

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

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Personnel

**CIVILIAN CAREER FIELD MANAGEMENT
AND DEVELOPMENT**

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This publication implements Air Force Policy Directive (AFPD) 36-6, *Civilian Career Field Management* and interfaces with Air Force Instruction (AFI) 36-601, *Air Force Civilian Career Program Management* and AFI 36-2640, *Executing Total Force Development*; it outlines procedures and criteria for civilian Career Field (CF) management and force development (FD). In collaboration with the Chief of the Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops personnel policy for Civilian Personnel Management and Administration. This AF publication may be supplemented at any level; Major Command (MAJCOM)-level supplements are to be approved by the Human Resource Management Strategic Board (HSB) prior to certification and approval. The AF manages the careers of permanent officer-equivalent civilians through a series of functionally oriented CF Management Programs (CFMPs), with day-to-day operations of each program carried out by a corresponding CF Team (CFT). This manual applies to Title 5, United States Code (USC) employees, including CFMPs, CFTs, supervisors, managers and employees (including members of the AF Reserve Officer Air Reserve Technician (ART) program); civilian personnel staffs; and civilian employees at joint service organizations where AF is the executive agent. This manual does not apply to Air National Guard, Title 32 Technicians. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) listed above using AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360,

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SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include: removal of section on Skills Coding; changes to four discretionary Permanent Change of Station (PCS) allowances (Department of Defense (DoD) National Relocation Program (DNRP), house hunting trip (HHT), temporary quarters subsistence expenses (TQSE) and new on-station dwell time between AF-Funded moves); documentation requirements for exception to policy requests; and addition of key career positions (KCP) concept. Other changes include KCP Outplacement clarification: "Officials in all CFs who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-Reduction In Force (RIF) actions) to using a management directed reassignment process to outplace employees graduating from KCPs and the following functional development programs. In the absence of an agreement by the official responsible for filling a vacant position with the proposed outplacement plan, the CF Development Team (DT) Chair(s) responsible for the vacant position has final authority to initiate action and fill the vacant position with the corporate development program outplacements" that are specifically identified.

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Chapter 1

ROLES AND RESPONSIBILITIES.

1.1. Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR).

1.1.1. Serves as an agent of the Secretary of the Air Force (SecAF), providing guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, guidance, programs and budgets addressing AF civilian CF management.

1.1.2. Reviews and provides AF concurrence/non-concurrence with the DoD Strategic Workforce Plans presented to Congress biennially.

1.2. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1). Responsible for management, oversight and administration of all civilian CF management programs and requirements.

1.3. Director, Civilian Force Management (AF/A1C).

1.3.1. Provides regulatory guidance, direction and advice for civilian CF management within the AF.

1.3.2. Integrates AF-wide civilian CF guidance with that of Department of Defense (DoD), government-wide and similar programs.

1.3.3. Serves as AF Component Integrator (CI) for development of DoD Strategic Workforce Plans (SWPs).

1.3.4. Conducts a quarterly Civilian CF Manager (CFM) Forum.

1.4. Director, Airman Development (AF/A1D). Provides regulatory guidance and direction pertaining to civilian Force Development (FD) to assist CF management.

1.5. Director, Equal Opportunity (AF/A1Q).

1.5.1. Provides regulatory guidance, direction and advice to management/officials, other functional organizations (e.g., Air Force Personnel Center (AFPC)) and customers regarding civilian equal employment opportunity and affirmative employment within the AF.

1.5.2. Implements, monitors and tracks AF's Title VII responsibilities, as it relates to civilian applicants and employees.

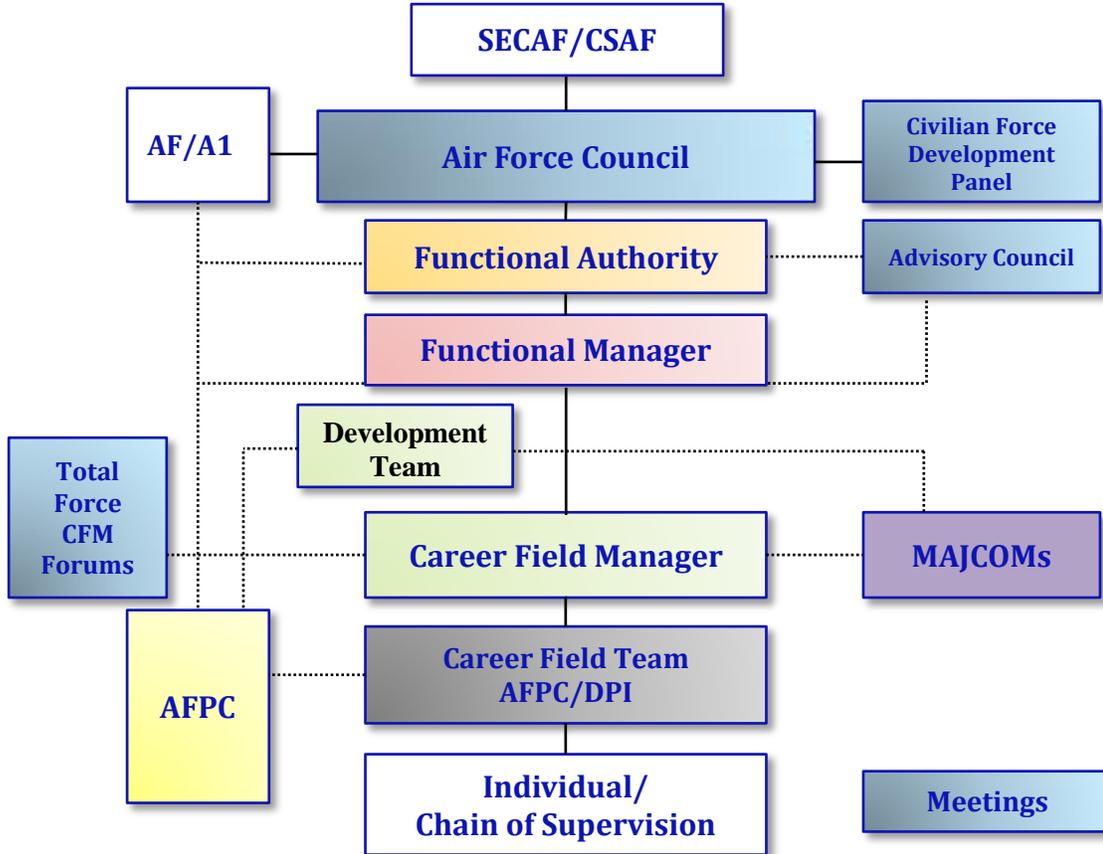
1.5.3. Prepares the U.S. Equal Employment Opportunity Commission (EEOC) Federal Agency Annual EEO Program Status Report (Management Directive (MD) 715) and other affirmative employment program reports for the AF such as, Office of Personnel Management's (OPM) Federal Equal Opportunity Recruitment Program (FEORP) and Disabled Veterans Affirmative Action Program (DVAAP) Reports.

1.5.3.1. Conducts data calls each Fiscal Year (FY) to obtain information from all stakeholders and staff offices with equity in EEO Programs.

1.5.4. Responsible for barrier analysis; i.e., examining anomalies found in trends and/or workplace policies, practices and procedures that hinder or limit employment opportunities for any group and, if found, identifies the root causes and eliminates or mitigates them.

1.6. Air Force Personnel Center (AFPC) Commander/Civilian Equivalent. Executes civilian force management responsibilities. See Chapter 2, CFTs– Operations and Procedures.

Figure 1.1. Civilian CF Management Structure



Chapter 2

CFTS – OPERATIONS AND PROCEDURES

2.1. Program Authorities. The AF fulfills Civil Service Reform Act requirements for executive management through a series of functionally-oriented CF programs. Each CF program is administered by a CFT located within the AFPC. The CFTs manage the careers of permanent officer-equivalent civilians within their CF by developing highly competent leaders through a variety of training and developmental programs. Additionally, the CFT provides for the systematic development of potential candidates for Senior Executive Service/Defense Intelligence Senior Executive Service (SES/DISES) positions through various force development initiatives, to include participation in the Civilian Strategic Leader Program (CSLP) and KCPs. Additional information about CFT objectives, structure and responsibilities is outlined in AFI 36-2640.

2.1.1. Functional Advisory Councils (FACs). Functional communities establish Advisory Councils chaired by the Functional Authority (FA), or designee, to address unique functional needs. FAC Chairs may further designate individuals or groups to carry out certain authorities. If so designated, a written record is maintained by the CFT. Groups (panels) may be established to manage such areas as promotion plans, referral issues, positions, training, leadership development, workforce analysis and overall program effectiveness. Panels meet on a regular and recurring basis. Specific panels may be addressed in the individual CF chapters within this Manual.

2.1.2. DTs. Senior members of the FAC form CF DTs. Refer to the annual Force Development/DT guidance for DT rank structure. DTs provide mentoring and career advice to members of the CF through the vectoring process. DTs also rate candidates for developmental opportunities such as Career Broadening (CB), Civilian Developmental Education (CDE), CSLP and/or KCPs. During this process, the DT evaluates the candidates' records to determine if they are ready for these developmental programs. The DT also provides vectors identifying appropriate follow-on assignments for candidates selected to participate in CDE, Career Broadening (CB), KCPs and CSLP.

2.2. General. The Functional Manager (FM) or designee shall establish criteria and provide direction to CFTs on which positions will be centrally managed by the CF. CF centrally managed positions are either competitive or excepted service permanent appropriated fund positions in the General Schedule (GS), and their equivalents under other pay systems such as the Defense Civilian Intelligence Personnel Management System (DCIPS) and Acquisition Demonstration and Laboratory Demonstration projects (AcqDemo, LabDemo).

2.3. Coding Positions. The Headquarters AF (HAF) CFM designates centrally managed positions within the CF unless delegated to the CFT. The installation's servicing classification function and the CFTs at AFPC identify centrally managed CF positions by coding and maintaining position data in the Defense Civilian Personnel Data System (DCPDS). These data fields include the CF Identifier, CF Type and Mobility. Civilian Personnel Sections (CPSs) and/or the servicing classification function must verify CF centrally managed coverage before filling vacancies. **(T-3).** The CFT and servicing CPS conduct periodic position reviews to identify and correct erroneous position coding.

2.3.1. Temporary and Term Employees. Temporary and Term positions are not centrally managed; therefore, central funding of PCS costs is not authorized.

2.3.2. Over-hire Positions. Over-hire positions are not centrally managed; therefore, central funding of PCS costs is not authorized. All ART officer positions are centrally managed by the ART Officer Career Management Program (AOCMP).

2.3.3. Reimbursable Fund Positions. If centrally managed, reimbursable fund positions are eligible for centrally funded PCS.

2.4. Position Classification. Except as noted below, positions are classified by offices maintaining classification authority for the installation or organization, to include servicing CPSs, Combatant Commands (COCOMs), AFPC, the Air Force Office of Special Investigations (AFOSI) and Air Force Reserve Command (AFRC)/A1C. When questions of consistency or standardization in classification arise, AF/A1C provides guidance and assistance to AFPC, MAJCOMs and comparable personnel activities and CPSs.

2.4.1. CB and Force Renewal Positions. AFPC, in coordination with CFMs, classifies CB and force renewal (Student Intern, Recent Graduates, PALACE Acquire and COPPER CAP) positions funded through the Central Salary Account (CSA). Employees accepting a CB developmental assignment agree to pursue the objectives and activities specified in the developmental plan and core personnel document. Changes to the established core personnel document are not authorized for the duration of the CB assignment.

2.4.2. Civilian Strategic Leader Program (CSLP). CSLP is an AF Corporate Career Development Program and a component of the talent management strategy for strategic level leaders. The CSLP office serves as the focal point for all CSLP positions, facilitates the selection board process and manages the assignment process in coordination with the CFTs.

2.5. Restructuring Positions. Centrally managed positions are filled at the full performance level unless a special need arises requiring filling the position below the target grade. Commanders/Civilian Equivalents will ensure that requests for approval to accommodate a special needs situation(s) are made in advance, in writing, with justification, and directed through the respective CFT to the FM or designee. **(T-3)**. The FM may delegate the authority to approve restructuring a centrally managed position to the respective CFM or CFT Chief.

2.5.1. Restructured positions are advertised to the AF standard Area of Consideration (AOC): DoD-wide, Transfer, Reinstatement, Interagency Career Transition Assistance Plan (ICTAP), Veterans Employment Opportunities Act (VEOA), Military Spouse and Schedule A eligibles IAW 2.16.3. Area of Consideration (Competitive).

2.5.2. The CPS and/or classification authority ensures any restructured position remains properly coded to reflect the full performance, or target, grade and retains the appropriate CF designations (Career Field Identification (ID) letter/number (CFID), CF type and mobility reason).

Section B – Workforce Development

2.6. Strategic Planning. CFTs provide assistance and information to the CFM, FM and FA on the management of the total civilian workforce, including college recruitment, employee development trends, hiring/promotion data, demographics, career progression and other relevant CF information. CFTs also oversee the data management of the civilian CFs; develop and

conduct studies of internal and external civilian CF trends; perform civilian CF research, analyses and surveys; and manage the development of civilian strategic and business plans.

2.6.1. The objectives of civilian workforce development are to create a strategy to effectively develop leaders to meet mission requirements and efficiently use financial resources. The workforce strategy is: 1) to identify capabilities and talent requirements; 2) to develop a management framework to meet force renewal, functional and corporate requirements; and 3) to ensure the framework is flexible enough across CFs to meet unique mission requirements.

2.6.2. Efficient use of AF financial resources involves: 1) identifying the framework for executing financial resources/priorities, and 2) assessing an acceptable degree of risk and/or alternative funding.

2.7. Tuition Assistance (TA). TA funds tuition and course-related fees for accredited college and university courses. It is distinguished from long-term training that is defined as training during duty hours of over 120 consecutive days.

2.7.1. Civilian Tuition Assistance Program (CTAP). AF civilian post-secondary TA is intended to support civilians in their continued self-development and includes coursework at the associate, bachelor and master levels. TA is for courses that contribute to occupational and institutional competencies, special interest needs and readiness by supporting the current and anticipated needs of the AF. This includes courses that will provide employees the breadth of knowledge and problem-solving tools that aid in critical thinking, allowing individuals to address a wide range of problems and weigh alternative solutions.

2.7.2. CTAP is voluntary education, not training identified by management. It is administratively managed through the AF Automated Education Management System (AFAEMS) to identify and approve requests and obligate resources. Courses that are mandated by law or regulation as a job requirement and courses identified on training plans for AF interns are covered by AFI 36-601, *Air Force Civilian Career Program Management*, and AFI 36-602, *Civilian Intern Programs*.

2.7.3. CTAP Rules.

2.7.3.1. CTAP Eligibility. TA is available to all permanent full-time appropriated fund employees with an acceptable performance appraisal. To verify employee's status, contact the employee's servicing civilian personnel office.

2.7.3.1.1. Acquisition-coded Personnel. To be eligible to receive TA for requirements identified under the Defense Acquisition Workforce Improvement Act of 1990 (DAWIA), the employee must be:

2.7.3.1.1.1. Assigned to an Acquisition Professional Development Program (APDP) coded position with the appropriate Acquisition Career category and certification level required codes.

2.7.3.1.1.2. Fulfilling the education requirements under DAWIA as implemented through the AF APDP.

2.7.3.1.2. DCIPS Intern Personnel. To be eligible to receive TA within the AF DCIPS Intern Program, the employee must be enrolled, or accepted for enrollment, in one of the bachelor's or master's degree programs listed:

computer/electronics/electrical engineering, computer science, mathematics, operations research, intelligence, international studies, political science or foreign languages, or seeking degrees in appropriate intelligence related fields as determined by the MAJCOM/COCOM. The employee also must be taking at least a half-time academic course load (typically six credit hours or equivalent).

2.7.3.2. CTAP Funding. TA may be funded through DoD, AF Program Element (PE) 88751 or MAJCOM, installation, center, unit and/or organizational resources. The appropriate acquisition and DCIPS Intern Program funding source will support DAWIA and National Intelligence Program (NIP)-funded TA, respectively.

2.7.3.3. Applicable CTAP Coursework Rules.

2.7.3.3.1. TA is for courses that contribute to occupational and institutional competencies, special interest needs and readiness; the courses support the current and anticipated needs of the AF.

2.7.3.3.2. Courses must be from a fully accredited academic institution listed in the DoD Memorandum of Understanding (MOU) directory, i.e., a college/university that meets regional and/or national standards as defined by the US Department of Education and listed in the DoD directory at <http://dodmou.org>.

2.7.3.3.3. Courses may be delivered in a classroom setting, by e-learning, College Level Examination Program (CLEP) and/or Defense Activity for Non-Traditional Education Support (DANTES) Subject Standardized Test (DSST) testing.

2.7.3.3.4. Coursework is considered employee-initiated self-development and must be completed on the employee's personal time. In cases where attendance in approved course requires the employee to be absent from the duty station during normal duty hours, the supervisor may approve alternative work arrangements/schedules; however, the employee must maintain a 40-hour per week work schedule.

2.7.3.4. CTAP Funding Levels and Restrictions.

2.7.3.4.1. DAWIA tuition funding caps for employees on APDP coded positions are based on availability of funds and IAW SAF/AQ and DAWIA guidance.

2.7.3.4.2. Tuition funding for employees in the AF DCIPS Intern Program is provided up to 100%, based on the availability of funds within the NIP budget and IAW the AF DCIPS Intern Program Guide, July 2014.

2.7.3.4.3. Non-DAWIA/DCIPS TA may not exceed \$250 dollars per semester hour or \$166 per quarter hour, must be limited to \$4,500 per person per fiscal year, and can be used for up to 75% of the tuition cost, 100% of CLEP and DSST exam and National Testing Center (NTC) examination fee, and laboratory and other related instructional fees based on the availability of funding IAW with funding caps.

2.7.3.4.3.1. TA is only available for one course per semester hour or academic quarter hour. CLEP and DSST exams are not restricted.

2.7.3.4.3.2. Waiver request must document pending personnel action and be forwarded by student's two-letter Commander/Civilian Equivalent to Force

Development Flight (FDF). FDF must concur/non-concur and forward to MAJCOM/A1 Training office. MAJCOM will concur/non-concur and forward to AF/A1DL for final adjudication. Note: Waiver requests for individuals using DAWIA resources will be prepared IAW SAF/AQH guidance. Waiver of the non-DAWIA semester, quarter hour or fiscal year cap will be permitted only in cases of pending assignment to a remote location not serviced by the current academic institution, which will cause undue hardship/delay in course completion.

- 2.7.3.4.4. Employees may use non-DAWIA TA in conjunction with Pell Grants, but may not use it in conjunction with active or reserve Military TA and/or with Department of Veterans Affairs (DVA) educational benefits, or with any federally-insured student loan.
 - 2.7.3.4.5. Non-DAWIA/DCIPS CTAP will not be used for courses that apply toward a professional goal and/or coursework at a lower or equal level of education to one already obtained.
 - 2.7.3.4.6. CTAP is not for the sole purpose of providing an employee the opportunity to obtain an academic degree. If in the accomplishment of CTAP coursework an employee receives an academic degree, the degree is considered an incidental by-product.
 - 2.7.3.4.7. Non-DAWIA/DCIPS CTAP will not be used for tuition for repeated courses or courses equivalent to course content already completed.
 - 2.7.3.4.8. Non-DAWIA/DCIPS CTAP will not be used for tuition for audited courses.
 - 2.7.3.4.9. Individuals with outstanding CTAP fund reimbursement(s) obligations are denied future CTAP course approval until full reimbursement has occurred or waiver has been approved.
- 2.7.3.5. Taxation of TA. Individuals who receive TA are responsible for adhering to current Internal Revenue Service (IRS) laws, rules and regulations.
- 2.7.3.6. Examination Fees. TA does not pay professional certification fees, charges related to accrediting work or life experiences or the following examination fees: Graduate Management Admissions Test (GMAT), Graduate Records Examination (GRE), Law School Admission Test (LSAT), Medical College Admissions Test (MCAT), Standard Achievement Test (SAT) or Admissions College Test (ACT).
- 2.7.3.7. CTAP Course Completion. Successful completion requires a grade of C or better for undergraduate courses or satisfactory for courses which have no letter grade and a grade of B or better for graduate courses.
- 2.7.3.7.1. Employees who fail to successfully complete a course supported by TA must reimburse the AF for all funded tuition costs associated with the course.
 - 2.7.3.7.2. Grade waivers are not permitted.
- 2.7.3.8. CTAP Application Process. Employees requesting non-DAWIA TA should receive education program counseling from their servicing education center. They must

submit an education plan in the AFAEMS for approval prior to requesting TA. All TA requests will be submitted by the individual through the AF Virtual Education Center (AFVEC). CTAP requests will be processed on a first-come, first-serve basis regardless of funding source.

2.7.3.8.1. Individuals requesting CTAP DAWIA support must follow SAF/AQH guidance found at the AF Contracting Central Force Development site at: https://cs1.eis.af.mil/sites/afcc/force_development/Pages/1102CFETP.aspx.

2.7.3.8.2. Individuals requesting CTAP NIP support must follow guidelines set forth in the AF DCIPS Intern Program Guide, July 2014.

2.7.3.9. CTAP Approval Criteria. CTAP using DAWIA, NIP and/or non-DAWIA funding is not a guaranteed employee benefit/condition of employment, nor will past approved tuition assistance guarantee future funding.

2.7.3.10. CTAP Records Management. DCPDS is the official record for all completed civilian training and CTAP. Employees should use MyBiz⁺ Self Service Education to update DCPDS with completed course information.

2.8. Palace Acquire (PAQ)/Copper Cap (COP) Intern Programs. AFI 36-602 addresses the various intern programs and the methods and procedures for recruiting, selecting, training, evaluating, promoting and separating CF interns.

2.9. Leadership Development.

2.9.1. Identification of Exceptional or High Potential Performers. Centrally managed CF positions are considered potential “feeder” positions to qualify for application to higher level and SES/DISES positions. CFs may develop procedures to identify exceptional or high potential performers, to include: guiding and monitoring employee training consistent with developmental templates or their career path; assuring employees have gained the training, development and career growth experiences needed for further advancement; and arranging career enhancing job rotations, details and special project assignments. At a minimum, and through the operation of their respective DTs, each CFT will nominate high-potential candidates from within the CF for inclusion in Career Development Programs.

2.9.2. Developmental Templates. The AF Civilian Leadership Development Continuum at Attachment 2 and the developmental templates depicted in the individual CF chapters reflect the competencies valued by the AF and provide a clear progression model from entry to senior leader levels. These guides clearly define the framework within which employees may plan their careers. Supervisors and managers are encouraged to use these tools when engaged in mentoring activities or discussing career opportunities with their subordinates.

2.10. Career Development Positions. There are two primary types of developmental positions: CB and career enhancing. Each provides developmental work experiences intended to prepare employees for higher level supervisory and managerial positions.

2.10.1. CB Positions. The centrally managed CB Program is an integral part of the AF’s leadership development framework depicted in the AF Civilian Leadership Development Continuum included at Attachment 2. It is designed to build occupational and institutional competencies while enhancing leadership perspective. The program is an integral part of structured development and is corporately managed. The primary focus of the program is to

develop current mid-level AF employees, typically GS-12 through GS-14 (and equivalents in other appropriated fund pay systems); however, in certain instances assignments may be to positions at the GS-15 and equivalent level to meet specific career development requirements. Positions may also be within Joint and Combatant Commands, where the AF is the executive agent, under appropriate training agreements and directives; for example, other DoD components and the Office of the Secretary of Defense (OSD). CB assignments, although of relatively short duration, are sufficiently complex and demanding to increase and broaden experience. Assignments may be between specialties or disciplines within a CF or across functional lines from one CF to another where skills pairing has been approved. (**Note:** Individual CF chapters in this directive may contain further details).

2.10.2. Centrally Managed CB Program Positions. CB assignments can be used to facilitate employees gaining experiences at the operational and strategic levels. Within the operational arena, assignments should focus on development within a functional community to gain breadth of experience (this could be accomplished across occupational lines within a single CF). At the strategic level, CB assignments should focus on HAF, MAJCOM or Joint experience. These positions, while placed at an organization for a career broadening assignment, are considered to be overhead positions (not part of the local Unit Manning Document (UMD) or critical for accomplishment of the mission). As such, CB authorizations generally are not to be used to establish new supervisory positions within an organization. DTs or CFMs determine position location and work assignments to accomplish specific career development objectives; therefore, the location, occupational series and grade/pay band level may change from one assignment to the next.

2.10.2.1. Key Attributes of CB Program Positions.

2.10.2.1.1. AFPC centrally manages and funds.

2.10.2.1.2. Established against manpower authorizations funded by the AF's Central Salary Account (CSA).

2.10.2.1.3. AFPC provides centralized personnel servicing.

2.10.2.1.4. AF-wide mobility agreement required.

2.10.2.1.5. Limited in duration, normally 30-36 months; the FM or designee and AFPC must approve an extension of up to an additional 12 months. Because these positions are used for corporate development, Commanders/Civilian Equivalents will ensure that assignment duration is limited to a maximum of 48 months. **(T-3)**.

2.10.2.1.6. Filled by competitive reassignment, change to lower grade/pay band, temporary promotion or DT vectoring process utilizing approved ranking criteria.

2.10.2.1.7. A formal development plan is necessary. Commanders/Civilian Equivalents will ensure the plan outlines the knowledge, skills, abilities and competencies to be gained through the career broadening assignment, along with methods of development, applicable references and estimated hours/months required for each competency. **(T-3)**.

2.10.2.2. Using DT Vectors to Fill Career Broadening Positions.

2.10.2.2.1. At the direction of their DT, CFs may require candidates to submit a development plan and/or résumé as part of the CB selection process. When this

mechanism is used, CFs must publicize the fact that opportunities for these career broadening assignments are limited to those who submit a development plan and who receive a vector from the DT. Additionally, if these CB opportunities are open to temporary promotion candidates, Commanders/Civilian Equivalents will ensure that a vacancy announcement is posted and the requirement for interested employees to submit a development plan and/or résumé is clearly stated in the body of the vacancy announcement. **(T-3)**. The announcement should also direct applicants to contact their CF for specific information.

2.10.2.2.2. CFs must ensure employees are made aware that the DT vector process is utilized. At a minimum, CFTs must accomplish notification using multiple communication methods such as: vacancy announcements, list servers, newsletters, bulletin boards, websites, and any other available means. **(T-3)**.

2.10.2.2.3. Commanders/Civilian Equivalents will ensure that developmental objectives for individuals selected for CB assignment are clearly identified, and periodic evaluations of progress are conducted to ensure employees meet those objectives, per AFPC. **(T-3)**.

2.10.2.2.4. The designated selecting authority may make selections for CB positions from a competitive certificate of promotion, reassignment and/or change-to-lower-grade eligibles. In these instances, the CB Program Office must first announce the career broadening position vacancy through the normal competitive process and establish a 90-day register from which to refer qualified candidates to the CFT.

2.10.2.3. DoD Priority Placement Program (PPP) Exemption. Selections made for assignment to the CB program are exempt from the PPP. The exemption permits placement into a CB position by reassignment, change-to-lower grade/pay band or temporary promotion. Outplacements by reassignment or change-to-lower grade/pay band are also exempt from clearing PPP for those who have completed a centrally funded and managed career broadening assignment, to a follow-on position. Commanders/Civilian Equivalents will ensure a follow-on assignment is firmed up within the last six months of the career broadening assignment. **(T-3)**. This exemption does not apply to outplacement actions onto permanent positions through promotion; therefore, Commanders/Civilian Equivalents will ensure the DoD Automated Stopper and Referral System (ASARS) is cleared for promotion actions. **(T-3)**. CB temporary promotion may lead to permanent promotion without further competition when a one-time clear of PPP has been accomplished before a follow-on assignment can be effected. This applies only when full AF-wide competition was afforded during the career broadening selection process. In each instance, the ASARS must be cleared prior to placement.

2.10.2.4. CB Outplacement. Efforts begin one (1) year prior to completion of the CB program. Refer to AFI 36-2640 for specific guidance. Outplacement efforts involve one, or a combination, of the activities listed below. As such, DTs and CFTs have a responsibility to assess AF-wide goals, needs and mission requirements within their communities, and take an active role in seeking outplacement assignments for graduating CBs.

2.10.2.4.1. Referral and selection are through the normal centrally-managed competitive process.

- 2.10.2.4.2. Management Initiated Reassignment. The CFT will continually monitor existing/incoming CF fill requests for which the graduating CB was DT-vectored or is qualified and has indicated a preference, including those which match the occupational series and grade/bands identified in the career broadening Memorandum of Agreement (MOA). After identifying a match, the CFT will provide a CB-generated résumé to the selecting official for consideration. **(T-3)**.
- 2.10.2.4.3. CF Proactive Efforts. Proactive efforts include, but are not limited to, such activities as: 1) informing the community of upcoming graduating CBs; 2) issuing emails to functional leaders and actively marketing the types of series, grade/pay band levels and skills of the CBs; 3) sending out information bulletins on list-servers about program objectives, priority placement flexibilities and availability of CBs to fill projected and unanticipated vacancies; 4) involving mentors in the outplacement process; and/or 5) outplacement vectoring by the DT. These are just a few options; the intent is to be assertive in using all the resources available in placing the next generation of civilian leaders.
- 2.10.2.4.4. Finalizing the Outplacement. Commanders/Civilian Equivalents will ensure a placement is finalized and all necessary arrangements such as PCS orders, release date, new reporting date, etc. are settled and agreed to by all parties concerned within six months but no later than 60 days prior to the end of the CB assignment. **(T-3)**.
- 2.10.2.4.5. Commanders/Civilian Equivalents will ensure outplacement from a CONUS CB assignment to an overseas location is managed IAW AFMAN 36-204, *Overseas Employment*. The CB Office will initiate the appropriate overseas employment agreement and obtain the necessary signatures, provide a copy to the overseas CPS and retain the signed copy in the employee's overseas folder in the CB Office. **(T-3)**.
- 2.10.2.4.6. Failure to accept a post-broadening assignment in violation of the employee's signed mobility agreement may result in the employee's separation from the AF.
- 2.10.2.5. Payment of Career Broadeners.
- 2.10.2.5.1. Salary. Salaries for CBs are funded from the AF's CSA.
- 2.10.2.5.2. Annual Performance Awards. Annual performance awards are funded from the CSA with instructions and administration of the funds conducted by the CB Program Office, Resource Office and the pay system's applicable reviewing authority.
- 2.10.2.5.3. GS Performance Awards. Performance awards may take the form of time-off and/or monetary awards. Time-off awards may be approved by the supervisor for GS positions and so annotated as part of the appraisal package.
- 2.10.2.5.4. GS Quality Step Increases (QSIs). QSIs are not authorized in the CB program because it is a developmental program. CB positions are designed to broaden the skills of high potential AF employees for future leadership positions. These developmental positions normally last between 30-36 months (with a maximum of 48

months) and are accompanied by formal developmental plans. The individual is expected to be learning and developing his/her skills during that period of time.

2.10.2.5.5. GS Incentive Awards. Monetary incentive awards are processed and approved locally, and paid out of the local installation's funds. The AFPC CSA pays the incentive award for the CB; however, the organization granting an incentive award to a CB must contact the AFPC/FM Resources Section to complete the necessary transfer of funds to reimburse the CSA. **(T-2).**

2.10.2.5.6. Overtime. The CSA does not fund overtime payments; the local installation will fund any required overtime. The organization granting overtime must contact AFPC/FM Resources Section to complete the necessary transfer of funds to the CSA. **(T-3).**

2.10.2.5.7. PCS Costs. The central PCS account funds PCS for employees, with the exception of ART officers, moving into and out of CB positions. If the outplacement from a CB position outside the Continental United States (OCONUS) is not to a CF centrally managed position, PCS entitlements may be limited. (See paras. 2.22. and 2.23.)

2.10.2.6. CB Assignments Overseas. Employees accepting a CB assignment at an overseas location must sign an Overseas Return Agreement IAW AFMAN 36-204.

2.10.3. Career Enhancing Positions. Career Enhancing positions are a permanent part of an organization's infrastructure and are centrally managed separately by each CF. These are time-limited with continuing work assignments, and they normally involve work that is AF-wide in scope, responsibility and complexity. Key attributes of career enhancing positions include:

2.10.3.1. Centrally managed.

2.10.3.2. Established against positions on the local UMD (locally owned and funded).

2.10.3.3. Personnel servicing provided locally (same as other local positions).

2.10.3.4. Require an AF-wide mobility agreement as determined by each CF.

2.10.3.5. Limited in duration as determined by the CF, normally two to three years.

2.10.3.6. May be filled through any appropriate, competitive staffing procedure.

2.10.4. CSLP. The overarching goal of CSLP is to develop selected GS-14s/15s or equivalents through challenging leadership assignments with roles and responsibilities that have AF enterprise and/or DoD-wide impact.

2.10.4.1. Eligibility. To be eligible for CSLP, employees must meet the following criteria:

2.10.4.1.1. Currently be assigned to, or previously held, a permanent GS-14 or 15 position. (This is not a promotion program/opportunity).

2.10.4.1.2. Have at least 12 months in the current position.

2.10.4.1.3. Have at least 12 months of supervisory experience.

2.10.4.1.4. Have a Bachelor's degree from an accredited institution.

2.10.4.1.5. Not have previously held a CSLP leadership position of the same type at the GS-14 or 15 grade levels. A waiver may be requested and coordinated through the CSLP office and functional DT, then approved by the Deputy AF/A1.

2.10.4.1.6. Employees wishing to apply for CSLP positions should be referred to the myPers website.

2.10.4.2. Assignment opportunities.

2.10.4.2.1. Installation Level Positions. Normally these positions are funded by the MAJCOMS and/or the installation (i.e., Wing Executive Director and Group Deputy Directors).

2.10.4.2.2. Headquarters Air Force Level Positions. Positions are funded by the CSA and are located within the Headquarters AF. These positions are critical to shaping the future of the AF through policy development and program management.

2.10.4.2.3. Joint Level Positions. Positions are funded by the CSA and are located at the Joint Staff or Combatant Command. These positions are often directly involved in supporting issues of national security and require interaction with all levels of the Department of Defense. They may aid in shaping Department-wide policy and/or may participate in the planning, programing, budget and execution process.

2.10.4.3. Annual Process Overview. There are four major components to the CSLP annual process.

2.10.4.3.1. Position Validation. CSLP positions will be identified by AFPC using both manpower data and coordination with the MAJCOMs, HAF, and Joint and COCOM organizations. All civilian Wing Executive Director and Group Deputy Director positions should be filled using this program. Each year, AFPC will validate the list of upcoming vacancies based on previous assignment of a CSLP participant to the position. **(T-2)**. All positions identified as open for fill in the CY are added to a list as available for the next year's program. The Civilian Force Development Panel (CFDP) will validate the position list annually. **(T-2)**. Requests to add or delete a CSLP position are coordinated through the CSLP office and AF/A1D. The final approval authority for all additions or deletions is the Deputy AF/A1.

2.10.4.3.2. Member Identification, Screening and Application. AFPC will conduct an open call for CSLP candidates and task DTs to identify potential placement of GS-14/15 candidates based on the list of projected vacancies and requirements of the position. If the CSLP call does not produce a sufficient number of candidates, the CSLP Selection Board will solicit other nominees for consideration. Individuals who are nominated may opt out of consideration with no penalty; however, feedback on why they chose not to compete should be collected.

2.10.4.3.3. Member Boarding. All members who are vectored by the DT will meet the CSLP Selection Board. The Board will make recommendations for CSLP placement at HAF, Joint, COCOM or installation. (See 2.10.4.2.) **(T-2)**.

2.10.4.3.4. Candidate Matching. After the Board results are approved, the CSLP office will review the list of vacancies against the list of candidates approved by the

Developmental Education Designation Board (DEBD) and coordinate the assignment with the hiring officials.

2.10.4.4. DTs must:

2.10.4.4.1. Review/vector all potential GS-14/15 candidates.

2.10.4.4.2. Screen members for suitability and ensure candidates are ready for experiential development.

2.10.4.4.3. Nominate identified members to the CSLP Selection Board.

2.10.4.4.4. Identify the follow-on assignment.

2.10.4.5. CSLP Assignment Overview. CSLP candidates who have been selected and are awaiting assignment are considered CSLP selects and are in the select pool for up to two years or until they accept a CSLP assignment. If they do not get an assignment by the two-year point, they will be asked to reapply for the next CSLP Board.

2.10.4.5.1. Assignment Process. A CSLP slate is used to refer a list of names of CSLP selects to the hiring official. A valid slate consists of three or more candidates. Selects will only be slated for positions at their current grade and for the positions identified for them by the Selection Board, i.e., Joint, COCOM, HAF and/or Installation at GS-14 or GS-15.

2.10.4.5.1.1. CSLP selects may opt-in or opt-out of up to two assignments while waiting to be slated. If the select opts out of a third assignment, the employee will be removed from the program and levied a five-year penalty. If, after being referred to the hiring official, the employee declines the interview or, if selected, declines the assignment, the employee will be removed from the program and levied a five-year penalty. (See 2.10.4.8)

2.10.4.5.1.2. If there are no CSLP selects available, or if the slate has less than three boarded candidates available, the CSLP office will confer with the CFTs. There are three acceptable categories by which CFTs may identify candidates to the CSLP office in the following order: 1) Nominate a qualified individual currently attending Senior Development Education (SDE) who requires outplacement; 2) identify high-potential reassignment candidate(s) from a DT-vetted KCP list that have not been targeted for assignment; or 3) identify high-potential reassignment candidates graduating from the CB Program who are awaiting a follow-on assignment.

2.10.4.5.1.3. Hiring officials must select from the slate provided by AFPC. If the hiring official determines the candidate is not suitable for the position, they must request an exception by providing a strong justification. Requests will be processed through the owning installation's MAJCOM, forwarded to the CSLP office and forwarded to AF/A1D for coordination and Deputy AF/A1 for approval. **(T-3)**.

2.10.4.5.1.4. When no CSLP candidates are available from the selection process, a locally funded CSLP position may be filled via an AF internal vacancy announcement. The servicing organization will announce the CSLP vacancy and issue the referral certificate. If selected via an open vacancy announcement, the

member is required to sign a CSLP Mobility Agreement. Commanders/Civilian Equivalents will ensure that CSA-funded CSLP positions are only filled through the approved board process. **(T-3)**.

2.10.4.5.2. Approval Process. The Deputy AF/A1 will approve any deviation from the slating process. **(T-2)**.

2.10.4.6. Mobility Requirements. Employees who are selected for a CSLP assignment by an approved DT process will be given credit as being CSLP members. Because these positions rotate every three to four years, all candidates selected for CSLP positions must sign a Mobility Agreement (MOA) and/or a participant MOA (for Joint assignments). (See sample civilian mobility MOA at figure 2.2.) The MOA is a condition of employment and must be signed by the employee prior to assignment.

2.10.4.7. DoD Priority Placement Program (PPP) Exemption. A selection made for a CSLP assignment funded by Central Salary Account (CSA) is not subject to PPP clearance, based upon formal developmental and training purposes as provided by 5 CFR Part 410 (reference b). These selections are established for the sole purpose of providing corporate career broadening opportunities and for which there are no continuing mission requirements.

2.10.4.7.1. The exemption permits placement onto a CSLP position by reassignment, or change to a lower grade/pay band. Outplacements by reassignment or change-to-lower grade/pay band to a follow-on position that has been pre-identified in the employee's formal developmental plan or memorandum of agreement are also exempt from clearing PPP for those who have completed a CSLP assignment.

2.10.4.7.2. This exemption does not apply to the CSLP MAJCOM/Installation owned placement actions, as they are permanent in nature and subject to continuing mission requirements. PPP must be cleared via the Automated Stopper and Referral System (ASARS) IAW the PPP handbook, Chapter 4, Matching and Filling Positions. PPP must also be cleared for follow-on assignments.

2.10.4.8. CSLP Deferments, Withdrawals and Extensions. The Deputy AF/A1 is the approval authority for all deferment, withdrawal and extension requests. Requests for waivers will be considered on a case-by-case basis. They must be requested in writing by the employee and contain a recommendation/endorsement from the first GO or SES in the employee's supervisory chain. Next, the request will be routed and coordinated with the applicable CFM. The CSLP office requires waiver documentation to support withdrawal or declination prior to opting in or out of a current vacancy. All withdrawals, declinations, waivers and extensions will be tracked and metrics reported each year to the CFDP. An employee who is relieved from duty for cause, withdraws from the program without approval or declines a CSLP position is eliminated from the program unless a waiver is approved. Employees will be placed in a five-year penalty status from applying for any future CSLP opportunities from the date the action occurred or the waiver was denied.

2.10.4.8.1. Deferment. Management and/or individual deferments for mission essential or humanitarian reasons for a CSLP assignment must be supported with reasonable justification. All deferment requests must be submitted when unforeseen

circumstances arise, not when a CSLP assignment opportunity is offered to the member. Requests will be routed through AFPC and approved by the Deputy AF/A1. Requests will also be routed and coordinated with the applicable CFM. Only one approved deferment is allowed while in the CSLP, and the deferment will be for a specified period of time not to exceed one year from the date the request was approved. Employees who do not opt-in during the year following an approved deferral will be subject to the appropriate withdrawal or declination policies. The following are reasons for deferral:

2.10.4.8.1.1. Mission Essential. The Deputy AF/A1 will serve as approval authority for mission essential deferment considerations. The approval authority will normally approve a mission essential deferment if the employee's program participation would have an adverse mission impact. Strong justification from the employee and the employee's first GO/SES in the rating chain is required.

2.10.4.8.1.2. Humanitarian. The Deputy AF/A1 will serve as approval authority for humanitarian deferral considerations. The approval authority will normally approve a humanitarian deferment under the conditions below, although other factors could be considered. If granted, approval will be without prejudice if requested prior to notification of assignment request for opt-in, unless it occurred during the time of notification. Humanitarian requests generally include circumstances or events beyond the employee's control that were not known prior to application.

2.10.4.8.1.2.1. The recent death of a spouse or child or children.

2.10.4.8.1.2.2. The terminal illness of a family member when death is imminent. A supporting note from the attending physician is required.

2.10.4.8.1.2.3. A serious financial problem that is beyond the control of the employee (e.g., the loss of a home or possessions through fire, theft or natural disaster).

2.10.4.8.1.3. Withdrawal from program. An employee seeking to withdraw from the program after official notification of selection must provide justification to the CSLP office. Requests will be routed through the CSLP office for approval by the Deputy AF/A1. Requests will also be routed and coordinated with the applicable CFM. The Deputy AF/A1 will approve withdrawal and will also determine if a five-year penalty is warranted.

2.10.4.8.1.4. Removal for cause. When a request from the Senior Rater, management, DT or organization is made to remove a civilian from the CSLP position for cause, that request must be approved by the Deputy AF/A1. A letter will be permanently filed in the individual's official personnel file and the employee will be permanently ineligible for any future CSLP opportunity.

2.10.4.8.1.5. Extension request. The minimum assignment is expected to be 36 months. Requests for an extension beyond 36 months will be initiated by the employee and the current leadership providing the justification, with the concurrence of the employee's functional CFM. The request will be processed through the CSLP office. The CSLP office is the approval authority for all

extensions up to three months beyond the end-of-tour date. The Deputy AF/A1 is the approval authority for extensions greater than three months beyond the end-of-tour date.

2.10.4.9. Individual Development Plan (IDP). The employee and supervisor are responsible for creating and insuring completion of an IDP.

2.10.4.10. CSLP Training Opportunities. While on a CSLP assignment, employees may be offered the opportunity to attend additional training utilizing central training funds.

2.10.4.11. Outplacement - completion of CSLP assignment. The CSLP office facilitates the employee's outplacement with the servicing functional CFT with consideration of the enterprise goals, needs and mission requirements in conjunction with the development of the individual.

2.10.4.11.1. Nine months prior to the assignment completion date, the functional community is notified of the need to outplace the employee.

2.10.4.11.2. Six months from the assignment completion date, if no outplacement has been identified, the CFDP reviews to identify outplacement opportunities.

2.10.4.11.3. The CFT will continually monitor existing/incoming career field fill requests for which the CSLP participant is qualified. After identifying a match, the CFT will request an updated resume and provide the documents to the selecting official for consideration. This referral must be accompanied by an endorsement from the DT Chair/Co-Chair.

2.10.4.11.4. The CFTs will coordinate and manage all necessary arrangements such as PCS orders, release date, new reporting date, etc. in agreement with all involved parties.

2.10.5. Key Career Positions (KCPs). The civilian workforce is comprised of centrally managed and non-centrally managed positions. Centrally managed positions consist of career positions and KCPs. Career positions are transitional for individuals with technical competency and management skills to move from functional expertise to functional leadership. KCPs target competencies required at the strategic leadership level and are vectored through DTs as part of the corporate process. KCPs are an integral part of the AF's Civilian Position Management Framework depicted in the AF Civilian Leadership Development Continuum included in Attachment 2.

2.10.5.1. The KCPs provide the stepping stones for individuals to gain experience that may qualify them to move from functional experts to functional leaders. They are frequently filled with high potential career-developed candidates who have demonstrated a sustained commitment to personal development and adaptability to change. KCP candidates have access to centrally-funded development opportunities to include training and TA.

2.10.5.2. Key Requirements.

2.10.5.2.1. Centrally managed by CFs and in a major occupational series.

2.10.5.2.2. Signed MOA with AF-wide mobility agreement. See figure 2.2.

2.10.5.2.3. Assignment length is 36-48 months. An extension, up to 12 months, requires CFM or designee approval. Total assignment cannot exceed 60 months.

2.10.5.2.4. Provide critical experience in developing CF leadership.

2.10.5.2.5. KCPs must be vectored by the CF DT process unless a position becomes vacant and there are no DT-vetted candidates. The position may then be filled with a non-vectored applicant, e.g., through an announcement in USAJOBS.

2.10.5.2.5.1. At the direction of the DT, a CFT may require candidates to submit a development plan and/or résumé as part of the selection process.

2.10.5.2.5.2. The CFT must publicize if opportunities are limited to those who submit a development plan and/or résumé. At a minimum, CFTs must accomplish notification using multiple communication methods such as: AMS Robot messages, list servers, newsletters, bulletin boards, websites and other available means. **(T-3)**.

2.10.5.2.5.3. The CFTs will further define criteria for their KCPs in their designated chapters in this AFMAN.

2.10.5.2.5.4. The preferred way to fill KCPs is through the DT slating process. If no candidates are identified by the DT, an internal AF competitive certificate should be used. A CF DT, or its designated selecting authority, may make selection from a competitive certificate. Staffing teams will announce the KCP vacancy and establish a 90-day register from which to refer qualified candidates to the CF team (CFT) or designee for coordination. The CFT will present the referral certificate to the DT or designated selecting official. **(T-3)**. A PPP exemption does not apply to KCPs, as they are permanent in nature and subject to continuing mission requirements. Commanders/Civilian Equivalents will ensure PPP is cleared via ASARS IAW the PPP handbook, Chapter 4, Matching and Filling Positions. **(T-3)**.

2.10.5.3. Assignments. KCPs are used to facilitate employees' gaining experience at the operational and strategic levels. Within the operational arena, assignments should focus on development within a functional community to gain breadth of experience. This could also be accomplished across occupational lines within a single CF. At the strategic level, assignments should focus on gaining HQ staff, MAJCOM staff, Field Operating Agency (FOA) or Joint experience. Unlike CB positions, KCPs are a permanent part of an organization's infrastructure but are centrally managed by the specific CF. Each CF DT, along with the MAJCOM/FOA/unit, will identify position location and work assignments to be accomplished and are subject to change based on AF and CF needs. Employees accepting KCP assignments at overseas locations must also sign Overseas Return Agreements IAW AFMAN 36-204.

2.10.5.4. Outplacement from KCPs.

2.10.5.4.1. Officials in all CFs who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-Reduction In Force (RIF) actions) to using a management directed reassignment process to outplace employees graduating from KCPs and the following

functional development programs. **(T-3)**. In the absence of an agreement by the official responsible for filling a vacant position with the proposed outplacement plan, the CF DT Chair(s) responsible for the vacant position has final authority to initiate action and fill the vacant position with the corporate development program outplacements described below:

2.10.5.4.1.1. In-residence Civilian Developmental Education (CDE) defined as Intermediate Developmental Education (IDE) and Senior Developmental Education (SDE), including Professional Military Education (PME), Legislative, RAND, AF National Laboratories Technical fellowships and Academic programs.

2.10.5.4.1.2. Boarded CSLP participants, Deputy Director Installation Support (DDIS) and enterprise CB in Joint and HAF. This does not include employees who occupy a CSLP position but were not placed through a Boarded process nor CBs managed by the functional authorities.

2.10.5.4.2. The management directed reassignment process may be used to place program graduates into vacant positions and may not be used to displace any employee from their current position.

2.10.5.4.3. Commanders/Civilian Equivalents will ensure outplacement efforts begin one year prior to completion of the KCP assignment and involve one or more of the activities listed below. **(T-3)**.

2.10.5.4.3.1. Inform CF DT members about incumbents vacating a KCP.

2.10.5.4.3.2. May send emails to functional leadership and actively market the types of series, grade/pay band levels and skills of the incumbents.

2.10.5.4.3.3. May send bulletins about program objectives and availability of individuals outplacing from KCPs to fill projected and unanticipated vacancies.

2.10.5.4.3.4. Involve mentors in the outplacement process, if a mentor has been identified.

2.10.5.4.3.5. Outplace based on DT vectoring.

2.10.5.4.4. CFTs will consider employee preferences and the occupational series and grade/bands identified in the MOA and will monitor recruit/fill requests for possible matches. Once a match is identified, the CFT will provide a career brief, résumé, endorsement from the DT Chair/Co-Chair or designee and other pertinent information to the selecting official. **(T-3)**. Personal career goals and geographic and assignment preference should be considered but are not guaranteed. If reassignment/outplacement is not accepted, adverse action, such as change to lower grader or removal from employment may be enforced per the MOA.

2.10.5.5. Finalizing the Outplacement. An outplacement should be finalized and all necessary arrangements such as Permanent Change of Station (PCS) orders, release date, new reporting date, etc., should be settled within six months but no later than 60 days from the end of the KCP assignment.

2.10.5.6. Payment of KCP Incumbents.

2.10.5.6.1. Salaries and overtime pay are locally funded and not centrally funded.

2.10.5.6.2. Incentive and annual performance awards are locally funded and not centrally funded.

2.10.5.6.3. The central PCS account funds the PCS for employees moving into and out of KCPs (at the GS-13/14/15 or equivalent level). KCPs are authorized use of the Defense National Relocation Program (DNRP) when moving to a CONUS or non-foreign OCONUS location IAW the Joint Travel Regulations (JTR). This instruction has been reviewed by the Per Diem, Travel and Transportation Allowance Committee staff in accordance with DoDI 5154.31, *Commercial Travel Management: The Per Diem, Travel and Transportation Allowance Committee (PDTATAC), Volume 5*, dated 8 October 2015, as PDTATAC Case RR16001.

Section C - Participation

2.11. Career Mobility. Effective force development depends upon filling high-level positions with highly qualified employees who have a variety of work experiences. This experience may be acquired at various geographic locations throughout the AF or at organizations or organizational levels in the same geographic area. These varied experiences provide employees a range of challenges and demands that may not be experienced in a single type of position or at only one installation or organizational level. The career-minded employee should seek such work experiences in more than one organization or location in a lifetime career. This depth and breadth of experience may be the factor that makes an employee the best qualified for referral. To attain appropriate depth and breadth of experience in preparation for the next level of challenges, employees should remain assigned no less than four years in CONUS centrally managed positions and no less than the prescribed overseas tour in OCONUS centrally managed positions. See figure 2.1. for a sample CONUS Employment Agreement. AFMAN 36-204 provides samples of OCONUS Employment Agreements. Employees seeking positions with increased responsibilities are encouraged to apply for promotion(s) and/or make themselves available for reassignment to fulfill AF mission needs.

2.11.1. De-emphasis on Geographic Mobility. Breadth and depth of experience are among the most relevant criteria for selections in civilian hiring and promotions. Therefore, instead of hiring based on the employee's record of geographic mobility, selecting officials will evaluate employee history based on the positions held and expertise developed in each position, regardless of the position's geographic location. Prior geographic mobility will not be a selection factor for hiring and promotions. AFI 36-202, *Civilian Mobility*, provides additional guidance on mobility.

2.11.2. Types of mobility include:

2.11.2.1. Organizational Mobility. Organizational mobility is movement between organizational levels (e.g., base to MAJCOM); between major subdivisions within an organizational level; between MAJCOMs and comparable organizations or other major subdivisions within the AF; and between the AF and other Components/Agencies with the DoD, other federal agencies, or private organizations.

2.11.2.2. Functional Mobility. Functional mobility is movement between specialties or disciplines within a CF or movement across CFs.

2.11.2.3. Geographic Mobility. Each of the above types of developmental mobility may or may not involve geographic mobility, since a variety of assignments are possible

within the same geographic area without changing a place of residence. Geographic mobility is a change in permanent duty assignment from one location to another that requires the employee to undergo a PCS.

2.11.3. Mobility Requirements. When a mobility agreement is necessary, the employee, AFPC and/or the servicing CPS representative sign a written statement of conditions (see sample mobility agreement at figure 2.2.) The mobility agreement is a condition of employment and should be signed by the employee prior to the assignment or prior to making a final commitment.

2.11.3.1. The following AF positions require mobility as a condition of employment or assignment:

2.11.3.1.1. Interns. Reference AFI 36-602 for detail on Pathways Recent Graduates and PAQ/COP Intern mobility.

2.11.3.1.2. CB and Career Enhancing. These positions require a mobility agreement as a condition of assignment to ensure the positions are vacated after a specified period and to ensure continuous development of employees.

2.11.3.1.3. Long-Term Training (LTT). As part of the application package for an LTT developmental opportunity, an employee will be required to sign an AF-wide mobility agreement, with the exception of attendance at in-residence Air Command and Staff College, which does not require a mobility agreement unless there is no position in the local area for the employee to fill upon return following graduation.

2.11.3.1.4. CSLP. As a key leadership development experiential program, CSLP positions are few in number and require movement of the employee upon completion of their tenure in the position to ensure continued flow of employees.

2.11.3.1.5. KCPs. KCPs are specific, CF-identified GS-13 to GS-15 (or equivalent) positions which are a subset of CF centrally-managed positions that are used to develop critical AF leadership competencies. Grade exceptions have been made in some CFs.

2.11.3.1.6. Specific CF Positions. Contact the specific CFT for further details on centrally managed positions' mobility requirements.

2.12. Individual Development Plan (IDP). Completion of an IDP is essential for career minded employees who aspire to higher-level responsibilities. CFs may use development plans for training nominations selections and management/leadership development opportunities, i.e., CB, CDE, assessments, interviews, career counseling, and workforce analysis. Employees complete development plans through online tools.

2.12.1. Applicability.

2.12.1.1. Training and Development. CFTs, employees and/or supervisors may identify training and development opportunities, such as TA, management development courses and assignments, for employees.

2.12.1.2. Management and Leadership Development. Management and leadership development of the civilian workforce is an essential component of long-term mission readiness. The AF Civilian Development Continuum (Attachment 2) is the corporate

prototype to sustain senior-level civilian development and prepare high-potential employees for leadership opportunities. These programs prepare the civilian workforce to compete for shared leadership positions and provide executive credentialing for high-potential managers. AF-wide nomination and selection criteria are used for AF-wide competitive development programs (CSLP, KCP and CB positions), as well as CDE.

2.12.1.3. Workforce Analysis and Management Advisory Service. CFs utilize development plan data for a variety of workforce analysis and reports to senior leadership.

2.12.2. Eligible Categories. The following categories of employees are eligible to complete a development plan:

2.12.2.1. Permanent AF full-time, part-time and intermittent employees serving on a competitive appointment.

2.12.2.2. Permanent AF full-time, part-time and intermittent employees in the excepted service provided they are eligible for non-competitive conversion to a competitive service appointment.

2.12.2.3. Permanent AF full-time, part-time and intermittent employees in the excepted service who have not held a competitive appointment are eligible for CF excepted service positions only.

2.13. Currency and Accuracy of Employee Data. Employees are ultimately responsible for ensuring the accuracy of their data in DCPDS, and are required to review their records periodically to make certain their education, awards, etc. are properly documented and they have an accurate and updated résumé. Employees are able to use the MyBiz⁺ Self Service module to update certain information in their personnel record to include: licenses, occupational certifications, education, training, work information (phone number, email address, physical work address), home phone number, handicap code, ethnicity and race category, language and emergency contact information.

2.13.1. Acquisition Professional Development Program (APDP). APDP certifications entered in MyBiz⁺ by employees are not automatically updated in the DCPDS acquisition certification data fields. Employees are encouraged to use the ACQNow website to review current APDP certifications, records and requirements. The ACQNow site is automatically updated as requirements are completed.

2.13.2. Education Changes. Updates/changes to an employee's education by the employee are listed as "Self Certified." For positions which require positive education (a specific degree or 24 hours of related course work), employees are responsible for ensuring their transcripts are on file for review to prove qualifications are met. Employees can submit education, license, language and occupational certifications and get additional information on Self Service by going to the myPers website and searching for "Self Service."

2.13.3. Employee Résumé. Employees may be asked to submit résumés in support of CF and force development processes, such as nominations for training and development, selection/assessment boards, competency assessments, or upon request by selecting officials for competitive referrals. Additionally, employees may submit a comprehensive résumé, via myPers, that is profiled in their electronic Official Personnel File (eOPF) and can be used for

Human Resources purposes (i.e., to verify qualifications for a management initiated reassignment; Reduction-in-Force (RIF), etc.).

2.14. Affirmative Employment Program (AEP) Planning. Guidance and responsibilities for the Affirmative Employment Program Plan (AEPP) reside under the auspices of AF/A1Q.

Section D - Filling Positions

2.15. Filling Centrally Managed Positions. The AFPC servicing staffing team must follow the CF approved procedure when filling centrally managed positions. **(T-3).** Centrally managed positions are filled using the guidance in AFMAN 36-203.

2.15.1. Promotion Panel Responsibilities. Functional promotion panels or workgroups are responsible for developing AF-wide merit promotion criteria and assessments for centrally managed positions in their CF. CFTs annually review the results of the application of the assessments and make adjustments to them to ensure their currency. Over time, they ensure that assessments reinforce the technical, business and leadership competencies outlined in the CF's developmental career paths. They also assure that, taken as a whole, assessments are logical, consistent, fair, represent the expectations of the CF and support corporate FD objectives. The CFTs maintain responsibility for identifying, approving and validating promotion criteria and assessments for non-centrally managed positions in their individual CFs.

2.15.2. Defense Civilian Intelligence Personnel Management System (DCIPS). DCIPS has special authorities for compensation and filling positions, details and promotions; however, standard CF promotion plans and assessments are used. Refer to AFI 36-1101, *Civilian Intelligence Personnel Management System*, for guidance.

2.15.3. AF Office of Special Investigations (AFOSI). AFOSI has special authorizations for filling positions, details and promotions. Refer to AFOSII 36-201, *Civilian Personnel*, and Chapter 17 of this manual for guidance.

2.15.4. Air Reserve Technician (ART). HQ AFRC/A1C has authority and responsibility for filling positions, details, reassignments and promotions for ART officer positions.

2.16. Methods of Filling Positions.

2.16.1. CFT Actions. Centrally managed positions are filled through both competitive and non-competitive methods. In most instances, the movement of a person into a centrally managed position is in the best interest of the AF. There may be some cases where a paid PCS would not be necessary to fill a centrally managed CFT position.

2.16.1.1. The CPS can help identify which positions may be filled with local candidates based on local market conditions (i.e., existing pool of local employees, prevalence of retired military, unemployment in the area, etc.). If local market conditions provide a sufficient pool of candidates, the gaining organization must clearly identify on the request for personnel action (RPA) that a paid PCS is not in the interest of the government. Examples include, but are not limited to:

2.16.1.1.1. A civilian personnel office in the San Antonio area is filling a GS-0201-12, Human Resource Specialist (Civilian Personnel Section Chief) position. A government-funded PCS may not be in the best interest of the AF due to the overwhelming GS-0201-11/12 population in the local commuting area.

2.16.1.1.2. A GS-2010-12 Logistician position at Hill AFB needs to be filled. A government-funded PCS may not be in the best interest of the AF due to the overwhelming GS-2010-11/12 population in the commuting area.

2.16.1.2. There could be other compelling reasons that a PCS move is not in the interest of the government, but rather in the interest of the employee. In such cases, the AF must not fund the PCS. Examples of PCS moves not in the interest of the government may include, but are not limited to:

2.16.1.2.1. Employee completes OCONUS service agreement, but for personal reasons remains at OCONUS location for more than six months without requesting/obtaining the Commander/Civilian Equivalent approval to extend time limit for beginning return PCS travel.

2.16.1.2.2. Employee has not completed all 48 months of AF CONUS Service Agreement (see figure 2.1.) and does not meet eligible waiver requirements for a second AF-funded move.

2.16.2. Officials in all CFs who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DOD-wide priorities or local pre-Reduction-In-Force (RIF) actions) to using a management directed reassignment process to outplace employees graduating from the following corporate development programs: **(T-3)**.

2.16.2.1. In-residence Civilian Developmental Education (CDE) defined as Intermediate Developmental Education (IDE) and Senior Developmental Education (SDE) including Professional Military Education (PME), Legislative, RAND, AF National Laboratories Technical fellowships and Academic programs.

2.16.2.2. Boarded CSLP participants. This does not include employees who occupy a CSLP position but were not placed through a boarded process.

2.16.3. Area of Consideration (Competitive). The normal area of consideration for all locally and centrally managed permanent non-bargaining unit positions is DoD-wide, Transfer, Reinstatement, ICTAP, VEOA, Military Spouse and Schedule A eligibles. Additionally, no prior approval for this expanded AOC will be required from the Career Field Management Teams (CFMTs) for centrally managed positions. Check with local Civilian Personnel offices for status of bargaining unit positions. Exceptions to the standard AOC will be limited to positions subject to the Developmental Team process, career broadener/intern outplacements and placements to minimize adverse action (displaced employees). Expanding the AOC to include DoD, transfer eligibles and applicants with prior competitive status will provide optimum flexibility for management and allow the flow of high quality candidates across component lines, to include the COCOMs, with regards to diversity of background, experiences, demographics and perspective. There may be instances, however, in which an expanded AOC is warranted. If the CFT determines qualified AOC candidates are available, Commanders/Civilian Equivalents will ensure that an external recruit fill personnel action is not approved. **(T-3)**. The servicing staffing team conducts the fill actions in support of temporary appointments, term appointments, and details. They may also fill encumbered positions upgraded by classification, as defined in AFMAN 36-203.

2.16.4. Exempting Positions from the CF Referral Process. When a special one-time exemption from filling a position through normal CF processes is necessary, the organization

will submit an e-mail request through their CPS and MAJCOM, to the CFT, along with justification, to exempt the position from the CF's central referral process. The CFT will route the request to the CF FM, or designee, for approval. **(T-3)**.

2.17. Requesting Fill Action.

2.17.1. Servicing Staffing Team. Once CF and DT vector priorities are cleared, the AFPC servicing staffing team will begin the fill process.

2.17.2. Clearing the DoD PPP. When filling centrally managed positions, it is necessary to comply with DoDI 1400.20, *DoD Program for Stability of Civilian Employment*. In the event of a PPP "match" AFMAN 36-203 outlines the specific procedures to be followed.

2.17.3. Considering Spouse Preference Eligibles. Similarly, Commanders/Civilian Equivalents will ensure that the consideration of candidates entitled to "Spouse Preference" is IAW merit promotion procedures and guidance governing Military Spouse Preference, including DoDI 1404.2, *Employment of Spouse of Active Duty Military Members Stationed Worldwide*; AFI 34-310, *Nonappropriated Fund Personnel Program Management and Administration Procedures*; and AFMAN 36-203. **(T-3)**.

2.17.4. Clearing CF Priorities. In addition to observing all statutory and regulatory placement priorities, individual CFs may also establish procedures for the consideration and placement of certain types of employees in advance of normal methods of filling centrally managed positions. Examples of such CF priorities include: outplacement of employees completing a career broadening assignment; employees completing long-term training and other formal training/development programs such as CSLP; or KCP assignment. If the CFT determines a vectored outplacement candidate from a training/development program is available and qualified, Commanders/Civilian Equivalents will ensure that a recruit fill personnel action is not approved without CFT approval. **(T-3)**.

2.18. Methods for Filling Unique Positions. See area of consideration, para. 2.16.3.

2.18.1. Joint or Unified Command Positions. AF CFTs centrally manage positions in Joint or Unified Commands for which the AF is the executive agent. The FM or designee may grant exceptions to this guidance. Referral by the servicing staffing team is the sole source of internal and external candidates for permanent fill actions of centrally managed positions. If a staffing need is identified to utilize an OPM or DEU/DEO certificate and the CF approves, the AFPC servicing staffing team utilizes the assessment approved by the CFT. Commanders/Civilian Equivalents will ensure that the processes outlined in para. 2.17. are followed. **(T-3)**.

2.19. Missed Consideration from a Referral Certificate. Commanders/Civilian Equivalents will ensure that individuals receive priority referral if consideration was denied due to errors in the DCPDS database or other administrative errors beyond the candidate's control. See AFMAN 36-203, Table 2.3., for additional information. If the administrative error is discovered prior to a selection from a referral certificate, candidates who missed consideration are referred on a supplemental certificate. If a selection has been made, and a job offer extended and accepted, Commanders/Civilian equivalents will ensure that priority consideration is granted. **(T-3)**. Priority consideration terminates when priority referral is made or 12 months from the date the HR Specialist notifies the employee of priority referral, whichever is earlier.

2.20. Overseas Employment. See AFMAN 36-204 for information on overseas employment and return placement programs as they relate to employees in centrally managed positions.

2.21. PCS and Waivers to Service/Employment Agreement. An employee in a centrally managed position is assigned to a specific activity, i.e., permanent duty station (PDS). AFPC/DP3D is the final approval authority for all service agreement/employment agreement waivers as well as PCS orders issuance approval. Locally funded moves are not covered in AFMAN 36-606.

2.21.1. CONUS Assignments. Employees are required under a service agreement (DD Form 1618) to complete a minimum of 12 months. (JTR, par. 5840-B). The basis of the restriction is the prudence and cost associated with moving an employee twice within a 12-month period. (JTR, par. 5502-C). The Air Force requires a minimum 48-month tour length for employees in CONUS CFT centrally managed positions. The 48-month Employee Agreement (see figure 2.1) incorporates the minimum JTR 12-month requirement.

2.21.1.1. Employee in Months 1-12 - Basis for Waivers/Release for CONUS Tour (Service) Agreement/AF Employment Agreement (JTR, par. 5844).

2.21.1.1.1. Reasons Beyond Employee Control-Acceptable to Air Force for Release from Service Agreement/Air Force Employment Agreement (JTR, par. 5844). Note: JTR, par. 5844A references commanding officer/designee of assigned activity as making determination of acceptable reason for release; however, since the affected employees are all centrally managed, the commanding officer/designee makes a recommendation to AFPC/DP3D who makes the final approval. The reasons listed below for release do not infer second paid move is in the interest of the AF.

2.21.1.1.1.1. Illness not induced by misconduct.

2.21.1.1.1.2. Enlistment/call to active duty in the Armed Forces.

2.21.1.1.1.3. Exercise of statutory re-employment rights within a time limitation that precludes completion of a tour of duty.

2.21.1.1.1.4. Release for the convenience of the Government, e.g., separation because of physical/mental disqualification, lack of skill to perform duties for which recruited or any other duties to which the employee could be assigned. An employee separated because of illness induced by misconduct or because of misconduct is not separated for the Government's convenience.

2.21.1.1.1.5. Separation as a result of RIF.

2.21.1.1.1.6. When Air Force does not require employee's services for entire tour/service/employment agreement period.

2.21.1.1.2. Release due to Transfer to Other Departments/Agencies. Except as indicated in JTR, par. 5502-C, an employee who transfers to another DoD component/Government agency must be released from the tour of duty requirement specific in the employee's current service/AF employment agreement (JTR, para. 5844-C). Note: If the transfer involves PCS allowances to a new PDS, the gaining activity is responsible for all PCS costs. The employee must continue in Government service for at least 12 months after the employee reported at the PDS from which

departing to satisfy the obligation for costs incurred by the losing activity in moving the employee to that PCS.

2.21.1.1.3. Employee in Months 1-12 - JTR Exceptions to Move limitation-AF Funded PCS. The following moves are exceptions to the 12-month move limitation (JTR, para. 5502-C2):

2.21.1.1.3.1. Employee (or re-employed former employee) is affected by RIF/transfer of functions.

2.21.1.1.3.2. Employee has a move in connection with (ICW) a DoD Component directed placement.

2.21.1.1.3.3. Employee moves from actual residence to a new PDS after the employee exercises return transportation rights from an OCONUS PDS under an OCONUS tour agreement, provided the employee was not furnished PCS allowances ICW the return to actual residence.

2.21.1.1.4. Employee in Months 1-12 - Waiver and PCS Processing Steps. This process involves an employee with a basis for release from an existing service agreement/AF employment agreement IAW para. 2.21.1.1.1., and whose move is one of the exceptions listed in para. 2.21.1.1.3. The selecting official for a centrally managed position at the new duty station is to follow these steps:

2.21.1.1.4.1. Provide an explanation as to why the proposed transfer is in the interest of the government.

2.21.1.1.4.2. Provide a signed statement that an equally qualified employee is not available within the commuting area of the activity concerned and that the losing activity agrees to the transfer. Describe efforts that were made to find a candidate who would not require a waiver.

2.21.1.1.4.3. Submit the package to the Servicing CPS at the new location who will provide the waiver recommendation to the commander/designee at the assigned duty location for coordination.

2.21.1.1.4.4. Waiver request package is forwarded to the applicable CFT Chief for review to ensure the supporting documentation supports the waiver request. CFT Chief forwards the request package to the Functional Manager (FM)/DT Chair or designee for concurrence/non-concurrence and coordination. A concurrence must articulate that: 1) the waiver is in the best interests of the CF; 2) the need to select the employee outweighs the additional cost of a second PCS; and 3) supporting documents show sufficient efforts were made to locate a candidate most qualified for the position who would not require a waiver.

2.21.1.1.4.5. If the FM/DT Chair concurs, the CFT Chief submits the waiver package to AFPC/DP3DW for review. AFPC/DP3DW reviews package for compliance and recommends approval/disapproval to AFPC/DP3D who makes a final decision.

2.21.1.1.4.6. If the FM/DT Chair or designee does not concur, the package will be returned to the selecting official with notice of the decision.

2.21.1.3. Employee in Months 1-12 - Financial Effect of Waiver. An approved waiver releases the employee from all financial liabilities associated with failure to complete the service agreement (DD Form 1618)/Air Force Employment Agreement. If a waiver is not approved and the employee fails to complete the terms of the service agreement (DD Form 1618), the employee is in violation of the agreement. (JTR, para. 5846). The employee must reimburse the Government the costs paid for relocation expenses based on that service agreement and is not eligible for subsequent travel and transportation allowances. A service agreement violation includes failure to:

2.21.1.3.1. Meet/comply with the conditions specified in an agreement for reasons unacceptable to the Air Force.

2.21.1.3.2. Report for duty.

2.21.1.3.3. Return to the country/geographic locality in which the home of record (actual residence) is located in connection with a renewal agreement.

2.21.1.4. Employee with Service Agreement Waiver Request - No PCS in Months 1-12. Employee should submit the request through the supervisor and servicing CPS who will obtain the local Commander/designee's recommendation, based on para. 2.21.1.1.1. or 2.21.1.1.2., and forward to AFPC/DP3D for final approval.

2.21.1.5. Employee in Months 13-48 - Waivers/Release - AF Employment Agreement-AF-Funded PCS.

2.21.1.5.1. Basis for waiver and PCS funding. AF does not require a formal waiver approval process when the basis for the release is one of the below-listed reasons. Any other basis needs to be reviewed by the CPS and coordinated as outlined in 2.21.1.1.4.

2.21.1.5.1.1. Employee is separated as a result of RIF.

2.21.1.5.1.2. Employee is called to active duty or enlistment in the Armed Forces.

2.21.1.5.1.3. Employee is selected for promotion within 13-48 months of last PCS.

2.21.1.5.1.4. OCONUS returnees with tour length that was less than 48 months.

2.21.1.5.1.5. Employee is participating in centrally funded civilian development programs, where PCS is required as part of the program.

2.21.1.5.1.6. Release for the Government's convenience (e.g., separation because of physical/mental disqualification, lack of skill to perform duties for which recruited or any other duties to which the employee could be assigned). An employee separated because of illness induced by misconduct or because of misconduct is not separated for the Government's convenience.

2.21.1.5.1.7. Employees who signed a two-year CONUS Transportation agreement in FY13 are exempt from the 48-month time on station requirement; they must comply with the two-year agreement signed in FY13. However, an employee with PCS orders showing an Entrance on Duty (EOD) date on or after 1 Mar 2014 must sign a new Air Force CONUS Employment Agreement to comply with the 48-month requirement.

2.21.1.5.2. Employee in Months 13-48 - Waiver-PCS Processing Steps. If waiver of the AF employment agreement is based on reasons not listed in sub paras. of 2.21.1.5.1, the selecting official follows the steps outlined in para. 2.21.1.1.4 for approval/disapproval by AFPC/DP3D.

2.21.1.5.3. Employee in Months 13-48 - Effect of disapproved AF Employment Agreement waiver/release-AF PCS. If the employee has not completed months 13-48 of the AF Employment Agreement, the employee does not incur any financial liability. However, the employee is not eligible for AF-funded PCS before the end of the 48-month period.

2.21.1.6. ART Officer Career Management Program (AOCMP). HQ AFRC/A1C manages the program and is the approval authority for PCS and service agreement waivers. Submit questions and forms to AFRC/A1CSA Workflow: afrc.a1csa@us.af.mil.

2.21.2. OCONUS Assignments. An employee appointed/transferred to an OCONUS position is required to complete a prescribed tour of duty (JTR, Appendix Q, Part 3) at the OCONUS PDS for return travel and transportation allowances. (JTR, par. 5820-E). The employee executes a service agreement (DD Form 1617 entitled Transportation Agreement) (JTR, par. 5832) for the applicable situation, based on employee status (JTR, par. 5828) and IAW applicable agreement in AFMAN 36-204. The employee obligation is a minimum of 12 months to avoid financial obligations. To obtain eligibility for return travel and transportation allowances, the member must remain for the prescribed tour, unless there is an AFPC/DP3D approved waiver or release from the service agreement (DD Form 1617).

2.21.2.1. Employee under required tour length agreement (DD Form 1617)-Basis for Waivers/Release - More than One PCS. (JTR, pars. 5502-C2; 5844).

2.21.2.1.1. Reasons Beyond Employee Control-Acceptable to Air Force for Release (JTR, par. 5844-B). In addition to reasons listed at para. 2.21.1.1.1., the following are applicable JTR, par. 5844-B2):

2.21.2.1.1.1. The employee's immediate presence is required in the geographic locality in which the actual residence is located because of an unforeseen emergency. Actual residence is explained in JTR, pars. 5824 and 5826.

2.21.2.1.1.2. Completion of the agreed tour/service/employment agreement would result in extreme personal hardship because of circumstances beyond the employee's control, such as conditions seriously affecting the health, welfare and safety of the employee; serious illness or death in the immediate family; or the imminent breakup of the family group. For verification requirements involving "extreme personal hardship" see para. 2.21.2.1.1.4. Falsification of facts ICW employment is not a reason beyond the employee's control.

2.21.2.1.1.3. There are significant changes in the employee's employment situation or loss of economic benefits such as a significant salary loss resulting from a downgrading of the grade level the employee accepted upon assignment, or a significant loss in OCONUS quarters allowance payments resulting from a downgrade as distinguished from a reduction in quarters allowance payment which may be reduced for other reason.

2.21.2.1.1.4. Verification. The nature and extent of the "unforeseen emergency" or "extreme personal hardship" must be established to the determining official's satisfaction. Verification must be received from a reliable and trustworthy source such as private, state or local welfare agencies; an attending physician; or a local cleric. (JTR, par. 5844-D).

2.21.2.1.2. Release due to Transfer to Other Departments/Agencies. See para. 2.21.1.1.2.

2.21.2.2. OCONUS Employee Performing Prescribed Tour with more than one planned PCS-Waiver Processing Steps. This process involves an OCONUS employee who has been selected for a position that requires a funded PCS and/or return travel and transportation allowances and release from an existing service agreement/Overseas employment agreement. Follow the steps outlined in para.2.21.1.1.4. Refer to JTR, par. 5828 for detail about service agreement.

Figure 2.1. CONUS Employment Agreement

<p>CONUS EMPLOYMENT AGREEMENT ASSIGNMENT TO A CF TEAM CENTRALLY MANAGED POSITION This agreement must be signed by an employee serving on a career or career-conditional <u>appointment</u> selected for assignment to a CF Team (CFT) centrally managed position in a <u>CONUS location</u>.</p> <p>1. This document represents an agreement between the Air Force and the undersigned and <u>becomes effective</u> upon my assignment to:</p> <p>Position Title, Series and Grade or Pay Band: _____</p> <p>Location: _____</p> <p>2. By accepting this assignment to a CFT centrally managed position in a CONUS location, I understand and agree to the following: My minimum period of service is a 48-month tour of duty for the area to which assigned. Any reduction to the minimum period of service is subject to management's approval and my concurrence (see AFMAN 36-606, para 2.21.). Any prior <u>DoD</u> tour of duty already served in the same local commuting area may be cumulative and may reduce the minimum period of service, but not less than a total of four years of service.</p> <p>3. I understand that I must satisfactorily complete the required period of service established for the area to which I am assigned, unless a waiver is granted or I meet one of the conditions listed below that do not require a waiver (see AFMAN 36-606, para 2.21.4). AFPC/DP3D is the AF/A1-delegated approval authority for any early release (i.e., waiver) from the period specified in this agreement or from the transportation agreement; AFRC/A1C is the approval authority for early release (i.e., waiver) for CFT covered Air Reserve Technician officer positions. If my assignment is terminated after completing the required 12-month period, but prior to the end of the 48 months, for any of the following reasons, I do not need a waiver and am released from all financial liabilities (AFMAN 36-606, para 2.21.):</p> <ul style="list-style-type: none"> a. Return from OCONUS from a tour of less than 48 months. b. Selection for promotion within 13-48 months of last PCS. c. Transfer to another <u>DoD</u> component position outside the Department of the Air Force. d. Transfer to any agency outside <u>DoD</u>. e. Separation due to Reduction in Force f. Separation for the convenience of the Government. g. Call to active duty or enlistment in the Armed Forces. <p>4. I understand and accept the conditions established in this agreement. I understand that failure to complete the length of the assignment as I have agreed to do in paragraph 2 above may result in my financial liability to repay the Air Force for the PCS costs already incurred and/or ineligibility for Air Force funded PCS allowances to another Air Force position (see AFMAN 36-606, para 2.21. and JTR, pars. 5848 and 5858).</p> <p>_____</p> <p>Date Signature of Employee</p>	
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Figure 2.2. Civilian Mobility Memorandum of Agreement to a CF Team Centrally Managed Position



DEPARTMENT OF THE AIR FORCE
 HEADQUARTERS AIR FORCE PERSONNEL CENTER
 JOINT BASE SAN ANTONIO-RANDOLPH TEXAS

Civilian Mobility Memorandum of Agreement
 Between the U.S. Air Force
 and

	From	To
Occupational Code (Series):		
Pay Plan-Grade, or equivalent:		
Organization, Location:		
Functional (Career Field):		

Program	Governing Conditions
<input type="checkbox"/> Key Career Position (KCP)	1. The Air Force often needs to reassign the best-qualified senior civilian employees to meet critical needs or to provide employees opportunities for continued career progression. Selection for a KCP requires mobility and recognizes an individual's skill, capability and potential for senior-level positions. 2. I understand that my KCP assignment is for three years and that signing this agreement is a condition of my employment in this position. I agree that upon the conclusion of the foregoing period of KCP assignment, I will accept positions at the same grade, which could include an assignment to a different geographic location, to satisfy my obligation under this agreement.
<input type="checkbox"/> Civilian Developmental Education (CDE)	1. The CDE program I am applying for has a requirement for mobility for selection and assignment. I agree to be mobile and to sign and abide by the provisions of this agreement. 2. My outplacement assignment will be to a position at the same permanent grade at my current or different geographic location. 3. (NOTE: AFPC will obtain development team signature during the DT vectoring process.)
<input type="checkbox"/> Civilian Strategic Leader Program (CSLP)	1. Selection: I have applied and been selected for reassignment to the CSLP position identified above. The length of the assignment will normally be three years, beginning with the official date assigned to the CSLP position. 2. Restriction: During the CSLP assignment, I understand I may apply for positions affording permanent promotion opportunity. If selected for promotion, this agreement will be terminated at the time of my selection. I understand I am ineligible for referral for competitive reassignment until nine months prior to the scheduled end of my CSLP assignment. 3. Follow-on Assignment: Upon completion of the CSLP assignment, I will be placed in a follow-on position identified by the functional career field team below: a. Occupational Code (Series): _____ b. Pay Plan-Grade, or equivalent: _____ c. Functional (Career Field): _____ d. The specific title, series, pay band (or GS equivalent) and location of the follow-on position will be identified within the last six months of the CSLP assignment. Outplacement from the CSLP position will be accommodated by one of the following methods: i. I may be selected under normal competitive processes; or ii. Through follow-on placement referrals conducted by the career field team. The CFT will assess position availability and may begin advance referral for non-competitive placement six months prior to the completion date of the CSLP assignment.
<input type="checkbox"/> Career Broadener (CB)	1. Selection: I have applied and been selected for: <input type="checkbox"/> Temporary <u>reassignment</u> to the career broadening position identified above. a. The length of the assignment will be for a period not to exceed ____ months, beginning with the official date assigned to the career broadening position. b. Upon accepting the above assignment, I agree to pursue the broadening objectives and activities specified in my CB development plan. <input type="checkbox"/> Temporary <u>promotion</u> to the career broadening position identified above. a. The length of the assignment will be for a period not to exceed ____ months, beginning with the

	<p>official date assigned to the career broadening position.</p> <ul style="list-style-type: none"> b. Upon accepting the above assignment, I agree to pursue the broadening objectives and activities specified in my CB development plan. c. I understand if circumstances require, the temporary promotion may terminate at any time. d. I understand, upon termination of the temporary promotion, I will return to my previous permanent pay band (or GS equivalent) at an assigned post-broadening position, unless my follow-on assignment involves a permanent promotion. e. I understand upon expiration or termination of the temporary promotion lasting more than one year, my pay may be set using Highest Previous Rate (HPR), in accordance with 5 CFR and AFI 36-802, <i>Pay Setting</i>. f. I understand neither adverse action nor reduction-in-force procedures apply when I return to my permanent position of record; therefore, my entitlements will not include statutory appeal rights. g. I understand, if affected by a reduction-in-force during my career broadening assignment, my temporary promotion would terminate and I would return to my previously assigned location at my permanent pay band (or GS equivalent) or proceed to a future assignment. <p>2. Restriction: During the career broadening assignment, I may apply for positions affording permanent promotion opportunity. If selected for promotion, this agreement will be terminated at the time of my selection. I am ineligible for referral for competitive <u>reassignment</u> until six months prior to the scheduled end of my career broadening assignment.</p> <p>3. Follow-on Assignment: Upon completion of my career broadening assignment, I will be placed in a follow-on position as identified below:</p> <ul style="list-style-type: none"> a. Occupational Code (Series): _____ b. Pay Plan-Grade, or equivalent: _____ c. Functional (Career Field): _____ d. The specific title, series, pay band (or GS equivalent) and location of my follow-on position will be identified within the last six months of my CB assignment. Out-placement from my career broadening position will be accommodated by one of the following methods: <ul style="list-style-type: none"> iii. I may be selected under normal competitive processes; or iv. Through follow-on placement referrals conducted by the career field team. The CFT will assess position availability and may begin advance referral for non-competitive placement six months prior to the completion date of the career broadening assignment.
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I understand my personal career goals and geographic and assignment preferences will be considered but are not guaranteed. Management will consider compelling personal reasons for not accepting an assignment, but the Air Force may still require me to relocate to meet Air Force needs.

I understand this agreement will remain in effect for the duration of this assignment unless cancelled or modified by mutual agreement between management and myself.

I understand that the conditions and requirements for mobility are specified in AFI 36-202, *Civilian Mobility*.

I acknowledge and agree to the conditions set forth above for my assignment and that if I do not accept reassignment/out-placement from this position, I may face adverse action, such as change to lower grade or removal from employment.

Signature of Employee: _____

Date: _____

Signature of Civilian Personnel Section Representative: _____

Date: _____

Signature of Development Team Chair (if required above): _____

Date: _____

2.22. PCS Funding and Allowances.

2.22.1. Each CF will have a pre-approved list of designated positions which includes title, grade and series of centrally managed and key career positions. The centrally-funded PCS Account funds a relocation to fill positions specifically identified by each CF in advance of funds obligation. The Civilian PCS Account centrally funds the following moves and related expenses:

2.22.1.1. Move of an AF employee selected for a CFT managed position, either from a referral certificate or through a management-initiated assignment, where approved in advance by the FM or designee.

2.22.1.2. Move of an individual selected from a certificate for a CFT managed position if the person is a current Federal employee.

2.22.1.3. First-duty station move for an external reinstatement eligible applicant.

2.22.1.4. Return PCS when the Civilian PCS Account funded the move of an employee to an overseas location or U.S. territory, except where the employee is selected for a position offering reimbursement of authorized PCS expenses.

2.22.1.5. Return move of an employee who retires overseas when the Civilian PCS Account funded the initial overseas move.

2.22.1.6. Temporary quarters subsistence expense (TQSE) and miscellaneous expenses of an employee returning from another component in an overseas area or a U.S. territory to a stateside CFT centrally managed position, including those affected by PPP.

2.22.2. AF organizations must provide funding to cover all PCS costs that result from decisions to implement programmatic actions involving ramp-ups, stand-up of new organizations, reorganizations, realignments and military-to-civilian or contractor-to-civilian conversions requiring a CF PCS action. Organizations are responsible for programming the cost and providing funding to implement all policy and operational, training and resource requirements relating to their force shaping actions. This guidance applies to future programmatic actions approved in the Corporate Structure without PCS costs factored into the original decision and to actions self-initiated by the organization or functional leadership that impact the centrally managed Civilian PCS Account. Exceptions require AF/A1 pre-approval.

2.22.3. Allowances.

2.22.3.1. House Hunting Trip (HHT). For eligible employees (JTR, Ch 5, Part B, Section 12), AF authorizes employees and/or their spouse a maximum of five (5) days, including travel days, to search for permanent housing at the gaining PDS.

2.22.3.2. Temporary Quarters Subsistence Expense (TQSE). For eligible employees (JTR, Ch 5, Part B, Section 9), AF authorizes TQSE for employees as follows:

2.22.3.2.1. Within CONUS Moves. Authorized a maximum of 21 days TQSE-Actual Expense (AE) reimbursement method only.

2.22.3.2.2. Overseas Returnees (Includes non-foreign overseas returnees). Employees are authorized the option of 30 days TQSE-Lump Sum (LS) or 60 days TQSE (AE) reimbursement methods. The employee may not change the TQSE method after travel begins. (JTR, par. 5774-D5b).

2.22.3.2.3. Extending TQSE (AE) Past the Initial Period. The criteria for extending TQSE (AE) beyond the initial period shall be uniformly applied. The authorizing/order-issuing official must determine there are compelling reasons to continue occupying temporary quarters. Extensions are not automatic and will only be granted on a case-by-case basis and in situations where there is a demonstrated need for additional time due to circumstances beyond the employee's control and that are acceptable to the AF. Circumstances that exist at the time of transfer, such as high cost of housing, high interest rates or a poor housing market may not be sufficient to warrant extending the TQSE (AE) period. JTR, par. 5802-B2 lists examples of

compelling reasons or circumstances which might be considered beyond the employee's control, although they are not all-inclusive. AFPC/FMAC Resources Office: (AFPCDPIEResourcesOffice@us.af.mil) is the authorizing/order issuing official for all CFTs except the AOCMP, which is managed by AFRC/A1C. To clearly demonstrate the need for a TQSE extension, the employee must submit the following information and documentation to the authorizing/order issuing official:

2.22.3.2.3.1. Date employee reported for duty at the new PDS.

2.22.3.2.3.2. Date employee began TQSE.

2.22.3.2.3.3. Date employee's dependents began occupying temporary quarters and qualifying for TQSE.

2.22.3.2.3.4. Number of TQSE days initially authorized.

2.22.3.2.3.5. Number of days taken for HHT, if any.

2.22.3.2.3.6. Anticipated date permanent quarters will be occupied.

2.22.3.2.3.7. Number of days' extension requested.

2.22.3.2.3.8. Copy of contract to purchase or lease permanent quarters showing closing or occupancy date.

2.22.3.2.3.9. If request is based on delay in HHG delivery, include a statement from the Traffic Management Office (TMO) showing date of HHG pickup and anticipated date of delivery/receipt. If applicable, this should also include a statement explaining the delay in delivering out of temporary storage.

2.22.3.2.3.10. If request is based on delay in processing mortgage application, a statement from the mortgage company showing date employee applied for the mortgage, the normal processing time and the reason for the delay. An extension request due to a closing date originally scheduled outside the initial TQSE period is not a valid request since the employee had an option to enter into a contract knowing the initial period of TQSE would expire prior to the final transaction.

2.22.3.2.3.11. Other supporting documentation as deemed appropriate by the employee or agency.

2.22.3.3. Waiver Process for Real Estate Time Extensions beyond the One-Year Period (Two Year Maximum). AF may grant an extension if extenuating circumstances prevented the sale/purchase transaction to be completed within the one-year time period and the delayed transaction is reasonably related to the PCS. (JTR, par. 5908-C).

2.22.3.3.1. Employee has a one-year time limit that begins on the date the employee physically reports for duty at the new PDS and ends on the one-year anniversary of the report-for-duty date. (JTR, par. 5908-C3) For example, the one-year time limit for an employee who physically reports for duty on Wednesday, 6 November 2013, is 6 November 2014.

2.22.3.3.2. Waiver requests will be addressed case-by-case; the AF has broad discretion about whether to approve a waiver. The waiver applicant should explain, in detail, why the extenuating circumstances caused the delay, i.e., what made

transaction completion unavoidable within the one-year period. The employee must submit supporting documentation with the waiver request to the authorizing/order-issuing official prior to the expiration of the initial one-year period. (T-3). AFPC/FMAC Resources Office (AFPCDPIEResourcesOffice@us.af.mil) is the authorizing/order issuing official for all CF's except the AOCMP, which is managed by AFRC/A1C. Example: to support a waiver request based on a depressed housing market as the "extenuating circumstance," the AF should consider, and the applicant should address with supporting documentation, whether the decline in the housing market was as severe as the employee suggested.

2.23. PCS Relocation Services. AF is authorized to offer relocation services to eligible employees (JTR, par. 5924). The DoD National Relocation Program (DNRP), for which the U.S. Army Corps of Engineers (USACE) is the DoD Executive Agent, provides services through third-party contractors. The National Relocation Program Office (NRPO) located in the USACE Baltimore District Real Estate Division administers the DNRP. The DNRP Program Guide (Handbook) is available at: <http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx>. Destination services are available to all CFT centrally managed employees who PCS, regardless of grade. Services include finding a home and mortgage counseling. The Guaranteed Home Sale (GHS) Service depends on grade and meeting eligibility qualifications.

2.23.1. GHS Eligibility. The program is available to current Federal employees who meet any of these eligibility requirements and have a qualifying PCS tour IAW the JTR; see table 2.1.

2.23.1.1. Selected for GS-13 or higher positions that are CFT centrally managed and in the categories of CB, KCP, CSLP and KLP.

2.23.1.2. Selected for GS-15 positions identified by the DT chair within a specific CF for critical positions.

2.23.1.3. Selected for AF Senior Leader positions that include SES, SL, ST and DISES.

2.23.1.4. A selectee in a position that is in an appropriated fund pay banding system, such as NH, is eligible for GHS if the employee's final base salary will be set equivalent to GS-13, step 1 or higher.

Table 2.1. GHS Eligibility Table.

Category	Grade	Centrally Managed	GHS Going into a Position	GHS Departing a Position
Career Broadener	GS 13-15	X	X	X
KCP	GS 13-15	X	X	X
CSLP	GS 14-15	X	X	X
KLP	GS 14-15	X	X	X
DT Option for GS-15	GS-15	X	X	X

2.23.2. GHS Qualifying Tour Considerations:

2.23.2.1. The move must be from one location to another in the U.S. (including Alaska, Hawaii and the District of Columbia), or in a non-foreign area, such as the Canal Zone area, or a U.S. territory or possession (e.g., Guam).

2.23.2.2. An employee who returns from a completed tour of duty from a foreign PDS and is reassigned/transferred to a different CONUS or non-foreign OCONUS PDS, other than the one from which the employee transferred when assigned to the foreign PDS may be eligible for GHS.

2.23.2.3. Various employees are not eligible, e.g., a new appointee (JTR, par. 5926-B). Employees who traveled overseas on a first duty station move and employees who were hired locally overseas are not eligible. (JTR, par. 5908-D3).

2.23.3. GHS and Residence Criteria. DNRP Guidelines (DNRP Handbook, Sec 7, Para. II) state the employee's residence (former residence for overseas returnees from a foreign area) must meet requirements under the JTR, Chap. 5, Part B14 and the residence must be:

2.23.3.1. Located in the U.S., including U.S. territories and possessions.

2.23.3.2. Employee's principal residence from which the employee regularly (daily) commutes to and from work at the time the employee was officially notified of transfer (receipt of PCS orders).

2.23.3.3. Subject of title held by employee, eligible immediate family member(s) or dependent(s), at time employee was officially notified of the transfer.

2.23.3.4. Improved real estate, owned and used by employee, including a townhouse or condominium, which is insurable, financeable and structurally complete, including construction, plumbing and electricity. The home must conform to local building code requirements for resale.

2.23.3.5. In compliance with state/local building, health, fire or safety codes.

2.23.3.6. Exclusion. Mobile homes, houseboats or any other structure located on land owned by someone other than the employee and/or one or more eligible immediate family member(s) or dependent(s), or not permanently affixed to land, are not eligible for GHS, nor is cooperative housing (DNRP Handbook, Sec 7, Para. II).

2.23.3.7. The maximum home value for which home sale services are payable is \$750,000 (JTR, par. 5928-D).

2.23.3.7.1. Waiver request for maximum home value. Submit the following information to the orders approving official, either AFPC/FMAC or AFRC/A1CS:

2.23.3.7.1.1. Home purchase documents showing purchase date and price.

2.23.3.7.1.2. Third-party home value estimate(s), such as Zillow.com or Realtor.com.

2.23.3.7.1.3. Comparable sales listing.

2.23.3.7.1.4. Historical and projected market trends.

2.23.4. DNRP GHS-AF Pre-Enrollment 60-Day Listing of Property.

2.23.4.1. AF requires an eligible employee who elects to enroll in GHS to market the home for sixty (60) days (from the date of listing) prior to enrolling in DNRP GHS. Following the AF imposed 60-day marketing period, and once the employee is enrolled in the DNRP GHS, DNRP requires an eligible employee to market the home for an additional sixty (60) days prior to accepting the GHS offer.

2.23.4.2. The listing agreement must include an exclusion clause to allow the employee to cancel the agreement without incurring a broker's commission should the employee elect to accept the appraised value offer. The clause also permits the employee to assign an offer to the contractor relocation company to relieve the employee of the responsibility of closing the sale with the buyer. An employee who receives an acceptable offer for the property based on appraised fair market values within the 60-day AF-imposed pre-enrollment marketing period will not be enrolled in DNRP GHS. Instead, AF will reimburse the employee for the home sale based on the employee's authorization for real estate benefits on the PCS orders. (JTR, par. 5908).

2.23.5. GHS/DNRP Enrollment Time Limit.

2.23.5.1. An eligible employee must elect to use GHS and complete the sale transaction prior to the one-year real estate time limit. (DNRP Handbook, Section 3, Para. III). DNRP program office will not consummate sale transaction beyond the one-year JTR limit for sale transactions. It is the employee's responsibility to seek a waiver to the one-year time period for real estate transactions with evidence of extenuating circumstances that the AF finds acceptable due to unavoidable circumstances. See 2.22.3.3. for details regarding waiver requests for one-year limit on real estate sale/purchase transactions.

2.23.5.2. Due to GHS marketing requirements and administrative processing timelines, an eligible employee should enroll NLT 120 days before the one-year expiration date to allow time for AF-imposed 60-day home marketing plus the 60-day DNRP-required home marketing plus completion of sale transactions.

2.23.6. GHS Application Procedures. An employee who meets eligibility requirements must navigate to the DNRP web address:

<http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx> and select the DNRP Online Relocation Services Request Form.

2.23.6.1. All eligible employees are required to complete the HR POC info on the DNRP Online Relocation Services Request Form. Applicants funded by AFPC must cite the POC name listed in block 28, Item G, of the PCS order and include the email address AFPCDPIEARESOURCESOFFICE@us.af.mil.

2.23.6.2. Air Reserve Technician Officer Career Management Program applicants must cite the POC name provided by AFRC/A1CS staff and include the email address: afrc.a1csa@us.af.mil.

2.23.6.3. All applications are to be submitted to the DNRP office and the applicant is to provide: 1) a copy of the Listing Agreement (if already available); 2) an Addendum to Listing Agreement from the DNRP website; and 3) a copy of the PCS order authorizing Relocation Services.

2.23.6.4. The DNRP office provides an auto-generated e-mail application to the orders approving official (AFPC/FMAC or AFRC/A1CS) who processes the action (e.g., adds fund citation) and returns the approved application to the DNRP office for further action with one of the contractor companies. In turn, a DNRP services counselor contacts the employee and explains the available services.

2.23.6.5. GHS Residential Sale. For sale situations involving a divorce or separation, or title held with other than an eligible family member or dependent, contact AFPC/FMAC (AFRC/A1CS for ART Officers) for further information regarding limited pro rata reimbursement. (JTR, par. 5908-H2).

2.23.7. Home Marketing Incentive Payment (HMIP). For employees with PCS orders that reflect an EOD date on or after 1 Mar 14, AF does not authorize use of HMIP. Alternatively, homeowners may use the DNRP GHS after marketing the residence for 120 days (AF 60-day requirement before enrollment plus 60-day DNRP requirement once enrolled), or they may use the Real Estate entitlement for reimbursement of allowed closing costs during a residence sale. (JTR, par. 5908).

2.23.8. Property Management Services. An employee transferring to a centrally managed position, who meets the DNRP GHS eligibility requirements, may select Property Management (PRPM) services in lieu of GHS. An employee may self-procure PRPM services through a rental agency and be reimbursed up to 10 percent of the monthly rent. (JTR, par. 5930-C). The AF ordering-authorizing or authenticating official may approve PRPM services. An employee who elects to use PRPM services may later sell the residence within the applicable time limits. (JTR, par. 5908-C). However, an employee may not use GHS pursuant to the same PCS orders. The reimbursement amount an employee receives for the sale of a residence may not exceed the maximum amount allowed (JTR, par. 5912-B1) less the amount paid for PRPM services. If the amount paid for PRPM services equals/exceeds the maximum amount allowed (JTR, par. 5912-B1), then no reimbursement is allowed for the residence sale (JTR, pars. 5908-A2 and 5934-D).

2.24. Administrative Responsibilities.

2.24.1. CFTs. CFTs centrally administer managerial/leadership training and development for CF employees and centrally funded force renewal positions. This training and development includes selected CB and career enhancing assignments, job rotation, short- and long-term training, management and executive seminars, education, and self-improvement activities intended to systematically develop employees for filling AF positions of increased responsibility.

2.24.2. Local Base Training Offices. Local base training offices retain the responsibility for funding and administering tactical level training, such as that required for job proficiency.

2.24.3. CFT Training and Development Course Listing. The myPers website is populated with courses offered, nomination due dates, specific eligibility criteria and application procedures for all training and development opportunities offered by the CFTs.

2.24.4. Career Paths. CFTs develop and maintain career planning diagrams which represent specific progression possibilities from entry-level positions to career positions at the SES level. Individual CF chapters may contain specific career planning diagrams, or refer to the AF Civilian Leadership Development Continuum diagram at Attachment 2.

2.25. Funding. The AF centrally funds key training and development opportunities for CFs. AF/AIXY is the program element manager for all AF civilian training funds, and they provide AFPC with budget authority for their programs. The AFPC Resource section submits budgets and financial plans based on requirements developed by individual CFTs as well as the needs of other centrally managed programs. CFTs and other centrally managed programs prioritize their training requirements and submit their requests through the AFPC Resource section, which processes those requests, pays training providers and tracks overall training funds.

2.26. Continued Service Agreement (CSA). AFPC will initiate a CSA for all employees who attend training over 80 hours that is funded or managed by CFTs. Refer to AFI 36-401, *Employee Training and Development*, for specific guidance.

2.27. Repayment of Training Funds. Employees who fail to attend or successfully complete scheduled training due to circumstances within their control must reimburse the AF for all training costs (excluding salary) associated with their attendance. AFPC, the final training authority, may waive this requirement in whole, or in part, based on the employee's justification.

2.28. Short-Term Training (STT). Short-term training consists of training for less than 120 consecutive duty days accomplished either in government or non-government facilities.

2.29. Long-Term Training (LTT). Long-term training is full-time, in-residence, off-the-job training that consists of more than 120 consecutive duty days accomplished either in government or non-government facilities. The intent of LTT is to develop selected employees in order to keep the AF abreast of professional, managerial, technical and scientific achievements. Available programs include, but are not limited to, those offered through Civilian Developmental Education (CDE) (i.e., Professional Military Education (PME), fellowships, and specific college graduate programs). They may also include attendance at the AF Institute of Technology (AFIT) graduate programs, Education with Industry (EWI), or programs tailored to the specific needs of a CF.

2.30. Civilian Developmental Education (CDE). Most long-term civilian education and development is offered through CDE (AFI 36-2301, *Developmental Education*). CDE includes long-term academic programs at major universities, experiential programs such as the DoD Executive Leadership Development Program, the Excellence in Government Fellows and RAND Fellowships, Professional Military Education (PME) and Executive Development Programs. PME includes both Intermediate and Senior Service Schools. TDY costs for CDE employees are centrally funded. Salaries of individuals selected for LTT through CDE are funded through the Central Salary Account, enabling management to fill behind the selectee during the period of LTT. All eligible AF employees may apply for these programs.

2.30.1. Competitive Selection. Nominations for CDE are solicited in the spring of each year. Employees must submit an AF Form 4059, *Air Force Civilian Competitive Development Nomination Form*, or electronic nomination form, signed by their supervisor and endorsed by their wing commander (or equivalent with senior rater authority) or the first SES/GO in their chain of command. The DT is responsible for recommending specific courses, rank-ordering applicants for various programs, and providing meaningful outplacement assignments upon graduation. Nominees are then evaluated by a board comprised of senior executives/general officers representing the various functional communities, who rate candidates for selection and determine which courses or development opportunities selectees should attend. The Developmental Education Designation Board (DEDB) approves selections.

2.30.2. Continued Service Agreement (CSA). A CSA is necessary for all CDE programs and courses. Employees sign the AF CSA, Attachment 11 of AFI 36-401, *Employee Training and Development*. The continued service period does not begin until the first duty day following completion of the program or course. The standard service commitments for CDE are as follows:

2.30.2.1. Short-term Executive Development – one year.

2.30.2.2. Long-term programs less than \$40,000 – three years.

2.30.2.3. Long-term programs between \$40,000 and \$59,999 – four years.

2.30.2.4. Long-term programs \$60,000 or more – five years.

2.30.3. LTT Follow-on Assignment. Employees attending LTT through CDE are expected to move to positions that best utilize their newly acquired skills and meet the mission needs of the Air Force. The endorsing official on the AF Form 4059, *Air Force Civilian Competitive Development Nomination Form*, or electronic nomination form, recommends an appropriate follow-on assignment which is either validated by the DT or the DT will recommend an alternative outplacement assignment using other developmental programs which may include CSLP, CB assignment or KCP. The CF team and DT are responsible for outplacement of the employee. Refer to AFI 36-2640, chapter 3, for specific outplacement guidance.

Section F - Acquisition Professional Development Program (APDP)

2.31. Concept. The Defense Acquisition Workforce Improvement Act (DAWIA), November 1990, provided centralized management and professional development, education, training and career opportunities to the acquisition workforce. In order to maintain the highest professional standards among acquisition workforce members, requirements in education, training and experience were established for every type of acquisition position. The requirements are listed in AFI 63-101/20-101, Chapter 9, *Acquisition Workforce Management and Professional Development* and AFI 36-1301 (DODD 5000.52), *Management of Acquisition Key Leadership Positions*. Specific information may be found on the SAF/AQ APDP web site.

2.32. CFT Roles. The Acquisition-related CFTs within AFPC are responsible for ensuring DAWIA and DoD requirements are applied in the competitive processes for centrally managed acquisition positions; performing quality reviews of records of employees certified to ensure consistency across command lines; and answering or resolving questions concerning creditable experience or training. CFTs must ensure the legal requirements of DAWIA are met when filling acquisition positions. DAWIA requirements that should be met for acquisition positions include the appropriate APDP certification level in the correct functional discipline, Acquisition Corps membership for critical acquisition positions and statutory requirements for KLPs. DT Chairs may require CFT review of waiver requests prior to submission to the Director of Acquisition Career Management (DACM).

Section G - Grievances and Complaints

2.33. Employee Complaints. Commanders/Civilian Equivalent will ensure that all complaints (other than EEO complaints), grievances, and appeals concerning CF issues or centrally managed positions receive the coordination and approval of the respective DT Chair prior to final action and IAW AFMAN 36-203, para 2.27. EEO complaints regarding administration of CF issues are

to be handled IAW AFPD 36-27, *Equal Opportunity (EO)* and AFI 36-2706, *Equal Opportunity Program, Military and Civilian*.

2.34. Settlement of Disputes. Commanders/Civilian Equivalents will ensure that settlement negotiations in a local dispute involving a CF's policies or positions receive the coordination and approval of the CF's DT Chair and the Director, AFPC, prior to finalizing the agreement. Commanders/Civilian Equivalents will ensure that settlement agreements without this required approval are not processed until approval is received. **(T-3)**. This includes the placement of an individual into a centrally managed position as part of the settlement agreement.

Section H - Program Evaluation

2.35. Periodic Evaluation. Periodic evaluations are accomplished by functional chiefs or managers and each CF Advisory Council. Self-evaluation by AFPC and CFTs is based on an analysis of progress in meeting stated Functional Advisory Council or Executive Board objectives, to include defining customer requirements, analyzing performance of work processes and implementing measures to streamline/continuously improve personnel management servicing.

Chapter 3

3. PROGRAM MANAGEMENT (PM) CF PROGRAM (CFP)

3.1. Scope. This chapter is limited to personnel assigned to CFID “R.” If a topic is not covered in this chapter, see Chapter 2 or the myPers website (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for additional information.

3.2. CF Mission. The PM CFT plays a critical role in developing civilians to support current and projected mission capabilities. Program Managers lead and manage AF programs to deliver and sustain AF warfighting capabilities. PM duties touch every aspect of the acquisition process, including technology development and integrating engineering, program control, test and deployment, configuration management, production and manufacturing, quality assurance and logistics support. Program Managers serve in a variety of capacities, primarily in program offices. As they gain acquisition experience and demonstrate leadership, business and technical acumen, individual responsibilities should include planning, organizing and developing program management techniques and determining organizational structure, personnel, training needs and security requirements. Ensuring acquisition programs meet cost, schedule and performance objectives is critical to the success of this CF.

3.3. CF Governance Structure. The Program Management Advisory Council (PMAC) provides oversight of the acquisition PM workforce. The Advisory Council addresses force development and CF management initiatives and issues impacting the entire CF. This ensures the workforce is being developed in a manner to produce effective leaders through planned development activities, and ensures career paths are clear and compatible with opportunities and the needs of the AF. The PM CFT and Military Assignments Team located at AFPC present workforce issues for resolution through the CF Manager.

Table 3.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Co-Chair	SAF/AQ	Principal Deputy Assistant Secretary of the Air Force for Acquisition Integration, SAF/AQ, or a delegated representative
Co-Chair	AFMC/CA	Executive Director, Headquarters Air Force Materiel Command, AFMC/CA, or a delegated representative
Member	AFSPC/CA	Executive Director, Air Force Space Command
Member	SAF/AQX	Deputy Assistant Secretary of the Air Force for Acquisition Integration, SAF/AQX
Member	AFMC/A5/8/9	Deputy Director, Intelligence and Requirements, Air Force Materiel Command

Member	AFLCMC/CA	Executive Director, Air Force Life Cycle Management Center
Member	SMC/CA	Executive Director, Space and Missile Systems Center
Member	USSOCOM	Deputy Director for Acquisition
Member	TBD	Other PM CFP SES/GO
Advisor	SAF/AQH	Director, Acquisition CF Manager (CFM)
Executive Secretary	AFPC	Chief, CF Team

3.3.1. Executive Panels. The PMAC may establish ad hoc panels to formulate various enhancement and development initiatives, identify concerns and provide recommendations. Senior acquisition personnel from across the AF, with support from the CFT, participate on the panels.

3.3.2. DT. The Functional Manager establishes DTs to provide and execute education, training and experience vectors to foster development of employees in the PM CF. The PMAC appoints members of the Civilian DT. Roles and responsibilities for the DT are defined in AFI 36-2640 and specifics are documented in the CF's DT Charter. Two permanent DTs are established:

3.3.2.1. Senior Level. The PMAC serves as the Senior Level DT and vectors GS-15 and equivalent employees. The team also assesses candidates for the AF-wide competitive development programs.

3.3.2.2. Intermediate Level. A panel composed of GS-15 and equivalent members designated by the PMAC serves as the Intermediate Level DT for GS-13/14 and equivalent employees who meet the technical breadth and depth anchors. This is chaired by the CFM, SAF/AQH or designee.

3.4. CF Unique Positions.

3.4.1. PM Key Leadership Positions (KLP) and Administration. AFI 36-1301, Management of Acquisition Key Leadership Positions (KLPs), provides guidance for the executive level management of KLPs, a subset of Critical Acquisition Positions (CAPs). This instruction also describes the roles and responsibilities of AF Personnel Assignment/Employment Teams, and other participants, in the qualification for assignments to and management of KLPs.

3.4.1.1. Developmental Entry-Level Programs.

3.4.1.1.1. PALACE Acquire (PAQ) Intern Program. The PM CFT is responsible for the recruitment, development and training of all PM PAQ interns. The PALACE

Acquire Intern Program is governed by AFI 36-602. Personnel should contact the PM CFT PAQ Administrator or the myPers website (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for program specifics.

3.4.1.1.2. Pathways Program (Intern). Pathways participants normally enter the PM CFT at the GS-04 to GS-05 grades. Upon satisfactory completion of the degree and training program, participants may be non-competitively converted to a GS-07 to GS-12 PAQ position. Non-competitive conversion of a Pathways Program position is dependent on the accession needs and availability of permanent placement positions within the PM CFT.

3.5. CF Unique Requirement. Using the Master Development Plan/Developmental Template, the CF Manager (SAF/AQH) develops and maintains a 63A-1101 Acquisition Managers CF Education and Training Plan (CFETP) to guide individuals toward the experience, education and training important for successful performance and career progression. The CFETP is mandatory through the grade of GS-12. The CFETP identifies education and self-development activities, acquisition certification levels, desired training and typical assignments for entry-level, mid-level and senior-level acquisition/program managers. The CFETP is maintained in e-Pubs and on the AF Portal-Acquisition functional area-Acquisition Program Management CF page, http://static.e-publishing.af.mil/production/1/saf_aq/publication/cfetp63ax-1101/cfetp63ax-1101.pdf.

3.6. Career Paths and Career Progression Models.

3.6.1. Program Management Duties. The 1101 series is the appropriate classification for all Acquisition Program Manager Positions. The only exceptions are 0343 series positions on the SAF/AQ, MAJCOM and other headquarters staff, and 0301 series positions on the CF Team. General Schedule (GS) Standard Core Personnel Documents (SCPDs) describing most of the 1101 series AF civilian acquisition program management positions are available in the AFPC Standardized Core Personnel Document Library. The following 1101 series titling practices are prescribed by the PM CFP.

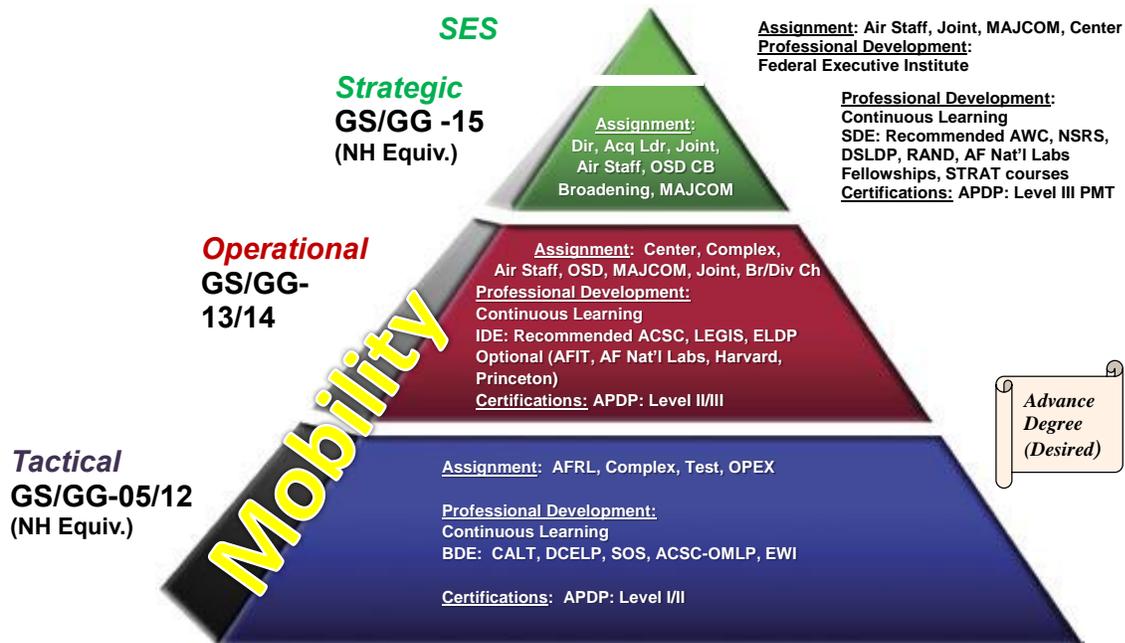
3.6.2. Acquisition Manager. These positions 1) Support the designated Acquisition Program Manager by managing a single or specified group of acquisition projects or products involving application of current and emerging technologies and business practices to deliver capabilities to the warfighter; 2) Develop, implement and control the acquisition strategy, including contractual, financial and technical aspects, through the applicable phases of the acquisition cycle; and, 3) Analyze internal and external issues impacting cost, schedule and performance, and develop and implement solutions to problems. Acquisition Managers also include staff positions at Center, Major Command and Headquarters AF levels that provide technical guidance for life cycle management and support for processes related to acquisition projects or programs.

3.6.3. Deputy Acquisition Program Manager. Restricted to the designated deputy acquisition program manager of one or more defense acquisition programs (ACAT I, II or III). The deputy shares the full scope of responsibility as the designated Program Manager and possesses the same authority and prerogatives. The deputy is responsible with the Director in planning, directing, integrating and executing all aspects of the assigned program(s) within cost, schedule, performance and/or system supportability requirements.

3.6.4. Acquisition Program Manager. Restricted to the designated program manager responsible for managing one or more defense acquisition programs (Acquisition Category [ACAT] I, II or III) comprised of weapons systems, subsystems, end-items and/or services and related activities throughout the life cycle. Incumbent has fundamental responsibility for, and authority to accomplish, program objectives for development, production and sustainment to meet the user’s operational needs, and is accountable for credible cost, schedule, performance and risk.

3.6.5. Program Executive Officer (PEO)/Deputy PEO. PEOs are responsible for executive management of assigned portfolios and ensuring collaboration across the Integrated Life Cycle Management framework. They are responsible for, and have authority to accomplish, portfolio/program objectives for development, production and sustainment to meet warfighters’ operational needs.

Figure 3.1. Program Management CF Pyramid



Chapter 4

CIVIL ENGINEER (CE) CF PROGRAM (CFP)

4.1. Scope. This chapter is limited to personnel assigned to CFID “D.” If a topic is not covered in this chapter, see Chapter 1.

4.2. CF Mission. The Civil Engineer CF Team (CECFT) plays a critical role in developing civilians to support current and projected mission capabilities. The CECFT implements policy established by the Civil Engineer (CE) Functional Advisory Council and engages with the CE workforce to help achieve career objectives for over 12,000 civilians. The CECFT works to provide the framework to build and maintain a professional civil engineer civilian workforce with the CE capabilities necessary to accomplish AF missions. The mission of AF Civil Engineer is to maintain an installation’s physical plant through all life cycle phases to include planning, acquiring, sustaining, managing, operating and divesting. The physical plant is comprised of buildings, support facilities, real property and infrastructure such as roads, runways and utility systems. Additionally, Civil Engineers manage natural resources such as air, land and water to ensure installations have the natural assets necessary to support current and future missions. The CE CF encompasses a large number of occupational areas beyond the civil engineering discipline (0810 series) such as architects, electrical engineers, realty specialists, housing managers, environmental professionals, financial managers, biologists, community planners, firefighters, electricians, carpenters, painters and more. To find the most up-to-date CE information, see the CECFT SharePoint site at <https://cs3.eis.af.mil/sites/OO-MS-AF-25>.

4.3. CF Governance Structure. The CE Functional Advisory Council (FAC) provides oversight of the civil engineer workforce on matters pertaining to recruiting, force development, requirements and retention. The CE FAC works to ensure the civilian workforce can develop in a manner capable of producing effective leaders. Through the CE FAC, human capital strategies are created, CF management initiatives are implemented and career paths are developed to meet the needs of the AF. Additional information on CE FAC responsibilities and authorities can be found in the FAC charter available on the CECFT SharePoint site.

4.3.1. **Advisory Council Composition.** The CE FAC is composed of members from the CE community as well as members from staff agencies. The AF Deputy Civil Engineer (AF/A7C2) will chair the CE FAC, the Civil Engineer CF Manager (CE CFM) will be the vice chair, and it should be comprised of senior civilian* representatives from the Air Staff, Major Commands (MAJCOMs) and the CE Field Operating Agency (FOA).

Table 4.1. CE FAC Members.

ROLE	ORGANIZATION	POSITION
Chair	AF/A7C2	The Deputy Civil Engineer
Vice Chair	AF/A4CM	CE CF Manager
Member	AFIMSC/IZB	Senior CE Civilian
Member	AFCEC (CE FOA)	Senior CE Civilian (San Antonio)
Member	AFCEC (CE FOA)	Senior CE Civilian (Tyndall)
Member	HQ ACC	Senior CE Civilian
Member	HQ AETC	Senior CE Civilian
Member	HQ AFDW	Senior CE Civilian
Member	HQ AFGSC	Senior CE Civilian
Member	HQAFMC	Senior CE Civilian
Member	HQ AFRC	Senior CE Civilian
Member	HQ AFSOC	Senior CE Civilian
Member	HQ AFSPC	Senior CE Civilian
Member	HQ AMC	Senior CE Civilian
Member	HQ NGB	Senior CE Civilian
Member	HQ PACAF	Senior CE Civilian
Member	HQ USAFE	Senior CE Civilian
Non-Voting Members	As appointed by Chair	Senior CE Civilian
Executive Secretary	AFPC	Chief, CF Team

*Note: For purposes of the CE FAC, a senior civilian is defined as a GS-15 or equivalent level employee. In the event a GS-15 or equivalent level employee is not available, then an O-6 Colonel is a suitable substitute. In the event neither a GS-15 or equivalent nor an O-6 is available, a GS-14 may serve in the role, followed by an O-5.

4.3.2. DTs. The CE FAC chair also serves as the DT chair and appoints members of the civilian DT. General roles and responsibilities for the DT are defined in AFI 36-2640. The CE DT is made up of an Intermediate DT and a Senior DT. The Intermediate DT membership is limited to FAC voting members and the Senior DT is comprised of SES members from Civil Engineer, Logistics and other CFs as invited by the DT Chair.

4.4. CF Unique Positions.

4.4.1. Developmental Level Programs. The CECFT appoints Pathways Interns and Recent Graduates using the Schedule D hiring authority provided in 5 CFR 213.3402 and administers the Pathways Programs per 5 CFR 362.101-306 and AF Pathway guides. The CECFT works with the first line supervisor to develop and train Pathways participants. Personnel should contact the CECFT intern administrator for program specifics.

4.4.2. Pathways Intern Program. Pathways Intern participants enter the CE CF at the GS-04 to GS-05 grade. The intern works while pursuing their degree with an expected appointment of greater than one year. Upon satisfactory completion of their 4-yr college degree and training program, participants may be non-competitively converted to a GS-07 position. Non-competitive conversion is dependent on accession needs and availability of positions or other permanent placement positions within CE.

4.4.3. Pathways Recent Graduates Program. Pathways Recent Graduates enter the CE CF at the GS-07 level after completion of their four-year degree. As a Recent Graduate, participants complete a formal two-year training program. Upon successful completion of the program, participants may be non-competitively converted to a GS-11 level position. Further guidance on the Pathways Recent Graduate and PALACE Acquire Program is found in 5 CFR 362 and AFI 36-602.

4.5. CF Unique Requirements. Unique position requirements such as professional engineer license, architect registration, facility engineering acquisition certification, firefighter certification, etc. are identified in the job's Core Personnel Document (CPD) or Standard Core Personnel Document (SCPD).

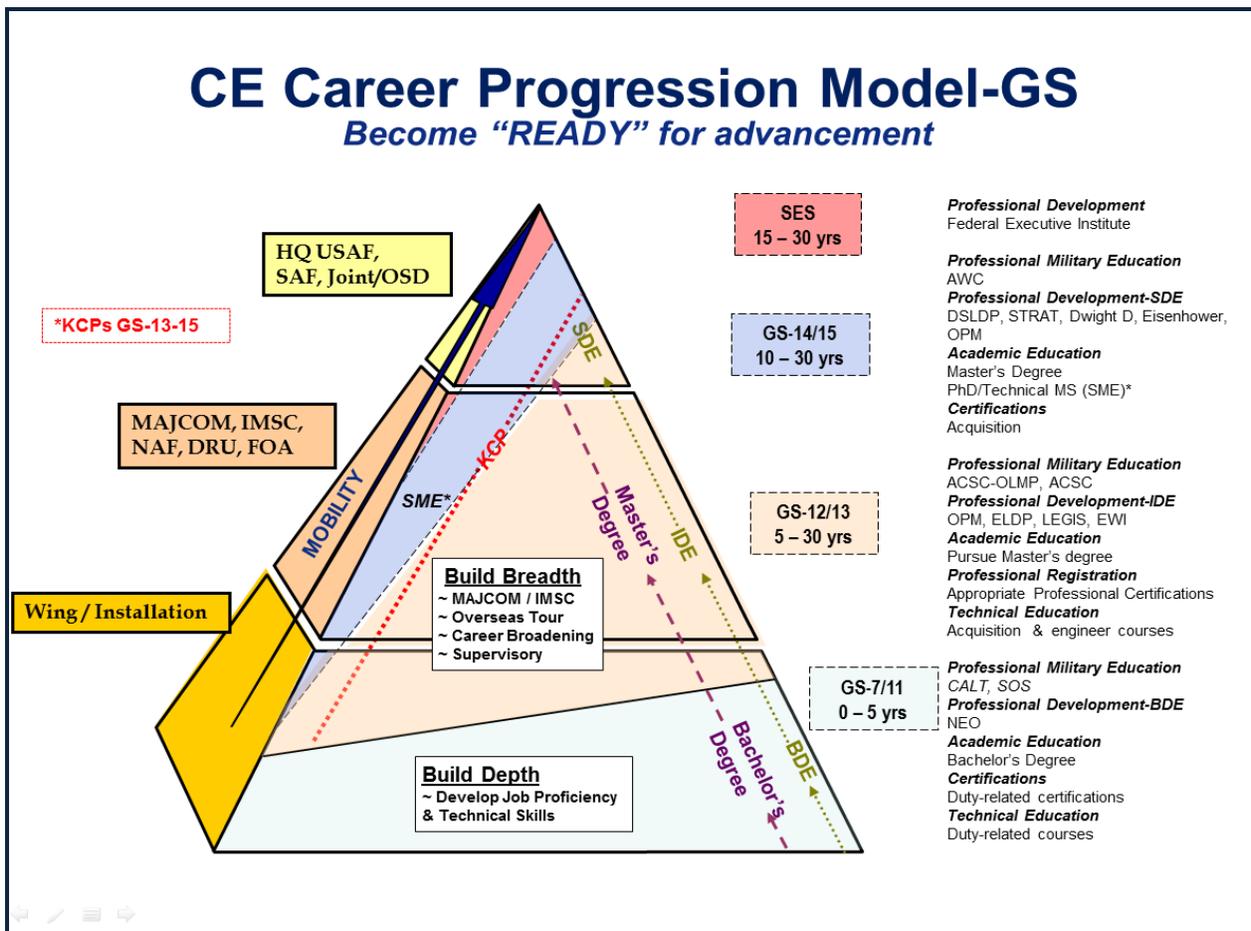
4.5.1. Positive Education Requirements and Evaluation. Many CE professional and scientific jobs require a college degree or a combination of college coursework and specialized experience to meet the Office of Personnel Management (OPM) General Schedule Qualification Standards for Professional and Scientific Positions found at: <https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/#url=GS-PROF>.

4.5.1.1. Degrees or specific academic coursework equivalent to a major must be in a curriculum related to the duties and knowledge as indicated in the position's Core Personnel Document. The degree/coursework must be from a college or university fully accredited by an accrediting body recognized by the U.S. Department of Education (DoE) at the time the education was obtained. Educational credit will not be considered for more than 10 percent of the total semester hours earned through completion of coursework graded on pass/fail, sat/unsat or similar systems rather than on traditional grading systems. Credit will not be considered for courses for which credit was given for life experience, from foreign institutions without credential evaluation by DoE approved

evaluation service providers, or from institutions not recognized by the DoE (aka Diploma Mills).

4.6. Career Paths and Career Progression Models. The CE CF is comprised of approximately 160 different series and as a result, career paths are widely varied. The CE centrally managed positions are General Schedule (GS). The CE Career Progression Pyramid (CPP) for GS employees assumes normal entry at base level, either through an intern program, Office of Personnel Management (OPM) certification or a locally administered hiring process. The base of the pyramid conveys CE employees should have a solid foundation of job proficiency and technical skills in order to expect a successful career, regardless of the path of preference. Individuals advance through progressively more complex assignments, which may include career broadening assignments in other functional areas or rotational training assignments at the mid-management level. The CPP reflects education and self-development activities are key for advancement. Career progression models for Fire & Emergency Services and Wage Grade series can be viewed at the CECFT SharePoint site at <https://cs3.eis.af.mil/sites/OO-MS-AF-25>.

Figure 4.1. Civil Engineer Pyramid.



Chapter 5

FORCE SUPPORT CF MANAGEMENT PROGRAM (FS CFMP)

5.1. Scope. This chapter is limited to employees assigned to CFID “U.” If a topic is not covered in this chapter, see Chapter 2 or the myPers website (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for additional information.

5.2. CF Mission. The Force Support CF Team (FS CFT) at AFPC acts as the advocate and serves as the trusted agent for the functional communities, with responsibility for key management advisory services for senior leaders, managers and employees. In addition, the FS CFT maintains approved promotion plans, assists with job analysis, manages the PALACE Acquire Intern training program and oversees functional implementation of the civilian CONOPS at tactical, operational and strategic levels.

5.3. CF Governance Structure. The FS CFMP DT Chair may appoint an advisory panel, as necessary, to assist in implementing and maintaining CF and/or functional guidance in reviewing employee records for steady-state vectoring, training and related career development opportunities. The Functional Advisor or a designated senior management official will chair the advisory panels.

5.3.1. Advisory Council Composition. The DT Chair will establish team structure and publish it annually. Members represent the corporate AF and should be comprised of FS CF senior leaders. Membership may be further designated, at DT Chair discretion, to senior leaders within a specific functional community.

5.3.2. DT. The Functional Advisor establishes DTs to provide and execute education, training and experience vectors to foster development of employees in the FS CF. Roles and responsibilities for the DT are defined in AFI 36-2640.

5.4. CF Unique Positions.

5.4.1. Non-appropriated Fund (NAF) Force Support CF. The NAF FS CFMP will centrally manage positions in Pay Band IV and above as identified by the FS CFMP Policy Council.

5.4.1.1. Registration. Candidates may obtain application packets for NAF FS CP positions from the FS CFMP NAF Team at AFPC. Current non-appropriated fund and appropriated fund employees, military personnel within six (6) months of separation or retirement, and non-Federal US citizens may apply.

5.4.1.2. Training and Development. Employees may compete for training opportunities if they currently occupy a FS CFMP centrally managed position and meet specific course requirements. Employees should send training requests through their immediate supervisor to the FS CF Team. Information requirements are available under the forms tab on the NAF website at: WWW.NAFJOBS.ORG.

5.4.1.3. Referral Certificate Transmission. The FS CFMP NAF Team will send referral certificates to the servicing Human Resources Office (HRO) for forwarding to the selecting official.

5.4.2. PALACE Acquire (PAQ) Internship. AFI 36-602 addresses the various intern programs (i.e., COPPER CAP, PALACE Acquire, etc.), and the methods and procedures for recruiting, selecting, training, evaluating, promoting and separating CF Team's interns.

5.5. CF Unique Requirements. Commanders/Civilian Equivalents will ensure that any unique or additional position requirements are covered in the job's position description or position coding.

5.6. Career Paths and Career Progression Models. The Force Support Force Development Model covers the following:

5.6.1. Development Path. During the first ten years, civilians should develop solid technical and operational experience. A functional leader should gain technical competencies in their core occupational area at different organizational levels, i.e., Installation, MAJCOM, FOA and/or Air Staff, as well as different geographic locations. To be an enterprise leader, the Force Support civilian should gain depth and subject matter expertise in their chosen occupation up through the GS-12 and GS-13 grade levels and then begin gaining breadth. Members should acquire experience in two of three core functional areas (personnel, services and manpower). To be competitive as a force support functional leader, employees should complete a flight chief assignment in: Airman and Family Services, Community Services, Force Development, Sustainment Services or Manpower and Personnel. These flights provide significant tests in leadership, organization and resource management, and develop core functional expertise.

5.6.2. Education. Attaining grade appropriate formal and military education is paramount to developing credible and competent leaders. To be most competitive, GS-09s through GS-13s should have attained a bachelor's degree and GS-14s through GS-15s should have attained a master's degree. GS-09s through GS-11s are expected to complete Basic Development Education (BDE), GS-12s through GS-13s are expected to complete Intermediate Developmental Education (IDE) and GS-14s through GS-15s are expected to complete Senior Developmental Education (SDE).

5.6.3. Mobility. Functional leaders may remain at a single location; however, opportunities may be limited. Organizational and functional mobility are key elements of enterprise leadership in order for the Force Support civilian to gain a broad perspective of the AF. CB, KCP and CDE are used to enhance civilian development and typically require geographical mobility.

Figure 5.1. Force Support Force Development Model.



Chapter 6

COMMUNICATIONS & INFORMATION (CI)/CYBER CF MANAGEMENT PROGRAM (CICFMP)

6.1. Scope. This chapter is limited to personnel assigned to CFID “E.” If a topic is not covered in this chapter, see Chapter 2 or the myPers website (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for additional information.

6.2. CF Mission. The CI Career Field Team (CICFT) implements policy established by the SAF/CIO A6 and engages with the CI workforce to accomplish career management objectives for over 16,000 civilian communications and information career field personnel. Managing the third largest of the AF’s twenty-two CFs, the CICFT is an important component of the AF’s overall career management team. The CI civilian CF’s mission supports the critical role of delivering a robust and resilient cyberspace domain that supports rapid, reliable information exchange for all five AF core mission areas (Air and Space Superiority; Intelligence, Surveillance, and Reconnaissance (ISR); Rapid Global Mobility; Global Strike; and Command and Control).

6.3. CF Governance Structure. The CI CF accomplishes force development through the AF governance structure as defined in AFI 36-2640, *Executing Total Force Development*. Specific CI structure and responsibilities are discussed below.

6.3.1. CI Functional Authority (FA). The CI FA (SAF/CIO A6) is appointed by the Secretary of the AF and provides oversight and functional advisory services related to the CI community.

6.3.2. CI Functional Advisory Council (FAC). The CI FAC is chaired by the FA (unless the FA has delegated this responsibility to the Functional Manager (FM)). The CI FAC will be convened when necessary to provide strategic-level oversight to the CI community and support the FD and force structure management processes within CI.

6.3.3. CI Civilian Advisory Panel (CAP). The CI CAP is chaired by SAF/CIO A6D and is chartered to review and evaluate issues and programs related to the CI civilian force and make recommendations to the CI FAC. The panel is comprised of Senior Executive Civilians, General Officer military members and advisors.

6.3.4. CI FM. The CI FM (SAF/A6S) is designated by the CI FA and provides day-to-day management responsibility of the CI functional community. The FM is responsible for ensuring the specialties are equipped, developed and sustained to provide AF capabilities.

6.3.5. CI DT. The DT is chaired by the FA or designee and provides oversight of civilian leadership positions and the leadership development process for civilian employees. The DT will make vectors based on projected, aggregated requirements by level and position type. The DT provides oversight through career vectoring, identifying appropriate outplacement from CDE, CB and other special programs and/or assignments.

6.3.6. CI CFM. The CI CFM (SAF/A6SF) shall be appointed by the FM and serves as the day-to-day advocate for the CI community, addressing issues and coordinating specialty

concerns across various staffs. The CFM is also responsible for implementing policies and providing central oversight for career field education and training.

6.3.7. CICFT. The CICFT serves as the “front-line” in experiential development. The CICFT supports the DT and executes assignments within established guidance and prioritization plans. In addition, the CICFT is a focal point for many programs and efforts such as the Pathways Programs, Tuition Assistance Program (TAP), Roadshows that communicate current workforce status and future career planning activities and record reviews for career counseling.

6.4. CF Unique Positions.

6.4.1. CI CF Occupational Series. The CI CF consists of positions in 48 separate Occupational Series. Positions in the grades of GS-13 thru GS-15, and OCONUS GS-12’s (supervisory coded 1-4) are considered centrally managed positions. The CF is currently divided into two segments: Cyberspace and Administration & Information (A&I). The occupational series for both segments are provided below:

Table 6.1. CI CF Occupational Series.

Communications & Information CF	
Cyberspace Segment	AI Segment
0301, 0306, 0332, 0335, 0343, 0390, 0391, 0392, 0854, 0855, 0856, 0899, 1515, 1550, 2210, 2299, 2502 & 2504	0301, 0303, 0304, 0305, 0309, 0318, 0319, 0322, 0326, 0341, 0342, 0344, 0350, 0356, 0382, 0394, 0399, 1082, 1083, 1087, 1099, 1361, 1386, 1411, 1412, 1654, 2604, 3901, 3940, 4401, & 4417

* Note: Some occupational series (such as 0301, Miscellaneous Administration & Program Series) are shared with other career fields.

6.4.2. Pathways Recent Graduates Program. The CICFT is responsible for the recruitment, development and training of all CII recent graduates. Personnel should contact the CICFT Pathways Administrator for program specifics.

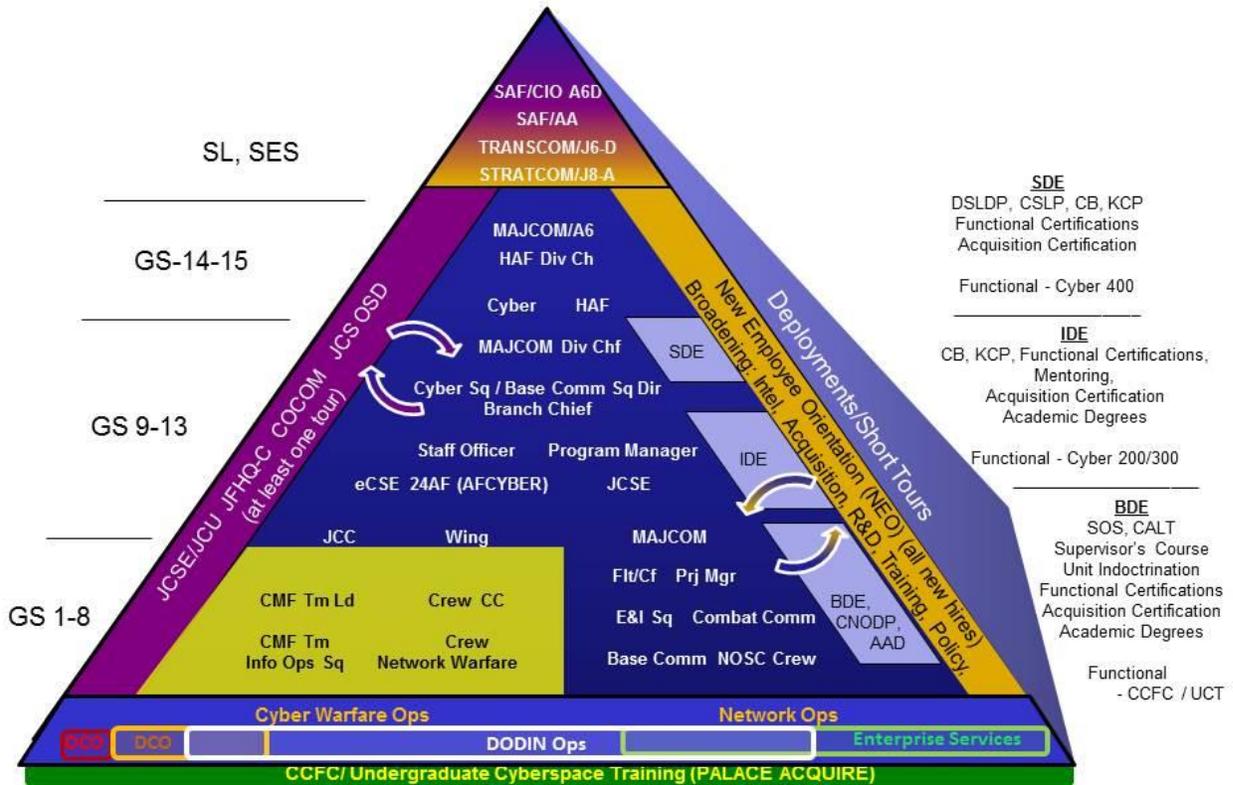
6.4.3. Pathways Intern Program (formerly SCEP). The CICFT is responsible for the recruitment, development and training of all CI interns. This is a part-time or full-time internship for enrolled college students who are pursuing their undergraduate and graduate degrees. Personnel should contact the CICFT Pathways Administrator for program details.

6.4.4. CI Acquisition Positions. Many positions support the DoD 5000.2 acquisition process and require specific Acquisition Professional Development Program (APDP) certification levels. These CI positions are coded as acquisition positions. Reference Chapter 2, Section F of this AFMAN for further information. Personnel should contact SAF/CIO A6SF for program details.

6.5. CF Unique Requirements. Unique position requirements are covered in the position description or position coding.

6.6. Career Paths and Career Progression Models. The career planning pyramid in Figure 6.1. describes representative career progression for the CI CF. The pyramid outlines the desired education and self-development activities, certification levels, training and typical assignments for entry-level, mid-level, and senior-level civilians. Supervisors are urged to use this as a guide in mentoring their subordinate employees on career progression.

Figure 6.1. CI Civilian Career Pyramid.



Chapter 7

CONTRACTING CF MANAGEMENT PROGRAM (CCFMP)

7.1. Scope. This chapter is limited to personnel assigned to CFID “Q.” If a topic is not covered in this chapter, refer to Chapter 2 or, for more information, the AF Contracting Central website on the “Force Development” page: https://cs1.eis.af.mil/sites/afcc/force_development/Pages/FDHome.aspx

7.2. CF Mission. The Contracting CF Management Team (CCFMT) plays a critical role in developing civilians to support current and projected mission capabilities. As one of twenty-two CFs, the CCFMT is an important member of the AF's overall career management team. The CCFMT supports workforce development, education and training for 6,000 civilian contracting professionals across the enterprise. Contract specialists are at the heart of a complex process of satisfying AF requirements for everything from complex aerospace systems such as satellites, electronics and high-performance aircraft to commercially available supplies and services necessary for the day-to-day operation of a military installation.

7.3. CF Governance Structure. The Deputy Assistant Secretary for Contracting, Office of the Assistant Secretary of the AF for Acquisition (DAS(C)), and the Associate Deputy Assistant Secretary for Contracting (ADAS(C)) provide oversight for the contracting community; together they oversee implementation and leverage key AF Contracting leaders to ensure support for workforce requirements, recruiting, retention and development.

Table 7.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	DAS(C)	Deputy Assistant Secretary (Contracting), Assistant Secretary (Acquisition)
Member	PEO/CM	
Member	AFMC/PK	
Member	SAF/AQCX	
Member	ADAS(C)	
Member	SMC/PK	
Member	SAF/AQCS	
Member	AFSC/PK OL Hill	
Member	AFSC/PK OL Robins	

ROLE	ORGANIZATION	POSITION
Member	AFSC/PK	
Member	AFLCMC/PK	
Member	AFLCMC/PK OL Hanscom	

7.3. DT. The DT is chaired by the DAS(C). Roles and responsibilities for the DT are defined in AFI 36-2640 and specifics are documented in the Contracting DT Charter. The DAS(C) appoints members for the Civilian DT.

7.4. CF Unique Positions.

7.4.1. Acquisition Professional Development Program (APDP). Commanders/Civilian Equivalents will ensure that all positions in the 1102, 1103, 1105 and contracting-managed 0301 occupational series are APDP-coded. See Chapter 2 for specific DAWIA requirements. The APDP manager for these requirements is SAF/AQC with the point of contact in SAF/AQCX.

7.4.2. Key Career Positions (KCPs). Information on Contracting's KCPs can be found on the AF Contracting Central website on the "Force Development" page under Key Career Positions. (See para. 7.1.)

7.4.3. Career Broadening (CB). Information on Contracting's CB program is on the AF Contracting Central website on the "Force Development" page under Civilian Career Broadening. See para. 7.1.

7.4.4. Entry-level Developmental Programs.

7.4.4.1. Copper Cap Intern Program. The CCFMT is responsible for the recruitment, development and training of all Copper Cap interns. The Copper Cap Intern Program is governed by AFI 36-602. Personnel should contact the CCFMT Copper Cap Administrators or the myPers website (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for program specifics.

7.4.4.2. Pathways Program (Intern). Pathways participants normally enter the Contracting CF at the GS-04 to GS-07 grades depending on their level of education. Upon satisfactory completion of the degree and training program, participants may be non-competitively converted to a GS-07/09 target 11/12 Copper Cap position. Non-competitive conversion of a Pathways Program position is dependent on the accession needs and availability of permanent placement within the Contracting CF.

7.5. CF Unique Requirements.

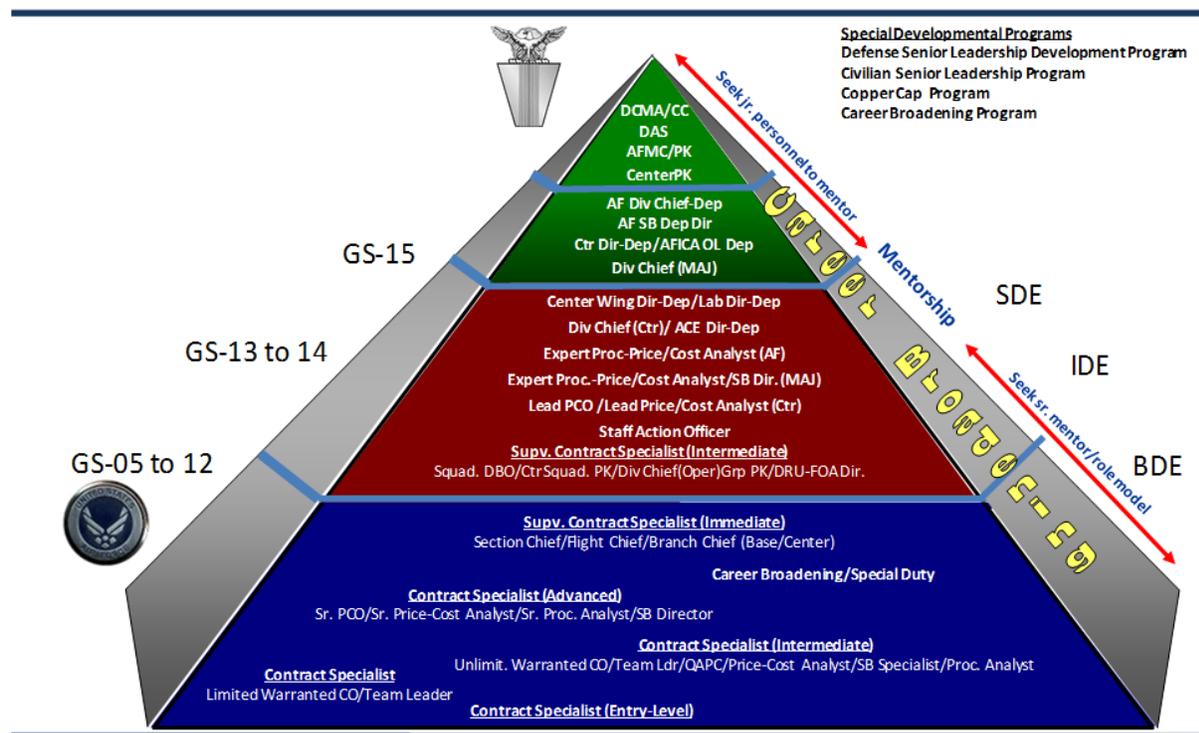
7.5.1. Exempting Positions from the CF Referral Process. Per this AFMAN, the Contracting CF FM grants blanket approval to all organizations to recruit internally and externally for centrally managed positions. However, Commanders/Civilian Equivalents will ensure that all requests to recruit via Delegating Examining Office are routed to the CFT for approval.

7.5.2. Filling Positions with Retired Annuitants. Managers may only fill centrally managed positions with retired annuitants on a temporary or term basis. Retired annuitants cannot occupy a centrally managed position on a permanent basis.

7.5.3. Process Approvals. Current guidance for Restructuring Positions, Upgrading Positions, Temporary Promotions, Extensions of Overseas Tours Beyond Five Years, PCS Time on Station Waivers, Management Initiated/Directed Reassignments, Tenure Waiver Approvals, Obtaining a Position Requirements Waiver and Requests for External Selection of GS-15 (or equivalent) Position can be found on the AF Contracting Central website on the “Force Development” page under Civilian Workforce Management. (See para. 7.1.)

7.6. Career Paths and Career Progression Models. The current Civilian Contracting Career Development Model and Tactical/Operational/Strategic Roadmaps for career development and progression are on the AF Contracting Central website on the “Force Development” page under Civilian Workforce Management. (See para. 7.1.)

Figure 7.1. Air Force Civilian Contracting Career Pyramid.



Chapter 8

INTERNATIONAL AFFAIRS CF MANAGEMENT PROGRAM (IACFMP).

8.1. Scope. This chapter is limited to personnel assigned to CFID “4.” If a topic is not covered in this chapter, see Chapter 2, myPers website (<https://gum-crm.csd.disa.mil/app.login/redirect/home>), or the AF International Affairs – Workforce Initiatives page, <http://www.safia.hq.af.mil/worforceinitiatives/index.asp> for additional information.

8.2. CF Mission. The International Affairs CF Team (IA CFT) analyzes the specialized knowledge and skills required for civilians to execute IA programs, and identifies the education, training and assignment experiences that develop our workforce to meet those requirements. Our AF, and indeed our nation, depends on our political-military expertise to build relationships with our partners and allies that facilitate access and oversight, partner nation capability and capacity and, ultimately, coalition interoperability. IACF is a key element in deliberately developing our IA professionals, and has greatly improved our ability to recruit, educate, train and retain a superior team capable of meeting present and future challenges.

8.3. CF Governance Structure.

8.3.1. The IA Advisory Council provides corporate oversight and career guidance for the IACF to include FD resource requirements and allocation, and recruitment and incentive programs.

Table 8.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	SAF/IA	Director of Policy
CFM	SAF/IA	Chief, Programming and Resources Division
Member	ACC/IA	Director, ACC International Affairs (POLAD)
Member	AFMC/AFSAC	Executive Director, Air Force Security Assistance Center, AFMC
Member	AETC/AFSAT	Executive Director, Air Force Security Assistance Training, AETC

8.3.2. DT. The International Affairs DT provides oversight of implementing AF and CF policies and programs affecting CF management. They identify key operational and strategic IACF positions for developing education, experience and assignment vectors for the IACF. They review CDPs and Career Briefs, and recommend training courses and assignments for eligible personnel by providing developmental feedback to personnel via Civilian Development Plans. The DT coordinates and prioritizes nominations for programs, long-term training degree programs and career broadening assignments. It interfaces with AFPC and other CFs regarding planning, projections and funding for IACF requirements.

8.4. CF Unique Positions.

8.4.1. Pathways Programs offer students and recent graduates meaningful training and career development opportunities as they begin careers in Federal service. These programs are designed to assist agencies in building a diverse workforce and facilitating the intake of new talent. The Pathways programs are:

8.4.1.1. Internship Program. This program is for current students pursuing a Bachelor's degree; this program provides paid opportunities to work in DoD and explore a Federal career while completing their education.

8.4.1.2. Recent Graduates Program. This program is available to individuals who, within the previous two years, graduated with a Bachelor's degree or Master's degree from an accredited institution. Veterans are eligible if they graduated from an accredited institution within the previous six years.

8.4.1.3. Presidential Management Fellows (PMF). A developmental program for individuals at the entry-level who have completed a master's degree and meet other program criteria.

8.4.2. For additional information on these programs, visit myPers website <https://gum-crm.csd.disa.mil/app/categories/p/1%2C2c549>.

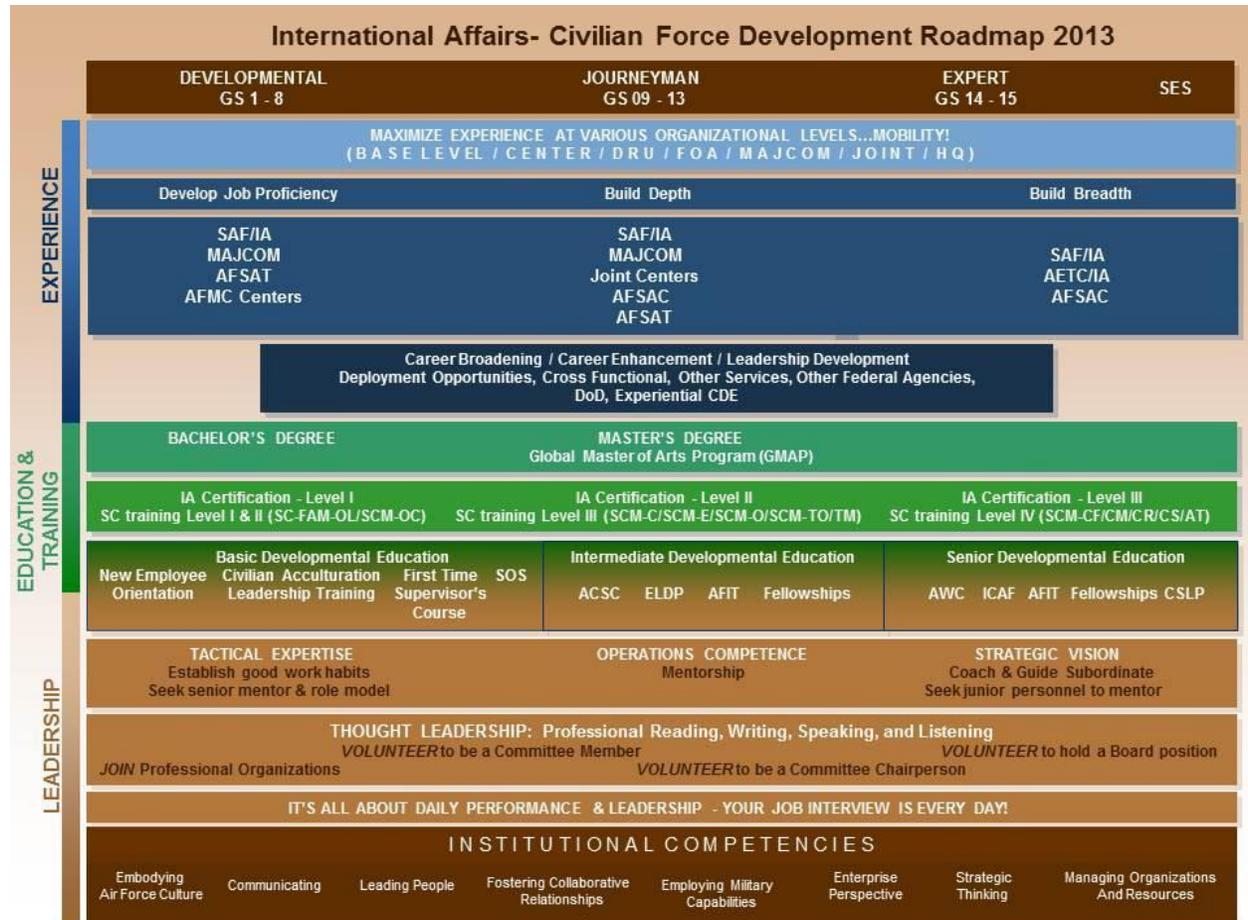
8.5. CF Unique Requirements. The CF Manager (SAF/IA) develops and maintains the IACF Education and Training Plan (IAETP) that establishes a career path from entry-level to senior executive and sets expectations for civilians to receive education, training and assignment experiences at the appropriate stages in their development. It is important for every team member to understand the civilian force development process and how they can remain, or become, actively engaged in their professional development and career progression. This plan aligns AF institutional competencies and leadership development levels with the specialized knowledge, skills and abilities required to execute Security Cooperation programs. The IAETP is maintained on the AF IA-Workforce Initiatives page, <http://www.safia.hq.af.mil/workforceinitiatives/index.asp>.

8.5.1. IA Certification Program (IACP). The Department of Defense (DoD) International Affairs, Certification and Career Guidelines establishes the requirement for each DoD component to develop and implement a program leading to the professional certification of all employees identified as members of the IA workforce. Workforce members are required to meet the mandatory standards of education, training and experience in order to achieve each of three levels of certifications. Additional International Affairs Certification Program information is available at <http://www.safia.hq.af.mil/workforceinitiatives/index.asp>.

8.5.2. Global Master of Arts Program (GMAP). The GMAP is sponsored by the Defense Security Cooperation Agency (DSCA) in partnership with Tufts University's, "The Fletcher School," to provide a graduate-level degree program to civilian employees and military members serving in international affairs. GMAP is designed for Foreign Military Sales (FMS) admin/case funded, and Operations and Management (O&M) billets, and mid-level managerial and professional personnel (civilian and military) within the Security Cooperation Arena. Additional Global Master of Arts Program II is available at <http://www.safia.hq.af.mil/workforceinitiatives/index.asp>

8.6. Career Paths and Career Progression Models. The 0130, Foreign Affairs Specialist, is the appropriate classification for all Security Cooperation and Security Assistance positions.

Figure 8.1. Progression Model.



Chapter 9

FINANCIAL MANAGEMENT CF MANAGEMENT PROGRAM (FMCFMP)

9.1. Scope. This chapter is limited to personnel assigned to CFID "C." If a topic is not covered in this chapter, see Chapter 1, Chapter 2 or the myPers website (https://gum-crm.csd.disa.mil/app/answers/detail/a_id/13950/p/1/2/c/1075) for additional information.

9.2. CF Mission. The Financial Management (FM) CF Team (CFT) plays a critical role in developing the FM civilian workforce, as the Commander/Civilian Equivalent's trusted advisor on all matters financial, to provide high-quality, objective guidance to the decision maker as well as customer-focused financial services to the USAF. The FM CFT implements policy established by the FM Advisory Council (FMAC) to provide the framework required to build and maintain a cadre of trusted, professional AF FM civilians. FM activities include reviewing the adequacy of internal controls and quality of services, performing cost estimates and economic analysis, overseeing funds distribution and management and establishing performance standards to evaluate cost and efficiency to support peacetime, exercise, contingency and wartime operations.

9.3. CF Governance Structure. The FMAC provides oversight for the FM community including, but not limited to, workforce requirements, recruiting, force development, and retention. The FMAC addresses CF management initiatives and issues to deliberately develop the FM workforce as key strategic partners in AF decision making, to produce effective leaders through planned development activities and ensuring career paths are clear and compatible with opportunities and the needs of the AF. The FM CFT and Military Assignments Team, located at AFPC, present workforce issues for resolution through the CFM.

Table 9.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	SAF/FM	Assistant Secretary of the Air Force for Financial Management and Comptroller
Member	SAF/FM	Principle Deputy Assistant Secretary (PDAS) of the Air Force for Financial Management and Comptroller
Member	SAF/FMF	Deputy Assistant Secretary for Financial Operations
Member	SAF/FMC	Deputy Assistant Secretary for Cost and Economics
Member	SAF/FMB	Deputy Assistant Secretary for Budget
Member	Rotational	Representative of operating Commands, FOAs
Member	Rotational	Representative of Unified Combatant Commands (UCCs)
Non-Voting Member	SAF/FME	Directorate of Executive Services, Communications and Workforce Development
Non-Voting Member	SAF/FME	Executive for Enlisted Matters

9.3.1. DT. The FM community will maintain a single DT that deals with both military and civilian matters to provide and execute deliberate assignments, education, training and experience vectors to foster development of employees in the FM CF. The FM Functional Authority will appoint Functional Managers who co-chair the DT. Commanders/Civilian Equivalents will ensure that the co-chairs are representative of both the civilian and military communities. Roles and responsibilities for the DT are defined in AFI 36-2640 and specifics are documented in the FM DT Charter.

Table 9.2. DT Members.

ROLE	ORGANIZATION	POSITION
Chair	SAF/FM	Principal Deputy Assistant Secretary of the Air Force for Financial Management and Comptroller
Co-Chair	SAF/FMB	Deputy Assistant Secretary for Budget
Member	SAF/FMF	Deputy Assistant Secretary for Financial Operations
Member	SAF/FMC	Deputy Assistant Secretary for Cost and Economics
Member	SAF/FMBO	Directorate of Budget Operations
Member	AFMC/FM	Air Force Materiel Command/FM
Member	AFMC/FM	AFMC Deputy FM
Member	Rotational (SAF/FMBI/M)	Directorate of Budget Investment (SAF/FMBI)/Directorate of Budget Management and Execution (SAF/FMBM)
Member	Rotational	Representative of Unified Combatant Commands (UCCs)
Member	AFSOC/FM	Air Force Special Operations Command/FM
Member	ANG/FM	Air National Guard/FM
Member	AFRC/FM	Air Force Reserve Command/FM
Non-Voting Member	SAF/FME	Directorate of Executive Services, Communications and Workforce Development
Non-Voting Member	AFPC/DPAS	Military Assignments

ROLE	ORGANIZATION	POSITION
Non-Voting Member	AFPC	Civilian CF Team

9.3.2. DT Sub-Panels. The DT Chairs will appoint DT Sub-Panels, as needed, to assist the team in designing, implementing and maintaining the program.

9.4. CF Unique Positions.

9.4.1. Key Leadership Positions (KLPs). AFI 36-1301, *Management of Acquisition Key Leadership Positions (KLPs)*, provides guidance for the executive level management of KLPs, a subset of Critical Acquisition Positions (CAPs). This instruction also describes the roles and responsibilities of AF Personnel Assignment/Employment Teams, and other participants in the qualification for, assignments to and management of KLPs.

9.4.2. Developmental Level Programs.

9.4.2.1. Pathways Program (Recent Grads). The FM CFT is responsible for the recruitment, development and training of all FM Pathways Program (Recent Grads) and PAQ Interns. The PAQ Intern Program is governed by AFI 36-602. Personnel should contact the FM CFT PAQ or Pathways Program Administrator or the myPers website. (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for program specifics.

9.4.2.2. Pathways Program (Intern) (formerly known as Student Career Experience Program (SCEP)). Pathways participants normally enter the FM CFT at the GS-04 to GS-05 grades. Upon satisfactory completion of the degree and training program, participants may be non-competitively converted to a GS-07 to GS-12 position. Non-competitive conversion of a Pathways Program position is dependent on the accession needs and availability of permanent placement positions within the FM CFT.

9.5. CF Unique Requirements. Commanders/Civilian Equivalents will ensure that any unique position requirements such as professional certification coding or specific certifications are covered in the job's position description and/or position coding.

9.5.1. Exemption from Standard CF Referral Procedures. Commanders/Civilian Equivalents will ensure that standard CF recruitment for centrally managed positions includes all AF internal candidates. Simultaneous internal and external recruitment is allowed without prior approval from the CFT. If standard referral procedures do not produce a viable candidate, the supervisor may request an exception to fill the position through alternative recruitment procedures. On an exception basis and with strong justification, the DT Co-Chair or designee may authorize a one-time approval for the organization to fill the position through the servicing Civilian Personnel Section (CPS) or the Delegated Examining Office (DEO). When this occurs, the CPS or DEO must use the assessment approved by the FM Functional Manager. **(T-3)**.

9.5.2. Financial Management Professional Certification Requirements. Dependent on the job's position description and coding, FM certification, Acquisition Professional Development Program (APDP) certification, or obtaining both certifications, may be required for the position. See Chapter 2 and AFI 63-101/20-101, Chapter 9, Acquisition Workforce

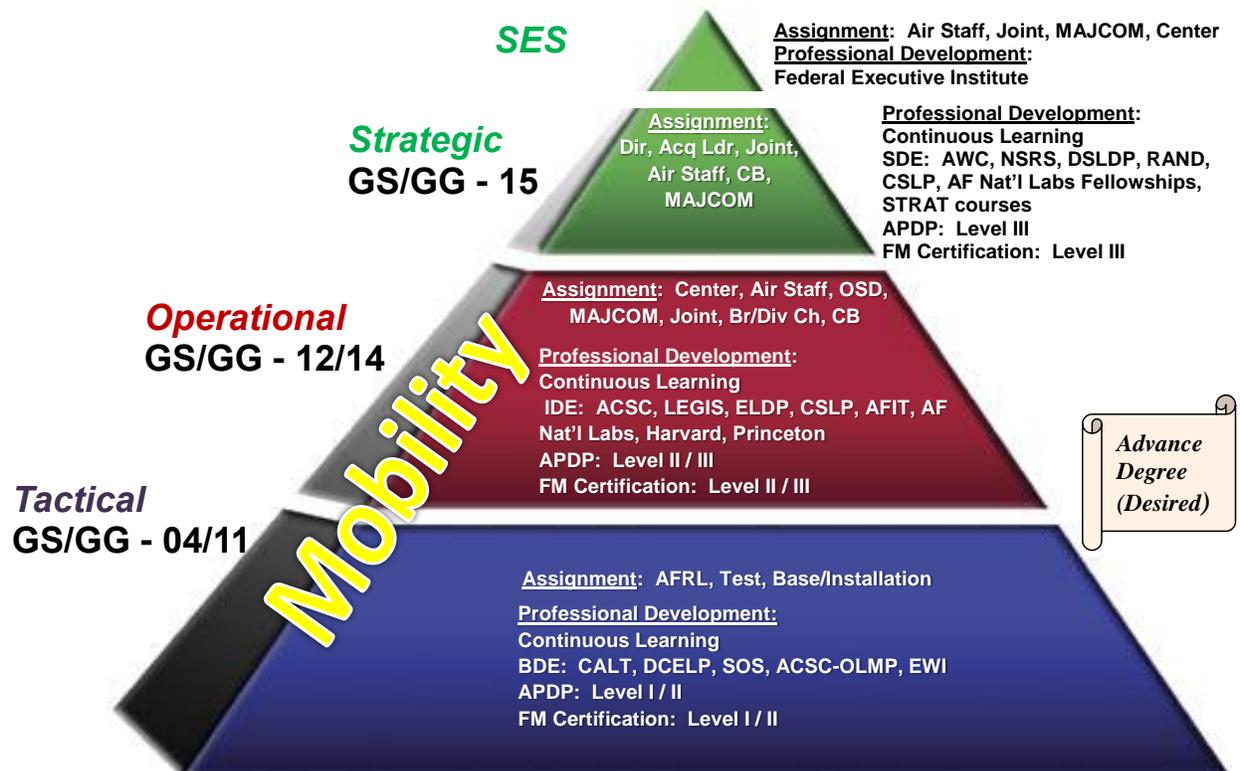
Management and Professional Development for APDP Acquisition Corps membership requirements and certification information.

9.5.3. Financial Management Certification. The National Defense Authorization Act (NDAA) 2012, Public Law 112-81, Subtitle F- Financial Management, Section 1599d, established a requirement for all Department of Defense (DoD) financial managers to obtain and maintain FM certification. Commanders/Civilian Equivalents will ensure that every AF FM position is designated with a level 1, 2 or 3 certification requirement. Commanders/Civilian Equivalents will ensure that progress and completion of requirements for each level are captured and maintained in the Office of the Secretary of Defense's Learning Management System (LMS). (T-3).

9.6. Career Paths and Career Progression Models.

9.6.1. FM Professional Development Hub. The FM Professional Development Hub provides critical FD resources to include FM Education and Training, FM Experience, FM Leadership, FM Publications and FM Combat Comptroller information. In addition, the FM Civilian Career Path and Force Development Roadmap can be found on the hub's website at <https://cs3.eis.af.mil/sites/26786/>.

Figure 9.1. Financial Management CF Pyramid.



Chapter 10

HISTORY AND MUSEUMS CF MANAGEMENT PROGRAM (HMCFMP)

10.1. Scope. This chapter is limited to personnel assigned to CFID “7,” History and Museums. If a topic is not covered in this chapter, see Chapter 2 or the myPers website (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for additional information.

10.2. CF Mission. The History and Museums CFT plays a critical role in developing civilians to support current and projected mission capabilities. The mission of the HMCFMP is to improve the AF’s combat capability through the collection, preservation, interpretation, dissemination and display of historical information, artifacts and AF heritage. As members gain experience and demonstrate leadership in their respective fields (historian, archives, museum), they should exhibit innovation and technical acumen while preparing for positions of greater responsibility. To find the most up-to-date information on this CF, see myPers.

10.3. CF Governance Structure. The AF History and Museums Civilian CF (HMCF) Advisory Council structure comprises a Functional Advisory Council (FAC) and a Senior Leader’s Council (SLC).

Table 10.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	AF/HO	Director, Air Force History and Museums Program
CFM	AF/HO	CF Manager
Member	NMUSAF	Director, National Museum of the United States Air Force (NMUSAF)
Member	AFHRA	Director, Air Force Historian Research Agency
Member	AF/HO	Director of Field Museums
Member	AF/HOH	Senior Historian, Air Force Historical Studies Office
Members	MAJCOM/HOs	Selected Major Command Historians
Secretary (nonvoting)	AFPC	CF Administrator

10.3.1. DT. The HMCF FA appoints members of the Civilian DT which provides corporate-level oversight of the force development process to execute vectors to foster development and individual assignments of HMCF personnel. Roles and responsibilities for the DT are defined in AFI 36-2640 and specifics are documented in the HMCF DT Charter.

10.3.2. CF Unique Positions. The HMCF hires a small number of PAQs each year. The program begins with GS-07 placement in a multi-person office and includes two promotions within 24 months. Final outplacement to a GS-11 position occurs sometime between months

25 and 36. The HMCF also has several career broadener authorizations, which are employed to increase breadth of experience and foster leadership development in CF personnel.

10.4. CF Unique Requirements. For the 0170 historian series, new historians must complete the Historian Training Course within 12 months of initial hiring. **(T-3).**

10.5. Career Paths and Career Progression Models.

10.5.1. Developmental. PALACE Acquire Interns and Pathways Recent Graduates enter the CF as a GS-7 or equivalent and upon satisfactory completion of the training program are graduated into a GS-11 entry-level position, whenever possible at the wing/group level outside MAJCOM in which their training occurred. This is in the best interest of the AF History and Museums Program (AFHMP).

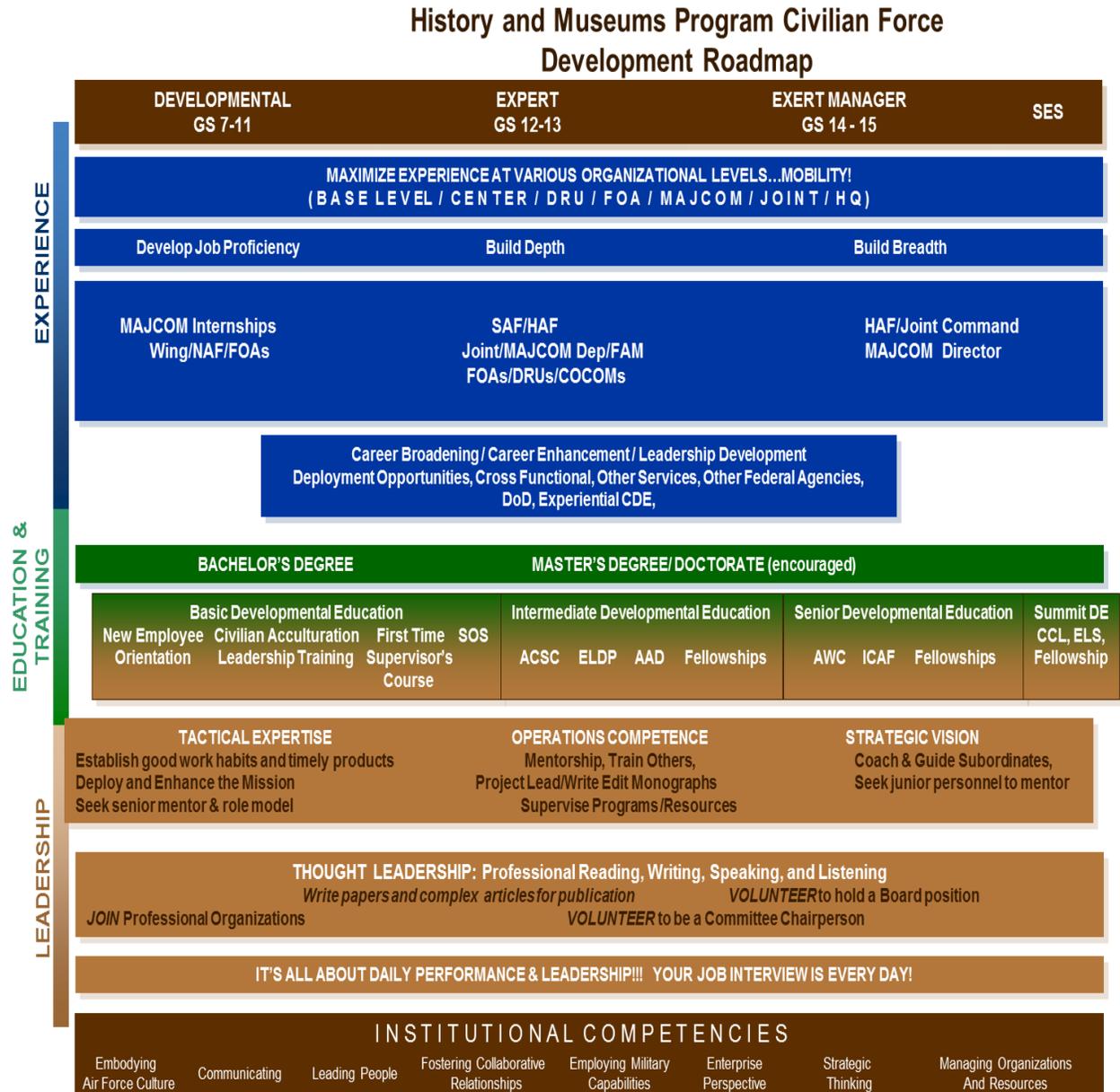
10.5.2. Entry-level. Entry-level positions for historians at the GS-11 or equivalent are Emergency Essential world-wide deployable as are wing and NAF level GS-12 positions. Curator and specialist positions are established at GS-09 and GS-11 or equivalent and are located at field museums as well as the NMUSAF.

10.5.3. Intermediate. Intermediate positions at the GS-12/13 or equivalent are assigned to NAF, FOA, DRU and MAJCOM staffs, as well as staff historians at the AF/HOH and AFHRA. They also include full performance level for curator and specialist positions at field museums and the NMUSAF. Entry and intermediate levels for archivists are established as GS-11/12 or equivalent and located at the AFHRA as well as some field history offices.

10.5.4. Senior. Senior positions at the GS-13 or equivalent are typically filled as MAJCOM deputy or senior historians; DRU and FOU chief historians; author, research and oral historians; center and laboratory historians; and senior level archivists. GS-14 and equivalent positions are typically reserved for MAJCOM chief historians, AF/HO and senior authors at the AF/HOH and AFHRA. Senior curator positions within the GS-13 or equivalent typically manage a field museum or serve as senior level curators at the NMUSAF.

10.5.5. Executive. GS-15 or equivalent executive level positions are filled by the Directors and Deputies at AF/HO and AFHRA. GS-14 curators are most often assigned to the NMUSAF or to a very large field museum. The NMUSAF Director is an SES position. The AF History and Museums Program (AF/HO) Director is the senior GS-15 position.

Figure 10.1. History and Museums Progression Model



Chapter 11

LOGISTICS CF MANAGEMENT PROGRAM (LCFMP)

11.1. Scope. This chapter is limited to personnel assigned to CFID “N.” If a topic is not covered in this chapter, see Chapter 2. For additional information and the most current developmental information go to the Logistics myPers page at https://gum-crm.csd.disa.mil/app/answers/detail/a_id/13240/p//1,2/c/1075.

11.2. CF Mission. The Logistics CF is the largest CF in the AF, encompassing over 150 different occupational series and over 43,000 workforce employees, in both white and blue collar occupations. The Logistics CF provides excellent opportunities in training, education, assignment experiences and career development to provide civilian employees and leaders the tools they need to be highly successful Logisticians and Leaders of tomorrow's AF.

11.3. CF Governance Structure. The Logistics CF Team (LCFT) is comprised of executive bodies and forums to facilitate communication among all logistics workforce categories to plan for future force development.

11.3.1. Logistics Executive Board (LEB). The LEB focuses on providing consistent strategic guidance, policy and information regarding the development and management of a competency-based logistics workforce to satisfy current and future AF mission needs through strategic and operational force development. As a standing body and regularly scheduled forum, the LEB facilitates communication among all logistics workforce categories (Logistics Stalls), providing guidance and policy on all logistics matters and facilitating planning for future logistics force development. The Logistics Stalls are: Life Cycle Logistics (LCL), Maintenance Support, Supply Management, and Deployment/Distribution/Transportation/Aerial Port.

Table 11.1. LEB Composition.

ROLE	ORGANIZATION	POSITION
Co-Chair	HQ USAF/A4	Deputy Assistant Secretary of the Air Force for Logistics, Installations & Mission Support
Co-Chair	HQ AFMC/CA	Executive Director, Air Force Materiel Command
Member	HQ ACC/A4	Director of Logistics
Member	HQ AFMC/A4	Director of Logistics
Member	AFSC/CA	Executive Director, Air Force Sustainment Center
Member	AFLCMC/CA	Executive Director, Air Force Life Cycle Management Center
Member	HQ AETC/A4	Director of Logistics, Installations & Mission Support
Member	HQ AFSPC/A4	Director of Logistics, Installations & Mission Support
Member	AFGSC/A4	Director of Logistics, Installations & Mission Support
Advisor	Functional Manager	Logistics Advisory Council Chair
Member	TBD	Other, as determined/needed
Executive Secretary	AFPC	Chief, Logistics CF Team

11.3.2. Logistics Advisory Council (LAC). The LAC is comprised of senior members of the Logistics Community and provides guidance and direction to the various panels and working groups. The LAC will focus on providing consistent logistics management through the establishment of various panels and panel chairs appointed by the LAC Members and Chairpersons. These workforce management and development panels are responsible for requirements development, demographic analysis, assessments, recruiting, training, education and vectoring.

Table 11.2. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	HQ USAF/A4P	Logistics Functional Manager
Member	HQ USAF/A4L	Deputy Director, Logistics, Deputy Chief of Staff for Logistics, Installations and Mission Support
Member	HQ AFSC/LG	Director of Logistics
Member	HQ AFLCMC/LG	Director of Logistics
Member	HQ ACC/A4	Director of Logistics
Member	HQ AMC/A4	Representative for Director of Logistics, Installations and Mission Support
Member	HQ AETC/A4	Representative for Director of Logistics, Installations and Mission Support
Member	HQ AFSPC/A4	Representative for Director of Logistics, Installations and Mission Support
Member	HQ AFGSC/A4	Representative for Director of Logistics, Installations and Mission Support
Member	US TRANSCOM	Deputy Director, Strategy, Capabilities, Policy and Logistics
Advisors	TBD	Other: As determined/needed
Executive Secretary	AFPC	Chief, Logistics CF Team

11.3.3. DT. The Functional Manager establishes DTs through the LEB and LAC to provide and execute education, training and experience vectors to foster development of employees in the Logistics CF. Roles and responsibilities for the DT are further defined in AFI 36-2640.

11.4. CF Unique Positions.

11.4.1. Life Cycle Logistics. LCL spans the entire system life cycle, encompassing both acquisition and sustainment activities, and includes professionals responsible for planning, development, implementation and management of effective and affordable weapons, materiel or information systems product support strategies. Life Cycle Logisticians require APDP certification. The AF/A4 has published a Life Cycle Logistics Guidebook which can be viewed on myPers at

https://gum-crm.csd.disa.mil/app/answers/detail/a_id/13240/p/1,2/c/1075.

11.4.2. PALACE Acquire (PAQ) Intern Program. The LCFT is responsible for the recruitment, development and training of all Logistics PAQ interns. PAQ participants normally enter the workforce at the GS-7 grade. Upon satisfactory completion of the program, participants may be non-competitively converted to a permanent GS-11 position.

The PAQ Intern Program is governed by AFI 36-602. Personnel should contact the LCFT PAQ Administrator or the myPers website at:

https://gum-crm.csd.disa.mil/app/answers/detail/a_id/13240/p/1,2/c/1075.

11.4.3. Pathways Program (Intern). Pathways participants normally enter the workforce at the GS-4 grade. Upon satisfactory completion of the degree and training program, participants may be non-competitively converted to the PAQ Intern Program, beginning at a GS-7 level position. Non-competitive conversion of a Pathways intern position is dependent on the accession needs and availability of permanent placement positions within the Logistics CF.

11.5. CF Unique Requirements. Dependent on the specific position description and coding, Logistics positions may require Financial Management (FM) certification, APDP certification or Internet Technology (IT) certification.

11.6. Career Paths and Career Progression Models. The CF manager develops and maintains the Logistics career pyramid to guide civilian Logisticians towards experience, education and training important for successful performance and career progression. The pyramid suggests education and self-development activities, desired training and typical assignments for entry-level, mid-level and senior-level Logisticians. The base of the pyramid conveys to Logistics employees that they should have sufficient technical depth to expect a successful career regardless of the path of preference. The Logistics career pyramid is at figure 11.1.

Figure 11.1. Logistics Career Pyramid.



Chapter 12

AUDIT CF MANAGEMENT PROGRAM (ACFMP)

12.1. Scope. This chapter is limited to personnel assigned to CFID "T." If a topic is not covered in this chapter, see Chapter 2.

12.2. CF Mission. The Audit CF Team (ACFT) provides direction and oversight in developing future AF Audit leaders through education, training and experience opportunities to satisfy current and future AF mission requirements. To find the most up-to-date information on this CF, see myPers.

12.3. CF Governance Structure. The Audit Advisory Council (AAC) provides oversight of the Audit workforce. The AAC addresses force development, CF management initiatives and issues impacting the entire CF. This oversight includes workforce requirements, recruiting, force development and retention.

Table 12.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	SAF/AG	Functional Authority
Member	AFAA/XX	Functional Manager (Rotating Assignment FD/OS/QL)
Member	AFAA/FD	Assistant Auditor General
Member	AFAA/OS	Assistant Auditor General
Member	AFAA/QL	Assistant Auditor General
Member	AFAA/DO	Director of Operations
Member	AFAA/AGS	Director of Special Programs
Member	US SOCOM	Deputy Inspector General, Audit
Advisor	AFAA/DOR	CF Manager
Advisor	AFPC	Audit CF Team

12.4. DT. The AAC appoints members of the Audit DT. Roles and responsibilities for the DT are defined in AFI 36-2640, and specifics are documented in the Audit DT Charter.

12.5. CF Unique Positions.

12.5.1. PALACE Acquire (PAQ) Intern Program. The Audit CFT is responsible for the recruitment, development and training of all Audit PAQ interns. The program offers recent

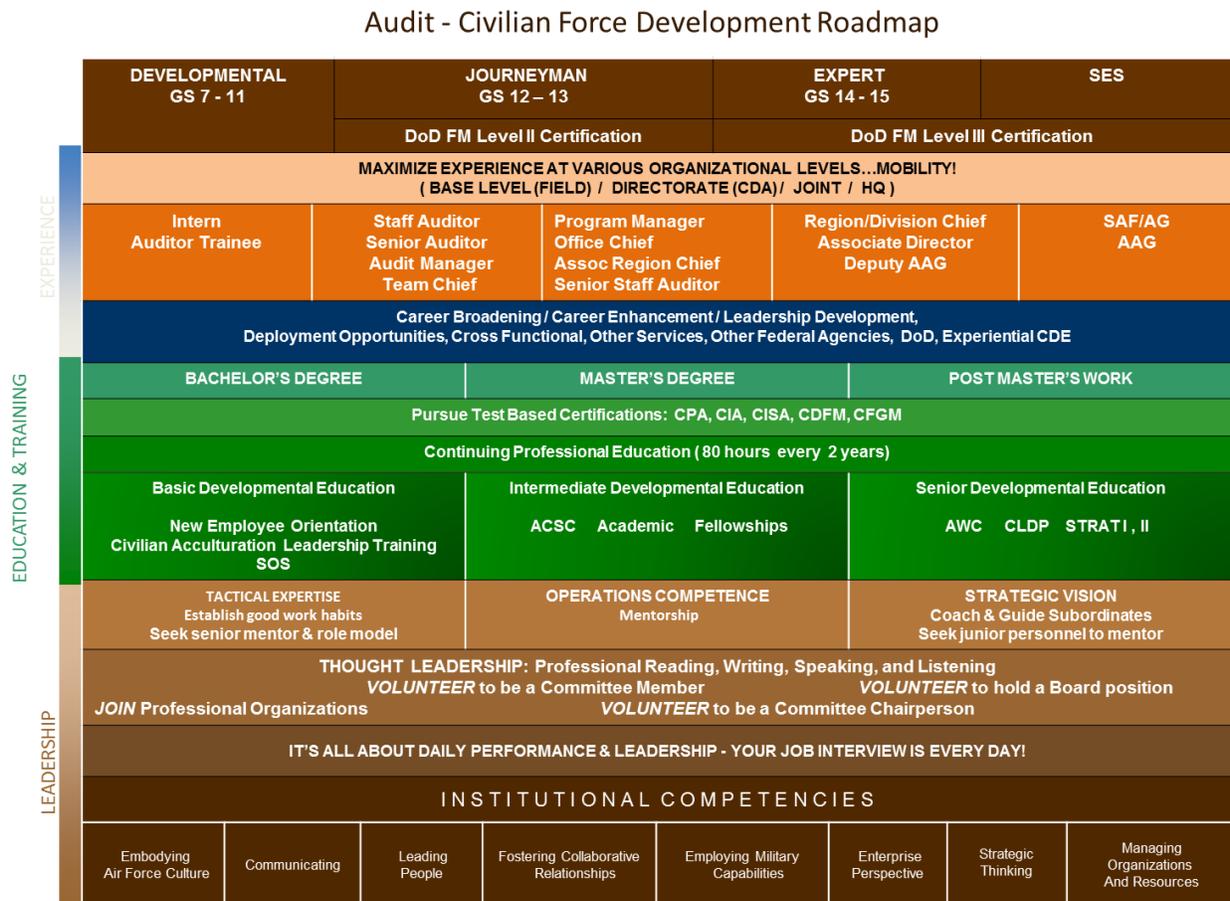
college graduates a well-planned three-year development and training program. The program is governed by AFI 36-602. Personnel should contact the Audit CFT PAQ Administrator or the myPers website for program specifics.

12.5.2. Pathways Internship Program. Pathways participants normally enter the Audit CF at the GS-04 to GS-05 grades. Upon satisfactory completion of the degree and training program, participants may be non-competitively converted to a GS-07 to GS-12 PAQ position. Non-competitive conversion of a Pathways Program participant is dependent on the accession needs and availability of permanent placement positions within the Audit CF.

12.6. CF Unique Requirements. The National Defense Authorization Act (NDAA) 2012, Public Law 112-81, established a requirement for all DoD financial managers to obtain and maintain financial management certification. Commanders/Civilian Equivalents will ensure that every AF financial management position, including audit, is designated with a level 1, 2 or 3 certification requirement. **(T-3).** Requirements for each level are maintained in the Office of the Secretary of Defense’s Learning Management System (LMS).

12.7. Career Paths and Career Progression Models.

Figure 12.1. Audit CF Roadmap.



Chapter 13

PUBLIC AFFAIRS CF MANAGEMENT PROGRAM (PACFMP)

13.1. Scope. This chapter is limited to personnel assigned to CFID "B" for Public Affairs. If a topic is not covered in this chapter, see Chapter 2.

13.2. CF Mission. The Public Affairs CF Team (PACFT) implements policies established by the Public Affairs Advisory Council (PAAC) and engages with the Public Affairs (PA) workforce to accomplish career management objectives for approximately 1,000 civilian PAs. PACFT administrators come from the PA community. As one of 22 CFs supported by AFPC, the PACFT is an important member of the AF's overall career management program. The PACFT's mission is to provide the guidance and framework to build and maintain a professional civilian workforce of AF PA practitioners. This professional and agile workforce supports the AF mission by quickly responding to the communication challenges of the 21st century while putting operational actions in context; facilitating the development of informed perceptions about AF operations; helping undermine adversarial propaganda efforts; and contributing to the achievement of national, strategic and operational objectives.

13.3. CF Governance Structure. The PAAC provides oversight for the PA community including, but not limited to, workforce requirements, recruiting, force development and retention. See myPers: "Career Program Centrally Managed Positions" for information on centrally and locally managed positions.

Table 13.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	SAF/PA	Director of Air Force Public Affairs
Member	SAF/PAR	CF Manager
Member	MAJCOM/PA	MAJCOM Directors of Public Affairs (except AFRC)
Member	AFPAA/CL	Director, Air Force Public Affairs Agency
Member	SAF/PAY	Chief of Music

13.4. DT. The PAAC also serves as the Civilian/Military DT. Roles and responsibilities for the DT are defined in AFI 36-2640 and specifics for Civilians/Military are documented in the AF PA DT Charter.

13.5. CF Unique Positions. PALACE Acquire (PAQ) Trainee. The PA PAQ Program offers eligible selectees a well-planned, two- to three-year development and training program, including hands-on experience in MAJCOM- and wing-level PA programs. PA PAQs attend the Public Affairs Qualification Course and Visual Information Manager Course at the Defense Information School, Ft. Meade, Maryland, as part of the training program graduation requirements. PAQs receive promotions and yearly salary increases based upon successful

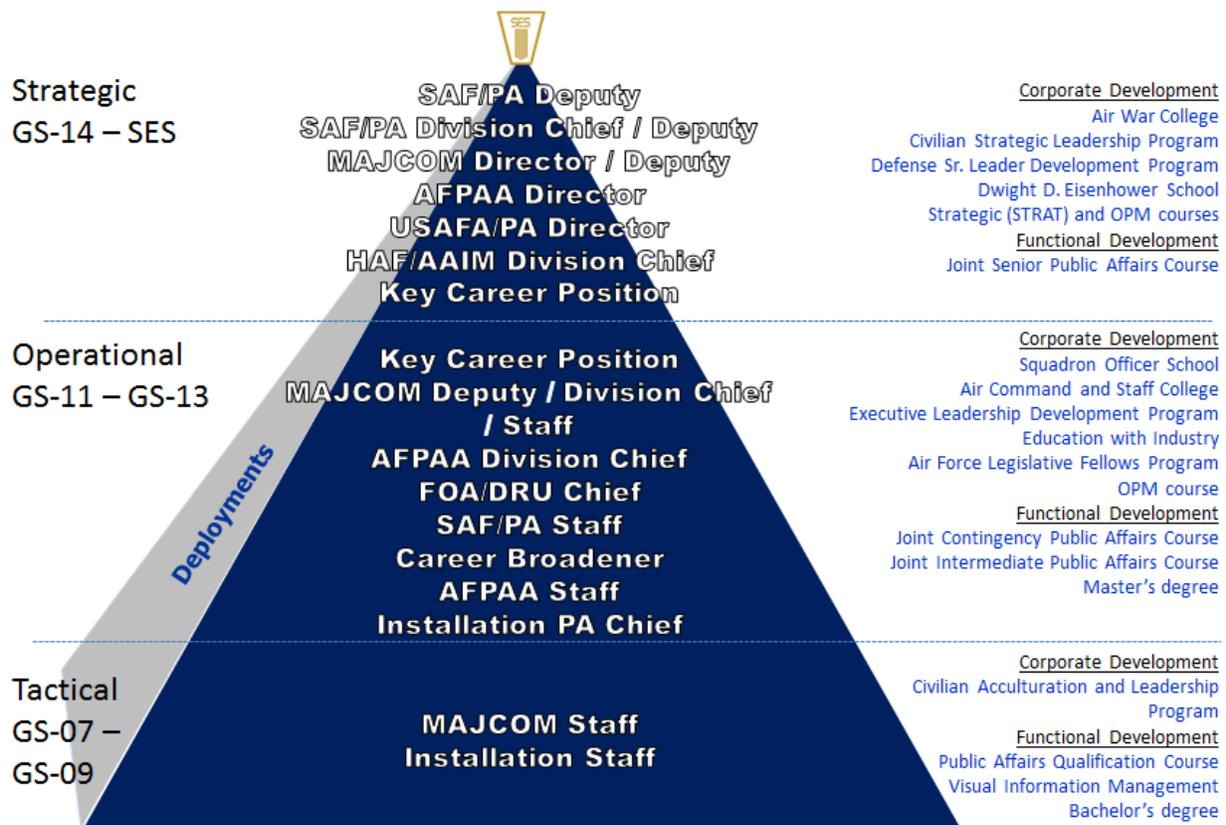
performance and supervisory approval. Benefits also include the Student Loan Repayment Program (SLRP).

13.6. CF Unique Requirements.

13.6.1. Unique position requirements are addressed in the position’s core personnel document and/or position coding.

13.6.2. Commanders/Civilian Equivalents will ensure that vacancies for centrally managed positions (refer to myPers) are advertised internally (except for approved management-initiated reassignments). In some cases, such as hard-to-fill locations, the PACFT chief may approve external advertisement. The PACFT chief must approve all means for filling positions other than through internal advertisement only, in writing, before establishing a Request for Personnel Action (RPA). Commanders/Civilian Equivalents will ensure that the PACFT approval is attached to the RPA.

Figure 13.1. Public Affairs Career Planning Diagram.



Chapter 14

SAFETY CF MANAGEMENT PROGRAM (SCFMP)

14.1. Scope. This chapter is limited to personnel assigned to CFID "L" (Series 0017-Explosives Safety; 0018 – Safety and Occupational Health Management; 0019 – Safety Technician; 0803 – Safety Engineering; 1815 - Air Safety Investigating; and specified 0301 - Miscellaneous Administrative and Program Series. If a topic is not covered in this chapter, refer to Chapter 2. To find additional/updated information; consult myPers website (CF Information/Safety).

14.2. CF Mission. The Safety CFT (SCFT) supports the Safety Functional Authority (FA), the Functional Manager (FM) and the Safety Civilian CF Manager (CFM) with regard to safety CF operational matters and issues impacting the safety civilian CF. The CFT administers oversight of the safety civilian workforce for force development, recruitment and training, to ensure a diverse, highly trained and qualified civilian safety workforce. The CFT provides career assistance and guidance to all within the Safety functional community. Additional information may be found at the above-referenced website.

14.3. CF Governance Structure. The Safety Advisory Council (SAC) ensures the safety civilian workforce is developed in a manner to produce effective leaders through planned development activities. Commanders/Civilian Equivalentents will ensure that career paths are clear and compatible with opportunities and AF requirements. The SAC addresses force development in addition to CF management initiatives and issues impacting the safety CF. The SAC is composed of members from the Safety community as well as members from staff agencies.

Table 14.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	HQ AF/SE	Chief of Safety - Functional Authority
Co-Chair	HQ AF/SED	Deputy Chief of Safety - Functional Manager
Member	HQ AFSEC/SET	CF Manager
Member	HQ AFSEC/CDM	Enlisted CF Manager
Member	HQ AFSEC/SEG	Chief of Air Force Ground Safety
Member	HQ AFSEC/SEF	Chief of Air Force Aviation Safety
Member	HQ AFSEC/SEW	Chief of Air Force Weapons/Explosives Safety
Member	AFPC	Safety CF Team Non-Voting
Member	HQ ACC/SE	*Civilian MAJCOM Functional Manager
Member	HQ AETC/SE	Civilian MAJCOM Functional Manager
Member	HQ AFMC/SE	Civilian MAJCOM Functional Manager
Member	HQ AFRC/SE	Civilian MAJCOM Functional Manager
Member	HQ AFSOC/SE	Civilian MAJCOM Functional Manager
Member	HQ AFSPC/SE	Civilian MAJCOM Functional Manager
Member	HQ AFGSC/SE	Civilian MAJCOM Functional Manager
Member	HQ AMC/SE	Civilian MAJCOM Functional Manager
Member	HQ ANG/SE	Civilian MAJCOM Functional Manager
Member	HQ PACAF/SE	Civilian MAJCOM Functional Manager
Member	HQ USAF/SEI	Senior Civilian MAJCOM Functional Manager
Member	HQ USAFE/SE	Civilian MAJCOM Functional Manager
Member	AFDW/SE	Civilian MAJCOM Functional Manager

*These members are appointed by the MAJCOM Director of Safety, who may also attend these events.

14.4. DT. The FA, FM or CFM appoints members of the DTs. Roles and responsibilities for the DT are defined in AFI 36-2640 with specifics documented in the Safety DT Charter. The DT Chair may appoint executive panels as necessary to assist, design, implement and maintain the program as needed.

14.5. CF Unique Positions.

14.5.1. Force Renewal. AFPC is the program management office for Force Renewal and the Pathways Programs. The Safety CFT is responsible for the recruitment, development and training of Pathways interns and recent graduates. The CFM serves as the selection official for applicants. The FM serves as final approval authority through consultation with the FA, if necessary. The CFM approves placement of all interns upon entry and graduation from the program. The CFT will actively monitor all vacancies 6 months prior to the end of the Pathways assignment to ensure outplacement upon graduation from the program. MAJCOMs requesting a recent graduate have the responsibility to place the intern at the end of the 2-year program. The CFT will assist with placement efforts should the MAJCOM not have a vacancy. The CFT develops and ensures the accuracy of the respective training/developmental plans, as approved by the FA or designee. The CFM ensures the training/development plan is documented through periodic follow-up with the supervisor. Additional instruction is governed by AFI 36-602.

14.5.2. Vacancies for centrally managed developmental positions must be advertised internally (except for approved management-initiated reassignments). Centrally managed permanent positions may be filled with candidates from the AOC (DoD-wide, transfer, reinstatement, VEOA, ICTAP, Military Spouse and Schedule A eligibles). No prior CFMT approval is required. In some cases, e.g., hard-to-fill locations or temporary/term positions, the CFM may approve external-only advertisement.

14.5.3. External non-competitive "by-name" requests are by exception only. Managers should avoid "by-name" requests for external VEOA non-competitive recruitment. This exception limitation applies to GS-14, GS-15 and equivalent levels. An exception may be granted by MAJCOM/CV/CA (or equivalent) or by SAF/AA for the HAF staff. Exceptions may only be granted based upon mission criticality. Records and documents regarding approved exceptions should be retained for reporting to HQ USAF/A1 upon request.

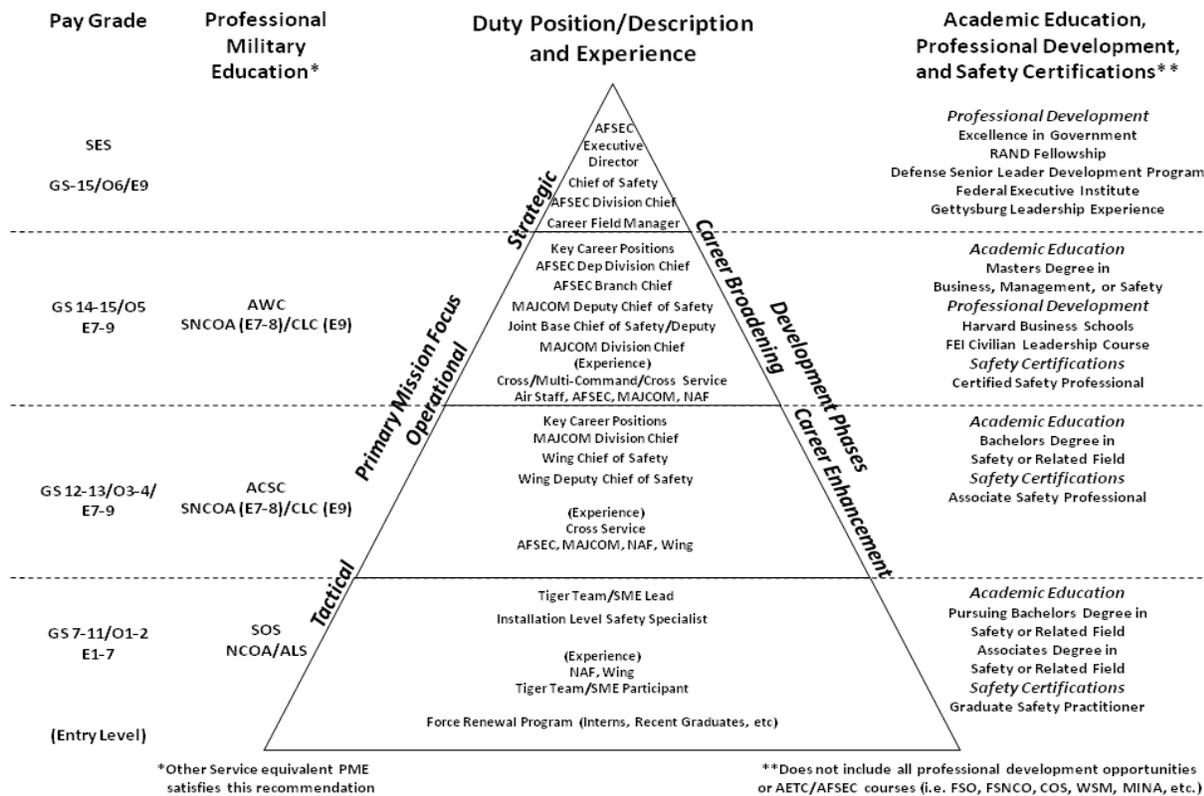
14.5.4. External-only recruitment is not allowed. Managers will initiate and consider internal recruitment and placement actions for all civilian positions. Management may initiate internal and external recruitment simultaneously or choose to consider external candidates after internal recruitment and consideration have been conducted. This process does not apply to positions covered by the special expedited hiring authority granted to the acquisition community by statute.

14.6. Career Paths and Career Progression Models.

14.6.1. Career Paths. The Safety Career Master Development Plan reflects the desired education, training and experience for the normal entry-level, either through an intern program or a locally administered hiring process. The Safety Career Development Plan (figure 14.1.) recommends education, self-development activities, training and typical assignment hierarchy. Both plans may be viewed in myPers website.

14.6.2. Career Progression Models. To facilitate career progression through training, the CFT administers select leadership, management, executive and professional development programs. Factors considered for funded training are: participation in career development plan /DT process, position, time in grade, education, past experience, mission relevance, previous funded course completion and mission needs. Additionally, the CFT will ensure the FM, through the CFM, remains abreast of training and development opportunities, selections and funding. To view the Tactical, Operational and Strategic Development Templates, consult myPers website (CF Information/Safety).

Figure 14.1. Safety Career Development Plan.



Chapter 15

SCIENTIST AND ENGINEER CF MANAGEMENT PROGRAM (SECFMP)

15.1. Scope. This chapter is limited to personnel assigned to CFID "K." If a topic is not covered in this chapter, see Chapter 2. To find the most up-to-date information, refer to the SECFT page on myPers at https://mypers.af.mil/app/answers/detail/a_id/13970/kw/secft.

15.2. CF Mission. The Scientist and Engineer (SE) CF Team (SECFT) implements policy established by the SE Advisory Council (SEAC) and engages with the SE workforce to accomplish career management objectives for over 14,000 civilian S&Es. Team administrators come from the SE community. As one of twenty-two plus CFTs, the SECFT is an important member of the AF's overall career management team. Our team's mission is to provide the framework to build and maintain a professional civilian workforce of AF scientists and engineers that supports the AF mission, "An agile workforce that quickly responds to the technology challenges of the 21st century."

15.3. CF Governance Structure. The SEAC provides oversight for the SE community including, but not limited to, workforce requirements, recruiting, force development and retention. The SEAC is composed of members from the SE community as well as members from staff agencies.

Table 15.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	SAF/AQR	Deputy Assistant Secretary
Member	AF/TE	Director, Test and Evaluation, AF
Member	AFMC/EN	Director of Engineering and Technical Management, Air Force Materiel Command
Member	AFSPC/A5	Director of Requirements, Air Force Space Command
Member	AF/A1D	Director, Force Development, AF
Member	NASIC/CA	Chief Scientist, Air Intelligence Agency
Member	AF/ST	Chief Scientist of the Air Force

ROLE	ORGANIZATION	POSITION
Member	AFRL/CC	Commander, Air Force Research Laboratory, Air Force Materiel Command
Member	AF DACM	Director, Acquisition Career Management, AF
Member	AF/A9	Director, Studies & Analysis, Assessments and Lessons Learned, AF
Member	AF/A4/7	Chief of Staff for Logistics, Installations & Mission Support, AF
Member	AETC/A5/8/9	Director, Plans, Programs, Requirements & Assessments, Air Education and Training Command

15.4. DTs. The SEAC appoints members of the Civilian and Military DTs. Roles and responsibilities for the DTs are defined in AFI 36-2640 and specifics for SE Civilians are documented in the DT Charter. The SECFT does not cover Military DTs or Military SEs.

15.5. CF Unique Position.

15.5.1. Internships. The SECFT participates in the PALACE Acquire and Science, Mathematics and Research for Transformation (SMART) programs.

15.5.1.1. PALACE Acquire (PAQ) Internships. The SE PAQ Program offers qualified Bachelor of Science graduates a well-planned three-year development and training program, which includes one year of graduate studies in a Science, Technology, Engineering and Mathematics (STEM) discipline. The first and third years of this unique training and development program involve work experience, while the second year is dedicated to paid graduate studies (tuition, fees and books are paid, and PAQ employees maintain full salary). Qualified applicants with relevant Master of Science or Bachelor of Science degrees supplemented by one year of professional engineering or science experience may also be considered and, if selected, may be placed in a two-year on-the-job training program. PAQs are promoted yearly with outplacement to journey-level engineer or scientist at the end of the development period. Other benefits include a recruitment incentive, and the Student Loan Repayment Program (SLRP). Qualification requirements: follow applicable OPM qualification standards. SE PAQs may be hired using Expedited Hire Authority (EHA).

15.5.1.2. Science, Mathematics and Research for Transformation Program. The scholarship for the SMART Program has been established by DoD to support undergraduate and graduate students pursuing degrees in Science, Technology, Engineering and Mathematics (STEM) disciplines. The program aims to increase the number of civilian scientists and engineers working for the AF. The SMART Program is also open to civilian DoD employees who may be interested in obtaining a masters or doctoral degree. More information on SMART is available at <http://smart.asee.org/>.

15.5.1.3. Pathways Program. Provides an opportunity for current students to get part-time science or engineering experience.

15.5.2. Key Leadership Positions. AFI 36-1301, Management of Acquisition Key Leadership Positions (KLPs), provides guidance for the executive level management of KLPs, a subset of Critical Acquisition Positions (CAP). This instruction also describes the roles and responsibilities of AF Personnel Assignment/Employment Teams, and other participants in the qualification for, assignment to and management of KLPs.

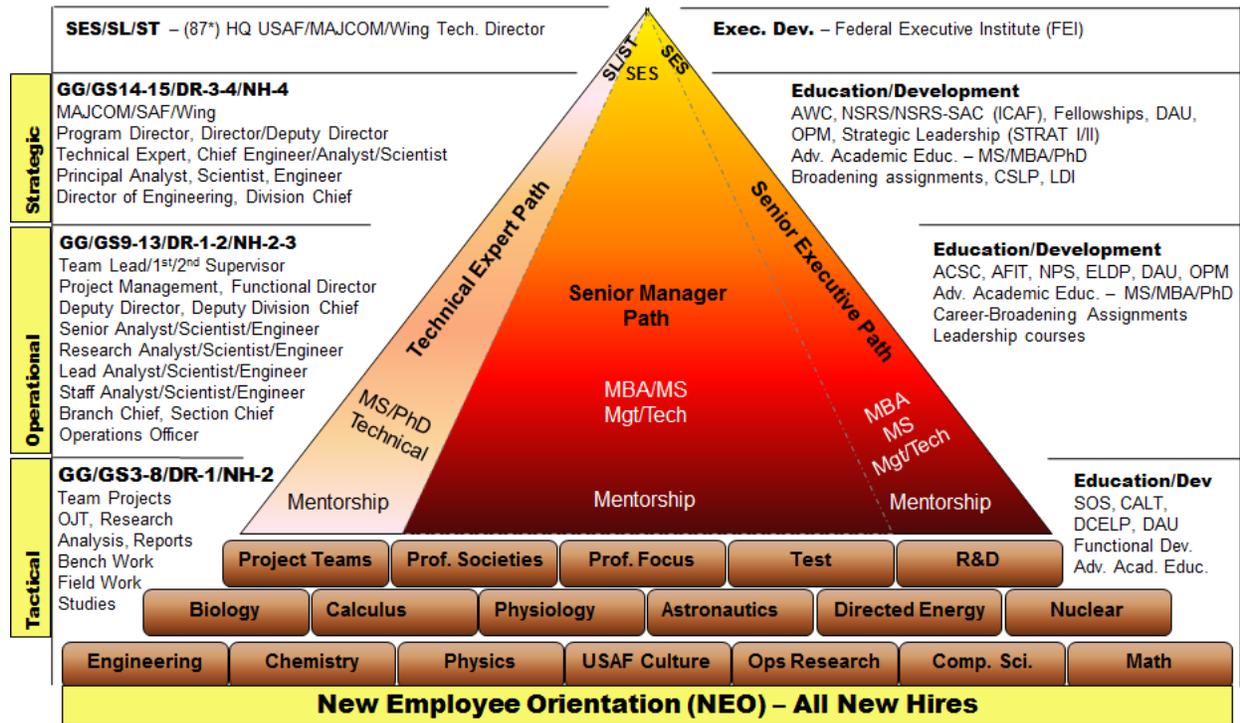
15.6. CF Unique Requirements. Commanders/Civilian Equivalents will ensure that any unique position requirements such as APDP coding or specific certifications are covered in the job's position description or position coding. **(T-3).** Leadership Development Initiative (LDI)/KCPs is a corporate reassignment process through which SE candidates are identified and developed to fill critical civilian leadership positions known as KCPs.

15.7. Career Paths and Career Progression Models. Visit the Acquisition and Science, Technology and Engineering web pages on the AF Portal to view the development information for the SE CF.

15.7.1. SE Career Paths. There are three career paths for the scientist and engineer workforce to pursue -- Technical Expert (to ST/SL), Senior Manager (to SES), and Senior Executive (to SES) path.

15.7.2. SE Force Development Roadmap. The SECFT develops and maintains an S&E career planning diagram to guide civilian S&Es toward the experience, education and training important for successful performance and career progression. The career planning diagram suggests education and self-development activities, acquisition certification levels, desired training, and typical assignments for entry-level, mid-level and senior-level SEs. The base of this pyramid conveys that SE employees should have a solid foundation in the technical side to expect a successful career regardless of the path of preference.

Figure 15.1. SE Force Development Pyramid.



Chapter 16

SECURITY CF MANAGEMENT PROGRAM (SCFMP)

16.1. Scope. This chapter is limited to personnel assigned to CFID “8.” If a topic is not covered in this chapter, see Chapter 2 or the myPers website (<https://gum.crm.csd.disa.mil/app/login/redirect/home>) for additional information.

16.2. CF Mission. The Security CF Team (SECCFT) implements policy established by the Security Functional Advisory Council (FAC) and engages with the security workforce to accomplish career management objectives for over 5,000 civilians. SECCFT administrators are recruited from the AF security community. The SECCFT’s objective is to support the AF's Core Values by fully developing the professionalism and competence of our employees, making them more versatile and responsive to the rapidly changing work environment. As one of 22 plus CFTs, SECCFT is an important member of the AF's overall career management team. Our team’s mission is to provide the framework to build and maintain a professional civilian workforce of AF security professionals that supports the AF mission.

16.3. CF Governance Structure. The FAC is supported by a standing DT. The Security FM will be the FAC Chairperson and appoints panel vice chair and members. Commanders/Civilian Equivalents will ensure that panel activities are guided by formal charters. (T-3). Panels will convene at the call of the Advisory Council Chairperson/Vice Chair to address and make recommendations on appropriate career program issues.

Table 16.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	SAF/AAZ	Director of Security, Special Program Oversight and Information Protection
Membership		As Determined by the Chair

16.4. DT. The FM appoints the membership of the Security civilian DT. Roles and responsibilities for the DT are defined in AFI 36-2640 and specifics for the Security Civilian DT are documented in the Security DT Charter. Contact the SECCFT for additional information at afpc.security.cft@us.af.mil.

16.5. Development Programs.

16.5.1. PALACE Acquire (PAQ) Intern Program. The SECCFT is responsible for the recruitment, development and training of all Security PAQ interns. The PAQ Intern Program is governed by AFI 36-602. Personnel should contact the SECCFT PAQ Administrator or the myPers website (<https://gum.crm.csd.disa.mil/app/login/redirect/home>) for program specifics.

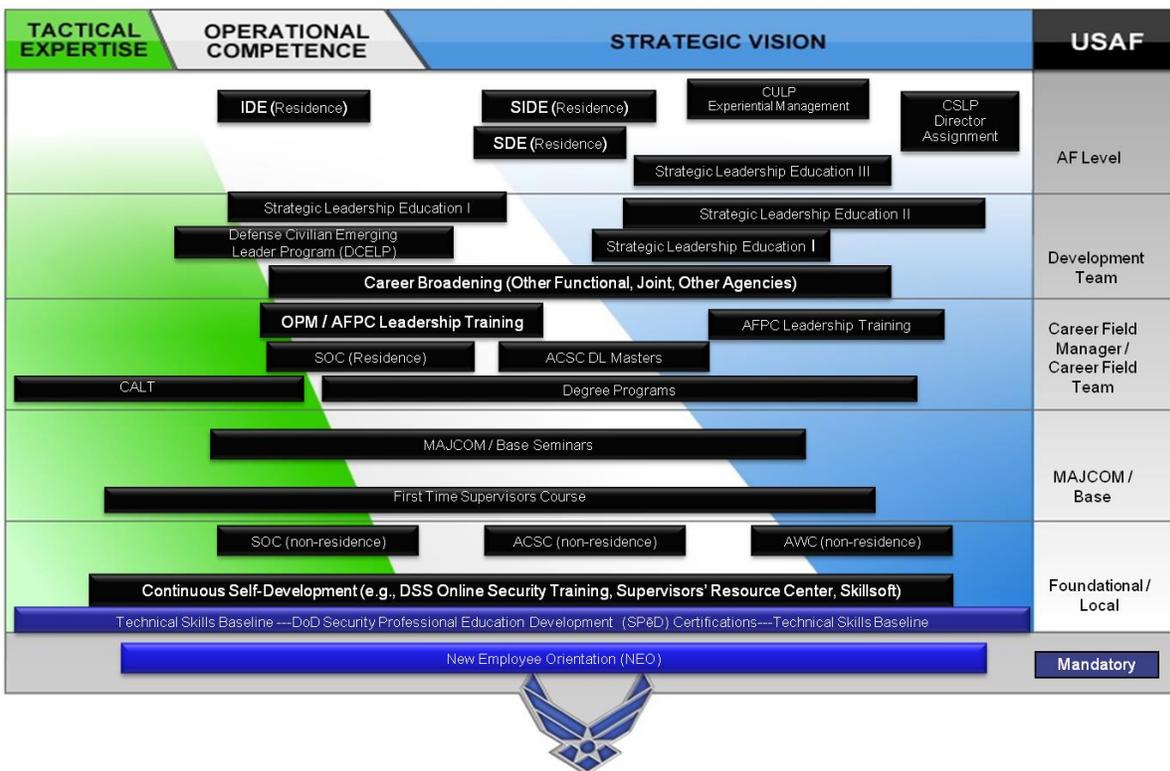
16.5.2. Pathways Program (Intern). Pathways participants normally enter the SECCFT at the GS-04 to GS-05 grades. Upon satisfactory completion of the degree and training program, participants may be non-competitively converted to a GS-07 to GS-11 PAQ position. Non-

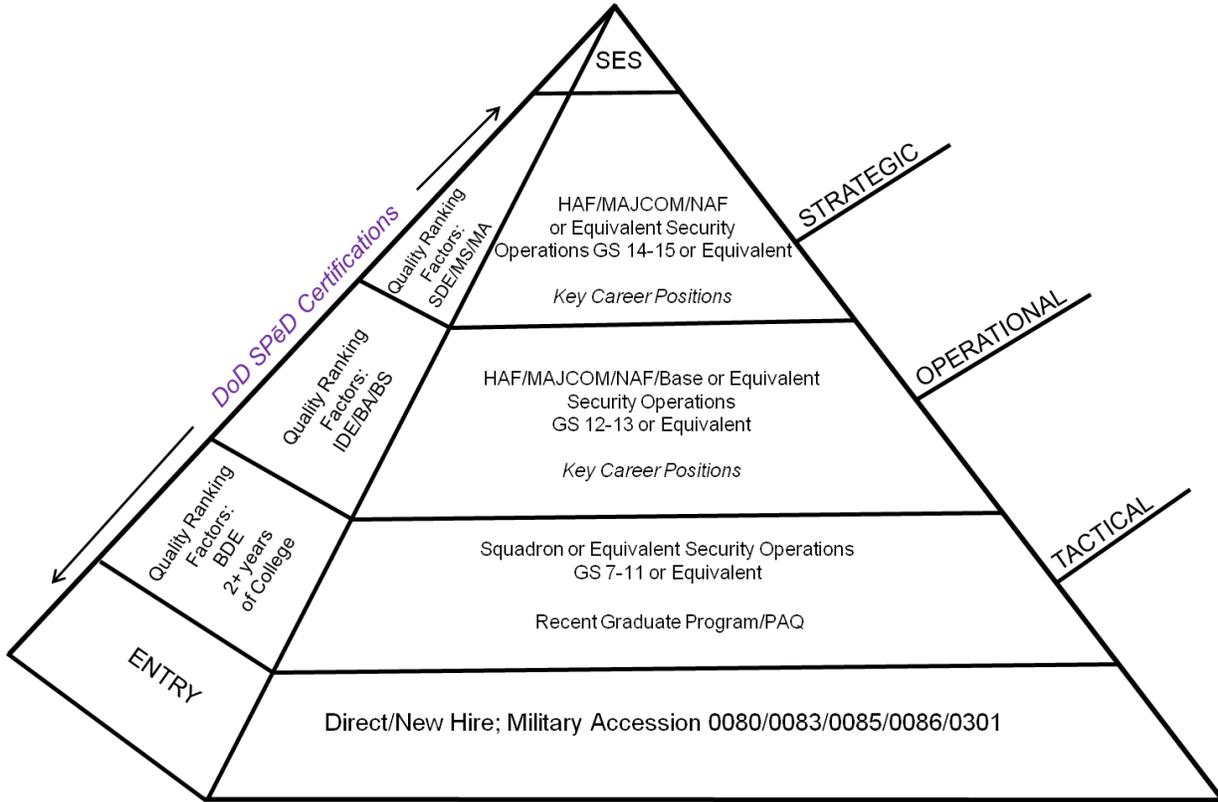
competitive conversion of a Pathways Program position is dependent on the accession needs and availability of permanent placement positions within the SECCFT.

16.6. CF Unique Requirements. The AF Security CF participates in the DoD Security Professional Education Development (SPED) Certification Program. Beginning 14 March 2016, the AF will implement a mandatory security workforce certification program per DoD Manual 3305.13-M, DoD Security Accreditation and Certification. The overarching goal of this effort is to create a core of highly qualified security professionals, certified IAW DoD Manual 3305.13, who can effectively implement security policy and procedures and anticipate and recommend changes needed to address changing operational requirements in the AF and DoD. For more information concerning the DoD SPED certification program requirements and related AF implementation policy, contact the SECCFT at afpc.security.cft@us.af.mil.

16.7. Career Paths and Career Progression Models. The Security CF Progression Model (SECCFPM) Career Path Pyramid reflects normal entry at base level, either through an intern program, OPM certification or a locally administered hiring process. Individuals advance through progressively more complex assignments, which may include career broadening assignments in other functional areas or rotational training assignments at the mid-management level.

Figure 16.1. Security CF Progression Models.





Chapter 17

SPECIAL INVESTIGATIONS CF MANAGEMENT PROGRAM (SICFMP)

17.1. Scope. This chapter is limited to personnel assigned to CFID “9.” If a topic is not covered in this chapter, see Chapter 2.

17.2. CF Mission. The Special Investigations (SI) CF Team (SICFT) provides the guidance and framework to build and maintain a professional civilian workforce of AF SI and Inspector General (IG) practitioners. The SICFT implements policy established by the SI Functional Advisory Council (SIFAC) and engages with the SI and IG workforce to accomplish career management objectives for civilian special agents and IG inspectors. The AF Office of Special Investigations (AFOSI) employs all AF civilian and military Special Agents (SAs). Civilian SAs are employed as Criminal Investigators, GS/GL-1811. To find the most up-to-date information on this CF, see the AFOSI public website: <http://www.osi.af.mil/>.

17.3. CF Governance Structure. The SIFAC provides oversight of the SI community. The SIFAC addresses CF management initiatives, force development, recruiting, retention and other issues affecting the CF.

Table 17.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	AFOSI/CX	AFOSI Executive Director
Member	AFOSI/CXD	Special Investigations CF Manager
Member	AFOSI/CXA	Special Assistant for Force Development
Member	AFOSI/XRG	Associate Director, Criminal Investigations
Member	AFOSI/PF	Director, Fraud
Member	AFOSI/PJ	Director, Office of Special Projects
Member	AFOSI/XRZ	Associate Director, Specialized Services
Member	AFOSI/XRCY	Branch Chief, Cyber Programs
Member	ICON/IC	Director, Investigations, Collections and Operations Nexus (ICON)
Member	AFOSI/XRC	Associate Director, Counterintelligence

17.4. DT Structure. AFOSI/CX appoints members of the Civilian DT. Roles and responsibilities for the DT are defined in AFI 36-2640 and specifics for civilians are documented in the SI DT Charter.

17.5. CF Unique Position.

17.5.1. PALACE Acquire (PAQ) Intern Program. HQ AFOSI/DPR and the SICFT recruit applicants with a Bachelor's Degree and superior academic achievement for the PAQ program; no prior experience as a SA is necessary. Interns generally enter the program at the GL-1811-07 level and generally remain in the program for a period of three years. At the conclusion of three years in the program and upon satisfactory completion of training requirements, AFOSI promotes or reassigns PAQ interns to permanent positions.

17.5.2. Developmental Civilian. SA-AFOSI recruits applicants with limited criminal investigations experience as Developmental Civilian SAs. Entry is normally at the GL-1811-07 level but may be at a higher grade if the candidate possesses the appropriate experience and/or education.

17.6. CF Unique Requirements.

17.6.1. Training Requirements. All AFOSI SAs are required to complete the Criminal Investigations Training Program (CITP), and the Basic Special Investigator Course (BSIC) or their equivalent.

17.6.2. Career Mobility. All AFOSI civilian SAs are required to sign a mobility agreement as a condition of employment, agreeing to accept assignment to other positions and locations when selected, including foreign and non-foreign overseas locations.

17.6.3. Excepted Service. All AFOSI civilian Criminal Investigators (CIs) are employed in the excepted service; they will not attain competitive status based on employment as AFOSI CIs.

17.6.4. Firearms. All AFOSI SAs are required to carry a firearm. SAs must be proficient in the judicious use of firearms to AFOSI standards. Any person who has been convicted of a misdemeanor crime of domestic violence cannot lawfully possess a firearm or ammunition. See Title 18, U.S.C. Section 922(g) (9) and DoDD 5210.56, Carrying Firearms and the Use of Force by DoD Personnel Engaged in Security, Law and Order, or Counterintelligence Activities, Enclosure 2 paras. 1a (2-4)).

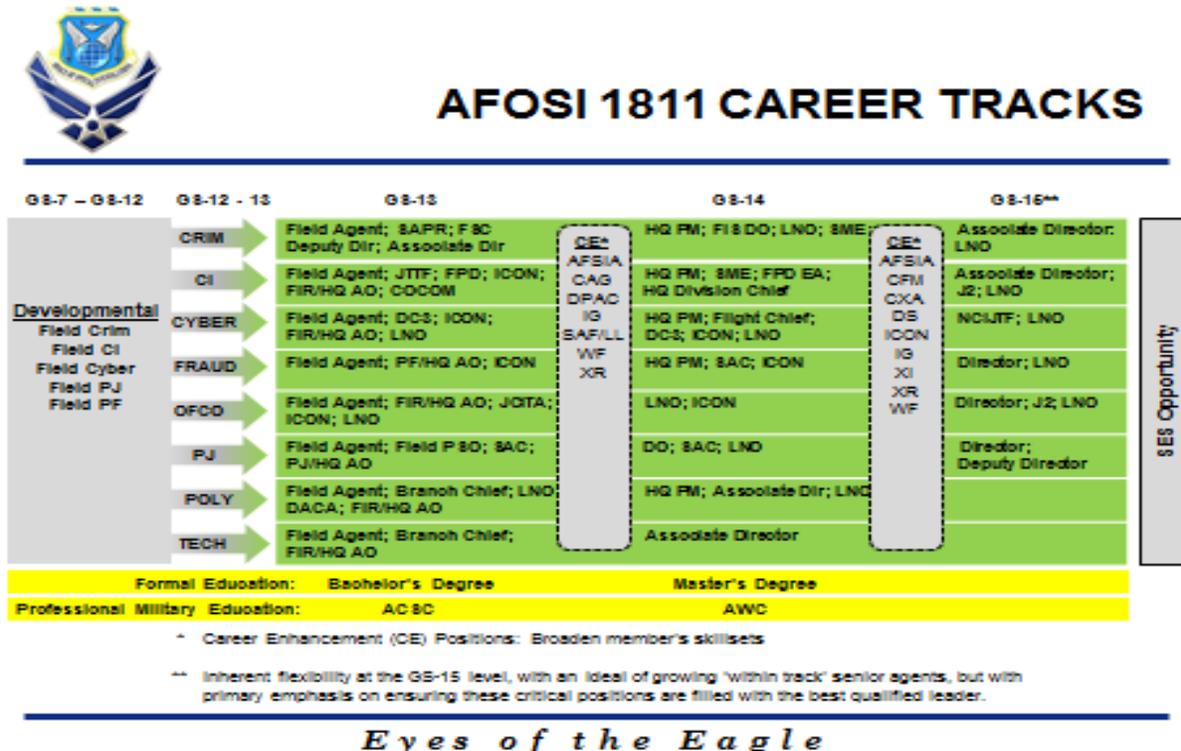
17.6.5. Maximum Entry Age. The maximum entry age for initial appointment to an 1811 primary/rigorous position is age 37. For coverage, exceptions and waiver information refer to DoDI 1400.25, Vol. 336 and HAF MD 1-24, Attachment 1, para. A1.182.2.

17.6.6. Area of Consideration. Commanders/Civilian Equivalents will ensure that only current AFOSI 1811 employees are considered for internal reassignment and promotion actions. Other AF, DoD employees and outside applicants should be considered only when positions are advertised to external applicants.

17.6.7. Reaching Full Performance Level. A SA is eligible for promotion to the GS-1811-13 level when the following criteria are met: a) Experience as a civilian GS-12 AFOSI SA is for a minimum of 52 weeks immediately preceding the proposed effective date for promotion; b) five (5) years of experience investigating violations of felony level criminal laws of the United States while serving as a credentialed SA (GS-1811) during Federal civilian employment or while on active duty with a military Department; c) supervisor recommendation; and d) acceptable performance reports/ratings for the preceding 12 months.

17.7. Career Paths and Career Progression Models. AFOSI has eight career tracks which include: criminal, counterintelligence, cyber, fraud, offensive counterintelligence operations, office of special projects (PJ), sexual assault, polygraph and technical services. SAs' training and assignments typically focus on one of these career tracks in order to guide the SA toward the experience and training important for successful performance and career progression.

Figure 17.1. AFOSI Career Model.



Chapter 18

AF INTELLIGENCE CF MANAGEMENT PROGRAM (AFICFMP)

18.1. Scope. This chapter is limited to personnel assigned to CFID “G.” If a topic is not covered in this chapter, see Chapter 2 or the myPers website (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for additional information.

18.2. CF Mission. The Intelligence CF Team (CFT) implements policy established by both the Defense Civilian Intelligence Personnel System (DCIPS) Advisory Council (DAC) and the CFM. The Intelligence CFT engages with the AF intelligence, surveillance and reconnaissance (ISR) workforce to accomplish career management objectives for over 2,000 civilians. The Intelligence CFT is funded through HAF/A2 and comprised of members from the AF Intelligence Community (IC). As one of twenty-two plus CFTs, the Intelligence CFT is an important member of the AF's overall career management team. The team's mission is to provide the framework to build and maintain a professional civilian workforce of AF ISR professionals that supports the AF mission.

18.3. CF Governance Structure. The DAC provides oversight of the ISR workforce. The Advisory Council addresses force development and CF management initiatives and issues impacting the entire CF. This includes ensuring there is development to produce both an effective workforce and its leaders through planned development activities, and ensuring career paths are clear and compatible with opportunities and the needs of the AF. The Intelligence CFT presents workforce issues for resolution through the CFM.

18.3.1. DCIPS Advisory Council (DAC). The DAC Chairperson is the Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance, Headquarters USAF, or designee. The DAC is comprised of an appropriate integration of civilians and military officers as determined by the chairperson. Commands that do not hold voting status may send observers if invited by the DAC Chairperson. The DAC Chairperson may alter the composition of the Council as required.

Table 18.1. Advisory Council Composition.

ROLE	ORGANIZATION
Chair	Deputy Chief of Staff for Intelligence, Surveillance and Reconnaissance
Member	AF/A2D
Member	Senior AF/A2 Civilian
Member	MAJCOM/A2 Representative
Member	AFOSI Representative
Non-voting Member	AFPC CF Division Chief
Non-voting Member	AF/A2D Civilian CF Manager
Non-voting Member	Civilian Intelligence CF Team Chief

18.3.2. Executive Panels. The DAC may establish ad-hoc panels to formulate various enhancement and development initiatives, identify concerns and provide recommendations.

18.3.3. DT. The Civilian Intel DT provides corporate-level oversight of the force development process including implementing and maintaining AF, DoD, IC and CF/functional policies. It is charged with reviewing individual career development plans vectoring employees for training, career development and assignment opportunities across the AF, DoD and the IC.

Table 18.2. DT Composition.

ROLE	ORGANIZATION
Chair	Senior Air Force ISR Civilian
Member	AF/A2D
Member	CAIC Representative
Member	25th Air Force Representative
Member	NASIC Representative
Member	MAJCOM/A2 Representatives
Member	AFOSI Representative
Advisor	AFPC
Advisor	AF/A2D Civilian CF Manager
Advisor	Civilian Intelligence CF Team Chief

18.4. CF Unique Positions.

18.4.1. PALACE Acquire (PAQ) Intern Program. The Intelligence CFT is responsible for the recruitment, development and training of all Intelligence PAQ interns. The PAQ Intern Program is governed by AFI 36-602. Personnel should contact the Intelligence CFT PAQ Administrator or the myPers website (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for program specifics.

18.4.2. Intelligence Community Joint Duty Assignment Program (JDA). The JDA Program is managed by the IC to promote and encourage two- to three-year rotational assignments as details across IC functions, positions and geographic locations. The JDA Program is designed to provide civilian employees with increased breadth/depth of experience and a broader understanding of IC missions and functions. The JDA Program builds and sustains a professional civilian intelligence workforce with a community perspective similar to that gained by military personnel through their joint assignment requirements. The JDA program infuses new perspectives, knowledge and expertise into participating organizations. The HAF/A2D administers participation in the program.

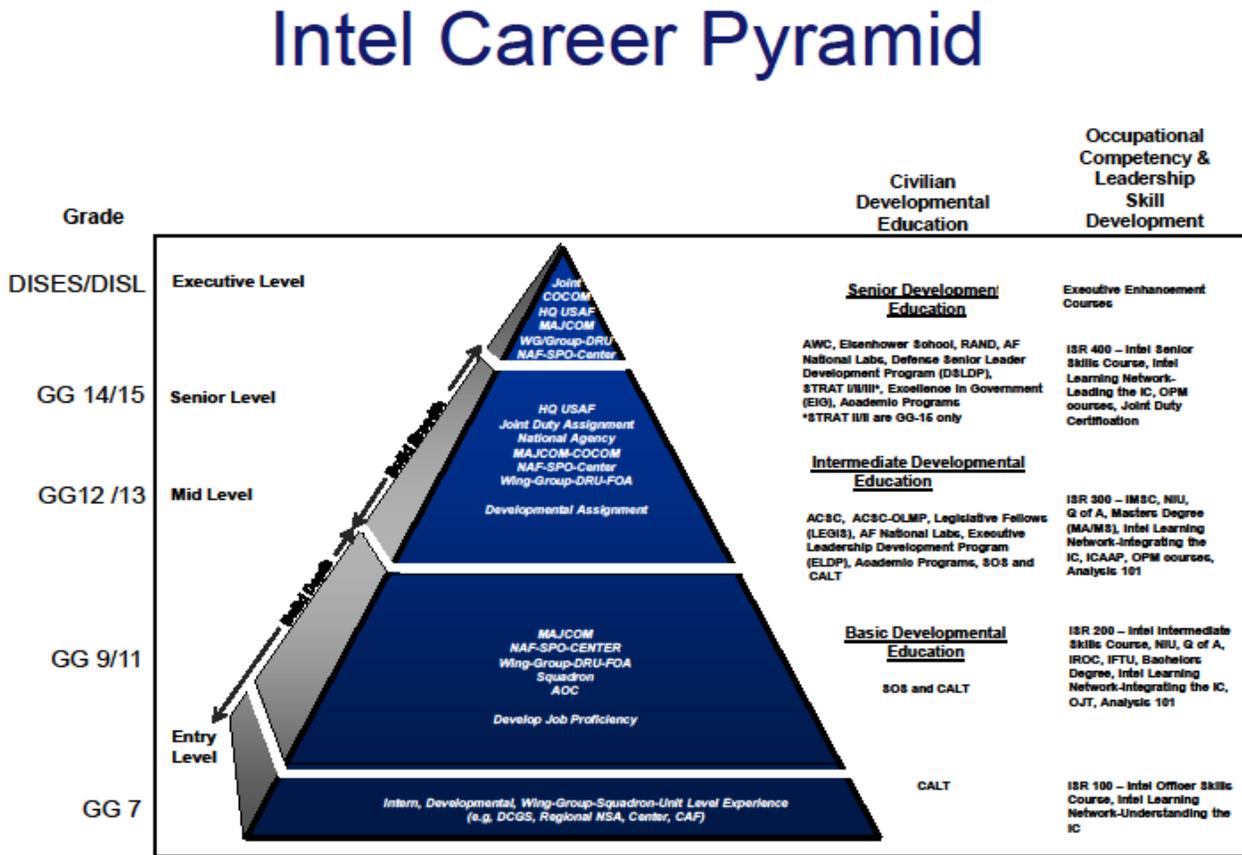
18.5. Career Path and Career Progression Models. HAF/A2D develops and maintains the Intelligence Career Path Guide and the Intelligence Force Development Roadmap.

18.5.1. Intelligence Career Path Guide. The Intelligence Career Path Guide is designed for use in mentoring intelligence civilians toward experience, education and training important for successful performance and career progression. The guide suggests education and self-

development activities, desired training and typical assignments for entry-level, technical and managerial track intelligence professionals.

18.5.2. Intelligence Force Development Roadmap. The Intelligence CFT also develops and maintains an Intelligence Career Pyramid (see figure 18.1.) to guide civilians toward the experience, education and training important to successful performance and career progression.

Figure 18.1. Intel Career Development Path.



Chapter 19

AIR RESERVE TECHNICIAN OFFICER CAREER MANAGEMENT PROGRAM (AOCMP)

19.1. Functional Advisory Council (FAC) Structure. The Career Management Board (CMB) serves as the Advisory Council for the Air Reserve Technician Officer Career Management Program (AOCMP).

19.1.1. The AFRC/CC chairs the CMB. The Board is composed of AFRC/CV, AFRC/CCC, 4 AF/CC, 10 AF/CC, 22 AF/CC and AFRC/DS. AFRC/A1 and AFRC/FM attend the CMB as advisory members. Only primaries may attend unless otherwise approved by AFRC/CC.

19.1.2. The CMB approves and provides overall policy guidance on education, training and experience equating to force management and development of AF Reserve (AFR) personnel regardless of reserve status, i.e. Air Reserve Technician (ART), Active Guard Reserve (AGR), Traditional Reservist (TA) or Individual Mobilization Augmentee (IMA). The board also develops objectives, requirements, guidance, planned assignments and career progression for reserve high potential officers, regardless of status. As necessary, the Board reviews the progress and metrics of fielded programs to ensure established objectives are satisfied.

19.2. Executive Panels. AFR Force Management and Development Council (AFR FMDC) and the Force Management Development Working Group (FMD WG) are the established executive panels and make up the first two levels of the CMB tri-level hierarchy.

19.2.1. The AFR FMDC reviews and/or develops proposed policy guidance on education, training and experience equating to force management and development of AFR personnel. As necessary, the Council reviews the progress and metrics of fielded programs to ensure established objectives are satisfied. It also provides oversight and manages taskings and efforts of the AFR FMD Working Group (AFR FMD WG). The AFR FMDC is chaired by the AFRC/CV and composed of AFRC/DSD, AF/REG, AF/REP, AF/REX, ARPC/CC, RMG/CC, HQ AFRC/A1, HQ AFRC A-Staff Directors and a wing commander and wing command chief from each Numbered Air Force (NAF) serving as the NAF representative for a two-year tour. An AFRC/FM representative attends the AFR FMDC as an advisory member. Attendance is for primaries only.

19.2.2. The AFR FMD WG is the entry point for all initiatives on education, training and experience equating to force management and development of AFR personnel. As necessary, the AFR FMDWG reviews the progress and metrics of fielded programs to ensure established objectives are satisfied. The AFR FMD WG is chaired by the AFRC/A1K and composed of AF/REG, AF/REPP, AF/REXX, AFRC/A1D, AFRC/A1C, AFRC/A1L, AFRC/A1M, ARPC/DPA, IR-RIO/CC, three CFM representatives and three MFM representatives. The AFRC/FM representative attends the AFR FMD WG as an advisory member.

19.3. Centrally Managed Positions and Career Program Referral.

19.3.1. All ART Officer positions are centrally managed. No other AF career program includes ART positions. Filling ART Officer positions is accomplished through

AFRC/A1CSA, who serves as the trusted agent of the CMB. Generally, entry-level and trainee positions should be filled from external sources, such as ART Special Examining Unit (SEU) competitive certificates, Veterans Readjustment Appointment (VRA), VEOA, reinstatement candidates, etc.

19.3.2. AFRC acquires, develops and retains a qualified, productive and well-motivated managerial force of ART officers capable of assuring the success of varied and ever-changing missions.

19.3.3. Local AFR commanders, assisted by CPSs and AFPC, manage all AFRC positions not centrally managed by AFRC and the career development of AFRC personnel not covered by this program. This includes ART enlisted positions and non-ART positions and the assigned individuals. For AFRC positions/employees not covered by AOCMP, AFPC provides referral certificates to selecting officials through the local merit promotion system or other authorized recruitment sources.

19.4. Career Mobility/Mobility for Key Positions. AFR command-wide geographic mobility is a condition of employment for all ART officer positions. Before assignment for any covered position, each employee or appointee must sign a Mobility Certificate committing to accept assignment to AFRC jobs at other locations. The form is Air Reserve Technician (ART) Program Certificate of Understanding, AFRC Form 121. The AOCMP places personal and career needs of the individual subordinate only to the best interests of AFRC when determining assignments.

19.5. Management Initiated Reassignments. AFRC/CC/CV is in the direct supervisory chain of all ART officers. All ART officers must sign a command-wide mobility agreement; therefore, AFRC/CC/CV maintains the authority to direct the reassignment of any and all ART officers to positions for which they qualify. AFRC must approve all permanent ART officer actions, e.g., reassignment, promotion, change to lower grade and initial appointment. The filling of ART officer positions by temporary promotions, which exceed 120 days, is through career program referral. In unusual situations, AFRC/CC/CV may approve reassignments/change to lower grade outside the auspices of the career program, in which case the employee would not be entitled to pay retention, Relocation Services (RS) Program or Home Marketing Incentive Program (HMIP). A PCS may be allowed, but IAW the JTR management may elect not to offer a house hunting trip or TQSE.

19.6. Training and Development.

19.6.1. Employees may acquire training and experience by the following methods:

19.6.1.1. Classroom instruction, correspondence courses, on-the-job training and self-development.

19.6.1.2. Details and temporary promotions or other assignments.

19.6.1.3. Long-Term Training (LTT); college or university short courses; Air Education and Training Command; AFIT, OPM and other government training opportunities.

19.6.2. Developmental Education (DE), formerly PME, courses are beneficial to career development objectives of ART officers. Officers should plan for and complete DE courses by in-residence seminar or by correspondence during appropriate phases of their careers. ART officers may apply for DE in either a military or civilian status IAW applicable Air Force Instructions. Courses are identified in AFI 36-2301, *Developmental Education*.

19.6.3. A vital element in the career progression of ART officers is an active duty assignment under Title 10. Each ART officer should plan for such a tour and actively seek selection, as opportunities are available.

19.7. Career Paths.

19.7.1. Security. Series 0080.

19.7.2. Intelligence Specialist. Series 0132.

19.7.3. Human Resources Officer (Military). Series 0201.

19.7.4. Air Commander. Series 0301.

19.7.5. Air Operations. Series 2181 and 2183.

19.7.6. Mission Support Officers. Series 0301.

19.7.7. Executive Officer. Series 0301.

19.7.8. Medical Administrator/Nurse. Series 0301/0610.

19.7.9. Communications/Computer. Series 2210.

19.7.10. Logistics/Aircraft Maintenance. Series may include 0340, 0343, 0346 and 1601.

19.7.11. Public Affairs. Series -1035.

19.7.12. Other (Space Operations; Combat Operations; Entomologist; Financial Manager; General Engineer; Meteorologist). Series may include 0301, 0414, 0501, 0801 and 1340 (less than 10 assigned in some CFs).

19.8. ART Program-Unique Information.

19.8.1. General Information. An ART is a full-time civilian employee who, as a condition of employment, must be an active member in the AFR unit in which employed. The individual's assigned Reserve position is identical to, or so closely related to, the civilian position that either position substantially requires the same basic knowledge and skills. The military nature of the ART officer position creates a uniqueness that dictates consideration of both the civilian and military aspects of the position. Therefore, determination of assignments includes consideration of the "whole person." Commanders/Civilian Equivalents will ensure that all planning and scheduling of assignments complies with laws and regulations governing civilian employees, despite military responsibilities.

19.8.2. Goals. The primary goal of the program is to acquire, develop and retain a qualified, productive and motivated managerial force of ART officers capable of assuring the success of varied and changing missions.

19.8.3. Objectives. The objectives of the program are to:

19.8.3.1. Survey projected losses of ART officers in all grades.

19.8.3.2. Consider and resolve the problems involved in filling vacancies.

19.8.3.3. Develop and install a formal, orderly plan for developing capable replacements (Trainee Programs).

19.8.3.4. Assign specific responsibilities for the training of ART officers through selected assignments and formal training programs at the top management level and assure accomplishment of these responsibilities.

19.8.3.5. Identify future personnel requirements from both a quantitative and qualitative standpoint.

19.8.3.6. Identify potential recruitment sources to assure selection, development and placement of personnel to satisfy projected requirements.

19.8.3.7. Provide training and assignments that develop individual capabilities and qualifications and ensure opportunity to compete for advancement.

19.8.3.8. Assure personal counseling and other guidance is available.

19.8.3.9. Assure sensitivity to the goals of the Affirmative Employment Program.

19.8.4. Terms Explained. The following terms are applicable only to this program.

19.8.4.1. ART. A civilian employee of the AFR who provides permanent party support to an AFRC unit and occupies an AFRC unit staffing document military position comparable to his or her civilian position. The individual must maintain active membership in the AFRC unit and in the reserve position in which employed as long as he or she occupies an ART position.

19.8.4.2. ART Officer Placement Plan. This plan is a systematic program for career progression through promotional and developmental assignments. The Career Management Board (CMB) provides guidance for the plan.

19.8.4.3. Career Management Board. Appointed members based on position who assist in developing objectives, requirements, guidance, planned assignments and career progression within the ART officer program. The CMB develops uniform placement criteria for all ART officer positions and centrally rates and ranks candidates for appropriate developmental assignments, PME, etc.

19.8.4.4. Air Force Reserve Force Management and Development Council (AFR FMDC). Appointed members based on position, who assist in developing and implementing command direction and guidance for executive and management development. This is the second body of the CMB tri-level vetting process.

19.8.4.5. Air Force Reserve Force Management Development Working Group (AFR FMD WG). Appointed members based on position who assist in developing and implementing command direction and guidance for executive and management development. This is the first body of the CMB tri-level vetting process.

19.8.4.6. Manager Development Plan. This plan primarily provides guidance for personal training and career development. The FMDC provides guidance for the plan.

19.8.4.7. Senior ART. This is the individual in charge of the Monday-to-Friday operations of an AFRC unit. This may or may not also be the unit commander.

19.8.5. Affirmative Employment Plan. This plan, implemented by AFRC, establishes the affirmative employment goals consistent with AF objectives. A program manager monitors

progress toward established goals from both internal and external recruitment sources and recommends actions to the AFRC/CC/CV to meet goals and objectives.

19.8.5.1. The Directorate of Personnel Force Management (AF/AIP) will:

19.8.5.1.1. Provide general guidance for the program.

19.8.5.1.2. Develop overall force structure objectives for the AF.

19.8.5.2. AFRC/CC or CV will provide leadership and direction for the program.

19.8.5.3. The CMB will:

19.8.5.3.1. Provide guidance and make periodic reviews to determine progress in achieving program objectives.

19.8.5.3.2. Identify specific training courses or development programs that enhance ART officers' capabilities to assume more responsible positions.

19.8.5.3.3. Recommend the FMDC establish courses or programs to meet needs.

19.8.5.3.4. Review recommendations on various aspects of the program and approve, disapprove and make appropriate changes.

19.8.5.3.5. Meet semiannually or at the call of the chair.

19.8.5.3.6. Monitor command-wide placement of ART officers whose positions are to be canceled.

19.8.5.3.7. Monitor command-wide placement of ARTs restoring from Extended Active Duty (EAD) and Active Guard Reserve (AGR) tours.

19.8.5.3.8. Identify and prioritize nominees in either a military or civilian status who are competing for senior level DE.

19.8.5.3.9. As appropriate, advise or augment committees for minority enhancement, process improvement teams, studies etc. (NOTE: The Deputy to the Chief of AFRC conducts a Management Review Board which advises and makes recommendations to the CMB regarding Active Guard Reserve (AGR) officers who left ART officer positions and still have restoration rights.)

19.8.5.4. AFR FMDC. The AFR FMDC will:

19.8.5.4.1. Identify managerial training and development requirements for ART officers.

19.8.5.4.2. Determine training required for specific ART officer positions, in coordination with AFRC functional OPR.

19.8.5.4.3. Identify and prioritize nominees in a military or civilian status who are competing for DE and, as appropriate, other executive and managerial training.

19.8.5.4.4. Use competitive procedures to select employees for courses or programs that may lead to promotion.

19.8.5.4.5. As appropriate, work issues for the CMB, advise or augment process improvement teams, studies, etc.

19.8.5.4.6. Periodically, or at the call of the Chair or Vice Chair, meet jointly with the CMB to discuss and resolve common issues.

19.8.5.5. The Directorate of Manpower and Personnel, AFRC/A1, will:

19.8.5.5.1. Provide career program information to all levels of management and employees covered by the program.

19.8.5.5.2. Develop, approve and maintain recruitment assessments and promotion criteria in coordination with the CMB.

19.8.5.5.3. Evaluate ART officer career opportunities within the total force structure and recommend needed changes to the CMB.

19.8.5.5.4. Provide centralized position classification for all ART officer positions.

19.8.5.5.5. Advise the CMB and FMDC on program status.

19.8.5.5.6. As appropriate, ensure that inclusion of financial resources to support the program is in the AFRC budget submission.

19.8.5.5.7. Develop, document and implement program operating procedures (e.g., AFRCI 36-111).

19.8.5.5.8. Serve as the office of record for all documentation of CMB and FMDC meetings and actions.

19.8.5.5.9. Conduct workforce assessments for all ART officer positions.

19.8.5.5.10. Identify candidates for all positions according to merit promotion procedures.

19.8.5.5.11. Prepare referral certificates and personnel background data.

19.8.5.5.12. Issue promotion announcements as appropriate.

19.8.5.5.13. Process approval packages on tentative selectees.

19.8.5.5.14. Publicize program to the total AFRC workforce.

19.8.5.5.15. Monitor and evaluate program effectiveness.

19.8.5.5.16. Recommend ways to improve the program to AFRC/CC or CV.

19.8.5.5.17. Facilitate the transition to new systems (e.g., Modern DCPDS) to provide continued support to AOCMP.

19.8.5.6. Servicing CPSs and/or AFPC, as appropriate, will:

19.8.5.6.1. Inform AFRC/A1CSA of changes affecting ART officer positions.

19.8.5.6.2. Ensure appropriate record coding for all covered personnel and positions into DCPDS in a timely manner.

19.8.5.6.3. Send all requests to fill ART Officer positions to AFRC/A1C.

19.8.5.6.4. Code employees' experience records to effect changes generated by skills and other coding guidance.

19.8.5.6.5. Process approved position and personnel actions.

19.8.5.6.6. Provide other normal, necessary servicing.

19.8.6. Registration for ART Officer Positions. All ART officer positions are covered under the ART Officer Career Management Program (AOCMP); therefore, registration in AOCMP is not required.

19.8.7. Staffing Positions:

19.8.7.1. As far in advance as possible, the supervisor submits a Request for Personnel Action (RPA/SF-52) to the servicing CPS to fill a position on a permanent basis, unless the unit commander wants to delay the action. The local CPS clears local priorities and routes the RPA to AFRC/A1CSA general inbox (9RHQAFRC-BPR). The AFRC staffer will then clear the PPP and proceed with filling the existing or anticipated vacancy.

19.8.7.2. AFRC/A1CSA, as requested by the selecting supervisor and CPS:

19.8.7.2.1. Prepares and issues a vacancy announcement, which is open for a specified period of time (e.g., five work days) during which time interested AF permanent employees nominate themselves for possible consideration. After the announcement closing or cut-off date, AFRC/A1CSA screens candidates based on military and civilian qualifications, and identifies qualified candidates for promotion (or, as appropriate, competitive reassignment/change to lower grade) and refers all qualified candidates to the selecting supervisor.

19.8.7.2.2. AFRC/A1CSA utilizes appropriate personnel systems such as USA Staffing, Modern Defense Civilian Personnel Data System (DCPDS), AFR (military or BR) Data System, etc. Further detailed guidance is contained in appropriate AFRC guidance (e.g., AFRCI 36-111).

19.8.7.2.3. As appropriate, requests an OPM certificate of eligible candidates from the ART SEU or other appropriate sources (e.g., VRA, VEOA, reinstatement, transfer, etc.). Determines each applicant's availability and makes a preliminary review of former and present military status to determine tentative eligibility for Reserve assignment.

19.8.7.2.4. As appropriate, refers candidates from other sources (e.g., VEOA, VRA and reinstatement candidates).

19.8.7.3. As appropriate, the selecting supervisor may request the vacancy be re-announced. Appropriate waiting period may be required. (e.g., announce after closing date, 30 days, etc.).

19.8.7.4. Selections are tentative until AFRC approval has been obtained. The servicing CPS/AFPC processes the action.

19.8.7.5. Proposed management-directed assignments to ART officer positions require AFRC approval prior to the action being effected.

19.8.8. PCS. Because ART officers must sign a mobility agreement, employees selected for an ART officer position requiring a geographical move receive a paid move (to include first duty station move) IAW the JTR. AFRC/A1CSA manages centralized funds for the Relocation Services (RS) program portion of PCS moves made under the AOCMP. The appropriate Unit funds other entitlements for PCS moves.

19.8.9. Overseas Assignments and ART Eligibility. ARTs going to non-ART overseas positions have return rights to their ART position only if they are still militarily qualified. If an ART loses Reserve status, or is unwilling to accept placement into their previous ART position, ARFC will provide return placement into the ART position and take action for an employee who is ineligible or unwilling to maintain active Reserve membership. In determining active Reserve eligibility and continued employment in the ART position, employees should be treated as though they never left the ART position. Employees are not automatically entitled to a non-ART position if they are no longer eligible or willing to maintain Reserve eligibility.

19.8.10. Supplemental Guidance. AFRC will provide further guidance/instruction as appropriate (e.g., AFRCI 36-111).

19.8.11. Form Prescribed: AFRC Form 121, Air Reserve Technician (ART) Program Certificate of Understanding.

Chapter 20

WEATHER CF MANAGEMENT PROGRAM (WCFMP)

20.1. Scope. This chapter is limited to personnel assigned to CF ID “W.” If a topic is not covered in Chapters 1 or 2, refer to the AF Portal (search for Weather CF) or the myPers website for additional information.

20.2. CF Mission. The Weather CF (WCF) Team (WCFT) analyzes the specialized knowledge, skills and experiences required to execute Weather programs. The WCFT then identifies the education, training and assignment experiences that develop our workforce to meet those requirements. The WCFT mission is to provide the framework to build and maintain a professional civilian workforce of AF meteorologists and meteorological technicians that support the AF mission; an agile workforce that quickly responds to the operational and technological challenges of the 21st century.

20.3. CF Governance Structure. AF Deputy Chief of Staff, Operations (AF/A3), is the WCF FA.

20.3.1. Functional Manager. The AF Director of Weather (AF/A3W) serves as the FM for the WCF and chairs the Weather FAC. The WCF is comprised of primary 1340 (Meteorologist) and 1341 (Meteorological Technician) series civilians as well as shared 0301 (Miscellaneous Administration and Program), 0343 (Management and Program Analysis) and 1399 (Student Trainee-Meteorology) series civilians.

20.3.2. Weather Functional Advisory Council. The FAC oversees force development and approves WCF management initiatives. The FAC provides strategic-level workforce oversight to include development and recruitment initiatives to ensure WCF development paths are clear and compatible with the needs of the AF. The FAC may task the DT or establish a specific panel to develop initiatives and recommendations related to effective management of the WCF.

Table 20.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	HAF/A3W	Director of Weather
Member	HAF/A3W	Weather CF Manager
Member	557th Weather Wing	Commander
Member	557th Weather Wing	Technical Director
Member	MAJCOMs	Select MAJCOM Weather Functional Managers
Member	Centers/Laboratories	Select Center/Lab Representatives
Executive Secretary	AFPC	Weather CFT Chief (non-voting)

20.3.3. DT. The WCF FM establishes a WCF DT to administer the WCF development process. The DT provides WCF members developmental assessments and vectors for career development that include experiential assignment recommendations. The DT also boards civilian developmental education (CDE) nominations annually to determine submission to the central AF CDE Board. The WCF FM will provide recommended development activity to GS-15 and equivalent level WCF personnel.

20.4. CF Unique Positions. The Pathways Program (Intern) is the CF's Developmental Entry-Level Program. Pathways participants normally enter the WCF at the GS-04 to GS-05 grades. Upon satisfactory completion of the degree and training program, participants may be non-competitively converted to a GS-07 to GS-12 position. Non-competitive conversion of a Pathways Program Intern is dependent on the accession needs and availability of permanent placement positions within the WCF.

20.5. CF Unique Requirements. Unique WCF position requirements are covered in the applicable position description and/or position coding.

20.6. Career Paths and Progression Models. The Weather CFM develops and maintains the Weather career field development roadmap to guide WCF civilians towards experience, education and training important for successful performance and career progression. The development roadmap suggests education and self-development activities, desired training and typical assignments for entry-level, mid-level and senior-level WCF personnel.

Air Force Weather (AFW)

Civilian Force Development Roadmap

“**Force Development** takes individual capabilities and, through **education, training, and experience**, produces skilled, knowledgeable, and competent Airmen [civilian and military] who can apply the best tools, techniques, and procedures to produce a required operational capability. We prepare Airmen [civilian and military] for **leadership** by optimizing experiences and skills and by developing capabilities to meet any challenge.”

- AFDD 1 – 1, *Leadership and Force Development*

The weather civilian roadmap depicts the corporate view of the broad weather career field membership. You should consider personal choices and the availability of employment opportunities in developing realistic career expectations. All AFW career paths make it incumbent on you to take advantage of training, educational and experiential opportunities. Though this may not guarantee you an exceptional career, failure to pursue them will certainly reduce opportunities for progression to the upper levels.

Experience

TACTICAL
GS 7 - 11

Develop your **technical/functional** skills by seeking job opportunities to increase proficiency. Apply for positions emphasizing different duties. This variation enhances your potential.

Education & Training

Earn your bachelor's degree in a related field. Look for distance learning courses to enhance **technical/functional** skills. Maximize local training opportunities.

Leadership

Your ability as a leader is derived from innate capabilities and built from **experience, education, and training**. Your deliberate development improves your leadership by living Air Force core values, developing institutional competencies, acquiring professional and technical competence, and then acting on such abilities to accomplish the organization's mission, while taking care of people. Leadership does not equal command...any Air Force employee can be a leader and can positively influence those around him or her.

Experience

OPERATIONAL
GS 09 - 13

Continue to add depth to your technical expertise and seek job opportunities to build **breadth of your management and leadership** skills. Grow your USAF institutional competencies. Mobility enables you to optimize growth opportunities. Seek to build your corporate depth through career broadening positions.

Education & Training

Continue your education by earning a related Master's degree and PhD. Develop your leadership capabilities by seeking IDE such as Air Command and Staff College.

Experience

STRATEGIC
GS 14 – 15 & SES

Continue to build greater breadth by applying for positions of increased responsibility across the depth and breadth of AF/DoD organizations. Your mobility is an enabler for gaining strategic **leadership** experience.

Education & Training

Continue to hone your leadership skills by seeking Senior Development Education opportunities such as Air War College and Excellence in Government. Continue enhancing your skills through opportunities such as Strategic Leadership I/II Courses.

Chapter 21

OPERATIONS (OPS) CF MANAGEMENT PROGRAM (OCFMP)

21.1. Scope. This chapter is limited to personnel assigned to CFID “S.” If a topic is not covered in this chapter, see Chapter 2 or the myPers website (<https://gum-crm.csd.disa.mil/app/login/redirect/home>) for additional information.

21.2. CF Mission. The mission of the Operations Career Program is to train, develop and prepare civilians to execute operational policy; develop and integrate operational strategies, plans and concepts; and determine, validate and develop capability requirements to execute National Military Strategy. The vision of the Ops CFP strives to have a diverse, skilled and experienced civilian workforce that possesses the capabilities to successfully achieve current and future Operations and AF mission requirements. The Operations CF encompasses over 20 different occupational series in both white and blue collar occupations. The Ops CF includes assignments in aircraft, space and cyberspace operations and management that analyze, maintain and support weapon systems worldwide; execute operational policy; develop and integrate operational strategies, plans and concepts; and determine, validate and develop capability requirements to execute national military strategy. Each functional area provides the foundational knowledge, skill and experience combined with technical education requirements necessary to support the AF mission. To find the most up-to-date information on this CF, see myPers Ops site (https://gum-crm.csd.disa.mil/app/answers/detail/a_id/14066/p1,2/c/1075). The Operations CF Team (CFT) implements policy established by the Operations Executive Board (OEB) and engages with the Ops workforce to accomplish career management objectives for over 7,000 civilians working in operations. Ops CFT team members (administrators) come from the Ops community and are assigned to a three-year career broadening position at HQ AFPC. As one of twenty-two plus CFs located at AFPC, the Ops CFT is an important member of the AF's overall career management team. The team's mission is to provide the framework to build and maintain a professional civilian workforce of AF operators that support the Ops and AF missions.

21.3. CF Governance Structure. The Operations Executive Board (OEB) provides oversight of the operations community. The OEB addresses CF management initiatives and issues impacting the entire Ops CF including, but not limited to: workforce requirements, recruiting, force renewal, force development and retention. This includes ensuring the workforce is being developed in a manner to produce effective leaders through planned development activities, and ensuring career paths are clear and compatible with opportunities and the needs of the AF. The Ops CFT presents workforce issues for resolution through the CFM and FM as required. Additional information can be found on the myPers Ops site (https://gum-crm.csd.disa.mil/app/answers/detail/a_id/14066/p1,2/c/1075).

21.3.1. Advisory Council Composition. The OEB is currently composed of members from the Ops community as well as members from staff agencies.

Table 21.1. Operations Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	AF/AA3	Associate Deputy Chief of Staff for Operations, or a delegated representative
Member	AF/5R	Deputy Director of Operational Capability Requirements
Member	AF/A3O	Deputy Director of Operations
Member	ACC/A3	Director of Operations
Member	AETC/A2/3/10	Director of Intelligence, Operations & Nuclear Integration
Member	AFGSC/A3	Director of Operations
Member	AFMC/A3	Director of Air, Space and Information Operations
Member	AFRC/A3	Director of Air, Space and Information Operations
Member	AFSOC/A3/A9	Director of Operations
Member	AFSPC/A2/3/6	Director of Air, Space & Cyberspace Operations
Member	AMC/A3	Director of Operations
Member	NGB/A3	Director of Air, Space and Information Operations
Member	PACAF/A3/6	Director of Air and Cyberspace Operations
Member	USAFE/A3/A10	Director of Operations
Member	AF/A3O	Deputy Director, Future Ops
Advisor	AF/A3S	Deputy Director of Space Operations
Advisor	AF/A3C	Deputy Director of Cyberspace Operations
Advisor	AFDW/A3	Director of Operations, Plans and Requirements

Advisor	AFFSA	Deputy Director, HQ Air Force Flight Standards Agency
Advisor	SAF/GCA	General Counsel (as needed)
Executive Secretary	AFPC	Chief, CF Team

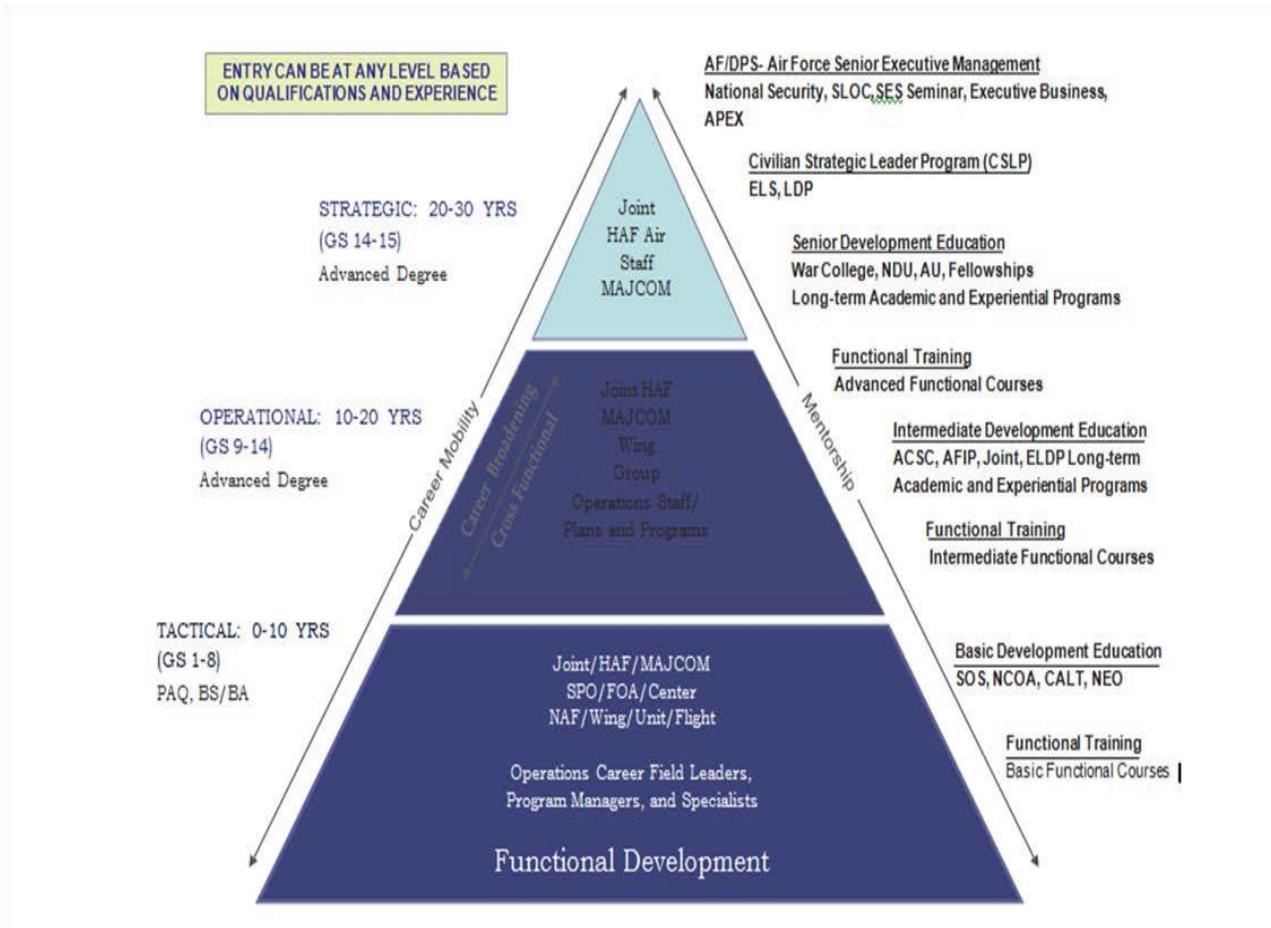
21.3.2. DT. The OEB Chair serves as the DT Chair and approves members of the civilian DT per table in para 21.3.2. General roles and responsibilities for the DT are defined in AFI 36-2640. The Ops DT is made up of an Intermediate DT and a Senior DT panel, with the DT Chair presiding over both teams. The Ops CFP does not cover military DTs or military operators.

21.4. CF Unique Positions. The Ops CFP has one unique developmental program at this time, the PALACE Acquire (PAQ) Program that is governed by AFI 36-602. The Ops CFT is responsible for the recruitment, development and training of Ops PAQ interns in coordination with MAJCOMs. The program offers recent college graduates a well-planned three-year development and training program. Personnel should contact the Ops CFT PAQ administrator or the myPers website for program specifics.

21.5. CF Unique Requirements. Commanders/Civilian Equivalents will ensure that any unique position requirements such as the requirement for a pilot certificate, air traffic controller certificate, etc., are addressed in the job's Core Position Description or position coding. **(T-3).**

21.6. Career Paths and Career Progression Models. Because the Ops CF is comprised of many different series, career paths can be varied. The OEB has defined Centrally Managed positions as operational and strategic level positions (GS-13 through GS-15 grade level). Centrally Managed positions also include four types of developmental positions: Career Broadening, Key Developmental (i.e. CSLP, DSLDP), Key Career Position, and PQA. Each of these positions provides developmental work experiences intended to prepare Ops team members for higher-level supervisory and managerial positions. Individuals advance through progressively more complex assignments, which may include career broadening assignments in other functional areas or rotational training assignments at the mid-management level. There are three Ops levels of career development which drive the OCFP: Tactical, Operational and Strategic. Each developmental level identifies suggested competencies and the path an AF Ops civilian should follow throughout their career. Figure 21.1. highlights a typical career progression in Ops. This development concept grooms Operations civilians for strategic level senior management positions at MAJCOM, Joint Command and HAF, and meets CF requirements for succession planning and leadership development internally. The end result should be Operations leaders with broad and diverse experiences and expertise who are highly competitive for positions within the Ops community and throughout the AF. Developmental templates are used to assist and guide discussions between Ops career team members and their supervisors/managers for suggested career paths and plans for an Ops career professional. The career progression model can be viewed on myPers (https://gum-crm.csd.disa.mil/app/answers/detail/a_id/14066/p1,2/c/1075).

Figure 21.1. Operations Development Model.



Chapter 22

LEGAL CF MANAGEMENT PROGRAM (CFMP)

22.1. Scope. This chapter is limited to civilian personnel assigned to CFID "J." If a topic is not covered in this chapter, see Chapter 2.

22.2. CF Mission. The Office of the General Counsel enables the AF to accomplish its mission by providing actionable, candid and independent legal advice and counsel, effective advocacy and creative problem solving. The JAG Corps' mission is to deliver professional, candid, independent counsel and full-spectrum legal capabilities to the commands and the warfighter.

22.3. CF Governance. The Legal Civilian CF (CCF) Functional Advisory Council structure includes oversight of the legal community civilian workforce. This oversight includes ensuring individuals are identified and encouraged to continue in the AF Legal CF, developing the workforce in a manner which produces effective leaders through planned development activities, and ensuring career paths are clear and compatible with opportunities and AF requirements. The Advisory Council (also known functionally as the Policy Council) provides oversight and policy direction to the DTs and the Chief, CFT in matters of force development, CF management initiatives and issues affecting the legal CF.

Table 22.1. Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair*	SAF/GCA AF/JAA	Deputy General Counsel Director, Administrative Law
Member	SAF/GCI	Deputy General Counsel
Member	AF/JAX	Director, Professional Development Division
Member	AFMC/JA	Senior Civilian Attorney

*Chairmanship alternates between these two positions every two years.

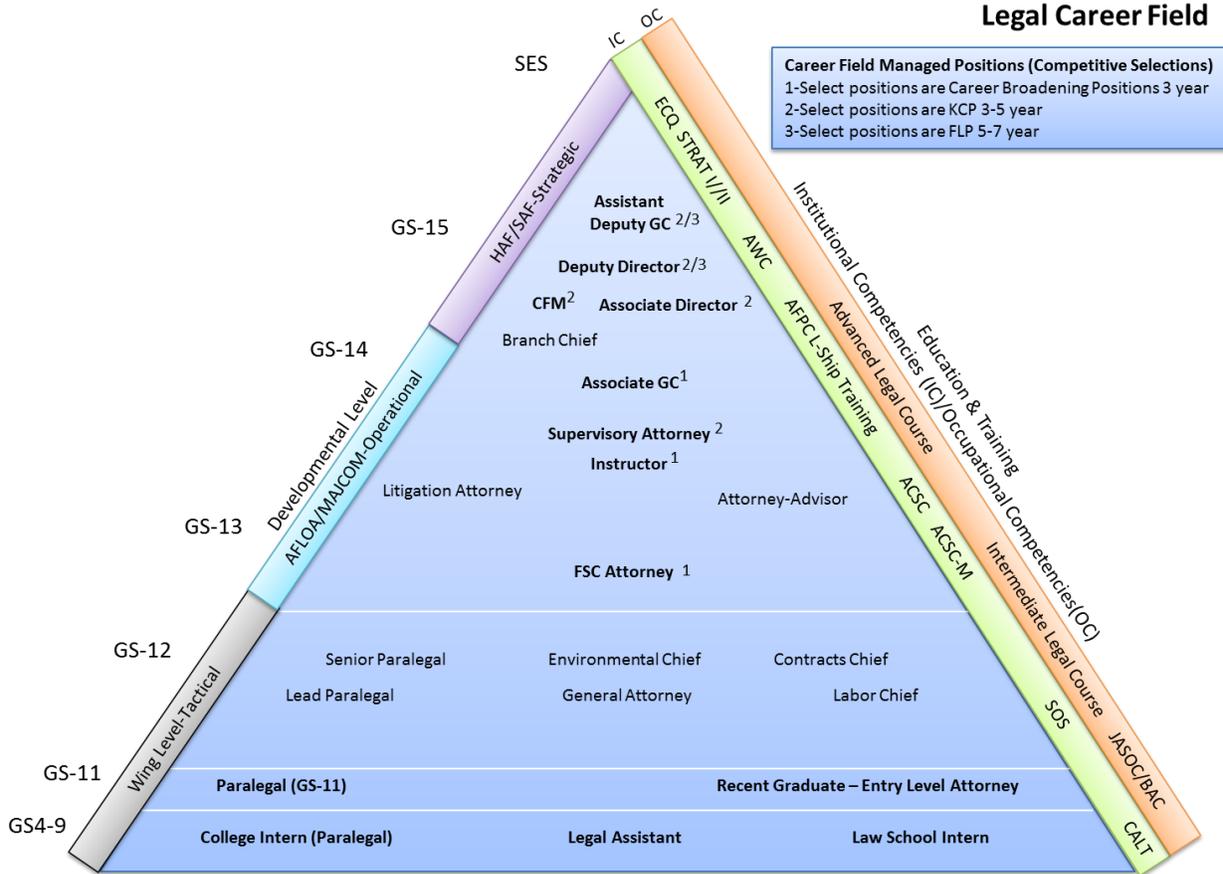
22.4. DT Advisory Council Composition. The General Counsel and The Judge Advocate General shall retain the authority to appoint the individual members to the DTs on a basis proportional to that used for GC/JA membership on the Advisory Council unless an alternate formula is agreed to by both organizations. The DTs will, inter alia, provide recommendations to the Policy Council on Career management initiatives and issues impacting the legal CF, and also provide recommended developmental vectors (including CDE recommendations) to the Policy Council.

22.5. Career Path Unique Positions. None.

22.6. CF Unique Requirements. All attorneys must be licensed to practice law by their respective bar associations and be a member in good standing of that bar association.

22.7. Career Path and Career Progression Models. See figure 22.1. below:

Figure 22.1. Legal CF Pyramid.



Chapter 23

MEDICAL CF MANAGEMENT PROGRAM (MCFMP)

23.1. Scope. This chapter is limited to personnel assigned to CFID “6.” If a topic is not covered in this chapter, see Chapter 2 or the myPers website ((<https://gum-crm.csd.disa.mil/app/login/redirect/home>)) for additional information.

23.2. CF Mission. The Medical CF Team (MEDCFT) plays a critical role in developing civilians to support current and projected health service requirements. Air Force Medical Services (AFMS) civilians lead and manage essential medical services to support and sustain essential AF mission capabilities. Medical duties/specialties have an integral role across AF mission requirements, to include flight medicine, battlefield medicine (on the ground and in the air), force health protection, wellness and health services for warfighters, their families and retirees. The Medical Civilian CF Program (MCFP) seeks to train, develop and prepare our civilian corps to supervise, lead and execute healthcare operations; develop and integrate operational strategies, plans and concepts; and to otherwise fulfill capability requirements necessary to support National Military Strategy as prescribed by senior leadership.

23.3. CF Governance Structure. The Medical Civilian Functional Advisory Council (MCFAC, shown in table 23.3.1.), provides developmental oversight of the medical workforce. The MCFAC membership is proposed by AF/SG1/8, FM, and adjudicated by the AF/SG FA. In coordination with the FM and FA, the composition may be adjusted to meet the mission dynamics. The MCFAC addresses force development issues applicable to the entire CF. This includes ensuring the workforce is developed in a manner that produces medical professionals and effective leaders through deliberate development activities and to ensure career paths are clear and compatible with opportunities and needs of the AF. The MEDCFT located at AFPC presents workforce issues for resolution through the CFM.

Table 23.1. Medical Civilian Functional Advisory Council Composition.

ROLE	ORGANIZATION	POSITION
Chair	AF/SG1/8A	Deputy Director, Medical Force Development/CFM
Executive Secretary & Advisor	AF/SG1/AC	Associate CFM
Member	AF/SG MAJCOM(s)	Designated Senior Civilian Representative(s)
Member	AFMOA	AFMOA/CC Designated Senior Civilian Representative
Member	AFMSA	AFMSA/CC Designated Senior Civilian Representative
Advisor	SG1/8AN	Officer Force Development
Advisor	SG1/8AA	Medical Manpower and Personnel
Advisor	SG1/8AM	Medical Personnel, Plans and Integration
Advisor	SG1/8AD	Medical Recruitment and Force Sustainment
Advisor	SG1/8AB	AFMS Senior Leader Management
Advisor	SG1/8AE	AFMS Medical Enlisted Force Development
Advisor	AFPC/DP2NN	Medical CF Team

23.3.1. DT. The FM establishes DTs to provide and execute education, training and experience vectors to foster development of employees in the medical CF. Roles and responsibilities for DTs are defined in AFI 36-2640.

23.3.2. Executive Panels. The MCFAC utilizes a Medical Civilian Advisory Panel (MCAP) to formulate various enhancement and development initiatives, identify concerns and provide

recommendations. Senior medical personnel from across the AF, with support from the MEDCFT, may participate on the panels as requested by the CFM.

23.4. CF Unique Positions. The Medical CFT does not participate in PAQ or Pathways Intern program.

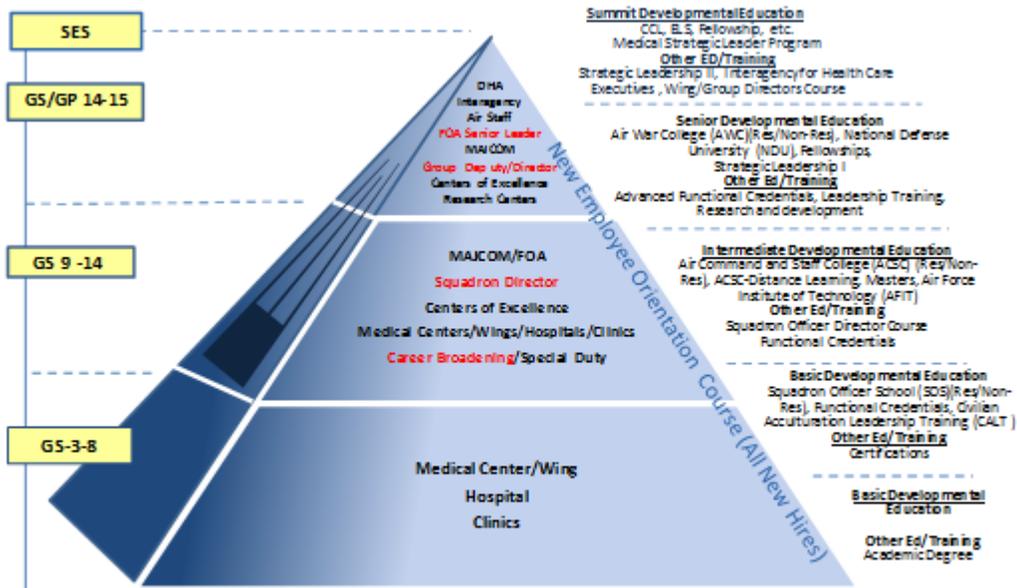
23.5. CF Unique Requirements. Multiple occupations in the medical series require special licensure and/or board/other certifications. Refer to OPM Qualifications Standards for the specific occupational series and specialty for requirements.

23.6. Career Paths and Career Progression Models.

23.6.1. Leadership Development. As career members progress in grade and responsibility, they become eligible to compete for Unit/MAJCOM/FOA/HQ opportunities as subject matter experts and/or as supervisors of a functional area of expertise or administration. While all medical positions are assigned to a Corps for purposes of management and oversight, members may request vectoring for consideration for leadership roles that may be filled by an appropriately developed and eligible civilian member from any Corps. CF members may move from one occupational series to another, and possibly shift from one Corps oversight to another, when they are both eligible and selected for a position managed by another medical corps.

23.6.2. Medical CF Pyramid. The development program ultimately grooms medical civilians to operational and strategic levels for upper and senior management positions at the HAF, Major Commands, FOAs and/or DoD level positions. The career development program is designed to meet CF requirements for succession planning and leadership development. The end result should be civilian medics prepared with broad and diverse experiences and expertise and thereby highly competitive for positions within the medical community. A sample career pyramid, adjusted as dictated by FA or FM, follows at figure 23.1.

Figure 23.1. Medical Force Development Pyramid.



GABRIEL O. CAMARILLO
 Assistant Secretary (Manpower and Reserve Affairs)

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Joint Travel Regulations (JTR), Current Edition

DoDD 1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Program*, 21 May 1987

DoDD 5000.01, *The Defense Acquisition System*, 12 May 2003, Certified current as of November 20, 2007

DoDD 5000.52, *Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program*, 12 January 2005

DoDD 5210.56, *Carrying of Firearms and the Use of Force by DoD Personnel Engaged in Security, Law and Order, or Counterintelligence Activities*, 1 April 2011

DoDI 1400.20, *DoD Program for Stability of Civilian Employment*, 26 September 2006, Certified current through September 26, 2013

DoDI 1400.25, Vol. 336, *DoD Civilian Personnel Management System: Firefighters and Law Enforcement Officers*, 22 January 2015

DoDI 1404.12, *Employment of Spouse of Active Duty Military Members Stationed Worldwide*, 12 January 1989

DoDI 5000.02, *Operation of the Defense Acquisition System*, 7 January 2015

DoDI 5000.35, *Defense Acquisition Regulations (DAR) System*, 21 October 2008

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AFPD 36-6, *Civilian Career Field Management*, 7 March 2012

AFPD 36-26, *Total Force Development*, 27 September 2011

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AFI 33-360, *Publications and Forms Management*, 25 September 2013

AFI 36-202, *Civilian Mobility*, 18 March 1994

AFI 36-401, *Employee Training and Development*, 28 June 2002

AFI 36-601, *Air Force Civilian Career Program Management*, 25 July 1994

AFI 36-602, *Civilian Intern Programs*, 25 July 1994

AFI 36-802, *Pay Setting*, 1 September 1998

AFI 36-1301, *Management of Acquisition Key Leadership Positions (KLP)*, 10 December 2010

AFI 36-2301, *Developmental Education*, 16 July 2010

AFI 36-2640, *Executing Total Force Development*, 16 December 2008, Certified current, 29 December 2011

AFI 36-2649, *Voluntary Education Program*, 1 October 2014

AFI 36-2706, *Equal Opportunity Program Military and Civilian*, 5 October 2010

AFOSII 36-201, *Civilian Personnel*, 13 April 2005

AFI 63-101_20-101, *Integrated Life Cycle Management*, 7 March 2013-AFGM 2015-01, 18 September 2015

AFRCI 36-111, *Air Reserve Technician (ART) Officer Career Management Program*, 8 November 1996

AFMAN 33-363, *Management of Records*, 1 March 2008, Certified current, 9 March 2015

AFMAN 34-310, *Nonappropriated Fund Personnel Program Management and Administration Procedures*, 28 September 2011

AFMAN 36-203, *Staffing Civilian Positions*, 12 December 2002

AFMAN 36-204, *Overseas Employment*, 11 April 2007

HAF MD 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, 15 December 2008

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AFRC Form 121, *Air Reserve Technician (Art) Program Certificate of Understanding*

DD Form 1617, *Department of Defense (DoD) Transportation Agreement Transfer of Civilian Employees Outside CONUS (OCONUS)*

DD Form 1618, *Department of Defense (DoD) Transportation Agreement Transfer of Civilian Employees to and within Continental United States (CONUS)*

Standard Form (SF) 52, *Request for Personnel Action*

Standard Form (SF) 182, *Authorization, Agreement and Certification of Training*

Abbreviations and Acronyms

A1—Deputy Chief of Staff, Manpower, Personnel and Services

A1C—Directorate of Civilian Force Management

A1D—Directorate of Airman Force Development

A1M—Directorate of Manpower, Organization and Resources

A1P—Directorate of Military Force Management Policy

A1Q—Directorate of Equal Opportunity

A1S—Directorate of Services

A1X—Directorate of Plans & Integration

ACAT—Acquisition Category

AEP—Affirmative Employment Program

AEPP—Affirmative Employment Program Plan
AFAA—Air Force Audit Agency
AFAEMS—Air Force Automated Education Management System
AFICFM—Air Force Intelligence CF Management
AFIT—Air Force Institute of Technology
AFOSI—Air Force Office of Special Investigations
AFPC—Air Force Personnel Center
AFRC—Air Force Reserve Command
AFVEC—Air Force Virtual Education Center
AOCMP—ART Officer Career Management Program
APDP—Acquisition Professional Development Program
ART—Air Reserve Technician
ASARS—Automated Stopper and Referral System
CAP—Critical Acquisition Position
CB—Career Broadener/Broadening
CDE—Civilian Developmental Education
CCFM—Contracting Career Field Management
CDE—Civilian Developmental Education
CDP—Career Development Panel
CFDP—Civilian Force Development Panel
CFID—Career Field Identification
CFM—Career Field Manager
CFMT—Career Field Management Team
CFT—Career Field Team
CICFM—Communications & Information CF Management
CLEP—College Level Examination Program
COCOM—Combatant Command
CONUS—Continental United States
COP—Copper Cap
CPP—Career Progression Pyramid
CPS—Civilian Personnel Section
CSA—Central Salary Account

CSA—Continued Service Agreement
CSLP—Civilian Strategic Leader Program
CTAP—Civilian Tuition Assistance Program
DANTES—Defense Activity for Non-Traditional Education Support
DAWIA—Defense Acquisition Workforce Improvement Act of 1990
DCIPS—Defense Civilian Intelligence Personnel System (replaces CIPMS)
DCPDS—Defense Civilian Personnel Data System
DISES—Defense Intelligence SES
DNRP—DoD National Relocation Program
DoDD—Department of Defense Directive
DoDI—Department of Defense Instruction
DSLDP—Defense Senior Leader Development Program
DSST—DANTES Subject Standardized Test
DT—Development Team
DVAAP—Disabled Veterans Affirmative Action Program
EEOC—Equal Opportunity Employment Commission
EOD—Entrance on Duty
EWI—Education with Industry
FAC—Functional Advisory Council
FD—Force Development
FEORP—Federal Equal Opportunity Recruitment Program
FM—Functional Manager
FMCF—Financial Management Career Field
GHS—Guaranteed Home Sale
GMAP—Global Master of Arts Program
HAF—Headquarters Air Force (includes the Air Force Secretariat and Air Staff offices)
HHT—House Hunting Trip
HMCFMP—Historian & Museum Career Field Management Program
HMIP—Home Marketing Incentive Program
IACF—International Affairs Career Field
IAETP—International Affairs Career Field Education and Training Plan
ICTAP—Interagency Career Transition Assistance Plan

IDE—Intermediate Developmental Education
JTR—Joint Travel Regulations
KCP—Key Career Positions
KLP—Key Leadership Position
LCF—Logistics Career Field
LTT—Long-Term Training
MDP—Master Development Plan
MOU—Memorandum of Understanding
NAF—Non Appropriated Fund
NIP—National Intelligence Program
NRPO—National Relocation Program Office
OCONUS—Outside the Continental United States
OPM—Office of Personnel Management
PACFMP—Public Affairs CF Management Program
PAQ—Palace Acquire Intern Program
PCA—Permanent Change of Assignment
PCS—Permanent Change of Station
PDS—Permanent Duty Station
PE—Professional Engineer
PEO—Program Executive Officer
PMP—Presidential Management Fellows
PRPM—Property Management
PM—Program Manager/Management
PMCF—Program Management Career Field
PME—Professional Military Education
POC—Point of Contact
PPP—Priority Placement Program
QSI—Quality Step Increase
S&E—Scientist and Engineer
SCF—Safety Career Field
SCPD—Standard Care Personnel Document
SDE—Senior Developmental Education

SECF—Scientist and Engineer Career Field

SES—Senior Executive Service

SEU—Special Examining Unit

SICFM—Special Investigations Career Field Management

SMART—Science, Mathematics and Research for Transformation

SPED—Security Professional Education Development

STEM—Science, Technology, Engineering and Mathematics

TA—Tuition Assistance

TMO—Traffic Management Office

TQSE—Temporary Quarters Subsistence Expense

UMD—Unit Manning Document

VEOA—Veterans Employment Opportunity Act of 1998

VRA—Veterans Readjustment Appointment

Terms

Academic courses—Courses in academic institutions which meet current and/or projected requirements essential to the achievement of the Air Force mission, to include accredited correspondence or distance learning courses.

Accredited Academic Institution—Accredited academic institutions are those colleges/universities that meet regional and/or national standards defined by the US Department of Education and listed in the DoD MOU Directory at <http://dodmou.org>.

Acquisition—The conceptualization, initiation, design, development, testing, contracting, production, deployment, and disposal of a directed and funded effort that provides a new, improved, or continued materiel, weapon, information system, logistics support, or service capability in response to an approved need.

Acquisition Corps—The Acquisition Corps is comprised of those persons who have met the grade, education, training, and experience standards prescribed by the Defense Acquisition Workforce Improvement Act and implementing regulations, and who have been granted admission to the Acquisition Corps by the Director, Acquisition Career Management. Criteria for entrance into the Acquisition Corps are provided in the detailed Acquisition Professional Development Program guidance.

Acquisition Functional Manager—Individual at HAF who is responsible for the professional development of acquisition employees within respective CFs, approves Level III waivers and certification.

Acquisition Workforce—The acquisition workforce is defined as those individuals assigned to positions having predominantly acquisition functions as defined by DoDD 5000.01, DoDI 5000.02 and DoDD 5000.52. These positions shall be designated by acquisition coding in the manpower and personnel systems of record.

Air Force Relocation Services Program—A contracted home sale, home search, mortgage counseling, and destination service. This service is available to current Air Force employees who are selected for Air Force positions in the SES or for KCPs and CSA force development positions at the GS-13 grade (or equivalent) level and above. The move must be from one location to another in the United States, including Alaska and Hawaii.

Candidate Referral Roster (CRR)—An automated list of candidates “referred in response to a particular vacancy announcement produced by the servicing staffing team at AFPC.

Career Broadening Position—A centrally managed position that is part of a structured force development program and serves to provide developmental opportunities for broadening the skills and/or enhancing the leadership perspective of high-potential employees. Functional Advisory Councils determine career broadening position locations based upon specific mission activity, desired leadership perspectives, or other situations that capitalize on broadening opportunities for these high-potential employees. Career Broadening positions are centrally funded by the central salary account, centrally managed by the Career Broadening Office at AFPC and administered by the designated CF team.

Career Development—The continuing process by which the potentials of people are identified, developed, and administered through a centralized personnel management system. Through the process of duty assignments, job rotation, training, education, and self-improvement, these people are systematically developed to fill Air Force positions of increasing responsibility.

Career Path—A network of Air Force positions which possess common progression paths.

Career Field Manager (CFM)—The individual within a CF who has been appointed by the Functional Authority and is responsible for the day-to-day management of the CF to include developing and implementing CF policies, providing central oversight for CF education and training, developing career path diagrams, and monitoring career accessions/losses to ensure sufficient manning. CFMs will be O-6/GS-15 or equivalent and most often assigned at Air Force Headquarters but may be located at a DRU, FOA or other geographically separated organization. In-depth information on CFM duties and responsibilities may be found at AFI 36-2640.

Career Field Management Program—A program designed to administer an occupation or cluster of occupations; includes workforce analysis, forecasting and planning, and the systematic selection, development, assessment, and use of employees in centrally managed positions. Program oversight is provided by the Functional Authority, Functional Manager, CF Manager, and Functional Advisory Council; program processes are administered by the CF Team (CFT).

Career Field Team (CFT)—The group of CF specialists, personnelists, and/or support personnel at AFPC who are responsible for day-to-day operation of the CFMP. They conduct all Force Development processes for the CF, in compliance with Air Force personnel policies issued by AF/A1 and CF management policies issued by their functional leaders.

Career Field Identifier—Defense Civilian Personnel Data System (DCPDS) code used to identify the specific career program.

Career Field Intern Position—A centrally managed position below the full performance level, which has been designated as being part of a formal development program. Incumbents of these positions receive training consonant with a formal training plan and a mobility agreement.

Career Field Inventory—All employees in a particular CF.

Centrally Managed Position—A position which is filled from an AF-wide pool of eligibles and administered by an Air Force CF management program.

Central Salary Account (CSA)—CSA is an instrument used to centrally recruit and develop civilians through deliberate approaches across the civilian development continuum. It is managed through the Civilian Force Development Panel.

Centrally Managed Positions—Positions identified for central management by a Career Field based on criteria established by the Functional Manager, or designee. These positions are either competitive or excepted service permanent appropriated fund positions in the General Schedule, and their equivalents under other pay systems, such as DCIPS.

Civilian Command Equivalent Positions—A civilian position, such as a director or deputy director, (normally at the GS-14 or above level) which has been specifically identified by senior functional and CF management and development officials as one which provides leadership and managerial experience comparable to that of military commander positions. These command equivalent positions are key in honing leadership competencies for senior civilian development.

Critical Acquisition Position (CAP)—Certain senior level acquisition-coded positions shall be designated as CAPs based on the criticality of the position to an acquisition program. Personnel assigned to CAPs provide needed acquisition experience as well as stability and accountability to a program. CAPs include GS-15 and equivalent acquisition coded positions and those GS-14 equivalent positions that have direct responsibility and accountability on an acquisition program or on an effort or function directly supporting a program, and have duties and responsibilities that require a three-year tenure for program stability. For more information see detailed APDP guidance.

Developmental Education (DE)—An array of educational opportunities including: Professional Military Education, Advanced Academic Degree Education and Professional Continuing Education.

Development Plan—An automated tool used to document the individual member's short and long term career goals, developmental education objectives, and the like. Also used as a record of supervisory review and concurrence with member goals, and senior level endorsement. The development plan is the primary source document used by DTs to assess members, make developmental recommendations, and provide the member with feedback in the form of "vectors." At various times in the past, this tool has been referred to as the Airman Development Plan (ADP), Master Development Plan (MDP), the Career Development Plan (CDP), the (Transitional) Career Development Plan (TCDP), and the Force Development Toolkit (FDTK).

Development Team (DT)—Provides oversight of officer and civilian personnel development to meet both functional and Air Force corporate leadership requirements.

Force Renewal Positions—Centrally managed positions leading to the journeyman level which have been designated as being part of a formal development program. Included are Student Interns, Recent Graduates, PALACE Acquire and COPPER CAP positions.

Functional Advisory Council (FAC)—A council normally selected and chaired by the Air Force functional authority that sets the CF management program's guidance, goals, and

objectives within the regulatory and policy guidelines established by AF/A1; develops action plans; and tasks special working groups to achieve established goals.

Functional Authority (FA)—The senior Air Force official, normally at the HAF level, responsible for the mission of the function or CF and support of specific CF management programs.

Functional Manager (FM)—The official who has overall responsibility for a functional area at base, MAJCOM, or comparable organization level. At HAF level, the functional manager (FM) is appointed by the Functional Authority (FA) and may oversee the activities of one or more CF Managers (CFMs). See AFI 36-2640 for a fuller description of the Functional Manager's role.

Headquarters Air Force (HAF)—The HAF is comprised of both Secretariat and Air Staff offices.

Key Career Program (KCP)—GS-13 to GS-15 positions are identified by Career Fields as stepping stones for employees to move from functional experts to functional leaders.

Shared Series—An occupational series which describes work performed in positions covered by more than one CF, e.g., GS-343, Management and Program Analysis. The type of work performed and where it is performed (e.g., organizational assignment, functional account code) determine which CF the position is in, and the CF criteria determines whether the position is centrally managed.

Tuition—The stated cost per academic unit of instruction as specified in the course catalog or a public website of an academic institution.

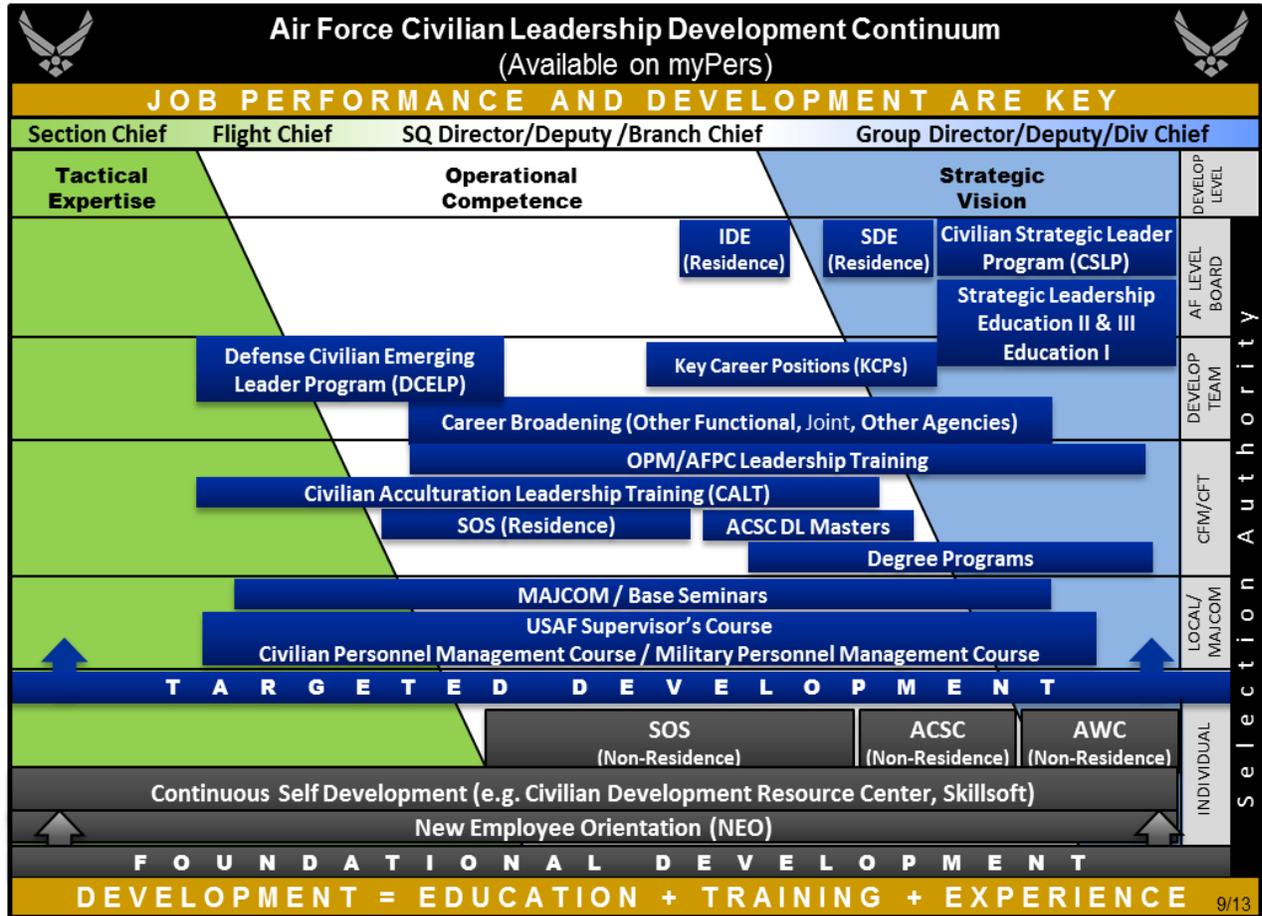
Tuition Assistance (TA)— Financial assistance for tuition, laboratory, and other instructional fees for mission related courses at post-secondary academic institutions.

Vector—The DT's collective recommendation for an assignment level (e.g., Joint Staff, HAF, MAJCOM, base-level, etc.), training or education opportunity (e.g., resident DE, advanced functional training), or position type (e.g., flight/division chief, director/deputy director, special duty, etc.) a member should be considered for in his or her next or subsequent assignments.

Attachment 2

CIVILIAN FORCE DEVELOPMENT CAREER PLANNING DIAGRAM (NOTIONAL)

FIGURE A2.1. CIVILIAN FORCE DEVELOPMENT CAREER PLANNING DIAGRAM (NOTIONAL)



NOTE: This is the Air Force Civilian Leadership Development Continuum. CFTs may choose to expand upon this framework by annotating with Skill Pairings, illustrative Duty Titles, CF-specific developmental opportunities, and other information in order to tailor it to the specific needs of their CF.