

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

AIR FORCE POLICY DIRECTIVE 36-6

7 MARCH 2012



Personnel

CIVILIAN CAREER FIELD MANAGEMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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RELEASABILITY: There are no releasability restrictions on this publication.

OPR: AF/A1PF

Certified by: AF/A1
(Lt Gen Darrell D. Jones)

Supersedes: AFPD 36-6, 21 October 1994

Pages: 7

This Directive implements DoD Instruction (DoDI) 1430.2 *Civilian Career Management*, and provides the strategic direction and vision for alignment of all Air Force civilian career field management initiatives and programs. The civilian force is a key part of the Total Force and must possess the competencies necessary to meet current and emerging missions. Career fields must be healthy, sustainable, and have the agility necessary to contend with uncertainty in the environment. Effective management of the civilian force calls for plans, processes, and policies that address unique civilian requirements, and also allow for integration into the Total Force.

This Directive applies to all Air Force activities excluding Air National Guard (Title 32 United States Code) and Non-appropriated Fund (NAF) Instrumentalities except as allowed under statute. Civilian Force Management policies, plans and programs will be aligned with the Quadrennial Defense Review (QDR) and DoD and Air Force Civilian Strategic Human Capital Plans to ensure efficiency, effectiveness and unity of purpose.

Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. Major changes include changing the title from “*Civilian Career Management*” to “*Civilian Career Field Management*” to signify that the civilian force is now patterned after military career field structure, and deletes all references to civilian career programs from the text of this Policy Directive.

1. Policy. The Air Force will:

1.1. Establish, develop and maintain sustainable and healthy career fields via a comprehensive program that forecasts, accesses, sustains, develops and separates civilian employees through a process of continual renewal.

1.2. Adhere to Force Management and Development Council (FMDC) and Civilian Force Development Panel (CFDP) initiatives approved by CSAF/SecAF to meet enterprise force structure and programmatic requirements. Utilize a sustainable force management framework that ensures a diverse force of trained and experienced candidates is available and prepared to fill professional career field and corporate leadership positions located throughout the Air Force and the DoD to include defense agencies, Joint and Combatant Commands (COCOMs).

1.3. Develop and implement a competency-based workforce management approach that incorporates both occupational and institutional competencies. This approach will work in concert with DoD competency initiatives and programs to meet mission critical occupational (MCO) standards and objectives under the DoD Civilian Strategic Human Capital Planning structure.

1.4. Pursuant to Federal statutory requirements and AF policy in AFPD 36-27, *Equal Opportunity*, and AFPD 36-70, *Diversity*, ensure that a diverse civilian force is developed and managed free from discrimination based on race, color, religion, sex, sexual orientation, status as a parent, national origin, age, disability, reprisal, or genetic information.

1.5. Develop civilian career field management plans and programs based on valid requirements and priorities identified by HAF, Major Command (MAJCOM) commanders, career field managers and those specified by the Office of Personnel Management (OPM), OSD, and Air Force directives.

1.6. Provide program resources and overall guidance and direction to comply with OPM, OSD and Air Force policy.

1.7. Manage programs based on performance-based criteria to measure effectiveness of key programs and processes through results-based performance evaluation.

1.8. Ensure civilian career field management resources are allocated to meet priority requirements; civilian accession initiatives produce the workforce capabilities needed to accomplish the Air Force mission; and provide for the timely and effective management of the civilian force.

1.9. Provide experiential leadership opportunities for high potential civilian employees that broaden their skills and/or enhance their leadership perspective.

2. Responsibilities and Authorities:

2.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) provides guidance, direction, and oversight for all matters pertaining to the formulation, review and execution of plans, policies and programs and budgets addressing civilian career field management.

2.2. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) develops and implements Force Management policy and strategy, and implements Force Management Doctrine in order to synchronize Force Management implementation consistent with policy and goals through Air Force Instruction 36-601, *Civilian Employee Career Field Management*.

2.3. The Force Management and Development Council (FMDC) provides institutional perspective in designing and implementing career field management strategy, guidance and policy, and in implementing Force Management doctrine.

2.4. Air Education and Training Command (AETC) provides institutional and occupational competency development in a manner that is consistent with this policy. AETC provides resources as available for civilian leadership and management programs that are developed and/or delivered by AETC.

2.4.1. Functional Authorities (FA) are responsible for identifying, validating, and prioritizing training and development requirements and systematically addressing shortfalls in resources to support those requirements.

2.4.1.1. They ensure that subordinate career fields are equipped, developed, and sustained to provide Air Force capabilities for world-wide employment.

2.4.1.2. FAs oversee the development team process and are supported by Functional Managers who are supported by Career Field Managers responsible for the development and validation of occupational competencies for their functional areas IAW guidance established by AF/A1.

2.5. IAW higher headquarters guidance, commanders and supervisors at all levels plan, program, budget, and execute civilian career field management. Given mission constraints, it is their responsibility to effectively utilize civilian employees who complete training and development courses/programs to ensure sufficient return on the AF investment in training and development.

3. Civilian Career Field Management Goals

3.1. Determine career field management requirements and programs required to present identified civilian capabilities to accomplish the Air Force mission.

3.2. Develop career field management strategies and guidance that assist the functional communities with their succession planning by: assessing current work force requirements; identifying competency gaps due to work force deficiencies; closing competency gaps via force management initiatives; and forecasting future workforce requirements and shortages in either people or required competencies.

3.3. Synchronize and integrate Air Force strategic human capital planning with the Department of Defense's mission critical occupation (MCO) program and force renewal efforts in order to support the Office of the Secretary of Defense's human capital requirements across all services, defense agencies, combatant and joint commands.

MICHAEL B. DONLEY
Secretary of the Air Force

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

Title 5, United States Code, Chapter 41, February 1, 2010

5 USC 5379, February 1, 2010

Executive Order 13160, June 23, 2000

Part 410 of Title 5, Code of Federal Regulations, December 17, 1996

DoDI 1400.25, Volume 250, *Civilian Strategic Human Capital Planning*, November 18, 2008

DoDI 1430.02, *Civilian Career Management*, April 6, 2006

AFMAN 33-363, *Management of Records*, 1 March 2008

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

AFPD 36-27, *Equal Opportunity (EO)*, 22 May 2009

AFPD 36-70, *Diversity*, 13 October 2010

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

AFI 36-601, *Civilian Employee Career Field Management*, 25 July 1994

AFI 36-2640, *Executing Total Force Development*, 27 February 2009

AFI 36-2706, *Military Equal Opportunity (MEO) Program*, 29 July 2004

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*, September 22, 2009

Abbreviations and Acronyms

AETC—Air Education and Training Command

AFMAN—Air Force Manual

CFDP—Civilian Force Development Panel

COCOM—Combatant Commander

DoD—Department of Defense

DODI—Department of Defense Instruction

FMDC—Force Management and Development Council

MAJCOM—Major Command

MCO—Mission Critical Occupation

NAF—Non-appropriated Fund

OPM—Office of Personnel Management

OPR—Office of Primary Responsibility

OSD—Office of the Secretary of Defense

QDR—Quadrennial Defense Review

RDS—Records Disposition Schedule

Terms

Competencies— A measurable pattern of skills, knowledge, abilities, behaviors, and other characteristics which an individual needs to perform work roles or occupational functions successfully.

Career Field Manager (CFM)— The AF focal point for the designated career field within a functional community. Serves as the primary advocate for the career field, addressing issues and coordinating functional concerns across various staffs. Responsible for the career field policy and guidance. Must be appointed by the FM and hold the grade of Colonel/GS-15/PB-03 (or equivalent) for officer and DAF civilian specialties, and the grade of Chief Master Sergeant for enlisted airmen.

Civilian Force Development Panel— An advisory body to the Force Management Development Panel, by the Deputy AF/A1. Panel membership is comprised of a mix of senior functional leaders who devise force management and development initiatives to support enterprise-wide development of civilian employees who: provide essential technical and occupational expertise; to meet current and emerging Air Force missions.

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

Experience— Active participation/involvement in positions, events, or activities leading to the accumulation of knowledge or skill that can be utilized to meet mission requirements.

Force Development— Creating levels of proficiency in institutional competencies that include leadership, management, enterprise and warrior skills and occupational competencies that concern the technical aspect of a function. Proficiency levels are generally built through education, training and experience.

Force Management and Development Council (FMDC)— Serves as a corporate body to provide an institutional perspective on AF-wide FD issues and make recommendations to the SecAF and CSAF on USAF-wide force management and development issues for the purpose of developing the necessary competencies within our officer, enlisted and civilian force. The FMDC is co-chaired by the USecAF and AF/CV. Advisors to the FMDC include the Commander of the Air University as well as the Superintendent of the United States Air Force Academy.

Force Management Framework— The entire spectrum of Air Force human capital policy and guidance, programs and initiatives including, but not limited to, workforce planning, force renewal, accessions, compensation, sustainment, experiential assignments, career path development, performance management and awards, separations and retirement. The framework enables us to systematically manage the life-cycles of sufficient numbers of employees, under merit principles and free from discriminatory actions, to maintain the Air Force competencies and mission capabilities required to achieve current and future assigned objectives and taskings in support of national security goals.

Functional Authority (FA)— The final authority to ensure compliance within their functional community with all guidance established to implement this directive. Functional Authorities are supported by Functional Managers who are supported by Career Field Managers.

Functional Manager (FM)— Senior leaders, designated by the appropriate FAs, who provide day-to-day management responsibility over specific functional communities. While they should maintain an institutional focus with regard to resource development and distribution, FMs are responsible for ensuring their specialties are equipped, developed, and sustained to provide AF capabilities.

Institutional Competencies— Common taxonomy used to implement the Continuum of Learning. These leadership competencies are expected of all Airmen, throughout their careers, and will be the competencies needed to operate successfully in the constantly changing environment in which they function. The three categories of these competencies are mapped to the Air Force leadership levels.

Mission Critical Occupations (MCO)— Occupational series identified by the Department of Defense, the components and defense agencies as being paramount capabilities in supporting the Quadrennial Defense Review goals of defeating terrorist networks, defending the homeland in depth, shaping the choices of countries at strategic crossroads, and preventing the acquisition or use of weapons of mass destruction. MCOs are the focus of the DoD's enterprise competency analysis, succession planning, and hiring and recruitment initiatives. The MCO listing undergoes constant review and revision to meet the changing threats.

Occupational Competencies— Competencies specific to certain functions or occupations. They are related to specific areas of expertise that enable individuals to successfully perform their unique duties.

Proficiency Level— The demonstration of the attainment and sustainment of a level of competence against a five-point proficiency scale.

Training— Set of events or activities presented in a structured or planned manner through one or more media for the attainment and retention of skills, knowledge, and attitudes required to meet job performance requirements. This involves the coaching and mentoring of Airmen, resulting in proficiency development.