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Personnel

CALIFORNIA FORCE DEVELOPMENT

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This instruction is used in conjunction with AFI 36-2640, Executing Total Force Development and implements California Force Development. This instruction applies to all California Air National Guard members. It institutes how leadership and individuals should focus as individuals and future leaders and to the manner in which California Air National Guard leadership will develop their forces for current positions and individuals will develop themselves for future opportunities. Submit any recommended change or clarification requests to the OPR. Ensure that all records created as a result of the processes prescribed in this publication are maintained in accordance with AFMAN 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>.

1. Executing Force Development

1.1. Overview. The CA ANG must ensure leaders are prepared for greater responsibilities. Force Development (FD) is a tool to ensure members are progressing within their careers, growing as individuals, and aspiring to be future leaders. It is critical for wings and individuals to develop future leaders while ensuring they are prepared for advanced responsibilities at the Wing, State Headquarters, and National Guard Bureau levels. Leaders must be equipped to successfully confront challenges and leverage opportunities. The overall goal of CA ANG FD is to provide deliberate and organized professional development, tailored to meet ANG and AF needs. In doing so, we will expand the pool of future leaders for greater opportunities. This will occur by developing Airmen with the required skills, knowledge and experience to lead and execute current and future mission capabilities. Force Development is voluntary; however, those who have not participated may jeopardize their careers by not being prepared for greater advancement.

1.2. The execution of Force Development will:

- 1.2.1. Maximize capabilities of all Airmen to ensure the ANG can provide air, space and cyberspace power in support of our nation's security.
- 1.2.2. Ensure opportunities and expectations are transparent, providing visibility to all Airmen.
- 1.2.3. Develop a broad, deep pool of qualified candidates for key positions within the ANG.
- 1.2.4. Ensure ANG personnel-directed decision processes invest the right education, training, and experience in competitively-selected Airmen at the right time.
- 1.2.5. Enhance each Airman's understanding of their role in Force Development.
- 1.2.6. Leverage information technology to provide useful tools to facilitate/enhance personnel decision processes and to maximize the capabilities of all Airmen.
- 1.2.7. Identify competency requirements at each grade in order to ensure experience, education, and training programs are appropriately focused to produce desired Airman's capabilities.
- 1.2.8. Ensure airmen and supervisors understand institutional expectations relating to Force Development.

2. CA ANG Force Development Program Goals.

- 2.1. Ensure members are prepared for greater challenges.
- 2.2. Develop a "bench" for advanced career placement and opportunities.
- 2.3. Provide members regular opportunities for career dialog, mentorship, and feedback with wing leadership regarding career opportunities, future assignments, and education. The Enlisted Development Plan and Officer Development Plan is the tool for members to express future development plans. Individuals and supervisors should be reviewing this tool on an annual basis.
 - 2.3.1. Participating in Force Development is purely voluntarily, although not participating may affect an individual's future progression if they are not developing within their careers.
- 2.4. Provide deliberate and organized succession planning and professional development tailored to meet ANG and AF needs, within the context and culture of the ANG.
- 2.5. Ensure California National Guard (CNG) leadership expectations are understood by CA ANG members.

3. Force Development Opportunities.

- 3.1. Force Developmental Experiences:
 - 3.1.1. Civilian-base Experiences (education, job-related, and leadership)
 - 3.1.2. Command – Command can be gained within your unit or other units within the wings depending upon wing need.
 - 3.1.3. Intrastate assignments – allows individuals to gain experience at another CA sister wing that would be unavailable at their current wing.

- 3.1.4. Deployments – Domestic Operations and OCONUS.
 - 3.1.5. Joint Experience.
 - 3.1.6. PME - Officer and Enlisted PME, Advanced Joint PME and Fellowships.
 - 3.1.7. Stat Tours – Experience at this level can be accomplished through many different programs, Tours at State HQ, NGB, MAJCOMs, COComs.
- NOTE: *No one person is likely to fill all of these squares; the objective is to look at the whole person individually and the totality of the leadership team corporately.*

4. Program Elements: The California Air National Guard Force Development Program will consist of the following elements:

4.1. Command Oversight. The Adjutant General and the CA ANG/CC will refer to CA ANG Force Development Council recommendations when making decisions on key leadership assignments.

- 4.1.1. Leadership at all levels needs to be committed to FD.
- 4.1.2. We need a clear vision for developing Airmen to become the tactical, operational and strategic leaders of tomorrow.
- 4.1.3. Corporately, we must accept the responsibility to provide paths for career development at the right time in our Airmen's service.
- 4.1.4. Individuals are not required to participate within FD, however if they choose to, they should meet with their supervisor at least annually to express their FD desire.
- 4.1.5. Ensure CNG leadership expectations are understood by CA ANG members.
- 4.1.6. Provide deliberate and organized succession planning and professional development tailored to meet ANG and AF needs, within the context and culture of the ANG.

4.2. Force Development Council. The Force Development Council (FDC) is the central body that has overarching visibility of the organization, knowledge of the organization's strategic vision, and awareness of the organizations impending needs. FDC identifies education or assignment vectors for Airmen utilizing structured criteria such as career gates, prior education/assignments, and developmental potential. Intrastate temporary moves must be coordinated and approved through the Director of Staff as this allows for continuity of moves and future manning transitions.

- 4.2.1. The CA ANG FDC will serve as a forum for evaluating the qualifications and future potential of officers and NCOs for:
 - 4.2.1.1. Career development and broadening.
 - 4.2.1.2. Tours with NGB, JFHQ, JTFs and advancement to higher level positions.
 - 4.2.1.3. The CA ANG FDC will be the force development focal point for support and guidance to The Adjutant General (TAG), Commander of the California Air National Guard (CA ANG/CC), and Assistant Adjutant General, Air (CA ANG/AAGA).

4.3. Force Development Teams: The CA ANG/CC shall direct the establishment of wing Force Development Teams (FDT). The FDT membership will include wing leadership to include Wing Commander, Vice Commander, Group Commander, Command Chief and other appropriate wing representatives as needed.

4.3.1. The FDT will use the Wing Force Develop Tracking Template (Figure 9) to track wing percentages for Officer Development Plan (ODP) (Figure 7) and Enlisted Development Plan (EDP) (Figure 7), completion of PME, and development for Group level officers and enlisted members. This will be accomplished yearly.

4.3.2. The FDT should be consulted when selecting members for In-Residence PME, special duties assignments, and other development opportunities.

4.3.3. The FDT should as opportunity arises promote local Force Development opportunities allowing members the ability to excel with programs or projects within or out of career field such as temp assignment to other area, special projects, public speaking, instruction opportunities, etc...

4.3.4. Recommend appropriate developmental assignments and education for individual members.

4.3.5 Providing developmental feedback using ODP and EDP. FDT should have a copy of wing members ODP and EDP as to determine “way ahead” for member’s development.

4.3.6 Meet at least once a year as determined by the WG/CC.

4.4. FDC Management

4.4.1. HQ CA ANG/DS will monitor FD to ensure there are:

4.4.1.1. Defined roles and responsibilities for FD policy and execution.

4.4.1.2. Active career field management through FDTs and appropriate wing experts.

4.4.1.3. Deliberate development of institutional and occupational competencies via career managed education, training, and assignments.

4.4.1.4. Supervisor, commander, command chief, and member involvement.

4.4.1.5. FDC Membership Requirements:

4.4.1.5.1. Commander, CA ANG serves as Chairperson, Assistant Adjutant Generals, Wing Commanders and 162 CCG/CC, State and Wing Command Chiefs, other Colonels and Chief Master Sergeants as the Chairperson directs.

4.4.1.6. Policy guidance provided by Director of Staff – Air and Military Personnel Management Officer.

4.4.1.7. Documents: RIPS, ODP, EDP and available biographies are provided for reference.

4.4.1.8. Deliberations conducted with non-attribution.

4.4.1.9. Ensure CNG leadership expectations are understood by CA ANG members.

4.4.1.10 Provide deliberate and organized succession planning and professional development tailored to meet ANG and AF needs, within the context and culture of the ANG.

5. Individual Responsibility.

5.1. Individuals are not required to participate within FD, however if they choose to, they should meet with their supervisor at least annually to express their FD desire. Individuals should have an opportunity on an annual basis to discuss career aspirations and development with their supervisor. A completed ODP or EDP by the individual is a manner to begin discussion. Dialogue should include career aspirations, goals (short or long term), and desired positions. An honest assessment of the individual and intended goals should be accomplished as well as a “roadmap” to achieve the goals. Conversations should focus on:

5.2. Five Critical / Recommended Developmental Experiences.

5.2.1. Command – Command can be gained within the unit or sister unit depending upon need and command approval. Cross-functional, inter-unit assignments.

5.2.2. Deployments – Domestic Operations and OCONUS.

5.2.3. Desired Positions at Wing, State HQ, NGB, and or MAJCOM.

5.2.4. Developmental Education – Advance college education, PME, Fellowships, Joint PME.

5.2.5. Headquarters Staff Experience – Experience at this level can be accomplished through many different programs, Tours at NGB, MAJCOMs, or COComs.

5.3. Career Models – Diagrams and models to assist leaders and individuals with FD goals and aspirations.

Figure 1 – Officer Career Path Guide

Figure 2 – Enlisted Career Path Guide

Figure 3 – Officer Scorecard

Figure 4 – Enlisted Scorecard

Figure 5 – Force Development Timeline

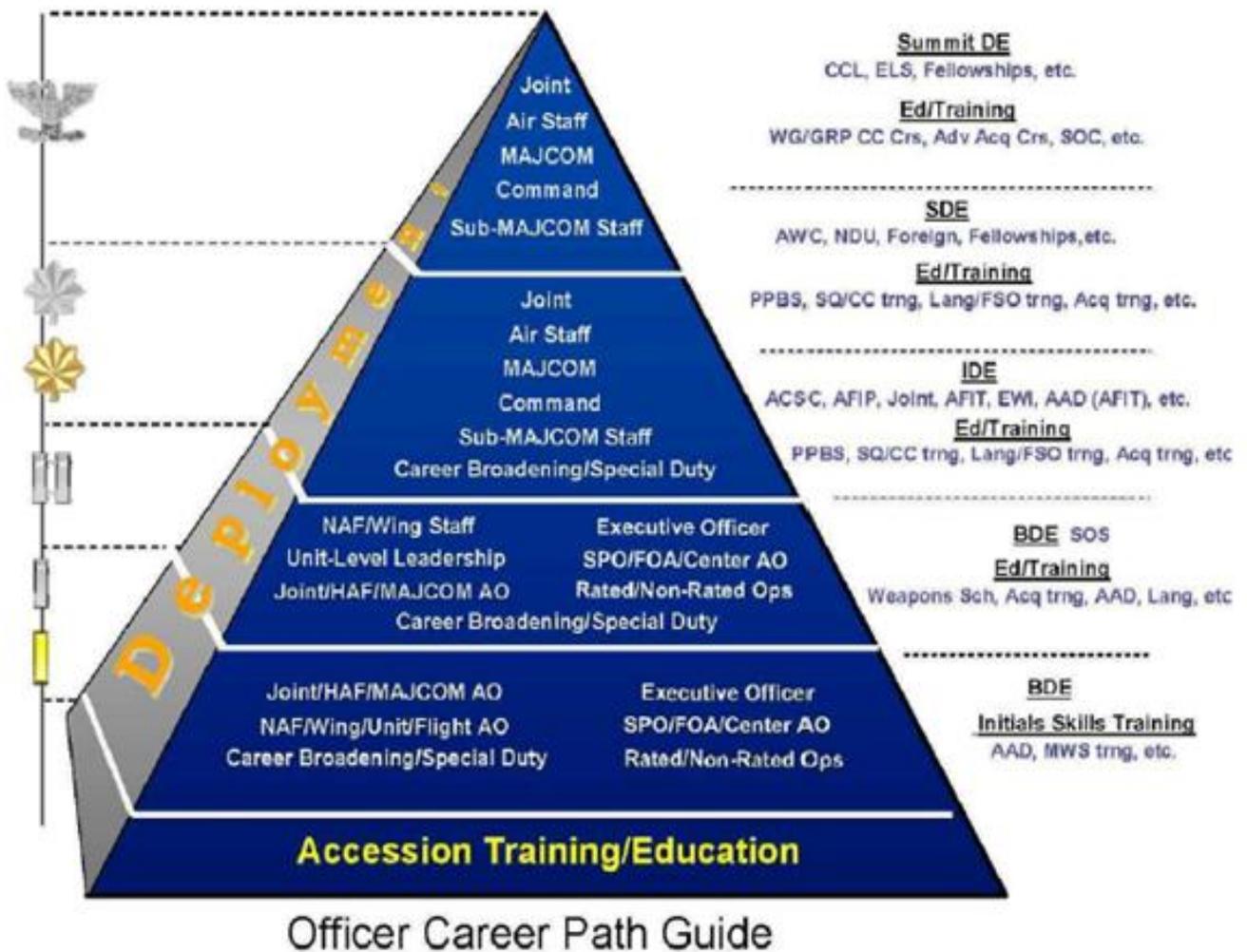
Figure 6 – Officer Career Development Model

Figure 7 – Officer Development Plan (sample - page 1 of 3)

Figure 8 – Enlisted Development Plan (sample - page 1 of 3)

Figure 9 – Wing Force Development Tracking Template

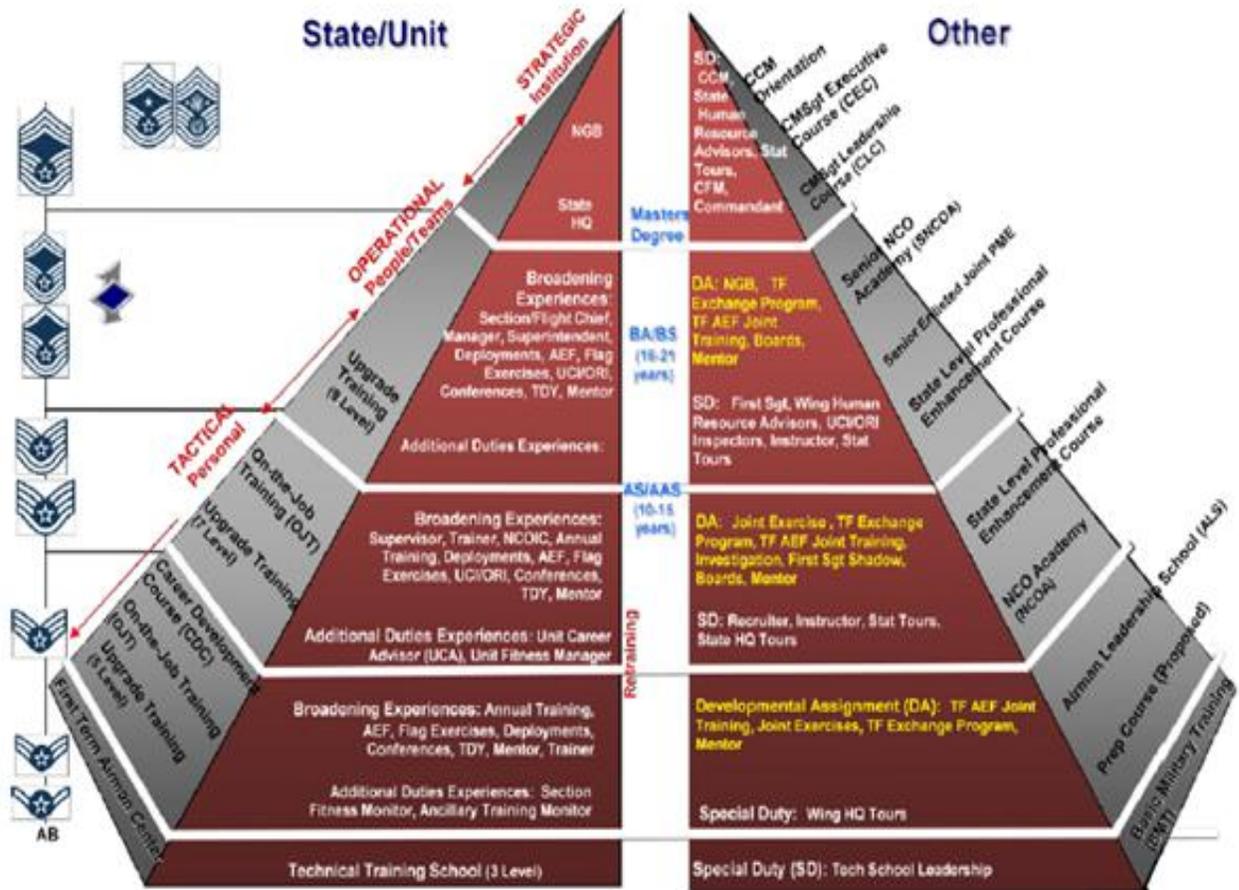
Figure 1 – Officer Career Path Guide



Career Planning Diagram (CPD)

The diagram above is for use by Career Functional Managers, Development Teams (DTs), commanders, and supervisors. DTs can review and modify CPDs for their functional area creating a tool to provide vectors for career development. This diagram can also be used to provide period indicators for developmental assignment consideration.

Figure 2 – Enlisted Career Path Guide



Career Planning Diagram (CPD)

The diagram above is for use by Career Functional Managers, Development Teams (DTs), commanders, and supervisors. DTs can review and modify CPDs for their functional area creating a tool to provide vectors for career development. This diagram can also be used to provide period indicators for developmental assignment consideration.

Figure 3 – Officer Scorecard

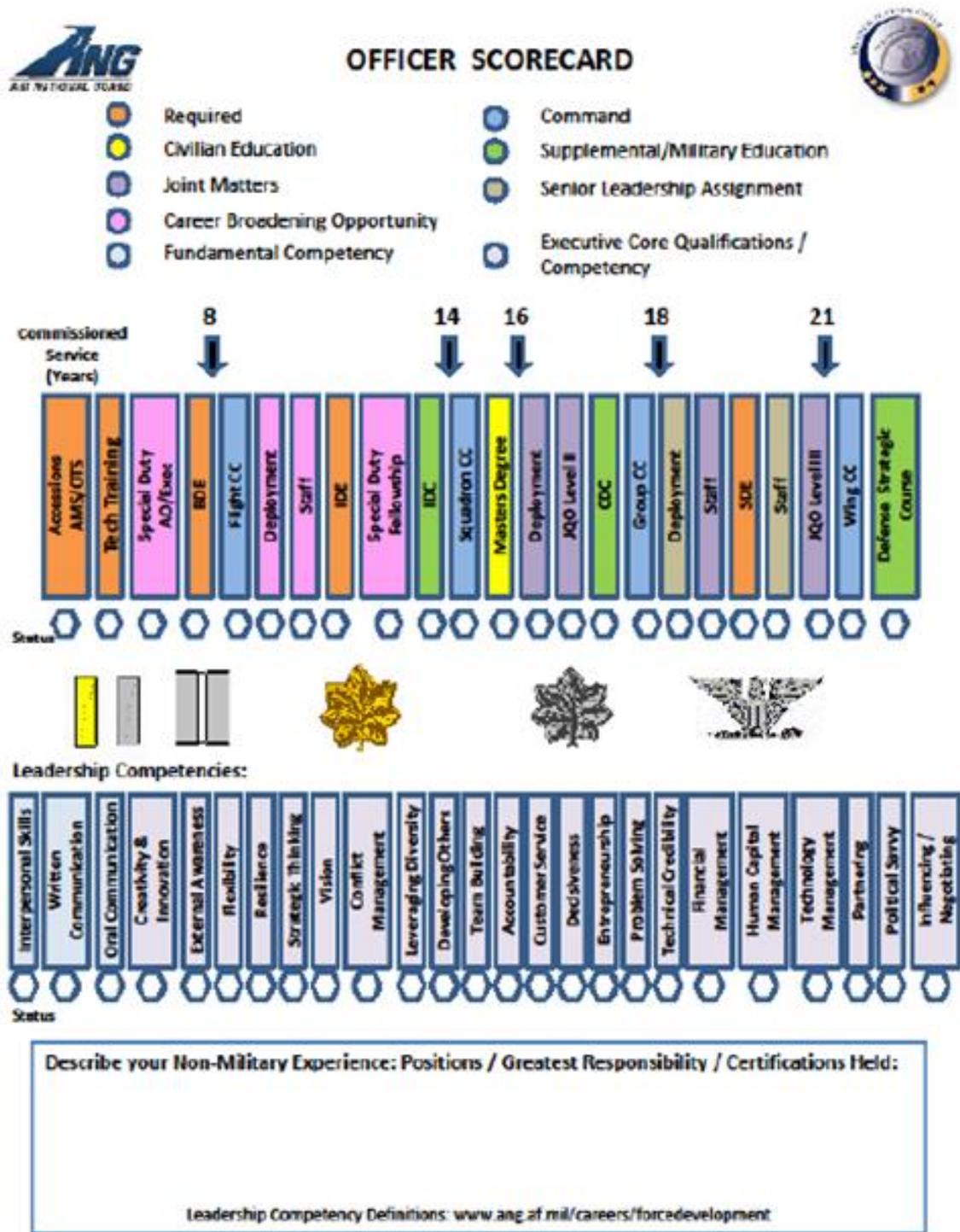


Figure 5 – Force Development Timeline

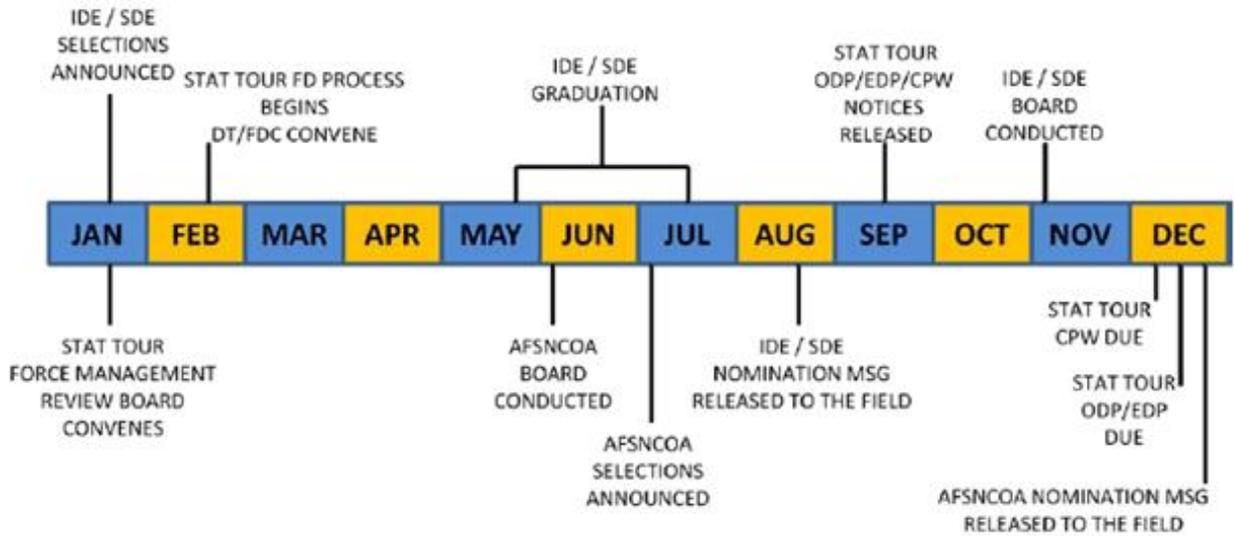
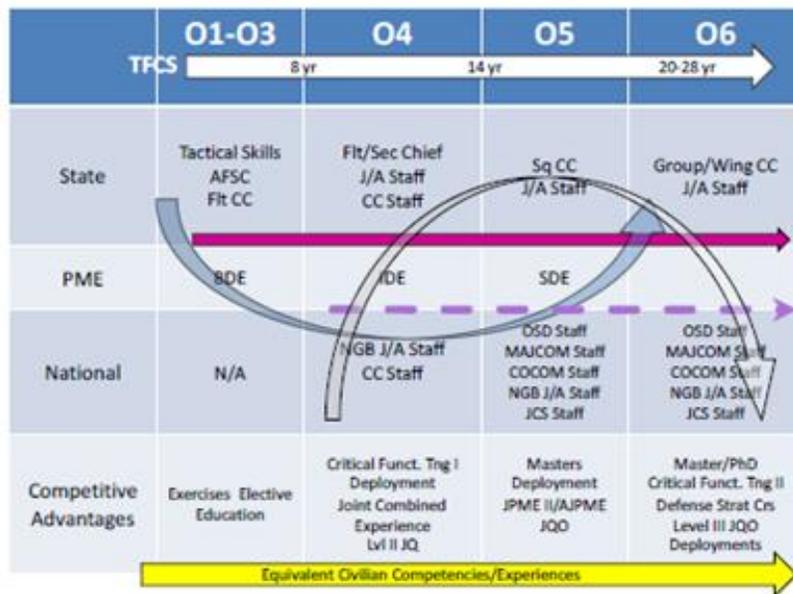


Figure 6 – Officer Career Development Model



Arrows in diagram indicate potential movement between state / territory / District and National assignments. Recommended minimum assignment length is 1 year.

Figure 7 –Officer Development Plan (sample - page 1 of 3)



OFFICER DEVELOPMENT PLAN (ODP) – FIELD

Purpose: To assist individuals plan his or her desired assignment and career objectives combined with the rater / commander, and leadership in reviewing career goals, objectives, and developmental opportunities / assignments.

Disclosure: Voluntary, but failure to disclose the information requested will limit your consideration for developmental opportunities.

SECTION I – MEMBER IDENTIFICATION DATA/SERVICE

Name:	Rank:	Office Symbol:
PAFSC:	2AFSC:	Mandatory Separation Date (MSD):
Time-in-Position (TIP):	EDIGS (Date Entered Guard):	
DOR:	DOS:	Retirement Eligible (20 Year) Date:
Last PME Completed / Method:		

SECTION II – OFFICER’S PREFERENCES

- Please check your preference(s)
- Preferences are not a guarantee of future developmental opportunities
- An officer must comply with physical fitness requirements and have no ADCON issues for force development consideration

- Will be separating within next 12 months (MSD, not extended, etc). ODP not required.
- Have served less than 3 years in current assignment, and therefore request retention in current assignment.
- Lateral Assignment within core AFSC to provide breadth and variety within functional area.
- “Skill-pairing”, i.e. cross-functional assignment, to increase breadth of experience and leadership responsibility within related family of skills; experience in a functional community outside the individual’s primary AFSC.
- Request a “developmental assignment vector”. Choices: Exec, LL Assignment, JFHC J-Staff, Command Assignment, Developmental Statutory Tour, or Special Duty Assignment.
- Request Developmental Education. Choices: Congressional Fellowship, IDE (*Maj w/ less than 16yrs commissioned service*), SDE - (*LtCol or Col w/less than 25yrs commissioned service*).
- Request a “key assignment”. Choices: Group Command, LL, JFHQ J-Staff 2-digit. (Col Only)

Short Term Goals:

Long Term Goals:

Figure 8 –Enlisted Development Plan (sample - page 1 of 3)



ENLISTED DEVELOPMENT PLAN (EDP) - FIELD

Purpose: To assist individuals plan his or her desired assignment and career objectives combined with the rater / commander and leadership in reviewing career goals, objectives, and developmental opportunities / assignments.

Disclosure: Voluntary, but failure to disclose the information requested will limit your consideration for developmental opportunities.

SECTION I – MEMBER IDENTIFICATION DATA/SERVICE

Name:	Rank:	Office Symbol:
PAFSC:	2AFSC:	Time-in-Position (TIP):
EDIGS (Date Entered Guard):		
DOR:	DOS:	Retirement Eligible (20 year) Date:
Last PME Completed / Method:		

SECTION II – NCO's PREFERENCES

- *Please check your preference(s)*
- *Preferences are not a guarantee of future developmental opportunities*
- *An NCO must comply with physical fitness requirements and have no ADCON issues for force development consideration*

- Will be separating within next 12 months. EDP not required.
- Have served less than 3 years in current assignment, and therefore request retention in current assignment.
- Request Lateral Assignment within core AFSC to provide breadth and variety within functional area - "Skill-pairing", i.e. cross-functional assignment, to increase breadth of experience and leadership responsibility within related family of skills; experience in a functional community outside the individual's primary AFSC.
- Request a "developmental assignment vector". Choices: Execs, LL Assignment, JFHC J-Staff, Developmental Statutory Tour, Special Duty Assignment.

Short Term Goals:

Long Term Goals:

SECTION III – FORCE DEVELOPMENT

As part of Force Development and overall career management processes, the rater / Group/Wing Commander, and Functional Development Team (FDT) (if applicable) will provide comments "vectoring" the NCO for future developmental opportunities.

Figure 9 – Wing Force Development Tracking Template



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS CALIFORNIA AIR NATIONAL GUARD
SACRAMENTO, CALIFORNIA

Date

MEMORANDUM FOR HQ CA ANG/DS

FROM: _____

SUBJECT: Wing Force Development Tracking

IAW CA ANG INSTRUCTION 36-2640 - Force Development Teams (FDT) are required to complete the annual Wing Force Development Tracking sheet. The completion will provide information concerning wings FDT's direction for member's future developmental and wings current FD progress. Complete according to your wings statistics.

Officer Development Plan Completed:	ex. (40 of 50 members)	(80%)
Wings 2Lt – Capt:	_____	_____
Wings Maj – Col:	_____	_____

Number of eligible members and percentage of members completed:		
Squadron Officer School	_____	_____
Air Command and Staff College	_____	_____
Air War College	_____	_____
Other (AJPME, Sister Service Education, Fellowships)	_____	_____

Officers Being Developed (Rank/Name and specifics)

Maintenance Group:

1. _____
2. _____
3. _____

Medical Group:

1. _____
2. _____
3. _____

Mission Support Group:

1. _____
2. _____
3. _____

Operations Group:

1. _____
2. _____
3. _____

Enlisted Development Plan Completed:	ex. (40 of 50 members)	(80%)
Wings SSgt - TSgt:	<input type="text"/>	<input type="text"/>
Wings MSgt - CMSgt	<input type="text"/>	<input type="text"/>

Number of eligible members and percentage of members completed:		
Airman Leadership School	<input type="text"/>	<input type="text"/>
Non-Commission Officer Academy	<input type="text"/>	<input type="text"/>
Senior Non-Commission Officer Academy	<input type="text"/>	<input type="text"/>
Other (AJPME, Sister Service Education, Fellowships)	<input type="text"/>	<input type="text"/>

Enlisted Being Developed (Rank/Name and specifics)

Maintenance Group:

1.
2.
3.

Medical Group:

1.
2.
3.

Mission Support Group:

1.
2.
3.

Operations Group:

1.
2.
3.

Wing CC Signature