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SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE  
MANUAL 36-142**



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**Personnel**

**CIVILIAN CAREER FIELD  
MANAGEMENT AND CENTRALLY-  
MANAGED PROGRAMS**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This publication implements Air Force Policy Directive (AFPD) 36-1, *Appropriated Funds Civilian Management and Administration* and Department of the Air Force Policy Directive (DAFPD) 36-26, *Total Force Development and Management*. It outlines roles, responsibilities, procedures, and criteria for civilian career field and centrally-managed programs, and is consistent with Air Force Instruction (AFI) 36-130, *Civilian Career and Developmental Programs*, and outlines procedures and criteria for civilian career field and centrally-managed programs. In collaboration with the Chief, Air Force Reserve (AF/RE), the Director of the Air National Guard (NGB/CF), and the United States Space Force (USSF) Deputy Chief of Space Operations for Human Capital (SF/S1), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops personnel policy for civilian career and developmental programs. This publication applies to Department of the Air Force (DAF) Title 5, United States Code (USC) employees, including those in Civilian Career Field Management Programs, Career Field Teams, supervisors, managers, and employees (including members of the AF Reserve Officer Air Reserve Technician (ART) program; Title 10 USC employees in the Defense Civilian Personnel system (DCIPS) and Cyber Excepted Service positions; civilian personnel staff; and civilian employees at Joint service organizations where the DAF is the executive agent, as well as the military supervisors of the aforementioned civilian employees. It does not apply to personnel managed by the Senior Executive Management Office or to Air National Guard, Title 32 Technicians. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with (IAW) the Air Force Records Disposition Schedule, which is located in the Air Force Records

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### **SUMMARY OF CHANGES**

This publication has been substantially revised and needs to be completely reviewed. Major changes include incorporation of revisions relating to the USSF, the definition of “DAF civilians” as being inclusive of civilians assigned to USAF, USSF, or Headquarters Department of the Air Force, and a new series control number (the publication control number was renamed “36-142” and now implements DAFMAN 36-142 rather than AFMAN 36-606, *Civilian Career Field Management and Development*, which will become obsolete). Administrative changes and updated references have been made throughout the document as needed. Chapters and career field roadmaps submitted by Career Field Managers (CFMs) may be viewed on MyVector.

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## Chapter 1

### ROLES AND RESPONSIBILITIES

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

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

1.1.2. Reviews and provides DAF concurrence/non-concurrence with the Department of Defense (DoD) civilian workforce-related plans and reports presented to Congress.

**1.2. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1).** Provides management, oversight, and administration of all civilian career field management programs and requirements. Coordinates with the US Space Force SF/S1 (e.g., SF/S1C and SF/S1D) on career field management programs and requirements as they impact civilian Guardians.

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

1.3.1. Provides regulatory guidance, direction, and advice for civilian career field management.

1.3.2. Integrates DAF-wide civilian career field guidance with that of DoD, government-wide, and similar programs.

1.3.3. Serves as DAF Component Integrator for development of DoD and DAF civilian workforce planning.

1.3.4. Serves as advisor to the Civilian Force Development Panel (CFDP).

**1.4. Director, Airman Development (AF/A1D).** Provides implementing policy guidance and direction pertaining to civilian force development to assist career field management.

#### **1.5. Deputy Chief of Space Operations for Human Capital (SF/S1).**

1.5.1. Oversees policy, guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, guidance, programs, and budgets addressing USSF civilian career field management.

1.5.2. Reviews and provides USSF concurrence/non-concurrence to the AF/A1 for the DoD civilian workforce-related plans and reports presented to Congress.

#### **1.6. Director, Civilian Policy and Programs (SF/S1C).**

1.6.1. Provides regulatory guidance, direction, and advice for civilian career field management.

1.6.2. Provides USSF input to AF/A1C to integrate DAF-wide civilian career field guidance with that of DoD, OPM government-wide, and similar programs.

1.6.3. Provides USSF input to AF/A1C for development of DoD and DAF civilian workforce planning.

1.6.4. Serves as advisor to the Civilian Force Development Panel (CFDP).

**1.7. Director, Force Development (SF/S1D).** Provides implementing policy guidance and direction pertaining to USSF civilian force development to assist career field management.

**1.8. Director, Equal Opportunity (SAF/MRQ).** Develops and disseminates DAF Equal Opportunity Program policy. Develops recommendations to enhance personnel processes affecting the recruitment, selection, utilization, training, and advancement opportunities of all DAF personnel IAW DAFI 36-2710, *Equal Opportunity Program*.

**1.9. Air Education and Training Command (AETC) Commander.** As the Force Development Commander, executes the long-range strategic development of Total Force Airmen (Guard, Reserve, Regular Air Force (RegAF), and DAF civilians) through a deliberate process that combines education, training, and experiences to produce the right competencies to meet the DAF's operational needs. Establishes the basic framework and processes to plan, build, and execute competency models.

**1.10. Air Force Reserve Command.** Manages the ART Officer Career Program IAW Air Force Reserve Command Instruction (AFRCI) 36-111, *Air Reserve Technician (ART) Officer Career Management Program*.

**1.11. Air Force Personnel Center (AFPC) Commander.** Executes DAF civilian force management responsibilities.

**1.12. Functional Authority (FA).** Designated RegAF General Officer (GO) or member of the Senior Executive Service (SES) serving as a Deputy Chief of Staff or Assistant Secretary appointed by the SecAF to provide oversight and functional advisory services related to functional communities. See DAFI 36-2670, *Total Force Development*, for more specific responsibilities.

**1.13. Functional Manager (FM).** RegAF GO or SES member, designated by the FA, to provide day-to-day management over a specific functional community. Responsible for ensuring their functional community is equipped, developed, and sustained to provide DAF capabilities. More specific responsibilities are described in DAFI 36-2670.

**1.14. Functional Advisory Councils (FACs).** Functional communities establish advisory councils to address unique functional needs and carry out the roles as defined in DAFI 36-2670.

1.14.1. FAC Chairs may further designate individuals or groups to carry out certain authorities. If so designated, a written record is maintained by the CFT.

1.14.2. Groups (panels) may be established to manage such areas as promotion plans, referral issues, positions, training, development, workforce analysis, and overall program effectiveness.

1.14.3. Panels meet on a regular and recurring basis. (**Note:** Some career fields have Development Teams and subcommittees in lieu of FACs.)

**1.15. Cross-functional Authorities.** Cross-functional authorities are responsible for strategic oversight and force development advocacy related to the requirements of their occupational capability. They identify cross-functional billets, associate proficiency levels, and identify development (developmental education, training, and/or experience) required to successfully conduct their mission. Currently, six cross-functional authorities have been identified: cyberspace, nuclear, space, test and evaluation, combat air advisors, and acquisition. Future cross-functional authorities will be designated by a memorandum signed by the USAF Chief of Staff or designated representative. While not authorized to establish development teams, cross-functional

authorities have valid force development requirements involving Airmen or Guardians assigned to various Air Force or Space Force specialties, which can include civilian occupational series outside their core functional area. These communities generate and implement force development and management strategies to sustain and improve such capabilities IAW guidance in DAFI 13-504, *Nuclear Mission Professional Development*, and DAFI 36-2670.

**1.16. Career Field Managers (CFMs).** An O6/GS-15 (or equivalent) appointed by the FM to represent a functional community. Create and maintain career field chapters on MyVector. Based on DAF Career Roadmaps, prepare career field-specific dual track Civilian Career Roadmaps for Executive Leaders and for Functional Experts/Leaders and maintain on MyVector. Establish occupational competency models for use within their respective functional areas and coordinate with cross-functional authorities to address requirements related to their occupational capability, including specific competencies as appropriate, into related models. Identify required or highly valued functional licenses, credentials, and certifications.

**1.17. Career Field Teams (CFTs).** Centrally administer managerial/leadership training and development for career field employees and centrally-funded force renewal (intern) positions. This training and development includes selected career broadening and cross-functional assignments, job rotations, short- and long-term training, management and executive seminars, education, and self-improvement activities intended to systematically develop employees for filling DAF positions of increased responsibility.

**1.18. Development Teams (DT).**

1.18.1. Provide mentoring, coaching, and career advice to members of the career field through the vectoring process as well as rate candidates for developmental opportunities such as Career Broadening (CB), Civilian Development (CD), Civilian Strategic Leader Program (CSLP), Key Nuclear Billet (KNB) Program, and/or Key Career Positions (KCPs).

1.18.2. Annual Force Development/DT guidance addresses DT rank structure and diversity of team composition IAW DAFI 36-2670.

**1.19. Local Base Training Offices.** Retain the responsibility for funding and administering tactical level training, such as that required for job proficiency.

## Chapter 2

### CAREER FIELD TEAMS – OPERATIONS AND PROCEDURES

**2.1. Program Authorities.** The DAF fulfills Public Law 95-454, Civil Service Reform Act of 1978, requirements for executive management through a series of functionally oriented career field programs. Each career field program is administered by a CFT located within AFPC. CFTs support the careers of permanent civilians within their career field by developing highly competent enterprise leaders and functional and cross-functional leaders/experts through a variety of training and developmental programs, courses, and experiences. CFTs also provide for the systematic development of potential candidates for Senior Executive Service/Defense Intelligence Senior Executive Service positions through various force development initiatives, to include participation in the Civilian Strategic Leader Program (CSLP) and in Key Career Positions (KCPs). Additional information about CFT objectives, structure, and responsibilities are outlined in DAFI 36-2670, DAFI 13-504, and AFI 36-130.

**2.2. General.** The CFM or designee will establish criteria and provide direction to CFTs on which positions will be centrally managed by the career field. Career field centrally-managed positions can vary by grade and are either competitive or excepted service permanent appropriated fund positions in the General Schedule (GS) and their equivalents under other pay systems, such as the Defense Civilian Intelligence Personnel Management System (DCIPS) and Acquisition Demonstration (ACQ Demo) and Laboratory Demonstration projects.

**2.3. Coding Positions.** DAF CFMs will designate centrally-managed positions within the career field. The installation's servicing classification function and the CFTs will ensure the CFM-approved centrally-managed career field positions are coded and position data maintained in the civilian personnel and manpower data systems. These data fields include the career field identifier, career field type, and mobility. Civilian Personnel Sections and/or the servicing classification function must verify career field centrally-managed coverage before filling vacancies. If employees are centrally managed in one career field and transfer to a centrally-managed position in another career field, they should be identified with the new career field. The CFT and servicing Civilian Personnel Section will conduct periodic position reviews to identify and correct erroneous position coding. **(T-2).**

2.3.1. Temporary and Term Positions. Temporary and term positions (with the exception of the Premier College Internship Program (PCIP) positions) are not centrally managed; therefore, centrally-funded permanent change of station (PCS) costs are not authorized.

2.3.2. Over-hire Positions. Over-hire positions are not centrally managed; therefore, centrally-funded PCS costs are not authorized.

2.3.3. Reimbursable Fund Positions. Reimbursable fund positions that are centrally managed are eligible for centrally-funded PCS.

2.3.4. Civilian Air Reserve Technician (ART) Officer Positions. All civilian ART officer positions are centrally managed by the ART Officer Career Management Program which is responsible for funding their PCS costs.



**2.4. Classifying Positions.** Except as noted below, civilian positions are classified by offices that have obtained formal delegated classification authority. When questions of consistency or standardization in classification arise, a subject matter expert from the applicable CFT will be included in the consistency or standardization review process. However, the AFPC Classification Oversight Office's decision is authoritative. AF/A1C will be the arbitrator and final decision authority for classification policy issues per AFI 36-1401, *Civilian Position Classification*. **(T-1)**. Other specific programs, to include the civilian ART officers, DCIPS, Acq Demo, Laboratory Demonstration Project, and Cyber Excepted Service have their own classification guidance as found in AFI 36-1401 and DAFI 36-141, *Cyber Excepted Service (CES)*.

2.4.1. Career Broadening and Force Renewal Positions. AFPC, in conjunction with CFMs, will classify career broadening and force renewal positions (Student Intern, Recent Graduates, PALACE Acquire (PAQ) and COPPER CAP (COP), and the Premier College Intern Program (PCIP)) funded through the Central Salary Account. **(T-2)**. Employees who accept a career broadening developmental or force renewal assignment must agree to pursue the objectives and activities specified in the individual development plan (IDP) and core personnel document. Changes to the established core personnel document are not authorized for the duration of the career broadening or force renewal assignment.

2.4.2. Civilian Strategic Leader Program (CSLP). The CSLP is a DAF enterprise CD program and a component of the talent management strategy for strategic-level leaders. The AFPC CSLP office at AFPC serves as the focal point for all CSLP positions, facilitates the selection board process, and manages the assignment process in coordination with the CFTs.

2.4.3. Key Nuclear Billet (KNB) Program. KNBs are funded, permanent, designated positions where the incumbent must have nuclear experience to successfully support the unit mission. See DAFI 13-504 for additional information.

**2.5. Restructuring Positions.** Centrally-managed positions are filled at the full-performance level unless a special need arises that requires filling the position below the target grade.

2.5.1. Functional Managers (FMs)/CFMs/CFTs will ensure that requests for approval to accommodate a special needs situation(s), such as requesting developmental positions, are made in advance, in writing, with justification, and are directed through the respective CFM and the FM or designee. **(T-2)**.

2.5.2. The FM may delegate the authority to approve restructuring a centrally-managed position to the respective CFM or CFT.

2.5.3. Restructured positions and DCIPS Adjustments in Force are advertised to the DAF standard area of consideration IAW DODI 1400.25, Vol. 2005, *DoD Civilian Personnel Management System: DCIPS Employment and Placement*, and AFI 36-1101, *Defense Civilian Intelligence Personnel System (DCIPS)*.

## Chapter 3

### WORKFORCE DEVELOPMENT

**3.1. Strategic Workforce Planning Execution.** CFTs will provide assistance and information to the CFM, FM, and FA on the strategic management of the total civilian workforce for their career field, including college recruitment, employee placement, development trends, hiring/promotion data, demographics, diversity, career progression, and other relevant career field information. CFMs must oversee the data management of the civilian career fields; develop and conduct studies of internal and external civilian career field trends; perform civilian career field research, analyses (including barrier analysis), and surveys; and execute civilian strategic and business plans.

3.1.1. Civilian Workforce Development. The objectives of civilian workforce development are to create a workforce strategy to effectively develop enterprise leaders and functional/cross-functional experts/leaders to meet DAF workforce requirements and efficiently use available financial resources. The workforce strategy is to: 1) identify capabilities and talent requirements; 2) develop a management framework to meet force renewal, functional, cross-functional, and enterprise requirements; and 3) ensure the framework is flexible enough across career fields to meet unique mission requirements.

3.1.2. Efficient use of DAF financial resources involves: 1) identifying the framework for executing financial resources/priorities; 2) assessing an acceptable degree of risk and/or alternative funding, and 3) meeting the needs of the DAF and the functional and cross-functional communities.

3.1.3. Only DAF civilians in permanent positions may apply for programs included in the annual Civilian Academic Year (AY) call for CD and the Engineer and Scientist Exchange Program. Employees in term, temporary, or dual-status Air National Guard members, may not apply for these annual DE programs. Where GS grades are used, other pay plan equivalents to those grades will be considered as eligible. Indefinite/military spouse appointments to those grades will be considered as eligible. Indefinite/military spouse appointments that fall in the above categories may be approved by their respective development teams for a waiver.

3.1.3.1. Applicants will submit their applications through MyVector and endorsers should review and provide a concur or non-concur recommendation with rationale through MyVector. Endorsements are critical for DTs to evaluate each candidate, and missing endorsements have significant impacts on the overall package.

3.1.3.2. Eligibility to apply for the Civilian AY program requires two years of federal service from any federal agency or federal appropriation, to include military, non-appropriated fund, appropriated fund, or a combination thereof. DT Chairs may waive the two-year service requirement for short courses.

**3.2. PAQ/COP Programs.** AFI 36-130 addresses civilian intern programs and the methods and procedures for recruiting, selecting, training, evaluating, promoting, and separating interns under the PAQ and COP programs. The primary responsibility to outplace PAQ/COP interns is with the organization or Major Command/Combatant Command/Field Command (MAJCOM/CCMD/FLDCOM) where the internship was completed. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance

with any mandated DoD-wide priorities or local pre-Reduction in Force (RIF) actions) to using a management directed reassignment process to outplace employees graduating from the PAQ and COP programs. If the hiring official disagrees with the proposed outplacement plan, the career field DT Chair(s) responsible for the vacant position has final authority to initiate a management directed reassignment of the PAQ or COP program participant to fill the vacant position. (T-2).

### 3.3. Leadership Development.

3.3.1. Identification of Exceptional or High-Potential Performers. Centrally-managed career field positions are considered potential “feeder” positions to qualify for application to higher level and Senior Executive Service/Defense Intelligence Senior Executive Service positions. Career fields should develop procedures to identify exceptional or high potential performers to include: guiding and monitoring employee training consistent with developmental templates or their career path; assuring employees have gained the training, development, career growth, and experiences needed for further advancement; and arranging career enhancing job rotations, details, and special project assignments. At a minimum, and through the operation of their respective DTs, each DT will nominate high-potential candidates from within the career field for inclusion in career and leadership development programs.

3.3.2. Developmental Templates. The DAF Civilian Career Roadmaps at [Figure 5.3](#) and [Figure 5.5](#) reflect the attributes valued by the DAF and provide a clear progression model from entry to senior leader levels. These guides clearly define the framework within which employees may plan their careers. Supervisors and managers should use these tools when engaged in mentoring, performance coaching, or discussing career opportunities with their subordinates.

**3.4. Career Development Programs.** Positions in career development programs provide developmental work experiences intended to prepare employees for higher-level supervisory and managerial positions.

#### 3.4.1. DAF Career Broadening Positions.

3.4.1.1. Filling Career Broadening Positions. The centrally-managed CB Program is an integral part of the DAF’s leadership development framework depicted in the DAF Civilian Career Roadmaps at [Figure 5.3](#) and [Figure 5.5](#). It is designed to build occupational and leadership competencies while enhancing leadership perspective. The program is an integral part of structured development and is corporately managed. The primary focus of the program is to develop current mid-level DAF employees, typically GS-12 through GS-14 (and equivalents in other appropriated fund pay systems), who aspire to leadership positions. In certain instances, assignments may be to positions at the GS-15 and equivalent level to meet specific career development requirements. Positions may also be within Joint and Combatant Commands where the DAF is the executive agent or, under appropriate training agreements and directives, within other DoD components and the Office of the Secretary of Defense (OSD). Career broadening assignments, although of relatively short duration, are sufficiently complex and demanding to increase and broaden experience. Assignments may be between specialties or disciplines within a career field or across functional lines from one career field to another where skills pairing has been approved (**Note:** For further details, consult with the applicable CFT).

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

3.4.1.2.1. Key Attributes of Career Broadening Program Positions. The CB Program positions:

3.4.1.2.1.1. Are centrally managed and funded by AFPC.

3.4.1.2.1.2. Are established against manpower authorizations funded by the DAF's Central Salary Account.

3.4.1.2.1.3. Are provided personnel servicing by the gaining Civilian Personnel Section, to include Employee Management Relations services.

3.4.1.2.1.4. Require a DAF-wide mobility agreement - DAF Form 202, DAF Civilian Mobility Agreement, found at <https://www.e-Publishing.af.mil>.

3.4.1.2.1.5. Are limited in duration, normally for 30-36 months. The FM or designee and AFPC must approve an extension of up to an additional 12 months. **(T-2)**. Because these positions are for leadership development, the FM or designee and AFPC will ensure that assignment duration is limited to a maximum of 48 months, but the career broadener should remain in the position for a minimum of 30 months to gain the desired variety of experience and to maximize the value of the associated PCS costs. **(T-2)**.

3.4.1.2.1.6. Are filled by competitive reassignment, change to lower grade/pay band, temporary promotion, or DT vectoring process (to include CFM approval of management directed reassignment candidates) utilizing approved ranking criteria.

3.4.1.2.1.7. Require a formal individual development plan (IDP). The career field FM/CFM/CFT will ensure the plan outlines the knowledge, skills, abilities, and competencies to be gained through the CB assignment, along with the methods of development, applicable references, and estimated hours/months required for each competency. **(T-2)**.

3.4.1.2.2. Using DT Vectors to Fill Career Broadening Positions.

3.4.1.2.2.1. When this mechanism is used, career fields must publicize the fact that opportunities for these CB assignments are limited to those who submit an IDP and also receive a vector from the DT.

3.4.1.2.2.1.1. Additionally, if these career broadening opportunities are open to temporary promotion candidates, the FM/CFM/CFT will ensure that an announcement is posted and the requirement for interested employees to submit an IDP, and a resume if required, is clearly stated in the body of the vacancy announcement.

3.4.1.2.2.1.2. The announcement should also direct applicants to contact their CFT for specific information.

3.4.1.2.2.2. CFTs must ensure employees are made aware that the DT vector process is utilized. At a minimum, CFTs must accomplish notification using multiple communication methods such as: vacancy announcements, list servers, newsletters, webinars, bulletin boards, websites, and any other appropriate available means.

3.4.1.2.2.3. The FM/CFM/CFT will ensure that developmental objectives for individuals selected for career broadening assignment are clearly identified, and periodic evaluations of progress are conducted to ensure employees meet those objectives, per AFPC. **(T-2)**.

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

3.4.1.2.3. DoD Priority Placement Program (PPP) Exemption. Selections made for assignment to the CB Program are exempt from the PPP. The exemption permits placement into a broadening position by reassignment, change-to-lower grade/pay band, or temporary promotion. Outplacements to a follow-on position by reassignment or change-to-lower grade/pay band are also exempt from clearing PPP for those who have completed a centrally-funded and centrally-managed CB assignment. The FM/CFM/CFT will ensure a follow-on assignment is firmed up within the last six months of the CB assignment. This exemption does not apply to outplacement actions onto permanent positions through promotion; therefore, the FM/CFM/CFT will ensure the DoD Automated Stopper and Referral System is cleared for promotion actions. **(T-0)**. CB temporary promotion may lead to permanent promotion without further competition when a one-time clear of PPP has been accomplished before a follow-on assignment can be effected. This applies only when full DAF-wide competition was afforded during the CB selection process. In each instance, the Automated Stopper and Referral System must be cleared prior to placement. **(T-0)**.

3.4.1.2.4. Career Broadening Outplacements. Efforts begin one year prior to completion of the CB Program. Specific guidance must be followed IAW DAFI 36-2670. Early outplacements prior to completion of 24 months require DT Chair approval, and after 24 months require CFM approval. **(T-2)**. Outplacement efforts involve one, or a combination, of the activities listed below. As such, DTs and CFTs have a responsibility to assess AFIs, needs, and mission requirements within their communities, and to take an active role in seeking outplacement assignments for graduating career broadeners. Outplacements should be identified six months prior to

outplacement, and entrance on duty dates should be provided to CFTs a minimum of four months prior if a PCS is included and no later than three months prior if no PCS is required. **(T-2)**.

3.4.1.2.4.1. Normal Referral and Selection. Referral and selection are through the normal centrally-managed competitive process.

3.4.1.2.4.2. Management Initiated Reassignment. The CFT will continually monitor existing/incoming career field fill requests for which the graduating CB was DT-vectored or is qualified and has indicated a preference, including those that match the occupational series and grade/pay bands identified in the Career Broadening Memorandum of Agreement. **(T-2)**. After identifying a match, the CFT will provide a CB-generated resume to the selecting official for review. If the selecting official disagrees with the proposed outplacement plan, the career field DT Chair(s) responsible for the vacant position has final authority to initiate a management directed reassignment of the CB participant to fill the vacant position. **(T-2)**. Hiring panel exemptions are granted in these management reassigned outplacements for GS-13 Supervisory, GS-14, and GS-15 positions.

3.4.1.2.4.3. Career Field Proactive Efforts. All program participants sign a mobility agreement prior to appointment to the program. Within the first six months, each participant will attend an Expectation Webinar, provided monthly by the AFPC Talent Management Division (AFPC/DP2Z). Twelve months prior to graduation, a senior functional mentor is assigned by the DT Chair. Nine months prior to program graduation, the CFT will obtain an updated resume and outplacement form. The outplacement form collects the participant's goals, desired outplacement position/location, DT vector, and is signed by the employee and Senior Mentor. CFTs will engage with Senior Mentors, FMs, and CFMs to identify opportunities that best coincide with the participant's goals and skills, and career field needs. Upon identification of a position, CFTs will contact the selecting official to coordinate a management directed reassignment.

3.4.1.2.4.4. Finalizing the Outplacement. The FM/CFM/CFT will ensure a placement is finalized and all necessary arrangements, such as PCS orders, release date, and new reporting date, are settled and agreed to by all parties concerned within six months, but no later than 60 days, prior to the end of the CB assignment. **(T-2)**.

3.4.1.2.4.4.1. Within the final six months of the program, the participant is allowed one declination of an assignment match. Failure to accept a subsequent post-broadening assignment in violation of the employee's signed mobility agreement may result in the employee's separation from the DAF.

3.4.1.2.4.4.2. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-RIF actions) to using a management directed reassignment process to outplace employees graduating from the CB Program. **(T-3)**. If the hiring official disagrees with the proposed outplacement plan, the career field DT Chair(s) responsible for the vacant position has final authority to initiate a management directed reassignment of the CB Program participant

to fill the vacant position. **(T-2)**.

3.4.1.2.5. Career Broadening Outplacements to the Overseas Area. Employees outplacing from a CB position and accepting an assignment at an overseas location will have the mobility agreement from their CB assignment extended for the length of the overseas tour. This extension will enable the career field to assist with their return to the Continental United States (CONUS) as the employee would otherwise not have return rights to the prior CONUS CB position. If the outplacement from a CB position is to a position outside the Continental United States (OCONUS) that is not a career field centrally managed position, PCS entitlements may be limited.

3.4.1.2.6. Career Broadening Outplacements from the Overseas Area. Return placement of development program employees will be coordinated based on the employee's overseas agreement, mobility agreement, and in conjunction with the PPP and CFT office.

3.4.1.2.7. Payment of Career Broadeners.

3.4.1.2.7.1. Salaries for CBs are funded from the DAF's Central Salary Account.

3.4.1.2.7.2. Annual performance awards are funded from the Central Salary Account within the performance awards cap/maximum as decided annually by the Central Programs office at AFPC/DP2Z. The awards cap/maximum will be distributed as a part of the overall DAF performance award guidance and instructions. GS Performance Awards may take the form of time-off and/or monetary awards. Time-off awards may be approved by the supervisor and so annotated as part of the appraisal package. Acq Demo payouts are subject to guidance set forth by the pay pool managers but may not exceed Central Program monetary caps.

3.4.1.2.7.3. GS Quality Step Increases. Quality Step Increases are NOT authorized in the CB Program because it is a developmental program. CB positions are designed to broaden the skills of high-potential DAF employees for future leadership positions. These developmental positions normally last between 30-36 months (with a maximum of 48 months) and are accompanied by formal developmental plans. The individual is expected to be learning and developing his/her skills during that time period.

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

3.4.1.2.7.5. Overtime. The Central Salary Account does not fund overtime payments; the local installation will fund any required overtime. The organization granting overtime must contact AFPC/FMY to complete the necessary transfer of funds to reimburse the Central Salary Account. **(T-2)**. Other options include compensatory time or time for creditable work. If unused compensatory time turns into overtime pay, the cost will be billed to the organization hosting the CSA employee.

3.4.1.2.7.6. PCS Costs. The central PCS account funds PCS for employees, with the exception of ART officers, moving into and out of CB positions. If the outplacement from a CB position outside the OCONUS is not to a career field centrally-managed position, PCS entitlements may be limited. (See paragraphs **5.8** and **5.9**)

3.4.1.2.8. Career Broadening Assignments Overseas. Employees accepting a CB assignment at an overseas location must sign an Overseas Employment Agreement IAW AFMAN 36-204, *Overseas Employment*. The CPS/HRS will initiate the appropriate overseas employment agreement and obtain the necessary signatures, provide a copy to the overseas Civilian Personnel Section, and retain the signed copy in the employee's file. **(T-3)**.

3.4.2. Civilian Strategic Leader Program (CSLP). The overarching goal of CSLP is to develop selected GS-13s/14s/15s, or equivalents, through challenging leadership assignments with roles and responsibilities that have DAF Enterprise and/or DoD-wide impact.

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

3.4.2.1.1. Be currently assigned to, or have previously held, a permanent GS-14 or 15, or equivalent, position for at least 12 consecutive months. "Permanent position" means a position filled by an employee whose appointment is not designated as temporary and does not have a definite time limitation of one year or less. If current grade is a GS-13, or equivalent, applicants must also apply to the CSLP vacancy announcement in USAJobs, in addition to the CD application in MyVector. Promotion-eligible candidates will only be considered for installation-level assignments and must be considered through a competitive process.

3.4.2.1.2. Applicants who change position before the DAF Selection Board meets may be removed from further CSLP consideration and asked to reapply once they have met the requirement for 12 months in this new position.

3.4.2.1.3. Candidates selected by the DAF Selection Board who change positions will be removed from CSLP consideration unless an exception (i.e., waiver and/or deferment) is approved. **(T-2)**.

3.4.2.1.4. Candidates must have at least 12 months of supervisory experience and a bachelor's degree from an accredited academic institution.

3.4.2.1.5. Candidates must not have previously held a CSLP leadership position of the same type at the GS-14 or 15, or equivalents, grade levels. Request to waive this requirement is coordinated through the functional DT to the CSLP team and forwarded to AFPC/DP2Z for approval or denial. **(T-2)**.

3.4.2.1.6. Employees wishing to apply for CSLP positions should be referred to the myPers website for additional information.

3.4.2.2. Assignment Opportunities.

3.4.2.2.1. Installation-level Positions. These positions (e.g., Deputy Director for Installation Support, Director of Staff, Executive Director, etc.) can either be on the CSA's UMD as Enterprise owned and centrally funded or on the owning installation's UMD as locally owned and funded.



- 3.4.2.2.2. HAF-level Positions. Positions are on the CSLP Office's UMD funded by the Central Salary Account and are located within HAF. These positions are critical to shaping the future of the DAF through policy development and program management.
- 3.4.2.2.3. Joint Positions. These positions are on the CSLP UMD funded by the Central Salary Account and are located at the OSD, the Joint Staff, or a CCMD. These positions are often directly involved in supporting issues of national security and require interaction with all levels of the DoD. They may aid in shaping Department-wide policy and/or may participate in the planning, programming, budget, and execution process.
- 3.4.2.2.4. MAJCOM/CCMD/FLDCOM Positions. When approved by the CFDP, these positions are placed at selected MAJCOMs/CCMDs/FLDCOMs and funded by the Central Salary Account. Typically, the position addresses a DAF critical need.
- 3.4.2.2.5. CSLP Assignments Overseas. Employees accepting a CSLP assignment at an overseas location must sign an Overseas Return Agreement IAW AFMAN 36-204 that acknowledges their acceptance of a CSLP assignment overseas and the requirement for signing a mobility agreement. Signing the agreement acknowledges return rights of position/location they were assigned to before CSLP. Outplacement assignment after completion of an overseas tour is normally accomplished through the exercise of return rights. However, a CSLP developmental assignment requires mobility and recognizes an individual's skills, capability, and potential for enhanced outplacement opportunities. Outplacement is based on the needs of the DAF. Central Salary Account employees outplacing from Force Renewal and leadership development programs accepting overseas DoD positions will have return placement coordinated in conjunction with their CFT to a location based on the needs of the DAF.
- 3.4.2.3. Annual Process Overview. There are four major components to the CSLP annual process.
- 3.4.2.3.1. Position Validation. CSLP positions will be identified by AFPC using both manpower data and coordination with the Installations, MAJCOMs, HQ, CCMD, FLDCOMs, or Joint Staff.

The CFDP will validate future position lists annually. **(T-2)**. Requests to add or delete a CSLP position are coordinated through the CSLP office and AF/A1D. The final approval authority for all additions or deletions is the Deputy AF/A1. **(T-2)**.

- 3.4.2.3.2. Member Identification, Screening, and Application. AFPC will conduct an open call for CSLP candidates and task DTs to identify potential placement of GS-13/14/15, or equivalents, candidates based on the list of projected vacancies and requirements of the position. If the CSLP call does not produce a sufficient number of candidates, the CSLP Selection Board will solicit other nominees for consideration. **(T-2)**. These nominated individuals may opt out of consideration with no penalty; however, feedback on why they chose not to compete should be collected.
- 3.4.2.3.3. Member Boarding. All members who are vectored by the DT will meet the CSLP Selection Board. The Board will make recommendations for CSLP placement at HAF, OSD, Joint Staff, CCMD, MAJCOM, FLDCOM, or Installation. **(T-2)**.

3.4.2.3.4. Candidate Matching. After the Board results are approved, the CSLP office will review the list of vacancies against the list of candidates approved by the Deputy AF/A1 and coordinate the assignments with the respective hiring officials. (T-2).

3.4.2.3.5. Candidates Selected for Multiple CD Opportunities. Candidates selected for a long-term training and a CSLP opportunity have the option to attend the long-term training first and defer the CSLP opportunity. If they choose to defer, the CSLP Management Team will slate the candidate for CSLP opportunities prior to their long-term training graduation. Acceptance into the CSLP pool is not to exceed 24 months.

3.4.2.4. Development Teams must:

3.4.2.4.1. Review/vector all potential candidates in grades GS-13/14/15 or equivalents.

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

3.4.2.4.3. Nominate identified members to the DAF Selection Board.

3.4.2.4.4. Identify the follow-on assignment.

3.4.2.5. Civilian Strategic Leader Program Assignment Overview. CSLP is an assignment-based program with worldwide assignment locations. Individuals who have been vectored by the DAF Board for CSLP and are awaiting assignment are considered CSLP candidates and are in the candidate pool for two years or until they accept a CSLP assignment, whichever comes first. If not selected for a CSLP assignment by the two-year point, candidates are released from the program and may reapply for the next CSLP call. The assignment process follows.

3.4.2.5.1. A CSLP slate is used to refer an assignment list of names of CSLP selects to the hiring official. A valid slate consists of three or more candidates. Slate selects are considered for positions at their current grade or, if GS-13 promotion eligible, for the positions identified for them by the selection board. Promotion eligible candidates are only considered for Installation-level assignments and must be considered through a competitive process.

3.4.2.5.2. CSLP selects may opt out of consideration for a maximum of two assignments while waiting to be slated. If the select opts out of a third assignment, the employee will be removed from the program and will receive a five-year penalty. If, after being referred to the hiring official, the employee declines the interview or, if selected, declines the assignment, the employee will be removed from the program and will receive a five-year penalty that precludes their participation in the program (See [para. 3.4.2.9](#)).

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

from the CB Program who are awaiting a follow-on assignment; or 4) identify high-potential reassignment candidates vetted by the CFT.

3.4.2.5.4. Hiring officials must select from the slate provided by AFPC. **(T-3)**. If the hiring official determines the candidate is not suitable for the position, they must request an exception by providing a strong justification. **(T-3)**. Exception requests will be processed through the owning installation's MACOM/A1, forwarded to the CSLP office, and then to AFPC/DP2Z, for approval or disapproval. **(T-2)**. Disapproved requests result in a required selection of an individual from a valid slate.

3.4.2.5.5. When no CSLP candidates are available from the selection process, a locally-funded CSLP position may be filled via an AF internal vacancy announcement. The servicing organization will announce the CSLP vacancy and issue the referral certificate. If selected via an open vacancy announcement, the member is required to sign a CSLP mobility agreement. FMs/CFMs/CFTs will ensure that Central Salary Account-funded CSLP positions are only filled through the approved board process. **(T-2)**.

3.4.2.6. Approval Process. The Deputy AF/A1 will approve any deviation from the slating process. **(T-1)**.

3.4.2.7. Mobility Requirements. Employees who are selected for a CSLP assignment by an approved DT process will be given credit as being CSLP members. Because these positions rotate every three to four years, all candidates selected for CSLP positions must sign a Mobility Agreement and/or a participant Mobility Agreement (for Joint assignments). Go to <https://www.e-Publishing.af.mil> for DAF Form 202, *DAF Civilian Mobility Agreement*. The Mobility Agreement is a condition of employment and must be signed by the employee prior to assignment.

3.4.2.8. DoD Priority Placement Program (PPP) Exemption. A selection made for a CSLP assignment funded by the Central Salary Account is not subject to PPP clearance, based upon formal developmental and training purposes as provided by DoDI 1400.25, Volume 1800, *DoD Civilian Personnel Management System: DoD Priority Placement Program (PPP)*. These selections are established for the sole purpose of providing enterprise career broadening opportunities and they have no continuing mission requirements. Selection of a permanent promotion-eligible candidate requires a one-time PPP clearance prior to extending a tentative job offer.

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

3.4.2.8.2. This exemption does not apply to CSLP MAJCOM/CCMD/FLDCOM/installation-owned placement actions, as they are permanent in nature and subject to continuing mission requirements. PPP must be cleared via the Automated Stopper and Referral System IAW the PPP Handbook, **Chapter 4**, Matching and Filling Positions (See myPers, DoD Priority Placement Program). **(T-0)**. PPP must also be cleared for follow-on assignments. **(T-0)**.

3.4.2.9. CSLP Deferments, Withdrawals, and Extensions. AFPC/DP2Z is the approval/disapproval authority for all deferment, withdrawal, waiver, and extension requests. Requests for waivers will be considered on a case-by-case basis. They must be requested in writing by the employee and contain a recommendation/endorsement from the first GO or SES member in the employee's supervisory chain. Next, the request will be routed and coordinated with the applicable CFM. The CSLP office requires waiver documentation to support withdrawal or declination prior to opting in or out of a current vacancy. All withdrawals, declinations, and extensions will be tracked and metrics reported each year to the CFDP. An employee who is relieved from duty for cause, withdraws from the program without approval, or declines a CSLP position will be eliminated from the program unless a waiver is approved. **(T-2)**. Employees will be placed in a five-year penalty status from applying for any future CSLP opportunities from the date the action occurred or the waiver was denied.

3.4.2.9.1. Deferment. Management and/or individual deferments for mission essential or humanitarian reasons for a CSLP assignment must be supported with reasonable justification. All deferment requests must be submitted when unforeseen circumstances arise, not when a CSLP assignment opportunity is offered to the member. Requests will be routed through AFPC and approved by AFPC/DP2Z. Requests will also be routed and coordinated with the applicable CFM. Only one approved deferment is allowed while the in the CSLP, and the deferment will be for a specified period of time. Employees who do not opt in during the year following an approved deferral will be subject to the appropriate withdrawal or declination policies. The following are reasons for deferral:

3.4.2.9.2. Mission Essential. AFPC/DP2Z will serve as approval authority for mission essential deferment considerations. The approval authority will normally approve a mission essential deferment if the employee's program participation would have an adverse mission impact. Strong justification from the employee and the employee's first GO/SES member in the rating chain is required.

3.4.2.9.3. Humanitarian. AFPC/DP2Z will serve as approval authority for humanitarian deferral considerations. The approval authority may approve a humanitarian deferment under the conditions below, although other factors could be considered. If granted, approval will be without prejudice if requested prior to notification of assignment request for opt-in, unless it occurred during the time of notification. Humanitarian requests generally include circumstances or events beyond the employee's control that were not known prior to application.

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

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

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

3.4.2.9.4. Withdrawal from Program. An employee seeking to withdraw from the program after official notification of selection must provide justification to the CSLP office. Requests will be routed through the CSLP office for approval by AFPC/DP2Z.

Requests will also be routed and coordinated with the applicable CFM. AFPC/DP2Z will approve withdrawal and also determine if a five-year penalty prohibiting the employee's application for CSLP is warranted. The employee has the option to submit a waiver request for assessment of the five-year penalty, or to not submit a waiver request. The CSLP office tracks assessed penalties until the employee is either officially released from the penalty or the penalty expires.

3.4.2.9.5. Removal for Cause. When a request from the Senior Rater, management, DT, or organization is made to remove a civilian from the CSLP position for cause, that request must be approved or disapproved by the Deputy AF/A1. A letter will be permanently filed in the individual's official personnel file and the employee will be permanently ineligible for any future CSLP opportunity. Employee waiver requests will not be accepted. **(T-2)**.

3.4.2.9.6. Extension Request. The minimum assignment is expected to be 36 months. Requests for an extension beyond 36 months will be initiated by the employee and the current leadership providing the justification, with the concurrence of the employee's FM. **(Note:** All installation positions require Major Command/Combatant Command/Field Command/A1 (MAJCOM/CCMD/FLDCOM/A1) or SF/S1 equivalent coordination for requests beyond three months.) AFPC/DP2Z facilitates extension requests IAW AFPC outplacement and extension processes. Total assignment cannot exceed sixty months.

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

3.4.2.11. Payment of CSLP Participants.

3.4.2.11.1. Salaries. Salaries for CSLP are funded from either the DAF's Central Salary Account or the owning installation.

3.4.2.11.2. GS Quality Step Increases. Quality Step Increases are NOT authorized while in the CSLP Program because it is a developmental program. CSLP positions are designed to broaden the skills of high-potential DAF employees for future enterprise leadership positions. These developmental positions normally last between 36-48 months (with a maximum of 60 months). The individual is expected to be learning and developing his/her skills during that period of time.

3.4.2.11.3. Performance and Incentive Awards. Annual performance awards are funded from the Central Salary Account for those whose salaries are derived from DAF's Central Salary Account. For salaries funded locally by the owning installation, all monetary performance and incentive awards are processed and approved locally, and are paid out of the local installation's funds. AFPC's Central Salary Account pays the incentive award to the CSLP member; however, the organization granting an incentive award to a CSLP member must contact AFPC/FMY, to complete the necessary transfer of funds to reimburse the Central Salary Account. Performance awards must be within the cap as decided annually by the Central Programs office at AFPC/DP2Z. The Central Salary Account awards guidance will supplement the overall DAF performance award guidance and instructions. Performance Awards may

take the form of time-off and/or monetary awards. Time-off awards may be approved by the supervisor and so annotated as part of the appraisal package. Acq Demo payouts are subject to guidance set forth by the pay pool manager but may not exceed Central Program monetary caps.

3.4.2.11.4. Overtime. The Central Salary Account does not fund overtime payments, therefore, the owning installation will fund any approved overtime. The organization granting overtime must contact AFPC/FMY to complete the necessary transfer of funds to reimburse the Central Salary Account. Other options include compensatory time or time for creditable work. If unused compensatory time turns into overtime pay, the cost will be billed to the organization hosting the CSA employee.

3.4.2.12. Outplacement upon Completion of CSLP Assignment. Outplacement is IAW AFPC outplacement guidance. The CSLP office will facilitate the employee's outplacement with the servicing functional CFT with consideration of the enterprise goals, needs, and mission requirements in conjunction with the development of the individual.

3.4.2.13. The CFT's Proactive Efforts. Within the first six months, each participant will attend an Expectation Webinar. Twelve months prior to graduation, a senior functional mentor is assigned by the DT Chair. Nine months prior to program graduation, the CFT will obtain an updated resume and outplacement form. The outplacement form collects the participant's goals, desired outplacement position/location, DT vector, and is signed by the employee and senior mentor. CFTs will engage with senior mentors, FMs, and CFMs to identify opportunities that best coincide with participant goals, skills, and career field needs. Upon identifying a position, CFTs will contact the selecting official to coordinate a management directed reassignment. Other efforts include, but are not limited to, such activities as: 1) informing the community of upcoming program graduates; 2) issuing emails to functional leaders and actively marketing the types of series, grade/pay band levels, and skills of the graduate; 3) sending out information bulletins on list servers about program objectives, priority placement flexibilities, availability of CBs, 4) involving mentors or certified coaches, and 5) creating details to fill projected and unanticipated vacancies. These are just a few options; the intent is to be assertive in using all available resources in placing the next generation of civilian leaders.

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

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

3.4.2.13.3. The CFT will continually monitor existing/incoming career field fill requests for which the CSLP participant is qualified. After identifying a match, the CFT will request an updated resume and provide the document to the selecting official for consideration. The DT Chair/Co-Chair must endorse the referral.

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

3.4.2.13.5. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-RIF actions) to using a management directed reassignment process to

outplace employees graduating from the CSLP. If the hiring official disagrees with the proposed outplacement plan, the DT Chair(s) responsible for the vacant position has final authority to initiate a management directed reassignment of the boarded CSLP participant to fill the vacant position.

3.4.2.13.6. Guidance on outplacement from a CONUS CSLP assignment to an overseas location is managed IAW AFMAN 36-204.

3.4.2.13.7. Participant is allowed one declination of an assignment match within the final six months of the program. Failure to accept a subsequent outplacement assignment is a violation of the employee's signed Mobility Agreement and may result in the employee's separation from the DAF.

3.4.3. Key Career Positions (KCPs). The civilian workforce is comprised of centrally-managed and non-centrally-managed positions. Centrally-managed positions consist of career positions and KCPs. Career positions are transitional for individuals with technical competency and management skills to move from functional or cross-functional "technical" experts to functional or cross-functional leaders. KCPs target competencies required at the strategic leadership level and are vectored through DTs as part of the enterprise process. They are an integral part of the DAF's Civilian Position Management Framework depicted in the DAF Civilian Career Roadmap for Enterprise Leaders at [Figure 5.3](#).

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

3.4.3.2. KCP Requirements. KCPs are positions that are centrally managed by career fields and are in a major occupational series.

3.4.3.2.1. KCPs require a signed DAF Mobility Agreement, DAF Form 202, agreeing to DAF-wide mobility, but the career field may decide that outplacement into a follow-on assignment does not require geographic mobility.

3.4.3.2.2. Assignment length is 36-60 months, but the total assignment cannot exceed 60 months. Any extension of the initial assignment, up to 12 months (e.g., from 36 months to 60 months), requires CFM or designee approval. **(T-2)**.

3.4.3.2.3. KCPs provide critical leadership experiences to assist career fields with developing their functional leaders.

3.4.3.2.4. Functional DTs vector /approve candidates to fill KCP positions through the DT process, including out-of-cycle KCP vacancies. If there are no DT-vetted candidates to fill the KCP, the DT may announce the KCP vacancy via a USAJobs announcement or alternative slating process. The position may then be filled with a non-vectored applicant, e.g., through an announcement in USAJobs or alternative slating process.

3.4.3.2.4.1. CFMs will work with the functional DT Chair to further define criteria and processes for their KCPs.

3.4.3.2.4.2. The preferred way to fill positions is through the DT slating process. If there are no candidates available for the DT to approve for the slate, the DT can identify KCPs via alternative slating processes, internal DAF competitive certificate, and/or an extension of the certificate to all available DAF internal eligibility sources on a case-by-case basis. A career field DT, or its designated selecting official, may make a selection from a competitive certificate. Staffing teams will announce the vacancy from which to refer qualified candidates to the CFM or designee for coordination. The CFM will present the referral certificate to the DT or designated selecting official. A PPP exemption does not apply to KCPs as they are permanent in nature and subject to continuing requirements. PPP clearance should be accomplished IAW with guidance found in the PPP Handbook, **Chapter 4**, Matching and Filling Positions (See myPers, DoD PPP).

3.4.3.2.4.3. When soliciting DT-vectored candidates, CFTs can execute a separate alternative slate process, expanding candidate lists for management directed reassignment consideration and further publicizing career field programs to the field via vectoring or CD. The methodology used behind creating alternative slates is at the discretion of the CFT. Use of the most current Career Program Extract is recommended.

3.4.3.2.5. Assignments. KCPs facilitate employees' gaining experience at the operational and strategic levels. Within the operational arena, assignments should focus on development within a functional community to gain breadth of experience. This could also be accomplished across occupational lines within a single career field. At the strategic level, assignments should focus on MAJCOM, CCMD, FLDCOM, Field Operation Agency (FOA), Joint, or unit experience. Unlike career broadening positions, KCPs are a permanent part of an organization's infrastructure but are centrally managed by the specific career field. Each career field DT, along with the MAJCOM, FLDCOM, FOA, or unit, will identify position location and work assignments to be accomplished and are subject to change based on DAF and Career field needs.

3.4.3.2.6. Overseas Assignments. Employees accepting a KCP assignment at an overseas location must sign an Overseas Return Agreement IAW the guidance in AFMAN 36-204. Signing the agreement acknowledges return rights to the position/location where they were assigned prior to the KCP assignment. Assignment after completion of an overseas tour is normally accomplished through the exercise of return rights. However, a KCP requires mobility and recognizes an individual's skills, capabilities, and potential for senior-level positions. Outplacement is based on needs of the DAF and the employee may be placed in a position at the same grade, which could include an assignment to a different location, to satisfy obligation of the DAF Civilian Mobility Agreement, DAF Form 202.



### 3.4.3.3. Outplacement.

3.4.3.3.1. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-RIF actions) to using a management directed reassignment process to outplace employees graduating from KCP positions and the following development programs. In the absence of an agreement by the official responsible for filling a vacant position with the proposed outplacement plan, the career field DT Chair(s) responsible for the vacant position shall have final authority to initiate action and fill the vacant position with the enterprise development program outplacements as described below. **(T-2)**. Outplacements for CDE/CB/CSLP do not require a competitive hiring/interview panel. Program participants should be non-competitively placed in their permanent outplacement position.

3.4.3.3.1.1. In-residence CD is defined as intermediate developmental education (operational) and senior developmental education (strategic), including professional military education, the Legislative Fellows Program, RAND, Air Force National Laboratories technical fellowships, and academic programs.

3.4.3.3.1.2. Employees including boarded CSLP participants, Deputy Directors for Installation Support, or enterprise CBs in Joint, MAJCOM, CCMD, FLDCOM, and headquarters positions. Not included are employees who occupy a CSLP position but were not placed through the boarded process and CBs managed by the functional authorities.

3.4.3.3.1.3. Boarded CBs managed by the functional authorities.

3.4.3.3.1.4. PAQ or COP program participants.

3.4.3.3.2. The management directed reassignment process may be used to place program graduates into vacant positions and are exempt from any interview panel requirements, but may not be used to displace any employee from their current position. In the event a management directed reassignment is required, the career field DT Chair(s) responsible for the vacant position has final authority to initiate action and will fill the vacant position with a DAF development program (e.g., CSLP, CB Program, long-term training, PAQ, or COP) participant. **(T-2)**.

3.4.3.3.3. The FM/CFM/CFT will ensure outplacement efforts begin one year prior to completion of the KCP assignment and involve one or more of the activities listed below.

3.4.3.3.3.1. Must inform career field DT members about incumbents vacating a KCP.

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

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

3.4.3.3.3.4. Will involve senior functional mentors or a certified coach in the outplacement process if a mentor or coach has been identified.

3.4.3.3.3.5. Will outplace based on DT vectoring.

3.4.3.3.3.6. CFTs will consider employee preferences and the occupational series and grade/pay band identified in the mobility agreement and will monitor recruit/fill requests for possible matches. Twelve months prior to graduation, a senior functional mentor is assigned by the DT Chair. Nine months prior to program graduation, the CFT will obtain an updated resume and Outplacement Form. The outplacement form collects the participant's goals, desired outplacement position/location, DT vector, and is signed by the employee and senior mentor. Personal career goals and geographic and assignment preferences should be considered, but are not guaranteed. Within the final six months of the program, participant is allowed one declination of an assignment match. If reassignment/outplacement is not accepted, adverse action, such as a change to lower grade or removal from employment may be enforced per the mobility agreement, DAF Form 202, final statement prior to employee's signature.

3.4.3.3.4. Finalizing the Outplacement. An outplacement should be finalized and all necessary arrangements such as PCS orders, release date, new reporting date, etc., should be settled within six months, but no later than sixty days from the end of the KCP assignment. In the event a management directed reassignment is required, the career field DT Chair(s) responsible for the vacant position has the final authority to initiate action and must fill the vacant position with a boarded KCP participant.

3.4.3.4. Payment of KCP Incumbents.

3.4.3.4.1. Salaries and overtime pay are locally funded, not centrally funded.

3.4.3.4.2. Incentive and annual performance awards are locally funded, not centrally funded.

3.4.3.4.3. The central PCS account funds the PCS for employees moving into and out of KCPs (at the GS-12/13/14/15 or equivalent level). KCPs are authorized use of the Defense National Relocation Program when moving to a CONUS or non-foreign OCONUS location IAW the Joint Travel Regulations (JTR). The JTR guidance has been reviewed by the Per Diem, Travel, and Transportation Allowance Committee staff IAW DoDI 5154.31, Volume 5, *Commercial Travel Management: The Per Diem, Travel and Transportation Allowance Committee (PDTATAC)*, as PDTATAC Case RR16001.

## Chapter 4

### PARTICIPATION

**4.1. Career Mobility.** Effective force development depends upon filling high-level positions with highly qualified employees who have a variety of work experiences. This experience may be acquired at various geographic locations throughout the DAF or at organizations or organizational levels in the same geographic area. These varied experiences provide employees a range of challenges and demands that may not be experienced in a single type of position or at only one installation or organizational level. The career-minded employee should seek such work experiences in more than one organization or location in a lifetime career. This depth and breadth of experience may be the factor that makes an employee the best qualified for referral. To attain appropriate depth and breadth of experience in preparation for the next level of challenges, employees should remain assigned no less than four years in CONUS centrally-managed positions (See [Figure 5.1](#) for a sample CONUS Employment Agreement). AFMAN 36-204 provides samples of OCONUS Employment Agreements. Employees seeking positions with increased responsibilities are encouraged to apply for promotion(s) and/or make themselves available for reassignment to fulfill DAF mission needs.

4.1.1. De-emphasis on Geographic Mobility. Breadth and depth of experience are among the most relevant criteria for selections in civilian hiring and promotions. Therefore, instead of hiring based on the employee's record of geographic mobility, selecting officials will evaluate employee history based on the positions held and expertise developed in each position, regardless of the position's geographic location. Sole reliance on prior geographic mobility will not be a selection factor for hiring and promotions. See AFI 36-202, *Civilian Mobility*, for additional guidance regarding mobility. This paragraph does not apply to programs which require mobility as a condition of employment or assignment (See [para 4.1.3.2](#)).

4.1.2. Types of mobility include:

4.1.2.1. Organizational Mobility. Organizational mobility is movement between organizational levels (e.g., base to MAJCOM/CCMD/FLDCOM); between major subdivisions within an organizational level; between MAJCOMs/CCMDs/FLDCOMs and comparable organizations or other major subdivisions within the DAF; and between the DAF and other components/agencies within the DoD, other federal agencies, or private organizations. This may or may not involve geographic mobility.

4.1.2.2. Functional Mobility. Functional mobility is movement between specialties or disciplines within a career field or movement across career fields or to cross-cutting organizations such as the nuclear enterprise. This may or may not involve geographic mobility.

4.1.2.3. Geographic Mobility. The organizational and functional types of developmental mobility may or may not involve geographic mobility, since a variety of assignments are possible within the same geographic area without changing a place of residence or may be accomplished remotely. Geographic mobility is a change in permanent duty assignment from one location to another that requires the employee to undergo a PCS.

4.1.2.4. All ART Officers are subject to guidance for mobility IAW AFRCI 36-111.

4.1.3. Mobility Requirements. When a mobility agreement is necessary, the employee, AFPC, and/or the servicing Civilian Personnel Section representative sign a written statement of conditions (See DAF Form 202, DAF Civilian Mobility Agreement).

4.1.3.1. The mobility agreement is a condition of employment and must be signed by the employee prior to the assignment or prior to making a final job commitment. Geographic preferences of covered employees for permanent duty station changes shall be considered, but are not binding on management. When practicable, employees covered by mobility programs shall be assigned to geographic areas of their preference per guidance IAW DoDI 1400.24, *Civilian Mobility Program*, **para. 6.6**).

4.1.3.2. The following DAF positions require mobility as a condition of employment or assignment:

4.1.3.2.1. Force Renewal. Reference AFI 36-130 for guidance on Pathways Recent Graduates and PAQ/COP mobility.

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

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

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

4.1.3.2.5. Key Career Positions. KCPs are specific, career field-identified, GS-12 to GS-15 (or equivalent) positions which are a subset of career field centrally-managed positions that are used to develop critical DAF leadership competencies. Grade exceptions have been made in some career fields.

4.1.3.2.6. Specific Career Field Positions. Contact the specific CFT for further details on centrally-managed positions' mobility requirements.

4.1.3.3. Central Salary Account employees outplacing from Force Renewal and leadership development programs accepting overseas DoD positions will have return placement coordinated in conjunction with their CFT to a location based on the needs of the DAF. Return placement of development programs' employees will be coordinated based on the employee's overseas agreement, mobility agreement, and in conjunction with the PPP and CFT office.

**4.2. Individual Development Plan (IDP).** Completion of an IDP is mandatory for all civilian employees IAW the guidance found in DoDI 1400.25, Volume 410, *DoD Civilian Personnel Management System: Training, Education, and Professional Development*. IDP guidance for DCIPS employees should be IAW AFI 36-1101 and DoDI 1400.25, Volume 2010, *DoD Civilian Personnel Management System: Defense Civilian Intelligence Personnel System (DCIPS)*

*Professional Development.* IDP guidance for CES civilians should be IAW DAFI 36-141. Coordinate with the Labor Relations Officer to ensure all bargaining obligations are completed prior to implementation of the mandatory requirement for bargaining unit employees.

4.2.1. IDPs will be used to:

4.2.1.1. Record employee short-term and long-term professional goals.

4.2.1.2. Record employee annual training and development plan to assist in meeting the employee's professional goals.

4.2.1.3. Align employee training and development efforts with organizational core values, mission, and vision.

4.2.1.4. Acquire an understanding of employee strengths and developmental needs.

4.2.2. Applicability.

4.2.2.1. Training and Development. CFTs, supervisors, and employees should utilize IDPs to identify training and development opportunities for employees, such as tuition assistance, management development courses, and assignments. For example, the Financial Management career field maintains a Professional Development website link for tools and resources at <https://fmonline.ousdc.osd.mil/Professional/Professional-Development.aspx>.

4.2.2.2. Management and Leadership Development. IDPs may be used for management and leadership development of the civilian workforce, which is an essential component of long-term mission readiness. The DAF Civilian Career Roadmaps at **Figure 5.3** and **Figure 5.5** outline civilian development expectations throughout the civilian career and should be used when identifying training and development opportunities to be included on the annual IDP. The experiential and training/development programs prepare the civilian workforce for functional/cross-functional expert/leader positions or enterprise leader positions. The annual CD education call provides the opportunity for DAF-wide nominations and includes the selection criteria for the programs offered via the DAF centrally-funded CD portfolio.

4.2.2.2.1. Employees who accept a CB developmental assignment must agree to pursue the objectives and activities specified in the IDP and core personnel document.

4.2.2.2.2. The career field FM/CFM/CFT will ensure IDPs outline the knowledge, skills, abilities, and competencies to be gained through the CB assignment, along with the methods of development, applicable references, and estimated hours/months required for attaining or improving proficiency in each competency.

4.2.2.2.3. When DT vectors are used to fill CB positions, career fields must publicize that positions will be limited to candidates who submit an IDP and receive a vector from the DT. **(T-2)**. When open to temporary promotion candidates, the FM/CFM/CFT will ensure the vacancy announcement includes the requirement to submit an IDP, and will identify if a resume is required. **(T-2)**. The announcement should also direct applicants to contact their CFT for specific information.

4.2.2.3. Key Career Positions. At the direction of the DT, a CFM may require KCP candidates to submit a resume in addition to an IDP as part of the selection process. The CFT will ensure this requirement is stated in the vacancy announcement. **(T-2)**. At a minimum, CFMs must accomplish notification using multiple communication methods such as: Automated Message System robot messages, listserves, newsletters, bulletin boards, websites, webinars, and other available means.

4.2.2.4. Civilian Strategic Leader Program. Formal IDPs are required for CSLP developmental positions which typically last 36 months. The IDP must be maintained through the length of the program.

4.2.2.5. Workforce Analysis and Management Advisory Service. Career fields may utilize IDP data to conduct workforce analysis and reports to senior leadership.

#### 4.2.3. Completing IDPs.

4.2.3.1. It is highly recommended that IDPs be completed via the automated MyVector IDP tool. Additionally, organizations, employees, and supervisors must comply with any further guidance from AF/A1C related to the mandatory IDP requirement (including format and/or automated tool).

4.2.3.2. Employee IDPs should be developed concurrently with the individual's annual performance plan and should be reviewed during each feedback session.

**4.3. Currency and Accuracy of Employee Data.** Employees are required to complete all mandatory training requirements IAW guidance outlined in DAFI 36-2670. Employees are also ultimately responsible for ensuring the accuracy of their data in the civilian personnel data system and must review their records periodically to make certain their education, training, awards, etc. are properly documented and they have an accurate and updated resume. Employees are able to use the MyBiz+ Self Service module to update certain information in their personnel record to include: licenses, occupational certifications, education, training, work information (phone number, email address, physical work address), home phone number, disability code, ethnicity and race category, language, and emergency contact information.

4.3.1. Acquisition Professional Development Program (APDP). Certifications entered in MyBiz+ by employees are not automatically updated in the DCPDS acquisition certification data fields. Employees should use the ACQNOW website to review current certifications, records, and requirements. The ACQNOW site is automatically updated as requirements are completed at <https://acqnow.atrrs.army.mil/Home/Dashboard>.

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

4.3.3. Employee Resume. Employees may be asked to submit resumes in support of career field and force development processes, such as nominations for training and development, selection/assessment boards, competency assessments, or upon request by selecting officials for competitive referrals. Additionally, employees may submit a comprehensive resume, via

myPers, that is profiled in their electronic Official Personnel File and can be used for Human Resources purposes such as to verify qualifications for a management-initiated reassignment or RIF.

**4.4. Affirmative Employment Program Planning.** SAF/MRQ issues guidance in this area.

## Chapter 5

### FILLING POSITIONS

**5.1. Filling Centrally-managed Positions.** The servicing staffing team must follow the career field approved procedure when filling centrally-managed positions and IAW DAFMAN 36-203, *Staffing Civilian Positions*.

5.1.1. Promotion Panel Responsibilities. Functional promotion panels or workgroups will develop DAF-wide merit promotion criteria and assessments for centrally-managed positions in their career field. **(T-2)**. CFMs must annually review the results of the application of the assessments and make adjustments to them to ensure their currency. Over time, they must ensure that assessments reinforce the technical, business, and leadership competencies outlined in the career field's developmental career roadmaps. They also must assure that, taken as a whole, assessments are logical, consistent, fair, represent the expectations of the career field, and support enterprise force development objectives. The CFMs must identify, approve, and validate promotion criteria and assessments for non-centrally-managed positions in their individual career fields.

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

5.1.3. Air Force Office of Special Investigations (AFOSI). Refer to AF Office of Special Investigations Instruction (AFOSII) 36-203, *Staffing AFOSI Civilian Positions*.

5.1.4. Air Reserve Technician (ART). Headquarters, Air Force Reserve Command, Civilian Personnel (HQ AFRC/A1C) has authority and responsibility for filling positions, details, reassignments, and promotions for ART officer positions.

### 5.2. Methods of Filling Positions.

5.2.1. Career Field Actions. Centrally-managed positions are filled through both competitive and non-competitive methods. In most instances, the movement of a person into a centrally-managed position is in the best interest of the DAF. There may be some cases where a paid PCS would not be necessary to fill a centrally-managed career field position. A temporary change of station might be appropriate in some scenarios.

5.2.1.1. The Civilian Personnel Section can help identify which positions may be filled with local candidates based on local market conditions (i.e., existing pool of local employees, prevalence of retired military, unemployment in the area, etc.). If local market conditions provide a sufficient pool of candidates, the gaining organization must clearly identify on the request for personnel action that a paid PCS is not in the best interest of the government. **(T-1)**. Examples include, but are not limited to:

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



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

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

5.2.1.2.1. Employee completes the DAF OCONUS service agreement document IAW DAFI 36-2670, but for personal reasons remains at OCONUS location for more than six months without requesting/obtaining the commander/civilian equivalent approval to extend the time limit for beginning return PCS travel.

5.2.1.2.2. Employee has not completed all 48 months of dwell time per DAF CONUS Employment Agreement form (see **Figure 5.1**) and does not meet eligible waiver requirements for a second DAF-funded move.

5.2.2. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-RIF actions) to using a management directed reassignment process to outplace employees graduating from the following enterprise development programs (**T-2**):

5.2.2.1. In-residence CD, which is defined as intermediate developmental education (operational) and senior developmental education (strategic), including professional military education, the Legislative Fellows Program, RAND, Air Force National Laboratories Technical fellowships, and academic programs.

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

5.2.3. Area of Consideration (Competitive).

5.2.3.1. The normal area of consideration for all locally- and centrally-managed permanent non-bargaining unit positions (that are not KCPs or are not funded through the Central Salary Account) will include all available external and internal eligibility sources IAW DAFMAN 36-203 and for DCIPS, AFI 36-1101.

5.2.3.1.1. No prior approval for this expanded area of consideration will be required from the CFTs for centrally-managed positions.

5.2.3.1.2. Check with local civilian personnel offices for status of bargaining unit positions.

5.2.3.1.3. If the position has been approved and advertised as being suitable for being accomplished from a remote location, the area of consideration could be CONUS-wide.

5.2.3.2. Exceptions to the area of consideration will be limited to positions subject to the DT process, Career Broadening/CSLP/force renewal outplacements, and placements to minimize adverse action (displaced employees).

5.2.3.3. Expanding the area of consideration to include DoD, transfer eligibles, and applicants with prior competitive status will provide optimum flexibility for management and allow the flow of high-quality candidates across component lines, to include CCMDs, with regards to diversity of background, experiences, demographics, and perspective.

5.2.3.4. An expanded area of consideration is not warranted if the CFT determines qualified area of consideration candidates are available. In this case, the FM/CFM/CFT will ensure that an external recruit fill personnel action is not approved. **(T-2)**.

5.2.3.5. The servicing staffing team will conduct the fill actions in support of temporary appointments, term appointments, and details. They will also fill encumbered positions upgraded by classification, as defined in DAFMAN 36-203.

5.2.4. Exempting Positions from the Career Field Referral Process. When a special one-time exemption from filling a position through normal career field processes is necessary, the organization will submit an e-mail request through their Civilian Personnel Section and MAJCOM/CCMD/FLDCOM to the CFT, along with justification, to exempt the position from the career field's central referral process. **(T-3)**. The CFT will route the request to the career field FM, or designee, for approval. **(T-2)**.

### **5.3. Requesting Fill Action.**

5.3.1. Servicing Staffing Team. Once career field and DT vector priorities are cleared, AFPC's servicing staffing team will begin the fill process.

5.3.2. Clearance of the PPP will be accomplished IAW with DAFMAN 36-203.

5.3.3. Clearing Career Field Priorities. In addition to observing all statutory and regulatory placement priorities, individual career fields may also establish procedures for the consideration and placement of certain types of employees in advance of normal methods of filling centrally-managed positions. Examples of such career field priorities include: outplacement of employees completing a CB assignment; employees completing long-term training and other formal training/development programs such as the CSLP; or KCP assignment. If the CFT determines a vectored outplacement candidate from a training/development program is available and qualified, the FM/CFM/CFT will ensure that a recruit fill personnel action is not approved without CFT approval.

### **5.4. Methods for Filling Unique Positions.**

5.4.1. Joint or Unified Command Positions. DAF CFTs will centrally manage positions in Joint or Unified Commands for which the DAF is the executive agent. **(T-2)**. The FM or designee may grant exceptions to this guidance.

5.4.2. Referral by the servicing staffing team will be the sole source of internal and external candidates for permanent fill actions of centrally-managed positions. **(T-3)**.

5.4.3. If a staffing need is identified to utilize an Office of Personnel Management or Delegated Examining Unit/Examining Office certificate and the career field approves, AFPC's servicing staffing team will utilize the assessment approved by the CFT. **(T-3)**.

5.4.4. The FM/CFM/CFT will ensure that the processes outlined in [paragraph 5.3](#) are followed. **(T-3)**.

**5.5. Missed Consideration from a Referral Certificate.** The FM/CFM/CFT will work with the HR specialist/staffing to ensure that individuals receive priority referral if consideration was denied due to errors in the civilian personnel system database or other administrative errors beyond the candidate's control. **(T-3)**. If the administrative error is discovered prior to a selection from a referral certificate, candidates who missed consideration are referred on a supplemental certificate. If a selection has been made and a job offer extended and accepted, the FM/CFM/CFT will work with the HR specialist/staffing to ensure that priority consideration is granted. **(T-3)**.

**5.6. Overseas Employment.** Guidance on overseas employment and return placement programs as they relate to employees in centrally-managed positions is found in AFMAN 36-204. For DCIPS employees, follow the guidance in AFI 36-1101.

**5.7. PCS and Waivers to Service/Employment Agreement.** An employee in a centrally-managed position is assigned to a specific activity, i.e., permanent duty station. Locally funded moves are not covered in this publication.

5.7.1. CONUS Assignments. Employees under a service agreement (DD Form 1618, *Department of Defense (DoD) Transportation Agreement Transfer of Civilian Employees to and within the Continental United States (CONUS)*), must complete a minimum of 12 months IAW the JTR, **para. 054910**. The basis of the restriction is the prudence and cost associated with moving an employee twice within a 12-month period (JTR, **paras. 053701, 053705, and 053706**). The DAF requires a minimum 48-month tour length for employees in CONUS centrally-managed positions before being eligible for another DAF-funded PCS. The 48-month tour length incorporates the minimum JTR 12-month requirement (see **Figure 5.1** CONUS Employment Agreement). This does not apply to CD programs (Education, CB, CSLP, and KCP).

Figure 5.1. CONUS Employment Agreement.

**CONUS EMPLOYMENT AGREEMENT**  
**ASSIGNMENT TO A CAREER FIELD TEAM (CFT) CENTRALLY-MANAGED POSITION**  
This agreement must be signed by an employee serving on a career or career-conditional appointment selected for assignment to a CFT centrally-managed position in a CONUS location.

1. This document represents an agreement between the Department of the Air Force (DAF) and the undersigned and becomes effective upon my assignment to:

Position Title, Series and Grade or Pay Band: \_\_\_\_\_  
Location: \_\_\_\_\_

2. By accepting this assignment to a CFT centrally-managed position in a CONUS location, I understand and agree to the following:

2.1. My minimum period of service is a 48-month tour of duty for the area to which assigned. Any reduction to the minimum period of service is subject to management's approval and my concurrence (see DAFMAN 36-142, Section 5.7). Any prior Department of Defense (DoD) tour of duty already served in the same local commuting area may be cumulative and may reduce the minimum period of service, but not less than a total of three years of service.

3. I understand that I must satisfactorily complete the required period of service established for the area to which I am assigned, unless a waiver is granted or I meet one of the conditions listed below that do not require a waiver (see DAFMAN 36-142, Section 5.7). The owning MAJCOM/CCMD/FLDCOM/A1 or SF/S1 equivalent is the AF/A1-delegated approval authority for any early release (i.e., waiver) from the period specified in this agreement or from the transportation agreement; Air Force Reserve Command, Civilian Personnel (AFRC/A1C) is the approval authority for early release (i.e., waiver) for CFT centrally-managed covered Air Reserve Technician officer positions. If my assignment is terminated after completing the required 12-month period, but prior to the end of the 48 months, for any of the following reasons, I do not need a waiver and am released from all financial liabilities (DAFMAN 36-142, Section 5.7):

- Selection for promotion within 13-36 months of last PCS
- Transfer to another DoD component position outside the Department of the Air Force
- Transfer to any agency outside DoD
- Separation due to Reduction in Force
- Separation for the convenience of the Government
- Call to active duty or enlistment in the Armed Forces
- Retirement (after serving the minimum 12 months per the Transportation Agreement)

4. I understand and accept the conditions established in this agreement. I understand that failure to complete the length of the assignment as I have agreed to do in paragraph 2 above may result in my financial liability to repay the DAF for the PCS costs already incurred and/or ineligibility for Air Force funded PCS allowances to another Air Force position (see DAFMAN 36-142, Section 5.7. and JTR, paras. 054913 and 054914).

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Employee

5.7.1.1. Employee in Month 1-12: Basis for Waivers/Release for CONUS Tour (Service) Agreement/DAF Employment Agreement (JTR, para. 054912).

5.7.1.1.1. The reasons beyond the employee's control that are acceptable to the DAF for release from the Service Agreement/Employment Agreement are listed in [Figure 5.1](#) (JTR, para. 054912).

- 5.7.1.1.2. The JTR, para 054912, references the commanding officer/designee of the assigned activity as determining an acceptable reason for release. 48-month DAF dwell time waivers for centrally-funded positions may be approved by MAJCOM/A1s or equivalent (including USSF equivalents) IAW the JTR. MAJCOM approved moves are funded from MAJCOM/Wing (or USSF equivalents) budgets.
- 5.7.1.1.3. A second paid move is considered not in the best interest of the DAF if:
- 5.7.1.1.3.1. An equally qualified civilian employee is available in the commuting area of the activity concerned.
  - 5.7.1.1.3.2. The losing activity does not agree to the transfer.
  - 5.7.1.1.3.3. A civilian employee pursues, solicits, or requests a position change resulting in a geographic move from one Permanent Duty Station (PDS) to another because the transfer is for the civilian employee's convenience and benefit, not in the Government's best interest. In that case, the gaining activity must formally advise the civilian employee, at the time it extends an offer, that the transfer is in the civilian employee's interest, not in the Government's interest, and that the Government does not pay the PCS expenses.
  - 5.7.1.1.3.4. This policy does not preclude a civilian employee from accepting a position, but it may cause the civilian employee to relocate at personal expense. (See JTR 053706, para A).
- 5.7.1.2. Employee in Months 1-12 – JTR Exceptions to Move Limitation – Centrally-funded PCS. The following moves are exceptions to the 12-month move limitation (JTR, **paras. 053701, 053705, and 053706**):
- 5.7.1.2.1. Employee (or re-employed former employee) is affected by RIF/transfer of function.
  - 5.7.1.2.2. Employee has a move in connection with a DoD Component-directed placement.
  - 5.7.1.2.3. Employee moves from actual residence to a new PDS after exercising return transportation rights from an OCONUS PDS under an OCONUS tour agreement, provided the employee was not furnished PCS allowances in connection with the return to the actual residence.
- 5.7.1.3. Employee in Months 1-12 – Waiver and PCS Processing Steps. This process involves an employee with a basis for release from an existing service agreement/DAF employment agreement IAW **para 5.7.1.1** and whose move is one of the exceptions listed in **Figure 5.1**. The selecting official for a centrally-managed position at the new duty station must follow the steps below. **(T-3)**.
- 5.7.1.3.1. Will provide an explanation of why the proposed transfer is in the interest of the Government. **(T-3)**.
  - 5.7.1.3.2. Will provide a signed statement that an equally qualified employee is not available within the commuting area of the activity concerned and that the losing activity agrees to the transfer. **(T-3)**.

- 5.7.1.3.3. Will describe efforts that were made to find a candidate who would not require a waiver. **(T-3)**
- 5.7.1.3.4. Will submit the package to the servicing Civilian Personnel Section at the new location who will provide the waiver recommendation to the commander/designee at the assigned duty location for coordination. **(T-3)**.
- 5.7.1.3.5. Waiver request package is forwarded to the applicable CFT Chief for review to ensure the supporting documentation supports the waiver request.
- 5.7.1.3.6. The CFT Chief must forward the request package to the FM/DT Chair, or designee, for concurrence/non-concurrence and coordination. **(T-2)**. A concurrence must articulate that: 1) the waiver is in the best interests of the career field; 2) the need to select the employee outweighs the additional cost of a second PCS; and 3) supporting documents show sufficient efforts were made to locate a candidate most qualified for the position who would not require a waiver.
- 5.7.1.3.7. If the FM/DT Chair, or designee, does not concur, the package will be returned to the selecting official with notice of the decision.
- 5.7.1.4. Employee in Months 1-12 – Financial Effect Waiver.
- 5.7.1.4.1. An approved waiver releases the employee from all financial liabilities associated with failure to complete the service agreement (DD Form 1618, *DOD Transportation Agreement Transfer of Civilian Employees to and within CONUS*).
- 5.7.1.4.2. If a waiver is not approved and the employee fails to complete the terms of the service agreement (DD Form 1618), the employee will be in violation of the agreement (JTR, para 054913). **(T-3)**. The employee must reimburse the government the costs paid for relocation expenses based on that service agreement and is not eligible for subsequent travel and transportation allowances. **(T-3)**.
- 5.7.1.4.3. A service agreement violation includes failure to:
- 5.7.1.4.3.1. Meet/comply with the conditions specified in an agreement for reasons unacceptable to the DAF.
  - 5.7.1.4.3.2. Report for duty.
  - 5.7.1.4.3.3. Return to the country/geographic locality in which the home of record (actual residence) is located in connection with a renewal agreement.
- 5.7.1.5. Employee with Service Agreement Waiver Request – No PCS in Months 1-12. The employee who has not met the full 12 months of a Service Agreement must submit the request through the supervisor and servicing Civilian Personnel Section who will obtain the local commander's/designee's recommendation for final approval. **(T-3)**.
- 5.7.1.6. Employee in Months 13- 48 – Waivers/Release – DAF Employment Agreement DAF-funded PCS.
- 5.7.1.6.1. Basis for waiver and PCS funding. DAF will not require a formal waiver approval process when the basis for the release is for any of the below-listed reasons. Any other basis will be reviewed and coordinated with the Civilian Personnel Section.
    - 5.7.1.6.1.1. Employee is separated as a result of RIF.

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

5.7.1.6.1.3. Employee is selected for permanent or temporary promotion within 13-48 months of last PCS (CONUS ONLY).

5.7.1.6.1.4. OCONUS returnees who have completed their prescribed JTR tour length.

5.7.1.6.1.5. Employee is participating in centrally-funded CD programs where PCS is required as part of the program, provided the employee has met the minimum 12 months of the JTR requirement.

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

5.7.1.6.1.7. Employee made a humanitarian request for tour curtailment. Verification of the nature and extent of the "unforeseen emergency" or "extreme personal hardship" must be received from a reliable and trustworthy source such as private, state, or local welfare agencies; an attending physician; or a legally binding document.

5.7.1.6.2. Employee in Months 13-48 – Waiver-PCS Processing Steps. If waiver of the DAF Employment Agreement is based on reasons not listed in paragraphs of § 5.7.1., the selecting official must coordinate the waiver package with the servicing owning MAJCOM/Wing or USSF equivalent for consideration/approval. **(T-3)**.

5.7.1.6.3. Employee in Months 13-48 – Effect of Disapproved DAF Employment Agreement Waiver/Release – DAF PCS. If the employee has not completed months 13-48 of the DAF Employment Agreement, the employee does not incur any financial liability. However, the employee is not eligible for a centrally-funded PCS before the end of the 48-month period.

5.7.1.7. ART Officer Career Management Program. HQ AFRC/A1C manages the program and is the approval authority for PCS and service agreement waivers. Submit questions and forms to Air Force Reserve Command/Staffing Oversight and Workforce Management (AFRC/A1CS) workflow: [afrc.alcs@us.af.mil](mailto:afrc.alcs@us.af.mil).

5.7.2. OCONUS Assignments. An employee appointed/transferred to an OCONUS position is required to complete a prescribed tour of duty (JTR, § 0501) at the OCONUS PDS for return travel and transportation allowances. (JTR § 0549, and paras **053701** and **054907**). The employee executes a service agreement (DD Form 1617), (JTR para 0504904) for the applicable situation, based on employee status (JTR, para 054904) and IAW the applicable Overseas Employment Agreement in AFMAN 36-204. The employee obligation is a minimum of 12 months to avoid financial obligations for the sole purpose of moving to the overseas location. To obtain eligibility for return travel and transportation allowances, the member must remain for the prescribed tour, unless there is an AFPC/DP2Z-approved waiver or release from the service agreement (DD Form 1617). Release must be an acceptable reason for release as outlined in the JTR. **(T-0)**. AFPC will fund PCS for approved waivers. **(T-2)**.

5.7.2.1. Employee under Required Tour Length Agreement (DD Form 1617) – Basis for Waivers/Release – More than One PCS. See JTR, paras 053701, 053705, 053706, and 054912.

5.7.2.1.1. Reasons Beyond Employee Control – Acceptable to DAF for Release (JTR, para 054912). The following are applicable IAW the JTR, para 054912.

5.7.2.1.1.1. The employee's immediate presence is required in the geographic locality in which the actual residence is located because of an unforeseen emergency. Actual residence is explained in the JTR, para 054903.

5.7.2.1.1.2. Completion of the agreed tour/service/employment agreement would result in extreme personal hardship because of circumstances beyond the employee's control, such as conditions seriously affecting the health, welfare, and safety of the employee; serious illness or death in the immediate family, as defined by the JTR, Appendix A; or the imminent breakup of the family group. For verification requirements involving "extreme personal hardship" see [para 5.7.2.1.1.4](#). A "pre-existing" medical condition may not be viewed as a qualified element for an acceptable reason for tour release. Falsification of facts in connection with employment is not a reason beyond the employee's control.

5.7.2.1.1.3. There are significant changes in the employee's employment situation or loss of economic benefits such as:

5.7.2.1.1.3.1. A significant salary loss resulting from a downgrading of the grade level the employee accepted upon assignment.

5.7.2.1.1.3.2. A significant loss in OCONUS quarters allowance payments resulting from a downgrade as distinguished from a reduction in quarters allowance payment which may be reduced for other reasons.

5.7.2.1.1.4. Verification. The nature and extent of the "unforeseen emergency" or "extreme personal hardship" must be established to the determining official's satisfaction. Verification must be received from a reliable and trustworthy source such as private, state, or local welfare agencies; an attending physician; or a local cleric IAW the JTR, para 054912.

5.7.2.1.2. Release due to transfer to other departments/agencies. See [para 5.7.1.1.2](#).

5.7.2.2. OCONUS Employee Performing Prescribed Tour with More Than One Planned PCS – Waiver Processing Steps. This process involves an OCONUS employee who has been selected for a position that requires a funded PCS and/or return travel and transportation allowances and release from an existing service agreement/Overseas Employment Agreement. Follow the steps outlined in [para 5.7.1.3](#) as well as the guidance for details about service agreements IAW the JTR, para 054904.

5.7.2.3. When assigned overseas, this mobility agreement does not entitle employee to a higher home leave earning rate as described in 5 Code of Federal Regulations Part 630.604(a)(1), *Earning Rates*.

5.7.2.4. Basis for OCONUS Waiver and PCS Funding. DAF will require a waiver approval process when the basis for the release is beyond employee control – Acceptable to DAF for Release (JTR) to include following [para 5.7.1.6.1](#).



## 5.8. PCS Funding and Allowances.

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

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

5.8.1.2. Move of an individual selected from a certificate for a centrally-managed position if the person is a current Federal employee.

5.8.1.3. First-duty station move for an external reinstatement eligible applicant. First-duty station moves under 50 miles might not be approved, but will be determined on a case-by-case basis following guidance in the JTR, para 054801. (GSBCA 16417-RELO).

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

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

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

5.8.2. DAF organizations must provide funding to cover all PCS costs that result from decisions to implement programmatic actions involving ramp-ups, stand-up of new organizations, reorganizations, realignments, and military-to-civilian or contractor-to-civilian conversions requiring a career field PCS action. **(T-1)**. Organizations are responsible for programming the cost and providing funding to implement all policy and operational, training, and resource requirements relating to their force-shaping actions. **(T-1)**. This guidance applies to future programmatic actions approved in the Corporate Structure without PCS costs factored into the original decision and to actions self-initiated by the organization or functional leadership that impact the centrally-managed Civilian PCS Account. Exceptions require AF/A1 pre-approval.

### 5.8.3. Allowances.

5.8.3.1. House Hunting Trip. For eligible employees (JTR, para 0540), DAF authorizes employees and/or their spouse a maximum of five (5) days, including travel days, to search for permanent housing at the gaining PDS. If a house is found in less than five days, the employee should return to their current PDS.

5.8.3.2. Temporary Quarters Subsistence Expense (TQSE). For eligible employees (JTR, para 0542), DAF authorizes TQSE for employees as follows:

5.8.3.2.1. Within CONUS Moves. Authorized a maximum of 30 days TQSE and the individual may select Lump Sum or Actual Expense reimbursement method.

5.8.3.2.2. Overseas Returnees (Includes non-foreign overseas returnees). Employees are authorized 30 days TQSE-Lump Sum or 60 days TQSE-Actual Expense reimbursement methods. Actual Expense TQSE shall be limited to only the time temporary lodging is required. The employee cannot change the TQSE method after travel begins. (JTR, paras 054204 and 05206). **(T-0)**.

5.8.3.2.3. Extending TQSE (Actual Expense) Past the Initial Period. The criteria shall be uniformly applied. The authorizing/order-issuing official must determine there are compelling reasons to continue occupying temporary quarters. **(T-3)**. Extensions are not automatic and will only be granted on a case-by-case basis and in situations where there is a demonstrated need for additional time due to circumstances beyond the employee's control and that are acceptable to the DAF. Circumstances that exist at the time of transfer, such as high cost of housing, high interest rates, or a poor housing market may not be sufficient to warrant extending the TQSE (Actual Expense) period. JTR, para 054206, lists examples of compelling reasons or circumstances which might be considered beyond the employee's control, although they are not all-inclusive. AFPC/FMY ([AFPCDPIEResourcesOffice@us.af.mil](mailto:AFPCDPIEResourcesOffice@us.af.mil)) is the authorizing/order issuing official for all CFTs except the ART Officer Career Management Program, which is managed by AFRC/A1C. To clearly demonstrate the need for a TQSE extension, the employee must submit the following information and documentation to the authorizing/order issuing official: **(T-3)**.

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

5.8.3.2.3.2. Date employee began TQSE.

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

5.8.3.2.3.4. Number of TQSE days initially authorized.

5.8.3.2.3.5. Number of days taken for house hunting trip, if any.

5.8.3.2.3.6. Anticipated date permanent quarters will be occupied.

5.8.3.2.3.7. Number of days' extension requested.

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

5.8.3.2.3.9. If request is based on delay in household goods delivery, include a statement from the Traffic Management Office showing date of Household Goods pickup and anticipated date of delivery/receipt. If applicable, this should also include a statement explaining the delay in delivering out of temporary storage.

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

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

5.8.3.3. Waiver process for Real Estate Time Extensions beyond the One-Year Period (Two-Year Maximum). DAF may grant an extension if extenuating circumstances prevented the sale/purchase transaction to be completed within the one-year time period and the delayed transaction is reasonable related to the PCS IAW guidance in the JTR, **paras 053607, 054305, 054501, 054502, and 054503.**

5.8.3.3.1. Employee has a one-year time limit that begins on the date the employee physically reports for duty at the new permanent duty station and ends on the one-year anniversary of the report-for-duty date IAW guidance in the JTR, paras 053607, 054305, 054501, 054502, and 054503. For example, the one-year time limit for an employee who physically reports for duty on Wednesday, 6 November 2022, is 6 November 2023.

5.8.3.3.2. Waiver requests will be addressed case-by-case; the DAF has broad discretion about whether to approve a waiver. The waiver applicant must explain, in detail, why the extenuating circumstances caused the delay, i.e., what made the transaction completion unavoidable within the one-year period. The employee must submit supporting documentation with the waiver request to AFPC/DP2Z, the authorizing/order issuing official, prior to the expiration of the initial one-year period. Send to the workflow [AFPC.DP2Z.TALENTMGMTDIV@us.af.mil](mailto:AFPC.DP2Z.TALENTMGMTDIV@us.af.mil). AFPC/DP2Z is the authorizing/order issuing official for all Career Fields except the ART Officer Career Management Program, which AFRC/A1C manages. Example: to support a waiver request based on a depressed housing market as the “extenuating circumstance,” the DAF should consider, and the applicant should address with supporting documentation, whether the decline in the housing market was as severe as the employee suggested.

**5.9. PCS Relocation Services.** DAF is authorized to offer relocation services to eligible employees IAW guidance in the JTR, para. 053608. The DoD National Relocation Program (DNRP), for which the U.S. Army Corps of Engineers is the DoD Executive Agent, provides services through third-party contractors. The National Relocation Program Office located in the U.S. Army Corps of Engineers Baltimore District Real Estate Division administers the program. The DNRP Program Guide (Handbook) is available at: <http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx>. Destination services are available to all CFT centrally-managed employees who PCS, regardless of grade. Services include finding a home and mortgage counseling. The Guaranteed Home Sale Service depends on the employee’s grade and meeting eligibility qualifications.

5.9.1. Eligibility. The program is available to current Federal employees who meet any of these eligibility requirements and have a qualifying PCS tour IAW the JTR.

5.9.1.1. Open to all centrally-managed GS-12 and above (and equivalents) after 60-day self-marketing period.

5.9.1.2. Selected for DAF Senior Leader positions that include Senior Executive Service, Senior Leader, Scientific or Professional (ST), and Defense Intelligence Senior Executive Service.

### 5.9.2. Qualifying Tour Considerations.

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

5.9.2.2. An employee who returns from a completed tour of duty from a foreign permanent duty station and is reassigned/transferred to a different CONUS or non-foreign OCONUS permanent duty station, other than Guaranteed Home Sale.

5.9.2.3. Various employees are not eligible, e.g., a new appointee, those assigned under the Government Civilian Employees Training Act (5 U.S.C. §4109), and civilian employees transferring between foreign PDSs are ineligible for property management services (JTR, para 054602).

5.9.3. Guaranteed Home Sale and Residence Criteria. These criteria are defined in the DoD National Relocation Program Guidelines (DNRP Handbook), <http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx>. The employee's residence (former residence for overseas returnees from a foreign area) must meet requirements IAW the JTR, para 053608, and the residence must be:

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

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

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

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

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

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

5.9.3.7. The maximum home value for which home sale services are payable is currently \$750,000 (JTR, paras 0546 and 054601).

5.9.3.7.1. Waiver request for maximum home value. Submit the following information to the AFPC/DP2Z workflow, [AFPC.DP2Z.TALENTMGMTDIV@us.af.mil](mailto:AFPC.DP2Z.TALENTMGMTDIV@us.af.mil):

5.9.3.7.1.1. Home purchase documents showing purchase date and price.

5.9.3.7.1.2. Tax-assessed value for the designated area.

5.9.3.7.1.3. Comparable sales listing.

#### 5.9.3.7.1.4. Historical and projected market trends.

#### 5.9.4. DNRP Guaranteed Home Sale – DAF Pre-Enrollment 60-Day Listing of Property.

5.9.4.1. DAF requires an eligible employee who elects to enroll in Guaranteed Home Sale to market the home for sixty (60) days (from the date of listing) prior to enrollment. Following the DAF-imposed 60-day marketing period, and once the employee is enrolled, DNRP requires an eligible employee to market the home for an additional sixty (60) days prior to accepting the Guaranteed Home Sale offer.

5.9.4.2. The listing agreement must include an exclusion clause to allow the employee to cancel the agreement without incurring a broker's commission should the employee elect to accept the appraised value offer. The clause also permits the employee to assign an offer to the contractor relocation company to relieve the employee of the responsibility of closing the sale with the buyer. An employee who receives an acceptable offer for the property based on appraisal fair market values within the 60-day DAF-imposed pre-enrollment marketing period will not be enrolled in DNRP Guaranteed Home Sale. **(T-1)**. Instead, DAF will reimburse the employee for the home sale based on the employee's authorization for real estate benefits on the PCS orders IAW the JTR, para 054607.

#### 5.9.5. Guaranteed Home Sale/DNRP Enrollment Time Limit.

5.9.5.1. An eligible employee must elect to use Guaranteed Home Sale and complete the sale transaction prior to the one-year real estate time limit IAW the DNRP Handbook, § 3, para III. The DNRP program office will not consummate sale transaction beyond the one-year time period for real estate transactions. It is the employee's responsibility to seek a waiver to the one-year time limit period for real estate transactions with evidence of extenuating circumstances that the DAF finds acceptable due to unavoidable circumstances. See [para 5.8.3.3](#) for details regarding waiver requests for one-year limit on real estate sale/purchase transactions.

5.9.5.2. Due to Guaranteed Home Sale marketing requirements and administrative processing timelines, an eligible employee should enroll not later than 120 days before the one-year expiration date to allow time for DAF-imposed 60-day home marketing plus the 60-day DNRP-required home marketing plus completion of sale transactions.

5.9.6. Guaranteed Home Sale Application Procedures. An employee who meets eligibility requirements must navigate to the DNRP web address: <http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx> and select the DNRP Online Relocation Services Request Form. **(T-0)**.

5.9.6.1. Eligible employees are required to complete human resource point of contact information on the DNRP Online Relocation Services Request Form. Applicants funded by AFPC must cite the point of contact's name listed in block 28, Item G, of the PCS order and include the e-mail address [AFPCDPIEARESOURCESOFFICE@us.af.mil](mailto:AFPCDPIEARESOURCESOFFICE@us.af.mil).

5.9.6.2. ART Officer Career Management Program applicants must cite the point of contact name provided by AFRC/A1CS staff and include the point of contact's email address.

5.9.6.3. All applications are to be submitted to the DNRP office and the applicant is to provide: 1) a copy of the Listing Agreement (if already available); 2) an Addendum to

Listing Agreement from the DNRP website; and 3) a copy of the PCS order authorizing Relocation Services.

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

5.9.6.5. Guaranteed Home Sale Residential Sale. For sale situations involving a divorce or separation, or title held with other than an eligible family member of dependent, contact AFPC/FMY or AFRC/A1CS for ART Officers for further information regarding limited pro rate reimbursement, following guidance IAW the JTR, para 054501.

5.9.7. Home Marketing Incentive Payment. For employees with PCS orders that reflect an entrance on duty date on or after 1 March 2014, DAF does not authorize use of the Home Marketing Incentive Payment. Alternatively, homeowners may use the DNRP Guaranteed Home Sale after marketing the residence for 60 days, or they may use the Real Estate entitlement for reimbursement of allowed closing costs during a residence sale IAW the JTR, para 054501.

5.9.8. Property Management Services. An employee transferring to a centrally-managed position, who meets the DNRP Guaranteed Home Sale eligibility requirements, may select Property Management services in lieu of Guaranteed Home Sale. An employee may self-procure through a rental agency and be reimbursed for standard property management fees, limited to 10% of the monthly rental amount or up to 10% of established monthly rental value following guidance IAW the JTR, para 054602. The DAF ordering, authorizing, or authenticating official may approve Property Management services. Property Management services for a civilian employee transferred to a permanent duty station in the CONUS or non-foreign OCONUS are limited to one year from the civilian employee's transfer effective date (JTR, para 054604). An employee who elects to use Property Management services may later sell the residence within the applicable time limits (JTR, paras 054501 and 054604). However, an employee may not use Guaranteed Home Sale pursuant to the same PCS orders. The reimbursement amount an employee receives for the sale of a residence may not exceed the maximum amount allowed (JTR, paras 054501, 054504, 054505, and 054506) less the amount paid for Property Management services. If the amount paid for Property Management services equals/exceeds the maximum amount allowed, then no reimbursement is allowed for the residence sale (JTR, para 054604).

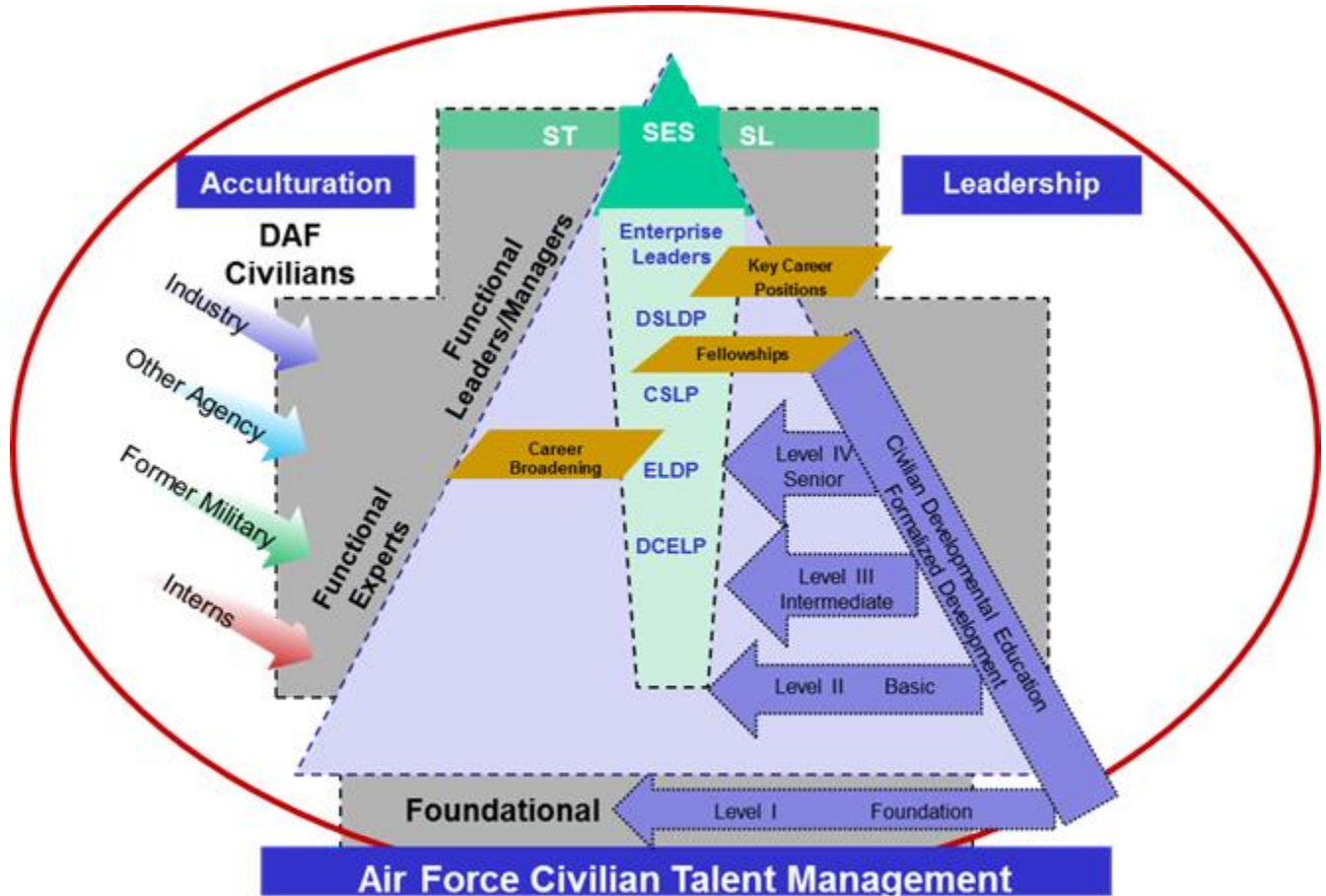
**5.10. Career Field Team Training and Development Course Listing.** The myPers website provides courses managed, nomination due dates, specific eligibility criteria, and application procedures for all training and development opportunities managed by the CFTs.

### **5.11. Civilian Career Planning.**

5.11.1. DAF Civilian Talent Management Model. The DAF Civilian Talent Management Model (see [Figure 5.2](#)) illustrates that DAF civilians join the workforce from a variety of different sources and are assessed into the civilian workforce at differing levels. Some enter as interns directly from high school or a college/university, while others may enter the civilian workforce following military service. Civilians are also recruited from other government

agencies or the private sector. They may be hired into the civilian workforce for a General Schedule job in a professional “white-collar” occupational series, a Federal Wage Grade “blue-collar” position, or a position within an alternate pay system (Acq Demo, Cyber Excepted Service, etc.). Many civilians initially come into the workforce needing to develop their expertise, technical skills, and competencies. The DAF needs many of its civilians to become functional experts with a deep technical knowledge in their chosen field. DAF also needs a subset of this group of civilians who aspire to be DAF enterprise-wide leaders. In the past, DAF focused civilian development expectations primarily on those aspiring to be enterprise leaders. However, DAF recently recognized that there are many civilians who are not focused on being enterprise-wide leaders, but are doing exceptional work and aspire to be the best functional or cross-functional expert/leader they can be. This awareness of different civilian goals, coupled with the realization that DAF both VALUES and NEEDS both functional experts/leaders and enterprise leaders, led to the development of a new framework for developing civilians, referred to as the “Civilians We Need” Career Model.

Figure 5.2. DAF Civilian Talent Management Model.



5.11.2. DAF Civilian Career Roadmaps. The 2020 Racial Disparity Review and a 2020 RAND study “Advancement and Retention Barriers in the U.S. Air Force Civilian White Collar Workforce: Implications for Demographic Diversity” highlighted certain perceived attributes

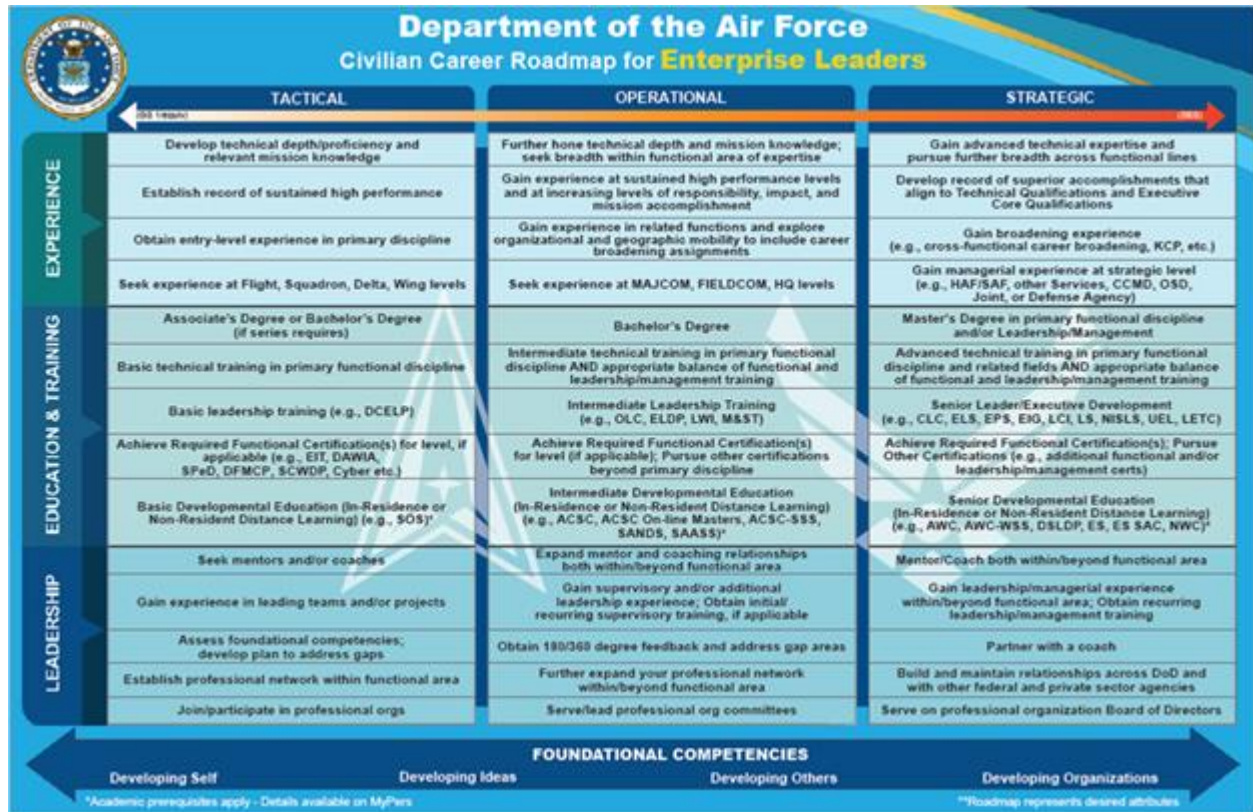
in the DAF civilian career development model that were identified as potential barriers to advancement for certain race/ethnicities and gender. Some of these perceived barriers were tied to the expectation for enterprise-wide leaders. However, as mentioned, many civilians aspired to be functional experts/leaders in their chosen location and the DAF realized that the career developmental expectations needed review. In order to promote greater diversity and enhance retention, and in recognition of the fact that the DAF needs BOTH civilian enterprise leaders as well as functional experts/leaders, the DAF created a new “Civilians We Need” Career Model. This model emphasizes the importance of both enterprise leaders and functional experts/leaders in the DAF civilian workforce. The enterprise track is designed to provide a broad base of development for those who aspire to enterprise leader (e.g., SES track) positions. The enterprise track emphasizes depth and breadth of experience within and outside one’s functional field, to include cross-functional and Joint assignments. The functional expert/leader track is designed to provide development for those who aspire to be steeped in their functional expertise and provide continuity for the workforce. This track emphasizes technical expertise, institutional memory, and functional breadth within one’s technical field.

5.11.2.1. The DAF Civilian Career Roadmap for Enterprise Leaders and the DAF Civilian Career Roadmap for Enterprise Leaders - Definitions and Acronyms (see [Figure 5.3](#) and [Figure 5.4](#)) and the DAF Civilian Career Roadmap for Functional Experts/Leaders and the DAF Civilian Career Roadmap for Functional Experts/Leaders – Definitions and Acronyms (see [Figure 5.5](#) and [Figure 5.6](#)) provide dual-track career development options for DAF civilians. The roadmaps serve as guides to career decision-making based on whether the employee aspires to development and preparation for DAF enterprise leadership roles up to the Senior Executive Service-level, or prefers development designed to prepare for roles which provide deep functional expertise and senior leadership within a given functional area. Both roadmaps are based on the DAF foundational competencies of Developing Self, Developing Ideas, Developing Others, and Developing Organizations. Each roadmap highlights the appropriate developmental options dependent upon one’s respective grade level, with proficiency levels ranging from tactical/basic to operational/intermediate to strategic/advanced/expert. Each roadmap also groups developmental opportunities within the grade levels to identify the various types of experience, education and training, and leadership options that are appropriate and encouraged at any given career point.

5.11.2.1.1. DAF Civilian Career Roadmap for Enterprise Leaders. This roadmap is designed to build DAF enterprise leaders and is for civilians seeking career progression into leadership roles up to, and possibly including, the Senior Executive Service. It illustrates choices across the tactical, operational, and strategic levels in the areas of experience, education and training, and leadership development. This roadmap begins by establishing a strong technical foundation in the early stages of the career, which is then complemented by gaining breadth later in the career through geographic and organizational mobility. The broader perspective gained through this experience and development supports the overall DAF enterprise, rather than just a single functional area. See [Figure 5.3](#), DAF Civilian Career Roadmap for Enterprise Leaders and [Figure 5.4](#), DAF Civilian Career Roadmap for Enterprise Leaders – Definitions and Acronyms.



Figure 5.3. DAF Civilian Career Roadmap for Enterprise Leaders.



**Figure 5.4. DAF Civilian Career Roadmap for Enterprise Leaders - Definitions and Acronyms.**

**Department of the Air Force**  
Civilian Career Roadmap **Definitions and Acronyms**

This roadmap is designed for civilians who aspire to enterprise leader positions with the DAF up to and possibly including Senior Executive Service positions.

**DEFINITIONS**

**EXPERIENCE**  
As you progress in your career through the Tactical, Operational, and Strategic Stages, you should aim to first develop technical depth in a primary function, then further hone your mission knowledge, seek broadening experiences, and then gain breadth across functional lines as you seek both organizational and geographic mobility. You should develop a record of sustained high performance and superior accomplishments that align to the Senior Executive Service Technical and Executive Core Qualifications.

**EDUCATION AND TRAINING**  
As you progress through the Tactical, Operational, and Strategic stages of your career, you should pursue appropriate formal education, technical, and/or leadership training opportunities. Contact your organization's training coordinator and/or the AFPC Civilian Development Office to learn about those various options. Maximize local training opportunities, seek distance learning courses to enhance your skills, and consider one of the many courses/programs available at mypers.af.mil. Basic, Intermediate, and Senior Developmental Education may be acquired in-residence OR via non-resident distance learning. You are also encouraged to earn relevant test-based certifications within and beyond your primary discipline and maintain respective certification(s) by completing all applicable continuing education and training hours.

**LEADERSHIP**  
At the Tactical Stage, build your leadership competence by exercising your professional network through mentor/coach relationships and professional organizations, while also gaining experience in leading teams/projects. Observe how leaders around you lead those teams/projects and emulate behaviors you admire. At the Operational Stage, build your current professional network, expanding mentoring/coaching relationships within/beyond your functional area and taking leadership positions on professional committees. At the Strategic level, serve as a mentor/coach within/beyond your functional area, further expanding your professional network across the public/private sectors and serving in leadership roles in a professional organization. As you progress, seek team leader or supervisory/managerial experience within/beyond your functional area, obtain continuous feedback, assess and address gap areas, then partner with a coach to further enhance your ability to lead.

**ACRONYMS**

- \* Air Command & Staff College (ACSC)
- \* Air Command & Staff College - Schriever Space Scholars (ACSC-SSS)
- \* Air War College (AWC)
- \* Air War College - West Space Seminar (AWC-WSS)
- \* Civilian Leadership Course (CLC)
- \* Defense Acquisition Workforce Improvement Act (DAWIA)
- \* Defense Civilian Emerging Leader Program (DCELP)
- \* Department of Defense Financial Management Certification Program (DFMCP)
- \* Excellence in Government (EIG)
- \* Executive Leadership Development Program (ELDP)
- \* Enterprise Leadership Seminar (ELS)
- \* Enterprise Perspective Seminar (EPS)
- \* Eisenhower School, Nat'l Security & Resource Strategy (ES)
- \* ES Senior Acquisition Course (ES SAC)
- \* Headquarters (HQ)
- \* Leading Change & Innovation (LCI)
- \* Leading Effectively Through Change (LETC)
- \* Leading Strategically (LS)
- \* Leading With Impact (LWI)
- \* M&ST (Managerial & Supervisory Training)
- \* Nat'l & International Security Leadership Seminar (NISLS)
- \* National War College (NWC)
- \* Organizational Leader Course (OLC)
- \* School of Advanced Air and Space Studies (SAASS)
- \* School of Advanced Nuclear Deterrence Studies (SANDS)
- \* Security Cooperation Workforce Development (SCWDP)
- \* Squadron Officers School (SOS)
- \* Security Professional Education Development (SPED)
- \* Upgrading your Executive Leadership Approach (UEL)

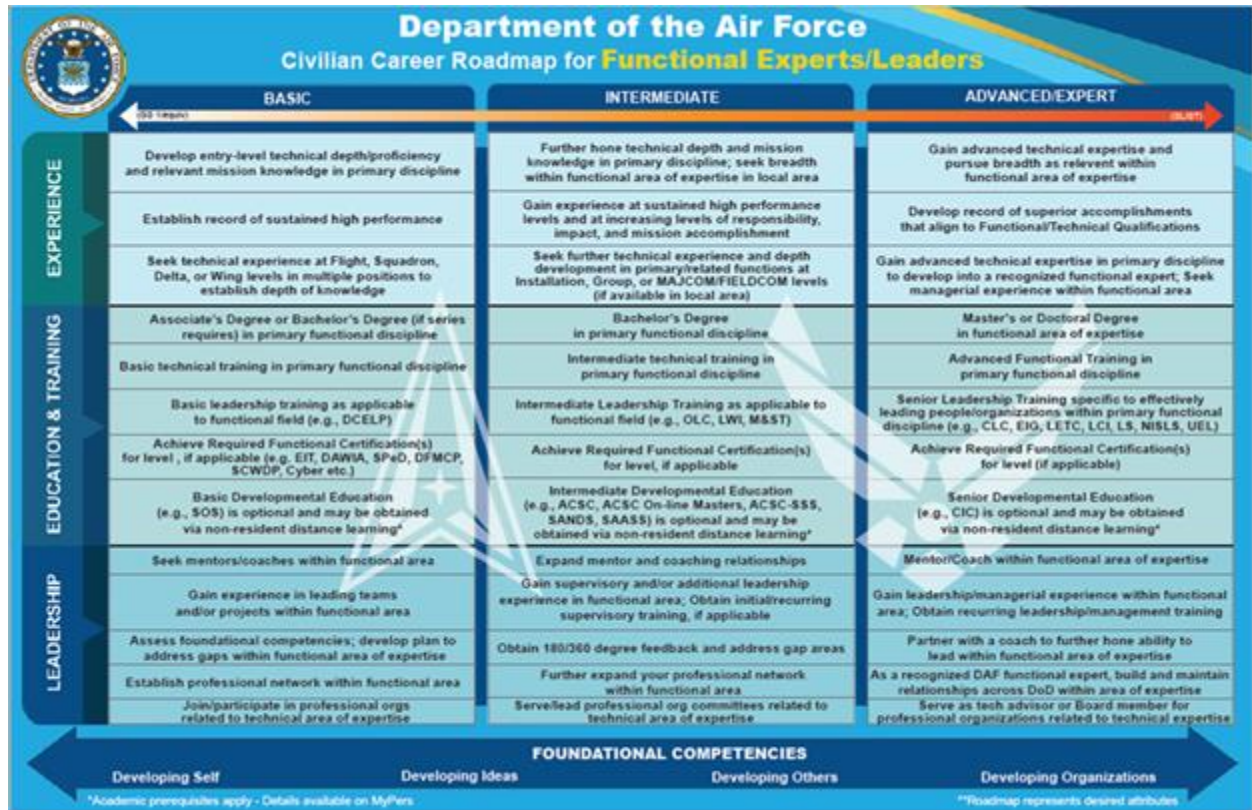
5.11.2.1.1.1. The Experience section shows the organizational levels and types of positions to seek in preparation for gaining the appropriate work experiences to develop a solid basis for potential career growth within the Enterprise career path. At the tactical level, the experience is focused on gaining technical proficiency in a primary discipline. At the operational level, additional technical depth is obtained while also seeking breadth in the primary functional area of expertise. At the strategic level, the member obtains advanced technical expertise and pursues additional breadth, which may extend beyond functional lines.

5.11.2.1.1.2. The Education and Training section reflects formal education, professional military education, certification(s), and leadership training opportunities to seek in order to enhance potential career growth, in addition to experience gained in various positions at increasing levels of performance. There are five distinct rows in this section corresponding to formal education, functional training, leadership training, certifications, and professional military education respectively. Each row reflects progressive levels of training throughout the career.

5.11.2.1.1.3. The Leadership section identifies options an employee should pursue to build leadership skills that will increase competitiveness and qualifications for Enterprise leadership roles, especially when combined with the individual's experience and education and training.

5.11.2.1.2. DAF Civilian Career Roadmap for Functional Experts/Leaders. This roadmap is designed to build functional experts and leaders. It is for civilians who aspire to become deep technical experts within their chosen field and/or aspire into functional-specific leadership roles up to and possibly including Senior Leader, Scientific, or Professional leader positions. It illustrates choices across the basic, intermediate, and advanced/expert levels in the areas of experience, education and training, and leadership development. This roadmap includes opportunities for civilians to consider if they want to build solid technical proficiency early in their career while seeking increasing levels of knowledge and expertise within a given functional area as the career progresses. The experiences, education and training, and leadership development emphasis in this model supports positions serving as a functional expert or a functional leader, rather than an enterprise-wide leader. See [Figure 5.5](#), DAF Civilian Career Roadmap for Functional Experts/Leaders and [Figure 5.6](#), DAF Civilian Career Roadmap for Functional Experts/Leaders – Definitions and Acronyms.

Figure 5.5. DAF Civilian Career Roadmap for Functional Experts/Leaders.



**Figure 5.6. DAF Civilian Career Roadmap for Functional Experts/Leaders – Definitions and Acronyms.**

**Department of the Air Force**  
Civilian Career Roadmap **Definitions and Acronyms**

This roadmap is designed for civilians who aspire to be functional experts with deep technical knowledge in their field and/or aspire into functional-specific leadership roles up to and possibly including Senior Leader, Scientific or Professional leader positions.

**DEFINITIONS**

**EXPERIENCE**  
As you progress through the Basic, Intermediate, and Advanced/Expert levels, you should first aim to develop technical depth, then further hone mission knowledge within your primary/related discipline. At advanced levels, gain advanced technical expertise and pursue breadth within your functional area of expertise in the local area. Focus on building both institutional and occupational competencies throughout your career. You should also develop a record of sustained high performance and superior accomplishments that align to Functional/Technical Qualifications.

**EDUCATION AND TRAINING**  
As you progress through the Basic, Intermediate, and Advanced/Expert stages of your career, pursue appropriate formal education, technical, and/or leadership training opportunities. Contact your organization's training coordinator and/or the AFPC Civilian Development Office to learn about those various options. Maximize local training opportunities, seek distance learning courses to enhance your skills, and consider one of the many courses/programs available at [myperf.af.mil](mailto:myperf.af.mil). Basic, Intermediate, and Senior Developmental Education is optional for this path and may be acquired via non-resident distance learning. Continue to hone your technical knowledge by seeking a master's or doctorate degree in your chosen field of expertise. Seek relevant test-based functional certifications within your primary discipline and maintain respective certification(s) by completing all applicable continuing education and training hours.

**LEADERSHIP**  
At the Basic level, build your leadership competence by exercising your professional network through mentor/coach relationships and professional organizations while gaining experience in leading teams/projects within your functional area. Observe how leaders around you lead those teams/projects and emulate behaviors you admire. At the Intermediate level, build a professional network, expanding mentoring/coaching relationships within your functional area. Seek leadership positions on professional committees related to your technical area of expertise. At the Advanced/Expert level, gain recognition as a DAF functional expert by building and maintaining relationships across DoD within your area of expertise, while serving as a technical advisor in a professional organization. As you progress, seek technical team leader or supervisory/managerial opportunities if desired, obtain continuous feedback, assess/address gap areas, then mentor/coach within your functional area of expertise.

**ACRONYMS**

- \* Air Command & Staff College (ACSC)
- \* Air Command & Staff College - Schriever Space Scholars (ACSC-SSS)
- \* College of Info & Cyberspace (CIC)
- \* Civilian Leadership Course (CLC)
- \* Defense Acquisition Workforce Improvement Act (DAWIA)
- \* Defense Civilian Emerging Leader Program (DCELP)
- \* Department of Defense Financial Management Certification Program (DFMCP)
- \* Excellence in Government (EIG)
- \* Eisenhower School, Nat'l Security & Resource Strategy (ES)
- \* ES Senior Acquisition Course (ES SAC)
- \* Headquarters (HQ)
- \* Leading Change & Innovation (LCI)
- \* Leading Effectively Through Change (LETC)
- \* Leading Strategically (LS)
- \* Leading With Impact (LWI)
- \* MAST (Managerial & Supervisory Training)
- \* Nat'l & International Security Leadership Seminar (NISLS)
- \* Organizational Leader Course (OLC)
- \* School of Advanced Air and Space Studies (SAASS)
- \* School of Advanced Nuclear Deterrence Studies (SANDS)
- \* Security Cooperation Workforce Development (SCWOP)
- \* Squadron Officers School (SOS)
- \* Security Professional Education Development (SPED)
- \* Upgrading your Executive Leadership Approach (UEL)

5.11.2.1.2.1. The Experience section shows the organizational levels and types of positions to seek in preparation for gaining the appropriate work experience to develop a solid basis for potential career growth within one's functional area.

5.11.2.1.2.2. The Education and Training section reflects the possible education, certification(s), and technical experience and leadership opportunities to seek in order to enhance potential career growth at increasing levels of job performance. There are five distinct rows in this section corresponding to formal education, functional training, leadership training, certifications, and professional military education respectively. Each row reflects progressive levels of training throughout the career.

5.11.2.1.2.3. The Leadership section identifies options an employee should pursue to build leadership skills within a functional area of expertise in order to enhance qualifications and competitiveness for functional expert/leader roles, especially when combined with the individual's functional experience and education and training.

**5.12. Career Field Chapters and Roadmaps.** Each career field will utilize the overarching DAF enterprise and functional expert/leader roadmaps as the starting point to build a tailored version of the roadmaps for their career field and will reflect its desired career field-specific experience, education and training, and leadership development. Career field-specific roadmaps will be modeled after the DAF "Enterprise Leaders" and "Functional Experts/Leaders Roadmaps". See

Figures 5.3, 5.4, 5.5, and 5.6 CFMs will work with cross-functional representatives and the CFTs to develop and maintain their respective career field chapters and career planning roadmaps for progression toward enterprise leadership or functional/cross-functional expert/leadership positions. Career field chapters and their respective career roadmaps will be hosted in MyVector. When used in conjunction with the DAF Career Roadmaps, each civilian and their supervisor will have the tools necessary to plan for a successful career and to develop a meaningful annual IDP that facilitates their growth and development. The mandatory annual IDP requirement for civilians serves as documentation of the individual's career goals IAW their chosen career path (enterprise leader or functional expert/leader). For IDP information, see section 4.2.

**5.13. Funding.** The DAF centrally funds selected key training and development opportunities for career fields. The Force Development Integration Division (AF/A1DI) will be the program element manager for all DAF civilian training funds, and they will provide AFPC with budget authority for their programs. **(T-1).** AFPC's Resource Section submits budgets and financial plans based on requirements developed by individual CFTs as well as the needs of other centrally-managed programs. CFTs and other centrally-managed programs prioritize their training requirements and submit their requests through AFPC's Resource Section, which processes those requests, pays training providers, and tracks overall training funds.

**5.14. Repayment of Training Funds.** All individuals selected for a CD program will sign a training agreement prior to participating in the program. Employees who fail to either attend or successfully complete scheduled training must reimburse the DAF for all training costs (excluding salary) associated with their attendance. AFPC/DP2Z will serve as the approval authority for any requests to waive this requirement.

**5.15. Short-Term Training.** Short-term training consists of training for less than 120 consecutive duty days accomplished either in government or non-government facilities.

**5.16. Long-Term Training.** Long-term training is full-time, in-residence, off-the-job training that consists of more than 120 consecutive duty days accomplished in either government or non-government facilities. The intent of long-term training is to develop selected employees in order to keep the DAF abreast of professional, managerial, technical, and scientific achievements. Available programs include, but are not limited to, those offered through CD (i.e., professional military education, fellowships, and specific college graduate programs). They may also include attendance at the AF Institute of Technology graduate programs, Education with Industry, or programs tailored to the specific needs of a career field.

**5.17. Civilian Development.** Most long-term civilian education and development is offered through the CD office, IAW DAFI 36-2670. CD provides developmental education, programs, assignments, and leadership opportunities that prepare civilian Airmen and Guardians to anticipate and successfully meet challenges across the wide range of DAF operations and missions. These programs expand participants' knowledge and increase their understanding of the role of air, space, and cyberspace power. CD positively impacts retention of high-potential leaders and future leaders, and is a mission-centered approach the DAF uses to care for and invest in its people. Examples include professional military education programs, academic and fellowship programs, experiential programs and assignments, leadership seminars, and short-term programs. Civilian Airmen and Guardians selected for CD opportunities are not expected to perform the daily duties normally associated with their jobs while in full-time training status. In the case of development opportunities that require placement into an assignment (e.g., CSLP and the Legislative Fellows

Program) the incumbent is expected to perform the daily duties of the job to which they are assigned for development. Course participation is intended to be their full-time job until graduation. This holds true for both in-residence and virtual courses. This does not apply to courses designated as “distance learning” or courses the individual is expected to complete outside of duty hours. Temporary duty costs for CD participants are centrally funded. Salaries of individuals selected for long-term training through CD are funded through the Central Salary Account, enabling local management to fill behind the selectee during the period of long-term training. All eligible DAF employees may apply for these programs.

5.17.1. Eligibility. Participation in CD programs is limited to DAF civilians in permanent positions. Temporary, Term, and Indefinite/Military Spouse employees are not eligible. Although dual-status military technicians in the Air National Guard are generally ineligible, ARTs are eligible for certain short-term seminars. In addition to program-specific grade and application requirements, a minimum of two years of federal service is required for eligibility for almost all CD programs. The two years of required federal service can be from any federal agency or federal appropriation, to include military, non-appropriated fund, appropriated fund, or a combination thereof. Individuals applying to long-term (10 months or more in length) programs must have served in their current position for at least one year to participate. Individuals who are located in CONUS will be required to PCS to a CONUS location prior to participating in a long-term program. Individuals selected to participate in the Legislative Fellows Program will be officially reassigned to a position in the Legislative Liaison Office (SAF/LL), as a GS-0301 Legislative Fellow. Additional information about eligibility for each CD program is available on the myPers Force Development page.

5.17.2. Competitive Selection. Nominations for CD are solicited annually, typically near the start of the calendar year. Employees must submit applications (to include self-nomination, resumes, and endorsements) through MyVector. The DT is responsible for recommending specific courses, rank-ordering applicants for various programs, and providing meaningful outplacement assignments upon graduation. Nominees are then evaluated by a board of senior leaders. Applications for DT-approved programs are reviewed by leaders within the functional community; applications for Boarded programs are evaluated by senior executives and general officers representing various functional communities. These boards rate candidates for selection and determine which courses or developmental opportunities, if any, are appropriate for the applicants at their current career stage.

5.17.3. Continued Service Agreements (CSA). A CSA may be required for programs and courses per guidance IAW DAFI 36-2670. An employee selected for training that requires a CSA must sign the agreement prior to starting the training in order to proceed with training. The period of service is based on two factors: 1) Training length and 2) cost of training, including direct (tuition and materials) and indirect costs (travel and per diem). These two factors may be assessed independently or together to determine the length of service owed. The length of service will equal at least three times the length of training, with a maximum CSA of 36 months. The employee’s salary will not be included (See [Table 1](#)). The CSA goes into effect the first duty day following completion of the program or course and is transferable to another federal agency should the employee leave DAF employment. An unfulfilled CSA obligation requires prorated payback for training costs (excluding salary). AFPC/DP2Z will serve as the approval authority for any requests to waive payback costs associated with a broken CSA. A breakout of centrally-managed programs and their CSA requirements can be

found on myPers on the Civilian Force Development page. Current standard service commitments for CD are as follows:

**Table 5.1. Continued Service Agreement Table.**

General Table	
Cost of training is under \$5,000 and / or under 80 hours	No CSA Required
Cost of training is \$5,000 to \$20,000 and / or 80 to 120 hours	Service Obligation required - 3 months
Cost of training is \$20,001 to \$50,000 and / or 120 to 240 hours	Service Obligation required - 12 months
Cost of training is over \$50,000 and / or over 240 hours	Service Obligation required - 36 months

5.17.4. Relocation incentives are not authorized for selectees or participants of CD programs. **(T-1).**

5.17.5. Mobility Agreements. The CFDP decided to require a PCS for certain long-term programs, including those located in the National Capital Region (NCR) and those that are 18 or more months in duration. Mobility agreements are required at the time of application for such CD programs. Participants are required to reside in the local area prior to participating in the assigned program. This reinforces the deliberate intent to have participants outplace within the local area upon completion of the program. Requests to waive this PCS requirement will not be widely approved and must be submitted to the Deputy AF/A1 for consideration. Other CD programs may or may not require a mobility agreement at the time of application. However, as part of the application process, the DT may require the applicant to sign a mobility agreement prior to forwarding the application for further consideration. Applicants declining to sign a mobility agreement will not incur a penalty, but the application will be pulled and not forwarded for further consideration. Selectees who are serving in OCONUS locations must also PCS to CONUS before the start of their long-term CD program. Information regarding the mobility agreement requirements for CD programs may be found on the myPers Force Development page.

5.17.6. Long-Term Training Follow-on Assignment. Employees attending long-term training through CD are expected to outplace to a different position in which they can best utilize their newly acquired skills and meet the mission needs of the DAF. On the CD application, the endorsing official recommends an appropriate follow-on assignment. If outplacement from a CD program is intended to be at a specific location (e.g., the National Capital Region), the follow-on assignment recommendation needs to reflect that intent. The DT validates the recommendation or recommends an alternative outplacement assignment. The CFT and DT are responsible for the outplacement of the employee. CFTs identify the outplacement assignment, in coordination with the functional authority. To the maximum extent possible,

this should be done in coordination with the CD participant. These outplacements may or may not include other formal developmental opportunities such as a CSLP assignment, CB assignment, or a KCP.

5.17.7. Backfilling Positions of Long-Term Training Selectees. If outplacement from a CD program is intended to be at a specific location (e.g., the National Capital Region), the recommendation needs to reflect that intent. Once the individual departs for training, the organization may permanently backfill the position.

5.17.8. Declinations, Deferments, and Removal Requests. Declinations, deferments, and removal requests will be considered on a case-by-case basis. The following are potential reasons for approval, without penalty, for declining, withdrawing, or deferring participation:

5.17.8.1. Mission Essential. AFPC/DP2Z will serve as approval authority for mission essential considerations. The approval authority will normally approve a mission essential request if the employee's program participation would have an adverse mission impact. Strong justification from the employee and the employee's first-level supervisor is required.

5.17.8.2. Humanitarian. AFPC/DP2Z will serve as approval authority for humanitarian considerations. The approval authority may approve a humanitarian request under the conditions below, although other factors could be considered. Humanitarian requests generally include circumstances or events beyond the employee's control that were not known prior to application.

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

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

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

5.17.8.3. Declinations/Withdrawals. Employees requesting to decline/withdraw from a CD program must contact the AFPC CD office. If a select declines prior to beginning the program because they are leaving the DAF and will no longer meet the requirement that participants occupy a DAF position, then the declination request is required and no penalty will be assessed.

5.17.8.3.1. DT-Approved Programs. DT-approved programs are those for which selections are made at the DT level. Once program selections are approved by AF/A1, declining or withdrawing from a DT-approved program incurs a penalty. Information regarding penalties for withdrawing or being removed from CD programs can be found on the myPers Force Development page. Requests to withdraw/decline without penalty must be submitted via memo on unit letterhead, contain justification for the declination/withdrawal, must be signed by the employee, and must contain concurrences and signatures from the first-level supervisor and the CFT Chief. The request will be routed and coordinated, with final approval/disapproval authority residing with AFPC/DP2Z. The CD office requires approved waiver documentation to support a declination/withdrawal without penalty. An employee who



declines/withdraws from a DT-approved program without penalty waiver approval will incur the associated program's penalty.

5.17.8.3.2. **Boarded Programs.** Boarded programs are those for which selections are made at the DAF CD Board level. Once program selections are approved by AF/A1, declining or withdrawing from a boarded program incurs a penalty. Information regarding penalties for withdrawing or being removed from CD programs can be found on the myPers Force Development page. Requests to withdraw/decline without penalty must be submitted via a memo on unit letterhead, contain justification for the declination/withdrawal, be signed by the employee, and must contain concurrences and signatures from the first-level supervisor, the CFT Chief, and the DT Chair. The request will be routed and coordinated, with final approval/disapproval authority residing with AFPC/DP2Z. The CD office requires approved waiver documentation to support a declination/withdrawal without penalty. An employee who declines/withdraws from a Boarded CD program without penalty waiver approval will incur the associated program's penalty.

5.17.8.3.3. **Removal for Cause.** When a request from the institution or the participant's management, DT, or organization is made to remove a civilian from any CD program for cause, that request must be submitted to the CD office and may require approval/disapproval by AFPC/DP2Z. documentation must be filed in the individual's 971 or official personnel file before action can be taken to remove them for cause. The individual will remain assigned to the selected program until a final decision is rendered; if possible, course dates may be adjusted within the AY to accommodate the process. If removal is approved, the employee will incur the associated program's penalty, along with any other penalties stipulated by the schoolhouse. Additionally, the employee will be unable to apply for that particular program again in the future. Penalty waiver requests associated with removal for cause will not be accepted.

5.17.8.4. **Deferments.** Deferments are authorized for long-term Boarded CD programs. Deferments for other programs will be considered on a case-by-case basis. Management and/or individual deferment requests for mission essential or humanitarian reasons must be supported with reasonable justification. All deferment requests must be submitted to the CD office as soon as possible after the potentially justifying circumstances arise. Requests to defer must be submitted via a memo on unit letterhead, contain justification for the deferment, be signed by the employee, and contain concurrences and signatures from the first-level supervisor, the CFT Chief, and the DT Chair. The request will be routed and coordinated, with final approval/disapproval authority residing with AFPC/DP2Z. Only one approved deferment is authorized and deferments are to the next AY, to the same program which the individual was selected to attend. If the individual is unable to attend during the next AY, the individual will incur the penalty associated with that program, unless a penalty waiver request is submitted through the same process described for the deferment request.

5.17.8.5. **Program Penalties.** For specific CD program penalties, contact the CD office or refer to the current AY CD Nomination Data Call messaging.

## Chapter 6

### ACQUISITION PROFESSIONAL DEVELOPMENT PROGRAM (APDP)

**6.1. Concept.** *The Defense Acquisition Workforce Improvement Act (DAWIA)*, 10 USC Chapter 87, provided centralized management and professional development, education, training, and career opportunities to the acquisition workforce. In order to maintain the highest professional standards among acquisition workforce members, requirements in education, training, and experience were established for every type of acquisition position. The requirements are listed in Chapter 10 of AFI 63-101\_20-101, *Integrated Life Cycle Management*, and AFI 36-1301, *Management of Acquisition Key Leadership Positions*. Specific information may be found on the Acquisition (SAF/AQ) APDP website.

**6.2. CFT Roles.** The Acquisition-related CFTs within AFPC are responsible for ensuring DAWIA and DoD requirements are applied in the competitive processes for centrally-managed acquisition positions; performing quality reviews of records of employees certified to ensure consistency across command lines; and answering or resolving questions concerning creditable experience or training. CFTs must ensure the legal requirements of DAWIA are met when filling acquisition positions. **(T-2).** DAWIA requirements that should be met for acquisition positions include the appropriate APDP Back-to-Basics Framework requirements in the correct six functional disciplines, Acquisition Corps membership for critical acquisition positions, and statutory requirements for key leadership positions. DT Chairs may require CFT review of waiver requests prior to submission to the Director of Acquisition Career Management.

## Chapter 7

### GRIEVANCES, COMPLAINTS, AND ADVERSE ACTIONS

**7.1. Employee Complaints.** Personnel offices will ensure that all complaints, grievances, and appeals concerning career field issues or centrally-managed positions receive the coordination and approval of the respective DT Chair prior to final action. **(T-3).** Equal Employment Opportunity complaints regarding administration of career field issues are handled IAW AFPD 36-27, *Equal Opportunity (EO)*, and DAFI 36-2710.

**7.2. Settlement of Disputes.** Commanders/civilian equivalents will ensure that settlement negotiations in a local dispute involving a career field's policies or positions receive the coordination and approval of the career field's DT Chair and AFPC's Director, as well as the review of the local Staff Judge Advocate, prior to finalizing the agreement. **(T-1).** Commanders/civilian equivalents will ensure that settlement agreements without this required approval are not processed until approval is received. This includes the placement of an individual into a centrally-managed position as part of the settlement agreement. CD positions are required to obtain organizational return rights and a Command endorsement. The documents will be in the form of an agreement between the applicant, his/her current supervisor, Commander, or organization's SES, and the cognizant HR Representative.

**7.3. An Employee in a Centrally Managed Program Position.** An employee in a CB, Force Renewal, CSLP, or KCP who becomes the subject of disciplinary or adverse action, may be removed from the CD program. If the employee is removed from the CD position, the participant's administrative return rights will be invoked. If a program is not completed, then reimbursement of that program may be required. Mobility Agreement/Administrative Return Rights are required. An employee recruited from a non-foreign area for assignment outside the CONUS is granted statutory return rights.

## Chapter 8

### PROGRAM EVALUATION

**8.1. Periodic Evaluation.** Periodic evaluations will be accomplished by FCs or FMs and each FAC. (T-2).

**8.2. Self-evaluation.** Self-evaluation by AFPC and CFTs is based on an analysis of progress in meeting stated FAC or Executive Board objectives, to include defining customer requirements, analyzing performance of work processes, and implementing measures to streamline and continuously improve personnel management servicing.

JOHN A. FEDRIGO, SES, SAF/MR  
Principal Deputy Assistant Secretary  
(Manpower and Reserve Affairs)

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

Public Law 95-454, *Civil Service Reform Act of 1978*

5 Code of Federal Regulations Part 630.604 (a)(1)

5 USC, Chapter 41, § 4109, *Training*

5 USC, § 552a, *Privacy Act of 1974*

10 USC Chapter 87, *Defense Acquisition Workforce Improvement Act (DAWIA)*, 3 January 2012

Executive Order 9397, *Numbering System for Federal Accounts Relating to Individual Persons*, 22 November 1943, amended as EO 13478, 18 November 2008

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DoDI 1400.24, *Civilian Mobility Program*, Certified current as of 1 December 2010

DoDI 1400.25, *Volume 410, DoD Civilian Personnel Management System: Training, Education and Professional Development*, 25 September 2013 with Change dated 2 August 2021

DoDI 1400.25, *Volume 1800, DoD Civilian Personnel Management System: DoD Priority Placement Program (PPP)*, 1 March 2019

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*DoD Priority Placement Program Handbook*, November 2019

AFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 18 March 2019

DAFPD 36-26, *Total Force Development and Management*, 15 April 2022

AFPD 36-27, *Equal Opportunity (EO)*, 18 March 2019

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI 36-130, *Civilian Career and Developmental Programs*, 27 September 2019

AFI 36-202, *Civilian Mobility*, 19 August 2019

AFI 36-1101, *Defense Civilian Intelligence Personnel System (DCIPS)*, 20 March 2019

AFI 36-1301, *Management of Acquisition Key Leadership Positions*, 23 July 2019

AFI 36-1401, *Civilian Position Classification*, 2 January 2019

AFI 63-101\_20-101, *Integrated Life Cycle Management*, 30 June 2020

AFOSII 36-203, *Staffing AFOSI Civilian Positions*, 5 June 2019

AFRCI 36-111, *Air Reserve Technician (ART) Officer Career Management Program*, 7 January 2021

DAFI 13-504, *Nuclear Mission Professional Development*, 23 November 2021

DAFI 33-360\_DAFGM2021-1, *Publications and Forms Management*, 21 July 2021

DAFI 36-141, *Cyber Excepted Service*, 3 August 2022

DAFI 36-2710\_DAFGM2021-01, *Equal Opportunity Program*, 2 September 2021

DAFI 36-2670\_DAFGM2020-03, *Total Force Development*, Reissued 12 October 2021

AFMAN 36-204, *Overseas Employment*, 25 March 2019

DAFMAN 36-203, *Staffing Civilian Positions*, 31 October 2021

DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

### ***Prescribed Forms***

None

### ***Adopted Forms***

DAF Form 847, *Recommendation for Change of Publication*

DAF Form 202, *Department of the Air Force Civilian Mobility Agreement*

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

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

### ***Abbreviations and Acronyms***

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFOSI**—Air Force Office of Special Investigations

**AFPC**—Air Force Personnel Center

**AFRC**—Air Force Reserve Command

**APDP**—Acquisition Professional Development Program

**ART**—Air Reserve Technician

**AY**—Academic Year

**CADP**—Civilian Associate Degree Program

**CB**—Career Broadener (a person)/Career Broadening (a program)

**CCMD**—Combatant Command  
**CD**—Civilian Development  
**CF**—Career Field  
**CFDP**—Civilian Force Development Panel  
**CFM**—Career Field Manager  
**CFT**—Career Field Team  
**CLEP**—College Level Examination Program  
**CONUS**—Continental United States  
**COP**—COPPER CAP Intern Program  
**CSA**—Central Salary Account  
**CSLP**—Civilian Strategic Leader Program  
**DAF**—Department of the Air Force  
**DAFI**—Department of the Air Force Instruction  
**DAFMAN**—Department of the Air Force Manual  
**DAFPD**—Department of the Air Force Policy Directive  
**DANTES**—Defense Activity for Non—Traditional Education Support  
**DAWIA**—Defense Acquisition Workforce Improvement Act of 1990  
**DCIPS**—Defense Civilian Intelligence Personnel System  
**DCPDS**—Defense Civilian Personnel Data System  
**DE**—Developmental Education  
**DNRP**—DoD National Relocation Program  
**DoD**—Department of Defense  
**DoDD**—Department of Defense Directive  
**DoDI**—Department of Defense Instruction  
**DP2Z**—AFPC Talent Management Division  
**DSST**—DANTES Subject Standardized Tests  
**DT**—Development Team  
**EO**—Executive Order  
**FLDCOM**—Field Command  
**FA**—Functional Authority  
**FAC**—Functional Advisory Council  
**FM**—Functional Manager

**FOA**—Field Operating Agency

**GS**—General Schedule

**HAF**—Headquarters Air Force (includes the Air Force Secretariat and Air Staff offices)

**HSB**—Human Resource Management Strategic Board

**IAW**—In Accordance with

**IDP**—Individual Development Plan

**JTR**—Joint Travel Regulations

**KCP**—Key Career Position

**KNB**—Key Nuclear Billet

**MAJCOM**—Major Command

**NGB**—National Guard Bureau

**OCONUS**—Outside the Continental United States

**O&M**—Operating and Maintenance

**OPR**—Office of Primary Responsibility

**OSD**—Office of the Secretary of Defense

**PAQ**—PALACE Acquire Intern

**Para**—Paragraph

**Paras**—Paragraphs

**PCS**—Permanent Change of Station

**PDTATAC**—Per Diem, Travel and Transportation Allowance Committee

**PPP**—Priority Placement Program

**RAND**—Research and Development Corporation

**RE**—Reserve

**RegAF**—Regular Air Force

**RIF**—Reduction in Force

**SDE**—Senior Developmental Education

**TQSE**—Temporary Quarters Subsistence Expense

**UMD**—Unit Manpower Document

**USC**—United States Code

**USSF**—United States Space Force

*Office Symbols*

**AF/A1**—Deputy Chief of Staff (Manpower, Personnel and Services)



**AF/A1C**—Directorate of Civilian Force Management

**AF/A1D**—Directorate of Airman Force Development

**AF/A1DI**—Force Development Integration Division

**AF/A1X**—Directorate of Plans and Integration

**AF/RE**—Chief, Air Force Reserve

**AFDPO**—Air Force Departmental Publishing Office

**AFOSI**—Air Force Office of Special Investigations

**AFPC/DP2Z**—Talent Management Division

**AFPC/FMY**—Financial Management, Centrally Managed Programs

**AFRC/A1C**—Air Force Reserve Command/Civilian Personnel

**AFRC/A1CS**—Air Force Reserve Command/Staffing Oversight and Workforce Management

**DEPUTY AF/A1**—Deputy to the Deputy Chief of Staff (Manpower, Personnel and Services)

**HQ AFRC/A1**—Headquarters, Air Force Reserve Command, Civilian Personnel

**MAJCOM/CCMD/FLDCOM A/1**—Major Command/Combatant Command/Field Command

**NGB/CF**—Director of the Air National Guard

**SAF/AQ**—Assistant Secretary of the Air Force, Acquisition, Technology and Logistics

**SAF/FMFC**—Air Force Accounting and Finance Office

**SAF/LL**—Legislative Liaison, Secretary of the Air Force

**SAF/MR**—Assistant Secretary of the Air Force (Manpower and Reserve Affairs)

**SAF/MRQ**—Director, Air Force Equal Opportunity Policy Office

**SecAF**—Secretary of the Air Force

**SF/S1**—Deputy Chief of Space Operations for Human Capital

**SF/S1C**—Director, USSF Civilian Policy and Programs

**SF/S1D**—Director, USSF Force Development

### *Terms*

**ACQNOW**—Air Force Training Application System to register for Defense Acquisition University rolling admission web courses and regularly scheduled classroom courses. It is managed by the Air Force Acquisition Training Office.

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

**Acquisition Corps**—Comprised of those persons who have met the grade, education, training, and experience standards prescribed by the Defense Acquisition Workforce Improvement Act and

implementing regulations, and who have been granted admission to the Acquisition Corps by the Director, Acquisition Career Management.

**Acquisition Workforce**—Individuals assigned to positions having predominantly acquisition functions as defined by DoDD 5000.01 and DoDD 5000.02. These positions shall be designated by acquisition coding in the manpower and personnel systems of record.

**Automated Stopper and Referral System**—DoD Priority Placement Program's computerized system for matching the skills of displaced employees with vacant positions at other DoD activities in the authorized area at which the employees are willing to work.

**Career Broadening Position**—A centrally-managed position that is part of a structured force development program and serves to provide developmental opportunities for broadening the skills and/or enhancing the leadership perspective of high-potential employees. FACs determine career broadening position locations based upon specific mission activity, desired leadership perspectives, or other situations that capitalize on broadening opportunities for these high-potential employees.

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

**Career Field Management Program**—A program designed to administer an occupation or cluster of occupations; includes workforce analysis, forecasting and planning, and the systematic selection, development, assessment, and use of employees in centrally-managed positions. Program oversight is provided by the FA, FM, CFM, and FAC. Program processes are administered by the CFT.

**Career Field Manager (CFM)**—Individual within a career field appointed by the FA responsible for the day-to-day management of the career field to include developing and implementing career field policies, providing central oversight for career field education and training, developing career roadmaps, and monitoring career accessions/losses to ensure sufficient manning.

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

**Career Path**—A network of DAF positions which possess common progression paths.

**Centrally-managed Positions**—Positions identified for central management by a career field based on criteria established by the FM, or designee. Positions are either competitive or excepted service permanent appropriated fund positions in the General Schedule, and their equivalents under other pay systems, such as the Defense Civilian Intelligence Personnel System.

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

**Civilian Development (CD)**—An array of leadership development and assignment opportunities including: professional military education, advanced academic degree education, and experiential programs.

**Coaching**—A professional and personal development activity that takes place between a certified coach with a minimum of 60 hours of accredited leadership or life coach training and a client. Certified coaches partner with individuals in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

**CONUS (Continental United States)**—The 48 contiguous states and Washington, DC.

**COPPER CAP**—A DAF intern program for college graduates for careers as Contract Specialists. Requires a minimum of a 4-year degree and 24 semester hours in business.

**Corporate Structure**—Coordinates HAF functional priorities and provides guidance to the SAF Accounting and Finance Office (SAF/FMFC), in the development and execution of the HAF Portfolio, overseeing the HAF resource management process.

**Development Team (DT)**—Provides oversight of officer and civilian personnel development to meet both functional and DAF enterprise leadership requirements.

**Development Team Vectoring**—Career and/or developmental recommendation(s) provided by the requesting employee's career field DT.

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

**Headquarters Air Force (HAF)**—Comprised of both Secretariat Air Staff offices, and the Office of the Chief of Space Operations (Space Staff).

**Individual Development Plan (DP)**—An automated tool in MyVector used to document the individual member's short-and long-term career goals, developmental education objectives, and the like when applying for CDE or vectoring. Also used as a record of supervisory review and concurrence with member goals, and senior level endorsement. The individual development plan is the primary source document used by DTs to assess members, make developmental recommendations, and provide the member with feedback in the form of "vectors."

**Key Career Positions**—GS-13 to GS-15 positions that are identified by career fields as stepping stones for employees to move from functional experts to functional leaders.

**Key Nuclear Billet**—Select positions occupied by nuclear experienced Airmen and Guardians. The appropriate fill of these positions is vital to the sustainment of the culture, the rigor of the mission, and DAF support to national security. Each KNB is a position of responsibility that requires the assigned Airman/Guardian to have achieved a specific level of proficiency in each of the nuclear occupational competencies. See DAFI 13-504 for additional information.

**Mentoring**—A development activity that takes place between an individual with greater wisdom and experience who guides the other person toward further development, both personally and professionally.

**MyBiz+**—Source for all civilian federal government employees, supervisors, and managers to view and update their personal and Human Resources-related information. It provides a variety of interactive tools to manage career information and plan for the future.

**OCONUS (Outside the Continental United States)**—Areas outside the 48 contiguous states. Alaska and Hawaii are defined as non-foreign OCONUS.

**PALACE Acquire**—DAF intern program for a wide range of occupations. Applicants are required to have an associate, bachelor's, master's, doctorate, or professional degree or a vocational or technical degree or certificate, earned within the previous 2 years. Veterans have up to 6 years to apply after receiving their degree/certificate.

**Pell Grant**—A subsidy the U.S. federal government provides for students who need it to pay for college. Limited to students with financial need, who have not earned their first bachelor's degree, or who are enrolled in certain post-baccalaureate programs through participating institutions.

**Program Element Code 88751F**—Operations and Maintenance (O&M) Program which funds training, education, and professional development of O&M funded civilians.

**Relocation Services**—A contracted home sale, home search, mortgage counseling, and destination service.

**Schedule A**—A federal government excepted service appointing authority for hiring people with severe physical disabilities, psychiatric disabilities, and intellectual disabilities. Such individuals may qualify for conversion to permanent status after two years of satisfactory service. Severe physical disabilities include but are not limited to blindness, deafness, paralysis, missing limbs, epilepsy, dwarfism, and more.

**Vector**—The DT's collective recommendation for an assignment level (e.g., Joint Staff, HAF, MAJCOM, base-level, etc.), training or education opportunity (e.g., resident DE, advanced functional training), or position type (e.g., flight/division chief, director/deputy director, special duty, etc.) a member should be considered for in his or her next or subsequent assignments.