



CURTIS E. LEMAY CENTER

FOR DOCTRINE DEVELOPMENT AND EDUCATION



ANNEX 1-1 FORCE DEVELOPMENT

INTRODUCTION TO FORCE DEVELOPMENT

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People are the Air Force's most critical asset. [Airmen](#) turn [competencies](#) into required capabilities. For this reason, the art of employing Airmen with the requisite education, training, and experience is fundamental to the effectiveness of the Service, affecting current operations and future capabilities. Force development is a deliberate process of preparing Airmen through the [continuum of learning](#) (CoL) with the required competencies to meet the challenges of the 21st Century. The CoL is a career-long process of individual development where challenging experiences are combined with education and training through a common taxonomy to produce Airmen who possess the tactical expertise, operational competence, and strategic vision to lead and execute the full spectrum of Air Force missions. The CoL is implemented through institutional competencies, as delineated in the [institutional competency](#) list. Institutional competencies are measurable clusters of skills, knowledge, and abilities required of all Airmen and are needed to operate successfully in a constantly changing environment. They are presented in this document as the underpinning concepts for force development. Occupational competencies support the overarching institutional competencies and are associated with a particular function or career field; they are found in supporting directives for those functions and career fields. Common guiding principles for education, training, and experience provide a basis for the development of Airmen into leaders and show how institutional competencies are used in the Air Force.