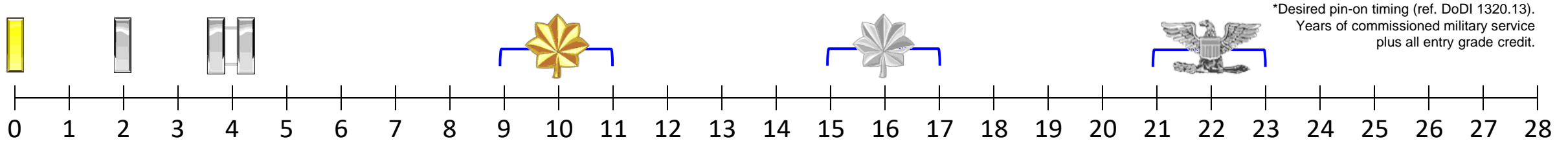




Force Support Officer (38F) Career Progression



Functional Area Experiences (CGO):

- ❖ FSS Element OIC
- ❖ Section Commander
- ❖ Flight Commander (MPF, Sustainment, etc.)
- ❖ Staff Leadership—Joint/OSD, COCOM, AFPC, HAF/SAF, MAJCOM, AFSVC, AFMAA, etc.
- ❖ Deployments / Operational Experience

Education/Training:

- ❖ Initial Force Support Officer Course
- ❖ Basic Force Support Staff Officer Course
- ❖ Flight Leadership Course (DL)
- ❖ Silver Flag, Basic/Intermediate KSAs (DL)
- ❖ O-3 PME (PDE): Squadron Officer School

Special Experiences:

- ❖ Career Broadening—Force Support instructor, ROTC / OTS / SOS instructor, Recruiting, etc.
- ❖ Education With Industry (EWI)
- ❖ Analyst Force Support Exchange Program

Functional Area Experiences (FGO):

- ❖ Operations Officer or Deputy Director
- ❖ FSS/CC, MRS/CC or other Sq/CC
- ❖ Staff Leadership—Joint/OSD, COCOM, AFPC, HAF/SAF, MAJCOM, AFSVA, AFMAA, etc.
- ❖ EFSS / AFFOR / Joint deployments
- ❖ MAJCOM / AFELM Section Commander

Education/Training:

- ❖ O-4 PME (IDE): ACSC/equiv (DL or residence)
- ❖ O-5 PME (SDE): AWC/equiv (DL or residence)
- ❖ Advanced Force Support Officer Course
- ❖ Force Support Operational Leadership Course
- ❖ Air Force Mortuary Affairs Course
- ❖ Advanced KSAs (DL)

Special Experiences:

- ❖ Joint/OSD/SAF level assignments
- ❖ Executive Officer/Aide-de-Camp (HHQ)
- ❖ Career Broadening—e.g. Instructor/Recruiting Duty, FAO, PAS, etc.

Functional Area Experiences (O-6):

- ❖ HAF/FOA/MAJCOM/COCOM Division Chief, Joint/OSD, DoD/Interagency staffs
- ❖ AF/Joint deployments
- ❖ A1/J1 at MAJCOM or COCOM
- ❖ FOA/CC at: AFMAO, AFMAA, AFSVA

Education/Training:

- ❖ Advanced Academic Degree (AAD)

Special Experiences:

- ❖ Wing/CC (ABW, TRW)
- ❖ Grp/CC (MSG, CV, TRG, equiv)
- ❖ Director/Chief of Staff

Formal Instructor & Recruiting Duty:

- ❖ Instructor, recruiting, or career broadening tour target is typically at the 4 to 8 year point, after initial functional area experience

38F – Force Support Officer Career Development Guidance

AFSC Description: 38Fs lead, manage, and direct personnel executing combat support capabilities for the Air Force and joint mission in the core areas of Manpower, Personnel, & Services. The role of a 38F is to lead, develop, shape, sustain, and deliver mission-ready Airmen across the Total Force. Responsibilities include defining Air Force Manpower and Organization Requirements, managing Human Resources, managing and providing Education and Training Requirements, regenerating Airmen, sustaining Airmen, developing Human Capital Strategies, applying Laws and Policies, compensating Airmen, directing Force Readiness and Quality of Service Programs, and serving as senior staff advisors to commanders.

Brief Developmental History: In 2008, Manpower, Personnel & Services officer career fields merged to create the Force Support Officer career field. As a result of the merger, some legacy officer (FGO) records will reflect positions of previous AFSC designators (e.g. 34M, 36P, 37F, 38M, or 38P). In subsequent years after the merger, approximately 13% of the 38F career field was tasked to support non-core positions such as Protocol and Equal Opportunity (EO). 38Fs continue to serve tours as Sexual Assault Response Coordinators (SARCs), a non-standard duty, managed and filled most often with 38Fs. The 2008 merger and budget constraints also removed Section Commander positions from most AF squadrons. However, as a result of a 2017 CSAF initiative to provide better support to squadrons, Section Commander positions returned as a core 38F duty, in which 38Fs serve as key advisors to their assigned unit on personnel-related matters.

Prior to Major: 38Fs are expected to develop as a leader and tactical/operational advisor on matters across the three core areas—Manpower, Personnel, & Services. They serve in a wide variety of developmental positions with the intent to build a high-level of depth and competence in one area and moderate experience in at least one other area. Sustainment Services, Military Personnel Flight/CC & Section CC are milestone positions that provide officers with a broader perspective of organizational leadership. Most 38Fs will deploy at least once as a CGO.

Prior to Lieutenant Colonel: 38Fs are expected to further develop operational and strategic competence, planning, and communication skills through experience in various 38F staff-level positions. Demonstrated leadership and performance as an Operations Officer or Deputy Director is an indicator of readiness for command. Squadron Command is a milestone experience as an organizational leader and tactical/operational advisor. Most officers will have an opportunity to command once as an O-4 or O-5, depending on timing with other staff and developmental assignments. Some officers may command more than once.

Prior to Colonel: 38Fs will further develop as a leader and operational/strategic advisor on matters across the core areas. Most will develop staff leadership depth and competence in one core area and exposure to at least one other core area.

Career Broadening Expectations:

- Formal instructor or recruiting special duty, HHQ Executive Officer, Education with Industry, Analyst/Force Support Exchange Program, and other special experience opportunities are valued assignments for personal development and enterprise perspective
- Most 38Fs will not spend more than one assignment (~3 years) out of core unless selected for special career broadening programs, such as FAO, PAS, or academic programs