

**Deputy Under Secretary of the Air Force
International Affairs**

International Affairs Career Field (IACF)

“Spread the Word” Campaign

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Opening Comments (Presenter): Welcome to the International Affairs Career Field “Spread the Word” Campaign presentation. Last summer, we traveled to Air Force Bases across the IA community to inform the civilian workforce about the direction SAF/IA was taking to create a career field and the possible opportunities that would be available to IA team members. Over the last year, we established the IACF by formalizing the policies and procedures for position management, education and training, and career progression.

Some of you may ask the question, how does IACF benefit me if my position is not in the Career Field? If your position is not in the career field, then you are either a member of the IA community as evidenced by IA skill codes on your career brief or you are a member of another career field. There are two ways to progress through the IACF career track:

- IA community team members can use the CDP process to receive recommendations from the Development Team on addressing gaps in your career brief in order to be competitive for self-nomination to IACF position vacancies.
- Members of other Career Fields who are interested in IACF may nominate for an AFPC sponsored cross-functional assignment in IA to acquire the necessary experience to be competitive for future self-nomination to IACF position vacancies.

Today’s briefing will address similar questions and explain how you can participate in the Civilian Force Development process.

Agenda

- Shaping the IA Civilian Workforce
- Career Field Management and Oversight
- Position Management
- Training and Development

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Shaping the IA Civilian Workforce

- Vision: Create an IA civilian workforce that possesses the competencies necessary to meet the challenges of the ever-changing global political-military environment
- Mission: Develop civilians with the required skills, knowledge, and experience to execute IA programs in support of the USAF mission and US national security objectives
 - Manage an education and training program that integrates civilian and military professional development
 - Provide assignment experiences that groom team members for positions of increased responsibility
 - Emphasize advanced education, foreign language skills, cross-functional career broadening, and mentorship

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The Air Force and the US government depend on the political-military expertise of both civilian and military personnel to build relationships with US partners and allies that facilitate access and overflight, partner nation capability and capacity, and coalition interoperability. Executing International Affairs programs in support of Air Force and US national security objectives requires skilled and knowledgeable IA professionals.

The key elements of this mission are addressed in the briefing:

- Management of an education and training program that integrates civilian and military professional development,
- Providing assignment experiences that groom team members for positions of increased responsibility throughout their careers, and
- Emphasizing advanced education, foreign language skills, cross-functional career broadening, and mentorship as keys to efficient and effective career development

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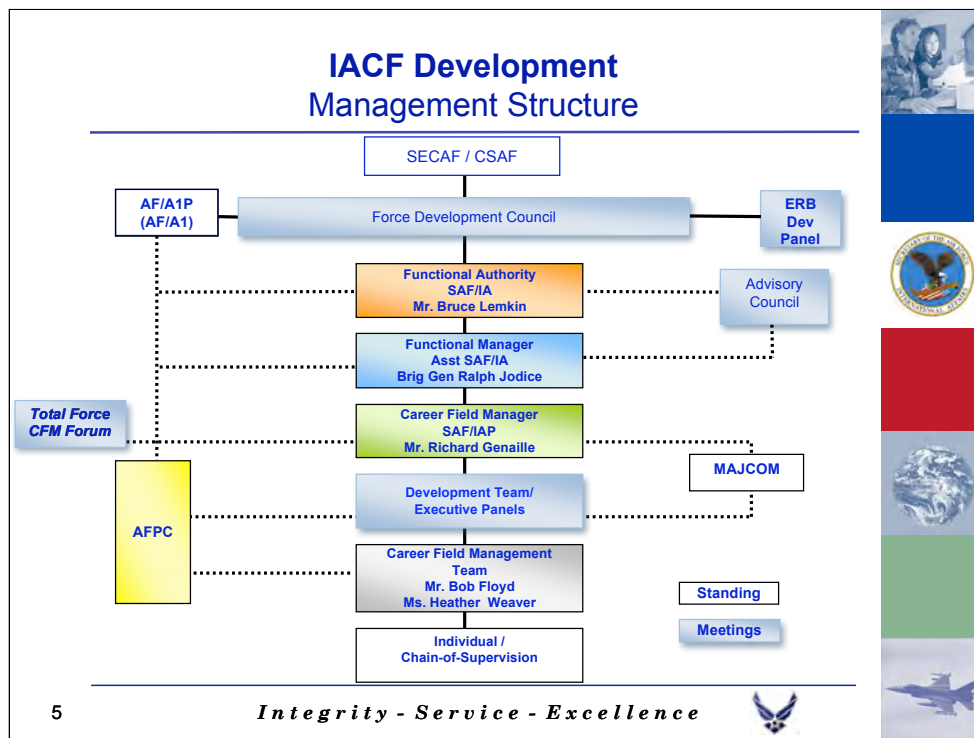
Career Field Management and Oversight

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Every career field has a system to manage and coordinate operations to ensure it achieves the mission and vision.



The IACF will be organized and managed like all other career fields. Every career field reports to the Force Development Council through the Functional Authority. IACF's Functional Authority, depicted in orange, is Mr. Bruce Lemkin, Deputy Under Secretary of the Air Force, International Affairs. He provides strategic oversight and ensures that the IA community requirements are balanced with the overall Air Force mission.

The Functional Manager for IACF is Brig Gen Ralph Jodice. He provides guidance to the Career Field Manager and ensures the IA community is equipped, developed, and sustained to meet IA mission requirements and the future needs of the Air Force.

Career Field Management responsibilities reside in two entities. The Career Field Manager, and Development Team chair, Mr. Richard Genaille, depicted in green, is responsible for day-to-day career field operations and provides central oversight for career field training and education.

The Career Field Management Team (CFMT), depicted in gray, is located at the Air Force Personnel Center and is your primary source for information about the career field and developmental opportunities available to our community. I will discuss specific responsibilities of the CFMT later in the briefing.

Development Team (DT)

- DT Responsibilities
 - Provide central oversight for career field training and education
 - Continuously assess progress of IA workforce and vector team members
 - Review Civilian Development Plan (CDP) and Career Brief, conduct gap analysis, and recommend training courses and assignments for eligible personnel
 - Assess and prioritize nominations for the Civilian Developmental Education (CDE) programs, long-term training degree programs (LTTDP), and Career Broadening assignments

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The DT is responsible for providing guidance and direction on the professional and personal development of IACF team members. The DT vectors IA team members to education, training, and assignment experience opportunities; assesses and prioritizes nominations for CDE programs; and selects IA team members for career broadening and cross-functional assignment experiences. Additionally, DT members continually assess the Career Field to ensure that IACF policies, plans, and programs support IA objectives.



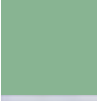

Development Team (DT)

- DT voting members:
 - Mr. Richard Genaille, SAF/IAP, DT Chair
 - Mr. Rod Shaw, SAF/IAPC
 - Mr. Tom Koogler, AFSAC
 - Col David Snodgrass, AFSAT
 - Ms. Lisa Clinch, ASC, Product Centers Representative
 - Mr. David Kitchen, OO-ALC, Logistics Centers Representative

- DT non-voting members:
 - Mr. Ron D'Allessandris, AFSAC, Position Management Panel Chair
 - Ms. Virginia Waltman, AFSAT, Training and Education Panel Chair
 - Ms. Angela Kravetz, SAF/IAPC, Workforce Initiatives Program Manager
 - Mr. Robert Floyd, AFPC, IACF Administrator
 - Ms. Heather Weaver, AFPC, IACF Administrative Assistant

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Here is a list of the IACF Development Team members:

DT voting members are:

Mr. Richard Genaille, SAF/IAP, DT Chair

Mr. Rod Shaw, SAF/IAPC

Mr. Tom Koogler, AFSAC

Col David Snodgrass, AFSAT

Ms. Lisa Clinch, ASC, Product Centers Representative

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Mr. Ron D'Allessandris, AFSAC, Position Management Panel Chair

Ms. Virginia Waltman, AFSAT, Training and Education Panel Chair

Ms. Angela Kravetz, SAF/IAPC, Workforce Initiatives Program Manager

Mr. Robert Floyd, AFPC, IACF Administrator

Ms. Heather Weaver, AFPC, IACF Administrative Assistant

Career Field Management Team (CFMT)

- CFMT Responsibilities
 - Develop and maintain position templates
 - Ensure referral lists for vacant positions consist of Air Force-wide candidates meeting standard promotion criteria
 - Provide career counseling to IA team members and advice to the Career Field Manager on career field management strategies
 - Offer advice to IACF team members on developmental opportunities
 - Facilitate Development Team vectoring and selection meetings, and provide CDP feedback to team members and their supervisors
 - Coordinate IACF recruitment criteria for Palace Acquire interns
- CFMT Members
 - Mr. Bob Floyd, IACF Administrator, 210-565-1758
 - Ms. Heather Weaver, Administrative Assistant, 210-565-1767

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The CFMT identifies and determines qualified candidates for referral to position vacancies that provide IA team members developmental opportunities for advancement; encourages mobility that offers team members a variety of assignments and necessary experience for management or executive positions; and recruits interns through the Palace Acquire (PAQ) Intern Recruitment Program to provide entry-level personnel to the IA workforce.

The Career Field Management Team is the POC for all IA team members and prospective team members, for IACF information such as position vacancies, civilian developmental education, tuition assistance programs, career broadening, Palace Acquire, and all other developmental opportunities available to the workforce.

Mr. Bob Floyd is the IACF Administrator, and Ms. Heather Weaver is his assistant. They can be reached at the numbers on the screen.

The “Real” IACF Development Management Structure

- You
- Supervisor
- Organization
- Career Field Management Team
- Development Team

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Although the Development Team and Career Field Management Team will organize and manage IACF operations, the success of the career field really begins with you! By actively participating in the program, you will enhance your careers, improve Air Force International Affairs, and ultimately, strengthen the Total Force.

If you have questions about IACF operations or opportunities, it is your responsibility to contact your supervisor and the Career Field Management Team to take action. You will receive recommendations and career development feedback through your chain of command and the IACF Development Team, but it will be up to you to act upon those opportunities.

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Position Management

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The goal of position management is to meet IACF needs for skilled, knowledgeable, and experienced IA professionals.

IACF Position Management Centrally Managed Positions

- Provide the DT an opportunity to deliberately develop team members for positions of increased responsibility in IACF
- Centrally Managed Positions include:
 - Operational and Strategic IA positions
 - Career Field Management Team positions at AFPC (GS-07 and GS-13 or NSPS equivalent)
 - Career Broadening positions
 - Palace Acquire (PAQ) Intern positions

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Through central management of core positions within the IACF, the DT and senior IA leaders will have an opportunity to deliberately develop team members for positions of increased responsibilities in the Career Field. Centrally Managed positions include: Operational and Strategic IA positions (GS-13 through GS-15 or NSPS equivalent), Career Field Management Team positions at AFPC (GS-07 and GS-13 or NSPS equivalent), Career Broadening positions, and Palace Acquire (PAQ) Intern positions.

The DT agreed that team members at the operational level (GS-13 through GS-14 or NSPS equivalent) should receive career broadening and cross-functional assignment opportunities to provide experience within a related family of skills. Additionally, team members at the strategic level (GS-15 or NSPS equivalent) should develop a deep understanding of IA requirements and how operational capabilities and resources are integrated to accomplish the IA mission. Therefore, for the purpose of succession planning and meeting the needs of the IA community, the DT is focused on providing GS-13s through GS-15s (NSPS equivalent), education, training, and assignment experiences that develop team members to meet IA requirements.

Career Broadening and PAQ positions are also centrally managed because these programs provide deliberate IA development. Career Broadening positions are specifically designed to broaden the skills and enhance the leadership perspective of high-potential and exceptional IA personnel. PAQ positions are designed to recruit and train high quality candidates for the IA workforce. IACF team members in each of these programs require outplacement by the DT to an IACF position upon completion of training and development requirements.

IACF Position Management Centrally Managed Positions

- 123 positions have been identified as Centrally Managed positions in IACF
 - GS-13 through GS-15 (or NSPS equivalent) positions
 - Five developmental GS-13 (or NSPS equivalent) positions at SAF/IA
 - Two Career Field Management Team positions at AFPC (GS-07 and GS-13 or NSPS equivalent)

	GS-15 YC-03	GS-14 YA-02/03 YC-02	GS-13 YC/YA-02	GS-12 and below YA-01/02
SAF/IA	5	26	34	5
AFSAC	2	3	24	
AFSAT		2	18	
AETC		1		
AFPC			1	1
HQ AMC	1			

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Today, there are 123 IACF Centrally Managed positions, including GS-13 through GS-15 (or NSPS equivalent) positions, five developmental GS-13 (or NSPS equivalent) positions at SAF/IA, and two Career Field Management Team positions at the Air Force Personnel Center (AFPC) (GS-07 and GS-13 or NSPS equivalent). The table illustrates the grade and location of the Centrally Managed positions.

The IACF Position Management Panel and Development Team will continuously evaluate the career field to determine additional Centrally Managed positions as the career field matures.

Filling Centrally Managed Positions

- All fills must be worked through the Career Field Management Team (CFMT)
- External promotion certificates are pre-approved for hard-to-fill locations only
- Other requests for external promotion certificates and management initiated reassignments must be pre-approved by the Career Field Manager
- Temporary actions over 120 days need CFMT approval

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All IACF Centrally Managed positions will be filled through the Career Field Management Team at AFPC.

External promotion certificates are pre-approved for hard-to-fill locations only, and other requests for external promotion certificates and management initiated reassignments must be pre-approved by the Career Field Manager, Mr. Genaille.

Temporary actions over 120 days need CFMT Approval. For actions less than 120 days, simply provide courtesy notification to the CFMT.


Types of Announcements





- Internal
 - Open to AF civilian permanent employees only
 - IACF announcements typically open for 5 business days

- External
 - Open to those with a valid eligibility status, as stated in the announcement
 - If selected, supporting documentation will be required
 - IACF announcements typically open for 5 business days

- Internal and External announcements look similar
 - Check carefully to be sure you apply to the right announcement
 - Centrally Managed position announcements are Internal and External

- Announcements can open on any day of the week

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Position assignments can be internal, external or a combination of both.

Internal announcements are open to Air Force civilian permanent employees only and will typically be open for 5 business days.

External announcements are open to those with a valid eligibility status, as stated in the announcement, such as: Veterans Recruitment Appointment (VRA) , Veterans Employment Opportunities Act (VEOA), 30% Disabled, Transfer (from another agency), Reinstatement, or Handicapped. If selected, supporting documentation will be required. These will also typically be open for 5 business days.

Internal and external announcements look similar! Always check carefully to be sure you apply to the right announcement as there can be both an internal and external announcement for the same job. An internal candidate applying to the external announcement for the same job will not be considered and vice versa. Centrally Managed position announcements are always Internal and External.

Either announcement can open any day of the week.

Applying for IACF Position Vacancies

- Civilian Announcement Notification System (CANS)
 - Input your profile
 - Receive email notification when vacancy matches are found
 - Job listings posted daily
- Self-nomination
 - Open to those with a valid eligibility status, as stated in the announcement
 - Self-nominate through the AFPC web site
 - ❖ <https://ww2.afpc.randolph.af.mil/resweb/>

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How do you find out about job announcements? One of the best ways is to sign up for the Civilian Announcement Notification System, known as CANS. This is an e-mail subscriber service that allows you to tell the system what sort of jobs you are interested in, and then receive an e-mail when a position meeting your interests is posted. To register for CANS, go to the AFPC website, click on the link for Civilian Job Search, and you will see a button at the top for Subscribe CANS.

Self-nomination: when you see an IACF vacancy, either through the CANS or vacancies posted on the AFPC website, that you are interested in and that you qualify for you must self-nominate for that position.

Mobility

- If you PCS to a Centrally Managed IACF position, your move will be funded and you will be provided assistance in
 - Selling your current home
 - Buying a home in the new location
- A relocation bonus is offered at pre-approved hard-to-fill locations
 - Pre-approved locations are Los Angeles, Boston, and Washington, DC
 - The relocation bonus is currently \$10,000

Senior leadership values the depth and breadth of experience acquired by serving in different positions and in different locations

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One goal of IACF is to encourage mobility for IACF team members. If you PCS to a Centrally Managed IACF position, your move will be funded by the career field and you will be provided assistance in selling your current home and purchasing a new home in the new location.

A relocation bonus is offered at pre-approved hard-to-fill locations. Currently these locations are Los Angeles, Boston, and Washington, DC and the bonus is \$10,000.

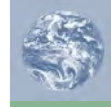
Senior leadership values the depth and breadth of experience acquired by serving in different positions and in different locations! At the same time, we know that not everyone will choose that path.

Keep Your Record Current

- Only information in your record can be considered
 - Check your records after a PCS, reassignment, promotion, etc., and twice a year at:
 - ❖ <https://www.afpc.randolph.af.mil/AFPCSecure/Default.asp>
 - Check and make sure your record is correct before you self-nominate
- You are the only person responsible for your career and personnel record
- Career Brief updates should be coordinated through your local Civilian Personnel Flight (CFP)

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When you apply for Centrally Managed positions, always check to make sure your record is correct before you self-nominate for a position vacancy.


We recommend checking your records after a PCS, reassignment, promotion, significant status change, and twice every year at the website listed on the screen.


Updates to your Career Brief should be coordinated through your local Civilian Personnel Flight (CFP).

If you have any questions, your supervisor or the Career Field Management Team will be able to assist in preparing your records for DT review.

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Training and Development

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IACF manages training and development to prepare team members to move into positions of increased responsibility as their careers progress. The next three slides cover the IACF Development Templates that outline the training, education, and experience required for progression through the tactical, operational, and strategic development levels. These slides have a lot of information and are intended to provide IA expectations at each development level. I do not expect you to digest all the information on the slides today. These Development Templates are available for download on the IA programs website, and IA team members should use the development templates along with supervisor and mentor guidance to develop career goals and a planned approach for personal development.

Tactical Development Template

Leadership

Enduring Competencies

Personal Leadership

- Exercising sound judgment
- Adapting
- Inspiring Trust
- Leading Courageously
- Demonstrating Tenacity
- Leading by Example
- Assessing Self

Leading People/Teams

- Inspiring/Empowering & Exercising Authority
- Fostering Teamwork and Collaboration
- Building Relationships
- Fostering Effective Communication
- Mentoring

Development

Basic Development Education

- Basic Leadership Courses
- Air and Space Basic Course (ASBC), Squadron Officer School (SOS)

Experience

- Advanced support and advisory roles
- Team and committee leadership
- Program Management Roles

Business

General Business Skills

Personnel Management
Financial Management

Functional Business Skills

Business Administration

Development

Desired Education

12 semester hours in above general business skills

Training

Local management courses in above general skills

Technical

Occupational Competencies

- Knowledge of IA policy and disciplines such as pertaining to International Logistics; Security Assistance; Cooperative Research, Development or Acquisition; Foreign Disclosure, Security, and Technology Transfer; Education and Training Policy; Financial Management; and Program Management
- Performs introductory IA duties pertaining to research and document preparation
- Using FMS-related systems (financial/accounting, tracking, contracting, case management, etc.)
- Project Management skills

Development

Training

- International Programs Security Requirements Course
- Introductory Security Cooperation Course offered by DISAM such as SAM-CC, SAM-C, or SAM-O
- Introductory functional development course (e.g., in a functional discipline listed above)
- Achieve IA Certification Level I

Experience

- Minimum of 1 year in IA coded position
- Introductory experience in one of the IA disciplines listed above
- Demonstration of job progression over time

Desired Education Level*

- BS/BA in international affairs, public administration, political science, or business administration
- 24 hours college coursework in international affairs, international relations, political science, public administration, history, geography, world science, economics, business law, and statistics
- Begin training in foreign language of choice

* Some IACF positions have specific course requirements and/or positive degree requirements. See individual job specifications for details.

Education

Development Available

- Degree Programs
- Tuition assistance

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At the tactical level, IA team members should master their primary duty, skills and responsibilities, and gain a general understanding of team leadership and an appreciation for institutional leadership. Job assignments should establish and build depth of knowledge and technical expertise within IA.

There are two sides to each Development Template—leadership development and technical development. Leadership, depicted on the left side, identifies AF enduring competencies, professional military education, and experience requirements. Technical development, on the right side, is functionally specific and defines the necessary competencies, education, and training requirements for career progression in IACF. Supporting both leadership and technical development are general business skills. The intent is that civilians should possess general business knowledge such as strategic planning, internal control practices, and financial management principles as they progress toward senior management and executive positions.

Formal education (degree based), located at the bottom of the template, provides a foundation that supports leadership, technical, and business development.

Operational Development Template

Leadership

Enduring Competencies

Tactical Level Plus:

Leading People/Teams

- Influencing and Negotiating
- Attracting, Developing and Retaining Talent

Leading the Institution

- Commanding
- Translating Strategy
- Applying Resource Stewardship
- Driving Execution
- Driving Continuous Improvement
- Integrating Systems

Development

Intermediate Development Education

- Intermediate Leadership Courses
- Air Command and Staff College (ACSC), Air Force Legislative Fellows Program (AFLFP), Harvard JFK School of Government, Executive Leadership Development Program (ELDP), Air Force Institute of Technology (AFIT), Princeton Woodrow Wilson School of Public and International Affairs (PRIN)

Experience

- Joint, Air Staff Action Officer, MAJCOM, Field experience
- Demonstrated experience in managing an IA program or a branch organization
- Effectively coordinates and leads multiple projects, demonstrating vision and innovative thinking

Business

General Business Skills

- Personnel Management
- Financial Management
- Integrating Information Technology
- Systems Integration

Functional Business Skills

- General Business Administration

Development

- Desired Education
- 24 semester hours in above general business skills
- Training
- Local management courses in above skills

Education

Desired Education Level*

- Masters degree in international business, international or foreign relations, diplomacy, area studies, or a related field tailored to specific position requirements
- Achieve proficiency in foreign language of choice

Technical

Occupational Competencies

- General expertise in IA management
- Develop and deliver IA material and technical opinions
- Comprehensive knowledge of IA disciplines (i.e., International Logistics, Security Assistance, Cooperative Research, Development or Acquisition, Foreign Disclosure, Security, and Technology Transfer, Education and Training, Financial Management, etc.)
- Awareness of political intervention relating to international political and economic development
- Leadership skills with emphasis on organizing and leading small number of subordinate personnel
- Management skills with emphasis on planning and directing

Development

Training - Tactical Level plus:

- Specialized Security Cooperation Course offered by DISAM or Joint Special Operations University (JSOU)
- Intermediate functional development course (e.g., in a functional discipline listed above)
- Introductory functional development course in secondary area of expertise
- Achieve IA Certification Level II

Experience

- Minimum of 2 years in IA coded position
- Participation in a Career Broadening assignment or other cross-functional experiential assignment
- Knowledge of several key IA functional disciplines

Development Available

- Degree Programs
- Tuition assistance

* Some IACF positions have specific course requirements and/or positive degree requirements. See individual job specifications for details.



This slide outlines develop requirements at the Operational level. At this level, IA team members should transition from a specialist to an individual who understands Air Force integration. This level includes continued broadening of experience and increased responsibility within a related family of skills. Team members in operational level positions continue to develop personal leadership skills, while developing familiarity in institutional leadership competencies. During this time, career broadening and cross-functional assignment experience opportunities should be considered to increase potential for career progression.

Strategic Development Template

Leadership

Enduring Competencies

Operational Level Plus:

Leading the Institution

- Creating and Demonstrating Vision
- Shaping Strategy
- Driving Transformation
- Thinking/Working Across Boundaries

Development

Strategic Development Education

- Strategic Leadership Courses
- Air War College (AWC), National War College (NWC), Industrial College of the Armed Forces (ICAF), ICAF Senior Acquisition Course (ISAC) RAND Fellows, Council for Excellence in Government (EIG), Stanford Sloan Program, Alfred P. Sloan Fellows, MIT Sloan School of Management, E-Government Fellows (E-Gov), Harvard JFK School of Government

Experience

- OSD/JCS, SAF/NAF, MAJCOM HQ
- Directorate, Division Chief, Deputy
- 2 or more bases or installations
- Leadership positions in other services, agencies, or the private sector
- Successful leadership with the management of a major program and/or multiple IA-related organizations

Business

General Business Skills

- Personnel Management
- Financial Management
- Integrating Information Technology
- Systems Integration

Functional Business Skills

- General Business Administration

Development

- Desired Education
- 24 semester hours in above general business skills
- Training
- Local management courses in above skills

Technical

Occupational Competencies

- Up to date on emerging IA strategy as it relates to National Security, DoD, and MILDEP strategic plans
- Broad understanding of fiduciary responsibility for all IA appropriations
- Expert perception of consequences of political intervention relating to international political and economic development
- Ability to successfully coordinate and lead major, inter-departmental programs through negotiation and partnerships

Development

Training - Operational Level plus:

- Advanced or Executive Course in Security Cooperation offered by DISAM
- Advanced functional development course
- Intermediate functional development course in secondary area of expertise
- Executive Development Courses
- Achieve IA Certification Level III

Experience:

- Minimum of 4 years in IA coded position
- Cross-functional experience in Logistics, Finance, Policy, Law, Acquisition, etc.

Desired Education Level*

- Masters degree in international business, international or foreign relations, diplomacy, area studies, or a related field
- Maintain proficiency in foreign language of choice

Education

Development Available

- CDE

* Some IACF positions have specific course requirements and/or positive degree requirements. See individual job specifications for details.



At the strategic level, IA team members should combine highly developed occupational and enduring competencies to apply broad professional leadership capabilities. Strategic positions will require individuals to develop a deep understanding of Air Force missions and how operational capabilities and resources are integrated to achieve synergistic results and desired effects. Individuals will also develop a greater understanding of how the Air Force operates within joint, interagency, and multinational relationships. At this level, an individual's required competencies transition from the integration of people with missions to leading and directing exceptionally complex and multi-tiered organizations.

Developmental Opportunities

- Tuition Assistance
- Leadership and Management Courses
- Civilian Developmental Education (CDE)
- Career Broadening
- Cross-Functional Assignment Opportunities
 - Communications & Information, Financial Management, Logistics, Program Management, Acquisition, and Security

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IA team members will have access to developmental opportunities in order to meet requirements identified in IACF Development Templates. These developmental opportunities include tuition assistance, leadership and management course work, civilian developmental education, career broadening, and cross-functional assignment experiences. This training is available to all career fields and because it is funded by AFPC, allocations depend on available funds. Please remember that IA functional training, for example, Security Cooperation Courses, is provided by the Defense Institute for Security Assistance Management (DISAM).

The DT will recommend and prioritize IA team member nominations for Civilian Developmental Education through the Civilian Development Plan process.

In FY07, the DT selected an IACF team member from Air Force Security Assistance Training Squadron (AFSAT) to career broaden at SAF/IA. In FY08, IACF will have one Career Broadening position subject to available funding. Additionally, IA team members will be able to compete for a Cross-Functional Career Broadening opportunity in one of the following career fields: Communications & Information, Financial Management, Logistics, Program Management, Acquisitions, and Security.

Tuition Assistance

- Limits:
 - Tuition only (no books or fees)
 - Lifetime funding cap per degree (\$14K undergraduate/\$12K graduate)
 - One degree at each level (baccalaureate and masters)
 - No PhDs
- How to apply:
 - Request via Civilian Development Plan (CDP)
 - Submit degree plan and University acceptance notice
 - Submit a DD1556, with documentation for each course at least 45 days in advance

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This program has limits. Tuition assistance may be used for tuition expenses only (no books or fees); the lifetime funding cap per degree is \$14,000 for undergraduate and \$12,000 for graduate degrees; only one degree may be provided at each level (i.e., one baccalaureate and one masters); and PhDs are not eligible for tuition assistance.

All team members must indicate their desire for tuition assistance on their Civilian Development Plan. If selected, IACF team members must submit his or her degree plan and the University acceptance notice to the Career Field Management Team. Also, IACF team members are required to submit a DD1556 (Certification of Training and Reimbursement), with documentation for each course at least 45 days in advance.

Leadership & Management Courses

- Approved AFPC sponsored leadership and management courses include:
 - Seminars (complete list in Career Field Education and Training Plan)
 - ❖ Leadership Potential
 - ❖ Carnegie Mellon Executive Excellence
 - ❖ Management Development-Leading organizations
 - ❖ Executive Development- Leading change
 - Office of Personnel Management (OPM) courses in Leadership & Management (complete list in Career Field Education and Training Plan)
 - ❖ Leadership Skills for Non-Supervisors and Non-managers
 - ❖ Leadership in a Global Environment
 - ❖ Leadership for a Democratic Society
- Limits
 - Attend one IACF funded course every two years
 - Your organization must pay TDY expenses
- How to apply
 - Request via Civilian Development Plan (CDP)

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Leadership and Management Training is also available to IA team members. Approved AFPC courses include:

- Seminars on leadership and management
- OPM (and equivalent vendors authorized by AFPC) courses in leadership & management

Again, the program has reasonable limits:

- You may attend one IACF funded course every two years
- Your organization must pay TDY expenses

To apply, request leadership and management training via your Civilian Development Plan (CDP).

Leadership & Management Training

- FY07 Command Level Training
 - Leadership and Management Certification Program
 - ❖ At SAF/IA, 30 Training Seats, Jul/Aug 07
 - Business Professional Certification Program
 - ❖ At AFSAT, 30 Training Seats, Aug 07
 - ❖ At AFSAC, 30 Training Seats, Aug 07
 - Leadership Training (Mentee Development Program)
 - ❖ At SAF/IA, 25 Training Seats, Aug 07

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In FY07, we received career field training funds to support training at AFSAT, AFSAC, and SAF/IA.

Civilian Development Plans CDPs and DT Feedback

- Career planning starts with the IA team member
 - Initiate a Civilian Development Plan (CDP)
 - Obtain supervisory review and approval
 - Receive vector from the IACF DT
- CDP includes short-, mid-, and long-term career goals
 - Developmental assignments, education, and functional training
 - Organizational and geographic mobility preference
- The DT assigns vector recommendations based on:
 - Team member's goals
 - Record of performance
 - Gaps in individual experience
 - Needs of the Air Force and IA community

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Integrity - Service - Excellence




The Civilian Development Plan (CDP) and the DT feedback combine to be the centerpiece of the Civilian Force Development process. At the beginning of each fiscal year, Mr. Genaille, as Career Field Manager, will issue a CDP call letter requesting CDP's from IA team members and announcing the CDP review schedule. The DT will use CDP's to review team member's short, mid, and long-term career goals for assignments, education, and training, and then prioritize and allocate development opportunities.








All personnel interested in career field sponsored training and development opportunities must complete a CDP to receive feedback from the DT in the form of training, education, and assignment vectors. These vectors will be based upon the team member's goals as specified in the CDP, their performance record, any gaps in the individual's experience, and the needs of the Air Force and IA community.

Individual Responsibilities

- Understand Force Development career paths and the associated development for your chosen career choice (IACF Development Templates)
- Complete a Civilian Development Plan (CDP) to participate and communicate your desires to the DT
 - Be committed to take advantage of the development opportunities AF is providing
 - Consult with your supervisor/mentor
- Pursue the recommended developmental vectors from the DT

Informed Career Choice

27 *Integrity - Service - Excellence* 



It is up to the individual team member to understand the value and opportunities created by Force Development career paths and make an informed career choice.

Specifically, you must opt-in by completing a CDP. This is your avenue of opportunity to communicate your desires to the DT.

You must then pursue the recommended vectors to ensure you are ready for your next position and the next developmental level.

Supervisor Responsibilities

- Understand career field management and the force development process, requirements, and career paths
- Educate employees on what various career choices entail
- Mentor and challenge employees to maximize their potential
- Provide employees honest CDP feedback
 - On potential for achieving desired goals
 - How to obtain required development

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Integrity - Service - Excellence











Supervisors are a vital part of the CDP process. They are expected to educate IA team members on what various career choices entail in terms of time, commitment, mobility, etc. And, they will mentor and challenge you to maximize your potential.

Finally, supervisors will provide employees honest CDP feedback on their potential for achieving desired goals and how to obtain required development.

What does CDP mean to you?

- Reality Check
 - More realistic personal expectations
 - Enhanced communication / feedback
- Expanded / improved educational opportunities
 - Targeted to specific learning goals
 - Better preparation for future assignments
- Non-IACF team member participation in the CDP process
 - Assess gaps in assignment experiences, IA functional training, and education
 - Establish and annotate career goals on CDP
 - Receive and pursue IACF DT recommendations on career goals
- FY08 CDP timeline
 - The next CDP call will be issued in October 07
 - DT will meet to review all CDPs in February 08

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The Civilian Development Plan process is a reality check for you, and an opportunity for you to fine tune your goals and expectations. It gives you an organized communication forum with IA senior leadership to receive feedback on your career.

Development decisions now incorporate a much more deliberate process. This process will include input from you, feedback from your chain of command, and a vector from leaders in the career field on what assignments, education, and training will better prepare you for the future.

If you are not in the Career Field but a member of the IA community, then you are eligible to participate in the IACF CDP process. This will require you to use the IACF Development Templates to assess gaps in your assignment experiences, IA functional training, and education; establish and annotate career goals on your CDP; and submit your CDP to the IACF DT to receive appropriate vectors. Participation in this process will enable you to receive DT member recommendations that may prepare you to successfully compete for an IACF position or guidance on pursuing an IA career track.

The next CDP call will be issued in October 2007 and the DT will meet to review all CDPs in February 2008.

Summary

- Important, enduring cultural change
- Deliberate development process that links education, training, and experience
- Increased leadership involvement

Develops our #1 resource ... You!

30 *Integrity - Service - Excellence* 

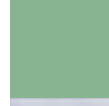


In closing... Force Development (FD) is a major cultural change and will be an evolving process as the tools are put in place to be successful.

FD is designed to link education and training opportunities with challenging leadership and developmental assignments. More importantly, FD lets you, your immediate chain of command, and IA senior leaders chart a course to help you determine and reach your realistic long-term career and developmental goals.

Bottom-line: FD will help us meet current and future Air Force missions by developing our number one resource – people!

**Deputy Under Secretary of the Air Force
International Affairs**



Questions

