

DEPARTMENT OF THE AIR FORCE
Headquarters US Air Force
Washington DC 20330-1030

CFETP 38PX
Parts I and II
4 January 2013

AFSC 38PX
PERSONNEL OFFICER

CAREER FIELD EDUCATION AND TRAINING PLAN



ACCESSIBILITY: Publications and forms are available on the e-publishing website at www.e-publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

**CAREER FIELD EDUCATION AND TRAINING PLAN
PERSONNEL SPECIALTY
AFSC 38PX**

Table of Contents

Personnel Officer Badge Heraldry..... 3

PART I..... 4

 Preface..... 4

 Abbreviations And Terms Explained..... 5

 Section A – General Information..... 7

 1. Purpose..... 7

 2. Use..... 7

 3. Coordination and Approval..... 7

 Section B – Air Force Specialty (AFS) Progression and Information..... 7

 4. Specialty Summary..... 7

 5. Duties and Responsibilities..... 7

 6. Skill and Career Progression..... 9

 7. Career Pyramid..... 11

 Section C – Proficiency Training Requirements..... 15

 8. Purpose..... 15

 9. Entry Level (38P1)..... 15

 10. Qualified Level (38P3)..... 15

 11. Staff Level (38P4)..... 15

 Section D – Resource Constraints..... 15

 12. Purpose..... 15

 13. Constraints..... 15

PART II..... 16

 Section A - Course Training Standard (CTS)..... 17

 Section B – Training Course Index..... 27

 Section C - Support Materials. NOTE: There are currently no support material requirements. This area is reserved..... 28

 Section D - MAJCOM-Unique Requirements. NOTE: There are currently no support material requirements. This area is reserved..... 28

 Section E – Follow-On Unit Training..... 28

 Section F – Training Tasks Linked to Occupational Competencies..... 37

OPR: AF/A1XX

Certified by: Lt Col Dennis D. Curran (AF/A1XX)

Supersedes CFETP38FX, 15 December 2009, CFETP38FXC1, 01 May 2010, CFETP38FXC2,
31 October 2012

Pages: 47

Personnel Officer Badge Heraldry



The globe represents the worldwide scope of operations and the divergent groups of customers supported. The delta/vector across the globe portrays the linkage of support throughout the world. The flame represents excellence and captures the attributes of strength, vigilance, spirit and camaraderie.

In accordance with AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, the Personnel badge is awarded as follows:

General Officers: Wear the basic badge, representative of the organization's mission, upon entering a headquarters staff or command position, unless previously qualified for a higher-level badge. Wear the next higher level after 12 months. Continue to upgrade to the next higher level every 12 months.

Officers: Wear the basic badge after graduating from Initial Skills Training (or after attaining a fully qualified AFSC when technical school is not required). Wear the senior badge after 7 years in the specialty and the master badge after 15 years in the specialty.

**AFSC 38P, PERSONNEL OFFICER
OFFICER CAREER FIELD EDUCATION AND TRAINING PLAN**

PART I

Preface

1. This Officer Career Field Education and Training Plan (CFETP) is a comprehensive education and training document that identifies lifecycle education and training requirements, training support resources, and minimum requirements for the 38P officer specialty. The CFETP will provide a clear career path to success and will instill rigor in all aspects of career field training.
2. The CFETP consists of two parts. Both parts of the plan are used by officers, supervisors and commanders to plan, manage and control training within the career field.
 - 2.1. Part I identifies information necessary for overall management of the specialty. Section A explains how to use the plan; Section B identifies career field progression and information, duties and responsibilities, training strategies, and career field path; Section C associates each level with specialty qualifications (knowledge, education, and training); and Section D addresses resource constraints.
 - 2.2. Part II includes the following: Section A identifies the Course Training Standards (CTS) and includes duties, tasks and technical references to support MAJCOM training, AETC training, wartime and core task requirements; Section B contains a training course index supervisors can use to determine resources available to support both mandatory and optional training; Section C identifies available support materials; Section D identifies MAJCOM-unique training requirements; Section E includes the follow-on training table which should be used and placed into the officer's training record.
3. Following guidance in this CFETP will ensure individuals in the Personnel Officer specialty receive effective and efficient training at the appropriate points in their career. This plan will enable those in the Personnel career field to train today's 38P officers for tomorrow's changing demands. At base level, supervisors will use Part II to identify, plan and conduct training commensurate with the overall goals for this plan.

Abbreviations And Terms Explained.

Advanced Academic Degree (AAD). A graduate (masters or doctorate) degree required for an individual to fully carry out duties and responsibilities associated with the performance of a particular job and is aligned with Air Force mission needs.

Air Force Specialty (AFS). A group of positions requiring common qualifications. Each AFS has a title and a code.

Air Force Specialty Code (AFSC). A combination of numbers and alpha characters used to identify an AFS. Officer AFSCs consist of four characters. Alpha prefixes or suffixes are used with the numerical codes when more specific identification of position requirements and individual qualifications is necessary.

Career Field Education and Training Plan (CFETP). A comprehensive core training document that identifies the life-cycle and training requirements, training support, resources, and minimum core task requirements for a specialty.

Career Field Manager (CFM). Representative appointed by the respective HQ USAF Deputy Chief of Staff or Under Secretary to ensure assigned AF specialties are trained and utilized to support AF mission requirements.

Career Training Guide (CTG). Subsection of the CFETP used to identify tasks or capabilities expected of a career field. It is intended to serve as a guide of tasks, knowledge, and concepts that applicable career field personnel should strive to develop throughout their careers.

Course Training Standard (CTS). Identifies tasks from the CTG that are to be trained by an Air Education and Training Command (AETC) schoolhouse. The CTS serves as the career field's contract with the schoolhouse.

Initial Skills Training (IST). A formal school course that is required for award of the qualified Air Force specialty code.

MAJCOM Functional Manager (MFM). Representative appointed by the MAJCOM who directs the development and coordination of courses and standards for training and educating personnel in a specific career field at the MAJCOM level.

Non-appropriated Fund (NAF). A classification of government funds that are separate and apart from funds that are recorded in the books of the US Treasury. They are not appropriated by the Congress. NAFs come primarily from the sale of goods and services to Department of Defense military and civilian personnel and their families. They are typically used to provide morale-building welfare, religious, educational, and recreational programs and are designed to improve the well-being of military and civilian personnel and their dependents.

On-the-Job Training (OJT). A delivery method used to certify personnel in both upgrade (skill level award) and job qualification (duty position certification) training. It is hands-on, over-the-shoulder training conducted at the duty location.

Professional Continuing Education (PCE). Specialized courses that educate and train personnel to meet specific assignment requirements or to enhance job performance.

Resource Constraints. Resource deficiencies such as money, facilities, time, manpower, and equipment that preclude desired training from being delivered.

Special Experience Identifier (SEI). An alpha-numeric code that identifies special experience and training not otherwise reflected in the classification system. SEIs complement other classification identifications.

Unit Manpower Document (UMD). A detailed manpower listing, drawn from the manpower data system, reflecting the distribution of manpower allocations into a finite structure of authorizations and requirements by work center.

Unit Type Code (UTC). A five-character alphanumeric designator uniquely identifying each type of deployable unit in the Armed Forces.

Upgrade Training (UGT). Training that leads to the award of a higher skill level in an Air Force specialty code

Section A – General Information

1. Purpose.

The CFETP provides information necessary for Functional Managers (FM), Career Field Managers (CFM), training managers, supervisors and trainers to plan, develop, manage and conduct an effective and efficient career field training program. The plan outlines the training individuals in this AFS should receive to support their professional development and defines the skills necessary to progress throughout their careers. For purposes of this plan, training is divided into initial and supplemental skills training and advanced and continuing education. Initial skills training (or waiver from CFM) is mandatory for award of the AFSC.

2. Use.

The plan will be used by CFM and supervisors at all levels to ensure comprehensive and cohesive training programs are available for each individual in the specialty.

2.1. AETC education and training personnel will develop and revise formal resident, non-resident, field and exportable training based on requirements established by the users and documented in Part II of the CFETP. They will also work with the CFM to develop strategies for obtaining resources needed to provide the identified training.

2.2. If CFMs develop education or training programs, they will ensure these programs complement the CFETP.

2.3. Each individual will complete the training requirements specified in this plan. The list of courses in Part II will be used as a reference to support training.

3. Coordination and Approval.

The CFM is approval authority for this CFETP. MAJCOM representatives and AETC training and education personnel will identify and coordinate on the career field training requirements. The AETC training manager for AFSC 38P will initiate an annual review of this document with MAJCOM functional managers to ensure currency and accuracy. The list of courses in Part II will provide a guide to eliminate duplicate education and training.

Section B – Air Force Specialty (AFS) Progression and Information

4. Specialty Summary.

Define, develop, shape, sustain, and deliver mission-ready Airmen across the Total Force. Responsibilities include defining Air Force Manpower and Organization Requirements, managing Human Resources, managing and providing Education and Training Requirements, regenerating Airmen, feeding Airmen, developing Human Capital Strategies, applying Laws and Policies, compensating Airmen, providing Force Readiness and Quality of Service Programs, and serves as senior staff advisor to commanders. Related DoD Occupational Groups: 150000, 156000, 157000, 270200, 270300, 271400, 280500.

5. Duties and Responsibilities.

5.1. Formulate personnel plans and programs and develop policy to guide their implementation and execution. Translates program policy into directives, publications, and training manuals.

- 5.2. Participate in total force adaptive planning and execution in support of combatant commanders from peacetime through mobilization, contingency operations and demobilization. Access manpower, personnel, and equipment availability for UTC posturing and management.
- 5.3. Develop, control, program and allocate manpower resources in support of the Air Force planning, programming, budgeting and execution process. Analyze and determine force composition.
- 5.4. Determine Total Force manpower requirements across the spectrum of Air Force capabilities. Employ industrial and management engineering methodologies to develop manpower determinants and standards. Manage allocation of military and civilian resources through execution and management of the UMD. Conduct management advisory studies.
- 5.5. Develop, test, evaluate, and maintain Air Force recognized organization structure. Analyze and process organization change actions to activate, inactivate, redesignate, and reorganize unit structures.
- 5.6. Administer Air Force performance management and productivity programs. Assess and document organizational performance. Advise on process improvement, best practices and recognizes optimal performance.
- 5.7. Oversee and conduct strategic sourcing studies.
- 5.8. Develop and execute the full spectrum of total force personnel programs to accomplish accession planning and processing, classification and utilization, promotion, recognition, evaluation, reenlistment, assignment action, retraining, retirement, disciplinary, force development and force shaping programs.
- 5.9. Establish Air Force education and training policy requirements. Manage programs to include developmental education, voluntary education, advanced academic education, promotion testing, and libraries.
- 5.10. Manage equal opportunity and sexual assault prevention and response programs. Assess climate and advise commanders at all levels on the human relations environment. Provide counseling, education, and complaint processing.
- 5.11. Lead and supervise contingency training and operations with an emphasis on specific capabilities and processes focused on expeditionary organizations and command relationships, feeding operations, lodgment of forces, mortuary affairs, casualty reporting, force accountability, fitness, recreation, learning resource centers, protocol, and NAF resale operations for both peace and wartime operations.
- 5.12. Develop and administer fitness programs designed to keep the Total Force fit and regenerate Airman and families.
- 5.13. Develop recreational programs to include sports management, tournaments, and special entertainment designed to regenerate the Total Force.
- 5.14. Lead Quality of Service programs and business operations. Establish and maintain sound appropriated and nonappropriated fund financial and corporate standards with internal controls. Establish short- and long-range plans to include growth and facility/equipment improvement and/or replacement.

5.15. Develop, administer, and monitor Airman and Family Programs ensuring compliance with policies and standards.

5.16. Institute customer service practices designed to meet the needs of commanders, supervisors and the force at large in peacetime and wartime operations.

6. Skill and Career Progression.

6.1. Once the officer successfully completes Initial Skills Training (IST), to include Officer Field Education, and meets the time requirements specified in the Air Force Officer Classification Document (AFOCD), the functional manager at the organization or other functional equivalent (the FSS/CC at the base level, the MAJCOM A1 at the MAJCOM level, or the FOA/CC at the FOA level) will verify the officer has completed competency training requirements for award of 38P3 and certify the officer for upgrade.

6.2. Knowledge. Knowledge of the following core competencies is mandatory: Force Development, Career Development, Force Management, Civilian Employee Management, Requirements Determination, Organization Principles, Performance Management, Manpower Resource Allocation, Customer Support, Readiness, Food Operations, Fitness Operations, Lodging Operations, Recreation, Protocol, Resource Management, Mortuary Affairs, Casualty, SAPR, EO, Resiliency and Quality of Service Programs.

6.3. Education 38P1. For entry into this specialty, undergraduate academic specialization in finance or accounting, economics, public administration, or human resource management is desirable. Undergraduate degree in operations analysis, operations research, industrial engineering, management engineering, or mathematics, for 25% of 38P1 accessions is mandatory. Undergraduate academic specialization in business administration for 25% of 38P1 accessions is mandatory.

6.3.1. Education 38P1A. Undergraduate degree in mathematics, industrial engineering, management engineering, or operations research and analysis is mandatory.

6.4. FSS Transition Training. The following course supports development of Personnel officers. This information is provided for situational awareness only.

6.4.1. *Bridge Training (FSS150)*: The purpose of this distance learning training is to provide students with knowledge of the competencies within the A1 community. It provides a series of subject matter expert presentations of key programs a Personnel officer will encounter.

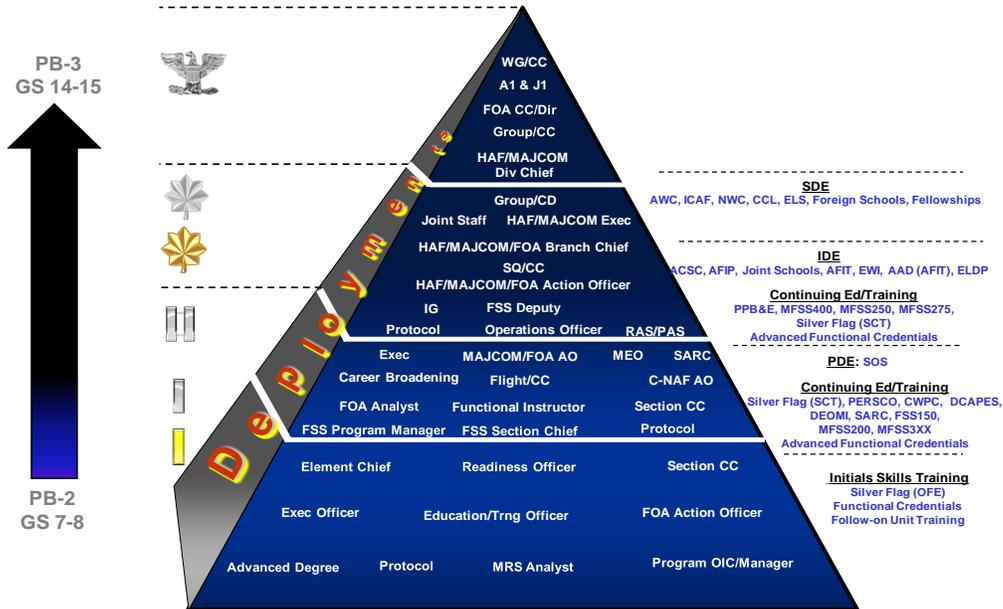
6.5. Career Path.

6.5.1. Air Force leaders are those officers who fully understand the operational Total Force, can demonstrate breadth and depth in their career field, have proven their ability to lead, and think of themselves as Airmen first and as specialists in their field second. Successful senior officers build their careers one assignment at a time, always keeping in mind that at any time, their current assignment is the most important assignment for career progression. Each assignment offers valuable experience to enhance breadth and develop depth.

6.5.2. Professional Development. Experiencing the full breadth of opportunities in sufficient depth normally requires a variety of assignments. Successful professional development is essential for those who will eventually hold top leadership positions in the Air Force. A

balanced approach to professional development will produce officers with relevant expertise, diverse command experience, and an ability to link A1 occupational competencies to the required capabilities in each assignment. The completion of professional military education, relevant advanced academic degree, and supplemental and continuing technical training and education facilitate this professional development.

6.5.3. Role of 38P Leaders. Commanders and supervisors must take an active role in an officer's professional development by providing mentoring and career planning. Officers should review career goals with their commander/supervisor or senior 38P officer during mentoring sessions and performance feedback sessions. They should discuss career progression using the 38P career pyramid in Figure 1.



Integrity - Service - Excellence

Figure 7.1, 38P Officer Career Pyramid.

7. Career Pyramid.

7.1. The 38P officer career pyramid (Figure 7.1) graphically displays the types of opportunities available at different times in an officer's career. The pyramid is only a guide; it cannot possibly represent every single career path, and there is no single career path that guarantees success. The Personnel Officer Career Path Pyramid shows progression through a variety of jobs. This pyramid should be used as a deliberate planning guide by senior leaders, commanders, supervisors, and individuals in conjunction with other planning tools, to include AFI 36-2110, *Assignments*. Early on, officers should develop a solid technical and operational experience base and continually focus on gaining depth and breadth as their careers progress. Personnel officers must be deliberately developed to apply their skills in an operational environment and articulate the effects agile combat support has on the AF mission in operational (vs. technical) terms. Ultimately, an officer's career path will be influenced by personal aspirations and the needs of the Air Force.

7.2. Assignments. Each assignment should offer the 38P officer the opportunity to gain A1 occupational competencies for their next assignment. The knowledge, skills, and abilities gained from the A1 occupational competencies will develop an understanding of the force support capabilities and limitations. Assignments should prepare Personnel officers for command and leadership positions within the Air Force, Joint Commands, and the A1 community. Officers must be able to operate in any environment, perform a variety of force support-related jobs and understand all aspects of support operations. The keys to success are breadth of experience, depth of knowledge, and high quality performance at every job level.

7.3. Depth and Breadth. A company grade officer should develop depth early in their career with appropriate level assignments. Subsequently, officers will gradually broaden their baseline both within and outside the personnel career field through career breadth and career broadening tours. Ideally, officers should gain depth as CGOs and gain breadth as they mature through field grade ranks.

7.4. The following courses are offered for the development of 38P officers. All courses are taught by the Ira C. Eaker Center for Professional Development (Eaker Center) at Maxwell AFB AL, except where specified. General information about each course is provided.

7.4.1. *Personnel Officer Initial Skills Education Training (IST)*: a nine-week course held at Keesler AFB MS, is offered to new accessions and cross flow officers from other career fields and civilian equivalents. This course includes a capstone week in a field environment at Tyndall AFB FL. The course provides a basic orientation to A1 doctrine, mission and capabilities in all areas of the personnel community and formal field training. Target Audience: new accessions and Company Grade Officer cross flows. Field Grade officers require specific CFM approval to attend.

The goal of IST is to:

- Provide officers entering the 38P career field the skill sets and knowledge base to be successful in their first 38P assignment and be successful in both 38F duties at home base as well as in deployed base operations.
- Provide officers an understanding of the full scope of base level responsibilities across the entire 38P career field; that their understanding is more geared toward recognizing the interrelationships between Field Support functions and how they need to be integrated to support unit and AF missions, both at home stations and deployed.
- Provide officers an understanding of the installation's service population and what support is generally provided.
- Provide officers sufficient knowledge of the career field and its responsibilities to be awarded the 38P occupational badge; and serve as the platform for the first of several successive training events that enable their progression in career development and responsibilities
- Provide officers an understanding of their personal career development at the entry level of the 38P career field, while gaining an initial appreciation of what it will eventually take to be a Force Support Senior Leader

7.4.2. *Protocol Fundamentals (MFSS200)*: a seven-day course providing an in-depth knowledge of protocol presented from a base-level and deployed perspective. The course includes procedures for administration, meetings and conference planning, entertaining and social events, ceremonies, funding sources, DV visits, hands-on training, flight line protocol, flag usage, and escort duties. Target Audience: newly assigned protocol officers; just-in-time training prior to being deployed.

7.4.3. *Air Force Sexual Assault Response Coordinator (SARC) Course (MAFHRMS140)*: a five-day course preparing new SARCs to perform their duties and responsibilities. Target Audience: newly assigned SARCs.

7.4.4. *Manpower Staff Officer Course (MAFHRMS405)*: a 14-day course providing knowledge and skills to help manpower organization staff officers effectively execute their roles and responsibilities. The course also provides critical instruction on manpower programming and requirements determination necessary to advise commanders and their staffs, and provides an outline of manpower analysis and strategic sourcing as well as insight and perspective to perform successfully as a mid-level leader/staff officer at Air Staff, MAJCOM, and/or Air Force Manpower Agency. Target Audience: Active Air Force, Air Force Reserve, and Air National Guard officers, select senior NCOs, and civilians who occupy or have been selected for key manpower management positions. Students selected by AFPC/MA.

7.4.5. *FSS Airman and Family Readiness Basic Course (MAFHRMS408)*: a one-week course educating and equipping all Airman and Family Readiness Center staff members with the skills and knowledge to collaborate with base agencies and commanders to ensure deployments and family separations are efficiently maintained in a mission-ready status. During the course, participants will complete exercises based on real-life scenarios. Target Audience: New Readiness NCOs and civilian staff members assigned to an Airman and Family Readiness Center.

7.4.6. *Mortuary Officers' Course (MFSS250)*: a five-day course mandatory for all primary and alternate installation mortuary affairs officers providing Force Support personnel with the technical aspects of mortuary affairs presented from a managerial perspective. Topics include care and disposition of deceased, communications with Person Authorized to Direct Disposition (PADD) and higher headquarters, escort and transportation of remains, entitlements and eligibility criteria, search and recovery operations, Air Force and contract mortuaries, honor guard, and summary courts officer's duties. Target Audience: Primary and alternate installation mortuary installation officers, preferably prior to assuming the duties.

7.4.7. *Force Support Contingency Course (MFSS275)*: a five-day course targeting personnel assigned to specific command and leadership UTCs during contingencies. Topics include A1 doctrine, deployments, force beddown, base recovery, and peacetime contingency operations such as natural disaster recovery. This course is mandatory for deploying leadership teams (waiver authority is component command of the deployed location) and currently includes classified site-specific briefings. Target Audience: Deploying leadership UTCs.

7.4.8. *FSS Flight Leadership Course Series (MFSS3XX)*: These courses are for officers and civilian equivalents holding flight commander/chief positions.

7.4.8.1. *FSS Flight Leadership Course (MFSS300)*: a four-week e-learning course offered by the Eaker Center, providing core leadership skills needed by all flight leaders, regardless of

specialty. Topics include A1 doctrine, critical, creative and future thinking, APF and NAF financial management, marketing, customer service, readiness, project management, performance measurement, advising skills, ethical leadership, and force development. This course is a mandatory pre-requisite for MFSS315, MFSS317, MFSS318, and MFSS319. Target Audience: CGOs and civilian equivalents selected to serve as FSS flight commander/chief.

7.4.8.2. *FSS Community Services Flight Leadership Course (MFSS315)*: a one-week course providing guidance on activity programs, financial indicators and standards, environmental issues, programming, awards and recognition, crisis and humanitarian response and commander expectations. Target Audience: CGOs and civilian equivalents selected to serve as FSS Community Services Flight commander/chief.

7.4.8.3. *FSS Force Development Flight Leadership Course (MFSS316)*: a five-week blended learning course offered by the Eaker Center, providing guidance on education and training section operations, library operations, professional development section operations, Airman Leadership School operations, test security, and awards and recognition. Target Audience: CGOs and civilian equivalents selected to serve as FSS Force Development Flight commander/chief.

7.4.8.4. *FSS Airman and Family Services Flight Leadership Course (MFSS317)*: a one-week course providing guidance on Airman and Family Readiness section operations, youth programs, child development programs, awards and recognition, crisis and humanitarian response and commander expectations. Target Audience: CGOs and civilian equivalents selected to serve as FSS Airman and Family Services Flight commander/chief.

7.4.8.5. *FSS Sustainment Services Flight Leadership Course (MFSS318)*: a one-week course providing guidance on food operations, lodging operations, fitness and sports programs, awards and recognition, crisis and humanitarian response and commander expectations. Target Audience: CGOs and civilian equivalents selected to serve as FSS Sustainment Services Flight commander/chief.

7.4.8.6. *FSS Manpower and Personnel Flight Leadership Course (MFSS319)*: a one-week course providing guidance on military personnel, manpower and organization, civilian personnel, awards and recognition, crisis and humanitarian response and commander expectations. Target Audience: CGOs and civilian equivalents selected to serve as FSS Manpower and Personnel Flight commander/chief.

7.4.9. *Force Support Operations Officer Course (MFSS375)*: a five-day course providing guidance on A1 doctrine, unit training management and oversight, squadron and installation readiness, APF and NAF financial management, personnel resources, ethical leadership, inspections, advisory skills, honor guard, and crisis and humanitarian response. Target Audience: military and civilian personnel selected to serve as FSS Operations Officer. This course will be transitioning to a four-week distance learning course in FY13.

7.4.10. *Force Support Squadron Leadership Course (MFSS400)*: a two-week mandatory for all FSS commanders and directors, prior to assuming the responsibility of FSS/CC/CL. Topics include A1 doctrine, critical thinking, flight issues, APF and NAF financial management, inspections, readiness, manpower and organization, environmental issues, promotions, and FOA/CFM perspective. Target Audience: Field Grade Officers and civilian equivalent selected to be FSS commanders, directors, and deputies.

Section C – Proficiency Training Requirements

8. Purpose.

Proficiency training requirements in this career field are defined in terms of tasks and knowledge requirements. This section outlines the specialty qualification requirements for entry, award and retention of each AFS level. The specific task and knowledge training requirements are identified in the CTS, Training Course Index, and Follow-on training at Part II, Sections A, B, and E of this CFETP.

9. Qualified Level (38P3).

9.1. Training. For award of the 38P3 AFSC, completion of the Personnel Officer IST Course including Officer Field Education (OFE) is mandatory (a waiver from the CFM is required if any portion of the IST or OFE is not completed). A waiver from the CFM is required for Field Grade Officers to attend IST.

9.2. Experience. For award of 38P3 AFSC, a minimum of 24 months of experience is mandatory. The functional manager at the organization or other functional equivalent (the FSS/CC at the base level, the MAJCOM A1 at the MAJCOM level, or the FOA/CC at the FOA level) will verify the FSO has completed competency training requirements for award of 38P3 and certify the officer for upgrade.

10. Staff Level (38P4)

10.1 Knowledge of 38P3 AFSC duties is mandatory.

10.2. Education 38P4. Completion of 38P3 AFSC requirements is mandatory.

10.3. Other. AFSC is awarded based on position. Officers must be appointed to a staff position at the MAJCOM, Numbered Air Force, Field Operating Agency, Headquarters Air Staff, or Combatant Command to achieve the Staff Level 38P4 AFSC.

Section D – Resource Constraints

11. Purpose.

This section identifies known resource constraints that preclude optimal/desired education and training from being developed or conducted.

12. Constraints.

With the exception of Personnel Officer IST, where quotas are determined and funded based on annually projected new accessions and company grade officer cross flows, all 38P education and training falls under Air University's definition of PCE requirements. PCE quotas are either centrally funded under Air Force Educational Requirements Board (AFERB) process or unit-funded through MAJCOM or local installation. AFERB does not provide sufficient funding to cover all projected annual requirements for 38P professional continuing education.

QUALITATIVE REQUIREMENTS

PROFICIENCY CODE KEY		
	Scale Value	Definition:
Task Performance Levels	1	Can do simple parts of the task. Needs to be told or shown how to do most of the task (EXTREMELY LIMITED)
	2	Can do most parts of the task. Needs only help on hardest parts (PARTIALLY PROFICIENT)
	3	Can do all parts of the task. Needs only spot check of complete work (COMPETENT)
	4	Can do the complete task quickly and accurately. Can tell or show others how to do the task (HIGHLY PROFICIENT)
Task Knowledge Levels	a	Can name parts, tools, and simple facts about the task (NOMENCLATURE)
	b	Can determine step-by-step procedures for doing the task (PROCEDURES)
	c	Can identify why and when the task must be done and why each step is needed (OPERATING PRINCIPLES)
	d	Can predict, isolate, and resolve problems with the task (COMPLETE THEORY)
Subject Knowledge Levels	A	Can identify basic facts and state general principles about the subject (FACTS)
	B	Can identify relationship of basic facts and state general principles about the subject (PRINCIPLES)
	C	Can analyze facts and principles and draw conclusions about the subject (ANALYSIS)
	D	Can evaluate conditions and make proper decisions about the subject (EVALUATION)
<p>Explanations</p> <p>* A task knowledge scale value may be used alone or with a task performance scale value to define a level of knowledge for a specific task. (Example: b and 1b)</p> <p>** A subject knowledge scale value is used alone to define a level of knowledge for a subject not directly related to any specific task, or for a subject common to several tasks.</p> <p>- This mark is used alone instead of a scale value to show that no proficiency training is provided in the course or CDC.</p> <p>X This mark is used alone in course columns to show that training required but not given due to limitations in resources.</p> <p>NOTE: All tasks and knowledge items shown with a proficiency code are trained during war time.</p>		

Task, Knowledge, and Proficiency Level

1. INTRO TO A1	-
1.1. Doctrine	-
1.1.1. A1 Doctrine	B
1.1.2. A1 Competencies	A
1.1.3. AF Institutional Competencies	B
1.1.4. A1 AFIs	A
1.2. A1 Structure	-
1.2.1. HAF A1	A
1.2.2. A1 FOA	B
1.2.3. MAJCOM A1s	B
1.2.4. J1s	A
1.2.5. Air Reserve Components	-
1.2.5.1. Total Force Integration	B
1.2.5.2. OPCON/ADCON Relationship	B
1.2.5.3. Types of Association	B
1.3. Force Support Squadron Structure	-
1.3.1. MRS Organizational Chart	A
1.3.2. FSS Organizational Chart	B
1.3.3. Command Staff	-
1.3.4. Operations Officer	-
1.3.5. Resource Management	-
1.3.6. Marketing	-
1.3.7. Unit Training	-
1.3.8. Unit Readiness	-
1.3.9. IPR	-
1.3.10. Honor Guard	-
1.3.11. Manpower	-
1.3.12. Civilian Personnel	-

1.3.13. NAF-HR	-
1.3.14. Military Personnel	-
1.3.15. Food Operations	-
1.3.16. Fitness	-
1.3.17. Lodging	-
1.3.18. Airman and Family Readiness Center	-
1.3.19. Child Development Centers	-
1.3.20. Family Child Care	-
1.3.21. Youth Programs	-
1.3.22. Education and Training	-
1.3.23. Library	-
1.3.24. Airmen Leadership School	-
1.3.25. First Term Airmen's Center	-
1.3.26. Career Assistance Advisor	-
1.3.27. Golf Course	-
1.3.28. Outdoor Recreation	-
1.3.29. Arts and Craft Center	-
1.3.30. Bowling Center	-
1.3.31. Community Center	-
1.3.32. Aeroclub	-
1.3.33. Wing 38P Functional Areas (Protocol, SARC, EO)	-
1.4. Overview IT Systems	A
1.5. Career Development	-
1.5.1. Career Path	B
1.5.2. Development Team	A
1.5.3. Development Plan	B
1.5.4. Professional Continuing Education (PCE)	A
1.5.5. A1 Awards Program	A
1.5.6. In-House Training	A

1.6. Force Support Foundations	-
1.6.1. Customer Service	B
1.6.2. Critical Thinking	A
1.6.3. Resource Stewardship	A
1.6.4. Project Management	A
1.6.5. Time Management	A
1.6.6. Apply Continuous Process Improvement	2b
1.6.7. Privacy Act/FOIA	A
1.6.8. Self Inspections	A
2. FORCE MANAGEMENT	-
2.1. Evaluations	-
2.1.1. Officer Performance Report Management	B
2.1.2. Enlisted Performance Report Management	B
2.1.3. Feedback Management	B
2.2. Promotions	-
2.2.1. Officer	B
2.2.1.1. Eligibility Criteria	-
2.2.1.2. 150-Day Process	-
2.2.1.3. Master Eligibility Lists (MELs)	-
2.2.1.4. OSBs	-
2.2.1.5. Officer Selection Record	-
2.2.1.6. Promotion Recommendation Form	-
2.2.1.7. MLRs	-
2.2.1.8. ARC	-
2.2.1.9. AF Promotion System (AFPROMS)	-
2.2.1.10. Releases	-
2.2.2. Enlisted	B
2.3. Reenlistments and Extensions	-
2.3.1. Selective Reenlistment Program	A

2.3.2. Career Job Reservations	A
2.4. Separation and Retirement	-
2.4.1. Voluntary	A
2.4.2. Involuntary	A
2.4.3. Retirement	A
2.4.4. High Year Tenure (HYT)	A
2.4.5. Stop Loss	A
2.4.6. Force Shaping Programs/Boards	B
2.5. Assignments	-
2.5.1. AMS	B
2.5.2. Assignments	A
2.5.3. EQUAL/EQUAL PLUS	A
2.5.4. Orders Process Management	B
2.6. Personnel Systems Management	-
2.6.1. Navigate BLSDM IT Tool	b
2.6.2. vMPF	B
2.6.3. Update MILPDS Functions	2b
2.6.4. Interpret MAPs	b
2.6.5. Interpret TRs	b
2.6.6. vPCGR	B
2.6.7. Discoverer	A
2.7. Civilian Employee Management	-
2.7.1. NAF	A
2.7.2. APF	A
2.7.3. Supervisor Responsibility, Evaluations, Grievances, Labor Relations, Extensions, Recognition, Career Programs, Career Development, Discipline, Leave and Absences	-
2.8. Other Programs	-
2.8.1. Defense Enrollment and Eligibility Reporting Systems (DEERS)	B

2.8.2. Automated Record Management System (ARMS)/PRDA	B
2.8.3. Use Case Management System (CMS)	b
2.8.4. Personnel Reliability Program (PRP)	B
2.8.5. Dress and Appearance	A
2.8.6. Awards and Decorations	B
2.8.7. Special Trophies and Awards	A
2.8.8. PSD Guide/PSDMs	A
2.8.9. MyPers	A
2.8.10. Adverse Actions	B
3. FORCE DEFINITION	-
3.1. Manpower and Organization	B
3.2. Principles of AF Organization	B
3.3. AF Management Engineering Program Overview	A
3.4. Apply Manpower Standard	2b
3.5. Interpret Unit Manpower Document	2b
3.6. Unit Personnel Management Roster (UPMR)	B
3.7. Innovative Development Through Employee Awareness (IDEA) Program	A
3.8. Productivity and Excellence Awards and Programs	A
3.9. Overview of Management Improvement Tools and Techniques	B
4. FORCE SUSTAINMENT	-
4.1. Golden Eagle Standards	A
4.2. Food Operations	-
4.2.1. Food Service Mission	A
4.2.2. Food Operations Organization	-
4.2.2.1. DFAC	B
4.2.2.2. Clubs	B
4.2.3. Menu Cycles	B
4.2.4. Production Management	B
4.2.5. Daily Operations	B

4.2.6. Inventory Control	B
4.2.7. Food Safety and Sanitation Standards	B
4.2.8. ALOHA Point of Sales/CFS	A
4.2.9. Meal Prep Techniques	B
4.2.10. Flight and Ground Support Meals	B
4.2.11. WRM	A
4.2.12. Management Products	-
4.2.12.1. Interpret DFAC Spend Plan	2b
4.2.12.2. Review Club Business Plan	b
4.2.12.3. Develop Club Income and Expense Budget	2b
4.3. Fitness	-
4.3.1. Daily Operations	B
4.3.2. Fitness Assessments	B
4.4. Lodging	-
4.4.1. Daily Operations	B
4.4.2. Mission	A
4.5. NAF Financial Management	-
4.5.1. Financial Policies and Guidance	B
4.5.2. Financial Standards	A
4.5.3. NAF Categories (A, B, C)	A
4.5.4. Interpret NAF Financial Statement	2b
4.5.5. MOA/MOU	A
4.5.6. NAF Council	B
4.6. Protocol Operations	A
4.7. Event Programming	B
5. FORCE DEVELOPMENT	-
5.1. Education and Training Mission	A
5.2. AF-Wide Developmental Education	B

5.3. Formal Training	A
5.4. Professional Development Education Management	A
5.5. Enlisted Specialty Training	A
5.6. Enlisted Upgrade Training (UGT)	B
5.7. Active Duty Service Commitment (ADSC)	A
5.8. Test Control	A
6. FORCE READINESS	-
6.1. Air Force Constructs	-
6.1.1. Force Concepts	-
6.1.1.1. Joint Force Concepts	B
6.1.1.2. Total Force Concepts	B
6.1.2. Air Expeditionary Force	-
6.1.2.1. AEF Concept	B
6.1.2.2. AEF Purpose	B
6.1.2.3. Unit Type Code (UTC)	B
6.1.2.4. Posturing	B
6.1.2.5. Coding	B
6.1.2.6. Force Modules	B
6.1.2.7. Contingency Sourcing Process	B
6.1.3. Agile Combat Support	B
6.1.4. Operational Planning	-
6.1.4.1. War and Mobilization Plan (WMP)	B
6.1.4.2. Operation Plan (OPLAN)	-
6.1.4.2.1. Force Support Annexes	B
6.1.4.2.2. Concept of Operations (CONOPS)	B
6.1.4.2.3. Other OPLAN Annexes	B
6.1.5. Develop BaS&E Site Planning Annex	2b
6.1.6. Perform Crisis Response/Integrated Base Response Planning	2b
6.1.7. Wartime Systems	-

6.1.7.1. Joint Operation Planning and Execution System (JOPES)	A
6.1.7.2. Deliberate Crisis Action Planning & Execution Segments (DCAPES)	B
6.2. Force Support Constructs	-
6.2.1. Force Support UTCs	B
6.2.2. Force Support Force Modules	B
6.2.3. EFSS Construct	B
6.2.4. Force Support Readiness Functions And Capabilities	A
6.2.5. Expeditionary Force Support Mission Planning	-
6.2.5.1. Perform Barebase Beddown Planning	2b
6.2.5.2. Perform Surge Planning	2b
6.2.5.3. Perform Sustainment Planning	2b
6.2.5.4. Perform Drawdown Planning	2b
6.3. Installation Personnel Readiness	-
6.3.1. Daily Operations	B
6.3.2. Shortfall/Reclama	B
6.3.3. Accountability	-
6.3.3.1. AFPAAS	A
6.3.3.2. Recall	B
6.3.3.3. Categories of Accountability (NEO, Homeland Defense, Contingencies)	B
6.3.3.4. Total Force Accountability	B
6.4. Unit Readiness	-
6.4.1. Readiness Reporting Tools (Status Of Resources & Training System (SORTS), AEF Reporting Tool (ART), Defense Readiness Reporting System (DRRS))	B
6.4.2. DOC Statements	A
6.4.3. MISCAPs	A
6.4.4. Update AEF Association	B
6.4.5. Readiness Training	B
6.4.5.1. Home Station Readiness Training	-
6.4.5.2. Silver Flag/Combat Training	-
6.4.5.3. Ancillary Training Management	-

6.5. Personnel Deployment Function	-
6.5.1. Concept (IDO, PDF, CDF)	B
6.5.2. Station Review (Eligibility, Chaplain, etc)	B
6.6. Airman and Family Readiness	-
6.6.1. Roles and Responsibilities	A
6.6.2. Emergency Family Assistance Care Coordinator	B
6.7. Casualty Program	-
6.7.1. Roles and Responsibilities	A
6.7.2. Casualty Report	B
6.7.3. Communications	B
6.7.4. Mass Casualty Procedures/CAST Team	B
6.7.5. Benefits	A
6.7.6. Case Files	A
6.8. Mortuary Affairs	-
6.8.1. Roles and Responsibilities (Mortuary Officer/Technician, AFMAO, Escort, Family Liaison Officer, and Summary Court Officer)	B
6.8.2. Communications	B
6.8.3. Entitlements	A
6.8.4. Transportation and Travel	A
6.8.5. Honors	A
6.8.6. Perform Search and Recovery	2b
6.8.7. Mass Fatality Operations	B
6.8.8. Case File Administration	A
6.9. Deployed Force Support Capability	-
6.9.1. Predeployment Planning	B
6.9.2. Total Force Accountability	-
6.9.2.1. Perform Reception Processing	b
6.9.2.2. Accountability Management	B
6.9.3. Contingency Reports	-
6.9.3.1. Produce SITREP	2b

6.9.3.2. Produce Casualty Reports	2b
6.9.3.3. Produce Replacement Action Request	2b
6.9.3.4. JPERSTAT	B
6.9.4. Redeploy Personnel	B
6.9.5. Forward Deploy Personnel	B
6.9.6. Personnel Sustainment Operations	B
6.9.7. Reachback Support	B
6.9.8. Manpower Management	-
6.9.8.1. Perform DRMD Management	2b
6.9.8.2. Perform UTC Management Comparisons	2b
6.9.8.3. Perform Provisional and Expeditionary Organizational Actions	2b
6.9.8.4. Perform Requirements Determination	2b
6.9.9. Perform Feeding Operations	2b
6.9.10. Determine Fitness Operations	2b
6.9.11. Perform Lodgement of Forces (Billeting/Lodging, Laundry, and Linen Exchange)	2b
6.9.12. Determine Airmen Recreation Requirements	2b
6.9.13. Connecting Airmen to Home Station and Families	B
6.9.14. NAF Resale Operations	B
6.9.15. Perform Mortuary Affairs Operational Requirements	2b
6.9.16. Hosting Official Functions Operations (Protocol)	B
6.9.17. Airmen (Education and Training) Development	-
6.9.17.1. Library	A
6.9.17.2. Learning Resource Center	A
6.9.18. Perform Expeditionary Financial Management	2b
6.9.19. Perform Expeditionary Procurement Actions	2b
6.9.20. Programmatic Marketing Analysis and Implementation Plan	A

Section B – Training Course Index.

1. Purpose. This section of the CFETP identifies available education and development courses.

2. Air Force In-Residence Courses. Refer to the education and training course announcement (ETCA) for information on all courses listed on this index.

2.1. Entry Level Awarding Course. Provide officers entering the 38P career field the skill sets and knowledge base to be successful in their first 38P assignment and be successful in both 38P duties at home base as well as in deployed base operations. Provide officers an understanding of the full scope of base level responsibilities across the entire 38P career field; that their understanding is more geared toward recognizing the interrelationships between Field Support functions and how they need to be integrated to support unit and AF missions, both at home stations and deployed. Provide officers an understanding of the installation's service population and what support is generally provided. Provide officers sufficient knowledge of the career field and its responsibilities to be awarded the 38P occupational badge; and serve as the platform for the first of several successive training events that enable their progression in career development and responsibilities. Provide officers an understanding of their personal career development at the entry level of the 38P career field, while gaining an initial appreciation of what it will eventually take to be a Force Support Senior Leader.

<u>Course No.</u>	<u>Course Name</u>	<u>Location</u>	<u>User</u>
E3OBR38P1 0A1A	Personnel Officer IST	Keesler	AF

2.2. Supplemental Skills Courses

<u>Course No.</u>	<u>Course Name</u>	<u>Location</u>	<u>User</u>
FSS150	Bridge Training Modules	On-Line	AF
MFSS200	Protocol Fundamentals Course	Eaker	DoD
MAFHRMS140	SARC Course	Eaker	AF
MFSS250	Mortuary Officers' Course	Eaker	AF
MFSS275	Force Support Contingency Course	Eaker	AF

2.3. Advanced Skills Courses.

<u>Course No.</u>	<u>Course Name</u>	<u>Location</u>	<u>User</u>
MFSS300	FSS Flight Leadership Course	On-Line	AF
MFSS315	FSS Community Services Flight Leadership Course	Eaker	AF
MFSS316	FSS Force Development Flight Leadership Course	On-Line	AF
MFSS317	FSS Airman & Family Services Flight Leadership	Eaker	AF
MFSS318	FSS Sustainment Services Flight Leadership Course	Eaker	AF
MFSS319	FSS Manpower & Personnel Flight Leadership	Eaker	AF
MFSS375	Force Support Operations Officer Course	Eaker	AF

Section C - Support Materials.

NOTE: There are currently no support material requirements. This area is reserved.

Section D - MAJCOM-Unique Requirements.

NOTE: There are currently no MAJCOM-unique technical training requirements. This area is reserved.

Section E – Follow-On Unit Training.

1. Follow-on unit training. Follow-on unit training is designed to teach new officers operating procedures, requirements, and common practices that will enhance knowledge already gained at IST.

1.1. Concept. Ideally officers should complete IST prior to unit training. The intent of follow-on unit training is to provide a local training plan to familiarize officers with specific procedures and operations.

1.2. Training plan. The follow-on training is determined locally.

1.3. Training Period. A CGO should be exposed to as many Force Support capabilities within their assignment. Commanders should look for opportunities to implement an officer utilization plan that provides the CGO multiple 38P experiences during their assignment. Additionally, other opportunities such as Month of the Military Child, job fairs, end-of-year closeout, and morale events will provide both warfighter capabilities and exposure to historically civilian-held positions. The CFETP will guide a commander in determining what capabilities need further development.

1.4. Document the officer's training in the CFETP with officer initials, supervisor initials, and date.

1.5. Supervisors will review the CFETP with officers.

Follow-On Unit Training Requirements

TASK	Proficiency Level	Trainee Initials/date	Supervisor Initials/date
1. Intro to A1	-		
1.1. Doctrine	-		
1.1.1. A1 Doctrine	B		
1.1.2. A1 Competencies	A		
1.1.3. AF Institutional Competencies	B		
1.1.4. A1 AFIs	A		
1.2. A1 Structure--HQ	-		
1.2.1. HAF A1	A		
1.2.2. A1 FOA	-		
1.2.2.1. Total Force Service Center-TX	B		
1.2.2.2. Total Force Service Center-CO	B		
1.2.3. MAJCOM A1s	B		
1.2.4. Numbered Air Force A1s	A		
1.2.5. J1s	A		
1.2.6. Air Reserve Components	-		
1.2.6.1. Total Force Integration	B		
1.2.6.2. OPCON/ADCON Relationship	B		
1.2.6.3. Types of Association	B		
1.3. Force Support Structure--SQ	-		
1.3.1. MRS Organizational Chart	A		
1.3.2. FSS Organizational Chart	B		
1.3.3. Command Staff	-		
1.3.4. Operations Officer	-		
1.3.5. Resource Management	-		
1.3.6. Marketing	-		
1.3.7. Unit Training	-		
1.3.8. Unit Readiness	-		
1.3.9. IPR	-		
1.3.10. Honor Guard	-		
1.3.11. Manpower	-		
1.3.12. Civilian Personnel	-		
1.3.13. NAF-HR	-		
1.3.14. Military Personnel	-		
1.3.15. Food Operations	-		
1.3.16. Fitness	-		
1.3.17. Lodging	-		

TASK	Proficiency Level	Trainee Initials/date	Supervisor Initials/date
1.3.18. Airman and Family Readiness Center	-		
1.3.19. Child Development Centers	-		
1.3.20. Family Child Care	-		
1.3.21. Youth Programs	-		
1.3.22. Education and Training	-		
1.3.23. Library	-		
1.3.24. Airmen Leadership School	-		
1.3.25. First Term Airmen's Center	-		
1.3.26. Career Assistance Advisor	-		
1.3.27. Golf Course	-		
1.3.28. Outdoor Recreation	-		
1.3.29. Arts and Craft Center	-		
1.3.30. Bowling Center	-		
1.3.31. Community Center	-		
1.3.32. Aeroclub	-		
1.3.33. Wing 38P Functional Areas (Protocol, SARC, EO)	-		
1.4. Overview IT Systems	A		
1.5. Career Development	-		
1.5.1. Career Path	B		
1.5.2. Development Team	A		
1.5.3. Development Plan	B		
1.5.4. Professional Continuing Education (PCE)	A		
1.5.5. A1 Awards Program	A		
1.5.6. In-House Training	A		
1.6. Force Support Squadron Foundations	-		
1.6.1. Customer Service	B		
1.6.2. Critical Thinking	A		
1.6.3. Resource Stewardship	A		
1.6.4. Project Management	A		
1.6.5. Time Management	A		
1.6.6. Apply Continuous Process Improvement	2b		
1.6.7. Privacy Act/FOIA	A		
1.6.8. Self Inspections	A		
2. Force Management	-		
2.1. Evaluations	-		
2.1.1. Officer Performance Report Management	B		
2.1.2. Enlisted Performance Report Management	B		
2.1.3. Feedback Management	B		

TASK	Proficiency Level	Trainee Initials/date	Supervisor Initials/date
2.2. Promotions	-		
2.2.1. Officer	B		
2.2.1.1. Eligibility Criteria	-		
2.2.1.2. 150-Day Process	-		
2.2.1.3. Master Eligibility Lists (MELs)	-		
2.2.1.4. OSBs	-		
2.2.1.5. Officer Selection Record	-		
2.2.1.6. Promotion Recommendation Form	-		
2.2.1.7. MLRs	-		
2.2.1.8. ARC	-		
2.2.1.9. AF Promotion System (AFPROMS)	-		
2.2.1.10. Releases	-		
2.2.2. Enlisted	B		
2.3. Reenlistments and Extensions	-		
2.3.1. Selective Reenlistment Program	A		
2.3.2. Career Job Reservations	A		
2.4. Separation and Retirement	-		
2.4.1. Voluntary	A		
2.4.2. Involuntary	A		
2.4.3. Retirement	A		
2.4.4. High Year Tenure (HYT)	A		
2.4.5. Stop Loss	A		
2.4.6. Force Shaping Programs/Boards	B		
2.5. Assignments	-		
2.5.1. AMS	B		
2.5.2. Assignments	A		
2.5.3. EQUAL/EQUAL PLUS	A		
2.5.4. Orders Process Management	B		
2.6. Personnel Systems Management	-		
2.6.1. Navigate BLSDM IT Tool	b		
2.6.2. vMPF	B		
2.6.3. Update MILPDS Functions	2b		
2.6.4. Interpret MAPs	b		
2.6.5. Interpret TRs	b		
2.6.6. vPCGR	B		
2.6.7. Discoverer	A		
2.7. Civilian Employee Management	-		
2.7.1. NAF	A		

TASK	Proficiency Level	Trainee Initials/date	Supervisor Initials/date
2.7.2. APF	A		
2.7.3. Supervisor Responsibility, Evaluations, Grievances, Labor Relations, Extensions, Recognition, Career Programs, Career Development, Discipline, Leave and Absences	-		
2.8. Other Programs	-		
2.8.1. Defense Enrollment and Eligibility Reporting Systems (DEERS)	B		
2.8.2. Automated Record Management System (ARMS)/PRDA	B		
2.8.3. Use Case Management System (CMS)	b		
2.8.4. Personnel Reliability Program (PRP)	B		
2.8.5. Dress and Appearance	A		
2.8.6. Awards and Decorations	B		
2.8.7. Special Trophies and Awards	A		
2.8.8. PSD Guide/PSDMs	A		
2.8.9. MyPers	A		
2.8.10. Adverse Actions	B		
3. Force Definition	-		
3.1. Manpower and Organization	B		
3.2. Principles of AF Organization	B		
3.3. AF Management Engineering Program Overview	A		
3.4. Apply Manpower Standard	2b		
3.5. Interpret Unit Manpower Document	2b		
3.6. Unit Personnel Management Roster (UPMR)	B		
3.7. Innovative Development Through Employee Awareness (IDEA) Program	A		
3.8. Productivity and Excellence Awards and Programs	A		
3.9. Overview of Management Improvement Tools and Techniques	B		
4. Force Sustainment	-		
4.1. Golden Eagle Standards	A		
4.2. Food Operations	-		
4.2.1. Food Service Mission	A		
4.2.2. Food Operations Organization	-		
4.2.2.1. DFAC	B		
4.2.2.2. Clubs	B		
4.2.3. Menu Cycles	B		
4.2.4. Production Management	B		
4.2.5. Daily Operations	B		

TASK	Proficiency Level	Trainee Initials/date	Supervisor Initials/date
4.2.6. Inventory Control	B		
4.2.7. Food Safety and Sanitation Standards	B		
4.2.8. ALOHA Point of Sales/CFS	A		
4.2.9. Meal Prep Techniques	B		
4.2.10. Flight and Ground Support Meals	B		
4.2.11. WRM	A		
4.2.12. Management Products	-		
4.2.12.1. Interpret DFAC Plate Cost	2b		
4.2.12.2. Interpret DFAC Spend Plan	2b		
4.2.12.3. Review Club Business Plan	b		
4.2.12.4. Develop Club Income and Expense Budget	2b		
4.3. Fitness	-		
4.3.1. Daily Operations	B		
4.3.2. Fitness Assessments	B		
4.4. Lodging	-		
4.4.1. Daily Operations	B		
4.4.2. Mission	A		
4.5. NAF Financial Management	-		
4.5.1. Financial Policies and Guidance	B		
4.5.2. Financial Standards	A		
4.5.3. NAF Categories (A, B, C)	A		
4.5.4. Interpret NAF Financial Statement	2b		
4.5.5. MOA/MOU	A		
4.5.6. NAF Council	B		
4.6. Protocol Operations	A		
4.7. Event Programming	B		
5. Force Development	-		
5.1. Education and Training Mission	A		
5.2. AF-Wide Developmental Education	B		
5.3. Formal Training	A		
5.4. Professional Development Education Management	A		
5.5. Enlisted Specialty Training	A		
5.6. Enlisted Upgrade Training (UGT)	B		
5.7. Active Duty Service Commitment (ADSC)	A		
5.8. Test Control	A		
6. Force Readiness	-		
6.1. Air Force Constructs	-		
6.1.1. Force Concepts	-		

TASK	Proficiency Level	Trainee Initials/date	Supervisor Initials/date
6.1.1.1. Joint Force Concepts	B		
6.1.1.2. Total Force Concepts	B		
6.1.2. Air Expeditionary Force	-		
6.1.2.1. AEF Concept	B		
6.1.2.2. AEF Purpose	B		
6.1.2.3. Unit Type Code (UTC)	B		
6.1.2.4. Posturing	B		
6.1.2.5. Coding	B		
6.1.2.6. Force Modules	B		
6.1.2.7. Contingency Sourcing Process	B		
6.1.3. Agile Combat Support	B		
6.1.4. Operational Planning	-		
6.1.4.1. War and Mobilization Plan (WMP)	B		
6.1.4.2. Operation Plan (OPLAN)	-		
6.1.4.2.1. Force Support Annexes	B		
6.1.4.2.2. Concept of Operations (CONOPS)	B		
6.1.4.2.3. Other OPLAN Annexes	B		
6.1.5. Develop Bas&E Site Planning Annex	2b		
6.1.6. Perform Crisis Response/Integrated Base Response Planning	2b		
6.1.7. Wartime Systems	-		
6.1.7.1. Joint Operation Planning And Execution System (JOPES)	A		
6.1.7.2. Deliberate Crisis Action Planning & Execution Segments (DCAPES)	B		
6.2. Force Support Constructs	-		
6.2.1. Force Support UTCs	B		
6.2.2. Force Support Force Modules	B		
6.2.3. EFSS Construct	B		
6.2.4. Force Support Readiness Functions And Capabilities	A		
6.2.5. Expeditionary Force Support Mission Planning	-		
6.2.5.1. Perform Barebase Beddown Planning	2b		
6.2.5.2. Perform Surge Planning	2b		
6.2.5.3. Perform Sustainment Planning	2b		
6.2.5.4. Perform Drawdown Planning	2b		
6.3. Installation Personnel Readiness	-		
6.3.1. Daily Operations	B		
6.3.2. Shortfall/Reclama	B		
6.3.3. Accountability	-		

TASK	Proficiency Level	Trainee Initials/date	Supervisor Initials/date
6.3.3.1. AFPAAS	A		
6.3.3.2. Recall	B		
6.3.3.3. Categories of Accountability (NEO, Homeland Defense, Contingencies)	B		
6.3.3.4. Total Force Accountability	B		
6.4. Unit Readiness	-		
6.4.1. Readiness Reporting Tools (Status Of Resources & Training System (SORTS), AEF Reporting Tool (ART), Defense Readiness Reporting System (DRRS))	B		
6.4.2. DOC Statements	A		
6.4.3. MISCAPs	A		
6.4.4. Update AEF Association	B		
6.4.5. Readiness Training	B		
6.4.5.1. Home Station Readiness Training	-		
6.4.5.2. Silver Flag/Combat Training	-		
6.4.5.3. Ancillary Training Management	-		
6.5. Personnel Deployment Function	-		
6.5.1. Concept (IDO, PDF, CDF)	B		
6.5.2. Station Review (Eligibility, Chaplain, Etc)	B		
6.6. Airman and Family Readiness	-		
6.6.1. Roles and Responsibilities	A		
6.6.2. Emergency Family Assistance Care Coordinator	B		
6.7. Casualty Program	-		
6.7.1. Roles and Responsibilities	A		
6.7.2. Casualty Report	B		
6.7.3. Communications	B		
6.7.4. Mass Casualty Procedures / CAST Team	B		
6.7.5. Benefits	A		
6.7.6. Case Files	A		
6.8. Mortuary Affairs	-		
6.8.1. Roles And Responsibilities (Mortuary Officer/Technician, AFMAO, Escort, Family Liaison Officer, And Summary Court Officer)	B		
6.8.2. Communications	B		
6.8.3. Entitlements	A		
6.8.4. Transportation and Travel	A		
6.8.5. Honors	A		
6.8.6. Perform Search and Recovery	2b		
6.8.7. Mass Fatality Operations	B		

TASK	Proficiency Level	Trainee Initials/date	Supervisor Initials/date
6.8.8. Case File Administration	A		
6.9. Deployed Force Support Capability	-		
6.9.1. Predeployment Planning	B		
6.9.2. Total Force Accountability	-		
6.9.2.1. Perform Reception Processing	b		
6.9.2.2. Accountability Management	B		
6.9.3. Contingency Reports	-		
6.9.3.1. Produce SITREP	2b		
6.9.3.2. Produce Casualty Reports	2b		
6.9.3.3. Produce Replacement Action Request	2b		
6.9.3.4. JPERSTAT	B		
6.9.4. Redeploy Personnel	B		
6.9.5. Forward Deploy Personnel	B		
6.9.6. Personnel Sustainment Operations	B		
6.9.7. Reachback Support	B		
6.9.8. Manpower Management	-		
6.9.8.1. Perform DRMD Management	2b		
6.9.8.2. Perform UTC Management Comparisons	2b		
6.9.8.3. Perform Provisional and Expeditionary Organizational Actions	2b		
6.9.8.4. Perform Requirements Determination	2b		
6.9.9. Perform Feeding Operations	2b		
6.9.10. Determine Fitness Operations	2b		
6.9.11. Perform Lodgement of Forces (Billeting/Lodging, Laundry, and Linen Exchange)	2b		
6.9.12. Determine Airmen Recreation Requirements	2b		
6.9.13. Connecting Airmen to Home Station and Families	B		
6.9.14. NAF Resale Operations	B		
6.9.15. Perform Mortuary Affairs Operational Requirements	2b		
6.9.16. Hosting Official Functions Operations (Protocol)	B		
6.9.17. Airmen (Education And Training) Development	-		
6.9.17.1. Library	A		
6.9.17.2. Learning Resource Center	A		
6.9.18. Perform Expeditionary Financial Management	2b		
6.9.19. Perform Expeditionary Procurement Actions	2b		
6.9.20. Programmatic Marketing Analysis and Implementation Plan	A		

Table 2. Follow-On Unit Training Requirements.

Section F – Training Tasks Linked to Occupational Competencies.

The A1 Competency Framework effort was initiated by AF/A1XX to support the future of the A1 organization. The Air Force Mission and Strategy sets the direction for the Air Force’s business, defines their goals, and sets priorities. In support of this mission and strategy, the high-level A1 Competency Framework was developed.

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
1. INTRO TO A1						
1.1. Doctrine						
1.1.1. A1 Doctrine						
1.1.2. A1 Competencies						
1.1.3. AF Institutional Competencies						
1.1.4. A1 AFIs						
1.2. A1 Structure--HQ						
1.2.1. HAF A1						
1.2.2. A1 FOAs						
1.2.2.1. Total Force Service Center-TX						
1.2.2.2. Total Force Service Center-CO						
1.2.3. MAJCOM A1s						
1.2.4. Numbered Air Force A1s						
1.2.5. J1s						
1.2.6. Air Reserve Components						
1.2.6.1. Total Force Integration						
1.2.6.2. OPCON/ADCON Relationship						
1.2.6.3. Type of Associations						
1.3. Force Support Structure--SQ						
1.3.1. MRS Organizational Chart						
1.3.2. FSS Organizational Chart						
1.3.3. Command Staff						
1.3.4. Operations Officer						
1.3.5. Resource Management						
1.3.6. Marketing						
1.3.7. Unit Training						
1.3.8. Unit Readiness						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
1.3.9. IPR						
1.3.10. Honor Guard						
1.3.11. Manpower						
1.3.12. Civilian Personnel						
1.3.13. NAF-HR						
1.3.14. Military Personnel						
1.3.15. Food Operations						
1.3.16. Fitness						
1.3.17. Lodging						
1.3.18. Airman and Family Readiness Center						
1.3.19. Child Development Centers						
1.3.20. Family Child Care						
1.3.21. Youth Programs						
1.3.22. Education and Training						
1.3.23. Library						
1.3.24. Airmen Leadership School						
1.3.25. First Term Airmen's Center						
1.3.26. Career Assistance Advisor						
1.3.27. Golf Course						
1.3.28. Outdoor Recreation						
1.3.29. Arts and Craft Center						
1.3.30. Bowling Center						
1.3.31. Community Center						
1.3.32. Aeroclub						
1.3.33. Wing 38P Functional Areas (Protocol, SARC, EO)						
1.4. Overview IT Systems						
1.5. Career Development						
1.5.1. Career Path						
1.5.2. Development Team						
1.5.3. Development Plan						
1.5.4. Professional Continuing Education (PCE)						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
1.5.5. A1 Awards Program						
1.5.6. In-House Training						
1.6. Force Support Squadron Foundations						
1.6.1. Customer Service						
1.6.2. Critical Thinking						
1.6.3. Resource Stewardship						
1.6.4. Project Management						
1.6.5. Time Management						
1.6.6. Apply Continuous Process Improvement						
1.6.7. Privacy Act/FOIA						
1.6.8. Self Inspections						
2. Force Management						
2.1. Evaluations						
2.1.1. Officer Performance Report Management						
2.1.2. Enlisted Performance Report Management						
2.1.3. Feedback Management						
2.2. Promotions						
2.2.1. Officer						
2.2.1.1. Eligibility Criteria						
2.2.1.2. 150-Day Process						
2.2.1.3. Master Eligibility Lists (MELs)						
2.2.1.4. OSBs						
2.2.1.5. Officer Selection Record						
2.2.1.6. Promotion Recommendation Form						
2.2.1.7. MLRs						
2.2.1.8. ARC						
2.2.1.9. AF Promotion System (AFPROMS)						
2.2.1.10. Releases						
2.2.2. Enlisted						
2.3. Reenlistments and Extensions						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
2.3.1. Selective Reenlistment Program						
2.3.2. Career Job Reservations						
2.4. Separation and Retirement						
2.4.1. Voluntary						
2.4.2. Involuntary						
2.4.3. Retirement						
2.4.4. High Year Tenure (HYT)						
2.4.5. Stop Loss						
2.4.6. Force Shaping Programs/Boards						
2.5. Assignments						
2.5.1. AMS						
2.5.2. Assignments						
2.5.3. EQUAL/EQUAL PLUS						
2.5.4. Orders Process Management						
2.6. Personnel Systems Management						
2.6.1. Navigate BLSDM IT Tool						
2.6.2. vMPF						
2.6.3. Update MILPDS Functions						
2.6.4. Interpret MAPs						
2.6.5. Interpret TRs						
2.6.6. vPCGR						
2.6.7. Discoverer						
2.7. Civilian Employee Management						
2.7.1. NAF						
2.7.2. APF						
2.7.3. Supervisor Responsibility, Evaluations, Grievances, Labor Relations, Extensions, Recognition, Career Programs, Career Development, Discipline, Leave and Absences						
2.8. Other Programs						
2.8.1. Defense Enrollment and Eligibility Reporting Systems (DEERS)						
2.8.2. Automated Record Management						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
System (ARMS) / PRDA						
2.8.3. Use Case Management System (CMS)						
2.8.4. Personnel Reliability Program (PRP)						
2.8.5. Dress and Appearance						
2.8.6. Awards and Decorations						
2.8.7. Special Trophies and Awards						
2.8.8. PSD Guide/PSDMs						
2.8.9. MyPers						
2.8.10. Adverse Actions						
3. Force Definition						
3.1. Manpower and Organization						
3.2. Principles of AF Organization						
3.3. AF Management Engineering Program Overview						
3.4. Apply Manpower Standard						
3.5. Interpret Unit Manpower Document						
3.6. Unit Personnel Management Roster (UPMR)						
3.7. Innovative Development Through Employee Awareness (IDEA) Program						
3.8. Productivity and Excellence Awards and Programs						
3.9. Overview of Management Improvement Tools and Techniques						
4. Force Sustainment						
4.1. Golden Eagle Standards						
4.2. Food Operations						
4.2.1. Food Service Mission						
4.2.2. Food Operations Organization						
4.2.2.1. DFAC						
4.2.2.2. Clubs						
4.2.3. Menu Cycles						
4.2.4. Production Management						
4.2.5. Daily Operations						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
4.2.6. Inventory Control						
4.2.7. Food Safety and Sanitation Standards						
4.2.8. ALOHA Point of Sales/CFS						
4.2.9. Meal Prep Techniques						
4.2.10. Flight and Ground Support Meals						
4.2.11. WRM						
4.2.12. Management Products						
4.2.12.1. Interpret DFAC Plate Cost						
4.2.12.2. Interpret DFAC Spend Plan						
4.2.12.3. Review Club Business Plan						
4.2.12.4. Develop Club Income and Expense Budget						
4.3. Fitness						
4.3.1. Daily Operations						
4.3.2. Fitness Assessments						
4.4. Lodging						
4.4.1. Daily Operations						
4.4.2. Mission						
4.5. NAF Financial Management						
4.5.1. Financial Policies and Guidance						
4.5.2. Financial Standards						
4.5.3. NAF Categories (A, B, C)						
4.5.4. Interpret NAF Financial Statement						
4.5.5. MOA/MOU						
4.5.6. NAF Council						
4.6. Protocol Operations						
4.7. Event Programming						
5. Force Development						
5.1. Education and Training Mission						
5.2. AF-Wide Developmental Education						
5.3. Formal Training						
5.4. Professional Development Education Management						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
5.5. Enlisted Specialty Training						
5.6. Enlisted Upgrade Training (UGT)						
5.7. Active Duty Service Commitment (ADSC)						
5.8. Test Control						
6. Force Readiness						
6.1. Air Force Constructs						
6.1.1. Force Concepts						
6.1.1.1. Joint Force Concepts						
6.1.1.2. Total Force Concepts						
6.1.2. Air Expeditionary Force						
6.1.2.1. AEF Concept						
6.1.2.2. AEF Purpose						
6.1.2.3. Unit Type Code (UTC)						
6.1.2.4. Posturing						
6.1.2.5. Coding						
6.1.2.6. Force Modules						
6.1.2.7. Contingency Sourcing Process						
6.1.3. Agile Combat Support						
6.1.4. Operational Planning						
6.1.4.1. War and Mobilization Plan (WMP)						
6.1.4.2. Operation Plan (OPLAN)						
6.1.4.2.1. Force Support Annexes						
6.1.4.2.2. Concept Of Operations (CONOPS)						
6.1.4.2.3. Other OPLAN Annexes						
6.1.5. Develop Bas&E Site Planning Annex						
6.1.6. Perform Crisis Response/Integrated Base Response Planning						
6.1.7. Wartime Systems						
6.1.7.1. Joint Operation Planning and Execution System (JOPES)						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
6.1.7.2. Deliberate Crisis Action Planning & Execution Segments (DCAPES)						
6.2. Force Support Constructs						
6.2.1. Force Support UTCs						
6.2.2. Force Support Force Modules						
6.2.3. EFSS Construct						
6.2.4. Force Support Readiness Functions And Capabilities						
6.2.5. Expeditionary Force Support Mission Planning						
6.2.5.1. Perform Barebase Beddown Planning						
6.2.5.2. Perform Surge Planning						
6.2.5.3. Perform Sustainment Planning						
6.2.5.4. Perform Drawdown Planning						
6.3. Installation Personnel Readiness						
6.3.1. Daily Operations						
6.3.2. Shortfall/Reclama						
6.3.3. Accountability						
6.3.3.1. AFPAAS						
6.3.3.2. Recall						
6.3.3.3. Categories of Accountability (NEO, Homeland Defense, Contingencies)						
6.3.3.4. Total Force Accountability						
6.4. Unit Readiness						
6.4.1. Readiness Reporting Tools (Status Of Resources & Training System (SORTS), AEF Reporting Tool (ART), Defense Readiness Reporting System (DRRS))						
6.4.2. DOC Statements						
6.4.3. MISCAPs						
6.4.4. Update AEF Association						
6.4.5. Readiness Training						
6.4.5.1. Home Station Readiness Training						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
6.4.5.2. Silver Flag/Combat Training						
6.4.5.3. Ancillary Training Management						
6.5. Personnel Deployment Function						
6.5.1. Concept (IDO, PDF, CDF)						
6.5.2. Station Review (Eligibility, Chaplain, etc)						
6.6. Airman and Family Readiness						
6.6.1. Roles and Responsibilities						
6.6.2. Emergency Family Assistance Care Coordinator						
6.7. Casualty Program						
6.7.1. Roles and Responsibilities						
6.7.2. Casualty Report						
6.7.3. Communications						
6.7.4. Mass Casualty Procedures/CAST Team						
6.7.5. Benefits						
6.7.6. Case Files						
6.8. Mortuary Affairs						
6.8.1. Roles and Responsibilities (Mortuary Officer/Technician, AFMAO, Escort, Family Liaison Officer, and Summary Court Officer)						
6.8.2. Communications						
6.8.3. Entitlements						
6.8.4. Transportation and Travel						
6.8.5. Honors						
6.8.6. Perform Search and Recovery						
6.8.7. Mass Fatality Operations						
6.8.8. Case File Administration						
6.9. Deployed Force Support Capability						
6.9.1. Predeployment Planning						
6.9.2. Total Force Accountability						
6.9.2.1. Perform Reception Processing						
6.9.2.2. Accountability Management						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
6.9.3. Contingency Reports						
6.9.3.1. Produce SITREP						
6.9.3.2. Produce Casualty Reports						
6.9.3.3. Produce Replacement Action Request						
6.9.3.4. JPERSTAT						
6.9.4. Redeploy Personnel						
6.9.5. Forward Deploy Personnel						
6.9.6. Personnel Sustainment Operations						
6.9.7. Reachback Support						
6.9.8. Manpower Management						
6.9.8.1. Perform DRMD Management						
6.9.8.2. Perform UTC Management Comparisons						
6.9.8.3. Perform Provisional and Expeditionary Organizational Actions						
6.9.8.4. Perform Requirements Determination						
6.9.9. Perform Feeding Operations						
6.9.10. Determine Fitness Operations						
6.9.11. Perform Lodgement of Forces (Billeting/Lodging, Laundry, and Linen Exchange)						
6.9.12. Determine Airmen Recreation Requirements						
6.9.13. Connecting Airmen to Home Station and Families						
6.9.14. NAF Resale Operations						
6.9.15. Perform Mortuary Affairs Operational Requirements						
6.9.16. Hosting Official Functions Operations (Protocol)						
6.9.17. Airmen (Education and Training) Development						
6.9.17.1. Library						
6.9.17.2. Learning Resource Center						

TASK	Organizational Design and Development	Workforce Planning	Force Development	Performance Management	Program Management	Airman Support
6.9.18. Perform Expeditionary Financial Management						
6.9.19. Perform Expeditionary Procurement Actions						
6.9.20. Programmatic Marketing Analysis and Implementation Plan						

Table 3. Training Tasks Linked to Occupational Competencies.