



# CHIEF's Sight Picture

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## **Stewards of the Air Force -- Investing in our Future Force**

One of the basic leadership principles of any successful organization is the investment of time and energy in properly preparing successive generations. To adapt to our transforming world and develop airmen prepared to operate in this dynamic environment, we recently announced our new personnel concept of Force Development. As stewards of the future Air Force, we all have a stake in preparing those who follow to lead this Total Force team. As such, we will follow this time-honored principle and make instructor opportunities a valued part of officer development for leaders of our Air Force.

In the past, many have been skeptical about the effect of leaving one's primary career field, however temporary, for a tour in training or education. I confess to having been one of those. Yet it's hard to deny the positive effect outstanding teachers and instructors have had on our proficiency and our professional development. We know that those involved in education or training are invariably rewarded by the impact they have on succeeding generations. They also come away from their experience with a renewed appreciation for their profession, both in terms of the skills required to be an expert in a chosen field and, more so, with respect for the airmen who are following in their footsteps.

We're currently developing appropriate criteria for tours in education and training in order to be specific about how it will impact your career. Many officers already perform duties as instructors or educators sometime during their very successful careers. These include duty in various levels of training, professional education, and commissioning sources. Although not all line officers will have this opportunity, we should all expect at least one tour as a trainer or educator during our career.

Apart from your personal investment in our future success, there are many benefits of these career-broadening tours. In recent years, we have seen few opportunities to expose operators to other parts of our Air Force. An operational presence in Officer Training School, ROTC, the Air Force Academy, our Air University PME courses, and our functional training courses provide role models for our cadets and officers to emulate, and offer an opportunity for operators to expand their knowledge and professional abilities.

As we develop criteria for tours in training and education, we will be mindful of legitimate concerns about professional progression and proficiency in one's selected career field and balance those with the desire to expose our officers to a broader cross-

section of the Air Force. In fact, as long as we suffer shortages in rated career fields it's reasonable to expect that most rated officers will be required for rated-type training. However, it is necessary to have a broad cross-section of officers, including those with operational experience, in our commissioning and professional development courses to represent the wide range of missions and capabilities our diverse force brings to the fight.

Assignments in education and training positions benefit the entire Air Force. By embracing the training of future generations as a key principle of leadership, we ensure our successors are trained by professionals who pass on their knowledge and experience. Instructor duty benefits not only the students who learn from practitioners steeped in the traditions and the latest tactics, techniques, and procedures of their specialty, but also those instructors who revisit the fundamentals of their profession. Instructor duty enables each of you to view the world through the eyes of your students, absorb your students' enthusiasm at what lies ahead, and make a valuable contribution to our most fundamental competency of *Developing Airmen*.

Our force's capabilities are based on the collective abilities of our personnel and a dedicated career-long focus on the development of professionals. We are the best Air Force in the world because our people are the best at what they do. Our combat capability as an Air and Space Expeditionary Force depends on each of us passing knowledge gained through years of education, training, and real world experience to those who follow.

We must all recognize the importance and value of instructor duty. Service as an instructor is part of a full career and I challenge each and every one of you to take advantage of these opportunities. As an institution, we must also acknowledge its value and reward those that take on the responsibility to perform instructor duty.

I am extremely proud of all that you do each and every day to make our Air Force the best trained and educated Air and Space Force in the world.

