



## Do Air Force Personnel Broaden Their Skills During Deployments?

United States Air Force personnel are typically trained to perform jobs in a specific occupational category. However, they may be called upon to perform a variety of jobs during their military careers. Recognizing this, the Air Force has set goals that will require some personnel to acquire skills and competencies in more than one occupational category. For example, an individual with expertise in operations may need to expand his understanding of strategy or to improve his leadership skills.

To assist the Air Force in this effort, RAND Project AIR FORCE (PAF) conducted a survey to identify the settings in which individuals learn occupational skills and universal competencies outside of their primary occupations, with an emphasis on deployments. Occupational skills are specific to a particular occupation. Universal competencies are applicable across job categories and are expected to some extent among all Air Force personnel. PAF surveyed officers and enlisted personnel who had recently returned from Prince Sultan Air Base (PSAB) and Eskan Village (a military housing facility) in Saudi Arabia. The two locations were selected because the Air Force had identified deployments as a likely setting for substantial learning and because a large number of Air Force personnel in a wide variety of occupations were deployed there. Respondents were asked to consider a broad range of skills and competencies and to rank the environments that were most conducive to learning. Environments included initial and mid-career training, the PSAB/Eskan deployment, other deployments, and settings outside the Air Force. Major findings include the following:

- **Personnel learn skills outside of their specialty during deployments.** 75 percent of survey respondents indicated that they spent some portion of their time during deployment working outside their occupational specialty.
- **Personnel identified the PSAB/Eskan Village deployment as the best environment for learning more than one-third of the skills and competencies listed on the survey.** Many of the skills and competencies learned best during deployment were from the operations, organization, and strategy categories on the Air Force list.

PAF recommends that **if the Air Force develops a system for tracking the learning of occupational skills and universal competencies, it should incorporate the learning that occurs during deployments.** Such a system would give the Air Force a better understanding of which personnel have certain combinations of skills and where gaps still exist. ■

RAND RESEARCH AREAS  
 CHILDREN AND ADOLESCENTS  
 CIVIL JUSTICE  
 EDUCATION  
 ENERGY AND ENVIRONMENT  
 HEALTH AND HEALTH CARE  
 INTERNATIONAL AFFAIRS  
 U.S. NATIONAL SECURITY  
 POPULATION AND AGING  
 PUBLIC SAFETY  
 SCIENCE AND TECHNOLOGY  
 SUBSTANCE ABUSE  
 TERRORISM AND  
 HOMELAND SECURITY  
 TRANSPORTATION AND  
 INFRASTRUCTURE

**DISTRIBUTION STATEMENT A**  
 Approved for Public Release  
 Distribution Unlimited

This product is part of the RAND Corporation research brief series. RAND research briefs present policy-oriented summaries of individual published, peer-reviewed documents or of a body of published work.

Corporate Headquarters  
 1700 Main Street  
 P.O. Box 2138  
 Santa Monica, California  
 90407-2138  
 Tel 310.393.0411  
 Fax 310.393.4818

© RAND 2004

---

This research brief describes work done for RAND Project AIR FORCE and documented in *The Role of Deployments in Competency Development: Experience from Prince Sultan Air Base and Eskan Village in Saudi Arabia* by Laura Werber Castaneda, Lawrence M. Hanser, and Constance H. Davis, DB-435-AF, 2004, 76 pages, ISBN: 0-8330-3548-7. Copies of this research brief and the complete report on which it is based are available from RAND Distribution Services (phone: 310-451-7002; toll free: 877-584-8642; or email: [order@rand.org](mailto:order@rand.org)) or online at [www.rand.org/publications/DB/DB435/](http://www.rand.org/publications/DB/DB435/). The RAND Corporation is a nonprofit research organization providing objective analysis and effective solutions that address the challenges facing the public and private sectors around the world. RAND's publications do not necessarily reflect the opinions of its research clients and sponsors. RAND® is a registered trademark.

**RAND Offices** Santa Monica • Washington • Pittsburgh • New York • Doha • Berlin • Cambridge • Leiden