

**BY ORDER OF THE COMMANDER,
SPACE AND MISSILE SYSTEMS CENTER**

**SPACE AND MISSILE SYSTEMS CENTER
INSTRUCTION 36-201**

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Personnel

**TRAINING AND ACQUISITION PROGRAM
INSTRUCTION**



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The OPR for this instruction is 61 MSS/DPE (Mr. Stephen Howard). This instruction implements and extends the guidance of Air Force Instruction 36-2201 Volume 1 thru 6, dated Sept/Oct 02 and AFSPCI 36-2202, dated Feb 03. This instruction describes SMC's procedures for use in conjunction with the basic AFI. It lists the responsibilities for the Director/Commander, Employee, Supervisor, Unit Training Manager (UTM), base level APDP Manager and Unit APDP Functional Managers, SMC Training Council, and Air Base Group Education and Training Flight. In this instruction Unit Training Manager (UTM) refers to Training Managers appointed by each SMC organization to manage civilian and military training and development .

1. Introduction

- 1.1. This instruction establishes training policy and assigns responsibilities for military and civilian SMC personnel and its detachments. Personnel are encouraged to participate in training opportunities to enhance their job performance, professional development, and the completion of regulatory required training.
- 1.2. This instruction is established under the direction and guidance of the Human Resource Council chartered by the center commander.

2. General

- 2.1. The purpose of training is to ensure personnel are prepared to meet the Air Force mission requirements. Training is designed to enhance knowledge, skills, and abilities that relate directly to job requirements and performance. Training opportunities will be made available through various sources to ensure a qualified workforce. Resources will be dedicated to ensure training opportunities are available for the numerous career fields.

2.2. Individual Development Plans (IDPs) will be developed to identify training requirements and/or opportunities that will enhance current job performance and continuing professional development.

2.3. Personnel will be provided opportunities to acquire the skills necessary to deal with reorganizations and changing technologies and missions.

3. Directors/Unit Commanders Responsibilities

3.1. Make training a priority in the organization.

3.2. Meet with their Unit Training Manager(s) (UTM), at least quarterly, to discuss training issues.

3.3. Emphasize training at Directors/Commanders Calls or other official events.

3.4. Require Individual Development Plans for military and civilian personnel. Ensure supervisors work with their employees to develop Individual Development Plans for their subordinate personnel within 30 days of assignment.

3.5. Require Unit Training Manager or alternate to attend training meetings (in person or electronically) conducted by the SMC Training Council, which is a subset of the SMC Human Resources Council.

3.6. Appoint primary and alternate Unit Training Managers by official letter to the Education and Training Flight. The original will be sent to the Education and Training Flight. Maintain a copy in the unit files for the Training Manager and alternate.

3.7. Provide the support necessary for the assigned Acquisition Professional Development Program (APDP) POC to perform their duties along with the Base Functional APDP representative.

3.8. Ensure Unit Training Manager has direct access to his/her Director/Commander.

3.9. Ensure sufficient time for Unit Training Managers to accomplish their training management work.

3.10. Ensure all personnel are provided an individual training orientation upon their assignment to the unit.

3.11. Ensure the provisions of the Americans With Disabilities Act (ADA) are strictly adhered to when civilian personnel with reasonable accommodation needs, require training and reasonable accommodation in connection with their training .

4. Education And Training Flight Responsibilities

4.1. Manages overall training for assigned military and civilian personnel.

4.2. Serves as focal point for training initiatives and issues and disseminates information to the units in a timely manner.

4.3. Chairs the SMC Training Council.

4.4. Promotes training opportunities through functionals and training managers.

4.5. Provides training information on courses designed to improve the performance and knowledge of personnel. Provides guidance to center personnel on training application and record update processes.

4.6. Provides relevant and timely training opportunities including on and off-site courses.

- 4.7. Provides distance learning training opportunities.
- 4.8. Ensures notice of training opportunities sponsored by or through the Education and Training Flight include how and where reasonable accommodation requests are made.
- 4.9. Serves as the training liaison for SMC.
- 4.10. Actively works with Training Managers to improve their capability and performance.
- 4.11. Manages various calls for training requirements dictated by Space Command and other agencies in a timely manner.
- 4.12. Identifies measurements to evaluate the effectiveness and efficiency of the training process.
- 4.13. Maintains, reviews, and updates the SMC Installation Training Guide on an annual basis or as needed.
- 4.14. Serves as SMC focal point for the Acquisition Professional Development Program (APDP) and provides the functionals and training managers with necessary documents and tools to perform their duties .
- 4.15. Represents SMC on APDP issues and coordinates with functionals.
- 4.16. Implements and/or develops policies and procedures for APDP training following guidance from higher headquarters.
- 4.17. Conducts APDP and other training surveys as needed to determine training requirements at SMC and establishes guidance for out-of-cycle requests for formal training. Obtain SMC Functional Office coordination on APDP training requirements prior to providing the data to HQ AFSPC or other agencies.
- 4.18. Disseminates APDP information/guidance to functionals and training managers as needed.
- 4.19. Manage the APDP Continuous Learning Program.
- 4.20. Functions as primary focal point for the updating of personnel records to ensure completed training and APDP certifications are accurately documented in a timely manner. Provides Unit Training Manager verification that the requested updates have been accomplished correctly.
- 4.21. Actively pursues funding from Command and other agencies to support training initiatives.
- 4.22. Provide SMC personnel with the necessary tools, guides, regulatory information and documentation for self-development.
- 4.23. Assists functionals and training managers by providing current information on:
 - 4.24. Available training resources.
 - 4.25. Training request procedures.
 - 4.26. Training and personnel record update procedures.
- 4.27. Basic APDP processes and procedures in order to fully support the unit personnel with these functions .
- 4.28. Periodic training needs survey results.
- 4.29. Periodically requests and maintains original unit training manager appointment letters.

4.30. Provide functionals and training managers information on employee's record as necessary (APDP SURF, Education printout, experience and training records).

4.31. Assist supervisors and managers in complying with the provisions of the Americans With Disabilities Act (ADA) as it pertains to civilian personnel requesting reasonable accommodations in connection with their training needs. Refer issues on reasonable accommodation requests pertaining to training and development to the SMC Ombudsman for Reasonable Accommodation.

4.32. Inform Unit Training Managers whenever their personnel are selected or scheduled for training. UTMs are also to be informed when their personnel are removed or cancelled from training.

5. Unit Training Manager Responsibilities

5.1. Meet with their 2-Letter Director, at least quarterly, to discuss training issues.

5.2. Serves as the liaison between the base level APDP Functional Managers, Education and Training Flight, and assigned SMC Unit Functional Managers.

5.3. Knowledgeable of applicable training guides including HQ AFSPC and SMC.

5.4. Attends training meetings on behalf of their organization.

5.5. Provides advisory service to the unit and coordinates/manages unit training policies.

5.6. Uses supervisor/employee developed Individual Development Plans to procure training for employees .

5.7. Ensures all unit personnel have Individual Development Plans.

5.8. Administers effective training programs as directed by the 2-Letter Director/Commander.

5.9. Provides all personnel with an individual training orientation upon their assignment to the unit.

5.10. Reviews all training requirements, conducts surveys as needed, and provides training requirements to the Education and Training Flight, and functional when requested.

5.11. Assists employees by providing current information on:

5.12. Available training resources.

5.13. Training request procedures.

5.14. Training and personnel record update procedures.

5.15. Basic APDP processes and procedures.

5.16. Coordinates training actions with all those involved including employees, supervisors, functionals, and the Director/Commander.

5.17. Provide all services needed to ensure that employees are scheduled for required training.

5.18. Assist supervisors and managers in complying with the provisions of the Americans With Disabilities Act (ADA) for their civilian personnel as it pertains to requesting reasonable accommodations in connection with their training needs.

6. Supervisor Responsibilities

6.1. Conducts initial training evaluation on employee within 30 days of assignment.

- 6.2. Work with the unit training manager to identify career and/or personal development courses for employee. Approve/disapprove requests for training in a timely manner, to include on-line or computer-based training.
- 6.3. Mentors employees on self-development opportunities.
- 6.4. Creates Individual Development Plans with employees.
- 6.5. Ensures Individual Development Plans are updated during the annual appraisal or performance report.
- 6.6. Reviews and performs follow-up on Individual Development Plans for employees.
- 6.7. Uses performance feedback processes for basis to determine training needs.
- 6.8. Updates training requirements as needed. Continually evaluates mission needs to determine training requirements.
- 6.9. Evaluates performance of employee after training.
- 6.10. Ensures adequate time is provided to employees for attending training opportunities, to include distance learning and on-line training .
- 6.11. Provides employee the opportunity to participate in training and development programs when in the best interest of the Command and employee to meet position eligibility requirements. Civilian employees will need to coordinate their request for reasonable accommodation under the Americans with Disabilities Act with the base Civilian Personnel Office .
- 6.12. Promotes and approves training to meet technology shifts, system changes, and career program requirements.
- 6.13. Consults with the UTM to identify training needs and the most economical and efficient sources of training.
- 6.14. Ensures each employee attends scheduled training and provides documentation for non-attendance when required.
- 6.15. For Acquisition Employees:
- 6.16. Ensures necessary training is taken by the employee to meet certification requirements within mandated timeframe .
- 6.17. Ensures employees meet and document continuous learning requirements.

7. Employees Responsibilities

- 7.1. Employees must take an active role in their career development and assume responsibility for self-development.
- 7.2. Makes every effort to understand the importance of training to mission.
- 7.3. Takes initiative to understand career path and training goals.
- 7.4. Responsible for actively pursuing training.
- 7.5. Must maintain knowledge and qualification at the appropriate skills level for career.
- 7.6. Coordinates training requirements with supervisor.

- 7.7. Works with supervisor to allocate time to complete training.
- 7.8. Provides course completion information/data/documentation to supervisor and training manager.
- 7.9. Ensures Individual Development Plan is updated during their annual appraisal or performance report and ensures their personnel records are updated in the personnel system.
- 7.10. Provides feedback to supervisor on value of completed training.
- 7.11. Maintains progress in training program.
- 7.12. Uses and shares with co-workers knowledge and skills acquired through training and train other employees as necessary or directed.
- 7.13. Periodically reviews data in their personnel record (APDP SURF, Career Brief, etc.) for accuracy and currency.
- 7.14. For Acquisition Employees:
 - 7.15. Takes necessary training to meet certification requirements within mandated timeframe.
 - 7.16. Meet and document continuous learning requirements.
 - 7.17. Civilian personnel are to identify requirements to their supervisors and managers when reasonable accommodation is necessary under the provisions of the Americans with Disabilities Act (ADA) when circumstances arise in connection with training and employee development.

8. Training Council Responsibilities

- 8.1. Training Council is a subset of the SMC Human Resource Council. The Council is a forum to exchange ideas, focus on professional development for military and civilian employees.
- 8.2. Training Council membership includes those involved with professional development and training.
- 8.3. Training Council will promote training and oversee training opportunities.
- 8.4. Responsible for developing, coordinating, and distributing training information.
- 8.5. Charter established for Training Council and approved by installation commander.
- 8.6. Training Council will meet at least quarterly or when necessary.

9. APDP Functional Responsibilities

- 9.1. Acts as functional manager and representative for the SMC APDP program.
- 9.2. Works with Unit Training Manager, to ensure personnel are certified to meet their current position requirements.
- 9.3. Provide current information on the APDP program to unit training managers and acquisition personnel .
- 9.4. Provide uniform procedures regarding submission of APDP certification requests. (All requests for certification must be the same across each functional area).
- 9.5. Process APDP certification requests for signature within 30 days of receipt of request.

- 9.6. Upon process completion of APDP certification requests notify UTM of readiness status via e-mail and provide the original signed certificate to UTM for further disposition.
- 9.7. On a quarterly basis, inform unit training managers and unit manpower focal points of personnel needing APDP certification (UTM) and positional waiver preparation.
- 9.8. Provides all new acquisition personnel with an individual APDP orientation upon their assignment to the unit. SMC detachments may delegate this authority to the Unit Training Manager.
- 9.9. Meet with their Functional Director, at least quarterly, to discuss APDP issues.
- 9.10. Provide overall program metrics as requested by center and headquarters tasking.
- 9.11. Ensure certificates are submitted to the Education and Training Flight (61 MSS/DPE) for updating of employee records. SMC detachments will need to provide their local DPE Office with training certificates for updating of records .
- 9.12. Ensure position and certification levels are accurately identified on the Unit Manning Document (UMD).

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Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

Terms

2-Letter Director—The term 2-Letter Director refers to any individual assigned as the director of a systems program office, a functional staff office, or any SMC organization having an official 2 Letter designation. Examples of this include, but are not limited to: SMC/MC; SMC/AX; and SMC/BC .

Acquisition Professional Development Program (APDP)—The Acquisition Professional Development Program (APDP) is an Air Force career development program for military and civilian personnel occupying acquisition positions. Website:

http://www.safaq.hq.af.mil/acq_workf/career_training/apdp/.

Acquisition Employee—Acquisition employees include permanent civilian employees and military members who occupy acquisition positions. Website: <http://www.dau.mil/career/files/5000-52m.pdf>.

Americans with Disabilities Act (ADA) and Reasonable Accommodation—The ADA of 1990 establishes clear requirements for private sector employers and amends portions of the Rehabilitation Act of 1973, which applies to all federal agencies. In the Air Force, supervisors and training organizations share in the responsibility of ensuring training needs and requirements are provided to individuals with disabilities on an equal basis with all personnel, including providing reasonable accommodation .

Reasonable Accommodation—Any change or adjustment to a job or work environment that permits a qualified applicant or employee with a disability to participate in the job application process, to perform the essential functions of a job, or to enjoy benefits and privileges of employment equal to those enjoyed by the employees without disabilities. Reasonable Accommodation requests should be made to the supervisor and/or organization offering training. The Ombudsman for Reasonable Accommodation is SMC/CCD. Website: http://www.eeoc.gov/docs/accommodation_procedures_eeoc.html.

Career Development—The professional development of the employee is a planned, organized, and systematic method of training and development designed to meet the organization and the individual's career objectives.

Certification Requirements—An evaluation process required for acquisition personnel to ensure they meet mandatory education and training career levels (levels I, II, III) for their position.

Commander—An officer specifically designated as a commanding officer and assigned against a command billet. This individual exercises command and control over one or more military organizations and occupies the 2-Letter Organizational Designee of CC. For the purpose of this instruction, the term commander relates to the individual assigned to a command billet and having administrative command jurisdiction over an organization. Official SMC Commanders include: SMC/CC; 61 ABG/CC; 61 MSS/CC; 61 MDS/CC; 61 CS/CC; 61 SF/CC; 61 CON/CC; SMC Det 8/CC; SMC Det 9/CC; SMC Det 11/CC; and SMC Det 12/CC.

Continuous Learning (CL) Policy—CL applies to individuals assigned to acquisition coded positions. The policy requires acquisition personnel to earn a specified minimum of CL points. Website:

http://www.safaq.hq.af.mil/acq_workf/career_training/cl.html.

Distance Learning—A variety of technologies which provide training and education classes using satellite transmission, cable television, compressed video through telephone system, e-mail, Internet, and

video tapes. Website: <http://www.afpc.randolph.af.mil/>.

Education and Training—Education teaches broad concepts and communicates information upon which to base decisions. Training teaches specific skills necessary to accomplish a task.

Education and Training Flight (ETF)—The mission of the Education and Training Flight is to serve as the focal point for training and education opportunities. Website:

<http://www.losangeles.af.mil/ABG/MSS/61MSS.HTM>.

Employee—DOD civilian and military personnel. The terms "member," "personnel," and collectively "acquisition workforce," as used in the context of this instruction are synonymous with the term "employee."

APDP Functional—Functionals may be an organization, directorate, or staff activity that provides expertise in a particular Air Force specialty or civilian career field series. Functionals as defined in this O.I. refer to APDP functional managers only. Functionals at SMC include Contracting, Engineering, Financial Management, Information Technology, Program Management, Test & Evaluation, etc. Website:

http://www.safaq.hq.af.mil/acq_workf/training/procedure_operations/afato_operating_procedures.htm#Acquisition%20Training%20and%20Functional%20Managers

Human Resource Council—The council is designed to serve as the focal point for all SMC-wide human resource issues at the actionable level. The council is chartered to investigate and evaluate all people programs. Website: <http://www.losangeles.af.mil/smc/hr/>.

Individual Development Plan—A document used to lay out an employee's education, training, and experience needs for orderly progression in a career field and to plan for the fulfillment of those needs. Developing the plan is a combined effort of the employee, supervisor and other individuals.

Installation Training Guide (ITG)—Specific guidance on local training program operations prepared by the Education and Training Flight for serviced organizations.

Metric—A measurement of data over a specified period of time, which tracks and evaluates performance of a project or activity.

Out-of-Cycle Request—A request to approve a training quota not previously identified during the annual requirements call is considered an out-of-cycle request. Out-of-cycle requests are generally unit funded.

Single Unit Retrieval and Format (SURF)—The APDP SURF is a computer-generated product that summarizes acquisition-unique personnel information. Website: <https://acms.afpc.randolph.af.mil/>.

Training Council—A management council chartered to operate under the authority of the SMC Human Resource Council (HRC). The SMC Training Council focuses on education and training issues relevant to the Space & Missile Systems Center.

Unit Manpower Document (UMD)—A detailed manpower listing, drawn from the manpower data system, reflecting the distribution of manpower allocations into a finite structure of authorizations and requirements by work center.

Unit Training Manager—Primary training resource manager for the 2-Letter Directorate.