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Personnel

**CIVILIAN SUPERVISORY, MANAGEMENT,
AND LEADERSHIP DEVELOPMENT**

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This policy directive implements Title 5, United States Code, Chapter 41, Section 4103; Executive Order 11348, and DoD Directive 1430.4, *Civilian Employee Training*, January 30, 1985. It applies to all Air Force appropriated fund civilian personnel except Air National Guard Title 32 technicians or US Air Force Reserve units unless included in AFI 36-401, *Employee Development and Training*, AFI 36-601, *Air Force Civilian Career Program Management* or AFMAN 36-606, Volumes I and II, *Air Force Civilian Career Program Management*.

1. Management and leadership development of the civilian work force is an essential component of long-term mission readiness. Such development must be systematic and tailored to the needs of the Air Force. This directive provides for initial supervisory, managerial and executive training and establishes the Air Force Civilian Management and Leadership Development Framework as the corporate prototype for sustaining the capability of senior level civilians while preparing other high-potential employees for increasingly responsible management and leadership positions.

2. Definition: Long-term training (LTT) is continuous, on-duty, full-time development activities of more than 120 working days duration. It includes formal training, academic programs and planned developmental experiential assignments in either Government or non-Government facilities. It excludes apprentice, cooperative education and career intern programs.

3. The Air Force will:

3.1. Provide initial training to new supervisors, managers and executives consistent with needs assessments.

3.2. Identify, validate, fund and execute management and executive development programs within the Civilian Management and Leadership Development Framework.

3.2.1. Training and development assignments will be consistent with the merit system principles set forth in 5 USC 2301 (b) (1) and (2). Air Force-wide nomination and selection criteria will be used for Air Force-wide competitive development programs. These programs include, but are not

limited to, LTT, joint assignment programs, Professional Military Education (PME), and legislative or Department of Defense experience-based programs.

3.2.1.1. Attendance at non-PME LTT academic training will be limited to once in a career.

3.2.1.2. Career Program Policy Council Chair or designee coordination, as applicable, and MAJCOM/CC or equivalent approval will be required for management withdrawal of employees selected for Air Force-wide competitive development programs.

3.2.1.3. Employees, who, after selection, arbitrarily decline in-resident PME programs will be restricted from consideration for other Air Force-wide competitive development activities for a two-year period.

3.2.2. LTT participants will be assigned to a centrally managed transient account during their development activity in accordance with HQ USAF/DPC policy directives, instructions and manuals.

3.2.3. LTT investment will be maximized through planned, appropriate post-utilization of the participants. Following program completion, LTT participants will be placed in follow-on assignments which will be identified within six months prior to program completion.

3.2.4. A formal post-training assessment program will be used for Air Force-wide competitive development programs.

3.3. Encourage PME completion as a valuable development activity for the civilian work force. Successful PME completion, whether by correspondence, seminar or in-residence, will be weighted in competitive procedures for advancement to management positions in accordance with HQ USAF/DPC policy directives, instructions and manuals.

4. This directive establishes the following authorities and responsibilities.

4.1. The Assistant Secretary of the Air Force (Manpower, Reserve Affairs, Installations and Environment) (SAF/MI) is responsible for civilian personnel policy matters as described in AFPD 90-1, *Strategic Planning and Policy Formulation*. SAF/MI approval is required before this document is changed, reissued, or rescinded.

4.2. The Deputy Chief of Staff, Personnel (HQ USAF/DP) develops, coordinates, and executes personnel policy and approves essential procedural guidance for civilian management and leadership development.

4.2.1. The Air Force Director of Personnel Programs, Education and Training (HQ USAF/DPP) implements and oversees Air Force-wide policy for civilian management and leadership development.

4.2.2. The Air Force Director of Civilian Personnel Policy and Personnel Plans (HQ USAF/DPC) provides civilian personnel policy during formulation and implementation of civilian management and leadership development policy and implements and oversees policy for civilian career programs.

4.2.3. The Air Force Senior Executive Matters Office (AFDPS) will convene, as appropriate, the Executive Resource Board Development Panel to provide corporate program review and exercise its authority within its areas of responsibility.

4.2.4. The Director, Air Force Personnel Operations Agency (AFPOA/DP) provides operational support for the implementation of management and leadership development policy.

5. Commanders and functional managers at all levels participate in the civilian management and leadership development process through employee identification, nomination, release and post-training utilization.

6. See **Attachment 1** for measures used to comply with this policy. **Attachment 2** describes the Air Force Civilian Leadership and Management Framework.

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Attachment 1

MEASURING COMPLIANCE WITH POLICY

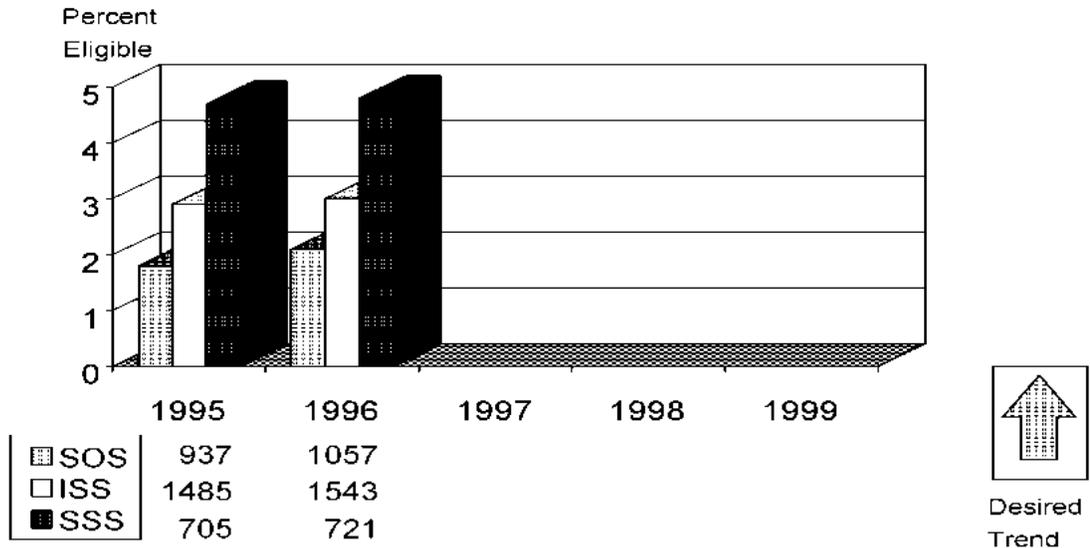
A1.1. Civilian Management and Leadership Development Activities. HQ USAF/DP and AFPOA/DP will assess the policy to identify, validate, fund and execute management and executive development programs within the Civilian Management and Leadership Development Framework by comparing participation in the following categories of educational activity:

A1.1.1. Professional Military Education (PME) Civilian Completion Rates. Acculturation and military education are invaluable in preparing civilians to compete for future shared leadership positions. The key to achieving acculturation is through participation in PME. The desired trend is to increase PME completion, whether by correspondence, seminar or in-resident.

A1.1.2. Civilian Management and Leadership Development Activities. The key to preparing high potential managers for leadership positions is through progressive participation in short-term management development programs, experience-based assignments which reinforce prior classroom training and long-term executive development programs. This metric measures the progressive development of employees who have held career broadening assignments since 1988. The desired trend is to increase progressive participation in the following four categories of educational activity: professional military education, short-term management skills training, experiential assignments and long-term executive programs.

Figure A1.1. Professional Military Education (PME) Civilian Completion Rates.

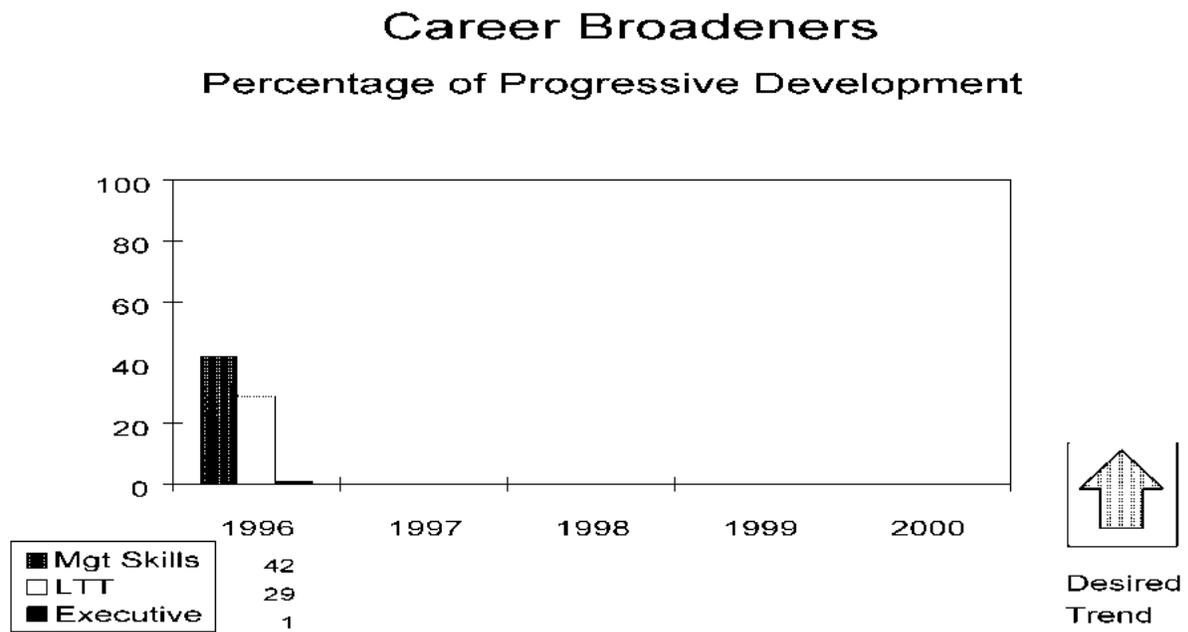
Professional Military Education Civilian Completion Rates Academic Years 95-99: All Sources



NOTE:

All sources includes correspondence, seminar or in-resident courses.

Figure A1.2. Civilian Management and Leadership Development Activities.



NOTE:

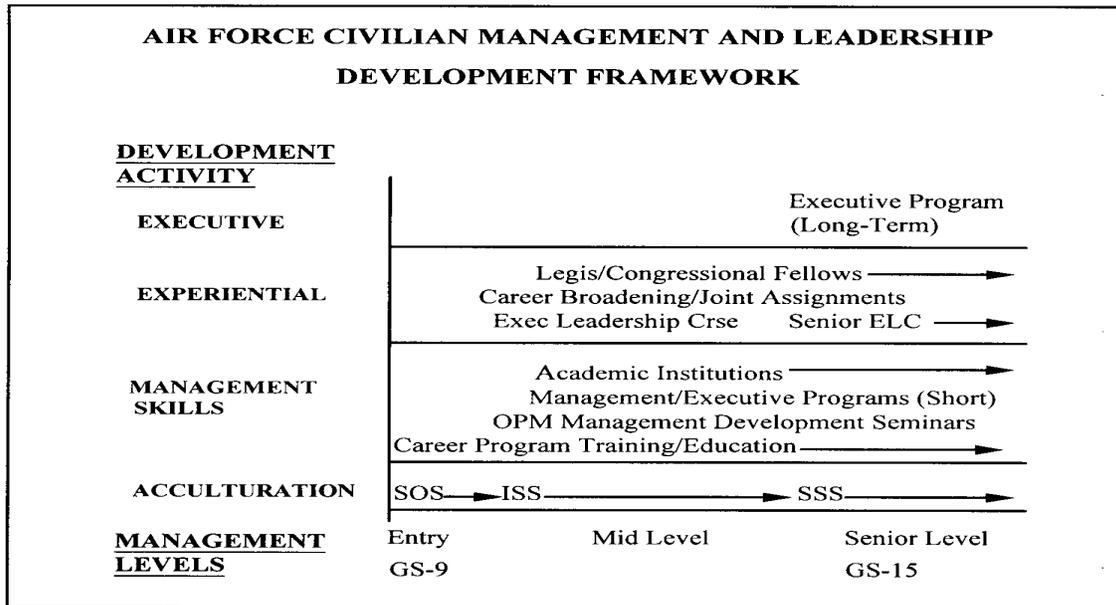
Long-term (LTT) includes PME and experiential courses such as LEGIS Fellows.

Attachment 2

AIR FORCE CIVILIAN MANAGEMENT AND LEADERSHIP DEVELOPMENT FRAME- WORK

A2.1. The Air Force Civilian Management and Leadership Development Framework is based on progressive participation in the following four categories of educational activity:

Figure A2.1. Air Force Civilian Management and Leadership Development Framework.



Acculturation: The adoption of military customs, protocols and doctrine through participation in Professional Military Education Programs. This process prepares the civilian work force to compete for shared leadership positions while reinforcing total force partnership through shared educational experience.

Management Skills: Development of the essential skills and abilities inherent in effective human resource management. While predominately accomplished through short-term programs, 6-8 week management development programs at academic institutions are included for high potential managers.

Experiential: Experience-based, non-academic development through a variety of specific work assignments which reinforce prior classroom training.

Executive: Long-term programs at prestigious universities which provide executive credentialing and prepare high potential managers for the senior executive service.