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Job Series 0020

COMMUNITY PLANNING

CFETP

CAREER FIELD EDUCATION AND TRAINING PLAN

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Part 1 - Career Field Information

Preface……**3**
1.1 Section A: Introduction to Part 1 of the CFETP……**4**
1.2 Section B: Career Progression Information……**6**
1.3 Section C: Skill Level Details……**16**
1.4 Section D: Resource Constraints……**31**

Part 2 - Training

2.1 Section A: Specialty Training Standard for Formal Training……**32**
2.2 Section B: Continuing Education……**33**
2.3 Section C: Training for Acquisition Coded Positions……**33**
2.4 Section D: Training Index Course……**34**
2.5 Section E: Unique Requirements Reporting Planner Training……**41**
2.6 Section F: Unique Requirements Planning Training for Senior Leaders……**42**

Appendices

Appendix A: Abbreviations and Terms Explained……**44**
Appendix B: Training Courses and Resources Index……**49**

Attachments

Individual Development Plan……**60**

PREFACE

Welcome to the 0020 Community Planning career field!

This Career Field Education and Training Plan (CFETP) identifies and provides a description of recommended training, education, professional development, and experience to empower GS-0020 Air Force (AF) Community Planners to be successful in their careers.

The 0020 job series is an exciting, challenging, and rewarding career field. AF bases operate as small cities, and a Community Planner for a military installation plays a similar role as a planner for any municipality. Planners make recommendations to the AF equivalent of a Director of Public Works (the Base Civil Engineer) and to the equivalent of a municipalities' elected leadership (the Installation or Wing Commander), and voting members of the city council (the installation's Facilities Board) on issues related to installation development and mission sustainment.

Community Planners at the headquarters, intermediate and installation level help Senior AF leaders develop a vision for AF installations that are, "adaptive, resilient, right-sized and fiscally sustainable," by leveraging facilities, services and resources both on and off AF installations to meet current and future mission needs.

A primary goal in the *Air Force Civil Engineer Annex* for Agile, Innovative, Ready Airmen Engineers is the need to recruit, develop, and retain individuals who will serve as members of the Airmen Engineer team. Key members of the AF Civil Engineering team are 0020 Community Planners, an essential position to accomplish the AF objectives of Right-sized, Resilient Installations. As explained in the *Air Force Infrastructure Investment Strategy* (available here), planners have a duty to ensure Installation Development Plans (IDPs), an AF base's city plan, aligns infrastructure requirements and investments with the 2018 National Defense Strategy (available here).

The Planner's Role in Integrated Installation Planning.

Integrated Installation Planning is a planning framework for development of AF installations and surrounding communities. Integrated Installation Planning incorporates installation development planning and facility space planning, addresses compatible on and off-base planning for the Air Installations Compatible Use Zones and Noise programs, and integrates planning with the AF's Environmental Impact Analysis Process. AFI 32-1015, *Integrated Installation Planning*, provides a full description of the roles and responsibilities for the 0020 planner, as well as other career fields that support planning processes.

An 0020's technical development is unique compared to other AF and civil engineer specialties. Prior to being hired, the 0020 planner has met very specific educational requirements. 0020 personnel will have completed a four-year course of study from an accredited college or university leading to a bachelor's or higher degree in a major appropriate to the community planning field, such as community planning or urban and regional planning. Planners can also have degrees in related fields such as urban affairs, architecture, landscape architecture, engineering, sociology, geography, economics, political science, or public administration, as long as they have completed

at least 12 semester hours in the planning process, socioeconomic and physical elements of planning, urban and regional economic analysis, and development finance. See the Office of Personnel Management (OPM) standard document here.

How to Use the CFETP.

This CFETP provides detailed information about knowledge, skills and abilities planners need to build to be successful in their careers. It includes career field progression information, duties and responsibilities at each level of the planner's career, training strategies, and career field path information. It identifies the knowledge, education, training and other skills needed at each level in the planner's career. This plan also provides information for commanders, directors, training managers, supervisors, and trainers to plan, develop, conduct, and evaluate an effective career field training program for 0020 community planners and should be referenced in the development of an 0020 community planner's Individual Development Plan. This CFETP should be used to guide development of a 0020 Community Planner over the continuum of their career.

1.1 SECTION A – INTRODUCTION TO THE CFETP

1.1.1 Purpose of the CFETP.

From your supervisors, directors, and commanders to the staff of the DCS/Logistics, Engineering & Force Protection's Directorate of Civil Engineers (AF/A4C) and the Assistant Secretary of the Air Force for Installations, Environment and Energy (SAF/IE), AF leaders are committed to each 0020's development from initial entry into the career field to either retirement or separation. Goals of this CFETP are to grow planners to have the depth, breadth, knowledge, and capabilities to better serve our AF, and to ensure the recruitment, development, and retention of critical planning staff.

Properly trained planners are foundational to successful implementation of Installation Development Plans (IDPs). The Office of the Assistant Secretary of Defense for Sustainment has directed the AF to provide education and training for planning personnel and develop a method to report on planner competency, defined as 32 hours of training biennially. This direction supports the AF vision to remain the most technically proficient and best-educated and trained AF in the world.

This CFETP has been developed to support the objectives of the *Civil Engineer Human Capital Roadmap* (available here). The Human Capital Roadmap emphasizes the importance of "cultivating workforce talent" through Professional Military Education (PME), talent management, and development of civilian workforce expertise. Throughout this document, you will find information about opportunities for PME, Professional Continuing Education, and Advanced Education. This document also includes information about planning positions available throughout the AF enterprise to help planners chart their career paths.

This CFETP supports the following *Civil Engineer Human Capital Roadmap* lines of effort:

Envision the Force:

- Identifies requirements and typical job duties for each phase of a 0020's career
- Provides occupational tasks and competencies to enable 0020s and their supervisors to jointly build a personalized career path to success.

Recruit/Retain Airmen Engineers:

- Communicates the career development opportunities available to 0020s and makes recommendations for advancement in the profession of AF planning.

Develop Airman Engineers:

- Outlines the education and training available to 0020s and provides references to training courses, training materials and other useful career resources.
- Provides information about mandated reporting of training for 0020 and acquisition coded positions
- Provides information about training available to installation senior leader and supervisors of planners.

1.1.2 CFETP Format.

The CE Career Field Team developed professional credentials key to progression within the CE Career Field: depth and breadth of experience, advanced academic degrees, PME, and professional certification. Each of these credentials plays a role in individual career management and competitiveness for select jobs and training opportunities. This document is formatted with these professional credentials in mind and is divided into two parts: Part I, which focuses on career field information and Part II, which focuses on training.

Part I Career Field Information: Helps inform overall management of the 0020's career.

- **Section A** explains how 0020s should use this plan.
- **Section B** identifies career field progression information, duties and responsibilities, training strategies, and career field path information for 0020s.
- **Section C** identifies specialty qualifications (knowledge, education, training, and other) for each level in the 0020's career.
- **Section D** indicates resource constraints.

Part II Training: Provides information on training relevant to 0020s.

- **Section A** describes formal training requirements.
- **Section B** discusses continuing education requirements.
- **Section C** provides requirements for acquisition coded positions.
- **Section D** is a training course index.
- **Section E** explains how to report mandatory planner training.
- **Section F** provides resources on planning available for AF senior leaders.

Appendices: Key abbreviations and terms relevant to 0020s are in Appendix A. Full text of web addresses referenced throughout the document are included in Appendix B.

1.2 SECTION B – DEPTH AND BREADTH OF EXPERIENCE

1.2.1 Career Progression Information.

Career progression can vary substantially among 0020s due to a variety of factors including personal goals, availability of positions at an installation, geographic mobility, training, and continuing education. Within the first ten years of a 0020s career, each planner should begin to have an idea of their career goals, such as serving in a leadership or technical position, and at what echelon or level of the AF enterprise. For example, a goal to become a senior leader will drive career and education decisions differently than a goal to be a technical subject matter expert. The intent of the CFETP is to focus the 0020 on what they need to do to be successful in their current role, and what they should do to achieve their career aspirations. In some cases, a 0020 will not be geographically mobile or will enjoy the work they are doing at the installation level and may not want to move to other installations. In this case, the CFETP will help the planner continue to develop over the span of their career through education and training opportunities.

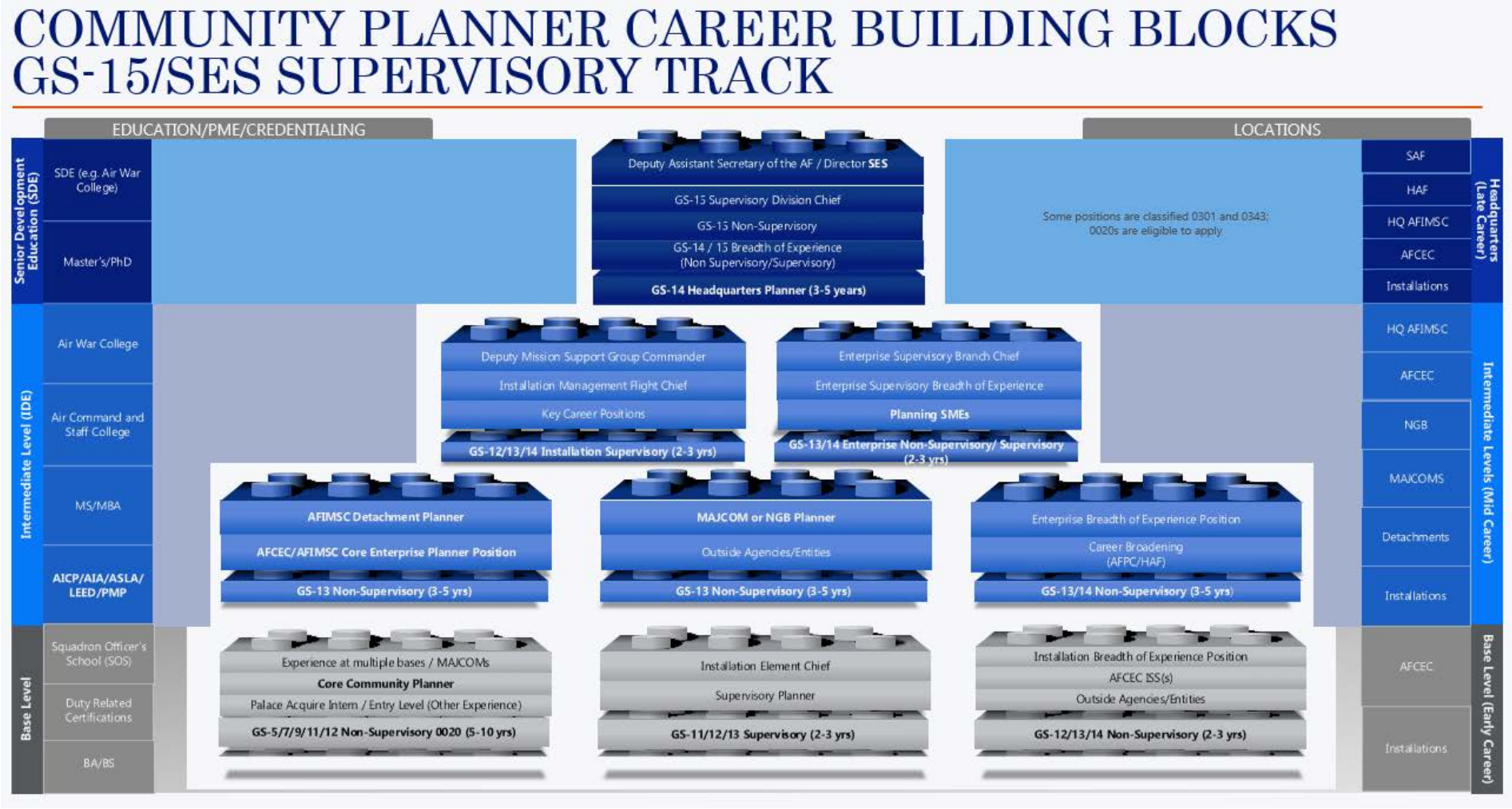
1.2.1.1 AF Enterprise Structure.

The following is a broad guideline for career progression—not every aspect will apply to every member. Broadly, career progression should proceed through three developmental levels: Installation, Intermediate, and Headquarters. If leadership is a desired career goal, obtaining supervisory experience at each level is recommended.

- **Installation Level** planning staff conduct tactical planning activities at each installation and ensure the synchronization of policy while supporting mission capabilities. Most planners begin their career at this level.
- **Intermediate Level** planners working for the National Guard Bureau (NGB), the Air Force Reserve Command, and the Air Force Installation and Mission Support Center (AFIMSC), to include personnel working at the Air Force Civil Engineer Center (AFCEC), execute enterprise or operational planning. This includes analysis of assets and mission-driven infrastructure requirements, which inform both strategic and tactical installation planning. A planner can expect to reach this level mid-career.
- **Headquarters Level** planners at the Air Force Directorate of Civil Engineers lead strategic planning for AF infrastructure and provide strategic, operational, and functional intent and guidance through directive publications. A planner can expect to work at this level later in their career.
- **The AFCEC Planning Subject Matter Experts (SMEs),** operate at the intermediate level, but integrate planning related activities across the AF enterprise. A planner can expect to work at this level later in their career.

The structure of the AF's 0020 workforce forms a pyramid, which rises from a broad base of installation level 0020s and planning related positions. The AF Civilian Community Planner pyramid **(Figure 1)** shows appropriate positions, for different stages of the planner's career, available at each level of the AF enterprise: installation, intermediate, and headquarters. Within each development level, the career pyramid recommends opportunities from the GS-05 (or equivalent) to the Senior Executive Service. Progression through these three levels allows 0020s to obtain depth and breadth of experience required to lead at the higher levels of the AF Civil Engineering enterprise. However, planners should not assume quick advancement between GS

Figure 1. The AF Civilian Community Planner Pyramid.



levels within the three levels of the AF Civil Engineering enterprise is the norm. Instead, it is recommended planners spend a significant part of their early career obtaining depth and breadth of experience by holding positions at different installations within different mission focus areas (different MAJCOMS), to include holding positions outside of the planning career field, and obtaining supervisory experience beginning at the installation level.

Management of a planner's career beginning at the installation level can help the planner better compete for positions at the intermediate and headquarters levels and make individuals with a planning background more competitive for leadership positions of increasing responsibility later in their career. Planners should consider moving to positions at different levels of the AF enterprise, such as moving from the installation level to the intermediate level, then back to the installation level, then to the strategic level, then back to the installation level, in order to remain in touch with current issues facing planners working at the tactical level. Experiencing a broad variety of positions, both supervisory and non-supervisory, best prepares potential candidates to hold an AFCEC Planning SME position and positions in senior leadership.

Individuals who have an interest in different areas of planning, such as traditional comprehensive planning, strategic planning, encroachment planning, environmental planning, or planning policy, may wish to consider different paths to reach their end state goal. An Individual Development Plan will help lay out the planner's long-term professional career goals, and identify knowledge, skills and abilities needed to meet those goals, as well as, developmental assignments, positions, training, and activities, which will help the planner meet those goals. There is a variety of resources available online to develop an Individual Development Plan. An Individual Development Plan form suitable for all federal employees is at **Attachment 1**. 0020s may also maintain an Individual Development Plan on MyVector here. An AF Individual Development Plan Resource Guide is available here. Individual Development Plan guidance for PALACE Acquire interns is available in the latest Civil Engineer Career Field Pathways Recent Graduate/PALACE Acquire Intern Program Individual Development Plan, available here.

1.2.1.2 Breadth of Experience.

Experiencing a wide variety of 0020-eligible roles, beginning within the Civil Engineer Squadron or Group at the installation level is an important part of gaining depth and breadth of planning-related knowledge and capabilities. It is recommended 0020s obtain diversity of experience on more than one installation falling under different MAJCOMs to include holding varied assignments within other flights within or outside the Civil Engineer Squadron or Group. Holding positions related to the 0020 job series, such as a position as a real property officer or environmental program manager, gives the planner experience in additional mission areas and may prepare the 0020 to hold a supervisory position within the Civil Engineer Squadron or Group. Interdisciplinary positions, and positions in the 0301 (Miscellaneous Administration) or 0343 (Program Analyst) job series, such as community partnership program manager or community planning liaison, are typically open to 0020s. 0020s should plan to hold an installation level position for three to five years prior to holding an installation level supervisory position. Obtaining experience as an installation supervisor, such as the Portfolio Optimization Element Chief or Asset Accountability Chief at the early stages of a 0020's career is essential to ensure advancement to an intermediate or headquarters level supervisory position later in the 0020's career.

1.2.1.3 Geographic Mobility.

For those 0020s willing and able to be geographically mobile, there may be more opportunities to achieve breadth and depth in career experiences. Effective civilian force development depends upon filling high-level positions with 0020s who have a variety of work experiences. Holding

positions at multiple installations exposes a planner to a wider understanding of AF missions. For example, experiencing operations at a fighter heavy, research and development, or training and education focused installation provide unique experiences. Planners should also consider size of installation and geographic location when considering breadth of experiences at the installation level. Planning at an overseas base is different from planning at a Continental United States (CONUS) base, as is planning at small single mission installation vis-à-visa large multi-mission installation. Variations in climate (southern coastal vs northern tier) can also provide breadth of experience. When applying for installation level 0020 supervisory positions, this depth and breadth of experience may be the factor that makes an 0020 the best-qualified candidate for selection. This is increasingly true as 0020s apply for non-supervisory or supervisory positions at the intermediate and headquarters level of development.

1.2.1.4 Career Broadening.

This CFETP has addressed the need for 0020s to broaden their career by holding breadth of experience positions outside of the 0020 job series. The AF and the civil engineer community also have a formal career-broadening program, which is an integral part of the AF's leadership development framework. It is designed to build functional and institutional competencies while enhancing leadership perspective. More information is available here and in AFMAN 36-606. Career broadening assignments, advertised in USAJobs, although of relatively short duration (36 months), are complex and demanding, but also increase and broaden experience. Career broadening assignments are designed to enhance a 0020's breadth of experience and diversity of thought. The key in determining which career broadening assignment to pursue is to consider which opportunity will enhance the 0020s strategic skills and perspective.

1.2.1.5 Mentoring.

0020s at all levels should make it a priority to seek advice from more experienced AF leaders. AF Civil Engineer leaders, as well as other senior personnel in various functional areas, have rich insights developed and learned through years of experience, and they are often excited to coach and mentor other professionals. When seeking this opportunity, 0020s should have questions prepared, have a vision/plan for the next 5-10 years (CDE, career broadening, separation, retirement, etc.), and have a biography and resume ready. Prior to meeting a mentor or coach, 0020s should contemplate how they may be viewed by the mentor (i.e., consider the perspective of others when evaluating personal performance) and anticipate the types of questions the mentor may ask, such as career aspirations, work values, unique knowledge, skills, or abilities, and preferred types of work and learning. Additional information about mentoring is available here.

One way to determine a desired career path is to go through the Career Development Plan process, known as "vectoring." The Civil Engineer Career Field Team manages the process with an annual call, which typically goes out each fall. While the vectoring cycle is annual, it generally alternates between grades (GS-12 one year, GS-13 the next).

There is no single, optimal career path to ensure career success for a 0020. A successful career path includes steady growth in job responsibility and professional development with a broad variety of experience. Periodically, 0020s should review their personal situation and their organization's needs in order to reassess their career path goals. 0020s may consider personal strengths, weaknesses, training or experience gaps, commitment to the organization's mission, and short and long-term goals. Organizationally, 0020s should consider their organization's needs, training resources, position availability, and promotion opportunities. How well an 0020 performs in his/her current position is the most important factor in determining future success.

1.2.2 Duties and Responsibilities.

While most duties and responsibilities are position-specific, 0020s generally must demonstrate facilitation, collaboration, and functional analysis skills, and should have expertise in the following areas: transportation network planning, airfield environment planning, the National Environmental Protection Act, community outreach, planning and zoning skills, Air Installations Compatible Use Zones program, Geographic Information Systems/Geobase, and facility space management. Emerging skillsets relevant to planners also include data analytics, visualization, and severe weather and climate resiliency.

1.2.2.1 Technical Competencies. Core competencies for Community Planners include:

- Competency 1. **Installation Development Planning:** Application of the urban planning concepts, principles, theories, and methods necessary to identify community needs and evaluate the viability of existing infrastructure in order to develop sustainable installations. 0020s must have the ability to apply asset management principles to development planning.
- Competency 2. **Compatible Use Planning:** Application of planning concepts, principles, theories, and methods to ensure compatible development through proactive engagement with local, regional, state and federal agencies.
- Competency 3. **Asset Management:** Application of concepts, principles, theories, and methods related to the management of planning, design, construction, contracts/contractors and programs. Application of concepts, principles, theories, methods, and tools related to the preparation of financial analysis and cost estimates for asset management projects.
- Competency 4. **General Skills & Abilities:** Application of concepts, principles, theories, and methods, and use of tools required to observe, examine, measure, analyze, map, and describe physical and cultural features and phenomena.

Additional technical competencies relevant for each skill level are detailed in Section C.

1.2.2.2 Leadership Competencies.

The Federal Managerial Framing Network identifies additional leadership competencies for managers at different stages of their career, including: Technology Management; Leveraging Diversity; Financial Management; Creativity and Innovation; Political Savvy; Partnering; Human Capital Management; Resilience; Influence/Negotiating; External Awareness; Strategic Thinking; Entrepreneurship and Vision. More information is available here.

Planners wishing to pursue strategic leadership roles may wish to begin developing the Executive Core Quality leadership competencies of:

Leading People: Ability to lead, inspire, distribute, direct work and hold accountable, reward high performers, mentor and develop employees.

Business Acumen: Ability to manage financial resources, leverage technology, understanding of personnel systems, understanding contracting and acquisition processes.

Coalition/Team Building: Ability to develop and lead teams to achieve near, mid, and long-term results, which benefit all stakeholders and the organization.

Oral & Written Communication: Ability to communicate clearly in writing and orally. Mastery of delivering presentations and addressing senior leaders.

Organizational Leadership: Ability to develop or align a unit's mission & vision to parent organization. Develop goals and objectives for unit operations. Establish unit milestones and budget to conduct unit operations.

More information on Executive Core Qualifications is available here.

1.2.2.3 Professional Certification.

Professional Certification is one of the professional credentials valued by the Civil Engineer Career Field. 0020s should consider pursing professional certification if they aspire to attain a leadership position. Typically, an 0020 will find the American Institute of Certified Planners (AICP) certification beneficial. However, depending on their degree, they may pursue other certifications such as Registered Architect (RA), Professional Engineer (PE), and American Society of Landscape Architects (ASLA), etc. An 0020 may find additional technical certification programs such as Project Management Professional (PMP), Leadership in Energy and Environmental Design (LEED), continuous process improvement, such as Lean Six Sigma certifications, etc., enhance the skills and knowledge necessary for becoming a successful planner and leader in the AF community. Certification usually requires a commitment of time and money outside of the normal work environment, and planners are encouraged to discuss the various options with their supervisor and/or mentor.

Additional detail on certifications may be found at the Department of Defense (DoD) Civilian Credentialing Opportunities On-Line (DCOOL) website, available here. The site allows users to search by occupational series code or title and find general information on credentialing relating to the individual federal occupational series. Clicking on a credential title in the system provides detailed information about the credential, such as a description, its eligibility requirements, exam topics, and recertification requirements.

Professional AICP certification through the American Planning Association (APA) is not required for most AF planners, but is highly encouraged for 0020s beginning at the installation level. The Office of the Secretary of Defense (OSD) requires 32 hours of planning related training biennially for all community planners, which corresponds with the required number of continuing maintenance (CM) credits required to maintain the AICP certification. Although not required, AICP certification is highly desired for intermediate and higher planning positions.

Information about the value of AICP certification, how to get certified, and certification maintenance is available here. Additional information about reporting planning related training is available in Part II, SECTION E. Training required to maintain acquisition coding (see 1.2.3.3) may also fulfill the requirement for biennial AF planner training but will not likely fulfill the requirement for training required to maintain AICP certification. Planners should discuss with their supervisors the options for unit-funded reimbursement for certification costs.

1.2.2.4 Civilian Developmental Education (CDE) Programs.

Development programs, including the new employee orientation, resident and nonresident professional military education, leadership training, experiential focused learning, and higher-level strategic leadership programs are learning opportunities available to selected personnel to enhance their professional growth. CDE can consist of short- and long-term leadership, academic

and fellowship training programs. There are three types of CDE: PME, Academic programs and Fellowships, and Leadership Seminars. Individuals are chosen for the in-residence version of these programs through a formal nomination and selection process, which begins with self-nomination and a recommendation from their management chain as part of annual nomination calls. Individuals should discuss their interest in CDE programs with their supervisor to understand how these programs could enhance their professional growth. Previous job performance, accomplishments, and leadership potential are typically factored into each nomination and selection.

PME includes learning the history and strategic business of the AF. Eligibility for each CDE level of PME is based upon a 0020's grade:

- Basic Developmental Education (BDE)—GS-07 to 12, or equivalent (Squadron Officer School)
- Intermediate Developmental Education (IDE) —GS-12 to 13, or equivalent (Air Command & Staff College)
- Senior Development Education (SDE) —GS-13 to 15, or equivalent. (Air War College)

Completing PME courses at the appropriate level (distance learning or in-person) is key for advancement within the CE Career Field. Note, completing the previous PME course is not a prerequisite for starting the next PME course; individuals should take the PME course appropriate for their current grade.

Most programs do not require the applicant to be mobile; some include a short-duration TDY. Basic eligibility is 2 years of "Federal" civil service by the application deadline. Distance Learning programs for CDE can be started at any time as long as minimum requirements are met. Individuals apply to Air University directly. Details on all CDE opportunities are available on the myPers Civilian Force Development Home Page, to include PME, the various Academic programs and Fellowships, and Leadership Seminars (link here).

1.2.3 Training.

Career goals will likely evolve as one navigates their career. As an individual increases their depth and breadth of experience and moves to different positions within or among organizations, perspectives and desires will contribute to shape. However, it is important to determine ultimate career goal, in terms of leadership or technical track, as early as possible. A 0020's training decisions should be informed with the long-game in mind, which may impact the type of training an individual will pursue.

The AF defines Force Development as, "a deliberate process of preparing Airmen through the Continuum of Learning (training, education, and experience) with the required competencies to meet the challenges of the 21st Century." The below topics discuss additional ways that 0020s can obtain additional training, education and experience through offerings available to AF Civil Servants. Additional information about these and other topics are available at the Civil Engineer Career Field Team SharePoint site here.

1.2.3.1 Civilian Strategic Leadership Program (CSLP).

The Civilian Strategic Leadership Program (CSLP) is the AF civilian enterprise development program designed to provide selected GS-13/14/15 (or equivalent) AF employees competencies

needed to build a federal corporate culture that drives for results, services customers, and builds successful teams and coalitions within and outside the organization. GS-13s may apply for permanent promotion opportunities for GS-14 Installation-level assignments. More information about the CSLP can be found here. The Deputy Director of Installation Support/Deputy Mission Support Group Commander is one of the more common positions which is usually filled by the CSLP.

1.2.3.2 Key Career Positions (KCP)

Key Career Positions (KCPs) are stepping-stones for individuals to gain expertise that may qualify them to move from functional experts to functional leaders. KCPs help applicants gain experience at the intermediate and headquarters levels. KCPs are peppered throughout AFCEC, AFIMSC, MAJCOM, and HQ AF. These positions have a mobility agreement requiring the incumbent to move positions after three to five years. The KCPs ensure multiple intermediate-level personnel have the opportunity to gain breadth of experience. Additional information is available here.

1.2.3.3 Acquisition Coding.

Acquisition Coding refers to positions identified as part of the Defense Acquisition Workforce Improvement Act (DAWIA). Along with personnel from other Civil Engineering career fields (0028; 0193; 1170; 1176; 1601; 1640; all 04xx; all 08xx; all 13xx and some 0301 and 0343 positions (job series details available here)), 0020s are eligible for acquisition coding. Positions are typically identified to be acquisition coded if at least 50% of the individual's specific job duties correspond to an acquisition competency, as defined by the Defense Acquisition Workforce Position Category Description for Facilities Engineering. 0020 positions can be identified as eligible due to the community planner's involvement throughout the life cycle of AF facilities. 0020 positions classified as acquisition coded require additional training, which is further discussed in PART II of this document.

Positions advertised as Acquisition Coded or converted to Acquisition Coded require the planner to complete initial training within 24 months. The Individual Development Plan (IDP) should reflect the requirement of Acquisition Coding for newly hired or designated positions. Document continuous learning requirements for Acquisition Coding on the Individual Development Plan.

1.2.4 0020 Career Field Education/Training Flowcharts

Figures 2 and 3 show competencies planners should master at different stages of their career. It is important to note, no planner's individual career is alike, and there is no one path that will guarantee career success. Planners may find they prefer work at a particular level of the AF enterprise, which may influence their desired end state.

Figure 2. Planner Competencies, Early-to-Mid Career

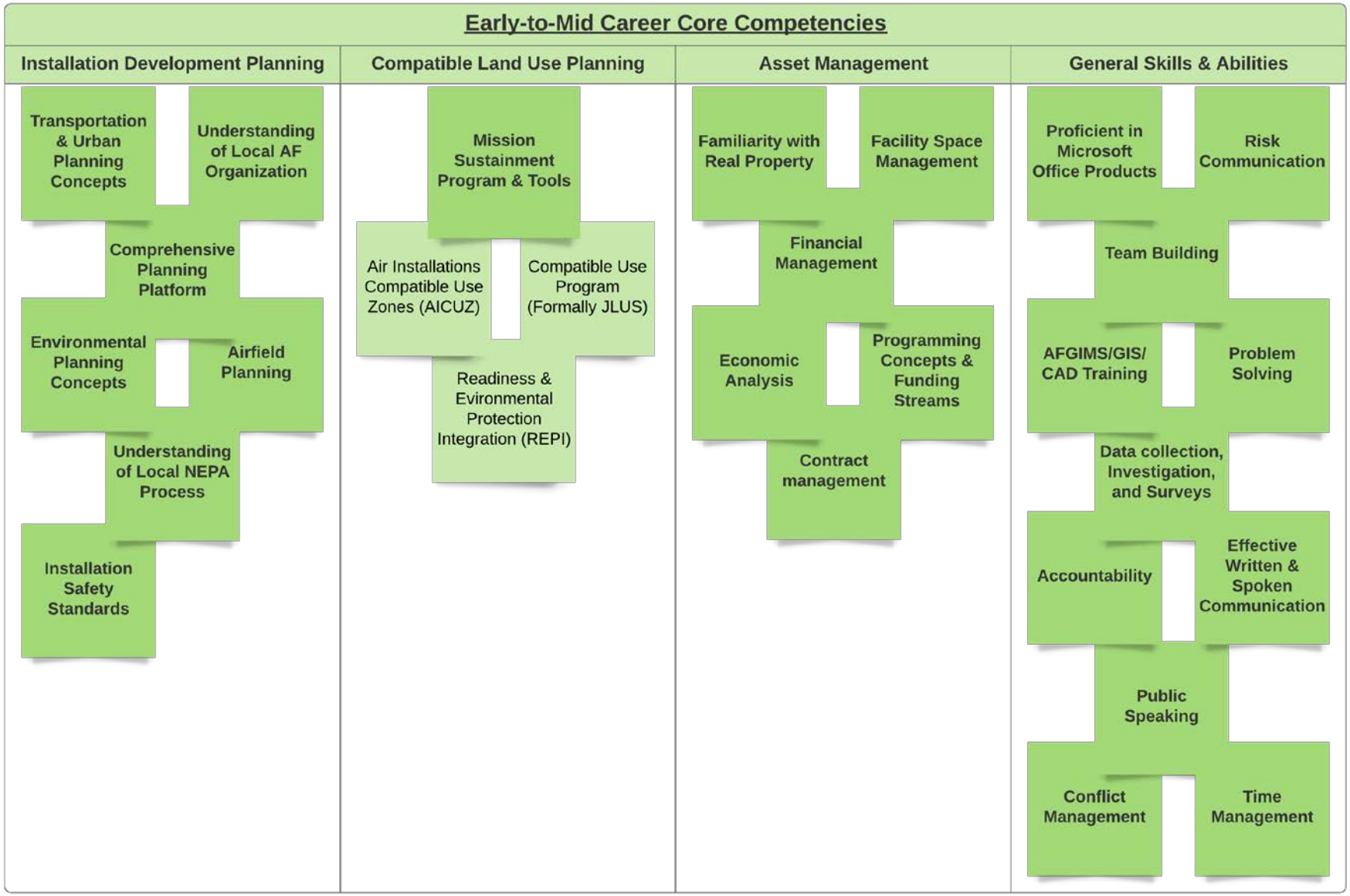
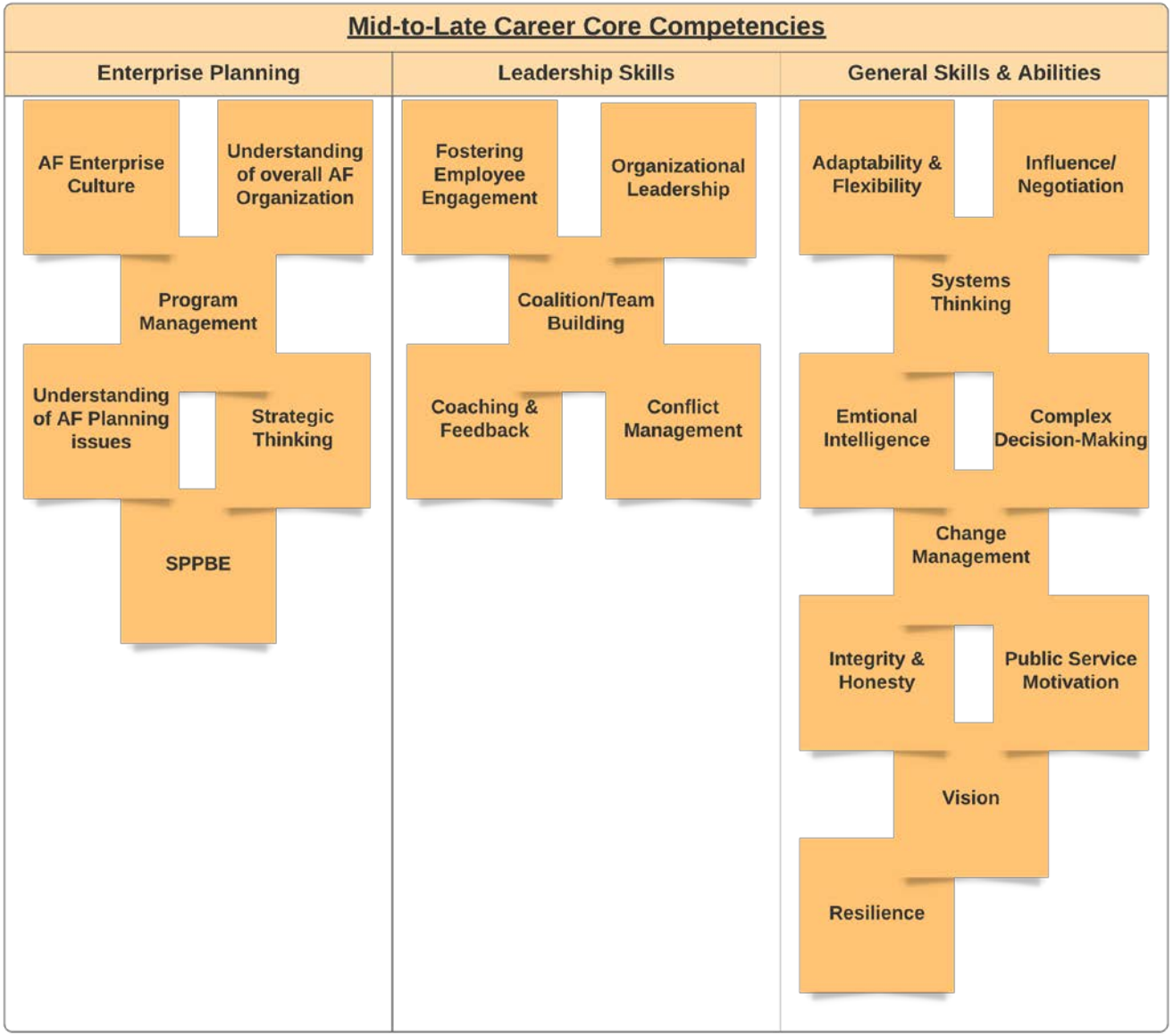


Figure 3. Planner Competencies, Mid-Late Career



1.3 SECTION C – SKILL LEVEL DETAILS

1.3.1 0020 Community Planner Career Roadmap.

The next section of the CFETP discusses core positions 0020s hold at each level of the AF enterprise, at the installation, intermediate (referring to AFIMSC, AFCEC, ANG, or MAJCOM level), and at the headquarters level (referring to A4C or SAF/IE). Positions offering planners breadth of experience at each level are also included. This section also identifies supervisory positions. A new 0020 should begin to gain an understanding of positions available to them at each level. By at least mid-career (10-15 years into the 0020's career), the planner should have an idea of their long-term career goal. Typical long-term goals include serving as an AF Planning Subject Matter Expert, a Deputy Mission Support Group Commander, or a leader (at the GS-15 or even SES level) at the intermediate or headquarters levels. Even if planners don't aspire to the top rungs of the career field pyramid, this CFETP can be used to guide continued professional development and skills improvement throughout a successful career. Planners at each level should focus on enhancing competencies needed for their current position and developing competencies for the next stop on their career roadmap. Many planning positions require a Secret clearance level; this determination is made at each installation. However, 0020 should be able to obtain a Secret clearance in order to be competitive for positions later in their career.

The workforce progression tables in this section and competency diagrams for early-to-mid and mid-to-late career (**Figures 2 and 3**) introduce the positions, competencies, training, experience, and education 0020s should seek throughout their careers. The competencies in the sight pictures can be developed through experience, education, and training. Aligning 0020's individual development goals with the recommended elements in the tables and figures should improve the professional competency of the 0020 workforce.

After reading this section, 0020s should be familiar with the following items for each developmental level of a 0020's career: typical roles and responsibilities for non-supervisory and supervisory positions open to 0020s at the installation, intermediate and headquarters levels; information about occupational competencies for each level; and recommended training/certification, experiences, and continuing education to hold positions at each level. This section discusses recommendations related to professional certification, developmental education, career development, and opportunities such as mentoring.

1.3.2 Installation Level (Early-Career) Positions.

All installation 0020 positions, regardless of level, share a common set of occupational competencies/capabilities as shown in **Figure 2.** All 0020s should enter with a key set of competencies, then progress through a spectrum of training, experiential opportunities, and continuing education to build additional competencies while serving as an AF 0020. Planners should work towards developing competencies needed for their next goal position. **Table 1** details typical workforce progression at the installation level in a planner's early career, to include core planning positions, potential positions where the planner can obtain breadth of experience, and supervisory experience open to planners at the installation level. The table also details appropriate training/certifications, other experiences, and continuing education in the earliest stages of a planner's career. Additional details about required and optional training are included in Part II of this document.

Table 1: Installation Level Workforce Progression (Early Career)

Installation Level 0020 (Early Career)		
Career Experience	Non-Supervisory 0020 Core Positions	• Entry-Level GS-05/07/09: Enter service by 1) Direct-hire at GS-05/07 level at installation; 2) Hire from private sector at level determined by CPO per demonstrated level of experience; 3) PALACE Acquire Internship (GS-07). o Promote to Core positions after demonstrating key competencies • Core 0020 positions GS-11/12: o <20 GS-11s in AF. Duties detailed here. o Approximately 50 GS-12s in AF. Duties detailed here. *AF developing developmental SCPD to transition 0020s to GS-12 end state*
	Breadth of Experience Positions	• See Table 2 for Installation Level (Early Career) Breadth of Experience positions
	Supervisory	• GS-12/13 Supervisory Positions o Approximately 70 GS-13 0020, 0301, 0343, Interdisciplinary positions at AF bases o 0020 positions available at Eglin AFB, JBSA, Wright Patterson, Ramstein AB o See Table 3 for Installation Level Early Career Supervisory Positions
Recommended Length at Level	Non-Supervisory	• 5 – 10+ years o Experience at >1 installation o Experience in more than one MAJCOM/mission set o Hold Breadth of Experience position
	Supervisory	• 5-15 years o To compete well for installation level supervisory positions, demonstrate experience with >1 base/MAJCOM o Previous breadth of experience beneficial o Complete at least 2 years of supervisory experience at installation level before proceeding to intermediate level position
	Total	• Plan for approximately 10 years at Installation level

Installation Level 0020 (Early Career) - Part 2		

Training/ Certifications	Non-Supervisory	• PAQ interns must complete mandated training IAW with intern training plans (see Part II)
		• Complete WENG 519 & 520 within first 2 years
		• Attend at least one seminar every 2 years
		  o FPD, Sustaining Military Readiness Workshop, Planning/Programming Workshop, etc.
		• 32 hours of planner training required every 2 years
		  o See optional courses in Part II
		• Level 1 (GS-7/9) or Level 2 (GS-11/13) Acquisition Coded positions require additional training:
		  o 80 CLs every 2 years
		• Professional Certification (AICP, RA, ALSA, etc.) recommended but not mandatory

	Supervisory	• Level 2 (GS-11/13) or Level 3 (GS-14) Acquisition Coded positions require additional training o 80 CLs every 2 years • OPM LEAD Leadership Assessment Program- Level 1 • Professional Certification (AICP, RA, ALSA, etc.) recommended but not mandatory
Experience	Supervisory	GS-13/GS-14 Consider applying for CSLP/Key Career Position
	All Positions	Seek mentor at Intermediate or Strategic level
Continuing Education	Non-Supervisory and Supervisory	• SOS (GS-9/11): ACSC (GS-12/13) • BDE (GS-9/11): DCELP, Developing Team Leader Course • IDE (GS-12/13): ELDP, AF Legislative Fellows, Leading with Impact • Education with Industry • Master's Degree (Accredited University, AFIT)
	Supervisory Only	• Compendium of Supervisory Resources, Civilian Force Development Panel 18-1: Improving Supervisor and Leadership Engagement

Table 2: Installation Level (Early Career) Breadth of Experience Positions

Job Title	Office Symbol	Job Series	Grade	Description
Environmental Program Manager (often the NEPA planner position)	CEIE	0020 / 0401 / 0801 / 0819 / 1301	GS-XXXX-12	Manages the administrative, financial, and technical elements of an environmental program. Ex. duties here.
Community Liaison	WG/CIT/ CCF/Y	0301	GS-0301-13/14	Manages coordination with regional and local (off-base) entities to ensure compatible land use practices ensure mission sustainment. Position is located at the Wing level rather than in the Civil Engineer Squadron or Group.

Wing Plans and Programs	WG/XP	0343	GS-0343-12	Responsible for planning/programming of infrastructure, personnel, environmental planning, and financial requirements in support of organizational mission objectives. Ensures treaty compliance. Programs /assesses installation resources to support near/far-term projects/programs

Table 3: Installation Level (Early Career) Supervisory Positions

Job Title	Office Symbol	Job Series	Grade	Description
Asset Accountability Element Chief	CEIA	0301	GS-0301-11/12	Exercises first level supervisory and managerial authorities over the Asset Accountability Element in the Civil Engineer Squadron/Group, responsible for the oversight of real property assets, financial and force management and information technology.
Portfolio Optimization Element Chief	CENP	0020 / 0801 / 0808 / 0810 / 0830 / 0850	GS-XXXX-12/13	Serves as Chief and program manager, organizing, directing, and exercising control over nonsupervisory employees within the Civil Engineer Squadron or Group Portfolio Optimization Element. The Element is the Squadron's single office for base comprehensive planning, project planning, and requirements integration. Typical duties can be found at this link on the myPers website.
Environmental Element Chief	CEIE	0020 / 0401 / 0801 / 0819 / 1301	GS-XXXX-12/13	Manages the administrative, financial, personnel, legal, and technical aspects of the Environmental Element and provides direct mission support to host, tenant, and all other units on the base. Typical duties can be found at this link on the myPers website.

1.3.3. Intermediate Level (Mid-Career) Positions.

After holding installation level non-supervisory and supervisory roles, an 0020 may wish to gain experience by holding an intermediate level 0020 or Breadth of Experience position. Positions can be held with the Air Force Installation and Mission Support Center (AFIMSC), with the Air Force Civil Engineer Center (AFCEC), with a Major Command (MAJCOM) or with the Reserve Component: National Guard Bureau (NGB) Headquarters (ANG/A4). (Note: The Air Force Reserve Command Headquarters (AFRC/A4) does not currently have an 0020 position). A planner operating at the intermediate level should be a technical expert familiar with installation

level planning capable of supporting installation planners. Intermediate level planners will gain an understanding of the needs and requirements driven by the appropriate center, or MAJCOM, for the regular AF, or the NGB Headquarters. They will learn to synthesize the intent of headquarters level planning guidance from the Directorate of Civil Engineers (A4C), the Assistant Secretary of the AF for Installations, Environment and Energy (SAF/IE), and other AF leadership. The integrating role of AF Civil Engineer Center Planning Subject Matter Expert (SME) is discussed at 1.3.3.1.

All intermediate level 0020 positions share a common set of occupational competencies/ capabilities as shown in **Figure 2** and **Figure 3**. All 0020s should enter with a key set of competencies, then progress through a spectrum of training, experiential opportunities, and continuing education to build additional competencies. Planners should continue to develop competencies needed for their next goal position. **Table 4** details typical workforce progression at the intermediate level in a planner's mid-career, to include core planning positions, potential positions where the planner can obtain breadth of experience, and supervisory experience open to planners at the intermediate level. The Table also details appropriate training/certifications, other experiences, and continuing education.

Table 4: Intermediate Level Workforce Progression (Mid-Career).

Intermediate Level 0020 (Mid-Career)		
Career Experience	Non-Supervisory 0020 Core Positions	• AFCEC/CPP Core Planner Positions, GS-13 o 11 0020 or 0020/0801 interdisciplinary positions. Positions analyze AF enterprise wide installation complex data to determine the best investment strategy for AF built infrastructure assets. • AFIMSC/IZS Core Planner Positions, GS-13 o 6 interdisciplinary (0020/0801) positions. Positions analyze AF enterprise installation complex data to determine the best investment strategy for AF infrastructure. • AFIMSC Det 4 USAFE Planner, GS-13 o 1 position provides professional planning expertise to USAFE staff and bases • Air Mobility Command HQ Planner, GS-13 o 1 position provides professional and consulting airfield and area development planning expertise to maintain mobility AFs campuses and facilities at tenant units supporting the global en route mission. • National Guard Bureau HQ Planner, GS-13 o Provides professional and consulting community planning expertise for the ANG.
	Breadth of Experience Positions	• See Table 5 for Intermediate Level (Mid-Career) Breadth of Experience positions
	Supervisory	• See Table 6 for Intermediate Level (Mid-Career) Supervisory Opportunities
Recommended Length at Level	Non-Supervisory	• Minimum 3-5 years in non-supervisory role prior to competing for an intermediate supervisory role • Breadth of Experience position beneficial

	Supervisory	• Recommend hold supervisory position for 2 years at intermediate level to be competitive at Strategic level
	Total	• Minimum 10-15 years recommended at the Intermediate level
Intermediate Level 0020 (Mid-Career), Part 2		
Training/ Certifications	Non-Supervisory	• Attend at least one seminar every 2 years • FPD, Sustaining Military Readiness Workshop, Planning/Programming Workshop, etc. • 32 hours of planner training required every 2 years • See optional courses in Part II • Level 2 (GS-11/13) or Level 3 (GS-14) Acquisition Coded positions require additional training • 80 CLs every 2 years • Strategic Planning, Programming, Budget Execution (SPPBE) Training • Professional Certification recommended but not mandatory
	Supervisory	• Level 2 (GS-11/13) or Level 3 (GS-14) Acquisition Coded positions require additional training • 80 CLs every 2 years • OPM LEAD Leadership Assessment Program-Level 2 • Professional Certification recommended but not mandatory
Experience	Non-Supervisory	• Consider applying for CSLP/KCP • Seek Intermediate/Headquarters level mentor
	Supervisory	• Consider return to installation level as Installation Management Flight Chief or MSG Deputy.
Continuing Education	Non-Supervisory and Supervisory	• ACSC (GS-13/14) • IDE (GS-13/14): AF Legislative Fellows, Education with Industry • SDE (GS-14/15): Air War College, Eisenhower School, DSLDP, AF Legislative Fellows, RAND Fellowship • USAF Emerging Leader Course

		• Master's Degree (Accredited University, AFIT)
	Non-Supervisory	• Leadership Skills for Non-Supervisors
	Supervisory Only	• Leading Effectively Through Change, Civilian Leadership Course, Excellence in Government • Executive Core Qualifications: info here.

Table 5: Intermediate (Mid-Career) Breadth of Experience Positions

Job Title	Office Symbols	Job Series	Grade	Description
AFCEC/CZN Interdisciplinary (Environmental)	CZN	0020 / 0401 / 0801 / 0819 / 1301	GS-XXXX-13/14	There are approximately 10 GS-13 slots available for 0020 planners interested in environmental planning. Planners ensure compliance with the NEPA. Additional details available on the myPers here or here. AFCEC is also working to code one of these positions to a GS-12/13 in order to allow planners from the installation level to lateral into a position and grow to a GS-13 level. Finally, one NEPA Subject Matter Expert position is available that a 0020 interested in environmental planning could apply for.
Interdisciplinary (Civil Engineering)	CPD	0020 / 0801	GS-XXXX-13/14	Provides asset management services supporting segments of AF Activity Management Plans and/or the Air Force Comprehensive Management Plan (AFCAMP). Details here.
AFCEC/CIUE Enhanced Use Lease Branch	CIUE	0301	GS-0301-13	Serves as an EUL Asset Manager responsible for developing, establishing, implementing and controlling realty, contractual, financial and technical aspects of assigned projects through EUL phases.
AFIMSC Interdisciplinary GeoBase Program Manager	IZSD	0020 / 0801	GS-XXXX-14	Serves as the manager of the AF GeoBase Program and AF expert for enterprise-wide Geospatial Information and Services (GI&S) in support of the AFIMSC. The incumbent is responsible for the in-depth analysis of AF and AFIMSC GI&S requirements, information and investment profile that meet strategic goals and support mission-critical needs.
AFIMSC/IZSB Enterprise	IZSB	0301	GS-0301-13	There ae four positions to analyze AF enterprise-wide installation

Basing and Beddown Branch Planning Analysts				complex data to determine the best investment strategy for the AF built and natural infrastructure assets in support of AFIMSC, the Secretary of the AF, HQ USAF, MAJCOMs and installation commanders.
AFIMSC Range and Airspace Route Management PM	IZSB	0343	GS-0343-13	Provides Installation & Mission Support expertise for enterprise-wide strategy, plans, policies, processes, related to war games and exercises, plans, defense planning guidance scenarios, lessons learned, continuous process improvement, current/future concepts and innovation.
AFIMSC Strategic Initiatives Integrator	IZSB	0301	GS-0301-13	Focuses on long-term forecast of installation investment requirements across AFIMSC using asset management principles. The position executes portfolio management analysis, integrates AF enterprise-wide portfolio management, leads teams/working groups of cross-functional disciplines engaged in developing/recommending proposals and implementation plans, and represents the organization at executive levels and to contractor/industry representatives.
AFIMSC Community Partnerships and Joint Basing Program Manager	IZSD	0301	GS-0301-14	Serves as the Installation Support Analyst with responsibility for specific CONUS-based installations, Joint Bases and Community Partnership support. This position integrates, synthesizes and synchronizes the efforts of multiple levels and activities to ensure mutual understanding and unity of effort in all functional program areas.
AFIMSC Interdisciplinary Planner (Rolodex Manager)	IZSB	0301	GS-0301-14	Serves as the manager of an AF Activity Management Plan and AF expert for enterprise-wide portfolio investment analysis. The incumbent is responsible for the in-depth analysis of MAJCOM Consolidated Asset Management Plans (MCAMPs) data and information to develop an AFAMP and investment profile that meet strategic goals and support mission-critical needs by

				addressing the AF's most urgent requirements. Details here.
AFIMSC/RMP Program Analyst	RMP	0343	GS-0343-13	Part of a cross-functional team providing Program Objective Memorandum (POM) development. Provides data analytics and decision support for future budget planning.
AFIMSC/XZP Innovation Program Manager	XZP	0343	GS-0343-13	Performs a broad range of critical thinking assignments related to installation and mission support entailing unique problems, creativity, innovative use of techniques, advanced approaches, and/or new technologies.

Table 6: Intermediate Level (Mid-Career) Supervisory Positions

Job Title	Office Symbol	Job Series	Grade	Description
Installation Management Flight Chief	CEI	0301	GS-0301-12/13	Exercises second level supervisory and managerial authorities over the Installation Management Flight in the CES or Group. The position is responsible for providing a systematic and integrated management of environmental, housing, and asset accountability elements to effectively execute the installation's mission, sustain quality of life, and optimize delivery of products and services.
Mission Support Group Deputy	MSG/CD	0301	GS-0301/14	Serves as Mission Support Group (MSG) Deputy in an MSG with more than 1500 funded authorizations. With the commander, the incumbent oversees the complex, numerous, and varied day-to-day support activities that the MSG provides installation-wide. The incumbent is authorized to make technical and executive decisions for the MSG Commander in all areas of functional responsibility; represents the group and the commander at meetings, conferences, official functions, and community events.
Planning and Integration Manager Regional Planning Branch Chief	AFCEC/CPP	0301	GS-0301/14	Serves as a first level supervisor, providing planning, directing, organizing, and exercising control over subordinate employees assigned to the Comprehensive Planning Division/Regional Development Planning Branch of

				the Planning & Integration (P&I) Directorate of the Air Force Civil Engineering Center (AFCEC), a Field Operating Agency (FOA).
Enhanced Use Lease Branch Chief, Real Estate Development Division	AFCEC/CIUE	0301 / 1170	GS-XXXX/14	Serves as the first level supervisor, planning, directing, organizing and exercising control over nonsupervisory employees assigned to the Enhanced Use Lease Branch. Organizational goals are to provide effective and efficient program management and ensure the physical integrity and financial viability of AFCEC's enhanced use lease (EUL) program after closing AF assets.
Compatible Use Development Branch Chief	AFCEC/CIU	GS-0343-14	Gs-0343-14	Serves as lead for AFCEC/CIU's Compatible Use Development Branch, the AF lead for the Readiness and Environmental Protection Initiative.
AFCEC/CZN NEPA Division Chief	AFCEC/CZN	0020 / 0401 / 0801 / 0819 / 1301	GS-XXXX-14	Provides first level supervisory and managerial authorities providing direction, organization, and control over assigned employees. The objectives of this position are to provide policy and guidance, program evaluation, resource allocation, and other direct support for all environmental compliance, pollution prevention, natural/cultural resources, and cleanup programs, operations, and activities across the AF.

1.3.3.1 AFCEC Subject Matter Experts (GS-14).

The Planning Subject Matter Expert (SME) positions serve as AF Senior Planners consultants and technical experts in the methods and practices of integrated installation planning and lead the way in advancing planning excellence across the AF. There are two SME positions; one focuses on installation development planning, the other on encroachment planning. Goals of the positions include advancing installation excellence and AF quality of life through policy formulations; standards and criteria development; execution of sound planning principles, and compliance with laws, regulations, Executive Orders and facility/infrastructure and related codes. Although these positions are located within the AF Civil Engineer Center, technically at the Intermediate level, they are crosscutting positions between all levels of AF planning. The planning SME positions allow the 0020 to develop critical AF leadership competencies. The positions are best held by an individual who has held a wide variety of 0020 positions at various organizations throughout the AF, at multiple installations, to include bases falling under different MAJCOMs, various positions at AFIMSC and AFCEC, to include career broadening positions, and positions at the headquarters level. Competencies are shown in **Figures 2 and 3**.

1.3.4 Headquarters Air Force Staff.

Planners at the Headquarters level provide strategic-operational and functional intent and guidance through Integrated Installation Planning related policy, strategy, doctrine, and directive guidance. Planners working at this level provide oversight of planning programs, engage with the planning staff of each of the other military services and Office of the Secretary of Defense regarding planning issues that affect the DoD, and coordinate responses to taskers, to include those responding to elected officials. Planners act as advocates for providing resources for planning initiatives, and, in partnership with planners at AFIMSC and AFCEC, support the development of guidance (to include the CFETP) for 0020s.

All Headquarters level 0020 positions share a common set of occupational competencies/ capabilities as shown in **Figures 2 and 3**. 0020s at this level should enter with a key set of competencies, then progress through a spectrum of training, experiential opportunities, and continuing education to build additional competencies. Planners should continue to develop competencies needed for their next goal position. **Table 7** details typical workforce progression at the headquarters level in a planner's late career, to include core planning positions, potential positions where the planner can obtain breadth of experience, and supervisory experience open to planners at the intermediate level. The Table also details appropriate training/certifications, other experiences, and continuing education.

Table 7: Headquarters Level Workforce Progression (Late Career)

Headquarters Level 0020 (Late Career)		
Career Experience	Non-Supervisory 0020 Core Positions	• Directorate of Civil Engineers (A4C) Core Planners, GS-14 o 3 0020 positions in Installation Planning Branch provide strategic level policy, guidance and oversight to support AF mission requirements
	Breadth of Experience Positions	• See Table 8 for Headquarters Level (Late Career) Breadth of Experience positions
	Supervisory	• See Table 9 for Headquarters Level (Late Career) Supervisory Opportunities. • No 0020 positions, but 0301 and 0343 positions at GS-15 level open to planners
Recommended Length at Level	Non-Supervisory	• Minimum 10 years at installation level • Ideally 3-5 years in core planner position and/or a breadth of experience role • Ideally 2 years supervisory at installation level • Ideally 3-5 years at intermediate level (nonsupervisory) • Ideally held supervisory at intermediate level
	Supervisory	• Ideally hold non-supervisory position for 3-5 years at Headquarters level before moving to supervisory position at HQ level
	Total	• 20+ years of experience prior to moving to this level

Headquarters Level 0020 (Mid-Career), Part 2		
Training/ Certifications	Non-Supervisory and Supervisory	• Attend at least one seminar every 2 years • FPD, Sustaining Military Readiness Workshop, Planning/Programming Workshop • 32 hours of planner training required every 2 years • See optional courses in Part II • Level 3 (GS-14+) Acquisition Coded positions additional training • 80 CLs every 2 years • Strategic Planning, Programming, Budget and Execution (SPPBE) Training • Pentagon Action Officer training • Professional Certification (AICP, RA, ALSA, etc.) recommended but not mandatory
	Supervisory	• OPM LEAD Senior Executive Assessment Program
Experience	Non-Supervisory	• Consider applying for CSLP/Key Career Position • Hold breadth of experience position • Seek SES level mentor
	Supervisory	• Consider holding KCP Supervisor Position • Obtain supervisory breadth of experience position • Long term goal may be SES level position with AFCEC/CI or AFIMSC/IZ
Continuing Education	Non-Supervisory and Supervisory	• SDE (GS-14/15): Air War College, Eisenhower School, DSLDP, AF Legislative Fellows, RAND Fellowship • Leading Effectively Through Change • Civilian Leadership Course • Excellence in Government • Master's Degree (Accredited University, AFIT)
	Supervisory Only	• Enterprise Leader Course • Leading Strategically Course • Enterprise Prospective Course

		• National and International Security Leadership Course • White House Fellowship • Graduate School USA • Executive Core Qualifications: more info here.

Table 8: Headquarters Level (Late Career) Breadth of Experience Positions

Job Title	Office Symbol	Job Series	Grade	Description
Installation Support Panel (ISP) Planning and Programming Analysts	AF/A4PR	0020 / 0801/ 0819	GS-XXXX-14	One ISP Planning Analyst position and one ISP Programming Analyst position exist on the staff for the Installation Support Panel (ISP). The positions support the Chief of the ISP in leading the panel.
Director, AF Community Partnership and Encroachment	SAF/IEIM	0343	GS-0343-14	Position serves as Director for AF Community Partnerships and Encroachment in the Office of the Assistant Secretary of the AF for Installations, Environment and Energy.
AF Office of Energy Assurance	OEA	0020	GS-0020-14	The OEA operates as the AF energy storefront by serving as the single point of entry for all installation energy requirements. Planners working in this office assist with developing standards of Installation Energy Plans for installations.
Senior Environmental Planner	AF/A4CPI	1301	GS-1301-14	Position serves as Headquarters AF's Senior Environmental Planner with responsibilities in strategy/policy, oversight and resource advocacy for activities related to National Environmental Policy Act compliance.
Strategic Planner	AF/A4CPS	1301	GS-1301-14	Position serves as a strategic planner in Strategy and Future Concepts Branch of A4C's Strategy and Plans Division. Manages program requirements, objectives, and metrics related to strategic Civil Engineer initiatives; and resolves conflicts among schedules, funding, resources, and results. Decisions made/policy guidance given impact the entire functional area across the AF.

Table 9: Headquarters Level (Late Career) Breadth of Experience Supervisory and Senior Leadership Positions

Job Title	Office Symbol	Job Series	Grade	Description
Comprehensive Planning Division Chief	AFCEC/CPP	0301	GS-0301-15	Serves as the second level supervisory and managerial authorities over AFCEC's Comprehensive Planning Division. The goals and objectives of this position are to provide proactive, cross-functional, and comprehensive investment strategies to enable strategic and long-term planning for installation complexes to support the AF and its wide range of customers at the combined, joint, MAJCOM and installation levels.
Activity Integration Division Chief	AFCEC/CPD	0301	GS-0301-15	Serves as the second level supervisory and managerial authorities over AFCEC's Activity Integration Division. The Division manages the AF Activity Management Plans and AF Comprehensive Asset Management Plan, ensuring activities, programs, and portfolios are resourced across the FYDP through POM advocacy and support.
Installation Support Directorate Mission Activity Integration Division Chief	AFIMSC/IZS	0301	GS-0301-15	Serves as the second level supervisor and managerial authority over the Installation Support Directorate's Mission Activity Integration Division. Organizational goals of the position are to provide enterprise-wide Installation and Mission Support capabilities and services to enable strategic and long-term planning to achieve mission and vision through engagement, governance, people, process improvement and resource efficiency.
Legislative and Public Communication Manager	SAF/IEI	0301	GS-0301-15	Serves as the principal legislative liaison and public (L&PC) communication manager providing sound/timely L&PC guidance to the Assistant Secretary of the Air Force, the Principal Deputy Assistant secretary and the four deputy assistant Secretaries for

				Installations, Environment, Energy, and Logistics. L&PC managers provides guidance on installation issues, strategic basing of weapons systems, encroachment, military construction, and military housing.
Energy Program Director	OEA	0301	GS-0301-15	Responsible for the day-to-day-direction of the Air Force Office of Energy Assurance.
CE Civilian Career Field Manager	A4C-ACE	0301	GS-0301-15	Serves as the CE Civilian Career Field Manager for all Civil Engineering career fields and is in the Directorate of Civil Engineers.
Director, AFCEC Installations Directorate	AFCEC/CI	Interdisciplinary	SES	Responsible for managing the strategic acquisition, management and disposal of AF real property. It also serves the program execution office of the AF housing privatization, government owned housing, dorms and utilities privatization programs.
Director, AFIMSC Installation Support Directorate	AFIMSC/IZ	Interdisciplinary	SES	Responsible for enterprise-wide installation and mission support capabilities for installations world-wide, ensuring transparent and standardized intermediate-level oversight, policy, and guidance for installation engineering, protection services, and operations support.
Deputy Assistant Secretary of the AF for Installations	SAF/IEI	Interdisciplinary	SES	Responsible for the management, policy and oversight of AF installation programs, including base closures and realignments, installation strategy, the AF EIAP, strategic basing, compatible and joint land use, public/private partnerships, the REPI program, encroachment management, housing privatization, utilities privatization, and real property transactions.

1.4 SECTION D – RESOURCE CONSTRAINTS

1.4.1 Centrally Funded DAU Training Authorizations.

If 0020s are classified as Acquisition Coded positions, these authorizations, governed by SAF/AQH policy memo, “Prioritization of Defense Acquisition University (DAU) Training,” will be available for 0020 use.

1.4.2 Tuition Assistance (TA).

In accordance with 10 U.S.C. 1705, the DoD Acquisition Workforce Development Fund (DAWDF) was established to provide funds for the recruitment, training, and retention of DoD acquisition coded personnel. Eligible civilians may use the DAWDF to pay for education and training courses, to include Tuition Assistance. Funding does not cover acquisition certification courses/programs (i.e., DAU and PME courses). All AF Contracting acquisition coded civilian employees, regardless of pay grade, may request TA through the CCFMT. Additional detail about tuition assistance can be found in AFMAN 36-606 and here.

1.4.3 Eligibility.

DAWDF funds may be used by all civilians if they are assigned to an acquisition-coded position under Acquisition Professional Development Program (APDP), are either certified to the level required for the position or are within the allowable grace period and are current with continuous learning requirements. Tuition assistance is not available for 0020s on term or temporary positions.

1.4.4 Funding Management and Limitations.

TA funds are centrally managed by SAF/AQH. ATO and funding is limited to two courses per term, with a maximum per person lifetime limit of $50,000.00. TA will not be provided for courses which are an education level equal to or lower than a degree already attained. Funding may be provided for up to 100% of the cost for tuition, laboratory, and other instructional fees. Funding does not cover course material, optional fees, parking, charges for personal services or the costs of student TDY or vicinity travel. TA is not guaranteed until the individual’s request is approved. The individual assumes all financial responsibility should TA be denied.

1.4.5 Training Funds for Non-Acquisition Coded Positions.

Non-acquisitioned coded 0020s should submit training requests through annual Civilian Automated Training Input Program (CATNIP) requests or in accordance with the local procedures for requesting funding for formal training. Planners are encouraged to discuss the opportunity utilize the MAJCOM Civilian Functional training funds (PE 88751F) to meet continuing education requirements not already funded through other programs (such as AFIT or the CDE program). Planners should submit conference attendance, such as the Federal Planning Division Workshop or Mission Sustainment Workshop, as a level 1 requirement to meet the requirement for the 32 hours biennially.

Part II – Training

2.1 SECTION A – SPECIALTY TRAINING STANDARD FOR FORMAL TRAINING

2.1.1 Purpose.

Formal training covers the classes, either in person or distance learning, an AF planner will need to establish technical competencies as well as learn AF culture. Individuals will join the AF Civil Service at different points in their career, and although this CFETP is written from the perspective of a planner just starting out in their career, there are courses a planner will have to accomplish to obtain competencies as an AF planner even if they are entering the AF as an experienced professional. Formal training requirements are detailed in Section D.

2.1.2 Substitutions training.

As noted, college courses or another DoD Service planning course can be substituted for a required course. Planners joining Air Force planning from another service or industry should review the training plan from the beginning to ensure they have adequate training in DoD planning.

2.1.3 Training requirements for PAQ interns.

Additional training requirements for PAQs can be found in the latest version of the document, Civil Engineer Career Field Pathways Recent Graduate/PALACE Acquire Intern Program, Individual Development Plan for PAQ Interns, here. This document outlines training and development requirements for PAQ interns in the CE career field. Interns must complete the training and rotations included in the attached document. Attachment A includes courses required for PAQ training, but please refer to the above website to obtain the latest list of required courses for interns.

2.1.4 Documentation of Training (Attachment 1).

Use the Individual Development Plan at **Attachment 1** to document training requirements and completion of formal training requirements. Each 0020's Individual Development Plan should be developed to ensure that the planner builds basic competencies and skills for AF planning within 5 years of employment. After the minimum training requirements are met, Installation Planners should develop a training plan to continually refresh skills in planning concepts.

2.1.5 Technical Competencies.

Section D is designed to ensure planners have the technical competencies to successfully perform their jobs. As discussed in section 1.2.2.1., the Technical Competencies for planners are Installation Development Planning, Compatible Use Planning, Asset Management, Project Management, Investigations & Surveys, and Financial Management. In addition, planners are encouraged to develop Leadership Competencies from section 1.2.2.2. (Leading People, Business Acumen, Coalition/Team Building, Oral & Written Communications, and Organization Leadership).

2.2 SECTION B – CONTINUING EDUCATION

2.2.1 Continuing Education Requirements.

In addition to the formal training requirements, community planners are required to complete 32 hours of professional planning training every two years (for more information on why, see Section E). The formal training courses count towards the continuing education requirements; however, there are many additional opportunities to continue to learn about planning principles, emerging topics in planning, and to specialize in certain areas of planning.

2.2.2 Conference Attendance.

One opportunity for training that allows planners to receive many training hours in a short period is conference attendance. Many AF and larger DoD conferences include courses relevant to or geared towards planners. Several venues such as the Federal Planning Division and American Planning Association conference, the Association of Defense Communities, the Mission Sustainment Conference, or the Planning and Programming Workshop offer courses that award formal continuing education units (CEUs) that fulfill certification requirements, such as the AICP CMs.

2.2.3 Other Opportunities.

Numerous courses are also offered through the AF, DoD and other sources on specialized topics, to include the Readiness and Environmental Protection Initiative, Compatible Use Program, AF Career Program, Air Installations Compatible Use Zones program, Airfield Manager Training, etc. Options for these courses are detailed in **Appendix B**.

2.3 SECTION C – TRAINING FOR ACQUISITION CODED POSITIONS

2.3.1 Continuous Learning (CL) is required for Acquisition Coded positions.

In accordance with DoDI 5000.66, Paragraph E2.2.8.1., once acquisition coded, members shall acquire 80 continuous learning points (CLPs) every two years. Members of the CE acquisition coded workforce and their supervisors shall establish individually tailored plans for continuous learning in order to increase functional proficiency, maintain currency, increase leadership and cross-functional competencies, and keep pace with initiatives in the dynamic Acquisition, Technology, and Logistics (AT&L) environment. The courses detailed in Section D will meet the CL requirement. In addition, courses completed to meet the CL requirement will meet the biennial AF requirement for planner training.

The Defense Acquisition University (DAU) provides a full range of basic, intermediate, advanced, certification and assignment specific courses to support the position requirements, career goals and professional development of the AT&L Workforce. The DAU site is the host for courses required for acquisition coding, to include ACQ 101 - Fundamentals of Systems Acquisition (or) FE 101 Insert Title for those requiring Level 1 certification (GS 7-12), FE 201 – Intermediate Facilities Engineering for those requiring Level II certification (GS-13 and above) and FE 302 for those requiring Level III certification (GS-14 and above only). In addition, DAU offers a wide range of continuous learning modules online to meet currency needs for acquisition-coded personnel. Once an 0020 masters core tasks and competencies, they may work with their supervisors to consider the value and availability of taking classes in other acquisition functional areas. Broadening an 0020's

understanding of other acquisition functional areas and how those functional areas integrate with contracting processes may help improve acquisition outcomes. Non-continuous learning modules require supervisory approval. Trainees may find the latest courses available at DAU's iCatalog. Trainees may sign up for DAU courses (classroom, web based, and continuous learning) at the ACQ Now website (see Appendix B for a link).

2.4 SECTION D – TRAINING COURSE INDEX

2.4.1 Introduction to Training Course Index.

This section includes a list of formal training requirements for planners as detailed in 2.1. Appendix B includes additional, optional continuing education opportunities (2.2), information about training for acquisition-coded positions (2.3), as well as other resources for planners. Links for how to obtain more information about the courses listed below can be found in **Appendix B**. Planners should use this section as a checklist to track completion of mandatory courses. Planners can use the Individual Development Plan at **Attachment 1** to track their training priorities over time. The Individual Development Plan should be a living document that you revise as you complete courses and set new training goals.

Courses marked with an asterisk are required for all new Air Force Planners regardless of grade.

Required Basic Skills & Knowledge – First 5 years of Air Force Employment				
Skill Area	**Description**	**Course**	**Applicability**	**Completed**
Air Force Culture / Organizational Leadership	Obtain insight into the environment, function, and culture of the USAF (AF Heritage, Institutional Basics, Customs/Courtesies, Wingman Concepts, Force Development and Personnel Administration). Complete NEO (ADLS) within 90 days of hire.	New Employee Orientation (ADLS)*	Required for all new Air Force Employees within 90 days	
Air Force Culture / Organizational Leadership	Mandatory course for all new Civil Engineer civilians to establish an enterprise-wide comprehension of the Air Force Civil Engineer community. Students gain a basic understanding of Air Force Civil Engineer doctrine, history, capabilities, and related functions.	WMGT 100 Air Force Civil Engineer Basic Civilian Course (AFIT)*	Required for all new Air Force Civil Engineer Civilians within the first year of employment. (32 hours, only line self-paced)	
Installation Development Planning	Comprehend the diverse interrelated disciplines of planning, design, and the environment and effectively manage or contribute to the community planning function on an AF installation.	WENG 519 Introduction to Air Force Planning (AFIT)*	Required for all Planners within 2 years of hire date (28 hours distance learning)	
Investigations & Surveys	Basic Geographic Information Systems: Understand how to use GIS software/hardware and various data sources to analyze project	Esri course, USACE course or satisfy requirement via more than one	Required within 2 years of hire date	

	operations and support decision making.	semester of course work.		
Installation Development Planning	Learn to analyze, apply, and synthesize the design of an Area Development Plan using qualitative methods, charrettes, installation design elements, programming, planning graphics, and sustainable design principles in accordance with DoD guidance	WENG 520 Comprehensive Planning Fundamentals (AFIT)	Required for all planners within 3 years of hire date (WENG 519 is a prerequisite) (1 week in residence)	
Compatible Use Planning	Understand the Air Installations Compatible Use Zones (AICUZ) and Noise course	AICUZ Fundamentals (AFCEC/CP) or attend the Sustaining Military Readiness Workshop	Required for all planners within 5 years of hire date (or sooner if AICUZ is planned)	
Investigations & Surveys	Understand how to use AF specific GIS software/hardware and various data sources to analyze project operations and support decision-making.	Air Force GIS for Planners or equivalent*	Required within 3 years of hire date	
Asset Management	Understand the fundamental concepts of asset management in the AF CE Structure. Become better versed in the business practice, nomenclature, and mindset to be an effective member of the CE organization.	WMGT 301 Introduction to Asset Management* (AFIT) 10 hrs distance learning	Within 5 years of hire date	
Project Management	NEPA overview	NEPA for Proponents Teach DL 1.5 hour course	TEACH DL 1.5 hour course	
Project Management	Acquisition Management. Understand the DoD systems acquisition process, to include the joint capabilities integration and development system, the planning, programming, budgeting and execution process, DoD 5000-series policy documents, and current issues in systems acquisition	WMGT 421 or ACQ 101 (required for Acq coded positions)	Within 5 years (if in an AQ position complete ACQ 101 within 2 years) PAQs must complete within 2 years	
* Required for all new Air Force Planners regardless of grade.				
Additional Requirements for PAQ Interns				
Skill Area	**Description**	**Course**	**Applicability**	**Completed**
Air Force Culture / Organizational Leadership	Comprehend the AF Civil Engineer structure, core competencies, processes and leadership. Apply engineering, installation support, bed-down planning, and leadership principles.	WMGT-101, 3 weeks (in-residence)	Within first 2 years	

Project Programming	Improve cost-estimating skills and understand the responsibilities of the cost estimator. Complete RSMeans course (e.g. Construction Cost Estimating Concepts and Practice)	RSMeans Course (as identified by PAQ team)	Within first 2 years	
Project Management	Obtain broad understanding of the overall facilities engineering process and the roles/responsibilities of acquisition team members as they relate to the facility lifecycle in support of military missions. Complete FE 201 within 24 months of hiring date. Understand the AF Emergency Management Program's purpose, policy, structure, and how the program implements the AF Incident Management System into a single comprehensive approach to incident management.	AFEMPC course (ALDS)	Within first 2 years	
Project Management	Complete FE 201 within 24 months of hiring date. Understand the AF Emergency Management Program's purpose, policy, structure, and how the program implements the AF Incident Management System into a single comprehensive approach to incident management.	FE 201, DAU	Within first 2 years	
Project Management	Identify the purpose, policies, structure, roles, responsibilities, and procedures for conducting AF emergency response operations as a member who may play a role in the installation's response and recovery efforts.	Complete AERO and FERC courses (ADLS) upon initial position assignment.	Within first 2 years	
Additional Training (if working in these areas) within first 5 years				
Skill Area	**Description**	**Course**	**Applicability**	**Completed**
Air Force Culture / Organizational Leadership	Understand leadership building blocks, strategic direction, problem solving, how to build effective teams, and leadership through communication. Complete leadership development course.	Defense Civilian Emerging Leader Course (CDE Program)	GS-7-11 or equivalent 4 TDY sessions over 6 months	
Air Force Culture / Organization Leadership	Prepare AF Civilians for future leadership, managerial, and supervisory roles	Developing Team Leader Course (CDE Program)	GS-7-11 or equivalent 5 week blended e-learning with 4 day in-resident TDY to Maxwell AFB	

Installation Development Planning	Wetland Management	TEACH Platform Distance learning,1 hour	Within 5 years	
Installation Development Planning	Comprehend the guiding principles of High Performance and Sustainable Buildings as well as to enhance their skills to effectively apply those principles to the design, construction, and maintenance of assets on an AF installation. Be prepared to execute mandated principles as directed in UFC 1-200-02, High Performance and Sustainable Building Requirements.	WMGT 480 Online course (AFIT) 30 days to complete	Within 5 years	
Compatible Use Program	Understand the Readiness and Environmental Protection Integration Program, a tool for combating encroachment	REPI Seminars or Sustaining Military Readiness Conference Online, available on REPI website	Within 5 years	
Compatible Use Program	Understand the Compatible Use Program (previously Joint Land Use Study (JLUS) Program).	CUP Webinars Online, available at OEA website	Within 5 years	
Project Programming	Understand the concepts, principles, processes and practices associated with the life cycle (acquisition, management, accountability, and disposal) of AF real property assets	WMGT 424 (AFIT) Satellite Broadcast	Within 5 years	
Investigations & Surveys	SMS Builder Level 1 (View Only). Students will be introduced to the Sustainment Management System (SMS) BUILDER so they can be granted “Read Only” rights to the system. Students will gain a foundational knowledge of BUILDER, so they better understand the role it plays in CE processes and how it dovetails with Asset Management principles.	WMGT 131 (AFIT) Web enabled, 1 month	Within 5 years	
Air Force Culture / Organizational Leadership	Learn how to staff and coordinate products for approval	Project Officer Training Offered locally	Within 5 years	
Air Force Culture / Organizational Leadership	Learn presentation basics, public speaking, and how to run a meeting	Offered locally (e.g. Toastmasters) Optional online courses listed in Appendix B	Within 5 years	

Investigations & Surveys	Learn Excel and data management skills by taking a locally offered course.	Typically offered at local community colleges	Within 5 years	
Additional Training to Prepare for Supervisor Positions or Intermediate Level Positions / First 10 years of Air Force Employment				
Skill Area	**Description**	**Course**	**Applicability**	**Completed**
Air Force Culture / Organizational Leadership	The purpose of the program is to help develop solution-minded, bold, and courageous Airmen ready to overcome today's and tomorrow's challenges.	SDE Application for in-residence or Air University Distance Learning	Must be a GS-12 with two years in grade	
Installation Development Planning	Activity Management: comprehend the fundamental principles of asset management practices throughout the Air Force Civil Engineer organizational structure. Students will comprehend and apply the tools, techniques, and processes necessary to effectively manage natural and built assets for providing sustainable installations.	WMGT 417 (AFIT) 5 day Satellite broadcast	Within 10 years	
Project Management	Project Programming Course: Comprehend the process, program avenues, rules, and documentation of AF project planning and programming for natural and built infrastructure.	WMGT 423 (AFIT) 10 day satellite broadcast	Within 10 years	
Project Management	Environmental Impact Analysis Process: Comprehend the AF Environmental Impact Analysis Process required by law to proactively inform decision making on proposed mission activities. Gain foundational knowledge of the AF EIAP program and understand key procedures	WENV 450 (AFIT) 4 days in residence	Within 10 years	
Financial Management	Fundamentals of Financial Management in Civil Engineering: provides a basic financial management foundation to execute their daily duties efficiently and effectively in a civil engineer organization	WMGT 412 (AFIT) 8 days in residence	Within 10 years	
Courses for Specialization and Increased Technical Proficiency – should be accomplished as time, funding, and mission needs allow				
Skill Area	**Description**	**Course**	**Applicability**	**Completed**
Compatible Use Program	Understand Airfield Safety, the Bird/Wildlife Aircraft Strike Hazard (BASH) Plan, Visual Air Navigation Facilities & Airfield Markings, Air Traffic Control and Landing Systems (ATCALS) /Airspace/	Attend in-person ETCA Advanced Airfield Managers Course.	As mission allows	

	Airfield Criteria, Airfield Discrepancy Management, Airfield Maintenance and Construction, Pavement Evaluation Reports, Contingency Operations Under Various Design Criteria, Parking Plans, and Strategic Plans.			
Transportation Planning	SDDC Traffic Management	Traffic Engineering and & Safety Seminars 1 week in residence course.	As mission allows. SDDC pays for the course, unit pays for the TDY.	

Courses for Installation Level Branch Chief / Flight Chief				
Skill Area	**Description**	**Course**	**Applicability**	**Completed**
Air Force Culture / Organizational Leadership	Focus on hiring principles and authorities/workplace management, labor management relations/civilian personnel fundamentals, performance management/workforce incentives, and employee engagement/handling unacceptable performance.	New Supervisors Course Distance learning, sign up on AF Portal.	Required for all first time supervisors of civilians within one year of appointment	
Air Force Culture / Organizational Leadership	First level supervisors of AF military personnel learn about the military airman (military standards, discipline, the role of JAG/First Sergeant, Benefits), Career Management (evaluations, promotions, assignments and retention), and AF education and training.	Attend USAF Military Personnel Management Course (MPMC), available on AF Portal	Required for all first time supervisors of civilians within one year of appointment	
Air Force Culture / Organizational Leadership	Understand fundamentals in Labor Management Relations, Employee Management Relations, Staffing/Hiring, Performance Management, and Handling Unacceptable Performance.	USAF Experienced Supervisor Course (ESC)	Attend supervisory refresher training at least once every three years available via the AF Portal	
Financial Management	Financial Management for Civil Engineer Leaders: comprehend strategic financial management concepts, principles, and programs in order to lead within the civil engineer organization while providing effective financial decision support utilizing asset management principles.	WMGT 513 (AFIT) 5 days in residence at AFIT		

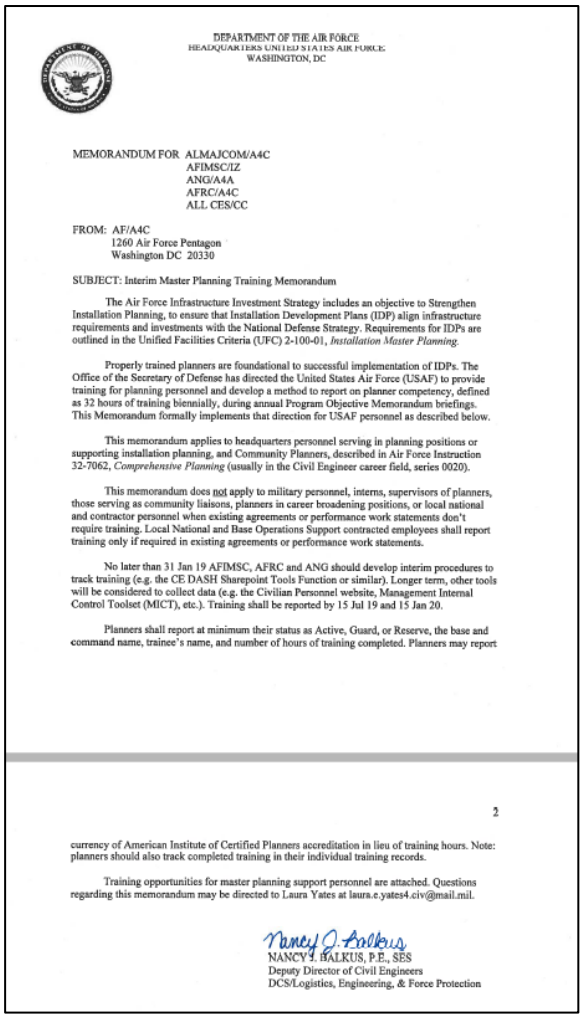
Installation Management Leadership	Installation Management Flight Commander Course: Learn how to perform the duties of the Installation Management Flight Chief	WMGT 531 (AFIT)		

Additional Training for Intermediate Level Positions				
Skill Area	**Description**	**Course**	**Applicability**	**Completed**
Air Force Culture / Organizational Leadership	Air Command and Staff College	SDE Application for in-residence or Air University Distance Learning	Must be GS-11 through GS-13	
Financial Management	Understand the Strategic Planning, Programming, and Budgeting, Execution (SPPBE) process.	PPBE Training offered locally or in National Capital Region		
Project Management	Obtain broad understanding of the overall facilities engineering process and the roles/responsibilities of acquisition team members as they relate to the facility lifecycle in support of military missions.	FE 201 (DAU) Distance Learning	Required for Acquisition coded position within 24 months of hire date.	
Project Management	Practice developing solutions to a variety of challenges that Facilities Engineering (FE) professionals encounter within the DoD. Learn how to contribute solutions to senior leadership and how to provide resources for the FE career field via the course community of practice.	FE 301 (DAU) Distance Learning	Required for Acquisition coded positions at GS-14 or above level.	
Air Force Culture / Organizational Leadership	Develop interpersonal communication and leadership skills as an AF civilian pursuing future leadership roles. Develop skills in team building, technical credibility, conflict management, problem solving, accountability, and decisiveness.	Attend USAF Emerging Leader Course or Developing Team Leader course, available through the AF Portal, or the Collaborative Leadership course at OPM Center for Leadership Development	Optional course for new supervisors	

Additional Training for/to prepare for Strategic Level Positions				
Skill Area	**Description**	**Course**	**Applicability**	**Completed**
Air Force Culture / Organizational Leadership	Air War College	SDE Application for in-residence or Air University Distance Learning	GS-12 or GS-13 for at least two years	
Air Force Culture / Organizational Leadership	Excellence in Government; Leading Effectively through Change, etc.	SDE Short Course (varies from year to year)	One short course every two years	

2.5 SECTION E – UNIQUE REQUIREMENTS - REPORTING PLANNER TRAINING

On 5 February 2019, Ms. Nancy Balkus, Deputy Director, Directorate of Civil Engineers (AF/A4C) signed a memorandum requiring bi-annual reporting of AF planner training. The requirement generated from an Office of the Secretary of Defense Directive for the USAF to report on AF planner competency (defined as 32 hours of training biennially) at the annual Program Objective Memorandum briefing. The requirement relates to the Infrastructure Investment Strategy Objective to "Strengthen Installation Planning," as properly trained planners are "foundational to the successful implementation of Installation Development Plans."



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

MEMORANDUM FOR ALMAJCOM/A4C
AFIMSC/IZ
ANG/A4A
AFRC/A4C
ALL CES/CC

FROM: AF/A4C
1260 Air Force Pentagon
Washington DC 20330

SUBJECT: Interim Master Planning Training Memorandum

The Air Force Infrastructure Investment Strategy includes an objective to Strengthen Installation Planning, to ensure that Installation Development Plans (IDP) align infrastructure requirements and investments with the National Defense Strategy. Requirements for IDPs are outlined in the Unified Facilities Criteria (UFC) 2-100-01, *Installation Master Planning*.

Properly trained planners are foundational to successful implementation of IDPs. The Office of the Secretary of Defense has directed the United States Air Force (USAF) to provide training for planning personnel and develop a method to report on planner competency, defined as 32 hours of training biennially, during annual Program Objective Memorandum briefings. This Memorandum formally implements that direction for USAF personnel as described below.

This memorandum applies to headquarters personnel serving in planning positions or supporting installation planning, and Community Planners, described in Air Force Instruction 32-7062, *Comprehensive Planning* (usually in the Civil Engineer career field, series 0020).

This memorandum does not apply to military personnel, interns, supervisors of planners, those serving as community liaisons, planners in career broadening positions, or local national and contractor personnel when existing agreements or performance work statements don't require training. Local National and Base Operations Support contracted employees shall report training only if required in existing agreements or performance work statements.

No later than 31 Jan 19 AFIMSC, AFRC and ANG should develop interim procedures to track training (e.g. the CE DASH Sharepoint Tools Function or similar). Longer term, other tools will be considered to collect data (e.g. the Civilian Personnel website, Management Internal Control Toolset (MICT), etc.). Training shall be reported by 15 Jul 19 and 15 Jan 20.

Planners shall report at minimum their status as Active, Guard, or Reserve, the base and command name, trainee's name, and number of hours of training completed. Planners may report

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currency of American Institute of Certified Planners accreditation in lieu of training hours. Note: planners should also track completed training in their individual training records.

Training opportunities for master planning support personnel are attached. Questions regarding this memorandum may be directed to Laura Yates at laura.e.yates4.civ@mail.mil.

Nancy J. Balkus
NANCY J. BALKUS, P.E., SES
Deputy Director of Civil Engineers
DCS/Logistics, Engineering, & Force Protection

2.5.1 Who is Required to Report?

- The installation planner, regardless of job series, but usually a 0020, must report training.
- Planners holding planning positions at the intermediate or headquarters levels (e.g. AFIMSC, AFCEC, ANG, AFRC, A4C) must report.
- The reporting requirement does not apply to military personnel, interns, supervisors of planners, community liaisons (not in planning positions), planners in career broadening positions, local national planners, or contracted personnel (unless the existing agreement or contract requires training).
- AICP certified planners in good standing shall report only AICP certified status.

2.5.2 What qualifies for planner training?

- Training opportunities laid out in this CFETP meet the planning training requirement,

assuming training increases a planner's ability to do their jobs, understand planning concepts, and understand the AF enterprise.

- Annual Total Force training, repeat training (taking the same qualifying course more than once), and non-planning, non-AF related training (hobbies, sports, etc.) do not qualify for the reporting requirement.

2.5.3 Training Reporting.

- Requirement is to complete 32 hours of training every two years (eight hours every six months). Training shall be reported every six months, for the period of 1 Jan – 30 Jun no later than 3 July, and for the period of 1 Jul – 31 Dec no later than 3 Jan.
- Reporting Mechanism:
  - Regular AF planners shall report training using the CE Dash Page.
  - ANG and AFRC planners shall report training to NGB/A4 or AFRC/A4 in accordance with NGB/A4 and AFRC/A4 direction. NGB/A4 and AFRC/A4 shall submit NGB and AFRC planner training information to A4CP using CE dash or via e-mail.

2.5.4 Training Details.

- An hour of training is measured as follows:
  - Presentations shall be measured as an Academic 60 minutes (40-50 minute presentation with discussion).
  - Formal training is measured as 1 CEU = 1 hour
  - University/College is measured 1 credit = 1 hour
- DoD training does not have to be AICP approved to meet the biennial AF training requirement. AICP certified training does meet the biennial AF requirement.
- Personal Tracking of Training. In addition to reporting training biannually on the CE Dash page, planners are encouraged to maintain their own log of completed training, to include topic/title, date and duration, and to report this training by updating their professional development on their Civilian Career Report in MyBiz, available at the DCPDS portal. Note: If the 0020 is in an acquisition-coded position, Continuing Education requirements for the acquisition-coded positions will also meet the AF planner training requirements.

2.6 SECTION F – UNIQUE REQUIREMENTS – PLANNING TRAINING FOR SENIOR LEADERS

UFC 2-100-01, *Installation Master Planning*, highly encourages new Wing Commanders, Mission Support Group Commanders and Civil Engineers to obtain 4 hours of master planning related training before or within the first six months of assuming command.

2.6.1 Air University, Commander's Professional Development School.
(https://www.airuniversity.af.edu/Eaker-Center/CPDS/)
Required for new Wing and Vice Commanders

- Commander's Professional Development School, MLMDC-800, USAF Wing Commander's Seminar (43.5 hour course, 30 minute block of instruction on CE perspective includes some orientation of planning as it relates to the Infrastructure Investment Strategy. CE issues related to planning may also be discussed in an hour and a half Q&A panel).
- Senior Officer Legal Orientation (14 hour course, 1 hour block of instruction on Environmental Law): covers environmental planning, airspace & ranges, mission sustainment (encroachment)

Required for new Mission Support Group and Vice Commanders

- Commander's Professional Development School, MLMDC-810, USAF Mission Support Group Commander's Seminar (55.5 hour course, 1 hour block of instruction on CE includes orientation of planning activities conducted by Engineering Flights).
- Senior Officer Legal Orientation (14 hour course, 1 hour block of instruction on Environmental Law): covers environmental planning, airspace & ranges, mission sustainment (encroachment).

2.6.2. Air Force Institute of Technology. (https://www.afit.edu/CE/):
Required for Civil Engineer Squadron Commander and Deputy Base Civil Engineer-selects.

- WMGT 400, Civil Engineer Commander's Course, 2 week course
- WMSS 600, Advanced Base Civil Engineer Seminar, 4 day resident course

2.6.3. Commander's Resources.

a) Air Force Encroachment Management Program.
b) The Air Installations Compatible Use Zones (AICUZ) Program: The Commander's Role.
c) AICUZ FAQ
d) Answers to Frequently Asked Questions about Military Noise.
e) Citizen's Guide to the National Environmental Policy Act.
f) Collaborative Land Use Planning: A Guide for Military Installations and Local Governments.
g) Commander's Guide for NEPA Compliance.
h) Commander's Guide to Community Involvement.
i) Commander's Guide to Renewable Energy.
j) Commander's Guide to Understanding and Supporting Working Forests.
k) Community and Environmental Noise Primer.
l) Comprehensive Planning Platform Website.
m) DoD's Readiness and Environmental Protection Integration Program Buffer Partnerships.
n) Outreach for Mission Sustainability: Working to Balance Military/Civilian Community Needs.
o) Risk Communication Primer.
p) Working with Conservation Districts: A Guide for Military Installations.
q) Working with the Department of Defense: Siting Renewable Energy Development.
r) Working to Preserve Farm, Forest and Ranch Lands: A Guide for Military Installations.
s) Working with Land Trusts: A Guide for Military Installations and Land Trusts.
t) Working with Local Governments: A Practical Guide for Installations.
u) Working with Regional Councils: A Guide for Installations.
v) Working with State Legislatures: A Guide for Military Installations and State Legislatures.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

CAROL GAUDETTE
Civilian Career Field Manager
DCS/Logistics, Engineering & Force Protection

APPENDIX A - ABBREVIATIONS AND TERMS EXPLAINED

AFCFM or CFM. Air Force Career Field Manager. The AF focal point for the designated career field within a functional community. Serves as the primary advocate for the career field, addressing issues and coordinating functional concerns across various staffs.
Responsible for the career field policy and guidance. Must be appointed by the Functional Manager (FM) and hold the grade of colonel/GS-15 (or equivalent). The AF Community Planning CFM resides in the Directorate of Civil Engineers (AF/A4C).

AFCEC. Air Force Civil Engineer Center. AFCEC provides civil engineering services and enterprise lifecycle leadership to AF installations that enable the warfighter. AFCEC is installation focused and globally linked to provide best-practice solutions to Airmen…anytime and anywhere. AFCEC is the cornerstone of the Civil Engineering enterprise by managing all centralized CE functions and optimizing key capabilities.

AFIMSC. Air Force Installation and Mission Support Center. One of the centers under AF Materiel Command, the AFIMSC is the single organizational entity in the AF providing intermediate-level installation and mission support capabilities to supported Major Commands (MAJCOMs) and installations across the full range of military operations.

AFIT. Air Force Institute of Technology. Located at Wright-Patterson AFB, OH, AFIT is the AF's graduate school of engineering and management as well as its institution for technical professional continuing education. A component of Air University and Air Education and Training Command, AFIT is committed to providing defense-focused graduate and professional continuing education and research to sustain the technological supremacy of America's air, space, and cyber forces. AFIT accomplishes this mission through four schools: the Graduate School of Engineering and Management, the School of Systems and Logistics, The Civil Engineer School, and the School of Strategic Force Studies. Through its Civilian Institution Programs Office, AFIT also manages the educational programs of officers enrolled at 350+ civilian universities, research centers, hospitals, and industrial organizations.

AICP. American Institute of Certified Planners. The American Institute of Certified Planners is the American Planning Association's (APA) professional institute and provides the only nationwide, independent verification of planners' qualifications. Certified planners pledge to uphold high standards of practice, ethics, and professional conduct, and to keep their skills sharp and up to date by continuously pursuing advanced professional education.

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

BDE. Basic Developmental Education. BDE programs are tactical level programs that introduce employees to the AF and DoD missions and prepare them for future leadership, managerial, and supervisory roles. Key BDE programs include Squadron Officer School (SOS), the Defense Civilian Emerging Leader Program (DCELP) and the Developing Team Leader

Course. Program eligibility requirements vary. See the CE Career Field Team SharePoint for more information.

CDE. Civilian Development Education. The AF CDE program is central to the AF's Civilian Leadership Development continuum that spans a civilian's professional career (see Part II, Section C for a link to the continuum). The programs included in the CDE portfolio prepare civilian students from the AF, its sister services, and allied nations for positions of greater responsibility. Emphasis in these programs includes leadership, military doctrine and aerospace power. More information about available programs is here.

CFETP. Career Field Education and Training Plan. A comprehensive, multipurpose document encapsulating the entire spectrum of training for a career field. It outlines a logical growth plan that includes training resources. The CFETP is designed to make career field training identifiable, eliminate duplication, and ensure the training budget is defensible.

CFM. Career Field Manager. See Air Force Career Field Manager (AFCFM).

CL. Continuous Learning. The Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) promotes a philosophy of career-long learning by AT&L workforce members to enhance proficiency and currency. DoD requires each installation master planner to obtain 32 hours of continuous education training every two years (Office of Under Secretary of Defense Memorandum on Installation Master Planning). See Part II for CL program application guidance and guidelines for crediting CL activities.

Community Planner. An individual who performs installation development planning functions for the AF, most often in the Community Planner career field, series 0020. However, other skill sets at times fill the role of a Community Planner at the installation level (such as architects, GS-0808 and landscape architects, GS-0807).

CTAP. Civilian Tuition Assistance Program. AF civilian post-secondary Tuition Assistance (TA) supports civilians in their continued self-development and includes coursework at the associate, bachelor, masters and doctoral levels. TA is for courses that contribute to occupational and institutional competencies, special interest needs and readiness by supporting the current and anticipated needs of the AF. This includes courses that will provide employees the breadth of knowledge and problem-solving tools that aid in critical thinking, allowing individuals to address a wide range of problems and weigh alternative solutions. Additional information about TA and CTAP is available in the AFMAN 36-606, Civilian Career Field Management and Development.

Currency. Maintaining proficiency in the community planning occupational series as demonstrated by meeting DoD and AF Continuous Learning (CL) standards and performing acquisition duties. See CL.

DCOOL. Defense Civilian Credentialing Opportunities On-Line (COOL). DCOOL is a website focused on civilian credentialing opportunities for federal workers. The site provides information about certifications and licenses providing professional growth opportunities in their career areas. At the site, civilians can provide both general information on credentialing as well as specific information on credentials related to their individual federal occupational series. After searching on a federal occupational series by either code or title, users can view a list of credentials related to most or some of their job duties. Clicking on a credential title in the list provides detailed information about that credential, including a description of the credential, its eligibility requirements, exam topics, and recertification requirements. The site is available here.

DE. Developmental Education. An array of educational opportunities comprised of professional and specialized education programs, research and doctrinal studies, fellowships, and graduate-level studies. DE spans a member's entire career and provides the knowledge and abilities needed to develop, employ, and command air, space and cyberspace forces.

DAU. Defense Acquisition University. Located at Ft Belvoir, VA, DAU is the Department of Defense's (DoD)'s institutional authority in implementing Defense Acquisition Workforce Improvement Act (DAWIA) and conferring certification levels. DAU offers a variety of acquisition courses in resident and via Distance Learning.

Distance Education. Distance education is on the cutting edge of teaching media and takes advantage of delivery methods such as satellite, internet, and computer-based instruction to deliver course information. Many AFIT courses are offered through distance education.

DL. Distance Learning. Includes Video Tele-seminar (VTS), Video Tele-training (VTT), and Computer Based Training (CBT). Formal courses that a training wing or a contractor develops for export to a field location (in place of resident training) for trainees to complete without the on-site support of the formal school instructor. For instance, courses are offered by Air Force Institute of Technology, Air University, and Training Detachment.

DT. Development Team. The Civil Engineering career field DT is comprised of civil engineer senior leaders and is led by the Deputy Director of Engineers (AF/A4C-2). The DT meets bi-annually and provides guidance on civilian development plans, provides advice/feedback on policy issues affecting the workforce, provides vectors to workforce members, and endorses candidates for CDE. The DT's mission is to prepare future AF Civil Engineering leaders to meet the challenges of shaping the AF through appropriate training, education, and experience.

FA. Functional Authority. FAs are designated general officers or members of the Senior Executive Service (SES) serving as deputy chiefs of staff or assistant secretaries appointed by the Secretary of the Air Force to provide oversight and functional advisory services related to functional communities. The Assistant Deputy Chief of Staff for Logistics, Engineering and Force Protection (AF/A4-2) is the FA for AF Civil Engineering.

FM. Functional Manager. Senior leaders, designated by the appropriate functional authority (FA), who provide day-to-day management responsibility over specific functional communities at the MAJCOM, field operating agency (FOA), direct reporting unit (DRU), primary supporting unit (PSU), or air reserve component (ARC) level. While they should maintain an institutional focus regarding resource development and distribution, FMs are responsible for ensuring their teams are equipped, developed, and sustained to meet the functional community's mission as well as encourage force development opportunities in order to meet future needs of the total AF mission. The FM for AF Civil Engineering is the Deputy Director of Engineers (AF/A4C-2).

FY. Fiscal Year. For the U.S. Government, the 12 month period covering 1 October to 30 September.

IDP. Individual Development Plan. A document used to record short- and long-range career goals, the specific competencies, knowledge, skills, and abilities necessary to meet current objectives, and training, education, and other professional development strategies used to develop the desired competencies. In conjunction with a performance assistance plan, the individual development plan assists in making civilian performance more effective in present and future positions and is used for civilians below the executive level. A template is available here.

IDP. Installation Development Plan. An umbrella document encompassing all sub-plans required to ensure future investments in natural and built infrastructure meet goals and objectives for future development. The Installation Development Plan is the AF equivalent of the Master Plan in the DoDI 4165.70.

IDE. Intermediate Development Education. IDE programs are operational level programs that continue the development and education of mid-career civilians and continue to prepare them to take on increased leadership, managerial, and supervisory roles. IDE programs include Air Command and Staff College (ACSC), Executive Leadership Development Program (ELDP), Air Force Legislative Fellows Program (LEGIS), and others. Program eligibility requirements vary. Also see CDE and Part II, Section C for a link to CDE programs.

ITP. Individual Training Plan. The individual training plan is specific to each 0020 in training and should be transferred between an 0020's supervisors when/if the 0020 is reassigned.

MAJCOM. Major Command. The level of command below Headquarters Air Force (HAF) and directly above Numbered Air Forces (NAF). The AF is organized on a functional basis in the U.S. and a geographical basis overseas. The functional MAJCOMs are Air Combat Command (ACC), Air Education and Training Command (AETC), Air Force Global Strike Command (AFGSC), Air Force Materiel Command (AFMC), Air Force Reserve Command (AFRC), Air Force Space Command (AFSPC), Air Force Special Operations Command (AFSOC), Air Mobility Command (AMC), and Air National Guard (ANG). The geographic MAJCOMs are U.S. Air Forces in Europe and Air Forces Africa (USAFE) and Pacific Air Forces (PACAF).

Occupational Competencies. A set of competencies required of all personnel within a specific workforce category (a group of functions requiring similar work, i.e., contracting). They describe technical/functional skills, knowledge, abilities, behaviors, and other characteristics needed to successfully perform that function's mission. A competency identifies behaviors and other attributes and the knowledge, skills, and abilities that define successful job performance. Competencies are important because they are the stepping-stones for civilian development and for the achievement of personnel success and the mission of the AF.

OPR. Office of Primary Responsibility. The primary office responsible for a given task.

OSD. Office of the Secretary of Defense. The principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. OSD includes the immediate offices of the Secretary and Deputy Secretary of Defense, Under Secretaries of Defense, Director of Defense Research and Engineering, Assistant Secretaries of Defense, General Counsel, Director of Operational Test and Evaluation, Assistants to the Secretary of Defense, Director of Administration and Management, and such other staff offices as the Secretary establishes to assist in carrying out assigned responsibilities.

PAQ. PALACE Acquire Program. The PAQ Program is designed to attract men and women with management potential to careers as Federal employees with the USAF. This objective is accomplished by recruiting and selecting high-caliber candidates and training them to become competent, effective, and productive employees in a variety of career fields, providing training and developmental opportunities necessary to gain the knowledge, skills, and abilities predictive of successful performance, and providing promotional opportunities for PAQs who successfully complete required training and developmental assignments. PAQ authorizations are administratively controlled and managed by Headquarters Air Force Personnel Center Centrally Managed Program Office. The distribution of controlled authorizations varies each year depending

upon assigned central salary account work years, changes in mission, projected work force increases or reductions, skill requirements, funding constraints, and other operational considerations. The HQ AFPC Directorate Personnel Programs (DP2), civilian functional Career Field Teams (CFTs) monitor and manage the administration of the PAQ/COP Programs within their respective areas of responsibility, once the PAQ/COP has entered on duty.

PCIP. Premier College Internship Program. The AF Premier College Internship Program (PCIP) is a 10-12 week summer program for current college and university sophomores and juniors. The student works shoulder to shoulder with AF Civil Engineers on challenging and rewarding projects that contribute to the mission of the USAF. The goal of the PCIP is to convert these students into the PAQ program, upon graduation.

SDE. Senior Developmental Education. SDE programs are strategic level programs that provide for the deliberate development of senior civilian leaders. These programs provide a more strategic perspective that will prepare senior civilians to lead organization and programs to achieve results in the Joint, inter-agency and multi-national environments. SDE programs include Defense Senior Leader Development Program (DSLDP), Air War College (AWC), The Dwight D. Eisenhower School for National Security and Resource Strategy, and others. Program eligibility requirements vary. Also, see CDE.

SME. Subject Matter Expert. A subject matter expert is an individual who exhibits the highest level of expertise in performing a specialized job, task or skill within an organization.

The Civil Engineer School. The Civil Engineer School is one of four schools within the Air Force Institute of Technology, located at Wright-Patterson AFB, OH. The Civil Engineer School provides professional continuing education to Civil Engineers. Course list is available at http://www.afit.edu/cess/index.cfm.

Total Force. All collective AF components (active duty, Reserve, Guard, and civilian elements) of the USAF.

APPENDIX B – TRAINING COURSES AND RESOURCES INDEX

Continuing Education Resources	
Advanced Distributed Learning Service	
Advanced Distributed Learning Service	https://golearn.adls.af.mil/login.aspx NEO - New Employee Orientation AFEMP – Air Force Emergency Management Program Course (ZZ133130) AERO and FERC – AF Emergency Response Operations: First and Emergency Responders Course (ZZ133130)
Air Force Institute of Technology	
AFIT Civil Engineer School	http://www.afit.edu/CE/ WMGT 100 – Air Force Civil Engineer Basic Civilian Career WENG 400 – Life Cycle Cost Estimating WENG 450 – Environmental Impact and Analysis Program WENG 519 – Air Force Installation Planning Principles WENG 520 – Comprehensive Planning Development WMGT 101 - AF Civil Engineering Basic WMGT 301 – Introduction to Asset Management WMGT 417 – Activity Management WMGT 421 - Contracting for Civil Engineering WMGT 423 – Project Programming WMGT 424 – Realty Management Course WMGT 480 – High Performance and Sustainable Building Requirements
AFIT GEM Distance Learning Program	https://www.afit.edu/DL/ Online graduate degree program run by AFIT https://www.afit.edu/ADMISSIONS/ New Data Analytics Graduate Certificate via Distance Learning. For more info, e-mail afitensdataanalytics@afit.edu
AFIT / AFCEC/CZ TEACH	https://usaf.learningbuilder.com/Account/Login
Other AF-Sponsored Training Resources	
Advanced Airfield Manager's Course	https://app10-eis.aetc.af.mil/etca/SitePages/ETCA_BCI_CourseDetail_AETC4.aspx?BCIListID=4344 This course provides training for selected DOD personnel in the knowledge of skills needed to perform the duties of an Airfield Manager (AFM). The course is designed primarily for the USAF senior NCO AFM. However, other potential candidates include USAF Airfield Operations Flight Officers, DoD USAF civilian AFMs, Civil Engineering Community Planners, Flying Safety Officers, as well as civilian contractors performing airfield management (AM) duties (to be approved on case-by-case basis by the AFCFM).

AF Community Partnership Brown Bag	https://community.apan.org/wg/airforcepartnerships/p/training
AF eLearning	https://usafprod.skillport.com/skillportfe/main.action?assetid=RW$3140928:_ss_book:144206#whatshappening Provides resources to enhance personal and professional knowledge.
AFIMSC Installation Health Assessment Data Analytics and Collaboration Site	https://cs2.eis.af.mil/sites/13298/iha/SitePages/Home.aspx Training available for IHA Tools.
AFSEC Bird Aircraft Strike Hazard Training	https://www.safety.af.mil/Divisions/Aviation-Safety-Division/BASH/ AFSEC BASH website includes contact information and BASH materials. The site includes links to the annual Bird Strike Conference. https://www.safety.af.mil/Divisions/Training-and-Force-Development-Division/ Weeklong Aviation Safety Program Manager Course includes 2 hour session on BASH. This class is not required but may be of interest to planners where installations have experienced issues associated with incompatible land use that attracts birds and wildlife that poses a risk to flying operations.
Contingency Wartime Planning Course	https://www.airuniversity.af.edu/LeMay/Display/Article/1099686/intermediate-courses/ The Contingency Wartime Planning course is a two week planning course that educates Airmen in the art and science of contingency war planning. The course provides a macro view of the contingency and crisis-action planning processes from both the joint and USAF perspectives. Other topics covered include unit readiness assessment, mobilization, expeditionary site planning, and command relationships. 0020s should reach out to their unit training manager to obtain contact information for the MAJCOM training manager, who manages applications for the course.
Developing Team Leader Course (DTLC)	https://mypers.af.mil/app/answers/detail/a_id/33633
Emerging Leader Course	https://auportal.maxwell.af.mil/auportal 32 hour elective course to develop interpersonal communication and leadership skills for AF civilians pursuing future leadership roles.
Air Force Strategic Planning, Programming, Budgeting, Execution (SPPBE) Course	Courses offered through the contractor SAIC. Contact JENNIFER.P.THOMPSON@saic.com for latest course offerings.

Professional Military Education	http://www.au.af.mil/au/ Squadron Officer School, Air Command and Staff College, and Air War College via distance learning are available from Air University.
Officer PME (by correspondence) (see Academics>Officer Education)	https://www.airuniversity.af.edu/eSchool/ Information on distance learning version of PME: SOS, ACSC, AWC, etc.
Virtual Force Development Center	https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s0ECF2BB84DBEAE7B014DD46E712201EF
Full list of CDE/Non-CDE, PME/Academic & Fellowships/Leadership Seminars	https://cs2.eis.af.mil/sites/10016/CE%20FAC%20Workspace/Shared%20Documents/01%20March%202019%20CE%20Summit/CDE%20Cheatsheet.xlsx
Joint, DoD-Sponsored and Other Federal Resources	
DoD Science, Mathematics and Research Transformation (SMART)	https://smartscholarshipprod.service-now.com/smart?id=smart_index STEM related scholarships for DoD personnel
EAP – Work life Behavioral Health Services Training	https://foh.psc.gov/fohservices/bhs/campaigns.html Multiple webinars available on topics such as pre-retirement prep, overcoming depression, making life work for you, safeguarding your personal security, life changes, optimizing output, safeguarding your financial future, calming your concerns, communicating with clarity, and the power of being present.
Office of Economic Adjustment Compatible Use Program (previously JLUS)	http://www.oea.gov
Office of the Secretary of Defense Readiness and Environmental Protection Integration Program	Multiple webinars available: http://www.repi.mil/Resources/Webinars.aspx
US Army Corps of Engineers Master Planning Institute	http://www.dodmpi.org Miscellaneous courses available on planning principles, visualization techniques, energy and sustainability, area development planning, etc.
Naval Civil Engineer Corps Officers School Courses	https://www.public.navy.mil/netc/centers/csfe/cecos/About.aspx https://www.public.navy.mil/netc/centers/csfe/cecos/Registration.aspx

US Army Corps of Engineers Learning Center	http://ulc.usace.army.mil Course Schedule: https://ulc.usace.army.mil/CrsSchedule.aspx Courses complementary to work as an Air Force Planner. Control Number (course number) shown in parentheses: • Cultural Resources (299) • Environmental Considerations in Planning (408) • GIS Introduction (205) • Master Planning Principles (75) This course offers 22 AICP CMs. • Master Planning Advance Techniques (952). This course offers 30 AICP CMs. • Master Planning Energy and Sustainability (258). This course offers 23 AICP CMs. • Master Planning Programming and Siting (326). This course offers 19 AICP CMs. • Master Planning Sustainability and Resiliency (163). This course offers 20 AICP CMs. • Master Planning Sustainable Historic Structures (392). This course offers 20 AICP CMs. • Master Planning Visualization Techniques (948). This course offers 22 AICP CMs. • Public Involvement – Communication (91) • Risk Communications and Public Participation (104)
US Army Traffic Engineering and Safety Seminars	https://www.sddc.army.mil/sites/TEA/Pages/default.aspx The Military Surface Deployment and Distribution Command Transportation Engineering Agency presents the 2020 Traffic Engineering & Safety Seminars. These seminars will provide guidance regarding the traffic engineering and safety considerations along roadways, intersections, and at entry control facilities (ECFs) to provide for safe and efficient operation.
Whole Building Design Guide	https://www.wbdg.org/continuing-education Distance learning courses offering continuing education credit. • Achieving Sustainable Site Design • Site Security Design Process and Strategies • Many sustainability courses
Commercially Available Training	
American Planning Association	https://www.planning.org/aicp/ https://planning.org/cm/free/ Information on Professional Certification and Free Training for American Institute of Certified Planners
Antioch University New England Center for Climate Preparedness and Community Resilience	http://www.communityresilience-center.org/climate-change-resilience-series/ Webinar: Climate Change: What's natural, what's human-caused, and how do we know? http://www.communityresilience-center.org/webinars/climate-change-whats-natural-whats-human-caused-and-how-do-we-know/

Congress for New Urbanism	https://www.cnu.org/get-involved/get-cnu-accredited
E-Learning (Skillsoft)	https://www.skillsoft.com/
FedCenter	https://www.fedcenter.gov/training/
Form Base Code Institute	https://formbasedcodes.org/
Green CE	https://www.greence.com/
Planetizen	https://www.planetizen.com
RedVector	https://www.redvector.com
RSMeans	https://www.rsmeans.com/products/seminars/locations.aspx
Western Regional Partnership	https://wrpinfo.org/Default.aspx
Supervisor Resources	
ACQ NOW	https://acqnow.atrrs.army.mil/Home/Dashboard For Harvard Business Modules on Feedback, Appraisals, and Team Management, then select the below link, and type in the listed courses. https://acqnow.atrrs.army.mil/Training/Catalog/Catalog/CourseSearch/e6c1442f-bbff-49b7-a199-bc455d3f3a22 HBS404 - Career Management HBS406 – Coaching HBS411 - Developing Employees HBS412 - Difficult Interactions HBS416 - Feedback Essentials HBS419 - Goal Setting HBS430 - Performance Appraisal HBS431 - Performance Measurement HBS436 - Retaining Employees Register for the courses at the DAU digital campus: https://identity.dau.mil/EMPOWERIDWEBIDPFORMS/LOGIN/VIRTUALCAMPUS?RELAYSTATE=/LMS/BROWSETRAINING/BROWSETRAINING.ASPX
ADLS Gateway	https://golearn.adls.af.mil/login.aspx Provides links to multiple CBL sites and Air University online site
AF e-learning	https://usafprod.skillport.com/skillportfe/main.action?assetid=RW$3140928:_ss_book:144206#whatshappening Free online resources for supervisors, to include training on time management Time Management course: https://usafprod.skillport.com/skillportfe/main.action

AF Portal	Log in to AF.mil then copy and paste the following links: Mandatory Courses for supervisors are listed but check website for the most up to date list of mandatory courses. https://www.my.af.mil/gcss-af/USAF/ep/contentView.do?contentType=EDITORIAL&contentId=c330D98A15BC6E686015BEE402F270227&channelPageId=s0ECF2BB84DBEAE7B014DD 46E712201EF&programId=tE3494DD0504287C101504334D7B20048 Orientation Course: USAF New Supervisor: Supervisory & Managerial Development Portfolio: USAF Experienced Supervisor Military Personnel Manager Course USAF New Manager USAF Experienced Manager Leadership Development Portfolio: https://www.my.af.mil/gcss-af/USAF/ep/contentView.do?contentType=EDITORIAL&contentId=c330D98A15BC6E686015BEE3A85810225&channelPageId=s0ECF2BB84DBEAE7B014DD 46E712201EF&programId=tE3494DD0504287C101504334D7B20048 Virtual Force Development Center: https://www.my.af.mil/gcss-af/USAF/ep/browse.do?programId=tE3494DD0504287C101504334D7B20048&channelPageId=s0ECF2BB84DBEAE7B014DD46E712201EF
Air University Air Force Negotiation Center	www.airuniversity.af.edu/AFNC
Air University Press	http://aupress.maxwell.af.mil/bookinfo.asp?bid=497 General Lorenz on Leadership, Lessons on Effectively Leading People, Teams, and Organizations. Book available on Air University website.
Air University Eaker Center	https://www.airuniversity.af.edu/Eaker-Center/FSPDS/Display/Article/1088474/ Civilian Associate Degree Program

Employee Assistance Program	https://foh.psc.gov/fohservices/bhs/management.html Counselors available to work with supervisors, managers and union representatives to help engage with employees on productivity concerns. Coaching resources available. Employee Assistance Program Supervisor's Guide: https://www.shaw.af.mil/Portals/98/Civilian%20Employee/Supervisor%20Guide%20EAP.pdf Work Life Training and Federal Occupational Health Website: https://foh.psc.gov/fohservices/bhs/campaigns.html Multiple webinars available to share with employees such as pre-retirement prep, overcoming depression, making life work for you, safeguard your personal security, life changes, optimizing output, safeguarding your financial future, calming your concerns, communicating with clarify, the power of being present.
National Defense University	https://www.ndu.edu/
National Intelligence University	http://ni-u.edu/wp/leadership-and-management/
Office of Personnel Management (OPM)	OPM's Center for Leadership Development: https://www.opm.gov/services-for-agencies/center-for-leadership-development/about-us/#url=Courses-and-Programs Helps training officers, managers and supervisors meet the challenge of succession management. Helps future leaders assess leadership effectiveness, gain core knowledge and develop critical skills. (Current course schedule: https://leadership.opm.gov/courses.aspx) LEAD Certification Program: https://cldcentral.usalearning.net/mod/page/view.php?id=249 OPM's Federal Leadership Development Program: https://www.opm.gov/services-for-agencies/federal-leadership-development-programs/ Catalog of hundreds of Federal leader development programs available through Federal agencies across the government. OPM Federal Managerial Training Framework: https://www.opm.gov/wiki/uploads/docs/Wiki/OPM/training/Complete%20508-%20Frameworks%2C%20Fact%20Sheet%2C%20learning%20objectives%2C%20and%20additional%20resources.pdf Outlines mandatory training and recommended training for supervisors. OPM Training and Development Policy Wiki: https://www.opm.gov/WIKI/training/Individual-Development-Plans.ashx Information for supervisors on Individual Development Plans

Treasury Executive Institute	https://home.tei.treasury.gov/ Offers online and in-person leadership courses and coaching GS14-SES or equivalent

Training for Acquisition Coded Positions	
Defense Acquisition University Courses	
Defense Acquisition University	http://icatalog.dau.mil/onlinecatalog/tabnavcl.aspx ACQ 101 - Fundamentals of Systems Acquisition (or) FE 101 - FE 201 – Intermediate Facilities Engineering FE 302 – (GS-14 and above only)

Miscellaneous Resources	
PAQ Intern Resources	
CE PAQ Program SharePoint	https://cs2.eis.af.mil/sites/10016/CE%20PAQ%20Program/Lists/AFPC%20PALACE%20Acquire%20PAQ%20Coordinators/AllItems.aspx
Civil Engineer Career Field Pathways Recent Graduate/PAQ Intern Program, Individual Development Plan for PAQ Interns – Installation Level	https://cs2.eis.af.mil/sites/10016/CE%20PAQ%20Program/PAQ%20Program%20Documents/Forms/AllItems.aspx?RootFolder=%2Fsites%2F10016%2FCE%20PAQ%20Program%2FPAQ%20Program%20Documents%2FTraining%20and%20Development&View=%7B35687052%2D66CD%2D4663%2DA7B7%2DC1CEF090FF2C%7D
Community Planner PAQ Training Plan	https://cs2.eis.af.mil/sites/10016/CE%20PAQ%20Program/PAQ%20Program%20Documents/Forms/AllItems.aspx?RootFolder=%2Fsites%2F10016%2FCE%20PAQ%20Program%2FPAQ%20Program%20Documents%2FTraining%20and%20Development%2FTraining%20Plans&FolderCTID=0x012000E31BF4BF243A2142870CAF2C8F99CA5C&View=%7B35687052%2D66CD%2D4663%2DA7B7%2DC1CEF090FF2C%7D
Acquisition Professional Development Program (APDP) Resources	
ACQ Now	Requesting APDP Certification https://www.atrrs.army.mil/channels/acqnowcert/approval/logon.aspx Continuous Learning Events https://www.atrrs.army.mil/channels/acqnowcl/default.asp?page=main.asp Acquisition Coding Training Reporting https://acqnow.atrrs.army.mil
AF Acquisitions Website	http://ww3.safaq.hq.af.mil/career/index.asp

AF Portal	Log into AF.mil and then visit the following links: APDP Continuous Learning Guidelines: https://www.my.af.mil/gcss-af/USAF/content/cl_activities SAF/AQH APDP Page: https://www.my.af.mil/gcss-af/USAF/site/ACQUISITION/Career
ATTRS	Register for DAU Training: https://www.atrrs.army.mil/channels/acqnow/
CE Career Field Team	Acquisition Coding Policy Guidance: Questions: contact the CE CFT at AFPC.DP2ZD.CEAcqCoding@us.af.mil
Defense Acquisition University	https://www.dau.edu/ DAU iCatalog http://icatalog.Dau.Mil/ Find APDP Certification Requirements: http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx
Career Development and Progression Resources	
CE Career Field Team (CFT) SharePoint	https://cs2.eis.af.mil/sites/10016/default.aspx Includes information on Civilian Development Education, Tuition Assistance, Recruitment/Retention, the Key Career Position Program, Mentoring/Vectoring, Policies, Memos and Guidance, Acquisition Coding, etc. Questions: contact the CE CFT at afpc.ce.cft@us.af.mil or DSN 665-2666/COMM 210-565-2666
CE Civilian Career Field Page	https://cs2.eis.af.mil/sites/10041/gscareerfield/Pages/default.aspx
eOPF	https://gum-crm.csd.disa.mil/app/answers/detail/a_id/18790/p/1,2 View Your Electronic Official Personnel File
Individual Development Plan Resource Guide	https://www.airman.af.mil/Portals/17/002%20All%20Products/004%20Benchmarks/004_OrganizationsInputs/AMC/AMC_Individual_Development_Plan_Resource_Guide_v4.pdf?ver=2016-07-01-112805-277
MyBiz	https://compo.dcpds.cpms.osd.mil/ Database for civilians that includes career brief with information on duty history, previous education and training

myPers Civilian Force Development Home Page	https://mypers.af.mil/app/home Force Development: https://mypers.af.mil/app/categories/p/2/c/549/p/2/c/549 Discussion forums and links to online resources, to include books and courses Annual CDE Nomination Data Call: https://mypers.af.mil/app/answers/detail/a_id/13085
MyVector	https://myvector.us.af.mil/myvector - Build resume in MyVector - CDE applications, Info on Civilian Strategic Leader Program - Discussion forums, links to online books - Information on mentoring, career planning and more

References	
Number	**Title**
32 CFR 989	*Environmental Impact Analysis Process* https://www.gpo.gov
AFI 32-1015	*Integrated Installation Planning* https://static.e-publishing.af.mil/production/1/saf_ie/publication/afi90-2001/afi90-2001.pdf
AFI 32-1020	*Planning and Programming Built Infrastructure* https://static.e-publishing.af.mil/production/1/af_a4/publication/afi32-1020/afi32-1020.pdf
AFI 36-130	*Civilian Career and Developmental Programs* https://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-130/afi36-130.pdf
AFI 36-401	*Civilian Training, Education and Professional Development* http://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-401/afi36- 401.pdf
AFI 36-1001	*Managing the Civilian Performance Program* http://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-1001/afi36- 1001.pdf
AFI 36-1004	*The Air Force Civilian Recognition Program* http://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-1004/afi36- 1004.pdf
AFI 36-2651	*Air Force Training Program* https://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2651/afi36-2651.pdf
AFI 36-2301	*Developmental Education* http://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2301/afi36- 2301.pdf
AFI 90-2001	*Mission Sustainment* https://static.e-publishing.af.mil/production/1/saf_ie/publication/afi90-2001/afi90-2001.pdf

AFMAN 36-2643	*Air Force Mentoring Program* http://static.e-publishing.af.mil/production/1/af_a1/publication/afman36-2643/afman36-2643.pdf
AFMAN 36-606	*Civilian Career Field Management and Development* http://static.e-publishing.af.mil/production/1/af_a1/publication/afman36-606/afman36-606.pdf

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Attachment 1: Individual Development Plan

INDIVIDUAL DEVELOPMENT PLAN					
Employee Name	Series	Grade	Position Title	Organizational Element	Supervisor's Name
Section I - CAREER GOALS					
Short-Term Goals (1-2 Years)			*Long-Term Goals (2-5 years)*		
Section II - INDIVIDUAL DEVELOPMENT PLAN (Completed by Supervisor & Employee)					
Competencies (KSAs) needed to reach goal		Developmental Assignments, etc., including target completion dates.		Other Activities	

INDIVIDUAL DEVELOPMENT PLAN

Section III - Training and Accomplishment Schedule

Remarks	Formal Training (e.g. interagency, out-of-agency, private sector, correspondence, etc.)	Projected Cost	Target Completed Date	Actual Completed Date
Remarks	Continuing Education	Projected Cost	Target Completed Date	Actual Completed Date
Remarks	Training for Acquisition Coded Positions	Projected Cost	Target Completed Date	Actual Completed Date
_____ _____ Employee's signature Date	_____ _____ Employee's Supervisor's signature Date	Note: This IDP is subject to change depending on availability of funds, courses, and candidate's requirements.		