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**Personnel**

**AIR FORCE CIVILIAN TRAINING,  
EDUCATION, AND DEVELOPMENT**

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Trained and educated people are the critical element required of every aspect of Air Force operations. The support provided by Air Force people is so important that the core competency - -Developing Airmen-- is critical to accomplishing the Air Force mission. Performance-based management is essential to meeting this core competency and the Air Force's Force Development Doctrine. This directive supports developing the workforce by producing human capabilities through deliberately planned and executed force development policy and doctrine. Quality training, education, and development programs are essential in maximizing the efficiency of civilian employees in the performance of their jobs. This directive implements DoD Directive 1430.4, *Civilian Employee Training*, January 30, 1985 and establishes policies for identifying and conducting civilian training, education, and development to ensure organizational, occupational, and individual performance requirements are met, and that these programs enhance personnel development and mission accomplishment.

**SUMMARY OF REVISIONS**

This revision updates the Policy Directive by including Air Force policy implementing Department of Defense (DoD) policy on civilian academic degree training. It also implements AFDD 2-4.3 by assigning responsibility to Air Education and Training Command to establish academic and administrative guidance and provide the framework and resources for civilian leadership and management development.

**1. Policy.** The Air Force will:

- 1.1. Establish training, education, and development programs that satisfy tactical, operational and strategic performance requirements using the most efficient methods possible.
- 1.2. Provide opportunities for civilian employees to attend training, education, and development programs in the same courses and programs as their military counterparts or receive equivalent training to broaden their professional knowledge and increase job skills.

1.3. Ensure compliance with Executive Order (EO) 13160, which prohibits discrimination on the basis of race, sex, color, national origin, disability, religion, age, sexual orientation, status as a parent in federally conducted education and training programs. (Note that Section 3 of EO 13160 states the Order does not apply to “members of the armed forces, military education or training programs, or authorized intelligence activities.”)

1.4. Not allow or fund attendance at degree-granting institutions that discriminate on the basis of race, color, religion, age, sex national origin, disabling condition, or other non-merit factor

1.5. Ensure that, with the exception of a Federal grant of funds made available solely for student financial assistance or related administrative costs, no funds are provided by contract or grant to an institution of higher education (or any sub element of that institution listed under

[\(http://epls.arnet.gov/\)](http://epls.arnet.gov/) if either the parent institution or any sub element of that institution has a policy or practice that prevents Reserve Officer Training Corp (ROTC)) units or student ROTC participation; or prevents military recruiting on campus, or access to student directory information, consistent with DoD policy.

1.6. Ensure degree training payments are part of a planned, systemic, and coordinated program of professional development in which the investment is planned, the program is a sequence of instruction and/or assignments that support organizational objectives, and the results are measurable in terms of individual and organizational performance.

1.7. Develop training plans and programs based on validated requirements and priorities identified by Major Command (MAJCOM) commanders, career program managers, and functional managers and those specified by the Office of Personnel Management (OPM), DoD, and related Air Force directives.

1.8. Develop policies, program resources (manpower, facilities, training technology, and funds) and provide overall policy direction to comply with OPM, DoD, and related Air Force directives.

1.9. Manage programs based on performance-based criteria to measure the effectiveness of key programs and processes through results-based performance evaluation

1.10. Ensure resources are allocated to meet priority capability based needs and provide for the timely and effective development of personnel.

1.11. Develop and evaluate programs for continuous improvement using the Instructional Systems Development process in AFMAN 36-2234, *Instructional System Development* and performance based measures.

## **2. Responsibilities and authorities:**

2.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) is responsible for civilian personnel policy matters as described in Air Force Policy Directive 90-1, *Policy Formulation*, paragraph 2.1.1. SAF/MR approval is required before this document is changed, reissued, or rescinded.

2.2. The Deputy Chief of Staff, Personnel (HQ USAF/DP), develops, coordinates, and executes personnel policy and approves essential procedural guidance for the management of the Civilian Training, Education, and Development Program.

2.3. The Director, Learning and Force Development (HQ USAF/DPL), develops and manages the HQ USAF Civilian Training, Education, and Development Plan based on MAJCOM, career program, and functional requirements.

2.4. Headquarters Air Force Personnel Center establishes civilian professional development programs that provide for both leadership and management training and drafts essential procedural guidance for AF/DP approval that establishes civilian degree training payments as part of programs of professional development as necessary to meet corporate force-shaping objectives. The guidance will comply with DoD guidance, achieve Air Force-wide standardization, and will establish mechanisms to ensure funding of programs based upon corporately determined priorities. The degree training must be accredited and provided by a college or university accredited by a national or regional accrediting body recognized by the Department of Education.

2.4.1. Civilian academic degree payments will be part of a planned, systemic and coordinated program of professional development. Senior functional managers perform force shaping assessments and gap analysis to identify specific education requirements. AFPC coordinates functional management input to ensure consistency across functions and the Air Force.

2.5. Air Education and Training Command (AETC) establishes academic and administrative guidance and provides the strategic framework for civilian leadership and management development. AETC provides resources as available for civilian leadership and management development programs that are developed and/or delivered by AETC.

2.6. MAJCOMs, field operating agencies, and direct reporting units identify civilian training and resource requirements to execute their programs in compliance with these policies. MAJCOM, career program, and base level resource managers will execute programs and administer training funds.

2.6.1. MAJCOMs may include civilian academic degree payments in professional development programs developed under Air Force guidelines to address command-unique force shaping and development issues.

2.7. Commanders, career program managers, and functional managers at all levels plan, program, budget, and execute civilian training, education, and development. They identify, validate, and prioritize training and education requirements, and systematically address shortfalls in resources to support these requirements. Commanders and supervisors are obligated, given mission constraints, to effectively utilize graduates to ensure sufficient payback to the Air Force for its investment in training and education.

3. This directive applies to all Air Force activities, including Air National Guard (ANG) (Title 5 United States Code) and Air Force Reserve Command (AFRC) units, excluding Air National Guard (Title 32 United States Code).

4. See [Attachment 1](#) for a list of related publications.

5. See [Attachment 2](#) for measures of compliance with this policy

JAMES G. ROCHE  
Secretary of the Air Force

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Title 5, United States Code, Chapter 41, Section 4103

Executive Order 11348

Executive Order 13160

H.R. 5005, The Homeland Security Act of 2002, Section 1331, Academic Training

Part 410 of Title 5, Code of Federal Regulations

AFI 36-601, *Civilian Career Program Management*

AFPD 36-13, *Civilian Supervisory, Management, and Leadership Development*

AFPD 36-23, *Military Education*

AFPD 36-6, *Civilian Career Management*

Air Force Doctrine Document (AFDD) 2-4.3, *Education and Training*

*Air Force Education and Training Course Announcements (ETCA)* database (formerly AFCAT 36-2223, *USAF Formal Schools Catalog*) located at the following URL: <https://etca.randolph.af.mil/>

Air Force Instruction (AFI) 36-401, *Training and Development*

Air Force Manual (AFMAN) 36-606, Volume 2, *Civilian Career Planning*

Civilian Personnel Workforce Shaping Metrics Summary, July 30, 2001

DoD Directive 1430.4, *Civilian Employee Training*, January 30, 1985

DoD Policy Memorandum, *Civilian Academic Degree Training*, August 15, 2001

## Attachment 2

### MEASURING AND DISPLAYING COMPLIANCE WITH POLICY

**A2.1.** HQ USAF/DPL will assess compliance with civilian training policy by measuring the percent of training and education requirements achieved versus the total percent of validated and prioritized requirements identified by MAJCOM commanders, the career program director, and functional managers. The key to achieving the goal of Air Force training, education, and development policy is the allocation of sufficient funds within the training budget to pay for the validated and highest priority requirements categorized as priority 1 training requirements (see AFI 36-401, *Civilian Training and Development*). The desired trend, indicating compliance with policy, is to close the gap between the validated and prioritized requirements and those requirements achieved.

**A2.2.** AF/DPL collects data annually. This metric will track funding required to meet 100% of priority one mission critical Program Element Code 88751 civilian training and education requirements versus actual funding provided across the Future Year Defense Plan (FYDP). The performance goal is to insure civilian training and education priority one training requirements are properly funded.

**A2.3.** AF/DPL collects data annually. This metric will compare required training identified for selected functional areas vs. actual training provided for selected functional areas within a specific fiscal year. The performance goal is to insure civilian training and education priority one training requirements are properly funded.

**A2.4.** AF/DPL collects data annually. This metric will track the percentage of civilians trained by training type per fiscal year. The performance goal will insure civilian training and education priority one training requirements are properly funded. This metric will also track and compare the total number of civilians trained per fiscal year by EEO group and gender.

Figure A2.1. Sample Metric of Civilian Requirements vs Trained.

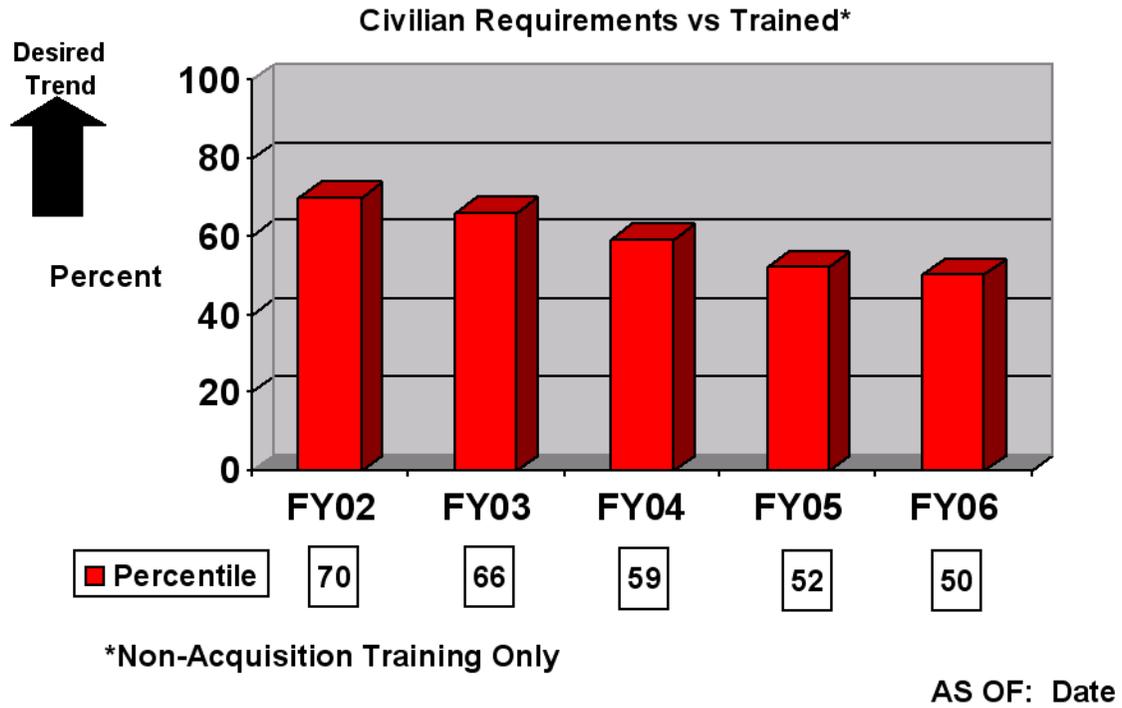
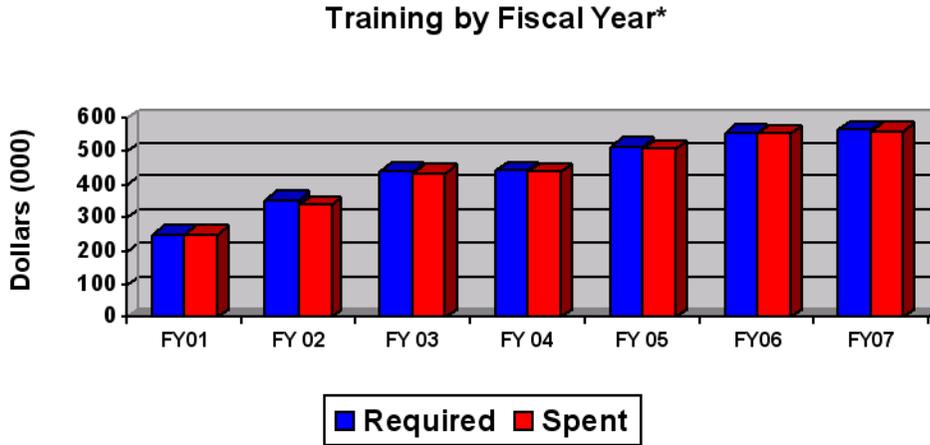


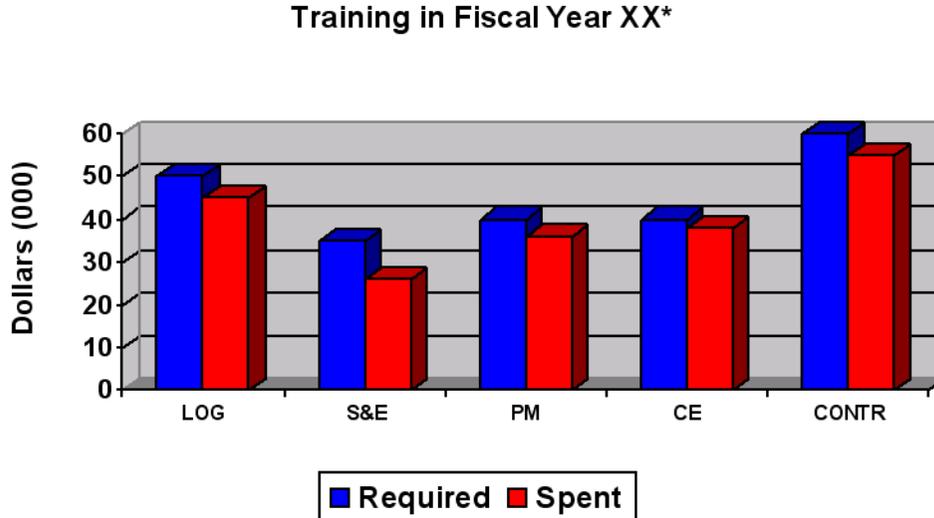
Figure A2.2. Sample Metric of Amount of Training Dollars Required and Spent by Fiscal Year.



\*Non-Acquisition Training Only

AS OF: Date

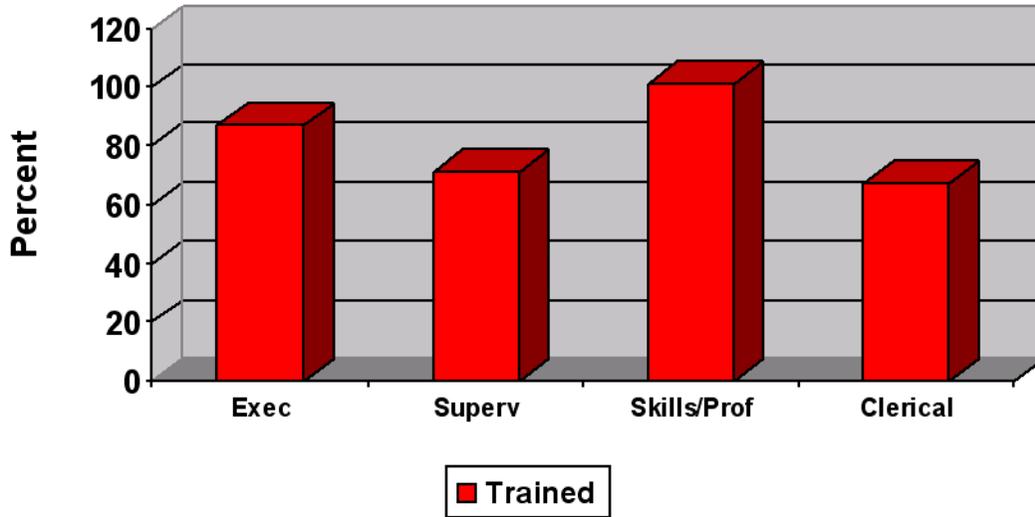
Figure A2.3. Sample Metric of Amount of Training Dollars Required and Spent by Functional Area Within a Specified Fiscal Year.



\*Non-Acquisition Training Only

AS OF: Date

Figure A2.4. Sample Metric of the Percent of Civilians Trained by Training Type.  
Training by Type\*



\*Non-Acquisition Training Only

AS OF: Date