

AFSC 32EX  
CIVIL ENGINEER OFFICER



CFETP



BASIC



MASTER



SENIOR

CAREER FIELD EDUCATION AND TRAINING PLAN

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# PART I

## Preface

**1. The Civil Engineer Truths** are informed by CE doctrine, and serve as the guiding principles upon which CE Officers should lead. As the character of warfare continues to evolve, Airmen Engineers must contend with significant fiscal constraints, aging and excess infrastructure, human capital shortfalls, and an increasingly uncertain geopolitical atmosphere. Despite a changing global environment, Airmen Engineers will continue to be guided by six core truths which have stood the test of time and conflict throughout our history.

1. Air Force installations are power projection platforms.
2. Asset Management principles drive how we mitigate risk to installation health.
3. We measure readiness first and foremost by the readiness of the weapon systems we support.
4. Total Force development at home enables Airmen Engineers to rapidly employ forces and adapt to threats.
5. Prime BEEF and RED HORSE capabilities critically supports Combatant Commanders' projection of airpower.
6. Installations are built by, maintained by, and recovered by Airmen Engineers.

These truths guide long-term efforts to plan, develop, manage and conduct an efficient and effective CE Officer force development program, as outlined in this CFETP.

**2. Air Force (AF) Civil Engineers** are Airmen first and engineers always. As such, AF Civil Engineers are expected to embody the CE Truths, and the enterprise must develop all AF Civil Engineers that exemplify the qualities and capabilities necessary to propagate these Truths. To help CE officers gain the skills and competencies needed in their careers to become agile and innovative leaders with the CE Truths in mind, this CFETP introduces a new competency-based force development model to ensure CE officers are ready and capable of operating, sustaining, protecting and recovering airbases as power projection platforms. The 32E Officer Competencies (Appendix 1) should be used by all officers and their supervisors/mentors/commanders to evaluate proficiency throughout a career and guide force development efforts.

For additional information on officer professional development, access the AF Officer Classification Directory (AFOCD) on the AFPC web site at <https://mypers.af.mil>. The AFOCD takes precedence when information differs from this CFETP.

**3. HQ USAF/A4C** will review the CFETP annually and make updates and changes as deemed appropriate. Please send recommended changes to the CE Officer Career Field Manager (CFM) at USAF Pentagon AF-A4 Mailbox A4C Ask the 32E CFM ([AF.A4C.Askthe32ECFM@us.af.mil](mailto:AF.A4C.Askthe32ECFM@us.af.mil)).

### 3. Overview of the CFETP

#### Part I

**Section A** explains what the CFETP is and how it should be used.

**Section B** contains the specialty description and career development information.

**Section C** describes skills required to shape future Joint capabilities.

#### Part II

**Section A** provides typical flight tasks performed at base level and higher for those flights in which most CE officers will work throughout their careers.

**Section B** outlines available training and education courses for CE career field development.

**Section C** discusses alternate training opportunities such as continuing education, professional military education (PME), and other officer professional development (OPD) opportunities.

**Section D** describes the role of leadership and supervision. This section includes information on supervising CE officers, enlisted members, and civilians. It also highlights the feedback process, as well as awards and decorations.

## Terms and Abbreviations

**Air Force Institute of Technology (AFIT)** - Located at Wright-Patterson AFB, OH; AFIT manages the AF's resident and Civilian Institution (CI) graduate programs and is home to The Civil Engineer School, which runs the CE career field professional continuing education (PCE) program.

**Air University (AU)** - Located at Maxwell AFB, AL; AU is the AF's resident home for Professional Military Education PME, as well as Officer Training School (OTS) and Air Force Reserve Officer Training Corps (AFROTC) field training. In-resident PME programs include: Squadron Officer School (SOS), Air Command and Staff College (ACSC), Air War College (AWC), and School of Advanced Air and Space Studies (SAASS).

**Career Field Education and Training Plan (CFETP)** - A comprehensive, multipurpose document that covers education and training requirements for a specific career field. It provides a logical career field progression plan, including education and training, and assists in defending education and training budgets.

**Career Field Manager (CFM)** – The Civil Engineering Officer Career Field Manager serves as a prime resource for career field and career management information, as well as an advocate for CE Officers in providing them key growth and development opportunities. There are multiple CFMs that represent each CE AFSC – Officer, Civilian, and Enlisted, each of whom tailor their advocacy and guidance accordingly.

**CE Board** – The highest CE corporate body, chaired by HQ USAF/A4C and SAF/IEE & SAF/IEI, is responsible for implementation and oversight of all CE enterprise topics, including human capital development.

**Defense Acquisition University (DAU)** - Located at Fort Belvoir, VA; DAU is the Department of Defense's (DoD) institutional authority in implementing Defense Acquisition Workforce Improvement Act (DAWIA) and conferring certification levels. DAU offers a variety of acquisition courses in residence and via distance learning.

**Distance Learning (DL)** - Education that takes advantage of delivery methods such as satellite, internet, and computer-based instruction to deliver course information. Many AFIT courses are offered through distance education.

**Education and Training Review Committee (ETRC)** – Chaired by the Career Field Managers, this group is responsible for reviewing all CE education and training programs (including graduate education) for relevancy and ability to meet career field requirements. The ETRC consists of five subpanels: Engineering, Environment, Academic Degree, Enlisted Training, and Expeditionary Training.

**Force Development Manager (FDM)** - The FDM provides the Career Field Manager (CFM) with agility, advocacy and accountability of CE officer force development matters by providing assistance in the planning and execution of long-range strategic development initiatives through a deliberate process that combines education, training and experience to produce the competencies expected of CE officers. The Dean of the Civil Engineer School at AFIT serves as the FDM.

**The Civil Engineer School (TCES)** - Located at Wright-Patterson AFB, OH; TCES provides CE officer Initial Skills Training (WMGT 101) and a variety of technical- and management-focused professional continuing education to the CE career field.

## Section A - General Information

### 1. Career Field Education and Training Plan (CFETP)

#### 1.1. CFETP Purpose

- Inform and guide CE officers (32EX) through career progression and competency-based force development by outlining mandatory and recommended education, training, and experiences.
- Provide guidance to commanders, supervisors, mentors and trainers to plan, develop, manage and conduct an efficient and effective officer force development program.
- The CFETP is a dynamic tool and cannot include every available course relevant to the CE career field.
- Each duty location will provide unique opportunities to enhance officer career development.

#### 1.2. Use of the CFETP

- Meant for utilization by CE officers, supervisors, commanders, development teams (DTs), and mentors to ensure comprehensive and cohesive force development programs are available for the 32EX Air Force Specialty Code (AFSC).
- The ultimate goal of the CFETP is to support the CE Human Capital Roadmap lines of effort to envision the force, recruit/retain Airmen Engineers, and Develop Airmen Engineers to be Agile, Innovative, and Ready enabling mission requirements across the full spectrum of operations.
- The CFETP is a tool to focus development of our Civil Engineer officers to be competent and confident squadron commanders.

##### 1.2.1. Force Development

- A Joint and collaborative endeavor between the officer, his or her supervisor (and/or mentor), and the commander.
- Officers should track proficiency attained against what is expected, as defined by the 32E Officer Competencies, and use this to have productive conversations about increasing proficiency through developmental opportunities.
- The CE Officer Career Planning Diagram helps officers to determine appropriate levels and timing of education, training to ensure they have every opportunity to attend professional continuing education courses, grow leadership skills, pursue professional certification, work towards an Advanced Academic Degree, etc.
- Officers should plan realistic milestones for achieving near-term (0-5 yrs), mid-term (6-10 yrs), and long-term goals (10+ yrs) and communicate these goals to the Development Team, after consultation with their Commanders, for consideration with career vectoring.

#### 1.3. Approval and Coordination

- Approval authority is the 32E Career Field Manager (CFM) under the 32E Functional Manager (FM), The Director of Air Force Civil Engineering at HQ USAF/A4C.
- The 32E CFM will review this document annually to ensure currency, and is the coordinating agency for this document.

## Section B - Career Field Progression and Information

### 2. Civil Engineer Career Field Specific Information

**2.1. Specialty Description.** The AFOCD describes the 32EX CE officer Air Force Specialty (AFS). It is the guiding document for all AF officer classification issues and takes precedence over the CFETP in this area.

#### 2.2. Foundations of a Successful Career

- First and foremost, the AF needs leaders. An officer's career should be focused on gaining leadership experience and building breadth and depth of technical expertise. These can be measured using the core 32E Occupational Competencies (Figure 1). An officer should focus his/her development by attaining the *highest level of proficiency* in each competency, and measure growth against what is expected throughout their career progression. Refer to Appendix 1 for specific information regarding the definition and utility of the 32E Occupational Competencies.
- Although it is important to have an overall career goal, it is equally important to remember ***the most important job to your professional development is the one you hold today.***
- A successful career will be focused on performance, not position. Performing well in your current position is more important than seeking the ideal position for promotion.

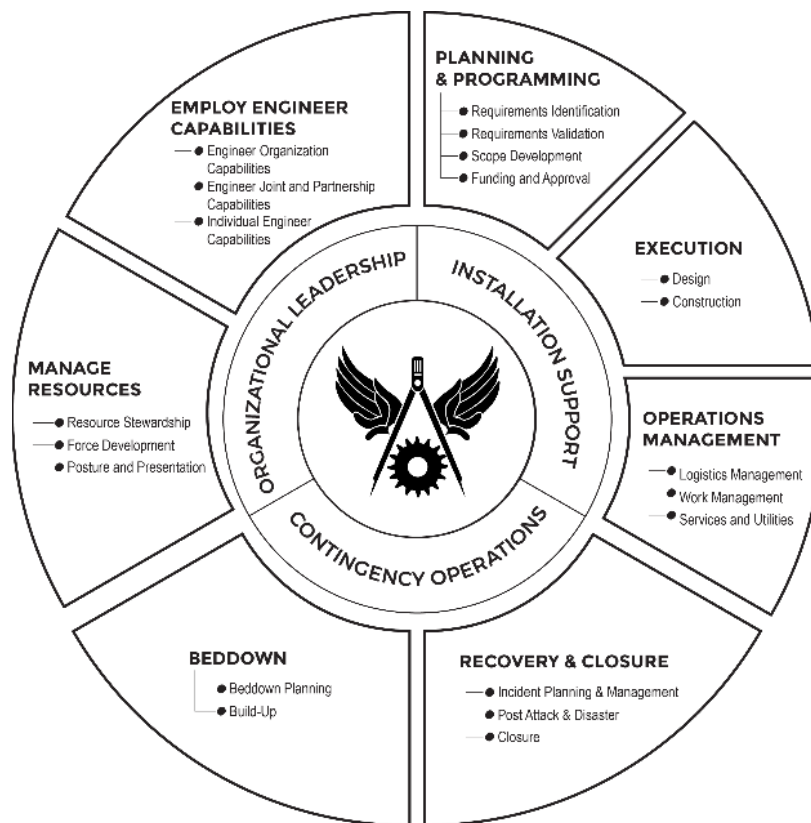
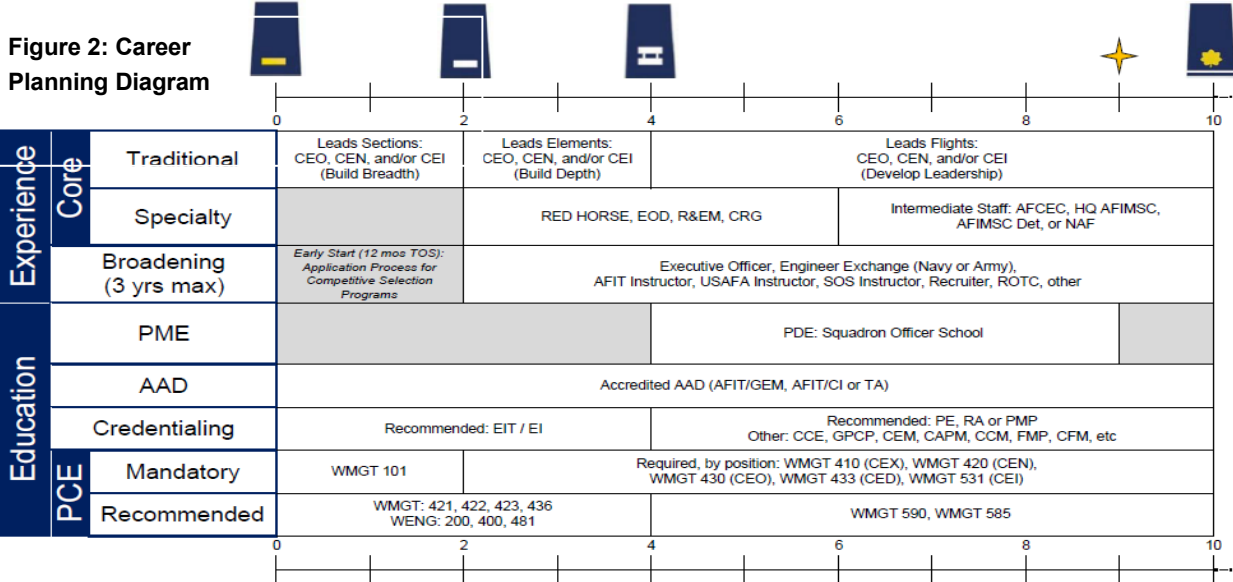


Figure 1: Core 32E Occupational Competencies

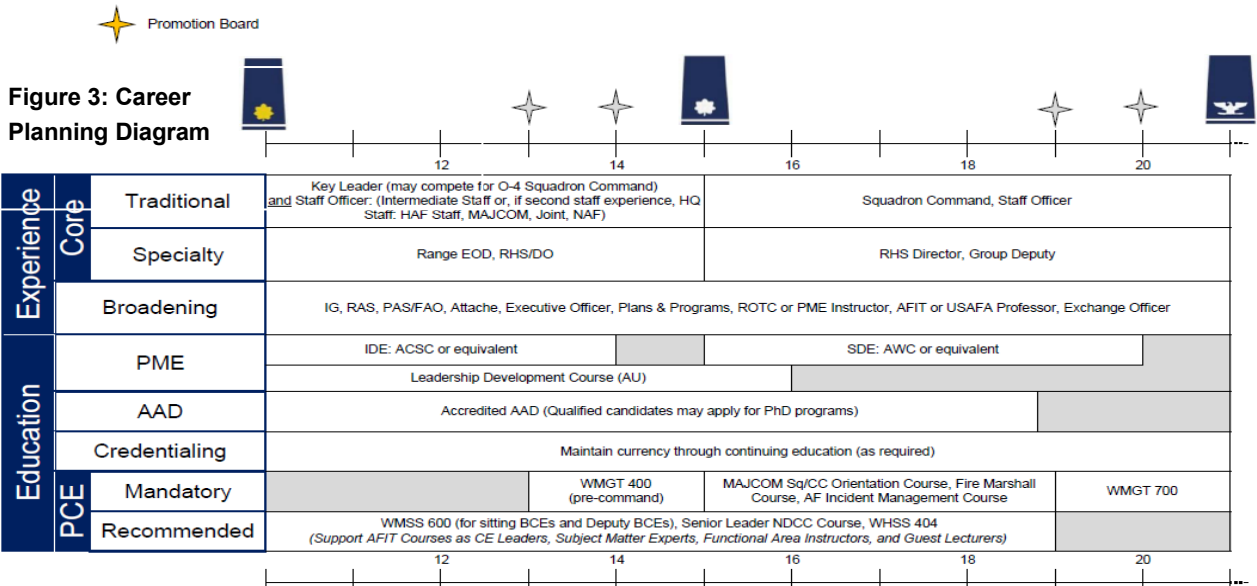


### 2.3. Career Planning

- The Career Planning Diagrams, Figures 2 and 3, integrate the components of education and experience into one time-scaled sight picture.
- These inform officers of requirements and recommendations for meeting career milestones throughout one's career.
- Specific details are described in Part II, Section C.



## 32E Officer Development (First 10 years)



## 32E Officer Development (10 years to O-6)

Promotion Board



### 2.3.1. Developmental Paths

- There is no “one path” to success in your military career. While not every CE officer’s path is the same, most officers should put themselves on a course to eventually compete for squadron command.
- CE officers in their first 10 years are generally expected to:
  - Serve in two or more “core” unit-level assignments to develop proficiency in squadron operations--at least one unit-level assignment should be in a “traditional” squadron,
  - (Optional) Participate in “broadening” or developmental assignments (e.g., AFIT instructor duty).
  - Serve at a remote short-tour location,
  - Lead in key flight-level organizations,
  - Deploy, as needed, to gain increased responsibilities and experience, especially in Joint force operations, and
  - Serve on staff assignments, although not all officers will do this in the first 10 years.
- After building proficiency in breadth, CE officers should focus on building more depth by taking on leadership roles within the squadron and eventually moving to greater levels of responsibility.
- PME courses are mandatory as you progress in rank.
- Advanced Academic Degree (AAD) and professional credentialing are highly encouraged early in an officer’s career.
- Completing PCE courses at AFIT ensures officers have a deeper level of understanding of core competencies, especially when officers lack specific experiences in a CE Squadron.

*NOTE: AFIT is developing a streamlined distance learning program that will culminate in a 2-week resident course, WMGT 201. This course of instruction will become mandatory for the 2019 Year Group and beyond.*

### 2.3.2. CE Officer Assignment Options

- The following is a summary of typical assignment options; CE officers can find further details on 32E authorizations and locations utilizing MyVector (<https://myvector.us.af.mil/>) and Talent Marketplace (<https://myvector.us.af.mil/myvector/Talentmarketplace/Home/Index/10>)

#### 2.3.2.1. Base CE Squadron Flights

- Most new CE officers will be assigned to a “traditional” base CE squadron which offers an array of opportunities.
- These squadron-level experiences include tactical-level planning, execution, and management of base infrastructure and emergency services programs.
- Most CE squadrons also have the Prime BEEF mission, which postures its military Airmen to quickly deploy that same base operations, maintenance, and survivability expertise to locations anywhere in the world.

With exceptions for functions that have been outsourced, Total Force AF CE Squadrons are typically organized into six flights; Engineering Flight, Installation Management Flight, Readiness and Emergency Management Flight, Operations Flight, Explosive Ordnance Disposal Flight, and Fire and Emergency Services Flight. Officers are expected to perform in any of the CE flights described below.



**Figure 4: Civil Engineer Squadron Structure**

#### 2.3.2.1.1. Engineering (CEN) Flight

- This flight is a lean cradle-to-grave project development and execution organization.
- Provides planning, programming, Comprehensive Asset Management Plan (CAMP) integration, and execution of base level facility/infrastructure requirements that exceed Operations Flight in-house capabilities.
- The Portfolio Optimization element creates a single source for requirements integration and Base Comprehensive Asset Management Plan (BCAMP) development.
- The Project Management element executes contracts including architecture and engineering (A&E) service contracts, indefinite delivery/indefinite quantity (IDIQ) contracts, simplified acquisition of base engineer requirements (SABER) contracts, multiple award construction contracts (MACC), and blanket purchase agreements (BPAs).
- Officers perform base comprehensive planning, project programming, environmental planning, technical design, and construction surveillance to restore and upgrade base facilities and infrastructure systems.
- Lieutenants or junior Captains will typically work as project programmers, program managers, or as Officer-in-Charge (OIC) of the Project Execution section.
- Some opportunities may exist for Captains or Majors as Flight Commander, Deputy, Project Management element (CENM) chief or the Portfolio Optimization element (CENP) chief.

#### 2.3.2.1.2. Installation Management (CEI) Flight

- Responsible for the Financial Management (FM) and resource advocacy functions, operating housing referral, unaccompanied housing, military family housing, dormitory and furnishings management, overseeing privatized housing and optimization of the installation's built and natural assets.
- Asset Accountability element (CEIA) incorporates real property, resources, force management and the IT administrator.

- Housing Management element (CEIH) ensures access to affordable, quality housing facilities and services.
- In concert with AFCEC installation support teams, the Environmental element (CEIE) retains the focus on environmental compliance, the Environmental Impact Assessment Process (EIAP), and optimization of natural assets.
- Lieutenants or junior Captains may be assigned to this flight as a program manager with potential supervisory responsibilities.

#### **2.3.2.1.3. Readiness and Emergency Management (CEX) Flight**

- This is the focal point for all squadron contingency training and support; prepares the wing for operations during natural disasters, major accidents, war, and other base emergencies.
- Provides planning, program management, and training for integrated wing readiness plans, wing EM plans, CE readiness, and the AF Incident Management System (AFIMS).
- Normally led by a CE Company Grade Officer (CGO) who can expect direct supervisory responsibility to include evaluations, development, and disciplinary actions.
- In the capacity of R&EM Flight Commander, the CE officer has oversight of the Prime BEEF program and deployment manager functions as well as the EM functions.
- Key Prime BEEF duties include facilitating a training program to sustain unit readiness per AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*.
- The R&EM Flight Commander briefs the Base Civil Engineer (BCE) monthly on the unit's readiness status as reported in the Defense Readiness Reporting System (DRRS) and the Air and Space Expeditionary Force (AEF) unit type code (UTC) Reporting Tool (ART).
- Key EM responsibilities include:
  - Facilitating EM Working Group (EMWG)
  - Participating in several other cross-functional working groups & boards
  - Overseeing Chemical, Biological, Radiological and Nuclear (CBRN) defense training for the base populous
  - Interfacing with local authority EM structures and ensuring operability of the Emergency Operations Center (EOC) and Unit Control Center (UCC)
- When fully trained the R&EM flight commander is qualified as an EOC Manager.

#### **2.3.2.1.4. Operations (CEO) Flight**

- Operates, maintains, and repairs installation facilities and infrastructure.
- Provides the squadron's capability to maintain and recover bases for the projection of air and space power.
- The Heavy Repair element (CEOH) includes the structures and pavement shops.
- The Facilities Systems element (CEOF) includes the fire alarms, electric, and power production shops.
- The Infrastructure Systems element (CEOI) includes the environmental control systems, water and fuels systems maintenance, entomology, and the heating, ventilation, and air conditioning (HVAC) shops.
- The Operations Engineering element (CEOE) includes the R&O section, oversees service contracts, and operates the material control and customer service functions.

- Typically, a Major is the authorized grade for the Operations Flight Commander, but can be filled with a senior Captain.
- Captains and Lieutenants will gain important leadership and technical experience as the Chief, Operations Engineering Element or OIC, Requirements and Optimization (R&O) Section; both positions assume supervisory responsibility.

#### **2.3.2.1.5. Explosive Ordnance Disposal (EOD) (CED) Flight**

- EOD (along with EM) aligned under CE in 1991 after years of study to align efforts with the leadership of one commander to recover air bases after attack.
- EOD has nine core mission areas as dictated by Air Force Policy Directive 32-30:
  - Aerospace systems/vehicles and conventional munitions
  - Counter-IED operations, combating WMDs, which may include incendiary, chemical, biological, radiological and nuclear (CBRN) hazards
  - Combating Weapons of Mass Destruction
  - Nuclear weapon response
  - Unexploded ordnance recovery operations
  - Operational range clearance
  - Defense Support to Civil Authorities (DSCA)
  - Irregular Warfare (IW) security force assistance, counterinsurgency (COIN), stability operations, humanitarian mine assistance (HMA) and building partnership capacity (BPC)
  - Very Important Persons Protection Support Activity (VIPPSA) to US Secret Service, Department of Homeland Security and Department of State
- EOD qualified officers rotate into EOD focused assignments at select points in order to develop a cadre of senior EOD qualified Civil Engineers that can fully articulate AF EOD capabilities, advocate for resources amongst the Joint EOD community, prepare them to take command of a Civil Engineer Squadron, and provide officers full spectrum wartime engineer expertise to enable Air and Space power.
- EOD provides an early opportunity for leadership and flight command in a CE Squadron.
- EOD qualified officers should expect at least one and possibly up to four EOD specific assignments in their career based on when they became EOD qualified and the length of their EOD assignments.
- Officers should not expect to spend more than 10 years of EOD time, including squadron command with an EOD flight, during a 20 year career.
- EOD program averages 100 EOD qualified officers which is approximately 8% of CE career field; there are approximately 60 officer EOD positions with two-thirds being at the CGO level.
- Training requirements:
  - Step 1: 10 day immersion at local EOD flight
    - All new CE officers should attend and there is no commitment required
  - Step 2: Applications due annually in the spring (send to 32E Officer Assignments Team)
  - Step 3: 28 Academic Day Preliminary Course (Sheppard AFB, TX)
    - AF only with Officer and Enlisted

- Step 4: 143 Academic Days at NAVSCOLEOD (Eglin AFB, FL)
  - Army, Navy, Marines, and AF Officers and Enlisted attend
  - 25 students per class, start every 5 days
  - 12-hour days, includes study hall, class/practical instruction, and evening group PT
  - Joint service instructors and contractors
  - 30% Classroom/70% practical application
- Step 5: Placement into a EOD Flt/CC position (2-3 years)
- Application process:
  - Interested officers with two to eight years of service should contact the CE Officer Assignments Team at AFPC DSN: 665-3452.
  - Further information can be found on the OAT MilSuite site (<https://www.milsuite.mil/book/groups/32e-oat-ce-assignments>)

#### **2.3.2.1.6. The Fire Emergency Services (CEF) Flight**

- Provides incident command for all multi-agency responses, crash/rescue response to flight line, structural fire response, rescue services, and fire prevention services to minimize negative consequences of emergency incidents.
- Scope of services includes:
  - Releases of hazardous materials (including CBRN) resulting from accident, natural causes, or intentional use as a WMD
  - Fires that endanger people, property, or the environment (wild land, equipment, buildings, aircraft, etc.)
  - Fires in nearby federal agency facilities in the event normal FES are inhibited
  - Persons trapped or otherwise unable to escape a dangerous situation
  - Pre-hospital medical emergencies (non-transport)
  - Intervention at other emergency situations such as natural or manmade disasters that threaten life, property or the environment
- CE officers are not assigned to this flight; however, CE officers assigned to base level should be familiar with fire department operations, as these functions mutually support additional CE Flights.
- CE Squadron Commanders attend a one-time 3-day Fire Marshal Course at Goodfellow AFB, TX to become a qualified Base Fire Marshal within 6 months of taking command.

#### **2.3.2.2. RED HORSE**

- Provides Air Component Commanders base heavy construction and repair, along with other capabilities that allow Combatant Commanders to move and support missions as the air order of battle dictates.
- RED HORSE units are capable of being self-sufficient for 30 days and indefinitely upon re-supply and are capable of independent operations in higher, non-permissive threat level environments outside a forward operating base or collocated operating base.
- Officers gain tactical, applied field experience for developing leadership and technical expertise in design and construction.

- Captains and Lieutenants serve as design engineers, construction project managers, flight commanders, and can serve as site OICs when deployed on contingencies or troop training projects.
- While RED HORSE experience is a valuable contribution to the CE officer's development, the CE officer should also seek to balance his/her development with traditional base-support CE assignments.
- In short, the CE officer should not attempt to treat RED HORSE as a separate career track, but rather just one subset of several "specialty" capabilities that the CE officer career field is tasked to provide.
- CE officers who desire to apply for RED HORSE positions should contact the CE Officer Assignments Team at AFPC; refer to AFI 10-209, *RED HORSE Program*, for details.

### **2.3.2.3. Staff Assignments**

- After spending time at squadron level, staff billets provide the CE officer exposure to corporate decision-making process, and an opportunity to develop a "big picture" view of the strategic/operational mission.
- As a staff officer, CE officers gain experience working cross-functional issues with other career fields in operational planning groups to implement programs and policies.
- AF staff positions in the CE career field include, but are not limited to Headquarters Air Force, Air Force Installation and Mission Support Center (AFIMSC) and its primary supporting units including AFCEC, MAJCOMs, and Numbered Air Forces (NAFs).
- Officers typically do an intermediate level staff assignment (AFIMSC or AFCEC) or MAJCOM/NAF assignment before going to the Headquarters Air Force staff.

### **2.3.2.4. Joint Experience**

- CE officers can expect to be assigned to, or deployed with, a non-AF organization at some point in their career.
- Joint assignments provide good experience and qualified experiences are depicted on official records.
- For CGOs, there are several assignment opportunities with Naval Military Construction Battalion, Defense Agencies, and in the deployed environment with Corps of Engineers or Department of State.
- As Field Grade Officers (FGOs), there are Joint opportunities, in the Joint Chiefs of Staff, combatant commands, NATO staffs, and international exchanges.

#### **2.3.2.4.1. Joint Qualified Officer (JQO)**

- The Goldwater-Nichols Act emphasized the need for services to provide senior leaders with Joint experience.
- DoD tracks the experience and education of FGOs to deliberately monitor Joint qualification.
- To become a JQO, CE officers must accumulate 36 "points" in addition to completion of requisite Joint Professional Military Education (JPME).
- Not all Joint experience qualifies for Joint credit; more detailed information can be found under DoDI 1300.19, *DOD Joint Officer Management (JOM) Program*.
- To submit for Joint credit, visit the Joint Qualification System (<https://iqs-pki.dmdc.osd.mil/appi/iqs>)

### **2.3.2.5. Developmental Assignments**

- Some CE officers serve in career broadening or developmental assignments outside the career field.
- There are Officer Instructor & Recruiting Special Duty (OI&RSD) opportunities that include AFROTC, OTS, SOS, ACSC, USAFA Instructor, and Recruiting Services assignments; for more information search "OI&RSD" in the myPers homepage.
- Other jobs include, but are not limited to, AFIT CE instructor, Executive Officer, and Commander's Action Group.
- While these roles give CE officers an opportunity to expand their experience and overall breadth in the AF, timing of these assignments is important and the career field values the experiences gained.
- To ensure the CE officer receives and retains sufficient expertise and experience in the operational CE career path, CE officers should not plan on more than one developmental assignment in their career.

### **2.3.2.6. Other Assignment Information**

- The career planning diagram (see Figures 2 and 3) identifies various levels of experience and windows of opportunity the CE officer should consider when building depth and breadth.
- The diagram is not all-inclusive; it is intended to show that a balance of base level and staff experience, coupled with deployment experience and opportunities for career broadening, will build a strong foundation for CE officers.

#### **2.3.2.6.1. Overseas Tours**

- The CE career field offers many opportunities to serve overseas where the officer is exposed to working with a foreign government, US ally, or US partner.
- Short tour overseas assignments offer prime opportunities to quickly fill gaps in professional development and to hone skills in a typically austere environment.
- CE officers can expect to spend a portion of their career overseas, either through long tours, short tours, or extended deployments.
- Managing your short tour vulnerability is important; Officers usually get "hot" for short tour at the 10 year mark, so planning for this requirement in conjunction with an officer's development (and personal and family situation) is key.

#### **2.3.2.6.2. Deployments**

- Play a large part in the CE life and can offer a great deal of experience in a compressed time period.
- CE officers should continually seek opportunities to participate and lead in deployment operations.

#### **2.3.2.6.3. Squadron and Wing Opportunities**

- There are many opportunities in the squadron and wing that CE officers should take advantage of to further their professional development.



- In addition to the Squadron Commander and Operations Flight Commander, junior CE officers should actively seek advice and mentorship from NCOs, SNCOs, other CGOs, civilians, and civilian supervisors.
- In addition to their primary duty, CE officers should seek out ways to get involved in the squadron to get a broad range of perspectives on the AF career and Officer Professional Development (OPD) in general.
  - For example, an in-house multi-craft construction program is a great way for a CGO to get involved in the design and project management of a large in-house construction project; in addition, it offers practical preparation prior to deployment.
- Junior CGOs on their initial base-level tour should tour all flights within the squadron.
- Junior CE officers can expect to take on a myriad of additional duties designed to expose them outside of their assigned positions, to include tasks leading up to higher headquarters inspections and manning the CE UCC or EOC during exercises or real world events.
- Outside the squadron, CE officers should seek additional duty opportunities to enhance their OPD, as these typically require working with various organizations within the Wing.
- CE CGOs should pursue opportunities to get involved in Wing organizations such as the Company Grade Officers Council (CGOC).
- All CE Officers should consider volunteering to lead cross-squadron member teams for special Wing projects, Changes of Command, and Retirements.
- All of these opportunities broaden an officer's perspective, enhances leadership growth, improves networking beyond the CE squadron, and provides senior leader exposure.

#### **2.3.2.6.4. Cross-Training**

- Some CE officers may be interested in voluntarily cross training to another career field.
- Release determinations are handled on a case-by-case basis depending primarily on manning in both the member's year group and the overall manning of the 32E career field.
- Manning in the gaining career field will also be considered.
- Contact the 32E Officer Assignments Team for more information.

#### **2.3.2.7. Total Force Officers**

- The 32E career field includes CE officers from the Active component as well as the Air Reserve Component (i.e., Air Force Reserve and Air National Guard).
- Officers from each component should familiarize themselves with the others' capabilities and expect to interface with them throughout their careers.

### **2.3.3. Officer Professional Development (OPD)**

- OPD continues throughout our careers and consists of developmental education, graduate education, professional continuing education, professional registration and credentialing, as well as less formal engagement with all of our mentors.

#### **2.3.3.1. Developmental Education (DE)**

- DE is categorized into Primary (PDE), Intermediate (IDE), and Senior Developmental Education (SDE); it is collectively referred to as Professional Military Education (PME).

- IDE and SDE in-residence are highly selective programs; therefore, if not selected to attend DE in-residence, officers need to complete the appropriate level of DE by Distance Learning for promotion considerations.
- DE should be completed at officer's earliest opportunity to further their doctrinal development and remain competitive for future leadership opportunities.
- See section C of Part II for more information on DE, to include PME, Education with Industry (EWI), Fellowships, etc.

#### **2.3.3.2. Graduate Education**

- Every year, there are a number of opportunities for CE officers to gain AF-sponsored masters degrees, and in limited cases, doctorate-level degrees; a portion of these degrees require follow-on commitments for the officer to fill a faculty position at AFIT or USAFA.
- AAD opportunities are detailed in *Part II, Section C*.

#### **2.3.3.3. Professional Continuing Education (PCE)**

- PCE enhances technical and managerial skills by keeping us current in our jobs and the engineering industry.
- PCE credits can be obtained by attending courses at AFIT's The Civil Engineer School, Defense Acquisition University, colleges or universities, and commercial training organizations.
- Professional Engineers/Architects in the local area may also have information on the PCE courses that are available commercially.
- For a list of available PCE courses through DoD, refer to Part II, Section B or visit AFIT's TCES website, (<http://www.afit.edu/CE/>), and DAU's website (<http://www.dau.mil/default.aspx>).

#### **2.3.3.4. Professional Registration and Credentialing**

- Professional registration (or licensure) is a significant step in the professional growth of CE officers.
- It is not mandatory for CE officers to be licensed, but registration enhances a CE officer's overall professional development and will provide the CE officer with additional opportunities throughout his/her career, both in and out of the military.
- When balancing the desire for registration, the CE officer should ensure it is not at the detriment of appropriate Developmental Education or job performance, as failure to meet standards in those areas may hinder chances of promotion (professional registration/certification is **not** considered by promotion boards).
- In addition to the PE/RA license, professional certification options include, but are not limited to, Project Management Professional (PMP), Certified Facility Manager (CFM), Leadership in Energy and Environmental Design (LEED) AP certification, Certified Energy Manager (CEM), etc., all of which will provide the CE officer with additional opportunities throughout his/her career, both in and out of the military.
- Most professional registrations and certifications require annual or biannual continuing education credits to maintain currency.  
PCE courses, including those offered by AFIT and DAU, can help fulfill many of these continuing education requirements.

### **2.3.3.5. Contingency Experience**

- Contingency operations (deployments/natural disasters, field exercises, etc.) provide CE officers a unique opportunity to sharpen their technical and leadership skills.
- CE officers should continually seek opportunities to participate and lead in contingency operations.

#### **2.3.3.5.1. CE Officer Training for Contingencies**

- CE officers are required to complete accession training to include attending WMGT 101, Air Force CE Basic Course, as the minimum training requirements prior to being eligible for deployment.
- AFIT's contingency engineering course (WMGT 585) is targeted for officers with 8-12 years of commissioned service; WMGT 585 is vital to providing advanced instruction on current CE contingency capabilities and expectations.
- Due to deployments to the Joint operating environment, CE officers should also seek valuable training offered by the Joint Engineer Operations Course (JEOC), WMGT 590.

#### **2.3.3.5.2. Silver Flag**

- Provides an excellent opportunity for CE officers to lead, train, exercise, and validate their contingency skills in an environment free from the distractions of home station.
- Attendance is recorded as part of a unit's resource and capability readiness reporting through DRRS.

#### **2.3.3.5.3. Expeditionary Skills Training (EST)**

- Depending on the threat environment expected on a deployment, a variety of pre-deployment training will be required; training requirements are dictated by line remarks and depend on threat and mission.

### **2.3.4. Personal and Professional Growth**

- CE Officers should strive to improve themselves beyond primary duties through personal and professional growth.
- Alternate aspects of a CE Officer's life can include: family, faith, fitness, hobbies, professional readings, continuing education, involvement in professional associations, voluntary organizations, and/or local communities.
- Involvement in multiple activities outside of work will contribute to resiliency, character development, professional success, and prevent burn-out .

#### **2.3.4.1. Officer Professional Development (OPD) Plan, and Reserve-Officer Development Plan (R-ODP)**

- Every officer should meet with their Commander and/or supervisor at least annually to discuss a career development plan to include personal and professional goals.
- In addition to the formal Airman Development Plan (ADP), OPD plans should include recommended future jobs, DE, graduate education, career broadening, short and long tours, promotion boards, etc.
- OPD plans or R-ODPs complement and inform the ADP.

- To avoid issues with poor connectivity, it is also recommended to update development plans prior to departing on each Permanent Change of Station, deployment, and/or TDY.
- Each officer should take individual responsibility for ensuring the appropriate amount of time is devoted to his or her OPD.

#### **2.3.4.2. Civil Engineer Development Team (DT)**

- The Active Duty and Reserve CE DTs are chartered to meet once per year to provide guidance and mentoring to AF CE officers and civilians.
- DTs are responsible for vectoring the right Airman Engineer to the right type of job at the right time, mutually benefitting the AF and the Airman Engineer.
- DT output includes recommendation to schools, commanders, and other selective positions.
- For a complete description of the DT program, see AFI 36-2640, *Executing Total Force Development*, and AFRCI 36-2640, *Executing Air Force Reserve Force Development*.

##### **2.3.4.2.1. Active Duty 32E DT**

- The Active Duty DT is chaired by the 32E Functional Manager, The Director of Civil Engineering (HQ USAF/A4C), with select senior CE and operational representatives as DT members.
- The Active Duty DT does not review all officers' records annually but will target CGO and FGO year groups that are eligible to move during the next assignment cycle .
- The CE officer should ensure he/she submits an updated Airman Development Plan (ADP) through the Talent Marketplace (<https://myvector.us.af.mil/myvector/Talentmarketplace/Home/Index/10> for DT review).

##### **2.3.4.2.2. The Air Force Reserve DT**

- The AF Reserve DT is chaired by the AF Reserve Command Civil Engineer (HQ AFRC/DA7) with select senior Reserve CE Officers as members representing all Reserve statuses: Air Reserve Technician (ART), Active Guard Reserve (AGR), Traditional Reservist (TR) and Individual Mobilization Augmentee (IMA).
- It is imperative that AF Reserve CE officers update their R-ODPs annually to allow the DT to provide guidance and recommendations on opportunities that will broaden and enhance careers.
- These vectors are based on the needs of the AF and individual input via the R-ODPs for AFRC CE officers in the AGR program.

#### **2.4. CE Strategic Communications**

- The AF CE Portal provides a link to the latest in CE strategic communications, publications and messages from the Air Force Director of Civil Engineering (<https://cs2.eis.af.mil/sites/10041/Pages/default.aspx>).
- The CE Portal captures the latest in CE Playbooks and a host of other key resources that provide technical support for CE officers assigned throughout the AF.
- The new CE Weekly presents a unique opportunity for Airmen to discover what important missions the CE enterprise is accomplishing around the globe, with a number of article

submissions being published each Tuesday; Airmen may sign up for the CE Weekly through following: [airforcece.com/signup](http://airforcece.com/signup).

## 2.5. CE Occupational Badges

- The CE badge reflects a great history and tradition; a multitude of engineers who came before us established this expectation through excellent service in both peace and war.
- When worn, CE officers will be recognized by fellow Airmen as having achieved an expected level of competence.
- Eligibility criteria for award and wear of AF occupational badges can be found in AFI 36-2903, *Dress and Appearance of Air Force Personnel*, Chap 10.

### 2.5.1. CE Badge Heraldry

- The gear wheel and compass have historically been used to represent the engineering profession, in both the military and private sector. Together, they symbolize all the diverse specialties within the AF CE career field.
- The gear represents the essence of engineering: applying scientific principles and technology to practical ends. It is an element (representing the built environment) that meshes with others (weapon systems and trained personnel) to enable the AF to perform its mission.
- The compass is a precision tool historically used by engineers in designing and constructing facilities and equipment.
- The wings help to portray the fundamental linkage between engineering and aviation and that the built environment is the foundation supporting the AF mission and people.



#### 2.3.1.1. Basic Badge

Awarded upon successful entry into the career field at the completion of WMGT 101, Air Force CE Basic Course



#### 2.3.1.2. Senior Badge

Adds a star to the top of the badge and is awarded after seven years in the specialty



#### 2.3.1.3. Master Badge

Indicates the final step in the occupational series and adds a wreath around the star and is awarded after 15 years in the specialty

## 2.5.2. Other CE Badges

- CE Officers who have earned EOD or EM badges may wear their respective badge above the CE badge when serving in an EOD or EM position.
- Otherwise the EOD or EM badge should be worn under the CE badge.
- For more information on the wear and award of all badges, refer to AFI 36-2903.

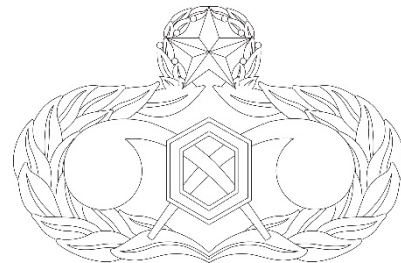
### 2.5.2.1. EOD Badge

- The EOD basic occupational badge is awarded to those individuals who complete the formal training requirements of the Naval School Explosive Ordnance Disposal (NAVSCOLEOD), Eglin AFB, Florida.
- The senior badge and the master badge are awarded by cumulative time after award of the basic EOD badge served in an EOD billet, as a commander of a squadron with an EOD flight, or a staff position directly in charge of an EOD program and upon certification letter signed by the EOD flight chief and approved by commander.
- Cumulative time required for the senior EOD badge is four years and for the master EOD badge is eight years.



### 2.5.2.2. Emergency Management Badge

- The EM occupational badge is authorized for those individuals who complete the 3E9X1 EM Apprentice Course at Ft Leonard Wood, Missouri.
- Since this course is no longer required for R&EM Flight Commanders, most officers will not wear this badge.



### 2.5.2.3. Base Fire Marshal Badge

- Base Fire Marshals may wear the Fire Chief duty badge after completing the Fire Marshal Course, and may continue to wear it in all subsequent duty positions that include FES management and oversight responsibilities.
- The BCE (and squadron commander if BCE and squadron commander duties are separate) is authorized to wear the Fire duty badge provided there is a FES flight, management or oversight responsibilities.

## 2.6. AFPC, CE Officer Assignments

- The CE officer assignment team consists of career 32E officers who manage AD CE officer assignments at HQ AFPC located at JBSA-Randolph.
- CE Officers research assignment opportunities in Talent Marketplace, 32E Officer Assignment Team MilBook site, and MyPers.
- The CE assignment officers can be reached at DSN 312-665-3451/3452 or Commercial (210) 565-3451/3452.
- Reserve CE officer vacancies are posted on Reserve Management Vacancy System via the Portal, and on the AFR 32E Career Field Management page (<https://www.milsuite.mil/book/groups/afr-32e-career-field-management>).



- Additional volunteer opportunities can be found on Volunteer Reserve System (VRS) via the portal and Personnel Force Innovation (PFI) via (<http://pfi.dod.mil/>).

## 2.7 Special Experience Identifier

- SEI codes can be added to a member's record through AF Form 2096 and completion of appropriate awarding criteria; for more information see AFI 36-2101 Classifying Military Personnel (Officer and Enlisted).
- List of common CE officer SEIs (not all-inclusive):
  - Professional Engineer = EVA
  - Registered Architect = YVA
  - EODQ officers = ELC
  - Air Advisor = YBB or YBD
  - Language Enabled Airmen Program = YHQ
  - Resiliency Trainer = YAB
  - Inspector General = Y10
  - FAO = various codes

## Section C – Proficiency Training Requirements

### 3. Specialty Description

**3.1. Education:** The following is required for entry into AFSCs 32E1X:

#### 3.1.1. 32E1X

- Undergraduate or graduate degree is mandatory in:
  - Civil, electrical, environmental, construction, architectural, mechanical, or industrial engineering from a school whose respective program is accredited by the Accreditation Board for Engineering and Technology (ABET), or
  - Architecture degree from a school accredited by the National Architectural Accrediting Board (NAAB).

#### 3.1.2. 32E1X Waivers

- Waivers for other architecture and engineering degrees not specified above, but from an accredited school, require submission of a waiver package IAW AFI36-2101, *Classifying Military Personnel*.
- Officers with architecture degrees from a non-accredited school must demonstrate a path to professional registration according to the National Council of Architectural Registration Boards (NCARB) before being accepted into the 32E career field.
- Officers with engineering degrees from a non-accredited school must have passed the National Council of Examiners for Engineering and Surveying (NCEES) Fundamentals of Engineering (FE) exam to be considered eligible for the 32E career field.



- Ultimate waiver authority rests with the 32E Functional Manager, The Director of Civil Engineering at HQ USAF/A4C, and packages should be coordinated through AFIT/CE and the 32EX CFM as well as AFPC Classifications.
- For more information, contact the OAT.

**3.1.3. 32E1A/C/E/F/I/J** Undergraduate or graduate degree in the area specified by section 3.4.

**3.1.3.1. 32E1G**

- Any 32EX may be assigned to positions requiring suffix G (General Engineer).
- Also, assign the G suffix to individuals with approved waivers into the career field that do not meet any of the other specialty criteria.

**3.2. CE Formal Training** The following are mandatory for award of the AFSC:

**3.2.1. 32E3X**

- All Total Force 32E officers shall complete the AFIT course WMGT 101, Air Force CE Basic Course, to become a 32E3X.
- Per HQ USAF/A4C policy letter, 32E officers must also complete WMGT 101 prior to deploying.

**3.2.2. 32E3B** Completion of WMGT 410, Readiness and Emergency Management Flight Officer Course.

**3.2.3. 32E3H** Completion of initial EOD skills training course at NAVSCOLEOD, Eglin AFB.

**3.3. Experience** The following are mandatory for award of the AFSC:

**3.3.1. 32E3A/B/C/E/F/G/H/I/J** A minimum of 12 months in the specialty following the completion of WMGT 101 is required to upgrade to 32E3X.

**3.3.2. Other** Upgrading will be in the specialty relating to their academic discipline or suffix G - General Engineer, dependent upon duty position. CE officers whose academic area is not compatible with suffixes A, C, E, F, I or J will be upgraded in suffix G only.

**3.3.3. Staff Level** CE officers serving in staff level positions will hold the duty AFSC of 32E4 for the duration of their staff time. The officer must be in 32E4 authorized position. This AFSC indicates staff level officer and does not qualify as an upgrade.

### 3.4. Specialties

SUFFIX	DEFINITION
A	Architect/Architectural Engineer
B	Readiness and Emergency Management
C	Civil Engineer
D	
E	Electrical Engineer
F	Mechanical Engineer
G	General Engineer
H	Explosive Ordnance Disposal Engineer
I	Industrial Engineer
J	Environmental Engineer
K	EOD Non-Engineer

**Figure 5: CE Specialties**

*Note: Award of 32EXB or 32EXH requires a degree in one of the disciplines listed for 32EXA/C/E/F/G/J.*

### 4. Duty Titles

- Upon arriving at a duty station, CE officers and their supervisors must set their duty title via the AF Form 2096, Classification/On-The-Job-Training Action, or local procedures.
- All duty titles are approved at AFPC prior to being updated in the officer's official record.
- Standard list included in Appendix 2 is intended to determine the proper duty title for the CE officer.

## Section D – Resource Constraints

### 5. Resource Limitations

- Limiting resources will put strains on the career field to adequately cover all training.
- Priority will go to mission essential training courses, then focus on mission enhancement training.
- TCES continues to develop Distance Learning courses to mitigate the effects of resource limitations.

**5.1. TDY Funding** If the AF lacks the appropriate resources for the officer to complete training listed in this document within the targeted time frame, the officer should make every attempt to complete the training as soon as resources become available.

**5.2. Longer Tours** Additionally, limited Permanent Change of Station (PCS) funding will typically yield longer tours. Therefore, officers should expect to be rotated to other duties at least once in each multi-year tour to ensure he/she is gaining sufficient breadth of experience.

# PART II

## Section A – Course Training Standards

### 1. Task Lists

- Key AF documents outline and define the tasks assigned to each of the flights within a typical CE squadron
- References to these documents are available on the CE portal (<https://cs2.eis.af.mil/sites/10041/Pages/default.aspx>).

## Section B - Training Course Index

### 2. Formal Education and Training Courses

- The courses listed in this section are recommended for the positions indicated.
- Note that due to funding limitations, some courses may not be available every year.
- Refer to AFIT's TCES web page at (<http://www.afit.edu/CE/>) for CE PCE courses.
- Depending on the degree of the CE officer, suffix and duty position, focus on those WENG, WENV, and WMGT courses designed for that particular specialty or duty position.
- These courses should be taken at the earliest opportunity to attain higher levels of proficiency in the 32E OCs.

<b>2.1. Courses for New CE Officers</b> 0-2 years, Any Squadron-Level Job	
<i>Mandatory</i> WMGT 101	Air Force CE Basic Course
<b>2.2. Recommended Courses for all CE Officers</b> 0-4 years, Any Base Level Job	
WMGT 421	Contracting for Civil Engineering Course
WMGT 422	Project Management Course
WMGT 423	Project Programming Course
WMGT 436	Requirements and Optimization
WENG 200	Scoping and Estimating
WENG 400	Life-cycle Cost Estimating
WENG 481	Contingency Facility Design
<b>2.3. Job-specific Courses</b> 0-10 years, Specific Base Level Job	
WENG 470	Introduction to Electrical Systems
WENG 460	Introduction to Mechanical Systems
WENG 550	Airfield Pavement Design and Maintenance
WENG 555	Airfield Pavement Construction Inspection
WENG 561	Applications of HVAC Design and Analysis

WENG 520	Comprehensive Planning Development
WMGT 417	Activity Management
WMGT 531	Installations Management Flight Commanders Course
<b>2.5 Readiness and Emergency Management Flight Commander</b>	
WMGT 410	Readiness and Emergency Management Flight Commander Course
MLMDC 813	USAF Incident Management Course
<b>2.5 EOD Flight Commander</b>	
<i>refer to 32-3001</i>	<i>Explosive Ordnance Disposal Program</i>
	Basic EOD School (Badge awarding course) at NAVSCOLEOD, Eglin AFB
WMGT 433	EOD Flight Leadership Course
	Advanced Improvised Explosive Device Defeat (AIEDD) Course (JBAZN3E87100NA) at NAVSCOLEOD, Eglin AFB
	Joint Nuclear EOD (JNEOD) Course (J5AZO3E871 00DA) at Kirtland AFB
<i>refer to 3E8X1 CFETP Section D</i>	<i>contains full list of available courses and requirements</i>
<b>2.6. Engineering Flight Commander</b>	
WMGT 420	Engineering Flight Commanders Course
<b>2.7. Recommended courses for Captains &amp; Majors 4-10 Years of Commissioned Service</b>	
WMGT 585	Contingency Engineer Command Course
WMGT 590	Joint Engineer Operations Course (JEOC)
<b>2.8. Operations Flight Commander</b>	
WMGT 430	Operations Flight Commanders' Course
<b>2.9. Civil Engineer Squadron Commander (CE SQ/CC)</b>	
Attend these courses at your earliest opportunity to prepare for responsibilities as a CES/CC.	
<i>Mandatory WMGT 400</i>	Civil Engineer Commander/Deputy Course
<i>Mandatory</i>	MAJCOM Sq/CC Orientation (Required for all Sq/CCs)
<i>Mandatory</i>	Fire Marshal Course (X30ZR32E4 0F1A) (Required for Sq/CCs overseeing FES activities)
<i>Mandatory MLMDC 813</i>	AF Incident Management Course (Required to serve as an Emergency Operation Center Director)
<i>Recommended</i>	Senior Leader NBCC Course
<i>Recommended WMSS 600</i>	Advanced Base Civil Engineer Officer Seminar
<i>Recommended WHSS 404</i>	General Officer Quarters (GOQ) Management Course
<b>2.10. Recommended courses for Colonels 20+ Years of Commissioned Service</b>	
WMSS 700	Senior Civil Engineer Officer Seminar

**Table 1: Available Training Courses**

## Section C - Other Professional Training and Education

### 3. Developmental Education (DE)

- DE provides CE officers with educational exposure to the Profession of Arms and AF institutional competencies; DE is a pre-requisite for advancement to the senior ranks.
- DE is mandatory and is offered in residence or by correspondence.
- Below are the AF DE programs; other, non-AF programs are detailed in the annual DE in-residence program call for nominations.

#### 3.1. Development Education (DE) Selection Process

- Must be nominated by Senior Rater to be considered for in-residence programs; Senior Raters are able to designate one Definitely Attend, as well.
- DE Board will centrally screen nominees and send the list of those selected to attend DE in residence to the functional DTs for selection of primary and alternate candidates.
- Functional DTs recommend specific DE programs for each officer.
- DE Board determines the final matches of personnel to specific DE programs, then releases the PSDM usually in the fall each year.
- The base education office can provide more complete information on criteria and enrollment procedures.
- AFPC notifies Senior Raters when nominations for in-residence DE are due, and your organization should advertise the opportunity to apply.
- If an officer is not selected for DE in-residence, he/she should complete DE through correspondence or seminar at their earliest opportunity.

#### 3.2. Primary Development Education (PDE) - Squadron Officer School (SOS)

- Instruction in leadership competencies in AFDA1-1, *Force Development*, as well as Officership, Leadership, Problem Solving, Core Values, and the AF as an institution in the profession of arms.
- Students strengthen their Officership and Leadership techniques in classroom discussions and field exercises, and experience followership in support of other student leaders.

##### 3.2.1 Residence Program

- Seven weeks temporary duty (TDY) at Air University, Maxwell AFB, Montgomery AL (<https://www.airuniversity.af.edu/>).
- CE officers with more than 4 but less than 7 years Total Air Force Commissioned Service (TAFCS) who are not in a failed or deferred promotion status may attend. CE officers will be selected via Senior Rater.
- Currently, all officers can attend SOS in residence.

#### 3.3. Intermediate Developmental Education (IDE)

- A number of schools are available, but Air Command and Staff College (ACSC) is most commonly attended by AF personnel; contact the base training office for a list of other schools.

- The ACSC program includes warfighting at the operational level, doctrine, Joint capabilities, the profession of arms, and analytical and practical tools needed for leadership in the application of air and space power ( <https://www.airuniversity.af.edu/ACSC/>) .

### **3.3.1. Residence Program**

- 10 months at Maxwell AFB for ACSC (other residence programs may vary).
- Majors are eligible to be considered for IDE in residence via the DEDB/RDEDB process for 3 academic years.

### **3.3.2. Distance Learning Refer to**

(<https://federation.prod.cce.af.mil/pool/sso/authenticate/1/4?m=GET&r=t&u=https%3A%2F%2Fauportal.sso.cce.af.mil%2Fauportal%2Fausso%2Flogin.AirUniversity>).

### **3.4. Senior Developmental Education (SDE)**

- AF engineers commonly attend Air War College (AWC).
- Contact the base training office for a list of other schools.
- AWC program primarily focuses on warfighting, the application of air and space power in Joint or combined operations, evaluation of national security and military strategy formulation, defense resource allocation and management, trends and sources of conflict in the international system, and the execution of strategy in a multipolar world.

#### **3.4.1. Residence Program**

- 10 months at Maxwell AFB for AWC (other residence programs may vary).
- Lieutenant Colonels are eligible to be considered for SDE in residence via the DEDB/RDEDB process for 4 academic years.

#### **3.4.2. Distance Learning Refer to (<https://www.airuniversity.af.edu/AWC/>).**

## **4. Graduate Education**

**4.1.** Graduate education will enhance job performance, build credibility as an engineer and add value to the AF

- Completion of an AAD is a discriminator for promotion to Colonel, so it is essential that CE officers complete this milestone NLT 6 months prior to meeting their Colonel Central Selection Board (or risk not being promoted).
- AF Civil Engineering is a demanding and competitive field and a graduate degree (both technical and non-technical) will maximize opportunities for the CE officer; it is recommended that officers complete their AAD before putting on Major rank.
- There are five basic routes to getting an AAD degree while on active duty .

#### **4.1.1. AF-Supported Off-Duty Education Programs**

- The most common method used by CE officers is AF Tuition Assistance (TA).
- TA programs can pay as much as 100% of tuition cost.

- Many CE officers earn an AAD in a technical or engineer management area (helps build on CE officer's undergraduate degree and experience) .
- Visit the base education office or research online to determine what programs are available.

#### **4.1.2. AFIT Graduate Engineering Management (GEM) Program**

- Competitively selected program available to approximately 20 CE officers each year.
- Selected CE officers pursue an AAD full-time while assigned to AFIT at Wright-Patterson AFB, OH.
- CE officers completing an AFIT sponsored GEM degree will be expected to serve in a targeted AAD position at base level or AFCEC.
- For more information visit the AFIT website: (<https://www.afit.edu/ENV/>).

#### **4.1.3. Faculty Preparatory Programs**

- TCES at AFIT and the Air Force Academy's Department of Civil and Environmental Engineering (HQ USAFA/DFCE) sponsor CE officers for graduate engineering degrees (MS and PhD) at civilian universities followed by a tour as a faculty member.
- May be expected to serve in an "Intervening Operations Tour (IOT)" prior to instructor duties.
- For more information visit AFIT/TCES (<http://www.afit.edu/CE/>) or HQ USAFA/DFCE (<https://www.usafa.edu/department/civil-and-environmental-engineering/>).

#### **4.1.4. Civilian Institutions (CI) Program**

- CE officers are sometimes selected to attend graduate engineering at civilian universities in preparation to fill certain billets that require specialized technical advanced degrees.
- Only a few of these positions are available each year - most are at AFCEC or RED HORSE.
- For information contact the CE Officer Assignments Team at DSN 665-3451/3452.

#### **4.1.5. IDE and SDE In-Residence Programs**

- Automatically provides a non-technical AAD.

### **5. Contingency Training**

- Home-Station exercises and Prime BEEF days make up a significant part of this training.
- CE officers assigned to a unit with a deployment mission are required to additional training at one of the three Silver Flag sites.
- All CE contingency training requirements are found in the training tables of AFI 10-210, *Prime BEEF Program* and AFI 10-209, *RED HORSE Program*.



## 6. Professional Continuing Education (PCE)

### 6.1 The Civil Engineer School (TCES)

- TCES offers more than 90 courses to help students learn about specific aspects of the CE career field.
- Courses and seminars may be offered at the schoolhouse, through live satellite broadcast, blended distance learning, or web-based/on-demand.
- Other opportunities may exist locally through seminars, workshops, and classes.
- For more information or to register for courses, go to the TCES homepage ([www.afit.edu/ce/](http://www.afit.edu/ce/)).

### 7. Acquisition Courses

- Several positions within the CE career field will benefit from acquiring Level 2 or Level 3 Facilities Engineering (FE) certification under DAWIA.
- CE Officers filling these positions will have the opportunity to complete the requisite training and track continuing education hours, though it is not mandatory at this time.
- Currently, ACQ101 and FE201 are Distance-Learning courses which are required to earn a Level 2 FE certificate.
- Some CE officers will have the opportunity to work in systems acquisition and/or research and development (R&D) positions which require more systems-focused courses offered by DAU.
- For more information on DAU courses, refer to (<https://www.dau.edu/>).

## Section D – Leadership and Supervision

### 8. Supervising CE Officers

#### 8.1. Commander's Involvement Program

- Commanders and Staff Directors have best insight in officer's talents, strengths, limitations, and OPD needs.
- Commander and Staff Director responsibilities occur in two phases:
  - Phase I: general professional development guidance
  - Phase II: specific assignments for which an officer volunteers
- Refer to AFI 1-2, Commander's Responsibilities for more discussion on the Commander's role in developing leaders.
- Commanders/Directors can find resources mentoring CE officers at CE officer myPers site.
- If sufficient timing, opportunity and operational tempo permits, Commanders/Directors should attempt to rotate officers to multiple positions within their organization to expose them to different technical areas and leadership opportunities.

## 8.2. Officer Evaluation System (OES)

- AFI 36-2406 *Officer and Enlisted Evaluation Systems*, discusses the OES.
- Document includes information on the objective of the program, documenting job performance as well as dealing with Officer Performance Reports (OPRs) and Promotion Recommendation Forms (PRFs).
- Access the publication and forms on AF e-publishing ([www.e-publishing.af.mil](http://www.e-publishing.af.mil)) site through the AF Portal ([www.my.af.mil](http://www.my.af.mil)).

## 8.3. Officer Promotion System

- AFPAM 36-2506, *You and Your Promotions - The Air Force Officer Promotion System*, contains additional information on officer promotion as well as selective continuation, including detailed information on such things as promotion opportunities, board timing, selection criteria, and selection boards are included.
- AFPAM 36-2506 can be accessed on AF e-publishing.
- Promotion board schedules, eligibility, and milestones are available on the AFPC home page through the AF Portal.

## 9. Supervising Enlisted

### 9.1. The Enlisted Force Structure

- AFI 36-2618, *The Enlisted Force Structure*, defines the enlisted force structure and implements AFPD 36-26, *Total Force Development*.
- Establishes leadership and development levels, responsibilities, and official terms of address.
- Describes special senior noncommissioned officer positions and standardizes duty titles.
- This AFI is accessible on AF e-publishing through the AF Portal.

### 9.2. Enlisted Evaluation System (EES)

- AFI 36-2406, *Officer and Enlisted Evaluation Systems*, is the governing document for the EES.
- Includes information on such areas as performance feedback, enlisted performance reports (EPRs), etc.

### 9.3. Airman Promotion Program

- AFI 36-2502, *Airman Promotion/Demotion Programs*, covers the enlisted promotion program.
- It contains information on promotions from Airman through CMSgt.

### 9.4. Enlisted Training

- AFI 36-2201, *Air Force Training Program*, covers the management and development of enlisted training.

## 10. Supervising Civilians

### 10.1. Leadership Opportunity

- A CE officer may supervise federal or local national civilians, which requires specific training
- Training includes union agreements, civilian appraisals, time keeping, etc.
- The organization's senior civilian and servicing Civilian Personnel Office (CPO) are resources in learning specifics on the local processes and requirements in supervising civilians.

### 10.2. Civilian Performance Program

- Refer to AFI 36-1001, *Managing the Civilian Performance Program*, for the latest information on how to manage the civilian performance program.
- Includes information on performance planning and appraisals, incentive awards, monetary incentive awards, time off incentive awards, honorary incentive awards, mitigating performance problems, and keeping records.

## 11. Supervisory Training Program

- Initial training for newly assigned supervisors bridges the gap between skills required at working level and those required at supervisory level.
- First-level supervisors will be provided the initial training described below either before assuming new duties or within 6 months after assigned to a supervisory position.

### 11.1. Air Force Supervisor's Course

- Designed to provide first-level supervisors, regardless of organizational component, with leadership and management skills required in supervisory positions.
- The servicing CPO will have more information for supervisors of civilian employees.

### 11.2. Civilian Personnel Management Course (CPMC)

- Designed to provide military and civilian first-level supervisors with background information and an understanding of applicable personnel laws and regulations needed to effectively carry out their civilian personnel management responsibilities.
- The servicing CPO will have details on this course and can apply "equivalency" credit, if applicable.

### 11.3. Overseas

- MAJCOMs and servicing CPOs in overseas areas develop and present training courses for military and civilian supervisors of local national (LN) employees to meet local needs.
- No standard AF course has been developed due to the wide diversity in LN personnel programs.

## 12. Awards

- Supervisors should properly recognize and reward subordinates for exceptional performance.
- AFI 36-2803, *Air Force Military Awards and Decorations Program*, contains the latest information on the AF Awards and Decorations Program.
- This guidance document is accessible on AF e-publishing. Some other programs are listed below.

### 12.1. The CE Awards Program

- Annual program designed to recognize and reward outstanding performance in a number of different categories specific to the CE enterprise.
- AFI 36-2817, *Civil Engineer Awards Program*, covers the latest information on the CE Annual Awards Program and is accessible on AF e-publishing through the AF Portal.

### 12.2. Squadron/Wing Recognition Programs

- Local recognition programs vary by location.
- Contact the squadron's first sergeant or section commander for a full listing of recognition programs available.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

JOHN J. ALLEN, JR., Brig Gen, USAF  
Director of Civil Engineering  
DCS/Logistics, Engineering and Force Protection

# APPENDIX

## SPECIALTY TRAINING STANDARDS 32EX, CIVIL ENGINEER OFFICER

### A.1 Introduction:

Specialty Training Standards for CE officers are translated through attainment of the core occupational competencies (OC) described in this Appendix. AF Doctrine Annex 1-1, *Force Development*, defines competencies as “attributes an individual possesses to successfully and consistently perform a given task, under specified conditions, or meet a defined standard of performance. This enables Airmen to perform their jobs and contribute to the overall success of the Air Force.” *The 32E OCs fundamentally define what we expect a CE officer to be able to do at different points in their career progression.*

### A.2 Competency Structure:

There are seven core OCs divided in three categories listed below. Each competency is further defined by sub-competencies and descriptors to give more specific context to each OC (refer to Table 2, *CE Officer Occupational Competencies*).

**A.2.1 Installation Support:** This category can be broken down into three competencies of planning and programming, execution, and operations management. Planning and programming encompasses the process to identify, validate, and scope requirements to include project requirements. In addition, it gets at the funding and approval aspects of planning and programming. Execution covers the competencies required for design and construction of requirements to include both in-house and contracted requirements. Operations management looks at material control and labor rates in support of the installation.

**A.2.2 Contingency Operations:** This category encompasses the support of operations across the conflict continuum and includes competencies of beddown, and recovery and closure. Contingency operations apply across the globe for both CONUS and OCONUS installations, to include expeditionary locations. Beddown includes both planning and buildup of beddown operations. Recovery and closure include incident planning and management, and attack and disaster response. In addition, the competency of recovery and closure covers civil engineer requirements during the closure of an installation.

**A.2.3 Organizational Leadership:** This category encompasses the human and personal characteristics required for Civil Engineer Officers, to include employing engineer capabilities and managing resources. Organizational leadership blends institutional requirements with the unique aspects of the Civil Engineer career field and can be applied across the competencies of the other two categories. These competencies reflect the interaction across various levels within the Air Force organization and outside to include sister services, other

government organizations, companies, and other nations. Employing engineer capabilities covers engineer organization capabilities, engineer Joint and partnership capabilities, and individual engineer capabilities. Managing resources specifically describes resource stewardship, force development, and posture and presentation.

### A.3. Proficiency Levels:

An officer develops increasing levels of proficiency through a combination of education, training and experience throughout career progression. Proficiency is measured in three levels: Basic, Advanced, and Master (refer to Table 2, *CE Officer Occupational Competencies*). The criteria below are used to determine the level of proficiency attained for each competency through observable knowledge, skills and abilities.

**A.3.1 Basic:** The member comprehends the basic order of tasks but requires guidance and supervision to minimize errors and ensure successful accomplishment. The skills learned at this proficiency is at a foundational knowledge level.

**A.3.2 Advanced:** The member demonstrates ability to perform most tasks with limited guidance and supervision with some errors or omissions. The skills learned at this proficiency allow the member to apply foundational knowledge gained at the basic level with increased effectiveness in a dynamic work environment.

**A.3.3 Master:** The member consistently completes tasks with little or no supervisory assistance, and results contain few, if any, errors or omissions. The skills learned at this proficiency allows the member to create and synthesize products past the basic and advanced level. This is most often achieved with breadth and depth of experience throughout a career.

### A.4. Responsibilities

**A.4.1 General:** CE officers use occupational competencies to deliver engineer capabilities. Deliberate development of CE officers is essential for sustaining current and future operations. Development occurs through the combination of education, training and experience as described in this plan. Implementation of all three elements across an entire career is key in the development of CE officers to meet Air Force operational needs.

**A.4.2 CE Officers** should use the 32E OCs to self-assess their level of proficiency for each competency and pursue education, training and experience throughout his/her career to attain the highest level of proficiency possible. Not all officers will be able to achieve the expected level of proficiency as listed in Table 2, *CE Officer Occupational Competencies*. However, gaps that exist between expected and actual proficiency levels should be used as a discussion tool with supervisors and mentors to target growth and development opportunities.

**A.4.3 Supervisors and mentors** should ensure CE officers are focused on individual development plans to attain the highest level of proficiency possible. Given different career paths and job opportunities, many officers will develop competencies faster or slower than what is expected. Mentorship and advice should be focused on growing competencies that are essential to current assignment first, followed by competencies that are essential to the next assignment.

**A.4.4 Commanders and raters** will encourage officers to track their own development and have honest conversations about what the officer can/cannot do. Attainment of competencies should not be criteria for promotion or stratification; rather, it is a tool to aid in the individual development of officers.

### Using the CE Officer Occupational Competencies

*Each competency has sub-competencies and descriptors showing the rank and proficiency level an officer is expected to achieve. For example, under the Requirements Validation sub-competency, a CE officer is expected to “validate requirements using infrastructure data and analysis with enterprise business tools” at the Basic level for a Second Lieutenant, at the Advanced level as a First Lieutenant, and at the Master level as a senior Captain with 4-7 years of service.*

*Through self-assessment, an officer is able to determine the required skills he/she needs to develop in their career. The structure of the competencies allows one to look at overall areas that are lacking and can tie that to an education or training program or a job opportunity that will provide requisite experience. An officer can look at the list and determine if he/she is lacking in any overall areas such as Design or Logistics Management and is able to assess deeper against the descriptors of those sub-competencies. If an officer determines he/she is lacking in a certain area there are a number of steps that can be taken. For example, an officer with no experience in incident planning and management will want to take a course in emergency management then seek a position in the squadron to become proficient in competency descriptors such as “lead Civil Engineer Unit Control Center (UCC) operations and coordinate response to contingencies.”*

*The competency list is also a tool for supervisors and commanders to mentor their officers in their development. Commanders and supervisors have intimate knowledge of specific jobs and opportunities officers will need to take in order to meet the competency requirements in addition to having a balanced career. These discussions may include timing of certain courses to align with a specific job. Commanders may also look at the competency list as an opportunity to develop their specific squadron unit training programs for officers.*

*For example, a squadron may require all officers to develop the competency descriptor of “serve as an Emergency Support Function (ESF) representative in the Emergency Operations Center (EOC)” regardless of what flight an individual officer is assigned. Another example, in order to achieve the competency descriptor to “organize and direct Rapid Airfield Damage Recovery (RADR) and Base Recovery After Attack (BRAAT) activities,” squadrons may want target certain officers to attend Silver Flag to validate and supplement homestation Prime BEEF training.*



Categories, Competencies, Sub-Competencies, and Descriptors	Proficiency Level		
	Basic	Advanced	Master
<b>INSTALLATION SUPPORT CATEGORY</b>			
<b>1. Planning &amp; Programming</b>			
<b>1.1 Requirements Identification</b>			
Anticipate emerging requirements across the installation and incorporate into work plans	2 Lt	Capt	Sr. Capt
Identify and define requirements with stakeholders	2 Lt	-	1 Lt
Communicate facility and infrastructure requirements and expected risk to stakeholders	2 Lt	Capt	Maj
Organize resources to gain and maintain accurate asset visibility, condition assessment, and information requirements	2 Lt	1 Lt	Capt
Perform data analysis using enterprise business tools to optimize infrastructure investments at the lowest life-cycle operating cost	2 Lt	1 Lt	Capt
<b>1.2 Requirements Validation</b>			
Validate requirements using infrastructure data and analysis with enterprise business tools	2 Lt	1 Lt	Capt
Prioritize requirements for execution that are informed by funding strategies, sustainment data, base master planning, schedule, mission requirements, and risk	2 Lt	1 Lt	Capt
Organize resources to produce an installation development plan	2 Lt	Capt	Sr. Capt
<b>1.3 Scope Development</b>			
Define and refine requirements in accordance to applicable codes and standards, and coordinate with stakeholders to determine appropriate scope, cost and schedule	2 Lt	-	1 Lt
Incorporate applicable environmental agreements, laws, and host nation requirements into Civil Engineer activities	2 Lt	1 Lt	Capt
Identify installation infrastructure vulnerabilities and mitigate risk to mission assurance by developing options to improve resilience	2 Lt	Capt	Major
<b>1.4 Funding and Approval</b>			
Advocate, support, and defend Civil Engineer resource requirements within assigned program element	1 Lt	Sr. Capt	Lt Col
Operate within the Congressional cycle by communicating Civil Engineer requirements, resources, and risk to influence the Air Force Program Objective Memorandum (POM) position	1 Lt	Sr. Capt	Lt Col
Defend the resources required to execute mission priorities and explain risk to mission for unfunded requirements	2 Lt	Capt	Sr. Capt
Identify the legal, appropriate, and effective source of funds for requirements	2 Lt	1 Lt	Capt
Develop a comprehensive project programming package for funding and approval	2 Lt	-	1 Lt
<b>2. Execution</b>			
<b>2.1 Design</b>			
Interpret construction drawings and specifications to validate that the design complies with applicable codes and regulations	2 Lt	-	1 Lt
Assess commercial construction capabilities, risks and opportunities, and incorporate into design	2 Lt	1 Lt	Capt

**Table 2: Civil Engineer Officer Occupational Competencies**

Categories, Competencies, Sub-Competencies, and Descriptors	Proficiency Level		
	Basic	Advanced	Master
Design a simplified facility and infrastructure systems for construction	2 Lt	-	1 Lt
Adapt standard designs to meet user requirements and site considerations where appropriate	2 Lt	1 Lt	Capt
Develop and design airfield requirements for construction or repair	2 Lt	1 Lt	Capt
Develop the specifications, technical requirements, and independent government estimate of a construction and service contract solicitation package	2 Lt	-	1 Lt
<b>2.2 Construction</b>			
Interpret construction drawings and specifications to verify that construction complies with the design.	2 Lt	-	1 Lt
Lead a multi-disciplinary team executing troop construction projects	2 Lt	-	1 Lt
Coordinate stakeholders during the construction stage of a project	2 Lt	-	1 Lt
Evaluate contractor submittals for technical acceptability, execution feasibility, and completeness	2 Lt	-	1 Lt
Assess, monitor, and document contractor progress and performance against contract scope of work and recommend corrective actions to the contracting officer	2 Lt	-	1 Lt
<b>3. Operations Management</b>			
<b>3.1 Logistics Management</b>			
Direct management of Civil Engineer materials and equipment to meet mission requirements	2 Lt	Capt	Sr. Capt
Collaborate with supply and logistics organizations to enable support for mission requirements	2 Lt	1 Lt	Capt
Leverage public and private partnerships through community engagement, mutual agreements, and third-party financing in the acquisition of materials and equipment	2 Lt	Capt	Maj
<b>3.2 Work Management</b>			
Direct collection of and assess performance measures to optimize organizational performance	2 Lt	Capt	Maj
Develop a plan that addresses manpower & personnel requirements to have resources that enable the mission	2 Lt	Capt	Maj
<b>3.3 Services and Utilities</b>			
Develop and execute plans to mitigate mission impact during unplanned utility service interruptions	2 Lt	-	1 Lt
Validate service or utility performance against contractual and level of service agreements	2 Lt	Capt	Maj
Establish and cultivate relationships with community partners to maximize installation readiness capabilities	2 Lt	Capt	Maj
<b>CONTINGENCY OPERATIONS CATEGORY</b>			
<b>4. Beddown</b>			
<b>4.1 Beddown Planning</b>			
Coordinate acquisitions, logistics activities, and stakeholders to support an expeditionary base beddown	2 Lt	Capt	Maj
Assess and evaluate infrastructure capability, condition, and capacity of potential operating locations	2 Lt	Capt	Maj
Develop an expeditionary base design	2 Lt	Capt	Maj
Lead engineer activities under mission command orders in a contested environment	2 Lt	1 Lt	Capt
Asses and conduct pre-attack planning	2 Lt	1 Lt	Capt

**Table 2: Civil Engineer Officer Occupational Competencies**

Categories, Competencies, Sub-Competencies, and Descriptors	Proficiency Level		
	Basic	Advanced	Master
<b>4.2 Build-Up</b>			
Lead a multi-disciplinary team executing troop construction projects	2 Lt	-	1 Lt
Facilitate transition to utilize operational contract support at a contingency location	2 Lt	1 Lt	Capt
Establish and cultivate relationships with community and host nation partners to maximize installation readiness capabilities and host nation stability	2 Lt	Capt	Maj
<b>5. Recovery and Closure</b>			
<b>5.1 Incident Planning &amp; Management</b>			
Develop and maintain engineer portions of installation contingency plans and the Installation Emergency Management Plan 10-2	2 Lt	1 Lt	Capt
Lead Civil Engineer Unit Control Center (UCC) operations and coordinate response to contingencies	2 Lt	1 Lt	Capt
Serve as an Emergency Support Function (ESF) Representative in the Emergency Operations Center (EOC)	2 Lt	1 Lt	Capt
Serve as Emergency Operations Center (EOC) manager and coordinate response to contingencies	2 Lt	Capt	Sr. Capt
<b>5.2 Post Attack &amp; Disaster</b>			
Validate and interpret Chemical, Biological, Radiological and Nuclear (CBRN) modeling and mapping for senior leaders	2 Lt	1 Lt	Capt
Coordinate installation preparations that enable personnel to survive and operate in a Chemical, Biological, Radiological and Nuclear (CBRN) environment	2 Lt	1 Lt	Capt
Organize and direct installation recovery activities	2 Lt	Capt	Maj
Organize and direct Rapid Airfield Damage Recovery (RADR) and Base Recovery After Attack (BRAAT) activities	2 Lt	Capt	Maj
<b>5.3 Closure</b>			
Organize Civil Engineer efforts when divesting mission, resources, and property to the host nation	1 Lt	Sr. Capt	Maj
<b>ORGANIZATIONAL LEADERSHIP CATEGORY</b>			
<b>6. Employ Engineer Capabilities</b>			
<b>6.1 Engineer Organization Capabilities</b>			
Communicate the fiscal, human, material, and information resources and capabilities available within a Civil Engineer Squadron	2 Lt	Capt	Maj
Communicate the fiscal, human, material, and information resources and capabilities available within the Air Force Civil Engineer enterprise	2 Lt	Capt	Maj
Develop and manage civil engineer plans and programs to achieve mission requirements	2 Lt	Sr. Capt	Maj
<b>6.2 Engineer Joint and Partnership Capabilities</b>			
Provide guidance to Air Force, joint, and coalition partners to enable the proper employment of Air Force Civil Engineer capabilities	1 Lt	Sr. Capt	Maj
Navigate staff relationships to acquire resources and authority for engineer activities in a joint or coalition organization	2 Lt	Sr. Capt	Maj

**Table 2: Civil Engineer Officer Occupational Competencies**

Categories, Competencies, Sub-Competencies, and Descriptors	Proficiency Level		
	Basic	Advanced	Master
Leverage public and private partnerships through community engagement, mutual agreements and third-party financing that better support the mission	2 Lt	Capt	Maj
<b>6.3 Individual Engineer Capabilities</b>			
Anticipate and adapt in a dynamic operating environment with good engineering judgement and critical thinking skills	2 Lt	1 Lt	Capt
Employ references and consultation agencies to determine engineering limitations and options	2 Lt	-	1 Lt
Develop documentation to support continuity across rotational turnover	2 Lt	-	1 Lt
Actively participate in operational planning teams to continuously improve operational capabilities	2 Lt	Capt	Sr. Capt
Cultivate relationships to build trust and influence across units at the installation and above-wing-level headquarters organizations	2 Lt	Capt	Maj
Establish mutually supporting relationships with other squadrons to maximize unity of effort supporting the installation mission	2 Lt	Capt	Maj
<b>7. Manage Resources</b>			
<b>7.1 Resource Stewardship</b>			
Communicate Civil Engineer enterprise business rules and rationale to stakeholders	2 Lt	Capt	Maj
Communicate status of Civil Engineer resources to stakeholders	2 Lt	Capt	Maj
Translate policy and guidance into prioritized operational and tactical objectives	2 Lt	Capt	Sr. Capt
Direct execution of Civil Engineer resources to meet operational and functional mission requirements	2 Lt	Capt	Sr. Capt
Cultivate a positive command climate based on trust, mutual respect, inclusion, safety consciousness, and stewardship of government resources	2 Lt	1 Lt	Capt
Ensure compliance with standards, laws and regulations through the commander's inspection program	2 Lt	1 Lt	Capt
Identify safety hazards and organize response and mitigation options	2 Lt	-	1 Lt
<b>7.2 Force Development</b>			
Articulate history and heritage of Air Force Civil Engineers	2 Lt	1 Lt	Capt
Establish personal and professional goals to ensure career-long Civil Engineer officer development	2 Lt	-	1 Lt
Identify the Occupational Competencies relevant for a specific job, position, or duty upon assignment and pursue appropriate Force Development opportunities	2 Lt	-	1 Lt
Facilitate the force development for Civil Engineer officers to attain the desired competency level throughout career	2 Lt	Capt	Sr. Capt
Facilitate the force development for Civil Engineer enlisted personnel to attain the desired proficiency level throughout upgrade training	2 Lt	Capt	Sr. Capt
<b>7.3 Posture and Presentation</b>			
Translate plans and orders into unit readiness goals and tasks	2 Lt	Capt	Maj
Develop and execute a home station training program that meets unit readiness goals and tasks	2 Lt	1 Lt	Capt
Ensure highest state of unit readiness by organizing, training, equipping and reporting on assigned UTCs and capabilities	2 Lt	Capt	Sr. Capt

**Table 2: Civil Engineer Officer Occupational Competencies**

# APPENDIX

## STANDARDIZED DUTY TITLES 32EX, CIVIL ENGINEER OFFICER

### B.2 Duty Titles

- Duty title change requests are submitted to the AFPC CE Officer Assignment Team at AFPC via MilPDS.
- Upon arriving at a duty station, CE officers and their supervisors request duty title change via the AF Form 2096, *Classification/On-The-Job-Training Action*, or local procedures.
- The requested duty titles are approved or disapproved by the AFPC CE Assignment Team prior to being updated in the officer’s official record.
- The list below is included to assist in determining the proper duty title for a new officer.

#### B.2.1 Approval

Duty titles from the list below will be automatically approved. Deviations are authorized, but will be reviewed prior to being approved.

**B.2.1.1** All duty titles must be in accordance with current CE organizational structure.

**B.2.1.2** No “general” duty titles will be considered as place holders. For example, the title “Civil Engineer” will not be approved. Duty titles should be loaded for the officer’s projected job.

### Standardized Duty Titles

<i>Level</i>	<i>Notes</i>
<b>Staff Level</b>	
CHIEF, XXXXXXXXXXXXX DIVISION	
LEGISLATIVE LIAISON	
CHIEF, XXXXXXXXXX BRANCH	
XXXXXX PROGRAM MANAGER	
ASST PROF OF XXXXXXXXXXXXX	Based on academic promotion standards
DEPT HEAD, XXXXXXXXXXXXX	
INSTRUCTOR OF XXXXXXXXXXXXX	
SENIOR INSTRUCTOR OF XXXXXXXXXXXXX	Based on academic promotion standards
EXECUTIVE OFFICER, XXX ABW	Group (if authorized a CCE) and above only
<b>Commander Level</b>	
COMMANDER	May ONLY be used for C Coded Commander
COMMANDER, XXXXXXXXXXXXX	May be used for non-traditional CE Commands
DEPUTY COMMANDER, XXXXXXXXXXXXX	

<i>Level</i>	<i>Notes</i>
<b>Flight Commanders</b>	
BARE BASE FLIGHT COMMANDER	
BASE CIVIL ENGINEER	CGOs serving in "1-deep" BCE posts (non-C-Coded)
DIRECTOR OF OPERATIONS	RED HORSE only
DIRECTOR OF ENGINEERING	RED HORSE only
ELECTRICAL FLIGHT COMMANDER	RED HORSE/Non Traditional CE Only
EMER MGT FLIGHT COMMANDER	
ENGINEERING FLIGHT COMMANDER	
EOD FLIGHT COMMANDER	
EOD RANGE FLIGHT COMMANDER	
INSTALLATION MGT FLIGHT COMMANDER	
MECHANICAL FLIGHT COMMANDER	RED HORSE/Non Traditional CE Only
MISSION SUPPORT FLIGHT COMMANDER	
OPERATIONS FLIGHT COMMANDER	
STRUCTURES FLIGHT COMMANDER	RED HORSE/Non Traditional CE Only
AIRFIELDS FLIGHT COMMANDER	RED HORSE/Non Traditional CE Only
PAVEMENT & CONST EQUIPMENT FLT/CC	RED HORSE/Non Traditional CE Only
READINESS & EMERGENCY MGT FLT/CC	
DEPUTY, XXXXXXXXXXXX FLIGHT	
CHIEF, AIRFIELD PAVEMENT EVAL TM	
<b>Element Level</b>	
CHIEF, ASSET ACCOUNTABILITY	
CHIEF, ENVIRONMENTAL	
CHIEF, EXPEDITIONARY ENGINEERING	
CHIEF, EOD OPERATIONS	
CHIEF, EOD SUPPORT	
CHIEF, FACILITY SYSTEMS	
CHIEF, HEAVY REPAIR	
CHIEF, HOUSING MANAGEMENT	
CHIEF, INFRASTRUCTURE SYSTEMS	
CHIEF, OPERATIONS ENGINEERING	
CHIEF, PORTFOLIO OPTIMIZATION	
CHIEF, PROJECT MANAGEMENT	
<b>Section Level</b>	
OIC, ENVIRONMENTAL COMPLIANCE	
OIC, DORMITORY MANAGEMENT	
OIC, ELECTRIC SHOP	
OIC, ENERGY MANAGEMENT	
OIC, ENTOMOLOGY	



<i>Level</i>	<i>Notes</i>
<b>Section Level cont.</b>	
OIC, ENV CONTROL SYSTEMS	
OIC, EXECUTION SUPPORT	
OIC, FAMILY HOUSING MANAGEMENT	
OIC, FINANCIAL MANAGEMENT	
OIC, FIRE ALARMS	
OIC, FORCE MANAGEMENT	
OIC, FURNISHING MANAGEMENT	
OIC, HVAC	
OIC, MATERIEL CONTROL	
OIC, NEXGEN IT	
OIC, PAVEMENTS AND GROUNDS	
OIC, PLANNING	
OIC, PRIME BEEF	
OIC, PROGRAM DEVELOPMENT	
OIC, PROJECT EXECUTION	
OIC, REAL PROPERTY	
OIC, REQUIREMENTS AND OPTIMIZATION	
OIC, SERVICE CONTRACTS	
OIC, STRUCTURES	
OIC, WATER AND FUELS MAINT	
<b>Job Level</b>	
BASE DEVELOPMENT ENGINEER	
BASE DEVELOPMENT PRGM MGR	
COMMUNITY PLANNER	
AMP MANAGER, XXXXXXXXXX	
XXXXXXXXXX PROGRAM MANAGER	
PROJECT ENGINEER	
PROJECT MANAGER	
PROJECT PROGRAMMER	
PROGRAMMING OFFICER	
INFRASTRUCTURE OPTIMIZATION ENGR	
ARMY ENGINEER EXCHANGE OFFICER	
NAVY ENGINEER EXCHANGE OFFICER	

Notes:

XXXXXXXXXXXXXXXXXX may be replaced with specific information

In general, Flight level will be "Commanders," Element Level will be "Chiefs," and Section level will be "OICs."

These duty titles are starting points, deviations will be considered by AFPC and may be added to the list.