

USAF
SERVICES
Combat Support & Community Service



34MX - Civilian
Career Field Education
and
Training Plan

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**CAREER FIELD
EDUCATION AND
TRAINING PLAN
34MX-C**

SEPTEMBER 2001

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SERVICES

AFSC 34MX-CIVILIAN

CIVILIAN CAREER FIELD EDUCATION AND TRAINING PLAN

PART I

PREFACE

1. This Civilian Career Field Education and Training Plan (CFETP) is a comprehensive education and training document that identifies life-cycle education/training requirements, training support resources and minimum requirements for civilians in the Services career field.
2. The CFETP consists of two parts used by supervisors to plan and manage education and training.

2.1. Part I provides information for overall management of the Services civilian career field.

Section A, General Information, explains how everyone uses the plan.

Section B, Career Field Progression and Information, identifies career field progression, duties and responsibilities, and education and training strategy.

Section C, Resource Constraints, provides examples of resource constraints such as funds, manpower, equipment and facilities.

2.2. Part II includes the following:

Section A, Education and Training

Section B, Training Course Index, identifies a training course index supervisors can use to determine resources available to support training. Included are both mandatory and optional courses.

Section C, Course Definitions, outlines objectives and content of each course.

Section D, Funding, provides information on funding reimbursement.

Section E, Support Material, identifies references and other support materials.

Section F, MAJCOM Unique Requirements, includes any requirements unique for a specific major command. MAJCOM Functional Managers (MFM) will ensure their education and training requirements are met so supervisors can determine additional training required for associated qualification needs.

Appendix A, Course Objectives, provides a listing of courses conducted at HQ AFSVA. Each course is outlined with course objectives and key points.

Appendix B, Web Sites, provides a listing of helpful Internet sites.

Appendix C, PEP Usage

Attachment 1, APF Skill Coding,

Attachment 2, Promotion Evaluation Pattern (PEP)

3. Using guidance provided in the CFTEP ensures individuals in the Services career field receive effective and efficient education and training at appropriate points in their career. At unit level, supervisors and trainers use Part II to identify, plan, and conduct education and training commensurate with the overall goals of this plan.

ABBREVIATIONS/TERMS EXPLAINED

Aerospace Basic Course (ABC) - The mission of ABC is to ensure newly commissioned officers and civilian interns have a common understanding of Air and Space power, history, doctrine, operations, joint war-fighting, and core values. ABC is a 4-week course.

Air Command and Staff College (ACSC) - The Air Force's (AF's) intermediate professional military education school, prepares field grade officers and US civilians to assume positions of higher responsibility within the military and government arenas. ACSC focuses on shaping and molding tomorrow's squadron commanders.

Air Education and Training Command (AETC) - The mission of AETC is to contribute to readiness and improve productivity through programs promoting fitness, esprit de corps, and quality of life for all AF People. This is accomplished by developing and delivering the best customer-driven quality of life programs.

Air Force Career Field Manager (AFCFM) - determines training needs and requirements, approves and disapproves individual requests for waivers of mandatory training requirements for their respective specialty.

Air Force Institute of Technology (AFIT) - The Air Force graduate school and it's premier professional continuing education institution. The Institute provides responsive graduate and professional continuing education, research and consulting programs, to keep the AF and DoD on the leading edge of technology.

Air Force Specialty (AFS) - basic grouping of positions requiring similar skills and qualifications.

Air Force Specialty Code (AFSC) - a combination of numbers and alpha characters used to identify an AFS.

Air War College (AWC) - Prepares 250 resident and over 3,000 nonresident students from US military services, federal agencies, and 40 other nations to lead in strategic emphasizing joint operations and the employment of aerospace power in support of national security. The goal at AWC is to learn capabilities of aerospace power and apply that learning in the real world in the international arena.

Career Brief - computer generated summary of an employee's present and past work experience, education, and training and, awards, etc.

Career Field Education and Training Plan (CFETP) - a comprehensive, multipurpose document that encapsulates the entire spectrum of career field education and training. It outlines a logical growth path, identifies resources, eliminates duplication, and makes education and training identifiable and budgets defensible.

Career Program - The Services Civilian Career Program was implemented in Jan 80 with a goal of providing central management of key civilian positions. The concept includes a staff (PALACE Team) of functionalists and personnelists that receive direction from the Policy Council. The AF Director of Services (HQ USAF/ILV) chairs the Policy Council and the council membership includes MAJCOM representatives who meet annually to review policies and procedures. The Services Career Program manages APF and NAF positions. Services has the only NAF Career Program.

Civilian Personnel External Applicant System (CPEAS) - an AF Civilian Personnel referral system that allows NAF employees to compete and, if selected, to enter designated APF Career Program positions.

Continuing Education and Training - additional advanced training exceeding minimum requirements with emphasis on present or future duty assignments.

Course Training Standard (CTS) - a specialized publication, which identifies the training standard, required at each skill level within a civilian AF specialty. It standardizes and controls the quality of individual training.

Readiness, Training, Education and Manpower (RTEAM) Council - makes policy recommendations to the Air Staff, directs studies, reviews new and existing programs, and assesses the effectiveness of actions and programs related to education, training, and career development of Services personnel. Its chair is Headquarters, United States Air Force Chief of Plans and Force Management (HQ USAF/ILVX), and is comprised of members from MAJCOM SVXs, ANGRC/SVX, HQ AFSVA/SVX/SVO, DRU/SVXs and Reserve Advisor to AFSVA/CC.

Education and Training Working Groups (ETWG) - comprised of the same personnel as a U&TW; however, ETWGs are more intimately involved in education and training development and the range of issues are greater than is normal in the U&TW forum.

HQ AFPC/DPK (Air Force Civilian Career Program) - Mission is to formulate, coordinate, and execute civilian leadership development programs to meet developmental and training needs for over 46,000 civilian employees who compete for over 22,000 positions in over 17 different career fields. Recruit and train civilian interns to provide a cadre of future AF civilian leaders. Identify, develop, and place high-performing civilians in key managerial and executive positions throughout the AF.

Headquarters Air Force Services Agency (HQ AFSVA) - Located in San Antonio, Texas. The mission of HQ AFSVA is to help field commanders increase combat capability and improve programs, promoting readiness, esprit de corps, and quality for AF people. This organization provides the AF a unique capability to provide both combat support and community services anywhere in support of Global Reach and Global power.

Initial Skills Education and Training - a formal school course that is required for award of the qualified AF specialty code.

MAJCOM Functional Manager (MFM) - manages the career field training programs within their area of responsibility.

Occupational Series (OCSR) - A 4 digit code identifying specific functional areas in the Services Career Field. The code is located on the APF Skill Code Chart (Attachment 1)

Office of Personnel Management (OPM) - oversees the federal personnel system.

On-the-Job Training (OJT) - a delivery method used to certify personnel in both upgrade (skill level award) and job qualification (duty position certification) training. It is hands-on, over-the-shoulder training conducted at the duty location.

PALACE - The PALACE Acquire program, known as the Management Trainee (MT) Program, is a 3 - year APF Management Trainee Program. Trainee must have a bachelor's degree with an overall grade point average of 3.45 or ranking in the top 10 percent of the undergraduate class. (See Services Civilian Career Program page 13).

Professional Military Education (PME) - An outstanding opportunity exists for civilians in Professional Military Education courses. Civilians are being provided opportunities to fill positions historically held by military officers. PME opportunities include National War College, AWC, Industrial College of the Armed Forces, ACSC, Squadron Officer's School (SOS) and the Aerospace Basic Course (ABC). You may apply for in-residence SOS and ABC through the career programs. ABC is available for AF civilian interns only.

Progression Level Factors (PLF) - levels within the PEP triangle, identifies eligibility requirements.

Promotion Evaluation Pattern (PEP) - is a statement of valid position criteria used to evaluate competing employees. It is based on a job analysis which identifies the knowledge, skills, and abilities (KSA) necessary to perform the duties of a position and the series and skill code which identify qualifying experience. A PEP consists of several progression level factors (PLF). The first PLF is broad and usually includes the skill codes, levels of experience, education level, and training that *meets the basic eligibility requirements*. PLFs are used to determine who is best qualified for the job. Each PLF narrows the process by eliminating less critical criteria until the most qualified applicants are referred. Referral is limited to the top 15 candidates in each category (promotion eligible and lateral). (Attachment 2)

Qualification Training (QT) - actual hands-on task performance training designed to qualify a civilian in a specific duty position. This training program occurs both during and after the upgrade training process. It is designed to provide the performance skills/knowledge training required to perform the job.

Resource Constraints - resource deficiencies, such as money, facilities, time, manpower, and equipment that preclude desired training from being delivered.

Services APF Career Program - The Services APF Career Program in concert with the needs of the AF ensures the Services workforce is developed in a manner to produce effective leaders through planned educational opportunities, recruitment and training of management interns and development of career patterns which represent specific progression possibilities from entry level to senior management. The Services Career Program Policy Council is responsible for the oversight of the program. The chair of the Policy Council is the AF Director of Services, HQ USAF/ILV.

Services Nonappropriated Fund (NAF) Career Program - The Services NAF Career Program is designed to match the best-qualified candidate with the job requirements. The NAF Services specialist's responsibility is to ensure equitable and consistent plans for recruiting, training, promoting, and replacing are available to meet continuing management needs. The Director, AF Services is the Services NAF Career Program Policy Chair.

Services Training Education Plan (STEP) - First released in Sept 97, STEP provides the standards and procedures necessary to conduct training. The program is broken into eight categories, major categories, training, self-paced/distance learning, publications, references, courses, certificates, and useful links. STEP is the *how training is performed*.

Skill Codes - computer language designators that identifies job experience.

Squadron Officers School (SOS) - The mission of SOS is to improve the professional competence of company grade officers and civilians in grades GS 9-12. SOS is a five- week program. Curriculum covers officer-ship application, leadership tools, and air and space power.

Status of Resources and Training System (SORTS) - a Joint Chief of Staff controlled, automated data system primarily created to provide the National Command Authority and Joint Chiefs of Staff with authoritative identification, location and resource information. It is used throughout the chain of command to measure the daily resource strength of operating forces.

Training Education Automated Management System (TEAMS) - the automated system for documenting training of personnel assigned to Services squadrons or divisions.

Upgrade Training (UGT) - training that leads to the award of a higher skill level in an AF specialty code.

Utilization and Training Workshop (U&TW) - a forum of Services personnel representing MAJCOMs, Air Force Specialty Code (AFSC), subject matter experts (SME), and AETC education and training personnel who determine career ladder training requirements.

Work Qualification Training Package (WQTP) - instructional package designed for use at the unit. It may be printed, computer-based, or in other audiovisual media.

SECTION A - GENERAL INFORMATION

1. Purpose. This CFETP provides information necessary for career field managers, training management, supervisors, and trainers, to plan, develop, manage, and conduct an effective and efficient career field education and training program. This plan outlines the education and training individuals in AFSC 34MX-C should receive in order to develop and progress throughout their career. For purposes of this plan, education and training are divided into entry level or initial skills, advanced, and leadership, education and training. Initial skills education and training is the AFS specific education and training an individual receives upon entry into the AF (or crossflows into the career field) for award of the 34M1-C AFSC. This training is conducted by AETC at the AF Institute of Technology, Civil Engineer and Services School. Advanced and leadership education and training identifies the mandatory courses, qualification requirements, and educational requirements to increase the skills of the qualified (34M3) or staff (34M4) level beyond the minimum required for upgrade. All continuing education and training courses for the 34MX AFSC are provided by the AF Institute of Technology (Civil Engineer and Services School) at Wright Patterson AFB, Ohio or the Air Force Services Agency (AFSVA) in San Antonio, Texas. Activity Manager education and training is conducted by the Services Academy at Lackland AFB, Texas (344 TRS). Civilians should contact their squadron and MAJCOM training managers when they require activity manager education. The CFETP:

1.1. Serves as a management tool to plan, manage, conduct, and evaluate a career field education and training program. It is used to ensure that established education and training is provided at the appropriate point in an individual's career.

1.2. Identifies education and training requirements for each skill level and recommends education and training throughout each phase of an individual's career.

1.3. Lists courses available and identifies sources of education and training.

1.4. Identifies major resource constraints that impact implementation of the desired Career Field Education and Training Program.

2. Use. The plan will be used by MFM and supervisors at all levels to ensure a comprehensive education and training program is available for each individual.

2.1. AFIT, AETC, and AFSVA education and training personnel will develop/revise formal resident, non-resident, and exportable courses based on requirements identified by users and documented in Part II of the CFETP.

2.2. MFMs will ensure their education and training programs compliment those courses identified as mandatory in this CFETP. Other identified requirements can be satisfied by OJT, resident education and training, contract training, or exportable courses. MAJCOM-developed training to support this AFSC, must be identified and approved for inclusion into the plan.

2.3. Each individual will complete the mandatory education and training requirements specified in this plan. The list of courses in Part II is used as a reference to support education and training. Documentation of readiness education and training for civilian employees who deploy is mandatory using TEAMS or Logistics Modernization (LOG MOD), IAW established guidance.

3. Coordination and Approval. The AFCFM is the approval authority. MAJCOM representatives, AETC, AFIT, and AFSVA education and training personnel will identify and coordinate on career field education and training requirements. The AFCFM will review this document with the MAJCOMs, AFIT, and AFSVA annually to ensure accuracy.

SECTION B, CAREER FIELD PROGRESSION AND INFORMATION

4. Services Civilian Career Path and Description

4.1 This chart depicts the typical career path for AF Services civilian APF and NAF employees. Its purpose is to clarify and assist in making career progression and education and training decisions.

4.2 The diagram represents upward, lateral, and professional career growth. Shaded areas signify traditional base - level career progression, while the unshaded areas depict additional career opportunities at MAJCOM, FOA, and Air Staff levels. The solid lines in the chart identify normal progression from one position to another. Dotted lines depict areas where multi-level progression is possible. Movement is possible both vertically and laterally throughout the chart (assuming position qualifications are met).

4.3 Services recognizes the importance of professional growth in job knowledge and experience, as well as advancement into leadership positions. The Career Program (described later) is an important link for mid-level and senior management positions. Employees must register to participate in career program covered positions.

4.4 The diverse mission of the Services organization provides a variety of opportunities for advancement. This chart is a guide that focuses on the traditional progression. Employees are encouraged to discuss individual career progression with their supervisors, the Education and Training Manager, and personnel representatives.

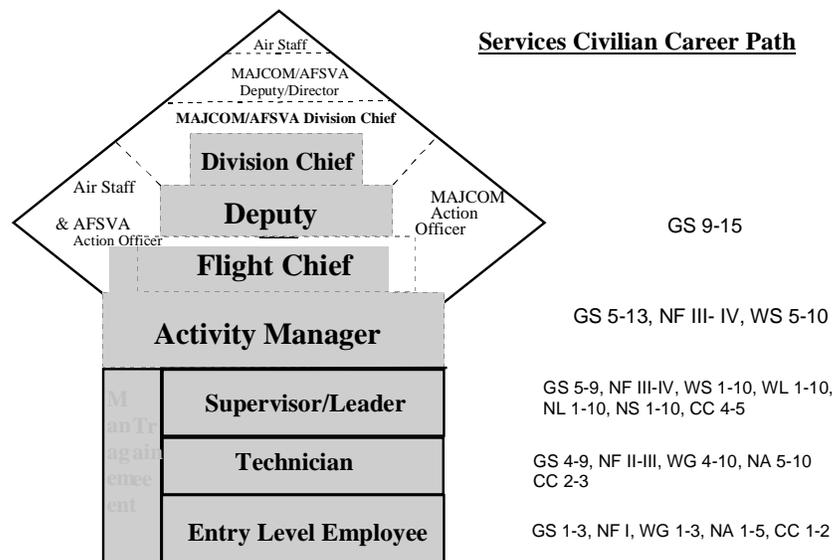


Figure 4.1

5. Services Civilian Career Program

5.1 The Services Civilian Career Program was implemented in Jan 80 with a goal of providing central management of key civilian positions. The concept includes a staff (PALACE Team) of functionalists and personnelists that receive direction from the Policy Council. The Council includes MAJCOM representatives who meet annually to review policies and procedures. The Services Career Program manages APF and NAF positions. Services has the only NAF Career Program.

5.1.1 Employees are eligible for program registration at the GS-07, GS-09, or NF-III level, depending on prior work experience or education. The Career Program allows both lateral and upward movement. Lateral movement or progress may occur if an employee requests a change to lower grade to accept a job that creates the potential for competition for future higher grades. Movement or progression to positions other than those reflected in the published career patterns is possible based on an employee's qualifications and the requirements of the position to be filled. Promotion evaluation patterns (PEP) point out important job experiences required for advancement to specific positions (contained in this document).

5.2 The PALACE Acquire Program, commonly know as the Management Trainee (MT) Program is a 3 - year APF Management Trainee Program. The trainee must have a bachelor's degree with an overall grade point average (GPA) of 3.45 on a 4.0 scale or ranking in the top 10 percent of the undergraduate class. If an applicant is a graduate student, eligibility is still based on undergraduate GPA or class ranking. Those applying must be US citizens, able to obtain a security clearance, and willing to sign a mobility agreement. The trainee, in most cases, start at the GS-7 pay grade and are placed at the GS-9, step 2, pay grade in 3 years. The NAF MT Program requires an undergraduate GPA of 2.95. The intern starts at the NAF equivalent of a GS-7 pay grade and is guaranteed placement after 2 years at the GS-9, step 2, equivalent grade.

5.3 NAF employees can compete for APF Career Program covered positions through an external applicant process. External applicants are referred through a self-nomination process. Referral is not automatic, external applicant certificates are only referred when requested by the selecting official. This system is the only means available for NAF employees to enter designated APF Career Program positions. External candidates can review job and self-nomination at the following website: www.afpc.randolph.af.mil/resweb.

5.4 Eligible Services employees are highly encouraged to enroll in the Career Program. Career Program registrants are eligible for centrally funded career developmental training as well as centrally funded PCS moves and entitlements. Registration signifies an employees commitment to the organization, and willingness to assume greater responsibility. It also provides senior leadership the means to identify future leaders. In addition, Career Program materials are used by employees and supervisors as a tool to plan career progression.

Non-Appropriated Fund
Career Program Covered Positions

Club Manager	NF-1101	NF-IV and above
Assistant Club Manager	NF-1101	NF-IV and above
Golf Course Manager	NF-1101	NF-IV and above
Assistant Golf Course Manager	NF-1101	NF-IV and above
Bowling Center Manager	NF-1101	NF-IV and above
Assistant Bowling Center Manager	NF-1101	NF-IV and above
Lodging Manager	NF-1173	NF-IV and above
Assistant Lodging Manager	NF-1173	NF-IV and above
AFSVA Operational Specialists	NF-1101	NF-IV and above

Figure 5.1

Appropriated Fund Career Program Covered Positions

USAF/ILV Staff	0301	GS-12 & above
AFSVA Staff/MAJCOM Staff	0301 1101	GS-11 & above
Director/Deputy Director	0301	GS-11 & above
Business Operations Flight Chief	0301 1101	GS-11 & above
Community Support Flight Chief	0301	GS-11 & above
Combat Support Flight Chief	0301	GS-11 & above
Family Member Support Flight Chief	1701	GS-11 & above
Sports and Fitness Director	0030	GS-09 & above
Resource Management Flight Chief*	0501	GS-11 & above
Club Managers/Assistant	1101	GS-11 & above
Child Development Director/Assistant	1701	GS-09 & above
Human Resources Officer	0201	GS-11 & above
Librarian	1410	GS-11 & above
Marketing Director	1101	GS-11 & above
Mortuary	0050	GS-11 & above

*Filled through Financial Management Career Program with concurrence from the Services Career Program.

Figure 5.2

6. APF Career Program Training and Development

6.1 The Services Career Program provides a number of specialized education and training opportunities for personnel. Candidates must be current Services Career Program registrants, working in the Services organization and have at least a fully successful evaluation. These courses are announced separately and individuals are selected based on criteria set down by the Training and Development Panel which includes considerations such as job history diversity, current mobility as determined by geographic availability in the Career Program, education level, etc. To be considered for the following centrally-funded training opportunities, the applicable training code and fiscal year in which attendance is desired, **must be annotated in Part I, Required Training, of the registrant's Career Enhancement Plan (CEP) and then updated in the personnel data system by the Civilian Personnel Flight as part of the Annual Training Survey cycle.** In addition to the above, Services has prepared participation in the following centrally funded training opportunities, but are not all-inclusive:

Figure 6.1

Short -Term Training	
Course Title	Code
Squadron Officers School	BFI
Executive Development Seminar *	AAM
Federal Budgetary Policy and Processes *	AAV
Federal Human Resources Management *	AAR
Management Development Seminar *	AAL
Seminar for New Managers *	AAA
Advanced Personnel Officers Course	BBT
Tuition Assistance – Undergraduate	NTU
Tuition Assistance – Graduate	BTG

* **Note:** Registrants are limited to one OPM Management Development Center ([MDC](#)) course every two years

6.2 The Tuition Assistance Program encourages APF and NAF Services career program registrants to further their education and job proficiency by taking university or college - level classes. Any non-career program registrant must apply for base - level funds provided by their servicing training office. Tuition assistance requests **are accepted only during the announced open season** period as publicized by the Services Career Program. The Services Career Program centrally funds 75 per cent of tuition, but books and travel must be paid by the employee. **Based upon funds availability,** tuition assistance is provided by approved DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement, is allowed for approved courses submitted by end of fiscal year.

6.3 Civilian Competitive Development Program (CCDP) (which was previously called AF-wide Long Term Training) includes in-residence Professional Military Education (PME), long-term academic and experiential programs, and short-term executive programs. Information on this program can be located at <http://www.dp.hq.af.mil/dps/ccdp.htm> .

6.4 Additional long - term training opportunities may be obtained through the below web-sites:

DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM (DLAMP)

<http://www.dp.hq.af.mil/dps/DLAMP.HTM>

PROFESSIONAL MILITARY EDUCATION (PME)

<http://www.afpc.randolph.af.mil/default.htm>

CHIEF OF STAFF READING LIST

<http://www.af.mil/lib/csafbook/csafciv.html>

SERVICES CAREER PROGRAM

<http://www.afpc.randolph.f.mil/cp/serv>

7. APF Skill Coding

7.1 *Skill Codes* are computer language designators that identify job experiences. Position descriptions and core documents are classified equating duties into skills, shreds, and sub-shreds. Skill codes have a maximum length of nine characters and can consist of a skill, shred, and sub-shred. For example, a skill code AFPOUTMAR identifies a person who has been a marina manager. Codes and definitions are:

<u>Skill</u>	<u>Shred</u>	<u>Sub-shred</u>
AFP = recreation specialist	OUT = outdoor recreation	MAR = marina manager

7.1.1 These codes are used in the Promotion and Placement Referral System (PPRS). Each civilian personnel flight (CPF) uses computer applications to store employee records, recruit for vacancies, and prepare statistical analysis.

7.2 Attachment 1 on pages 101-118 lists skill codes most frequently used in Services. A brief definition of each code is provided.

7.3 The *Promotion Evaluation Pattern* (PEP) is a statement of valid position criteria used to evaluate competing employees. It is based on a job analysis which identifies the knowledge, skills, and abilities (KSA) necessary to perform the duties of a position and the series and skill code which identify qualifying experience. A PEP consists of several progression level factors (PLF). The first PLF is broad and usually includes the skill codes, levels of experience, education level, and training that *meets the basic eligibility requirements*. PLFs are used to determine who is best qualified for a job. Each PLF narrows the process by eliminating less critical criteria until the most qualified applicants are referred. Referral is limited to the top 15 candidates in each category (promotion eligible and lateral). Attachment 2 on pages 119-131 list Services PEPs.

8. APF Career Brief

The *Career Brief* is a computer-generated summary of an APF employee's present and past work experience (skill codes), education, training, awards, etc. This information is the primary means of evaluating employee qualifications to determine promotion and placement opportunities. Employees must ensure the information in their career briefs is accurate. When skill codes are not properly applied, the appropriate skill, shred, and/or sub-shred limits an employee's opportunity to compete for promotions, lateral transfers, or other actions. Each CPF is responsible for coding the employees' records and positions. All Services employees should be aware of the importance skill codes play in civilian personnel programs. Employees should review their records for accuracy. The Career Program attaches career briefs to each referral certificate for all candidates listed.

9. Career Progression Charts

9.1 The following charts depict career progression opportunities within Services. There are alternate ways for an employee to progress to the top leadership position however; these charts reflect the most typical pattern. Employees and supervisors can use the charts as guides in conjunction with other sources to identify career plans.

9.2 Lateral movement is an additional method of career progression that should be considered. The Position Cross-Reference Chart shows examples of these opportunities. Lateral movement increases the employee's value to the organization, and provides skills that enhance opportunities for progression and promotion.

9.3 Some employees are in jobs that do not always lead to upward mobility. They typically leave Services to gain education and/or experience before progressing. They are shown on the chart as broken arrows. Reference career progression charts on the following pages for HRO, Training Managers, Marketing, Clubs, Resource Management, Library, Golf, Bowling, Skills Development, Outdoor Recreation, Aero Clubs, and Lodging.

Human Resources Office (HRO)

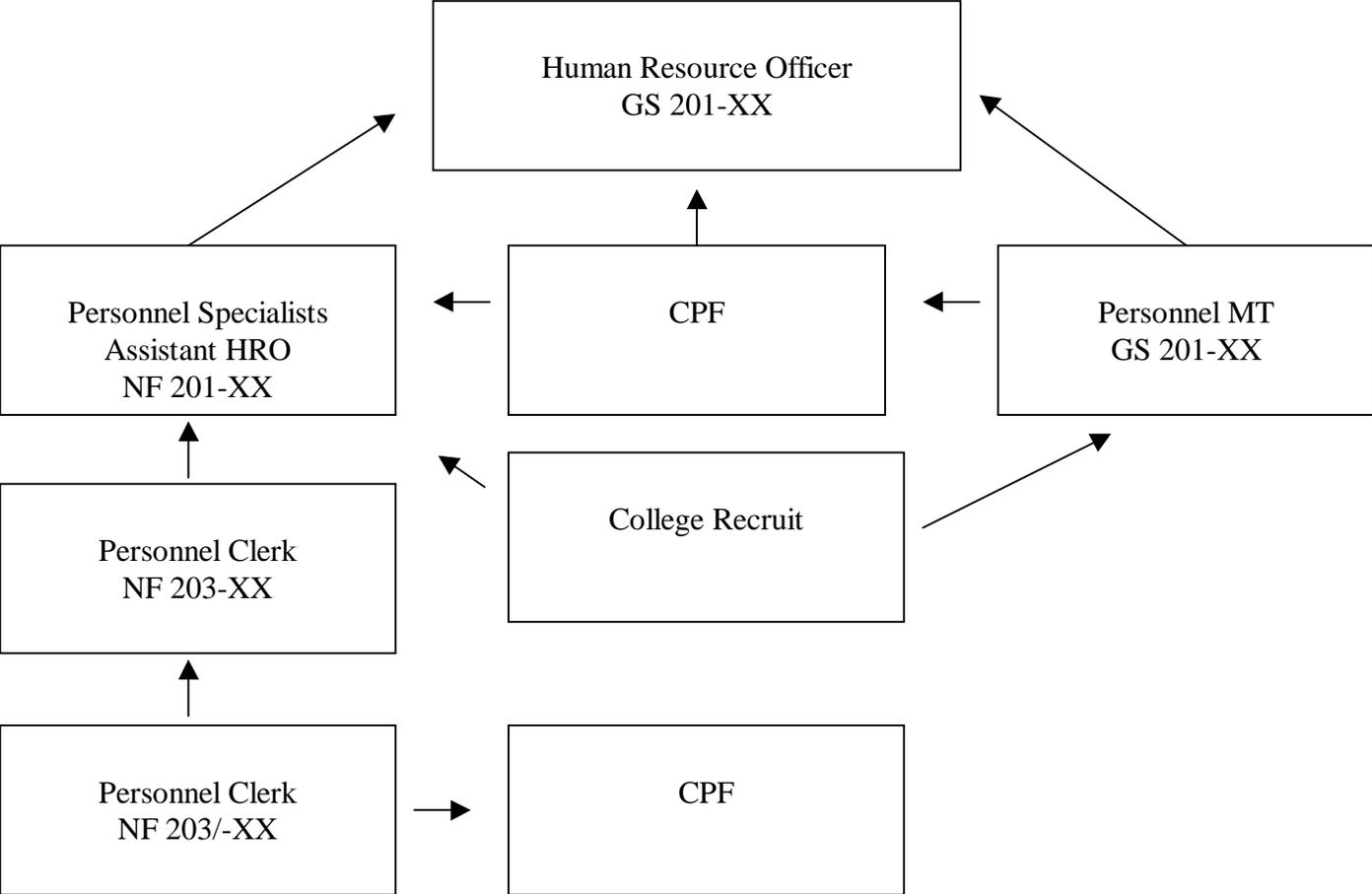


Figure 9-1

TRAINING MANAGER

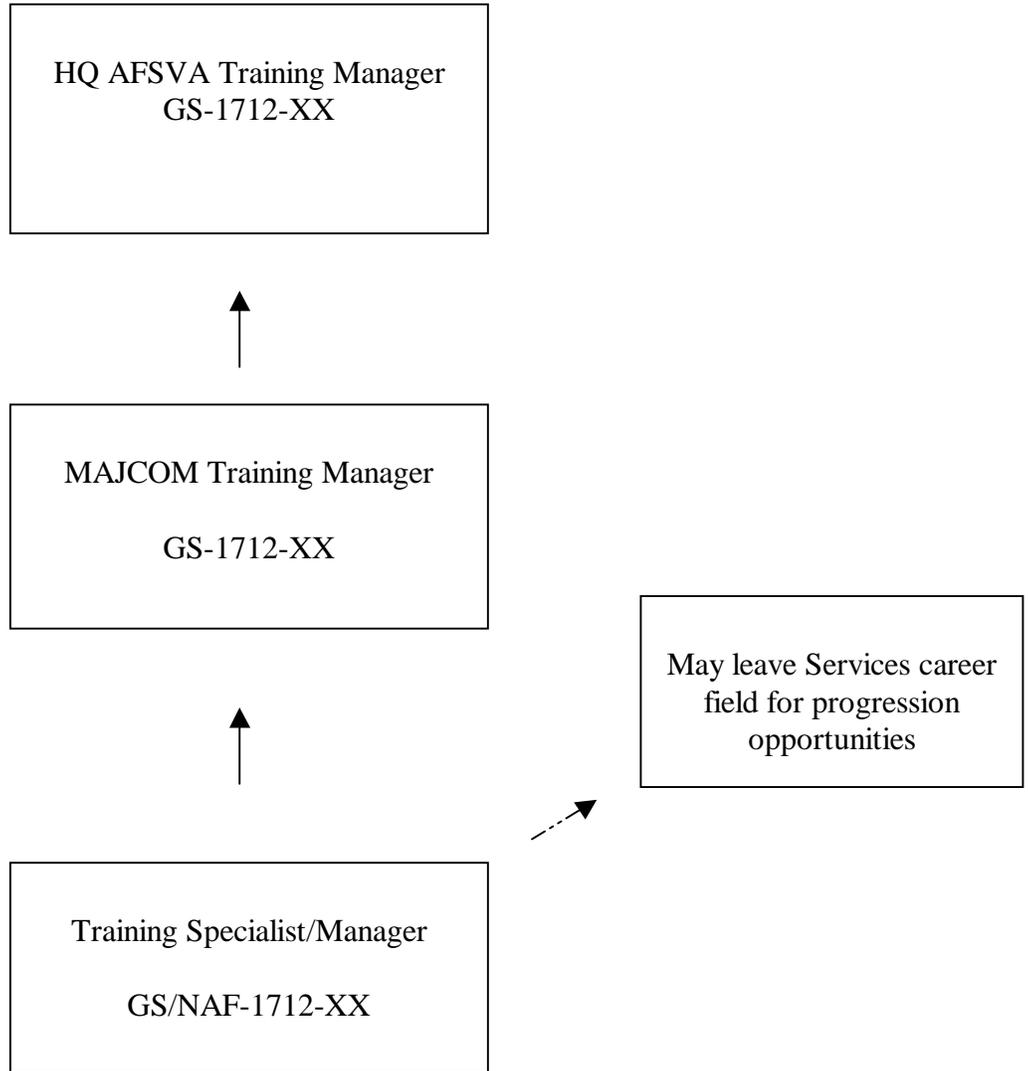


Figure 9-2

MARKETING

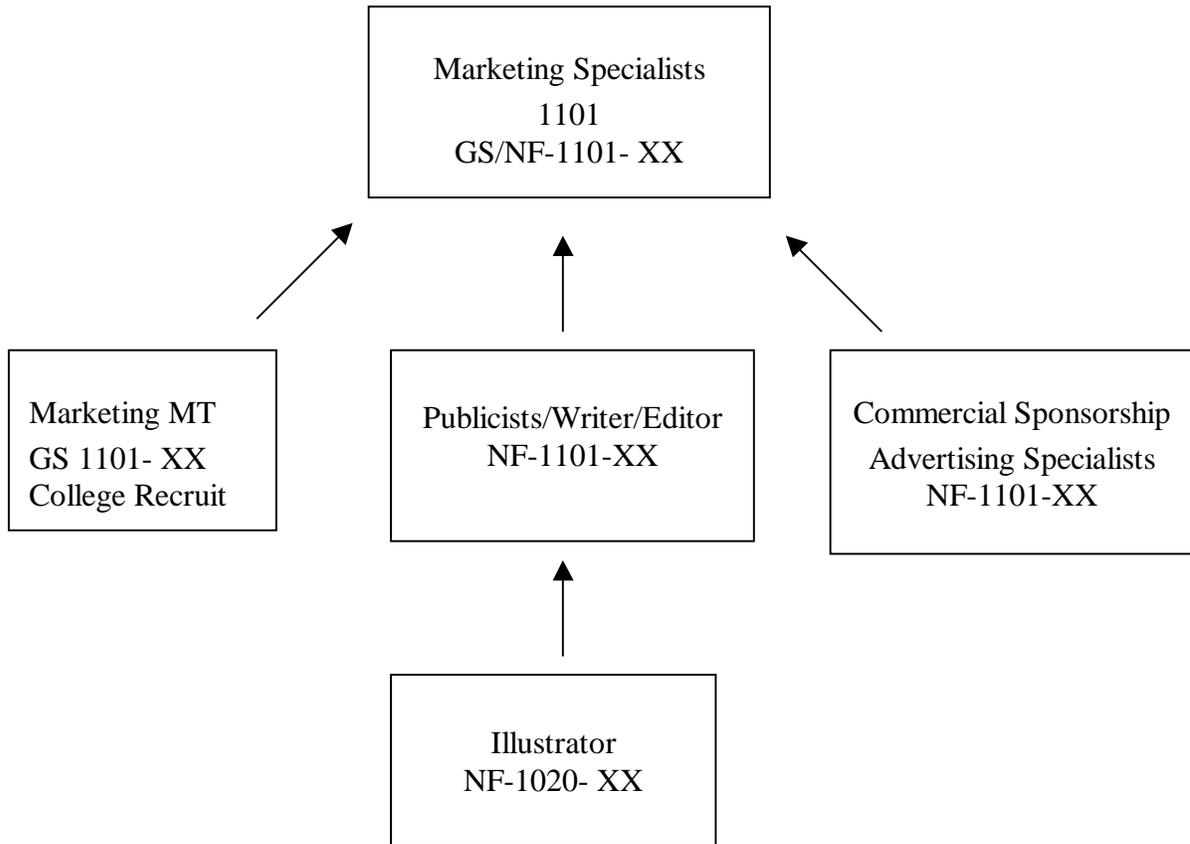


Figure 9-3

An Illustrator can progress into a publicist/writer/editor position and further to the commercial sponsorship/advertising specialist and marketing specialist positions.

The Publicist/Writer/Editor can progress into the Commercial Sponsorship/Advertising Specialist or Marketing Specialist positions. The Marketing Specialist may also be hired as a college recruit into a 3 year Management Trainee Program. Further progression within Services is limited for the marketing specialist. Illustrators should have skills as both artist and desktop publisher.

CLUBS

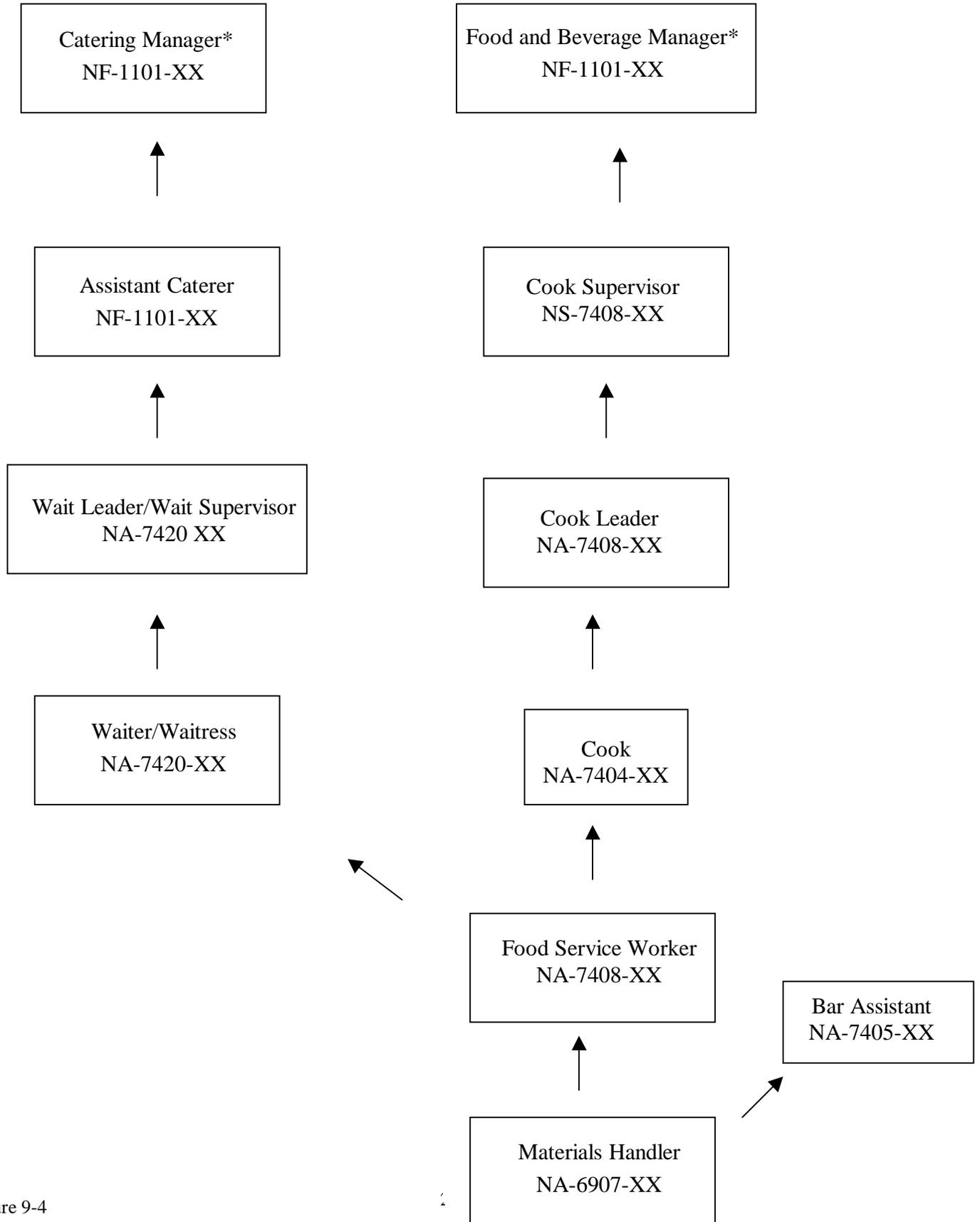


Figure 9-4

CLUBS

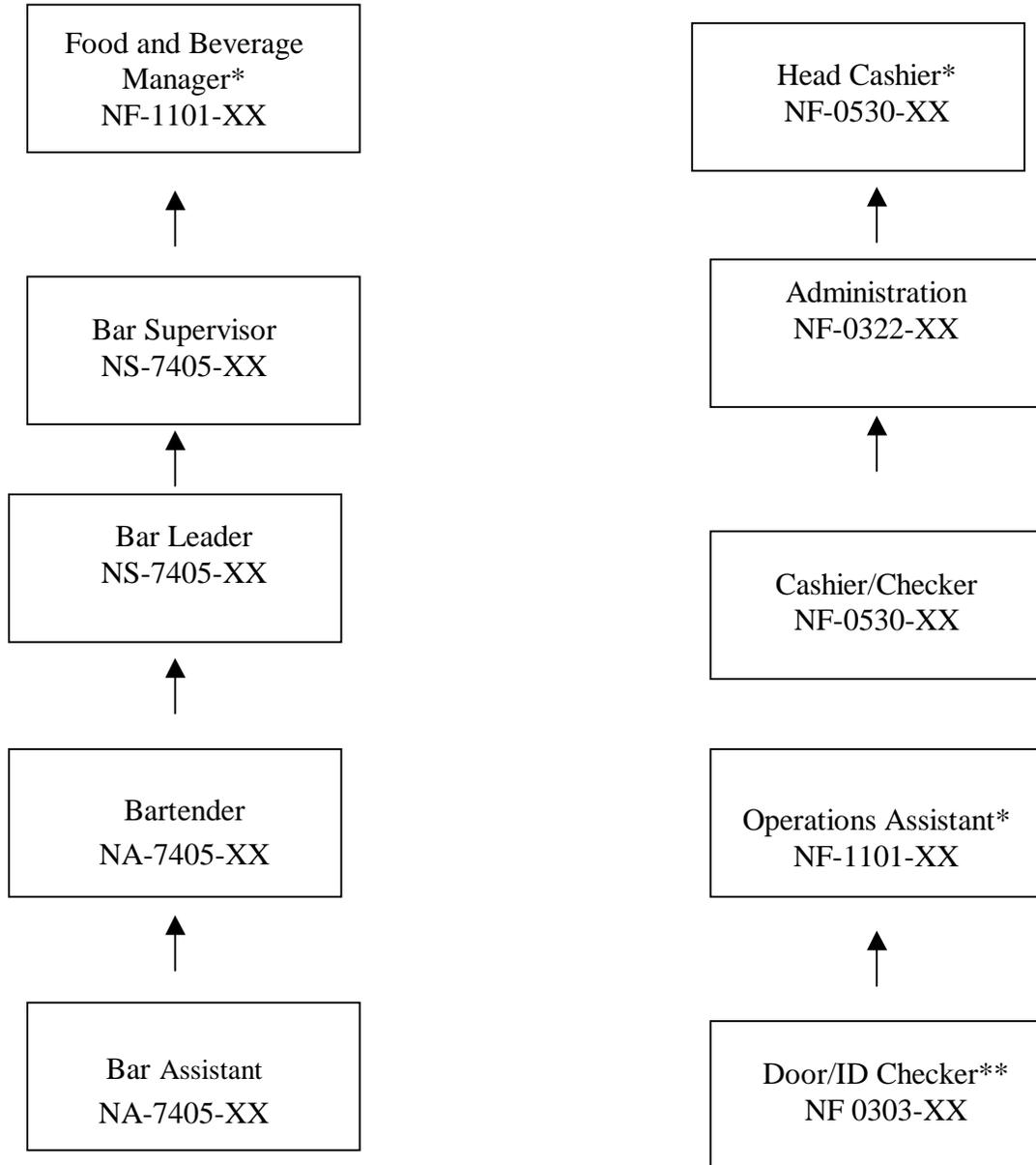


Figure 9-5

CLUBS

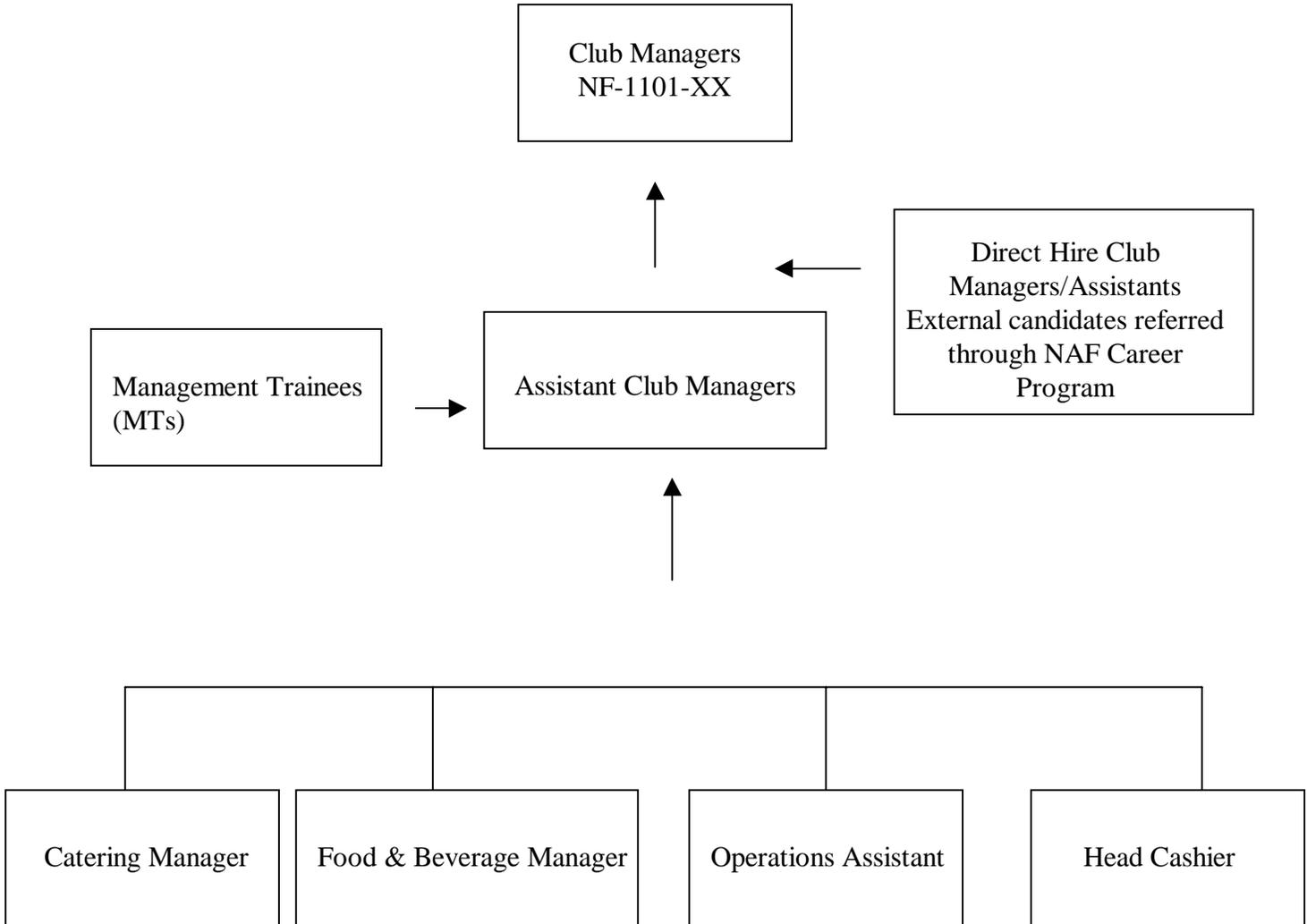


Figure 9-6

General Note: This chart depicts the more typical progression within each job type. There are many ways for employees to progress within a club. Employees may move from any position to any other position in the club based upon their qualifications and the needs of the club.

*People in these positions may move laterally to gain necessary experience

**Starting as a Door Checker is not the shortest or fastest route to becoming an assistant club manager, as a glance at this chart may seem to indicate. There are just fewer types of jobs within this area of the club.

RESOURCE MANAGEMENT

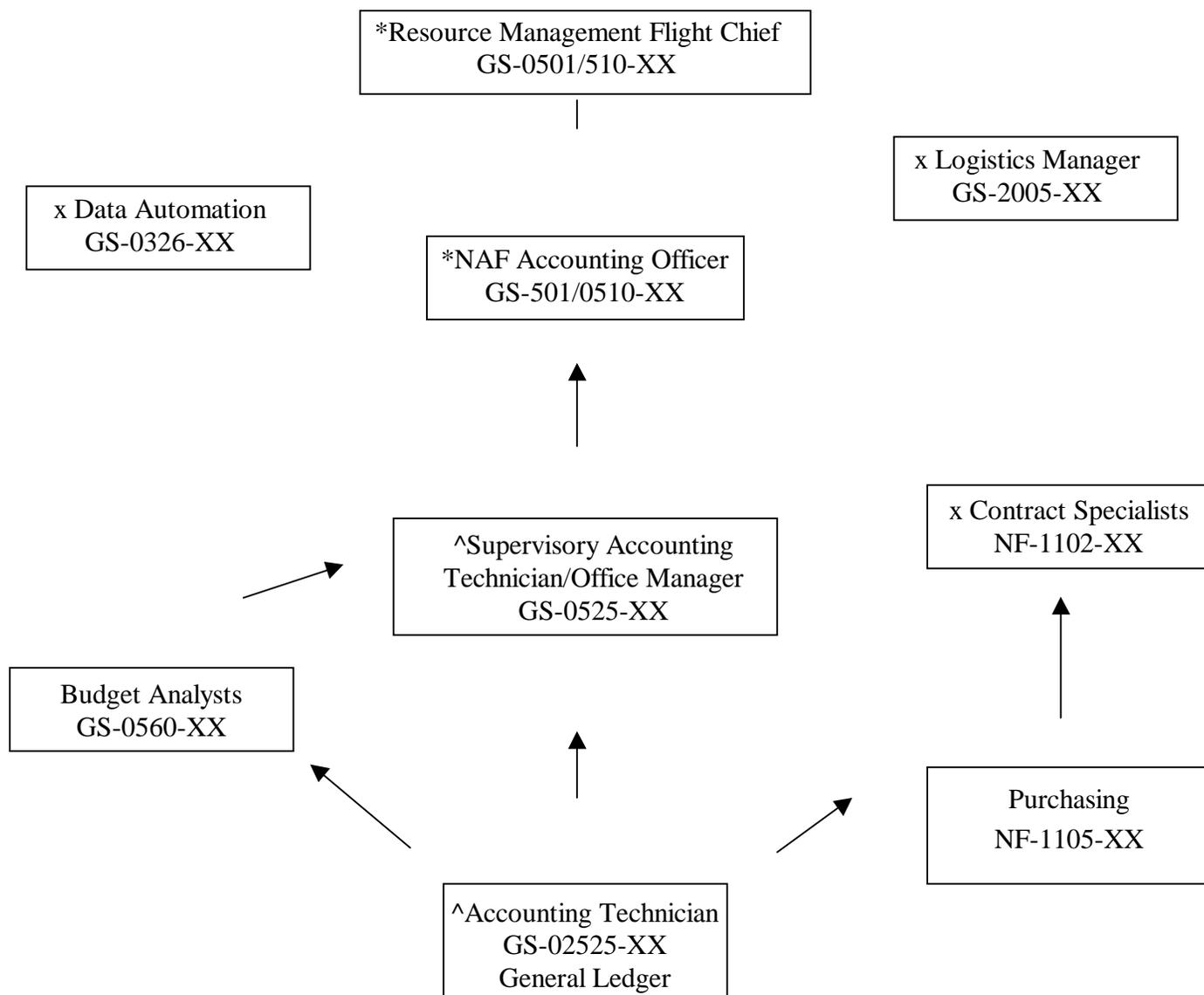


Figure 9.7

* One GS - 501 or 510 with a minimum of 12 hours of accounting or equivalent experience is required for the RMFC

x Continuing progression may require movement outside of the Services organization

^ The desired qualifications for general ledger and office manager positions are basic accounting knowledge, plus some college accounting or progressive equivalent experience.

RESOURCE MANAGEMENT

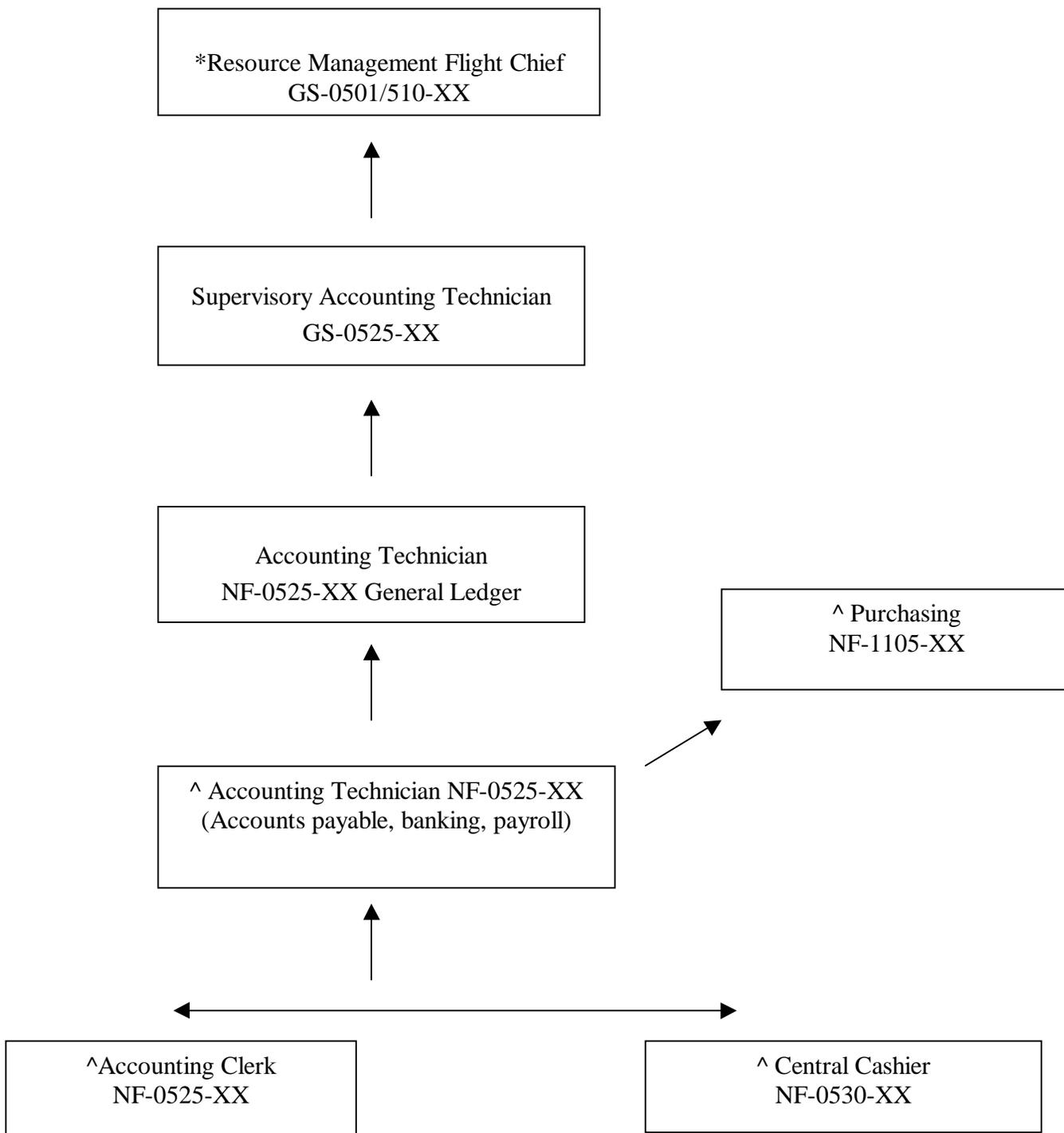


Figure 9.8

* One GS - 501 or 510 a minimum of 12 hours of accounting or equivalent experience is required for the RMFC.

x Continuing progression may require movement outside of the Services Organization.

^ The desired qualifications for general ledger and office manager positions are basic accounting knowledge, plus some college accounting or progressive equivalent experience.

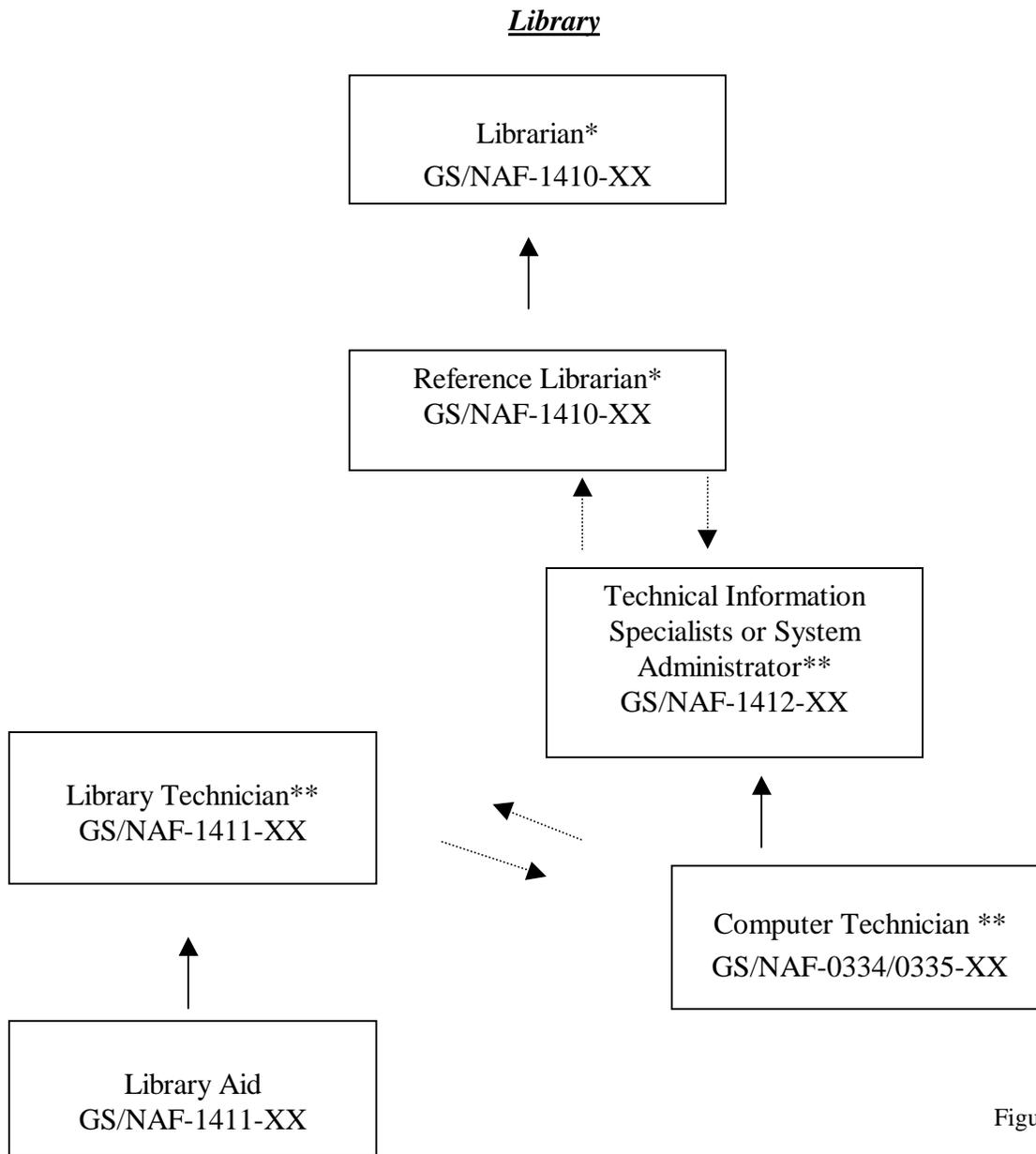


Figure 9-9

* MLS – Masters in Library Science required for this position.

**People in these positions may move laterally to gain necessary experience

Note: Library positions may be GS, contract operation, or NAF (operate under a Memorandum of Agreement) [MOA].

This chart depicts the more typical progression within each job.

Employees may move from position to position in the library based upon their qualifications and needs of the activity.

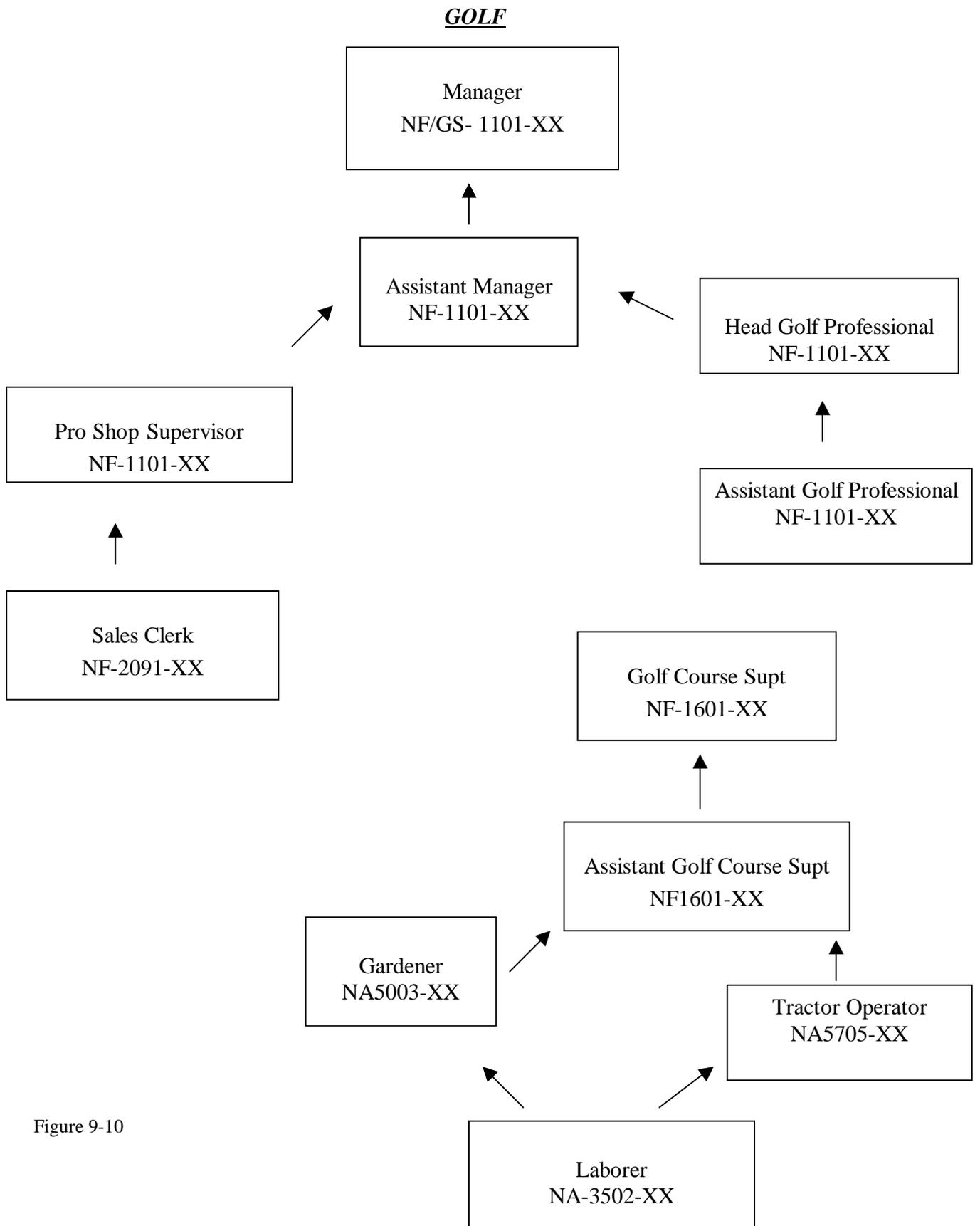


Figure 9-10

GOLF

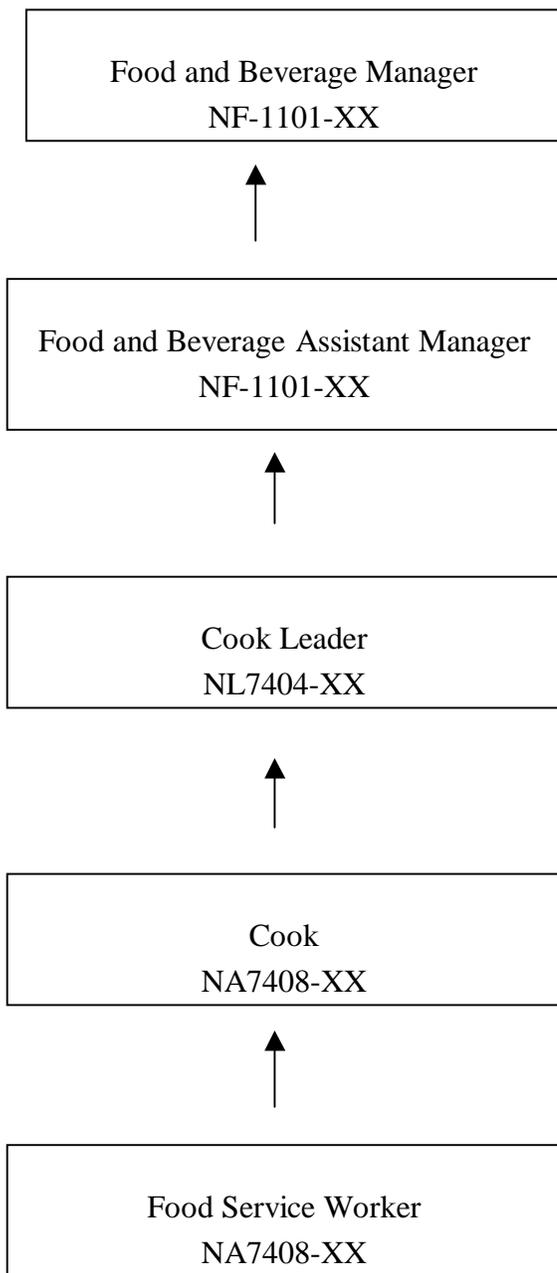


Figure 9-11

BOWLING CENTER

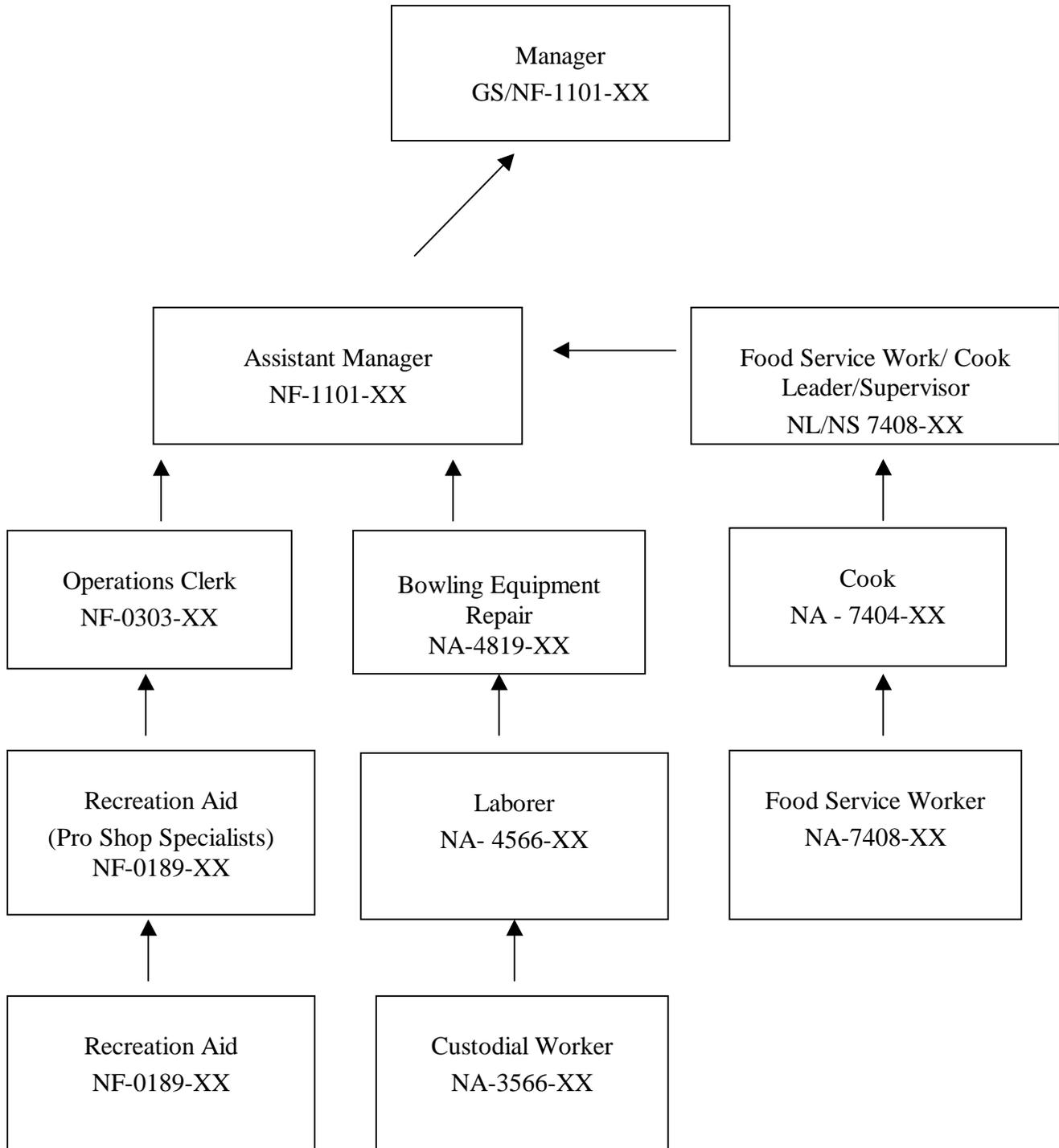


Figure 9-12

SKILLS DEVELOPEMNT

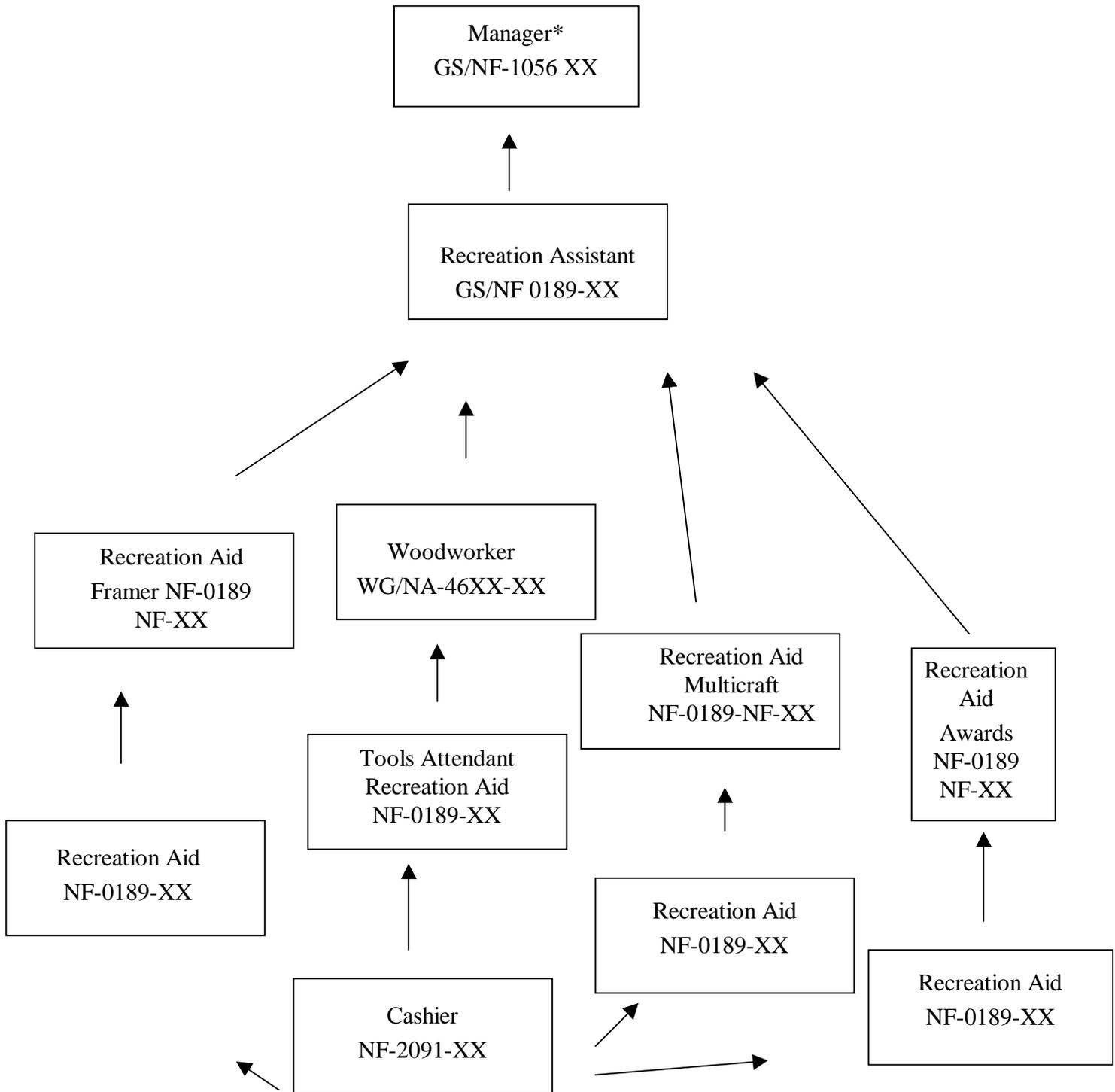


Figure 9-13

* Requires a Bachelors Degree in Fine or Industrial Arts

SKILLS DEVELOPEMNT

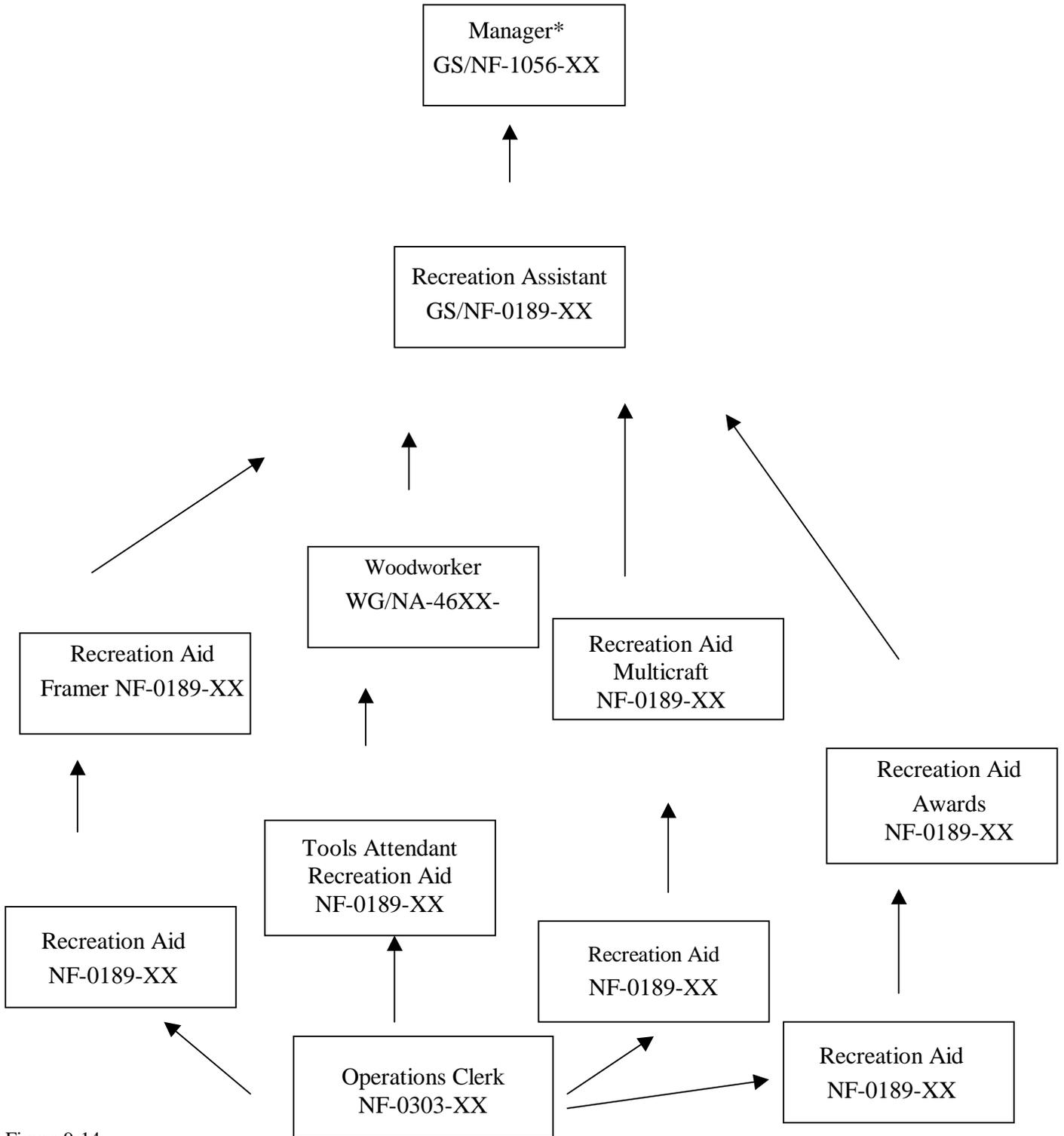


Figure 9-14

* Requires a Bachelors Degree in Fine or Industrial Arts

SKILLS DEVELOPMENT

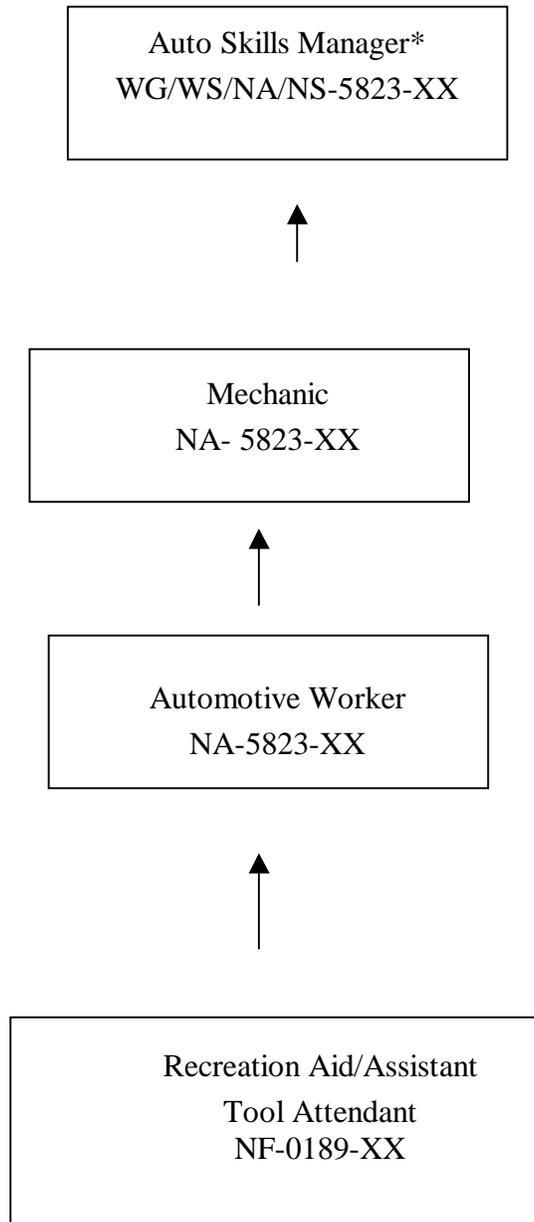
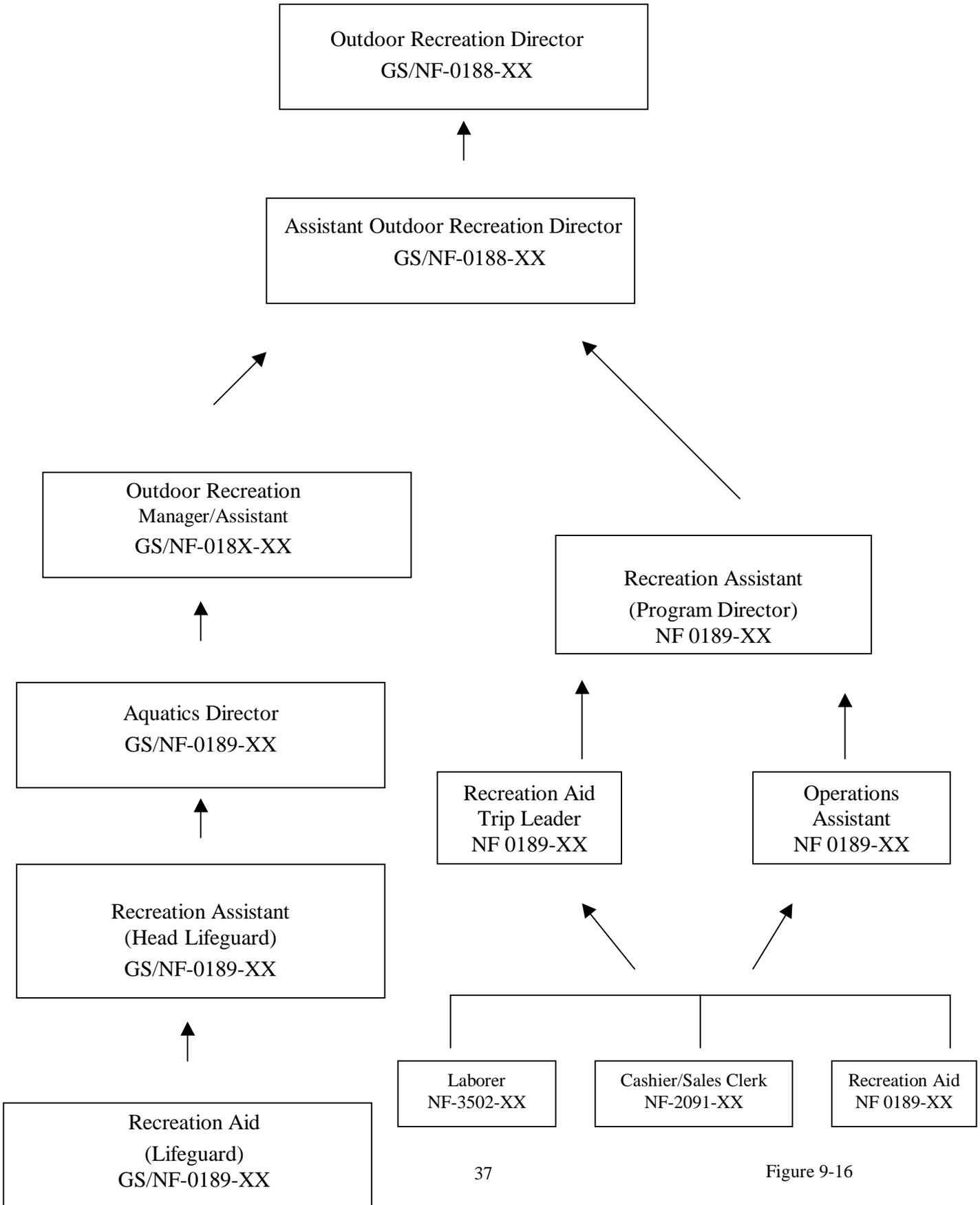


Figure 9-15

* Continuing progression may require movement outside of the Services Organization

OUTDOOR RECREATION



OUTDOOR RECREATION

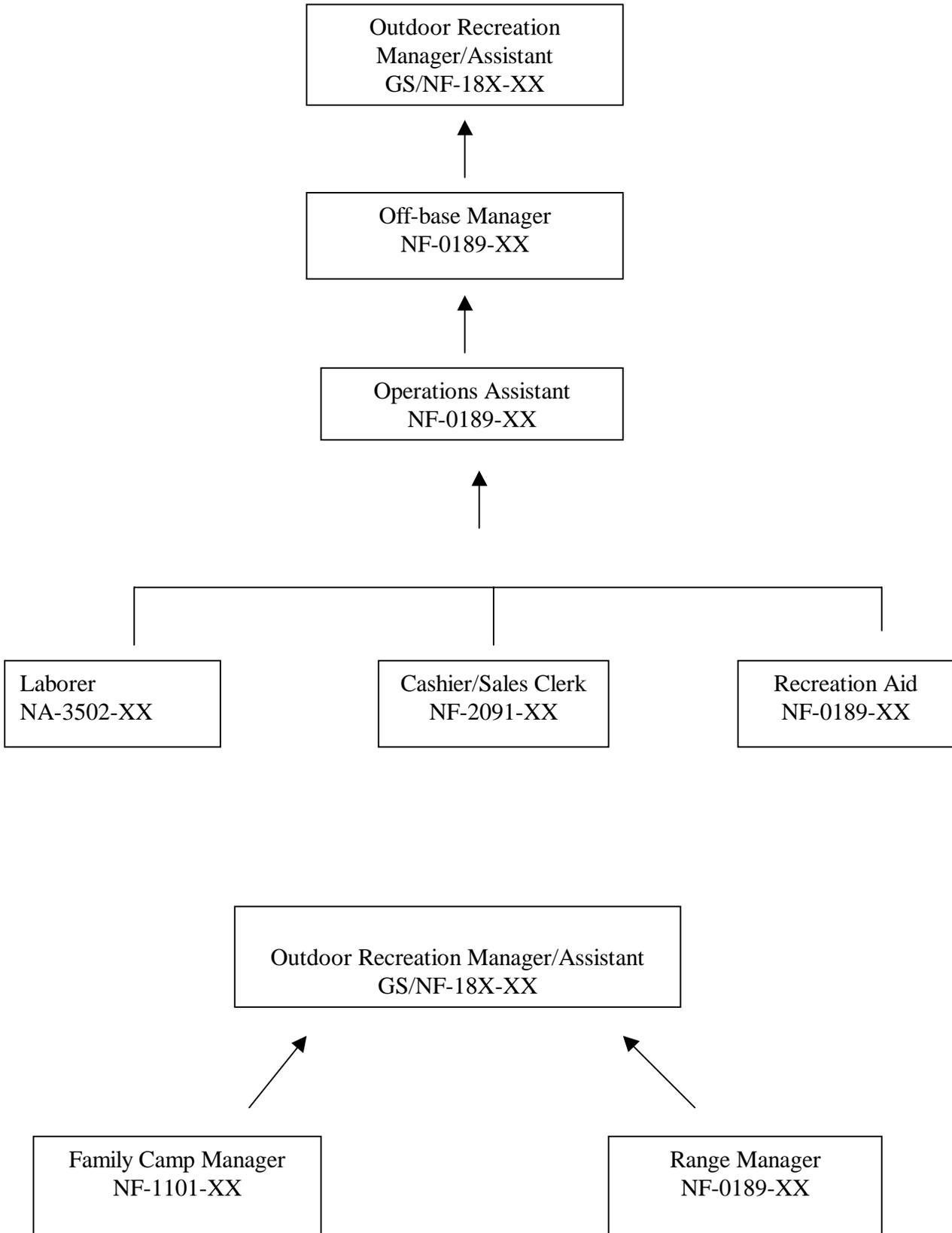


Figure 9-17

OUTDOOR RECREATION

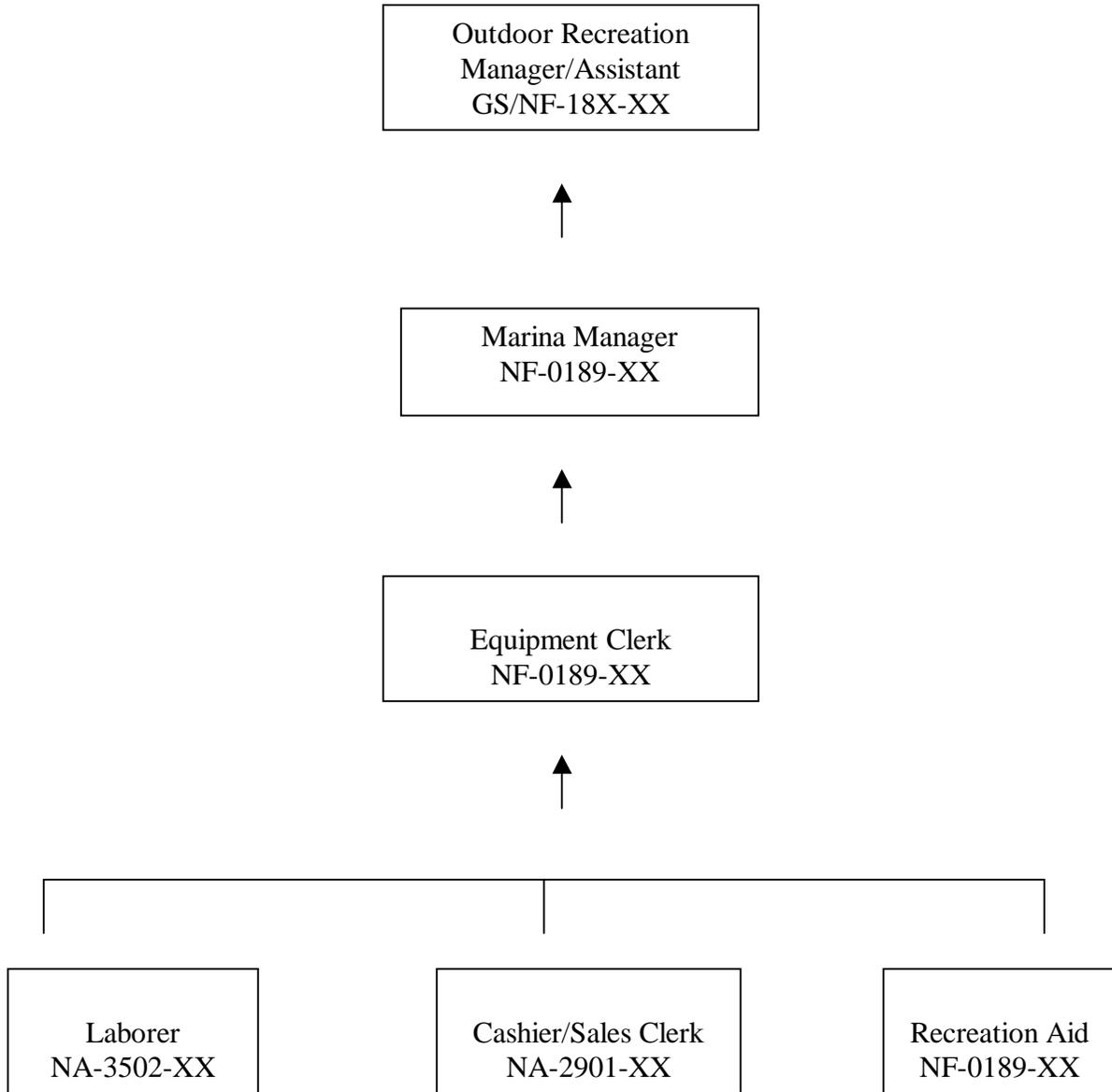


Figure 9-18

OUTDOOR RECREATION

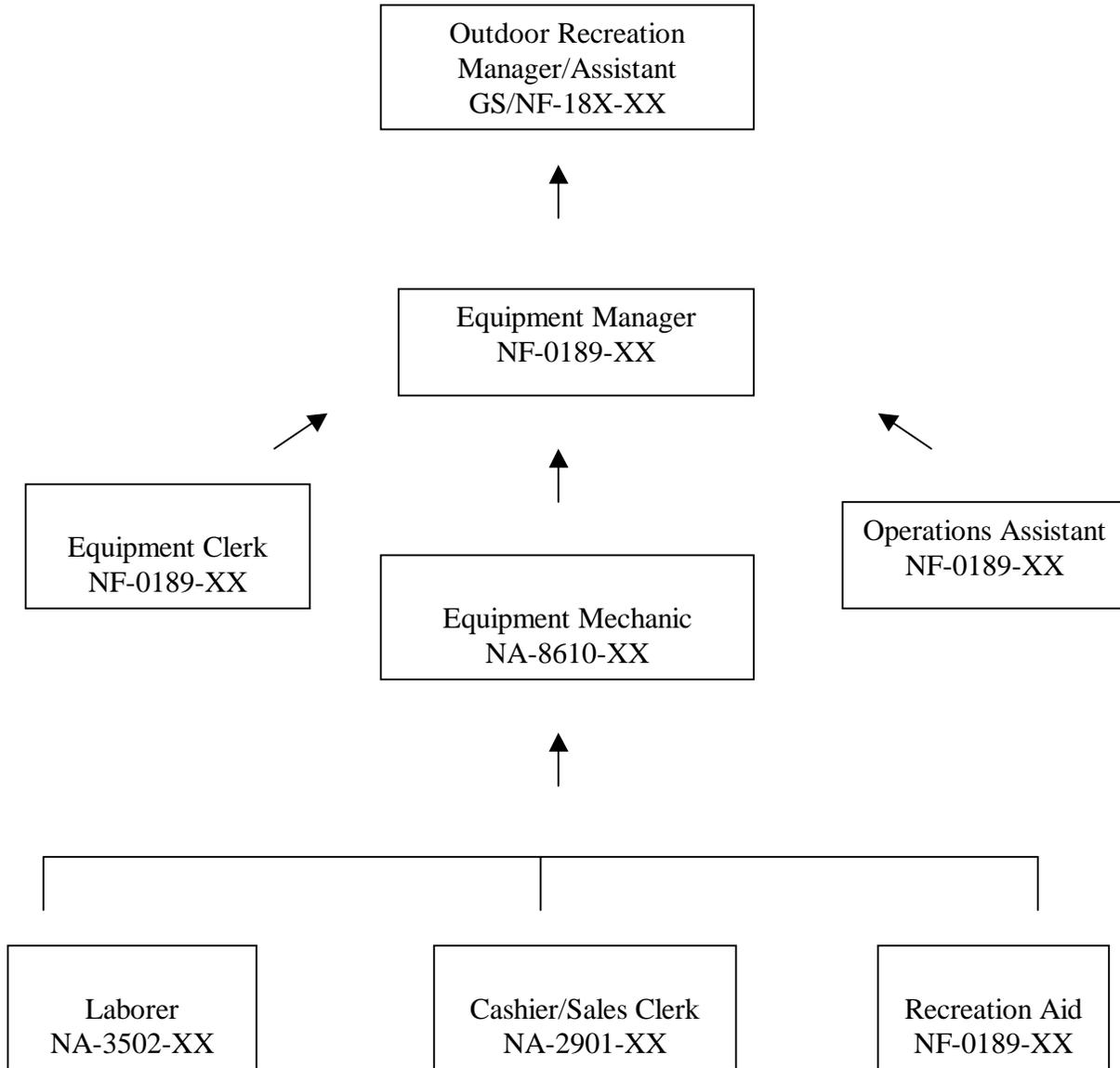


Figure 9-19

AERO CLUB

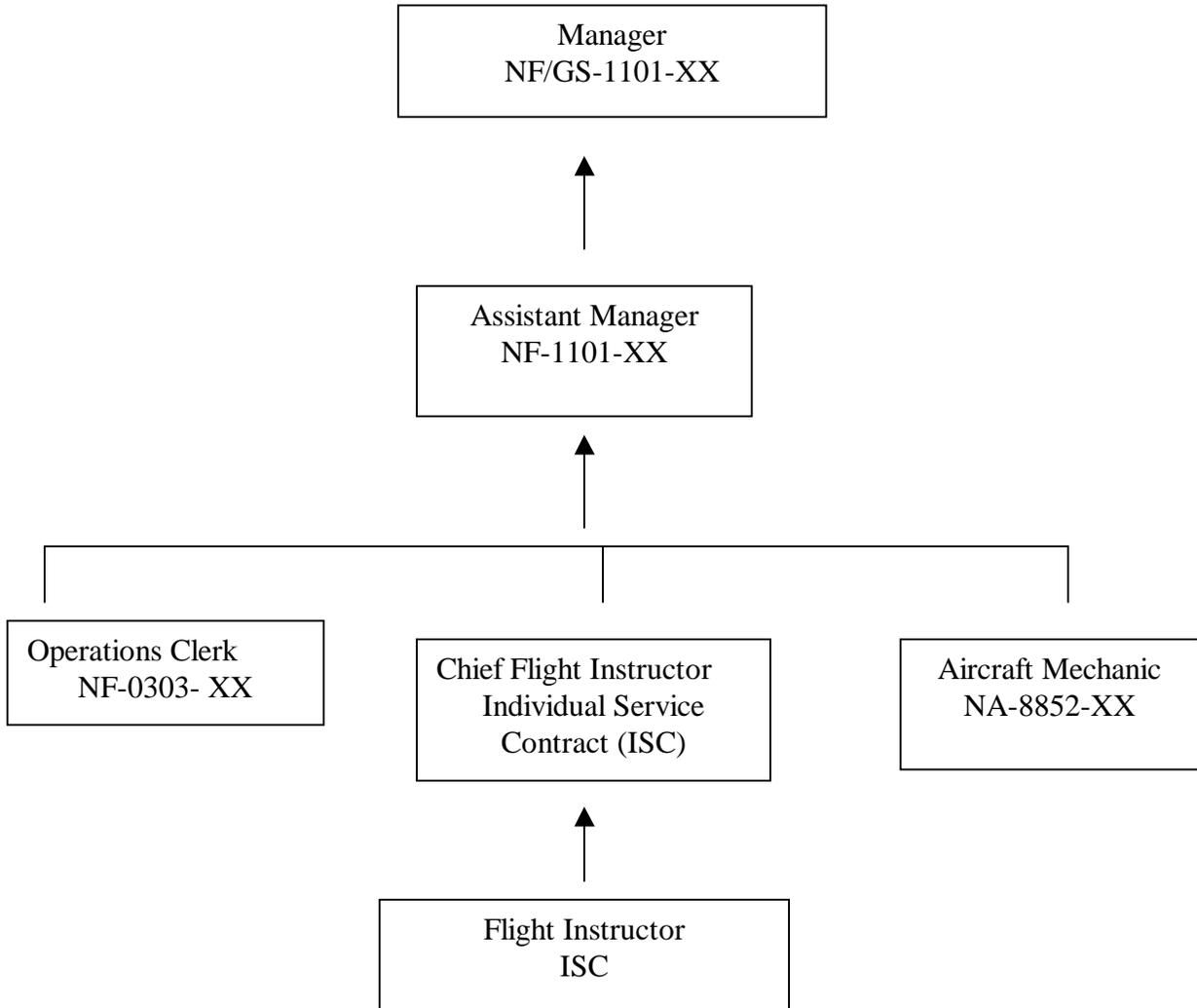


Figure 9-20

LODGING

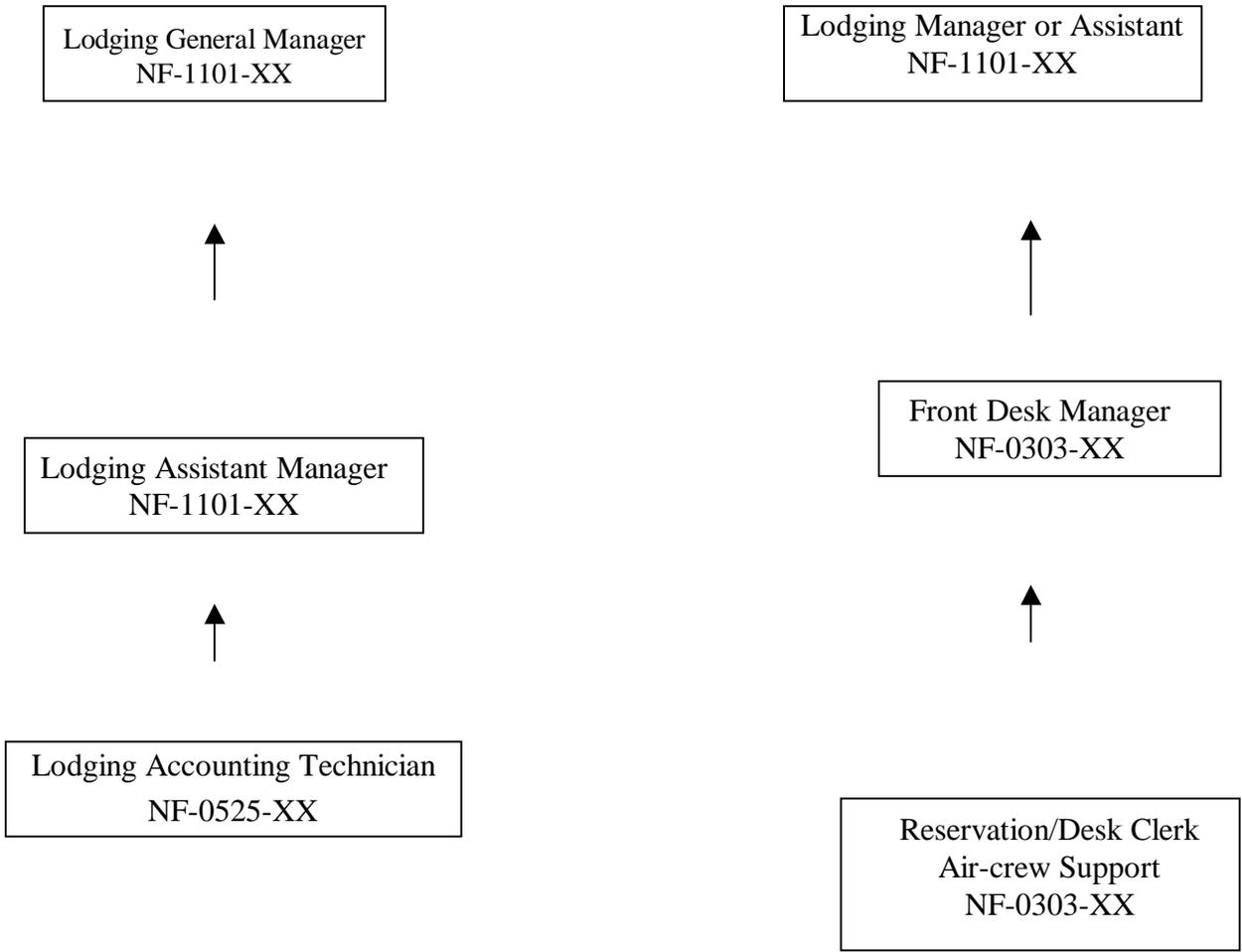


Figure 9-21

LODGING

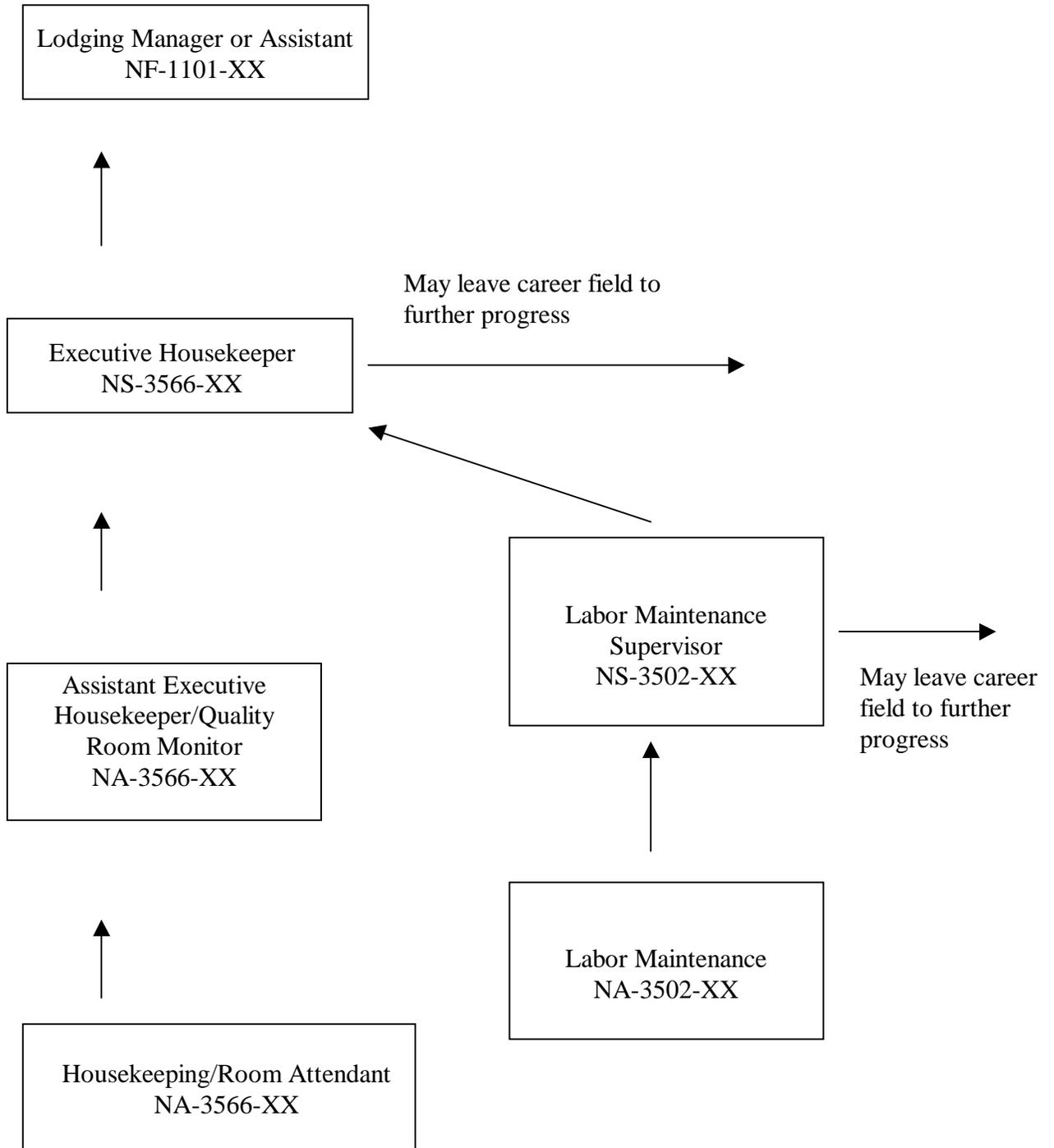


Figure 9-22

CHILD DEVELOPMENT

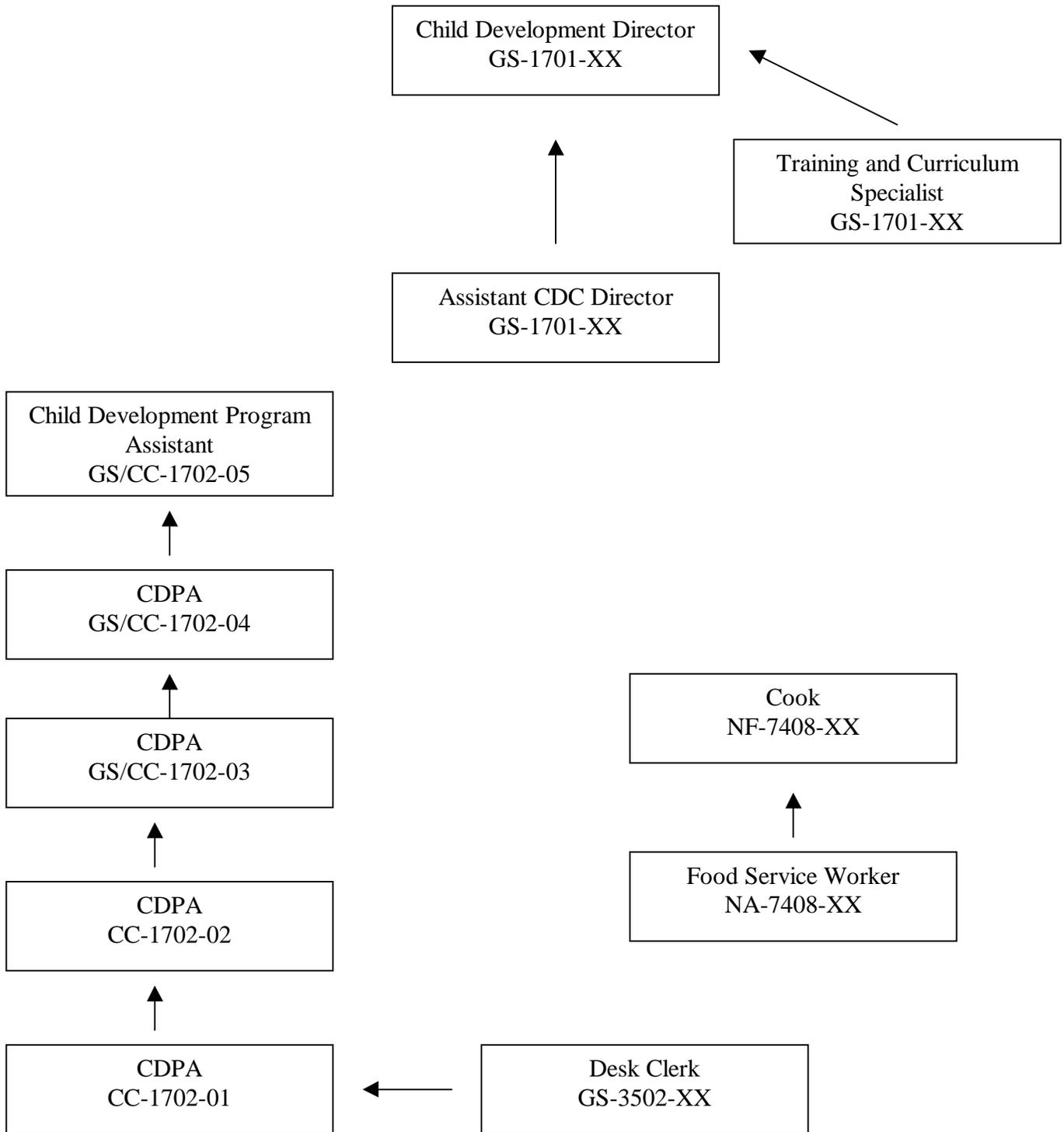


Figure 9-23

1701 Job Series: Positive Education Requirement. All positions must have appropriate degree to progress to the 1701 positions.

FAMILY CHILD CARE

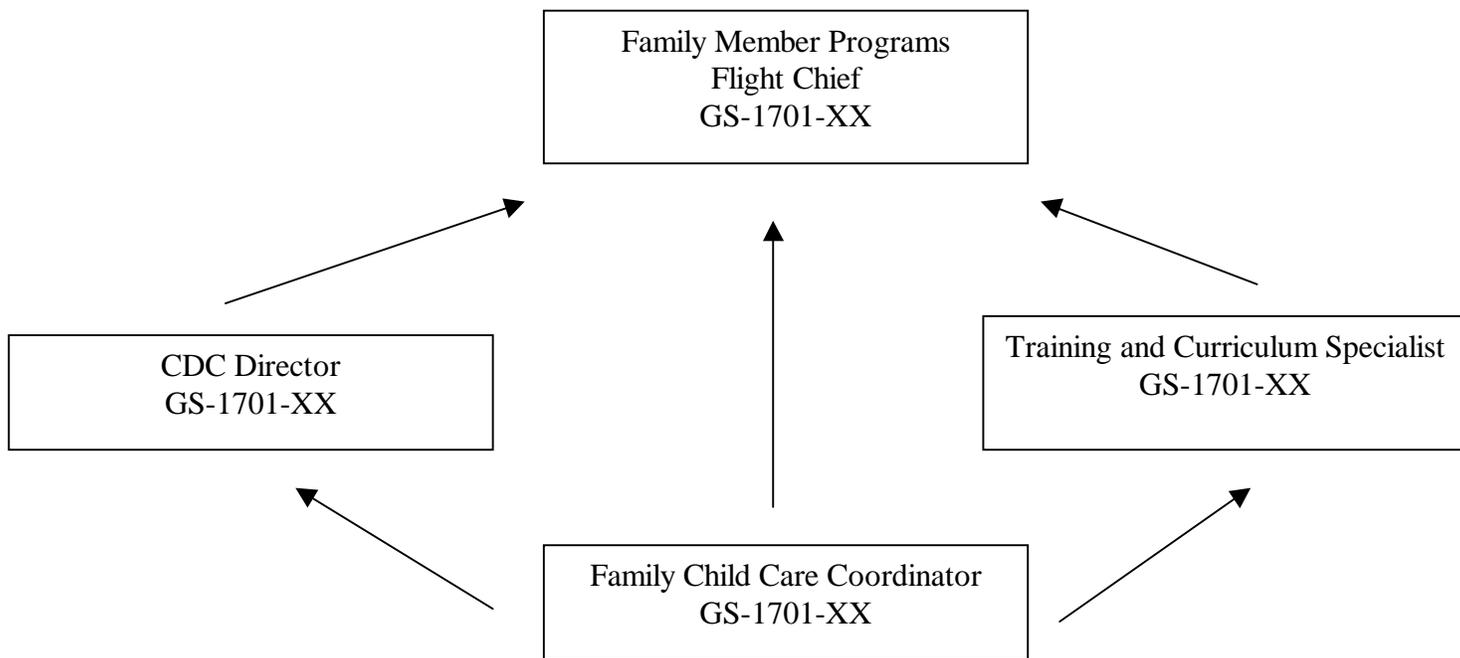


Figure 9-24

1701 Job Series: Positive Education Requirement. All positions must have appropriate degree to progress to the 1701 positions.

COMMUNITY CENTER

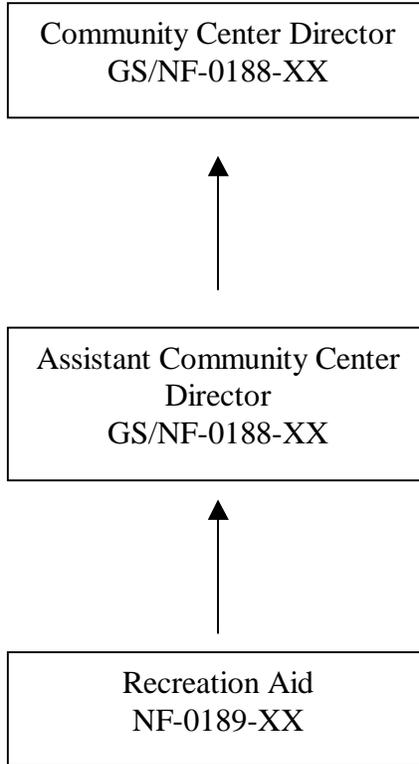
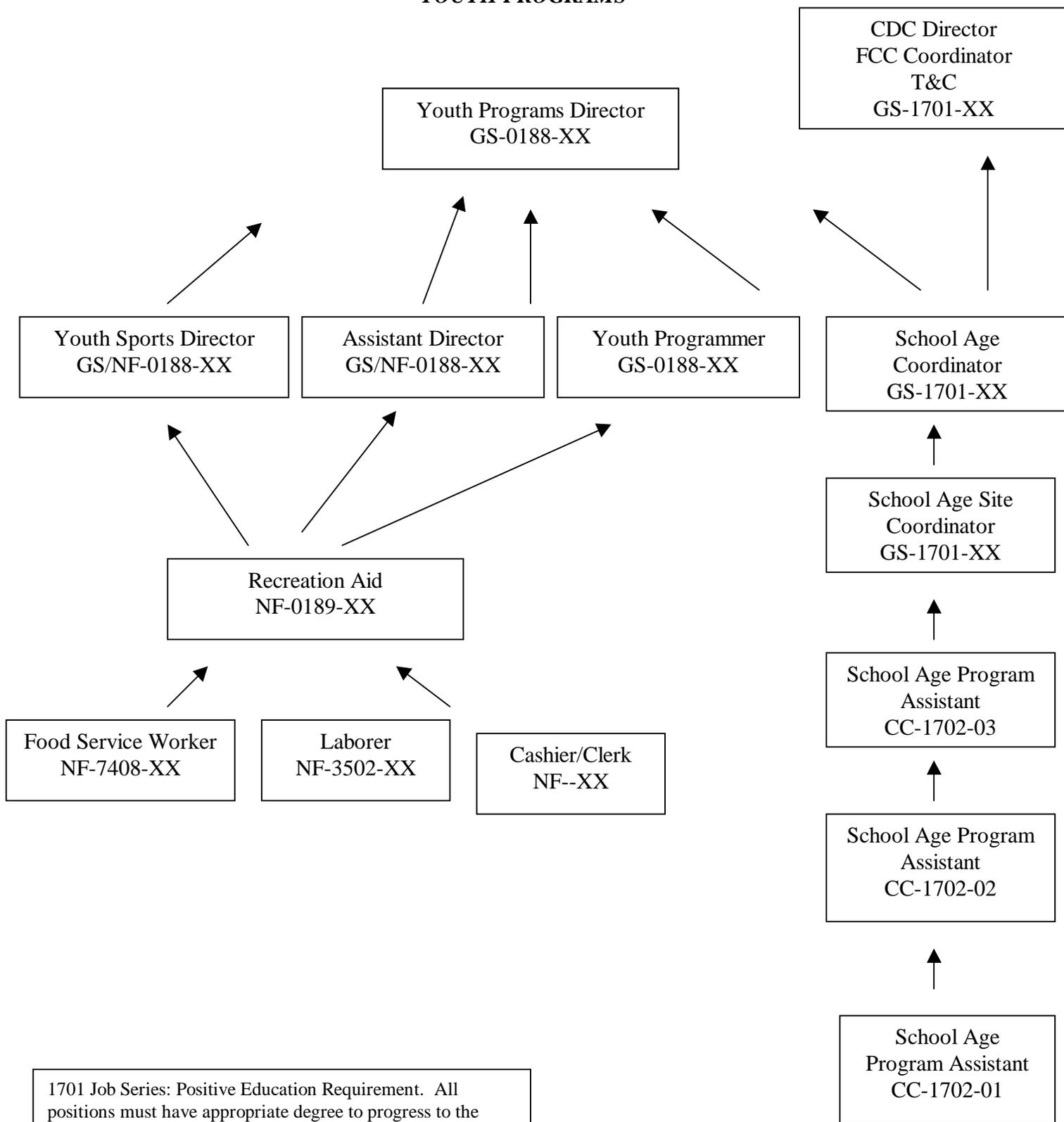


Figure 9-25

YOUTH PROGRAMS



1701 Job Series: Positive Education Requirement. All positions must have appropriate degree to progress to the 1701 positions.

Figure 9-26

10. Position Cross-Reference Chart

The purpose of this chart is to identify those activities that have common positions that may provide additional opportunities for career progression. This list is not all-inclusive. Refer to corresponding activity charts to see how your individual career progression might be structured.

Activity	Food/ Bev	Rec Aids	Ops Assists	Cashiers/ Sales Clerks	Wait Staff	Bar Staff	Equip Ops/ Laborers	Cooks & FS Wkr	Desk Clerks (FMSF)
<i>Bowling Centers</i>	X	X	X	X	X	X	X	X	
<i>Clubs</i>	X		X	X	X	X	X	X	
<i>Golf Courses</i>	X	X	X	X	X	X	X	X	
<i>Lodging</i>							X		X
<i>Other Membership Activities*</i>	X	X	X	X		X	X		
<i>Outdoor Recreation</i>		X	X	X			X		
<i>Skills Development</i>		X	X	X			X		
<i>Child Dev Centers</i>							X	X	X
<i>Family Child Care</i>							X		X
<i>School Age Program</i>							X	X	X
<i>Youth Programs</i>		X					X	X	X
<i>Teen Centers</i>		X					X		X

*Aero Clubs, Rod and Gun Clubs, Marina Clubs, Riding Clubs, etc.

Figure 10-1

SECTION C: RESOURCE CONSTRAINTS

1. Purpose. This section identifies known resource constraints which preclude optimal/desired training from being developed or conducted, including information such as part numbers, national stock numbers, number of units required, cost, manpower, etc. A narrative explanation of each resource constraint and an impact statement describing what effect each constraint has on training is included. Resource constraints will be, at a minimum reviewed and updated annually.

2. Education and Training Constraints: None at this time

PART II

SECTION A: EDUCATION AND TRAINING

1. The Career Field Education and Training Plan (CFETP) identifies education and training opportunities for all Services civilian APF and NAF employees. Learning opportunities include Services schools, Professional Military Education (PME), other federal and non-federal sources, and on the job training. This comprehensive plan provides the knowledge, skills, and abilities for employees to progress through the Services career path.
2. The three primary schools are the Air Force Services Agency (HQ AFSVA), the Lackland Services Academy, and the Civil Engineering and Services School at the Air Force Institute of Technology (AFIT). Each school contributes to the education and training mission by providing courses for employees at various levels of leadership and responsibility.
3. PME is available by correspondence, and in residence. Services employees are encouraged to participate in PME as they progress within the organization. PME provides leadership and management skills, as well as acculturation to the military society.
4. Many federal and non-federal sources provide courses for professional and personal growth. These include the OPM, local colleges and universities, commercial vendors, professional organizations, and proprietary schools.
5. Civilian employees should review training requirements annually to identify education and training needs. They should work closely with their squadron or division education and training manager to ensure requirements are included in the Services Education and Training Plan.
6. Services required training begins with the Services Training and Education Plan (STEP) released by HQ AFSVA/SVXT. This training is required by AFI 34-254, Services Education and Training. HQ AFSVA offers additional activity specific courses. Required formal training follows.

Section B: Training Course Index

1. This section of the CFETP identifies Services education and training courses available to civilian employees. Some of these courses may have a prerequisite or may not be appropriate for all civilian employees. Employees should check with their unit education and training manager for applicability and to schedule courses.

1.1 AF in-residence courses refer to AFCAT 36-2223, *USAF Formal Schools*, for information on all courses listed on this index. Information on HQ AFSVA courses can be obtained in Section C of this document.

COURSE NUMBER	COURSE NAME	LOCATION	USER
AFIT SVS 101	Initial Skills Management	Wright-Patterson	AF
AFIT SVS 410	Advanced Services Course	Wright-Patterson	AF
AFIT SVS 400	Leadership Course	Wright-Patterson	AF
AFIT SVS 462	Mortuary Management	Wright-Patterson	AF
AFIT SVS 485	Services Combat Support	Wright Patterson	AF
L3AZR3M051-005	Fitness Fundamentals Course	Lackland	AF
L3OZR34M3-001	Activity Manager's Course	Lackland/AFSVA	AF
	Human Resources Officer	AFSVA	AF
	Training Management	AFSVA	AF
	Marketing Management	AFSVA	AF
	Club Management Skills	AFSVA	AF
	Culinary Skills	AFSVA	AF
	Quick Service Food Management for Golf or Bowling Operations	AFSVA	AF

COURSE NUMBER	COURSE NAME	LOCATION	USER
	NAF Accounting Office Management	AFSVA	AF
	NAF Financial Management	AFSVA	AF
	Budget and Analysis Software	AFSVA	AF
	Logistics Management	AFSVA	AF
	Library QAE	AFSVA	AF
	AFNAF Purchasing Office (AFNAFPO)	AFSVA	AF
	Activity Management Cat C	AFSVA	AF
	Library Activity Management	AFSVA	AF
	Golf Activity Management	AFSVA	AF
	Bowling Activity Management	AFSVA	AF
	Skills Development Activity Management	AFSVA	AF
	Outdoor Recreation Activity Management	AFSVA	AF
	Aero Club Activity Management	AFSVA	AF
	Food Service Activity Management	AFSVA	AF
	Fitness Activity Management	AFSVA	AF
	Lodging Activity Management	AFSVA	AF
	Child Development Activity Management	AFSVA	AF
	Youth Activity Management	AFSVA	AF
	Club Activity Management	AFSVA	AF

<u>COURSE NUMBER</u>	<u>COURSE NAME</u>	<u>LOCATION</u>	<u>USER</u>
	Air War College	Maxwell AFB	DoD
	Air Command and Staff College	Maxwell AFB	DoD
	Aerospace Basic Course	Maxwell AFB	AF
	Squadron Officer's School	Maxwell AFB	DoD

Distance Learning Courses

COURSE NUMBER	COURSE NAME	LOCATION	USER
3M071	Services Craftsman CDCs	Gunter	AF
SVS 461	Mortuary Affairs	AFIT	AF
24	SOS Non-resident Program	Maxwell AFB	DoD
24A	Officership		
24B	Staff Communications		
24C	Leadership		
24D	Force Employment		
	ACSC Non-resident Program	Maxwell AFB	DoD
	AWC Non-resident Program	Maxwell AFB	DoD

SECTION C: COURSE DEFINITIONS

AFSVA COURSES

1. Human Resource Officer (HRO) - This course is designed to provide the Human Resources Officers training to enhance their skills and ability to manage a base-level HRO Program. The curriculum includes training in the operation of a human resource office, careers program, employee benefits, employee management relations, pay administration, and quality assessments.
2. Training Management - This course is designed to provide the squadron training manager the skills and tools necessary to manage the training function. Topics covered in this course are scheduling, communications, financial management, TEAMS, training plans, training manager responsibilities, and presentation skills.
3. Marketing Management - This course is designed to provide marketing and commercial sponsorship training for the base marketing team to enhance their ability in managing the Services squadron marketing and public affairs programs. Training includes activity procedures and programs, public affairs procedures and programs, advertising tools and principles, marketing research tools, and commercial sponsorship.
4. Culinary Skills - This course emphasizes the core menu concepts and emphasizes basic cooking disciplines including sautéing, deep fat frying, and roasting. It includes vegetable cookery, seafood cookery, sauce preparation, pasta cookery, poultry and meat cookery, bread baking and desert preparation.
5. Club Management Skills - This course provides training for both food and lounge/bar operations. The curriculum includes purchasing, receiving, inventory control, daily menu pricing, scheduling and labor, staff training programs, and advertising.
6. Quick Service Food Management for Golf or Bowling Operations - This course emphasizes basic food preparation techniques and management practices common to quick food service operations. Topics included are grilling, deep fat frying, sandwich preparation, internal controls, inventory management, menu planning and purchasing and receiving.
7. NAF Accounting Office Management (NAFAOM) - This course is designed for the office manager. The course provides Services personnel with the technical aspects of the NAF office manager position. Topics include the various management information modules, reviewing subsidiary accounts from the database, and internal controls.
8. Nonappropriated Fund Financial Management (NAFFM) - This course is designed for the financial manager. The course provides Services personnel with the technical aspects

of the NAF financial manager position. Topics include management of the Resource Management Flight, with emphasis on personnel, logistics, financial analysis, accounting, and computerized management information systems.

9. Budget and Analysis Software (B&A) - This course is hands on instruction, on the rolling 4-quarter theory that the NAF budget system is based on.
10. Logistics Management - This course emphasizes the guidance for Logistics managers. Topics include purpose and philosophy, new property management system, and vehicle management.
11. Library Quality Assurance (QAE) - This course provides an overview of the AF library mission, public services, technical operations, technologies, collection management, and finances. It gives the Library QAE a functional knowledge of library services and operations, focusing on various library contract performance requirements.
12. AFNAFPO - This course is designed to familiarize students with AFMAN 64-302, Nonappropriated Fund Contracting, contracting officer responsibilities and authority, contracting objectives, competition/price reasonableness, quotes, abstracts, contract administration, contract formats, clauses, and the Commander's Smart Buy Program.
13. Activity Management Category C - This course is designed to provide the activity manager skills required to manage their activity. Administration, staff development, customer service, readiness, awareness, logistics, contracting and marketing are covered in this course.
14. Library Activity Management - This course emphasizes guidance for base librarians. Topics include, collection management, methods of budgeting, managing funds, management of automated systems and building a LARP.
15. Golf Activity Management - This course emphasizes guidance for golf course managers. Topics include rules of golf, guest services, technology and your job, writing a business plan, and aspects of the food and beverage program.
16. Bowling Activity Management - This course emphasizes guidance for bowling center managers. Topics include facility maintenance, league and tournament development, lane conditioning, team building, marketing, and the POS system.
17. Skills Development Activity Management - This course emphasis guidance for the Skills Development Center Manages. Topics covered include resale operations and customer services, training, effective programming, marketing, and professional affiliations.
18. Outdoor Recreation Activity Management - This course emphasis guidance for the Outdoor Recreation Activity Manager. Topics include structure and organization, program development, outdoor adventure activities, pool and aquatic programs, waterfronts and marinas, Rec-trac, and resale operations.

19. Aero Club Activity Management - This course emphasis guidance for the Aero Club manager. Topics included are, marketing, Aero Club purchasing program, life cycle management plan, insurance program, AF Form 270, financial analysis, Navy flying clubs, and regulatory changes.
20. Food Service Activity Management - This course emphasizes guidance for the Food Service Activity Manager. Topics include corporate food service operating concepts, shift leader concepts, menu planning, recipe service, subsistence control, special feeding programs, financial management, food code and HACCP program, and the AF Form 1038.
21. Fitness Activity Management - This course emphasizes guidance for the Fitness Center Manager. Topics covered include managing your facility, Health and Wellness Center (HAWC), AF Level Sports, marketing, manpower, fitness programming, and AFI 34-266, AF Fitness and Sports Programs.
22. Lodging Activity Management - This course emphasizes guidance for the lodging activity manager. Topics include Lodging Touch System (LTS), accounting principles, budgeting process, internal controls, operating statements, management principles and the AF Innkeeper Program.
23. Youth Activity Management - This course emphasizes guidance for the youth activity manager. Topics include youth development, School-Age program management, Boys and Girls Club of America programming, food and nutrition in youth & school age programs, training initiatives, and philosophy of youth sports.
24. Child Development Activity Management - This course emphasizes guidance for the child development activity manager. Topics include personnel issues, child development center self-assessments, program care for children with special needs, playground safety, and inspection procedures.
25. Club Activity Management: This course is designed to give club managers an overview of AF clubs, review of AFI 34-272, Signature Brands, AF Catering and POS system.

SECTION D: Funding

Purpose: This section identifies funding available for HQ AFSVA, AFIT, and AETC courses.

RULES FOR AFSVA CENTRALLY REIMBURSED TRAINING

1. These rules address funding policy only and *supersede any funding policy statements previously published*. Eligibility and attendance policy is reflected in the course synopses on the AFSVA website.

1. CLUB ACTIVITY MANAGEMENT' COURSE:

Centrally funded by reimbursement for the officially assigned *nonappropriated fund (NAF)* Club Activity Manager only. Applicants for reimbursement *must be* Services Career Program registrants; if not, funding for this training is a unit responsibility. Reimbursement requests, in accordance with the instructions in the class-reporting message, **must be received** within 45 days after the last day of travel. All other personnel are unit funded.

3. GOLF ACTIVITY MANAGEMENT:

Centrally funded by reimbursement for the officially assigned *NAF* Golf Activity Manager only. Applicants for reimbursement *must be* Services Career Program registrants; if not, funding for this training is a unit responsibility. Reimbursement requests, in accordance with the instructions in the class-reporting message, **must be received** within 45 days after the last day of travel. All others are unit funded.

4. BOWLING ACTIVITY MANAGEMENT:

Centrally funded by reimbursement for the officially assigned *NAF* Bowling Activity Manager only. Applicants for reimbursement *must be* Services Career Program registrants; if not, funding for this training is a unit responsibility. Reimbursement requests, in accordance with the instructions in the class-reporting message, **must be received** within 45 days after the last day of travel. All others are unit funded.

5. AERO CLUB ACTIVITY MANAGEMENT:

Centrally funded by reimbursement for the officially assigned *NAF* Aero Club Activity Manager only. Reimbursement requests, in accordance with the instructions in the class-reporting message, **must be received** within 45 days after the last day of travel. All others are unit funded.

6. LODGING ACTIVITY MANAGEMENT:

Beginning in FY02 (pending budget approval) this course is centrally funded by reimbursement for the officially assigned NAF Lodging Activity Manager only. Applicants for reimbursement **must be** Services Career Program registrants; if not, funding for this training is a unit responsibility. Reimbursement requests, in accordance with the instructions in the class-reporting message, **must be received** within 45 days after the last day of travel. All other personnel are unit funded.

7. CLUB ACTIVITY MANAGEMENT:

Centrally funded by reimbursement for the officially assigned NAF Club Activity Manager only. Applicants for reimbursement **must be** Services Career Program registrants; if not, funding for this training is a unit responsibility. Reimbursement requests, in accordance with the instructions in the class-reporting message, **must be received** within 45 days after the last day of travel. All others are unit funded.

8. QUICK SERVICE FOOD MANAGEMENT COURSE for GOLF or BOWLING OPERATIONS

Centrally funded by reimbursement for the officially assigned NAF activity managers of golf or bowling activities only. Applicants for reimbursement **must be** Services Career Program registrants; if not, funding for this training is a unit responsibility. Reimbursement requests, in accordance with the instructions in the class-reporting message, **must be received** within 45 days after the last day of travel. All others are unit funded.

9. All other courses sponsored by HQ AFSVA are unit funded. Either appropriated funds or nonappropriated funds may be used, in accordance with current rules governing the use of these types of funds. Refer to your Resource Management Flight Chief for additional guidance.

10. Personnel that are detailed to an activity manager position **are not** eligible for reimbursement. To receive reimbursement personnel must be *actually* assigned to the activity manager position or already *actually* selected for assignment.

11. HQ AFSVA does not fund any AETC or AFIT sponsored courses.

12. Direct any questions or requests for exceptions to the above rules to HQ AFSVA/SVXT, with complete justification for your requested action.

GUIDELINES FOR AETC CENTRALLY FUNDED TRAINING

AETC training is based on a Priority Ranking System or “Levels of Urgency”. The Levels of Urgency ranking system can be located in AFI 36-2201, Developing, Managing and Conducting Training, Attachment 6.

Mission Readiness Training: is prioritized by each MAJCOM and/or organization according to its capabilities to meet the AF mission. Use the following priority definitions when soliciting AETC funds.

Level 1--Mission Accomplishment: Mission Accomplishment- Training necessary to accomplish the DAY TO DAY MISSION. Accomplishment of the AF mission objective will not occur if the training requirement is not satisfied. As the most urgent level, these requirements take priority over all other MAJCOM training requirements. In using this rating, Commanders are saying the training is critical for accomplishing the day to day mission and if AF funds cannot support the need, unit funds will be used because the training is essential.

Level 2--Mission Sustainment: Mission Enhancement-Training required to improve mission capability. This training is needed to minimize the erosion factor.

Level 3—Mission Enhancement: Training that fosters the effective use of resources to improve AF mission capability.

Note: Activity Manager training is normally submitted/ranked as level 2 training.

GUIDEINES - FUNDING FOR CIVIL ENGINEER AND SERVICES SCHOOL COURSES

*Air University (AU) Funded Courses - AF Officers, Enlisted and Civilians;
ANG/AFRC Civilians

Exceptions: PALACE Acquire Interns - Intern Training Funds
ANG/AFRC Military – ANG/AFRC Training Funds
NAF Employees – Unit Funded
Local – No funding involved
Army, Navy, USCG, Marines, etc. – Unit Funded
(All of the above are travel and per diem only)
Courses: MGT 101/SVS 101 – 2AF Funded
Courses: MGT 102/484 – ANG/AFRC Funded
Courses: ENG 464/466 – ENERGY Funded

Contractors: Unit Funded – tuition, travel and per diem

*AU funds Services 400, 410, and 485 courses.

Services 400 Course-Services Leadership Course

Services 410 Courses

- C - Services Advanced Course for Combat Support
- CM/B- Services Advanced Course for Community Business Support
- F - Family Program Support
- R - Resource Management

Services 485 Course - Services Combat Support

SECTION E: SUPPORT MATERIALS

Services Training Education Plan (STEP) – First released in Sep 97, STEP provides the standards and procedures necessary to conduct training. The program is broken into eight categories, major categories, training, self-paced/distance learning, publications, references, courses, certificates, and useful links. STEP is the *how training is performed*.

SECTION F: MAJCOM UNIQUE REQUIREMENTS

NOTE: There are no MAJCOM unique requirements

APPENDIX A, COURSE OBJECTIVES FOR HQ AFSVA TRAINING CLASSES

1. HUMAN RESOURCES OFFICER

- Describe methods of operating an HRO
 - Describe effective management of work priorities
 - Discuss ways to assess staff and target areas for improvement
 - Describe effective techniques for providing quality customer service
 - Determine the role/expectations of HRO within the organization
 - Identify ways of integrating the HRO into the organization
 - Describe NAF and APF financial and plans processes as they apply to the HRO function
- 1.2 Outline the Services training program and uses of Services Training and Education Plan (STEP) and Training Education Automated Management System (TEAMS). Explain any current changes to the training function
- Describe the role of the unit training manager
 - Describe the relationship of the unit training manager and the HRO
 - Explain the STEP program
 - Identify the purpose and contents of the TEAMS database
 - Explain the procedures for planning, conducting, and evaluating training programs using TEAMS information
 - Describe any current changes to the training function
- 1.3 Outline the functions of the Services Career Program. Explain any changes to the program
- Define the three different sections of the Services Career Program
 - Explain the registration process of each section
 - Explain the internal and external referral processes of each section
 - Explain training benefits
 - Explain current changes to the Career Program
- 1.4 Identify the elements associated with allocating and funding manpower authorizations and current changes to the manpower function
- Identify initiatives affecting Services organizations
 - Identify the basic data elements of a Unit Manning Document (UMD)
 - Identify the requirements of an Air Force Manpower Standard (AFMS)
 - Identify current changes to the manpower function
- 1.5 Explain and describe the variety of benefit programs available to the employee to include current changes to the programs and procedures of the Retirement and 401(k) Programs.
- Explain the current processes and procedures of the Health and Life Insurance Programs
 - Explain the current processes and procedures of the Unemployment Compensation Program
 - Explain the current processes and procedures of the Workers' Compensation Program

- 1.6. Describe a variety of current advanced EMR elements and their effective use
- Explain the processes and procedures of EMR programs
 - Explain any current changes to the various EMR functions
- 1.7. Explain selected principles and techniques for position management and classification and current changes in classification
- Explain the processes, procedures and techniques for effective position classification
 - Explain position management concepts and principles
 - Explain current changes to the classification program
- 1.8 Describe and use various components of the Modern Defense Civilian Personnel Data System (DCPDS)
- Explain the major components of Modern DCPDS
 - Explain the procedures for identifying and correcting system errors
 - Explain the purpose, content and use of Modern DCPDS query tools
 - Develop a query
- 1.9 Maintain records and apply pay guidelines
- Apply a variety of different pay actions
 - Explain proper records administration
 - Explain current changes to the administration of records
- 1.10 Describe staffing procedures and techniques. Explain any current changes to the program
- Explain the processes and procedures of affirmative employment
 - Explain current changes to the program
- 1.11 Explain the quality assessment process and procedures and any current changes
- Explain procedures for on site assessments
 - Explain procedures for self assessments
 - Describe operational effectiveness of quality assessment visits
 - Explain current changes to the process and procedures
- 1.12 Relate appropriate techniques for HRO management. Explain current changes to the field of human resources
- Discuss topics currently affecting installation HROs

2. TRAINING MANAGEMENT

- 2.1 Explain the factors involved in orienting and training personnel
- List the elements of Services orientation and training programs
 - Explain the elements of employee training
 - a. Develop a training plan using STEP
 - b. Use the Micro Training Session model to develop training
 - c. Explain how to evaluate training
 - Describe methods of providing a Services orientation program
- 2.2 Explain the elements of effective internal customer service
- Describe characteristics of customer-oriented systems and procedures
 - Give examples of open channels of communication

- Describe characteristics of establishing positive working relationships as it applies to the services training manager

2.3 Discuss the AF Mentoring Program

- Define mentoring
- List the characteristics of a mentor
- Explain the levels of commitment in a mentoring relationship
- List guidelines
- Identify four of the five ethical dilemmas
- Explain how to deal with the ethical dilemmas

2.4 Develop a squadron training plan model that observes established procedures.

- List the elements of an effective training plan
 - a. activity specific goals
 - b. training OI
 - c. Golden Eagle Standards
 - d. squadron checklists
 - e. budget requirements
 - f. major training requirements
 - g. course catalogs and calendars
 - h. How to reach and interpret necessary documents (CFETP, STEP, Position descriptions)
- Give examples of various factors that impact on prioritizing training
- Determine how training is obtained

2.5 Develop a procedure/process to manage and document training

- Explain the training triad
- Outline eligibility requirements for AETC, AFIT, Agency Courses, and special programs
- Explain the process of identifying and allocating training quotas through the MAJCOM for AETC, AFIT, Agency Courses, and special programs
- Develop or manage an existing system to effectively track squadron training. (Includes monitoring and documenting all training.)
 - a. TEAMS
 - b. other computer - based programs
 - c. Enlisted Rotation
- Explain the requirements of the AF upgrade training program to include PC-III applications.

2.6 Define the elements of the Services readiness training program

- Identify the major areas of Home Station Training
- Explain the benefits of incorporating Readiness Computer Based Training into your HST program
- Identify personnel requiring SCT training

2.7 Explain the requirements of eligibility, ordering, and administering the CDC program.

- List eligibility requirements for CDC enrollment
- Explain the process of ordering CDC materials (to include using PC-III or manual

methods)

- List the sequence of events from AFI 36-2201 for properly administering CDC's
 - Explain the process for handling CDC failures, including the waiver process
 - Explain the effects of a CDC recognition program
 - Explain the CDC tracking program to meet the requirements of AFI 36-2201
- 2.8 Explain the procedures for developing a training library
- List copyright guidelines
 - List techniques for controlling resources
- 2.9 Explain the principles of instructional methodology
- Explain instructional methods
 - Explain effective questioning techniques
 - Explain proper outlining techniques
 - Explain the purpose of training objectives
 - Explain the use of visual aids
- 2.10 Apply budget and funding principles to develop a model-training budget
- Explain NAF and APF funds
 - Explain different fund categories
 - Identify when APF and NAF funding can be used for training
 - Explain the characteristics of training funding through the Civilian Personnel Office
 - Explain the characteristics of training funding through the Careers Program
 - Explain the requirements for justification
 - Develop a model- training budget
- 2.11 List methods to improve training awareness
- List available methods for publicizing
 - List use of common marketing principles
 - List methods of evaluating your program
- 2.12 Explain the duties and responsibilities of the Unit Education and Training Manager in accordance with AFI 36-2201 and relation to base level training
- Explain the role of the E&T function
 - Discuss the training managers role as a consultant
 - Discuss the Training Manager position description
 - Explain the Training Manager role in the Services Squadron with
 - a. Commander
 - b. Deputy
 - c. HRO
 - d. Squadron members
 - e. MAJCOM Training Manager
 - Explain the Training Manager being the focal point of the squadron's performance improvement

2.13 Practical Exercise

- Given a scenario involving an interview with a squadron commander, group presents actions to improve the squadron's training program. Actions must consider improvements to at least five of the following points:
 1. Squadron training plan
 2. Activity manager training
 3. CDC pass rate improvement
 4. Home station training
 5. TEAMS
 6. Marketing the training program
 7. Improve the training at a particular activity (from your base)

3. MARKETING MANAGEMENT

3.1 Discuss methods to increase productivity, reduce waste, increase efficiency, achieve marketing goals, and elevate the value of marketing within the organization.

- Identify Marketing program procedures to include prioritizing tasks; utilizing forms and tools to improve office procedures, budgeting, schedules, and quality assurance.
- Determine optimum organizational structure for marketing office to include mission of marketing, position descriptions and guides, division of labor and tasks (who does what) and levels of responsibility and authority.
- Demonstrate management skills in dealing with employee personality types, development of reward and recognition programs, and proactive management skills.
- Identify ways to integrate marketing into activity manager level, flight chief level, and Services commander level.

3.2 Use Corporate PRISM for market analysis.

- Present an overview of Corporate PRISM to include the purpose and basic study design.
- Demonstrate how to use Corporate PRISM to compute market size, share and potential.
- Instruct activity managers on how to use and present Corporate PRISM
- Demonstrate how to present Corporate PRISM to compute market size, share and potential.
- Synthesis of Corporate PRISM findings for activity managers
 - a. Extract key findings by activity (executive summary)

3.3 Use Customer Feedback for Market Analysis

- Present an overview of Customer Feedback to include the purpose and basic study design.
- Use of Customer Feedback and its advantages
 - Instruct activity managers on how to use and present Customer Feedback
- Demonstrate how to use Customer Feedback to compute market size share and potential
- Synthesis of Customer Feedback findings for activity managers
 - Extract key findings by activity (executive summary)

3.4 Describe the use of research principles to develop a research program

- Identify the steps required to design a market research study

- Describe the components of a study design
 - Define qualitative research
 - Define quantitative (survey) research
- 3.5 Prepare a survey design expanding upon key strategic market elements
- Describe sampling techniques used in survey research
 - Explain various scales used in questionnaire design
 - Perform data classification and editing
 - Tabulate, analyze, and interpret from a survey research study
 - Present relevant findings
- 3.6 Prepare a moderator guide expanding upon key strategic market elements
- Explain focus group recruiting methods
 - Demonstrate moderator skills and techniques.
 - Explain group analysis techniques.
- 3.7 Describe an effective publicity campaign
- Define Public Affairs
 - Explain techniques for establishing good work relationships
 - Explain the steps in developing a publicity campaign
 - Explain Journalism Techniques
 - Explain press release using AP style guidelines, supporting with photography
- 3.8 Apply commercial sponsorship principles, procedures and terms. Explain the benefits and procedures of buying and selling commercial advertisement
- Define Commercial Sponsorship Principles and Terms
 - Explain solicited and unsolicited Sponsorship Agreement Procedures
 - Explain the steps in developing and processing agreements
 - Demonstrate basic steps in establishing a sponsorship program
 - Perform the procedures for reporting sponsorship revenues to higher headquarters and accounting for sponsorship resources at installation level
 - Identify the basic policies and procedures for buying and selling advertising for NAF activities and/or including marketing and media materials
- 3.9 Develop a marketing plan based upon Corporate PRISM and Customer Feedback. The marketing plan will combine advertising, publicity, and research as basic components
- Define marketing
 - Explain marketing principles and how they relate to Services
 - Develop a marketing plan
- 3.10 Produce an advertising campaign complete from concept to creative layout and design
- Define advertising
 - Demonstrate characteristics of good design
 - Discuss importance of good copy
 - Explain design project checklist
 - Demonstrate effective use of type
 - Demonstrate and explain common design mistakes
 - Discuss effective use of color
 - Discuss print production processes, techniques, and technology

- Discuss broadcast media and tips for creating a script and storyboard
- 3.11 Evaluate and explain merits of current and future technologies
- Explain uses of various software and technological applications
 - Identify available resources/suppliers

4. CLUB MANAGEMENT SKILLS

- 4.1 Define “market” and identify impacts the menu has on operations
- Define market
 - Identify impacts the menu has on operations
- 4.2 Explain the Income and Expense Statement
- 4.3 Apply key elements of inventory control
- Apply key elements of inventory control procedures
 - a. Introduction to inventory control
 - b. Prime Vendor
 - c. Purchasing
 1. Specifications
 2. Par Stock Levels
 - d. Receiving
 - e. Storage and Issue
 - f. Physical Inventory
 1. Inventory Formula and Principles of Inventory
 2. Bar Inventory
- 4.4 Define key processes for developing effective staff training programs
- Explain facts about training processes
 - Complete the Micro Training Program
- 4.5 Identify causes of food-borne illness and the seven steps in implementing the Hazard Analysis Critical Control Point (HACCP) System
- 4.6 Explain key elements of production control
- 4.7 Identify key elements of planning. Explain the Marketing Objective plan (MOP) and Management Action Plan (MAP): What it is, and how to use it.
- 4.8 Define primary functions of merchandising and advertising and identify effective processes for both functions
- Define primary functions of merchandising
 - Define primary functions of advertising
 - Identify effective processes for both
- 4.9 Calculate correct cost and price data
- 4.10 Identify correct food production procedures
- 4.11 Identify profitable, popular, and high/low labor intensive menu items for purposes of reengineering a menu
- Demonstrate menu reengineering
- 4.12 Explain effective scheduling and labor control processes. Explain and review time management reports
- Explain effective scheduling
 - Identify effective labor control processes

- Identify time management reports
- 4.13 Explain causes and effects of specific impacts on cost of sales and sales mix
- 4.14 Explain causes and effects of principles of purchasing
- 4.15 Determine positive and negative financial trends
- 4.16 Determine uses for sales data developed. Interpret possible impacts of sales mix variables
 - Determine uses for sales data developed
 - Interpret impacts of sales mix variables
- 4.17 Apply causes and effects of specific impacts on cost of sales
- 4.18 Forecast future levels of business activity that are theoretically accurate and mathematically correct
- 4.19 Identify key food and beverage service management techniques
- 4.20 Identify key elements of inventory control for food. Calculate break-even point and level of volume required for determining profit levels
- 4.21 Identify major components and preferred management processes of entertainment programming
- 4.22 Match menu hot spots with greatest positive sales impacts in descending order. Identify common menu design errors
- 4.23 Explain quality improvement processes
- 4.24 Apply effective programming processes unique to bar and lounge management
 - Explain:
 - a. Bar Design and Layout
 - b. Beverage Categories
 - c. Bar Controls
 - d. Social Hour Programming
 - e. Bar Food Programs
- 4.25 Identify key elements of an alcohol awareness program
 - Identify key elements of an alcohol awareness program
 - Identify key techniques of beverage service
- 4.26 Identify key elements of a successful bingo program
- 4.27 Identify Internet resources
- 4.28 Identify steps in promotional planning
- 4.29 Determine applicability of AF Club Policy Guidance and Instruction
- 4.30 Explain the purpose and objectives of the AF Signature Brand initiative
 - Explain the process for requesting an AF Signature Brand
 - Explain the purpose of AF Signature Brands
 - Explain the objectives of the AF Signature Brand Program
 -
- 4.31 Explain the purpose, benefits, and responsibilities of implementing the AF Core Menu Program in your club
 - Explain the purpose of the AF Core Menu Program
 - Explain the benefits of the AF Core Menu Program
 - Identify challenges related to the AF Core Menu Program
- 4.32 Explain the AF Catering Program initiative. Describe techniques for effectively managing catering and protocol functions

- Explain the purpose of the AF Catering Program initiative
 - Identify techniques for effectively managing catering functions
 - Describe techniques for effectively managing protocol functions
- 4.33 Identify the purpose, benefits, of the Point of Sale (POS) System and maintenance agreement
- Identify the purpose of the AF POS System
 - Identify the benefits of the AF POS System
 - Identify challenges presented by the POS maintenance system.
- 4.34 Explain the objectives and benefits of the Club Membership Card Program (CMCP)
Explain the club manager's role and responsibilities relating to the CMCP
- Explain the objectives of the CMCP
 - Explain the benefits of the CMCP
 - Explain the roles and responsibilities of the club manager relating to the CMCP

5. CULINARY SKILLS

- 5.1 Demonstrate and practice safe, sanitary practices, and correct use of tools and knives
- Demonstrate proper sanitation practices
 - Demonstrate correct use of tools and knives
- 5.2 Demonstrate procedures for accurately cutting and weighing vegetables, and assembling recipe ingredients
- Demonstrate proper cutting procedures for vegetables
 - Demonstrate proper weighing procedures for vegetables
 - Demonstrate assembling recipe ingredients
- 5.3 Demonstrate procedures for accurately storing, pre-preparation and preparation of salads and vegetables
- Demonstrate proper preparation of salads and vegetables
 - Demonstrate proper pre-preparation of salads and vegetables.
 - Demonstrate proper storage techniques for salads and vegetables
- 5.4 Demonstrate procedures for meat preparation
- 5.5 Demonstrate procedures for poultry preparation
- Demonstrate sautéing and frying techniques for poultry
 - Demonstrate roasting, broiling and braising techniques for poultry
 - Demonstrate other methods to prepare poultry
- 5.6 Demonstrate procedures for fish and seafood preparation
- Demonstrate broiling and baking fish and seafood
 - Demonstrate sautéing and frying fish and seafood
 - Demonstrate other methods of preparing fish and seafood
- 5.7 Demonstrate procedures for preparation and presentation of appetizers, pastas, stir-fry's and deserts
- 5.8 Explain causes of food borne illness and the seven steps in implementing the Hazard Analysis Critical Control Point (HACCP) System.
- 5.9 Calculate correct solutions/information
- Weights and measures

- Production formulas
- Approximate yields
- Food cost

5.10 Define the term “standardized recipe”. Identify three important uses. Identify steps in the standardization process and recipe conversion procedure

5.11 Produce a complete mini buffet

6. QUICK SERVICE FOOD MANAGEMENT COURSE FOR GOLF OR BOWLING OPERATIONS

6.1 Define “market”. Identify impacts the menu has on operations without the use of references

6.2 Explain safety procedures in the facility.

6.3 Identify correct food production procedures

- Soup and grilled sandwiches
- Sandwiches, salads, and broiled items
- Blue Plate Specials
- Microwave/Stir-fry

6.4 Calculate correct solutions/information.

- Weights and measures
- Converting standard recipes
- Production formulas
- Calculating approximate yields
- Calculating food cost

6.5 Explain the components of menu development

6.6 Explain causes of food - borne illness and the seven steps in implementing the Hazard Analysis Critical Control Point (HACCP) system.

6.7 Calculate correct cost and price data.

6.8 Determine profitable and popular, high/low labor intensive menu items

- Determine profitability and popularity of current menu items
- Determine labor intensity of specific food production.

6.9 Identify key elements of inventory control for food and calculate break-even point and level of volume required for determining profit levels.

6.10 Identify key elements of inventory control

6.11 Identify key elements of alcohol servers intervention program and responsible alcoholic beverage service techniques

- Identify key elements of alcohol servers intervention program
- Identify key techniques of beverage service
- Identify the elements of the dram shop theory

6.12 Explain specific impact on cost of sales

6.13 Determine basic food service quality processes

6.14 Discuss lessons learned

7. NAF ACCOUNTING OFFICE MANAGEMENT

7.1 Explain basic computer systems maintenance for the field accounting system operating platform

- Identify basic commands
- Explain trouble shooting techniques
- Describe routine system maintenance

7.2 Identify accounting method and terminology used in AF accounting

7.3 Describe various formulas, formats, and components of the financial statements and how they relate to the overall statement and what each is used for

- Identify the types of financial statements
- Identify various formulas
- Identify various formats
- Explain the components of a financial statement
- Explain how the formulas, formats, and components are used
- Demonstrate how formulas, formats, and components relate to the financial statement

7.4 Explain how to prepare a formal analysis of NAF financial performance

- Describe the steps necessary to prepare an analysis
- Define the various analysis responsibilities and explain the interactions required of various positions to accomplish a thorough analysis

7.5 Identify causes of out of balance conditions and levels of responsibilities in the NAF Accounting Office (AO).

7.6 Identify the steps involved in daily work being processed from the activity through the NAF AO and the financial statement

- Identify steps involved in daily work from the activity
- Identify daily work from the activity to the NAF AO
- Explain how each relates to the financial statement

7.7 Identify various subgroups of accounts and their relationship to each other and what reconciliation needs to be accomplished

- Identify various subgroups of accounts
- Explain the relationship of each subgroup to each other
- Identify what reconciliation needs to be accomplished for each

7.8 Explain the importance of the NAF AO role in achieving 100% EFT payment through out the AF

7.9 Describe the Lodging accounting system, steps for reconciliation, and responsibilities of personnel involved in the process

- Describe the Lodging accounting system
- Explain the steps for reconciliation
- Explain the responsibilities of
 - a. Lodging Accounting Tech
 - b. Lodging Manager
 - c. NAF AO
 - d. NAF Financial Analyst (NAFFA)

7.10 Describe the steps involved in budget preparation NAF, APF, and NAF AO responsibilities for in house and activity budget submission.

- List the steps involved in budget preparation, NAF and APF
- Explain the responsibilities of the NAF AO for in house and activity budget submission.

7.11 Identify various built - in reports available and processes in the software, used for budget preparation.

- Identify various reports and processes in the budget software
- Explain program capabilities

7.12 Identify processes of paperwork and various reports from the Field Accounting System (FAS) available from activity through NAF AO for establishing an obligation of NAF funds

- Identify processes of paperwork
- Explain the process for establishing an obligation of AF funds
- Identify reports from FAS

7.13 Explain the relationships of inventory to accounts payable and the purpose of various output reports required achieving accurate financial records

- Identify relationships of inventory to accounts payable
- Identify alternate inventory systems to accounts payable
- Explain the purpose and uses of output reports

7.14 Explain the process of all debt collection accounts, reconciliation of control accounts and collection efforts

7.15 Describe components of the time management system

- Describe components used in preparation of timecards
- Describe output reports used for analysis

7.16 Define the elements used in updating and maintaining criteria for the program

7.17 Describe the chain of approvals from card user through payment of statement

- Explain chain of approval from card user through payment of statement
- Describe processes of reconciliation disputes and responsibilities

7.18 Identify key elements in maintaining effective internal controls through constant surveillance of all program elements

7.19 Describe the necessary steps in achieving a viable prompt payment report and Central Vendor Payment Program (CVPP)

- Describe steps necessary in achieving a viable prompt payment report
- Describe processes of a CVPP order

7.20 Define the relationship of accounts in preparation of the cash flow statement.

7.21 Identify the processes for base level payroll on a bi-weekly basis; tip offset allocation and Payroll Interface to General Ledger (PRIGL)

- Describe the steps in processing base level payroll bi-weekly
- Explain the differences and objectives of tip offset and allocation.
- Explain the process of processing payroll data through PRIGL and upload to field accounting system.

7.22 Describe the benefits in using POS systems and automatic interface with FAS.

7.23 Explain the steps and responsibilities involved from application and submission through charging using various software programs issued by the bank and the relationship to control accounts in the financial statements.

- Define steps and responsibilities from application submission to charging
- Explain the relationship to control accounts in financial statements

7.24 Identify contracting services provided by AFNAFPO

7.25 Explain the processes involved in the request for use of NAF funds for various base level functions. Identify internal control issues noted through audits conducted throughout the AF

7.26 Explain the relationship of logistics functions including property transfers, annual inventories, pilferable items, and vehicle control

7.27 Explain responsibilities used in supervising NAF employees

- Explain the roles and responsibilities between the NAFOM and the HRO
- Outline NAF employee policies
- Describe NAF policies governing pay administration
- Explain the Performance Evaluation process
- Outline policies governing disciplinary and termination actions
- Explain the policies governing Business Based Actions
- Summarize Services Awards and incentive programs
- Explain the supervisors role in administering worker's compensation claims
- Describe tips and techniques for employee selection

8. NAF FINANCIAL MANAGEMENT

8.1 Explain basic computer systems maintenance for the FAS operating platform

- Identify basic commands
- Explain trouble shooting techniques
- Describe routine system maintenance

8.2 Explain accounting method and terminology used in AF accounting

8.3 Describe various formulas, formats, and components of the financial statements and how they relate to the overall statement and what each is used for

- Identify the types of financial statements
- Identify various formulas
- Identify various formats
- Explain the components of a financial statement
- Explain how the formulas, formats, and components are used
- Demonstrate how formulas, formats, and components relate to the financial statement

8.4 Identify causes of out of balance conditions and levels of responsibilities in NAF AO

8.5 Explain the steps involved in daily work being processed from the activity through the NAF AO and the financial statement

- Identify steps involved in daily work from the activity
- Identify daily work from the activity to the NAF AO
- Explain how each relates to the financial statement

8.6 Explain various subgroups of accounts and their relationship to each other and what reconciliation needs to be accomplished

- Identify various subgroups of accounts
- Explain the relationship of each subgroup to each other
- Identify what reconciliation needs to be accomplished for each

8.7 Explain the importance of the NAF AO role in achieving 100% EFT payment through out the AF

8.8 Describe the Lodging accounting system, steps for reconciliation, and responsibilities of personnel involved in the process.

- Describe the Lodging accounting system
- Explain the steps for reconciliation
- Explain the responsibilities of
 - a. Lodging Accountant
 - b. Lodging Manager
 - c. NAF AO
 - d. NAFFA

8.9 Describe the steps involved in budget preparation, NAF, APF, and NAF AO responsibilities for in house and activity budget submission.

8.10 Explain various built in reports available and processes in the software, used for budget preparation.

- Identify various reports and processes in the budget software
- Explain knowledge of overall program capabilities

8.11 Explain processes of paperwork and various reports from the FAS available from the activity through NAF AO for establishing an obligation of NAF funds

- Identify processes of paperwork.
- Explain the process for establishing an obligation of AF funds.
- Identify reports from FAS

8.12 Identify relationships of inventory to accounts payable. Explain the purpose of various output reports required achieving accurate financial records

8.13 Explain the process of all debt collection accounts, reconciliation of control accounts, and collection efforts

8.14 Describe components of the time management system.

- Describe components used in preparation of timecards
- Describe output reports used for analysis

8.15 Define the elements used in updating and maintaining criteria for the Performance Based Awards (PBA) Program

8.16 International Merchant Purchase Authorization Card (IMPAC)-Describe the chain of approvals from card user through payment of statement

- Explain chain of approval from card user through payment of statement.
- Describe processes of reconciliation disputes and responsibilities

8.17 Explain key elements in maintaining effective internal controls through constant surveillance of all program aspects

- Identify key elements in maintaining effective internal controls
- Explain resource protection procedures

- 8.18 Explain the steps in achieving viable prompt payment report and CVPP
- Explain the necessary steps in achieving prompt payment report
 - Describe processes of a CVPP order.
- 8.19 Define the relationship of accounts in preparation of the financial statement.
- 8.20 Explain the processes of base level payroll on a bi-weekly basis; tip offset allocation and PRIGL
- Describe steps in processing base level payroll on a bi-weekly basis
 - Explain the differences and objectives of tip offset and allocation.
 - Explain the process of processing payroll data through PRIGL and upload to field accounting system.
- 8.21 Explain benefits involved in using POS and automatic interface with FAS
- 8.22 Define the steps and responsibilities involved from application and submission through charging using various software programs issued by the bank and the relationship to control accounts in the financial statements.
- 8.23 Identify portions of the AFNAFPO contracting program.
- 8.24 Explain the processes involved in the request for use of NAF funds for various base level functions. Identify internal control issues noted through audits conducted throughout the AF
- 8.25 Explain processes in maintaining and monitoring the Private Organization (PO) Program
- 8.26 Explain basic supervisor responsibilities used in supervising NAF employees
- Explain the roles and responsibilities between the NAFFM and the HRO
 - Outline NAF employee policies
 - Describe NAF policies governing pay administration
 - Explain the Performance Evaluation process
 - Outline policies governing disciplinary and termination actions
 - Explain the policies governing Business Based Actions
 - Summarize Services awards and incentive programs
 - Explain the supervisors role in administering worker's compensation claims
 - Describe tips and techniques for employee selection
- 8.27 Identify reports produced in club POS
- 8.28 Define authorized uses and sources of NAF dollars
- 8.29 Explain processes of accrual programs and relationship of data to payroll systems
- 8.30 Explain support of data automation in relationship to Services organizations
- Describe various uses and sources of equipment and software
 - Explain support level for each category activity
 - Explain relationship with communications squadron and related support
- 8.31 Explain elements required for the Life of Fund (LOF) file
- Identify core elements of LOF
 - Explain the requirements for maintaining current historical information
- 8.32 Explain the NAF self-insurance program
- Explain the procedures for filing claims
 - Describe the typical situations where a claim is filed

8.33 Explain the relationship of logistics functions including property transfers, annual inventories, pilferable items, and vehicle control

- Describe the logistics function within the NAF AO
- Explain property transfers, annual inventories, pilferable items, and processing of vehicle control

8.34 Explain the role of NAF Councils in relation to Services operations

- Define the authority and composition of the NAF council
- Explain where NAF Council approvals are necessary
- Explain overall role of NAF Council in relationship to recommending approving fees and charges, budgets, disposition of assets, and other required topics

8.35 Explain how to prepare a formal analysis of NAF financial performance

- Describe the steps necessary to prepare an analysis
- Define the various analysis responsibilities. Explain the interactions required of various positions to accomplish a thorough analysis

9. BUDGET AND FINANCIAL ANALYSIS SOFTWARE

9.1 Define the key steps in the NAF budgeting process. Explain who has responsibility for each part of the process

- Identify the steps in the budgeting process
- Describe the criteria used for capital assets
- Define the various budgeting responsibilities and identify them by position

9.2 Explain how to prepare a formal analysis of NAF financial performance

- Describe the steps necessary to prepare an analysis
- Define the various analysis responsibilities and explain the interactions required of various positions to accomplish a thorough analysis

9.3 Explain in broad terms how the NAF Budget and Financial Program works

- Describe the file naming conventions used by the program for various kinds of spreadsheets. (actual, budget etc.)
- Demonstrate how to link individual files for consolidation

9.4 Explain the process of creating file extracts from the FAS and how to edit control tables associated with the extract. Use the file extract to create actual budget files and/or import new data into those files

- Explain how to create and download an extract file
- Run actual data using an extract file

9.5 Create budget files using the standard and expanded budget templates. Link individual files to create consolidated budgets

- Demonstrate how to create a budget file for a standard Morale, Welfare and Recreation (MWR) Fund Cost Center
- Describe the difference between the standard and the expanded format and explain how to use the expanded format
- Demonstrate how to link individual files for consolidation

9.6 Create individual cost center budgets using the special template formats for aero clubs and lodging

- Describe the difference between the standard budget format and the format used for aero clubs and lodging. Explain why these formats are used.
- Demonstrate how to create a budget file for an aero club aircraft cost center
- Demonstrate how to create a budget file for a lodging Visiting Officers Quarters (VAQ) or Visiting Airmans' Quarters (VAQ) cost center

9.7 Explain the creation of a Cash Flow Budget

- Identify the file required for creating the cash flow budget
- Describe how actual financial history is used to project cash needs and availability

9.8 Use the various functions available in the budget utilities application

- Describe how the budget auditing function works
- Describe how to lock and unlock current budget quarters. Explain the need to lock a quarter
- Explain the use of "data files" and "unaudited" budget directives
- Explain the use of passwords to protect spreadsheet formulas and how to set and remove a local password.

9.9 Run a variety of budget reports and perform formal analyses of results of operations and budget comparisons

- Create a Managers Report for at least one cost center
- Create a Net Income Adjusted for Depreciation (NIAD) Variance Report for a NAF Instrumentality (NAFI)
- Describe what information the Commander's Report provides and how it is used
- Describe how to print groups of reports on a recurring basis

10. LOGISTICS MANAGEMENT

10.1 Explain correct procedures for managing the Appropriated Fund (APF), (NAF) and Defense Reutilization and Marketing Office (DRMO) office

- Identify the processes used to manage, control and dispose of APF, NAF, and DRMO property including vehicles
- Describe responsibilities of base level, MAJCOM, and Services Agency managers
- Explain the need and responsibilities as described in the Logistics Standard Core Position

10.2 Explain the process for managing, controlling and disposing of NAF, DRMO, and APF acquired capitol and non-capitol assets

- Explain the purpose of the new property Management Training Aid
- Identify key preferences to effectively manage services property
- Define terms associated with NAF, DRMO, and APF property assets
- Explain policies and procedures for administering the Services Logistics Program
- Explain financial management procedures to account for NAF, DRMO, and APF property assets
- Identify how individual responsibilities connect to others in managing property assets

10.3 Explain the working process for obtaining, controlling and disposing of APF, NAF, and DRMO acquired vehicles

- Identify key elements of the AF Audit Agency Report pertaining to vehicle management
- Explain the HQ USAF/ILV Vehicle Management Philosophy
- Explain procedures for managing, controlling and disposing of NAF, and DRMO acquired vehicles
- Use FLEETMAN Software to load vehicles, update odometer readings and record completed maintenance

11. LIBRARY QAE

11.1 Describe the role and functions of a library business.

- Describe services provided to the customer
- Explain management and technical service functions required to provide services to the customer
- Describe the different types of libraries – special, public, academic (relate to different sizes in retail stores)
- Identify AF philosophy of providing library service

11.2 Describe essential management functions of an AF library, their effect on customer service, and key points for evaluation

- Describe key administrative functions
- Explain funding sources and budget processes
- Describe purchasing, receiving and processing of library resources
- Identify how technology affects the total library operation
- Identify key collection management concepts
- List types of training and how it effects customer service
- Identify the marketing plan and its effect on overall library operation

11.3 Describe customer service functions.

- Describe the library's customer base
- Describe the resources and services available through the library and how the tri-fold mission effects the types of resources and services provided.
- Identify service delivery methods
- Give examples of programs libraries support

11.4 Conduct quality assurance evaluations

- Develop a QAE checklist from the contract
- Conduct practice quality assurance evaluation at local library to test the checklist tool
- Interpret results of the quality assurance evaluation

12. AIR FORCE NONAPPROPRIATED FUND PURCHASING OFFICE

12.1 Track the Purchase Request from the beginning. Determine each level of responsibility. Identify essential elements of the Purchase Order (PO)

- Define a NAF small purchase
- Explain the requirements for the NAF Contracting Officer Warrant Program
- Identify purchasing authority that can be delegated and to what extent

12.2 Determine the acquisition authority and contract elements as set forth in DODI 4105.67 and AFM 64-302

- Define solicitation as it applies to contracting
- Determine when to use a Request For Quotation (RFQ) or Request For Proposal (RFP)
- Determine legal effect of quotations
- Determine when to use Purchase Orders or Delivery Orders

12.3 Track the Purchase Request from the beginning. Determine each level of responsibility. Identify essential elements of the Purchase Order

- Explain how to track the PO
- Determine each level of responsibility
- Identify essential elements of the PO

12.4 Determine procedures and approval levels for solicitations and awards

- Determine solicitation as it applies to contracting
- Determine when to use oral or written solicitations
- Determine when to use a RFP or FRQ
- Determine if the solicitation is legally sufficient

12.5 Determine requirements for establishing a Blanket Purchase Agreement (BPA) from the beginning through the delivery stage

12.6 Determine the procedures and approval levels for ratification actions

12.7 Determine the actions necessary to ensure compliance with the terms and conditions of orders and contracts

- Identify contract formats and when to use them
- Explain procedures used when format changes

12.8 Identify components of the AF NAF Purchasing Office.

- The three business centers and services offered by each
- Major components of the Commanders Smart Buy Program (CSBP)
- What's available through the catalog program
- Advantages to using NAF Purchasing Agreement (NPA)

12.9 Identify and determine the use of terms, clauses, and provisions, name changes, show cause notices, and novation agreements

- Identify terms, clauses, and provisions used on a daily basis
- Determine requirements for a name change
- Determine when to use a cure or show cause notice
- Determine when a novation agreement is used

12.10 Determine when competition is needed, justification, and sources for price reasonableness

- Determine when competition is needed
- Write justification for price reasonableness
- Identify sources available to justify price reasonableness

12.11 Explain the contract format to use in various situations and what is required when the format changes

12.12 Describe requirements for NAF Contracting Surveillance

12.13 Explain requirements for disposition of AF Contracting Records

- Be familiar with the use of AFMAN 37-139

13. ACTIVITY MANAGEMENT

13.1 Explain the factors involved in orienting and training personnel.

- List the elements of a Services orientation program
- Explain the elements of employee training
 - a. Explain how to use STEP to develop a Training Plan
 - b. Explain how to use the Micro Training Session model to develop training
 - c. How to evaluate training and training programs.
- Describe methods of providing performance feedback
- List the elements of a Services orientation program

13.2 Explain the elements of an effective internal customer service program

- Describe characteristics of customer-oriented systems and procedures
- Give examples of open channels of communication
- Describe characteristics of positive working relationships

13.3 Discuss team dynamics and factors that create successful teams

- List the elements of clear and strong common goals
- Explain the phrase “communicate your goal.”
- Describe how to utilize the individual and their diverse talents in your organization
- Explain how to empower others to make decisions
- Explain how diversity effects team relationships
- Explain how sexual harassment effects the workplace

13.4 List major programs of AFNAFPO

13.5 Describe base level Services support systems and accountability

- Describe Services (SV) logistics support
- Describe HQ AFSVA Logistics responsibilities
- Describe the activity manager’s responsibilities under the Services Property Management System

13.6 Explain the purpose of the AF Capital Improvement Program

- Explain the purpose of the AF Capital Improvement Program
- Explain responsibilities for managing the Long - Range Capital Improvement Program at
 - a. Base level
 - b. MAJCOM level
 - c. AF (Air Staff) level

- Describe the background and purpose of Project Needs Assessment Studies
- Explain the types of Project Needs Assessment Studies
- Describe the process and procedures for Project Needs Assessment Studies
- Explain the Project Review and approval process

13.7 Explain how to establish an effective marketing plan

- Explain the relationship of the activity director and the squadron marketing function

- Describe how Services marketing tools lead to an effective marketing plan
 - Explain the use of research tools, (Corporate Prism and Customer Feedback)
 - Explain how to obtain commercial sponsorship
 - Describe elements of survey development
- 13.8 Explain basic supervisor responsibilities used in supervising NAF employees
- Explain roles and responsibilities between the activity manager and the HRO
 - Outline NAF employee policies
 - Describe NAF policies governing pay administration
 - Explain the Performance Evaluation process
 - Outline policies governing disciplinary and termination actions
 - Explain the policies governing Business Based Actions
 - Summarize Services Awards and incentive programs
 - Explain the supervisors role in administering workers compensation claims
 - Describe tips and techniques for employee selection
- 13.9 Apply the principles of financial management as it relates to their specific activity
- Prepare financial goals for an activity that conforms to corporate and sound business practices
 - Produce an abbreviated NAF Requirements Budget (NRB)
 - Compute annual and monthly Net Earnings Objectives (NEOs)
 - Use forecasting principles and techniques to predict income and expenses
 - Read and correctly interpret NAF Operating Standards
 - Prepare an abbreviated Income & Expense Budget
 - Analyze operating results to detect errors, recognize trends and determine necessary actions
 - Define the internal control process
- 13.10 Explain and discuss the elements of planning as it applies to their activities
- Explain elements to evaluate or assess in the planning process
 - Discuss setting goals and objectives for an activity
 - Explain how to establish strategies and tactics
 - Identify how to determine budget requirements
 - Discuss ways to establish feedback channels

14. LIBRARY ACTIVITY MANAGEMENT

14.1 Describe the relationship of AF libraries and the AF Library and Information System (AFLIS) Program within the AF and DoD structure

- Describe DoD, Joint Command, and AF structure and doctrine as it applies to AF libraries
- Describe base level structure and responsibilities. Identify key personnel and their responsibilities in chain of command at base level; explain levels of authority and responsibilities. Include facility, funding, and technology support responsibilities, and points of contact
- Explain mandatory instructions, standards, and directives applicable to AF libraries
- Identify sources for professional guidance

- Explain major provisions of the Copyright Law
 - Describe library support of the tri-fold mission: mission support, education support, and quality of life support
 - Evaluate operation of base library using a self-inspection checklist
- 14.2 Describe major forces of collection management and their relationship to budgets
- Describe the forces that drive the collection development plan
 - Identify elements in the Collection Management Plan. (evaluation, collecting levels, preservation, storage, collection development, selection and selection policies, weeding, and inventory)
 - Show relationships of collection development and analysis to budget (exercise)
- 14.3 Describe methods of obtaining and managing funds for libraries
- Describe methods for obtaining AF library funds
 - Describe how funds are allocated and distributed to AF libraries
 - Describe methods for managing/spending/obligating funds
 - Describe Central Procurement methods
 - Prepare and defend a library Central Appropriated Fund Budget (budget exercise)
- 14.4 Describe the types of automated systems and their management.
- Identify guidance and instructions for automated systems
 - Describe electronic resources available to AFLIS libraries (networks, databases, etc.)
 - Describe security requirements for network and stand-alone systems
 - Create a five-year automation plan using major components
- 14.5 Build a sample Library Annual Report Program (LARP) according to AF and AFLIS guidance and explain the LARP analysis to upper management
- Identify key elements of the LARP
 - Describe statistics maintained for LARP
 - Build a sample LARP and explain analysis

15. GOLF ACTIVITY MANAGEMENT

- 15.1 Apply the latest techniques and processes contributing to top-notch customer service
- Develop a model to assist in teaching quality guest service to front line employees
 - Describe the value of front line employee's relationship to quality guest service
 - Share ideas with other managers, expanding their knowledge of guest service
 - Develop guest service information brochures that assist in needed communication between management, employees, and guests
- 15.2 Explain and demonstrate the rules of golf
- Demonstrate and explain golf rules and how they apply to different situations
 - Demonstrate finding applicable rule in the rulebook
 - Demonstrate proper marking of the golf course
- 15.3 Use information and technological information available to enhance operations, guest services, and internal administration
- Demonstrate the use of the Internet to enhance golf operations
 - List and explain other technology-based tools

15.4 Write a proper business plan, helping to develop goals for future operational direction

- Develop a mission statement, business objectives, and marketing plan for their facilities
- Explain what they are and how to reach financial objectives
- Utilize the business plan as a management tool to improve job performance
- Write a business plan

15.5 Demonstrate the automated tournament process

- Explain the basics of setting up a database for tournaments
- Produce automated reports, scorecards, and scoresheets with professional results
- Capture tournament entry data to utilize in various non-tournament-related ways that increase sales and income potential

15.6 Explain how to improve food and beverage service and profits

- Explain how to improve the food and beverage operation
- Explain the importance of a successful food and beverage operation as a profit center.

15.7 Explain applicable golf directives

- Explain key elements of applicable directives
- Explain Golden Eagle Standards

15.8 Apply the POS system to a golf operation

- Explain the function and the capabilities of the POS system
- Demonstrate the various application of the POS system

15.9 Forecast trends and how they apply to their operation

- Explain factors and trends that shape the future direction of the AF Golf Program
- Discuss forecasted trends and how they enhance existing programs

15.10 Explain various techniques for managing golf operations

- Explain accounting functions specific to golf
- Explain management of golf car fleet and equipment
- Explain other management guidelines and practices unique to golf courses
- Explain management of various cost centers

15.11 Identify sensitive environmental issues and elements of the Air Force Occupational Safety & Health (AFOSH) Program

- Identify specific elements of Hazard Communication (HAZCOM)
- Identify elements of the AFOSH Program

16. BOWLING ACTIVITY MANAGEMENT

16.1 Explain the factors involved in facility maintenance

- Identify maintenance needs, interior and exterior, to encompass furnishings and equipment
- Explain the elements of employee training
- Develop a facility preventive maintenance plan

- Discuss assigning daily maintenance duties to employees
- 16.2 Key on the segment of that market that will be most productive
- Identify the benefits of using market analysis for league development
 - Discuss the process of market analysis and league development
 - Explain the parts of a basic league development marketing plan
 - Explain role of the manager in league development
- 16.3 Develop and conduct bowling tournaments
- Explain the use of checklists and promotional criteria in tournament development
 - Develop a model of tournament planning and design
 - Discuss the role of tournaments in a well-rounded bowling program
- 16.4 Develop open play programs
- Identify and discuss open play programs
 - List and discuss ideas for development of open play at their center
 - Create open play plan
- 16.5 Apply the concepts and importance of lane conditioning
- Demonstrate how to measure lane conditions
 - Describe how to check consistency of lane conditions
 - Determine oil patterns and their application to tournaments, leagues, and everyday bowling
 - Describe the basics of lane conditioning frequency for cleaning and oil application
- 16.6 Discuss the importance of coaching techniques in the bowling program
- Explain the benefits of basic and advanced bowling coaching techniques
 - List sources available for appropriate instruction
- 16.7 Apply the POS system to a bowling operation
- Explain the function and capabilities of the POS system
 - Demonstrate the various applications of the POS system
- 16.8 Identify the critical elements of the Quick Service Food and Beverage program
- Tracking cost of goods
 - Sanitation
 - Proper Inventory Control
 - Employee Training
 - Portion Control
 - Menu Analysis
 - Resource Protection
- 16.9 Explain the importance of team building
- Explain the benefits of team building
 - Identify the components of effective team building
 - Describe how to implement a team building program at your center
- 16.10 Explain resources available to assist in marketing their activity
- Use customer feedback to assess market needs
 - Develop marketing goals and target markets
 - Explain system wide marketing programs and plans
 - Explain how marketing increases size and profitability
 - Explain the manager's role in the marketing process

16.11 Discuss trends and how they apply to the operation

- Explain factors and trends that shape the future direction of the AF Bowling Program
- Discuss forecasted trends to enhance existing programs

17. SKILLS DEVELOPMENT ACTIVITY MANAGEMENT

17.1 Demonstrate outstanding customer service

- Demonstrate elements of poor customer service
- Demonstrate elements of outstanding customer service
- Demonstrate elements of conflict resolution

17.2 Describe the components required to implement all facets of employee training

- Determine the benefits of training
- Explain how to define training needs
- Explain methods of training
- Explain when to train and how to schedule
- Describe ways to identify training resources
- Explain a structured “Growth Training Plan”
- Explain how to document training

17.3 Describe the components required to implement effective programming in all areas of skills development

- Discuss the benefits of programming
- Explain how to define programming needs
- Explain customer feedback
- Discuss industry trends
- Describe ways to identify programming resources
- Explain AF mandatory programs such as contests
- Explain program scheduling
- Explain ways to evaluate effectiveness of programs

17.4 Explain resources available to assist in marketing their activity, increasing size and profitability. Identify base, MAJCOM, and Services Agency ability to assist local and system wide marketing campaigns

- Define marketing goals and target markets
- Explain the use of customer feedback to assess market needs
- Explain system wide marketing programs and plans

17.5 Explain the purpose of Professional Affiliations

- Explain the importance of maintaining professional affiliations
- Identify professional organizations

17.6 Explain the purposes and benefits of Point of Sales Systems

- Explain the purposes of Point of Sales Systems
- Explain the benefits of Point of Sales Systems
- Identify requirements for implementing a Point of Sales System

17.7 Explain and apply concepts of customer service and resale operations

- Describe effective strategies for working with the Army and Air Force Exchange Service (AAFES)

- Describe stock management principles
 - Explain successful sales and merchandising practices
 - Perform basic sales and profitability calculations
 - Provide examples of potential self and full-service customer services
- 17.8 Explain concepts of neglect and liability. Describe hazard management techniques and appropriate practices concerning blood borne pathogens. Explain the proper risk management documentation systems
- Define basic concepts of negligence and liability
 - Describe hazard management techniques/Hazardous Material (HAZMAT) pharmacy
 - Determine appropriate practices for control of blood borne pathogens
 - Explain the customer education process and the concept of informed consent
 - Explain appropriate risk management documentation systems

18. OUTDOOR RECREATION ACTIVITY MANAGEMENT

- 18.1 Explain the foundation for the Outdoor Recreation program
- Explain the mission, vision, and four goals of the Outdoor Recreation Program
 - Determine if an activity should be classified as outdoor recreation
 - List examples and explain how outdoor recreation activities support the mission
- 18.2 Explain the organizational structure and framework
- Explain the six components of a comprehensive outdoor recreation program
 - Describe the objective of the Outdoor Recreation Program
 - Categorize program elements into Cat A, B, or C for financial purposes
- 18.3 Explain aspects of planning and requirements for Outdoor Recreation
- Describe the parts of a Local Resource Inventory and its development process
 - Describe outdoor recreation specific marketing concerns
 - Give examples of and explain the six different program delivery strategies
- 18.4 Apply ways to develop and market the Outdoor Recreation Program
- Explain key outdoor recreation processes outlined in Golden Eagle Standards
 - Apply the objectives based program-planning model
 - Develop effective seasonal/quarterly promotional schedules
 - Explain the importance of showcasing local natural resources
 - Discuss cooperative marketing
- 18.5 Explain administrative and environmental procedures
- List activity specific qualification training and documentation
 - Determine appropriate use of TDY orders
 - Determine equipment authorizations under allowance standards
 - Describe required natural resource management, environmental safeguards, and program practices
 - Explain the role of volunteers in outdoor recreation programs
- 18.6 Apply essential safety and risk management practices
- Apply hazard assessment and management techniques
 - Explain the concept of informed consent and customer education process
 - Explain appropriate risk management plans and documentation systems

- Explain AFOSH guidelines and standards
 - Describe first aid kit management practices
 - Explain accident and incident reporting procedures and follow up
- 18.7 Explain elements, risk and relationship of outdoor adventure activities to the overall Outdoor Recreation Program
- Explain how outdoor adventure activities relate to the overall outdoor recreation program
 - Explain the concepts of perceived risks, actual risks, and challenges by choice
 - Identify crucial customer considerations inherent to outdoor recreation
 - Describe special staff and equipment requirements of common adventure activities
- 18.8 Explain management of pools, aquatics, and waterfront management
- Describe the elements of effective local operating instructions that satisfy AF guidelines for managing swimming pools
 - Describe and provide examples in the five areas of aquatic programming
 - Determine key management practices for beaches and other natural swimming areas
 - Identify primary marina and watercraft safety and management practices
- 18.9 Set up and perform basic customer transactions using RecTrac!
- Set up:
 - a. Activities
 - b. Facilities
 - c. Membership passes
 - d. Inventories
 - e. Rental items
 - Perform basic customer transactions
 - Discuss the identification of requirements when obtaining a management information system
- 18.10 Explain and apply concepts of customer services and resale operations
- Describe effective strategies for working with AAFES
 - Describe stock management principles
 - Explain successful sales and visual merchandising practices
 - Perform basic sales and profitability calculations
 - Provide examples of potential self and full-service customer services
- 18.11 Describe the equipment loan process and the Rental Operations Program
- Identify equipment features to look for in selecting quality equipment
 - Describe the NAF acquisition and equipment management process
 - Develop equipment rotation, maintenance, and replacement plans
 - Identify equipment items requiring special use and maintenance tracking systems
 - Use the cost-based equipment pricing system. (C-BEPS)
 - Perform basic loan/rental use and profitability analysis calculations
 - Describe used equipment disposal options
- 18.12 Explain the management guidelines and practices of other revenue generating activities
- FAMCAMPs
 - Recreational Lodging

- Skeet and Trap Ranges
 - Facilities/areas with mixed Cat A, B, and C elements
 - RV Storage
- 18.13 Identify factors and trends shaping the direction of outdoor recreation
- Identify changing market conditions, new technology, and emerging activity trends that shape the future direction of Outdoor Recreation
 - Discuss emerging facility design and construction trends

19. AERO CLUB ACTIVITY MANAGEMENT

19.1 Explain the general size (membership and fleet), revenue, and health of the Aero Club system. Explain:

- Flying Hours
- Membership
- Fleet size
- Fleet Age
- Revenue
- NIAD

19.2 Explain resources available to assist in marketing their activity

- Use customer feedback to assess market needs
- Develop marketing goals and target markets
- Explain System wide marketing programs and plans
- Explain how marketing increases size and profitability
- Explain the manager's role in the marketing process

19.3 Explain benefits, procedures and resources available through the Commanders Smart Buy Program (CSBP), Essential Products Program (EPP), and NAF Purchasing Agreement (NPA) Program. Explain:

- Long Range Capital Expenditure budget process
- CSBP, EPP, and NPA
- Purchase/Leasing of new and used aircraft
- Engine overhaul agreements
- Shipping of aircraft and engines
- Purchase of avionics
- Product bulletins

19.4 Explain the Aero Club Life Cycle Management Plan

- Explain the establishment of salvage values
- Explain the procedures for disposal of aircraft and parts

19.5 Explain the Aero Club Self-Insurance Program

- Liability Insurance
- Hull Insurance
- Explain process of filing an insurance claim
- Explain what drives the cost of insurance

19.6 Explain the AF Form 270, when to file and how the form is used

- Requirement to file the AF Form 270
- Annotating status of aircraft for insurance purposes
- Rule of 30

19.7 Determine what financial tools are available in gauging the health of the activity

- Coordinate with RMF
 - a. Operating statements
 - b. Balance sheets
 - c. Budget process
 - d. Cost of sales
- NAF Council
- How to calculate the hourly rental rate

19.8 Identify the structure of the Navy Flying Clubs, how they differ and how they are the same

- Flying hours
- Membership
- Fleet size and age
- Financial measures

19.9 Explain changes in policy and regulations mandated by the AF, Federal Aviation Administration, National Transportation Safety Board, and other regulatory bodies as they apply to aero clubs

- Changes to guidance
- Interpretation of guidance
- Processes for recommending changes/waivers to AF guidance

19.10 Explain the importance of the Flying Safety Program

- Base, MAJCOM, Services Agency, and outside organization's resources available to Build a strong safety program

- Immediate actions following an aircraft incident or accident
- Reporting procedures of an aircraft incident or accident

19.11 Explain concepts of neglect and liability; describe hazard management techniques and appropriate practices concerning blood borne pathogens. Explain proper risk management documentation systems

- Define basic concepts of negligence and liability
- Describe hazard management techniques/HAZMAT pharmacy
- Determine appropriate practices for control of blood borne pathogens
- Explain the customer education process and the concept of informed consent
- Explain appropriate risk management documentation systems

20. FOOD SERVICE ACTIVITY MANAGEMENT COURSE

20.1 Explain principles of military courtesy, common courtesy, and professionalism as they apply to food operations

- Explain Food's role in mission accomplishment
- Define elements included in back to the basics

- Identify ongoing AFSVA initiatives

20.2 Apply the function of various Food files and how they interact within the framework of Corporate Food Service. Troubleshoot problems related to ordering, issuing, and pricing ingredients and recipes

- Identify the purpose of the Basic Ingredient File (FBIF)
- Explain Master Recipe file maintenance
- Identify the purpose of Interim and Master Menus
- Identify the purpose of the Production Log, and Headcount/Selection Ratio Files
- Identify the Kitchen Requisition Form (AF Form 148)
- Explain Subsistence ordering (AF Form 287)
- Explain Food Subsistence Order File (FSOF)
- Identify the purpose of the Food Ingredient Inventory File (FIIF)
- Create Menu

20.3 Explain concepts of shift leader duties. Perform shift leader responsibilities and train shift workers in daily operations

- Explain concepts of production management
- Explain concepts of customer service
- Explain procedures for facility management
- Explain procedures for the protection of assets
- Explain progressive cooking techniques
- Explain serving line set up techniques
- Explain concepts of the food service evaluation record
- Explain concepts of the AF Worldwide Menu
- Explain concepts of the Nutrition Program
- Explain procedures for completing the Food Service Production Log
- Explain procedures for completing the kitchen requisition form
- Explain the concept of the Food Cost Index

20.4 Comprehend menu planning, food production, and customer service for AF Food Service. Utilize the functions available in Corporate Food Service to complete menu planning

- Identify four menu-planning objectives
- Identify tools necessary for menu planning
- List 15 considerations in menu planning
- Use functions in Corporate Food Service to complete Menu Planning and Maintenance
- PROGRAM FMSTRBLD

20.5 Comprehend and utilize the AF Food Service Recipe System (AFFSRS) during food planning and production

- Explain the importance of AFFSRS
- Use search functions
- Retrieve nutritional information
- Scale and print recipes to number of servings desired
- Copy recipes and program local recipes

20.6 Comprehend proper management actions, data inputs, and techniques to assure safe receipt, storage, issue and control of subsistence in food service facilities

- Describe the five desired qualities of food service personnel
 - DSCP/Prime Vendor program and responsibilities
 - Explain ordering and receiving procedures
 - Describe storage controls
 - Describe procedures for manual and Corporate Food Service subsistence issue
 - Explain physical inventory procedures
- 20.7 Explain food service financial management, how income is determined in dining facilities, and tools available in Corporate Food Service for management analysis of forms and reports
- Explain financial management terminology as it relates to food service
 - Identify income sources
 - Explain procedures for maintaining income records
 - Identify financial management reports
 - Explain the “two meal concept” and “profitability”
 - Describe the flow of accounting files
- 20.8 Comprehend the flight feeding and field feeding programs. Identify the different types of flight meals, general accounting, for each and the AF standard for flight meals. Explain the basic principles of field feeding and general accounting in the field
- Flight Food Service
 - a. Identify the mission of Flight Food Service
 - b. Explain the importance of proper diets
 - c. Identify authorized patrons for Flight Food Service
 - d. Explain Food Cost Index percentages for authorized flight meals
 - e. Explain A La Carte Program.
 - Ground Support Meals
 - a. Explain when to use Ground Support Meals.
 - b. Accounting for meals
 1. Ground Support Meal Request
 2. Request for Flight Meals
 3. Monthly Summary of Flight/Special Meals
 - Expanded Flight Kitchens
 - a. Types and procedures for operation
 - b. Accounting
 - Management Practices
 - a. Menu development/core meals
 - b. Management of storerooms
 1. More than 6000 meals monthly
 2. Co-located flight kitchens
 - c. Marketing of meals
 - Corporate Food Service Flight Kitchen Module
 - Field Feeding Program
 - a. Types of rations served
 1. A Rations
 2. UGR

3. MREs
 - b. Field menu development (Worldwide Menu)
 - c. Field Accounting
 1. Dining Facility Summary
 2. Monthly Monetary Record
 3. 7 - day accounting cycle
- 20.9 Explain the importance and requirements of the Subsistence-in-kind (SIK) and Mealcard programs as it applies to Services
- Identify eligibility rules for SIK
 - Identify available programs in SIK/Corporate Food Service Tracking Report
- 20.10 Identify different types of operational rations and their uses
- Identify operational rations
 - Identify procedures in obtaining rations
- 20.11 Discuss the purpose of providing proper nutrition to AF customers. Explain the need to improve education and awareness. Provide an overview of the different programs and responsibilities within the AF Nutrition Program
- Purpose
 - a. Major Components of Health Promotions
 - b. Goal-to reduce illness and injury to AF people and families
 - Education and Awareness
 - a. Mandatory program
 - b. Affects APF, NAF and AAFES
 - c. Provide nutritional information in the facilities.
 - Responsibility
 - a. Health Promotion manager
 - b. Nutritional medicine
 - c. Food Facility Managers
 - Ordering Supplies
 - a. How, where, when
 - b. Timetable for delivery
 - Metrics
 - a. AF Form 3587-APF Check It Out Checklist
 - b. AF Form 3588-NAF Check It Out Checklist
 - c. How often do you apply the checklist
 - d. Healthy Choice Trends Reports (HCTRENDS)
 - National Labeling Education Act (NLEA)
 - a. Explanation of the Act
 - b. Consequences of improper labeling
 - c. Armed Forces Recipe Service (AFRS) Nutrient Information
 - Nutrition Education
 - a. Requirements
 - b. Where to get training
 - Nutrition Recipe System
 - a. AFRS distribution on 10 Aug 00
 - b. How do you get it?

20.12 Explain the changes in sanitation requirements, the implementation of the Food Code, and the basics of the Hazards Analysis and Critical Control Point (HACCP) program

- Describe management responsibilities for
 - a. Food Code requires extensive knowledge by the ‘person in charge’
 - b. Evaluating health and personal hygiene of employees
 - c. Providing training to food workers
- Where to find information
 - a. Chapter 3 lists important cooking, storing, and cooling information
 - b. Chapter 8 lists evaluation criteria by Military Public Health
- HACCP
 - a. Not a mandatory program, as required by AFI 48-116
 - b. Assesses the inherent risks attributed to a product or a process and determines the necessary steps that controls the identified risks
 - c. Does not rely on regulatory inspections, but on ensuring preventive controls

20.13 Discuss the Air Force Hennessy Program history and current guidelines. Explain the parameters for competition, team composition, corporate sponsorship and awards ceremony

- Explain the history of John L. Hennessy
- Outline the process of selecting winners for the Hennessy Awards
- Explain the guidelines for AF Form 1038

20.14 Utilize the food service Quality Assurance and Contract Management Programs and explain use in Dining Facilities

- Identify types of contracts
- Explain procedures for establishing contracts
- Explain the purpose and content of a Quality Assurance Evaluation (QAE)
- Develop Statement of Work

21. FITNESS ACTIVITY MANAGEMENT

21.1 Apply common management principles as they apply to a fitness center operation

- Explain goals and objectives
- Identify elements of a budget
- Develop facility checklists
- Discuss scheduling
- Explain front-end management
- Discuss continuity books
- Explain facility maintenance
- Discuss contract management
- Explain the importance of maintaining training plans
- Define the elements of emergency plans.

21.2 Discuss HAWC Programs and their relationship to fitness centers

- Identify aspects of the AF Cycle Ergometry Program
- Using the AFI explain the AF Weight Management Program

- Explain the Collaboration letter
 - Identify HAWC Programs
- 21.3 Explain sports programs from base to Air Force level
- Explain AF level sports
 - Explain the World Class Athlete Program (WCAP) Program
 - Explain the athlete selection process
 - Complete AF Form 303
 - Explain base level sports programming
- 21.4 Identify basic facts about marketing and commercial sponsorship
- Identify ways to market fitness events
 - Identify ways to receive commercial sponsorship
- 21.5 Identify basics facts and principles of AF manpower standards
- Identify manpower programming
 - Identify manpower resources
 - Explain Unit Manning Documents (UMD) data elements
 - Identify standards application
 - Identify current initiatives.
- 21.6 Explain fitness programming and develop an annual program calendar.
- Explain fitness programming
 - Identify current trends
 - Explain fitness resources
 - Develop an annual program calendar
- 21.7 Define the Services Agency Fitness and Sports Branch, structure, mission, and initiatives
- 21.8 Identify key areas covered in AFI 34-266
- Identify critical fitness and sports policies
 - Explain procedures for implementing policy changes
- 21.9 Locate and navigate the AF Services Agency Fitness and Sports web page.
- Locate the Fitness and Sports web page
 - Identify Golden Eagle Standards, Commander's Checklists, Fitness and Sports Newsletter, Design Guide, and any links that are useful to the fitness center manager

22. LODGING ACTIVITY MANAGEMENT

- 22.1 Apply main features and reports of the Lodging Touch System (LTS)
- Explain the background of the new LTS
 - Explain the Defense Travel Reengineering Project
 - Identify main features of the LTS
 - Demonstrate the LTS with hands on training
 - Identify manager reports and functions
- 22.2 Comprehend accounting responsibilities, and the lodging manager's relationship with the NAF Accounting Office
- Identify accounting functions Services Information Management System (SIMS)/LTS
 - Explain proper billing techniques

- Explain payment policy, account receivable, balancing SIMS/LTS, and the General Ledger
 - Explain Internal balancing
 - Explain billing procedures; cash reconciliation, city ledger
 - Identify current problems in the field with solutions
 - Explain accountants worksheet
 - Comprehend reports generated by SIMS/LTS and where they apply
 - Explain the night audit report
 - Explain NAF Accounting office responsibilities
- 22.3 Explain OSHA, HAZCOM and proper safety practices
- Explain OSHA standards
 - Explain proper safety techniques
 - Explain HAZCOM requirements
- 22.4 Explain effective internal controls
- Identify effective internal controls
 - Identify levels of responsibility
 - Explain physical safeguards
 - Explain NAFFA oversight
- 22.5 Explain the budgeting process for lodging operations
- Explain the budget process
 - Explain how the process affects the rate determination process
 - Identify how the rate determination process works
- 22.6 Explain how to read operating statements for the lodging operation
- Explain trial balance sheets and prepaid expense reports
 - Explain how to read a balance sheet
 - Explain the Income and Expense Statement
- 22.7 Explain the NAF Careers Program
- Explain application procedures
 - Explain the selection process
 - Explain benefits associated with the NAF Career Program
 - Explain career progression
- 22.8 Explain proper management principles
- Explain why it is important to have an effective Quality Assurance Program
 - Explain the importance of personally inspecting rooms, storage, etc.
 - Explain the importance of staff communication
 - Discuss time management principles
 - Explain benchmarking
 - Identify Performance Plus Components
- 22.9 Comprehend the AF Innkeeper Program
- Explain the history of the Innkeeper Program
 - Explain the timeline for the program
 - Explain the purpose of the Innkeeper Program
- 22.10 Identify future initiatives

- Identify status of PBA
- Identify status of accreditation
- Identify other initiatives

23. YOUTH ACTIVITY MANAGEMENT

23.1 Explain the developmental differences in youth ages 6–18 years, components of successful programming, and the ecological model of youth development

- List components of successful programs
- Explain differences in the stages of development
- Give examples of risk and protective factors
- Explain the program planning process

23.2 Prepare a presentation of the application and impact of the assignment from When School Is Out study of school-age programs

- Explain assigned reading from When School is Out
- Describe how the article relates to AF School-Age Programs
- Deliver presentation

23.3 Identify the status of AF School-Age Programs through the accreditation process. Describe the role of the Assessing School-Age Care Quality (ASQ) Team after the NSACA Accreditation process

- Describe the National School-Age Care Alliance accreditation program
- Explain how the program contributes to parent education
- Explain the strategies for preventing child abuse and reporting suspected child abuse and neglect
- Outline requirements of criminal history background checks on employees, contractors, and volunteers
- Explain the importance of an effective working relationship with the Family Advocacy Office

23.4 Explain the importance of training for youth program professionals. List the opportunities available

- Describe current AF youth program initiatives
- Give examples of the program's role in nurturing the professionalism of staff

23.5 Explain the role of the program in supporting the productivity and economic well being of AF members and civilian personnel

- Describe the program's role in ensuring that school-age care is offered effectively and efficiently. Explain the director's role in ensuring the youth program meets the needs of the base community
- Describe the demographics of today's AF
- Outline the child and youth services needed by single, dual military, and dual employed families
- Outline the child-care and youth services needed by active duty members whose spouses are not employed outside the home
- Explain why the AF provides child-care and youth programs
- Describe some of the challenges AF communities face in meeting the needs of teens

- Explain the DoD goal of meeting 80% of the need for child-care
 - Give examples of the special requirements for child-care during contingencies and explain how the program can meet these challenges
 - Describe the role of the program in meeting the needs of children and youth with special needs
 - Explain the revised mission of the community center
 - Explain how the community center should be funded and staffed
 - Describe successful strategies for working with community centers, youth programs, and the civilian community
 - List the major provisions of the DoD Youth Action Plan
 - Outline the major requirements of AFI 34-249, Youth Program
 - Explain the relationship between the AF Youth Program standards and the Boys & Girls Clubs of America Commitment to Quality and Self-Evaluation requirements
 - Give examples of funding requirements for the Youth Program and outline possible sources of funding
 - Explain why the Youth program is affiliated with the Boys & Girls Club of American
 - Describe the youth program core programs
 - Outline the major requirements of DoDI.6060.3 School-Age Child-Care Program
 - List the major provisions of the AF school-age program policies
 - Explain the role of the installation in providing summer programs
 - Explain why the AF provides child-care and youth programs
- 23.6 Describe the program's role in ensuring that school-age care is offered effectively and efficiently
- Explain the installation and higher headquarters inspection process for School-Age Programs
 - List the major provisions of the AF School-Age Program policies
 - Outline the major requirements of DoDI.6060.3 School-Age Child-Care Program
- 23.7 Explore benefits of local and national programs that could provide support for our AF Youth Programs quality of life. Identify nationally recognized youth servicing agencies and the tools and resources available by establishing professional relationships with these organizations
- Identify local and national youth service agencies and resources available
 - Describe the role outside agencies can serve to our AF Youth Programs
- 23.8 Explain the history of the affiliation, opportunities available for programming and training, and core programs adopted by AF
- Explain the relationship between the AF Youth Program standards and the Boys & Girls Clubs of America Commitment to Quality and Self-Evaluation Requirements
 - Describe the Youth Program core programs
 - Identify and set core program priorities
 - Establish training schedule opportunities to meet staff youth training requirements
 - Explain procedures of B&GCA program implementation
 - Explain the difference between the Annual Report and the Self-Evaluation and why it is important for those reports to be submitted in a timely manner
 - Explain the role of the program in providing summer programs

23.9 Following viewing the video tapes, ABC's of Supervision, SAFE Surfacing, and SAFE Playgrounds, and group discussion, define proper supervision of children on playgrounds, properly maintain playgrounds, review advantages and disadvantages of various types of playground surfaces. Inspect playgrounds, recognize common playground deficiencies and correct playground hazards. To familiarize with U.S.C.P.S.C. and A.S.T.M. playground guidelines

- Describe National Program for Playground Safety's supervision plan.
- Identify hazardous playground surfacing and select safe surfacing
- Inspect playgrounds and identify hazardous equipment and maintenance corrections.

23.10 Food & Nutrition in Youth & School-Age Programs

- Explain basic nutrition contents for a balanced cycle menu, regulations governing the Child Nutrition Programs, Food and Drug Administration (FDA) Standards of Identity, and United States Department of Agriculture (USDA) standards used to improve the health and nutrition of children
- Identify creditable and non-creditable foods
- Determine if menus meet requirements through ingredients labeling and component requirements
- Outline requirements for USDA for reimbursement

23.11 Describe the program's role in ensuring the youth sports program provides a safe, healthy and positive sports experience for young people

- Explain the importance of volunteers in the Youth Sports Program
- Explain why a volunteer coaches certification program is important
- Outline the requirements of civilian participation in Air Force youth programs

23.12. Explain the standards of the National Standards of Youth Sports used in the implementation of youth sports programs

- Describe the National Youth Sports Standards. Explain their relationship to installation youth programs
- Outline the requirements of civilian participation in AF Youth Programs

23.13 Following the viewing of Introduction to Youth Sports Administration and Youth Sport Parent videos, describe the resources and leadership provided through the National Alliance for Youth Sports and establishing and maintaining relationships with other agencies and organizations

- Give examples of successful strategies for responding to parent issues within the Youth Sports Program using the 5 Steps in Effective Conflict Management
- Describe the positive benefits of sports participation
- Describe why it is important to recruit quality, well-intentioned coaches
- Explain the purpose of the Code of Ethics
- Outline the major requirements of DoDI 1402.5, Criminal Background Checks
- Outline key elements of a youth sports program safety management plan
- Explain the comparisons between youth sports programs and the education system

23.14 Prepare and deliver a presentation of a successful program accomplished at the student's base

23.15 Discuss topics and issues as they apply

24. CHILD DEVELOPMENT ACTIVITY MANAGEMENT

24.1 Identify the impact the Careers Program has on career progression.

- Identify the purpose of the Careers Program
- Identify the benefits and responsibilities of each participant
- Identify how the Career Program impacts progression, geographical preferences, mobility and rights as a career program participant
- Review their personal file copy of their career brief to verify accuracy

24.2 Identify statistical data from SVPAC/OPM

- Identify elements of SVPAC/OPM Liaison
- Identify procedures associated with SVPAC/OPM liaison

24.3 Explain HRO procedures.

- Identify HRO procedures
- Explain NAF employee relations
- Explain the NAF Personnel Program
- Explain CC Pay Program guidance
- Identify ways to plan and conduct an interview

24.4 Explain the purpose of self-assessments and how to use them to manage and improve their center

- Explain the purpose of the self-assessment tool
- Review sections of the assessment tool
- Discuss how directors use the self-assessment tool for program improvement

24.5 Deliver a success story or challenge to the group

- Deliver a presentation using, organizational skills, expertise, and public speaking skills
- Provide a resource on topic

24.6 Explain and discuss program care for children with special needs

- Implications of the Americans with Disabilities Act (ADA)
- Causes of handicapping conditions
- ADA philosophy and appropriate applications for children birth through age 6
- Referral process for identification and determining services
- Early intervention program options
- Identify features of optimal care and facility design for special needs

Note: this topic includes a Childrens Association for Maximizing Potential (CAMP) Field Trip to Lackland AFB

24.7 Explain, discuss and apply the Marazon System and all of the best practices together by integrating:

- Room arrangement as a Teaching Strategy
- Objective, systematic observation of children
- Sustained, quality interactions
- Seizing “teachable moments”
- A variety of ‘hands on’ life-based experiences through a balanced schedule
- Enhancement (not replacement) of appropriate practices
- Multiple activities and opportunities to support selected target objectives

- Objective and systematic observation of children’s development and utilize these observations for planning purposes
 - Evidence of children’s giftedness to communicate effectively with parents
- 24.8 Discuss and apply playground safety practices
- Review data on playground injuries/types of accidents
 - Review portions of Consumer Product Safety Commission (CPSC) Handout for Public Playground Safety
 - Identify protrusions and entrapments
 - Demonstrate use of probes and gauges
 - Discuss playground hazards
 - Identify ways to conduct/provide playground maintenance
- 24.9 Explain elements of Inspection Procedures
- Certification Process
 - Mechanics of the inspection process

25. CLUBS ACTIVITY MANAGEMENT

25.1. Explain factors responsible for shaping Air Force club’s operational environment, current club initiatives, and keys to a successful club operation.

- Explain factors responsible for shaping AF clubs operational environment.
- Identify current club initiatives.
- Identify keys to a successful club operation.
- Explain Member Value Pricing

25.2. Review of AFI 34-272, Air Force Club Program. Determine if specific situations described in a case study exercise indicate compliance or non-compliance with the AFI.

- Explain how to determine who needs training.
- Explain Financial Standards for clubs
- Explain Management Standards for clubs
- Explain Marketing & Program Standards

25.3. Explain the manager’s role in ensuring the club operates according to the Air Force Food-Code, and ensuring employees meet hygiene requirements. Explain proper techniques for storage and use of leftover foods.

- Explain the purpose of the Air Force Food Code.
- Identify proper sanitation requirements for employees.
- Explain proper techniques for storage of foods.
- Explain proper techniques for storage of leftover foods.

25.4. List the club manager’s responsibilities for implementing an effective drunk and drugged driving prevention program.

- Identify how to implement a drunk and drugged driving prevention program.
- Identify the club manager’s responsibility for the program.

25.5. Identify the purpose and objectives of the Air Force Signature Brand initiative. Explain the process for requesting an AF Signature Brand.

- Identify the purpose of Air Force Signature Brands.
- Identify the objectives of the Air Force Signature Brand program.

- Identify the process for requesting an AF Signature Brand.
- 25.6. Explain the purpose, benefits, and challenges of implementing the Air Force Core Menu program in your club.
- Explain the purpose of the Air Force Core Menu program.
 - Explain the benefits of the Air Force Core Menu Program.
 - Identify challenges related to the Air Force Core Menu Program.
- 25.7. Explain the Air Force Catering program initiative. Describe techniques for effectively managing catering and protocol functions.
- Explain the purpose of the Air Force Catering Program initiative.
 - Identify techniques for effectively managing catering functions.
 - Identify responsibilities relating to the AF Catering Program.
- 25.8. Identify the purpose, benefits, issues and challenges of presented by the Air Force club's standardized POS System and maintenance agreement.
- Identify the purpose of the Air Force POS System.
 - Identify the benefits of the Air Force POS System
 - Identify challenges presented by the POS maintenance system
 - Identify responsibilities to effectively manage the POS and maintenance program.
- 25.9. Explain the objectives and benefits of the Club Membership Card Program (CMCP). Explain the club manager's role and responsibilities relating to the CMCP.
- Explain the objectives of the CMCP.
 - Explain the benefits of the CMCP.
 - Explain the roles and responsibilities of the club manager relating to the CMCP.
 - Explain Member Value Pricing (MVP)
- 25.10. Explain how to control Cost of Sales using the standard computerized inventory management system.
- 25.11. Discuss a club program idea. Provide a one-page handout in the format provided by the instructor.
- Classroom discussion on lessons learned.
- 25.12. Identify components of entertainment programming.
- 25.13. Identify procedures for conducting a successful bingo program.
- 25.14. Explain the purpose and objectives of the Air Force amusement machine program initiative.
- Explain the purpose of the Air Force amusement machine program.
 - Explain the objectives of the Air Force amusement machine program.
- 25.15. Describe where AF clubs were, (market position, threats, and opportunities), where we are now, and where we want to be in the future.
- Explain where AF clubs were
 - Explain where clubs are now.
 - Explain where clubs want to be in the future.

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DCS/Installations & Logistics

APPENDIX B WEB-SITES

HQ AFSVA <http://www-r.afsv.af.mil>

AF Education and
Training Course
Announcements <http://hq2af.keesler.af.mil/ETCA.htm>

HQ AETC <http://www.aetc.af.mil>

Lackland Services Academy <http://www.lackland.af.mil/344trs>

Air Force Institute of Technology <http://www.afit.af.mil>

Services Career Program
<http://www.afpc.randolph.af.mil/cp/serv/>

APF Career Program Records Review

View what the AF has on official file for your particular geographic availability and much more! The web address is www.afpc.randolph.af.mil/cp. Click on records review.

NAF Career Program Registration
Registration in the Services NAF Career Program
www.afpc.randolph.af.mil/cp/serv/procnaf.htm.

External (non-AF candidates/current NAF Employees)
may be referred for positions by completing an EXTERNAL RESUME JOB KIT on line
at <http://www.afpc.randolph.af.mil/resweb/> or by obtaining a Resume Job Kit by calling
1-800-699-4473/210-527-2377

Chief of Staff Reading List
<http://www.af.mil/lib/csafbook/csafciv.html>

Defense Leadership and Management Program (DLAMP)
<http://www.afpc.randolph.af.mil/cp/DLAMP/default.htm>

Professional Military Education (PME)
<http://www.afpc.randolph.af.mil/default.htm>

APPENDIX C USING PROMOTION EVALUATION PATTERNS (PEP)

A PEP is an objective statement of position requirements against which employees are evaluated. It is developed as a result of job analysis of the position to be filled wherein essential Knowledge Skills and Abilities (KSA) are identified. The pattern may apply to a group of positions organized by occupation and grade or to one position. It states requirements for basic eligibility in the screening process for evaluations based on applicable ranking factors and for final relative ranking. The PEP must show a minimum of the following:

1. The position covered
2. Minimum qualifications standard
3. Other selective placement factors
4. Applicable ranking factors

Services PEPs can be depicted as triangles. Minimum qualifications are outlined at the base of the triangle. Qualifications are equated as skill codes and/or education. PEP numbers are identified in Attachment 1, Skill Code Chart in the third column. Performance Level Factor (PLF) are represented by numbers on the left side of the triangle. PLFs identifies levels of qualification. The numbers identified at the top are the best qualified for a position.

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DCS/Installations & Logistics

OCSR SKILL CODE PEP # DEFINITION

Attachment 1

0030	ABF	COMBAT 1-2 2FD 1-3	<u>SPORTS SPECIALIST</u> - Plans/carries out Fitness programs, trains and develops athletes and athletic teams, conducts tournaments and competition. Evaluates program effectiveness. Conducts clinics of seminars to train coaches, officials or others. (Sports Directors and persons in charge or headquarters sports and athletic functions are properly coded using ABF.)
0050	ABH	MOR 1-2	<u>FUNERAL DIRECTOR</u> - Funeral directors supervise or perform work in a hospital, domiciliary, or other medical care facility which involves planning and directing details relating to arrangements for funeral services and burial, transportation of remains, and meeting and carrying out the wishes of relatives of deceased. This may include responsibility for embalming and for supervising and training embalmers.
0050	ABK	MOR 1-4	<u>MORTUARY OFFICER</u> - Mortuary Officers perform work in connection with all phases of a large mortuary program for an agency, including responsibility for developing procedures to guide the mortuary service at hospital and other installations
0050	ABM	MOR 1-3	<u>MORTUARY TECHNICIAN</u> - Technical work performed in connection with the administration of a mortuary program for an agency.
0188	AFP	2FD 1-2	<u>RECREATION SPECIALIST</u> - Uses general knowledge of recreation, the goals, principles, methods, and techniques of recreation in evaluating, conducting, planning, and managing recreation activities and programs.
0188	AFP ITT		<u>INFORMATION/TICKET/TOURS</u> - Plans and implements an information, ticket, and tours operations, and serves as focal point for dissemination of information. (New92)
0188	AFP KID	CDC 1-1 FAMMBR 1-3 CSFSMA 1-3 CSFMED 1-2	<u>YOUTH ACTIVITIES</u> - Plans, carries out, and evaluates recreational activities such as teen clubs, athletic events, nationally affiliated group activities (Scouts, 4-H, etc.), hobbies and handi-crafts, youth self-awareness programs, etc., for young people ages 6 to 18. (Youth Directors and staff personnel in charge of youth programs are properly coded AFPKID.)
0188	AFP OUT	CSFSMA 1-3 CSFMED 1-2	<u>OUTDOOR ACTIVITIES</u> - Plans and conducts outdoor recreation activities such as camping, hiking, water-related sports (boating, fishing, swimming, etc.), shooting,

OCSR SKILL CODE PEP # DEFINITION

		CSFLRG 1-2	horseback riding, biking, etc., with due regard for conservation of natural resources and outdoor safety. (Outdoor Recreation Directors and staff specialists overseeing outdoor recreation programs are coded AFPOUT)
0188	AFP PNB	FAMMBR 1-2 CSFSMA 1-3 CSFMED 1-2 CSFLRG 1-2	<u>COMMUNITY ACTIVITIES</u> - Organizes and directs within the resources of the recreation center a wide variety of activities that encourage creative self-expression, promotes constructive use of leisure time, and facilitates cultural and social growth and enjoyment. Dances, parties, games, tournaments, tours and travel, lectures, special interest clubs, ethnic awareness activities, etc., are examples of community activities. (The Recreation Center Director and Program Director and headquarters personnel overseeing recreation centers are coded AFPPNB.)
0189	AFS		<u>RECREATION ASSISTANT/AID</u> - Provides support and assistance to recreation specialists or MWR managers by doing limited aspects or recreation work, or by working in well-organized and carefully monitored recreation activities. (Assistants and aids performing recreation-related work in child care centers, hobby shops, and sports programs are coded AFS.)
0201	AGC	HR 1-4	<u>PERSONNEL OFFICER/DIRECTOR OF PERSONNEL</u> - Applies only to position officially titled Director/Deputy Director of Civilian Personnel and Personnel/Assistant Personnel Officer. These positions carry no second or third skills and no other position should carry AGC as a second or third skill.
0201	AGD	HR 1-4	<u>PERSONNEL MANAGEMENT SPECIALIST-SATELL</u> - Applies to positions assigned to, but physically separated from, Central Civilian Personnel Offices whose primary responsibility is to provide on-site personnel management services. To credit this skill, the duties must have included a combination of the major functions of a civilian personnel program (i.e., staffing, classification, employee relations, employee development, and labor relations). This skill is appropriate only for the Chief of the Satellite Office, who is delegated broad CPO-like responsibilities.
0201	AGG	HR 1-3	<u>PERSONNEL MANAGEMENT SPECIALIST</u> - Performs work typical of three or more of the specialized personnel series or personnel work not classifiable in the specialized series. Work classifiable to specialized personnel series use authorized skills codes and shred for the specialized series (Do not use without shred.)

OCSR	SKILL CODE	PEP #	DEFINITION
0201	AGG ICE	HR 1-3	<u>SYSTEMS MANAGEMENT</u> - PSM function at all levels. Requires knowledge of design, content and use of data systems and ability to define civilian personnel functional requirements for application in PDS-C.
0201	AGG DTS	HR 1-3	<u>DATA SYSTEMS</u> - Involves serving as a function area (e.g., Personnel, Comptroller, Manpower, Logistics Operations) expert on the use of automated data management systems and methodologies to support functional area workload. Requires manipulating or maintaining widely used functional area computer applications to satisfy the needs of many end-users. This would include activities such as function-related systems analysis, data management/administration; applications development with end-users oriented programming languages, and/or utilization of off-the-shelf system packages. Also serves as primary interface for the assigned functional area with supporting technical systems organizations and other functional area systems experts. In general, this shred identifies a position, which, in addition to functional area knowledge, requires a more significant involvement with, and more in-depth knowledge of functional area information systems technology than a normal functional system end-user. (Note: This shred should not be used for positions where the primary association with computer system is data entry or retrieval, for positions classified or credited with GS-334 or GS-391 skill codes or for Civilian Personnel Systems Managers.) (REV 92)
0201	AGG PEP	HR 1-3	<u>PROGRAM EVALUATION PLANNING</u> - Planning, managing, and directing program evaluations of assigned personnel functions at base level or MAJCOM level. This does not include staff level evaluation responsibilities representing the full range of KSAs for a personnel function (shred PRN).
0201	AGG PVA	HR 1-3	<u>RESOURCE PLANNING, PROGRAMMING, AND UTIL</u> - Work involved in interface with financial management, budget, contacting studies, long-range planning, and manpower duties. Base-level GS-235 Employee Development Specialists engaged in budgeting/planning duties should not be coded with this shred (REV92)

OCSR SKILL CODE PEP # DEFINITION

0201	AGJ	HR 1-2	PERSONNEL ADMINISTRATION - GS-0201 work associated with the administrative functions of the Civilian Personnel Office (CPO); such as records and files responsibility, strength accountability, personnel action regulatory compliance, travel, overseas allowances, Freedom of Information and Privacy Act control. It is not used to describe the management of the civilian personnel program.
0212	AGV	HR 1-3	<u>PERSONNEL STAFFING SPECIALIST</u> - Involves job analysis, development or application of qualifications standards/rating guides, selection of appropriate staffing methods, ranking of candidates, interviewing potential employees, design and operation of merit promotion plans, RIF, transfer of function, setting rates of pay, etc. (Do not use without shreds.)
0212	AGV 1BG	HR 1-3	<u>RECRUITING</u> - Staffing involving use of competitive registers, noncompetitive appointments, special appointing authorities, displaced employee lists, candidates from other Federal agencies, and other sources outside of merit promotion procedures.
0212	AGV 1BG 1BK	HR 1-3	<u>SPECIAL INTEREST PROGRAMS</u> - Recruiting for veterans, minorities, women, handicapped, etc.
0212	AGV 1BG 1BM	HR 1-3	<u>COLLEGE RECRUITING</u> - Contracting and dealing with representatives of colleges and universities, participating in job fairs, career days, developing advertising that appeals to students, developing work/study programs
0212	AGV 1BH	HR 1-3	<u>EXAMINING</u> - Development and administration of rating plans, testing, and establishment of registers.
0212	AGV 1BJ	HR 1-3	<u>PLACEMENT</u> - Staffing involving operation of the merit promotion program, career programs, RIF, transfer of function, priority placement programs, overseas placement program.
0212	AGV ECM	HR 1-3	<u>INSTRUCTOR</u> - Center for Professional Development instructor or other agency equivalent for staffing courses.
0212	AGV PPB	HR 1-3	<u>APPEALS EXAMINING</u> - Grievance investigation involving the staffing process. Performed by an AFCARA or other agency equivalent examiner/analyst.

OCSR	SKILL CODE	PEP #	DEFINITION
0212	AGV PRN	HR 1-3	<u>PROGRAM EVALUATION</u> - Evaluation of staffing function performed as an Air Force evaluation, member of HAF or MAJCOM staff, or permanent member of IG team. (Includes other agency equivalents.) Pos Loc Ind codes A or B only. (OPM Region or Area Office, Code C.)
0212	AGV SPF	HR 1-3	<u>SPECIALIZED</u> - Staffing work not requiring knowledge of the Federal Personnel Manual.
0212	AGV SPF DPA	HR 1-3	<u>DEPENDENT HIRE PROGRAM</u> - Staffing work limited to the DOD Dependent Hire Program overseas.
0212	AGV SPF PPD	HR 1-3	<u>NONAPPROPRIATED FUNDS</u> - NAF staffing work limited.
0221	AGX	HR 1-3	<u>POSITION CLASSIFICATION SPECIALIST</u> - Classifies positions according to their common characteristics of kind of work, level of difficulty, degree of responsibility, qualifications requirements, and other factors established under Federal position classification plans. (or) Advises management on structuring of organizations and positions for maximum use of skills, as well as economy and efficiency of operations. (Do not use without shreds).
0221	AGX 1AS	HR 1-3	<u>POSITION MANAGEMENT</u> - Structuring of organizations and positions for maximum use of skills as well as economy and efficiency of operation.
0221	AGX 3GE	HR 1-3	<u>GENERAL</u> - Classification of the full range of occupations in a variety of organizations.
0221	AGX ECM	HR 1-3	<u>INSTRUCTOR</u> - Center for Professional Development instructor or other agency equivalent in classification function
0221	AGX PRN	HR 1-3	<u>PROGRAM EVALUATION</u> - Evaluation of the classification function performed as an Air Force evaluator, member of HAF or MAJCOM staff, or permanent member of IG team. (Includes other agency equivalents.) Pos Loc Ind codes A or B only. (OPM Region or Area Office Code C).
0221	AGX SPF	HR 1-3	<u>SPECIALIZED</u> - Classification assignment concentrating on a few occupations or one organization. The specialization can be very technical; e.g., scientists and engineers, or much less complex; e.g., FWS positions with extensive use of standard

OCSR SKILL CODE PEP # DEFINITION

			position descriptions. Do not use this shred without subshred.
0221	AGX SPF CLT	HR 1-3	<u>CLERICAL/TECHNICAL</u> - Work involves the classification of clerical and technical positions in a limited number of occupations
0221	AGX SPF PRJ	HR 1-3	<u>PROFESSIONAL/ADMINISTRATIVE</u> - Work involves the classification of a wide variety of positions engaged in professional and administrative occupations.
0221	AGX SPF PRV	HR 1-3	<u>WAGE GRADE</u> - Classification of positions covered by the Federal Wage System.
0221	AGX SPF SAE	HR 1-3	<u>SCIENTIFIC/ENGINEERING</u> - Work involves the classification of a wide variety of positions in scientific and engineering occupations.
0230	AHH	HR 1-3	<u>EMPLOYEE RELATIONS SPECIALIST</u> - Involves establishing and maintaining employee/employer relationships, which contribute to satisfactory productivity, motivation, morale, and discipline. (do not use without shreds.)
0230	AHH 1AV	HR 1-3	<u>AWARDS</u> - Involves programs and activity concerning awards and other recognition given to recognize employees for performance achievements and other acts or services.
0230	AHH 1BD	HR 1-3	<u>GRIEVANCES/APPEALS</u> - Provides guidance to management officials on processing of grievances and/or appeals.
0230	AHH 1BE	HR 1-3	<u>DISCIPLINARY ACTIONS</u> - Involves programs and activity to correct misconduct through discipline, and to correct other problems through nondisciplinary adverse actions. Also involves programs and activity concerning suitability and security.
0230	AHH BEN	HR 1-3	<u>BENEFITS AND SERVICE</u> - Advises employees/management on retirement, insurance, compensation, etc.
0230	AHH DAA	HR 1-3	<u>DRUG AND ALCOHOL ABUSE</u> - Involves identifying employees with drug or alcohol abuse problems and working to solve these problems.
0230	AHH DCC	HR 1-3	<u>DISCRIMINATION COMPLAINTS</u> - Applies to positions assigned to Civilian Personnel Offices which are responsible for advising top management officials, Chief EEO Counselors, management representatives, etc. on the processing of discrimination complaints. Makes recommendations to resolve discrimination complaints and provides technical advice during EEO investigations or hearings.

OCSR	SKILL CODE	PEP #	DEFINITION
			Assists in the selection and training of EEO Counselors. (Do not assign this skill to Chief EEO Counselor, EEO Counselor, or collateral duties classified to the GS-260 series).
0230	AHH DDF	HR 1-3	<u>PERFORMANCE APPRAISAL</u> - Involves program and activity to appraise and rate the performance and potential of employees, including new hire, manager, and supervisor probationers.
0230	AHH ECM	HR 1-3	<u>INSTRUCTOR</u> - Center for Professional Development instructor or other agency equivalent for management employee relations courses.
0230	AHH PPB	HR 1-3	<u>APPEALS EXAMINING</u> - Grievance investigation involving employee/management relations function. Performed by an AFCARA or other agency equivalent examiner/analyst.
0230	AHH PRN	HR 1-3	<u>PROGRAM EVALUATION</u> - Evaluation of the employee/management relations function as an Air Force evaluator, member of HAF or MAJCOM staff, or permanent member of IG team. (Includes other agency equivalents.) Pos Loc codes A or B only. (OPM Region or Area Office, Code C.)
0230	AHH PSJ	HR 1-3	<u>ADVISORY SERVICES/GUIDANCE</u> - Involves advising management officials and employees on the full range (all KSAs) of the employee relations functions
0233	AHK	HR 1-3	<u>LABOR MANAGEMENT RELATIONS</u> - Involves establishing and maintaining effective relationships with labor organizations, negotiating and administering labor agreements, conferring with labor organizations on behalf of management, and providing advice and assistance to management on a variety of labor relations matters. (Do not use without shreds.)
0233	AHK 3GV	H4 1-3	<u>GRIEVANCES/ARBITRATION</u> - Advising management on the processing of grievances under negotiated grievance procedures. Serving as management's representative in resolving negotiated grievances. Assists top management in selection of an arbitrator, prepares hearing briefs for submission to arbitrator, and represents management at arbitration meetings.
0233	AHK 3NA	HR 1-3	<u>NATIONAL CONSULTATION</u> - Represents the Air Force or other agency in consulting with labor organizations in the national level.

OCSR	SKILL CODE	PEP #	DEFINITION
0233	AHK 3NG	HR 1-3	<u>NEGOTIATING/MEDIATION</u> - Developing strategies and proposals for collective bargaining, negotiating agreements, obtaining concurrence of top management on positions to be taken and propriety of proposals. May include actual “at-the-table” negotiating with the team, presenting management’s positions, analyzing proposals, and changing strategies as needed. Prepares for sessions before the Federal Mediation and Conciliation Service or Federal Service Impass Panel, and defends declarations of nonnegotiability. Obtains formal approval of contact.
0233	AHK CML	HR 1-3	<u>CONTRACT ADMINISTRATION</u> - Providing interpretation of the intent and language of collective bargaining agreements, training management, and ensuring agreement is properly applied.
0233	AHK ECM	HR 1-3	<u>INSTRUCTOR</u> - Center for Professional Development instructor or other agency equivalent for labor management relations courses.
0233	AHK PRN	HR 1-3	<u>PROGRAM EVALUATION</u> - Evaluation of the labor relations function performed as an Air Force evaluator, member of HAF or MAJCOM staff, or permanent member of IG team. (Includes other agency equivalents.) Pos Loc Ind codes A or B only. (OPM Region or Area Office, Code C.)
0233	AHK PSJ	HR 1-3	<u>ADVISORY SERVICES/GUIDANCE</u> - Involves advising management on the full range of labor relations functions or on adverse actions, grievances, discipline, etc., when they are dealt with as an integral part of the labor relations program. Investigates, evaluates, and negotiates settlements of unfair labor practices.
0235	AHM	HR 1-3	<u>EMPLOYEE DEVELOPMENT SPECIALIST</u> - Involves planning, administering, supervising, or evaluating a program designed to train and develop employees and providing guidance to management and employees on training and development matters. Incumbents of these position would normally be responsible for developing and monitoring a training budget, to include the redistribution or reallocation of available funds. (Do not use without shreds.) (Rev92)
0235	AHM 3GE	HR 1-3	<u>GENERAL</u> - Training and development assignment involved with a full range of occupations in a variety of organizations.

OCSR	SKILL CODE	PEP #	DEFINITION
0235	AHM ECM	HR 1-3	<u>INSTRUCTOR</u> - Center for Professional Development instructor or other agency equivalent for training and development courses.
0235	AHM PRN	HR 1-3	<u>PROGRAM EVALUATION</u> - Evaluation of the training and development function as an Air Force evaluator, member of HAF or MAJCOM staff, or permanent member of IG team. (Includes other agency equivalents.) Pos Loc Ind codes A or B only. (OPM Region or Area Office, Code C)
0235	AHM SPF	HR 1-3	<u>SPECIALIZED</u> - Training and development assignment concentrating on a few occupations. Do not use this shred without subshreds.
0235	AHM SPF 1BS	HR 1-3	<u>PROFESSIONAL</u>
0235	AHM SPF 1BV	HR 1-3	<u>TECHNICAL</u>
0235	AHM SPF 2KM	HR 1-3	<u>SOCIAL ACTIONS</u>
0235	AHM SPF PSU	HR 1-3	<u>MANAGEMENT/EXECUTIVE</u>
0235	AHM SPF PTA	HR 1-3	<u>TRADES & CRAFTS</u>
0235	AHM SPF SAE	HR 1-3	<u>SCIENTIFIC/ENGINEERING</u>
0235	AHM SPF VTG	HR 1-3	<u>SPECIAL PROGRAMS</u>
0301	AKM AKS		<u>HOUSING MANAGER</u>
0301	AKM ALJ	FAMMBR 1-2 CSFSMA 1-4 CSFMED 1-4 CSFLRG 1-3 COMBAT 1-2 BOS 1-4 SVC 1-3 MARKET 1-2	<u>MORALE, WELFARE, AND RECREATION</u> -_This skill code set is to be used ONLY to code experience as Chief or Deputy of MWR at base level, or MAJCOM and AFMPC staff officers who oversee two or more MWR functions performed prior to October 1992.

OCSR SKILL CODE PEP # DEFINITION

0301	AKM CSF	CLUB 1-2 CSFSMA 1-4 CSFMED 1-5 CSFLRG 1-4 COMBAT 1-2 BOS 1-3 SVC 1-2	<u>SVCS COMMUNITY SUPPORT FLIGHT</u> - Functions as flight chief with primary responsibilities for general administrative oversight of hospitality and recreations operations within the flight. This position is located at medium size bases with an assigned military population between 1000-5000. (NEW 96)
0301	AKM CSF YTH	CLUB 1-2 FAMMBR 1-3 CSFSMA 1-5 CSFMED 1-5 CSFLRG 1-4 COMBAT 1-2 BOS 1-3 SVC 1-2	<u>YOUTH</u> - Functions as flight chief with primary responsibilities for general administrative oversight of hospitality, recreation and youth operations within the flight. This position is located at small sized bases with an assigned military population below 1000. (NEW 96)
0301	AKM HRO	HR 1-5	<u>HUMAN RESOURCES</u> - Performs duties as the NAF personnel advisor to the Services Division/Squadron, which includes administrative management of such NAF personnel functions. (REV 96)
0301	AKM MBF	CLUB 1-3 CSFSMA 1-3 CSFMED 1-3 CSFLRG 1-2 COMBAT 1-2 BOS 1-5 SVC 1-2	<u>SVCS HOSPITALITY FLT</u> - Functions as flight chief with primary responsibilities for general administrative oversight of flight activities. (Previously the Svcs Military Support Flt) (REV 96)
0301	AKM MIF	LDG 1-3 CSFSMA 1-3	<u>SVCS COMBAT SUPPORT FLT</u> - Functions as flight chief with primary responsibilities for general administrative oversight of food services, lodging, fitness,

OCSR SKILL CODE PEP # DEFINITION

		CSFMED 1-3 CSFLRG 1-2 COMBAT 1-4 BOS 1-3 SVC 1-2	and linen exchange operations within the flight. (Previously the Svcs Military Support Flt) (REV 96)
0301	AKM MWR	FAMMBR 1-2 CSFSMA 1-3 CSFMED 1-4 CSFLRG 1-3 COMBAT 1-3 BOS 1-4 SVC 1-4 HR 1-2 MARKET 1-2	<u>SVCS DIRECTOR/DEPUTY</u> - Executive management and supervision of programs and activities. Administers and monitors the development, implementation, and operation of hospitality, recreation, resource management, family member support and combat support functions of Services. (REV 96)
0301	AKM PMF	HR 1-2 CSFSMA 1-3 CSFMED 1-4 CSFLRG 1-2 COMBAT 1-2 BOS 1-3 SVC 1-2	<u>SVCS PLANS & FORCE MANAGEMENT</u> - Functions as flight chief with primary responsibilities for general administrative oversight of flight activities. (Obsolete code a/o Jan '97 reorganization) (REV 96)
0301	AKM REF	CSFSMA 1-3 CSFMED 1-3 CSFLRG 1-2	<u>SVCS RESOURCES MANAGEMENT FLT</u> - Functions as flight chief with primary responsibilities for general administrative oversight of NAF/APF financial management, data automation, and logistics operations within the flight. (REV 96)

OCSR SKILL CODE PEP # DEFINITION

		COMBAT 1-2 BOS 1-3 SVC 1-2	
0301	AKM RJV		<u>CONTRACT SERVICES</u> - Activities which involve work primarily concerned with the inspection, evaluation, and acceptance of contractor performed services.
0301	AKM RJV DNH	COMBAT 1-2	<u>DINING HALL OPERATIONS</u> - Activities of those positions responsible for monitoring the food service/dining hall contract for a government institution. (REV 96)
0301	AKM RSF	CSFSMA 1-4 CSFMED 1-4 CSFLRG 1-4 COMBAT 1-2 BOS 1-3 SVC 1-2	<u>SVCS RECREATION FLT</u> - Functions as flight chief with primary responsibilities for general administrative oversight of skills development, outdoor recreation, marinas, pools, and aero club operations within the flight. (REV 96)
0301	AKM UME	LDG 1-3 COMBAT 1-3 SVC 1-3	<u>SERVICES</u> - This skill code set is to be used ONLY to code experience-involving management of two or more Services programs (food service, lodging, force management, and mortuary affairs) performed prior to October 1992. (REV 96)
0301	AKM WFM	FAMMBR 1-2 CSFSMA 1-4 CSFMED 1-4 CSFLRG 1-4 COMBAT 1-2 BOS 1-3 SVC 1-2	<u>RECREATION SERVICES MANAGER</u> - This skill code set is to be used ONLY to code experience-involving management of recreation programs in an MWR organization which was performed prior to October 1992. (Rev 92)
0301	AKT AKS		<u>HOUSING TECH</u>
0301	AKT ALJ	COMBAT 1-2 MARKET 21-2	<u>MORALE, WELFARE AND RECREATION</u> - Executive supervision and control over MWR programs and activities, which includes financial functions. Administered and monitored the development, implementation and operations of

OCSR SKILL CODE PEP # DEFINITION

			MWR programs prior to October 1992. (REV 96)
0301	AKT ALJ VLL		<u>OPERATIONS</u> - Functioned as a special assistant to the MWR Chief and provided operational management and administration over MWR programs prior to October 1992. (REV 96)
0301	AKT PPE		<u>CAREER MANAGEMENT</u> - Work involved with establishing, designing, administering Air Force career programs through centralized staffing and career development.
0301	AKT RJV		<u>CONTRACT SERVICES</u> - Activities which involve work primarily concerned with the inspection/evaluation/acceptance of contractor performed services.
0301	AKT RJV DNH		<u>DINING HALL OPERATIONS</u> - Activities of those positions responsible for monitoring the food service/dining hall contract for a government institution. (REV 96)
0301	AKT UME	LDG 1-2 COMBAT 1-2 BOS 1-3	<u>SERVICES</u> - Activities related to the Services function (usually for GS-9 and above positions, except for intern positions). Normally includes management of or liaison with two or more of such functions as food services (dining halls), unaccompanied personnel housing (billeting or dormitories), linen exchange, mortuary affairs, and the base exchange. If the position being coded works with functions other than those listed here, they should be coded separately. (REV 92)
0303	AKK RJV		<u>CONTRACT SERVICES</u> - Activities which involve work primarily concerned with the inspection/evaluation/acceptance of contractor performed services.
0303	AKK RJV DNH		<u>DINING HALL OPERATIONS</u> - This code reserved for those clerical employees who work in the function which is responsible for monitoring the food service/dining hall contract for a government institution when the position is not more appropriately classified to another series. (REV 96)
0303	AKK UME		<u>SERVICES</u> - Clerical duties in support of the Services function (SV) (usually for positions GS-8 and below). This function normally includes one or more of such activities as food services (dining facilities), lodging, linen exchange, mortuary affairs, and the base exchange. Positions performing duties involved in functions other than those listed here should be coded to include those functions. (REV 96)

OCSR SKILL CODE PEP # DEFINITION

0501	AXV PPD		<u>FINANCIAL ADMINISTRATION/NONAPPROPRIATED FUNDS</u> - Applies knowledge of laws, rules, and regulations applicable to Nonappropriated funds. (New 92)
0510	ACO NAF		<u>ACCOUNTING OFFICER/NAF FINANCIAL MANAGEMENT OFFICER</u> - Serves as Nonappropriated fund accounting officer. The position requires professional accounting knowledges or a continuing requirement to supervise professional accounting functions; also has significant responsibilities for budgeting functions. (Rev 92)
0510	BAD PPD		<u>ACCOUNTANT/NONAPPROPRIATED FUNDS</u> - Applies knowledge of laws, rules, and publications applicable to Nonappropriated funds. (Rev 92)
0510	BAH PPD		<u>SYSTEMS ACCOUNTANT/NONAPPROPRIATED FUNDS</u> . Applies knowledge of laws, rules, and regulations applicable to Nonappropriated funds. (Rev92)
1056	CJU	CSFSMA 1-2 CSFMED 1-2 CSFLRG 1-2	<u>ART SPECIALIST</u> - Plans, implements, or carries out educational, cultural, recreational or other programs in the field of art. (Skills Development Directors and HQ staff specialists overseeing skills development functions are coded CJU.) (Rev 96)
1101	BLT	LDG 1-2	<u>LODGING CLERK</u> - Clerical activities related to unaccompanied personnel housing (lodging or dormitories) assignment, termination, and utilization of quarters.
1101	BWL	CSFSMA 1-2 CSFMED 1-2 BOS 1-3 MARKET 1-2	<u>BOWLING CENTER MANGER</u> - Uses knowledge of business practices and methods to manage, control, and supervise bowling center facilitates including, but not limited to snack bar, retail sales, and maintenance activities. (REV 96)
1101	CLM	CLUB 1-3 CSFSMA 1-2 CSFMED 1-2 BOS 1-2 MARKET 1-2	<u>CLUB MANAGER</u> - Responsible for the overall management of a voluntary membership organization. Establishes the planning and operating goals and objectives related to operations, protocol/official functions, entertainment and other membership programs, and administrative management and support matters.
1101	CLM AIR	CLUB 1-3	<u>AERO CLUB</u> - Serves as manager for a Services Aero Club operation. (REV 96)

OCSR SKILL CODE PEP # DEFINITION

		CSFSMA 1-2 CSFMED 1-2 CSFLRG 1-2 BOS 1-2	
1101	CLM OMO	CLUB 1-4 CSFSMA 1-2 CSFMED 1-2 BOS 1-3 MARKET 1-2	<u>CLUB OPERATIONS</u> - Serves as the Operations Manager of a Club. Works under supervision of the Club Manager, oversees operations, and acts as Assistant Manager. (REV 96)
1101	CLM OPM	CLUB 1-4 CSFSMA 1-2 CSFMED 1-2 BOS 1-4 MARKET 1-2	<u>OPEN MESS MANAGEMENT</u> - Responsible for the overall management and performance of a club mess membership organization. Establishes the planning and operating goals and objectives related to food and beverage operations, protocol/official functions, entertainment and other membership programs, and administrative management and support matters such as storage and inventory, procurement of goods and services, budget preparation, financial management, personnel management, and facility improvement. (REV 96)
1101	CLP	CSFLRG 1-2 2FD 1-1	<u>RECREATION FACILITY MANAGER</u> - Position requires knowledge of business practices rather than recreation methodology. Rentals, retail sales, and/or snack bar operations may be involved. Use of code CLP may be applicable to positions such as auto hobby shop, skating rink, swimming pool, beach, and winter sports complex managers.
1101	CLP SNB	CSFLRG 1-2	<u>SNACK BAR</u> - Responsible for all aspects of snack bar operation within a recreational facility.
1101	CMC BEV		<u>BUSINESS/INDUSTRY SPECIALIST-BEVERAGE MANAGEMENT</u> - Serves as a business/industry specialist in beverage management
1101	CMC UPE	MARKET 1-3 BOS 1-2	<u>MARKETING</u> - Functions as a business systems and market analyst for Services division. Responsible for the development of marketing programs, collection of data and analysis, commercial sponsorship and publicity. (REV 96)
1101	GLF	CSFSMA 1-2 CSFMED 1-2	<u>GOLF MANAGER</u> - Uses knowledge of business practices and methodology to manage, control, and supervise golf facilities including but not limited to rental,

OCSR SKILL CODE PEP # DEFINITION

		BOS 1-3 MARKET 1-2	proshop, snack bar, maintenance, and recreational activities. (REV 96)
1101	MAR	CSFSMA 1-2 CSFMED 1-2 CSFLRG 1-2	<u>MARINA MANAGER</u> - Uses business principles and practices to manage boating, water sports, or marina operations. Oversees retail sales, equipment rentals, and maintenance activities. Administers cash safeguards, water safety programs, and recreation-related programs. (Note: Marina positions requiring knowledge of outdoor recreation theory and methodology are coded AFP OUT MAR.)
1173	DRT		<u>HOUSING MANAGEMENT</u> - Involves duties relative to (1) direct management of the on site operation of family housing projects, billeting facilities, transit/permanent living quarters, or dormitory facilities; or (2) evaluation of housing management programs, development of administrative procedures, and providing advice and technical assistance related to the management of facilities as described above. Normally, use of shred/subshred with this skill is appropriate.
1173	DRT BTG	LDG 1-3	<u>LODGING ASSISTANCE</u> - Includes activities related to assignment, terminations, utilization, surveys/studies and complaint resolution and meeting needs of occupants in VAQs VOQs and TLFs. (REV 96)
1173	DRT BUM	LDG 1-4 COMBAT 1-2	<u>LODGING MANAGER</u> - Includes the assignment control, utilization, inspections, budgeting, financial management, program surveys, furnishings management, contract quarters, etc., related to the management of VAQs, VOQs, and TLFs. (REV 96)
1410	DVX	LIBRARIAN 1-1 COMBAT 1-2	<u>LIBRARIAN</u> - Collects, organizes, preserves, and retrieves recorded knowledge in printed, audiovisual, film, tape, multi-medium or other medium. Position may include selection, acquisition, cataloging, or classification of materials. Performs library management and systems planning, oversees library collection, education program support, and office/rental collections, Subject matter specialization shreds are found in Base Table 465 and should be used as applicable.
1410	DVX BLN	LIBRARIAN 1-2 COMBAT 1-2	<u>INSTALLATION</u> - Serves as the Base Librarian.

OCSR	SKILL CODE	PEP #	DEFINITION
1410	DWB	LIBRARIAN 1-2	<u>ADMINISTRATIVE LIBRARIAN</u> - Provides technical and administrative direction for all functional areas of either scientific and technical libraries, library service centers, or academic libraries.
1410	DWD	LIBRARIAN 1-2	<u>LIBRARY DIRECTOR</u> - Formulates plans and policies for administration and operation of library services within a command or for the Air Force. Makes staff assistance visits, consolidates and reviews budgets and technical reports and requirements, provides technical training and guidance. (HQ Librarians are coded DWD.)
1667	CLW	COMBAT 1-2	<u>FOOD SERVICE MANAGER</u> - Positions which manage or supervise work involved in the operations of the food supply service of a government institution when the position is not otherwise classifiable to the GS-301 or GS-1101 series.
1667	CLW FSR	CLUB 1-3 COMBAT 1-2	<u>FULL SERVICE RESTAURANT</u> - Positions which serve as a Manager, Assistant Manager, or Operations Manager in a full service restaurant which includes sit-down dining, bar and/or cafeteria line. (Generally for nongovernment occupations.)
1667	CLW INT	CLUB 1-3 CSFSMA 1-2 CSFMED 1-2 COMBAT 1-2 BOS 1-3	<u>INSTITUTIONAL</u> - Positions which serve as a Manager, Assistant Manager, or Operations Manager in a government institutional food operations such as a military dining hall, college/university, hospital, prison, etc.
1667	CLW RJV	COMBAT 1-2	<u>CONTRACT SERVICES</u> - This code reserved for the position which is responsible for monitoring, inspecting, evaluating, and accepting the work of a contractor in a government food service operation.
1667	EBE		<u>STEWARD</u> - Plans culinary activities and meal schedules, supervises and trains other personnel in the culinary arts, prepares records and reports, remains current of food service equipment and techniques.
1701	1BY	CDC 1-4 FAMMBR 1-3 CSFSMA 1-2	<u>CHILD CARE DIRECTOR/SPECIALIST</u> - Serves as the Child Development Director/Assistant Director at base level and Specialist at Headquarters level. (New 95)
1701	3ED	CDC 1-3	<u>GENERAL EDUCATION & TRAINING</u>

OCSR	SKILL CODE	PEP #	DEFINITION
1701	HDC	CDC 1-3 FAMMBR 1-2 CSFSMA 1-2	<u>FAMILY DAY CARE COORDINATOR</u> - Coordinates all Family Day Care program functions to include the certification and monitoring of providers, training for age appropriate activities, and working with parents to resolve concerns. (NEW 95)
1701	MTS	CDC 1-3 FAMMBR 1-2 CSFSMA 1-2	<u>SVCS TRAINING & CURRICULUM SPECIALIST</u> - Trains child development and youth staff members, educates parents, and establishes developmental curriculum. (REV 96)
1701	SAR	CDC 1-3 FAMMBR 1-2 CSFSMA 1-2	<u>SCHOOL AGE COORDINATOR</u> - Plans, administers, supervises, and coordinates Before and After School Program. (NEW 96)
1701	YSF	CDC 1-3 FAMMBR 1-4 CSFSMA 1-3 CSFMED 1-3 CSFLRG 1-2 COMBAT 1-2 BOS 1-3 SVC 1-2	<u>SVCS FAMILY MEMBER SUPPORT FLT</u> - Functions as flight chief with primary responsibilities for oversight of youth activities and child development programs and community center activities. (REV 96)
1702	EBT 1BX	CDC 1-1	<u>TRAINING TECHNICIAN--CHILD CARE</u> - Plans, administers, supervises, carries out, and evaluates early childhood development and preschool programs designed to stimulate and sustain the interest of children and contribute to their social, emotional cognitive, and physical development.
1702	EBT FAM	CDC 1-2	<u>TRAINING TECHNICIAN--FAMILY DAY CARE</u> - Trains, monitors, and inspects the Child Development Center's family day care providers. (New92)
1710	EBU		<u>ASSISTANT VICE PRINCIPAL</u> -
1710	EBU VRD	CDC 1-2	<u>ASSISTANT VICE PRINCIPAL--ELEMENTARY SCHOOL-</u>

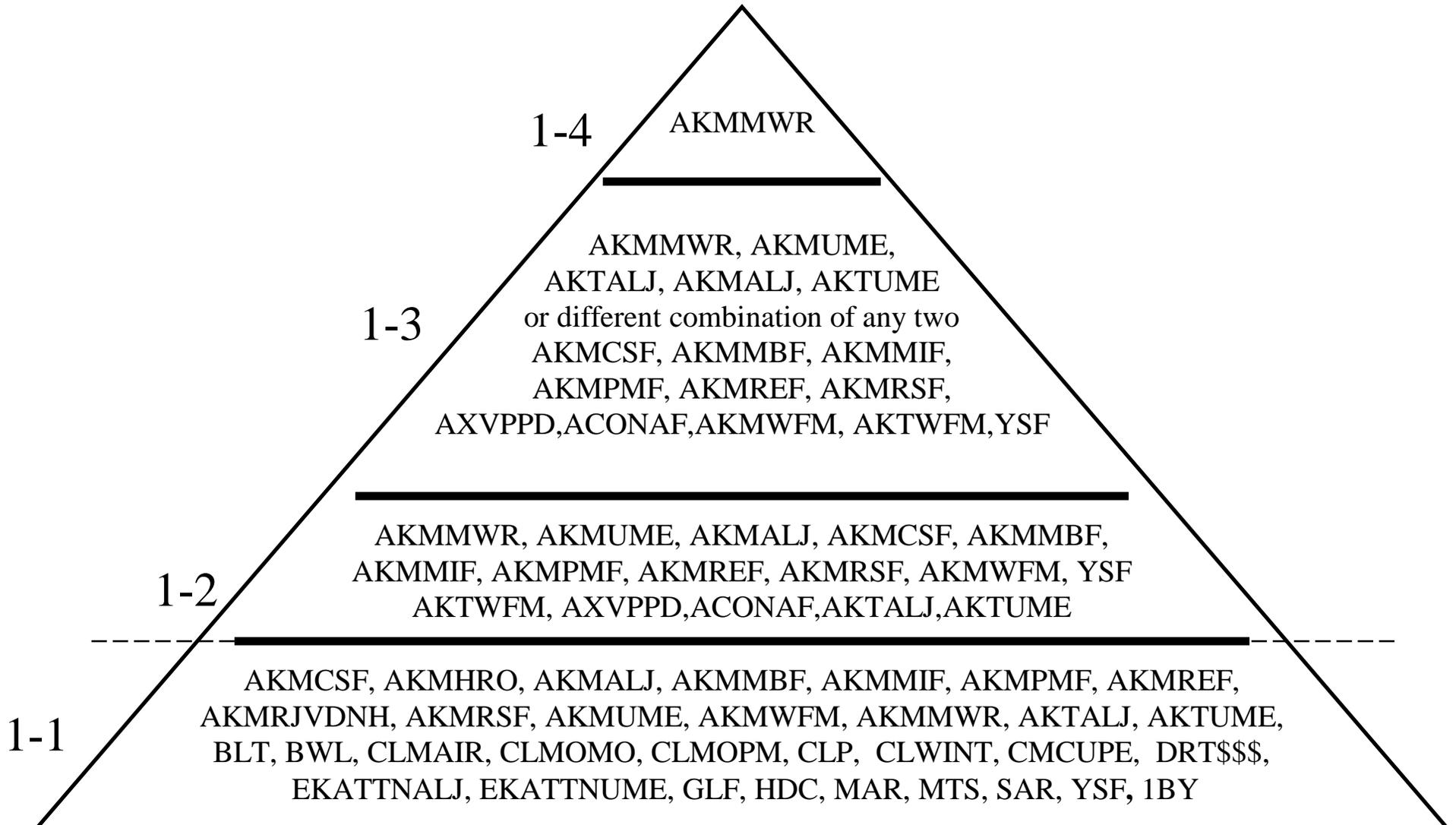
OCSR SKILL CODE PEP # DEFINITION

1710	EBX		<u>PRINCIPAL -</u>
1710	EBX VRD	CDC 1-2	<u>PRINCIPAL--ELEMENTARY SCHOOL-</u>
1710	ECB	CDC 1-1	<u>EDUCATION PROGRAM ADMMNSTR -</u>
1710	ECD VRD	CDC 1-1	<u>TEACHER--ELEMENTARY SCHOOL -</u>
1710	ECD VRF	CDC 1-1	<u>TEACHER—KINDERGARTEN -</u>
1710	ECD VTE	CDC 1-1	<u>TEACHER--SPECIAL EDUCATION -</u>

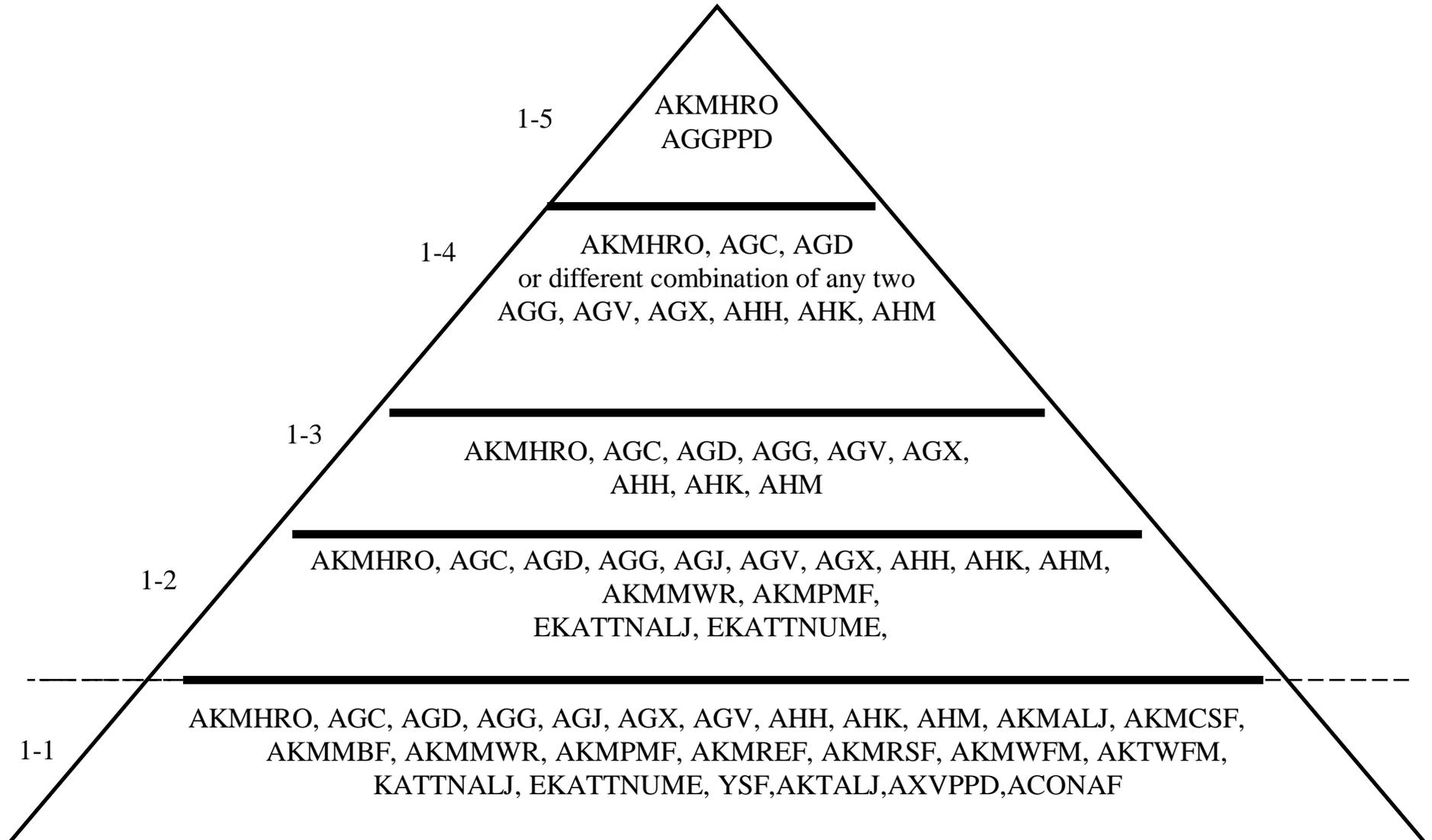
1712	EDN TTN ALJ		<u>TRAINING INSTRUCTOR--TECHNICAL TRAINING--MORALE WELFARE & RECR TN</u> - Instructs students, conducts student evaluation, and counsels students, Recommends and conducts remedial study for marginal students. Recommends actions for student washback, elimination, or student proficiency advancement. Prepares examinations, records and summarizes results. Provides technical input for development of course control documents and training aids. Prepares drafts of initial and revised training and course material.
1712	EDN TTN UME		<u>TRAINING INSTRUCTOR--TECHNICAL TRAINING--SERVICES:</u>
1712	EKA TTN ALJ	HR 1-2	<u>TRAINING SPECIALIST--TECHNICAL TRAINING--MORALE, WELFARE & RECR TN</u> - Involves specific training in given subject-matter area based on knowledge of the area
1712	EKA TTN UME	HR 1-2	<u>TRAINING SPECIALIST--TECHNICAL TRAINING—SERVICES -</u>

The following pages show the PEPs for those positions covered by the Services Career Program

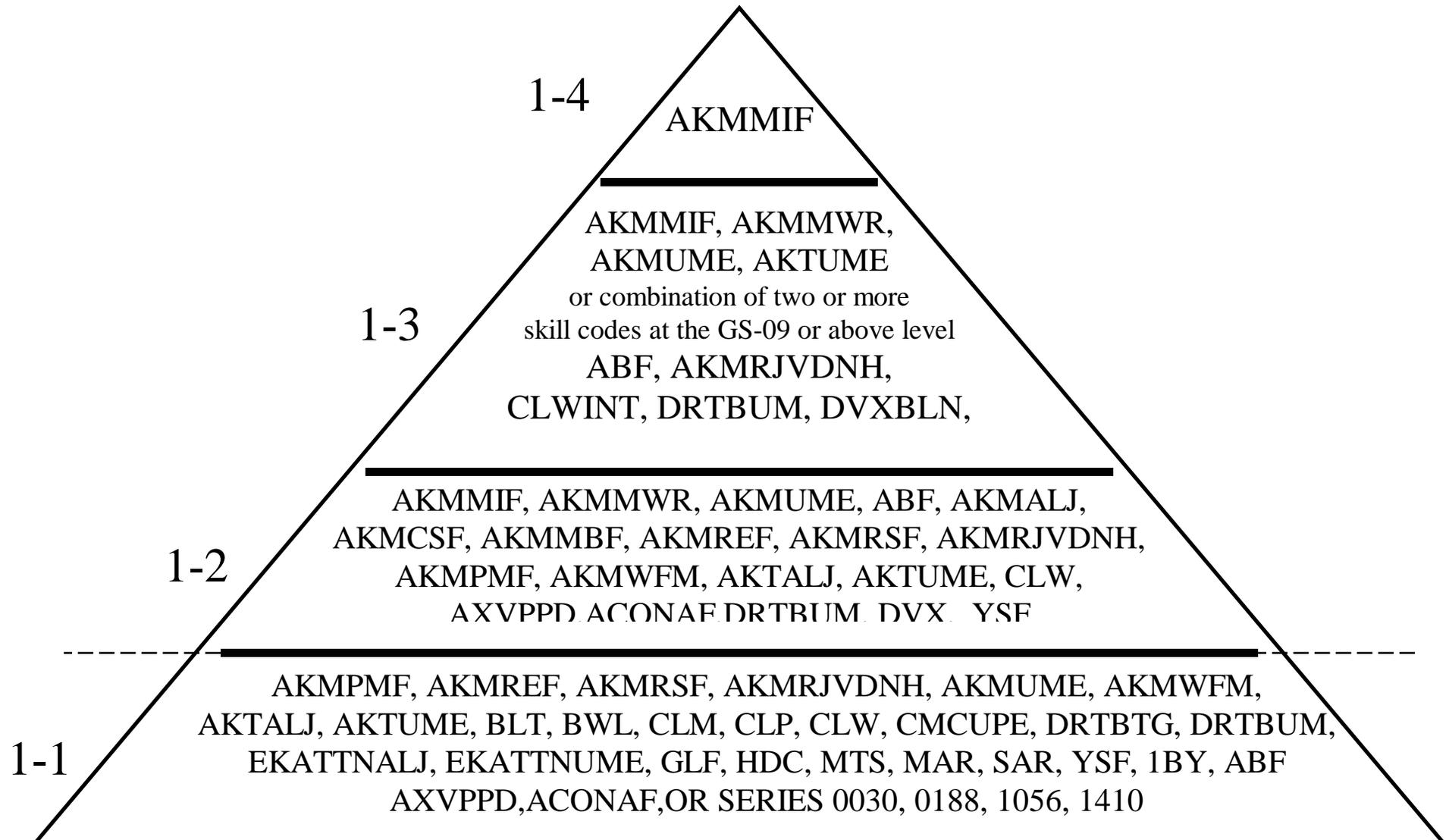
SERVICES DIRECTOR/DEPUTY GS-0301



**HUMAN RESOURCES OFFICER
(PERSONNEL MANAGEMENT SPECIALIST)
GS-0201**



COMBAT SUPPORT FLIGHT GS-0301



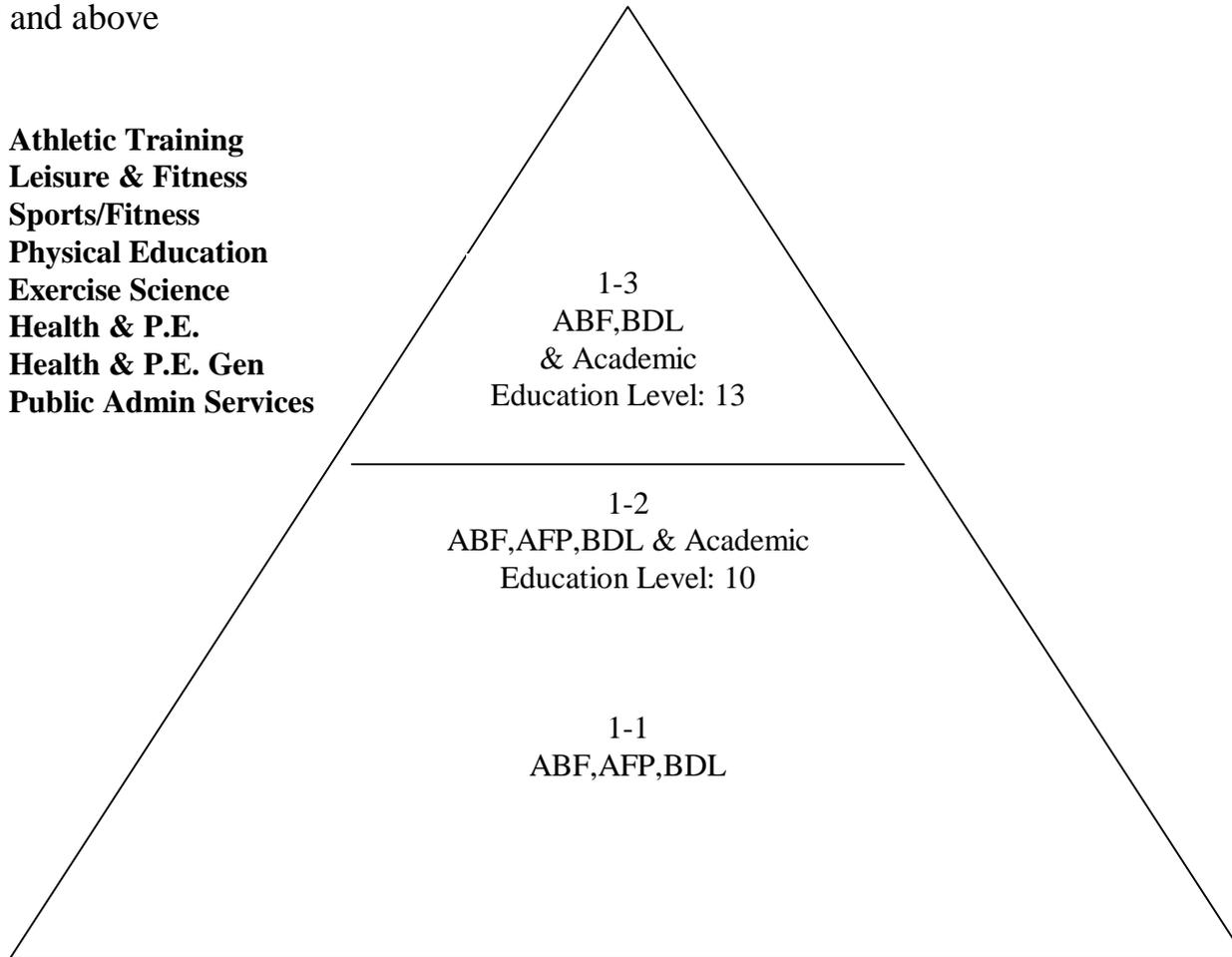
Supervisory Fitness and Sports Specialist

2FD

GS-0030-09 and above

1-3 Degrees:

- 310503** **Athletic Training**
- 319999** **Leisure & Fitness**
- 310504** **Sports/Fitness**
- 131314** **Physical Education**
- 310505** **Exercise Science**
- 310599** **Health & P.E.**
- 310501** **Health & P.E. Gen**
- 449999** **Public Admin Services**



MORTUARY

GS-0050

1-3

ABK

1-2

ABK, ABM

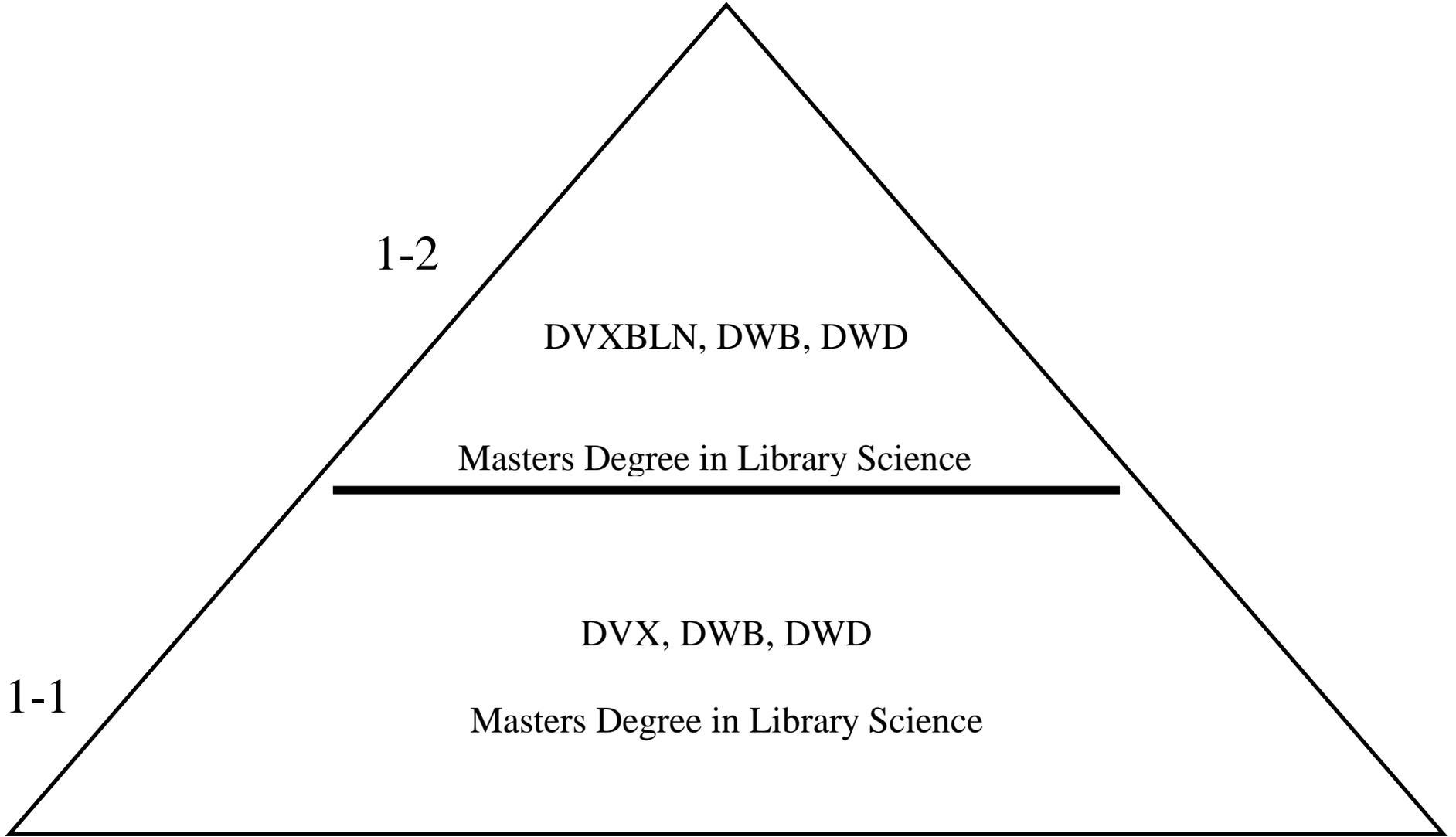
1-1

ABK, ABM, ABH

and FDE

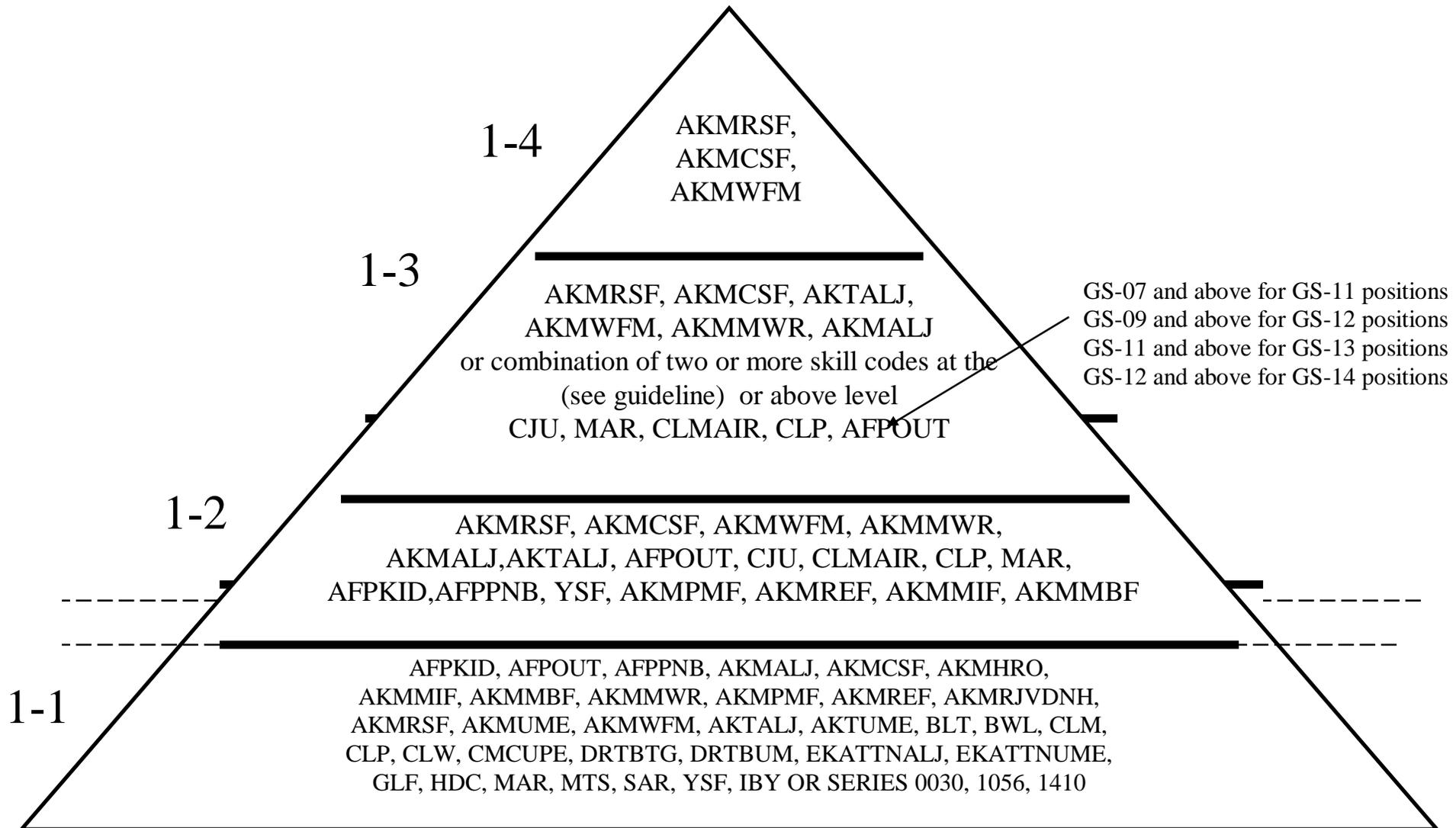
LICENSE IN EMBALMING & FUNERAL DIRECTOR

LIBRARIAN
GS-1410

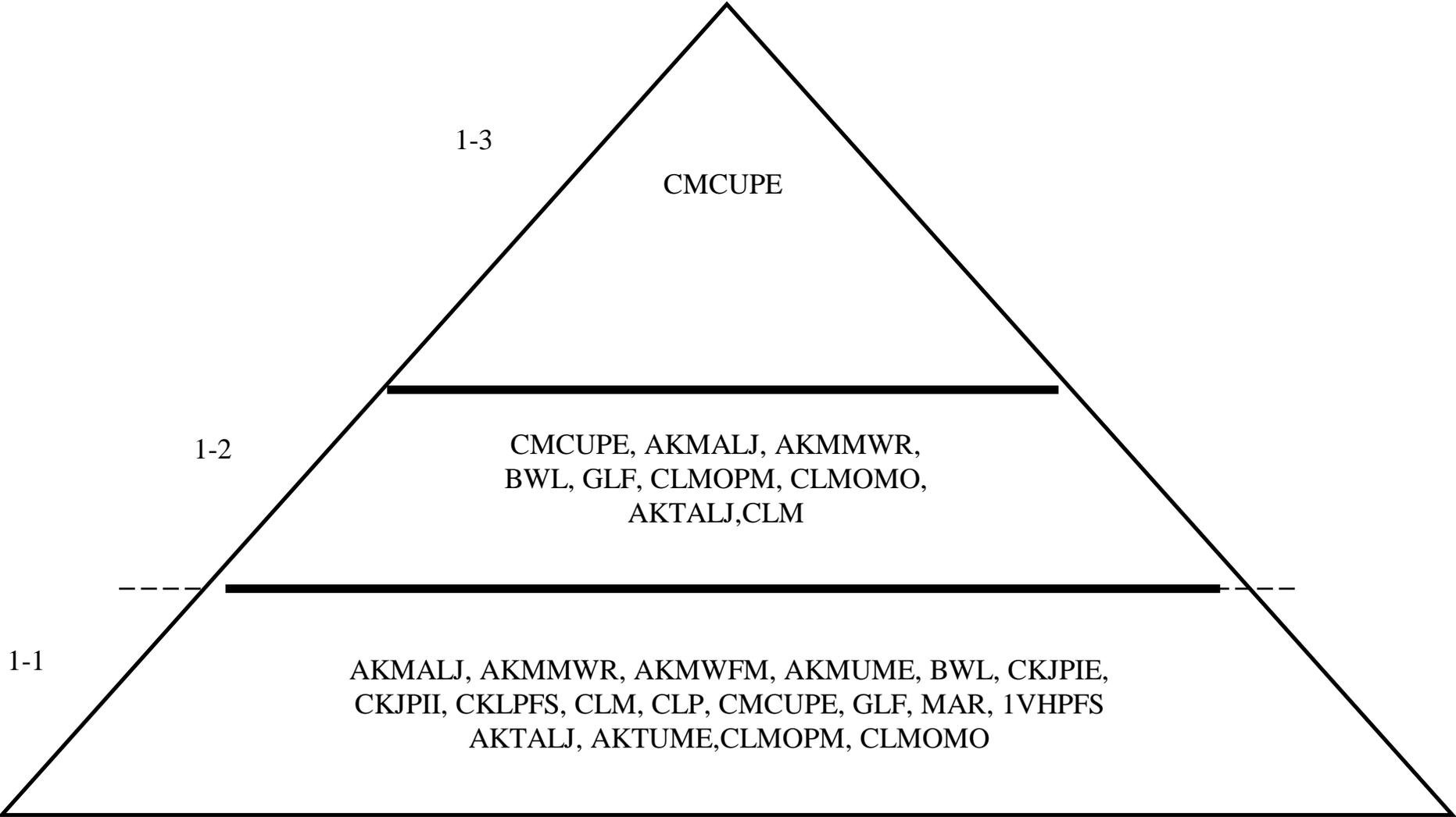


COMMUNITY SUPPORT FLIGHT

GS-0301

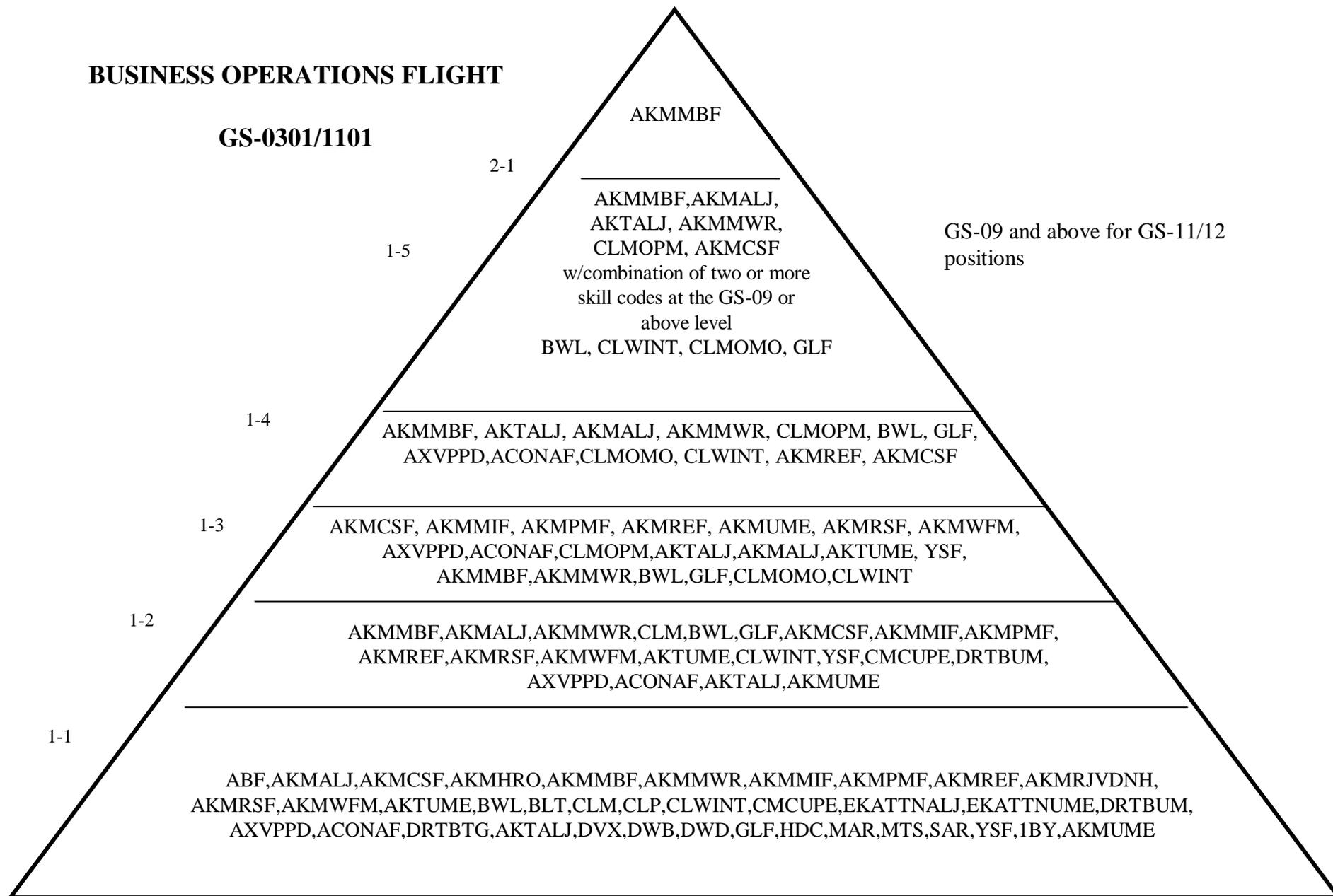


**MARKETING
GS-1101**



BUSINESS OPERATIONS FLIGHT

GS-0301/1101



AKMMBF

2-1

AKMMBF, AKMALJ,
AKTALJ, AKMMWR,
CLMOPM, AKMCSF
w/combination of two or more
skill codes at the GS-09 or
above level
BWL, CLWINT, CLMOMO, GLF

GS-09 and above for GS-11/12
positions

1-5

1-4

AKMMBF, AKTALJ, AKMALJ, AKMMWR, CLMOPM, BWL, GLF,
AXVPPD, ACONAF, CLMOMO, CLWINT, AKMREF, AKMCSF

1-3

AKMCSF, AKMMIF, AKMPMF, AKMREF, AKMUME, AKMRSF, AKMWFM,
AXVPPD, ACONAF, CLMOPM, AKTALJ, AKMALJ, AKTUME, YSF,
AKMMBF, AKMMWR, BWL, GLF, CLMOMO, CLWINT

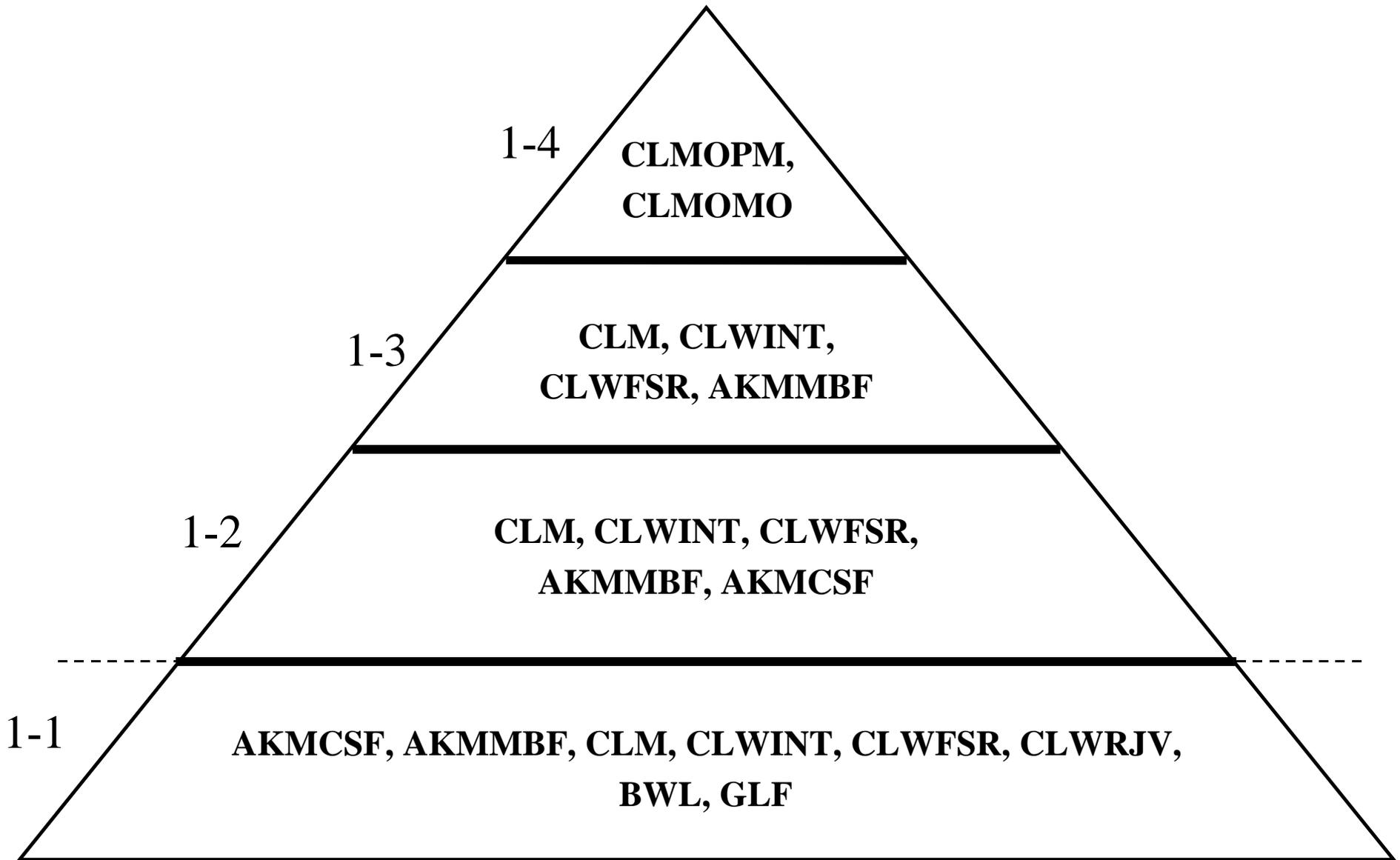
1-2

AKMMBF, AKMALJ, AKMMWR, CLM, BWL, GLF, AKMCSF, AKMMIF, AKMPMF,
AKMREF, AKMRSF, AKMWFM, AKTUME, CLWINT, YSF, CMCUPE, DRTBUM,
AXVPPD, ACONAF, AKTALJ, AKMUME

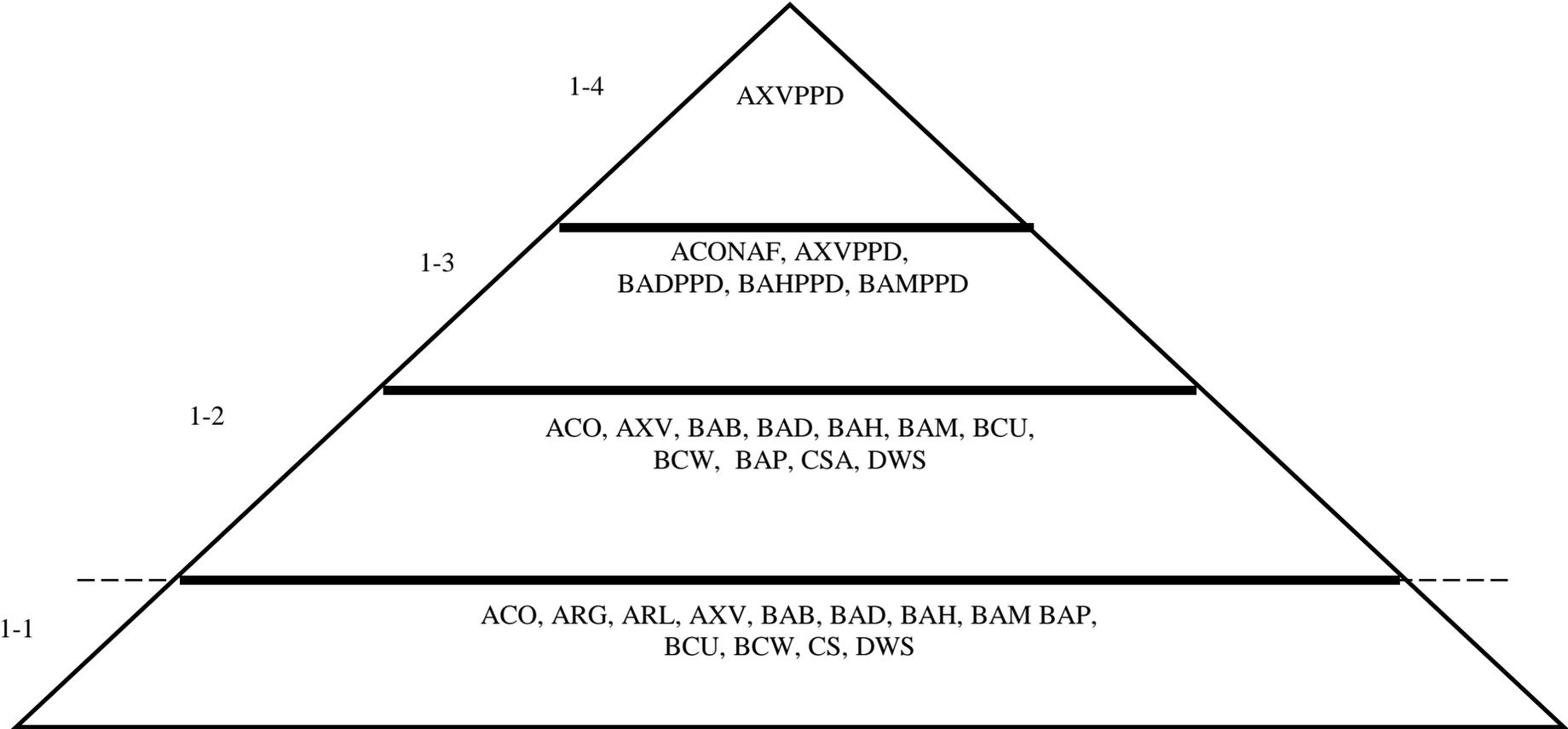
1-1

ABF, AKMALJ, AKMCSF, AKMHRO, AKMMBF, AKMMWR, AKMMIF, AKMPMF, AKMREF, AKMRJVDNH,
AKMRSF, AKMWFM, AKTUME, BWL, BLT, CLM, CLP, CLWINT, CMCUPE, EKATTNALJ, EKATTNUME, DRTBUM,
AXVPPD, ACONAF, DRTBTG, AKTALJ, DVX, DWB, DWD, GLF, HDC, MAR, MTS, SAR, YSF, 1BY, AKMUME

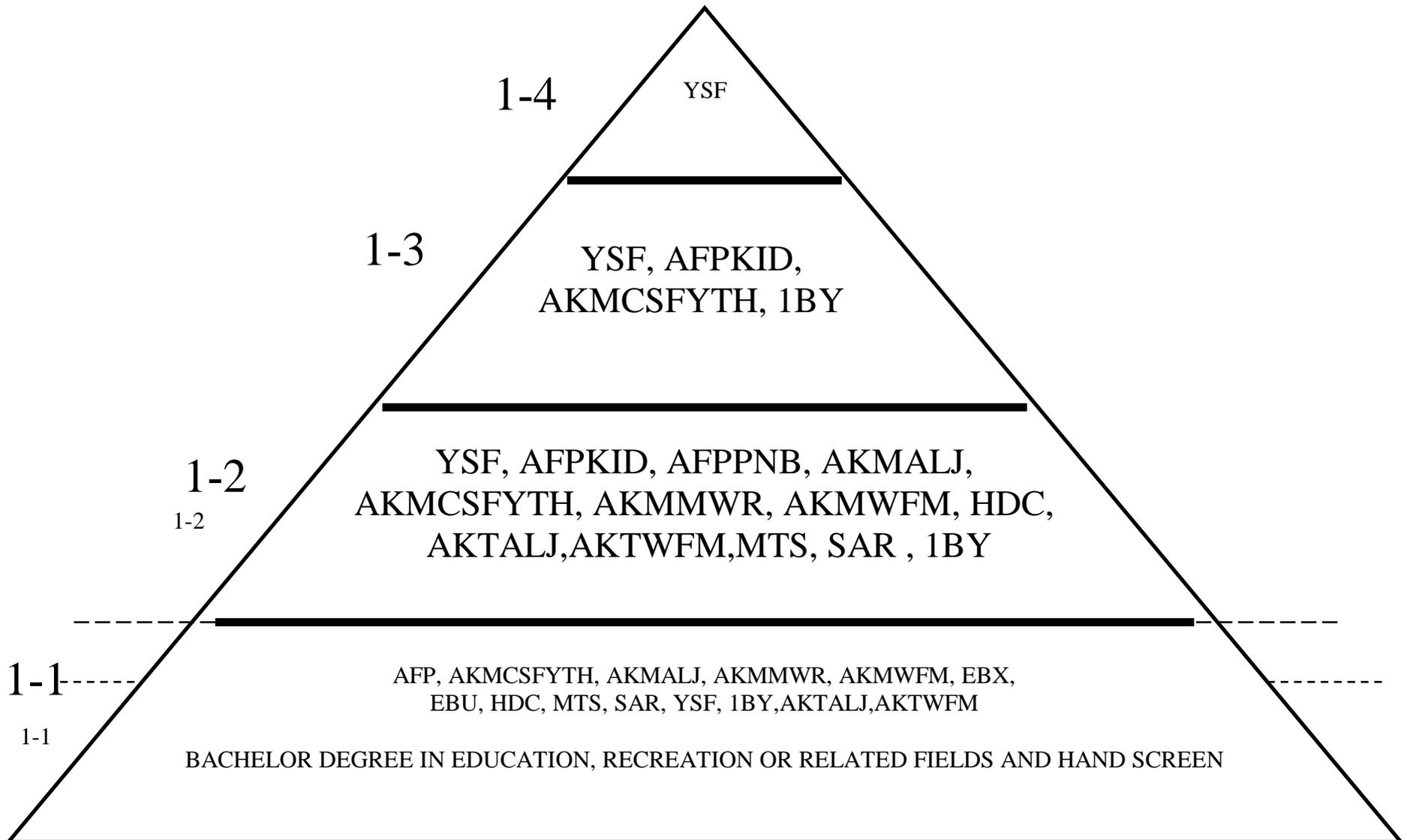
**CLUB MANAGER/ASSISTANT
GS-1101**



RESOURCES MANGEMENT FLIGHT
GS-0501-12 AND ABOVE



FAMILY MEMBER SUPPORT FLIGHT
GS-1701



CHILD DEVELOPMENT DIRECTOR/ASSISTANT GS-1701

