



JAN 12 2022

To Leaders at Every Level,

Our enlisted corps makes up the largest population we have in our ranks - over 75% of our military personnel and more than 400,000 Total Force Airmen. They come from all walks of life and represent America's finest treasure...its sons and daughters. Developing every single Airman is imperative to our success. Airpower doesn't happen across the scope of Air Force missions and capabilities, without these brilliant and courageous women and men. Currently, we employ an enlisted force development system that was predominately built in the 1900s. While effective for the needs of yesterday's Airmen, it does not meet the needs of today's *Wingmen, Leaders, and Warriors*.

The fight for tomorrow has already begun and it will undoubtedly be fought by many Airmen who are serving today. In the Information Age and the modern battlefield, a culture of teamwork that integrates everyone's diverse abilities, talents, and ideas is essential to maximize and deliver meaningful results. As we shift our primary focus to readiness against strategic competitors - *specifically China and Russia* - our Airmen must continue to provide our greatest advantage to defeat the speed and complexity of threats we face around the globe each day.

An environment focused on continual growth is key for our Airmen to thrive and reach their full potential. The development of our enlisted force is a mission imperative and must be a top priority for anyone who is expected to lead - *from our front-line supervisors to commanders*. By further investing in and empowering our Airmen, we better position them to act with confidence and out-think our adversaries by approaching and solving problems in new ways.

This is about ACTION...not talk. While we cannot do this all at once, we will not wait to begin. We must continue to *Accelerate Change or Lose*. In the coming months and years, we are moving out on the objectives in this plan to develop our future enlisted force - *fueled by Airmen with a team-first mindset, who adapt quickly to solve problems together, and constantly work to seize any competitive advantage*. We must make deliberate choices positioning our people to generate Airpower and defend our Nation. We will hold ourselves accountable to move forward and expect you will do the same.

We are driven to make every second count by developing our enlisted force at every echelon. Our future and those who will follow depends on it. Now is the time to act...and we aim to *fly, fight, and win!*

A handwritten signature in black ink, appearing to read 'Joanne S. Bass', written in a cursive style.

JOANNE S. BASS
Chief Master Sergeant of the Air Force

A handwritten signature in black ink, appearing to read 'Charles Q. Brown, Jr.', written in a cursive style.

CHARLES Q. BROWN, JR.
General, U.S. Air Force
Chief of Staff