.8.3. Nuclear Thought Leaders are CMSgts, Colonels, GS-15s, and above who will develop to the Expert proficiency of the appropriate nuclear competency. Their attendance in nuclear PCE will be prioritized. Deliberate development requirements will be determined through cross-functional policy.

## Chapter 7

### MEASURING THE MANAGEMENT AND DEVELOPMENT OF NUCLEAR MISSION PROFESSIONALS

**7.1. Purpose.** Monitoring and assessing DAF nuclear capabilities, in human capital terms, validates that sufficient funding, resourcing, policy, and leadership investments are made to appropriately advance the development and management of nuclear professionals.

**7.2. Monitoring and Measuring.** The monitoring and measuring of DAF nuclear capabilities answers the degree to which the DAF satisfies its nuclear operational requirements, sustains nuclear operational capacity, and addresses future operational requirements as determined by ongoing risk analysis.

7.2.1. The Human Capital area focuses on talent management and force development. Authoritative Data Sources, studies, reports, and other authoritative sources provide assessment data and analysis.

7.2.2. Human capital elements include, but are not limited to training, education, assignments, career advancement, retention, manning levels, quality of life, recognition, and compensation.

**7.3. Impacts.** The impacts of human capital will be assessed in the nuclear strike missions of cruise missiles, gravity bombs, and intercontinental ballistic missiles and the nuclear support missions of NC3, surveillance, reconnaissance, acquisition, and mobility (air refueling and airlift). NC3 includes the AN/USQ-225 weapon system, Integrated Tactical Warning and Attack Assessment, and satellite and aerial layer communications.

**7.4. Transparency.** While data provides the “what” of any scenario, only the analysis can provide the “why.” Likewise, the specific functional community determines the appropriate plan for resolution. AF/A10 will share results of data monitoring and metrics with mission partners to ensure a thorough perspective is delivered to senior leaders.

JAMES C. DAWKINS, JR., Lt Gen, USAF  
DCS, Strategic Deterrence & Nuclear Integration



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

10USC § 115b, *Biennial strategic workforce plan*

10USC § 9040, *Oversight of nuclear deterrence mission*

Air Force Doctrine Publication 1, *The Air Force*

AFH 36-2647, *Competency Modeling*, 25 April 2019

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***Prescribed Forms***

None

*Adopted Forms*

AF Form 847, *Recommendation for Change of Publication*

*Abbreviations and Acronyms*

**AETC**—Air Education and Training Command  
**AFGSC**—Air Force Global Strike Command  
**AFI**—Air Force Instruction  
**AFMAN**—Air Force Manual  
**AFMC**—Air Force Material Command  
**AFMD**—Air Force Mission Directive  
**AFPC**—Air Force Personnel Center  
**AFRC**—Air Force Reserve Command  
**AMC**—Air Mobility Command  
**CCDR**—Combatant Commander  
**CCMD**—Combatant Command  
**CFM**—Career Field Manager  
**CHCO**—Chief Human Capital Officer  
**CJCSI**—Chairman of the Joint Chief of Staff Instruction  
**CoL**—Continuum of Learning  
**CSAF**—Chief of Staff of the Air Force  
**CSO**—Chief of Space Operations  
**DAF**—Department of the Air Force  
**DAFI**—Department of the Air Force Instruction  
**DAFPD**—Department of the Air Force Policy Directive  
**DCS**—Deputy Chief of Staff  
**DEDB**—Developmental Education Designation Board  
**DoD**—Department of Defense  
**DoDD**—Department of Defense Directive  
**DRU**—Direct Reporting Unit  
**DT**—Development Team  
**AEF**—Air Expeditionary Force  
**FA**—Functional Authority  
**FIELDCOM**—Field Command

**FOA**—Field Operating Agency  
**HAF**—Headquarters Air Force  
**HAFMD**—Headquarters Air Force Mission Directive  
**HQSF**—Headquarters Space Force  
**IDE**—Intermediate Developmental Education  
**IW**—Information Warfare  
**KNB**—Key Nuclear Billet  
**MAJCOM**—Major Command  
**MD**—Mission Directive  
**MPES**—Manpower Programming and Execution System  
**NAF**—Numbered Air Force  
**NC2**—Nuclear Command and Control  
**NC3**—Nuclear Command, Control and Communications  
**NCCS**—Nuclear Command and Control System  
**NCE**—Nuclear Certified Equipment  
**NE**—Nuclear Enterprise  
**NDO**—Nuclear Deterrence Operations  
**NMP**—Nuclear Mission Professional  
**NXFAP**—Nuclear Cross-functional Advisory Panel  
**NXFWG**—Nuclear Cross-functional Working Group  
**OPR**—Office of Primary Responsibility  
**OSD**—Office of the Secretary of Defense  
**PCE**—Professional Continuing Education  
**PME**—Professional Military Education  
**PPBE**—Planning, Programming, Budgeting, and Execution  
**PRP**—Personnel Reliability Program  
**SecAF**—Secretary of the Air Force  
**SES**—Senior Executive Service  
**SME**—Subject Matter Expert  
**UMD**—Unit Manpower Document  
**US**—United States  
**USAFA**—United States Air Force Academy

**USAFE-AFAFRICA**—United States Air Forces in Europe – Air Forces in Africa

**USC**—United States Code

**USSF**—United States Space Force

### *Terms*

**Cadre**—A key group of NMPs necessary to establish, educate, and train an expanded organization as a skilled work force.

**DELTA**—A level of command below the Field Command (FIELDKOM) or higher headquarters with a distinct mission, significant scope, and normally composed of primary mission Squadrons and the necessary support Squadron within USSF.

**Field Command**—(**FIELDKOM**)—The intermediate level of command between the Office of the Chief of Space Operations (OCSO) and USSF tactical units, commanded by a 3-star or 2-star officer. Field Commands are responsible for organizing, training, equipping, and presenting major aspects of the USSF enterprise, such as warfighting operations, acquisitions, training, education, and personnel life-cycle development.

**Key Nuclear Billet (KNB)**—Within the DAF nuclear mission, KNBs are select positions occupied by nuclear experienced Airmen and Guardians. KNBs have the highest assignment priority and continuity of fill as these positions are vital to the sustainment of the culture, the rigor of the mission, and DAF support to national security. Each KNB is a position of responsibility that requires the assigned Airman to have achieved a specific level of proficiency in each of the nuclear occupational competencies.

**Nuclear Mission Professionals**—Military and civilian personnel performing nuclear duties in support of the nuclear mission. The nuclear mission is a cross-functional community of career specialities determined not only by access to the weapon (i.e., PRP Assurance Program) or personnel/operations tempo levels, but by its relationship to the nuclear mission.

**Nuclear Cross-Functional Authority**—AF/A10, in their role as the Nuclear Cross-Functional Authority, provides direction, advocacy, and integration for the health of nuclear career fields through the accession, retention, and deliberate development of NMPs. The Nuclear Cross-Functional Authority prioritizes limited resources, defines and articulates nuclear human capital requirements, validates and approves KNBs, deliberately develops NMPs, and supports other cross-functional authorities.

**Nuclear Cross-Functional Advisory Panel (NXFAP)**—A senior leader forum hosted by AF/A10, the Nuclear Cross-Functional Authority, with key stakeholders to address strategic issues in deterrence education, nuclear force development, and talent management.

**Nuclear Cross-Functional Working Group (NXFWG)**—The action arm of the NXFAP, this forum convenes representatives from HAF, HQSF, MAJCOMs, FIELDKOMs, AFPC, and other stakeholders to build policy and elevate DE, nuclear force development, and talent management issues to the NXFAP for resolution.

**Nuclear Occupational Series**—Civilian trade, craft, or labor job classification code belonging to a billet where the primary duty pertains to the DAF nuclear mission.

**Nuclear Thought Leaders**—CMSgts, Colonels, GS-15s, and above who will develop to the Expert proficiency of the appropriate nuclear competency. Nuclear Thought Leaders think jointly and holistically about deterrence, understand how global strike/strategic deterrence, space operations, and cyberspace operations integrate to create a more effective deterrent.

## Attachment 2

### NUCLEAR OCCUPATIONAL COMPETENCIES

**A2.1. Overview.** Nuclear occupational competencies (reference [Table A2.1](#)) establish what is important about a mission set for all Airmen and Guardians to understand. The Nuclear Enterprise Functional Authority (AF/A10), in coordination with community stakeholders, develops competencies for the Air Force nuclear mission to inform curriculum development and improve nuclear education in support of a career-long CoL. Nuclear competencies and proficiency levels are foundational to nuclear force development. [Table A2.1](#) describes nuclear occupational competencies. For competency modeling, reference AFH 36-2647.

**A2.2. Linkage.** Nuclear occupational competencies complement CSAF-approved Air Force foundational competencies. Nuclear occupational competencies reinforce an Airman's capacity to develop themselves, others, ideas, and organizations which are the four, broad competency categories of USAF foundational competencies. Nuclear occupational competencies are enduring. AF/A10, in partnership with AETC, periodically reviews and biennially assesses the nuclear competencies for relevancy and curriculum effectiveness.

**A2.3. Application.** All nuclear military and civilian Airmen and Guardians should be knowledgeable in the nuclear occupational competencies: Nuclear Policy and Strategy; Nuclear Operations and U.S. Nuclear Forces; U.S. Nuclear Support and Infrastructure; Nuclear Surety; NC3; and Unique Aspects of the Nuclear Mission, at the appropriate proficiency level. Additionally, these competencies inform PME, DE, orientations, and many training platforms to ensure all Airmen and Guardians get a basic understanding of this special weapons mission and its importance in the National Strategy.

**A2.4. Proficiency.** Each nuclear occupational competency is coupled with a proficiency level. The proficiency levels (from lowest to highest) are Basic, Intermediate, Advanced, and Expert.

A2.4.1. Basic. Focus is on Airmen and Guardians developing a foundation of nuclear education. They are new or relatively new to the DAF, acclimating to and learning the fundamental role of the DAF's nuclear mission. Basic proficiency is a general awareness of the nuclear mission required of all Airmen and Guardians, as indicated in [Figure 6.1](#) It is also the foundation for understanding and appreciating the special weapon mission for all Airmen and Guardians assigned to supporting that mission.

A2.4.2. Intermediate. Airmen and Guardians continue learning and developing nuclear professional skills, understanding how to leverage other NMPs and other knowledge sources, and beginning to apply their required job knowledge to their work. They are learning their role and the impacts of what they do on the DAF's nuclear mission.

A2.4.3. Advanced. At this level, NMPs leverage knowledge of nuclear strategies and issues to develop, present, and implement solutions. They may lead organizations with a nuclear mission and/or supervise teams in direct support of the nuclear mission, and understand the contributions and consequences of their role in the nuclear mission. Advanced NMPs consult with SMEs and share an understanding of how areas of competence influence each other. Advanced NMPs who may lead or manage large, complex, multi-tiered organizations contribute to the development of nuclear capabilities by articulating the benefit of solutions. NMPs achieve an advanced competency when completion of nuclear education coursework is coupled with requisite training and experience.

A2.4.4. Expert. At this level, NMPs apply their nuclear education, expertise, and knowledge to strategic problem solving for nuclear mission objectives. As recognized SMEs and nuclear thought leaders, expert NMPs synthesize information to develop solutions to complex nuclear challenges and promote critical thinking and diversity of thought. They may lead large, complex, multi-tiered organizations, direct rigorous nuclear-wide assessments, and lead improvement efforts. These NMPs expertly articulate, arbitrate, and advocate for the nuclear mission and may represent the DAF externally. NMPs achieve Expert competency when completion of nuclear education coursework is coupled with requisite training and experience.

**Table A2.1. Proficiency Level Descriptive Behaviors for Each Competency\_Nuclear Occupational Competencies.**

<b>Competency #1: Nuclear Operations and U.S. Nuclear Forces</b>	
<b>Proficiency Level</b>	
<b>Description</b>	<b>Basic</b>
<p>Comprehend U.S. nuclear force structure, with an emphasis on DAF forces, to understand the strengths, challenges, and support requirements of each element of the force</p> <ul style="list-style-type: none"> <li>Describe the characteristics, capabilities, and interdependencies of each element of the force and their synergistic contributions to deterrence/assurance (C1-1)</li> <li>Understand the organization of the Nuclear Mission including the roles of national leadership, Office of the Secretary of Defense (OSD), Joint Staff, allies and partner nations, U.S. Strategic Command, U.S. Navy, and DAF commands and units (C1-2)</li> <li>Understand nuclear operations, targeting, consequence management, employment, support, and doctrine (C1-3)</li> <li>Assess the impact of treaties and international agreements on operations (C1-4)</li> </ul>	<ul style="list-style-type: none"> <li>List the elements of U.S. nuclear force structure (B1)</li> <li>Recall important force characteristics and capabilities (B2)</li> <li>Name the organizations in the unit's nuclear mission hierarchy (B3)</li> <li>Relate the unit's contribution to the DAF nuclear mission (B4)</li> <li>Know basic nuclear doctrine (B5)</li> <li>Recognize the impact of treaties on the DAF nuclear mission (B6)</li> </ul>
	<b>Intermediate</b>
	<ul style="list-style-type: none"> <li>Describe the contribution of the Airman/Guardian's unit mission and capabilities that contribute to deterrence (I1)</li> <li>Explain roles and relationships of the unit within U.S. nuclear force hierarchy (I2)</li> <li>Understand nuclear mission employment concepts (I3)</li> <li>Comprehend weapons characteristics, effects, and vulnerabilities (I4)</li> </ul>
	<b>Advanced</b>
	<ul style="list-style-type: none"> <li>Interpret doctrine, characteristics, and capabilities of the force in order to plan and execute operations (A1)</li> <li>Differentiate characteristics of each element of the nuclear mission force and how they interrelate (A2)</li> <li>Integrate Air Force capabilities with Joint, Interagency, and international partners (A3)</li> <li>Identify and compose DAF nuclear mission requirements for advocacy (A4)</li> </ul>
	<b>Expert</b>
	<ul style="list-style-type: none"> <li>Foster and sustain relationships between DAF, Joint, Interagency, and international partners (E1)</li> <li>Formulate proposals to support CCDR and national requirements (E2)</li> <li>Lead Air Force and Joint organizations (E3)</li> <li>Manage impacts of international treaties, agreements (E4)</li> <li>Advise on roles of nuclear forces; apply capabilities to achieve deterrence/assurance effects (E5)</li> <li>Evaluate the environment to anticipate and direct requirements for future force capabilities (E6)</li> <li>Assess impacts of international treaties and agreements (E7)</li> </ul>



<b>Competency #2: Unique Aspects of the Department of the Air Force Nuclear Mission</b>		
<b>Proficiency Level</b>		
<b>Description</b>	<b>Basic</b>	
<p>Understand the nuclear operating environment produces unique challenges for leadership, personnel, and systems</p> <ul style="list-style-type: none"> <li>• Comprehend nuclear operations demand highest standards and performance due to national and international implications (C2-1)</li> <li>• Recognize that risk assessment and mitigation require a unique approach that includes personnel reliability, special equipment and personnel certifications, and more intrusive quality control and inspection regimes (C2-2)</li> <li>• Understand the challenges of 24/7 operations in austere, isolated locations, regularly in harsh weather (C2-3)</li> <li>• Recognize increased training and education requirements (C2-4)</li> <li>• Understand that special weapons inherently obligate Airmen and Guardians to surpass typical standards of conduct, performance, and accountability (C2-5)</li> <li>• Understand the necessary actions DoD must take in the event of a U.S. nuclear weapon incident prescribed in DoDD 3150.08, <i>DoD Response to Nuclear and Radiological Incidents</i> (C2-6)</li> </ul>	<ul style="list-style-type: none"> <li>• Know the nuclear mission drives high-performance standards and compliance (B1)</li> <li>• Recall that their conduct, performance, and accountability can have national-level impact (B2)</li> <li>• Know the special recognitions NMPs earn (B3)</li> </ul>	
	<b>Intermediate</b>	<ul style="list-style-type: none"> <li>• Explain the need for higher standards of conduct, performance and accountability in conducting the nuclear mission (I1)</li> <li>• Explain the unique certifications, inspections, reliability, and test and evaluation requirements, and why they are required for nuclear mission risk assessment and mitigation (I2)</li> <li>• Describe the challenges of the nuclear operating environment (I3)</li> </ul>
	<b>Advanced</b>	<ul style="list-style-type: none"> <li>• Examine and enforce standards, certifications, and performance to support nuclear mission processes (A1)</li> <li>• Address the challenges of the nuclear operating environment (A2)</li> <li>• Differentiate between nuclear and conventional mission risk calculations (A3)</li> <li>• Analyze risk assessment and mitigation options (A4)</li> </ul>
	<b>Expert</b>	<ul style="list-style-type: none"> <li>• Formulate the appropriate policies for standards of conduct, certifications, performance, and accountability (E1)</li> <li>• Develop improved risk assessment and mitigation strategies (E2)</li> <li>• Evaluate the effectiveness of nuclear mission risk assessment and mitigation plans (E3)</li> <li>• Promote a rigorous organizational self-assessment program (E4)</li> <li>• Advocate for the unique requirements of the nuclear mission in DAF, DoD, and Interagency-level forums (E5)</li> <li>• Model and foster critical thinking and diversity of thought (E6)</li> </ul>

<b>Competency #3: Nuclear Surety</b>	
<b>Description</b>	<b>Proficiency Level</b>
<p>Understand DAF nuclear weapons surety program to assure nuclear weapons system safety, security, and reliability*, and to ensure nuclear weapons remain under positive control per DoDD 3150.02 (T-0)</p> <ul style="list-style-type: none"> <li>Describe the physical, personnel, and procedural processes (C3-1)</li> <li>Describe use-control concepts and procedures (C3-2)</li> <li>Analyze Department of Energy, DoD, and Service nuclear surety responsibilities (C3-3)</li> </ul> <p>*Reliability does not fall formally within the four underlying DoD rules for surety.</p>	<p><b>Basic</b></p> <ul style="list-style-type: none"> <li>Know and follow nuclear surety requirements and procedures (B1)</li> <li>Recognize the power of nuclear weapons and potential consequences of accidents or unauthorized acts which require enhanced nuclear surety processes and procedures (B2)</li> </ul>
	<p><b>Intermediate</b></p> <ul style="list-style-type: none"> <li>Apply nuclear surety procedures and policies (I1)</li> <li>Understand the requirements for special equipment and personnel certification (I2)</li> <li>Identify potential nuclear surety issues (I3)</li> <li>Recognize the potential national-level impacts of surety violations (I4)</li> </ul>
	<p><b>Advanced</b></p> <ul style="list-style-type: none"> <li>Appraise individual and unit compliance with nuclear surety policies and procedures (A1)</li> <li>Analyze potential issues and recommend possible mitigation (A2)</li> <li>Implement nuclear surety programs (A3)</li> <li>Differentiate roles of units, Services, DoD/OSD, and Interagency partners (A4)</li> <li>Manage nuclear surety programs; determine what items require nuclear certification (A5)</li> <li>Establish certification requirements and certify personnel, equipment, facilities, and weapon systems (A6)</li> </ul>
	<p><b>Expert</b></p> <ul style="list-style-type: none"> <li>Establish and evaluate nuclear surety policies (E1)</li> <li>Establish and evaluate weapons system safety rules (E2)</li> </ul>

<b>Competency #4: U.S. Nuclear Support and Infrastructure</b>	
<b>Proficiency Level</b>	
<b>Description</b>	<b>Basic</b>
<p>Recognize acquisition, support and infrastructure requirements for nuclear forces and weapons to sustain the nuclear mission</p> <ul style="list-style-type: none"> <li>Identify processes and activities to acquire resources and sustain DAF nuclear forces and infrastructure (C4-1)</li> <li>Understand stockpile stewardship and U.S. nuclear security (C4-2)</li> <li>Understand nuclear mission asset accountability</li> <li>Differentiate the roles of MAJCOM, FIELDCOMs, Air Force Nuclear Weapons Center, HAF, HQSF, OSD, and other organizations in acquisition and sustainment (C4-3)</li> <li>Plan for unique personnel and force development requirements (C4-4)</li> <li>Determine future resource requirements for U.S. nuclear support and infrastructure (C4-5)</li> </ul>	<ul style="list-style-type: none"> <li>Name basic support requirements for assigned weapon system (B1)</li> <li>State unit level roles and responsibilities in support of the nuclear mission (B2)</li> <li>Recognize the unique requirements for nuclear systems and operations (B3)</li> </ul>
	<b>Intermediate</b>
	<ul style="list-style-type: none"> <li>Describe unique facility and infrastructure requirements (I1)</li> <li>Comprehend importance of DAF nuclear mission asset accountability (I2)</li> <li>Recognize the role of outside agencies in nuclear support (I3)</li> <li>Describe the concept of stockpile stewardship (I4)</li> </ul>
	<b>Advanced</b>
	<ul style="list-style-type: none"> <li>Manage support processes and activities to include asset accountability and stockpile stewardship (A1)</li> <li>Analyze programs and provide recommendations for process improvements/ requirements (A2)</li> <li>Examine and communicate nuclear professional development opportunities (A3)</li> <li>Synthesize requirements (A4)</li> <li>Identify and manage support shortfalls and prepare possible mitigation strategies (A5)</li> <li>Coordinate with mission partners to develop support and infrastructure priorities and requirements (A6)</li> </ul>
	<b>Expert</b>
	<ul style="list-style-type: none"> <li>Establish nuclear support and infrastructure policy (E1)</li> <li>Engage with DoD and Interagency partners to sustain infrastructure, including weapons complexes (E2)</li> <li>Evaluate requirements, advocate for resources, and prioritize budget allocations (E3)</li> </ul>

<b>Competency #5: Nuclear Command, Control, and Communications (NC3)</b>	
<b>Proficiency Level</b>	
<b>Description</b>	<b>Basic</b>
<p>Understand NC3 requirements, functions, related authorities, and policies, and how NC3 systems support planning and execution of nuclear missions</p> <ul style="list-style-type: none"> <li>• Know the elements and functions of the Nuclear Command and Control System (NCCS) (C5-1)</li> <li>• Describe roles and responsibilities of stakeholder organizations in the NCCS (C5-2)</li> <li>• Comprehend the communication paths through which force direction orders travel (C5-3)</li> </ul>	<ul style="list-style-type: none"> <li>• List the five functions of NC3 (B1)</li> <li>• List the five elements of NCCS (B2)</li> <li>• Recognize the basic elements of the NC3 architecture (B3)</li> <li>• Describe the path of the exercise of authority and direction of nuclear execution orders (B4)</li> </ul>
	<b>Intermediate</b>
	<ul style="list-style-type: none"> <li>• Identify the roles of the NCCS elements (I1)</li> <li>• Describe changes in the weight of effort applied to the five functions throughout the phases of a conflict (I2)</li> </ul>
	<b>Advanced</b>
	<ul style="list-style-type: none"> <li>• Examine the coordination and synchronization of NCCS entities (A1)</li> <li>• Plan the global sourcing of forces and capabilities to match Operational Plans (A2)</li> <li>• Prepare strategic and regional plans to respond to changes in the environment (A3)</li> </ul>
	<b>Expert</b>
	<ul style="list-style-type: none"> <li>• Appraise the global command and control challenges of nuclear forces operating across Combatant Command areas of responsibility (E1)</li> <li>• Advocate for DAF capabilities that support NC3 requirements (E2)</li> <li>• Engage with Interagency partners on NC3 policy and requirements (E3)</li> </ul>

<b>Competency #6: Nuclear Policy and Strategy</b>	
<b>Description</b>	<b>Proficiency Level</b>
<p>Comprehend the complexities of the changing international security environment -- to include treaties and agreements -- and the role of nuclear weapons in U.S. security policy to deter aggression and coercion, and to assure allies and partners</p> <ul style="list-style-type: none"> <li>• Understand that deterrence is a cornerstone of U.S. security policy and the importance of deterrence and assurance concepts (C6-1)</li> <li>• Distinguish the difference between strategic and regional deterrence, stability, and assurance (C6-2)</li> <li>• Understand U.S. deterrence, assurance, counter proliferation policies, and international agreements, and how DAF nuclear capabilities support (C6-3)</li> <li>• Explain how nuclear weapons are a national asset and most DAF nuclear weapons policies, programs, procedures, and rules stem from national-level guidance (C6-4)</li> <li>• Comprehend the unique attributes of nuclear weapons (physical and political) and why they require special emphasis and procedures (C6-5)</li> </ul>	<ul style="list-style-type: none"> <li>• Describe strategic deterrence (B1)</li> <li>• Recognize nuclear weapons underpin all DAF missions and National Security (B2)</li> <li>• Understand why nuclear weapons require unique emphasis and procedures (B3)</li> <li>• List current and emerging nuclear powers (B4)</li> <li>• Recognize how arms control treaties and agreements contribute to strategic deterrence (B5)</li> </ul>
	<b>Intermediate</b>
	<ul style="list-style-type: none"> <li>• Summarize deterrence and assurance concepts (I1)</li> <li>• Explain the role of nuclear weapons in U.S. security policy (I2)</li> <li>• Express the unique attributes of nuclear weapons (I3)</li> <li>• Apply nuclear weapons policies/procedures (I4)</li> <li>• Identify arms control, nonproliferation concepts (I5)</li> <li>• Understand arms control and nonproliferation concepts and current U.S. policies related to each (I6)</li> </ul>
	<b>Advanced</b>
	<ul style="list-style-type: none"> <li>• Apply deterrence, extended deterrence, assurance, escalation control, and stability concepts (A1)</li> <li>• Develop and integrate nuclear weapons procedures and rules (A2)</li> <li>• Comprehend the international security environment (A3)</li> <li>• Examine impacts of national policy deliberations (A4)</li> <li>• Comprehend arms control theory and categories of arms control (A5)</li> </ul>
<b>Expert</b>	
	<ul style="list-style-type: none"> <li>• Analyze and address strategic and regional deterrence, stability, and assurance (E1)</li> <li>• Interpret the dynamic security environment (E2)</li> <li>• Analyze impacts of treaties and proposals on strategic stability (E3)</li> <li>• Evaluate current force attributes and capabilities to provide military advice on U.S. deterrence concepts, policy, and strategy (E4)</li> </ul>

## Attachment 3

## NUCLEAR PROFESSIONAL CONTINUING EDUCATION COURSES

**A3.1. Courses.** The table below (**Table A3.1**) shows AETC courses and attendance requirements to assist in prioritizing training quotas. Airmen and Guardians should contact their MAJCOM (AF) or FIELDCOM (Space Force) Registrar (Talent Manager) for course information, course enrollment, or to be added to a course waiting list.

**A3.2. Course Listing.** Visit <https://usaf.dps.mil/sites/10771/default.aspx> for nuclear PCE course schedules, course curricula, course catalogs, and registrar information. Site access requirements include an active Air Force Network account, site membership, and common access card authentication; users must login using a .mil domain. (T-1).

**Table A3.1. Nuclear/Nuclear Command, Control, Communication (NC3) PCE.**

Course	Attendance Requirements
<b>Nuclear 150</b> (Air Force Nuclear Enterprise Orientation Course) / NC3 150 (Air Force NC3 Orientation)	NMPs within 1 year after arriving at their first operational duty location.
<b>Nuclear 200</b> (Air Force Nuclear Fundamentals Course)	Officers, enlisted, and civilians assigned to KNB (MPES codes NK or NP) are first priority for attendance. Thereafter, second priority is any Officer and Enlisted in core career fields (as described in <b>Table 5.1</b> ) and assigned to a unit with a nuclear mission; or a civilian serving in a billet identified on the Nuclear Civilian Billet List (MPES Code NB.) All other Airmen and Guardians in a Secondary career field ( <b>Table 5.2</b> ) and serving in a unit with a nuclear mission are subsequently assigned a quota. Remaining quotas assigned at the discretion of the MAJCOM/FIELDCOM Training Manager.
<b>Nuclear 250</b> (Air Force Nuclear Concepts and Insights) / Nuc 251 (Air Force Nuclear Concepts and Insights CV)	Airmen and Guardians who are NMPs; Airmen and Guardians assigned to KNBs (MPES codes NK or NP) have priority.
<b>NC3 200</b> (Air Force NC3 Fundamentals Course)	Airmen and Guardians with at least 3 years of experience providing support to the NC3 mission. Includes, but is not limited to, officers in 17DX, 13SX, 61DX, and 13NX (13N officers projected or while serving in NC3 duties) career fields or enlisted in 1C3, 1C6, 3D0, and 3D1 career fields. The attendee is typically assigned in a MPES billet coded N3, NB or NP.

<b>Nuclear 300 (Advanced Nuclear Concepts)</b>	Officers, enlisted, and civilians assigned to KNB (MPES codes NK or NP) are first priority for attendance. Numbered Air Force (NAF), MAJCOM, FIELDCOM, HAF, or HQSF billets, or squadron commander/Director, squadron Director (military or civilian) of Operations, or squadron superintendent/Director billets are second priority for training quotas. Airmen and Guardians in civil service positions identified on the Nuclear Civilian Billet List (MPES code NB) are next priority. Remaining quotas assigned at the discretion of the MAJCOM/FIELDCOM Training Manager.
<b>NC3 300 (Advanced NC3 Concepts)</b>	Airmen and Guardians with at least 5 years of experience providing support to the NC3 mission, or Airmen and Guardians who have assumed significant leadership or program management responsibilities. Attendees are typically assigned to billets coded in MPES as N3, NP, or NB.
<b>Nuclear 400 (Senior Leaders Nuclear Management Course)</b>	Executive-level course designed for senior leaders; group commander equivalent (or higher), group superintendent, or command chief (or higher) billet or Airmen and Guardians in a HAF/HQSF billet (e.g., deputy director, director, deputy division chief, division chief, or higher) where the unit has a nuclear mission on its DOC statement and other senior officers, enlisted, and civilians with key leadership responsibilities supporting the NC3 mission. One annual offering is reserved for GO/SES senior leaders.
<b>NC3 400 (Senior Leaders NC3 Management Course)</b>	Executive-level course designed for senior leaders; senior officers, enlisted, and civilians with key leadership responsibilities supporting the NC3 mission.
<b>Nuclear Certified Equipment (NCE) and Master Nuclear Certification List (MNCL) Users Course</b>	Airmen and Guardians assigned as equipment specialists, item managers at product and logistics centers, operations/maintenance personnel and NCE monitors/ users at field, NAF, MAJCOM/FIELDCOM, HAF, and HQSF levels as prescribed in AFI 63-125, <i>Nuclear Certification Program</i> .
<b>Air Force Nuclear Certification Process Course</b>	Airmen and Guardians assigned as program managers, system product managers, single managers, equipment specialists, item managers at product and logistics centers, plans, requirements, and logisticians personnel, operations and maintenance personnel at field, NAF, MAJCOM/FIELDCOM, HAF, and HQSF involved in developing, maintaining, sustaining or operating nuclear certified systems and equipment.

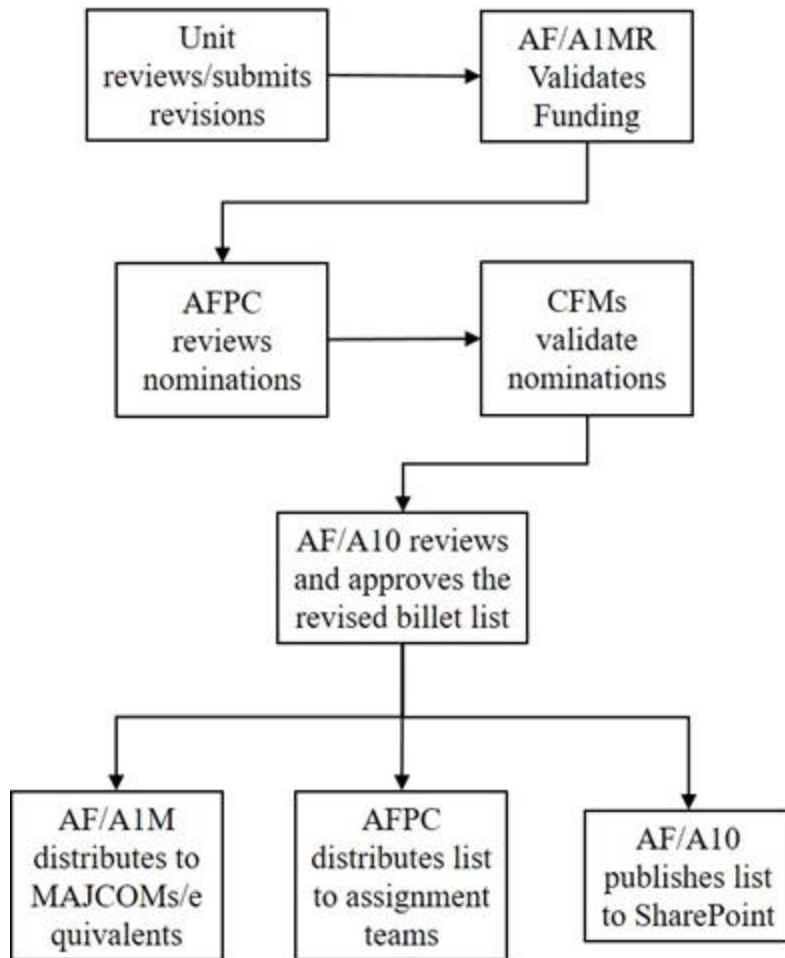
## Attachment 4

## BILLET LIST NOMINATION PROCESS

**A4.1.** AF/A10 announces a nomination call for Nuclear Billet Lists revisions and, following AF/A10 approval, lists are processed in accordance with AF/A1MR MPES XFA Coding Guidance. **Figure A4.1** shows the process for submitting nominations to the AF/A10-approved billet lists found at <https://usaf.dps.mil/teams/13449/SitePages/Home.aspx>.

**A4.2.** Site access requirements include an active Air Force Network account, site membership, and common access card authentication; users must login using a .mil domain. Mission partners without .mil domain should e-mail [AF.A10DF.WORKFLOW@us.af.mil](mailto:AF.A10DF.WORKFLOW@us.af.mil). For specific billet nomination and management information, reference **Chapter 3. (T-1)**.

**Figure A4.1. Nuclear Billet List Nomination Process.**





## Attachment 5

## NUCLEAR HUMAN CAPITAL GOVERNANCE

**A5.1. Figure A5.1.** The Nuclear Cross-Functional Working Group for Force Management (NXFWG-M), chaired by AF/A10D, is a forum for cross-functional stakeholders and nuclear-related CFMs to raise nuclear cross-functional issues and bring them to resolution. It offers direct communication among nuclear CFMs and organizations with DAF Force nuclear mission equities for the purposes of Force Management.

**A5.2.** The Nuclear Cross-Functional Working Group for Force Development (NXFWG-D), chaired by AF/A10D, is a forum for deterrence education stakeholders to raise deterrence education issues and bring them to resolution. It offers direct communication among nuclear stakeholders and organizations with DAF nuclear mission equities for the purposes of Force Development.

**A5.3.** NXFWG issues requiring a decision at a higher level are resolved at the Nuclear Cross-Functional Authority Panel (NXFAP), chaired by AF/A10.

**Figure A5.1. Nuclear Human Capital Governance.**

