



**DEPARTMENT OF THE AIR FORCE
AIR FORCE RESERVE COMMAND**



31 July 2023

**MEMORANDUM FOR COMMANDERS
COMMAND CHIEFS
ALL DIRECTORS**

**FROM: AFRC/CC
555 Robins Parkway
Robins AFB GA 31098-2005**

SUBJECT: FY23 Air Force Reserve (AFR) Enlisted Force Development (EFD) Strategy

1. **SITUATION.** Current conditions require the Air Force Reserve to prioritize the recruitment, retention, and development of a ready and resilient force to maintain the advantage against peer competitors, while transforming to meet the threats of tomorrow and build the Air Force Reserve the nation needs. The command must improve the way we develop, assess performance, evaluate promotion readiness, provide effective feedback, manage talent, and foster long-term growth and retention of the enlisted force. The need to advance, coupled with renewed focus on a command-wide Enlisted Development and Force Management strategy, serve to increase retention of highly qualified Airmen, increase organizational performance and talent management. Through close collaboration, the MAJCOM and staffs will ensure we are successful to recruit, develop, and retain Airmen with the attributes required to compete, deter, and win in the high-end fight.

2. **MISSION.** Air Force Reserve will identify performance gaps and reform enlisted promotion, personnel and talent management systems to enhance EFD. Develop and implement strategy that identify required attributes and institute policies and programs to capitalize on the experience and capabilities within echelons. Commanders, Command Chiefs, Senior Enlisted Leaders and supervisors at every level will provide effective individual feedback and be held accountable in the life-cycle development of Airmen. Align AFR policy to ensure a transparent promotion process and deliberate talent management to foster resiliency, ensure readiness and boost retention.

3. **EXECUTION.** The AFR EFD Strategy will be executed with the following Lines of Effort which are aligned with the CSAF Action Orders and the CAFR's Enterprise Strategy:

- a. **LOE 1 – Build Combat Ready Airmen**
 - i. Update UMDs against manpower and UTC standards, ensuring optimized force mix across AFSCs; recruit to mission requirements and identified gaps
 - ii. Equip and educate Airmen on available tools/metrics to steer effectiveness and increase individual readiness
 - iii. Learning centered Force Development connecting Airmen's training, education,

and experiences to succeed in complex, multi-domain environments

- iv. Identify, plan, and prioritize joint force training opportunities to support AFFORGEN cycles and increase AFSC/UTC Duty Mission Capability rates

b. LOE 2 – Deliberate Talent Management

- i. Re-align distance learning curriculum to meet Total Force leadership development objectives leveraging strategic partnerships to meet NDS/NMS direction
- ii. Design and implement a AFR force development continuum to retain experience and increase capabilities to support life-cycle development across all statuses
- iii. Develop a competency-based performance model for Enlisted personnel, aligned with Airman Leadership Qualities, to enhance essential attributes and skills at all grades
- iv. Program and budget for increased requests for in-residence Professional Military Education allocations

c. LOE 3 – Accountability and Standards

- i. Establish standardized AFR key indicators to consistently evaluate SEL performance and close unit performance gaps
- ii. Revamp AFR Enlisted promotion process: Objective evaluation against DAF standards and competencies, that is transparent and timely
- iii. Enhance promotion processes and procedures for SNCOs to meet DAF promotion readiness (mission and professional) expectations

4. COMMAND and CONTROL. The AFRC Command Chief will have primary responsibility for defining AFR EFD strategy and leading this strategic effort. Through collaboration with NAF, wing, and staff stakeholders, a phased plan and approach, grounded in data analytics, will be published no later than 1 November 23.



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Commander