TRAINING PERFORMANCE MATRIX ADMINISTRATION GUIDE

Total Force (TF) Personnel Services Delivery (PSD) Guide

The purpose of this PSD guide is to assist Total Force (TF) Airmen/Guardian, Base Training Managers, Base 3F2 Functional Managers, Commanders, Unit Training Managers (UTM), and Additional Duty Unit Training Managers (ADUTM) for the administration of the Training Performance Matrix.

| | Section A: |
| Introduction |

Version	Date of Revision(s)	Revision(s)
3	31 Mar 23	Incorporated changes from DAFMAN 36-2689, added Space Force vernacular, updated references and myPers to myFSS, and added CDC modernization guidance
2	1 Mar 22	Updated References and Hyperlinks throughout
1	1 Jun 22	Training Performance Matrix Administration PSD Guide (guide to supplement, DAFMAN 36-2689, *Training Program* and replace SOT procedures)

INTRODUCTION: The Unit Training Manager (UTM) is the Commander's key staff member responsible for overall management of the training program. UTMs serve as training consultants to all unit members and works with all section leadership to identify Key Performance Indicators (KPIs). Additionally, UTMs consolidate KPIs and Training Performance Matrix (TPM) data for leadership's review.

1. OFFICE OF PRIMARY RESPONSIBILITY (OPR):

- Business Process Owner (Policy & Compliance):
  AFPC/DP3DW (AF Training & Policy Programs)
- Processing:
  AFPC/DP2LWD (AF Training Program)

2. TARGET AUDIENCE:

- Unit Training Managers/Additional Duty Unit Training Managers (UTM/ADUTM)
- Base Training Managers (BTM)
- Commanders and Senior Enlisted Leaders

3. REFERENCES:

- DAFMAN 36-2689, *Training Program*
- Air Force Enlisted Classification Directory (AFECD)
- Applicable PSD Guides referenced below on **myFSS**.

NOTES:

1. Additional articles are available on **myFSS**. To search the myFSS knowledge base, use the text box at the top and enter 3433 and that will take you to the myFSS Air Force On-the-Job Training & Upgrade Training Management knowledge article.

2. Each Airman/Guardian can provide feedback on articles provided in myFSS or this PSD Guide. For recommendations on improvement, or more information, contact us by emailing AFPC/DP3 Workforce Education & Training.

Section B:
General Information and Definitions

1. **GENERAL INFORMATION:**

   - The purpose of the TPM Briefing is for UTMs/ADUTMs to collect and analyze data, then deliver a briefing to the Squadron Commander and the Senior Enlisted Leader (SEL) monthly. Base Training Managers will collect and analyze trend data and provide the Status of Training report to the Installation/Wing/Garrison or Space Force (SF) Delta Commander and Wing SEL at least quarterly.

   - The TPM Briefing is administered in accordance with guidelines listed in this Personnel Service Delivery Guide and supplements DAFMAN 36-2689, *Training Program*.

2. **DEFINITIONS:**

   - **Advanced Training (AT) –** Formal Courses that provide individuals who are qualified in one or more positions of the Air/Space Force Specialty (A/SFS) with additional skill and knowledge to enhance their expertise in the career field. AT is for selected career airman at the advanced level of the AFS.

   - **Key Performance Indicator (KPI)** – Quantifiable measure used to evaluate the success of an organization, employee, etc. in meeting objectives for performance. KPIs, when met, directly correlate to mission success.

   - **Performance Indicator (PI)** - Quantifiable measure that regardless if it is met or not, does not lead to the success of organization, employee, etc. in meeting objectives for performance.

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

   - **Training Performance Matrix (TPM)** – Data points used to quantify and validate the effectiveness of a training program.

   - **Training Capability** – The ability of a unit or base to provide training. The availability of equipment, qualified trainers, study reference material, etc. is used to determine a training capability.

   - **Training Capacity** – The training setting's ability to produce training on specified requirements is based on the amount of resources available.

   - **Training Requirements Analysis –** A detailed analysis of tasks for a particular A/SFS to be included in the training decision process.

Section C:
Roles and Responsibilities

This section outlines the roles and responsibilities for individuals who have a specific requirement in the TPM Briefing.

BASE FUNCTIONAL MANAGER:
- Will serve as the Base Training Manager or will appoint Base Training Manager responsibilities to any fully qualified 3F2 at locations without a Base Training Manager. (ANG is Force Development Superintendent)

BASE TRAINING MANAGER:
- Collect and analyze trend data by unit and assigned Air Force/Space Force Specialty Code (AF/SFSC) and provide recommendations to commanders.
- Provide TPM report to the installation/Wing/Garrison or SF Delta Commander and Wing SEL at least quarterly.
- Maintain the TPM reports for a minimum of 1 year.
- When servicing multiple Wing Commanders (or equivalent), TPM report may be consolidated jointly, if approved by the Installation Commander. If TPMs are reported separately, BTMs must provide report to and advise all Wing/SF Delta Commanders.

COMMANDER:
- Direct the Unit Training Manager to provide a monthly TPM Briefing and will sign the report indicating awareness of the unit's overall training program health.

UTM/ADUTM:
- Conduct a monthly briefing of the TPM briefing to the commander.

  Note: ARC and ANG use when able Unit Training Assembly for input into wing Training Status of Training Reports.

Section D:
Key Performance Indicators

This section outlines the specific steps that a UTM/ADUTM will utilize when working alongside the unit's leadership to compile their detailed KPIs. Once determined, these KPIs will be used within the TPM Briefing. This section also breaks down what UTMs/ADUTMs and unit leadership should strive towards when determining KPIs.

Steps:

1.   Learn the unit's mission. Upon assuming the position of UTM/ADUTM, begin learning the unit's mission and how it contributes to the wing's mission.

2.   Schedule appointments with section, flight, and unit leadership. Identify the unit's demographics (AF/SFSCs, officer, enlisted and civilian population, Guard and Reserve components, and locations on the base).

3.   After identifying each AF/SFSC and service categorization population, identify general training requirements for each.

4.   After identifying the unit's unique role in the wing/MAJCOM/FLDCOM mission, identify each section's importance to the unit's mission, and what each section requires to execute its mission.

5.   Take special note of training requirements that may not be in the typical realm of unit training (vehicle operation requirements, readiness, safety, certifications, etc.).

6.   Once all mission requirements have been identified, list training requirements and sources of training for each.

7.   With the assistance of unit leadership, identify the requirements that are critical to unit success. These items will become your KPIs. All others will comprise your PIs. While these are required, they are not KPIs because they do not directly contribute to unit success. PIs may change based on unit leadership priorities and mission needs.

8.   Report the status, progression and any limiting factors to obtaining these requirements during the monthly TPM briefing.

Each KPI required must be **S.M.A.R.T**.:

1. **Specific/Simple**: The KPI must be specific enough to pinpoint the exact requirement so that you and your unit leadership can act.
      Example: Stating that the unit needs 40 Engine Specialists is not specific. However, stating that the unit needs 20 of its 40 Engine Specialists, Engine Run qualified at a minimum is specific as Engine Run is a specific task that Engine Specialists perform.

2. **Simple**: In order to keep your KPI simple, do not identify lower than the task level. If the KPI incorporates sub tasks, you could potentially have too many KPIs to be clear and actionable.

3. **Measurable**: The KPI must be able to be quantified. Work alongside unit leadership to identify the minimum required to be trained on the specific task or course as a baseline. Next, identify acceptable levels to allow for contingency, manning outages (leave, TDYs, hospitalizations, etc.). Report the quantified data on the TPM.

4. **Actionable/Attainable**: The expression of the KPI must be actionable and attainable. If the amount of trained personnel cannot be increased, or more training cannot be acquired, the KPI will not be actionable.
    Example: AFCOMAC is a skill level requirement, however, there is an Air Force backlog for the course and no way to increase the amount of courses provided. Therefore, a KPI cannot be built as the KPI would not be actionable.
The unit must be able to attain the KPI. Using the same example above, the KPI would also not be attainable. The unit cannot produce more trained personnel, therefore an expressed KPI would not be attainable.

5. **Relevant**: The relevance is what separates a PI, from a KPI. The relevance must connect the training requirement to the unit's unique mission requirement.

6. **Time bound**: This element allows KPIs to have target dates. By having target dates, this allows the unit to provide resources towards specific KPIs and reach the goals. By having the KPI time bound, you also prevent alarm fatigue keeping KPIs fresh. Depending on the KPI, unit leadership may retire the KPI once the desired level is attained, and a process has been established to keep indicators at a healthy level.

Section E:
Training Performance Matrix (TPM) Briefing - Active Duty

This section outlines the specific data UTMs/ADUTMs compile and analyze for the TPM Briefing. UTMs/ADUTMs are required to brief the TPM to the commander once a month and forward the information to their Base Training Manager and Delta UTM (if appointed – Guardians only) on a quarterly basis (no later than the 10th duty day of January, April, July, and October).

TPM Briefings may be completed in the commander's preferred format (e.g., PowerPoint, Excel) but must contain the data points and KPIs listed below and in DAFMAN 36-2689. Attachment 1 contains a TPM example. It is the UTMs/ADUTMs responsibility to draw leadership's attention to any areas of concern, areas that should be praised, and highlight positive or negative trends that directly or indirectly relate to the training program effectiveness.

Conducting recurring meetings with the work-centers/sections/flight leadership on all TPM information prior to the official monthly briefing of the report to the commander will provide the UTM/ADUTM with the most up to date progress on the Airman and will build trust, rapport, and credibility between the UTM/ADUTM and key personnel within the unit.

TPM Requirement:	Guidelines on How/What to Analyze and Report:
KPI for unit/mission specific training	Training that has the potential of halting or slowing down the mission
KPI for CDC Pass Rates	Scored over 90%/Number tested & passed/potential trends
KPI for TSC P and T	Identify the number of members separately in TSC P and TSC T
KPI for trainees in excessive training	Trainees over 18 months in UGT/potential trends preventing upgrading on time

Section F:
Training Performance Matrix Briefing - ARC/ANG Only

This section outlines the specific data that ARC/ANG UTMs/ADUTMs compile and analyze and report for their respective Commanders during the Unit Training Assembly. TPM Reports may be completed in the commander's preferred format (e.g., PowerPoint, Excel) but must contain the data points listed below and in DAFMAN 36-2689. Attachment 1 contains an TPM example. It is the UTMs responsibility to draw leadership's attention to any areas of concern, areas that should be praised, and highlight positive or negative trends that directly or indirectly relate to the training program effectiveness. *Conducting recurring meetings with the work-centers/sections/flight leadership on all TPM information prior to the official briefing of the report to the commander will provide the UTM/ADUTM with the most up to date progress on the Airman and will build trust, rapport, and credibility between the UTM/ADUTM and key personnel within the unit.*

TPM Requirement:	Guidelines on How/What to Analyze and Report:
Number of Personnel in training	Consolidate and report members in training by TSC
Number of personnel in upgrade training by skill level	Consolidate members in initial 5 level UGT (TSC B) and retraining 5 level UGT (TSC F). Consolidate members in initial 7 level UGT (TSC C) and retraining 7 level UGT (TSC G)
Number of Personnel in requalification training by skill level (TSC I)	Identify and report all members in requalification training
Number of personnel in qualification training by skill level (TSC Q)	Identify and report all members in qualification training, regardless of their status in MilPDS
Number of personnel awaiting technical training by skill level (TSC M)	Identify and report members scheduled to attend technical training (TSC M).
Number of personnel awaiting technical and Basic Military Training beyond 6 months (TSC M &Y)	ARC & ANG only
Career Development course Pass Rates	Consolidate and report monthly CDC pass rates.
Number of personnel enrolled in CDCs for 15 months of more	Number of personnel enrolled in CDCs for 15 months of more
7-Level school cancellations, reschedules and no-shows	7-Level school cancellations, reschedules and no-shows
Personnel withdrawn from Training (TSC P & T)	Personnel withdrawn from Training (TSC P & T)
Training Progress review results	Training Progress review results
Trainees in excessive training beyond 24 months	Trainees in excessive training beyond 24 months

Status of officers in training (approval to appoint date required to attend training NLT must be monitored for compliance)	Status of officers in training (approval to appoint date required to attend training NLT must be monitored for compliance)
Number of personnel actively participating in the Mission Essential Skills Training (MEST-ANG)	Consolidate and track member currently enrolled in MEST. Report members monthly until completion (ANG only)
Number of personnel actively participating in the Seasoning Training Program (STP-ARC)	Consolidate and track member currently enrolled in STP. Report members monthly until completion (ARC only)

This section outlines how to compile the unit's established KPIs into a TPM, as well as an example of what the KPI should look like.

Compiling KPIs:

Once you have learned the unit's mission and identified all potential KPIs, you will consolidate and add them to the TPM brief.

The example below utilizes the example of **a KPI PowerPoint**. The first example assumes that the unit's leadership identified Flightline Driving qualification as a PI as half of the unit population requires the qualification to perform the required mission, as identified by the minimum required number. The minimum required does not support work/life balance, thus the sustainment indicator is identified as well. The current number of qualified is below both the minimum and sustainment, therefore making this item a KPI versus a standard PI.

The UTM/ADUTM identified how many can be trained at a specific interval, and a timeframe to increase the number qualified to sustainment levels. Once the indicator has surpassed sustainment level, the KPI can be removed from the TPM at Commander's discretion.

*Note: Consolidate KPIs and brief them during the TPM Briefing. Slideshow and excel are just examples of how to present them. Each KPI will need to meet the **S.M.A.R.T.** requirements as identified above. Ensure each KPI has an explanation added as to why it is highlighted as a KPI. You can organize them by mission set, AF/SFSC, unit/section, or priority. Discuss presentation preference with your unit leadership prior to building the TPM.*

Key Performance Indicators

Flightline Driver's Qualification	(Brief Explanation of KPI) Unit Leadership identified Flightline Driver Qual as a critical homestation tasks. The numbers below indicate the unit's current status					
	Unit Population	Minimum Required	Mission Sustainment Level	Qualified	Class Frequency	Estimated Completion
	100	50	75	35	Monthly/5 per class	Jan-23
Percentage	50%	75%	35%	5%		

Excessive Upgrade Training	Per AFI 36-2651 Airman over 24 months of training are identified as in excessive training and will be montiored until completion					
	Name/AFSC	Time in UGT	Tasks Req/Task Comp	CDCs/UGT Course Completion	Estimated Completion	Remarks
	A1C Joe Koy/3F231	25	75/100	Complete	1-Jun-22	Member recently returned from Emergency Leave
	A1C Lamar Jackson/3F031	32	24/25	Rescheduled for 5 Level course	1-Jul-22	5 lvl course has a 5 month backlog
	A1C Dana White/3F531	26	25/125	Complete	1-Jan-23	Missing remaining MCA items

Crane Operator Qualification	The Unit requires 13 of the 3E6X6 AFSC qualified at all times to safely operate the 5 cranes assigned to the wing.					
	3E6X6 Population	Minimum Required	Mission Sustainment Level	Qualified	Class Frequency	Estimated Completion
	26	13	18	16	Monthly/2 per class	Jul-22
Percentage	50%	70%	61%	7%		

Feel the Thunder!