International Affairs Career Field (IACF) Development Templates
### Air Force Institutional Competencies, Skills, Education and Training

#### 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

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### International Affairs (IACF)

#### 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.

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### 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
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<tr>
<th>Institutional Competencies</th>
<th>General Competencies</th>
<th>Functional Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competencies gained at Tactical Expertise level</td>
<td>Financial Management</td>
<td>Introductory/Intermediate level of experience in a second IA functional area</td>
</tr>
<tr>
<td>Focus on interpersonal and team (People/Team) leadership skills</td>
<td>Personnel Management</td>
<td>Intermediate/Advanced knowledge in IA discipline (i.e., Logistics, Acquisition, Program Management, etc.)</td>
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<td></td>
<td>Systems Integration</td>
<td>Broad knowledge of the IA community and operations of other governmental agencies and functions</td>
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<tr>
<td>Leading People</td>
<td>Program Management</td>
<td>Knowledge of Security Cooperation policy and specific program procedures</td>
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<tr>
<td>Develop and Inspire Others</td>
<td>Advanced Problem Solving</td>
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<tr>
<td>Takes Care of People</td>
<td>Team Building</td>
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<tr>
<td>Diversity</td>
<td>Analytical Ability</td>
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<tr>
<td>Fostering Collaborative Relationships</td>
<td>Advanced People Skills</td>
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<tr>
<td>Build Teams and Coalitions</td>
<td>Project Management</td>
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<tr>
<td>Negotiating</td>
<td>Time Management</td>
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<table>
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<tr>
<th>Institutional Skills</th>
<th>General Skills</th>
<th>Functional Education and Training</th>
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</thead>
<tbody>
<tr>
<td>Technical and Tactical Ability to Synchronize Systems and Organizations</td>
<td>Program Management</td>
<td>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.)</td>
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<tr>
<td>Sophisticated Problem Solving</td>
<td>Advanced Problem Solving</td>
<td>Intermediate/Advanced development courses in IA discipline (i.e., Logistics, Acquisition, etc.)</td>
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<tr>
<td>Interpersonal Skills Emphasizing Influencing Others Through Communication</td>
<td>Team Building</td>
<td>Level II IA Certification</td>
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<tr>
<td>Shaping Organizational Structure</td>
<td>Analytical Ability</td>
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<tr>
<td>Directing Operations of Complex Systems</td>
<td>Advanced People Skills</td>
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<td>Tailored Resources to Organizations or Programs</td>
<td>Project Management</td>
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<tr>
<td>Establishing Policies that Foster a Healthy Command Climate</td>
<td>Time Management</td>
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<tr>
<th>Institutional Education and Training</th>
<th>Education</th>
<th>Experience</th>
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<tbody>
<tr>
<td>New Employee Orientation</td>
<td>Bachelors Degree*</td>
<td>5-9 years experience in IA coded position</td>
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<tr>
<td>First Time Supervisors Course</td>
<td>Masters Degree*</td>
<td>1 Career Broadening Assignment</td>
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<tr>
<td>Civilian Acculturation Leadership Training</td>
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<td>1 Cross-Functional Assignment</td>
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<tr>
<td>BDE: SOS (Residence)</td>
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<td>Organizational Mobility—minimum 3 assignments in the same command</td>
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<tr>
<td>OPM/AFPC Leadership Training</td>
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<td>Squadron CC/Division Chief/Deputy</td>
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<tr>
<td>Intermediate Developmental Education: ACSC (Residence, Non-residence, Distance Learning Masters), ELDP, AFIT, Academic Programs, Fellowships</td>
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<td>MAJCOM, Joint, Air Staff Action Officer Flight/Office/Branch/Team Chief/Deputy</td>
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<tr>
<td>Squadron Director Course</td>
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<tr>
<td>Mentorship Program Mentee/Mentor</td>
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### 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.

### 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