International Affairs Career Field (IACF)

Education and Training Plan

2010—2012

Integrity • Service • Excellence

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Preface

International relationships are critical enablers for US Air Force expeditionary air and space forces conducting global operations. Building these critical relationships requires skilled, knowledgeable, and experienced International Affairs (IA) professionals. The International Affairs Career Field (IACF) is a key element in deliberately developing IA professionals, particularly the civilian workforce, and will greatly improve the IACF's ability to recruit, educate, train, and retain, a superior team capable of meeting present and future challenges.

The Career Field Education and Training Plan (CFETP) provides the framework and guidance necessary for planning, developing, managing, and conducting a career field training program. The plan also identifies recommended training and certification applicable to IACF team members during their career progression. Using guidance provided in this CFETP will ensure IACF team members receive effective and efficient training at the appropriate points in their development. This plan will enable those in the IACF to train today's Airmen for tomorrow's growing demands.

1.0 Introduction

1.1 Purpose

This CFETP is a management tool for commanders, supervisors, mentors, trainers, and the Development Team to plan, develop, manage and conduct a robust career field training program for IACF team members. The CFETP provides a plan for civilians to achieve professional development through tactical, operational, and strategic levels. Each level of development allows civilians to gain expertise, education, training, and enduring competencies that align with their military counterparts.

1.2 IACF Vision

Create an IA civilian workforce possessing the competencies necessary to meet the challenges of the ever-changing global political-military environment.

The essential elements are:

➢ **Focused, career-oriented professional development** – IACF must develop civilians with required IA skills and provide assignment experiences to optimize their performance and maximize their opportunities as Airmen
➢ **Leadership committed to the professional development of our workforce** – ongoing mentoring by seasoned and experienced leaders must be an essential element in developing civilians at all levels
➢ **High individual commitment** – team members committed to making a long-term investment in their education and professional career development

1.3 IACF Mission

To develop civilians with the required knowledge, skills, and experience to execute IA programs in support of the USAF mission and US national security objectives.

2.0 Force Development (FD)

The Air Force requires a direct, deliberate development philosophy that prepares Airmen to meet war fighter requirements. The evolution of technology and the dynamic global security environment demands a leadership development approach that ensures Airmen are equipped to meet current and future challenges.

FD is the series of experiences and challenges, combined with education and training that develop Airmen as leaders. The goal of FD is to develop occupational and institutional competencies in all Airmen through education, training, and experience to satisfy current and future Air Force mission requirements.

Occupational (or technical/functional) competencies are specific to career field duties that focus on building depth of functional experience and specific areas of expertise that enable individuals to successfully perform their unique duties. Section 4.0 Part 1: IACF Education and Training, details the functional training and education available for IACF team members.

Institutional competencies are the building blocks to develop Air Force leaders across all occupations and organizational levels. Airmen are expected to gain these competencies throughout their career while they develop the increased responsibility, occupational skill sets, and leadership education, training, and experience necessary to become leaders. The eight Air Force institutional competencies are divided into three categories—Personal, People/Team, and Organizational (Figure 1).

Figure 1: Institutional Competencies
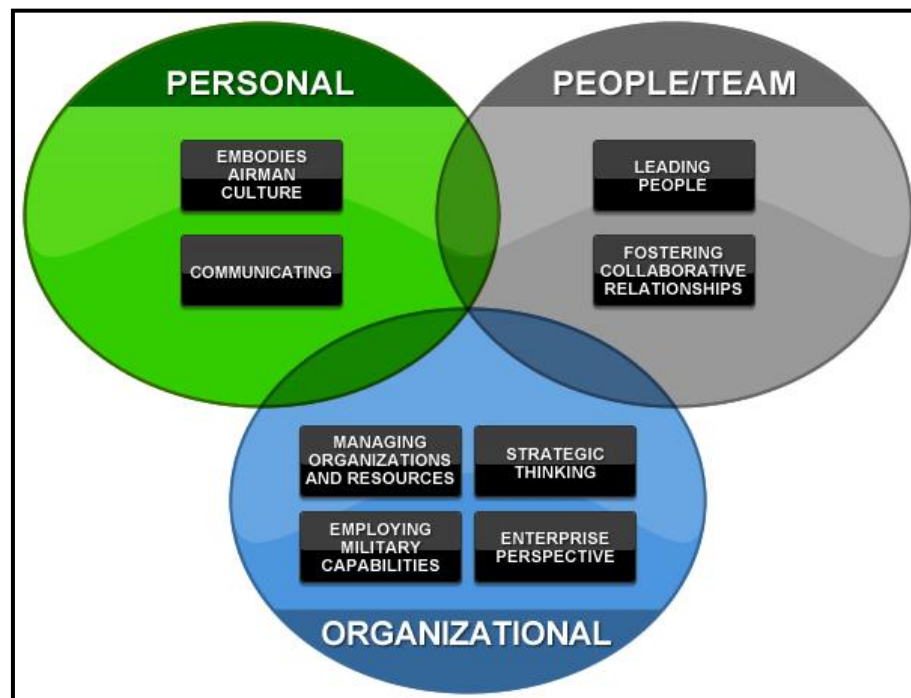
Throughout their career, Airmen will likely progress through three levels of development—Tactical Expertise, Operational Competence, and Strategic Vision. At each level, Airmen are expected to master certain skills and gain occupational and institutional competencies at certain proficiency levels to optimize job performance and help them proceed to the next development level. The Force Development Construct (Figure 2) ties the FD construct to the levels of development and the expectations of Airmen. This concept maximizes individual capabilities to produce skilled, knowledgeable and competent Airmen who can apply the best tools, techniques, and procedures to produce a required operational capability.

Figure 2: Force Development Construct
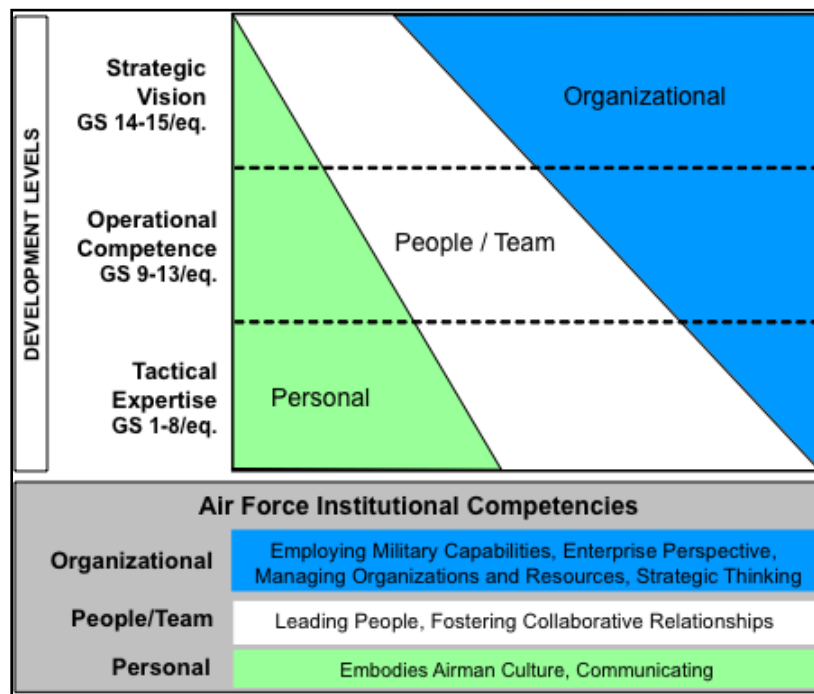
Tactical Expertise: Airmen master their primary duty skills, learn to apply those skills, and gain both an understanding of team leadership and an appreciation for institutional leadership. Tactical leaders are the Air Force's technicians and specialists. At the unit and sub-unit levels, individuals perform specific tasks that contribute to the execution of operations.

Operational Competence: At this level, the day-to-day warfighting is executed and command and control operations are carried out. Airmen are able to understand the broader Air Force perspective and the integration of diverse people and capabilities, to execute operations. They continue to develop personal leadership skills and are able to apply an understanding of organizational and team dynamics.

Strategic Vision: Airmen combine highly developed occupational skills and institutional competencies to apply broad leadership capabilities, and learn how these capabilities are integrated to achieve results in joint, multinational, and interagency contexts. An Airman's required competencies transition from the integration of people with missions to leading complex, multi-tiered organizations.

The Air Force Civilian Leadership Development Continuum (Figure 3) provides AF civilians a roadmap for development through education, training, and experiential opportunities. The continuum links the three levels of development—Tactical Expertise, Operational Competence, and Strategic Vision—to institutional competencies and the foundational and targeted programs used to develop leaders. Development programs, including the New Employee Orientation, resident and non-resident Professional Military Education, leadership training, experiential-focused learning and higher level strategic leadership programs are outlined on the continuum at the levels of development.

Figure 3: Air Force Civilian Leadership Development Continuum
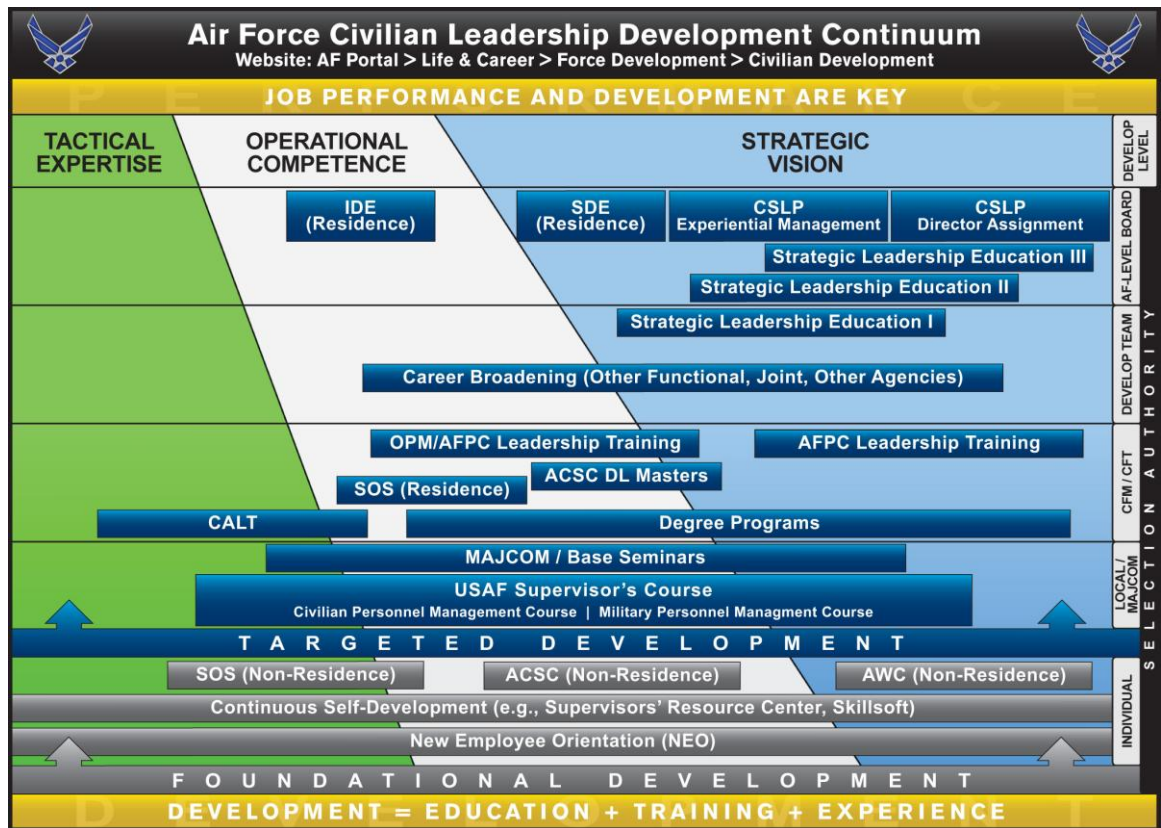
As the civilian workforce continues to increase, the Air Force recognizes the importance of ensuring the development of civilians in a deliberate manner. The IACF utilizes the FD construct to continuously analyze the specialized knowledge and skills required for civilians to execute IA programs and identify the education, training, and assignment experiences that will develop our workforce to meet those requirements. Civilian development is key to the success of the Air Force.

For more information on Force Development, and to download the AF Civilian Leadership Development Continuum, please visit the AF Portal→ Force Development tab.

3.0 IACF Management

IACF management is accomplished through the joint efforts of the following key personnel and organizations:

3.1 Functional Authority (FA)

The Deputy Under Secretary of the Air Force, International Affairs (SAF/IA) serves as the FA and provides oversight and advisory services related to the IA community. Responsibilities include:

- Serving as a member of the Force Management and Development Council (FMDC) and providing corporate perspective on functional community requirements
- Providing strategic oversight of Total Force Development (IACF and International Affairs Specialist Program) to include identification and prioritization of functional community requirements

3.2 Functional Manager (FM)

The SAF/IA Director of Policy serves as the FM and provides functional management ensuring the IA community is equipped, developed, and sustained to meet the IA mission. Responsibilities include:

- Providing career field guidance
- Ensuring development opportunities align with IA mission requirements and future needs of the total Air Force
- Chairing the Development Team
- Appointing Career Field Manager to manage IACF operations

3.3 Career Field Manager (CFM)

The SAF/IA Deputy Chief, International Airmen Division serves as the CFM and implements career field policies, plans and programs. Responsibilities include:

- 'Day-to-day' career field operations—addressing issues and coordinating specialty concerns
- Providing central oversight for career field training and education
- Advocating mentorship and development efforts

3.4 Development Team (DT)

The DT is comprised of appointed IA senior professionals who continuously assess, develop and implement a comprehensive plan for achieving IACF mission-driven force development requirements. Responsibilities include:

- Implementing Air Force and career field policies and programs affecting career field management
- Identifying key operational and strategic IACF positions
- Developing education, experience, and assignment vectors for the IACF
- Reviewing Civilian Development Plans (CDP), Career Briefs, and recommending training courses and assignments for eligible personnel
- Providing developmental feedback to personnel via CDP
- Coordinating and prioritizing nominations for Civilian Developmental Education (CDE) programs, long-term training degree programs, and career broadening assignments
- Interfacing with Air Force Personnel Center (AFPC) and other career fields regarding planning, projections, and funding for IACF requirements

3.5 Career Field Team (CFT)

The CFT administers IACF Centrally Managed positions. Responsibilities include:

- Ensuring referral lists for vacant positions consist of Air Force-wide candidates meeting standard merit system principles
- Providing career counseling to personnel and advice to the CFM on professional development, and career field management strategies to include placement and utilization of IACF civilians
- Offering advice to IACF team members on career developmental opportunities
- Facilitating DT vectoring and selection meetings, and providing CDP feedback to team members and their supervisors
- Coordinating IACF recruitment criteria for Palace Acquire (PAQ) interns

3.6 Training and Education Panel (TEP)

The TEP develops and recommends IACF training and education policies and/or changes to the IACF DT. Responsibilities include:

- Developing and implementing the IACF Education and Training Plan
- Developing Career Path Guidance
- Developing Career Broadening Development Plans
- Developing Intern Training and Development Plans
- Managing the requirements for the IA Certification Program (IACP)

3.7 Unit Leadership

Unit Leadership ensures immediate supervisors and personnel accomplish formal and unit level On-the-Job Training, IA Certification, and CDPs.

3.8 Supervisors of IACF Team Members

Supervisors of IACF personnel are responsible for the following:

- Ensuring team members attend and complete required training and unit training tasks
- Reviewing progress and providing feedback to the IACF member quarterly until core unit training is complete

3.9 IACF Team Members

IACF team members are encouraged to follow the guidance provided by this IACF Education and Training Plan and seek guidance from their supervisors, mentors, etc.

4.0 Part 1: IACF Education and Training

The AF Civilian Institutional Leadership Continuum is reflected in the following IACF Civilian Career Pyramid and Development Templates which are tailored for IA team members to pursue education and training opportunities based on the three institutional development levels.

4.1 IACF Civilian Career Pyramid
The IACF Civilian Career Pyramid (Figure 4) is a graphic representation of how the IACF develops civilian team members within the IACF. The left side illustrates how the existing IA Certification Program integrates with the career field and how GS grade/equivalents correlate to the three levels of development. The right side represents both institutional and functional/occupational education and training expected of IA team members to grow as leaders in the IACF. The center depicts possible career progression and assignment experience for an IA team member through each development level.

Figure 4: IACF Civilian Career Pyramid
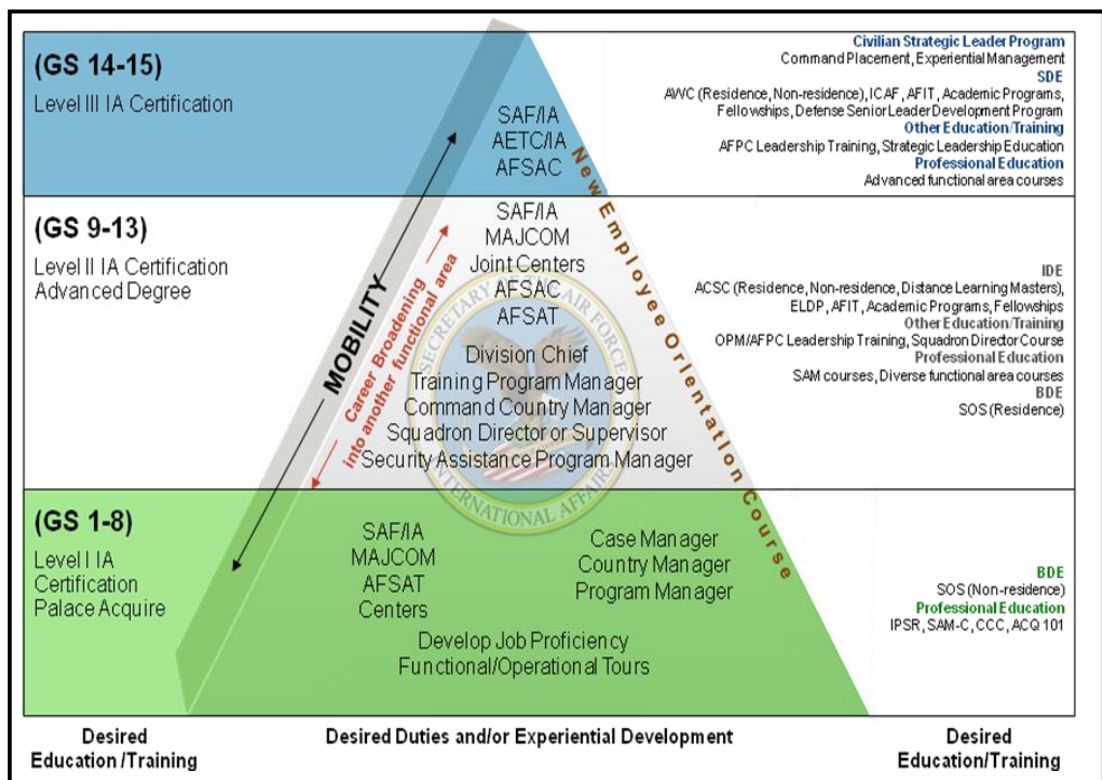
To download the IACF Civilian Career Pyramid, please visit: http://www.safia.hq.af.mil/workforceinitiatives/iacfpyramid.asp

4.2 Development Templates

The IACF pyramid sets the stage for career progression while the following development templates at the Tactical, Operational, and Strategic levels clarify the institutional and functional competencies, skills, education, and training expected of team members at each level. The left and center columns of each development template align with the FD construct and framework, and education and training opportunities align with the AF Civilian Institutional Leadership Continuum. The right column contains the functional components specific to IA. The combination of institutional and functional development components lay the groundwork for team member development.

To download the IACF Development Templates, please visit: http://www.safia.hq.af.mil/shared/media/document/AFD-070904-032.pdf

Figures 5-7: Development Templates (Tactical, Operational, Strategic)

TACTICAL DEVELOPMENT TEMPLATE: GS 1-8

Air Force Institutional Competencies, Skills, Education and Training

International Affairs (IACF)

Institutional Competencies
- Focus on Personal leadership skills
  - Embodies Airman Culture
    - Ethical Leadership
    - Followership
    - Warrior Ethos
    - Develop Self
  - Communicating
    - Speaking and Writing
    - Active Listening

Institutional Skills
- Interpersonal Skills
- Technical and Tactical Competence
- Problem Solving
- Performing Leader Tasks
- Short Range Planning and Mission Accomplishment

Institutional Education and Training
- New Employee Orientation
- First Time Supervisors Course
- BDE: SOS (Non-residence)
- Civilian Acculturation Leadership Training
- Mentorship Program Mentee

General Competencies
- Personnel Management
- Financial Management
- Business Administration

General Skills
- Staff and Support
- Project Management
- Problem Solving Techniques
- Effective Communication Principles
- Time Management
- Critical Thinking
- Team Work
- Basic Computer Knowledge

Education
- Associates Degree
- Bachelors Degree*

* IA team members are encouraged to participate in the Civilian Tuition Assistance Program.

Functional Competencies
- Generalized knowledge of IA functional areas: (i.e. Security Assistance, International Cooperative Research, Development, or Acquisition, Foreign Disclosure, and Technology Transfer Control, etc.)
- Entry-level knowledge in IA discipline (i.e., Logistics, Acquisition, Program Management, etc.)
- Knowledge/experience in one IA functional area
- Knowledge of laws and regulations that affect IA such as FMS/SC case development, execution, and closure

Functional Education and Training
- International Program Security Requirements Course (IPSR)
- Introductory Security Cooperation Course (i.e., SAM-OC, Security Cooperation Awareness Course)
- Introductory development course in IA discipline (i.e., Logistics, Acquisition, etc.)
- Level I IA Certification

Experience
- 1-5 years experience in IA coded position
- 3-5 years at Wing or Base Level
- Multi-Wing Experience
- PAQ intern training and development at Base level

OPERATIONAL DEVELOPMENT TEMPLATE: GS 9-13

Air Force Institutional Competencies, Skills, Education and Training

Institutional Competencies
- Competencies gained at Tactical Expertise level
- Focus on interpersonal and team (People/Team) leadership skills
  - Leading People
    - Develop and Inspire Others
    - Takes Care of People
    - Diversity
  - Fostering Collaborative Relationships
    - Build Teams and Coalitions
    - Negotiating

Institutional Skills
- Technical and Tactical Ability to Synchronize Systems and Organizations
- Sophisticated Problem Solving
- Interpersonal Skills Emphasizing Influencing Others Through Communication
- Shaping Organizational Structure
- Directing Operations of Complex Systems
- Tailored Resources to Organizations or Programs
- Establishing Policies that Foster a Healthy Command Climate

Institutional Education and Training
- New Employee Orientation
- First Time Supervisors Course
- Civilian Acculturation Leadership Training
- BDE: SOS (Residence)
- OPM/AFPC Leadership Training
- Intermediate Developmental Education: ACSC (Residence, Non-residence, Distance Learning Masters), ELDP, AFIT, Academic Programs, Fellowships
- Squadron Director Course
- Mentorship Program Mentee/Mentor

General Competencies
- Financial Management
- Personnel Management
- Systems Integration

General Skills
- Program Management
- Advanced Problem Solving
- Team Building
- Analytical Ability
- Advanced People Skills
- Project Management
- Time Management

Education
- Bachelors Degree*
- Masters Degree*

* IA team members are encouraged to participate in the Civilian Tuition Assistance Program.

International Affairs (IACF)

Functional Competencies
- Introductory/Intermediate level of experience in a second IA functional area
- Intermediate/Advanced knowledge in IA discipline (i.e., Logistics, Acquisition, Program Management, etc.)
- Broad knowledge of the IA community and operations of other governmental agencies and functions
- Knowledge of Security Cooperation policy and specific program procedures

Functional Education and Training
- Specialized Security Cooperation course offered by DISAM or DoD agency (i.e., SAM-E, SAM-C, SAM-TO/TM, and Mid-East Orientation Course, etc.)
- Intermediate/Advanced development courses in IA discipline (i.e., Logistics, Acquisition, etc.)
- Level II IA Certification

Experience
- 5-9 years experience in IA coded position
- 1 Career Broadening Assignment
- 1 Cross-Functional Assignment
- Organizational Mobility–minimum 3 assignments in the same command
- Squadron CC/Division Chief/Deputy
- MAJCOM, Joint, Air Staff Action Officer Flight/Office/Branch/Team Chief/Deputy

STRATEGIC DEVELOPMENT TEMPLATE: GS 14-15

Air Force Institutional Competencies, Skills, Education and Training

Institutional Competencies
- Competencies gained at Tactical Expertise and Operational Competence levels
- Focus on Organizational leadership skills
  - Employing Military Capabilities
    - Operational and Strategic Art
    - Unit, Air Force, Joint and Coalition Capabilities
    - Non-Adversarial Crisis Response
  - Enterprise Perspective
    - Enterprise Structure and Relationships
    - Government Organization and Processes
    - Global, Regional and Cultural Awareness
    - Strategic Communication
  - Managing Organizations and Resources
    - Resource Stewardship
    - Change Management
    - Continuous Improvement
  - Strategic Thinking
    - Vision
    - Decision Making
    - Adaptability

Institutional Skills
- Technical Competencies on Force Structure and Integration
- Technical Competencies on Unified, Joint, Multi-National and Inter-agency Operations
- Resource Allocation
- Management of Complex Systems
- Conceptual Competence in Creating Policy and Vision
- Interpersonal Skills Emphasizing Consensus Building and Influencing Peers and Policy Makers

Institutional Education and Training
- New Employee Orientation
- First Time Supervisors Course
- AFPC Leadership Training
- Strategic Leadership Education
- Defense Senior Leader Development Program
- Senior Developmental Education: AWC (Residence, Non-residence), ICAF, DSLDP, AFIT, Academic Programs, Fellowships
- Mentorship Program Mentor

General Competencies
- Financial Management
- Personnel Management
- Systems Integration

General Skills
- Advanced Decision Making
- Engage in creative, Innovative Thinking for New Solutions/Options
- Advanced Communication Skills
- Manage Entire Functions
- Think and Work Across Boundaries
- Drive Transformation
- Maintain Geo-political Awareness
- Build Coalitions and Communications
- Understand and Execute Budgets

Education
- Masters Degree*
- Doctorate

* IA team members are encouraged to participate in the Civilian Tuition Assistance Program.

International Affairs (IACF)

Functional Competencies
- Intermediate/Advanced level of experience in a second IA functional area
- Advanced knowledge in IA disciplines
- Extensive knowledge of Security Cooperation programs and procedures
- Knowledge of Strategic Planning, policy development, and IA strategy as it relates to MILDEP, DoD, and National Security strategic plans
- Broad knowledge of National Level Policies and Strategic Plans
- Broad understanding of fiduciary responsibility of IA appropriations

Functional Education and Training
- Advanced Security Cooperation course (i.e., SAM-CF, SAM-CM, SAM-AT, SAM-CR, etc.)
- Advanced development courses in IA discipline (i.e., Logistics, Acquisition, etc.)
- Specialized Security Cooperation courses offered by DoD agencies
- Level III IA Certification

Experience
- 10-15 years experience in IA coded position
- 2+ Cross-Functional Assignments
- MAJCOM, Air Staff, NAF, SAF/HAF Directorate/Division Chief/Deputy
- Overseas Assignment, Cross Service

4.3 Development Planning

IA team members must participate in the Civilian Force Development Process (Figure 8) to receive feedback from the Development Team (DT) in the form of training, education, and assignment vectors. These vectors will be based upon the team member's goals as specified in their Civilian Development Plan (CDP), their performance record, and gaps in the individual's experience, and the needs of the Air Force and IA community. The CDP and DT feedback are the centerpieces of Civilian Force Development.

Each fiscal year, all civilians interested in leadership and management training, Civilian Developmental Education (PME in-residence or experiential academic programs), career broadening or cross-functional assignment experiences, or other development opportunities must complete a CDP. Team members should utilize the IACF Development Templates, the USAF Civilian Leadership Development Tactical, Operational, and Strategic Course Catalogues (available on the AF Portal) and work with their supervisor/mentors when developing a plan for professional development. Additionally, the Career Development Guidance (Appendix A) provides useful information to aid in career plan development.

Figure 8: Civilian Force Development Process
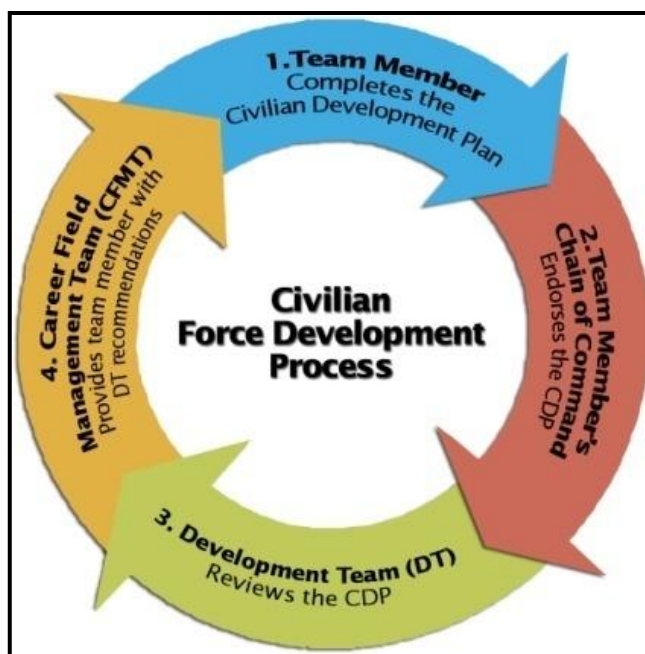
For further information regarding the Civilian Force Development Process and submission deadlines, please visit:
http://www.safia.hq.af.mil/workforceinitiatives/iacfcdp.asp

5.0 Part 2: Education and Training Opportunities

This section illustrates the education and training opportunities required and available for IACF team members. IA training is offered primarily by DISAM and DAU. Selected additional courses are required for IA certification and recommended for all IA personnel. These courses are recommended, as appropriate, for individuals in IACF positions based upon the duties, responsibilities, and career plan of each team member.

5.1 New Employee Orientation (NEO) - Required Training for all AF Civilians
Designed to acclimate employees to the AF and ensure a successful beginning. All permanent civilian employees must complete the NEO Course within their first 90 days of employment. In recognition of completing all the modules, civilian employees will be awarded the AF Civilian Pin.

5.2 Security Cooperation/Security Assistance (SC/SA) Training
All IA team members must complete minimum training requirements when assigned to an IACF position. This training standard serves as the basis for development in IA and provides civilian personnel the necessary training to perform duties of IA positions effectively. These respective level requirements are relative to AF personnel executing or supporting SC/SA who must achieve the appropriate training levels for their position. Table 1: SC/SA Training Levels, illustrates the respective training required for the different security cooperation levels, and Table 2: SC/SA Required Training Courses, details the specific courses available to achieve the level requirements.

5.3 Functional Training
Each IA command will have discretionary authority to require additional training, including technology specific training and on-the-job training, for certain positions and/or individuals as is necessary due to job expectations. The intensity and length of the subject matter required may be increased to meet technological changes and operational needs of the organization. The instructional design for unit level training is determined locally, but is most often accomplished by pairing a junior military or civilian with an individual with accrued time in a related IA role. If required, each unit will develop appropriate lesson plans, support materials, and instructor guidance. IA Functional Training (Appendix B) provides a sample (not all inclusive) of the recommended functional training courses, as deemed appropriate for IA personnel.

5.4 USAF Civilian Leadership Development
The USAF Civilian Leadership Development – Tactical, Operational, and Strategic Course Catalogs detail the development opportunities available to IA team members. Recommended training courses for individuals in IACF positions are based upon the duties, responsibilities, and career plan of each team member. To download the specific course catalogues, please visit the AF Portal→ Life and Career tab→ Civilian Development→ Civilian Education and Training.

5.5 Professional Development
Professional development training opportunities are available for IACF team members, to include Civilian Development Education (CDE), GMAP II, and the IA Certification Program. Commands are strongly encouraged to allow team members the time off to apply and participate in these programs. Please see section 5.5.1 for more detailed information on the career development programs available for team members.

Table 1: SC/SA Training Levels

Level	Position Details	Training Required	Website for Training
0	Positions with no substantive SC/SA involvement	No training required	N/A
1	Positions needing only an awareness of basic SC terminology OR Senior commanders and staff indirectly responsible for SC supervision	1-2 hour SC Familiarization	https://www.idss.ida.org/l4/login.prg OR Contact DISAM for CD
2	Positions needing only a basic understanding of SC program terminology and processes OR Positions directly responsible for some aspects of SC, but for which extensive knowledge of SC programs is not required	Online SC course (10-20 hours) (plus IPSRC)	www.disam.dsca.mil (select "Distance Learning")
3	Positions working SC programs directly involving the transfer of military articles, services, and training or supervising that work	Requires Introductory SC course (CONUS SA Management, Executive, Training Officer, NG State Partnership Director, etc)	Resident Training information www.disam.dsca.mil (select "Course Catalog")
4	Positions requiring advance understanding of SC/SA processes and policy	Requires Advanced SC course (Case Management, Logistics Support, Advanced Training Management, etc)	Resident Training Information www.disam.dsca.mil (select "Course Catalog")

Table 2: SC/SA Required Training Courses

Course Title	Description	Duration	Methods	Pre-Requisites
Required for all IA personnel				
International Programs Security Requirements Course (SAM-IPSR OL)	Provides an overview of the full range of program security issues including an understanding of technology transfer, export controls, and the key players, laws, policies and procedures that govern foreign involvement in DoD programs.	Up to 60 days after enrollment	On-line	None
Level 1 - Security Cooperation Familiarization (online training)				
Security Cooperation Awareness Course	Basic overview of SC/SA terminology, organizations, etc. intended as a broad overview for personnel who work in SC/SA organizations and indirectly support SC/SA (Human resources, IT, Administrative Assistants, etc.)	2 hours	On-line	None
Level 2 - Security Cooperation Orientation Course (primarily online training)				
Security Assistance Management Orientation Course (SAM-OC)	Entry-level course designed primarily for personnel who are new to the Security Assistance (SA) field, or who perform security assistance duties on a part-time basis. It provides a general overview of the full range of security assistance activities, to include legislation, policy, Foreign Military Sales (FMS) process, logistics, finance, and training management.	8 hrs	On-line (previously offered as 3-day on-site)	None

Table 2 (con't): SC/SA Required Training Courses

Level 3 - Security Cooperation management courses (resident)				
Security Assistance Management CONUS Course (SAM-C)	In-residence course at Wright-Patterson AFB providing a more in-depth overview of SC/SA. The course objective is to provide an understanding of security assistance case policy-making, review, and approval of the LOA to implementation, execution, and closure.	10 days	DISAM Resident	None Note: includes IPSR
Security Assistance Management USG Executive and U.S. Defense Industry Course (SAM-E)	For 0-6/GS-15s and above, designed to meet the educational requirements of senior-level personnel involved in security cooperation executive level positions. Increase understanding of USG policies and procedures for the international transfer of defense articles and services.	5 days	DISAM Resident	None
Security Cooperation Management Overseas Course (SCM-O)	Provides a functional knowledge of security cooperation and assistance management policies and procedures for personnel with assignments overseas.	10 days	DISAM Resident	None Note: includes IPSR
Security Assistance Management for Training Officer/ Training Management (SAM-TO/TM)	Provides an overview of management of the US international training program and a functional use of the International Security Assistance Network, the International Training Management System, and the various internet web sites that provide management information for international training managers.	3 days	On-site	None

Table 2 (con't): SC/SA Required Training Courses

Level 4 - Security Cooperation advanced courses (resident)				
Security Assistance Advanced Training Course (SAM-AT)	Examines the current training management policies and procedures throughout the entire international training community and identifies improvements that can be submitted to training policy makers.	5 days	DISAM Resident	2 years experience and DISAM Overseas Course (SCM-O) or DISAM Foreign Purchaser Course (SAM-F) or DISAM Training Officer Course (SAM-TO)
Security Assistance Management Financial Management Course (SAM-CF)	Encompasses a variety of topics including FMS pricing, flow and accounting of funds, FMS Trust Fund, expenditure authority, and billing	5 days	DISAM Resident	SA Financial Management Experience
Security Assistance Management Program/Case Management Course (SAM-CM)	Covers a variety of topics including DoD and Service implementing directives; FMS policy, program requirements, management actions; and available automated information systems.	5 days	DISAM Resident	None
Security Assistance Management Case Reconciliation/ Closure Course (SAM-CR)	Provides personnel who are directly involved with FMS case and financial management a comprehensive understanding and application of the policies, methods, systems, and actions necessary for effective and continuous case and line reconciliation from implementation through final closure.	5 days	DISAM Resident	DISAM Security Assistance Management CONUS Course (SAM-C)
Security Assistance Logistics/Customer Support Management Course (SAM-CS)	Provides personnel who are directly involved with FMS requisitions and materiel movement with a comprehensive understanding and application of the policies, procedures, systems and actions necessary to move FMS materiel from its initial requisition to its shipment to the customer's final destination.	5 days	DISAM Resident	Basic introductory DISAM course: On-line Orientation Course (SAM-OC); CONUS Course (SAM-C); Overseas Course (SAM-O)

5.5.1 Civilian Development Education (CDE)

CDE is dedicated to developing professionals who will collectively leverage their respective strengths to accomplish the Air Force Mission. The program includes in-residence Professional Military Education (PME) and long-term academic and experiential programs. The IACF DT ranks nominees, validates programs they should attend, and identifies potential follow-on assignments. CDE applicants are considered for educational opportunities as detailed below in Table 3.

Table 3: Civilian Development Education

Intermediate Developmental Education (IDE):	Senior Developmental Education (SDE):	Strategic Leadership Education (Levels I-III):
Air Command & Staff College (ACSC) In residence	AF Institute of Technology (AFIT)	(I) Air Force Civilian Leadership Course
Air Command & Staff College Distance Learning (ACSC-DL) Master's Degree	AF National Laboratories Technical Fellowship Program (AF-NLTFP)	(I) Executive Development Seminar (OPM)
AF Institute of Technology (AFIT)	Air War College (AWC)	(I) Leadership Assessment Program II (OPM)
AF Legislative Fellows Program (HILL)	Alfred P. Sloan Fellows, MIT Sloan School of Management (MIT)	(I) Leadership Challenge Program II
AF National Laboratories Technical Fellowship Program (AF-NLTFP)	Defense Senior Leader Development Program (DSDLP)	(II) Enterprise Leadership Seminar (ELS)
DoD Executive Leadership Development Program (ELDP)	Excellence in Government (EIG) and E-Gov Fellows (E-GOV)	(II) Leadership Enhancement Program (LEP-CCL)
Harvard JFK School of Government University (HARV)	Harvard JFK School of Government (HARV)	(II) National Security Management Course
Master's Degree	Industrial College of the Armed Forces –Senior Acquisition College (ICAF-SAC)	(III) Leadership for a Democratic Society (LDS)
Public Policy Program, Princeton Woodrow Wilson School of Public & International Affairs (PRIN)	Master's Degree	(III) Seminar XXI (Sem XXI-MIT)
	Public Policy Program, Princeton Woodrow Wilson School of Public & Internt'l Affairs (PRIN)	(III) Senior Executive Fellows (SEF-HARVARD)
	RAND Fellowship Program	(III) Senior Management Course in National Security (SMCNS-GW)
	Stanford Sloan Program, Stanford Grad School of Business (STAN)	

5.5.2 Intermediate Developmental Education (IDE) Programs

Directed at the Operational Level of development, IDE is designed to develop broader experiences and increased responsibility within a related family of skills, in preparation for an assignment outside of or within an individual's career field. Basic eligibility is civilians in permanent grades GS-12/13, two years Air Force civil service, and a Bachelor's degree. Applicants must have 12 months minimum time in current position.

Air Command and Staff College (ACSC) In residence: The objective is to educate mid-career officers and civilians to lead in developing, advancing, and applying air and space power across the spectrum of service, joint, and combined military operations. Basic eligibility is civilians in GS-12 or 13 with a Bachelor's degree. Ideal candidates should demonstrate outstanding potential for senior command and staff positions; preferably have six years or less service in grades GS-12/13.

Air Command and Staff College Distance Learning (ACSC-DL) Master's Program: The objective is to educate mid-career civilians to lead in developing, advancing, and applying air and space power across spectrum of service, joint, and combined military operations. Basic eligibility is civilians in permanent grades GS-12/13, two years Air Force civil service, and a Bachelor's degree. Individuals with either a Master's Degree or have completed Intermediate Developmental Education (IDE) to include ACSC may apply. However, individuals that have completed both a Master's Degree and IDE may not. Air National Guard (ANG) and Air Reserve Technicians (ART) are not eligible to apply in this nomination call and must apply through their command.

AF Institute of Technology (AFIT): Provides defense-focused graduate and professional continuing education and research to sustain the technological supremacy of America's air and space forces. AFIT accomplishes this mission through three distinct programs: Graduate Logistics Management Program, Graduate Engineering Management Program, and Graduate Information Resource Management. Basic eligibility is civilians in permanent grades GS-12-15, two years Air Force civil service, and a Bachelor's degree. Applicants must have 12 months minimum time in current position.

AF Legislative Fellows Program: Gain a hands-on understanding of how the Legislative Branch works and how Congressional decisions affecting federal agencies' programs are made and to apply knowledge and skills learned on the Hill in a headquarters legislative position. Basic eligibility is GS-13, by exception GS-12; must have a Master's degree and a minimum two years service in the Executive Branch. Ideal candidates should demonstrate outstanding potential for leadership roles, ability to work complex issues in an unstructured work environment, possess ability to initiate work and to work independently, and demonstrate interest in legislative procedures, practices, and techniques.

AF National Laboratories Technical Fellowship Program (AF-NLTFP): To meet AF nuclear experience requirements by developing a cadre of nuclear-experienced personnel to shape and influence a future flexible and responsible nuclear force. Basic eligibility is civilians in permanent grades GS-12-15, two years Air Force civil service, and a Master's degree. Applicants must have 12 months minimum time in current position. For permanent GS 14-15 applicants, completion of intermediate or senior level professional military education by any method is required.

Department of Defense Executive Leadership Development Program (ELDP): Part-time program that requires 55-60 days TDY over a 10-month period. PCS travel will not be required. Provides overview of the joint mission and promote greater understanding of the DoD organization, operations and culture; gain knowledge about the war fighter, mission and accomplishments, resources, and operational environment through immersion field deployments; emphasize problem analysis, solution development, and coordination with a focus on team building, communication, and management skill development; and present external dimensions that influence DoD. Basic eligibility is for permanent GS-12 or 13's, a minimum of three years experience as a career employee, and a Bachelor's degree. Ideal candidate must demonstrate history of superior or exceptional performance and have completed SOS, ACSC, or AWC by seminar, correspondence, or in-residence.

Harvard University, John F. Kennedy School of Government: Strengthens policy analysis and management skills for mid-career professionals. Basic eligibility is civilians in permanent grades GS-12-15, two years Air Force civil service, and a Bachelor's degree. Applicants must have 12 months minimum time in current position. For permanent GS 14-15, completion of intermediate or senior level PME by any method.

Master's Degree: Accredited University chosen by student; chosen by student but must be approved by Career Field and Developmental Team – Technical degrees will not be approved. Transcripts and GMAT or GRE scores must accompany CDE nomination package. Scores over 5 years will not be accepted.

Public Policy Program, Princeton Woodrow Wilson School of Public & International Affairs (PRIN): Basic eligibility is civilians in permanent grades GS-12-15, 2 years Air Force civil service, and a Bachelor's degree. Applicants must have 12 months minimum time in current position.

5.5.3 Senior Developmental Education (SDE) Programs

Directed at those entering the Strategic Level of development, SDE is designed to develop a breadth of experience and developmental perspective necessary for an assignment outside of the individual's primary career field. Basic eligibility is civilians in permanent grades GS-14/15, two years Air Force civil service, and a Bachelor's degree. Completion of intermediate or senior level PME by any method. Applicants must have 12 months minimum time in current position.

AF Institute of Technology (AFIT): Provides defense-focused graduate and professional continuing education and research to sustain the technological supremacy of America's air and space forces. AFIT accomplishes this mission through three distinct programs: Graduate Logistics Management Program, Graduate Engineering Management Program, and Graduate Information Resource Management. Basic eligibility is civilians in permanent grades GS-12-15, two years Air Force civil service, and a Bachelor's degree. Applicants must have 12 months minimum time in current position.

AF National Laboratories Technical Fellowship Program (AF-NLTFP): To meet AF nuclear experience requirements by developing a cadre of nuclear-experienced personnel to shape and influence a future flexible and responsible nuclear force. Basic eligibility is civilians in permanent grades GS-12-15, two years Air Force civil service, and a Master's degree. Applicants must have 12 months minimum time in current position. For permanent GS 14-15 applicants, completion of intermediate or senior level professional military education by any method is required.

Air War College (AWC): Focus on military strategy/employment of air and space forces, including joint operations, in support of national security. Candidate must be a permanent GS-14-15 with a Bachelor's Degree. Ideal candidate must have completed prior DE by correspondence or seminar program.

Alfred P. Sloan Fellows, MIT Sloan School of Management (MIT): To develop wisdom, skills, and confidence to lead organizations through complex changes, and develop a culture of teamwork; how to build them, excel with them, and harness them for maximum results. Participants leave the program with in-depth knowledge, a global perspective, a broader understanding of people and teams, the international network of a leader who has worked all over the world, and the deeply grounded confidence.

Defense Senior Leader Development Program (DSLDP): Premier civilian leader development program for the Department of Defense. DSLDP institutes a competency-based approach to the deliberate development of senior civilian leaders with the Enterprise-wide Perspective needed to lead organizations and programs, and achieve results in the Joint, interagency, and multi-national environments. Created in response to our changing environment, DSLDP is the successor program to the Defense Leadership and Management Program (DLAMP).

Excellence in Government (EIG) and E-Government Fellows (E-GOV): Strengthens the leadership skills of permanent GS-14 and GS-15 federal employees through a proven combination of innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching and government-wide networking. Learn best practices on topics such as the strategic use of technology, investment strategies, and operations across traditional organizational boundaries. In concert with private sector leaders who have served as public

officials, build the capacity of mid-level federal managers to lead organizations and produce results in their own organizations using actual mission issue projects. Ideal candidate would have strong operational background in functional area. Candidate must be a permanent GS-14-15 with a Master's degree, and must have completed prior DE by correspondence or seminar program.

Harvard University, John F. Kennedy School of Government: Strengthens policy analysis and management skills for mid-career professionals. Basic eligibility is civilians in permanent grades GS-12-15, two years Air Force civil service, and a Bachelor's degree. Applicants must have 12 months minimum time in current position. For permanent GS-14-15, completion of intermediate or senior level PME by any method.

Industrial College of the Armed Forces (ICAF): Focuses on the resources component of national security strategy—future joint utility a prime consideration. Must demonstrate outstanding potential for senior command and staff positions and highly experienced in the design and resourcing of different facets of national security. Candidate must be a permanent GS-14-15 with a Bachelor's degree. Ideal candidate must have completed prior DE by correspondence or seminar program.

Industrial College of the Armed Forces – Senior Acquisition Course (ICAF-SAC): Focuses on the resources component of national security strategy—future joint utility a prime consideration. Demonstrate outstanding potential for senior command and staff positions and highly experienced in the design and resourcing of different facets of national security. Candidate must be a permanent GS-14-15 with a Bachelor's degree. Ideal candidate must have completed prior DE by correspondence or seminar program.

Master's Degree: Accredited University chosen by student; chosen by student but must be approved by Career Field and Developmental Team – Technical degrees will not be approved. Transcripts and GMAT or GRE scores must accompany CDE nomination package. Scores over 5 years will not be accepted.

Public Policy Program, Princeton Woodrow Wilson School of Public & International Affairs (PRIN): Basic eligibility is civilians in permanent grades GS-12-15, two years Air Force civil service, and a Bachelor's degree. Applicants must have 12 months minimum time in current position.

RAND Fellowship Program: Employs advanced research techniques while working on USAF-sponsored research. Ideal candidate would have strong operational background in functional area. Candidate must be a permanent GS-14-15 with a Master's degree. Ideal candidate must have completed prior DE by correspondence or seminar program.

Stanford Sloan Program, Stanford Graduate School of Business: Provides a framework for success in the changing global business environment. Program provides a quantitatively analytical approach and an intensive study of individual and group behavior. Candidate must be a permanent GS-14-15 with a Bachelor's degree. Ideal candidate must have completed prior DE by correspondence or seminar program.

5.5.4 Strategic Leadership Education Courses

Focus on developing senior leaders to become better skilled at leading large organizations or systems through effective organizational competency skills to include: technical competence on force structure and integration and on unified, joint, multinational, and interagency operations.

Level I: Basic eligibility is civilians in permanent grades GS-14/15, two years Air Force civil service, and a Bachelor's degree. Completion of IDE/SDE by any method is also required.

Air Force Civilian Leadership Course: Intense one-week course covering various aspects of leadership, including: leading people; workforce generational diversity; leadership coaching; problem solving and decision making; collaborative conflict management and creativity.

Executive Development Seminar (OPM Course): Intense two week course to help develop essential leadership skills for upper-level management and acquire a big-picture perspective. Students will also learn to lead change by examining structure, strategy, and policy.

Leadership Assessment Program II (OPM Course): Five day seminar designed to help move into a leadership role or support in the initial phase of a management career and new insights into leadership strengths and areas for improvement.

Leadership Challenge Program II: Three day course structured to help prepare participants who already have significant challenges in an organization undergoing change.

Level II: Civilians in permanent grades GS-15, two years Air Force civil service, and a Bachelor's degree. Completion of IDE/SDE by any method is also required.

Enterprise Leadership Seminar (ELS): Six day course providing a collaborative and powerfully engaging opportunity for Air Force senior leaders to increase their effectiveness with the Washington area of responsibility. Heightens awareness and deepens personal insights related to the Air Force enterprise, business transformation, human resources, and financial management.

Leadership Enhancement Program (LEP-CCL): Five day course using self-awareness tools and activities to enhance individual leadership capabilities. Provides strategies for continuous development through extensive assessment, group discussions, self-reflection, small group activities, and personal coaching.

National Security Management Course: Two week course examining current issues impacting national security; explores the national security decision making process; considers the fundamental framework of national security policy and strategy; and discusses the range of external factors that will affect the national security management agenda.

Level III: Civilians in permanent grades GS-15, two years Air Force civil service, and a Bachelor's degree.   Completion of IDE/SDE by any method is required.

Leadership for a Democratic Society: Twenty day course preparing future executives to excel in a 21st century world while remaining connected to the Constitutional principles forged in the 18th century. Builds knowledge/skills in personal leadership, transforming public organizations, policy framework in which government leadership occurs, and broad global issues that shape government agendas.

Seminar XXI (Sem-XXI-MIT): Fifteen day course to be completed over a 9 month period. Provides future national security policy leaders of enhanced analytic skills for understanding foreign countries and the relations among them. Explores key policy issues by examining countries and problems critical to American interests through a variety of paradigmatic lenses.

Senior Executive Fellows (SEF-Harvard): Twenty day course providing a strategic approach and framework to problem solving for issues in the Federal sector. Provides different ways of looking at common organizational problems and challenges and exposes participants to a wide range of possible solutions.

Senior Management Course in National Security (SMCNS-GW): Twenty day course examining the forces that influence U.S. defense decision-making, the interagency process, the wider policy community, and threats in the international arena. Focuses on three critical areas: Defense management skills, foundational knowledge, and understanding of key issues.

For further information on Strategic Leadership, please visit: https://gum.afpc.randolph.af.mil/cgi-bin/askafpc.cfg/php/enduser/ps_site_map.php?pid=3351&cid1=3368&cid2=3379

5.5.5 Additional Career Development Programs

IA team members are encouraged to participate in the following education, training, or assignment experience opportunities. For more information about these programs, please visit: http://www.safia.hq.af.mil/workforceinitiatives/careerdevelopmentprograms.asp; contact the Career Field Team (CFT) at (210) 565.1758 (DSN 665); or e-mail: afpc.dpidc@randolph.af.mil

Air War College (AWC) Distance Learning: Focus on military strategy/employment of air and space forces, including joint operations, in support of national security. The Civilian Force Development Panel opened a window of eligibility for GS-14s to attend Air War College (AWC) by correspondence. All interested team members must meet AWC requirements to complete the course within 36 months.

Career Broadening Cross-functional Assignments: This unique assignment experience is a critical part of implementing force development and will expose IA team members to the diverse AF missions of other Career Fields, and prepare them for senior leadership positions. If you are interested in competing for a cross-functional assignment, you should include a cross-functional assignment request with your CDP. These assignments will be established for a period not to exceed 30 months, Permanent Change of Station costs will be covered and a mobility agreement will be required. Candidates vectored for cross-functional opportunities may be placed via management reassignment.

Career Broadening Program: Structured developmental opportunities that broaden and enhance leadership skills of high-potential employees. It is a highly competitive program aimed to develop and help shape our workforce to meet the next generation of civilian leadership needs. The program targets current permanent AF employees, primarily at the permanent GS-12 through GS-14 grade levels. Career broadening positions are temporary in nature; assignments typically range from 24-30 months but may be up to 36 months.

Civilian Acculturation Leadership Training (CALT): Introduces Air Force civilians to the Air Force culture and prepares them for future leadership, managerial and supervisory roles. The CALT Program is patterned after the Officer Training School (OTS) curriculum, providing a unique in-residence experience focused on AF culture, missions and the significant role leaders play in the Air Force's overall success. The curriculum parallels the leadership modules taught at OTS and includes team-building exercises, some outdoor activities, simulation exercises, and time for personal health and wellness to help maintain a level of physical fitness. This is an intensive leadership development program and will entail outside reading and projects.

Civilian Strategic Leader Program (CSLP): Identifies high potential civilian members for Senior Leader positions. CSLP gives the Air Force corporate oversight to what we value most in leaders and provides the process to ensure the AF develops people effectively. The program is open to GS 14-15s who meet certain eligibility requirements.

Civilian Tuition Assistance Program (CTAP): Civilian tuition assistance is available to IA team members for mission-related education and training. Civilians assigned to IACF centrally managed positions or eligible for such positions are qualified to apply. The CTAP allows team members to initiate requests for specific courses at the institution of their choice and attend on a voluntary, off-duty basis. Courses must be related to the job or the mission of the organization,

improve individual or organizational performance, and assist an agency in achieving performance goals. The CFMT will determine whether courses selected are mission or job-related. Tuition assistance will not be provided for courses at the post-masters level or at a level lower or equal to a degree already attained. The standard rate of 75 percent of tuition costs will apply. Funding is limited and submission of a mission-related request for tuition assistance does not mean automatic approval. Eligible team members will not receive funding until a SF-182 has been approved by the CFMT.

Executive Core Qualifications (ECQ) Writing Course: Designed to teach attendees the critical aspects of the SES application process and its writing components, to include: Compose extraordinary Executive Federal Resumes, writing outstanding profile statements-at the executive level, create attention-getting cover letters for SES application packages, write robust ECQs, and understand how to address and write powerful and effective technical qualifications.

Leadership and Management Certification Program: Training funds are available for Leadership and Management courses offered through the Office of Personnel Management (OPM) and equivalent vendors contracted by the Air Force Personnel Center. IA team members must submit course requests to the IA CFMT for consideration. (Please contact CFMT for a list of applicable courses)

Senior Executive Assessment Program (SEAP): Intensive five-day program designed to analyze individual performance on selected competencies from all Executive Core Qualifications (ECQs) to include: leading change, leading people, being results driven, business acumen, and building coalitions/communications. The program also provides a confidential executive coaching session to review assessment and develop an improvement plan.

Squadron Officer School (SOS): The purpose of SOS is to improve the professional competence of company grade officers and civilians and lay the foundation for critical thinking about air and space power. Students will improve their ability to lead, follow and build military teams. Basic eligibility is AF civilians in permanent grades GS 09-12, two years federal civil service, and a Bachelor's degree.

5.5.6 IA Specific Professional Development Opportunities

5.5.6.1 Global Master of Arts Program (GMAP) II

GMAP II is sponsored by the Defense Security Cooperation Agency (DSCA) in partnership with Tufts University's The Fletcher School to provide a graduate-level degree program to civilian employees and military members serving in international affairs.

GMAP II is designed for Foreign Military Sales (FMS) admin-funded mid-level managerial and professional personnel (civilian and military) within the Security Cooperation Arena.

The purpose of this program is to improve the quality and professionalism of the International Affairs Workforce, grow the leadership of tomorrow, and build personal relationships among mid-level management throughout DSCA, the Military Departments (MILDEPS), other federal agencies, international FMS customers, and defense industry organizations.

The GMAP II is a 12-month program that culminates in a Master of Arts degree. The program combines three two-week residency sessions with state-of-the-art internet-based courses of study. The one-year program is presented in trimester form with three courses presented the first and second trimesters, and two courses plus a thesis in the third trimester. PCS travel will not be required. Students will continue to work from their home stations/countries. Two mandatory two-week sessions in residence will be conducted at The Fletcher School outside Boston, MA and one other two-week residency will be conducted at another location determined by The Fletcher School. The program is part time and takes on average 20 hours per week of study in addition to the student's regular workload.

GMAP II General Timeline:	
September	Application deadline
October	AF students selected by AF committee
January	Final selection by Tufts University
February	Students and organizations notified of selection
March	Term one begins

For further information regarding the program and up-to-date deadlines, please visit:
http://www.safia.hq.af.mil/workforceinitiatives/gmapoverview.asp

5.5.6.2 IA Certification Program (IACP)

The Department of Defense International Affairs, Certification and Career Guidelines establishes the requirement for each DoD component to develop and implement a program leading to the professional certification of all employees identified as members of the IA workforce. Workforce members are required to meet the mandatory standards of education, training, and experience in order to achieve each of three levels of certification.

The IACP allows personnel working throughout the IA community to apply for and receive certification. All Air Force applicants must meet the mandatory standards of experience and training and desired standards of education requirements (Table 5) for an IACP Level I, II, or III certification. The IACP Review Board meets annually in February, June, and October to review applications.

Level I: Basic or Entry

Level I standards are designed to establish fundamental qualifications and expertise in the individual's IA career. Development at Level I provides a foundation for career progression and is designed to prepare qualified and motivated personnel for positions of increasing responsibility. Level I individuals should be exposed to IA functions and the roles of its various specialized areas. In addition to participating in education and training courses, it is extremely beneficial for individuals to develop enhanced capabilities through structured on-the-job rotational assignments among a variety of functional offices.

Level II: Intermediate or Journeymen

At Level II, specialization is initially emphasized. Development continues, including rotational assignments, but the responsibilities and lengths of time an individual spends in each position generally increase. While specialization is emphasized at the beginning of this level, the individual should later begin to broaden his or her background toward a more general expertise in the overall process of IA management. Development normally involves establishing a good foundation of experience in the employee's primary specialty followed by multi-functional experience accomplished by lateral movement to a related IA specialty.

Level III: Advanced or Senior

At Level III, individuals should have completed all mandatory training and education requirements (or equivalents) of that level, and should have advanced through a career pattern that has given him or her depth of knowledge in one or more primary functional areas and a breadth of knowledge across the entire spectrum of IA.

Table 4: IACP Requirements

LEVEL I	
Expected Grade	
GS-05 through GS-11 O-1 through O-3 E-3 through E-5	
Experience (Required)	
Two years of IA experience	
Training (Required)	**Education (Desired)**
- International Programs Security Requirement Course (IPSR) - One introductory functional development course in primary area of expertise - One introductory functional development course in any area of choice - One introductory Security Cooperation course	Baccalaureate degree with a minimum of 24 undergraduate or 12 graduate semester hours in a relevant concentration area
LEVEL II	
Expected Grade	
GS-11 through GS-14 O-3 through O-5 E-5 through E-9	
Experience (Required)	
Four years of IA experience	
Training (Required)	**Education (Desired)**
- All courses required for Level I Certification - One intermediate functional development course in primary area of expertise - One introductory functional development course in second area of expertise - One intermediate or specialized Security Cooperation course - One leadership or management course at least 24 hours in length	- Baccalaureate degree with a major or equivalent, or a combination of courses of at least 24 hours 12 semester hours in one of the above disciplines and 12 semester hours in statistics/quantitative methods; or - Combination of education and experience-- courses equivalent to a major, or a combination of related courses totaling at least 24 hours, plus appropriate experience or additional education
LEVEL III	
Expected Grade	
GS-14 and above O-4 through O-6 E-9 and above	
Experience (Required)	
Six years of IA experience	
Training (Required)	**Education (Desired)**
- All courses required for Level I and II - One advanced functional development course in primary area of expertise - One intermediate functional development course in second area of expertise - One advanced or specialized Security Cooperation course - One leadership or management course at least 48 hours in length	- Baccalaureate degree with a major or equivalent, or a combination of at least 24 hours total 12 semester hours in one of the above disciplines and 12 semester hours in statistics/quantitative methods; or - Master's degree (relevant to position) - Professional Military Education - Combination of education and experience-- courses equivalent to a major , or a combination of related courses totaling at least 24 hours, plus appropriate experience

Appendix A: Career Planning

Career Development Guidance

A successful career is the result of setting and achieving career goals over a specified period of time. Achieving these goals depends on the solid foundation of excellent professional performance. Planning a successful career includes:

- Assessment of strengths and weaknesses
- Establishment of career goals
- Recognition of career paths (i.e., identify the roadmap for success)
- Taking advantage of development opportunities
- Follow up on plans and adjustment as necessary

Understanding your personal and professional strengths, in addition to setting goals, is an important part of your career development. The following questions are helpful in guiding your self evaluation:

- Short-term:
    - What are your strengths, and where is opportunity for improvement?
    - What are your professional interests (e.g., logistics, human resources, acquisition, program management, information technology, political-military affairs, foreign disclosure, etc.)?
    - How can they be integrated into your roadmap and career plans?
    - How can you do the best work possible in the job you have now?
        - Emphasizing strengths and interests
        - Developing skills to address improvement areas that lead to future success
        - Training, reading, and networking
    - Why is it important to perform at a high level in every role?
    - With whom should I interact to stay on track and receive ongoing, objective feedback?
- Long-term:
    - Where do I want to be professionally in 10 years? (Be specific)
    - What do I want to have accomplished by that time?
    - How does this align with my personal life and goals?

- Identify potential career progressions: which roles can you pursue in order to prepare for the long-term goals identified above?
- Training needs: Security Cooperation, functional area advanced training, Leadership skills, IA Certification
- Higher education: Masters degree, GMAP II, Air Force sponsored academic and experiential programs
- Career broadening assignment: which organizations and roles would you like to explore?
- Professional Military Education (PME): SOS, ACSC, AWC, etc.

Appendix B: IA Functional Training

Table 5: Sample of available IA Functional Training courses

Course Title	Description	Duration	Methods	Pre-Requisites
Fundamentals of Systems Acquisition Management (ACQ 101)	Provides a broad overview of the DoD system acquisition process, overall phases of acquisition.	Up to 60 days after enrollment	DAU On-line	None
Fundamentals of Earned Value Management (EVM) (BCF 102)	Summarizes the EVM language data reports, metrics, graphs, and management processes as they apply to DoD acquisition management.	Up to 20 days after enrollment	DAU On-line	ACQ 101
Fundamentals of Business Financial Management (BCF 103)	Develops skills necessary for formulating and executing a program office budget. Topics include cost analysis; funding policies; the DoD planning, programming, and budgeting system; the congressional enactment process; and the budget execution process.	10 days	DAU On-line	ACQ 101
Fundamentals of Cost Analysis (BCF 106)	Covers policies and techniques for preparing weapons systems life cycle cost estimates, including DoD estimating requirements and guidance, estimate use and structure, analogy estimates, parametric estimating, improvement curves, inflation, risk, economic analysis, and software cost estimating.	10 days	DAU Resident	ACQ 101 Basic algebra
Applied Cost Analysis (BCF 107)	BCF 106 is applied and students engage in guided discussions, investigate case scenarios, develop recommendations, and learn how to present their findings by developing cost-estimating relationships, and create supporting documentation.	4.5 days	DAU Resident	BCF 106

Table 5 (con't): Sample of available IA Functional Training courses

International Armaments Cooperation (IAC), Part 1 (CLI 001)	First in a three-part series of classes introducing the history and functions of IAC. It provides information on the multilateral and bilateral forums and bodies that promote IAC and tangibly contribute to DoD-led IAC. Primarily intended for acquisition workforce personnel and other DoD personnel who are responsible for international cooperative programs.	2 hours	Continuous Learning	None
International Armaments Cooperation (IAC), Part 2 (CLI 002)	Second in the series of classes introducing the history and functions of IAC. This module is primarily intended for acquisition workforce personnel and other DoD personnel who are responsible for international cooperative programs.	2 hours	Continuous Learning	None
International Armaments Cooperation (IAC), Part 3 (CLI 003)	Third in a three-part series of classes that introduce the history and functions of IAC. This module addresses Defense cooperative trade and industrial logistics, and security and technology transfer requirements for IAC.	2 hours	Continuous Learning	None
Shaping Smart Business Arrangements (CON 100)	Designed for personnel new to the Contracting career field. Emphasizes skills necessary for making business decisions and for advising other acquisition team members in successfully meeting customers' needs.	4 days	DAU Resident	None

Table 5 (con't): Sample of available IA Functional Training courses

Mission-Support Planning (CON 110)	Introduces new contracting personnel to their role as a business advisor in the acquisition process. Focuses on the students' role in understanding their customers' mission and in developing a successful mission support strategies plan.	Up to 60 days after enrollment	DAU On-line	CON 090 (if you are assigned to the Contracting Careeer Field) CON 100 (except those in the PM career field)
Mission Strategy Execution (CON 111)	Provides the knowledge necessary to execute an acquisition that optimizes the customer's mission performance. Learn the techniques and benefits of early industry involvement in shaping requirements, basic procedures for acquisition of both commercial and noncommercial requirements, and how to effectively conduct price analysis and determine when a price is fair and reasonable.	Up to 60 days after enrollment	DAU On-line	CON 110
Mission-Performance Assessment (CON 112)	Builds on the foundation established in CON 110 and CON 111 and provides students with the knowledge necessary to identify and utilize appropriate performance metrics when evaluating contractor performance.	Up to 60 days after enrollment	DAU On-line	CON 111
Acquisition Logistics Fundamentals (LOG 101)	Provides a broad overview of the role of acquisition logistics in the system acquisition life cycle and system engineering processes.	Up to 60 days after enrollment	DAU On-line	ACQ 101

Table 5 (con't): Sample of available IA Functional Training courses

Systems Sustainment Management Fundamentals (LOG 102)	Provides a broad overview of the role of the life cycle logistician during the sustainment phase of a weapons system's life cycle. For professionals responsible for establishing and maintaining life cycle logistics support for defense systems and equipment during the sustainment phase.	Up to 60 days after enrollment	DAU On-line	ACQ 101
Multinational Program Management (PMT 202)	Teaches the basics of international acquisition for members of the Defense Acquisition and International Affairs work forces. The course emphasizes encouragement of armaments cooperation and interoperability with U.S. coalition and partner nations.	5 days	DAU Resident	None (All CLI courses beginning in 2011)
International Security and Technology Transfer/Control (PMT 203)	Teaches students to identify, analyze, and apply the laws, policies, and processes that govern International Security and Technology Transfer/Control. The course characterizes national security policy issues and export/import licensing constraints (as defined by the Departments of State, Commerce, and Treasury) and guides evaluating their effects on domestic and international DoD programs.	5 days	DAU Resident	CLM 036 (Fundamentals of Technology Transfer and Export Control)