



# **Strategic Roadmap: United States Air Force Profession of Arms**

Profession of Arms Center of Excellence (PACE)  
May 2015

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"The trust placed in our Air Force Profession and Airmen as professionals, stands firmly on the bedrock of our core values: integrity, service and excellence. We are trusted servants to our Nation and must demonstrate character, competence and judgment at all times. This Roadmap lays the foundation for every Airman to commit to enhancing a culture of shared identity, dignity and respect."

**-- Deborah Lee James, Secretary of the Air Force**



"The concept of professionalism is not new to our Air Force. It is deeply rooted in our core values and underpins everything we do to Fly, Fight and Win. Professionalism is something that deserves constant and deliberate attention; this roadmap will provide that attention. It outlines the effort that will ensure we highlight and sustain the value of professionalism among Airmen today and in the future."

**-- General Mark A. Welsh III, Air Force Chief of Staff**



"As Airmen, we step to a higher calling and hold ourselves to the highest standards. Our Nation expects us to stand firmly in our core values and represent our country as professional Airmen. We must always walk the professional path. It is the path to a stronger Air Force, the path to victory."

**-- CMSAF James A. Cody, Chief Master Sergeant of the Air Force**

## Introduction

The Profession of Arms requires unique expertise to fulfill our collective responsibility to the American people. It is distinguished from others in society because of our expertise in the justified application of lethal military force and the willingness of those who serve to die for our Nation. Our profession is defined by our values, ethics, standards, skills and attributes.

The U.S. Air Force and its Airmen wield our Nation's most powerful and responsive weapons. Every member of the U.S. Air Force team--Active Duty, Guard, Reserve and civilian--is entrusted with the responsibility of preserving U.S. national security. We provide vital skills to help ensure the Air Force is ready to answer our Nation's call. The trust placed by the Nation in our Airmen rests upon confidence in the character and competency of the men and women who serve. To continue this trust we must maintain and project power within the boundaries of a very sacred and honored Air Force ideal...one based on our Air Force Core Values of *Integrity First*, *Service Before Self* and *Excellence In All We Do*. Guided by these Core Values, the Air Force will continue to develop and inspire our Airmen within the Profession of Arms.

We are worthy of the Nation's trust through actions consistent with our Air Force Core Values summarized in one word: professionalism. As a service we maintain the trust of our Nation by integrating our Air Force Core Values into mission accomplishment daily, infusing professionalism into everything we do. Professionalism describes who we are as a service; how we conduct ourselves and live our lives; and it sets the standards to which all Airmen will be expected to adhere and exceed. Professionalism is about learning to lead oneself...it is not just about what we do but also how we do it. Professionalism within the Air Force is framed by the requirement for trust, loyalty, dignity and personal commitment. Professionalism is the heart and soul of who we are and who we aspire to be every day. Our sense of professionalism underlies the pride we feel when we say *I am an American Airman*.

This Roadmap is universal and reaches across every element and operation within the Air Force. Whether in war or peace, at home or abroad, on or off duty, our Airmen must hold true to the sacred trust our institution requires. A trust that respects all our fellow Airmen strives to bring out the best version of our people, commits to a higher calling of service and holds those who fail to maintain the honor our standards demand fully accountable. As Airmen we continually seek to deepen and foster our commitment to high personal standards of conduct. Ultimately, we instill and value who we are as Airmen within the Profession of Arms as our hallmark to shape and sustain Air Force culture today and well into the future.

In direct support of the objectives outlined in this Roadmap, we established the Profession of Arms Center of Excellence (PACE) as an Air Force-level Center on March 2, 2015. PACE will champion our focused commitment to collaborating, coordinating and developing areas of growth and leadership for all of our Airmen. PACE, working closely with organizations across

the Air Force, will help to provide deliberate, institution-wide strategies focused on supporting professionalism efforts with a common goal of enriching and enhancing the Air Force Profession of Arms. As a dedicated champion to the Air Force Profession of Arms, PACE will provide leadership, education and connectivity with current and emerging cylinders of excellence currently focused on enhancing human capital within the unique Profession of Arms. Through PACE, the Air Force senior leadership has a dedicated institution for direct focus and ability to modify specific Air Force requirements within the Profession of Arms. This Roadmap outlines an expectation, mindset and standard for which all future PACE operations will focus.

## **Definitions**

### **Air Force Profession of Arms:** (the *Context*)

A vocation comprised of experts in the design, generation, support and application of global vigilance, global reach and global power serving under civilian authority, entrusted to defend the Constitution and accountable to the American people.

### **Air Force Professional:** (the *Identity*)

An Airman (Active Duty, Reserve, Guard or civilian) is a trusted servant to our Nation who demonstrates unquestionable competence, adheres to the highest ethical standards and is a steward of the future of the Air Force profession. Air Force professionals are distinguished by a willing commitment and loyalty to the Air Force Core Values.

### **Air Force Professionalism:** (the *Spirit*)

A personal commitment and loyalty to Air Force standards and expectations framed within an environment of shared trust, guided by Air Force Core Values.

## **Professionalism Vision**

*Airmen who  
do the RIGHT thing - the RIGHT way - for the RIGHT reason*

The future of the U.S. Air Force rests on the degree to which we can continue to attract, recruit, develop and retain individuals committed to the Profession of Arms and Air Force Core Values. Airmen must be trusted professionals with exemplary character, judgment and competence, who hold themselves and their fellow Airmen accountable. As a profession, these characteristics are expected and directed for both individuals who serve in the Air Force as well as for the institution itself.

## **Professionalism Mission**

*Leaders forging professional Airmen  
who embody Integrity, Service and Excellence*

Every Airman, including those who are leaders and those who aspire to lead, will be vital to the process of developing our personnel. The Air Force will proactively develop each of our Airmen within a professional culture requiring the highest degree of commitment toward institutional standards. Our standards require Airmen to make the right choices guided by the Air Force Core Values at all times.

## **Air Force Profession of Arms Roles and Responsibilities**

Successful implementation of this strategic roadmap will depend on the commitment and engagement of every Airman. This strategic roadmap represents Air Force guidance that applies to operations across all service responsibilities and is designed to be both consistent and enduring for today and the future. In support of the *Goals, Objectives* and *Desired Effects* that follow, this strategic guidance will be applied at all levels of operations throughout education, training and experience through the development of *targeted* programs and practices. The formal roles and responsibilities for this Roadmap are:

- 1. Chief of Staff of the Air Force (CSAF):** Foster and communicate the continuous vision for an Air Force steeped in the Air Force Core Values and support an Air Force culture committed to the highest standards of the Profession of Arms.
- 2. Profession of Arms Center of Excellence (PACE):** With Direct Liaison Authorized (DIRLAUTH) to the CSAF, PACE is responsible for collaborating and coordinating an Air Force institutional-wide professionalism strategy; standardizing/synchronizing Air Force-wide professionalism courses; building and providing world-class professionalism tools for local use; and enhancing unit climate assessments with professionalism solutions. PACE will be a collaborative institute that helps to bring together, communicate and assist in supporting the best practices of multiple agencies across the Air Force who share the effort of enhancing our human capital.
- 3. AF/A1:** Advocate for required resources and assist PACE in establishing policies guiding the design, development and delivery of this Strategic Roadmap in support of the U.S. Air Force Profession of Arms.
- 4. Major Commands/Field Operation Agencies/Direct Reporting Units:** Implement programs and practices that explicitly support this Strategic Roadmap. Develop strategies and expectations that enable and encourage subordinate agencies (Wing, Group, Squadron, etc.) to successfully operationalize and sustain these Goals, Objectives and Desired Effects.

## Air Force Professionalism Goals

### **Goal 1: Inspire a strong COMMITMENT to the Profession of Arms**

*Professionalism is based on a shared commitment to standards and Air Force Core Values. Professionals fully understand and embrace the sacred trust the decision to join the Profession of Arms requires. On and off duty, in peace and in war, Airmen embrace and live by the standards our institution requires.*

**Objective 1.1:** Deepen the understanding of and loyalty to their oath as a personal commitment to national service.

**Desired Effect 1.1.1:** Airmen internalize the commitment to their oath of service.

**Objective 1.2:** Preserve the Air Force standards in times of peace and war.

**Desired Effect 1.2.1:** Airmen adhere to the Laws of Armed Conflict and Code of Conduct.

**Desired Effect 1.2.2:** The institution and Airmen are held accountable for adherence to ethical and legal conduct.

**Desired Effect 1.2.3:** Airmen practice moral courage to hold one another accountable.

**Objective 1.3:** Inspire our Airmen through Air Force heritage to build pride, perspective and ownership to meet challenges.

**Desired Effect 1.3.1:** Air Force heritage is linked to current, relevant topics and operations.

**Desired Effect 1.3.2:** Today's victories are strategically communicated and establish tomorrow's heritage.

**Goal 2: Promote the RIGHT MINDSET to enhance effectiveness and trust**

*Professionalism is based on one's commitment to the organization and its shared objectives. Serving as an Airman, whether on Active Duty, the Reserve, Guard, or as a civilian, is not just a job—it's a profession. We have been given the sacred trust of the American people, and that trust is maintained only when our Airmen conduct themselves with integrity and character. To meet this expectation, all Airmen must build their lives and shape our service on the foundation of our Air Force Core Values: Integrity First, Service Before Self and Excellence in All We Do. All Airmen must develop and sustain a positive attitude, enhance their understanding of airpower and develop professional perspectives that will create and maintain the future force.*

**Objective 2.1:** Strengthen an Airman's ability to connect Air Force Core Values with mission accomplishment.

**Desired Effect 2.1.1:** Commanders and unit leadership establish a climate consistent with Air Force Core Values.

**Desired Effect 2.1.2:** Airmen integrate Air Force Core Values with individual performance.

**Objective 2.2:** Foster habits that lead to moral courage and ethical judgment.

**Desired Effect 2.2.1:** Airmen exercise the character necessary to make sound decisions.

**Desired Effect 2.2.2:** The institution and Airmen act consistently and in accordance with the Air Force Core Values to build trust.

**Objective 2.3:** Foster mental agility, adaptive behavior and diversity of thought.

**Desired Effect 2.3.1:** Airmen use flexible and creative thinking to develop better solutions.

**Desired Effect 2.3.2:** Airmen understand and apply critical thinking skills.

**Desired Effect 2.3.3:** Organizations harness ingenuity at all levels through various forums.



**Goal 3: Foster RELATIONSHIPS that strengthen an environment of trust**

*Trust is the foundation of the Profession of Arms. How we treat one another and how we strive to bring out the best version of our people will determine our ability to meet our shared objective of U.S. national security. As a service, providing opportunities to build healthy relationships throughout the force requires leadership to appropriately prioritize resources and provide clear expectations and guidance at all levels.*

**Objective 3.1:** Prioritize resources at all levels to equip leaders to enhance the professional environment for their Airmen.

**Desired Effect 3.1.1:** Leaders create opportunities for professional interaction and development.

**Desired Effect 3.1.2:** Airmen operate in a safe and healthy professional environment.

**Objective 3.2:** Prepare Airmen to develop and respect professional peer relationships.

**Desired Effect 3.2.1:** Peer-to-peer behavior remains professional on and off duty.

**Desired Effect 3.2.2:** Airmen are prepared to appropriately deal with negative peer pressure.

**Goal 4: Enhance a CULTURE of shared identity, dignity and respect**

*The Air Force must strengthen its identity as Airmen first, occupational specialty second. Airmen must understand their role in the enduring connection between Airpower and national security. Within this shared identity we must embrace a culture that preserves human dignity as a mission imperative.*

**Objective 4.1:** Review, train and enforce our Air Force Core Values and professional standards, institutionally and individually.

**Desired Effect 4.1.1:** Leaders ensure institutional policy, programs and procedures remain consistent with Air Force Core Values and standards.

**Desired Effect 4.1.2:** All Airmen have a common understanding of Air Force Core Values and standards.

**Desired Effect 4.1.3:** All Airmen hold each other accountable for adherence to our Air Force Core Values and standards.

**Objective 4.2:** Build pride and identity as Airmen protecting U.S. national security.

**Desired Effect 4.2.1:** Individuals identify themselves as Airmen first, specialists second.

**Desired Effect 4.2.2:** Airmen understand and can articulate their contribution to the Air Force mission and U.S. national security.

**Desired Effect 4.2.3:** Airmen interact across specialties and the Total Force in order to identify and attain common goals.

**Objective 4.3:** Continually operate in a way that is organizationally and personally inclusive.

**Desired Effect 4.3.1:** Airmen value human dignity and treat everyone with respect.

**Desired Effect 4.3.2:** Airmen seek and value the contribution of every Airman.

## Glossary of Terms

**Air Force Core Values:** Integrity first, Service before self and Excellence in all we do. The Air Force Core Values are more than minimum standards. They inspire us; remind us what it takes to get the mission done. They are the common bond among all professional Airmen, past and present.

**Air Force Profession of Arms:** A vocation comprised of experts in the design, generation, support and application of global vigilance, global reach and global power serving under civilian authority, entrusted to defend the Constitution and accountable to the American people.

**Air Force Professional:** An Airman (Active Duty, Reserve, Guard or civilian) is a trusted servant to our Nation who demonstrates unquestionable competence, adheres to the highest ethical standards and is a steward of the future of the Air Force profession. Air Force professionals are distinguished by a willing commitment and loyalty to Air Force Core Values.

**Air Force Professionalism:** A personal commitment and loyalty to Air Force standards and expectations framed within an environment of shared trust, guided by Air Force Core Values.

**Airmen:** All members of the Air Force family - officer, enlisted and civilian representing the Active Duty, Reserve and Guard. Everyone in our Air Force is critical to what we do.

**Desired Effect:** The desired strategic outcome supporting a goal or objective once it has been fulfilled. These are the foundation to developing lines of effort and implementation strategies.

**Goal:** An expression of the desired future state of the Air Force in a particular area or theme. Goals define and prioritize broad direction and are inherently long-term in nature.

**Mission:** Fundamental reason for being; purpose of the organization/effort, and why it exists beyond present day operations.

**Objective:** A major milestone or action required to achieve a goal. Objectives are specific action statements establishing what, not how.

**Vision:** Mental image of the future -- the preferred end state -- including how to approach the customer and satisfy the mission, how services are delivered, how to organize and manage people and other resources.

## ANNEX - ALIGNMENT MATRIX

As a recommended tracking tool, the matrix below can be used by various organizations as they develop their own Profession of Arms development efforts, use those created by other agencies, or adopt those created specifically by the PACE. Within the need to track, analyze and sustain these Roadmap expectations (Goals and Objectives), the matrix can aid in determining where more or less emphasis might be needed within a particular agency or demographic. The Profession of Arms development efforts will vary greatly and can be a reflection of multiple different possible tools that target the Goals, Objectives and Desired Effects of this Roadmap. During Inspector General inspections where Air Force Instruction 1-2, *Commander’s Responsibilities*, requires specific attention to Commander leadership and human capital attention, this matrix might be useful for communicating in a more formal way those areas, efforts and desired effects that specific programs are generating. The use of this matrix is optional; however, responsible agencies should develop some formal process that can help provide both oversight and track areas for improvement across their area of responsibility.

Profession of Arms Development Efforts	Goal 1: Commitment			Goal 2: Right Mindset			Goal 3: Relationships		Goal 4: Culture		
	Obj 1.1	Obj 1.2	Obj 1.3	Obj 2.1	Obj 2.2	Obj 2.3	Obj 3.1	Obj 3.2	Obj 4.1	Obj 4.2	Obj 4.3
Effort #1	✓✓				✓	✓				✓	
Effort #2			✓✓	✓			✓	✓			
Effort #3		✓			✓✓		✓				
Effort #4						✓			✓✓		✓
.											
.											
.											
Effort #n	✓		✓			✓	✓✓				

✓✓ = Primary Alignment with strategic objective /desired effect  
 ✓ = Secondary Alignment with strategic objective / desired effect