

# AIR NATIONAL GUARD

## ENLISTED FORCE DEVELOPMENT

CONCEPT OF OPERATIONS



## Wingmen, Leaders, Warriors:

As your 13th Command Chief of the Air National Guard, I am proud and humbled to serve as your wingman and leader of the ANG enlisted force representing more than 92,000 members and their families. During my travels across the 54 states, territories, and the District of Columbia, I am always in awe of the amazing talents, and many contributions and sacrifices made by our enlisted both at home and abroad. Approximately 85% of the force serve as Drill Status Guardsmen with additional civilian career responsibilities. With today's fight, it is vital for Airmen to have impeccable balance between their commitments. Our Airmen must maintain a mission ready mindset to prepare them for the next fight.

The Director of the Air National Guard and I have an inherent responsibility to ensure all Airmen are prepared to meet mission requirements according to the needs of the Air Force. To achieve this directive, all members must be properly trained, deliberately developed, and highly capable to assume increased responsibilities commensurate with their rank. Education, training, and experience fundamentally and philosophically help meet these standards and expectations. I strongly recommend all members become confidently familiar with the Air Force foundational documents such as "The Blue Book," "The Brown Book," Air Force Foundational Competencies, Airmen Leadership Qualities, and the impact and imperatives driven by each of these references toward mission accomplishment.

In conjunction with the ANG Enlisted Field Advisory Council and associated stakeholders, I unequivocally endorse this Enlisted Force Development Concept of Operations (EFD CONOPS). The vision, intent, and charge are all aimpoints of ANG priorities and how we support global mission requirements. I challenge all leaders to OWN this document! Develop and empower your members to become future leaders. Implement the ethos of this CONOPS into your leadership style and the everyday fiber and DNA makeup of your organization as a benchmark example of excellence and what the term "Airmanship" truly means. Embrace and foster an environment that ensures all Airmen are given the opportunity to unleash their true potential. We must without excuse remain steadfast, developmentally deliberate, and strategic by providing a path of readiness and mission accomplishment for our future leaders to follow regardless of role or status.

For over 380 years, the Guard has been the guardian of freedom and justice, a sword and shield, and a sentry and avenger of liberty and freedom. Today, instead of dropping a plow and lifting a musket, ANG men and women serve as blue collar workers, corporate executives, teachers, medical professionals, and civil servants, to name a few. This Enlisted Force Development CONOPS captures the resolve of our Airmen and the Air Force. It sets the direction, importance, and future intent of enlisted force development and further supports the National Guard's motto to be Always Ready and Always There! Let's get after it!

**MAURICE L. WILLIAMS, CMSgt, USAF**  
**Command Chief, Air National Guard**



# TABLE OF CONTENTS

[Click here to learn more about the Developmental Placemat](#)

VISION — INTENT — CHARGE.....	2
EFD CONOPS ATTRIBUTES.....	4
Professional Development	
Interconnectedness	
Resilience	
Dynamic Use	
COMPETENCY DEVELOPMENT.....	6
CMSAF Blueprint	
MyFSS	
Enlisted Performance Briefs (EPB) & Airman Comprehensive Assessments (ACA)	
Airman Leadership Qualities (ALQ)	
ENLISTED FORCE DEVELOPMENT.....	8
State Development Tour Program	
Statutory Tour (STAT) Program	
Active Duty on Operational Support (ADOS-RC) Program	
State Partnership Program (SPP)	
Developmental Placemat	
PROFESSIONAL ORGANIZATIONS.....	10
Enlisted Field Advisory Council (EFAC)	
Air Force Sergeants Association (AFSA)	
Air & Space Forces Association (ASFA)	
Enlisted Association of the National Guard of the United States (EANGUS)/	
State Associations (SA)	
Wing Top 3	
Rising 6	



# ENLISTED FORCE DEVELOPMENT

## Vision

To encourage the innovative development of multi-capable citizen Airmen by utilizing each member's military and civilian training, professional expertise, and attained education levels to remain mission ready in the most effective manner possible.

## Intent

To equip, inspire, and empower our citizen Airmen to pursue optimal enlisted development using a comprehensive path to lead and succeed in ALL domains. As the backbone of our enterprise, enlisted Airmen are encouraged to leverage the following principles outlined in this publication: Competency Development, Enlisted Force Development, and Professional Organizations involvement.

## Charge

The ANG enlisted corps has a unique set of skills that harness the spirit of the ANG and its people. To develop and prepare for 21st Century challenges, Airmen of all statuses are charged with executing a proactive and deliberate path of ownership towards professional development. Each wing is highly encouraged to develop supplemental programs and processes to remain mission ready and competitive. Airmen are also charged with using their unique citizen Airmen-acquired knowledge, skills and abilities to help train and equip the total force with safeguarding the homeland and executing mission requirements.



- Professional Development
- Interconnectedness
- Resilience
- Dynamic Use



# EFD CONOPS ATTRIBUTES

## Professional Development

The ANG strives to improve the education and training of all Airmen. Members of the enlisted corps must deliberately develop personally, professionally, militarily, and within their civilian careers. Supervisors are expected to be involved and generate a relationship based on trust by creating and implementing individual development plans in order for Airmen to unleash their true potential. This involvement will enhance development and provide an environment that promotes positivity, strong retention, high morale and welfare. This full-force effort will create opportunities for ANG Airmen to fill key future leadership roles. To be competitive, ANG Airmen must employ new and innovative means and develop their occupational and foundational knowledge through education, training and a broad range of experiences to ultimately ensure success at their home unit and in contested environments. ANG members must continue to seek in-residence and distance education opportunities. Additionally, they must maintain standards of proficiency and skill development to improve the overall success of the ANG in support of our national defense.

## Dynamic Use

The ANG provides a flexible, dynamic, lethal force, ready to meet our nation's needs from global security challenges to state and local community needs. Versatile duty statuses enable citizen Airmen to respond quickly then revert to civilian status and their primary career responsibilities. The ANG's unique ability to deploy rapidly, provide lethal force, and seamlessly transition back to civilian occupations provides our nation high return on investment, while disbaring comparable fulltime costs normally associated when conducting like operations.

## Resilience

As Airmen progress through a deliberate and strategic approach to force development, resiliency must remain a foundational pillar to readiness, interconnectedness, and wellness. Additionally, comprehensive support programs and resources all help forge our human weapon system and technical proficiencies towards readiness. These include but are not limited to the Air Force Transition Assistance Program, financial fitness, resilience coordinators, expanded resources on wellness and resilience, and a priority mindset on building relationships.

## Interconnectedness

Future mission accomplishment will be contingent upon multi-domain operations. Unified, agile, team-oriented Airmen will be needed to provide a competitive advantage over adversaries in joint all-domain operations. Interconnected teams, command relationships, and a unified purpose with an emphasis on being a competitively focused force, will contribute to the growth and development of all Airmen. This focused application of Airpower is linked to security threat awareness concepts, Blue/Brown/Purple Book values, Air Force doctrine, continuum of conflict theory, modernized technology, and digital literacy training. Other associated attributes, or Airman Leadership Qualities, include resiliency, force development ecosystem, system values, front-line leader development, and teaming to solve problems.

- CMSAF Blueprint
- MyFSS
- Enlisted Performance Brief (EPBs) & Airman Comprehensive Assessments (ACA)
- Airman Leadership Qualities (ALQ)



# COMPETENCY DEVELOPMENT

## CMSAF Blueprint

Roadmap for Airman's force development. It further explains specific tiers and the inter-workings of the Air Force and its history, heritage, modern-day standing and future objectives. Lastly, it highlights the critical importance of Airpower and how each Airman fits within this construct.

## MyFSS

As a centralized and automated system of systems, MyFSS has transformed legacy business practices and will continue to impact future personnel processes and procedures. It is composed of multiple personnel-related applications that allow Airmen ample opportunity to manage their careers, learn about force development opportunities, and use retirement/separations processes.

## EPBs & ACAs

Replacing the Enlisted Performance Reports, Enlisted Performance Briefs (EPBs) use a more descriptive narrative construct (Performance Statements) versus the previous bullet format used. EPBs give supervisors the ability to expound upon individual competencies and identify areas that members will need to improve. Airman Comprehensive Assessments (ACAs) are required and must be part of the organizational culture. They provide essential feedback and should be used to supplement EPBs. The next generation of Airmen needs and craves feedback.

## ALQs

Airman Leadership Qualities (ALQs) are the most important elements of performance. They serve as the bedrock of character which are derived from the Air Force Foundational Competencies. By fostering strong leadership qualities, Airmen can enhance operational effectiveness, maintain high morale, and build a strong foundation towards continued success.





- State Development Tours
- Statutory Tours (STAT)
- Active Duty on Operational Support (ADOS-RC)
- State Partnership Program (SPP)
- Developmental Placemat



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- Enlisted Field Advisory Council (EFAC)
- Air Force Sergeants Association (AFSA)
- Air & Space Forces Association (ASFA)
- Enlisted Association of the National Guard of the United States (EANGUS)/State Associations (SA)
- Wing Top 3
- Rising 6



# PROFESSIONAL ORGANIZATIONS

## EFAC

The Enlisted Field Advisory Council's purpose is to propose solutions, changes, and policy actions that impact enlisted members of the Air National Guard. NGB Form 802 enables any Airman to bring potential problems AND solutions to the EFAC's attention.



## Air & Space Forces Association

Dedicated to advocating, educating and supporting Airmen and Guardians and promoting dominant U.S. Air and Space Forces as the foundation of a strong National Defense; honor and support Airmen, Guardians and their families and remember and respect the enduring heritage of USAF and USSF.

**“We must empower at the lowest level.”**

**- Chief Maurice Williams**

## Wing Top 3

Dedicated to continuous efforts to advance the strength and cohesion of SNCOs and their ability to address enlisted concerns, and promote goodwill, camaraderie, and culture within the enlisted force at the wing level.



## AFSA

Founded in 1961, the Air Force Sergeants Association (AFSA) advocates and educates America's elected, military, and community leaders in support of the quality of life for 75,000+ military members and their families.



## EANGUS/State Associations

The Enlisted Association of the National Guard of the United States works to improve and protect the benefits by providing a strong legislative voice to Capitol Hill representatives on issues and concerns affecting nearly 540K Soldiers and Airmen across 54 states, territories, and the District of Columbia. Each state's association affiliated to EANGUS are the conduit for Airmen's voices to be heard and influence change at both the state and National legislative levels. Enlisted membership drives the strength behind state associations and EANGUS priorities.

## Rising 6

A professional organization for ranks E1-E6 to allow junior enlisted to have open discussions about what affects their careers, workplace culture, mentorship and development, while pursuing innovative solutions to problems.



# CONCLUSION

The enlisted members of the ANG are critical assets to our national defense. Most citizen-Airmen possess the unique advantage of both military and civilian expertise and the ability to balance both. Future challenges will be multi-dimensional in joint domain environments. We will develop "Mission Ready Airmen" with training focused on a mix of skills needed for the wartime operational missions. Airmen will be required to be highly multi-capable, competent, and resilient to achieve mission objectives. Operational imperatives will include combat service support to Agile Combat Employment (ACE) Force Elements in alignment with Adaptive Operations in Contested Environments (AOiCE). The Air National Guard can best support this imperative by being highly proficient, mission-ready, and professionally developed. Furthermore, by utilizing the unique qualifications and expertise of our Drill Status Airmen, the Air National Guard will be the most competent, lethal, and well-rounded Total Force Integrated component. Connected to this requirement is the importance of developing wing level programs and empowering Airmen to take ownership. We will only succeed with newly empowered Airmen who are willing to go beyond what is asked of them, unafraid to explore the unknown, and totally committed to the belief of becoming better Airmen. In keeping with this CONOPS, Airmen will be well-prepared, trained, and equipped to meet 21st Century demands and challenges at various levels. Guardsmen will be better postured professionally to engage and support local and state domestic operations (DOMOPS) and federally recognized responses when called upon to defend our nation's wars. Go Guard!

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