

Air Force Competencies for Continuous Improvement

Competency	Behavior	CFM	9-Level	7-Level	5-Level	3-Level
1. Ability to identify issues <i>Ability to create plans for the organization based on a grasp on the essentials of the mission and function</i>	1) Innovative ideas	Uses creative thinking to translate AF and functional SA&D and objectives into career field annual plans and CFETPs Looks outside the day-to-day operations for ways to improve the career field (e.g. benchmarking) Identifies and develops strategies to address changes in the business and operational environment.	Translates AF and career field plans into action plans Investigates best practices (e.g. benchmarking) to improve work methods. Understands future projects, activities and builds appropriate action plans to address functional and operational priorities.	Searches for and learns from ideas, both internally and externally. Supports and builds on the ideas of others thru coaching. Develops and pitches ideas Supports and facilitates experimentation of ideas. Builds plans to address functional and operational priorities	Searches for and learns from ideas, both internally and externally. Develops and pitches ideas Supports and participates in idea experimentation	Searches for and learns from ideas, both internally and externally. Participates in idea experimentation
	2) Adherence to standards	Monitor and recognize deviations from standards across the career field in performance and force development Understand the level of competency development and performance on the job to create better compliance	Monitors activity to determine compliance with competency/behaviors Monitors subordinate levels for compliance to standards for performance and development Respond with a sense of urgency to alerts from 7-Levels & determine a permanent cross-functional fix to a deviation Facilitate cross-functional problem solving	Monitors subordinate levels for compliance to standards for performance and development Recognize deviations from standards and alert 9-Level Respond with a sense of urgency to alerts from 5-Levels & determine a permanent fix to a deviation Facilitate team-based problem solving during non-operating time	Monitors subordinate level for compliance to standards for performance and development Recognize deviations from standards and alert 7-Level Respond with a sense of urgency to alerts from 3-Levels & determine a countermeasure to a deviation, if possible Facilitate team-based problem solving during non-operating time	Recognize deviations from standards and alerts 5-Level
	3) Planning from a mid to long term viewpoint	Has a long-term perspective (e.g. 3-5 yrs) and identifies objectives and goals for the career field. Understands from a strategic perspective the career field priorities and judges overall impact to the AF (e.g., sees benefit to AF even if short-term problem needs immediate action). Reflect on future direction of priorities at each milestone and make appropriate changes to keep plans on track	Understands, in-depth, the relationship of the unit to other units and functions Develops action plans with annual focus on specific tasks/targets. Builds checkpoints into plans and adjusts plans when issues are encountered. Follows the PDCA cycle to develop action plans and manage the activities of Airmen.	Discerns and thoroughly evaluates underlying changes to develop vision of new business condition. Identifies problems and develops countermeasures or provides input to higher level strategic plans Follows the PDCA cycle to develop action plans and manage the activities of Airmen.	Discerns and evaluates underlying changes to develop vision of new operations condition. Identifies problems and develops countermeasures or provides suggestions for higher level strategic plans	Discerns changes to develop vision of new operations condition and their work within it.
2. Ability to carry out tasks and achieve targets <i>Ability to achieve results for mission accomplishment</i>	3) Appropriate judgment	Utilize mechanisms to gather information (facts) about the current situation. Evaluates problem situations and identifies appropriate solutions. Creates PDCA environment to easily see condition status.	Utilize mechanisms to gather information (facts) about the current situation. Uses facts instead of opinions to perform problem solving activities Raises issues to appropriate management levels when faced with problems beyond their immediate control. Creates PDCA environment to easily see condition status	Utilize mechanisms to gather information (facts) about the current situation. Uses facts instead of opinions to perform problem solving activities Takes initiative and makes continuous improvement, approving changes to Standardized Work/SOPs. Continuously provides customers with output of the highest quality. Raises issues to appropriate management levels when faced with problems beyond their immediate control. Creates PDCA environment to easily see condition status	Utilize mechanisms to gather information (facts) about the current situation. Uses facts instead of opinions to perform problem solving activities Takes initiative and makes continuous improvement, controlling changes to Standardized Work/SOPs. Continuously provides customers with output of the highest quality. Raises issues to appropriate management levels when faced with problems beyond their immediate control. Creates PDCA environment to easily see condition status	Takes initiative and suggests continuous improvement and changes to Standardized Work/SOPs. Uses facts instead of opinions to perform problem solving activities Continuously provides customers with output of the highest quality.
	4) Decision Making	Considers the impact of decisions on the overall career field Makes clear decisions and gains consensus through thorough coordination when necessary Gathers facts utilizing the concept of "go and see", analyzes data and determines the best solutions.	Makes clear decisions and gains consensus through thorough coordination when necessary Gathers facts utilizing the concept of "go and see", analyzes data and determines the best solutions.	Ensures processes leading to success are consistently used in their own and subordinate's work Gathers facts utilizing the concept of "go and see", analyzes data and determines the best solutions.	Ensures processes leading to success are consistently used in their own and subordinate's work Gathers and provides facts through "go and see"	Ensures processes leading to success are consistently used Gathers and provides facts through "go and see"
	5) Perseverance	When faced with difficulties, demonstrates persistence in leading the career field to achieve results. Creates, communicates, and checks milestones along the way to achieve desired outcomes. Acts as a negotiator with other areas (e.g. functions and career fields) to eliminate barriers to achieve career field priorities.	When faced with difficulties, clarifies the problem and develops recovery plans. Creates, communicates, and checks milestones along the way to achieve desired outcomes. Demonstrates persistence in achieving operations and development milestones	Pursues/reports project activities and milestones. When faced with difficulties, clarifies the problem and develops recovery plans. Demonstrates persistence in achieving operations and development milestones	Pursues/reports project activities and milestones. Demonstrates persistence in achieving operations and development milestones	Reports their project activities and milestones. Demonstrates persistence in achieving operations and development milestones
3. Ability to manage an organization <i>Ability to manage an organization in the most effective manner to accomplish the mission</i>	6) Prioritization and allocation of resources	Improves efficiency of work methods by making changes to, maintaining or improving jobs/tasks Appropriately prioritizes tasks and strategically allocates available resources. Represents career field in AF resource allocation decisions	Coordinates Airmen's activities to achieve unit goals and objectives. Initiates activity to standardize, streamline and improve jobs for increased efficiency. Represents unit in career field allocation decisions	Coordinate Airmen's activities and execute assigned activities to achieve unit goals and objectives. Initiates activity to standardize, streamline and improve jobs for increased efficiency.	Coordinate Airmen's activities and execute assigned activities to achieve unit goals and objectives. Initiates activity to standardize, streamline and improve jobs for increased efficiency.	Execute assigned activities to achieve unit goals and objectives.
	7) Establishing framework and systems for management	Clearly communicates AF objectives to Airmen to create understanding and support for career field priorities. Creates and operates total career field management system which includes creating strategy, managing costs, human resources, project outcomes, obtaining and utilizing appropriate resources, facilities, and equipment, etc. Creates avenues for two-way communication between leaders and Airmen (e.g. horizontal and vertical). Coaches Airmen to create action plans, operating procedures, and project management processes. Establishes standards for identifying and solving problems.	Understands the wider scope of projects and tasks. Initiates and influences Airmen to take effective and specific actions. Coaches Airmen by sharing technical knowledge, process development and work method ideas. Utilizes networking in the organization and encourages teamwork to achieve results. Establishes daily/weekly communication mechanisms with Airmen. Supports Airmen who are leading projects and activities.	Understands the wider scope of projects and tasks. Initiates and influences Airmen to take effective and specific actions. Coaches Airmen by sharing technical knowledge, process development and work method ideas. Coordinates resources to carry out priority activities. Supports team to achieve overall project success. Establishes daily/weekly communication mechanisms with Airmen. Supports Airmen who are leading projects and activities.	Understands the wider scope of projects and tasks. Coaches Airmen by sharing technical knowledge, process development and work method ideas. Coordinates resources to carry out priority activities. Supports team to achieve overall project success.	Carry out priority activities as directed. Supports team to achieve overall project success.
	8) Delegation	Appropriately delegates authority for development of career field to subordinate levels for action Confirms understanding of delegated actions from AF and functional leaders	Appropriately delegates authority for operations performance and force development to subordinate levels for action Confirms understanding of delegated actions from AF and functional leaders	Appropriately delegates authority for operations performance and force development to subordinate levels for action Confirms understanding of delegated actions	Appropriately delegates authority for operations performance to subordinate level for action Confirms understanding of delegated actions	Confirms understanding of delegated actions
4. Ability to manage human resources <i>Ability to develop human resources and maximize performance</i>	9) Appropriate evaluation and feedback	Understands Airmen's abilities and aptitudes based on key performance measures. Provides feedback in a timely manner. Recognizes and rewards Airmen for continuous improvement, innovation and problem solving.	Provides feedback in a timely manner. Addresses Airmen's issues in a timely and appropriate manner so morale is maintained. Recognizes and rewards Airmen for continuous improvement, innovation and problem solving. Creates tools to track capabilities and development areas of Airmen.	Develops teams where the expertise of the individual is recognized, while maintaining the integrity of the team concept. Provides feedback in a timely manner. Addresses Airmen's issues in a timely and appropriate manner so morale is maintained. Recognizes and rewards Airmen for continuous improvement, innovation and problem solving. Creates tools to track capabilities and development areas of Airmen.	Develops teams where the expertise of the individual is recognized, while maintaining the integrity of the team concept. Provides feedback in a timely manner. Addresses Airmen's issues in a timely and appropriate manner so morale is maintained.	Reflects on and evaluates personal performance and goals in light of feedback, mission performance and development accomplishment Recognizes the appropriate use of superiors in addressing personal issues
	10) Planned development	Creates the CFETP including CPI development Assign tasks and delegate authority to execute career field's development of Airmen Creates an environment that supports Airmen seeking opportunities to develop competencies, skills and capabilities.	Directly supports Airmen's development activities. Assigns tasks to develop Airmen's skills and capabilities. Creates an environment that supports Airmen seeking opportunities to develop skills and capabilities.	Pursues personal development to improve performance. Attends PME and functional training. Creates an environment that supports Airmen seeking opportunities to develop skills and capabilities. Assigns tasks to develop Airmen's skills and capabilities.	Pursues personal development to improve performance. Attends PME and functional training. Creates an environment that supports Airmen seeking opportunities to develop skills and capabilities. Assigns tasks to develop Airmen's skills and capabilities.	Pursues personal development to improve performance. Attends PME and functional training.
5. Leadership <i>Ability to earn trust and motivate others</i>	11) Integrity	Keeps an open mind when interacting with Airmen. Treats Airmen with respect. Builds positive working relationships with Airmen, the Total Force, civilians and suppliers. Sets a good work example and motivates others. Creates a positive work environment by improving morale in the workplace. Take accountability for work and openly admits failures.	Keeps an open mind when interacting with Airmen. Treats Airmen with respect. Builds positive working relationships with Airmen, the Total Force, civilians and suppliers. Sets a good work example and motivates others. Creates a positive work environment by improving morale in the workplace. Take accountability for work and openly admits failures.	Maintains open and fair attitude and earns the trust of internal and external Airmen, the Total Force, civilians and suppliers. Acts as a trustworthy member of society. Is faithful to tasks without hiding failures or seeking to avoid accountability. Sets examples and motivates others. Maintains and improves morale in the workplace. Creates an environment that fosters participation by all Airmen.	Maintains open and fair attitude and earns the trust of internal and external Airmen Acts as a trustworthy member of society. Is faithful to tasks without hiding failures or seeking to avoid accountability. Sets examples and motivates others. Maintains and improves morale in the workplace. Creates an environment that fosters participation by all Airmen.	Acts as a trustworthy member of society. Is faithful to tasks without hiding failures or seeking to avoid accountability.
	12) Communication	Sets a vision for the future of the career field that includes all Airmen and challenges them to commit to their part in achieving the vision Develops and executes a communications strategy & plan Communicates the vision for the future of the career field Understands their roles and responsibilities in the AF vision	Translates career field and HQ vision into a unit (WG, GP, SQ, Div) vision Understands their roles and responsibilities in the AF and unit vision Develops and executes a communications strategy & plan Communicates vision for the future of the unit (WG/GP/SQ/Div)	Translates unit (WG, GP, SQ, Div) vision into a subordinate unit (Fit, Br) vision Understands their roles and responsibilities in the AF, unit, and subordinate unit vision Communicates the vision for the future of the subordinate unit (Fit, Br)	Communicates the vision for the future and how it effects them and their subordinates Understands their roles and responsibilities in the AF, unit, and subordinate unit vision	Clearly understands the vision for the future and how it effects them Understands their roles and responsibilities in the AF, unit, and subordinate unit vision
6. Technical knowledge and capabilities <i>Technical knowledge and capabilities defined by the AF and career field</i>	13) Technical proficiency	Displays a broad knowledge of the career field's operational objectives, processes and working relationships (e.g., connection with related functions, customers and suppliers). Defines technical knowledge and capabilities for the career field Represents the career field in cross-functional teams Gather and analyze facts (data) about career field problems	Possesses advanced knowledge and experience in their professional or technical field. Defines technical knowledge and capabilities for the unit Gather and analyze facts (data) about problems Represents the unit in cross-functional teams Establish and implement countermeasures	Gather and analyze facts (data) about problems Follow thru to root cause in problem solving Establish and implement countermeasures when able Gather and master technical knowledge and capabilities for the unit Represents the unit in cross-functional teams	Gather and analyze facts (data) about problems Follow thru to root cause in problem solving Establish and implement countermeasures when able Perform technical knowledge and capabilities defined by unit	Follows Standardized Work Learn and perform technical knowledge and capabilities defined by unit Provide facts (data) about problems