

USAF Competency-based Learning

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Air Education and Training Command

AIR EDUCATION AND TRAINING COMMAND

RECRUIT, TRAIN, AND EDUCATE AIRMEN TO DELIVER 21st CENTURY AIRPOWER FOR AMERICA



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Competencies

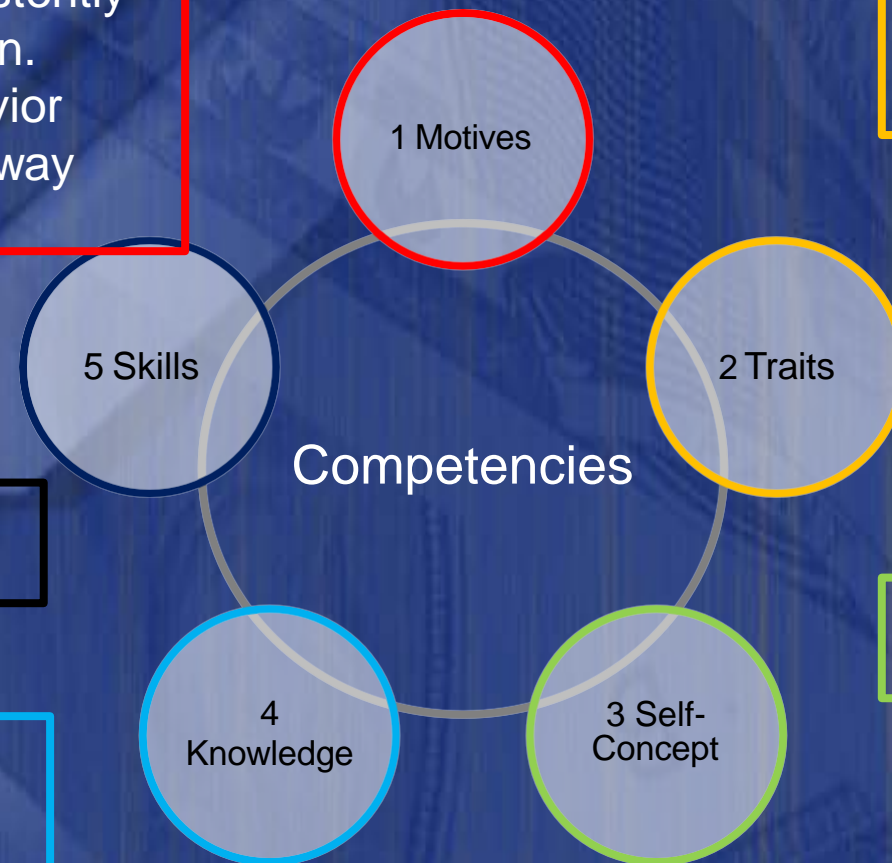
- *A competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation*

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:

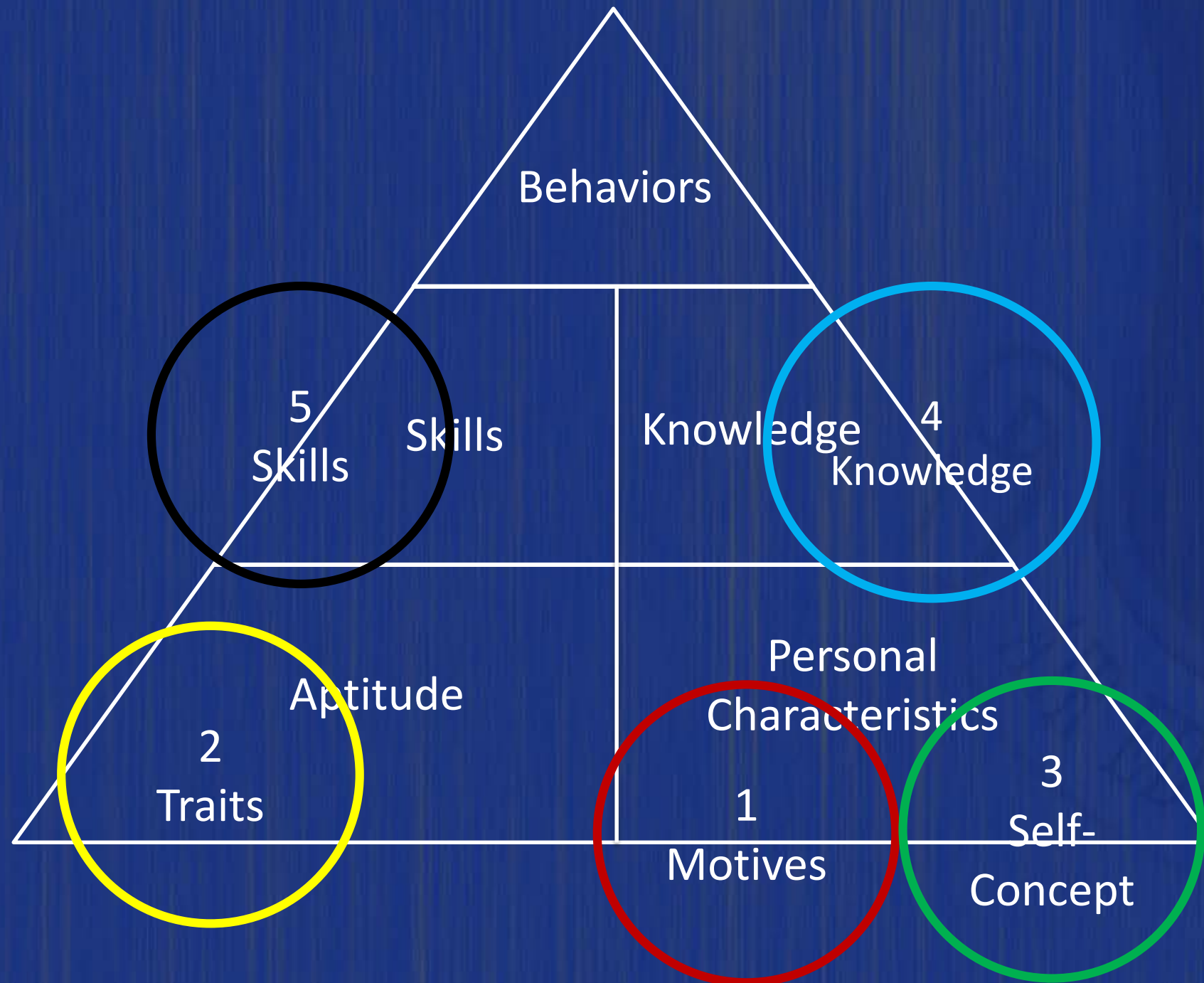
5. Skill: The ability to perform a certain physical or mental task

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



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

The Competency Pyramid



Lucia and Lepsinger, *The Art and Science of Competency Models: Pinpointing Critical Success Factors in Organizations*, 1999

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*

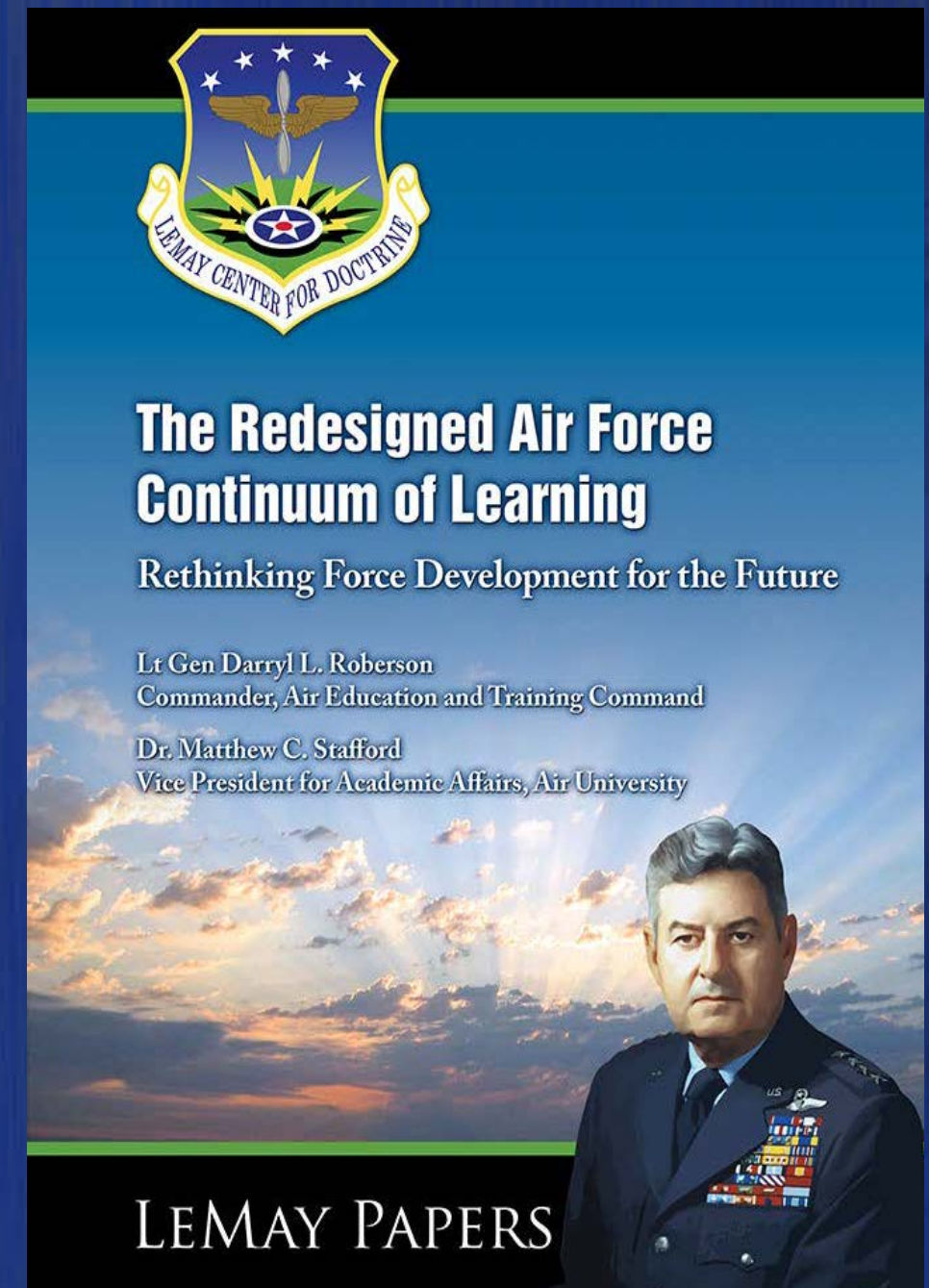
Category	Competency	Subcompetency
Personal	Embodies Airman Culture	- Ethical Leadership - Followership - Warrior Ethos - Develops Self
	Communicating	- Speaking and Writing - Active Listening
People / Team	Leading People	- Develops and Inspires Others - Takes Care of People - Diversity
	Fostering Collaborative 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



“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. . . .”

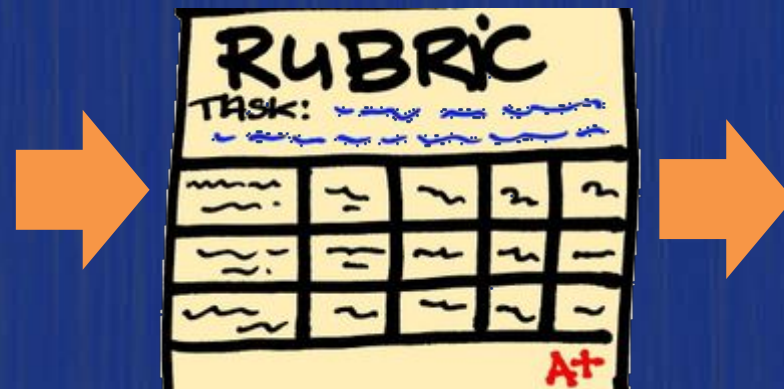
USAF Human Capital Annex



The Journey

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

Category	Competency	Subcompetency
Personal	Embodies Airman Culture	<ul style="list-style-type: none">- Ethical Leadership- Followership- Warrior Ethos- Develops Self
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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*



