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CIVILIAN DEVELOPMENT

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This instruction implements Department of the Air Force Policy Directive (DAFPD) 36-26, *Total Force Development*. Statutes and DoD Issuances and other authorities related to the guidance in this publication include Title 10 United States Code (USC), Section (§) 2005, *Advanced Education Assistance: Active Duty Agreement; Reimbursement Requirements*; 10 USC § 2007, *Payment of Tuition for Off-Duty Training or Education*; and Presidential Executive Order (EO) 13607, *Establishing Principles of Excellence for Educational Institutions Serving Service Members, Veterans, Spouses, and Other Family Members*. It also implements 10 USC § 9417, *Degree Granting Authority for Air University* and 5 USC § 4109 *Expenses of Training*. In collaboration with the Chief of Air Force Reserve, the Director of the Air National Guard, and the Deputy Chief of Space Operations for Human Capital (SF/S1), the Deputy Chief of Staff for Manpower, Personnel, and Services develops personnel policy for civilian development. This publication applies to Department of the Air Force (DAF) civilian employees and uniformed members of the United States Space Force, Regular Air Force, Air Force Reserve, and Air National Guard. This publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. The authorities to waive wing or 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 Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, Table A10.1. 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-

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| | |
|--|----------|
| Chapter 1—OVERVIEW | 5 |
| 1.1. Overview..... | 5 |
| 1.2. Intent. | 5 |
| 1.3. Leadership Support. | 5 |
| Chapter 2—ROLES AND RESPONSIBILITIES | 6 |
| 2.1. Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR). | 6 |
| 2.2. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1). | 6 |
| 2.3. Director, Force Development, Chief of Staff for Manpower, Personnel, and Services. (AF/A1D). | 6 |
| 2.4. Director, Civilian Force Management (AF/A1C). | 7 |
| 2.5. Deputy Chief of Space Operations for Human Capital (USSF/S1). | 7 |
| 2.6. Director, Civilian Policy and Programs (USSF/S1C). | 7 |
| 2.7. Director, Force Development (USSF/S1D). | 7 |
| 2.8. Civilian Senior Executive Management Office (SAF/MRL). | 8 |
| 2.9. Deputy Chiefs of Staff (DCSs). | 8 |
| 2.10. Air Education and Training Command (AETC) Commander. | 8 |
| 2.11. Air Education and Training Command Civilian Force Development Division (AETC/A1D). | 8 |
| 2.12. Civilian Leadership Development School, Eaker Center at Air University. | 9 |
| 2.13. Air Force Personnel Center’s Talent Management Division (AFPC/DP2Z). | 9 |

| | | |
|-------------------|---|-----------|
| 2.14. | MAJCOM, Combatant Commands (CCMD), United States Space Force Enterprise Talent Management Office (ETMO), Field Commands (FLDCOM), Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs). | 9 |
| 2.15. | Installation, Wing, Delta Commander or Designated Official..... | 10 |
| 2.16. | Force Support Squadron (FSS). | 10 |
| 2.17. | Local Base Training Offices. | 11 |
| 2.18. | Unit Commanders/Directors. | 11 |
| 2.19. | Managers and/or Supervisors..... | 11 |
| 2.20. | Civilian Employees..... | 11 |
| Chapter 3— | TRAINING AUTHORITIES AND SOURCES | 12 |
| 3.1. | Statutory and Executive Order Authorities..... | 12 |
| 3.2. | Temporary Change of Station Authorities. | 12 |
| 3.3. | Federal Government Training | 13 |
| 3.4. | Organic Training..... | 13 |
| 3.5. | Vendor Training..... | 13 |
| 3.6. | Institutional Training. | 13 |
| 3.7. | Long-Term Full-Time Training. | 14 |
| 3.8. | Conferences and Symposiums. | 14 |
| 3.9. | Prohibited Practices. | 14 |
| Chapter 4— | FINANCIAL RESOURCE MANAGEMENT | 16 |
| 4.1. | Resource Management..... | 16 |
| 4.2. | Forecasting..... | 16 |
| 4.3. | Budget Execution..... | 16 |
| 4.4. | Standard Form (SF) 182. | 16 |
| 4.5. | Government Purchase Card (GPC) for Education and Training..... | 16 |
| Chapter 5— | TRAINING, EDUCATION AND PROFESSIONAL DEVELOPMENT PROGRAMS | 18 |
| 5.1. | Overview..... | 18 |
| 5.2. | Civilian Mandatory Training. | 18 |
| 5.3. | Functional Training..... | 18 |
| Table 5.1. | Training Categories..... | 19 |
| 5.4. | Civilian Development (CD) Programs..... | 20 |
| 5.5. | Force Renewal Programs. | 20 |

| | | |
|---|---|-----------|
| 5.6. | Centrally Managed Programs. | 20 |
| 5.7. | Civilian Tuition Assistance Program (CTAP). | 20 |
| 5.8. | Civilian Leadership Development School (CLDS). | 21 |
| 5.9. | DAF Senior Leadership Development Program (DAFSLDP). | 21 |
| 5.10. | Continued Service Agreements. | 21 |
| 5.11. | Removal from Civilian Development Opportunities. | 22 |
| Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION | | 23 |

Chapter 1

OVERVIEW

1.1. Overview. Civilian development refers to an array of in-resident, distance learning, and blended education and training opportunities composed of formal and experiential programs.

1.2. Intent.

1.2.1. This instruction details roles, responsibilities, eligibility criteria, and compliance standards for Department of the Air Force (DAF) civilian development to include training, education, and professional development program administration.

1.2.2. The construct and governance policy for development teams is found in (Department of the Air Force Instruction) DAFI 36-2670, *Total Force Development*. Guidance associated with centrally managed civilian development programs is published in DAFMAN 36-142, *Civilian Career Field Management and Centrally Managed Programs*, and Air Force Instruction (AFI) 36-130, *Civilian Career and Developmental Programs*.

1.3. Leadership Support. While this instruction governs formal aspects of civilian development, commanders and civilian equivalents should provide a work environment that supports civilian force development.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR). Serves as an agent of the Secretary of the Air Force, providing policy, guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, guidance, programs, and budgets addressing civilian training, education, and professional development programs.

2.2. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1).

2.2.1. Oversees policy, guidance, direction, and for all matters pertaining to the formulation, review, and execution of plans, guidance, programs, and budgets addressing civilian development.

2.2.2. Provides strategic objectives and advocacy for developmental education programs.

2.2.3. Ensures diversity policies are integrated into the execution of developmental education policies and programs.

2.2.4. Coordinates with the United States Space Force S1 (SF/S1) (e.g., Deputy Chief of Space Operations for Human Capital, Civilian Policy and Programs (SF/S1C) and Deputy Chief of Space Operations for Human Capital, Force Development (SF/S1D) on civilian development programs and requirements as they impact civilian Guardians.

2.2.5. Deputy A1 chairs the Civilian Force Development Panel (CFDP).

2.3. Director, Force Development, Chief of Staff for Manpower, Personnel, and Services. (AF/A1D).

2.3.1. Establishes policy and guidance, formulates plans of action, establishes administrative controls, determines program requirements, and provides implementing guidance for short- and long-range civilian training, education, and professional development programs. Policy is developed based on valid requirements specified by the Office of Personnel Management, Department of Defense (DoD), and related directives such as DAFPD 36-26, DAFI 36-2670 (Chapter 1), Air Force Handbook (AFH) 36-2647, *Competency Modeling* and DAFMAN 36-142.

2.3.2. Evaluates civilian development programs for mission accomplishment, quality and quantity standards, procedures, policy and regulatory compliance, and technical competence.

2.3.3. Recommends civilian training, education, and professional development policies for appropriated fund and non-appropriated fund personnel to include supervisors, managers, and civilian senior executives.

2.3.4. Collaborates with Air Force Personnel Center (AFPC), A1 Digital Transformation Activity (AF/A1-DTA), Civilian Force Management Directorate (AF/A1C), Plans and Integration Directorate (AF/A1X), and Civilian Leadership Development School personnel on resources and the design, implementation, and maintenance of learning management systems (e.g., Civilian Automated Training Input Program).

2.3.5. Serves as the program element manager for program element code (PEC) 88751F, Civilian Education and Training. Ensures program funding, advocates for unfunded requirements, and executes funding distribution, and reallocations. Responsible for outlining projected execution/budget line (annual & Future Years Defense Program) to include end strength, work years (Central Salary Account), and PEC 88751F (non-Central Salary Account). Advises and provides feedback on all PEC 88751F related funding issues to leadership.

2.3.6. Administers the Civilian Force Development Panel using guidance provided in DAFI 36-2670, the DAF Senior Leader Development Program contract, and serves as an advisor to the panel.

2.4. Director, Civilian Force Management (AF/A1C).

2.4.1. Provides policy and guidance required to implement civilian training, education, and professional development policy to include career field management.

2.4.2. Provides and updates civilian career path and Individual Development Plan policy.

2.4.3. Serves as an advisor to the CFDP.

2.5. Deputy Chief of Space Operations for Human Capital (USSF/S1).

2.5.1. Oversees policy, guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, guidance, programs, and budgets addressing United States Space Force (USSF) civilian development.

2.5.2. Serves as a voting member of the CFDP.

2.6. Director, Civilian Policy and Programs (USSF/S1C).

2.6.1. Assists in the outplacement of USSF civilians attending developmental programs.

2.6.2. Serves as an advisor to the SF/S1.

2.7. Director, Force Development (USSF/S1D).

2.7.1. Provides implementing policy guidance and direction pertaining to civilian education, training, and professional development.

2.7.2. Serves as an advisor to the USSF/S1. In collaboration with AF/A1D, provides policy and guidance, formulates plans of action, establishes administrative controls, determines program requirements, and provides implementing guidance for USSF-specific short and long-range civilian training, education, and professional development programs for USSF civilians. Policy is developed based on valid requirements specified by the Office of Personnel Management, Department of Defense (DoD) and related directives such as Air Force Policy Directive 36-26, DAFI 36-2670 (Chapter 1), AFH 36-2647, and DAFMAN 36-142.

2.7.3. Evaluates USSF civilian development programs for mission accomplishment; quality and quantity standards; procedures, policy, and regulatory compliance; and technical competence.

2.7.4. Collaborates with AF/A1D regarding training, education, and professional development policies for USSF civilian personnel to include supervisors, managers, and civilian senior executives.

2.7.5. Collaborates with Air Force Personnel Center (AFPC), A1 Digital Transformation Activity (AF/A1- DTA), Civilian Force Management Directorate (AF/A1C), Plans and Integration (AF/A1X), and Civilian Leadership Development School personnel regarding USSF equities.

2.7.6. Provides oversight and guidance of PEC 88751F, Civilian Education and Training programs for the USSF. Coordinates program funding and advocates for unfunded requirements. Advises and provides feedback on all USSF PEC 88751F related funding issues to leadership.

2.7.7. Coordinates and schedules eligible USSF Senior Executive Service members for senior leader development courses.

2.7.8. Serves as an advisor to the SF/S1.

2.8. Civilian Senior Executive Management Office (SAF/MRL). Elects and schedules eligible Senior Executive Service members for senior leader development courses.

2.9. Deputy Chiefs of Staff (DCSs). Administer force development governance for their respective career fields using guidance provided in DAFI 36-2670. When applicable, support cross-functional authorities in developing personnel to meet unique mission needs.

2.10. Air Education and Training Command (AETC) Commander. As the Force Development Commander, executes the long-range strategic development of Total Force Airmen (Guard, Reserve, Regular Air Force, Space Force, and civilians) through a deliberate process that combines training, education, and professional development experiences to produce the right competencies to meet operational needs.

2.11. Air Education and Training Command Civilian Force Development Division (AETC/A1D).

2.11.1. Executes Force Development plans of action, administrative controls, and program requirements applicable for civilian training, education, and professional development programs under their purview.

2.11.2. Prepares and presents reports and briefings on program status and/or recommends action to Civilian Force Development Panel and other governing bodies.

2.11.3. Issues/Validates Defense Civilian Personnel Data System code requests from enterprise stakeholders for new/revised certificates/licenses, education and training courses, and civilian academic institutions affiliations.

2.11.4. Develops, maintains, and administers surveys to pinpoint competency or training gaps. Identifies suitable training to close the gap between tactical- and operational-level civilian employees.

2.11.5. Collaborates with Civilian Leadership Development School to develop tactical-level training opportunities and update Civilian Continuum of Learning, identifying career-impacting development paths.

2.12. Civilian Leadership Development School, Eaker Center at Air University.

2.12.1. Provides initial and continuing civilian training, education, and professional development courses for the civilian workforce that will increase individuals' proficiency level of foundational competencies to accomplish the mission.

2.12.2. Develops and manages an accredited undergraduate associate degree program focused on leadership and management studies as it relates to the civilian workforce.

2.12.3. Ensures faculty performs academic research to both maintain accreditation and provide insight into future civilian development needs based on criteria established by the CFDP.

2.12.4. Executes and maintains the Supervisor and Leaders We Need milSuite website according to civilian training, education, and professional development guidance provided by the Force Development Integration Division (AF/A1DI).

2.13. Air Force Personnel Center's Talent Management Division (AFPC/DP2Z). Provides operational support for civilian training, education, and professional development activities as follows:

2.13.1. Determines program requirements prescribed by higher headquarters (e.g., DoD, AF/A1DI, Office of Personnel Management, etc.) and convenes boards to select nominees for professional military education programs, experiential programs and applicable professional development, fellowship, and academic degree programs.

2.13.2. Ensures all requests for training, education, and professional development submitted for eligible civilian employees (General Schedule (GS)-15 and below [or equivalent]) comply with all statutory and regulatory guidance.

2.13.3. Administers and manages removals from civilian development programs, when warranted.

2.13.4. Provides program oversight and guidance of functional/occupational training funded by PEC 88751F to major commands (MAJCOM), field operating agencies, direct reporting units, and force development flights.

2.13.5. Assists career fields in identifying and validating functional/occupational training requirements.

2.13.6. Reviews career fields' competency submissions according to requirements in their respective career field roadmaps and makes annual updates, as appropriate, using competency-based workforce doctrine.

2.13.7. Advocates and informs MAJCOM of functional/occupational training, development, and educational opportunities.

2.13.8. Manages centrally-managed training, education, and professional development requirements.

2.14. MAJCOM, Combatant Commands (CCMD), United States Space Force Enterprise Talent Management Office (ETMO), Field Commands (FLDCOM), Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs). A1s, S1s or equivalents appoint a liaison to integrate command-wide and directorate functional/occupational specific civilian training, education, and professional development programs. Liaison responsibilities include:

2.14.1. Disseminate information command-wide of civilian training, education, and professional development programs. The USSF EMTO assists SF/S1D, Career Field Managers and/or AFPC/DP2Z with outplacing civilians who attend USSF-managed developmental opportunities. Additionally, advocates and informs USSF Headquarters staff and Field Command (FLDCOM) personnel of USSF-specific functional/occupational training, development, and educational opportunities.

2.14.2. Provide advisory services to leadership and functional managers regarding the identification of functional/occupational training, education, and professional development requirements using applicable USAF or USSF competency-based workforce doctrine and career field roadmaps.

2.14.3. Provide 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, and off-duty self-development programs.

2.14.4. Publicize and distribute information received from:

2.14.4.1. Functional communities with mandatory certifications (e.g., Secretary of the Air Force Acquisition Training Office (SAF/AQH) and Force Management and Readiness Division (AF/A2DF)).

2.14.4.2. 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.

2.14.5. Ensure military members assigned as direct or second-level supervisors of civilian employees are added or removed from the Personnel Data System within 30 days of assignment or removal.

2.14.6. Ensure training and education required for civilian personnel are systematically identified and tracked to include mandatory Total Force Awareness Training using guidance provided in DAFMAN 36-2689, *Training Program*.

2.14.7. Ensure each civilian employee has an Individual Development Plan (IDP) using guidance provided in DAFMAN 36-142, Para 4.2.

2.15. Installation, Wing, Delta Commander or Designated Official. Advocates for civilian training, education, and professional development programs to include support and resources.

2.16. Force Support Squadron (FSS).

2.16.1. Commander or Director ensures employee development specialists have access to personnel data systems or designates a person within civilian personnel flight to execute training, education, and professional development updates.

2.16.2. Routinely updates certification coding for personnel.

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

2.16.4. Ensures units are aware that competitive procedures are required when selecting civilians for training, education, and professional development at the local level that are not a part of mandatory training requirements.

2.16.5. Assists supervisors in developing, approving, and monitoring IDPs using guidance provided in DAFMAN 36-142, Para 4.2.

2.16.6. Provides advice and counseling to civilians regarding civilian training, education, and professional development programs.

2.17. Local Base Training Offices. Administer tactical level training, such as that required for job proficiency.

2.18. Unit Commanders/Directors. Support civilian force development and identify a unit focal point for training, education, and professional development programs.

2.19. Managers and/or Supervisors.

2.19.1. Foster a learning culture that provides opportunities for continuous training, education, and professional development and ensure civilian employees are mentored, made aware of, and encouraged to participate in training, education, and professional development programs.

2.19.2. Follow merit procedures and affirmative employment programs guidance to select and/or nominate civilians for training, education, and professional development assignments that may serve to enhance promotional opportunities.

2.19.3. Assist chain of command in determining if government or vendor-supplied symposiums, conferences, and meetings require higher-level approvals.

2.19.4. Review, discuss, and maintain annual IDPs in partnership with civilian employees under their purview and using guidance provided in DAFMAN 36-142.

2.19.5. Initiates, develops, and submits an IDP within the first 30 days of the assignment for worker-trainee and intern programs. Uses the IDP for periodic feedback sessions in conjunction with annual performance appraisal.

2.20. Civilian Employees.

2.20.1. Maintain the necessary competencies to accomplish duties within the assigned position and help the DAF meet its mission.

2.20.2. Assume an active responsibility for self-development and training through drafting an IDP in collaboration with their respective supervisor and maintaining it on an annual basis to ensure the plan remains current using guidance provided in DAFMAN 36-142.

2.20.3. Ensure personnel record reflects current training, education, and professional development accomplishments and completions.

2.20.4. Notify supervisor, as soon as possible, when unable to attend an approved, scheduled or mandatory training, education, or professional development event.

Chapter 3

TRAINING AUTHORITIES AND SOURCES

3.1. Statutory and Executive Order Authorities.

3.1.1. The Government Employees Training Act (GETA) of 1958 (codified into 5 USC, Chapter 41, *Training*) created the framework and authority for federal agencies to plan, develop, establish, implement, evaluate, and fund training and development programs designed to improve the quality and performance of the workforce.

3.1.1.1. GETA allows agencies to fund employee training to assist in achieving their mission and performance goals by improving employee and organizational performance. Amended in 1994, the Act permits agencies to take advantage of the existing training marketplace, both government and non-government. Authority granted by GETA is sufficiently broad and flexible to enable agencies to provide whatever training is necessary to meet mission requirements. Under the law, agencies may conduct human resource development activities full or part-time, on- or off-duty, day or evening, or any necessary combination of these.

3.1.1.2. Training can be provided by the agencies themselves, other government agencies, a school, a professional association and/or other competent persons or groups in or out of the government. The training can be carried out by correspondence, classroom work, conference, workshops, supervised practice, or combinations of such methods.

3.1.1.3. Agencies may pay or reimburse an employee for all or part of the necessary expenses of training, including attendance at meetings and for temporary duty training (5 U.S.C. § 4109(a)(2)(B)). Payment can be made directly to the facility (in advance, if needed), or the employee can be reimbursed if attendance was authorized in advance.

3.1.1.4. GETA provides federal agencies general authority to fund employee training, education, and professional development to assist in achieving mission performance.

3.1.2. Title 5, Code of Federal Regulations (CFR), Part 410, *Training*, addresses policies and requirements for training in government agencies.

3.1.3. Title 5, CFR, Part 412, *Supervisory, Management, and Executive Development*, addresses executive, management, and supervisory development.

3.1.4. Executive Order 12107, *Relating to the Civil Service Commission and labor-management in the Federal Service*, emphasizes the importance of using effective interagency training programs to meet common needs across the government.

3.1.5. Joint Travel Regulation, Part B, paragraph 0326., *Civilian Employee* requires that when sending a civilian employee for training, the DoD component must determine if the event is primarily for training or for work performance. Each training event, and any move associated with it, must be evaluated individually to determine if training allowances apply.

3.2. Temporary Change of Station Authorities. Pursuant to 41 CFR § 302-3.402, *When am I Eligible for a Temporary Change of Station* (TCS) means the relocation of an employee to a new official station for a temporary period while performing a long-term assignment, and subsequent return to the previous official station upon completion of that assignment.

3.2.1. An employee is eligible for a TCS when he/she is directed to perform a TCS at a long-term duty location and would otherwise be eligible for payment of temporary duty travel allowances authorized under 41 CFR § 302-3.404, *Under what circumstances will my agency authorize a TCS*, addresses the circumstances under which an agency will authorize a TCS, which include:

3.2.1.1. When necessary to accomplish the mission of an agency effectively and economically.

3.2.1.2. When the employee is directed to perform a long-term assignment at another official station.

3.2.1.3. When the agency otherwise could authorize temporary duty travel and pay travel allowances, including payment of subsistence expenses, under 41 CFR § 301 *Temporary Duty (TDY) Travel Allowances*.

3.2.1.4. When the agency determines it would be more advantageous, considering cost and other factors considered, to authorize a long-term assignment.

3.2.1.5. The employee meets any additional conditions established by the agency.

3.2.2. There is no required minimum distance between an official station and a TCS location that must be met to qualify for a TCS; however, an agency may establish the area within which it will not authorize a TCS. Under 41 CFR. § 302-3.406, *How Long Must My Assignment Be for me to qualify for a TCS*, to qualify for a TCS, an employee's assignment must be not less than 6 months, nor more than 30 months.

3.2.3. TCS provides federal agencies authority to fund the relocation of an employee to a new official station for a temporary period while performing a long-term assignment but not for participation in training, education, or professional development opportunities.

3.3. Federal Government Training. Federal government entities must be the first consideration when determining the source of training. **(T-1)** If a government training source is unavailable, then 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.

3.4. Organic Training. Organic training programs (internal to the DAF) should be used to complete identified training needs whenever this approach has been validated as the most efficient and effective method of training. The Air Force Instructional System Design process must be used for training development and delivery in accordance with DAFMAN 36-2689, *Training*. **(T-1)**

3.5. Vendor Training. 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.

3.6. Institutional Training. If an academic institution is used, the employee development specialist must determine:

3.6.1. That the institution is fully accredited by a regional, national, or specialized accrediting body recognized by the U.S. Department of Education. **(T-3)**

3.6.2. That 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)**

3.7. Long-Term Full-Time Training. This is management-identified, 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.

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

3.7.2. Employee development specialists review 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)**

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

3.8. Conferences and Symposiums. These may be considered training when each of the following are met in accordance with DoD conference guidance located at <https://dam.defense.gov/Resources/Conference-Submissions>.

3.8.1. The purpose of the conference or symposium is educational or instructional whereas most of the conference consists of planned, organized exchanges of information between presenters and audience. Hence, the civilian derives developmental benefits through attendance.

3.8.2. The content is relevant to improving the civilian's and/or organization's performance.

3.8.3. It is the responsibility of the requestor to know, understand, and follow the current Air Force conference guidance on conference approval before submitting approval documentation with Standard Form (SF) 182 *Authorization, Agreement, and Certification of Training*, to the employee development specialist for consideration.

3.9. Prohibited Practices.

3.9.1. Prohibited Training Sources. The following training sources are not authorized:

3.9.1.1. Training sources which discriminate based on race, color, religion, age, sex, national origin or disability must not be used.

3.9.1.2. 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 properly determined to be without loyalty to the United States.

3.9.1.3. 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.

3.9.1.4. Academic Institutions that prevent Senior Reserve Officer Training Corps access or military recruiting on campuses. These institutions are ineligible to receive federal funds, except as provided by 18USC § 983(c) *General Rules for Civil Forfeiture Proceedings*.

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

3.9.2. Premium Pay. Premium pay to an employee engaged in training, education and professional development activities is prohibited, except as provided by 5 CFR § 410.402, *Paying Premium Pay*.

3.9.3. Concurrent Benefits. An employee who is attending a course of training, education, or professional development paid for by a DoD component may not receive another financial benefit from another source for the same course, that combined, exceed the actual cost.

3.9.4. Individual Memberships. An employee may not be reimbursed for the cost of individual membership fees or dues in a professional organization in accordance with 5 USC § 5946, *Membership Fees Expenses at Meetings; Limitations*, except as authorized in accordance with 5 USC § 4109 *Expenses of Training* or § 4110 *Expenses of Attendance at Meetings*.

Chapter 4

FINANCIAL RESOURCE MANAGEMENT

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.

4.2. Forecasting. Supervisors, managers, employee development specialists, and appropriate committees should ensure forecasting accounts for all known requirements and that program and operations officials provide the best estimates.

4.3. Budget Execution.

4.3.1. In executing the current fiscal year budget, employee development specialists 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.

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

4.4. Standard Form (SF) 182. Use of SF 182, or an equivalent electronic system, for documenting training, education, and professional development is mandatory. **(T-0)** The SF 182 may be obtained from <https://www.opm.gov>.

4.4.1. The SF 182 requirement includes training mandated by equal opportunity, federal statute, or regulation such as Title 5, CFR, Part 930.301, *Information Systems Security Awareness Training Program*, 5 CFR § 2638, *Executive Branch Ethics Program*, 5 CFR § 412.202, *Systematic Training and Development of Supervisors, Managers, and Executives*.

4.4.2. The SF 182 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)**

4.5. Government Purchase Card (GPC) for Education and Training.

4.5.1. The GPC may be used to pay for education and training, regardless of funding source, in accordance with DAFI 64-117, *Government Purchase Card Program*.

4.5.2. The GPC 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)**

4.5.3. 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 AF 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.

4.5.4. Each GPC 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 PEC. **(T-0)**

4.5.5. The GPC does not replace the SF 182 or equivalent forms as either an authorization and/or procurement document. The cardholder must have an approved SF 182 on file prior to contacting a vendor regarding training or education procurement. **(T-0)**

Chapter 5

TRAINING, EDUCATION AND PROFESSIONAL DEVELOPMENT PROGRAMS

5.1. Overview.

5.1.1. Provides development and leadership programs mapped to USAF foundational competencies, or USSF equivalents, which are key to ensuring all civilians can operate successfully in a constantly changing environment. These competencies span all occupations, functions, and organizational levels and support the development of current and future civilian leaders. Programs may be academic, experiential, or professional military education.

5.1.2. Civilian training programs use a variety of guides, assessments and forms in processing, these 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.

5.2. Civilian Mandatory Training.

5.2.1. DoDI 1400.25, Vol 410, *DoD Civilian Personnel Management System: Training, Education, and Professional Development*, directs civilian mandatory training requirements. DAFMAN 36-2689, Attachment 6, contains the list of all DoDI and DAF required Total Force Awareness Training requirements for civilians.

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

5.3. Functional Training. This is training required by the specific career field, functional community, or occupational series to perform actual tasks required by the position to accomplish current and future missions.

5.3.1. 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.

5.3.2. Annual Training Needs Assessments capture the installation's civilian functional training requirements for PEC 88751F MAJCOM, FLDCOM, and CCMD civilian functional training funds.

5.3.2.1. This assessment is a systematic process for determining and addressing needs or "gaps" between current and/or future knowledge, skills and abilities (KSAs) required. The discrepancy between the current job performance and the desired job performance must be measured to appropriately identify the need.

5.3.2.2. The needs assessment will be used to identify deficiencies in performance and may help identify broad internal or external training issues affecting the organization in accomplishing the mission. Unless such a needs assessment has been performed, it will be difficult to justify providing training and the resources required to support the training. The

needs assessment should support why the training activity should take place and prove that training is the best solution. For procedural guidance, contact the installation employee development specialist.

5.3.3. Annual Installation Training Plan documents approved civilian functional training requirements for PEC 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 specialists, supervisors, managers, and civilian employees with the information to determine how well a specific training course or program has met its objectives. **(T-0)** For procedural guidance, please contact the installation employee development specialist.

5.3.4. 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 5.1](#).

Table 5.1. Training 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.” |
| Priority 2 | Maintains/develops critical occupational/functional competencies ³ identified by Department of the Air Force publications or other guidance. Priority Indicator classified as “Essential.” |
| Priority 3 | Maintains/develops critical occupational/functional competencies as directed or identified by MAJCOM or FLDCOM (e.g., publications, memorandum, etc.). Priority Indicator classified as “Recommended.” |
| Priority 4 | Maintains/develops critical occupational/functional competencies as directed or identified by DAF Installation (i.e., publications, memorandum, etc.). Priority Indicator classified as “Recommended.” |

Notes:

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)**
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)**
3. Competency: Behavior or set of behaviors that describes required performance in a particular work context (e.g., job role or group of jobs, function, or whole organization).

| | Definition of Categories |
|--|--|
| | Functional/occupational competencies are related to specific areas of expertise that enable individuals to successfully perform their unique duties. These competencies tend to be more dependent on technology: tools, processes, and equipment to accomplish the organizational mission. |

5.4. Civilian Development (CD) Programs. The CD Programs are central to the career-long process of a civilian's individual development. CD offers a wide variety of professional development opportunities to develop leadership and management competencies. Basic Development Education (BDE), Intermediate Development Education (IDE), Senior Development Education (SDE), Academic/Fellowships, and Leadership Seminars/Short Courses are the levels afforded to civilians based on specific criteria. For all levels, supervisors, career field teams and Developmental Teams (DTs) provide oversight of personnel development to meet both functional and institutional strategic leadership requirements. Specific program descriptions are on the myFSS website at <https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t0000000wlcUCAY>.

5.5. Force Renewal Programs. Refer to AFI 36-130 for guidance on all force renewal programs to include Pathway Interns, Recent Graduate Programs, President Management Fellows, Palace Acquire (PAQ), Copper Caps (COP), and Premier College Intern Program (PCIP).

5.6. Centrally Managed Programs. Refer to DAFMAN 36-142 for guidance on centrally managed programs to include Career Broadeners, Civilian Strategic Leader Program (CSLP), Key Career Positions (KCPs), Career Mobility, Filling Centrally Managed Positions, PCS Funding and Allowances, PCS Relocation Services, Civilian Career Planning, Acquisition Professional Development Program (APDP), and Grievances, Complaints, and Adverse Actions.

5.7. Civilian Tuition Assistance Program (CTAP). The program is designed to benefit the mission and applies to self-development education courses that civilians desire to attend on a voluntary off-duty basis, regardless of funding source. 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 permanent full time appropriated fund civilians.

5.7.1. 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**)

5.7.2. CTAP will pay tuition, laboratory fees and other instructional fees (**T-1**)

5.7.3. CTAP does not apply to the following:

5.7.3.1. Civilian employees covered by AFI 36-130, *Civilian Career and Development Programs*.

5.7.3.2. Non-appropriated fund Lodging personnel.

5.7.3.3. Tuition assistance for Acquisition-coded civilian employees is governed by the SAF/AQH policy within the Acquisition Functional area on the Air Force Portal.

5.7.3.4. 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.

5.7.3.5. Local National civilians.

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

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

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

5.8. Civilian Leadership Development School (CLDS).

5.8.1. Provides education in support of all civilians through academic tools and knowledge to create a more capable, engaged civilian force, as well as the opportunity for civilians to enhance and grow their career potential.

5.8.2. Course offerings include New Employee Orientation (NEO) training, the Civilian Associates Degree Program, workforce development, leadership development, manager and supervisory training, and performance coaching. Please refer to the CLDS website at <https://www.airuniversity.af.edu/Eaker-Center/CLDS/>.

5.9. DAF Senior Leadership Development Program (DAFSLDP).

5.9.1. DAFSLDP is administered by the Force Development Integration Division (AF/A1DI) and delivers deliberate developmental education opportunities targeted to civilian senior executives and GS-15 (or equivalent) employees. These opportunities, collectively known as the Senior Leader Development (SLD) Program Portfolio, are a group of specifically chosen courses and learning programs available to a select group of civilian (and military) senior leaders.

5.9.2. Attendees are selected for courses by their Senior Leader Management Training office, or their functional communities, through a deliberate development process that targets senior leaders for the right development opportunities at the right time in their careers to meet the current and future mission needs. Please contact AF/A1DI at af.a1di.workflow@us.af.mil for additional information.

5.10. Continued Service Agreements.

5.10.1. Overview. Upon selection for training or development programs, the agency requires an appropriate commitment to continued service to ensure return on investment. The contract obligating civilian members to complete the appropriate requirement is a Continued Service Agreement (CSA).

5.10.2. A CSA is required for any training, education, or professional development that is 80 hours or longer and/or exceeds \$5000.00.

5.10.2.1. The period of service will equal at least three times the length of the training, based upon two factors: 1) Training length that equals or exceeds 80 hours. 2) Cost of training that exceeds \$5000.00 when direct (tuition and materials) and indirect costs (travel and per diem) are totaled.

5.10.2.2. If the employee attends training on their personal time and the training cost is paid by the federal government, the training length is one times the length of training.

5.10.3. For procedural guidance, please refer to the Continuing Service Agreement on the myFSS website at <https://myfss.us.af.mil/USAFCommunity/s/view-file?id=069t000000hNYv5AAG>

5.11. Removal from Civilian Development Opportunities.

5.11.1. Failure to Meet Performance Standards. When a civilian fails to meet performance standards, the senior rater, management level, or developmental team will submit a request to AFPC to remove the member's civilian development designation. **(T-1)** This request should include, at a minimum, documented evidence of decreased level of performance. AFPC will staff the request for approval to AF/A1 or SF/S1. **(T-1)**

5.11.2. Adjudicated Adverse Actions. When a civilian has an adjudicated adverse action, the senior rater, management level, or developmental team will submit a request to the Air Force Personnel Center Directorate of Civilian Personnel Operations (AFPC/DP2) to remove the member's civilian development designation. **(T-1)** AFPC will staff the request for approval by AF/A1 or SF/S1. This request will include only basic facts of the case. **(T-1)**

5.11.3. Pending Adjudication of Adverse Actions. The senior rater, management level, or developmental team will submit a request to AFPC to delay Civilian Development attendance for students/designees pending adjudication of an adverse action. **(T-1)** If the adjudication is expected to last more than 30 days, AFPC will delay the development opportunity to the next available opportunity until such time as adjudication is completed. **(T-1)** If no action is taken, the member may complete training at the next available opportunity.

5.11.4. Eligibility for Future Applications.

5.11.4.1. Members removed without prejudice from a developmental education program prior to attendance may reapply for future developmental education programs.

5.11.4.2. Members removed for cause from a developmental program are permanently barred from applying for the same program and are ineligible for outplacement in accordance with program requirements. **(T-1)**

ALEX WAGNER
Assistant Secretary
(Manpower and Reserve Affairs)

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

5 USC Chapter 41, *Training* (Implements the *Government Employees Training Act* of 1958)

5 USC § 552a, *Records maintained on individuals* (Privacy Act of 1974)

5 USC § 4109, *Expenses of Training*, 3 January 2022

5 USC § 4110 *Expenses of Attendance at Meetings*, 3 January 2022

5 USC § 4118, *Training Regulations*, 3 January 2022

5 USC § 5946, *Membership Fees Expenses at Meetings; Limitations*, 3 January 2022

10 USC § 2005, *Advanced Education Assistance: Active Duty Agreement; Reimbursement Requirements*, 15 May 2023

10 USC § 2007, *Payment of Tuition for Off-Duty Training or Education*, 14 Aug 2023

10 USC § 9417, *Degree Granting Authority for Air University*, 3 January 2022

10 USC § 983, *Institutions of Higher Education that Prevent ROTC Access or Military Recruiting on Campus*, 3 January 2022

USC 18 § 983 *General Rules for Civil Forfeiture Proceedings*, 14 June 2022

5 CFR Part 410, *Training*, 1 January 2022

5 CFR § 410.402, *Paying Premium Pay*, 1 January 2023

5 CFR Part 412, *Supervisory, Management, and Executive Development*, 1 January 2022

5 CFR § 412.202, *Systematic Training and Development of Supervisors, managers, and Executives*, 1 January 2022

5 CFR Part 930.301, *Information Systems Security Awareness Training Program*, 1 January 2022

5 CFR Part 2638, *Executive Branch Ethics Program*, 1 January 2022

32 CFR Part 216, *Military Recruiting and Reserve Officer Training Corps Program Access to Institutions of Higher Education*, 1 July 2022

41 CFR § 301 *Temporary Duty (TDY) Travel Allowances*, 30 May 2023

41 CFR § 302-3.402, *When am I Eligible for a Temporary Change of Station*, 1 July 2022

41 CFR § 302-3.406, *How Long Must My Assignment Be for me to qualify for a TCS*, 1 July 2022

EO 12107, *Relating to the Civil Service Commission and labor-management in the Federal Service*, 28 December 1978

EO 13607, *Establishing Principles of Excellence for Educational Institutions Serving Service Members, Veterans, Spouses, and Other Family Members*, 13 Jun 2012

41 CFR § 302-3.404, *Under what circumstances will my agency authorize a TCS*, 30 May 2023
DoDI 1400.25, Volume 410, *DoD Civilian Personnel Management System: Training, Education, and Professional Development*, 2 August 2021
Joint Travel Regulation, Part B, paragraph 0326, *Civilian Employee*, 1 June 2023
DAFPD 36-26, *Total Force Development and Management*, 15 April 2022
DAFI 36-2670, *Total Force Development*, 25 June 2020
DAFMAN 36-2689, *Training Program*, 31 March 2023
DAFI 64-117, *Government Purchase Card Program*, 19 May 2022
DAFI 90-160, *Publications and Forms Management*, 14 April 2022
AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020
AFI 34-301, *Nonappropriated Funds Personnel Management and Administration*, 1 July 2019
AFI 36-130, *Civilian Career and Development Programs*, 27 September 2019
DAFMAN 36-142, *Civilian Career Field Management and Centrally Managed Programs*, 4 October 2022
DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022
AFH 36-2647, *Competency Modeling*, 8 February 2022
AFH 36-2643, *AF Mentoring Program*, 17 May 2019

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*
AF Form 9, *Request for Purchase*
SF 182, *Authorization, Agreement, and Certification of Training*

Abbreviations and Acronyms

ADL—Advanced Distributed Learning
AETC—Air Education and Training Command
AF—Air Force
AFH—Air Force Handbook
AFI—Air Force Instruction
AFPC—Air Force Personnel Center
APDP—Acquisition Professional Development Program
BDE—Basic Developmental Education

CD—Civilian Development
CCMD—Combatant Command
CFDP—Civilian Force Development Panel
CFR—Code of Federal Regulations
CLDS—Civilian Leadership Development School
COP—Copper Caps
CSA—Continued Service Agreement
CSLP—Civilian Strategic Leader Program
CTAP—Civilian Tuition Assistance Program
DAF—Department of the Air Force (Air Force and Space Force)
DAFI—Department of the Air Force Instruction
DAFMAN—Department of the Air Force Manual
DAFPD—Department of the Air Force Policy Directive
DCS—Deputy Chiefs of Staff
DoD—Department of Defense
DoDI—Department of Defense Instruction
DRU—Direct Reporting Unit
DT—Development Team
ETMO—Enterprise Talent Management Office
EO—Executive Order
FLDCOM—Field Command
FOA—Field Operating Agency
FSS—Force Support Squadron
GETA—Government Employees Training Act
GPC—Government Purchase Card
IDE—Intermediate Developmental Education
IDP—Individual Development Plan
KCP—Key Career Positions
KSA—Knowledge Skills and Abilities
MAJCOM—Major Command
NEO—New Employee Orientation
O&M—Operations and Maintenance

OPM—Office of Personnel Management

OPR—Office of Primary Responsibility

PAQ—Palace Acquire

PEC—Program Element Code

PCIP—Premier College Intern Program

SDE—Senior Developmental Education

SES—Senior Executive Service

SF—Standard Form

SLD—Senior Leader Development

TCS—Temporary Change of Station

USAF—United States Air Force

USSF—United States Space Force

Office Symbols

AETC/A1D—Civilian Force Development Division

AF/A1—Deputy Chief of Staff for Manpower, Personnel, and Services

AF/A1C—Deputy Chief of Staff for Manpower, Personnel, and Services, Civilian Force Management Directorate

AF/A1D—Director, Force Development, Chief of Staff for Manpower, Personnel, and Services

AF/A1DI—Force Development Integration Division

AF/A1—DTA—A1 Digital Transformation Activity

AF/A1X—Plans and Integration Directorate

AF/A2DF—Force Management and Readiness Division

AFPC/DP2—Directorate of Civilian Personnel Operations

AFPC/DP2Z—Talent Management Division

SAF/AQH—Acquisition Career Management

SAF/MR—Assistant Secretary of the Air Force for Manpower and Reserve Affairs

SAF/MRL—DAF Civilian Senior Executive Management Office

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

SF/S1C—Deputy Chief of Space Operations for Human Capital, Civilian Policy and Programs

SF/S1D—Deputy Chief of Space Operations for Human Capital, Force Development

Terms

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

Annual Installation Training Plan—Documents the approved civilian functional training requirements for PEC 88751F for a given fiscal year. The Annual Installation Training Plan will document the priority and base ranking of each requirement, and associated resource required.

Annual Training Needs Assessment—A systematic process for determining and addressing needs or “gaps” between current and/or future knowledge, skills and abilities (KSAs) required.

Career Field Managers—The focal point for the designated career field within a functional community. Serves as the primary advocate for the career field, addressing issues and coordinating functional concerns across various staffs. Responsible for the career field policy and guidance. Must be appointed by the Functional Manager and hold the grade of GS-15 (or equivalent) for civilian specialties.

Career Field Team—Functionally-oriented teams that execute force development policy and programs for civilians. Centrally administer managerial/leadership training and development for career field employees and centrally-funded force renewal (intern) positions. This training and development include selected career broadening and cross-functional assignments, job rotations, short- and long-term training, management and executive seminars, education, and self-improvement activities intended to systematically develop employees for filling positions of increased responsibility.

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 Air Force.

Civilian Automated Training Input Program—An automated program used by installations, AFPC/DP2Z, Career Field Managers, and AF/A1DI to input civilian training requirements for consolidation.

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

Civilian Development Program—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 Development portfolio includes professional military education, other long-term academic and experiential programs, and GS-15 executive development programs.

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.

Competencies—Observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics needed to perform institutional or occupational functions successfully.

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

Cross Functional Authorities—Responsible for strategic oversight and force development advocacy related to the requirements of their occupational capability. They identify cross-functional billets, associate proficiency levels, and identify development (developmental education, training, and/or experience) required to successfully conduct their mission. Currently, six cross-functional authorities have been identified in DAFI 36-2670: cyberspace, nuclear, space, test and evaluation, combat air advisors, and acquisition.

Developmental Education—An array of educational opportunities including professional military education, advanced academic degrees, and professional continuing education.

Development Teams—Provides oversight of officer and civilian development to meet both functional and USAF corporate leadership requirements. Development teams are the conduit between force development systems, frameworks, and policy and translate these into career vectors for individuals.

Education—Academic and experiential learning focused on general bodies of knowledge, principles within a given discipline, and habits of the mind. This type of learning is applicable to a broad spectrum of foundational and/or occupational.

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

Experience—Active participation/involvement in positions, events, or activities leading to the accumulation of knowledge or skill that can be used to meet mission requirements.

Force Development—The deliberate effort to maximize force readiness through a variety of recruiting, educational, training, and experiential learning activities, opportunities, and services ensuring all service members possess the competencies they need to meet Department of the Air Force mission requirements.

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 Department of the Air Force and major command intern programs, etc.).

Foundational Competencies—A set of accepted and valued competencies applicable to all Airmen (officer, enlisted, and civilian) to achieve success across the wide-array of Air Force missions, roles, functions, and duties.

Functional Advisory Council—A forum of functional representatives that meets to discuss how to best prepare senior leaders with a comprehensive understanding of functional, cross-functional, and institutional personnel requirements as they pertain to a particular career field.

Functional Authority—Senior leaders, to include Assistant Secretaries, Deputy Chiefs of Staff (three-star), and other selected HAF two-letter General Officer/Senior Executive Service-level leaders that provide corporate perspective of institutional requirements and force management and development. The functional authority serves as a final authority to ensure all policies, established in accordance with this document, are implemented within their functional community. Functional authorities are supported by functional managers who are supported by career field managers.

Functional Manager—Individual accountable for the management and oversight of all personnel and equipment within a specific functional area to support operational planning and execution. Responsibilities may include developing and reviewing policy; developing, managing, and maintaining unit type codes; developing criteria for and monitoring readiness reporting; force posturing; and analysis. At each level of responsibility (Headquarters Air Force, major commands, air component, forward operating agency, direct reporting unit, and installation), the functional manager should be the most knowledgeable and experienced person within the functional area and have the widest range of visibility over functional area readiness and capability issues.

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

Individual Development Plan—Web-based tool that is the primary mechanism for civilians to express education, training, and experience goals. Enables communication between the development team, managers, supervisors, and the individual.

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.

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

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

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

Occupational Competencies—Competencies required by an individual to successfully execute a mission, role, function, job, task, or duty within a designated or specified workforce category or

group of functions requiring similar work (e.g., Aircraft Maintenance, Civil Engineering, and Nursing).

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.

Professional Military Education—Critical subset of developmental education that: 1) provides the nation with personnel skilled in the employment of air, space, and cyberspace power in the conduct of war, small scale contingencies, deterrence, peacetime operations, and national security; 2) provides Department of the Air Force personnel with the skills and knowledge to make sound decisions in progressively more demanding leadership positions within the national security environment; and 3) develops strategic thinkers, planners, and war fighters. In addition, professional military education programs strengthen the ability and skills of Department of the Air Force personnel to lead, manage, and supervise.

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

Secretary of the Air Force--—Civilian head of the Department of the Air Force.

Senior Rater—Senior raters must be at least an O-5/O-6/GS-15 (equivalent) or higher, serving as a wing commander or equivalent position and designated by the Management Level with a Senior Rater Identification.

Training—A set of events or activities presented in a structured or planned manner through one or more media for the attainment and retention of skills, knowledge, and attitudes required to meet job performance requirements. Additionally, training can be defined as 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 Office—The employee development specialist function is located in the base education office, which is a section within 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.