

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



AIR FORCE INSTRUCTION 36-401

31 MAY 2018

**KEESLER AIR FORCE BASE
Supplement**

18 JUNE 2019

Personnel

**CIVILIAN TRAINING, EDUCATION,
AND PROFESSIONAL DEVELOPMENT**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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

RELEASABILITY: There are no reliability restrictions on this publication.

OPR: AF/A1DI

Certified by: SAF/MR
(Mr. Daniel R. Sitterly)

Supersedes: AFI36-401, 28 June 2002

Pages: 35

OPR: 81 MSG/DD

Certified by: 81 MSG/CC
(Col Marcia L. Quigley)

Pages: 35

This publication implements Air Force Policy Directive (AFPD) 36-26, *Total Force Development*. In collaboration with the Chief of Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) develops personnel policy for civilian training, education, and professional development programs. This publication applies to all Air Force activities, including appropriated fund (Title 5), Air National Guard (Title 5), Air Force Reserve (Title 5), Defense Civilian Intelligence Personnel System (Title 10), non-appropriated fund civilians, and all supervisors and managers of appropriated fund and/or non-appropriated fund civilians; excluding Air National Guard (Title 32) civilians. It provides the objectives, requirements, and assigned responsibilities for the conduct and administration of training, education, and professional development for appropriated fund and non-appropriated fund civilians. It is used according to Title 5 United States Code Section 4118 by management of civilian training functions for appropriated fund and non-appropriated fund civilians. It establishes Air Force (AF) guidance for determining needs; validating requirements; financial planning; obtaining resources; and evaluating, documenting, and reporting training. This

publication may be supplemented at any level; Major Command supplements must be approved by the Human Resource Management Strategic Board prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility using the Air Force Form 847, *Recommendation for Change of Publication*; route Air Force Forms 847 from the field through the appropriate functional chain of command. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See Air Force Instruction 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor’s commander for non-tiered compliance items. This publication requires collecting and maintaining information protected by the Privacy Act of 1974 in accordance with Air Force Instruction 33-332, *Air Force Privacy and Civil Liberties Program*. Authorities to collect and maintain are by Title 5 United States Code Section 4118, Title 5 United States Code Section 552a, Title 10 United States Code Section 8013. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

(KEESLERAFB) This instruction implements Air Force Policy Directive (AFPD) 36-26, *Total Force Development*; DoDI 1400.25, Volume 250, *DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning* (SHCP); DoDI 1400.25, Volume 410, *Training, Education and Professional Development*; and DoDI 1430.16, *Growing Civilian Leaders*; AFI 36-401, *Civilian Training, Education, and Professional Development*; and AFH 36-2643, *Air Force Mentoring Program*, AFI 36-2656 *Developmental Education*, and provides guidelines for the objectives and assigned responsibilities for the conduct of training and development for appropriated and non-appropriated fund civilian employees. It gives local guidance for determining needs; validating requirements; planning; resources; and evaluating, documenting, and reporting training. This publication applies to all civilian personnel assigned or attached to the 81st Training Wing (81 TRW). This publication applies to all Air Force activities, including US Air Force Reserve (USAFR) units and used according to Title 5 U.S.C. 4118 by management, civilian training functions, and appropriated and non-appropriated fund civilian employees. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change Publication*. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. **Attachment 1-** Glossary of References and Supporting Information.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include a title change from Employee Training and Development to Civilian Training, Education, and Professional Development. This publication outlines in detail, current authorities and responsibilities and adds Tier waiver authorities.

Chapter 1— AUTHORITIES AND RESPONSIBILITIES	5
1.1. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1).	5
1.2. Directorate of Force Development (AF/A1D).	5
1.3. Force Development Integration Division (AF/A1DI).	5
1.4. Resource Integration Division (AF/A1XY).	5
1.5. Force Support Professional Development School (FSPDS).	6
1.6. Civilian Leadership Development & MAJCOM Training Branch (AFPC/DP2LC).	6
1.7. Career Field Teams.	7
1.8. Major Commands/A1, Field Operating Agencies, and Direct Reporting Units	7
1.9. Installation Commander (Installation/CC) or Designated Official.	9
1.10. Force Support Squadron Commander (FSS/CC)..	9
1.11. Force Development Flight Chief or Designated Official (FSS/FSD).	9
1.12. Employee Development Specialist.	9
1.13. Education and Training Office Section (FSS/FSDE).	10
1.14. Civilian Personnel Section.	10
1.15. Commander/Director.	10
1.16. Manager and/or Supervisor.	10
1.17. Civilian Employee.	12
Chapter 2— CIVILIAN TRAINING, EDUCATION, AND PROFESSIONAL DEVELOPMENT PROGRAMS	14
2.1. Overview.	14
2.2. Functional/Occupational Training.	14
Table 2.1. Training Categories.	15
2.3. Civilian Education.	16
2.4. Civilian Developmental Education Program.	16
2.5. Civilian Academic Degree Program.	17
2.6. Standard Form 182, Authorization, Agreement and Certification of Training.	17

2.7.	Continued Service Agreement.	17
Chapter 3— TRAINING SOURCES		18
3.1.	Authorities.	18
3.2.	Organic Training.....	18
3.3.	Vendor Training.	18
3.4.	Long-Term Full-Time Training.	19
3.5.	Conferences. (T-0).....	19
3.6.	Mandatory Training. (T-0).....	20
3.7.	Other Mandatory Training. (T-0)	20
Chapter 4— FINANCIAL RESOURCE MANAGEMENT OF TRAINING FUNDS		21
4.1.	Resource Management.	21
4.2.	Use of Government Purchase Card for Education and Training.....	21
Chapter 5— GENERAL (KEESLERAFB)		23
5.1.	Civilian Development Program	23
5.2.	Commanders/Superintendents/Supervisors will:	23
Chapter 6— KEESLER’S CIVILIAN DEVELOPMENT (KEESLERAFB)		24
6.1.	Keesler’s Civilian Development Work Group.....	24
6.2.	Employees (Appropriated and Non-Appropriated Fund):	24
Chapter 7— CDWG RESPONSIBILITIES (KEESLERAFB)		26
7.1.	CDWG Chair/Co-Chair.	26
7.2.	CDWG Members:	26
Chapter 8— TRAINING (KEESLERAFB)		27
8.1.	Training Support.....	27
8.2.	Civilian Development Training.	27
8.3.	Mentorship.....	28
8.4.	Management Training Committee (MTC).....	29
Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION		30

Chapter 1

AUTHORITIES AND RESPONSIBILITIES

1.1. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1). Develops, coordinates and executes personnel policy and approves essential guidance for the management of civilian training, education, and professional development programs.

1.2. Directorate of Force Development (AF/A1D).

1.2.1. Establishes civilian training, education, and professional development policy. Policy is developed based on valid requirements specified by the Office of Personnel Management, Department of Defense (DoD) and related AF directives.

1.2.2. Administers the Civilian Force Development Panel.

1.3. Force Development Integration Division (AF/A1DI).

1.3.1. Formulates plans of action, administrative controls, and program requirements applicable AF-wide for civilian training, education, and professional development programs.

1.3.2. Ensures the AF short and long-range civilian training, education, and professional development needs are determined in accordance with Air Force Policy Directive 36-26, *Total Force Development*, Air Force Instruction 36-2640, *Executing Total Force Development*, Air Force Manual 36-2647, *Institutional Competency Development and Management*, and Air Force Manual 36-606, *Civilian Career Field Management and Development*.

1.3.3. Reviews and approves AF-wide civilian training, education, professional and leadership development courses or programs for supervisors, managers, and the Senior Executive Service.

1.3.4. Assists in the evaluation of the AF civilian development function for mission accomplishment, quality and quantity standards, procedural, policy and regulatory compliance and technical competence.

1.3.5. Recommends civilian training, education, and professional development policies for appropriated fund and non-appropriated fund personnel.

1.3.6. Recommends modifications and initiates revisions to civilian personnel data system and initiates revisions to the AF civilian training input system.

1.3.7. Collaborates with Air Force Personnel Center, Air Force Personnel Operations Agency, Civilian Force Management Directorate (AF/A1C), Plans and Integration (AF/A1X), and Force Support Professional Development School personnel on resources and the design, implementation, and maintenance of learning management systems (e.g. Defense Civilian Personnel Data System, Civilian Automated Training Input Program).

1.4. Resource Integration Division (AF/A1XY).

1.4.1. Serves as the program element manager for all program element codes assigned to Personnel & Training programs which includes program element code 88751F, *Civilian Education and Training*.

1.4.2. Ensures program funding, advocates for unfunded requirements, executes funding distribution, and manages reallocations and program execution. Responsible for outlining projected execution/budget line (annual & Five Year Defense Plan) to include end strength,

work years (Central Salary Account) and program element code 88751F (non-Central Salary Account). Advises and provides feedback on all program element code 88751F related funding issues to leadership.

1.5. Force Support Professional Development School (FSPDS).

1.5.1. Provides initial and continuing civilian training, education, and professional development courses for the civilian workforce that will increase an individual's proficiency level of AF institutional competencies and accomplish the AF mission.

1.5.2. Develops and manages an accredited undergraduate degree focused on Air Force Leadership and Management studies as it relates to the civilian workforce.

1.5.3. Faculty will provide academic research based on criteria established by Civilian Force Development Panel to provide insight into future development needs of civilians (T-1).

1.5.4. Executes and maintains the virtual Force Development Center according to civilian training, education, and professional development policies and criteria provided by AF/A1DI.

1.6. Civilian Leadership Development & MAJCOM Training Branch (AFPC/DP2LC). Provides operational support for civilian training, education, and professional development activities as follows:

1.6.1. Civilian Leadership Development & Education Section (AFPC/DP2LCE).

1.6.1.1. Ensures all request for training, education and professional development submitted for non-Defense Acquisition Workforce Improvement Act civilian employees GS-15 and below (or equivalent) complies with all statutory and regulatory guidance. This is accomplished by reviewing and adjudicating the SF 182 received from career field teams.

1.6.1.2. Provides operational support to various AF civilian training, education, and professional development programs for individuals assigned to career program positions covered by Air Force Personnel Center career field teams. Refer to Air Force Instruction 36-601, *Air Force Civilian Career Program Management*, and Air Force Manual 36-606, *Civilian Career Field Management and Development*, for further information on career programs.

1.6.1.3. Provides operational support for AF civilian tuition assistance.

1.6.1.4. Administers and manages the Civilian Developmental Education programs.

1.6.1.5. Screens program requirements prescribed by higher headquarters (e.g. DoD, AF/A1DI, OPM, etc.) and convenes a committee to select nominees for Professional Military Education programs, experiential programs and applicable professional development, fellowship, and academic degree programs.

1.6.1.6. Recommends decisions regarding waivers for Continued Service Agreement obligations for individuals that attended civilian training, education, and professional development activities funded by program element code 88751F to the Director of Personnel Operations (AFPC/DP2).

1.6.1.7. Ensures major commands and force development flights are kept advised of processes to receive, review, and adjudicate requests for training from outside of AF-wide

civilian leadership and/or institutional training catalogs to include processes to forward out-of-catalog leadership and/or institutional training requirements to AF/A1DI.

1.6.2. MAJCOM Functional Training Section (AFPC/DP2LCF).

1.6.2.1. Provides program oversight and guidance of functional/occupational training funded by program element code 88751F to major commands, field operating agencies, direct reporting units, and force development flights.

1.6.2.2. Establishes centrally-developed processes for quality control, standardization, and metrics to determine effective execution of program element code 88751F resources and reports to leadership, as required.

1.6.2.3. Implements annual training needs assessment data call, and then reviews and validates the training submissions.

1.6.2.4. Ensures employee development specialists are notified to submit management training committee approved annual installation training plan rankings via the AF training input system and have the annual installation training plan on file, by suspense date of each year.

1.6.2.5. Approves or disapproves training submissions. If training is disapproved, provides rationale and comments in the approved AF training input system.

1.6.2.6. Recommends major commands/installation, field operating agencies, and direct reporting units initial distribution allocations based on approved requirements.

1.6.2.7. Consolidates training requirements and provides results to AF/A1DI and AF/A1XY.

1.6.2.8. Tracks and monitors program element code 88751F funds.

1.6.2.9. Utilizes financial reports and approved AF training input system to ensure training program is executing as planned to meet training needs.

1.6.2.10. May reallocate funds within major commands, as needed.

1.7. Career Field Teams.

1.7.1. Assists their career field in the identification and validation of functional/occupational training requirements using Joint Publication 1-0, *Joint Personnel Support* and AF competency-based workforce doctrine *Annex 1-1 - Force Development*.

1.7.2. Reviews their career fields' competency submission according to requirements included in their respective career field roadmaps and makes updates as appropriate using AF competency-based workforce doctrine, annually.

1.7.3. Advocates and informs major commands of functional/occupational training, development, and educational opportunities AF-wide.

1.7.4. Submits centrally-managed training, education, and professional development requirements into AF training input system.

1.7.5. Executes leadership and development training.

1.8. Major Commands/A1, Field Operating Agencies, and Direct Reporting Units .

1.8.1. Appoints a liaison to integrate command-wide and directorate functional/occupational specific civilian training, education, and professional development programs. The liaison duties are as followed:

1.8.1.1. Identifies and assesses functional/occupational-specific training programs and/or organizational requirements using career field roadmaps as a baseline.

1.8.1.2. Ensures functional/occupational and/or directorate programs, projects, and system managers identify training and development needs for submission of major commands/field operating agencies/direct reporting units-wide training requirements in AF training input system.

1.8.1.3. Coordinates with directorate programming and/or budgeting managers, installation functional counterparts, and AFPC/ DP2LCF for the resources required (e.g. funding, quotas, equipment, facilities, manpower, course development, course materials) for initial and/or new major command-wide training requirements for their functional workforce.

1.8.1.4. Ensures subordinate organizations owned (e.g. organic) training courses are designed, delivered, and maintained in accordance with Instructional System Design principles.

1.8.1.5. Reviews subordinate organizations' ancillary training completion statistics and data at least quarterly.

1.8.1.6. Disseminates information command-wide of civilian training, education, and professional development programs.

1.8.1.7. Reviews and provides recommendations on requests for waiver of Continued Service Agreement obligations for individuals receiving major command-funded training.

1.8.1.8. Receives, reviews and provides recommendations on training requests costing more than \$100,000 and sends approvals with supporting documentation to AF/A1DI.

1.8.1.9. Provides advisory services to leadership and functional managers regarding the identification of functional/occupational training, education, and professional development requirements using AF competency-based workforce doctrine and career field team roadmaps.

1.8.1.10. Provides policy guidance and strategic advice to major command directorates and force development flights for all civilian training, to include Civilian Developmental Education, civilian participation in Professional Military Education, on-the-job-training, supervisory and manager training, leadership training, Advanced Distributed Learning, competency-based workforce doctrine, and off-duty self-development programs.

1.8.1.11. Coordinates AF formal schools quota management (including "no-shows") for requirements identified in AF training input system and quota sub-allocation to force development flights for student identification/confirmation.

1.8.1.12. Ensures a justification memo is received from force development flight and/or organizations in cases of formal school quota cancellation less than 45 calendar days from course start date and no-shows. Memo must be from student's commander and describe reasons for cancellation and failure to identify suitable alternate student (T-3).

1.8.1.13. Ensures MAJCOM/A1 leadership and/or field operating agencies/direct reporting unit command section is notified via email of all formal school cancellations received less than 45 calendar days from course start date and all formal school no-shows.

1.8.1.14. Provides advisory and planning services relating to functionally-owned training programs to force development flights and functional organizations/units.

1.8.1.15. Publicizes and distributes information received from:

1.8.1.15.1. SAF/AQH and Acquisition Training Office regarding Acquisition Professional Development Program.

1.8.1.15.2. Force Management and Readiness Division (AF/A2DF) policy regarding the Defense Civilian Intelligence Personnel System Intern Program, to include tuition assistance funded through the National Intelligence Program.

1.9. Installation Commander (Installation/CC) or Designated Official.

1.9.1. Stays aware of civilian training, education, and professional development programs.

1.9.2. Charters the management training committee and appoints management training committee chairperson.

1.9.3. Approves annual installation training plan developed by the management training committee for execution of program element code 88751F funds.

1.10. Force Support Squadron Commander (FSS/CC).

1.10.1. Appoints the Force Development Flight Chief or designated official to work directly with the management training committee for the administration and execution of training funds.

1.10.2. Appoints the Government Purchase Card cardholder for program element code 88751F.

1.10.3. Receives a status of training funds and requirements on a monthly basis.

1.11. Force Development Flight Chief or Designated Official (FSS/FSD).

1.11.1. Designates an employee development specialist to administer local training, education, and professional development program.

1.11.2. Ensures that procedures are in place to screen incoming or outgoing personnel for any Continued Service Agreement obligations.

1.12. Employee Development Specialist.

1.12.1. Monitors compliance and data system accuracy of civilian employees' training, education, and professional development programs.

1.12.2. Reviews and approves or disapproves all requests for functional/occupational training according to statutory, legal, and administrative requirements, regardless of funding source, and documents Standard Form 182 for civilian employees only.

1.12.3. Ensures units are aware that competitive procedures are required to be used in selecting civilians for training, education, and professional development at the local level that are not a part of mandatory training requirements for the position held by the individual.

1.12.4. Assists supervisors in developing, approving, and monitoring formal training plans.

1.12.5. Provides appropriate Continued Service Agreement or training agreement to civilian employees to complete prior to attending training, education, and professional development activity which requires subject form, if applicable.

1.12.6. Reviews, collects, and consolidates functional/occupational training requirements when requested by AFPC/ DP2LCF during annual training needs assessment data call.

1.12.7. Reconciles training requirements via the AF training input system to track execution of program element code 88751F at the installation.

1.12.8. Prepares and briefs prior year execution and preliminary budget to management training committee.

1.12.9. Ensures annual installation training plan and installation training guide have been approved by installation commander or designated official and on file by approved suspense date each year.

1.13. Education and Training Office Section (FSS/FSDE). Provides advice and counseling to civilians regarding civilian training, education, and professional development programs.

1.14. Civilian Personnel Section.

1.14.1. Provides all new civilian employees an in-processing checklist, which should include mandatory and applicable ancillary training.

1.14.2. Provides employee development specialist a roster of newly appointed civilians and supervisors or managers of civilians to ensure New Employee Orientation and mandatory supervisor and manager training is completed by required time-frame.

1.14.3. Reviews out-processing checklist for unfulfilled Continued Service Agreements and notifies employee development specialist of any service obligation not met by the civilian employee.

1.15. Commander/Director.

1.15.1. Identifies a civilian training focal point, if there are civilians under their purview. It is recommended to utilize the unit training manager for consistent oversight of the unit's training, education, and professional development programs.

1.15.2. Receives a status of training briefing, quarterly (**T-3**).

1.16. Manager and/or Supervisor.

1.16.1. Ensures civilians employees are made aware of training, education, and professional development programs and requirements.

1.16.2. Collaborates with installation employee development specialist to ensure all organizational and functional/occupational training requirements have been identified during the annual training needs assessment data call for respective civilians.

1.16.3. Fosters a learning culture that provides opportunities for continuous training, education, and professional development.

1.16.4. Utilizes career field roadmaps and competency-based guidance to evaluate and identify subordinates mission-related functional/occupational training needs. For Defense Acquisition Workforce Improvement Act acquisition workforce, the most up to date information can be accessed at <https://www.my.af.mil/gcss-af/USAF/site/ACQUISITION/Career>, to determine required acquisition training.

1.16.5. Ensures affirmative employment programs are considered when identifying training, education, and professional development needs.

1.16.6. Prepares required Standard Form 182 documentation when submitting subordinate training requests. For Acquisition Professional Development Program, supervisors should follow processes in detail on the Acquisition Functional area on the Air Force Portal.

1.16.7. In partnership with civilian employees under their purview, reviews, discusses, and maintains the individual development plans. The plan documents the employee's short and long-range career goals, specific competencies, knowledge, skills and abilities necessary to meet current objectives and training, education, and professional development activities used to develop the desired competencies (T-0).

1.16.8. Assists respective chain of command in determining if government or vendor-supplied symposiums, conferences, and meetings require AF-tiered approval process.

1.16.9. Informs civilians of their responsibilities to accomplish training.

1.16.10. Ensures civilians are scheduled and released to complete mandatory training:

1.16.10.1. New Employee Orientation accomplished within 90 days of employment.

1.16.10.2. Ancillary training, as required, within required time-frame.

1.16.10.3. New supervisor and/or manager training within 1 year of an appointment to a supervisory or managerial position and completes experienced training every 3 years, thereafter.

1.16.11. Initiates, develops, and submits formal training plans within the first 30 days of the assignment for worker-trainee and intern programs to force development flights and uses plan for periodic feedback sessions in conjunction with annual performance appraisal.

1.16.12. Follows merit procedures to select and/or nominate civilians for training, education, and professional development assignments that may serve to enhance promotional opportunities.

1.16.13. Enrolls and completes required mandatory supervisor or manager training courses within 1 year of an appointment to a supervisory or managerial position and complete experienced training every 3 years, thereafter.

1.16.14. Based upon program funding source, ensures installation employee development specialist or Air Force Personnel Center receives completed Continued Service Agreement from civilian employees prior to the start of Continued Service Agreement-required training for personnel record to be updated.

1.16.15. Notifies installation employee development specialist when a civilian employee cannot attend scheduled and approved training.

1.16.16. Ensures long-term full-time training participants notify the employee development specialist of their return to duty between terms, if applicable.

1.16.17. When requested by employee development specialist, assist in notifying a civilian of his/her reimbursement responsibility as a result of his/her failing to attend and/or completing an approved training, education, and professional development activity or tuition assistance approved course.

1.16.18. Mentors and encourages civilians to apply for training, education, and professional development programs and participate in self-development/mentorship opportunities.

1.17. Civilian Employee.

1.17.1. Maintains the necessary competencies to accomplish duties within the assigned position and help the AF meet its mission.

1.17.2. Assumes active responsibility for self-development and training through drafting an individual development plan in collaboration with their respective supervisor and maintains it on an annual basis to ensure the plan remains current **(T-0)**.

1.17.3. Identifies training needed to improve individual and organizational performance and identifies methods to meet those needs, effectively and efficiently.

1.17.4. Requests training, when necessary, from supervisor and/or manager to initiate Standard Form 182 submission, if applicable.

1.17.5. Completes all training, education, and professional development activities and applies training **(T-0)**.

1.17.5.1. Completes New Employee Orientation within 90 days of initial appointment (T-0).

1.17.5.2. Accomplishes required ancillary training and maintains currency (T-0).

1.17.5.3. If applicable, completes New Supervisor and/or Manager training within 1 year of an appointment to a supervisory or managerial position and completes experienced training every 3 years, thereafter (T-0).

1.17.5.4. Attends and participates at approved, scheduled and/or mandatory training, education, and professional development activities.

1.17.5.5. Ensures personnel record reflects current training, education, and professional development accomplishments and completions.

1.17.5.6. Applies training by sharing knowledge gained from such training, education, and professional development activities with co-workers and assists in training, education, and professional development of other civilians when requested.

1.17.6. When required, signs a Continued Service Agreement or training agreement, prior to attending training, education, and professional development activity; which requires subject form.

1.17.6.1. Fulfills Continued Service Agreement or training agreement (T-0).

1.17.7. Notifies supervisor, as soon as possible, when unable to attend an approved, scheduled and/or mandatory training, education, and professional development event.

1.17.8. If unsuccessful completion of training, education, and professional development activity, with a signed agreement on file, individual may be required to pay the AF for expenses incurred associated with the training, education, and professional development activity (except pay or other compensation). Proceeds to request a waiver or reconsideration of the requested recovery amount to the office processing the repayment of the individual to the AF **(T-0)**.

Chapter 2

CIVILIAN TRAINING, EDUCATION, AND PROFESSIONAL DEVELOPMENT PROGRAMS

2.1. Overview. AF civilian training, education, and professional development programs use a variety of guides, assessments and forms in processing, validating, planning, financing, and accomplishing civilian training. Employee development specialists, supervisors, managers, and civilian employees evaluate job specifications, future changes to work methods, or individual employee job-related development either in the current or future tense.

2.2. Functional/Occupational Training.

2.2.1. Installation Training Guide. Provides clear guidance for installations, so that training is administered consistently and efficiently. Due to unique local requirements, functional/occupational training and/or local training/development, the employee development specialist develops the installation training guide to provide specific guidance relating to local training program administration.

2.2.2. Annual Training Needs Assessment. Captures critical training, education, and professional development needs of civilians across the AF for program element code 88751F for a given fiscal year. Supervisor(s) project fiscal year training requirements and obtain respective unit commander's approval prior to submitting to the local employee development specialist to submit via the AF training input system.

2.2.3. Annual Installation Training Plan. Documents approved civilian functional training requirements for program element code 88751F for a given fiscal year. The annual installation training plan documents priority and base ranking of each requirement, as well as governing directive and associated resource requirements. It provides employee development specialist(s), supervisor(s), manager(s), and civilian employee(s) with the information to determine how well a specific training course or program has met its objectives (T-0).

2.2.4. Prioritizing Training Needs. Once training needs have been properly determined, they need to be assigned a priority or rank. Determination of training priorities is a critical judgment process accomplished by managers and supervisors. Civilian training is categorized according to the appropriate priority as defined in [Table 2.1](#).

Table 2.1. Training Categories.

Categories	Definition of Categories
Priority 1	Required by Public Law, Executive Order, DoD Directive (to include Occupational Certification ¹ & Licensing ² , as defined in position description as a condition for continued employment). Priority Indicator classified as “Critical/Mandated” (T-0)
Priority 2	Maintains/develops critical occupational/functional competencies identified by Air Force publications. Priority Indicator classified as “Essential” (T-3)
Priority 3	Maintains/develops critical occupational/functional competencies as directed or identified by AF MAJCOM (e.g. publications, memorandum, etc.). Priority Indicator classified as “Recommended” (T-3)
Priority 4	Maintains/develops critical occupational/functional competencies as directed or identified by AF Installation (i.e. publications, memorandum, etc.). Priority Indicator classified as “Recommended” (T-3)
<p>Notes:</p> <p>1. Certification: The recognition to individuals who have met predetermined qualifications set by a government agency, an industry, or a profession. There are some positions where specific qualifications are required because a person cannot perform successfully in the position without such qualifications. These can include requirements for Federal or State license or certification. When individuals are required to renew such licensure/certification, and are performing at a satisfactory level, it is appropriate to submit the requirement during the annual Data Call. To be considered and/or valid, it must be identified on the position description and/or enforced as a condition of employment (T-0).</p> <p>2. Licensing: The process by which an agency of the government (Federal, State, or local) grants permission to an individual to engage in a given occupation upon finding that the applicant has attained the minimal degree of competency (T-0).</p>	

2.3. Civilian Education.

2.3.1. Civilian Tuition Assistance Program. The program is designed to benefit AF mission and applies to self-development education courses that civilians desire to attend on a voluntary off-duty basis, regardless of funding source. To be acceptable the coursework must be from an institution that is accredited by a regional, national, or specialized accrediting body recognized by the U.S. Department of Education (T-0). The program will pay tuition, laboratory and other instructional fees (T-1). This program includes coursework in post-secondary education including an associate, a bachelor, a master, or a doctoral degree. Civilian Tuition Assistance Program is subject to the availability of funds for appropriated fund civilians. This program does not apply to the following:

2.3.1.1. Civilian employees covered by Air Force Instruction 36-602, *Civilian Intern Programs*.

2.3.1.2. Non-appropriated fund civilians covered by Air Force Manual 34-310, *Nonappropriated Fund Personnel Program Management and Administration Procedures*.

2.3.1.3. Tuition assistance for the Acquisition Workforce. Tuition assistance for Acquisition coded civilian employees is governed by the SAF/AQH policy within the Acquisition Functional area on the Air Force Portal <https://www.my.af.mil/gcss-af/USAF/site/ACQUISITION/Career>.

2.3.1.4. Tuition assistance for Defense Civilian Intelligence Personnel System Intern program participants. Assistance for training and education within the Defense Civilian Intelligence Personnel System Intern program is based on funds availability within the National Intelligence Program.

2.3.1.5. Local National civilians.

2.3.1.6. Civilian employees receiving other federal or state tuition subsidies such as Veterans Administration educational benefits, scholarships or grants, etc.

2.3.1.7. Training and education mandated by law, regulation, or agency requirements.

2.3.1.8. Courses at a level lower or equal to a degree already attained by respective civilian.

2.4. Civilian Developmental Education Program. The Air Force Civilian Developmental Education Program is central to the Civilian Continuum of Learning that spans throughout a civilian's professional career. Civilian Developmental Education offers a wide variety of professional development opportunities for civilian's to develop leadership and management competencies in accordance with Air Force Instruction 36-2301, *Developmental Education*, and leadership development programs. Basic Development Education, Intermediate Development Education, and Senior Development Education are the three levels of Civilian Developmental Education. For all levels, career field teams and Developmental Teams provide oversight of personnel development to meet both functional and institutional strategic leadership requirements. Specific program descriptions are posted on the myPers website under Civilian & Employee & Force Development section.

2.5. Civilian Academic Degree Program. A corporate human capital tool providing measurable individual and organizational results to address current and future unique force-shaping and development issues and priorities. Authority is established in accordance with Department of Defense Instruction 1400.25, *Department of Defense Civilian Personnel Management System*, Volume 410, *Training, Education, and Professional Development*, Enclosure 3, Chapter 6, *Academic Degrees*. The program competitively selects and assigns civilians to academic degree training, if all of the following conditions are met:

2.5.1. AF/A1DI determines the training contributes significantly to addressing AF mission, unique force-shaping and development issue(s) to resolve identified competency gaps.

2.5.2. Training is part of a planned, systematic, and coordinated Civilian Developmental Education program linked to accomplishing the AF strategic goals with measurable results in terms of organizational performance (meeting AF goals and objectives).

2.5.3. Training must be accredited by a regional, national, or specialized accrediting body recognized by the U.S. Department of Education (T-0).

2.6. Standard Form 182, Authorization, Agreement and Certification of Training. Used to authorize training of appropriated fund and non-appropriated fund civilians, including direct and indirect costs, for both government and non-government providers. Federally mandated training, as defined on the Standard Form 182, is “mandatory training for all civilians Government-wide”, or in some cases, groups of civilians across Federal agencies and departments. This includes training mandated by Equal Opportunity, Federal statute, or regulation such as information systems security (Title 5 Code of Federal Regulations 930.301-305), ethics (Title 5 Code of Federal Regulations 2638), and training for managers and supervisors (Title 5 Code of Federal Regulations 412.202). It must also be used for all formal training of 8 hours or more and all other training, regardless of length, if costs are involved. Approval of such training is required before enrolling in or making any commitments for training (T-0).

2.7. Continued Service Agreement. Participating in AF-sponsored training may require a civilian employee to agree in writing to continue in service upon training completion. The Continued Service Agreement is a signed agreement between the civilian employee and the AF.

2.7.1. The supervisor, employee development specialist, or AFPC, based upon program funding source, will initiate Continued Service Agreement, secure the student signature before course start date, update civilian personnel data system, and include it in the individual’s electronic Official Personnel Folder upon completion of the training (T-0). A breakout of programs and their Continued Service Agreement requirements can be found on myPers under Civilian > Employee > Force Development.

2.7.2. Determining Continued Service Agreement obligation. Obligation periods are based upon two factors:

2.7.2.1. Training length that exceeds 80 hours.

2.7.2.2. Cost of training including direct (tuition and materials) and indirect costs (travel and per diem).

Chapter 3

TRAINING SOURCES

3.1. Authorities. The *Government Employees Training Act* of 1958 created the framework for agencies to plan, develop, establish, implement, evaluate, and fund training and development programs designed to improve the quality and performance of the workforce. The *Government Employees Training Act* was codified into Title 5 United States Code, Chapter 41, *Training*. Executive Order 12107 (1978) emphasizes the importance of using effective interagency training programs to meet common needs across the government. Title 5, Code of Federal Regulations, Part 410, *Training*, addresses policies and requirements for training in government agencies. Title 5, Code of Federal Regulations, Part 412, *Supervisory, Management, and Executive Development*, addresses executive, management, and supervisory development. The following is the AF implementation guidance regarding training sources:

3.1.1. Training Source Determination.

3.1.1.1. Federal government entities must be the first consideration when determining the source of training. If government entities are unavailable for use as a training source, the effectiveness and efficiency of the provider should be the primary consideration. There are many sources of training that can be considered. The following provides information regarding the most widely used sources but may not be all inclusive (T-1):

3.1.1.1.1. Training sources which discriminate on the basis of race, color, religion, age, sex, national origin or disability may not be used.

3.1.1.1.2. Institutions which have a policy or practice that prevent Reserve Officers' Training Corps units or student Reserve Officers' Training Corps participation, or prevent military recruiting on campus, or access to student directory information, consistent with Title 10 United States Code Section 983; Title 32, Code of Federal Regulation, Part 216, *Military Recruiting and Reserve Officer Training Corps Program Access to Institution of Higher Education*; and Section 549 of fiscal year 2000 National Defense Authorization Act (Public Law 106-65) may not be used (T-0).

3.2. Organic Training.

3.2.1. Organic training programs should be used to complete identified training needs whenever this approach has been validated as the most efficient and effective method of training.

3.2.2. The Air Force Instructional System Design process must be utilized for training development and delivery in accordance with Air Force Instruction 36-2201, *Air Force Training Program* (T-1).

3.3. Vendor Training.

3.3.1. When federal government entities cannot meet a training need, the employee development specialist may arrange training through the local contracting office for a non-government entity (e.g., contractor/vendor) to provide needed training.

3.3.2. Prohibited sources to use as non-government training entities include:

3.3.2.1. Training which teaches or advocates the overthrow of the United States government by force or violence. This prohibition also applies to training provided by a person about whom a proper determination has been made that there is reasonable doubt concerning his or her loyalty to the United States.

3.3.2.2. Training which carries on subversive propaganda, attempting to influence legislation, or participating or interfering in political campaigns on behalf of any candidate for public office.

3.3.2.3. Training which illegally discriminates in the admission or in subsequent treatment of students.

3.3.3. If an academic institution is used as a vendor, the employee development specialist must determine (T-3):

3.3.3.1. That the institution is fully accredited by a regional, national, or specialized accrediting body recognized by the U.S. Department of Education.

3.3.3.2. If the trainee requires a Continued Service Agreement to attend the training.

3.3.3.3. If a series of training is intended, this must be coordinated with the employee development specialist prior to approval of the first course (T-3).

3.4. Long-Term Full-Time Training.

3.4.1. Management-identified, AF mission-related training of more than 120 consecutive duty days through an accredited institution and/or contractor, to meet a unique training, education, and professional development requirement.

3.4.2. Units, with management training committee approval, may select and assign civilians to long-term full-time training.

3.4.3. Employee development specialist reviews long-term full-time training requests and consider only those that are management-identified, mission-related training requests. Long-term full-time training requests for coursework not directly related to stated program purpose will not be approved (T-1).

3.4.4. Long-term full-time training (non-Professional Military Education) is limited to once in a career, regardless of funding source or selection authority.

3.4.5. Upon completion of long-term full-time training, the civilian personnel data system should be properly updated to identify long-term full-time training.

3.5. Conferences. (T-0)

3.5.1. Conferences are considered training when each of the following are met in accordance with AF Supplement to *Department of Defense Conference Guidance*, Version 4.0, dated June 26, 2016:

3.5.1.1. The purpose of the conference is educational or instructional.

3.5.1.2. Most of the conference consists of planned, organized exchanges of information between presenters and audience. Hence, the civilian derives developmental benefits through attending.

3.5.1.3. The content is relevant to improving the civilian's and/or organizational performance.

3.5.2. It is the responsibility of the requestor to know, understand, and follow the current Air Force Conference Guidance policy on conference approval before submitting approval documentation with Standard Form 182 to the employee development specialist for consideration. Air Force Conference Guidance is located at <https://www.my.af.mil/gcss-af/USAF/ep/contentView.do?contentType=EDITORIAL&contentId=cE3494DD0505D75860150806F12A301FB&channelPageId=s6925EC1352A10FB5E044080020E329A9&programId=t330D98A155C5631C0155DABF52170727>.

3.6. Mandatory Training. (T-0)

3.6.1. New Employee Orientation Program. New Employee Orientation program is designed to assist new civilians in adjusting readily to their jobs and work environments via approved AF learning management system within 90 days of hire. Supervisors must release civilians for attendance of appropriate orientations.

3.6.2. Mandatory Supervisor & Manager Training. Supervisor and manager training are required to develop supervisor(s) and manager(s) as part of a comprehensive management succession program. All applicable mandatory supervisor and manager training courses must be completed within one (1) year of appointment to a supervisory or managerial position and experienced training every three (3) years, thereafter in accordance with Title 5, Code of Federal Regulation 412.202.

3.7. Other Mandatory Training. (T-0)

3.7.1. Federally mandated training, as defined on the Standard Form 182 is “mandatory training for all civilians Government-wide”, or in some cases, groups of civilians across Federal agencies and departments.

3.7.2. Due to routine changes of mandated training, it is recommended that civilian(s), supervisor(s), manager(s), employee development specialist and civilian personnel section(s) periodically review Office of Personnel Management, DoD, and AF websites to verify the most current requirements.

Chapter 4

FINANCIAL RESOURCE MANAGEMENT OF TRAINING FUNDS

4.1. Resource Management. The linkage between training forms, training records, and the accounting system is designed to accomplish sound fiscal management and accountability. Training documentation needs to be timely and accurate for reconciliation with the accounting system. Regular review of financial status during the current fiscal year ensures a sound budget execution.

4.1.1. Forecasting. Supervisor(s), manager(s), employee development specialist(s), and appropriate committees should ensure forecasting takes into account all known requirements and that program and operations officials provide the best estimates.

4.1.2. Budget Execution.

4.1.2.1. Executing. In executing current fiscal year budget, employee development specialist should closely monitor funding levels through the appropriate financial system to ensure each quarter's commitments and obligations are in line with their authorized funding authority. Should difficulties in meeting funding limitations arise, the appropriate committees, resource advisors, and key managers should be advised.

4.1.2.2. Initial distribution of funds for program element code 88751F is to allocate funds for approved civilian functional/occupational requirements that have been submitted via the AF training input system during annual training needs assessment data call.

4.2. Use of Government Purchase Card for Education and Training.

4.2.1. The Government Purchase Card may be used to pay for education and training, regardless of funding source, in accordance with Air Force Instruction 64-117, *Air Force Government-Wide Purchase Card (GPC) Program*.

4.2.2. The Government Purchase Card will be used as the payment method for government, non-government, and/or commercial off-the-shelf training and education for an individual event or planned series of the same training event, activity, service, or course material (T-0).

4.2.3. Commercial off-the-shelf training does not include training specifically developed, designed, or produced to meet a requirement unique to an organization and/or program. An Air Force Form 9, *Request for Purchase*, submitted to the local servicing contracting office, is required to purchase training designed specifically to meet the requirement unique to an organization.

4.2.4. In the event the Government Purchase Card is utilized for the purchase of government and/or non-government training that pertains to leadership development courses (defined as "a course with 50% or more of leadership content in the curriculum), the cardholder requests approval to purchase from AF/A1DI (T-1).

4.2.5. Each Government Purchase Card is associated with only one line of accounting. Card holders using Defense Acquisition Workforce Development Fund, Defense Civilian Intelligence Personnel System, and any other funding sources must have a separate card for each program element code (T-0).

4.2.6. To accurately account for funds at locations with multiple commands, work with the local financial service office to establish the most appropriate procedures.

4.2.7. The Government Purchase Card does not replace the Standard Form 182 or other appropriate training forms as either an authorization and/or procurement document. The cardholder must have an approved Standard Form 182 on file prior to contacting a vendor regarding training or education procurement (T-0).

Chapter 5 (Added-KEESLERAFB)

GENERAL

5.1. (KEESLERAFB) Civilian Development Program

5.1.1. (KEESLERAFB) The Civilian Professional Development Program provides developmental opportunities for all GS, NAF, and WG civilian employees assigned to Keesler AFB. The civilian work force requires personal and professional development through education and mentorship, therefore the intent is to develop our civilians through education, training, and experiential opportunities. Keesler's Civilian Professional Development Program helps provide what the Air Force values in leadership for civilians. The program helps communicate expectations, expand opportunities, and synchronize local development activities for civilian Airmen using the resources currently available at Keesler. Civilian development seeks to change the culture of the traditional civilian workforce by helping our civilians self-actualize through personal and professional development using education, training, and mentorship from senior civilians. Civilian Professional Development at Keesler AFB enables our employees to develop their skills and prepare themselves for increased responsibility.

5.2. (KEESLERAFB) Commanders/Superintendents/Supervisors will:

5.2.1. (KEESLERAFB) Create a work environment that encourages commanders and supervisors to develop their civilian employees by using all methods of training and education, including Keesler's Civilian Professional Development Program. Questions concerning type and quality of training offered through the Civilian Professional Development Program are for the Group/Unit Civilian Development Working Group (CDWG) representatives or 81st Mission Support Group Deputy Director (81 MSG/DD) on eligibility, type of training offered, etc. as it relates to developing our civilian work force.

5.2.2. (KEESLERAFB) Supervisors should recommend to the commander, civilian employees who qualify for professional development based on need and their desire to help develop and grow their civilian employees. All civilian professional development training can help grow civilians in need of leadership, management, or supervisory training as an identified requirement in their performance plans.

5.2.3. (KEESLERAFB) Commanders and supervisors should coordinate employee work schedules to ensure civilians identified for professional development are allowed time away from the work center to complete the training.

Chapter 6 (Added-KEESLERAFB)

KEESLER'S CIVILIAN DEVELOPMENT

6.1. (KEESLERAFB) Keesler's Civilian Development Work Group.

6.1.1. **(KEESLERAFB)** The CDWG will ensure program opportunities reach all civilian employees within their respective organization, develop group requirements, and take advantage of seminars, lunch and learns, and classes offered through the Keesler's Professional Development Center (PDC). CDWG members are senior civilians assigned by their commanders from the major organizations assigned to Keesler AFB: 2nd Air Force, 403d Wing (AFRC), 81st Medical Group, 81st Mission Support Group, 81st Training Group, 81st Training Wing Staff Agency, and 85th Engineering Installation Squadron (Tenant).

6.1.2. **(KEESLERAFB)** The CDWG will develop/maintain a charter and establish board members to ensure integrity of the program. Board Chair and Vice-Chair should rotate annually and hold bi-monthly meetings. Board members consist of senior civilians from units assigned at Keesler who participate in the civilian development program. The CDWG will also incorporate its functions/training with Keesler's Total Force Development Council (TFDC) for continuity and support to ensure the focus of the TFDC includes civilians.

6.1.3. **(KEESLERAFB)** The CDWG should help the TFDC design, review, and provide ongoing professional development training. The 81 TRW Career Assistance Advisor will chair the TFDC. Membership is comprised of military and civilian representatives from 2nd AF, 81 TRW, 85 EIS, and 403rd Wing. The objective is to augment PME and civilian professional development through the application of commercial and military leadership tools. The CDWG will use the TFDC operating instruction and monthly schedule to guide civilian employees toward additional education and training opportunities.

6.2. (KEESLERAFB) Employees (Appropriated and Non-Appropriated Fund):

6.2.1. **(KEESLERAFB)** Air Force policy is to provide the training necessary to maximize the efficiency of the work force in the performance of official duties. Civilian employees with valid training needs and who meet the requirements by law, executive order, or regulation are provided the opportunity to participate in training programs without regard to race, sex, color, religion, national origin, age, or disability.

6.2.2. **(KEESLERAFB)** Civilian development is a personal choice based on an individual's desire to seek increased leadership opportunities or professional capabilities. The development expectation is either foundational or targeted development, which is focused on each individual's position, career group/grade, and experience. The Air Force expects all civilian leaders, no matter the development level focus, to complete foundational development at the appropriate time and level.

6.2.3. **(KEESLERAFB)** Civilians are encouraged to use the three avenues for civilian professional development: the PDC, mentorship, and the AF Virtual Force Development Center. The PDC provides classes to help develop competencies in areas such as leading change, leading people, results, business acumen (judgement), building coalitions, enterprise-wide perspective, and fundamental competencies.

6.2.4. **(KEESLERAFB)** The employee's role in their professional development is to assess the competency levels which they currently possess and discover how to further grow and develop. Employees should identify and reflect on their capabilities in relation to job requirements, and discuss their personal capabilities with their supervisor. Together they should review potential developmental **opportunities**; track progress toward goals, capture programs completed, and review personal data.

Chapter 7 (Added-KEESLERAFB)

CDWG RESPONSIBILITIES

7.1. (KEESLERAFB) CDWG Chair/Co-Chair.

7.1.1. **(KEESLERAFB)** Serve as the central focal point for administering the civilian development program and brief all CDWG members on procedures, time, and scheduling/leading the CDWG meetings.

7.1.2. **(KEESLERAFB)** Notify group commanders, group superintendents, and wing staff agencies when training opportunities are available for all civilians. Work with the 81 MSG/DD and the 81 TRW Career Assistance Advisor to schedule events, all calls, or develop the CDWG course schedule.

7.1.3. **(KEESLERAFB)** Task CDWG for senior civilians to help teach, instruct, mentor CDWG courses.

7.1.4. **(KEESLERAFB)** Work with CDWG members to identify facilitators to assist the TFDC in providing training and career development opportunities to improve operating efficiency through the development of officers, enlisted, and civilians, consistent with the needs, interests, and capabilities, to meet present and future mission requirements.

7.1.5. **(KEESLERAFB)** Maintain course syllabus, training materials, and a Civilian Professional Development web page as required.

7.1.6. **(KEESLERAFB)** Help track course attendance, help develop the syllabus, mentor students, organize the facilities, and assign/obtain guest speakers when requested, along with providing periodic updates to Wing and Group leadership.

7.2. (KEESLERAFB) CDWG Members:

7.2.1. **(KEESLERAFB)** Attend/participate in all CDWG meetings, provide input on unit training needs, and help recruit and select facilitators to help support the TFDC program.

7.2.2. **(KEESLERAFB)** Lead and instruct courses (Civilian Orientation, Civilian Symposium, and Civilian Leadership Courses) sponsored by the CDWG. CDWG members will also discuss and mitigate any training discrepancies identified in student surveys prior to scheduling the next course.

7.2.3. **(KEESLERAFB)** The CDWG member instructing/leading a course will develop and maintain the briefing materials (PowerPoint presentations, books, and other course material as required).

7.2.4. **(KEESLERAFB)** Be available to mentor our junior civilians by providing career advice on topics such as developmental education, individual/servant leadership, career field training, etc. in an effort to encourage and cultivate the next generation of civilian leaders.

Chapter 8 (Added-KEESLERAFB)

TRAINING

8.1. (KEESLERAFB) Training Support.

8.1.1. **(KEESLERAFB)** The 81st Force Support Squadron, Force Development Flight Chief, will delegate all responsibilities listed below to the Education Program Administrator.

8.1.2. **(KEESLERAFB)** The Education Program Administrator will be responsible for: synergizing all professional and personal education, training and development (excluding any Formal or Technical Training). They will serve as a key member of the Total Force Development Council (TFDC), synergizing all education which impacts service members and their families. They will widely broadcast the details of all upcoming classes throughout the base populace. Additionally, they will serve as the conduit to Civilian Airmen in their pursuits to bolster their professional and personal development.

8.1.3. **(KEESLERAFB)** Associated responsibilities include: collaborate with various agencies to promote professional development services; conduct a needs assessment for training; oversees development of training curriculum; recruits, assigns, and evaluates instructors and the effectiveness of the training; serves as a primary liaison between internal and external agencies; facilitates Wing nomination processes for civilians to HHQ learning opportunities/courses (excluding any Formal or Technical Training); facilitates Wing inquiries/taskers concerning local professional development opportunities; serves as a key member on the TFDC; recruits faculty to deliver professional development content; maintains extensive calendar on all upcoming training events; widely disseminates class information through various mediums, and stays abreast of professional development opportunities through networking and independent research.

8.2. (KEESLERAFB) Civilian Development Training.

8.2.1. **(KEESLERAFB)** The Civilian Professional Development Program focuses on the foundational/basic and career targeted development of civilian employees. Each course focuses on the individual's experience, position, career group, and grade.

8.2.2. **(KEESLERAFB)** The program helps our civilians develop competencies in areas outside of their normal work environment such as leading themselves, leading people, managing change, communication, business acumen (judgement), building coalitions, enterprise-wide perspective, fundamental competencies, and mission accomplishment. Each course encourages mentorship through personal and professional relationships with other civilians outside of the classroom.

8.2.3. **(KEESLERAFB)** The current civilian professional development program has four primary courses. Each course is taught (excluding the Symposium), lead, and/or mentored by the CDWG. The courses offered for civilian (GS, WG, and NAF) employees are as follows:

8.2.4. **(KEESLERAFB)** Civilian Orientation Course: Provides new employees the opportunity to learn more about: Airmanship/Core Values; Mission; Standards & Discipline, Ethics; Resource/Equipment Management; Cyber/IT; Employee Assistance Program; Benefits; Equal Opportunity; Employee Relations; Individual Development Plans; Appraisal Process; Education Opportunities; Mentorship; and Professional Development. The course is presented monthly and Keesler's civilian leaders (subject matter experts) from the organization responsible for these programs teach each block.

8.2.5. **(KEESLERAFB)** Civilian Symposium: This course provides civilians information about supervising and/or working with enlisted personnel. The students are in a learning environment similar to the enlisted Airmen attending Airmen Leadership School (ALS). The curriculum is corresponding with current ALS lesson plans and ALS and Non-Commissioned Officer Academy instructors and other various subject matter experts teach each block of instruction. To close out the course and celebrate their accomplishment, the class participates in a retreat ceremony led by the ALS Commandant and instructors. Senior civilians from the CDWG mentor the class and teach a block or two as required.

8.2.6. **(KEESLERAFB)** Developing Civilian Leaders Course: This course provides civilians the opportunity to learn different leadership styles to help them identify a leadership style they could embrace/relate to as leaders. The syllabus consists of leadership concepts directly from books on leadership. Some examples include: Start With Why; Seven Habits of Highly Effective People; Emotional Intelligence; Mindful Leader; Leadership and Self Deception: Continuous Process Improvement; and Servant Leadership. Each course is taught by a civilian from within the CDWG who has a passion for the course materials they teach and mentors each class based on their passion for the block of instruction being taught. Courses are scheduled to occur quarterly at Keesler's PDC.

8.3. (KEESLERAFB) Mentorship.

8.3.1. **(KEESLERAFB)** Civilians are encouraged to participate in a mentorship program. Supervisors should also participate in some form of mentorship with subordinate or lower ranking civilians that may work in their respective functional area. Civilians who take time to mentor or be mentored help the Air Force help ensure a successful civilian career. Participation applies to and benefits supervisors, managers, and employees.

8.3.2. **(KEESLERAFB)** Mentorship is a professional relationship in which a person with greater experience and wisdom guides another person to develop both personally and professionally. This relationship helps achieve mission success and motivates our Civilian Airmen to achieve their goals.

8.3.3. **(KEESLERAFB)** Mentoring at Keesler promotes a climate of inclusion that can help foster and develop the diverse strengths, perspectives, and capabilities of all Airmen (Officer, Enlisted, and Civilian). Air Force capabilities and warfighting competencies are enhanced by diversity among its personnel per Air Force Policy Directive (AFPD) 36-70, *Diversity and Inclusion*.

8.3.4. **(KEESLERAFB)** Mentoring in the Air Force is voluntary and uses formal mentoring combined with informal mentoring to help professionally develop Civilian Airmen based on individual needs.

8.3.5. **(KEESLERAFB)** Guidelines for mentoring our Civilian Airmen are found in AFMAN 36-2843, *Air Force Mentoring Program*.

8.4. (KEESLERAFB) Management Training Committee (MTC)

8.4.1. **(KEESLERAFB)** The Civilian Development Working Group (CDWG) will also serve as Keesler's Management Training Committee (MTC). The MTC is a committee of top functional managers responsible for the management of civilian training and development resources.

8.4.2. **(KEESLERAFB)** Organizations Assigned Civilian Training, Education and Development Functions - On behalf of the 81st Training Wing Commander, the civilian personnel officer or designated official works directly with the CDWG for the administration and execution of training funds.

8.4.3. **(KEESLERAFB)** Preparation and Use of The Annual Installation Training Plan (AITP) - The Employee Development Manager/Specialist (EDM/S) will identify the projected fiscal year training requirements for the CDWG use to accomplish the final installation-wide validation of the AITP. CDWG ensures:

8.4.3.1. **(KEESLERAFB)** Requirements represent training needs as indicated by past training activities and anticipated future needs.

8.4.3.2. **(KEESLERAFB)** Priority groupings are proper and any unmet needs resulting from funding restrictions are analyzed.

8.4.3.3. **(KEESLERAFB)** Impact statements are prepared and submitted to the EDM/S for any unmet training needs.

8.4.3.4. **(KEESLERAFB)** Projected training cost estimates are reasonable and sufficient to accommodate predicted expenses.

8.4.3.5. **(KEESLERAFB)** Additions, deletions, and adjustments to training requirements and estimated costs reflect optimum use of resources.

8.4.3.6. **(KEESLERAFB)** After the committee validation process is complete, the AITP is sent to the approving official at the appropriate level.

SHON J. MANASCO
Assistant Secretary of the Air Force
Manpower and Reserve Affairs

(KEESLERAFB)

LANCE C. BURNETT, Colonel, USAF
Vice Commander

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

- (Added-KEESLERAFB)** AFI 36-401, *Civilian Training, Education, and Professional Development*, 31 May 2018
- (Added-KEESLERAFB)** AFPD 36-70, *Diversity and Inclusion*, 16 October 2018
- Air Force Policy Directive (AFPD) 36-26, *Total Force Development*, 22 Dec 2015
- (Added-KEESLERAFB)** AFH 36-2643, *Air Force Mentoring Program*, 17 May 2019
- (Added-KEESLERAFB)** DoDI 1400.25, Volume 250, *DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)*, 7 June 2016
- (Added-KEESLERAFB)** DoDI 1400.25, Volume 410, *Training, Education, and Professional Development*, 25 September 2013
- (Added-KEESLERAFB)** DoDI 1430.16, *Growing Civilian Leaders*, 19 November 2009
- Title 5 United States Code Section 4118
- Air Force Form 847, *Recommendation for Change of Publication*
- Air Force Instruction 33-360, *Publications and Forms Management*, Certified Current with Air Force Guidance Memorandum 15 Feb 2018
- Air Force Instruction 33-332, *Air Force Privacy and Civil Liberties Program*, 12 Jan 2015
- Title 5 United States Code Section 552a
- Title 10 United States Code Section 8013
- Air Force Manual 33-363, *Management of Records*, 1 Mar 2008
- Air Force Instruction 36-2640, *Executing Total Force Development*, 16 Dec 2008, Certified Current 29 Dec 2011
- Air Force Manual 36-2647, *Institutional Competency Development and Management*, 25 Mar 2014
- Air Force Manual 36-606, *Civilian Career Field Management and Development*, 2 May 2016
- Air Force Instruction 36-601, *Air Force Civilian Career Program Management*, 25 Jul 1994
- Joint Publication 1-0, *Joint Personnel Support*, 31 May 2016
- U.S. Air Force Doctrine, *Annex 1-1 - Force Development*, 17 Apr 2017
- Air Force Instruction 36-602, *Civilian Intern Programs*, 25 Jul 1994
- Air Force Manual 34-310, *Nonappropriated Fund Personnel Program Management and Administration Procedures*, 28 Sep 2011
- Air Force Instruction 36-2301, *Developmental Education*, 16 Jul 2010

Department of Defense Instruction 1400.25, *Department of Defense Civilian Personnel Management System*, Volume 410, *Training, Education, and Professional Development*, Enclosure 3, Chapter 6, *Academic Degrees*, 25 Sep 2013

Title 5, Code of Federal Regulations Part 930, *Programs for Specific Positions and Examinations (Miscellaneous)*, current edition

Title 5, Code of Federal Regulations 2638, *Executive Branch Ethics Program*, current edition

Title 5, Code of Federal Regulations Part 412, *Supervisory, Management, and Executive Development*, current edition

Government Employees Training Act of 1958

Title 5 United States Code, Chapter 41, *Training*

Executive Order 12107, *Relating to the Civil Service Commission and labor-management in the Federal Service* 1978

Title 5, Code of Federal Regulations, Part 410, *Training*, current edition

Title 5, Code of Federal Regulations, Part 412, *Supervisory, Management, and Executive Development*, current edition

Title 10 United States Code Section 983

Title 32, Code of Federal Regulation, Part 216, *Military Recruiting and Reserve Officer Training Corps Program Access to Institution of Higher Education*, current edition

Public Law 106-65, Section 549

Air Force Instruction 36-2201, *Air Force Training Program*, 15 Sep 2010, Certified Current with Air Force Guidance Memorandum 9 Feb 2017

Air Force Supplement to *Department of Defense Conference Guidance*, Version 4.0, 26 June 2016

Air Force Instruction 64-117, *Air Force Government-Wide Purchase Card (GPC) Program*, 20 Sep 2011

Adopted Forms

Standard Form 182, *Authorization, Agreement, Certification of Training and Reimbursement, Request for Purchase*

Air Force Form 9, *Request for Purchase*

Air Force Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

(Added-KEESLERAFB) AF—Air Force

(Added-KEESLERAFB) AFI—Air Force Instruction

(Added-KEESLERAFB) AFMAN—Air Force Manual

(Added-KEESLERAFB) AFPD—Air Force Policy Directive

- (Added-KEESLERAFB) **AITP**—Annual Installation Training Plan
- (Added-KEESLERAFB) **ALS**—Airmen Leadership School
- (Added-KEESLERAFB) **AMN**—Airman
- (Added-KEESLERAFB) **CGO**—Company Grade Officer
- (Added-KEESLERAFB) **CDWG**—Civilian Development Working Group
- (Added-KEESLERAFB) **DODI**—Department of Defense Instruction
- (Added-KEESLERAFB) **EDM/S**—Employee Development Manager/Specialist
- (Added-KEESLERAFB) **EIS**—Engineering Installation Squadron
- (Added-KEESLERAFB) **GS**—General Schedule
- (Added-KEESLERAFB) **HHQ**—Higher Head Quarters
- (Added-KEESLERAFB) **MSG**—Mission Support Group
- (Added-KEESLERAFB) **MTC**—Management Training Committee
- (Added-KEESLERAFB) **NAF**—Non-Appropriated Fund
- (Added-KEESLERAFB) **NCO**—Noncommissioned Officer
- (Added-KEESLERAFB) **PDC**—Professional Development Center
- (Added-KEESLERAFB) **PME**—Professional Military Education
- (Added-KEESLERAFB) **TFDC**—Total Force Development Council
- (Added-KEESLERAFB) **TRW**—Training Wing
- (Added-KEESLERAFB) **WG**—Wage Grade
- (Added-KEESLERAFB) **WSA**—Wing Staff Agency

Terms

Advanced Distributed Learning—An evolving, outcomes-focused approach to education, training, and performance aiding that blends standards-based distributed learning models emphasizing reusable content objects, content and learning management systems, performance support systems/devices, web applications services, and connectivity. Advanced Distributed Learning is an evolution of distributed learning (distance learning) that emphasizes collaboration on standards- based versions of reusable objects, networks, and learning management systems, yet may include some legacy methods and media. Advanced Distributed Learning is structured learning that takes place without requiring the physical presence of an instructor. Although the AF uses the term advanced distributed learning, some federal agencies and DoD components may use the term distance learning. These terms refer to the same basic concept.

Annual Installation Training Plan—Management planning document identifying an installation's annual civilian training requirements.

Career Field Managers—The individual within a career field who has been appointed by the Functional Authority and is responsible for the day-to-day management of the career field to include developing and implementing career field policies, providing central oversight for career field education and training, developing career path diagrams, and monitoring career accessions/losses to ensure sufficient manning. Career Field Managers will be O-6/GS-15 or equivalent and most often assigned at Air Force Headquarters but may be located at a Direct Reporting Units, Field Operating Agencies or other geographically separated organization (T-1). In-depth information on Career Field Managers duties and responsibilities may be found at Air Force Instruction 36-2640.

Civilian Automated Training Input Program—An automated program used by installations, AFPC/ DP2LCF, Career Field Managers, and AF/AIDI to input civilian training requirements for AF-wide consolidation.

Civilian Developmental Education Program—AF civilian competitive leadership development program for sustaining the capability of senior level civilians while preparing high-potential civilians for increasingly responsible management and leadership positions. The Civilian Developmental Education portfolio includes Professional Military Education, other long-term academic and experiential programs, and GS-15 executive development programs.

Certification—The recognition or credential given to an individual who have met predetermined qualifications set by an agency of government, industry, or a profession.

Civilian—An individual employed in or under the Department of the AF.

Commercial Off-The-Shelf—A commercially available training, education, and professional development event or planned series of the same event, activity, service or material requiring no modification prior to use. Such training may occur on or off the installation and may include non-federal civilians.

Continued Service Agreement—Document signed by the civilian employee agreeing to remain with the AF for a specific length of time following completion of training.

Education—Developing a civilian's general knowledge, capabilities and character through exposure to and learning of theories, concepts, and information. Education is traditionally delivered by an accredited institution and may relate to a current or future mission-related assignment.

Employee Development Specialist—Primary civilian training, education, and professional development manager for the installation responsible for program element code 88751F funds.

Formal Training Plan—Document that contains planned training and development activities which may be individually tailored, if necessary, for each civilian participating in a formal training program. Formal training programs are outlined in an official document, regulation, or agreement and designed to cover more than one civilian (e.g., accelerated training agreements approved by the Office of Personnel Management or the Air Force, Air Force and major command intern programs, etc.)

Functional/Occupational Training—Training required by the specific career field, functional community, or occupational series to perform actual tasks required by the position to accomplish the AF mission.

Government—The Government of the United States and the government of the District of Columbia.

Government Purchase Card—A method of payment for goods and services to include authorized training and education.

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.

Installation Training Guide—Specific guidance on local training program operations that are not addressed in this publication and prepared by the employee development specialist for serviced organizations.

Interagency Training—Training provided by one agency for other agencies or shared by two or more agencies.

Learning—Cognitive, affective, and/or physical process where a person assimilates information, and temporarily or permanently acquires or improves skills, knowledge, behaviors, and attitudes.

Licensing—The process by which a government agency (federal, state, or local) grants permission to an individual to engage in a given occupation upon finding the applicant has attained the minimum degree of competency required to engage in the occupation.

Long-Term Full-Time Training—Off-the-job training of more than 120 consecutive duty days.

Mandatory Training—Required for all civilians based on statute, regulations or prescribed policy.

Management Training Committee—Committee of top functional managers responsible for the management of training and development resources on an installation.

Mentor—Wise, trusted, and experienced individual who shares knowledge, experience, and advice with a less experienced person.

Professional Development—Engagement in a set of learning experiences designed to achieve specific goals and long-term objectives. Learning experiences often occur in the workplace, and include coaching, mentoring, job rotation, developmental assignments, on-the-job training, and self-study courses.

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

Training—The process of providing for and making available to an civilian, and placing or enrolling the civilian in, a planned, prepared and coordinated program, course, curriculum, subject, system, or routine of instruction or education, in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields which will improve individual and organizational performance and assist in achieving the AF mission and performance goals.

Training Agreement—A written contract between an civilian and the AF. The contract outlines intensive training to satisfy all or part of the experience required by qualification standards, without regard to time-in-grade requirements.

Training Office—The base education and training office in which the employee development specialist function is located in under the base force development flight.

Tuition Assistance—Financial assistance for tuition, laboratory and other instructional fees for academic mission-related courses at accredited post-secondary academic institutions.

Tuition—The stated cost per academic unit of instruction as specified in the course catalog at an accredited institution.