



AIR FORCE CIVILIAN CAREER PLANNING

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This manual interfaces with Air Force Policy Directive 36-6, *Civilian Career Management*, Air Force Instruction 36-601, *Air Force Civilian Career Program Management*, and Air Force Manual 36-606, Volume 1, *Air Force Civilian Career Program Management*. This volume provides general guidance and information on civilian career planning and specific information on each career program's career patterns and master development plans. The manual applies to supervisors, managers, and employees; civilian personnel staffs, and civilian employees at joint service organizations where Air Force is the executive agent.

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Chapter 1

CAREER PATTERNS AND MASTER DEVELOPMENT PLANS

1.1. Career Patterns. Career programs will develop and maintain career patterns which represent progression possibilities within the individual career field. Each career program will also develop a Master Development Plan for its career families which serves as a guide to current or future job-related experience, training, and education important for successful performance and career progression.

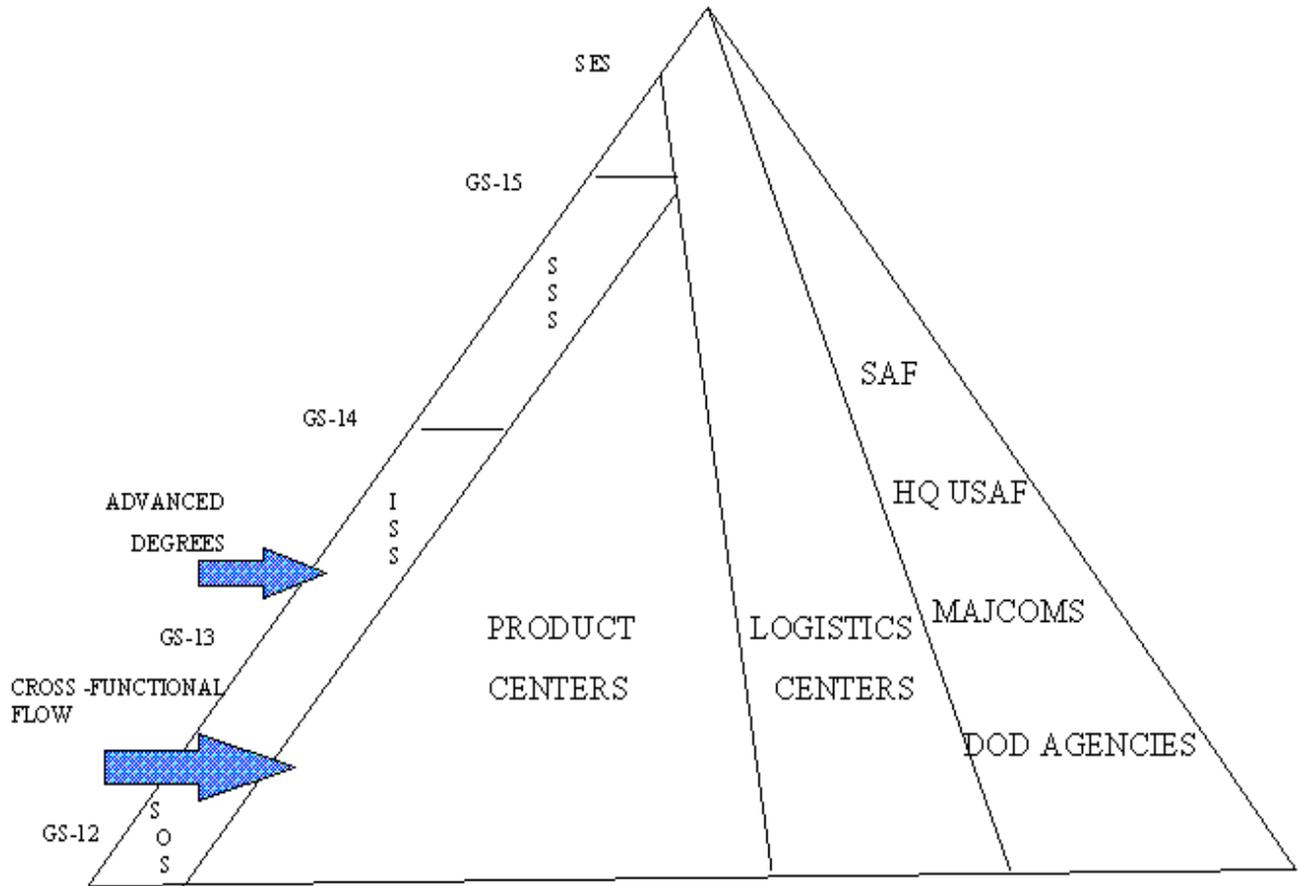
1.1.1. Career Patterns. These show both lateral and upward movement, but do not give any “average” rate of progression. Deferred lateral movement or progress may also occur if an employee requests a change to lower grade to a job which creates the potential for competition for future higher grades. Movement or progression to positions other than those reflected in the published career patterns is also possible based on an employee’s qualifications and the requirements of the position to be filled. Overall, career patterns reflect the normal sequence as required by the Office of Personnel Management (OPM) Operating Manual, Qualification Standards for General Schedule Positions. Additionally, promotion evaluation patterns (PEPs) may express requirements for advancement developed by each career program. Career patterns are flexible in response to changes in job content, work priorities, organization alignments, and management needs.

1.2. Master Development Plans (MDP). MDPs serve as guides to current or future job-related experience, training, and education important for successful performance and career progression. The MDP covers suggested entry-level training and development, special projects, cross-training, career broadening assignments, active participation in professional associations, etc. Each MDP also includes recommended training and experience important for developing technical and managerial competencies required by executive level positions and becomes the basis for Career Enhancement Plans (CEPs).

Chapter 2

CAREER PATTERNS

2.1. Acquisition Program Management Career Program Career Pattern.

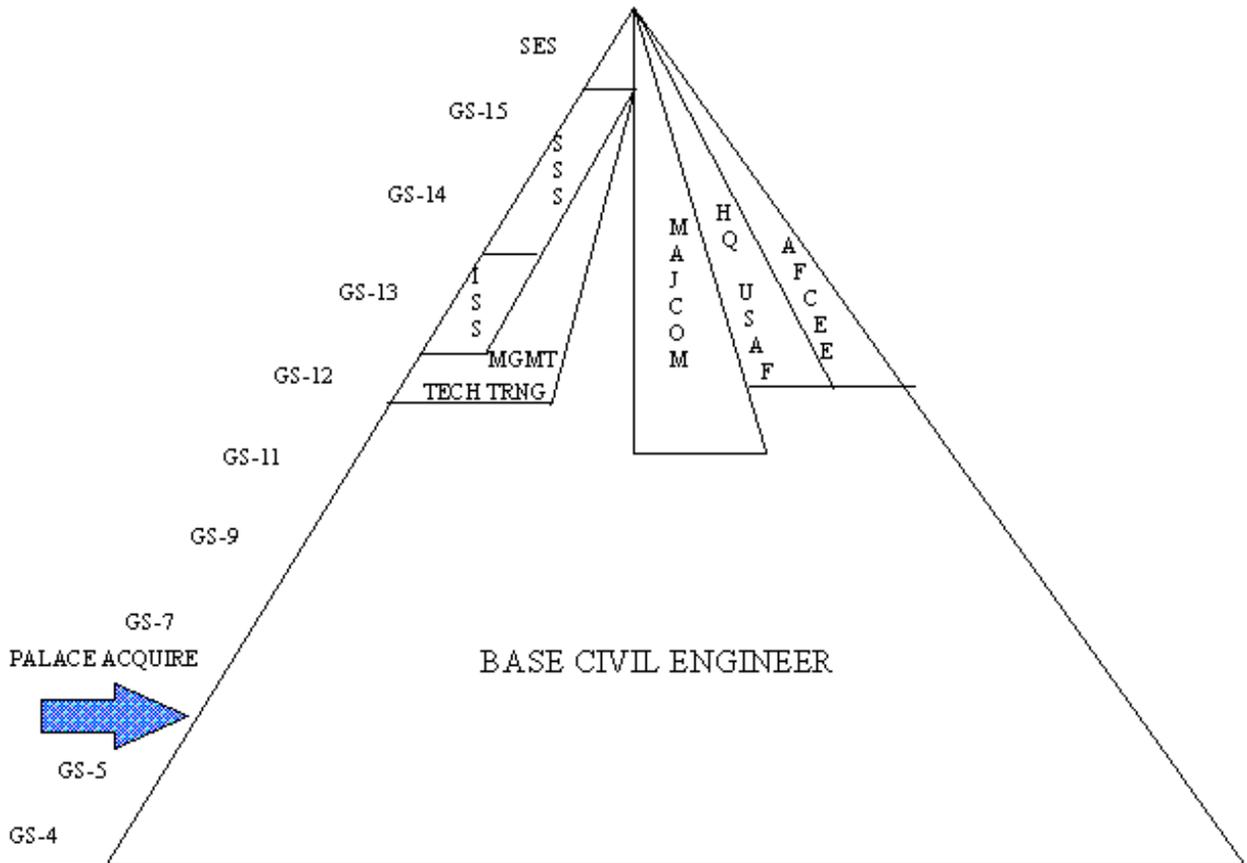


ISS = Intermediate Service School

SSS = Senior Service School

SOS= Squadron Officers' School

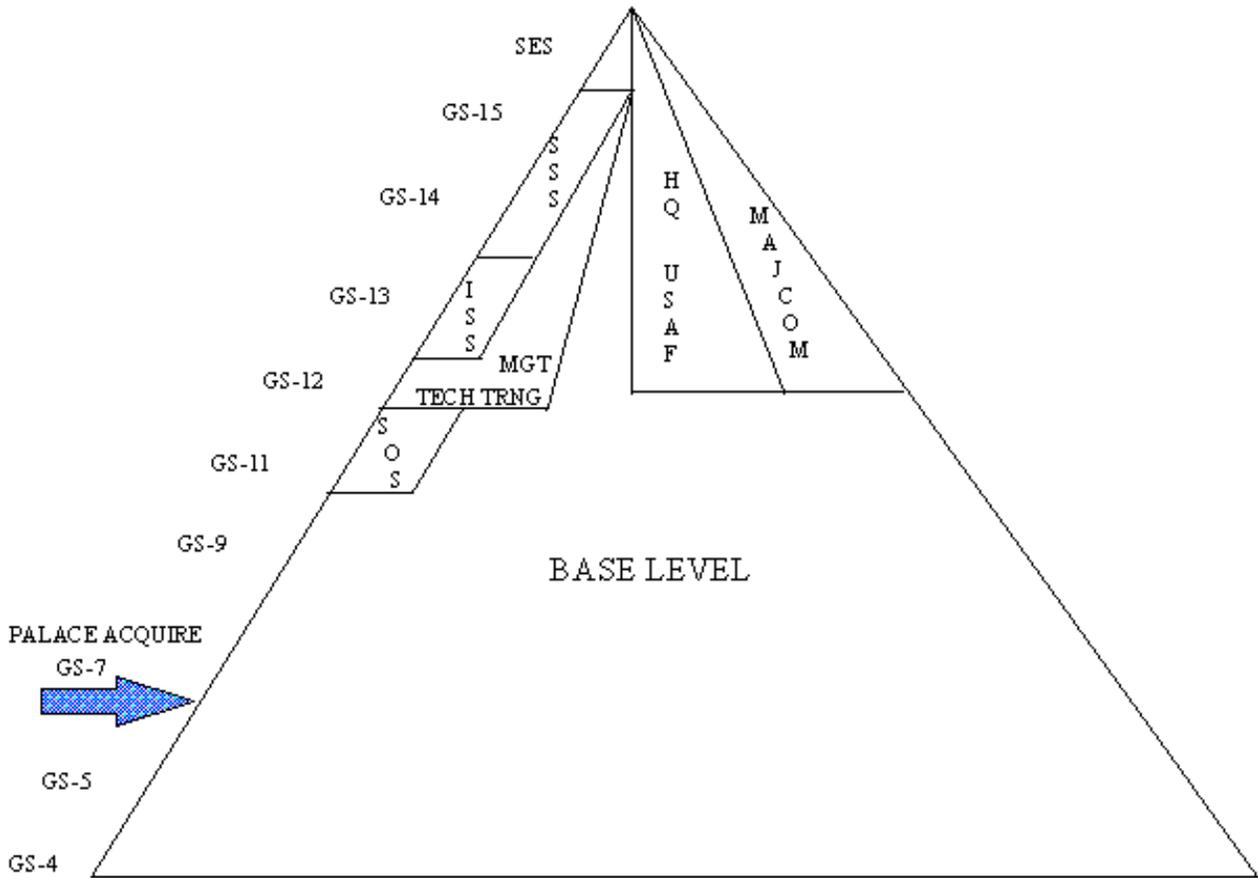
2.2. Civil Engineer Career Program Career Pattern. The CECP career pattern reflects normal entry at base level, either through an intern program, Office of Personnel Management (OPM) certification, or a locally administered hiring process. Individuals advance through progressively more complex assignments and may include career broadening assignments in other functional areas or rotational training assignments at the mid-management level.



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SSS = Senior Service School

2.3. Civilian Personnel Career Program (CPCP) Career Pattern.



- I
- SS = Intermediate Service School
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2.3.1. CPCP Entry Level--Trainee GS-05 to GS-07 . Normal entry is either through OPM certification or an intern program at grades GS-05 or GS-07, or by reassignment from the 203 series to one of the major functional specialties. Interns usually receive broad training in two or more of the major civilian personnel functions. Other trainees have their training focused more intensely in one functional specialty.

2.3.2. CPCP Intermediate Level. These individuals normally perform as advanced trainees at the GS-09 level. Assignments are geared to further development and may involve performing elements of the full journey level specialist job, such as classifying trades and crafts positions, staffing clerical positions, and conducting limited training surveys.

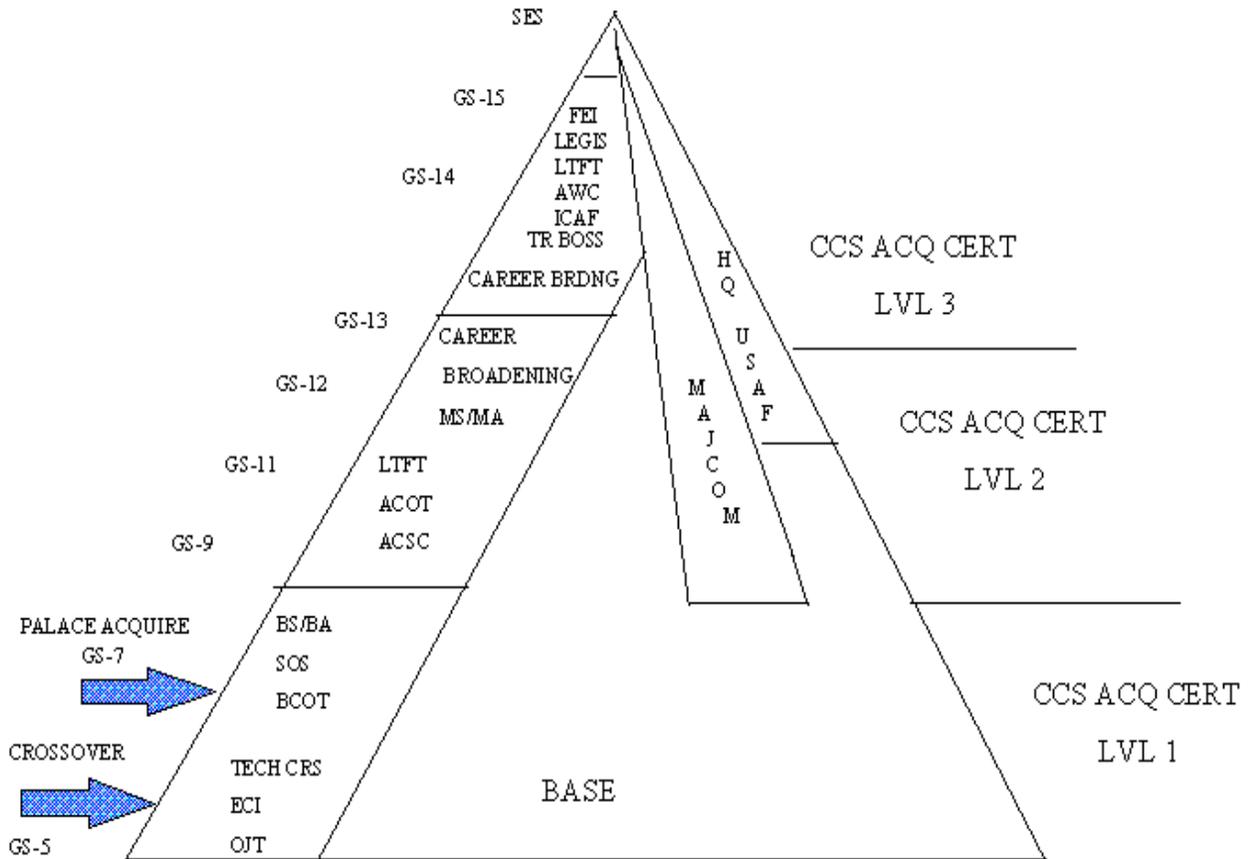
2.3.3. CPCP Specialist. Specialists (GS-11 through GS-13) perform at the full journey level in any one or a combination of the functions. These positions may be at base, MAJCOM, or headquarters level.

2.3.4. CPCP Supervisor and/or Manager. Employees in supervisory and/or managerial (GS-12 through GS-15) positions serve as a chief over one or a combination of civilian personnel functions and may be found at base, MAJCOM, or headquarters level.

2.3.5. CPCP Civilian Personnel Officer (CPO). The CPO manages portions of or an entire civilian personnel function at base level.

2.3.6. CPCP Director of Civilian Personnel. These GS-15 and above positions set policy and direct the activities for civilian personnel administration throughout a MAJCOM and Air Force.

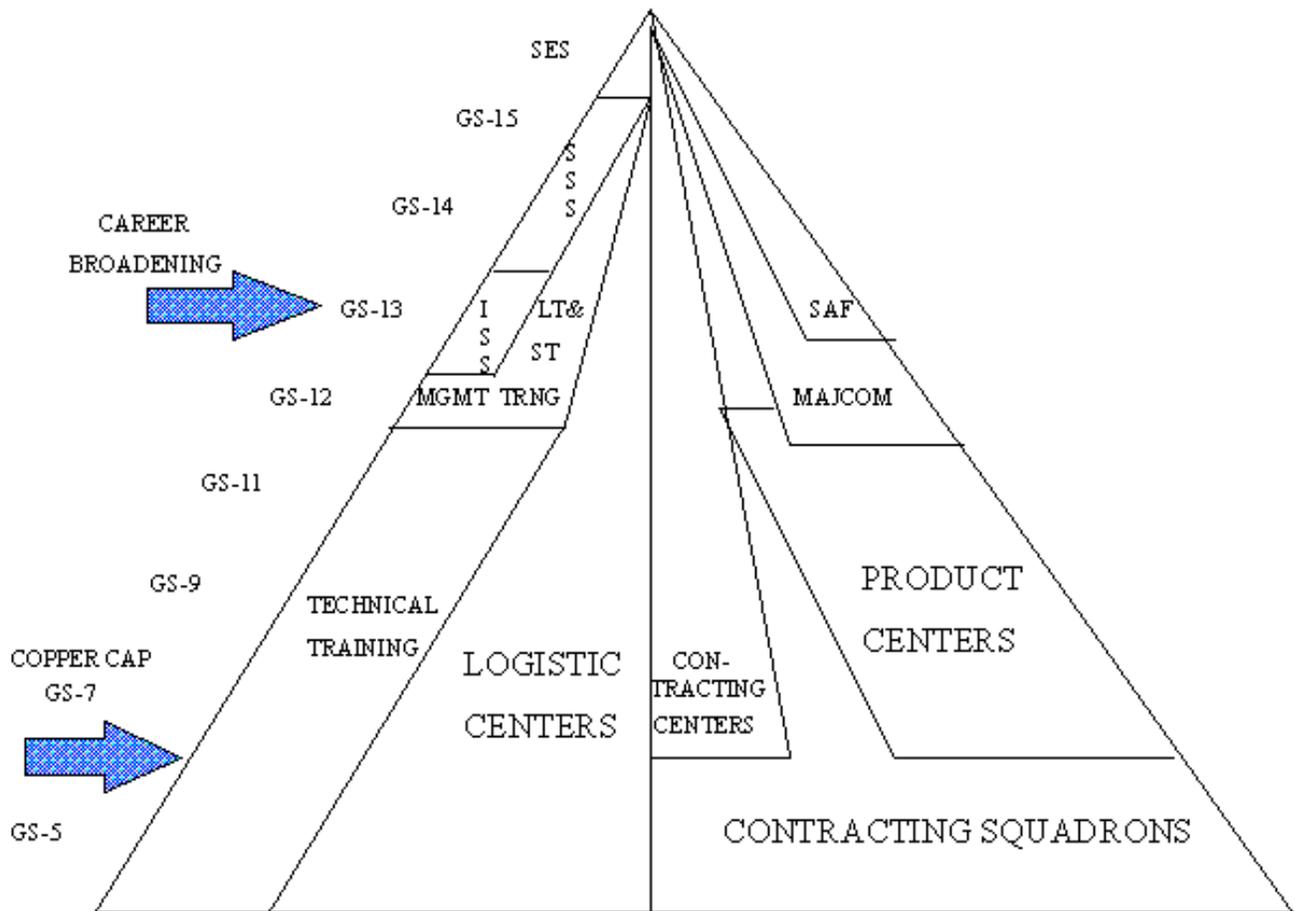
2.4. Communications and Computer Systems Career Program (CCSCP) Career Pattern.



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2.5. Contracting and Manufacturing Career Program Career Pattern (GS-1102).

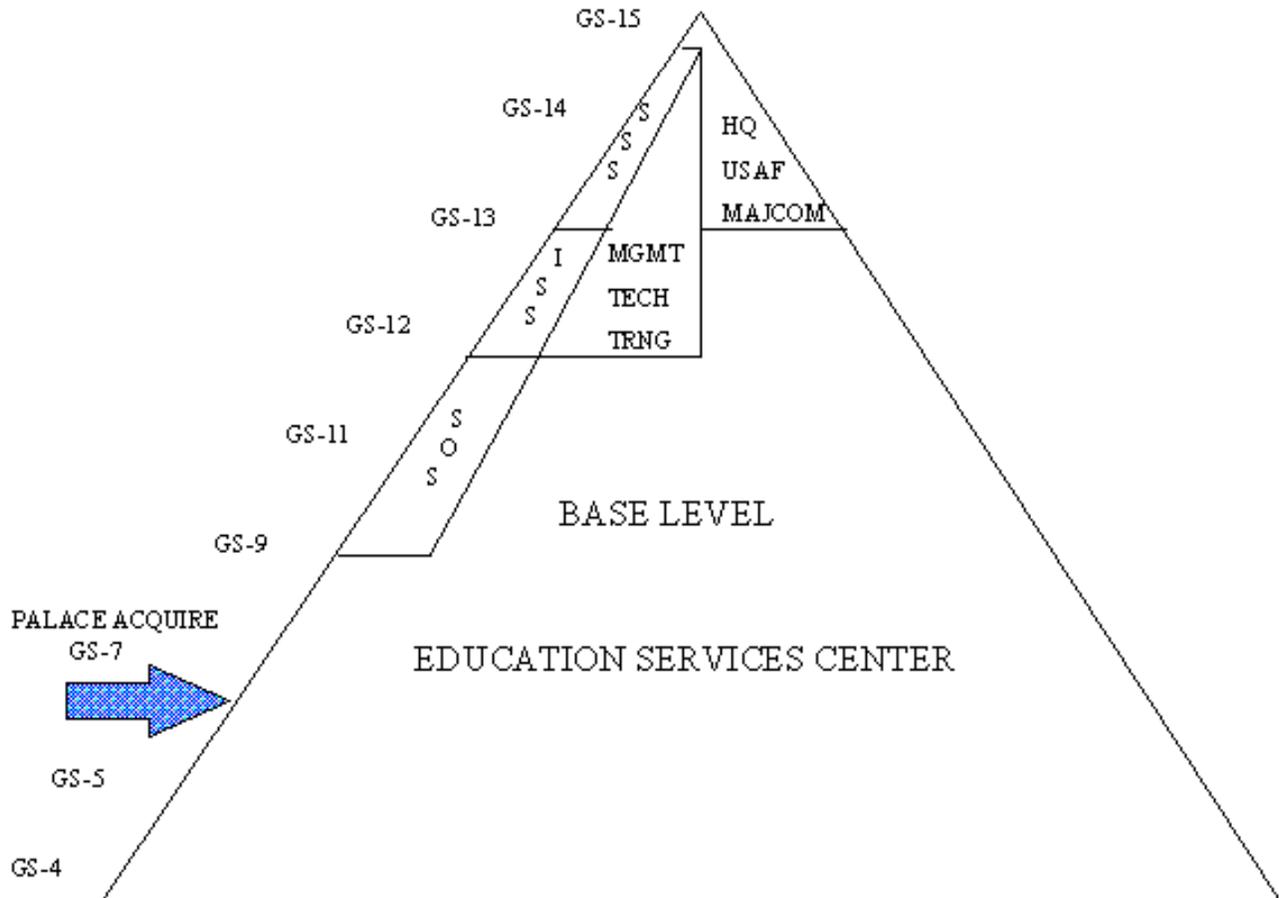


LT * ST MGMT TRNG = Long-term and short-term management training

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2.6. Education Services Career Program Career Pattern.



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2.6.1. Counselor. Individuals normally enter the education services career field at the GS-07 or GS-09 level, depending on prior work experience or education. Counselor assignments are at base level and involve counseling on all phases of the education program.

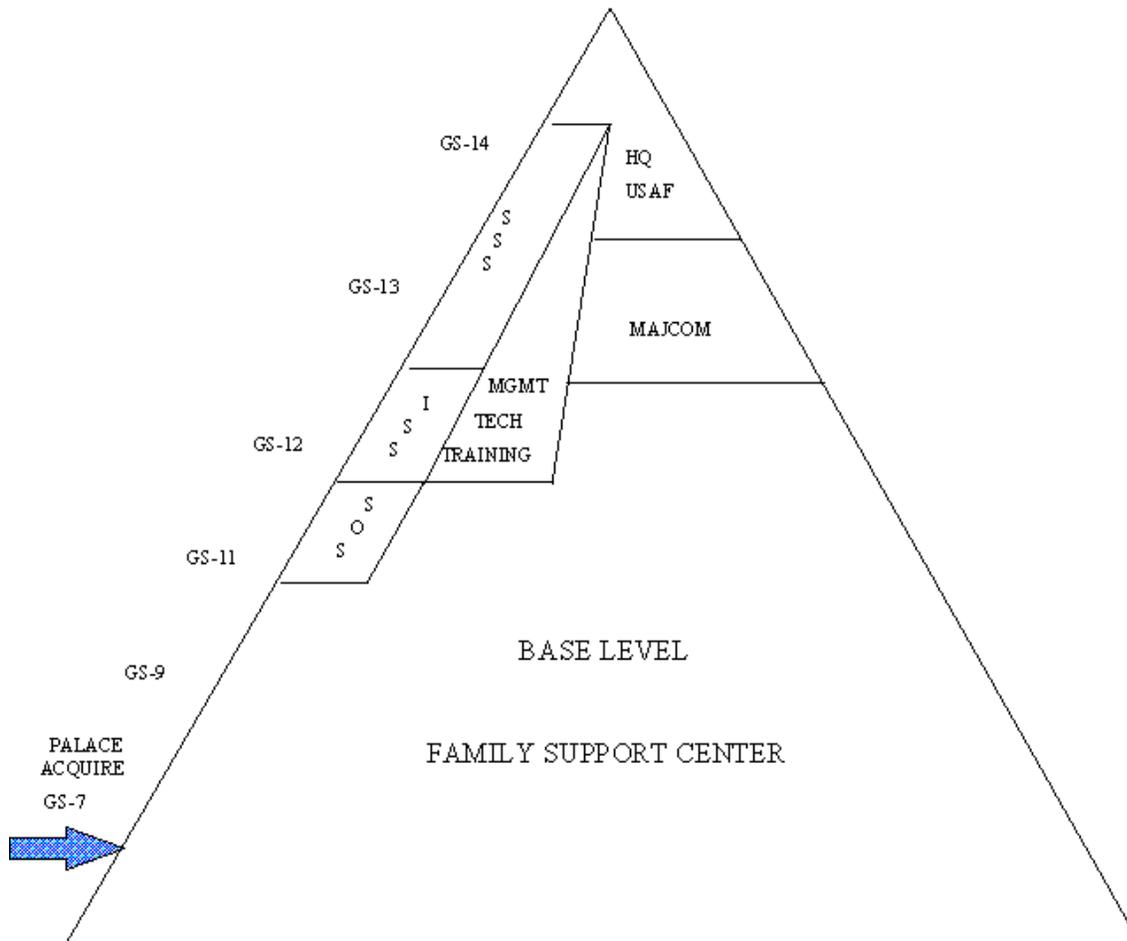
2.6.2. Education Officer or Supervisory Counselor. These are GS-11 level positions. Most individuals are promoted from the GS-09 level counselor positions. Assignments are base level and involve supervising the guidance counselors and assisting or serving as the Education Services Officer.

2.6.3. Mid-level Management. Education Services Officer or Education Specialists are GS-12 through GS-13. Individuals usually progress from GS-11 and GS-12 positions to other base level education services officer positions. At this level they may also be assigned to positions at MAJCOMs and HQ USAF. Duties include managing base-level programs or administering elements of MAJCOM Air Force-wide programs.

2.6.4. Executive Level. These are MAJCOM and HQ USAF Directors (GS-14 through GS-15). The progression to these positions is from the GS-13 base-level Education Services Officer or HQ USAF and MAJCOM Education Specialist positions. These positions are responsible for developing policy and executing the Air Force Education Program and budget.

2.6.5. Program Scope. The primary series is 1740. Secondary series are 1701, 1702, and 1712, provided OPM Operating Manual, Qualifications for General Schedule Positions, qualification requirements have been met.

2.7. Family Matters Civilian Career Program (FMCCP) Career Pattern.



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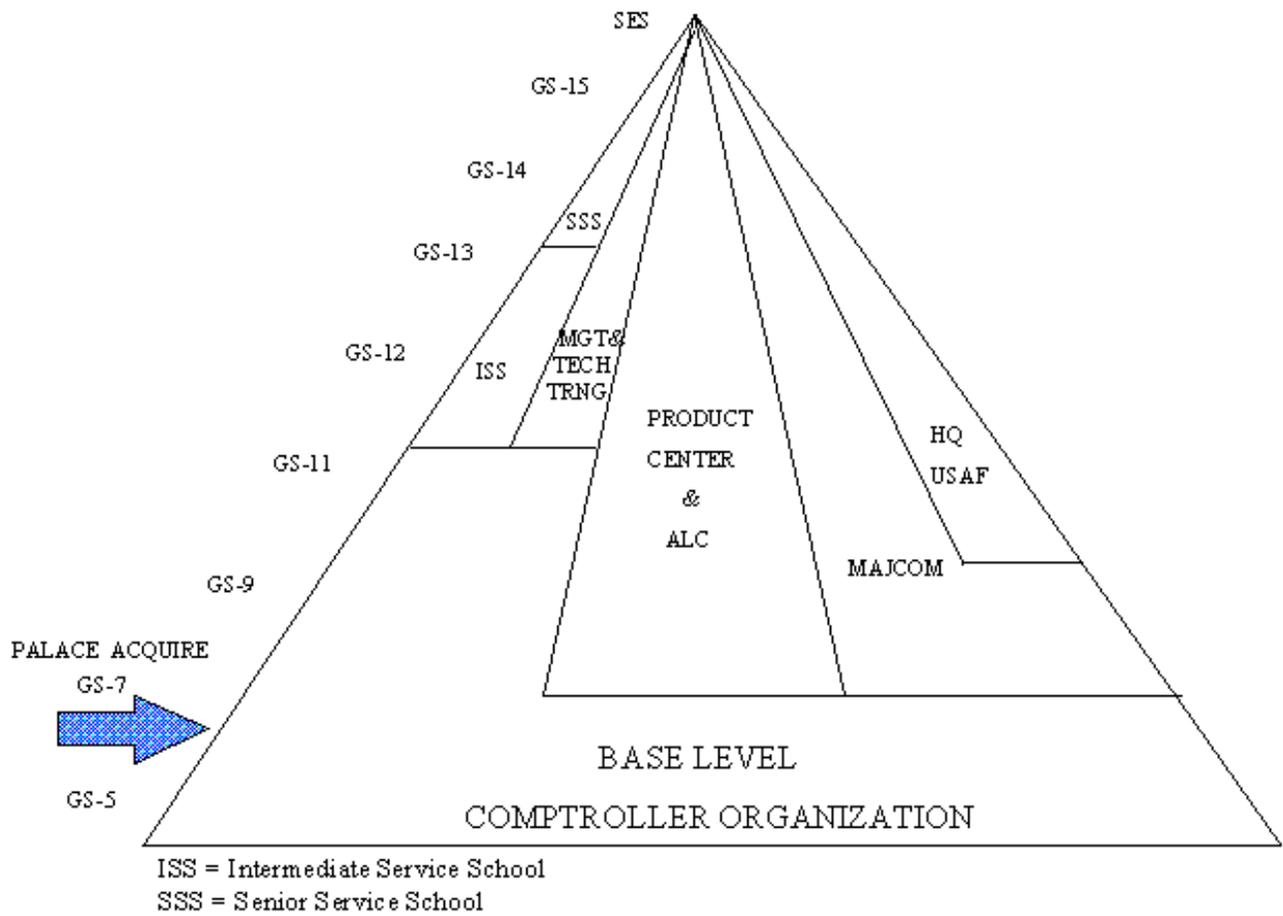
SSS = Senior Service School

SOS = Squadron Officers' School

2.7.1. Family Support Center Director. These managers (GS-11 through GS-13) normally enter the Family Support Center career field at the GS-11 or GS-12 level depending on prior work experience, education, and complexity of mission.

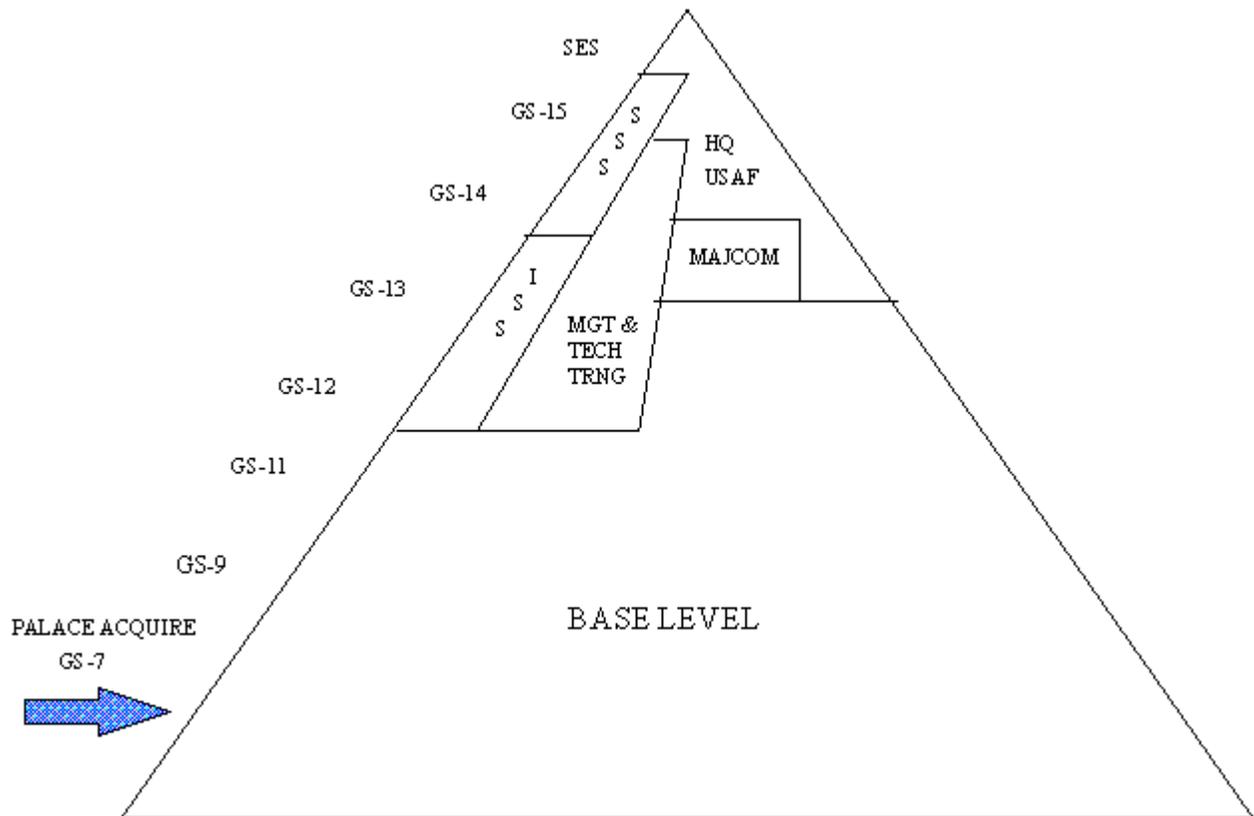
2.7.2. Senior Level. These are GS-13 through GS-14, MAJCOM, HQ USAF, Air University, and Career Program Administrator positions. Incumbents are responsible for developing policy and executing the Air Force Family Matters Program and budget.

2.8. Financial Management Career Program (FMCP) Career Pattern.



2.9. Historian and Museum Civilian Career Program (HMCCP) Career Patterns.

2.9.1. Historian Career Pattern.



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2.9.1.1. Developmental. Entry level into developmental Historian positions for interns would normally be at the GS-07 level.

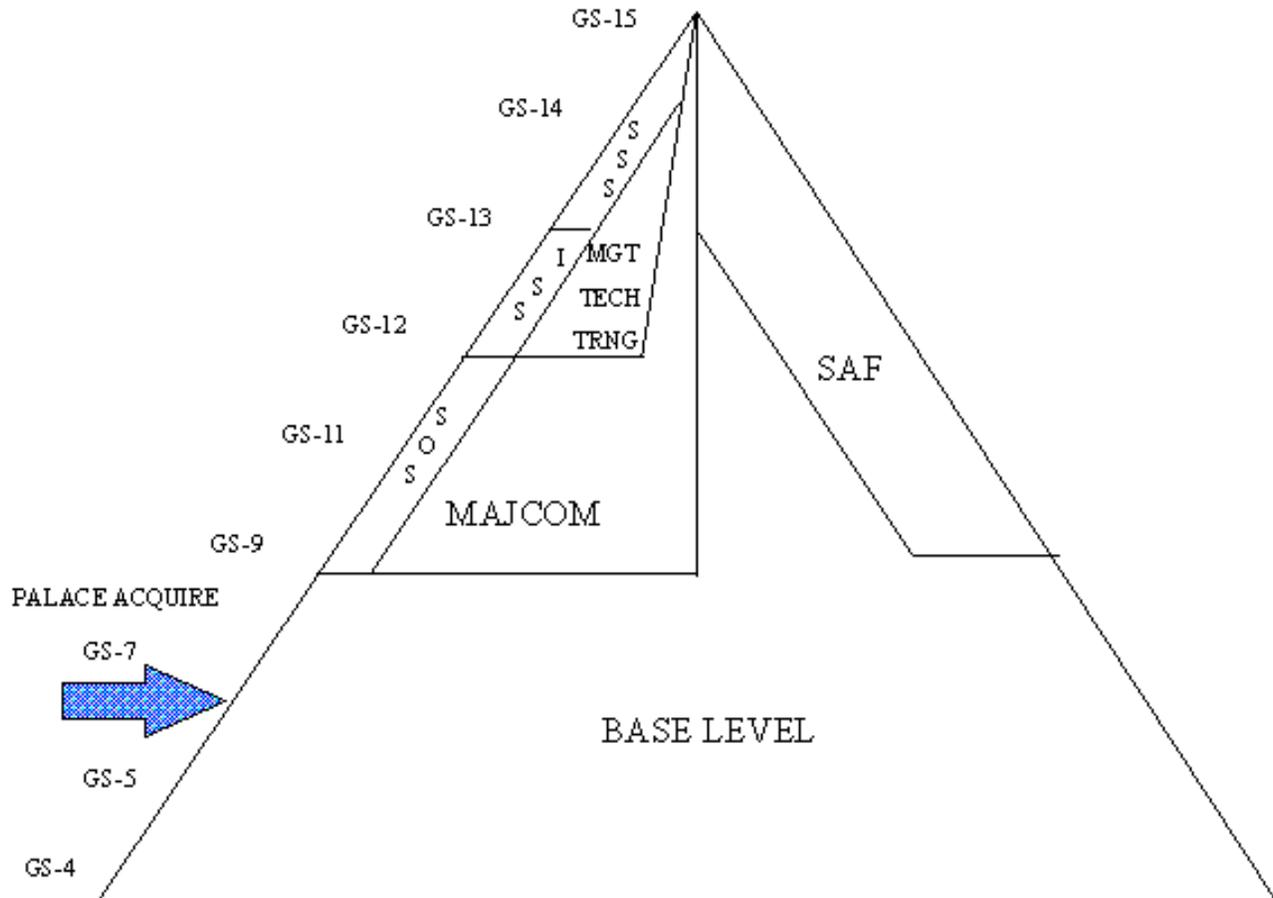
2.9.1.2. Intermediate. Normal entry level for Historians is GS-09 or GS-11 based on graduate education in History or related Social Sciences. At the GS-09 level, positions are Wing Historians or Staff Historians at an Intermediate Command. GS-11 positions are Center Historians, Wing Historians, or Staff Historians. Positions at the GS-12 level are Numbered Air Force (NAF) Historians, Field Operating Agency (FOA) and Direct Reporting Unit (DRU) Historians, Staff Historians at MAJCOMs, and Author and Research Historians at the Center for Air Force History (CAFH) and Air Force Historian Research Agency (AFHRA).

2.9.1.3. Senior. Positions at the GS-13 level are MAJCOM Deputy Historians, DRU and FOA Historians, Author, Research, and Oral Historians (CAFH and AFHRA), and Center and Laboratory Historians (Air Force Material Command). GS-14 positions are MAJCOM Chief Historians, Historical Research Managers (CAFH and AFHRA), and Senior Authors (CAFH).

2.9.1.4. Executive. At the GS-15, positions are Director, Center for Air Force History and Senior Historians (CAFHM and HQ USAF/HO). The Air Force Historian (HQ USAF/HO) is a Senior Executive Service (SES) position.

2.9.2. Museum Curator Career Pattern (Reserved).

2.10. Information Management Career Program (IMCP) Career Pattern.



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2.10.1. Entry Level. Normal entry as a trainee (GS-05 to GS-07) is through either an intern program or by bridging from another IMCP approved occupational series, such as GS-0344, Management Assistant/Clerk, or GS-1087, Editorial Clerk/Assistant, to one of the major functional specialties. Interns are targeted for broad training in all of the IM functions. Other trainees focus more intensely in one of the functional specialties. Positions are normally located at base level in IM functions.

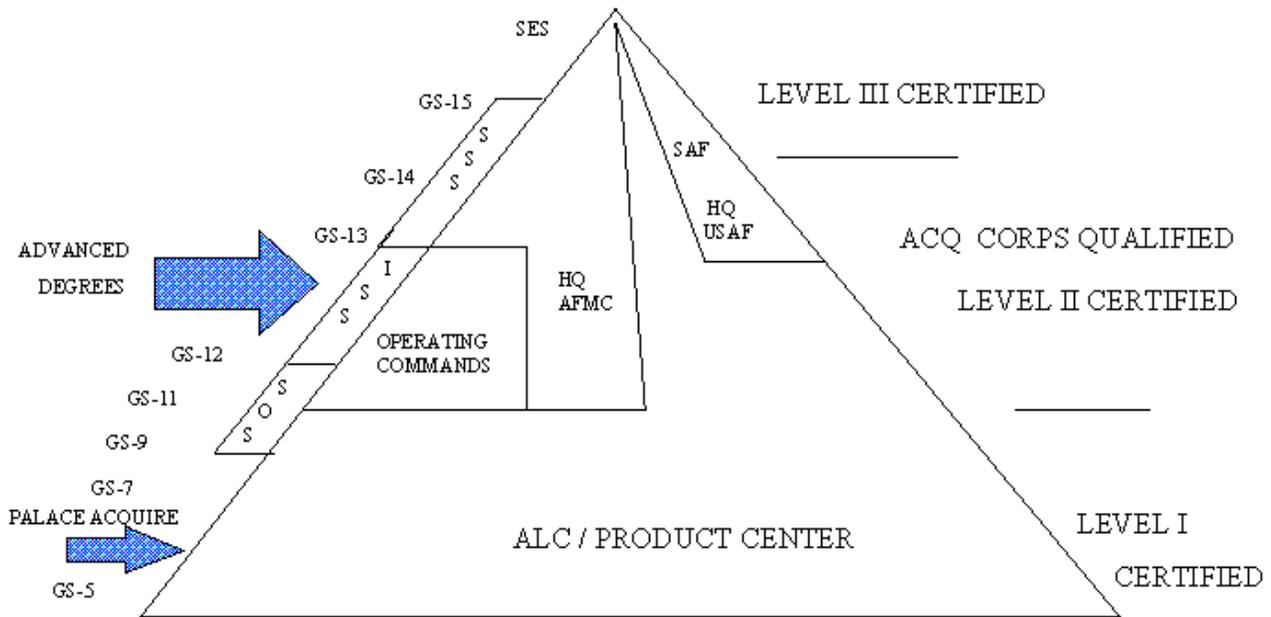
2.10.2. IMCP Specialist. Specialists (GS-09 through GS-13) perform at the full performance level in any one or a combination of IM functions. These positions may be at any level (base, Major Command, or headquarters).

2.10.3. IMCP Supervisor and/or Manager. Information Management personnel (GS-09 through GS-15) positions serve as a chief over one or a combination of IM or support functions, and may be found at base, Major Command, or Secretariat levels.

2.10.4. IMCP Director, Division Chief, or Branch Chief. Information Management Directors and other functional chiefs (GS-09 through GS-15) manage the entire IM function at any level.

2.11. Logistics Civilian Career Enhancement Program (LCCEP) Career Pattern.

2.11.1. Acquisition Logistics Career Pattern.

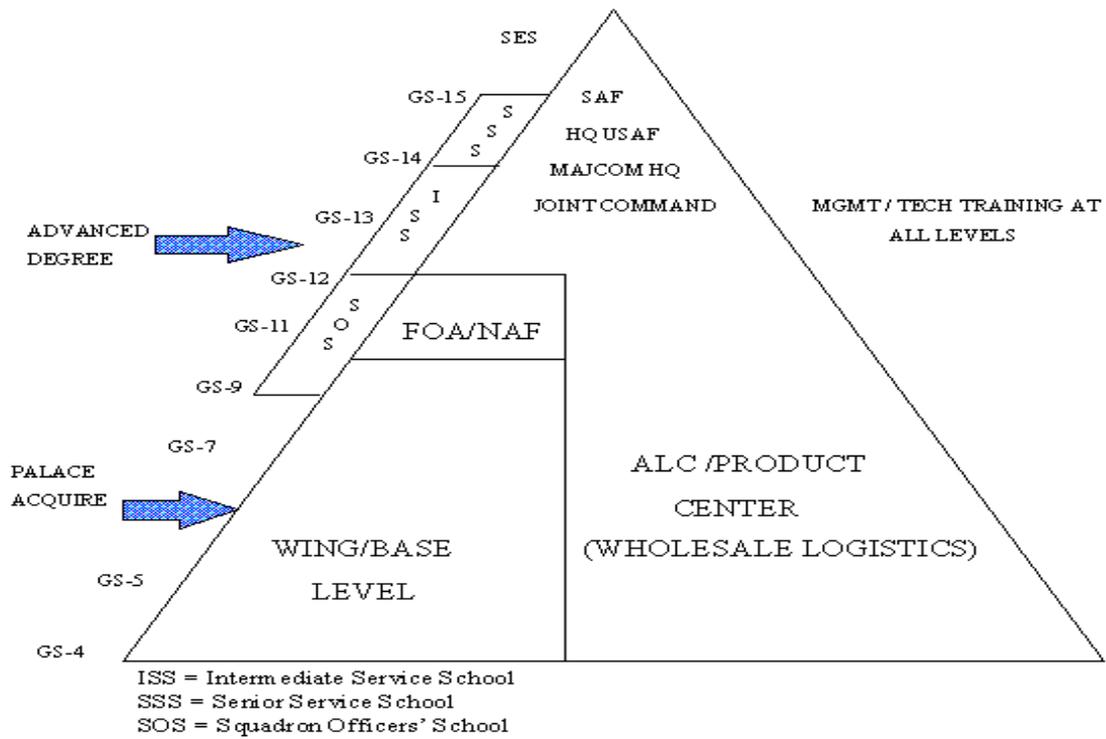


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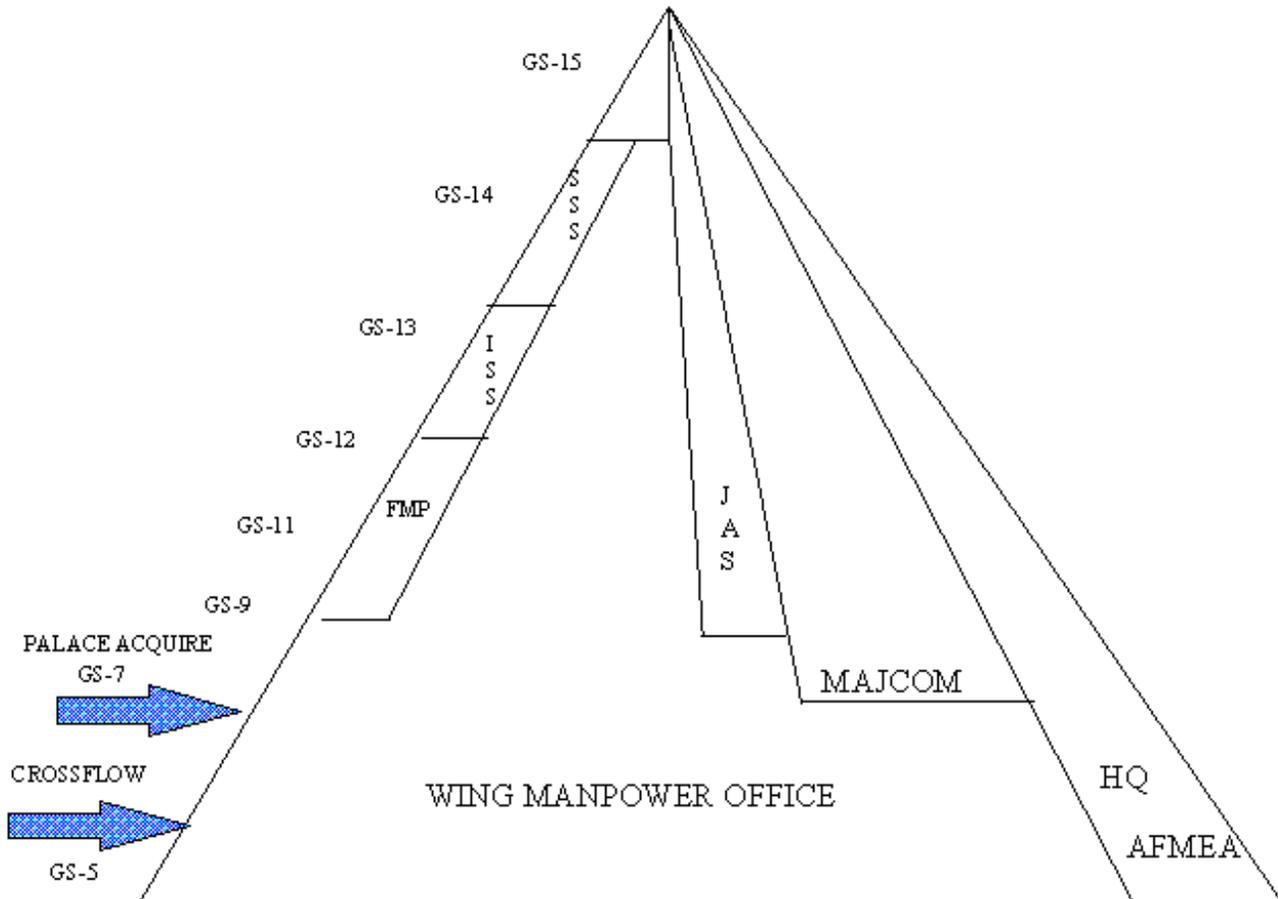
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2.11.2. Logistics Career Pattern.



2.12. Manpower Career Program (MCP) Career Pattern.



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2.12.1. Grades GS-05 through GS-09. Individuals normally enter the manpower career field as interns, trainees, industrial engineers, or as management technicians through a GS-07 bridging position. Assignments involve a mix of work associated with manpower, organization, management engineering, and commercial activities. These are normally accomplished at the wing or center level Manpower Office (MO). Approximately 25 percent of the force are in this group.

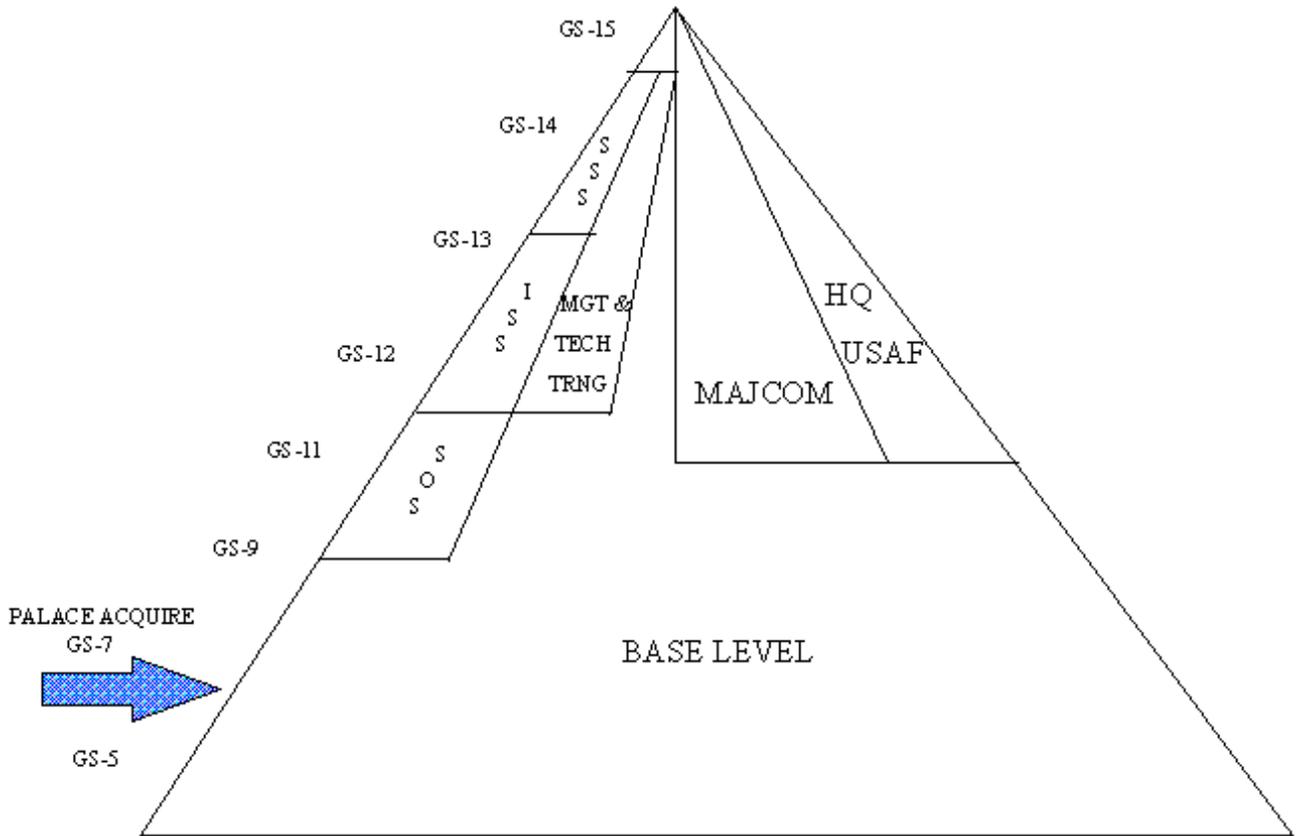
2.12.2. Grades GS-11 and GS-12. Individuals are promoted to the full performance level and perform one or more of the MO functions serving as the responsible specialist. This group makes up about 40 percent of the force.

2.12.3. Grades GS-12 and GS-13. Individuals function as MO supervisors or as MAJCOM or Air Force Management Engineering Agency (AFMEA) staff specialists. Assignments involve command or Air Force-wide studies and projects. Normal progression is through the MO, however, interns may progress through the staff path, or Industrial Engineers, with appropriate experience, may cross over. This group makes up about 25 percent of the force.

2.12.4. Grades GS-13 and GS-14. Incumbents in these positions are managers or senior specialists at HQ USAF, MAJCOM, AFMEA, and large MOs. This group makes up about 10 percent of the force.

2.12.5. Grade GS-15. These are the top civilian positions in the career field. Progression is normally from GS-14 manager.

2.13. Public Affairs Career Program (PACP) Career Pattern.

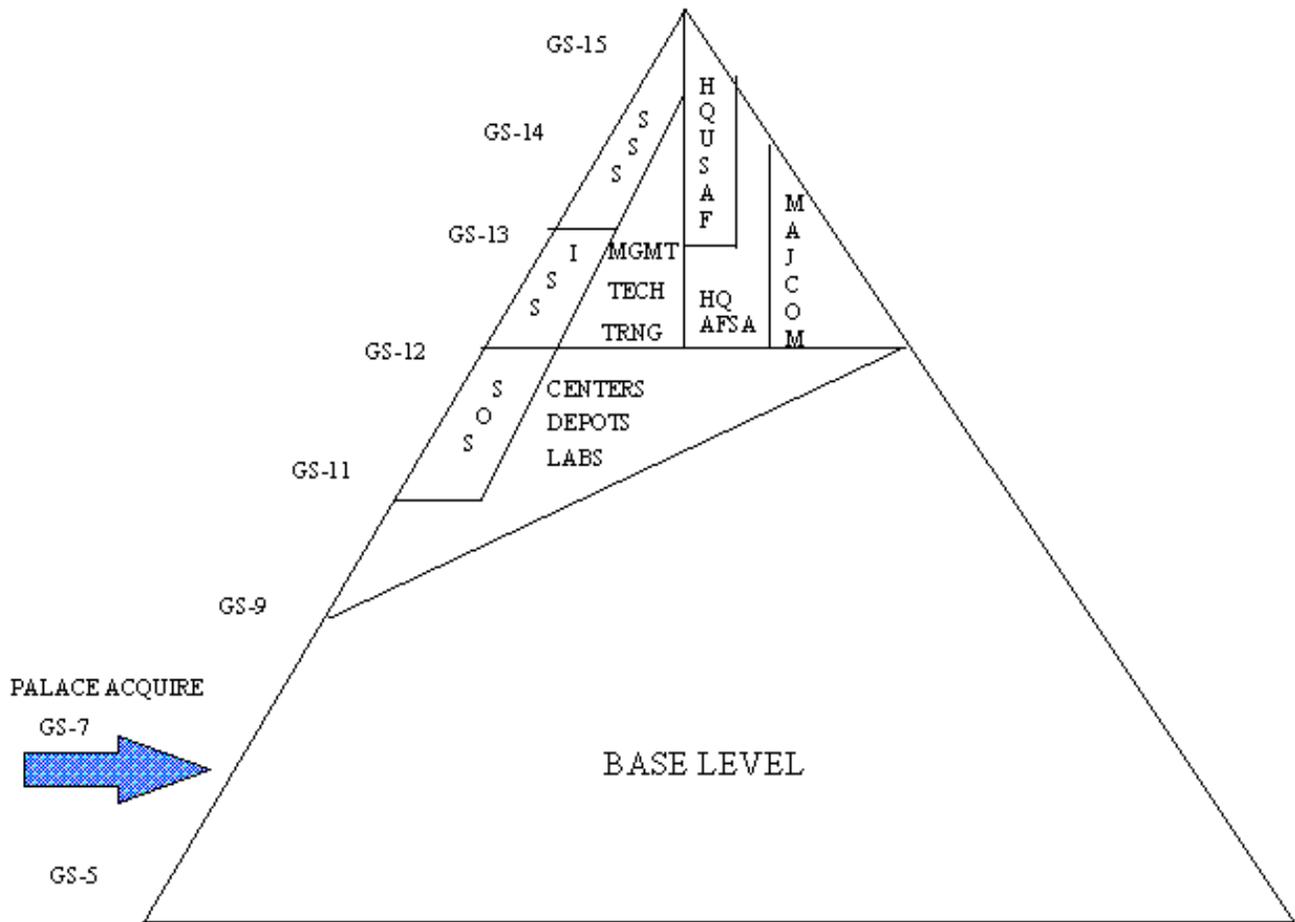


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2.14. Safety Civilian Career Program (SCCP) Career Pattern.

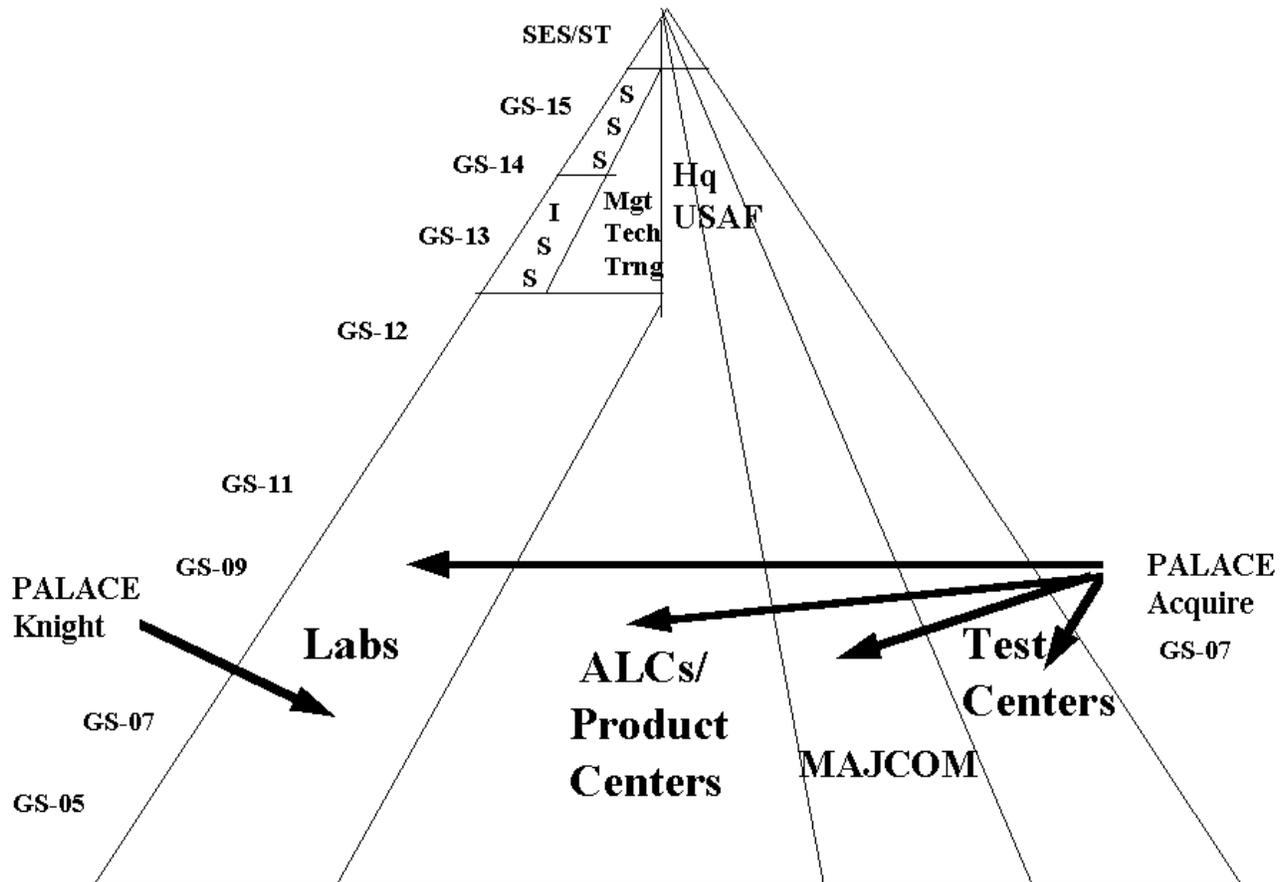


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2.15. Scientist and Engineer Career Program (SECP) Career Pattern.



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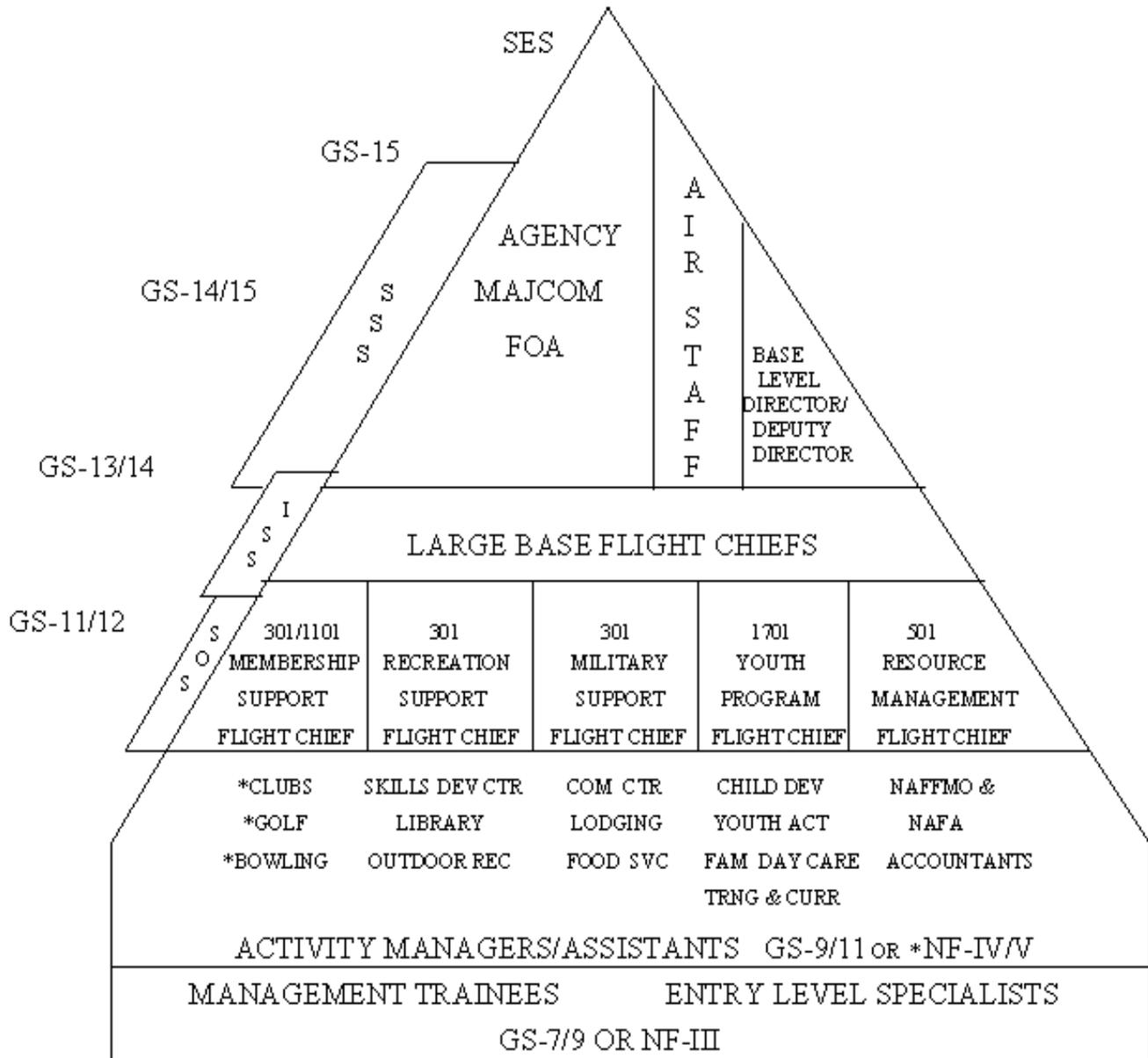
2.15.1. Grades GS-05 through GS-11. Individuals normally enter the scientist and engineer (S&E) career field as trainees or interns at the GS-05 or GS-07 level. Entry may be through the PALACE Acquire or PALACE Knight Intern Programs, OPM certification, cooperative education programs, etc. Training and development plans are used to develop these S&Es with increasing responsibility through the GS-09 or GS-11 grade under the guidance of a lead S&E or first line supervisor. Development is monitored by submission of training reports and evaluation of the supervisor. Individuals are promoted, typically annually, as training plan milestones are met.

2.15.2. Grades GS-11, GS-12 and GS-13. S&Es normally progress to the full performance (journeyman) level of GS-11 or GS-12 at the successful completion of their training and development plan (the journeyman level for some positions in Air Force Laboratories may be GS-13). In these positions, incumbents function independently as S&Es with only minimal supervision and may serve as work group or team leaders. In some organizations, S&Es may progress to a non-supervisory GS-13 position. These are typically senior advisor or team coordinator positions with a high level of responsibility for large scientific or engineering projects.

2.15.3. Grades GS-13 and GS-14. Incumbents of these positions are typically first level and second level supervisors/managers, respectively. These positions are generally Section Chiefs and Branch Chiefs. As such, they manage organizations and supervise employees and supervisors. These positions carry a high level of responsibility for the operation of organizations and their staffs.

2.15.4. Grade GS-15. These positions are typically third level (or higher) supervisors. Positions may be Division or Directorate Chiefs or Deputies. These positions carry a higher level of responsibility and incumbents are responsible for the operation of large organizations and their staffs.

2.16. Services Career Program (SVCP) Career Pattern.

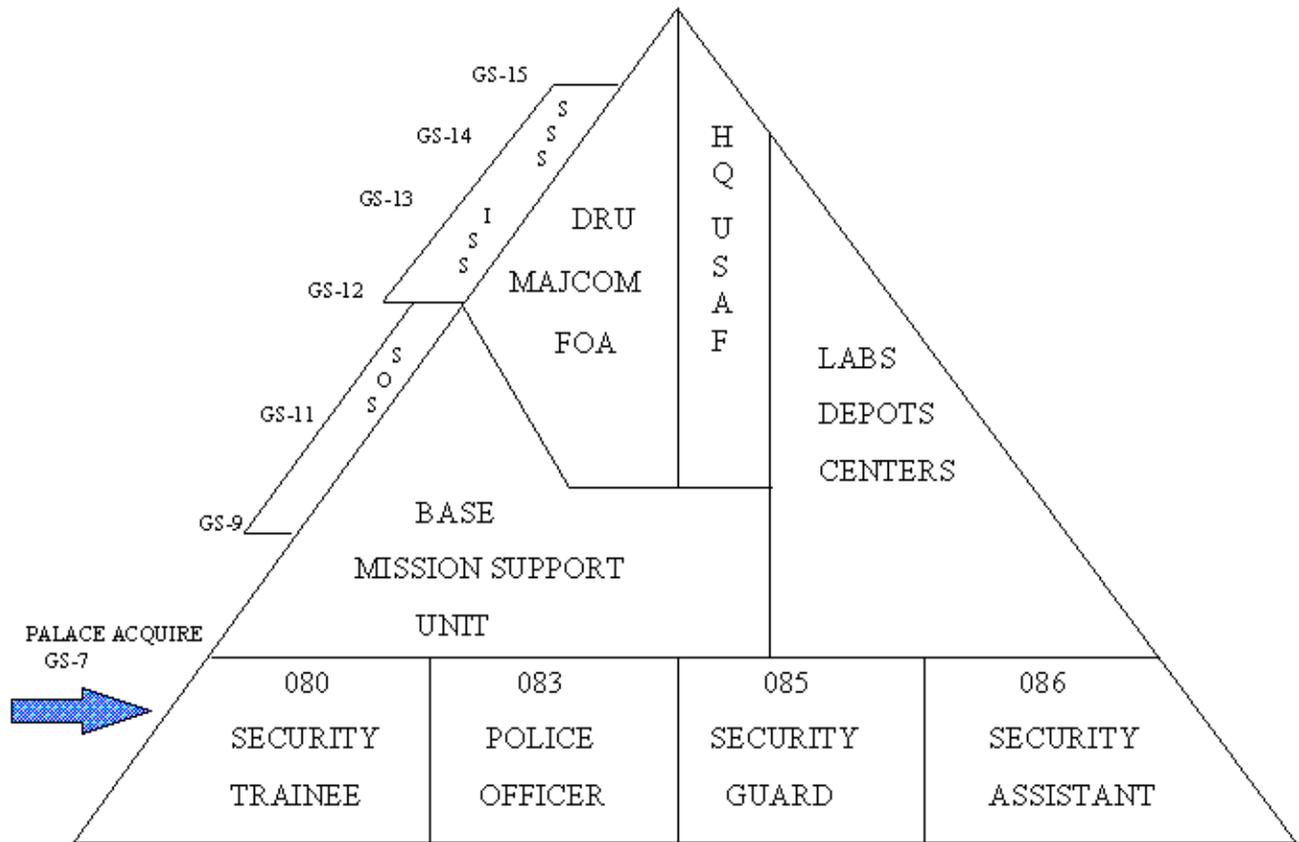


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2.17. Security Career Program (SCP) Career Pattern.

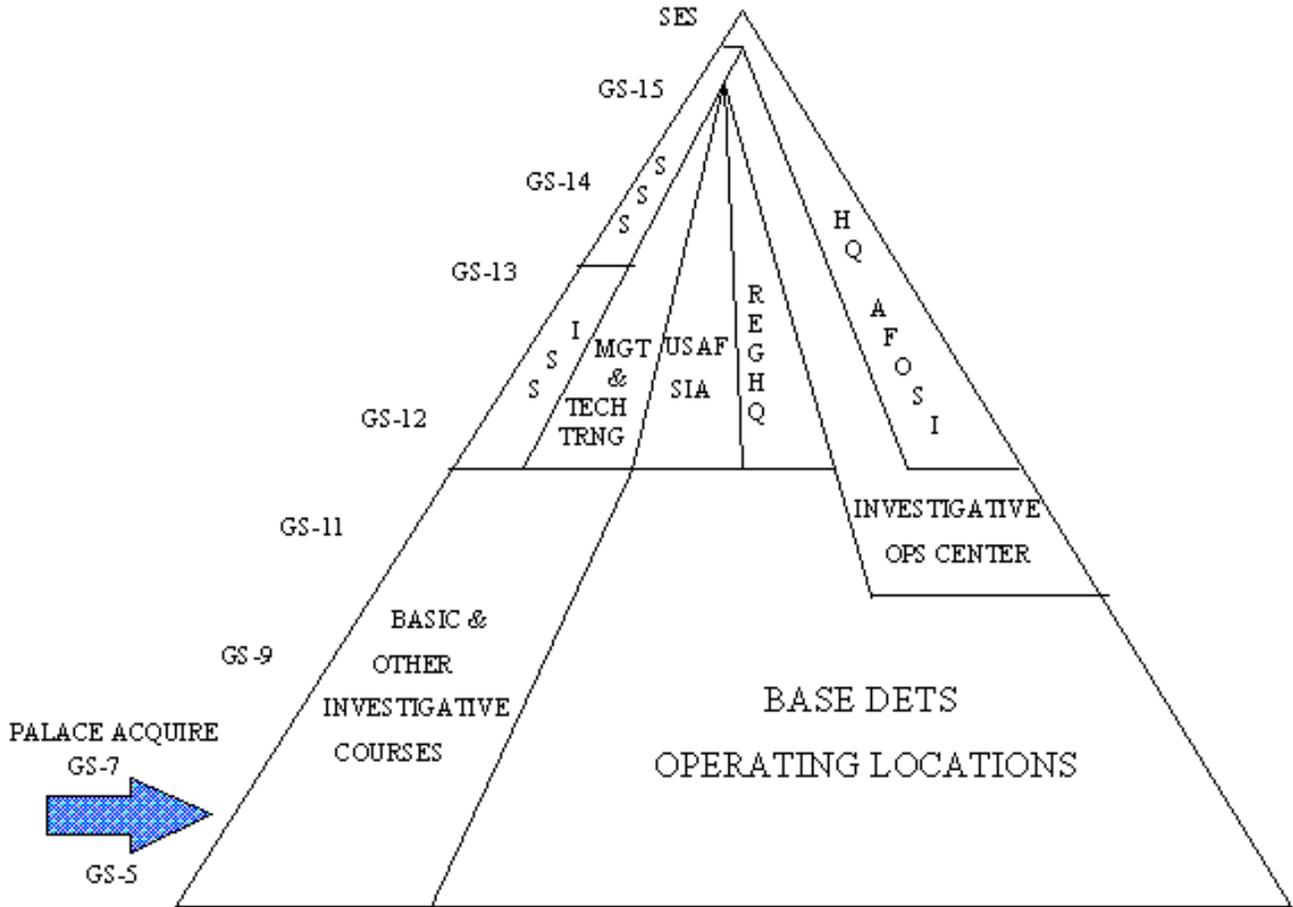


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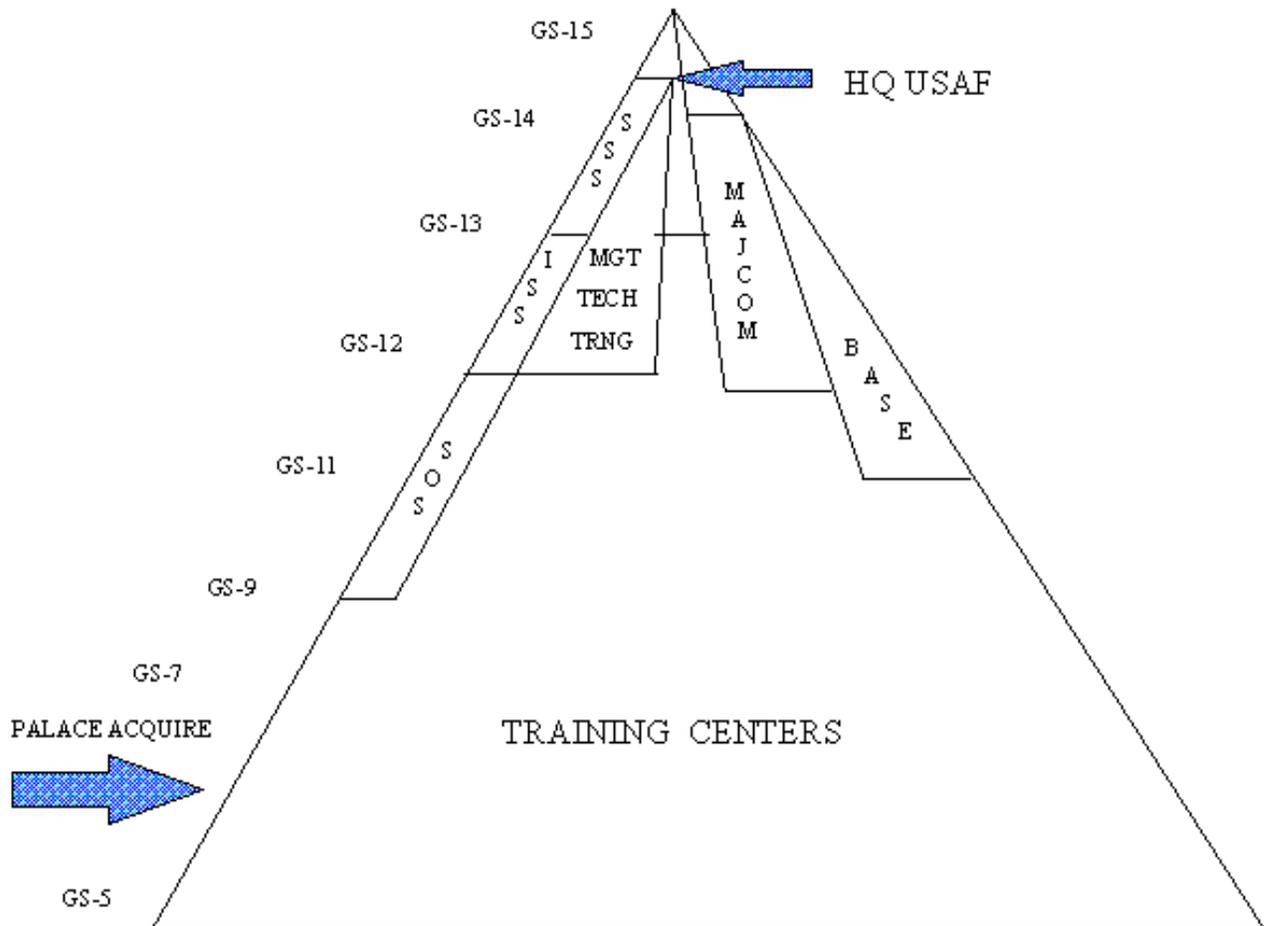
2.18. Special Investigations Career Program (SICP) Career Pattern.



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2.19. Technical and Instructional Systems Career Program (TISCP) Career Pattern.



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2.19.1. Instructor, GS-05 through GS-09, Instructional Systems Specialist, GS-07 through GS-11. Entry into the training instruction career field at the GS-05 or GS-07 level may be through the PALACE Acquire Intern Program, OPM certification, developmental opportunity program, cooperative education programs, etc. Entry into an Instructional Systems Specialist position requires a four-year degree and special coursework. Individuals normally enter the training instruction career field at the GS-05, GS-07, or GS-09 level depending on prior work experience or education. Training functions may use the GS-05 Instructor Trainee position as a bridge into the career field. After completing both the Technical Instructor Course and the block(s) in which they will instruct, the individuals are placed as Instructor Trainees. Instructor assignments at all grades include teaching classes, administering tests, developing curriculum, and counseling students. Individuals normally enter the Instructional Systems career field at the GS-07 or GS-09 level and learn basic instructional processes before moving into curriculum development and interactive coursework development.

2.19.2. Lower Level Management, GS-11. Typically in this phase, an individual performs as an Instructor Supervisor or as a Training Specialist. A limited number of instructor positions do exist. A person is normally promoted from a GS-09 Instructor to a GS-11 Instructor Supervisor or to a GS-11 Training Specialist. Lateral movement between these positions is encouraged for career broadening. Training and Instructional Systems personnel are encouraged to seek a diversity of experience beginning at this level. Individuals with varied functional backgrounds may be considered stronger candidates for higher graded positions. This is the journey level for a GS-1750 Instructional Systems Specialist.

2.19.3. Mid-level or Senior Level Management, GS-12 through GS-14. During this phase, an individual may progress from a GS-11 Training Specialist or Instructor Supervisor to a GS-12 Training Specialist or Supervisory Training Specialist. Most GS-12 supervisory positions are at the Flight level; while most nonsupervisory GS-12 positions are on the Group staff. A GS-12 may progress to either a GS-13 Supervisory Training Specialist or a GS-13 Training Specialist/Administrator at HQ AETC. GS-14 Supervisory Training Specialist/Administrator positions are at HQ AETC and the training groups. Normal progression takes an individual from positions with technical supervisory responsibilities to positions with managerial responsibilities. Instructional Systems Specialist progress from intermediate positions to GS-1750-12 through GS-14 positions as supervisors or staff level managers in any functional area. Lateral movement within the different branches in the centers, HQ AETC, and to the HQ USAF is encouraged. Candidates with the most diverse backgrounds are sought to fill the senior level positions within the career field.

2.19.4. Executive Level, GS-15. The only GS-1712-15 position is at HQ AETC. Previous assignments should have prepared candidates to compete for executive level positions at HQ AETC.

Chapter 3

MASTER DEVELOPMENT PLANS

3.1. Acquisition Program Management Career Program Master Development Plan.

Phase/ GRADE	Desired Education/ Self Development	Desired Training	Typical Assignments
Senior, GS-15	<ul style="list-style-type: none"> -Master's degree (same as advanced phase) -Professional memberships and certifications-Industrial College of the Armed Forces (ICAF) -National War College -Long -Term Full-time Training (LTFT) 	<ul style="list-style-type: none"> -Senior Acquisition Course -Defense Systems Management College (DSMC) Executive Refresher Course -Federal Executive Institute -Office of Personnel Management (OPM) Management Development Center Courses -Education with Industry (EWI) -Advanced Seminar Courses & Business Courses 	<ul style="list-style-type: none"> -System Program Director -Product Group Manager -Material Group Manager -Deputy for above positions -Director or Division Chief -Senior staff positions
Advanced, GS-14	<ul style="list-style-type: none"> -Master's degree in a discipline directly related to program management or systems management -Member of Acquisition Corps -Air War College -ICAF-LTFT 	<ul style="list-style-type: none"> -Advanced Program Management -DSMC Program Management Course -Leadership courses -OPM Management Development Center courses -Mid-management courses -Courses that apply directly to functional areas 	<ul style="list-style-type: none"> -Program Manager (intermediate programs) -Deputy Program Manager (mid-level/large programs) -Program Management Staff position -Program Management Deputy Division Chief position -Program Management Branch Chief
Intermediate, GS-13	<ul style="list-style-type: none"> -Bachelor's degree -Certified as eligible for Acquisition Corps -Air Command & Staff College -Professional Association courses & meetings 	<ul style="list-style-type: none"> -Intermediate Systems Acquisition Management -Fundamentals of Integrated Logistics Support -Acquisition Basic Course -AF Supervisory Courses -Acquisition Specialty Courses - to gain specific knowledge & skills 	<ul style="list-style-type: none"> -Program Manager/Deputy (small programs) -Positions at the same organizations as entry level positions, but the type and level of job responsibility is increased -Diversified assignments are encouraged to broaden the employee's experience base -Section/Team Chief

Phase/ GRADE	Desired Education/ Self Development	Desired Training	Typical Assignments
Entry, GS-12	-Bachelor's degree -Squadron Officers' School	-Acquisition Fundamentals Course-Introduction to Acqui- sition Management -Acquisition courses that relate to individual's particular job	-Project Manager/Program Management Specialist -Staff and support positions at Logistics or Product Cen- ters -Functional Areas in Pro- gram Office -Member or Leader of Inte- grated Product Teams -Research Laboratories -Test & Evaluation Centers

3.2. Civil Engineer Career Program Master Development Plans (Reserved).**3.3. Civilian Personnel Career Program Master Development Plan.**

LEVEL	DESIRED TRAINING	DESIRED EDUCATION	TYPICAL ASSIGNMENTS
Initial or Intern GS-05/07	General orientation and training course(s) (local); New Employee Orientation; Principles of Civilian Personnel Management; OPM courses in personnel management; Introduction to Personnel Management; Basic Staffing and Placement; Basic Position Classification; Introduction to the Federal EEO Program; Basic Employee Development; National Independent Study Courses	Bachelor's degree or equivalent. Appropriate areas of study: courses in General Education, Social Science, Humanities, or Physical Science leading to BS or BA degree in Management or Behavioral Sciences or related fields	Appropriate rotational assignments
Intermediate GS-09	MAFPMS courses; USAF Civilian Personnel Management Course; college/university courses in Communication Skills; e.g., Writing, Public Speaking, Effective Briefing Techniques; college/university courses in Social Science, e.g., Psychology, Leadership, Human Behavior, Sociology; OPM Personnel and Performance Management Course	Courses leading to a master's degree in Management, Human Resources, Behavioral Sciences or related field	Increasingly more difficult, specialized or generalized work; rotational assignments in other civilian personnel functions
Full Performance GS-11	Squadron Officers' School	Courses leading to a master's degree in Management, Human Resources, Behavioral Sciences or related field	Full performance in GS-201, 212, 221, 230 and 235 series at activities; rotational assignments in other civilian personnel functions
Advanced Performance GS-12/13	Squadron Officers' School; courses in Communications, e.g., Effective Briefing, Public Speaking; Guest Instructor for basic or advanced specialized courses; refresher training in speciality area	Master's degree in Management, Human Resources, Behavioral Sciences or related field	HQ USAF or AFCPMC staff; MAJCOM staff ; senior specialist or functional chief at medium or large installation; AFCARA Analyst; AFHRMI Instructor

LEVEL	DESIRED TRAINING	DESIRED EDUCATION	TYPICAL ASSIGNMENTS
Mid-Management GS-12/14	MAFPMS 102, Seminar for Civilian Personnel Officers; Advanced Personnel Officer Course; Air University Resident/Correspondence Seminar; Air Command and Staff College; Air War College; OPM advanced personnel courses; OPM executive seminars including "Seminar for New Managers" and "Management Development Seminar"; other OPM Management Development Center courses; OPM supervisory and management courses	Master's degree in Management, Human Resources, or Behavioral Sciences or related field	HQ USAF or AFPCMC; MAJCOM/DPC division chiefs; branch chiefs and functional chiefs; Civilian Personnel Officers at small and medium installations; section chiefs and functional chiefs
Senior/Executive GS-14/15	Federal Executive Institute; OPM Management Development Center courses; Air War College; Industrial College of the Armed Forces; JFK School of Government - Harvard; Executive Leadership Development Program II		

3.4. Communications and Computer Systems Career Program Master Development Plan.

CAREER POINT			
Areas of Development	Entry Level: GS-5 to GS-9	Intermediate Level: GS-11 to GS-13	Senior/Executive Level: GS-14 to GS-5
EXPERIENCE			
Duty Assignment	Technical assignments where closely supervised instruction is available; rotational work assignments; project team membership having responsibility for completion of subject modules or parts of larger projects; technical discussions/briefings.	Technical assignments as Technical Leader or Team Leader; assignments with plans and program responsibilities; technical advisor for multiple projects; project team membership having responsibility for acquisition of parts of larger projects; career broadening assignments; management level briefings; topical public speaking.	Managerial assignments with responsibilities for entire projects; career broadening, mobility, and rotational assignment at policy and planning levels; key staff/management responsibilities at two or more levels, to include MAJCOM/FOA or HQ USAF; technical advisor; acquisition manager for comm-computer systems; formal presentations to large audience; persuasive advocacy briefings to senior levels.
Management/Supervisory	At GS-9, technical leadership of small work teams.	Technical leadership; first level supervisor; initial management responsibilities; staff jobs at headquarters.	Management of work centers, projects studies, or long-range planning activities.
Organization Level	Wing/base level.	MAJCOM, FOA, NAF, Joint Service, PALACE Team; Program Office or MAJCOM/FOA assignments to different commands, organizational levels, or to a specialized type of acquisition office with comm-computer acquisition.	Systems program office; departmental or joint agency or activity, such as Air Staff, Joint Staff, Defense Information Systems Agency (DISA).
TRAINING			

CAREER POINT			
Areas of Development	Entry Level: GS-5 to GS-9	Intermediate Level: GS-11 to GS-13	Senior/Executive Level: GS-14 to GS-5
Technical	Technical courses: On-the-job training; extension courses (ECI); short-term seminars for initial or refresher training; courses on effective communications (oral and written).	Technical courses for currency/refresher training, CCSCP-sponsored, OPM, and IRMC courses; skill development courses such as briefing techniques, report writing and public speaking; technical symposiums.	Technical symposiums and conferences.
Management/Supervisory	Short-term seminars and courses which begin to develop management and leadership skills.	CCSCP-sponsored Fellowship programs; OPM Management Development Center Courses; Long term training; supervisory and management development courses.	LEGIS Fellowship program; OPM Management Development Center courses; Federal Executive Institute (FEI).
Specialized	Acquisition Courses: Defense Acquisition University Fundamentals of Systems Acquisition Management (PMT 101).	Acquisition Courses: Defense Acquisition University Intermediate Systems Acquisition (PMT 201) and Intermediate Automated Information Systems (IRM 201).	Acquisition Courses; Trail Boss Courses; Automated Information Systems Procurement Strategies (IRM 301) or Automated Information Systems Advanced Management Program (IRM 302); Program Management Courses (PMT 301).
EDUCATION			
Formal	Bachelor's degree in job-related field	Begin Master's degree in job-related field	Master's degree in job-related field
Military	Squadron Officer School (SOS) Basic Comm-Computer Office Training (BCOT)	Squadron Officer School (SOS) Advanced Comm-Computer Officer Training (ACOT); Air Command and Staff College (ACSC)	Senior Service School (Air War College, Industrial College of the Armed Forces or National War College)

SELF-DEVELOPMENT EFFORTS: Join job-related professional organizations and public speaking groups. Obtain professional certification. Represent your organization/command on CCSCP panel and work groups. Author tech papers/present before groups.

OTHER FACTORS: Acquire communicator skills. Foster teamwork. Develop interpersonal skills. Take initiative to learn new things at work. Let supervisors and management know your career goals and aspirations. Learn briefing/presentation skills. Be flexible in work assignments. Understand your organization's role and your personal role in the AF mission. Develop problem-solving skills. Learn to work through people. Be someone who knows how to get things done. Keep current in your career field.

3.5. Contracting Career Program Master Development Plan (GS-1102). The Contracting career field master development plan identifies, by developmental phase or career progression level, mandatory and desired training and education, as well as typical assignments and continuous self-development activities. The plan identifies the tools necessary to achieve the professional development objectives listed below.

3.5.1. Professional Development Objectives for GS-05/07.

- Develop knowledge of Air Force Contracting and Acquisition Functions.
- Develop knowledge of Air Force and DOD roles and missions in the acquisition process.
- Develop knowledge of commonly used contracting methods and contract types.
- Learn how to use Federal Acquisition Regulations (FAR) and supplements.
- Develop oral and written communication skills.
- Prepare various solicitations documents.
- Learn to analyze and evaluate contractor proposals utilizing mathematical, financial, and statistical data.
- Prepare various contract award documents for Contracting Officer.
- Develop working knowledge of Government specifications, technical requirements, statements of work, commercial product nomenclature and be able to interpret such requirements in clear and concise non-technical language.
- Develop knowledge of Air Force requirements process (e.g., Program Management Directive, Purchase Request, etc.)
- Develop understanding of Systems Program Office Structure of functions.
- Learn to evaluate and respond to pre-award inquiries concerning solicitations, bids, and proposals.
- Develop skills in amending solicitation period and canceling solicitations.
- Learn Air Force Clearance process.
- Learn to issue orders against existing contracts/agreements
- Develop skill in evaluating bids.
- Develop ability to implement contract closeout procedures.
- Develop knowledge of post-award procedures to administer fixed-firm price (FFP), time and materials, indefinite delivery or similar contract types.
- Prepare various contract documents, i.e., modifications, amendments, letter for Contracting Officers.
- Learn DOD pricing policies and procedures to include funding types and rules.
- Develop understanding/knowledge of specialized cost/price techniques in the review and evaluation of contractor proposals.
- Develop working knowledge of other participants in the Acquisition process (technical, etc.)
- Obtain Level I Acquisition Professional Development Program (APDP) certification.

3.5.2. Professional Development Objectives for GS-09 through GS-12.

- Expand knowledge of Air Force Contracting and Acquisition Functions.
- Expand knowledge of Air Force and DOD roles and missions as they relate to the acquisition process.
- Develop knowledge of and participate in the acquisition planning process (e.g., Acquisition Strategy Panels, Acquisition Plans, Justification and Approval documents, Synopsis).
- Improve both oral and written communications.
- Develop knowledge and ability to interpret FAR and various acquisition regulations to support mission needs.
- Develop knowledge of cost/price analysis methods and procedures to establish negotiation positions.
- Develop knowledge of appropriate contractual remedies to enforce contract provisions.
- Develop skills in determining the necessity for contractor financing provision (e.g., progress payments, advance payments, etc.)
- Develop knowledge in determining the necessity for conducting pre/bid/proposal conferences.
- Develop ability to select the most appropriate type of contract or agreement, given the nature of the requirement and market conditions.
- Develop knowledge of and participate in Air Force Source Selection process.
- Develop negotiation techniques to assist Contracting Officers in resolution of negotiation actions.
- Develop knowledge and ability to administer a variety of supply, service, or construction contracts containing government-furnished property (GFP), progress payments, quantity options and other such provisions.
- Maintain currency in Federal and agency policies, regulations, procedures and precedents, cases before Board of Contract Appeals and courts of precedents, cases before the Board Law relating to termination actions against/for the Government.
- Develop specialized knowledge of termination responsibilities, concepts, procedures, in the evaluation of contractor claims and appeals procedures.
- Develop understanding of intergovernmental relationships to include Office of Management & Budget (OMB), General Accounting Office (GAO), and Congress.
- Develop skill in developing the Government's position on protests before or after award.
- Develop ability to identify and resolve defective pricing actions.
- Develop specialized pricing skills to support more difficult acquisition actions.
- Obtain Level II APDP certification.

3.5.3. Professional Development Objectives for GS/M-13 through GS/M-15.

- Broaden managerial skills with emphasis on planning and directing through subordinate managers.
- Develop policy-making skills to support contracting and acquisition objectives of organization.
- Expand knowledge to negotiate a variety of complex cost-type and incentive-type contracts.
- Expand knowledge of personnel related issues, i.e. labor relations, EEO etc.

- Develop ability to negotiate forward pricing rate agreements, overhead rates, and assure cost accounting standards compliance.
- Develop knowledge and ability to administer variety of complex cost-type contracts and subcontractual performance.
- Expand knowledge and abilities in development of Air Force policy and participate in inter-departmental or interagency task groups and subcommittees.
- Expand ability to evaluate audit reports, regulations and other relevant material; develop and implement departmental or agency guides or procedures.
- Expand knowledge of regulatory, procedural and case law decisions as they relate to claims made for and against the government in termination settlements.
- Expand knowledge of various practices relating to business concerns, unusual contract provisions, disposition of property, financial impact and managerial control as they relate to termination actions.
- Expand knowledge and expertise in government laws, policies, contracting techniques and procedures relating to business and industry application and practices.
- Obtain Level III APDP certification.

3.5.4. Contracting Master Development Plan.

GRADE LEVEL	MANDATORY TRAINING	DESIRED TRAINING	EDUCATION	TYPICAL ASSIGNMENTS	CONTINUOUS SELF-DEVELOPMENT
GS-05/07	One of the following: CON 101 - Contracting Fundamentals (Management of Defense Acquisition Contracts (Basic)) Tbl 188: BDQ or PD6 OR CON 102 - Operational Level Contracting Tbl 188; PECORCON 103 - Construction Contracting Fundamentals (Management of Defense Acquisition Contracts (Basic)) Tbl 188: HEIPLUS one of the following, depending upon position requirements: CON 104 - Contract Pricing (Principles of Contract Pricing) Tbl 188: BDROR	NONE	Mandatory: (as of 1 Oct 93) Baccalaureate degree or 24 semester hours in Accounting, Economics, Business Law, Procurement, Contracting Industrial Management Marketing, Quantitative Methods, Organization and Management related courses, or test (Exception: for employees with 10 years acquisition experience as of 1 Oct 91)	Contract Negotiator, Specialist, Administrator, Procurement Analyst, Terminator or Cost/Price Analyst at Product Center, Logistics Center, Lab, or in Operational Contracting.	Related college business or other courses to enhance professional skills; membership and participation in professional and civic organizations.
	CON 105 - Operational Level Contract Pricing Base Level Pricing) Tbl 188: QNUORCON 106 - Construction Contract Pricing (Defense Cost & Price Analysis/ Negotiation) Tbl 188: BDU				

GRADE LEVEL	MANDATORY TRAINING	DESIRED TRAINING	EDUCATION	TYPICAL ASSIGNMENTS	CONTINUOUS SELF-DEVELOPMENT
GS-09/12	CON 201 - Government Contract Law. Tbl 188: BDN CON 231 - Intermediate Contract Pricing (Intermediate Pricing) Tbl 188:BCCPLUS one of the following according to your primary assignment: CON 211 - Intermediate Contracting (Management of Defense Acquisition Contracts (Advanced) Tbl 188:BDNOR- CON 221 - Intermediate Contracting (Management of Defense Acquisition Contracts (Advanced) Tbl 188:BDNOR- CON 221 - Intermediate Contract Administration (Contract Administration - Advanced) Tbl 188:BOOR	PMT 341 - Systems Acquisition for Contracting Personnel. Tbl 188:BCCNOTE : Desired for all Contracting Officers within 1 year of assignment to a major program. Professional Military Education (PME), Long Term Training (LTT) (See Civilian Training Guide for listing of courses/criteria) SASS 006 - Intermediate Systems Acquisition Management (SIAM). SASS 008 - Work Measurement Applications Course (WM)	Mandatory (as of 1 Oct 93) Baccalaureate degree or 24 semester hours in Accounting, Business Finance, Economics, Business Law, Contracts, Purchasing, Industrial Management, Marketing, Quantitative Methods, Organization and Management related courses; or test. Exception for employees with 10 years acquisition experience as of 1 Oct 91. Desired: Individuals begin graduate studies leading to a Master's degree in Business Administration, Procurement, Management, or related fields that will prepare for entry to the senior level.	Technical and functional specialist working in contract award, administration or staff position at Product Center, Logistics Center, Lab, operational contracting, or MAJCOM; serve as Deputy or Business Director in an operational organization; Contracting Officer or lead negotiator responsible for planning coordinating and negotiating a variety of procurement actions, including contract termination and/or claims; small business and/or competition advocate representative. Cost/Price Analyst at Product Center, Logistics Center, Lab, or in operational contracting; assigned as	Related college or other courses and Extension Course Institute (ECI) course to enhance professional skills; membership and participation in professional and civic organizations.

GRADE LEVEL	MANDATORY TRAINING	DESIRED TRAINING	EDUCATION	TYPICAL ASSIGNMENTS	CONTINUOUS SELF-DEVELOPMENT
	CON 222 - Operational Level Contract Administration (Base Contract Administration) Tbl 188:PDOR-CON 223 - Construction Contract Management (Advanced Contract Management (Construction)) Tbl 188:BEORCON 241 - Automated Information Systems (AS) Contracting (Defense Contracting for Information Resources) Tbl 188:PD NOTE: Mandatory if involved in acquisition of information resources.	40 Hours of Management Training (GS-12)		member of negotiation team; responsible for contract monitoring of contract overhead rates and othersignificant cost drivers; participate as a member of field audit teams.	

GRADE LEVEL	MANDATORY TRAINING	DESIRED TRAINING	EDUCATION	TYPICAL ASSIGNMENTS	CONTINUOUS SELF-DEVELOPMENT
GS-13-15	CON 301 - Executive Contracting(Defense Acquisition and Contracting Executive Seminar).Tbl 188: BBB(Should attend every 3 to 5 years)PLUS one of the following according to primary assignment:CON 331 - Executive Cost and Price Analysis (Cost and Price Analysis)Tbl 188: BAD ORCON 333 - Mangement for Contracting ExecutivesTbl188:BU7 ANDPMT 341 - Major Systems Acquisition for Contracting Personnel (DSMC-31)	80 classrom hours of management training.Professional Military Education (PME); Long-term training; executive development-NOTE: See Civilian Training Guide for listing of courses and eligibility criteria.	(See Entry Level Phase of Plan) Desired: Master's degree in a business, procurement or contracting related field.	Chiefs and Deputy Chiefs of divisions/ branches of contracting/ administrative organizations; serve on contracting review committee; supervisory experience; special projects involving OMB, GAO, and/or Congressional justification; small business or competition advocate representative; career broadening assignments; serve as advisor to program officials on preparation of statements of work, development of program and negotiation strategy; serve as PCB for major weapon system; command level representative in the analysis, evaluation, initiation, development or recommendation of tivities;	Graduate courses related to executive development; leadership in professional organizations; professional certifications.

GRADE LEVEL	MANDATORY TRAINING	DESIRED TRAINING	EDUCATION	TYPICAL ASSIGNMENTS	CONTINUOUS SELF-DEVELOPMENT
	Tbl 188: BCCNOTE: Mandatory if assigned to a major systems acquisition, or for those who devote 50% of their time to a major system.			member of special task groups involved in development of policy, position papers and related contracting functions; alternate contracting representative in specialized contracting areas (i.e. formulation of policies concerning international acquisition, foreign sales or production agreements).	

3.6. Education Services Career Program Master Development Plan.

LEVEL	DESIRED TRAINING	DESIRED EDUCATION	TYPICAL ASSIGNMENTS
MAJ-COM or Education Director GS-13 to GS-15	Plan and attend national conferences; Senior Service School; appropriate courses from OPM, OPM Federal Fellowships and developmental assignments programs; fellowships with educational institutions, corporations; Education-with-Industry	Master's degree, Ph. D., or Education degrees with coursework in Adult/ Continuing Education, Higher Education, Business, Contracting, Finance, or Computer Science	Developmental work with American Council on Education (ACE), accrediting associations, Commission on Recognition of Post-Secondary Accreditation (CORPA) institutions, State Boards of Higher Education, etc.
MAJ-COM or HQ USAF Education Specialist GS-11 to GS-14	Executive Development: All courses or programs listed for base level Education Services Officer (ESO); Harvard MLE Institute; OPM Federal Fellowships and developmental assignment programs; appropriate OPM courses; Advanced Personnel Officer Course (APOC); work with accrediting associations and institutions	Master's degree; work on or completion of Ph.D./Education degree with coursework in Adult/Continuing Education, Higher Education, Administration, Business, Personnel Management, Data Processing, Finance, or Psychology	MAJCOM or HQ USAF staff member; normally a non-supervisory position with responsibility for policy implementation; negotiations for multi-base program analysis or evaluation; training of counselors, ESOs or Education Specialists
Education Services Officer GS-11 to GS-13	Attendance at national conferences; executive development: Seminar for New Managers; appropriate OPM courses; APOC; Harvard MLE Institute; Education Services Officer Course; Federal fellowships; appropriate Service School, Extension Course Institute (ECI)-CDC 352X1	Master's degree; work on or completion of Ph.D./Education degree; coursework at post-master's level; entry into a specific doctoral degree-granting program	Base level as an ESO; responsible for full range and implementation of base level Education Services Program; may gain developmental assignments with institutions, associations, accrediting teams, etc.

LEVEL	DESIRED TRAINING	DESIRED EDUCATION	TYPICAL ASSIGNMENTS
Guidance Counselor, Supervisor, Supervisor Education Specialist GS-09/ 11	Participate in local, state, or national conferences in Education; Education Services Officer Course; Community College of the Air Force (CCAF) Workshop; appropriate OPM courses; appropriate Service School, ECI-CDC 352X1	Master's or BA and education in Counseling or Administration; program relevant graduation courses in Higher Education, Adult Education, Administration, Counseling, Business, Management, Computer Science	Base level as Supervisory Guidance Counselor, Assistant ESO or ESO; MAJCOM career broadening assignment
Trainee Education Specialist GS-05/ 07	ECI-CDC352X1, participation in local, state, or national conferences or workshops in counseling or administrative functions; CCAF workshop; on-the-job training (OJT)	Bachelor's degree (meet OPM Operating Manual, Qualifications for General Schedule Positions requirements for coursework); work toward advance degree in Guidance and Counseling or Administration for GS-07; CEP to identify program-relevant courses in Adult Education, Counseling or Business Administration, Higher Education, Computer Science, Management, Business, or Finance	Base level Education Office as trainee or administrative specialist

3.7. Family Matters Civilian Career Program Master Development Plan.

LEVEL	DESIRED TRAINING	DESIRED EDUCATION	TYPICAL ASSIGNMENTS
MAJ-COM or Air Staff GS-13 to GS-14	Plan and attend national conferences; Air War College; National War College; OPM Management Development Center courses; fellowships with family-oriented institutions	In addition to advanced degree cited below, courses in Business Management, Information/Computer Science, or Community Relations	HQ USAF; MAJCOM; AU; and AFCPMC/DPCP included
Family Support Center Director GS-11 to GS-13	Participate in local, State, or national conferences in family relations; Dynamics of Employee Behavior and Management Development Seminar, ECI/CDC 75150 and 75170; Squadron Officer's School; Family Support Center Director's Course at Air University (AU); TQM Quality Leadership for Managers	Master's degree or BA in Behavioral Sciences and education in Administration	Base-level Family Support Center Director

3.8. Financial Management Career Program Master Development Plan.

Phase/ GRADE	Professional Development Objective	Desirable Training	Desirable Education	Typical Assignments	Continuous Self-Development
Entry GS-05/07	Develop knowledge of cost analysis field. Develop specific cost analyst skills. Acquire knowledge of DoD and Air Force organizations and missions. Develop general knowledge of personal computer techniques. Develop oral and written communications skills.	Orientation; on-the-job rotational training by supervisor and senior analyst; AFIT courses; Personal computer introductory courses	Bachelor's degree in business engineering or quantitatively oriented areas.	MAJCOM, ALC, Product Center cost analysis functions; developmental positions at MAJCOM, ALC, or Product Center Comptroller functions	Related college and commercial courses; e.g., Math, Accounting Management, Computer Science; related seminars; professional group membership; e.g., Toastmasters or Toastmistress, American Society of Military Comptrollers (ASMC), Air Force Association (AFA), Society of Cost Estimators and Analysts.

Phase/ GRADE	Professional Development Objective	Desirable Training	Desirable Education	Typical Assignments	Continuous Self-Development
InternGS-07/11	Expand knowledge of cost analysis. Increase capability to analyze and evaluate financial and statistical data. Start development in alternative specialty. Obtain developmental assignments which may include lateral moves into other Comptroller areas such as Budget, Accounting and Finance, Auditing, and Performance Measurement. Expand knowledge of Air Force organizations and functions.	Continuing specialty training through OJT and AFIT courses; Quantitative Analysis; Management Acquisition related courses; on-site technical and acquisition courses; attend System 100 and 200 acquisition courses.	Bachelor's degree in business, engineering, or quantitatively oriented areas.	MAJCOM, ALCs, or Product Centers as specialists; functional and geographic mobility may be required for promotion; lateral development assignments in Budget, Program Control, or Performance Measurement; rotational assignments between commands or within command; participation in Program Office Estimate or Component Cost Analyses	Related college and commercial courses; e.g., Math, Basic Programming, Systems Analysis, Accounting, Management; related seminars; professional group membership; e.g., Toastmasters or Toastmistress, ASMC, AFA, SCEA, etc.; Professional Certification and Designation and/or achieve Level I, Acquisition Professional Development Program; professional military training (correspondence), e.g., Squadron Officer School
Intermediate GS-09/12	Continue development in functional area. Complete intermediate level specialty training. Obtain developmental assignment in another functional area, other organization and/or command. Develop better understanding of comptroller operations.	AETC courses. AFIT courses. Financial Management Staff Officer Course.	Master's degree (Math, Accounting, Economics, Public Administration, Business Systems Management, Mgmt Science, Financial Mgmt, Quantitative or Engineering.	Specialist at MAJCOM, Logistics or Product Center; broadening assignment experience in Budget, Operations Research Analysis; Program Analysis; Program Control. First line or second line supervisor.	Related college and commercial courses; e.g., Financial Mgmt, Human Relations. Professional journals. Professional group membership: Toastmasters or Toastmistress; American Society of Military Comptrollers (ASMC); Air Force Association (AFA); SCEA; performance measurement association.

Phase/ GRADE	Professional Development Objective	Desirable Training	Desirable Education	Typical Assignments	Continuous Self-Development
Managerial GS-12/14	Develop management skills with emphasis on planning and directing. Continue development in functional specialties. Begin management and executive training. Implement supervisory skills. Expand knowledge of Comptroller organization and functional interaction. Broaden knowledge of the organization and operations of other governmental agencies and functions, including OMB, GAO, and the Congress.	Professional Military Comptroller School; management courses.	Master's degree (Math, Accounting, Economics, Public Administration, Business Systems Management, Mgmt Science, Mgmt, Financial Mgmt, Auditing)	Base Level: Cost Analysis Chief ALC or Product Center: Senior Analyst, Group Leader, or Supervisory Analyst; functional and geographic mobility may be required for promotion	Related college or commercial courses; professional journals; certification at Level II and III of Acquisition Professional Development Program (APDP); entry into Acquisition Corps; publish in professional journals; guest speaker; professional group membership

Phase/ GRADE	Professional Development Objective	Desirable Training	Desirable Education	Typical Assignments	Continuous Self-Development
Execu- tiveGS-14 /15	Expand manage- ment skills with emphasis on plan- ning and directing subordinate man- agers. Obtain a broader knowl- edge of Air Force and DoD missions. Refine knowledge of government functions, organi- zations, and inter- relationships.	Advanced man- agement courses; Air War College; Industrial Col- lege of the Armed Forces; Program Man- ager's Course (DSMC); OPM courses; Other LTFT: Educa- tion for Public Mgmt (Har- vard); Educa- tion Program for Federal Officials (Prin- ceton)	Completion of Master's degree; advanced study degree in functional or related spe- cialty; special graduate pro- grams	Resource Man- ager, Director, Deputy Director Program Con- trol; Functional Deputy Director, Division Chief; Senior Special- ist, Deputy Comptroller/ Comptroller; key management, SAF, OSD, OMB, OPM, etc.	Guest speaker; pro- fessional readings; professional group membership, e.g., ASMC; AFA; certi- fication at Level III in APDP*; Profes- sional Military Edu- cation, i.e., ICAF, AWC, NWC by cor- respondence.

* Certification requirements for certification in the Acquisition Workforce/Acquisition Corps can be found in DoD 5000.52M.

3.9. Historian and Museum Curator Master Development Plans.

3.9.1. Historian Master Development Plan.

3.9.1.1. Field Unit or Intermediate Level Command Historian.

LEVEL	DESIRED EDUCATION	DESIRED TRAINING	DESIRED EXPERIENCE	PROFESSIONAL INVOLVEMENT
Senior GS-13	Continuing professional education	Management Development Center courses; Air or National War College	Two or more MAJ-COMS; professional symposia	Publications, such as articles in scholarly journals
Intermediate GS-09 to GS-12	Ph.D. or Master's degree in History or related Social Sciences	History of Air Power; Military History Workshop; Air Command and Staff College; Oral History and Archives Workshops; base sponsored and OPM courses in management and supervision; Extension Course Institute (ECI) Course 50, History of United States Air Power; Unit Historian Development Course (complete during first year); computer orientation; base level administrative functions	Field History Production and Management; military service; Historical Research and Writing (General)	Article(s) in scholarly journals; professional symposia; articles in Air Force media and other publications; membership in professional and aviation societies

3.9.1.2. Research, Oral and Staff Historian.

LEVEL	DESIRED EDUCATION	DESIRED TRAINING	DESIRED EXPERIENCE	PROFESSIONAL INVOLVEMENT
SeniorGS-13	Continuing education	Air or National War College; Management Development Center courses	Monographs and studies; oral history interviews; archival research	Publications, such as articles in scholarly journals; professional symposia
IntermediateGS-09 to GS-12	Master's degree or Ph.D. in History or related Social Sciences	History of Air Power; Air Command and Staff College; Military History Workshop; Oral History and Archives Workshops; base sponsored and OPM courses in management and supervision; archival management; computer orientation; information retrieval; ECI Course 50, History of United States Air Power; base level administrative functions	Monographs and studies; field histories; archival research; oral history interviews; historical research and writing (general)	Article(s) in scholarly journal(s); professional symposia; articles in Air Force media and other publications; membership in professional and aviation societies

3.9.1.3. Command and Deputy Command Historian.

LEVEL	DESIRED EDUCATION	DESIRED TRAINING	DESIRED EXPERIENCE	PROFESSIONAL INVOLVEMENT
SeniorGS-13/14	Continuing Education	Air or National War College; Management Development Center courses	Two or more MAJ-COMS; first-level supervision; monographs and studies	Publications, such as in scholarly journals
IntermediateGS-9 to GS	Master's degree or Ph.D. in History or related Social Sciences-12	Mid-level management; History of Air Power; Air Command and Staff College; computer orientation; Military History Workshops; base sponsored and OPM courses in management and supervision; Oral History and Archives Workshops; ECI Course 50, History of United States Air Power; base level administrative functions	Field program management; monographs and studies; oral history interviews; writing and production of field histories; historical research and writing (general); military service	Article(s) in scholarly journals; professional symposia; articles in Air Force media and other publications; membership in professional and aviation societies

3.9.1.4. Author, Research and Historian.

LEVEL	DESIRED EDUCATION	DESIRED TRAINING	DESIRED EXPERIENCE	PROFESSIONAL INVOLVEMENT
SeniorGS-13/14	Continuing Education	Air or National War College; Management Development Center courses	One or more books (Aviation or Military History); oral history interviews	Publications, such as articles in scholarly journals; professional symposia
IntermediateGS-11/12	Master's degree or Ph.D. in History or related Social Sciences	History of Air Power; Air Command and Staff College; Military History workshop; base sponsored and OPM courses to management and supervision; oral history and archives workshops; computer orientation	Monographs and studies; field histories; oral history interviews	Article(s) in scholarly journal(s); professional symposia; articles in Air Force media and other publications; membership in professional and aviation societies

3.9.1.5. Manager and Administrator.

LEVEL	DESIRED EDUCATION	DESIRED TRAINING	DESIRED EXPERIENCE	PROFESSIONAL INVOLVEMENT
SES	Continuing Education	Executive management; executive development courses; Federal Executive Institute	One or more books (Aviation or Military History)	Publications, such as articles in scholarly journals
GS-15	Continuing Education	Federal Executive Institute	Second level supervision	Professional symposia
GS-13/14	Master's degree or Ph.D. (highly desired) in History or related Social Sciences	Management and supervisory courses; oral history and archives workshop; War College; Executive Seminar Center; History of Air Power	Two or more MAJCOMS; one or more books; MAJCOM or Deputy Historian; first level supervision; Senior Author, Research, and Oral Historian	Article(s) in scholarly journal(s); professional symposia

3.9.2. Museum Curator Master Development Plan (Reserved).

3.10. Information Management Career Program Master Development Plan.

3.10.1. The Information Management (IM) career field includes a variety of positions located at base level to implement policy and instructions to manage information throughout its life cycle, from creation and use through disposal. Information Management positions at headquarters advise headquarters functional staff and commanders and provide guidance to information managers at subordinate levels. Information life-cycle functions include the management of: publications and forms programs; preparation, coordination, and timely submission of correspondence, reports, and other administrative material; information security; information dissemination (to external requesters) and distribution (to internal users); policies and services (manual and electronic); mail and message processing; manual and electronic records retrieval, synthesis, imaging, storage, and disposition; Freedom of Information and Privacy Act programs; printing, duplicating and reprographics services; integration of information distribution systems; liaison with local postal officials; and operation of consolidated mailrooms.

3.10.2. At higher grades, some IM positions: provide staff support, policy guidance, interpretation, and management of office personnel and resources; develop budget estimates; research, draft, and coordinate management responses to higher headquarters, external agencies and individual inquiries; prepare and deliver presentations; manage general office and information systems, and develop production standards, training, and workcenter descriptions to facilitate workload planning and allocation; design office layouts; and conduct information management systems analysis and provide results.

3.10.3. Other primary functions include: planning and organizing IM activities to implement IM support for war and contingency operations; using business process reengineering methodologies (e.g., process and information modeling, data modeling, activity-based costing, and functional economic analysis) to assess capability, establish priorities, and formulate plans and training processes for current and projected information resource requirements; and conducting analytical surveys of IM functions to detect trends in production, use, quality, and appropriate services.

3.10.4. The IMCP Master Development Plan (MDP) includes typical assignments for each developmental phase or career progression level. Career patterns are numerous and diverse because both specialists and managers are graded as GS-09 through GS-12, depending on level of operation (base, Major Command, or headquarters). Throughout their careers, IM civilians are encouraged to pursue formal education and achieve a degree in an appropriate field of study.

3.10.5. Information Management Career Program Master Development Plan.

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
Trainee/Intern GS-05-07	<ul style="list-style-type: none"> • E3OAR37A1000, Advanced Information Management Officer Course <p><i>Correspondence:</i></p> <ul style="list-style-type: none"> • CDC 00006, NCO Academy • CDC 00008, Senior NCO Academy • CDC 3A051, Information Management Specialist • CDC 5123, Fundamental Principles of Electronic Data Processing Equipment <p><i>OPM, USDA, GSA, or other government sponsored, commercially offered, or college courses in:</i></p> <ul style="list-style-type: none"> • Elements of Management Analysis • Effective Writing • Computer Literacy • Interpersonal Communications 	<p><i>Bachelor's degree or higher in:</i></p> <ul style="list-style-type: none"> • Information Resources Management • Business Administration and Management • Public Administration • Human Resources • Management Information Systems and Business Data Processing • Operations Research • Computer and Information Sciences, General • English Language and Literature • English Composition • English Creative Writing • English Technical and Business Writing • Journalism • Communications 	<ul style="list-style-type: none"> • Developmental positions at MAJCOM and numbered Air Force • Base-level management or staff positions in functional areas of information management • Rotational assignments of at least 60 days in all functional areas of base IM

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none"> • Effective Briefing Techniques • Proofreading • Basic Editing • Speed Reading • Introduction to Computer File Structures and Data Base Design • Electronic Forms Analysis and Design • Electronic Forms Improvement • Listening and Memory Development • Personal Effectiveness and Productivity • Stress Management • Cultural Diversity 		

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none">• Introduction to Electronic Publishing• Standard Generalized Markup Language (SGML)• Document Type Definitions (DTDs)• Format Output Specification Instance (FOSI)• Conversion Software• Graphics Integration• Database Management• Search and Retrieval		

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
Intermediate GS-09-11	<p><i>Resident/Correspondence/Seminar:</i></p> <ul style="list-style-type: none"> • Squadron Officer School (Code BFI) • Career Development Course (CDC) 3A071, Information Management Craftsman • MCADRE002, Contingency/War-time Planning Course (AU) • AFIT IRM Graduate Program (Code AEN) <p><i>OPM, NDU, USDA, GSA, or other government sponsored, commercially offered, or college courses in:</i></p> <ul style="list-style-type: none"> • Supervision • Leadership • Management • Information Resources Management • Strategic Planning • Management Analysis and Review 	<p><i>Bachelor's degree or higher in:</i></p> <ul style="list-style-type: none"> • Information Resources Management • Business Administration and Management • Public Administration • Public Relations • Human Resources • Management Information Systems and Business Data Processing • Operations Research • Communications • Computer and Information Sciences, General • English Language and Literature • English Composition • English Creative Writing • English Technical and Business Writing • Journalism 	<ul style="list-style-type: none"> • Management or staff positions in publications and forms management; reprographics management; records management; publications distribution management; administrative communications management; business process reengineering (BPR); information needs identification and analysis; information flow; information architecture; team leadership; plans, programs, and resources management; and future systems management

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none"> • Advanced Management Analysis • Advanced Effective Briefing Techniques • Effective Writing • Basic Principles of Directives Management • Contract-Out Cost Comparison Studies (A-76) • Budget Estimating Techniques • What Managers Should Know About Federal Budgeting • Supervision and Group Performance • Creative Problem Solving • Dealing with Difficult People • Time Management • Report Writing • Concepts of Organization • Introduction to Electronic Record Keeping and Document Imaging 	<p><i>Professional memberships, such as:</i></p> <ul style="list-style-type: none"> • Association for Information and Image Management (AIIM) • Association of Records Managers and Administrators (ARMA) • Institute of Certified Records Managers (ICRM) • Press Clubs • Aviation Space Writers Association • International Association of Business Communicators (IABC) • American Management Association (AMA) • International Training in Communications (ITC) Club • American Association of Publishers (AAP) 	<p>Assignments are located at SAF/AAI, MAJCOM, numbered AF, base-level management or staff positions in above functions; and as Chiefs of Information Management at installations/organizations</p>

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none"> • LAN Management • Computer Analysis and Flow • Systems Integration • Charting • Information Architecture • Integrating Office Operations with Information Technology • Program Planning and Analysis • Information Systems Standardization and Advanced Systems Team Building • Emerging Information Technologies • Modeling and Simulation • Reengineering the Organization • Planning • Project Management • Cultural Diversity • Business Process Reengineering 	<ul style="list-style-type: none"> • American Association of Access Professionals (ASAP) <p><i>Participation in local civic organizations</i></p>	

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none"> • Advanced Electronic Publishing • Standard Generalized Markup Language (SGML) • Document Type Definitions (DTDs) • Format Output Specification Instance (FOSI) • Conversion Software • Graphics Integration • Database Management • Multi-media Output • Search and Retrieval 		

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
Mid/Senior Management GS-12-14	<p><i>OPM Management Development Center Seminars:</i></p> <ul style="list-style-type: none"> • Administration of Public Policy (Code AAD) (GS-13-15; exceptions for GS-12) • Management Assessment Program (Code ABU) (GS-13-14) • Current Issues Seminar (Code AAT) (GS-14-15; exceptions for GS-13) • Executive Development Seminar (Code AAM) (GS-14-15) • Federal Budgetary Policy and Processes (Code AAV) (GS-13-15) • Federal Program Management (Code AAC) (GS-14-15; exceptions for GS-13) 	<p><i>Master's degree in:</i></p> <ul style="list-style-type: none"> • Information Resources Management • Business Administration and Management • Public Administration • Public Relations • Human Resources • Communications • Management Information Systems and Business Data Processing • Operations Research • Computer and Information Sciences, General • English Language and Literature • English Composition • English Creative Writing • English Technical and Business Writing • Journalism 	SAF/AAI positions; MAJCOM/IM staff officers; Chiefs of Information Management at installations/organizations

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none"> • Management Development Seminar (Code AAL) (GS-13-15) • Seminar on Managerial Competencies (Code AAU) (GS-14-15; exceptions for GS-13) • Seminar for New Managers (Code AAA) (GS-13-15; exceptions for GS-12)Organizational Transformation in the Public Sector (Code AAX) (GS-13-15; exceptions for GS-12) • Reinventing the Organization (Code AA7) (GS-12-13) • Government Performance and Results (Code AA6) (GS-13-15; exceptions for GS-12) 	<p><i>Professional memberships such as:</i></p> <ul style="list-style-type: none"> • Association for Information and Image Management (AIIM) • Association of Records Managers and Administrators (ARMA) • Institute of Certified Records Managers (ICRM)Press Clubs • Aviation Space Writers Association • International Association of Business Communicators (IABC) • American Management Association (AMA) • International Training in Communications (ITC) Club • American Association of Publishers (AAP) 	

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<p><i>Resident/Correspondence/Seminar:</i> Air Command and Staff College (Code ACS) (GS-12-15)</p> <ul style="list-style-type: none"> • Air War College (Code ACR) (GS-14-15) • Industrial College of the Armed Forces (Code ACU) (GS-14-15) • LEGIS Fellows Program (Code AAN) (GS-13-15) • MIT Sloan Fellowship (Code ADC) (GS-13-15) • School of Public Administration-University of Southern California (Code AEC) (GS-13-15) • Lyndon B. Johnson School of Public Affairs-University of Texas at Austin (Code AEJ) (GS-13-15) 	<ul style="list-style-type: none"> • American Society of Access Professionals (ASAP) • <i>Leadership in professional and civic organizations</i> 	

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none"> • School of Public Administration-Tennessee State (Code AEL) (GS-13-15) • AFIT Information Resources Management Graduate Program (Code AEN) (GS-09-15) <p>Executive Leadership Development Program (Code AAZ) (GS-12-13)<i>Management courses offered by OPM, NDU, USDA, GSA, commercial sources, and local universities, including:</i></p> <ul style="list-style-type: none"> • Information Resources Management Courses 		

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none"> • Strategic Planning • Whitehouse Workshop • Congressional Workshop • Managerial Decision-Making • Advanced Creative Problem Solving • Organizational Planning • Planning for Automation Advanced Management Seminar <ul style="list-style-type: none"> • Cultural Diversity 		

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none"> • Advanced Electronic Publishing • Standard Generalized Group • Markup Language (SGML) • Document Type Definitions (DTDs) • Format Output Specification Instance (FOSI) • Conversion Software • Graphics Integration • Database Management • Search and Retrieval • Emerging Information Technologies • Modeling and Simulation <p>Reengineering the Organization</p>		

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
Executive GS-15	<p><i>Resident/Correspondence/Seminar:</i></p> <ul style="list-style-type: none"> • Air War College (Code ACR) • Industrial College of the Armed Forces (Code ACU) • National War College (Code ACT) • LEGIS Fellows Program (Code AAN) • MIT Sloan Fellowship (Code ADC) • Senior Leadership Program (Code ABO) • AFIT Information Resources Management Graduate Program (Code AEN) • School of Public Administration-University of Southern California (Code AEC) • Lyndon B. Johnson School of Public Affairs-University of Texas at Austin (Code AEJ) 	<ul style="list-style-type: none"> • Advanced study/degree in functional or related specialty • Special graduate programs <p><i>Professional memberships, such as:</i></p> <ul style="list-style-type: none"> • American Management Association (AMA) • Press Clubs • Association for Information and Image Management (AIIM) • International Association of Business Communicators (IABC) • Printing Industries of America 	<ul style="list-style-type: none"> • Chief of Publishing at SAF/AAI; Chief, Policy Division at HQ AFMC/SCP

LEVEL	DESIRED TRAINING	DESIRED EDUCATION/ SELF-IMPROVE- MENT	TYPICAL DUTIES
	<ul style="list-style-type: none"> • School of Public Administration-Tennessee State (Code AEL) <p><i>OPM Management Development Center Seminars:</i></p> <ul style="list-style-type: none"> • Administration of Public Policy (Code AAD) • Current Issues Seminar (Code AAT) • Executive Development Seminar (Code AAM) • Federal Budgetary Policy and Processes (Code AAV) • Federal Program Management (Code AAC) 	<ul style="list-style-type: none"> • Association of Records Managers and Administrators (ARMA) • Institute of Certified Records Managers (ICRM)Aviation Space Writers Association • International Training in Communications (ITC) Club • American Association of Publishers (AAP) 	
	<p>Management Dev Seminar (Code AAL)</p> <ul style="list-style-type: none"> • Seminar on Managerial Competencies (Code AAU) • Organizational Transformation in the Public Sector (Code AAX) 	<ul style="list-style-type: none"> • American Society of Access Professionals (ASAP) 	

3.11. Logistics Civilian Career Enhancement Program Master Development Plan. The “desirable” areas of the Logistics Civilian Career Enhancement Program Master Development Plan display the types of experience and levels of education considered appropriate and fundamental to logistics career development at certain grade levels and career phases. Guides are also provided for career assessment and typical career assignments. The attainment of any one of these milestones helps satisfy career development at that point in an individual’s career. Supervisors and employees should use these guides, in conjunction with the Whole Person Score and assessments, in planning the experience, training, education, and assignments that are most relevant to the employee’s career goals and Air Force needs. These guides are not all inclusive, but give both the employee and management an excellent road map from which to begin. Guides at 3.12.2. through 3.12.3. provide examples of desired training, experience, and education, as well as typical logistics assignments. Available training opportunities are identified annually in the Career Program Civilian Training Guide to aid registrants and supervisors in identifying required training on Career Enhancement Plan. These areas are all very important aspects in the development of a successful career path for Air Force logisticians.

3.11.1. Acquisition Logistics . Acquisition Logistics is a wide spectrum of function not limited to duties within a program management office. It encompasses the entire process of systematically identifying, developing, assessing, purchasing, and upgrading logistics requirements through the acquisition process. Acquisition Logistics personnel include individuals who are involved in Integrated Logistics Support (ILS) activities as defined in DoDD 5000.1, *Defense Acquisition, DoDI 5000.2, Defense Acquisition Management Policies and Procedures*, and DoDI5000.58, *Defense Acquisition Work Force*. Also included are those who manage logistics activities associated with procurement, integration, and fielding/sustainment of the support systems and/or environment (to include the logistics support elements described in DoDI 5000.2) for weapon systems and/or equipment or for system modifications. Acquisition Logistics personnel are typically employed within program management offices, on management support staffs, or within other logistics activities responsible for conducting ILS program reviews or for establishing Acquisition Logistics policies and procedures. Certification requirements for Acquisition Logistics positions are found in DoD 5000.52-M, *Career Development Program for Acquisition Personnel*.

3.11.2. Desirable Professional Experience.

GRADE	MULTI-OCCUPATIONAL SERIES	MULTI-COMMAND	MULTI-LEVEL	MANAGEMENT	SUPERVISORY LEVEL
Senior Executive Service (SES)	3+ Logistics Families	3+ Commands doing Logistics work	Departmental/ Cmnd & any other Level - both doing Logistics work	Manager	2nd Level
GS-15	3 Logistics Families	3 Commands doing Logistics work	Departmental/ Cmnd & any other Level - both doing Logistics work	Manager	2nd Level

GRADE	MULTI-OCCUPATIONAL SERIES	MULTI-COMMAND	MULTI-LEVEL	MANAGEMENT	SUPERVISORY LEVEL
GS-14	2-3 Logistics Families	2-3 Commands doing Logistics work	2 Levels doing Logistics work	Management Official (CSRA)	2nd Level
GS-13	2-3 Logistics Families	2-3 Commands doing Logistics work	2 Levels doing Logistics work	Program Responsibility	1st & 2nd Level
GS-12	2 Logistics Families	2 Commands doing Logistics work	2 Levels doing Logistics work		1st Level
Prior to GS-12	2 Logistics Families	1 Command doing Logistics work	1-2 Levels doing Logistics work		Supervisor & CSRA

NOTE:

The headers on the chart are defined in attachment 5 to volume 1 of this manual.

3.11.3. Desirable Education and Training.

GRADE	FORMAL EDUCATION	PROFESSIONAL MILITARY EDUCATION	PROFESSIONAL CIVILIAN EDUCATION*	CERTIFIED PROF LOGISTICIAN (CPL)
SES/ GS-15	Master's degree	<u>One of the following</u> : -National War College (NWC) (ACT)-Industrial College of the Armed Forces (ICAF) (ACU)	-Harvard - Program for Senior Executive Fellows -Advanced Managers Program (AMP)-Harvard - Program for Senior Officials in National Security (ACD)	CPL
GS-14		<u>One of the following</u> : -National War College (NWC) (ACT)-Industrial College of the Armed Forces (ICAF) (ACU)-Air War College (AWC) (ACR)	-LEGIS Fellows Program (AAN)-Education for Public Management - USC (AEC)-Stanford Sloan Fellowship (ADH)-MIT Sloan Fellowship (ACD)-Educational Program for Federal Officials at Mid-Career - Princeton (ACE)	

GRADE	FORMAL EDUCATION	PROFESSIONAL MILITARY EDUCATION	PROFESSIONAL CIVILIAN EDUCATION*	CERTIFIED PROF LOGISTICIAN (CPL)
GS-13	Bachelor's & Master's degrees	-Air Command & Staff College (ACSC) (ACS)	-Education for Public Management - Harvard -Education for Public Management - Stanford-Sloan Fellowship (ADH)-MIT Sloan Fellowship (ACD)-Education Program for Federal Officials at Mid-Career - Princeton (ACE)-Congressional Fellowship (ADI)-Executive Leadership Dev Prog (ELDP) (AAZ)	
GS-12	Bachelor's degree	-Squadron Officer's School-Air Command & Staff College (ACSC) (ACS)	-Congressional Fellowship (ADI)-Executive Leadership Dev Program(ELDP) (AAZ)-LEGIS Fellows Program (AAN)	
Prior to GS-12	Four years of college	-SOS (BFI)		Begin CPL study

*One of those listed.

3.11.4. Logistics Typical Assignments.

GRADE	TYPICAL ASSIGNMENTS
SES	Key Executive and Staff Positions throughout the USAF to meet Air Force needs
GS-15	Division-level Assignments at Air Staff and Logistics/Product Centers Directorate-level Assignments at HQ AFMCDCS-level Assignments at Operating Commands
GS-14	Senior-level Assignments at Air Staff Second-level Supervisor Assignments at HQ AFM-C Branch-level Assignments at Logistics/Product Centers Directorate-level Assignments at Operating Commands Broadening Assignments
GS-13	Full Performance Level Assignments at Air Staff Senior-level and First-level Supervisor at HQ AFMC First- and Second-level Supervisor at Logistics Centers/Product Centers First- and Second-level Supervisor at Operating Commands Broadening Assignments
GS-12	Full Performance Level Assignments at HQ AFMC Full Performance Level and First-level Supervisor at Logistics Center/Product Centers First-level Supervisor and Full Performance Level Operating Commands Broadening Assignments
Below GS-12	Generally, Intermediate Assignments; Most organizations below MAJCOM Headquarters.

3.12. Manpower Career Program Master Development Plan.

LEVEL	DESIRED TRAINING	DESIRED EDUCATION	CHARACTERISTIC ASSIGNMENTS
Execu- tive GS-15	Federal Executive Institute, OPM executive seminars	Advanced degree	MAJCOM Director or Deputy Director
Manage- rial Senior Specialist GS-13/14	Advanced Personnel Officer's Course; Air University Resi- dent/Correspondence Semi- nar; Air Command and Staff College; Air War College; National Security Man- agement (ICAF); OPM man- agement development courses such as Seminar for New Managers	Master's degree in Public Administration, Business Administration, Computer Science, Applied Math, Industrial Engineering, or Management	Manpower Office (MO) Branch Chief; MO Chief/Deputy; MAJCOM Division Branch Chief; HQ USAF/MAJCOM Senior Analyst or Project Officer
Supervi- sory Spe- cialist GS-11/12	Supervisory development courses (OPM, local colleges, ECI); AMEC (organization planning) and management development seminars	Bachelor's degree in Public Adminis- tration, Business Administration, Computer Science, or Management	MO/MAJCOM/HQ USAF Manpower and Organization, Management Engineering, or Commercial Activities
Entry/ Develop- mental GS-05 through GS-09	General orientation and local training courses; Manpower Management Officer Course E30BR38M1-001	Pertinent college courses leading to degrees listed above	Trainee in MO and at MAJ- COM level

3.13. Public Affairs Career Program Master Development Plan.

GRADE	DESIRED EDUCATION	DESIRED SELF-IMPROVEMENT	DESIRED MANAGEMENT TRAINING
GS-09/10	Associate's degree (residence or work-study)	(Note 1) Local courses in Journalism, Public Relations, Communication, Marketing, EDP/Information Management; ECI courses; GSA courses (Washington DC only); DINFOS (Public Affairs Officer (PAO)) course; basic editing; photo journalism; Squadron Officers School (correspondence); PA seminars; professional organizations (Note 2); Environmental courses by AFIT, EPA, others; special PA projects (as assigned by supervisor); crosstraining assignments (Note 3)	Local management training (i.e., time and stress management)
GS-11	Bachelor's degree in Journalism, Public Relations, Communication; University of Oklahoma (AF short course)	Local courses in Journalism, Public Relations, Communication, Marketing, EDP/Information Management; ECI courses; GSA courses (Washington DC only); college courses in Management; Public Affairs Management Seminars; professional organizations (Note 2); Squadron Officer's School (seminar/residence/correspondence); environmental courses by AFIT, EPA and others; special PA projects (as assigned by the supervisor); crosstraining assignments (Note 3)	OPM management development courses as identified in training guide available at CPF (Note 4); Squadron Officer's School (residence/seminar/correspondence); other management courses

GRADE	DESIRED EDUCATION	DESIRED SELF-IMPROVEMENT	DESIRED MANAGEMENT TRAINING
GS-12 to GS-13	Master's degree in Public Relations, Communication, Political Science; Public Administration, Advertising, Marketing, or Management	Membership/participation in workshops sponsored by professional organizations (Note 2); Senior Public Affairs Officers Course (SPAOC); Air Command and Staff College (seminar/residence/correspondence); AFIT courses (environmental, management, etc.); EPA courses in environmental management/problems; PA seminars	OPM management development courses as identified in training guide available at CPF (Note 4); Air Command and Staff College (seminar/residence/correspondence)
GS-14 to GS-15	Master's degree in Public Relations, Communication, Political Science, Public Administration, Advertising, Marketing, or Management	Membership/ participation in workshops sponsored by professional organizations (Note 2); Senior Public Affairs Officers Course (SPAOC); AFIT courses (environmental, management, etc.); PA management seminars; continuing professional development	Air War College; National War College; Industrial College of the Armed Forces; OPM Management Development Center courses (Note 4)

NOTES:

1. May include technical training.
2. Women in Communications, Inc. (WICI); Public Relations Society of America (PRSA); International Association of Business Communicators (IABC); American Marketing Association; National Association of Government Communicators, Society of Professional Journalists; Aviation Writers Association, etc.
3. Work with supervisor to begin development of skills in all areas (Internal, Community Relations, Media Relations, and Plans and Programs).
4. Limited quotas allocated by AFCPMC/DPCC.

3.14. Safety Civilian Career Program Master Development Plan.

LEVEL	DESIRED EDUCATION & SELF-DEVELOPMENT	DESIRED TRAINING
Trainee/ InternGS-05/07	Bachelor's degree for interns; equivalent BS/BA experience for trainees	Safety Specialist; Munitions Systems Specialist; OJT and job assignments to meet specialty training standards skill levels; OSHA Training Institute (OTI); Safety Training Institute (STI); Flight Safety NCO (G3AZR1S071-004); FTD courses; basic data automation (application/operation); other OPM training; Weapons Safety Officer (Intern) (G3OZR21A3X-001)
IntermediateGS-09/11	Bachelor's or Associate's degree in Safety or related sciences	National Safety Council; OSHA Training Institute (OTI); Safety Supervisor; Aircraft Mishap Investigation Course (WCIP05A); Jet Engine Accident Investigation; Fire Protection and Life Safety (OSHA 207); Technical Transportation of Hazardous Materials; other Federal training courses; technical seminars/workshops; FTD courses applicable to base mission; Environmental Protection Committee members (WMGT004); applicable AFIT courses; other OPM training; Flight Safety NCO (G3AZR1S071-004); Weapons Safety Officer (G3OZR21A3X-001); System Safety and Human Factors; Advanced Occupational Safety; System Safety Analysis Course (WCIP06O)
Mid-ManagementGS-11-13	Master's or Bachelor's degree in Safety, Science, or Engineering; continuing education in advanced studies; professional certifications	Air Command and Staff College; Defense Management Education and Training (DMET) short courses; Engineer-In-Training (EIT) Refresher Course; OPM management development courses; professional development seminars/workshops; Squadron Officer's School; Ground Safety Management Course (WCIP05B); Weapons Safety Officer Course (G3OZR21A3X-001); Flight Safety Officer Course (WCIP05C); System Safety Management Course (WCIP057); Chief of Safety Course (WCIP05B); applicable AFIT courses
Senior ManagementGS-13-15	Ph.D.; Master's degree through Air Force Institute of Technology (AFIT) or civilian institution in Safety, Science, Engineering, or Management; continuing education at the graduate level	Air War College; Federal Executive Institute; Management Development Center courses; Air Command and Staff College; Industrial College of the Armed Forces; other OPM training; university management courses; professional development seminars/workshops; Chief of Safety Course (WCIP05B)

3.15. Scientist and Engineer Master Development Plan.

PHASE	GRADE	DESIRABLE EDUCATION	DESIRABLE TRAINING	TYPICAL ASSIGNMENTS
Entry Level/ Trainee	GS-05 through GS-11	Bachelor of Science (BS) degree; graduate level course work; Master of Science (MS) degree	Technical seminars; short courses; appropriate acquisition courses	Scientist/Engineer (S/E) Trainee; Junior S/E; Project S/E
Intermediate	GS-11 through GS-13	BS, graduate level course work; MS; Doctorate degree (PhD)	Management Development Center (MDC) courses; technical seminars; short courses; appropriate acquisition courses	Project S/E; Lead Project S/E; Senior S/E; Technical Specialist; Team Leader; Team Coordinator
Mid-Management	GS-13 through GS-14	BS, graduate level course work; MS; Master of Arts (MA) degree; Master of Business Administration (MBA); PhD	Intermediate Service School (ISS); MDC courses; technical management seminars; short courses; appropriate acquisition courses	Section Chief; Branch Chief; Senior Manager; Senior Technical Program Manager; Senior Technical Specialist; Technical Program Manager
Senior Management	GS-15, SES, ST	MS, MA, MBA, PhD	Executive development; Senior Service School (SSS); MDC courses; technical/management seminars; short courses; appropriate acquisition courses	Center Director; Deputy Center Director; Lab Director; Directorate Chief/Deputy; Division Chief; Chief Scientist & Engineer; Principal Engineer; Technical Advisor

3.16. Security Career Program Master Development Plan.

LEVEL	TYPICAL ASSIGNMENTS	DESIRED EDUCATION & SELF-DEVELOPMENT	DESIRED TRAINING
Senior ManagementGS-14/15	Air Staff; MAJCOM; FOA; or Product Test Center	Advanced course work in Business Administration or Industrial Management; Master's or Bachelor's degree in Political Science or related field; Management Development Center courses (OPM); university executive management courses	Air War College; National War College; Industrial College of the Armed Forces; Federal Executive Institute; OPM management courses
Mid-managementGS 12-13	MAJCOM; FOA; DRU; Product/Test Center; base	Bachelor's degree in Business Administration, Political Science, or related field; management development courses	Air Command and Staff College; management courses
Full PerformanceGS-09/11	Product/Test Center; base	Bachelor's degree in Business Administration, Political Science, or related field; OPM supervisory management courses	Squadron Officer's School; Security Police Symposium; Industrial Security Basic Course
InternGS-07/09	Product/Test Center; base	Bachelor's degree; same as training identified for GS-07 trainee	Air Force Orientation Seminar; Personnel Security Seminar; PAQ Security Introductory Training; DoD Security Specialist
			Course; DoD User Agency Inspector Course; Security Police Officer's Course; GSA Computer Security (COMPUSEC) Course; Classification Management; Personnel Security Management Course
TraineeGS-05/07	Product/Test Center; base	Other Bachelor's degree than intern; ADP Concepts and Terms; Physical Security; Crime Prevention (ECI-8100); Basic Industrial Security for User Agency Personnel; Essentials of Industrial Security Management; Structures of Industrial Security; CDC 81150 Security Specialist; DoD Personnel Security Adjudication's Independent Study Course; CDC 81152 Law Enforcement Specialist	Security Supervisor Course; DoD Security Specialist Course; DoD User Agency Inspector Course; Security Police Officers Course; GSA Computer Security (COMPUSEC) Course; Classification Management; Personnel Security Management Course

3.17. Services Career Program Master Development Plan.

LEVEL	OPTIMUM TRAINING EXAMPLES	DESIRED EDUCATION	CHARACTERISTIC ASSIGNMENTS
Senior/ Executive GS-14-15 NF-V	Federal Executive Institute, OPM Management Development Center courses, Air War College, Education-with-Industry, Advanced Seminar courses; business courses	Professional memberships and certifications; Advanced degree in Business Administration, Marketing, Public Administration, Recreation, Hospitality, Librarian, Early Childhood Education, Human Resource Management	HQ USAF/SV; MAJCOM/SV; AFSVA; Director and Deputy Director at large base; large Clubs or Restaurant Manager; AU Librarian
Management GS-12/ GS-13NF -IV/V	Management development in specialty area; attendance at professional association courses; OPM courses; advanced residence courses; Air Command and Staff by residence/seminar/correspondence; Business Management courses; AFIT courses; leadership school; long/short term training	Master's degree in Recreation, Physical Education (PE), Early Childhood Education, Business, Library, Leisure Science, Marketing, or Hospitality related programs; Human Resources	HQ USAF/SV; MAJCOM/SV; AFSVA Staff; small base Director/Deputy; Flight Chiefs at large bases; rotational assignments across Services management. Specialties: supervisory/nonsupervisory specialized functional experience at HQ USAF/MW, MAJCOM/SV
Full Performance GS-10/ 11NF-IV or UA-10 /11	Air Force Supervisor's Course, professional association courses and meetings, i.e., advanced residence courses; AFIT; BMI; CMAA; SOS by residence/seminar/ correspondence	Bachelor's degree specific to Services; post undergraduate work leading to Masters degree; Library Master's degree	Full performance level in GS-188, 301, 1056, 1101, 1410, 1701, 1667, and 1173 at base level; flight chief at small installation, or activity managers at large bases

LEVEL	OPTIMUM TRAINING EXAMPLES	DESIRED EDUCATION	CHARACTERISTIC ASSIGNMENTS
Intermediate GS-08/ 09NF-III/ IV	Same as entry, plus specialty conferences and basic residence courses when prerequisites are met (i.e., model programs, Air Force Supervisor Courses, Services Manager's Seminar, AFIT Course, Professional Association courses at basic levels - CMAA, PGA, BPAA, NRPA, NRA	Bachelor's degree in specific discipline related to Services	Broadening experiences in base level after entry level period; increasingly more complex, specialized work that includes some supervisory experience; rotational assignments within Services division; Activity Manager or Assistant Manager - full performance at base level
Entry GS-05/ 07NF-III/ IV	Training in specialized areas such as Child Care, food preparation, catering, Arts and Crafts, Sports, and Recreation; Effective Writing; Orientation; activity level OJT; correspondence courses (CDCs); customer service courses	Bachelor's/Associate degree specific to Services	Entry into Services Program Specialist, Management Trainee, Facility Manager positions

3.18. Special Investigations Career Program Master Development Plan.

LEVEL	DESIRED EDUCATION/ SELF-IMPROVEMENT	DESIRED TRAINING	TYPICAL ASSIGNMENTS
Senior Management GS-14/15	Master's degree in Criminal Justice, International Relations or related fields; post-graduate education	National War College; Industrial College of the Armed Forces; Federal Executive Institute; Management Development Center courses; university executive management courses; Navy War College; Air War College	HQ AFOSI/IOC - Division - Deputy Division Chiefs - AFOSI Regions -- Operations Chief -- MAJCOM Representative -- Central Systems Fraud Chief - Deputy - Central Systems

LEVEL	DESIRED EDUCATION/ SELF-IMPROVEMENT	DESIRED TRAINING	TYPICAL ASSIGNMENTS
Mid-ManagementGS-13	Bachelor's degree in Criminal Justice, International Relations, or related fields	Air Command and Staff; OPM management development courses; Government Affairs Institute courses; advanced criminal investigation related courses; Armed Forces Staff College	HQ AFOSI/IOC - Branch Chief - Staff Officer - Case SupervisorAFOSI Region - Division Chief - Staff OfficerAFOSI Detachment - Supervisory Positions
Full PerformanceGS-11/12	Bachelor's degree in Criminal Justice, International Relations, or related fields.	Advanced AFOSI schooling; Protective Service Operations Course; Fraud Investigations Course; Counterintelligence Course; Counterespionage Case Officer Course; local, State or Federal criminal investigations related courses; advanced fraud investigations courses (e.g., base and central systems procurement course, supply systems course); Government Contract Law; basic polygraph course	AFOSI Region - Staff Officer - Detachment Branch Chief - Fully Qualified Street Agent - Polygraph Examiner
Advanced TraineeGS-07/09	Bachelor's degree in Criminal Justice, International Relations, or related fields	AFOSI Basic Criminal Investigators Course; local, State, or Federal criminal investigations related courses; advanced fraud investigations courses (e.g., supply systems course, operational and central procurement systems course)	Detachment Street Agent
Entry LevelGS-05	Bachelor's degree in Criminal Justice, International Relations, or related fields	AFOSI Basic Criminal Investigators Course	Detachment Street Agent

3.19. Training and Instructional Systems Career Program Master Development Plan.

LEVEL	DESIRED TRAINING	DESIRED EDUCATION	TYPICAL ASSIGNMENTS
GS-15	Same as GS-14; Current Issues Seminar	(See Entry Level GS-05); Masters degree and/or advanced graduate courses in related fields	AETC Technical Training Director
GS-14	Same as GS-13; Air War College; long-term training as appropriate		HQ USAF/HQ AETC Training Administrator; diversity of experience is advantageous
GS-13	Same as GS-12; Management Development Center courses		Training Support Squadron Flight Chief; HQ AETC Training Administrator/Specialist; diversity of experience in various functions emphasized
GS-12	Same as GS-11; Technical Training Management Seminar; Seminar for New Managers; Air Command and Staff College; Executive Leadership and Development Program; Advanced Quality Air Force Training; <u>Training Development Element Chiefs</u> : Interactive Courseware Management Training, Advanced Interactive Courseware Design, ISD Manager Course; <u>Training Managers</u> : Systems 100 Introduction to Acquisition Systems, 200 Acquisition Planning and Analysis		Training Development Chief; Training Manager; Training Support Squadron Resource Manager; HQ AETC Training Specialist; Faculty Development Flight Chief

LEVEL	DESIRED TRAINING	DESIRED EDUCATION	TYPICAL ASSIGNMENTS
GS-11	Same as GS-09; Quality Management in Technical Training <u>Instructor Supervisor</u> : Instructor Supervisor Course*, Civilian Personnel Management Course*, Military Personnel Management Course*, USAF Supervisor's Course, Training Supervision and Group Performance Training; <u>Training Development Specialist</u> : USAF Instructional System Development Course, Computer-based Instructional Designer Course, Interactive Video Disk Designer Course, Training Resources Planning, Training Development and Management, Measurements Development and Application, Training Effectiveness Course; <u>Training Resource Specialist</u> : Training in equipment management, facility management, budget, supply, manpower, communications, as applicable	(See Entry Level GS-05); graduate courses in related fields	Instructor Supervisor; Training Development Specialist; Training Squadron Resource Manager; Training Support Squadron Resource Specialist
GS-09	Same as GS-07; Instructional Design; communicative skills; Instructional Technology Applications; Squadron Officer's School		Instructor; teaches full scope of courses under normal supervision
GS-07	Same as GS-05; student counseling*	Bachelor's degree or equivalent experience in career field; academic credentials should be in the field of Education or an area that directly relates to the technical career field in which the individual instructs	Instructor; teaches limited portions of courses under normal supervision; with experience, instructs in more difficult areas and a wider scope of assignment

LEVEL	DESIRED TRAINING	DESIRED EDUCATION	TYPICAL ASSIGNMENTS
GS-05	Technical Training Instructor Course* or equivalent; technical course to which assigned*; Technical Training Teaching Practicum*; Quality Air Force Training; most training accomplished OJT through resident courses in instructional practices and the subject being taught		Instructor trainee; teaches limited portions of assigned courses under close supervision

*Mandatory training

NOTE:

Mobility agreement required for GS-14 positions and above.

EUGENE E. HABIGER, Lt General, USAF
DCS/Personnel