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HOUSING MANAGEMENT SPECIALIST



| CFETP

CAREER FIELD EDUCATION AND TRAINING PLAN

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Preface

Welcome to the CFETP for Department of the Air Force Housing Program

This Career Field Education and Training Plan (CFETP) identifies and provides a description of recommended training, education, professional development, and experience to empower Department of the Air Force (DAF) Housing Management Specialists in general schedule (GS) 1173; DAF includes both the Air Force and Space Force. See the Office of Personnel Management (OPM) standard documents for GS Standard Core Personnel Documents (SCPDs) ([here](#)).

This CFETP is meant to help any Housing Management Specialist to be successful in their position and help prepare them to reach their career goals, whether that goal is to remain at the installation as a technical expert or proceed down one of two primary tracks. A Housing Management Specialist may set a goal to ascend to a GS-13 Housing Management Specialist at AFCEC/AFIMSC Dets, GS-14 Housing Program Manager role at AFCEC/HAF or ascend to a GS-15 Senior Housing Technical Advisor as the Subject Matter Expert (SME) within the enterprise. This CFETP is intended to serve as a career roadmap for each Housing Management Specialist, whether they are new to a base level position or those with broad experiences at the intermediate and senior levels.

Serving as a Housing Management Specialist is an exciting, challenging, and rewarding career. Even early in your career serving in the Civil Engineer (CE) Squadron/Group, you will have the opportunity to manage projects and influence senior leaders on your base. DAF bases operate as small cities, and base level Housing Management Specialists play a role supporting the DAF equivalent of an Assistant City Manager (Deputy Base Civil Engineer (DBCE)) and City Manager (Base Civil Engineer (BCE)), who support the equivalent of a municipalities' elected mayor (the Installation Commander) and voting members of the city council (the installation's Facilities Board).

The 1173 Housing Management series include some of the duties of which are: to administer, supervise, or perform work involved in the evaluation of housing management programs, the development of administrative procedures, and the provision of technical assistance to onsite housing management. Positions in this occupation require a variety of housing management and administrative knowledge and related practical skills and abilities in such housing activities as: operations and maintenance, procurement of services, cost management and financial planning, assignments and utilization, occupancy changes and periodic inspections, scheduled and special requirement surveys, oversight of new construction and improvements, control of furnishings and equipment, master planning, and management-tenant relations.

Some Housing Management Specialists working at the installation level may not be mobile and wish to be a functional expert in their technical field that provides valuable expertise to Installation leadership as a GS-12/13 Housing Management Specialist, others may wish to advance within the squadron to serve in a leadership role following the GS-13/14 leadership track, which may include serving as an Installation Management Flight Chief (CEI) at the installation or the Deputy Director of Installation Support (DDIS). Mobility is key in advancing to serve as a functional at AFCEC/AFIMSC within their technical field or enterprise leader at

the Interim HQ or HAF level with depth and breadth of experiences both within and outside their functional field.

A primary goal in the Air Force Civil Engineer Annex for Agile, Innovative, and Ready Airmen Engineers is the need to recruit, develop, and retain individuals that will serve as leaders of our Airmen/Guardians Engineer team. Housing Management Specialists are key players involved with shaping the CE enterprise end state goal of Right-Sized, Resilient Installations. As explained in the Air Force Infrastructure Investment Strategy (I2S [here](#)), our installation leaders have captured distinct Lines of Effort and Objectives to help us meet our mid-term and long term strategic goals and are consistent with the current version of the National Defense Strategy [here](#).

Part I – Career Field Information

1.1 SECTION A: INTRODUCTION TO PART I OF THE CFETP

This CFETP provides detailed information about knowledge, skills, and abilities that Housing Management Specialists require to be successful in their careers. It includes typical career field progression information, duties, and responsibilities relevant to the Housing Management Specialists career, training strategies, and career path information. It identifies the knowledge, education, training, and other skills required for Housing Management Specialists, whether they have a goal to be an advisor or leader within their squadron/group, a technical SME, an Intermediate or HAF level leader. It also suggests training and education that will help the individual prepare for the next step in their career.

1.1.1 Purpose of the CFETP

The Deputy Chief of Staff (DCS)/Logistics, Engineering & Force Protection's Directorate of Civil Engineers (AF/A4C), the Assistant Secretary of the Air Force for Energy, Installations, and Environment (SAF/IE), and our enterprise leaders throughout the Total Force are all committed to ensuring that our Housing Management Specialists have the depth, breadth, knowledge, and capabilities they need to successfully serve our CE Enterprise within our Air and Space Forces.

This CFETP was developed to support the objectives of the CE Human Capital Roadmap ([here](#)). The Human Capital Roadmap emphasizes the importance of “cultivating workforce talent” through advanced education and training, talent management, and development of civilian workforce expertise. Throughout this document, you will find information about opportunities for Professional Military Education (PME), Professional Continuing Education, and Advanced Education. This document also includes information about positions available throughout the DAF enterprise to help Housing Management Specialists chart the next step of their career paths.

This CFETP supports the following CE Human Capital Roadmap lines of effort:

Envision the Force:

- Identifies experience needed for Housing Management Specialists to be successful in their role.
- Provides competencies needed to enable Housing Management Specialists to build a personalized career path to success, to include competencies in Installation Support, Organizational Leadership, and Community Engagement.

Recruit/Retain:

- Communicates the career field progression opportunities available to Housing Professionals and makes recommendations for advancement as a SME or DAF leader, to include detailed information about training and resources.
- Outlines professional training, education and leadership/mentorship opportunities along with information on how to successfully engage within the DAF, DoD, other Federal Agencies, and local off-base communities.

1.1.2 CFETP Format

The CE Career Field Team developed professional credentials key to progression within the CE enterprise: depth and breadth of experience, advanced academic degrees, PME, and certification. Each of these credentials plays a role in individual career management and competitiveness for select jobs and training opportunities. This document is formatted with these professional credentials in mind and is divided into two parts: Part I, which focuses on career field information and the training, education, experience, skills, and competencies required to help you meet your career goals as a Housing Management Specialist and Part II, which provides detailed information on training opportunities and mentorship.

Part I Career Field Information: Informs management of the Housing Management Specialist's career to include career field progression, duties and responsibilities, training strategies.

Section A: Provides information to Housing Management Specialists on how this plan is used to help develop each individual in the career field and explains how Housing Management Specialists should use this plan.

Section B: Identifies career field progression information, duties and responsibilities, training strategies, and career field path information. This section provides the information in assisting Housing Management Specialists to prepare for the next step in their housing career.

Section C: Describes recommended competencies related to a Housing Management Specialist's installation support role, organizational leadership role, and how to support successful community engagement.

Section D: Indicates resource constraints and includes additional options for payment of training and education outside of the housing courses offered by the DAF.

Part II Training Standards: Provides relevant training and education information for Housing Management Specialists.

Section A: Details professional training and education requirements to assist Housing Management Specialists in obtaining other training opportunities and management programs offered across the DAF.

Section B: Includes information on leadership and mentorship.

Appendices: Relevant key abbreviations and terms are in Appendix A. Appendix B provides a list of competencies. Appendix C provides an example of an Individual Development Plan (IDP). Appendix D provides an index of training courses and resources.

1.2 SECTION B: DEPTH AND BREADTH OF EXPERIENCE

1.2.1 Career Progression Information

Career progression can vary substantially for Housing Management Specialists due to a variety of factors including personal goals, availability of positions at an installation, geographic mobility, certification, training, and continuing education. Within the first five to ten years, career goals should start to solidify and align with serving in a leadership or SME role and establish the echelon or level of the CE enterprise that best meet the goals. For example, a goal to become a senior leader will drive career and education decisions differently than a goal to be a SME in the Housing Management program. The intent of the CFETP is to focus the traditional Housing Management Specialist on what they need to do to be successful in their current role, and what they should do to achieve their career aspirations. In some cases, Housing Management Specialists may not be geographically mobile, may enjoy the work they are doing at the installation level, and may not want to relocate to other installations. In this case, the CFETP can still assist with career development, as both leadership and key advisory opportunities exist at the base level. The ultimate goal of the CFETP is to support the CE Human Capital Roadmap lines of effort to envision the force and to recruit/retain Housing Management Specialist to meet the mission requirements across the full spectrum of the CE enterprise.

There is no single, optimal career path to ensure career success. A successful career path includes steady growth in job responsibility and professional development with a broad variety of experience. Periodically, personal situations should be reviewed, as well as the organization's needs in order to reassess career path goals. Consider personal strengths, and long-term goals. Organizationally, consider the organization's needs, training resources, position availability, and promotion opportunities. How well a Housing Management Specialist performs in their current position is the most important factor in determining future success.

1.2.2 DAF Enterprise Career Building Blocks

The structure of the Housing Management Specialist workforce is described with career building blocks (CBBs), which rises from a broad base of installation level experiences to a GS-13/14 Housing Management Specialist or GS-15 Technical Advisor (SME). The DAF CBBs show appropriate positions for various stages of the Housing Management Specialist career, available at each level of the CE enterprise: base, intermediate, and headquarters. Within each development level, the CBB recommends opportunities from the GS-9/11 to the GS-13/14 Housing Management Specialist track or GS-15 Technical Advisor track. Progression through these three CE enterprise levels allows Housing Management Specialists to obtain depth and breadth of experience required to lead at the higher levels of the CE enterprise. However, housing professionals should not assume quick advancement between GS levels is the norm. Instead, it is expected that a significant part of the early career will focus on obtaining depth and breadth of experience by holding various positions within an installation and intermediate

levels of the CE enterprise; mobility to other installations may be required to broaden experiences outlined on the CBB, due to limited vacancies or size of the unit. Housing Management Specialists will typically gain their initial experience at the base level and may not formalize long-range goals or what track to follow until they reach the intermediate level of their career.

Base Level. These are base-level positions, with training and education orientated towards meeting basic requirements of the Housing occupational series and development of technical skills, to include effective writing and briefing skills as well.

- **Entry Level / Development Position / Housing Management Assistant**
- **Housing Counselor / Inspector**
- **Housing Program Manager / Element Chief**

Base and Intermediate Level. The Housing Management Specialist must be competent in the management of resources and direction of planning, budgeting, accounting, maintenance, and management of facilities. Training and education are focused on preparing the employee to transition into leadership or more complex technical positions at the base, AFCEC, AFIMSC, or at a MAJCOM. Intermediate level positions include advisory roles as a Program Managers in each base level Housing Management occupational series or entry level supervisors in the project management and Housing operations elements.

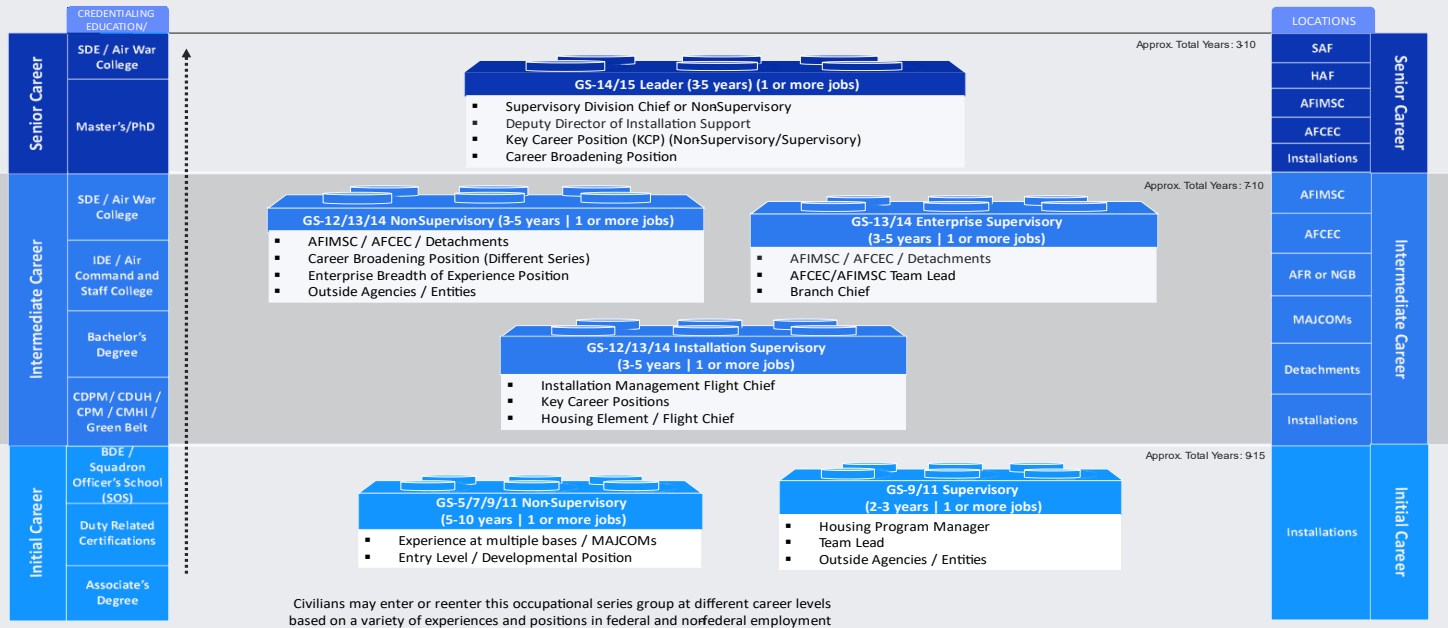
- **Housing Flight Chief**
- **Project Manager / Career Broadening or Key Career Positions**
- **Installation Management Flight Chief**
- **Deputy Director of Installation Support**

Headquarters (Intermediate and HAF). These are complex AFCEC, AFIMSC, or HAF positions. These employees represent the DAF in managing Housing resources and human capital engaged in the formulation of strategic policies, plans, and programs that may involve other services, DoD, and the secretariat. Training and education at this level are focused on further developing staff-level skills in support of DAF Housing programs and human capital; and developing executive and managerial abilities. Management of the Housing Management Specialist career beginning at the installation level will provide the broad level of experiences necessary to compete for positions at the intermediate and headquarters levels; and make individuals more competitive for leadership positions of increasing responsibility later in their career. A career path could consider moving to positions at different levels of the CE enterprise, as well as between service components, such as moving from the installation level to the intermediate level, then back to the installation level, then to the strategic level, then back to the installation level, in order to remain in touch with current issues facing CEs at the tactical level. Experiencing a broad variety of positions, both leadership and non-leadership, best prepares potential candidates to hold a Housing Program SME position and senior leadership positions in the CE enterprise.

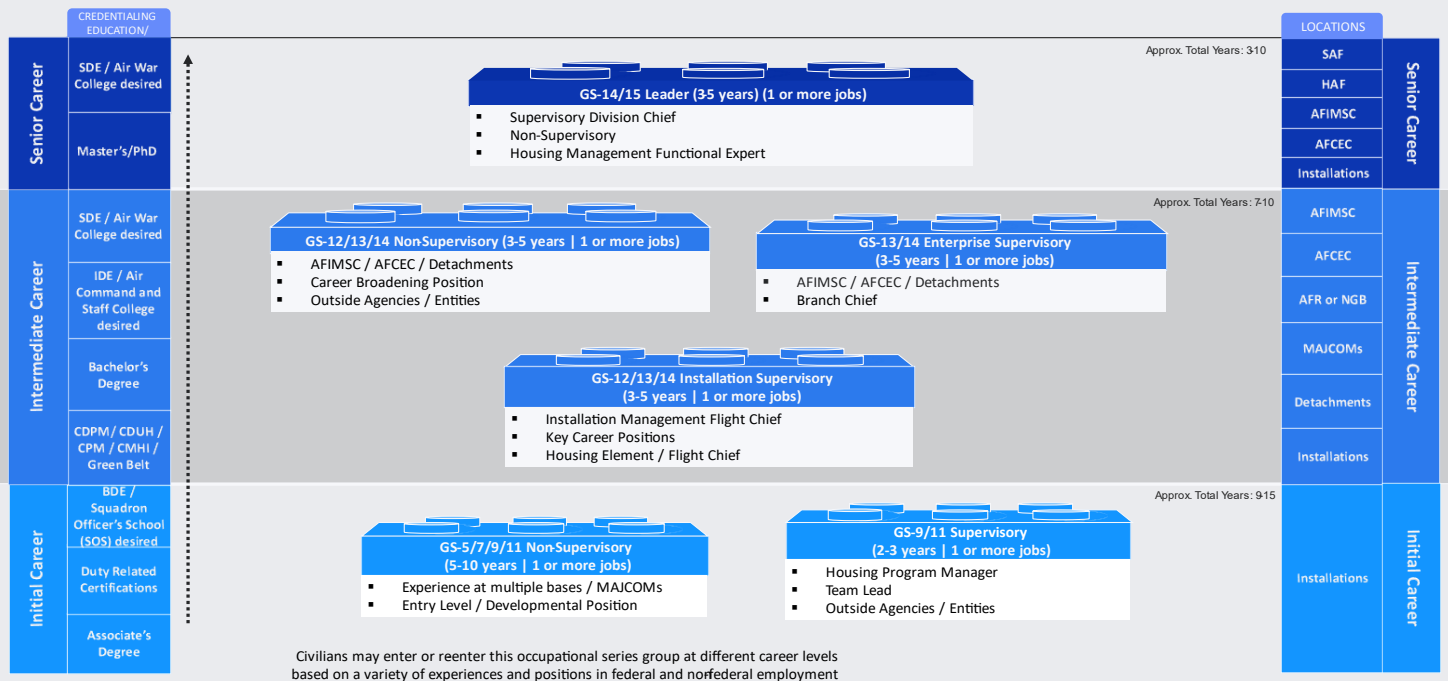
- **Installation Housing Management Specialist or Program Manager**
- **Branch, Division, or Program Managers at HAF, AFCEC or AFIMSC Dets**
- **Senior Housing Technical Advisor (SME)**

Figures 1. Department of the Air Force Housing Management Specialist Career Building Blocks (Enterprise Leader and Functional Expert/Leaders).

HOUSING MANAGEMENT CAREER BUILDING BLOCKS OCCUPATIONAL SERIES 1173 – *Enterprise Leaders*



HOUSING MANAGEMENT CAREER BUILDING BLOCKS OCCUPATIONAL SERIES 1173 – *Functional Experts/Leaders*



1.2.3 Master Development Plan (MDP)

The MDP is a comprehensive list of desired training, education, self-development, to include Civilian Development Education (CDE) programs, and typical assignments for each level of the career path. The MDP will assist Housing Professionals in the development of their IDPs and aligns with the CBBs. MDPs are shown in Table 1 for those pursuing a leadership role at the Installation, AFCEC, AFIMSC, or HAF and Table 2 for installation advisory roles as a SMS that can lead to a SME position. Each phase includes desirable training, education, and self-improvement from the previous phases/grade groups. For example, in Table 2, training or certification is shown desirable for the mid-management phase; therefore, it is also desirable for the senior management phase, although not listed again. BDE, IDE and SDE are shown at the grade level in which they should be obtained and are not required for those specific roles/grades. Refer to Appendix D for more information on training resources and education opportunities.

TABLE 1
ORGANIZATIONAL LEADER
OCCUPATIONAL SERIES HOUSING MANAGEMENT SPECIALIST

This MDP covers the following series: 1173

Grade	Formal Education	CDE	Training	Certification	Experience	Typical Jobs
GS - 15	<ul style="list-style-type: none"> Should have Masters Degree PhD possible 	<ul style="list-style-type: none"> SDE completed Consider others 				<ul style="list-style-type: none"> Air Staff AFCEC MAJCOM Division Chief
GS - 14	<ul style="list-style-type: none"> Should have Masters Degree Could pursue PhD 	<ul style="list-style-type: none"> Obtain SDE Consider others <ul style="list-style-type: none"> Academic Fellowships Leadership Seminars 			<ul style="list-style-type: none"> Seek broader leadership experience Expert program manager role 	<ul style="list-style-type: none"> Air Staff Senior program manager AFIMSC/Det AFCEC MAJCOM Deputy Director of Installation Support CEI
GS - 13	<ul style="list-style-type: none"> Obtain Masters Degree 	<ul style="list-style-type: none"> Obtain IDE Consider others 	<ul style="list-style-type: none"> AFIT courses 		<ul style="list-style-type: none"> Seek leadership experience. Broad program management 	<ul style="list-style-type: none"> AFMISC Det AFCEC MAJCOM Career broadener Installation/Housing flight chief
GS-12	<ul style="list-style-type: none"> Recommend Bachelors or Masters Degree 	<ul style="list-style-type: none"> Obtain BDE Consider others 	<ul style="list-style-type: none"> AFIT courses AFCEC Training 		<ul style="list-style-type: none"> Seek leadership / element leader / team leader position 	<ul style="list-style-type: none"> Base Program Managers
GS-11	<ul style="list-style-type: none"> Recommend Bachelors or Masters Degree 	<ul style="list-style-type: none"> Consider BDE 	<ul style="list-style-type: none"> AFIT courses AFCEC Training 		<ul style="list-style-type: none"> Excel in current base-level role 	<ul style="list-style-type: none"> Housing Program Managers

TABLE 2
SUBJECT MATTER EXPERT (SME)
OCCUPATIONAL SERIES HOUSING MANAGEMENT SPECIALIST
 This MDP covers the following series 1173

Grade	Formal Education	CDE	Training	Certification	Experience	Typical Jobs
GS - 15	<ul style="list-style-type: none"> Recommend Bachelors or Masters Degree 	<ul style="list-style-type: none"> SDE completed Consider others 			<ul style="list-style-type: none"> Capstone – Air Force Subject Matter Expert 	<ul style="list-style-type: none"> Air Staff
GS - 14	<ul style="list-style-type: none"> Recommend Bachelors or Masters Degree 	<ul style="list-style-type: none"> Obtain SDE Consider others <ul style="list-style-type: none"> Academic Leadership Seminars 	<ul style="list-style-type: none"> Advanced training in area of expertise 		<ul style="list-style-type: none"> HQ Program Manager 	<ul style="list-style-type: none"> HAF, AFCEC, AFIMSC
GS - 13	<ul style="list-style-type: none"> Recommend Bachelors or Masters Degree 	<ul style="list-style-type: none"> Obtain IDE Consider others 	<ul style="list-style-type: none"> AFIT courses. Industry and commercial courses in areas of expertise 		<ul style="list-style-type: none"> Seek technical experience. Program Managers Obtain leadership experience 	<ul style="list-style-type: none"> AFMISC Det AFCEC Installation Flight Chief
GS-12	<ul style="list-style-type: none"> Recommend Bachelors Degree 	<ul style="list-style-type: none"> Obtain BDE Consider others 	<ul style="list-style-type: none"> AFIT courses Industry and commercial courses in areas of expertise 		<ul style="list-style-type: none"> Seek media area experience Team leader position Further develop technical skills 	<ul style="list-style-type: none"> Element Chief, Program Manager
GS-11		<ul style="list-style-type: none"> Consider BDE 	<ul style="list-style-type: none"> AFIT courses AFCEC Training 		<ul style="list-style-type: none"> Excel in current base-level role Grow technical skills in discipline 	<ul style="list-style-type: none"> Program Manager
GS-5/7/9		<ul style="list-style-type: none"> Palace Acquire 	<ul style="list-style-type: none"> AFIT Courses AFCEC Training 			<ul style="list-style-type: none"> Base level

1.2.4 MyVector

The MyVector site provides numerous resources for Housing Management Specialists. Information is available on the site related to Mentoring, Career Planning and Knowledge sharing. The Mentoring section of MyVector can be used to fine tune career goals, experience and plans. A mentor search capability is available, where Housing Management Specialists can search for a mentor by profile details or make a by-name request for a mentor. MyVector also allows for knowledge sharing through forum-based discussion groups.

MyVector also includes a number of training resources. The site includes an “Air Force Competencies” section that includes a competencies self-assessment function and related resources. The competencies include the traditional ones such as developing self and developing others, but also include emerging topics such as “Digital Literacy”. Based on the results of the self-assessment, the platform includes a “Competency Improvement Plan” with suggested videos, books, courses, and/or articles that can help improve that focus area. The courses recommended are linked to the Air Force e-Learning site ([here](#)) and are available online/for free.

One way for a Housing Management Specialist to determine a desired career path is to go through the Career Development Plan process known as “vectoring.” The CE Career Field Team (CFT) manages the process with an annual call, which typically goes out each fall. While the vectoring cycle is annual, it generally alternates between grades (e.g., GS-12 one year, GS-13 the next). The vectoring process will assist a Housing Management Specialist with identifying educational, professional, or experiential gaps or needs in their career experience, and get valuable feedback from CE senior leaders on steps to successfully achieve their plan. It is not a promise of a promotion or a commitment to move, but an opportunity to gain insight on how to achieve career goals, which could include: what jobs to seek, professional registration, career program choices, PME, or Civilian Development Education (CDE) recommendations. Housing Management Specialists should consider updating their Career Brief on MyVector and explore PME and CDE options on the site. Note that MyVector is used to register for Vectoring as well as serves as the hub for Housing Professionals to self-nominate for PME and CDE. The nomination process for these programs usually occurs in the winter. Access MyVector ([here](#)).

1.2.4.1 Individual Development Plan

An Individual Development Plan (IDP) will help lay out long-term professional career goals, and identify knowledge, skills, and abilities needed to meet those goals, as well as, developmental assignments, positions, training, and activities, which will assist a supervisor to help you reach those goals. There are a variety of resources available online to develop an IDP. An IDP form suitable for all federal employees can be found in Appendix C. The CE CFT recommends use of MyVector be used to develop IDPs ([here](#)); MyVector is also used for career development opportunities. For example, applicants who apply for CDE submit their applications through MyVector to obtain supervisor review and endorsement of their applications.

1.2.5 Breadth of Experience

Experiencing a wide variety of Housing Management Specialist roles, beginning within the CE Squadron or Group at the installation level is an important part of gaining depth and breadth of experience, knowledge, and capabilities. It is recommended to obtain a diversity of experience at more than one installation falling under different MAJCOMs or components to include varied assignments within other CE Squadron flights. Housing Management Specialists should plan to hold an installation level position at the target grade for three to five years prior to holding a base level leadership position. Obtaining experience in a supervisory position, such as the Asset Accountability Element Chief, and/or Housing Management Element Chief at the early stages of a career is essential to ensure advancement to an intermediate or headquarters level leadership position later in the career.

1.2.6 Geographic Mobility

For those willing and able to be geographically mobile, there may be more opportunities to achieve breadth and depth in career experiences. Effective civilian force development depends upon filling high-level positions with those who have a variety of work experiences. Holding positions at multiple installations exposes a Housing Management Specialist to a wider understanding of DAF missions. For example, experiencing operations at a fighter or heavy aircraft, research and development, or training and education focused installation provides unique experiences. Housing Management Specialists should also consider size of installation and geographic location when considering breadth of experiences at the installation level. Engineer requirements at an overseas (OCONUS) base are different from those at a Continental United States (CONUS) base, as are the requirements at a small single mission installation vis-à-vis a large multi-mission installation. Experience working with a Reserve Component mission will also provide an understanding of the benefits, limitations, authorities, and proper application of the different components to meet Total Force mission requirements. Variations in climate (southern coastal vs northern tier) can also provide breadth of experience. When applying for installation level leadership positions, this depth and breadth of experience may be the factor that makes a Housing Management Specialist the best-qualified candidate for a selection to fill a vacancy. This is increasingly true when applying for non-leadership or leadership positions at the intermediate and headquarters level of development.

1.2.7 Career Broadening

This CFETP has addressed the need for Housing Management Specialists to broaden their career through a broad breadth of experiences whether at the installation or by relocating to another installation. The DAF and the CE community also have a formal career-broadening program, which is an integral part of the DAF leadership development framework. It is designed to build functional and institutional competencies while enhancing leadership perspective. More information is available ([here](#)) (log into MyFSS first to access the site) and in DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs* Career broadening assignments advertised on USAJobs ([here](#)) although of relatively short duration (36 months), are complex and demanding, but also increase and broaden experiences. Career broadening assignments are designed to enhance CE professional's breadth of experience and diversity of thought. The key in determining which career broadening assignment to pursue is to consider which opportunity will enhance the strategic skills and perspective required to meet individual goals.

1.2.8 Professional Licensing/Registration/Certification

5 U.S.C., Section 5757 provides that an agency may use appropriated funds to pay for expenses for employees to obtain professional credentials, including expenses for professional accreditation, State-imposed and professional licenses and professional certification; and examinations to obtain such credentials. Appendix D provides a list of recommended / mandatory courses for Housing Management Specialists based on position and grade levels. This authority may not be exercised on behalf of any employee occupying or seeking to qualify for appointment to any position that is excepted from the competitive service because of the confidential, policy-determining, policymaking, or policy advocating character of the position. This authority is permissive, not mandatory. It does NOT establish an entitlement. Because the authority is codified in Title 5 U.S.C., *Government Organization and Employees*, this authority is applicable to civilian employees only and not to military members. The use of appropriated funds to pay expenses to obtain professional credentials does not extend to employees' memberships in professional organizations unless the membership is a prerequisite to obtaining the professional license of certification.

1.3 SECTION C: COMPETENCIES

1.3.1 Introduction

While most duties and responsibilities are position-specific, Housing Management Specialists generally must demonstrate facilitation, collaboration, and functional analysis skills through leadership and core occupational competencies (OCs) where core OCs are foundational, common, critical, and cultural to being a leader in the CE enterprise.

1.3.2 Leadership Competencies

The Federal Managerial Framing Network identifies additional leadership competencies for managers at different stages of their career, including Technology Management; Leveraging Diversity; Financial Management; Creativity and Innovation; Political Savvy; Partnering; Human Capital Management; Resilience; Influence/Negotiating; External Awareness; Strategic Thinking; Entrepreneurship and Vision. Effective writing skills and oral communications are also a key skill required of strategic leaders. More information is available ([here](#)).

Housing Management Specialists wishing to pursue strategic leadership roles may wish to begin developing the Executive Core Qualification (ECQ) leadership competencies of:

Competency 1. Leading Change: Ability to bring about strategic change, both within and outside the organization, to meet organizational goals with an inherent ability to establish an organizational vision and implement it in a continuously changing environment.

Competency 2. Leading People: Ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace

that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

Competency 3. Results Driven: Ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Competency 4. Business Acumen: Ability to manage human, financial, and information resources strategically.

Competency 5. Building Coalitions: Ability to build coalitions internally and with other federal agencies, State and local governments, non-profit and private sector organizations, foreign governments, or international organizations to achieve common goals.

More information on ECQs is available [\(here\)](#).

1.3.3 Occupational Competencies

Core Occupational Competencies (OC) are foundational, common, critical, and cultural to being a leader in the CE enterprise, as well as providing the building blocks for further force development. A common OC is expected in many positions filled by Housing Management Specialists. A critical OC is one where a Housing Management Specialist must be able to make informed decisions that can affect the overall life, safety, and health of housing residents, base personnel, or the surrounding community, understanding the limitations of financial or personnel resources. Lastly, a cultural OC is one that is important as a representative of a leader within the CE enterprise. All competencies fall under one of the four criteria for core CE OCs.

The OCs are not comprehensive for all positions. It is expected that positions available to the growth of the Housing Management Specialist will be centered on one of the two career tracks as a leader or SME. While Housing Management Specialists are expected to demonstrate portions of the competencies of a project programmer, for example, the member is not expected to know all the competencies unique to being a project programmer unless they have filled that position.

The Department of the Air Force defines competencies as an attribute that an individual possesses to successfully and consistently perform a given task, under specified conditions, or meet a standard of performance. This enables engineers to perform their jobs and contribute to the overall success of the Department of the Air Force. Competencies influence human performance and have a subsequent impact on mission and organizational success.

Housing Management Specialists turn OCs into required capabilities. The success of current and future operations lies in the direct and deliberate development of its Airmen/Guardians. Development occurs across the distinct but related elements of education, training, and experience. Foundational education is primarily provided to the CE career field through The Civil Engineer School (TCES). Specialized (to include advanced degrees) and leadership training can be found through various sources and is discussed in other sections of the CFETP.

Lastly, experience is the application of training and education for the individual at their organization. The elements of the continuum of learning are complementary; each enhances the values of others. The blend of all three elements across an entire career is key in the development of CEs who pursue leadership roles to achieve occupational competencies and meet DAF operational needs.

Force development is a responsibility of both the individual and CE CFT. Housing Management Specialists that wish to advance their careers and take on positions with a greater depth of knowledge and experiences must take on the responsibility to guide their own competency development, while the CFT provides a wide range of developmental opportunities.

The OCs provide a framework that describes the technical/functional skills, knowledge, abilities, and other characteristics required to perform at that level. The housing management specialist competency model is identified in Appendix B. Additional leadership competencies discussed in paragraph 1.3.2 provide a framework for those on a strategic leadership track and are described through executive core qualifications (ECQ).

1.3.3.1 Occupational Competency Structure

Competency 1. Housing Management Program Administration - Manage and advise on the technical and administrative aspects of military family and unaccompanied housing programs (e.g., government owned, leased, privatized, community).

Competency 2. Housing Operations - Execute, manage, and oversee operations (e.g., inventory management, community liaison, requirements, resourcing, etc.) for all housing assets and programs.

Competency 3. Housing Requirements Determination and Planning - Determine existing and/or future housing requirements through surveys, analyses, and evaluation of housing programs in order to create or update housing plans.

Competency 4. Housing Relocation and Referral Services - Develop, implement, and execute a housing services program (e.g., referral, home finding, customer outreach, community liaison, etc.).

Competency 5. Privatized Housing Oversight - Provide oversight of the privatized housing business entity to ensure compliance with project documents and program policy.

1.3.3.2 Occupational Competency Categories

Installation Support: This group can be broken down into three competencies of planning and programming, execution, and management for all Housing operations. Planning and programming encompass the process to identify, validate, and scope requirements to include project requirements. In addition, to acquire the funding and approval aspects of planning and programming.

Organizational Leadership: This group encompasses the human and personal characteristics required for Housing Management Specialists to include employing capabilities and managing

resources. These competencies reflect the interaction across various levels within the DAF organization and outside to include joint services, other government organizations, companies, and other nations. Managing resources specifically describes resource stewardship, force development, and posture and presentation.

The installation is typically an integral part of the surrounding community. Strong relationships contribute to an enduring partnership that is mutually beneficial to both. Specifically, the impact an enduring installation has on the local economy and ensuring the city's master planning decisions will not negatively impact the mission. Public to private and public-to-public agreements (P4) through Memorandums of Understanding (MOUs) mutually benefit both parties and strengthen its position within the DoD as a premiere cost-effective installation.

1.3.3.3 Core Competencies

Housing Planning - Review of project management plans and the development of recommendations on the overall management feasibility of proposed housing activities.

Housing Operations - Contract management, budgeting, accounting, maintenance, and facilities management.

Housing Oversight - Application of program evaluation, surveys, studies, and oversight techniques to ensure the habitability and viability of privatized housing.

Housing Support Services - Provide on-base and off-base housing assistance support. This includes referral and relocation services, facilitating community and tenant relationships, and providing housing-related counsel and advice to Airmen/Guardians and their families.

1.3.3.4 Proficiency Levels

A developing Housing Management Specialist will pass through three proficiency levels of each of the technical sub competencies during their career: Basic, Advanced, and Master. Proficiency levels are progressive in that they build on top of one another. The general criteria for each proficiency level are discussed below. Each criterion helps enable members to determine attainment of a competency at the different proficiency cycles through observable and measurable behaviors. At some point, typically early in the career, a Housing Professional may decide to be a subject matter expert (SME) working at AFCEC or they may want to be in a leadership role at the base level with possible sights on a SES leadership role at AFCEC or HAF. The competency checklist developed in this CFETP is designed for a Housing Management Specialist that can translate into positions within AFCEC, Direct Reporting Unit, Centers, MAJCOMs or HAF.

1.3.3.5 Competency Checklist

The technical competency checklist (Appendix B) was developed as a tool for individuals to self-assess their own personal development. It can also be used as a talking point with supervisors in the preparation of IDPs. The list is broken down by the competencies, sub-competencies, and descriptors on the left and the expected proficiency level on the right. Each descriptor shows the grade level and years of experience, that should be achieved, as the

individual progresses through their career. The expected proficiency levels at each stage of an individual's career should be used as a guide to determine the progress of an individual's force development.

Note: Descriptors are balanced at a level specific enough to provide a basic expectation for both the Housing Management Specialist and their supervisor, but not so specific as to limit the application of a descriptor to an overly restrictive scenario. Both the Housing Management Specialist and their supervisor should use their best judgment in determining the exact behaviors that demonstrate a descriptor, and at what proficiency level each is achieved.

Through self-assessment, a Housing Management Specialist can determine the required skills they need to develop their career. The structure of the competencies allows one to look at overall areas that are lacking and can tie to an education or training program or a job opportunity that will provide the experience. An individual can look at the list and determine if he/she is lacking in any overall areas such as design or logistics management and can look deeper into the descriptors that are part of those sub-competencies. If an individual is lacking in a certain area, there are several steps that can be taken to gain or broaden their experience. For example, a Housing Management Specialist with no training in programming may take a course through AFIT or work with their supervisor to swap roles with another individual, so both could benefit from an internal job exchange to expand their breadth and depth of experiences.

The competency list is also a tool for supervisors to mentor and develop Housing Management Specialists. The supervisors have the intimate knowledge of specific jobs and opportunities Housing Management Specialists will need to meet the competency requirements of their short, mid and long-range goals. Commanders and supervisors have the intimate knowledge of specific jobs and opportunities Housing Management Specialists will need in order to meet the competency requirements in addition to having a balanced career necessary to achieve long range goals.

The use of this list is not intended to be punitive or tied to performance evaluations. It is merely a tool to help guide career development for Housing Professionals and is designed for those with a goal to be a future program manager or SME that can lead to a leadership role within AFCEC or HAF, if that is the desired long-range goal.

1.4 SECTION D: RESOURCE CONSTRAINTS

This section identifies known resource constraints, which preclude optimal and desired training and education from being developed or conducted, including information such as costs and manpower. Limiting resources will put strains on the career field to adequately cover all initiatives. Priority will go to mission essential training and educational courses, then focus on mission enhancement training. AFCEC and AFIT will continue to develop and execute Distance Learning courses as much as possible to mitigate the effects of resource limitations.

1.4.1 Tuition Assistance (TA)

The goal of the Civilian Tuition Assistance Program (CTAP) is to assist civilians in their continued self-development and includes coursework at the associate, bachelor's, master's, and doctorate levels at accredited institutions listed in the DoD Voluntary Education Partnership Memorandum of Understanding directory ([here](#)). TA is used for course(s) that contribute to occupational and institutional competencies, special interest needs, and readiness by supporting the current and future needs of the DAF. Please refer to the Civilian Tuition Assistance Program (CTAP) under the DAF's (MyFSS) for detailed information along with the Acquisition Civilian Tuition Assistance Program for those eligible.

1.4.1.1 Eligibility

Funds are available for individuals who are permanent full time appropriated fund employees (including wage grades). Applicants must currently have an acceptable performance appraisal rating and have an approved education goal in the Air Force Virtual Education Center ([here](#)).

1.4.1.2 Funding Management and Limitations

TA is available for two (2) courses per semester/quarter. There is no limitation on the number of credit-by-exam tests. TA can be used for up to 75% of the tuition cost, subject to the limits found on AFVEC for semester hour, quarter hour, and fiscal year. Students are responsible for the remainder of the expense.

TA can be used for 100% of credit-by-exam fees at an on-base and/or fully funded testing center. TA does not pay professional certification fees, charges related to accrediting work or life experiences or the following examination fees: Graduate Management Admissions Test (GMAT), Graduate Records Examination (GRE), Law School Admission Test (LSAT), Medical College Admissions Test (MCAT), Standard Achievement Test (SAT), or Admissions College Test (ACT).

TA is not provided, in whole or in part, for courses for which the employee is receiving other federal or state tuition subsidies such as Veterans Administration educational benefits, scholarships or grants, etc. However, TA can be used in conjunction with student loans.

TA funded under CTAP is not an entitlement or condition of employment and past approved TA does not guarantee future funding. TA funding does not apply to courses at a level lower or equal to a degree already attained by the applying member.

1.4.2 TDY Funding

Many training and educational opportunities exist away from the installation and personnel would attend in a temporary duty status (TDY) that pays for transportation, lodging, meals, incidentals, and course costs. Funding for TDYs come from various sources to include AFIT, AFCEC, DETs, MAJCOMs, and the squadron.

Part II – Training

2.1 SECTION A: PROFESSIONAL TRAINING/EDUCATION

2.1.1 Purpose

Formal training and education classes are offered either in person or distance learning. Successful Housing Management Specialists will establish technical competencies and understand the DAF culture. Individuals will join the DAF Civil Service at different points in their careers; this CFETP is written from the perspective of entering into the CE enterprise at any time in a Housing Professionals career. Foundational training requirements are detailed in Appendix D.

2.1.2 Training

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

The DAF defines Force Development as, “A deliberate process of preparing Airmen/ Guardians through the Continuum of Learning (training, education, and experience) with the required competencies to meet the challenges of the 21st Century.” The below topics discuss additional ways to obtain training, education and experience through offerings available to DAF Civil Servants. Additional information about these and other topics are available at the CE CFT SharePoint site ([here](#)).

2.1.3 Civilian Developmental Education (CDE) Programs

Development programs, including the new employee orientation, resident and nonresident PME, leadership training, experiential focused learning, and higher-level strategic leadership programs are learning opportunities available to selected personnel to enhance their professional growth. CDE can consist of short- and long-term leadership, academic, and fellowship training programs. There are three types of CDE: PME, Academic programs and Fellowships, and Leadership Seminars. Individuals are chosen for the in-residence version of these programs through a formal nomination and selection process, which begins with self-

nomination and a recommendation from their leadership chain as part of annual nomination calls. Individuals should discuss their interest in CDE programs with their supervisor to understand how these programs could enhance their professional growth. Previous job performance, accomplishments, and leadership potential are typically factored into each nomination and selection.

PME includes learning the history and strategic business of the DAF. Eligibility for each CDE level of PME is based upon the Housing Management Specialist grade:

Basic Developmental Education (BDE): GS-07 to 12, or equivalent (Squadron Officer School)

Intermediate Developmental Education (IDE): GS-12 to 13, or equivalent (Air Command & Staff College)

Senior Development Education (SDE): GS-14 to 15, or equivalent. (Air War College)

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

Most programs do not require the applicant to be mobile; some include a short-duration TDY. Basic eligibility is 2 years of “Federal” civil service by the application deadline. Distance Learning programs for CDE can be started at any time, if minimum requirements are met.

Individuals apply to Air University directly. Details on all CDE opportunities are available on the MyFSS Civilian Force Development Home Page, to include PME, the various Academic and Fellowships programs, and Leadership Seminars ([here](#)).

2.1.4 Civilian Strategic Leadership Program (CSLP)

The Civilian Strategic Leadership Program (CSLP) is the DAF civilian enterprise development program designed to provide selected GS-13/14/15 (or equivalent) DAF employees competencies needed to build a federal corporate culture that drives for results, services customers, and builds successful teams and coalitions within and outside the organization. GS-13s may apply for permanent promotion opportunities for GS-14 Installation-level assignments. More information about the CSLP can be found ([here](#)). The Deputy Director of Installation Support/Deputy Mission Support Group Commander is one of the more common positions, which is usually filled by the CSLP.

2.1.5 Key Career Positions (KCP)

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

intermediate-level personnel have the opportunity to gain breadth of experience. Additional information is available [\(here\)](#).

2.1.6 Temporary Duty (TDY)/Temporary Assignments

When considering areas an individual may be lacking in experience, they may consider a TDY or Temporary Assignment. TDY opportunities are available for both CONUS and OCONUS. Additionally, it may be possible to request a temporary assignment, or additional duty request, within their organization to gain the experience needed to more fully understand the many facets of the Housing workforce.

2.1.7 Documentation of Training

Use the IDP in Appendix C to document training requirements and completion of formal training requirements. Each Housing Management Specialist career IDP should be developed with an understanding of the basic competencies and skills required to be a DAF CE SME or leader. The IDP should be reviewed and updated annually.

2.1.8 Competencies

Section D is designed to ensure Housing Professionals have the occupational competencies to successfully perform their jobs. As discussed in section 1.3.3, the Occupational Competencies are Installation Planning and Programming, Execution, Operations Management, Installation Recovery and Closure, Employ Engineer Capabilities, and Manage Resources. In addition, Housing Professionals are encouraged to develop Leadership Competencies from section 1.3.2 (Leading Change, Leading People, Results Driven, Business Acumen and Building Coalitions); especially those on a leadership track.

2.1.9 Continuing Education Requirements

HAF, in concert with the AFIT and AFCEC, identify required education and training programs in support of FH, UH and PH oversight. All Housing Professionals are required to successfully complete the Certified Military Housing Inspector (CMHI) offered by Military Housing and Lodging Institute (MHLI).

2.1.10 Symposium/Workshop Attendance

One opportunity for training that allows Housing Professionals to receive training hours is attending symposiums or workshops. Many DAF and larger DoD sponsored events include courses relevant to or geared towards the Housing Career development path.

2.1.11 Air Force Institute of Technology (<https://www.afit.edu/CE/>):

All housing personnel are required to attend AFIT functional education courses at least once every three years to ensure proficiency in their primary area of responsibility.

2.2 SECTION B: LEADERSHIP/MENTORSHIP

2.2.1. Mentoring for Department of the Air Force Housing Professionals

Housing Management Specialists at all levels, to include those serving as a Housing Management Specialist, should make it a priority to seek advice from more experienced DAF leaders, to include seeking advice and mentorship from military leaders, as well as senior civilians (e.g., SES mentor). DAF leaders, be they military or civilian leaders, as well as other senior personnel in various functional areas, have rich insights developed and learned through years of experience, and they are often excited to coach and mentor other professionals. When seeking this opportunity, Housing Professionals should have questions prepared, have a vision/plan for the next 5-10 years included on an IDP (Appendix C), which may include plans for CDE, career broadening, separation, retirement, etc., and have a biography and resume ready. Prior to meeting with a mentor or coach, Housing Professionals should contemplate how they may be viewed by the mentor (i.e., consider the perspective of others when evaluating personal performance) and anticipate the types of questions the mentor may ask, such as career aspirations, work values, unique knowledge, skills, or abilities, and preferred types of work and learning. Additional information about mentoring is available [\(here\)](#).

Technical Housing Management Specialists at all levels should explore the competencies (discussed in Section 1.3 of this CFETP) then use the competencies to first self-assess their level of proficiency for each competency and identify a plan to develop these competencies by pursuing education, training and experience throughout his/her career to attain the highest level of proficiency possible. These plans should be identified in an IDP. Not all Housing Management Specialists may achieve the desired level of proficiency; however, gaps that exist between expected and actual proficiency levels should be used as a discussion tool with mentors to help target growth and development issues. Housing Professionals should discuss these gaps with their mentors and help identify training and experiences to be added to the IDP that might help the Housing Management Specialist to build upon these competencies. Housing Professionals should focus on competencies needed for the current assignment first, and then explore competencies needed for the next assignment.

Housing Professionals may also wish to review resources used to mentor CE officers at the Air Force Officer Classification Directory (AFOCD) on the AFPC website [\(here\)](#). See also AFH 36-2643, *Air Force Mentoring Program* [\(here\)](#). Finally, the Treasury Executive Institute offers online and in-person leadership courses and coaching for GS-14s through SES, or equivalent [\(here\)](#).

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

2.2.2. Mentorship

The DBCE is often one of the highest-level civilians that many CE Airmen/Guardians come into contact with at the installation, and often they have a good deal of knowledge and advice that can be passed on to first or second -level civilian supervisors and leaders within the squadron. All Housing Professionals in a leadership role should work with high performing civilian team members to develop an IDP that identifies training and career path activities valuable to the growth of future civilian leaders. Leaders should encourage deserving team members to complete the civilian Vectoring process, pursue training opportunities and explore career broadening assignments. A myriad of training opportunities are available for leaders on how to coach and develop employees at ACQ NOW [\(here\)](#).

Courses can be taken at DAU's digital campus [\(here\)](#).

OPM's center for Leadership Development helps training officers, managers and supervisors meet the challenge of succession management to include helping future leaders assess leadership effectiveness, gain core knowledge and develop critical skills. The current course schedule is available [\(here\)](#).

Appendices

APPENDIX A: TERMS AND ABBREVIATIONS

AF/A4C. The Directorate of Civil Engineers. In accordance with HAFMD1-38, AF/A4; DAFPD 32-10, Installations and Facilities; DAFPD 32-20, Fire Emergency Services; DAFPD 32-30, Explosive Ordnance Disposal; DAFPD 32-60, Housing; DAFPD 32-70, Environmental Considerations in Air Force Programs and Activities; DAFPD 32-90, Real Property Asset Management; DAFPD 10-2, Readiness; and DAFPD 10-25, Emergency Management, the Director of Civil Engineers formulates DAF Civil Engineer strategy, policy and implementation guidance supporting DAF and DoD strategic goals and objectives, and manages CE enterprise governance to guide the development and execution of the associated strategy, policy, implementation guidance, and related oversight.

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

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

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

AFOCD. Air Force Officer Classification Directory The official directory for all military officer classification descriptions, codes, and identifiers.

AFPC. Air Force Personnel Center. Headquarters Air Force Personnel Center (HQ AFPC) executes and integrates United States Air Force (USAF) personnel programs to develop DAF personnel and meet the field commanders' needs. HQ AFPC is a Field Operating Agency (FOA) of Headquarters United States Air Force.

AFVEC. Air Force Virtual Education Center. The DAF's "go-to" site for information about your educational benefits. The site offers a wide range of online services that empowers you

to actively take part in all parts of your education-including the ability to create and manage your Tuition Assistance funding requests.

AT&L. Assistant Secretary of the Air Force (Acquisition, Technology, and Logistics). The Office of the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics oversees DAF research, development, acquisition, and program sustainment activities totaling an annual budget in excess of \$60 billion for more than 550 acquisition programs.

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

BCE. Base Civil Engineer. Develops and implements civil engineer force employment and provides staff supervision and technical advice. Performs and manages Civil Engineer functions and activities to provide facilities and infrastructure supporting the United States and allies. Activities include programming, budgeting, project management, drafting, surveying, planning, feasibility studies, construction management, utilities operations, energy and environmental programs, land management, real property accounting, fire protection, explosive ordnance disposal, disaster preparedness programs, family housing and dorm management, and mobilization programs at base level. Serves on response teams and related installation support services. Advises commanders and government officials on effective use of Civil Engineer resources.

BDE. Basic Developmental Education. BDE programs are tactical level programs that introduce employees to the DAF and DoD missions and prepare them for future leadership, managerial, and leadership roles. Key BDE programs include Squadron Officer School (SOS), the Defense Civilian Emerging Leader Program (DCELP) and the Developing Team Leader Course. Program eligibility requirements vary. See the Civil Engineer Career Field Team SharePoint for more information.

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

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

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

CFT. Career Field Team. Functionally oriented teams that execute Force Development policy and programs for civilians.

CL. Continuous Learning. The Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) promotes a philosophy of career-long learning by AT&L workforce members to enhance proficiency and currency. See Part II for CL program application guidance and guidelines for crediting CL activities.

CONUS/OCONUS. Continental United States/Outside Continental United States. CONUS refers to United States territory, including the adjacent territorial waters, located within North America between Canada and Mexico. Areas outside the 48 contiguous states. Alaska and Hawaii are defined as non-foreign OCONUS.

CSLP. Civilian Strategic Leadership Program. The DAF civilian enterprise development program designed to provide selected GS-13/14/15 (or equivalent) DAF employees competencies needed to build a federal corporate culture that drives for results, services customers, and builds successful teams and coalitions within and outside the organization

CTAP. Civilian Tuition Assistance Program. DAF civilian post-secondary Tuition Assistance (TA) supports civilians in their continued self-development and includes coursework at the associate, bachelor, masters and doctoral levels. TA is for courses that contribute to occupational and institutional competencies, special interest needs and readiness by supporting the current and anticipated needs of the DAF. This includes courses that will provide employees the breadth of knowledge and problem-solving tools that aid in critical thinking, allowing individuals to address a wide range of problems and weigh alternative solutions. Additional information about TA and CTAP is available in the DAFMAN 36-142, Civilian Career Field Management and Centrally-Managed Programs.

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

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

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

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

DAWIA. Defense Acquisition Workforce Improvement Act

(D)BCE. (Deputy) Base Civil Engineer. This position serves as the Deputy to the Base Civil Engineer at a Department of the Air Force or Joint Base installation with responsibilities for all day-to-day support activities provided by the Squadron to the installation and tenant organizations.

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

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

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

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

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

GS. General Schedule. The General Schedule (GS) classification and pay system covers the majority of civilian white-collar Federal employees (about 1.5 million worldwide) in professional, technical, administrative, and clerical positions. GS classification standards, qualifications, pay structure, and related human resources policies (e.g., general staffing and pay administration policies) are administered by the U.S. Office of Personnel Management (OPM) on a

government wide basis. Each agency classifies its GS positions and appoints and pays its GS employees filling those positions following statutory and OPM guidelines.

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

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

KCP. Key Career Positions. Stepping-stones for individuals to gain expertise that may qualify them to move from functional experts to functional leaders.

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

MDP. Master Development Plan. A comprehensive list of desired training, education, self-development, and typical assignments for each level of the career path.

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

OPM. Office of Personnel Management. The U.S. Office of Personnel Management (OPM) serves as the chief human resources agency and personnel policy manager for the Federal Government. OPM provides human resources leadership and support to Federal agencies and helps the Federal workforce achieve their aspirations as they serve the American people. OPM directs human resources and employee management services, administers retirement

benefits, manages healthcare and insurance programs, oversees merit-based and inclusive hiring into the civil service, and provides a secure employment process.

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

PME. 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 DAF 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 DAF personnel to lead, manage, and supervise.

RC. Reserve Component. The Armed Forces of the United States Reserve Component consists of the Army National Guard of the United States, the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air National Guard of the United States, the Air Force Reserve, and the Coast Guard Reserve.

SAF/IE. The Assistant Secretary of the Air Force for Energy, Installations, and Environment (SAF/IE) is a civilian office in the United States Department of the Air Force. The office has overall responsibility for installations strategy and strategic basing processes; built and natural infrastructure; facility, process and operational energy; environment, safety and occupational health; and to ensure the sustainability and operational readiness of the Department of the Air Force.

SCPD. Standard Core Personnel Documents. A single core personnel document used for a number of like positions across the DAF issued by AFPC. SCPDs eliminate duplication of effort in composing individual descriptions and eliminate confusion arising from variations in phraseology that do not represent variations in substance.

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

SES. Senior Executive Service. The Senior Executive Service (SES) lead America's workforce. As the keystone of the Civil Service Reform Act of 1978, the SES was established to "...ensure that the executive management of the Government of the United States is responsive to the needs, policies, and goals of the Nation and otherwise is of the highest quality." These leaders possess well-honed executive skills and share a broad perspective on government and a public service commitment that is grounded in the Constitution. Members of the SES serve in the key positions just below the top Presidential appointees. SES members are the major link between these appointees and the rest of the Federal workforce. They operate and oversee nearly every government activity in approximately 75 Federal agencies. The U.S. Office of Personnel Management (OPM) manages the overall Federal executive personnel program, providing the day-to-day oversight and assistance to agencies as they develop, select, and manage their federal executives.

SME. Subject Matter Expert. A subject matter expert has a unique blend of experience, education, and training to be an authority in their respective field of expertise.

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

The Civil Engineer School (TCES). The Civil Engineer School is one of four schools within the Air Force Institute of Technology, located at Wright-Patterson AFB, OH. The Civil Engineer School provides professional continuing education to Civil Engineers. Course list is available [\(here\)](#).

APPENDIX B: COMPETENCIES CHECKLIST

HOUSING MANAGEMENT SPECIALIST COMPETENCIES

The competency model has three proficiency levels: Basic, Advanced, and Master. Proficiency levels are progressive in that they build on top of one another. The general criteria for each proficiency level are discussed below. Each criterion helps enable members to determine attainment of a competency at the different proficiency levels through observable and measurable behaviors.

- Basic (B) – The member comprehends the basic order of tasks but requires guidance and supervision to minimize errors and ensure successful accomplishment. The skills learned at this proficiency is at a foundational knowledge level.
- Advanced (A) – The member demonstrates the ability to perform most tasks with limited guidance and supervision with some errors or omissions. The skills learned at this proficiency allows the member to apply the foundational knowledge earned at the basic level with various degrees of success.
- Master (M) – The member consistently performs tasks with little or no assistance, and the result contains few, if any, errors or omissions. The skills learned at this proficiency allows the member to create

INSTALLATION SUPPORT

Planning & Programming

	GS 7-11 (1-3yrs)	GS 12 (3-10yrs)	GS 13-15 (10+yrs)
Knowledge of day to day needs to support delivery of housing support services and compliance oversight.	B	A	M
Identify and define housing requirements needed for future requirements	B	A-M	
Perform data analysis using housing enterprise tools to optimize delivery of housing support services and compliance oversight to base population and key stakeholders	B	A-M	

Execution

Organize housing resources, assets, and personnel to provide delivery of housing services and compliance oversight	B	A	M
Leverage housing IT system to ensure standardized delivery of Housing support and compliance oversight		B-A	M

Funding and Approval

Advocate, support, and defend Housing resources within assigned program element		B-A	M
Ensure execution of funding and use of assets for General Office quarters is in compliance with program policies.	B	B-A	M
Defend the resources required to execute housing priorities and explain risk to mission for unfunded requirements		B-A	M
Identify the legal, appropriate, and effective source of funds for requirements	B	A-M	
Ensure use of funding and assets are used in a manner to ensure compliance with program guidelines, DAF, DoD, and Congressional policies		A-M	M

OPERATIONS MANAGEMENT

Logistic Management

Direct management of Housing assets to meet mission requirements	B	A-M	
Collaborate with supply and logistics organizations to enable support for mission requirements	B-A	M	
Leverage public and private partnerships through community engagement, mutual agreements, and third-party financing in the acquisition of materials and equipment	B	A	M

Work Management

Direct collection of and assess performance measures to optimize organizational performance	B	A	M
Develop a plan that addresses manpower and personnel requirements to have resources that enable the mission	B	A	M

Services and Utilities

Develop and execute plans to mitigate mission impact during unplanned utility service interruptions	B	A-M	
Validate service for utility performance against contractual and level of service agreements	B	A-M	
Establish and cultivate relationships with community partners to maximize installation readiness capabilities	B	A	M

APPENDIX C: INDIVIDUAL DEVELOPMENT PLAN EXAMPLE

INDIVIDUAL DEVELOPMENT PLAN		DATE INITIALLY PREPARED (YYYYMMDD)
PART A - EMPLOYEE PERSONAL DATA		
1. NAME <i>(Last, First, Middle Initial)</i>	2. POSITION TYPE <i>(X one only)</i> <input type="checkbox"/> Non-Supervisory <input type="checkbox"/> Supervisory	3. SERIES AND GRADE
4. POSITION TITLE		
PART B - CAREER GOALS		
1. SHORT TERM GOALS. <i>(State career goals for the next one to two years. Specify position titles and grade (if appropriate) or subject area.)</i>		
2. LONG TERM GOALS. <i>(State career goals for the next three to five years. Specify position titles and grade (if appropriate) or subject area.)</i>		

NAME (Last, First, Middle Initial)		DATE INITIALLY PREPARED (mm/dd/yyyy)
PART C - PLANNED DEVELOPMENTAL ACTIVITIES (METHOD OF DEVELOPMENT)		
<p>1. TRAINING AND DEVELOPMENTAL ACTIVITIES. Some examples are, but not limited to, formal training/courses, on-the-job training, new or rotational assignment, professional seminar/conference, added responsibilities or self-development. Indicate training and developmental activities by occupational and/or foundational competencies in which skills need further development.</p>		
PART D - CONCURRENCE AND APPROVAL		
1. EMPLOYEE		
a. SIGNATURE		b. DATE SIGNED
2. SUPERVISOR		
a. SIGNATURE		b. DATE SIGNED
<p>This document should be reviewed and updated annually. Opportunities identified are not an employee entitlement or a management commitment and are subject to approval and funding availability.</p>		

APPENDIX D: TRAINING COURSES AND RESOURCE INDEX

Introduction to Training Course and Resource Index

This section includes a list of formal training and education requirements for Housing Professional, as they progress through their careers. This index is not all inclusive and is a general guide to assist Housing Management Specialist to achieve career goals. A more comprehensive list of courses can be found through MyFSS, which links to AFIT, DAU, CDE, and MyVector which contain course catalogs for their various programs. Housing Professionals can use the Individual Development Plan in Appendix C or MyVector to establish goals and training required to achieve those goals. The Individual Development Plan should be a living document that you revise as you advance in your career or change short/long range goals. Course availability at AFIT changes annually and should be reviewed for currency when developing an IDP or when annual updates are made.

Org.	Course	GS-05 Housing Mgmt. Assistant	GS-07 Housing Mgmt. Assistant / Inspector	GS-09 Housing Program Manager	GS-11 Housing Program Manager	GS-12 Housing Element Chief	GS-13 AFCEC, AFIMSC, MAJCOM Housing Mgmt. Specialist	GS-14 HAF, AFCEC, AFIMSC, MAJCOM Housing Program Manager	GS-15 Headquarters Housing Technical Advisor
AFCEC	USAFE/PACAF/CONUS Training Event	Recommended	Recommended	Recommended	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	AF Housing Symposium	Recommended	Recommended	Recommended	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	Housing Referral & Relocation	Recommended	Recommended	Recommended	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	GOQ Cost Reporting	N/A	N/A	Recommended	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	UH Occupancy & Utilization	N/A	Recommended	Recommended	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	Continual Housing Evaluation (MCT)	Recommended	Recommended	Recommended	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	Budget 101	N/A	N/A	N/A	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	Housing Strategic Planning Documents			Recommended	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	5-Year O&M Furnishings Plan	N/A	Recommended	N/A	Mandatory	Mandatory	Mandatory	Recommended	Recommended
AFIT	WHSS 206: Housing Referral & Relocation Mgmt.	Recommended	Recommended	*Mandatory	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	WHSS 207: Furnishings Mgmt.	N/A	Recommended	*Mandatory	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	WHSS 312: Housing Privatization Mgmt.	N/A	Recommended	Recommended	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	WHSS 314: OCONUS Housing Mgmt.	Recommended	Recommended	Recommended	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	WHSS 324: Certified Military Housing Inspector (CMHI)	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	WHSS 404: General Officer Quarters Mgmt.	N/A	Recommended	*Mandatory	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	WMGT 100: Air Force Civil Engineer Basic Civilian Course	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory
	WMGT 402: Unaccompanied Housing Leadership	N/A	N/A	*Mandatory	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	WMGT 406: Housing Mgmt. Course	N/A	N/A	N/A	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	WMGT 412: Fundamentals of Financial Mgmt in CE	N/A	N/A	N/A	Mandatory	Mandatory	Mandatory	Recommended	Recommended
	WMGT 131: SMS Builder Level 1 (Read Only Rights)	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	N/A	N/A
MHLI	PVT 600: Certified Defense Privatization Mgr – Level 1	N/A	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended
	PVT 600A: Certified Defense Privatization Mgr – Level 2	N/A	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended
	PVT 600B: Certified Defense Privatization Mgr – Level 3	N/A	N/A	N/A	N/A	Recommended	Recommended	Recommended	Recommended
IREM	FHS 201: Fair Housing and Beyond	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended
	Problem Solving and Conflict Resolution	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended
Air University	Foundations of Negotiation	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended
	Conflict Management & Dispute Resolution	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended
CDE	Basic Developmental Education (BDE)	N/A	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended	Recommended
	Intermediate Developmental Education (IDE)	N/A	N/A	N/A	N/A	Recommended	Recommended	Recommended	Recommended
	Senior Development Education (SDE)	N/A	N/A	N/A	N/A	N/A	N/A	Recommended	Recommended
Note:	*Mandatory Based on Position								

Leadership Skills & Knowledge cont'd	
Course Title	Description
WMGT 513	Financial Management for Civil Engineer Leaders Financial Management for Civil Engineer Leaders: comprehend strategic financial management concepts, principles, and programs in order to lead within the civil engineer organization while providing effective financial decision support utilizing asset management principles
WMGT 531	Installation Management Flight Commander Course Learn how to perform the duties of the Installation Management Flight Chief
Air Force Culture / Organizational Leadership	Air Command and Staff College. IDE Application for in-residence or Air University Distance Learning. Must be GS-11 through GS-13
Air Force Culture / Organizational Leadership	Air War College SDE Application for in-residence or Air University. Distance Learning GS-12 or GS-13 for at least two years
Air Force Culture / Organizational Leadership	Excellence in Government; Leading Effectively through Change, etc. SDE Short Course (varies from year to year)
Air Force Culture / Organizational Leadership	Develop interpersonal communication and leadership skills as an AF civilian pursuing future leadership role. Develop skills in team building, technical credibility, conflict management, problem solving, accountability, and decisiveness. Attend USAF Emerging Leader Course or Developing Team Leader course, available through the AF Portal, or the Collaborative Leadership course at OPM Center for Leadership Development
Continuing Education Resources	
myLearning	https://lms-jets.cce.af.mil/moodle/
Air Force Institute of Technology (AFIT)	
AFIT Civil Engineer School	http://www.afit.edu/CE/ New Cybersecurity for Control Systems. For more info, https://lms-jets.cce.af.mil/moodle/enrol/index.php?id=10068
AFIT GEM Distance Learning Program	https://www.afit.edu/DL/ Online graduate degree program run by AFIT https://www.afit.edu/ADMISSIONS/ New Data Analytics Graduate Certificate via Distance Learning. For more info, e-mail afitensdataanalytics@afit.edu
Other AF – Sponsored Training Resources	
AF Community Partnership	https://www.safie.hq.af.mil/Programs/Installations/Community-Partnership-Program/
AF eLearning	https://usafprod.skillport.com/skillportfe/main.action?assetid=RW\$3140928:ss_book:144206#whatshappening Provides resources to enhance personal and professional knowledge.

Developing Team Leader Course (DTLC)	https://www.airuniversity.af.edu/Eaker-Center/CLDS/Leadership-Development/
Other AF – Sponsored Training Resources cont'd	
Emerging Leader Course	https://www.airuniversity.af.edu/Eaker-Center/CLDS/Leadership-Development/ 32-hour elective course to develop interpersonal communication and leadership skills for AF civilians pursuing future leadership roles
Professional Military Education	https://www.airuniversity.af.edu/ACSC Squadron Officer School, Air Command and Staff College, and Air War College via distance learning are available from Air University.
Virtual Force Development Center	https://www.my.af.mil/
Full list of CDE/Non-CDE, PME/Academic & Fellowships /Leadership Seminars	CDE Cheatsheet.xlsx (dps.mil)
RedVector	https://www.redvector.com
Supervisor Resources	
DAU	https://www.dau.edu/
myLearning	https://lms-jets.cce.af.mil/moodle/
Supervisor Resources cont'd	
AF e-Learning	https://www.my.af.mil Free online resources for supervisors, to include training on time management Time Management course: https://usafprod.skillport.com/skillportfe/main.action

AF Portal	<p>Log in to AF.mil then copy and paste the following links:</p> <p>Mandatory Courses for supervisors are listed but check website for the most up to date list of mandatory courses</p> <p><u>Orientation Course:</u> USAF New Supervisor:</p> <p><u>Supervisory & Managerial Development Portfolio:</u> USAF Experienced Supervisor Military Personnel Manager Course USAF New Manager USAF Experienced Manager</p> <p>Leadership Development Portfolio: https://www.airuniversity.af.edu/</p> <p>Virtual Force Development Center: https://www.airuniversity.af.edu/</p>
Air University Air Force Negotiation Center	www.airuniversity.af.edu/AFNC
Air University Press	https://www.airuniversity.af.edu/
Supervisor Resources cont'd	
Employee Assistance Program	<p>https://foh.psc.gov/fohservices/bhs/management.html</p> <p>Counselors available to work with supervisors, managers and union representatives to help engage with employees on productivity concerns. Coaching resources available</p> <p>Employee Assistance Program Supervisor's Guide: https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-benefits/Employment-Assistance-Program-(EAP)?serv=26</p> <p>Work Life Training and Federal Occupational Health website: https://foh.psc.gov/fohservices/bhs/campaigns.html</p> <p>Multiple webinars available to share with employees such as pre-retirement prep, overcoming depression, making life work for you, safeguard your personal security, life changes, optimizing output, safeguarding your financial future, calming your concerns, communicating with clarity, and the power of being present</p>
National Defense University	https://www.ndu.edu/
National Intelligence University	http://ni-u.edu/wp/leadership-and-management/

Office of Personnel Management (OPM)	<p>OPM's Center for Leadership Development: https://www.opm.gov/services-for-agencies/center-for-leadership-development/ Helps training officers, managers and supervisors meet the challenge of succession management. Helps future leaders assess leadership effectiveness, gain core knowledge and develop critical skills. (Current course schedule): https://leadership.opm.gov/courses.aspx</p> <p>OPM's Federal Leadership Development Program: https://www.opm.gov/services-for-agencies/center-for-leadership-development/ Catalog of hundreds of Federal leader development programs available through Federal agencies across the government</p> <p>OPM Federal Managerial Training Framework: https://mylearning.nps.gov/library-resources/opms-federal-supervisory-managerial-training-fact-sheet/ Outlines mandatory training and recommended training for supervisors</p> <p>OPM Training and Development Policy Wiki: https://www.opm.gov/WIKI/training/Individual-Development-Plans.ashx Information for supervisors on Individual Development Plans</p>
Supervisor Resources cont'd	
Treasury Executive Institute	<p>https://home.tei.treasury.gov/ Offers online and in-person leadership courses and coaching GS14-SES or equivalent</p>
Miscellaneous Resources	
Career Development and Progression Resources	
CE Career Field Team (CFT) SharePoint	<p>CE FAC Workspace - Home (dps.mil) Includes information on Civilian Development Education, Tuition Assistance, Recruitment/Retention, the Key Career Position Program, Mentoring/Vectoring, Policies, Memos and Guidance, Acquisition Coding, etc.</p> <p>Questions: contact the Civil Engineer CFT at afpc.ce.cft@us.af.mil or DSN 665-2666/COMM 210-565-2666</p>
CE Civilian Career Field Page	<p>https://usaf.dps.mil/sites/10016/CE%20FAC%20Workspace/SitePages/Home.aspx</p>
eOPF	<p>https://eopf.opm.gov/armynaf/login.aspx View Your Electronic Official Personnel File</p>
Individual Development Plan Resource Guide	<p>https://myvector.us.af.mil/myvector/PublicHome/</p>

MyBiz	https://compo.dcpds.cpms.osd.mil/ Database for civilians that includes career brief with information on duty history, previous education and training
MyFSS Civilian Force Development Home Page	https://myfss.us.af.mil/USAFCommunity/s/knowledge Force Development: MyFSS Civilian Force Development Discussion forums and links to online resources, courses and Annual CDE Nomination Data Call
MyVector	https://myvector.us.af.mil <ul style="list-style-type: none"> • Build resume in MyVector • CDE applications, Info on Civilian Strategic Leader Program • Discussion forums, links to online books • Air Force Competencies Information on mentoring, career planning and more
References	
Number	Title
DAFI36-2670	<i>Total Force Development</i> https://static.e-publishing.af.mil/production/1/af_a1/publication/dafi36-2670/dafi36-2670.pdf
AFI 36-130	<i>Civilian Career and Developmental Programs</i> https://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-130/afi36-130.pdf
DODI1400.25V451_DAFI 36-1004	<i>Civilian Recognition Program</i> https://static.e-publishing.af.mil/production/1/af_a1/publication/dodi1400.25v451_dafi36-1004/dodi1400.25v451_dafi36-1004.pdf
AFH 36-2643	<i>Air Force Mentoring Program</i> https://static.e-publishing.af.mil/production/1/af_a1/publication/afh36-2643/afh36-2643.pdf
AFI 36-2639	<i>Education With Industry Program</i> https://static.e-publishing.af.mil/production/1/saf_aq/publication/afi36-2639/afi36-2639.pdf
DAFMAN 36-142	<i>Civilian Career Field Management and Centrally-Managed Programs</i> https://static.e-publishing.af.mil/production/1/af_a1/publication/dafman36-142/dafman36-142.pdf