

# USAF Competency- based Learning

Dr. Matthew Stafford  
Air Education and Training Command

# AIR EDUCATION AND TRAINING COMMAND

RECRUIT, TRAIN, AND EDUCATE AIRMEN TO DELIVER 21<sup>st</sup> CENTURY AIRPOWER FOR AMERICA



## *USAF Competency-Based Learning*

Dr Matthew Stafford  
Chief Learning Officer  
Air Education and Training Command

# Competencies

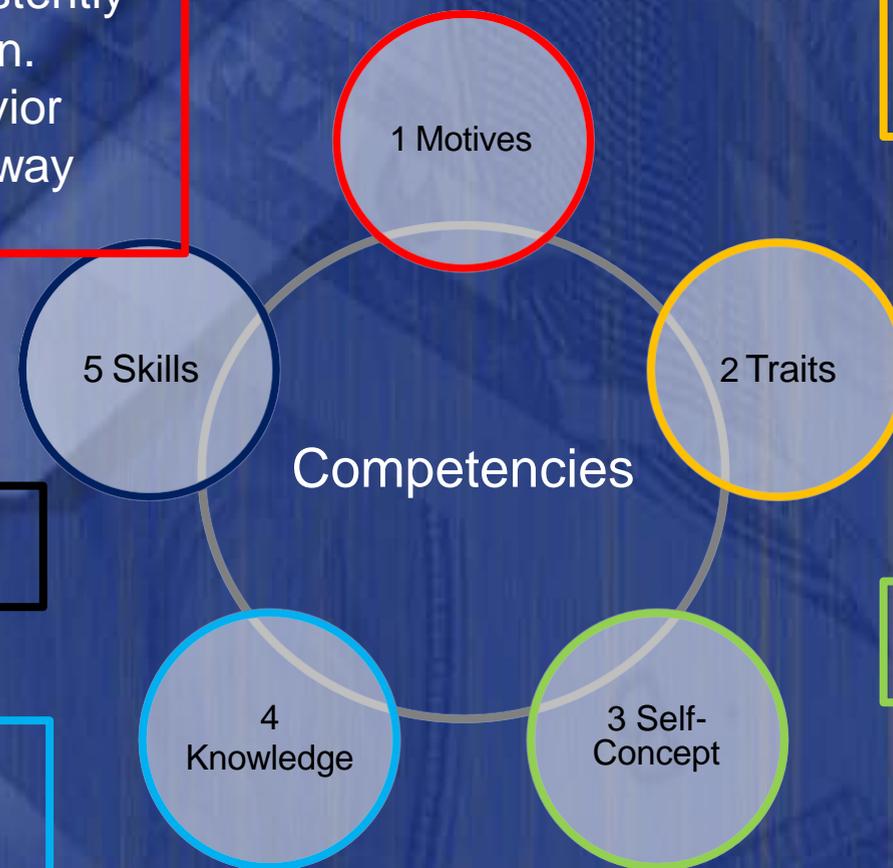
- *A competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation*

1. Motives: The things a person consistently thinks about or wants that cause action. Motives drive, direct and select behavior toward certain actions or goals and away from others.

2. Traits: Physical characteristics and consistent responses to situations or information:

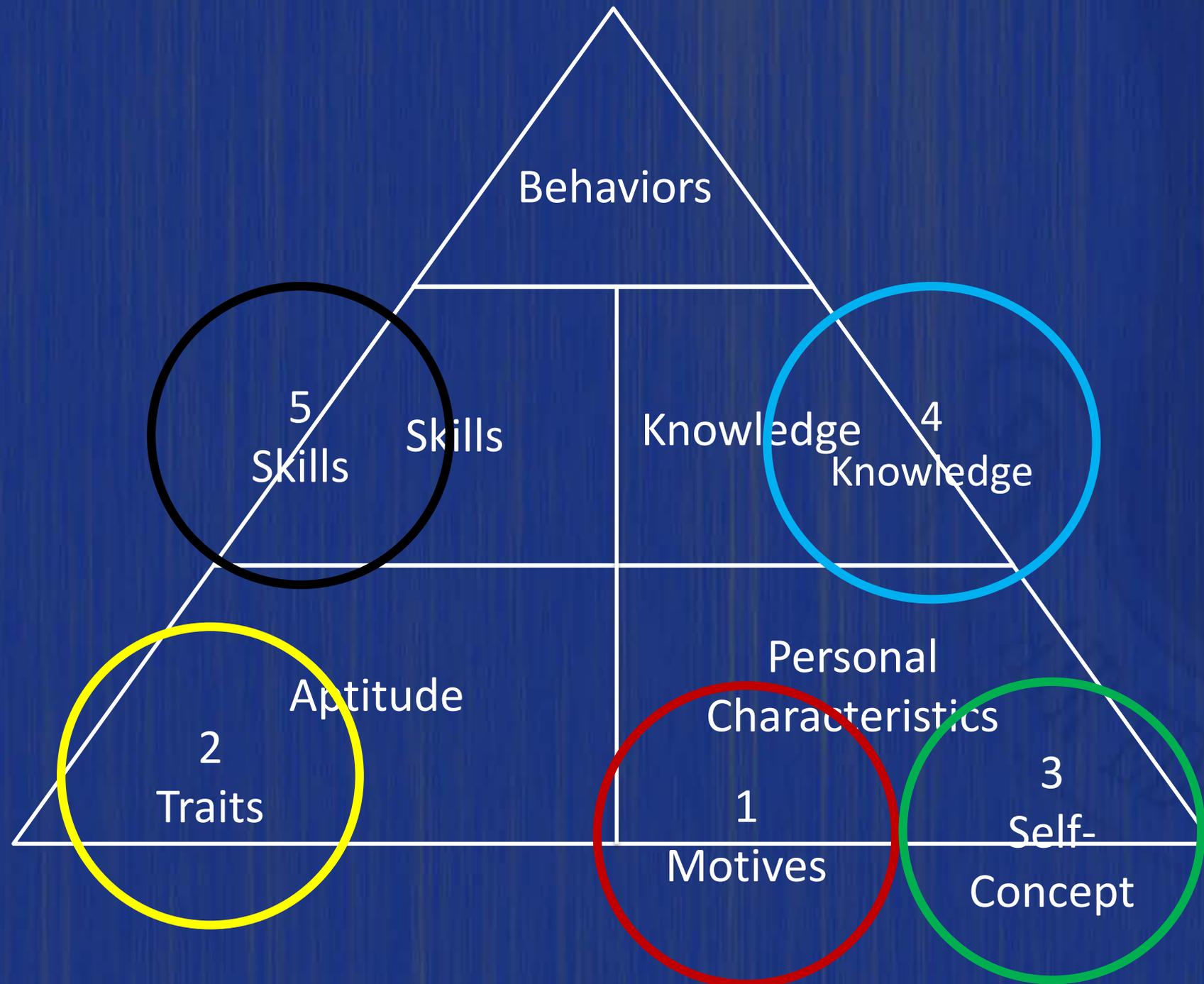
5. Skill: The ability to perform a certain physical or mental task

4. Knowledge: Information a person has in specific content areas



3. Self-Concept: A person's attitudes, values or self-image

# The Competency Pyramid



# Competency-Based Learning (CBL)

- *CBL is an outcomes-based approach focused on competencies that ultimately results in a form of credentialing, such as certification or badging*

- *Air Force adopted CBL over a decade ago...*

- *Strengths:*

- *Created an Institutional Competency List*
    - *Authored a Manual for inculcation of CBL*

- *Weaknesses:*

- *Failed to validate competencies – the causal relationship between mastery and excellence*
    - *Failed to integrate competencies across range of learning*

Category	Competency	Subcompetency
Personal	Embodies Airman Culture	- Ethical Leadership - Followership - Warrior Ethos - Develops Self
	Communicating	- Speaking and Writing - Active Listening
People / Team	Leading People	- Develops and Inspires Others - Takes Care of People - Diversity
	Fostering Collaborative Relationships	- Builds Teams and Coalitions - Negotiating
Organizational	Employing Military Capabilities	- Operational and Strategic Art - Leverage Technology - Unit, Air Force, Joint, and Coalition Capabilities - Non-adversarial Crisis Response
	Enterprise Perspective	- Enterprise Structure and Relationships - Government Organization and Processes - Global, Regional, and Cultural Awareness - Strategic Communication
	Managing Organizations and Resources	- Resource Stewardship - Change Management - Continuous Improvement
	Strategic Thinking	- Vision - Decision-making - Adaptability

# New USAF Learning Paradigm

**AIR FORCE PRIORITIES**

 <p><b>RESTORE READINESS</b></p> <p><i>...to win any fight, any time</i></p>	 <p><b>COST-EFFECTIVELY MODERNIZE</b></p> <p><i>...to increase the lethality of the force</i></p>	 <p><b>DRIVE INNOVATION</b></p> <p><i>...to secure our future</i></p>	 <p><b>DEVELOP EXCEPTIONAL LEADERS</b></p> <p><i>...to lead the world's most powerful teams</i></p>	 <p><b>STRENGTHEN OUR ALLIANCES</b></p> <p><i>...because we are stronger together</i></p>
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*“It is imperative that we develop a holistic strategy for attracting, recruiting, developing, and retaining the right Total Force Airmen that meet the needs of the Air Force in a cost effective way. . . .”*

USAF Human Capital Annex

**LEMAY CENTER FOR DOCTRINE**

## The Redesigned Air Force Continuum of Learning

Rethinking Force Development for the Future

Lt Gen Darryl L. Roberson  
Commander, Air Education and Training Command

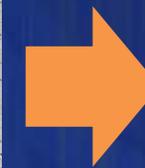
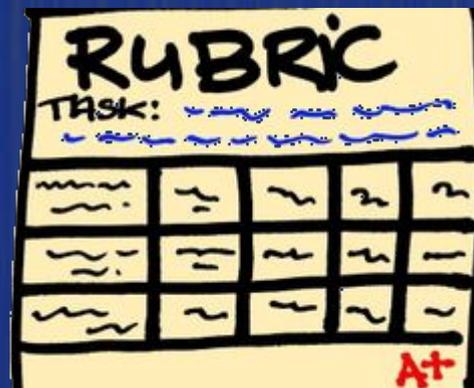
Dr. Matthew C. Stafford  
Vice President for Academic Affairs, Air University

LEMAY PAPERS

# The Journey

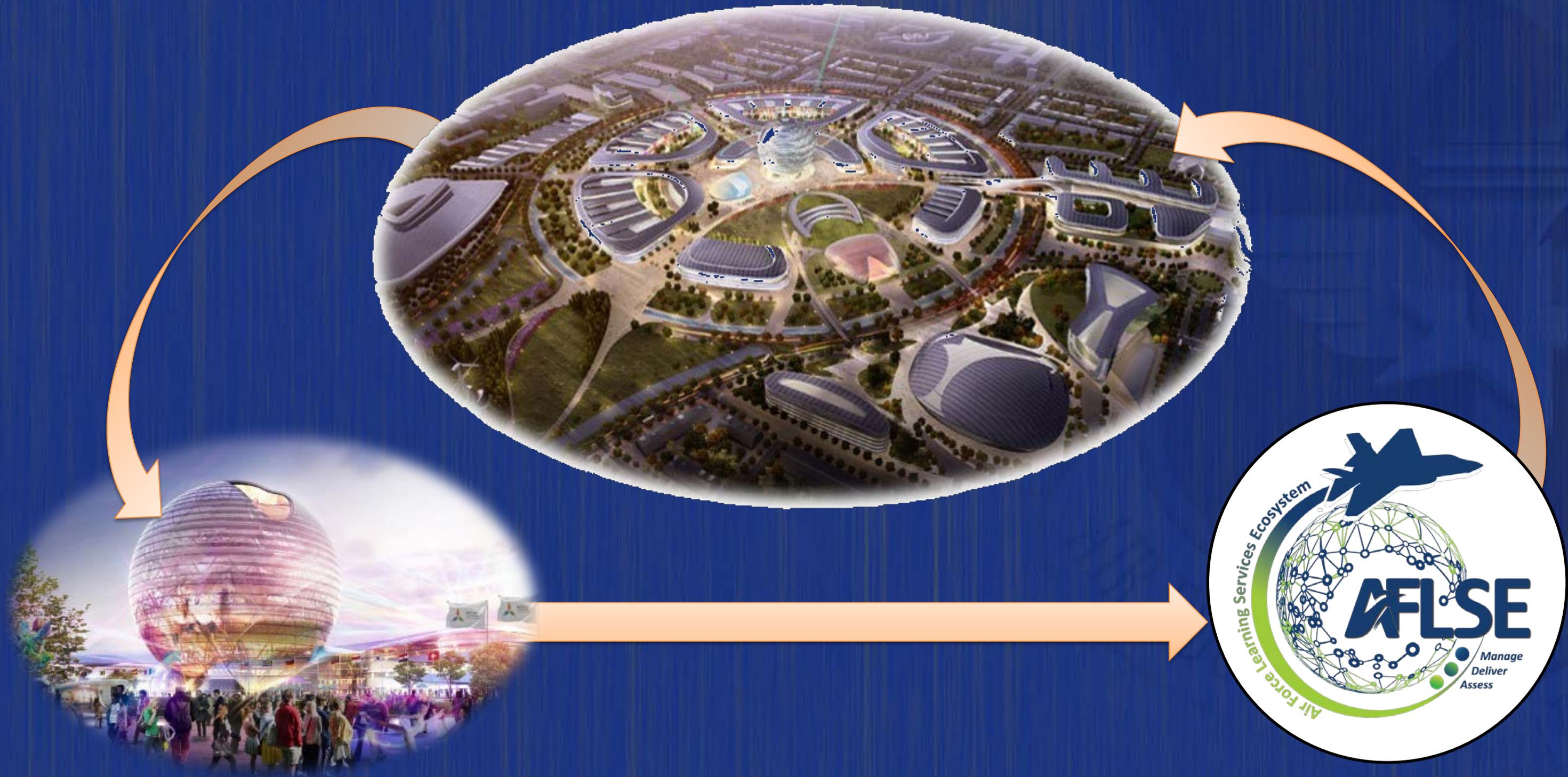
- *New institutional competency model – common to all Airmen*
  - *Validation – Criterion Sampling*
  - *Coordination*
- *Occupational competency models – specific to career field/job*
- *Evaluative mechanisms*

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- *Credentialing (tracking) mechanism*

# *AF Learning Services Ecosystem*



# Summary

- *Capturing what Airmen know and can do – competencies!*
- *Expanding opportunities for learning / development*
- *Driving ...*
  - *Human-capital decision-making*
  - *Increased support for lifelong learning*
  - *Granular understanding of force readiness*
  - *Recognition of learning achievements for transfer later*



