

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

**AIR FORCE MANUAL 36-606**

**14 NOVEMBER 2019**



**Personnel**

**CIVILIAN CAREER FIELD  
MANAGEMENT AND FORCE  
DEVELOPMENT**

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This publication implements Air Force Policy Directive (AFPD) 36-1, *Appropriated Fund Civilian Management and Administration* and AFPD 36-26, *Total Force Development and Management*. This publication outlines roles, responsibilities, procedures and criteria for civilian career field management and development, interfaces with Air Force Instruction (AFI) 36-130, *Civilian Career and Developmental Programs*, and outlines procedures and criteria for civilian career field management and force development. In collaboration with the Chief, Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) develops personnel policy for Civilian Career and Developmental Programs. This manual applies to Title 5, United States Code (USC) employees, including Career Field Management Programs, Career Field Teams, supervisors, managers and employees (including members of the AF Reserve Officer Air Reserve Technician (ART) program; Title 10, USC employees in the Defense Civilian Personnel System and Cyber Excepted Service positions; civilian personnel staffs; and civilian employees at joint service organizations where the Air Force (AF) is the executive agent. It does not apply to personnel managed by the Senior Executive Management Office or to Air National Guard, Title 32 Technicians. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Disposition Schedule located in the Air Force Records Information Management System. This publication requires the collection and/or maintenance of information protected by the Privacy Act of 1974, 5 USC Section 552a, authorized by Title 5 Code of Federal Regulations (CFR) Part 293; and Executive Order (EO) 9397, *Numbering System for Federal Accounts Relating to Individual Persons*. The applicable SORN F036 AF A, Biographical Data and

Automated Personnel Management System, is available at: <http://dpclo.defense.gov/Privacy/SORNs.aspx>. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Route waiver requests from the field through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor’s commander for non-tiered compliance items. This publication may be supplemented at any level; all Major Command (MAJCOM)-level supplements must be approved by the Human Resource Management Strategic Board (HSB) prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility listed above using AF Form 847, *Recommendation for Change of Publication*.

### ***SUMMARY OF CHANGES***

This publication has been substantially revised and should be completely reviewed. Major changes include removal of all individual career field (CF) chapters. Chapters submitted by Career Field Managers (CFM) may be viewed on the CFM SharePoint site maintained by AF/A1CX, Planning and Integration Division. [https://org2.eis.af.mil/sites/11547/\\_layouts/15/start.aspx#/CFM%20Forums/Forms/AllItems.aspx](https://org2.eis.af.mil/sites/11547/_layouts/15/start.aspx#/CFM%20Forums/Forms/AllItems.aspx)

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## Chapter 1

### ROLES AND RESPONSIBILITIES

#### **1.1. Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR).**

1.1.1. Serve as an agent of the Secretary of the Air Force (SecAF), providing guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, guidance, programs and budgets addressing AF civilian career field management.

1.1.2. Review and provide AF concurrence/non-concurrence with the Department of Defense (DoD) civilian workforce-related plans and report presented to Congress.

#### **1.2. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1).** Provide management, oversight, and administration of all civilian career field management programs and requirements.

#### **1.3. Director, Civilian Force Management (AF/A1C).**

1.3.1. Provide regulatory guidance, direction and advice for civilian career field management.

1.3.2. Integrate AF-wide civilian career field guidance with that of DoD, government-wide and similar programs.

1.3.3. Serve as AF Component Integrator for development of DoD and AF civilian workforce planning.

#### **1.4. Director, Airman Development (AF/A1D).** Provide policy guidance and direction pertaining to civilian force development to assist career field management.

#### **1.5. Director, Equal Opportunity (AF/A1Q).** Will develop and disseminate AF Equal Opportunity Program policy. (T-1). Will develop recommendations to enhance personnel processes affecting the recruitment, selection, utilization, training, and advancement opportunities of all AF personnel in accordance with AFI 36-2706, *Equal Opportunity Program, Military and Civilian*. (T-1).

#### **1.6. Air Education and Training Command Commander.** As the Force Development Commander, executes the long-range strategic development of Total Force Airmen (Guard, Reserve, Regular AF and civilian) through a deliberate process that combines education, training and experiences to produce the right competencies to meet the AF's operational needs. Will establish the basic framework and processes to plan, build and execute competency models. (T-1).

#### **1.7. Air Force Personnel Center (AFPC) Commander.** Executes civilian force management responsibilities.

#### **1.8. Career Field Managers (CFMs).** Will establish occupational competency models for use within their respective functional areas. (T-2).

#### **1.9. Career Field Teams.** Will centrally administer managerial/leadership training and development for career field employees and centrally funded force renewal positions. (T-2). This training and development includes selected career broadening and career enhancing assignments, job rotation, short- and long-term training, management and executive seminars, education and

self-improvement activities intended to systematically develop employees for filling AF positions of increased responsibility.

**1.10. Functional Advisory Councils.** Functional communities establish advisory councils chaired by the Functional Authority, or designee, to address unique functional needs.

1.10.1. Functional Advisory Council Chairs may further designate individuals or groups to carry out certain authorities. If so designated, a written record is maintained by the Career Field Team.

1.10.2. Groups (panels) may be established to manage such areas as promotion plans, referral issues, positions, training, leadership development, workforce analysis and overall program effectiveness.

1.10.3. Panels meet on a regular and recurring basis. (**Note:** Some career fields have Development Teams in lieu of Functional Advisory Councils.)

**1.11. Development Teams (DT).**

1.11.1. Will provide mentoring and career advice to members of the career field through the vectoring process as well as rate candidates for developmental opportunities such as Career Broadening, Civilian Developmental Education, Civilian Strategic Leader Program and/or key career positions. (**T-2**).

1.11.2. Some career fields conduct combined officer and civilian DTs.

1.11.3. Annual Force Development/DT guidance addresses DT rank structure and diversity of team composition. Refer to AFI 36-2640, *Executing Total Force Development*, for additional information.

**1.12. Local Base Training Offices.** Retain the responsibility for funding and administering tactical level training, such as that required for job proficiency.

## Chapter 2

### CAREER FIELD TEAMS – OPERATIONS AND PROCEDURES

**2.1. Program Authorities.** The AF fulfills Public Law 95-454, Civil Service Reform Act of 1978, requirements for executive management through a series of functionally-oriented career field programs. Each career field program is administered by a Career Field Team located within AFPC. Career Field Teams manage the careers of permanent civilians within their career field by developing highly competent leaders through a variety of training and developmental programs. Career Field Teams also provide for the systematic development of potential candidates for Senior Executive Service/Defense Intelligence Senior Executive Service positions through various force development initiatives, to include participation in the Civilian Strategic Leader Program and Key Civilian Programs. Additional information about Career Field Team objectives, structure and responsibilities is outlined in AFI 36-2640.

**2.2. General.** The Functional Manager or designee shall establish criteria and provide direction to Career Field Teams on which positions will be centrally managed by the career field. (T-2). Career field centrally-managed positions are either competitive or excepted service permanent appropriated fund positions in the General Schedule and their equivalents under other pay systems such as the Defense Civilian Intelligence Personnel Management System (DCIPS) and Acquisition Demonstration and Laboratory Demonstration projects.

**2.3. Coding Positions.** AF Career Field Managers (CFMs) shall designate centrally managed positions within the career field unless delegated to the Career Field Team. (T-2). The installation's servicing classification function and the Career Field Teams will identify centrally managed career field positions by coding and maintaining position data in the civilian personnel data system. (T-2). These data fields include the Career Field Identifier, Career Field Type and Mobility. Civilian Personnel Sections and/or the servicing classification function must verify career field centrally-managed coverage before filling vacancies. (T-3). The Career Field Team and servicing Civilian Personnel Section will conduct periodic position reviews to identify and correct erroneous position coding. (T-2).

2.3.1. Temporary and Term Positions. Temporary and Term positions are not centrally managed; therefore, centralized funding of Permanent Change of Station (PCS) costs is not authorized.

2.3.2. Over-hire Positions. Over-hire positions are not centrally managed; therefore, central funding of PCS costs is not authorized.

2.3.3. Reimbursable Fund Positions. Reimbursable fund positions that are centrally managed are eligible for centrally funded PCS.

2.3.4. ART Officer Positions. All ART officer positions are centrally managed by the ART Officer Career Management Program which is responsible for funding their PCS costs.

**2.4. Position Classification.** Except as noted below, positions are classified by offices maintaining classification authority for the installation or organization, to include servicing Civilian Personnel Sections, Major Commands (MAJCOMs)/Combatant Commands (COCOMs), AFPC, the Air Force Office of Special Investigations and Air Force Reserve Command (AFRC)/A1C. When questions of consistency or standardization in classification arise, AFPC Classification Oversight decision is authoritative. AF/A1C will be the arbitrator and final decision

authority for classification policy issues. **(T-1)**. Other programs, to include the DCIPS, Acquisition Demonstration, Laboratory Personnel Demonstration Project and Cyber Excepted Service have their own classification authority (see AFI 36-1401, *Civilian Position Classification*).

2.4.1. Career Broadening and Force Renewal Positions. AFPC, in coordination with CFMs, will classify career broadening and force renewal positions (Student Intern, Recent Graduates, PALACE Acquire (PAQ) and COPPER CAP (COP)) funded through the Central Salary Account. **(T-2)**. Employees who accept a career broadening developmental assignment must agree to pursue the objectives and activities specified in the developmental plan and core personnel document. **(T-3)**. Changes to the established core personnel document are not authorized for the duration of the career broadening assignment.

2.4.2. Civilian Strategic Leader Program (CSLP). The CSLP is an AF enterprise Career Development Program and a component of the talent management strategy for strategic-level leaders. The CSLP office serves as the focal point for all CSLP positions, facilitates the selection board process and manages the assignment process in coordination with the Career Field Teams.

**2.5. Restructuring Positions.** Centrally managed positions are filled at the full-performance level unless a special need arises that requires filling the position below the target grade.

2.5.1. Commanders/civilian equivalents will ensure that requests for approval to accommodate a special needs situation(s) are made in advance, in writing, with justification, and directed through the respective Career Field Team to the Functional Manager or designee. **(T-3)**.

2.5.2. The Functional Manager may delegate the authority to approve restructuring a centrally managed position to the respective CFM or Career Field Team Chief.

2.5.3. Restructured positions are advertised to the AF standard Area of Consideration: DoD-wide, Transfer, Reinstatement, Interagency Career Transition Assistance Plan, Veterans Employment Opportunities Act, Military Spouse and Schedule A eligibles in accordance with [para. 5.2.3](#).



## Chapter 3

### WORKFORCE DEVELOPMENT

**3.1. Strategic Planning.** Career Field Teams shall provide assistance and information to the Career Field Manager, Functional Manager and Functional Authority on the management of the total civilian workforce, including college recruitment, employee placement, development trends, hiring/promotion data, demographics, career progression and other relevant career field information. **(T-2).** Career Field Teams also must oversee the data management of the civilian career fields; develop and conduct studies of internal and external civilian career field trends; perform civilian career field research, analyses and surveys; and manage the development of civilian strategic and business plans. **(T-2).**

3.1.1. Civilian Workforce Development Objectives are to create a strategy to effectively develop leaders to meet mission requirements and efficiently use financial resources. The workforce strategy is to: 1) identify capabilities and talent requirements; 2) develop a management framework to meet force renewal, functional and corporate requirements; and 3) ensure the framework is flexible enough across career fields to meet unique mission requirements.

3.1.2. Efficient use of AF financial resources involves: 1) identifying the framework for executing financial resources/priorities; and 2) assessing an acceptable degree of risk and/or alternative funding.

**3.2. Tuition Assistance (TA).** TA funds tuition and course-related fees for accredited college and university courses. It is distinguished from long-term training that is defined as training during duty hours of over 120 consecutive days.

3.2.1. Civilian Tuition Assistance Program (CTAP). AF civilian post-secondary TA is intended to support civilians in their continued self-development and includes coursework at the associate, bachelor, master (including the Juris Doctorate) and doctoral levels. TA is for courses that contribute to occupational and institutional competencies, special interest needs and readiness by supporting the current and anticipated needs of the AF. This includes courses that will provide employees the breadth of knowledge and problem-solving tools that aid in critical thinking, allowing individuals to address a wide range of problems and weigh alternative solutions. It is not provided for courses at a lower level or equal to a degree already attained.

3.2.2. CTAP is voluntary education, not training identified by management. It is administratively managed through the AF Automated Education Management System to identify and approve requests and obligate resources. Courses that are mandated by law or regulation as a job requirement and courses identified on training plans for AF interns are paid by funds other than CTAP.

#### 3.2.3. CTAP Rules

3.2.3.1. Eligibility. Tuition assistance is available to all permanent full-time non-Defense Acquisition Workforce Improvement Act (DAWIA), 10 USC Chapter 87, appropriated fund employees, including Federal Wage System employees, with an acceptable performance appraisal. To verify an employee's status, contact the employee's servicing civilian personnel office. Tuition assistance is also available for competitively selected

non-appropriated fund employees participating in the Non-Appropriated Fund Civilian Associates Degree Program. To verify the employee's status, contact the AF Services Center. DAWIA-funded employees are authorized tuition assistance immediately after hire.

3.2.3.1.1. Acquisition-coded Personnel. To be eligible to receive tuition assistance under the DAWIA, the employee must be:

3.2.3.1.1.1. Assigned to an Acquisition Professional Development Program (APDP) coded position with the appropriate Acquisition Career category and certification level required codes. **(T-3)**.

3.2.3.1.1.2. Fulfilling education requirements under the DAWIA as implemented through the AF APDP. **(T-3)**.

3.2.3.1.1.3. Part-time employees eligible to receive TA for requirements identified under DAWIA. **(T-3)**.

3.2.3.1.2. Defense Civilian Intelligence Personnel Management System intern personnel. To be eligible to receive tuition assistance within the AF DCIPS Intern Program, the employee must be enrolled, or accepted for enrollment, in one of the bachelor's or master's degree programs in the following list: computer/electronics/electrical engineering, computer science, mathematics, operations research, intelligence, international studies, political science or foreign languages, or seeking degrees in appropriate intelligence related fields as determined by the MAJCOM/COCOM. **(T-3)**. The employee also must be taking at least a half-time academic course load (typically six credit hours or equivalent). **(T-3)**.

3.2.3.2. CTAP Funding. Tuition assistance may be funded through DoD, AF Program Element 88751F (the Operations and Maintenance (O&M) Program which funds training, education and professional development of O&M funded civilians), or MAJCOM, installation, center, unit and/or organizational resources. The appropriate acquisition and DCIPS Intern Program funding source will support DAWIA and National Intelligence Program-funded tuition assistance, respectively.

3.2.3.3. Coursework Rules.

3.2.3.3.1. Courses must be from a fully accredited academic institution listed in the DoD Memorandum of Understanding directory, i.e., a college/university that meets regional and/or national standards as defined by the U.S. Department of Education and listed in the DoD directory at: <http://dodmou.com> . **(T-0)**

3.2.3.3.2. Courses may be delivered in a classroom setting, by e-learning, College Level Examination Program (CLEP) and/or Defense Activity for Non-Traditional Education Support (DANTES) Subject Standardized Tests (DSST) testing.

3.2.3.3.3. Coursework is considered employee-initiated self-development and must be completed on the employee's personal time. **(T-3)**. In cases where attendance in an approved course requires the employee to be absent from the duty station during normal duty hours, the supervisor may approve alternative work arrangements/schedules. However, the employee must maintain a 40-hour per week work schedule. **(T-3)**.

#### 3.2.3.4. Funding Levels and Restrictions.

3.2.3.4.1. DAWIA tuition funding caps for employees on APDP-coded positions are based on availability of funds and in accordance with SAF/AQ (Office of the Assistant Secretary of the AF for Acquisition, Technology and Logistics) and DAWIA guidance. TA is only available for two courses per semester hour or academic quarter hour. CLEP and DSST exams are not restricted.

3.2.3.4.2. Tuition funding for employees in the AF DCIPS Intern Program is provided up to 100%, based on the availability of funds within the National Intelligence Program budget and in accordance with the current AF DCIPS Intern Program Guide. **Exception:** Employees selected for the Civilian Associate Degree Program receive 100% CTAP.

3.2.3.4.3. Non-DAWIA/DCIPS tuition assistance must not exceed \$250 per semester hour or \$166 per quarter hour, must be limited to \$4,500 per person per fiscal year and can be used for up to 75% of the tuition cost. **(T-0).** 100% of CLEP and DSST exams and National Testing Center examination fee, and laboratory and other related instructional fees based on the availability of funding in accordance with funding caps. **(T-0).**

3.2.3.4.3.1. TA is only available for two courses per semester hour or academic quarter hour. CLEP and DSST exams are not restricted.

3.2.3.4.3.2. Waiver request must document pending personnel action and must be forwarded by student's two-letter Commander/Civilian Equivalent to the Force Development Flight. **(T-3).** The Force Development Flight must concur/non-concur and forward to the MAJCOM/COCOM/A1 Training office. **(T-3).** The MAJCOM/COCOM will concur/non-concur and forward to AF/A1DL for final adjudication. **(T-3).** **Note:** Waiver requests for individuals using DAWIA resources will be prepared in accordance with SAF/AQH, Acquisition Career Management, guidance. **(T-1).** Waiver of the non-DAWIA semester, quarter hour or fiscal year cap will be permitted only in cases of pending assignment to a remote location not serviced by the current academic institution, which will cause undue hardship/delay in course completion. **(T-1).** Employees selected for the Civilian Associate Degree Program (CADP) are exempted from the cap. As of 1 August 2018, CADP students receive 100% CTAP.

3.2.3.4.4. Employees may not use non-DAWIA TA in conjunction with Pell Grants, with active or reserve military tuition assistance (TA) and/or with Department of Veterans Affairs educational benefits, or with any federally-insured student loan.

3.2.3.4.5. Non-DAWIA/DCIPS CTAP will not be used for courses that apply toward a professional goal and/or coursework at a lower or equal level of education to one already obtained.

3.2.3.4.6. The CTAP is not for the sole purpose of providing an employee the opportunity to obtain an academic degree. If in the accomplishment of CTAP coursework an employee receives an academic degree, the degree is considered an incidental byproduct.

- 3.2.3.4.7. Non-DAWIA/DCIPS CTAP will not be used for tuition for repeated courses or courses equivalent to course content already completed. **(T-1)**.
- 3.2.3.4.8. Non-DAWIA/DCIPS CTAP will not be used for tuition for audited courses. **(T-1)**.
- 3.2.3.4.9. Individuals with outstanding CTAP fund reimbursement(s) obligations are denied future CTAP course approval until full reimbursement has occurred or waiver has been approved.
- 3.2.3.5. Taxation of TA. Individuals who receive TA are responsible for adhering to current Internal Revenue Service laws, rules and regulations. **(T-0)**.
- 3.2.3.6. Examination Fees. TA does not cover pay for professional certification fees, charges related to accrediting work or life experiences or the following examination fees: Graduate Management Admissions Test, Graduate Records Examination, Law School Admission Test, Medical College Admissions Test, Standard Achievement Test or Admissions College Test.
- 3.2.3.7. Course Completion. Successful completion requires a grade of C or better for undergraduate courses, grade of satisfactory for courses which have no letter grade, and a grade of B or better for graduate courses.
- 3.2.3.7.1. Employees who fail to successfully complete a course supported by TA must reimburse the AF for all funded tuition costs associated with the course. **(T-1)**.
- 3.2.3.7.2. Grade waivers are not permitted.
- 3.2.3.8. CTAP Application Process. Employees requesting non-DAWIA TA should receive education program counseling from their servicing education center. They must submit an education plan in the AF Automated Education Management System for approval prior to requesting TA. **(T-3)**. All TA requests will be submitted by the individual through the AF Virtual Education Center. Civilian Tuition Assistance Program (CTAP) requests will be processed on a first-come, first-served basis regardless of funding source.
- 3.2.3.8.1. Individuals requesting CTAP DAWIA support must follow SAF/AQH guidance found at the Civilian Acquisition Tuition assistance site at: <https://www.my.af.mil/gcss-af/USAF/content/edoptuition>. **(T-3)**
- 3.2.3.8.2. Individuals requesting CTAP National Intelligence Program support must follow guidelines set forth in the most current AF DCIPS Intern Program Guide. **(T-1)**.
- 3.2.3.9. Approval Criteria. CTAP using DAWIA, National Intelligence Program and/or non-DAWIA funding is not a guaranteed employee benefit/condition of employment, nor will past approved TA guarantee future funding.
- 3.2.3.10. Records Management. The Defense Civilian Personnel Data System (DCPDS) is the official record for all completed civilian training and CTAP for appropriated funded employees. Appropriated fund employees should use MyBiz+ Self Service Education, an online civilian employment management tool, to update DCPDS with completed course information. Non-Appropriated fund employees should contact their servicing Force Support Development flight to update their training and completed course information.

**3.3. PAQ/COP Programs.** AFI 36-130 addresses Civilian Intern programs and the methods and procedures for recruiting, selecting, training, evaluating, promoting and separating interns under PAQ and COP programs. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-Reduction In Force actions) to using a management directed reassignment process to outplace employees graduating from the PAQ and COP programs. **(T-1)**. If the hiring official disagrees with the proposed outplacement plan, the career field DT Chair(s) responsible for the vacant position has final authority to initiate a management directed reassignment of the PAQ or COP program participant to fill the vacant position. **(T-1)**.

### **3.4. Leadership Development.**

3.4.1. Identification of Exceptional or High-Potential Performers. Centrally managed career field positions are considered potential “feeder” positions to qualify for application to higher level and Senior Executive Service/Defense Intelligence Senior Executive Service positions. Career fields may develop procedures to identify exceptional or high potential performers to include: guiding and monitoring employee training consistent with developmental templates or their career path; assuring employees have gained the training, development and career growth experiences needed for further advancement; and arranging career enhancing job rotations, details and special project assignments. At a minimum, and through the operation of their respective DTs, each Career Field Team will nominate high-potential candidates from within the career field for inclusion in Career Development Programs.

3.4.2. Developmental Templates. Civilian Force Development Career Planning Diagram (Notional) at [Attachment 2](#) reflects the competencies valued by the AF and provides a clear progression model from entry to senior leader levels. These guides clearly define the framework within which employees may plan their careers. Supervisors and managers are encouraged to use these tools when engaged in mentoring activities or discussing career opportunities with their subordinates.

**3.5. Career Development Positions.** There are two primary types of developmental positions: career broadening and career enhancing. Each provides developmental work experiences intended to prepare employees for higher-level supervisory and managerial positions.

3.5.1. Career Broadening Positions. The centrally managed Career Broadening Program is an integral part of the AF’s leadership development framework depicted in Civilian Force Development Career Planning Diagram (Notional) included at [Attachment 2](#). It is designed to build occupational and institutional competencies while enhancing leadership perspective. The program is an integral part of structured development and is corporately managed. The primary focus of the program is to develop current mid-level AF employees, typically GS-12 through GS-14 (and equivalents in other appropriated fund pay systems); however, in certain instances assignments may be to positions at the GS-15 and equivalent level to meet specific career development requirements. Positions may also be within Joint and Combatant Commands, where the AF is the executive agent, under appropriate training agreements and directives, for example, other DoD components and the Office of the Secretary of Defense (OSD). Career broadening assignments, although of relatively short duration, are sufficiently complex and demanding to increase and broaden experience. Assignments may be between specialties or disciplines within a career field or across functional lines from one career field

to another where skills pairing has been approved. (**Note:** For further details, consult with the applicable Career Field Team).

3.5.2. Centrally Managed Career Broadening Program Positions. Career broadening assignments can be used to facilitate employees' gaining experiences at the operational and strategic levels. Within the operational arena, assignments should focus on development within a functional community to gain breadth of experience (this could be accomplished across occupational lines within a single career field). At the strategic level, career broadening assignments should focus on Headquarters AF (HAF), MAJCOM, COCOM or Joint experience. These positions, while placed at an organization for a career broadening assignment, are considered overhead positions (not part of the local Unit Manning Document or critical for accomplishment of the mission). As such, career broadening authorizations generally are not to be used to establish new supervisory positions within an organization. Development Teams (DT) or Career Field Managers (CFM) determine position location and work assignments to accomplish specific career development objectives; therefore, the location, occupational series and grade/pay band level may change from one assignment to the next.

3.5.2.1. Key Attributes of Career Broadening Program Positions. The Career Broadening Program positions:

3.5.2.1.1. Are centrally managed and funded by AFPC.

3.5.2.1.2. Are established against manpower authorizations funded by the AF's Central Salary Account.

3.5.2.1.3. Are provided centralized personnel servicing by AFPC.

3.5.2.1.4. Require an AF-wide mobility agreement. See **Figure 3.1**. (**Note:** The Mobility Agreement at **Figure 3.1** will be rescinded and replaced by AF Form 202 upon its publication.)


3.5.2.1.5. Are limited in duration, normally for 30-36 months. The Functional Manager or designee and AFPC must approve an extension of up to an additional 12 months. (**T-3**). Because these positions are designated for corporate development, Commanders/Civilian equivalents will ensure that assignment duration is limited to a maximum of 48 months. (**T-3**).

3.5.2.1.6. Are filled by competitive reassignment, change to lower grade/pay band, temporary promotion or DT vectoring process (to include CFM approval of management directed reassignment candidates) utilizing approved ranking criteria.

3.5.2.1.7. Require a formal development plan. Commanders/Civilian equivalents will ensure the plan outlines the knowledge, skills, abilities and competencies to be gained through the career broadening assignment, along with methods of development, applicable references and estimated hours/months required for each competency. (**T-3**).



**Figure 3.1. Civilian Mobility Memorandum of Agreement to a Career Field Team Centrally Managed Position (Note: Upon publication of AF Form 202, this agreement will be rescinded and replaced by the new AF Form 202.)**



**DEPARTMENT OF THE AIR FORCE**  
 HEADQUARTERS AIR FORCE PERSONNEL CENTER  
 JOINT BASE SAN ANTONIO-RANDOLPH TEXAS

Civilian Mobility Memorandum of Agreement  
 Between the U.S. Air Force  
 and

	From	To
Occupational Code (Series):		
Pay Plan-Grade, or equivalent:		
Organization, Location:		
Functional (Career Field):		

Program	Governing Conditions
<input type="checkbox"/> Key Career Position (KCP)	1. The Air Force often needs to reassign the best-qualified senior civilian employees to meet critical needs or to provide employees opportunities for continued career progression. Selection for a KCP requires mobility and recognizes an individual's skill, capability and potential for senior-level positions. 2. I understand that my KCP assignment is for three years and that signing this agreement is a condition of my employment in this position. I agree that upon the conclusion of the foregoing period of KCP assignment, I will accept positions at the same grade, which could include an assignment to a different geographic location, to satisfy my obligation under this agreement.
<input type="checkbox"/> Civilian Developmental Education (CDE)	1. The CDE program I am applying for has a requirement for mobility for selection and assignment. I agree to be mobile and to sign and abide by the provisions of this agreement. 2. My outplacement assignment will be to a position at the same permanent grade at my current or different geographic location. 3. (NOTE: AFPC will obtain development team signature during the DT vectoring process.)
<input type="checkbox"/> Civilian Strategic Leader Program (CSLP)	1. Selection: I have applied and been selected for reassignment to the CSLP position identified above. The length of the assignment will normally be three years, beginning with the official date assigned to the CSLP position. 2. Restriction: During the CSLP assignment, I understand I may apply for positions affording permanent promotion opportunity. If selected for promotion, this agreement will be terminated at the time of my selection. I understand I am ineligible for referral for competitive reassignment until nine months prior to the scheduled end of my CSLP assignment. 3. Follow-on Assignment: Upon completion of the CSLP assignment, I will be placed in a follow-on position identified by the functional career field team below: <ul style="list-style-type: none"> <li>a. Occupational Code (Series): _____</li> <li>b. Pay Plan-Grade, or equivalent: _____</li> <li>c. Functional (Career Field): _____</li> <li>d. The specific title, series, pay band (or GS equivalent) and location of the follow-on position will be identified within the last six months of the CSLP assignment. Outplacement from the CSLP position will be accommodated by one of the following methods:               <ul style="list-style-type: none"> <li>i. I may be selected under normal competitive processes; or</li> <li>ii. Through follow-on placement referrals conducted by the career field team. The CFT will assess position availability and may begin advance referral for non-competitive placement six months prior to the completion date of the CSLP assignment.</li> </ul> </li> </ul>
<input type="checkbox"/> Career Broadener (CB)	1. Selection: I have applied and been selected for: <ul style="list-style-type: none"> <li><input type="checkbox"/> Temporary <u>reassignment</u> to the career broadening position identified above.               <ul style="list-style-type: none"> <li>a. The length of the assignment will be for a period not to exceed _____ months, beginning with the official date assigned to the career broadening position.</li> </ul> </li> <li><input type="checkbox"/> Temporary <u>promotion</u> to the career broadening position identified above.               <ul style="list-style-type: none"> <li>a. The length of the assignment will be for a period not to exceed _____ months, beginning with the</li> </ul> </li> </ul>

	<p>official date assigned to the career broadening position.</p> <ul style="list-style-type: none"> <li>b. Upon accepting the above assignment, I agree to pursue the broadening objectives and activities specified in my CB development plan.</li> <li>c. I understand if circumstances require, the temporary promotion may terminate at any time.</li> <li>d. I understand, upon termination of the temporary promotion, I will return to my previous permanent pay band (or GS equivalent) at an assigned post-broadening position, unless my follow-on assignment involves a permanent promotion.</li> <li>e. I understand upon expiration or termination of the temporary promotion lasting more than one year, my pay may be set using Highest Previous Rate (HPR), in accordance with 5 CFR and AFI 36-802, <i>Pay Setting</i>.</li> <li>f. I understand neither adverse action nor reduction-in-force procedures apply when I return to my permanent position of record; therefore, my entitlements will not include statutory appeal rights.</li> <li>g. I understand, if affected by a reduction-in-force during my career broadening assignment, my temporary promotion would terminate and I would return to my previously assigned location at my permanent pay band (or GS equivalent) or proceed to a future assignment.</li> </ul> <p>2. Restriction: During the career broadening assignment, I may apply for positions affording permanent promotion opportunity. If selected for promotion, this agreement will be terminated at the time of my selection. I am ineligible for referral for competitive <u>reassignment</u> until six months prior to the scheduled end of my career broadening assignment.</p> <p>3. Follow-on Assignment: Upon completion of my career broadening assignment, I will be placed in a follow-on position as identified below:</p> <ul style="list-style-type: none"> <li>a. Occupational Code (Series): _____</li> <li>b. Pay Plan-Grade, or equivalent: _____</li> <li>c. Functional (Career Field): _____</li> <li>d. The specific title, series, pay band (or GS equivalent) and location of my follow-on position will be identified within the last six months of my CB assignment. Out-placement from my career broadening position will be accommodated by one of the following methods:             <ul style="list-style-type: none"> <li>iii. I may be selected under normal competitive processes; or</li> <li>iv. Through follow-on placement referrals conducted by the career field team. The CFT will assess position availability and may begin advance referral for non-competitive placement six months prior to the completion date of the career broadening assignment.</li> </ul> </li> </ul>
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I understand my personal career goals and geographic and assignment preferences will be considered but are not guaranteed. Management will consider compelling personal reasons for not accepting an assignment, but the Air Force may still require me to relocate to meet Air Force needs.

I understand this agreement will remain in effect for the duration of this assignment unless cancelled or modified by mutual agreement between management and myself.

I understand that the conditions and requirements for mobility are specified in AFI 36-202, *Civilian Mobility*.

I acknowledge and agree to the conditions set forth above for my assignment and that if I do not accept reassignment/out-placement from this position, I may face adverse action, such as change to lower grade or removal from employment.

Signature of Employee: \_\_\_\_\_

Date: \_\_\_\_\_

Signature of Civilian Personnel Section Representative: \_\_\_\_\_

Date: \_\_\_\_\_

Signature of Development Team Chair (if required above): \_\_\_\_\_

Date: \_\_\_\_\_



### 3.5.2.2. Using DT Vectors to Fill Career Broadening Positions.

3.5.2.2.1. When this mechanism is used, career fields must publicize the fact that opportunities for these career broadening assignments are limited to those who submit a development plan and also receive a vector from the DT. **(T-3).**

3.5.2.2.1.1. Additionally, if these career broadening opportunities are open to temporary promotion candidates, commanders/civilian equivalents will ensure that a vacancy announcement is posted and the requirement for interested employees to submit a development plan and/or résumé is clearly stated in the body of the vacancy announcement. **(T-3).**

3.5.2.2.1.2. The announcement should also direct applicants to contact their Career Field Team for specific information.

3.5.2.2.2. Career Field Teams must ensure employees are made aware that the Development Team vector process is utilized. **(T-3).** At a minimum, Career Field Teams must accomplish notification using multiple communication methods such as: vacancy announcements, list servers, newsletters, bulletin boards, websites and any other available means. **(T-3).**

3.5.2.2.3. Commanders/Civilian equivalents will ensure that developmental objectives for individuals selected for career broadening assignment are clearly identified, and periodic evaluations of progress are conducted to ensure employees meet those objectives, per AFPC. **(T-3).**

3.5.2.2.4. The designated selecting authority may make selections for career broadening positions from a competitive certificate of promotion, reassignment and/or change-to-lower grade eligibles. In these instances, the Career Broadening Program Office must first announce the career broadening position vacancy through the normal competitive process and establish a 90-day register from which to refer qualified candidates to the Career Field Team.

3.5.2.3. DoD Priority Placement Program (PPP) Exemption. Selections made for assignment to the Career Broadening Program are exempt from the PPP. The exemption permits placement into a broadening position by reassignment, change-to-lower grade/pay band or temporary promotion. Outplacements by reassignment or change-to-lower grade/pay band are also exempt from clearing PPP for those who have completed a centrally funded and managed career broadening assignment, to a follow-on position. Commanders/Civilian equivalents will ensure a follow-on assignment is firmed up within the last six months of the career broadening assignment. **(T-3).** This exemption does not apply to outplacement actions onto permanent positions through promotion; therefore, Commanders/Civilian equivalents will ensure the DoD Automated Stopper and Referral System is cleared for promotion actions. **(T-3).** Career broadening temporary promotion may lead to permanent promotion without further competition when a one-time clear of PPP has been accomplished before a follow-on assignment can be effected. This applies only when full AF-wide competition was afforded during the career broadening selection process. In each instance, the Automated Stopper and Referral System must be cleared prior to placement.

3.5.2.4. Career Broadening Outplacements. Efforts begin one (1) year prior to completion of the Career Broadening Program. Refer to AFI 36-2640 for specific guidance. Early outplacements prior to completion of 24 months require DT Chair approval and after 24 months require CFM approval. Outplacement efforts involve one, or a combination, of the activities listed below. As such, DTs and Career Field Teams have a responsibility to assess AFIs, needs and mission requirements within their communities, and take an active role in seeking outplacement assignments for graduating career broadeners. **(T-3).**

3.5.2.4.1. Referral and selection are through the normal centrally-managed competitive process.

3.5.2.4.2. Management Initiated Reassignment. The Career Field Team will continually monitor existing/incoming career field fill requests for which the graduating career broadener was DT-vectored or is qualified and has indicated a preference, including those that match the occupational series and grade/bands identified in the Career Broadening Memorandum of Agreement. **(T-2).** After identifying a match, the Career Field Team will provide a career broadener-generated résumé to the selecting official for review. **(T-2).** If the selecting official disagrees with the proposed outplacement plan, the career field DT Chair(s) responsible for the vacant position has final authority to initiate a management directed reassignment of the career broadening program participant to fill the vacant position. **(T-2).**

3.5.2.4.3. Career Field Proactive Efforts. Proactive efforts include, but are not limited to, such activities as: 1) informing the community of upcoming graduating career broadeners; 2) issuing emails to functional leaders and actively marketing the types of series, grade/pay band levels and skills of the career broadeners; 3) sending out information bulletins on list-servers about program objectives, priority placement flexibilities and availability of career broadeners to fill projected and unanticipated vacancies; 4) involving mentors in the outplacement process; and/or 5) outplacement vectoring by the DT. These are just a few options; the intent is to be assertive in using all available resources in placing the next generation of civilian leaders.

3.5.2.4.4. Finalizing the Outplacement. Commanders/Civilian equivalents will ensure a placement is finalized and all necessary arrangements, such as PCS orders, release date and new reporting date are settled and agreed to by all parties concerned within six months but no later than 60 days prior to the end of the career broadening assignment. **(T-3).**

3.5.2.4.5. Commanders/Civilian equivalents will ensure outplacement from a Continental United States (CONUS) career broadening assignment to an overseas location is managed in accordance with AF Manual (AFMAN) 36-204, *Overseas Employment*. **(T-3).** The Career Broadening Office will initiate the appropriate overseas employment agreement and obtain the necessary signatures, provide a copy to the overseas Civilian Personnel Section and retain the signed copy in the employee's overseas folder in the Career Broadening Program Office. **(T-2).**

3.5.2.4.6. Failure to accept a post-broadening assignment in violation of the employee's signed mobility agreement may result in the employee's separation from the AF.

- 3.5.2.4.7. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-Reduction-In-Force actions) to using a management directed reassignment process to outplace employees graduating from the Career Broadening Program. **(T-3)**. If the hiring official disagrees with the proposed outplacement plan, the Career Field Development Team (DT) Chair(s) responsible for the vacant position has final authority to initiate a management directed reassignment of the Career Broadening Program participant to fill the vacant position. **(T-1)**.
- 3.5.2.5. Payment of Career Broadeners.
- 3.5.2.5.1. Salaries for career broadeners are funded from the AF's Central Salary Account.
- 3.5.2.5.2. Annual performance awards are funded from the Central Salary Account with instructions and administration of the funds conducted by the Career Broadening Program Office, Resource Office and the pay system's applicable reviewing authority.
- 3.5.2.5.3. General Schedule (GS) Performance Awards may take the form of time-off and/or monetary awards. Time-off awards may be approved by the supervisor and so annotated as part of the appraisal package.
- 3.5.2.5.4. GS Quality Step Increases. Quality Step Increases are not authorized in the Career Broadening Program because it is a developmental program. Career broadening positions are designed to broaden the skills of high potential AF employees for future leadership positions. These developmental positions normally last between 30-36 months (with a maximum of 48 months) and are accompanied by formal developmental plans. The individual is expected to be learning and developing his/her skills during that period of time.
- 3.5.2.5.5. GS Incentive Awards. Monetary incentive awards are processed and approved locally, and paid out of the local installation's funds. AFPC's Central Salary Account pays the incentive award for the career broadener; however, the organization granting an incentive award to a career broadener must contact AFPC/FMY, Financial Management, Centrally Managed Programs, to complete the necessary transfer of funds to reimburse the Central Salary Account. **(T-2)**.
- 3.5.2.5.6. Overtime. The Central Salary Account does not fund overtime payments; the local installation will fund any required overtime. The organization granting overtime must contact AFPC/FMY to complete the necessary transfer of funds to the Central Salary Account. **(T-3)**.
- 3.5.2.5.7. PCS Costs. The central PCS account funds PCS for employees, with the exception of ART officers, moving into and out of career broadening positions. If the outplacement from a career broadening position outside the Continental United States (OCONUS) is not to a career field centrally managed position, PCS entitlements may be limited. (See [paras. 5.8.](#) and [5.9](#))
- 3.5.2.6. Career Broadening Assignments Overseas. Employees accepting a career broadening assignment at an overseas location must sign an Overseas Employment Agreement in accordance with AFMAN 36-204.

3.5.3. Career Enhancing Positions. Career Enhancing positions are a permanent part of an organization's infrastructure and are centrally managed separately by each career field. These are time-limited with continuing work assignments, and normally involve work that is AF-wide in scope, responsibility and complexity. The following are key attributes of career enhancing positions.

3.5.3.1. They are centrally managed.

3.5.3.2. They are established against positions on the local unit manning document (locally owned and funded).

3.5.3.3. Personnel servicing is provided locally (same as other local positions).

3.5.3.4. They require an AF-wide mobility agreement as determined by each career field.

3.5.3.5. They are limited in duration as determined by the career field, normally two to three years.

3.5.3.6. They may be filled through any appropriate, competitive staffing procedure.

3.5.4. Civilian Strategic Leader Program (CSLP). The overarching goal of CSLP is to develop selected GS-13s/14s/15s or equivalents through challenging leadership assignments with roles and responsibilities that have AF enterprise and/or DoD-wide impact.

3.5.4.1. Eligibility. To be eligible for CSLP, employees must.

3.5.4.1.1. Be currently assigned to, or have previously held, a permanent GS-14 or 15 position. **(T-3)**. Promotion-eligible candidates will only be considered for Deputy Director of Installation Support positions and must be considered through a competitive process. **(T-3)**. Therefore, GS-13s (or equivalents) will only be considered if the individual self-nominates for CSLP during the annual Civilian Developmental Education/CSLP call and applies via an announcement in USAJOBS. **(T-1)**.

3.5.4.1.2. Have at least 12 months in the current position. **(T-3)**.

3.5.4.1.3. Have at least 12 months of supervisory experience. **(T-3)**.

3.5.4.1.4. Have a bachelor's degree from an accredited academic institution. **(T-3)**.

3.5.4.1.5. Not have previously held a CSLP leadership position of the same type at the GS-14 or 15 grade levels. **(T-3)**. The MAJCOM/CCS must request a waiver, coordinate it through the CSLP office and functional Development Team (DT), then get the Deputy AF/A1's approval or denial. **(T-1)**.

3.5.4.1.6. Employees wishing to apply for CSLP positions should be referred to the myPers website for additional information.

3.5.4.2. Assignment opportunities.

3.5.4.2.1. Installation Level Positions. These positions are funded by the MAJCOMS and/or the installation (i.e., Wing Executive Director and Deputy Director for Installation Support) unless they are on the CSLP Office's Unit Manning Document as Enterprise-owned rather than locally-owned positions.

3.5.4.2.2. HAF-Level Positions. Positions are funded by the Central Salary Account and are located within HAF. These positions are critical to shaping the future of the AF through policy development and program management.

3.5.4.2.3. Joint Positions. Positions are funded by the Central Salary Account and are located at the OSD, the Joint Staff or a Combatant Command (COCOM). These positions are often directly involved in supporting issues of national security and require interaction with all levels of the DoD. They may aid in shaping Department-wide policy and/or may participate in the planning, programing, budget and execution process.

3.5.4.2.4. MAJCOM Positions. When approved by the Civilian Force Development Panel, these positions are placed at selected MAJCOMs and funded by the Central Salary Account. Typically, the position addresses an AF critical need.

3.5.4.3. Annual Process Overview. There are four major components to the CSLP annual process.

3.5.4.3.1. Position Validation. CSLP positions will be identified by AFPC using both manpower data and coordination with the MAJCOMs, HAF, OSD, Joint Staff, COCOMs or installations. **(T-2)**. All civilian Wing Executive Director and Group Deputy Director positions should be filled using this program. Each year, AFPC will validate the list of upcoming vacancies based on previous assignment of a CSLP participant to the position. **(T-2)**. All positions identified as open for fill in the calendar year are added to a list as available for the next year's program. The Civilian Force Development Panel will validate the position list annually. **(T-2)**. Requests to add or delete a CSLP position are coordinated through the CSLP office and AF/A1D. The final approval authority for all additions or deletions is the Deputy AF/A1.

3.5.4.3.2. Member Identification, Screening and Application. AFPC will conduct an open call for CSLP candidates and task DTs to identify potential placement of GS-13/14/15 candidates or equivalent based on the list of projected vacancies and requirements of the position. **(T-2)**. If the CSLP call does not produce a sufficient number of candidates, the CSLP Selection Board will solicit other nominees for consideration. **(T-2)**. Individuals who are nominated may opt out of consideration with no penalty; however, feedback on why they chose not to compete should be collected.

3.5.4.3.3. Member Boarding. All members who are vectored by the Development Team (DT) will meet the CSLP Selection Board. **(T-3)**. The Board will make recommendations for CSLP placement at HAF, OSD, Joint Staff, COCOM, MAJCOM or installation. (See [Paragraph 3.5.4.2.](#)) **(T-2)**.

3.5.4.3.4. Candidate Matching. After the Board results are approved, the CSLP office will review the list of vacancies against the list of candidates approved by the Deputy AF/A1 and coordinate the assignments with the respective hiring officials. **(T-3)**

3.5.4.4. Development Teams must:

3.5.4.4.1. Review/vector all potential GS-13/14/15 candidates. **(T-3)**.

3.5.4.4.2. Screen members for suitability and ensure candidates are ready for experiential development. **(T-3)**.

3.5.4.4.3. Nominate identified members to the CSLP Selection Board. **(T-3)**.

3.5.4.4.4. Identify the follow-on assignment. **(T-3)**.

3.5.4.5. Civilian Strategic Leader Program Assignment Overview. CSLP candidates who have been selected and are awaiting assignment are considered CSLP selects and are in the select pool for two years or until they accept a CSLP assignment. If they do not get an assignment by the two-year point, they will be asked to reapply for the next CSLP Board.

3.5.4.5.1. Assignment Process. A CSLP slate is used to refer a list of names of CSLP selects to the hiring official. A valid slate consists of three or more candidates. Slate selects for positions at their current grade or, if GS-13 promotion eligible, for the positions identified for them by the selection board, i.e., OSD, Joint Staff, COCOM, HAF and/or Installation at GS-14 or GS-15.

3.5.4.5.1.1. CSLP selects may opt-in or opt-out of up to two assignments while waiting to be slated. If the select opts out of a third assignment, the employee will be removed from the program and will receive a five-year penalty. **(T-1)**. If, after being referred to the hiring official, the employee declines the interview or, if selected, declines the assignment, the employee will be removed from the program and will receive a five-year penalty that precludes their participation in the program. (See **Paragraph 3.5.4.8**) **(T-1)**.

3.5.4.5.1.2. If there are no CSP selects available, or if the slate has less than three boarded candidates available, the CSLP office will confer with the Career Field Teams. **(T-3)**. There are three acceptable categories by which Career Field Teams may identify candidates to the CSLP office, listed in the following order: 1) nominate a qualified individual currently attending Senior Developmental Education (SDE) who requires outplacement; 2) identify high-potential reassignment candidate(s) from a DT-vetted key career position list that have not been targeted for assignment; or 3) identify high potential reassignment candidates graduating from the Career Broadening Program who are awaiting a follow-on assignment.

3.5.4.5.1.3. Hiring officials must select from the slate provided by AFPC. **(T-3)**. If the hiring official determines the candidate is not suitable for the position, they must request an exception by providing a strong justification. **(T-3)**. Exception requests will be processed through the owning installation's MAJCOM, forwarded to the CSLP office, forwarded to AF/A1D for coordination and then to the Deputy AF/A1 for approval or disapproval. **(T-1)**. Disapproved requests result in a required outplacement of a slated individual.

3.5.4.5.1.4. When no CSLP candidates are available from the selection process, a locally funded CSLP position may be filled via an AF internal vacancy announcement. The servicing organization will announce the CSLP vacancy and issue the referral certificate. **(T-3)**. If selected via an open vacancy announcement, the member is required to sign a CSLP Mobility Agreement. **(T-3)**. Commanders/Civilian equivalents will ensure that Central Salary Account-funded CSLP positions are only filled through the approved board process. **(T-3)**.

3.5.4.5.2. Approval Process. The Deputy AF/A1 will approve any deviation from the slating process.

3.5.4.6. Mobility Requirements. Employees who are selected for a CSLP assignment by an approved DT process will be given credit as being CSLP members. Because these positions rotate every three to four years, all candidates selected for CSLP positions must sign a Mobility Agreement and/or a participant Mobility Agreement (for Joint assignments). **(T-3)**. (See sample at **Figure 3.1**. **Note:** The Mobility Agreement at **Figure 3.1** will be rescinded and replaced by AF Form 202 upon its publication.) The Mobility Agreement is a condition of employment and must be signed by the employee prior to assignment. **(T-3)**.

3.5.4.7. DoD Priority Placement Program (PPP) Exemption. A selection made for a CSLP assignment funded by the Central Salary Account is not subject to PPP clearance, based upon formal developmental and training purposes as provided by DoDI 1400.25, Volume 1800, *DoD Civilian Personnel Management System: DoD Priority Placement Program (PPP)*, 1 March 2019. These selections are established for the sole purpose of providing corporate career broadening opportunities and they have no continuing mission requirements. Selection of a permanent promotion eligible candidate requires a one-time PPP clear prior to extending a tentative job offer.

3.5.4.7.1. The exemption permits placement onto a CSLP position by reassignment or change to a lower grade/pay band. Outplacements by reassignment or change-to-lower-grade/pay band to a follow-on position that has been pre-identified in the employee's formal developmental plan or memorandum of agreement are also exempt from PPP clearance for those who have completed a CSLP assignment.

3.5.4.7.2. This exemption does not apply to CSLP MAJCOM/installation-owned placement actions, as they are permanent in nature and subject to continuing mission requirements. PPP must be cleared via the Automated Stopper and Referral System in accordance with the PPP Handbook, Chapter 4, Matching and Filling Positions (See myPers, DoD Priority Placement Program.). **(T-0)**. PPP must also be cleared for follow-on assignments. **(T-1)**.

3.5.4.8. CSLP Deferments, Withdrawals and Extensions. The Deputy AF/A1 is the approval/disapproval authority for all deferment, withdrawal and extension requests. **(T-1)**. Requests for waivers will be considered on a case-by-case basis. They must be requested in writing by the employee and contain a recommendation/endorsement from the first General Officer or Senior Executive Service in the employee's supervisory chain. **(T-3)**. Next, the request will be routed and coordinated with the applicable CFM. **(T-1)**. The CSLP office requires waiver documentation to support withdrawal or declination prior to opting in or out of a current vacancy. All withdrawals, declinations, waivers and extensions will be tracked and metrics reported each year to the Civilian Force Development Panel. **(T-1)**. An employee who is relieved from duty for cause, withdraws from the program without approval or declines a CSLP position will be eliminated from the program unless a waiver is approved. **(T-1)**. Employees will be placed in a five-year penalty status from applying for any future CSLP opportunities from the date the action occurred or the waiver was denied. **(T-1)**.

3.5.4.8.1. Deferment. Management and/or individual deferments for mission essential or humanitarian reasons for a CSLP assignment must be supported with reasonable justification. **(T-1)**. All deferment requests must be submitted when unforeseen circumstances arise, not when a CSLP assignment opportunity is offered to the member. **(T-1)**. Requests will be routed through AFPC and approved by the Deputy AF/A1. **(T-1)**. Requests will also be routed and coordinated with the applicable CFM. **(T-1)**. Only one approved deferment is allowed while in the CSLP, and the deferment will be for a specified period of time not to exceed one year from the date the request was approved. **(T-1)**. Employees who do not opt-in during the year following an approved deferral will be subject to the appropriate withdrawal or declination policies. **(T-1)**. The following are reasons for deferral:

3.5.4.8.1.1. Mission Essential. The Deputy AF/A1 will serve as approval authority for mission essential deferment considerations. **(T-1)**. The approval authority will normally approve a mission essential deferment if the employee's program participation would have an adverse mission impact. Strong justification from the employee and the employee's first General Officer/Senior Executive Service in the rating chain is required. **(T-3)**.

3.5.4.8.1.2. Humanitarian. The Deputy AF/A1 will serve as approval authority for humanitarian deferral considerations. **(T-1)**. The approval authority may approve a humanitarian deferment under the conditions below, although other factors could be considered. If granted, approval will be without prejudice if requested prior to notification of assignment request for opt-in, unless it occurred during the time of notification. Humanitarian requests generally include circumstances or events beyond the employee's control that were not known prior to application.

3.5.4.8.1.2.1. The recent death of a spouse or child or children.

3.5.4.8.1.2.2. The terminal illness of a family member when death is imminent. A supporting note from the attending physician is required.

3.5.4.8.1.2.3. A serious financial problem that is beyond the control of the employee (e.g., the loss of a home or possessions through fire, theft or natural disaster).

3.5.4.8.1.3. Withdrawal from program. An employee seeking to withdraw from the program after official notification of selection must provide justification to the CSLP office. **(T-3)**. Requests will be routed through the CSLP office for approval by the Deputy AF/A1. Requests will also be routed and coordinated with the applicable CFM. The Deputy AF/A1 will approve withdrawal and also determine if a five-year penalty prohibiting the employee's application for CSLP is warranted. **(T-1)**. The employee has the option to submit a waiver request for assessment of the five-year penalty, or to not submit a waiver request. The CSLP office tracks assessed penalties until the employee is either officially released from the penalty or the penalty expires. **(T-3)**.

3.5.4.8.1.4. Removal for cause. When a request from the Senior Rater, management, DT or organization is made to remove a civilian from the CSLP position for cause, that request must be approved or disapproved by the Deputy



AF/A1. **(T-1)**. A letter will be permanently filed in the individual's official personnel file and the employee will be permanently ineligible for any future CSLP opportunity. **(T-1)**. Employee waiver requests will not be accepted. **(T-1)**.

3.5.4.8.1.5. Extension request. The minimum assignment is expected to be 36 months. Requests for an extension beyond 36 months will be initiated by the employee and the current leadership providing the justification, with the concurrence of the employee's functional CFM. **(T-3)**. The CSLP office will process the extension request. **(T-3)**. **(Note:** All installation positions require MAJCOM/A1 coordination for requests beyond the three months.) The CSLP office is the approval authority for all extensions up to three months beyond the end-of-tour date. **(T-3)**. The Deputy AF/A1 is the approval authority for extensions greater than three months beyond the end-of-tour date. **(T-1)**.

3.5.4.9. Individual Development Plan. The employee and supervisor will create and insure completion of an Individual Development Plan. **(T-3)**.

3.5.4.10. CSLP Training Opportunities. While on a CSLP assignment, employees may be offered the opportunity to attend additional training utilizing central training funds.

3.5.4.11. Outplacement Upon Completion of CSLP Assignment. The CSLP office will facilitate the employee's outplacement with the servicing functional Career Field Team with consideration of the enterprise goals, needs and mission requirements in conjunction with the development of the individual. **(T-3)**.

3.5.4.11.1. Nine months prior to the assignment completion date, the functional community is notified of the need to outplace the employee.

3.5.4.11.2. Six months from the assignment completion date, if no outplacement has been identified, the Civilian Force Development Panel reviews to identify outplacement opportunities.

3.5.4.11.3. The Career Field Team will continually monitor existing/incoming career field fill requests for which the CSLP participant is qualified. **(T-3)**. After identifying a match, the Career Field Team will request an updated resume and provide the documents to the selecting official for consideration. **(T-3)**. The Development Team Chair/Co-Chair must endorse the referral. **(T-1)**.

3.5.4.11.4. The Career Field Teams will coordinate and manage all necessary arrangements such as PCS orders, release date and new reporting date in agreement with all involved parties. **(T-3)**.

3.5.4.11.5. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-Reduction In Force actions) to using a management directed reassignment process to outplace employees graduating from the CSLP. **(T-1)**. If the hiring official disagrees with the proposed outplacement plan, the DT Chair(s) responsible for the vacant position has final authority to initiate a management directed reassignment of the boarded CSLP participant to fill the vacant position. **(T-1)**.

3.5.5. Key Career Positions. The civilian workforce is comprised of centrally managed and non-centrally managed positions. Centrally managed positions consist of career positions and

key career positions. Career positions are transitional for individuals with technical competency and management skills to move from functional expertise to functional leadership. Key career positions target competencies required at the strategic leadership level and are vectored through DTs as part of the corporate process. They are an integral part of the AF's Civilian Position Management Framework depicted in Civilian Force Development Career Planning Diagram (Notional) included in [Attachment 2](#).

3.5.5.1. Key career positions provide the stepping stones for individuals to gain experience that may qualify them to move from functional experts to functional leaders. They are frequently filled with high potential career-developed candidates who have demonstrated a sustained commitment to personal development and adaptability to change. Candidates have access to centrally-funded development opportunities to include training and tuition assistance.

3.5.5.2. Key Requirements.

3.5.5.2.1. Centrally managed by career fields and in a major occupational series.

3.5.5.2.2. Overseas Assignments. Employees accepting a key career position assignment at an overseas location must sign an Overseas Return Agreement IAW AFMAN 36-204. **(T-3)**. Signing of the agreement acknowledges acceptance of a key career position assignment overseas and forfeiture of the employee's return rights to the position/location they were assigned to prior to the key career position assignment selection. Outplacement is based on needs of the AF as specified in the memorandum of agreement.

3.5.5.2.3. Signed memorandum of agreement with AF-wide mobility agreement. See AFMAN 36-204.

3.5.5.2.4. Assignment length is 36-48 months. An extension of up to 12 months requires CFM or designee approval. **(T-3)**. Total assignment cannot exceed 60 months.

3.5.5.2.5. Provide critical experience in developing career field leadership.

3.5.5.2.6. Must be vectored by the career field development team process unless a position becomes vacant and there are no Development Team-vetted candidates. **(T-1)**. The position may then be filled with a non-vectored applicant, e.g., through an announcement in USAJOBS or alternative slate process.

3.5.5.2.6.1. At the direction of the Development Team, a Career Field Team may require candidates to submit a development plan and/or résumé as part of the selection process.

3.5.5.2.6.2. The Career Field Team must publicize if opportunities are limited to those who submit a development plan and/or résumé. **(T-3)**. At a minimum, Career Field Teams must accomplish notification using multiple communication methods such as: Automated Message System Robot messages, list servers, newsletters, bulletin boards, websites and other available means. **(T-3)**.

3.5.5.2.6.3. Career Field Teams will further define criteria and processes for their key career positions. **(T-3)**.

3.5.5.2.6.4. The preferred way to fill positions is through the Development Team slating process. If no candidates are identified by the Development Team an alternative slate process, internal AF competitive certificate and/or an extension of the certificate to a Minimum Expanded Area of Consideration on a case-by-case basis can be used. This provides prior AF program participants the opportunity to re-enter the career field. A Career Field Development Team, or its designated selecting authority, may make a selection from a competitive certificate. Staffing teams will announce the vacancy and establish a 90-day register from which to refer qualified candidates to the Career Field Team or designee for coordination. **(T-3)**. The Career Field Team will present the referral certificate to the Development Team or designated selecting official. **(T-3)**. A Priority Placement Program (PPP) exemption does not apply to key career positions as they are permanent in nature and subject to continuing mission requirements. Commanders/Civilian equivalents will ensure PPP is cleared in accordance with the PPP Handbook, Chapter 4, Matching and Filling Positions (see myPers, DoD Priority Placement Program.) **(T-3)**.

3.5.5.2.6.5. When soliciting DT vectored candidates, Career Field Teams can execute a separate alternative slate process, expanding candidate lists for management directed reassignment consideration and further publicize career field programs to the field via TA, vectoring or Civilian Development Education. Methodology behind alternative slate creation is at the discretion of the Career Field Team. Use of the most current Career Program Extract is recommended.

3.5.5.3. Assignments. Key career positions facilitate employees' gaining experience at the operational and strategic levels. Within the operational arena, assignments should focus on development within a functional community to gain breadth of experience. This could also be accomplished across occupational lines within a single career field. At the strategic level, assignments should focus on MAJCOM/Field Operating Agency (FOA)/unit or Joint experience. Unlike career broadening positions, key career positions are a permanent part of an organization's infrastructure but are centrally managed by the specific career field. Each Career Field Development Team, along with the major command/field operating agency/unit, will identify position location and work assignments to be accomplished and are subject to change based on AF and career field needs. **(T-1)**. Employees accepting key career position assignments at overseas locations must also sign Overseas Return Agreements in accordance with AFMAN 36-204. **(T-3)**.

#### 3.5.5.4. Outplacement.

3.5.5.4.1. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-Reduction-In-Force actions) to using a management directed reassignment process to outplace employees graduating from key career positions and the following functional development programs. **(T-3)**. In the absence of an agreement by the official responsible for filling a vacant position with the proposed outplacement plan, the Career Field Development Team Chair(s) responsible for the vacant position shall have final authority to initiate action and fill the vacant position with the corporate development program outplacements as described below. **(T-1)**.

3.5.5.4.1.1. In-residence Civilian Developmental Education is defined as Intermediate Developmental Education and Senior Developmental Education, including Professional Military Education, Legislative, Research And Development (RAND) Corporation, AF National Laboratories Technical fellowships and Academic programs.

3.5.5.4.1.2. Boarded Civilian Strategic Leader Program participants, Deputy Director Installation Support and enterprise career broadening in Joint, MAJCOM and headquarters positions. This does not include employees who occupy a Civilian Strategic Leader Program position but were not placed through the boarded process nor career broadeners managed by the functional authorities.

3.5.5.4.1.3. Boarded career broadeners managed by the functional authorities.

3.5.5.4.1.4. PAQ or COP program participants.

3.5.5.4.2. The management directed reassignment process may be used to place program graduates into vacant positions and may not be used to displace any employee from their current position. In the event a management directed reassignment is required, the career field Development Team Chair(s) responsible for the vacant position has final authority to initiate action and will fill the vacant position with an AF development program (e.g., boarded Civilian Strategic Leader Program, career broadening program, Long-Term Training, PAQ or COP) participant. **(T-1)**.

3.5.5.4.3. Commanders/Civilian equivalents will ensure outplacement efforts begin one year prior to completion of the key career position assignment and involve one or more of the activities listed below. **(T-3)**.

3.5.5.4.3.1. Must inform career field Development Team members about incumbents vacating a key career position. **(T-3)**.

3.5.5.4.3.2. Will send emails to functional leadership and actively market the types of series, grade/pay band levels and skills of the incumbents. **(T-3)**.

3.5.5.4.3.3. Will send bulletins about program objectives and availability of individuals outplacing from key career positions to fill projected and unanticipated vacancies. **(T-3)**.

3.5.5.4.3.4. Will involve mentors in the outplacement process, if a mentor has been identified. **(T-3)**.

3.5.5.4.3.5. Will outplace based on Development Team vectoring. **(T-3)**.

3.5.5.4.4. Career Field Teams will consider employee preferences and the occupational series and grade/bands identified in the mobility agreement and will monitor recruit/fill requests for possible matches. **(T-1)**. Once a match is identified, the Career Field Team will provide a career brief, résumé, endorsement from the Development Team Chair/Co-Chair or designee and other pertinent information to the selecting official. **(T-1)**. Personal career goals and geographic and assignment preference should be considered, but are not guaranteed. If reassignment/outplacement is not accepted, adverse action, such as change to a lower grade or removal from employment may be enforced per the mobility agreement. See [Figure 3.1](#) Civilian Mobility Agreement to a Career Field Team Centrally Managed Position, final

statement prior to employee's signature. (**Note:** The Mobility Agreement at [Figure 3.1](#) will be rescinded and replaced by AF Form 202 upon its publication.)

3.5.5.5. Finalizing the Outplacement. An outplacement should be finalized and all necessary arrangements such as PCS orders, release date, new reporting date, etc., should be settled within six months but no later than 60 days from the end of the key career position assignment. In the event a management directed reassignment is required, the career field Development Team Chair(s) responsible for the vacant position has final authority to initiate action and must fill the vacant position with a boarded Key Career Program participant. (T-1).

3.5.5.6. Payment of Key Career Position Incumbents.

3.5.5.6.1. Salaries and overtime pay are locally funded and not centrally funded.

3.5.5.6.2. Incentive and annual performance awards are locally funded and not centrally funded.

3.5.5.6.3. The central PCS account funds the PCS for employees moving into and out of key career positions (at the GS-12/13/14/15 or equivalent level). Key career positions are authorized use of the Defense National Relocation Program when moving to a Continental United States (CONUS) or non-foreign Overseas Continental United States (OCONUS) location in accordance with the Joint Travel Regulations. This instruction has been reviewed by the Per Diem, Travel and Transportation Allowance Committee staff in accordance with DoDI 5154.31, Volume 5, *Commercial Travel Management: The Per Diem, Travel and Transportation Allowance Committee (PDTATAC)*, as PDTATAC Case RR16001.

## Chapter 4

### PARTICIPATION

**4.1. Career Mobility.** Effective force development depends upon filling high-level positions with highly qualified employees who have a variety of work experiences. This experience may be acquired at various geographic locations throughout the AF or at organizations or organizational levels in the same geographic area. These varied experiences provide employees a range of challenges and demands that may not be experienced in a single type of position or at only one installation or organizational level. The career-minded employee should seek such work experiences in more than one organization or location in a lifetime career. This depth and breadth of experience may be the factor that makes an employee the best qualified for referral. To attain appropriate depth and breadth of experience in preparation for the next level of challenges, employees should remain assigned no less than three years in CONUS centrally managed positions and no less than the prescribed overseas tour in OCONUS centrally managed positions. See [Figure 5.1](#) for a sample CONUS Employment Agreement. AFMAN 36-204 provides samples of OCONUS Employment Agreements. Employees seeking positions with increased responsibilities are encouraged to apply for promotion(s) and/or make themselves available for reassignment to fulfill AF mission needs.

4.1.1. De-emphasis on Geographic Mobility. Breadth and depth of experience are among the most relevant criteria for selections in civilian hiring and promotions. Therefore, instead of hiring based on the employee's record of geographic mobility, selecting officials will evaluate employee history based on the positions held and expertise developed in each position, regardless of the position's geographic location. **(T-1)**. Prior geographic mobility will not be a selection factor for hiring and promotions. **(T-1)**. See AFI 36-202, *Civilian Mobility*, for additional guidance regarding mobility.

4.1.2. Types of mobility include:

4.1.2.1. Organizational Mobility. Organizational mobility is movement between organizational levels (e.g., base to MAJCOM); between major subdivisions within an organizational level; between MAJCOMs and comparable organizations or other major subdivisions within the AF; and between the AF and other components/agencies with the DoD, other federal agencies, or private organizations.

4.1.2.2. Functional Mobility. Functional mobility is movement between specialties or disciplines within a career field or movement across career fields.

4.1.2.3. Geographic Mobility. The organizational and functional types of developmental mobility may or may not involve geographic mobility, since a variety of assignments are possible within the same geographic area without changing a place of residence. Geographic mobility is a change in permanent duty assignment from one location to another that requires the employee to undergo a PCS.

4.1.3. Mobility Requirements. When a mobility agreement is necessary, the employee, AFPC and/or the servicing Civilian Personnel Section representative sign a written statement of conditions (see sample mobility agreement at [Figure 3.1](#) **(Note:** The Mobility Agreement at [Figure 3.1](#) will be rescinded and replaced by AF Form 202 upon its publication.) **(T-3)**).

4.1.3.1. The mobility agreement is a condition of employment and must be signed by the employee prior to the assignment or prior to making a final commitment. **(T-3)**.

4.1.3.2. The following AF positions require mobility as a condition of employment or assignment:

4.1.3.2.1. Force Renewal. Reference AFI 36-130 for detail on Pathways Recent Graduates and PAQ/COP mobility.

4.1.3.2.2. Career Broadening and Career Enhancing. These positions require a mobility agreement as a condition of assignment to ensure the positions are vacated after a specified period and to ensure continuous development of employees.

4.1.3.2.3. Long-Term Training. As part of the application package for a long-term training developmental opportunity, an employee will be required to sign an AF-wide mobility agreement, with the exception of attendance at in-residence Air Command and Staff College, which does not require a mobility agreement unless there is no position in the local area for the employee to fill upon return following graduation. **(T-3)**.

4.1.3.2.4. Civilian Strategic Leader Program. As a key leadership development experiential program, Civilian Strategic Leader Program positions are few in number and require movement of the employee upon completion of their tenure in the position to ensure continued flow of employees.

4.1.3.2.5. Key Career Positions. Key career positions are specific, career field-identified GS-12 to GS-15 (or equivalent) positions which are a subset of career field centrally-managed positions that are used to develop critical AF leadership competencies. Grade exceptions have been made in some career fields.

4.1.3.2.6. Specific Career Field Positions. Contact the specific Career Field Team for further details on centrally managed positions' mobility requirements.

**4.2. Individual Development Plan.** Completion of an individual development plan is mandatory for civilian employees. **(T-0)**. (See DoDI 1400.25, Vol 410, *DoD Civilian Personnel Management System: Training, Education, and Professional Development*.) Career fields may use development plans for training nominations selections and management/leadership development opportunities, i.e., career broadening, Civilian Developmental Education, assessments, interviews, career counseling, and workforce analysis. Employees complete development plans through online tools.

#### 4.2.1. Applicability.

4.2.1.1. Training and Development. Career Field Teams, employees and/or supervisors may identify training and development opportunities, such as tuition assistance, management development courses and assignments, for employees. For example, the Financial Management career field maintains a Professional Development website link for tools and resources at <https://fmonline.ousdc.osd.mil/Professional/Professional-Development.aspx>.

4.2.1.2. Management and Leadership Development. Management and leadership development of the civilian workforce is an essential component of long-term mission readiness. The AF Civilian Force Development Career Planning Diagram (Notional) at **Attachment 2** is the corporate prototype to sustain senior-level civilian development and prepare high-potential employees for leadership opportunities. These programs prepare the

civilian workforce to compete for shared leadership positions and provide executive credentialing for high-potential managers. AF-wide nomination and selection criteria are used for AF-wide competitive development programs (Civilian Strategic Leader Program, key career positions and career broadening positions), as well as Civilian Developmental Education.

4.2.1.3. Workforce Analysis and Management Advisory Service. Career fields utilize development plan data for a variety of workforce analysis and reports to senior leadership.

4.2.2. Eligible Categories. The following categories of AF employees are eligible to complete a development plan:

4.2.2.1. Permanent full-time, part-time and intermittent employees serving on a competitive appointment.

4.2.2.2. Permanent full-time, part-time and intermittent employees in the excepted service provided they are eligible for non-competitive conversion to a competitive service appointment.

4.2.2.3. Permanent full-time, part-time and intermittent employees in the excepted service who have not held a competitive appointment are eligible for both career field excepted service position and competitive service positions through an Interchange Agreement or applying to a job announcement.

**4.3. Currency and Accuracy of Employee Data.** Employees are ultimately responsible for ensuring the accuracy of their data in the civilian personnel data system and must review their records periodically to make certain their education, awards, etc. are properly documented and they have an accurate and updated résumé. **(T-3).** Employees are able to use the MyBiz<sup>+</sup> Self Service module to update certain information in their personnel record to include: licenses, occupational certifications, education, training, work information (phone number, email address, physical work address), home phone number, disability code, ethnicity and race category, language and emergency contact information.

4.3.1. Acquisition Professional Development Program. Certifications entered in MyBiz<sup>+</sup> by employees are not automatically updated in the Defense Civilian Personnel Data system acquisition certification data fields. Employees are encouraged to use the ACQNOW website to review current certifications, records and requirements. The ACQNOW site is automatically updated as requirements are completed.

4.3.2. Education Changes. Updates/changes to an employee's education by the employee are listed as "Self Certified." For positions which require positive education (a specific degree or 24 hours of related course work), employees are responsible for ensuring their transcripts are on file for review to prove qualifications are met. Employees can submit education, license, language and occupational certifications and get additional information on Self Service by going to the myPers website and searching for "Self Service."

4.3.3. Employee Résumé. Employees may be asked to submit résumés in support of career field and force development processes, such as nominations for training and development, selection/assessment boards, competency assessments, or upon request by selecting officials for competitive referrals. Additionally, employees may submit a comprehensive résumé, via myPers, that is profiled in their electronic Official Personnel File and can be used for Human



Resources purposes such as to verify qualifications for a management initiated reassignment or Reduction In Force.

**4.4. Affirmative Employment Program Planning.** AF/A1Q issues guidance in this area.

## Chapter 5

### *FILLING POSITIONS*

**5.1. Filling Centrally Managed Positions.** AFPC's servicing staffing team must follow the career field approved procedure when filling centrally managed positions and in accordance with AFMAN 36-203, *Staffing Civilian Positions*. (T-3).

5.1.1. Promotion Panel Responsibilities. Functional promotion panels or workgroups will develop AF-wide merit promotion criteria and assessments for centrally managed positions in their career field. (T-1). Career Field Teams must annually review the results of the application of the assessments and make adjustments to them to ensure their currency. (T-3). Over time, they must ensure that assessments reinforce the technical, business and leadership competencies outlined in the career field's developmental career paths. (T-3). They also must assure that, taken as a whole, assessments are logical, consistent, fair, represent the expectations of the career field and support corporate force development objectives. (T-3). The Career Field Teams must identify, approve and validate promotion criteria and assessments for non-centrally managed positions in their individual career fields. (T-3).

5.1.2. Defense Civilian Intelligence Personnel Management System. DCIPS has special authorities for compensation and filling positions, details and promotions; however, standard Career Field promotion plans and assessments are used. Refer to AFI 36-1101, *Defense Civilian Intelligence Personnel System (DCIPS)*, for guidance.

5.1.3. Air Force Office of Special Investigations (AFOSI). AFOSI has special authorizations for filling positions, details and promotions. Refer to AF Office of Special Investigations Instruction (AFOSII) 36-201, *Civilian Personnel*.

5.1.4. ART. HQ AFRC/A1C has authority and responsibility for filling positions, details, reassignments and promotions for ART officer positions.

### **5.2. Methods of Filling Positions.**

5.2.1. Career Field Team Actions. Centrally managed positions are filled through both competitive and non-competitive methods. In most instances, the movement of a person into a centrally managed position is in the best interest of the AF. There may be some cases where a paid PCS would not be necessary to fill a centrally managed Career Field Team position.

5.2.1.1. The Civilian Personnel Section can help identify which positions may be filled with local candidates based on local market conditions (i.e., existing pool of local employees, prevalence of retired military, unemployment in the area, etc.). If local market conditions provide a sufficient pool of candidates, the gaining organization must clearly identify on the request for personnel action that a paid PCS is not in the interest of the government. (T-1). Examples include, but are not limited to:

5.2.1.1.1. A civilian personnel office in the San Antonio area is filling a GS-0201-12, Human Resource Specialist (Civilian Personnel Section Chief) position. A government-funded PCS may not be in the best interest of the AF due to the overwhelming GS-0201-11/12 population in the local commuting area.

5.2.1.1.2. A GS-2010-12 Logistician position at Hill AFB needs to be filled. A government-funded PCS may not be in the best interest of the AF due to the overwhelming GS-2010-11/12 population in the commuting area.

5.2.1.2. There could be other compelling reasons that a PCS move is not in the interest of the government, but rather in the interest of the employee. In such cases, the AF must not fund the PCS. Examples of PCS moves not in the interest of the government may include, but are not limited to:

5.2.1.2.1. Employee completes the AF OCONUS service agreement document, (see AFI 36-2640) but for personal reasons remains at OCONUS location for more than six months without requesting/obtaining the commander/civilian equivalent approval to extend time limit for beginning return PCS travel.

5.2.1.2.2. Employee has not completed all 36 months of AF CONUS Employment Agreement form (see [Figure 5.1](#)) and does not meet eligible waiver requirements for a second AF-funded move.

5.2.2. Officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DOD-wide priorities or local pre-Reduction-In-Force actions) to using a management directed reassignment process to outplace employees graduating from the following corporate development programs: **(T-3)**.

5.2.2.1. In-residence Civilian Developmental Education Defined as Intermediate Developmental Education and Senior Developmental Education including Professional Military Education, Legislative, RAND, AF National Laboratories Technical fellowships and Academic programs.

5.2.2.2. Boarded Civilian Strategic Leader Program participants. This does not include employees who occupy a Civilian Strategic Leader Program position but were not placed through a boarded process.

5.2.3. Area of Consideration (Competitive).

5.2.3.1. The normal area of consideration for all locally and centrally managed permanent non-bargaining unit positions is DoD-wide, Transfer, Reinstatement, Interagency Career Transition Assistance Plan, Veterans Employment Opportunities Act, Military Spouse and Schedule A eligibles.

5.2.3.1.1. No prior approval for this expanded area of consideration will be required from the Career Field Management Teams for centrally managed positions.

5.2.3.1.2. Check with local Civilian Personnel offices for status of bargaining unit positions.

5.2.3.2. Exceptions to the standard area of consideration will be limited to positions subject to the Developmental Team process, career broadening/force renewal outplacements and placements to minimize adverse action (displaced employees). **(T-1)**.

5.2.3.3. Expanding the area of consideration to include DoD, transfer eligibles and applicants with prior competitive status will provide optimum flexibility for management and allow the flow of high quality candidates across component lines, to include the

combatant commands, with regards to diversity of background, experiences, demographics and perspective.

5.2.3.4. An expanded area of consideration is not warranted if the Career Field Team determines qualified area of consideration candidates are available. In this case commanders/civilian equivalents will ensure that an external recruit fill personnel action is not approved. **(T-3)**.

5.2.3.5. The servicing staffing team will conduct the fill actions in support of temporary appointments, term appointments and details. **(T-3)**. They will also fill encumbered positions upgraded by classification, as defined in AFMAN 36-203. **(T-3)**.

5.2.4. Exempting Positions from the Career Field Referral Process. When a special one-time exemption from filling a position through normal career field processes is necessary, the organization will submit an e-mail request through their Civilian Personnel Section and MAJCOM, to the Career Field Team, along with justification, to exempt the position from the career field's central referral process. **(T-1)**. The Career Field Team will route the request to the Career Field Functional Manager, or designee, for approval. **(T-3)**.

### **5.3. Requesting Fill Action.**

5.3.1. Servicing Staffing Team. Once career field and Development Team vector priorities are cleared, AFPC's servicing staffing team will begin the fill process. **(T-3)**.

5.3.2. Clearance of the Priority Placement Program will be accomplished in accordance with AFMAN 36-203. **(T-3)**.

5.3.3. Clearing Career Field Priorities. In addition to observing all statutory and regulatory placement priorities, individual career fields may also establish procedures for the consideration and placement of certain types of employees in advance of normal methods of filling centrally managed positions. Examples of such Career Field priorities include: outplacement of employees completing a career broadening assignment; employees completing long-term training and other formal training/development programs such as Civilian Strategic Leader Program; or key career position assignment. If the Career Field Team determines a vectored outplacement candidate from a training/development program is available and qualified, Commanders/Civilian Equivalents will ensure that a recruit fill personnel action is not approved without Career Field Team approval. **(T-3)**.

### **5.4. Methods for Filling Unique Positions. See 5.2.3.**

5.4.1. Joint or Unified Command Positions. AF Career Field Teams will centrally manage positions in Joint or Unified Commands for which the AF is the executive agent. **(T-3)**. The Functional Manager or designee may grant exceptions to this guidance.

5.4.2. Referral by the servicing staffing team will be the sole source of internal and external candidates for permanent fill actions of centrally managed positions. **(T-3)**.

5.4.3. If a staffing need is identified to utilize an Office of Personnel Management or Delegated Examining Unit/Delegated Examining Office certificate and the career field approves, AFPC's servicing staffing team will utilize the assessment approved by the Career Field Team. **(T-3)**.

5.4.4. Commanders/Civilian Equivalents will ensure that the processes outlined in [para. 5.3](#) are followed. (T-3).

**5.5. Missed Consideration from a Referral Certificate.** Commanders/Civilian Equivalents will ensure that individuals receive priority referral if consideration was denied due to errors in the civilian personnel system database or other administrative errors beyond the candidate's control. (T-3). If the administrative error is discovered prior to a selection from a referral certificate, candidates who missed consideration are referred on a supplemental certificate. If a selection has been made, and a job offer extended and accepted, Commanders/Civilian equivalents will ensure that priority consideration is granted. (T-3). Priority consideration terminates when priority referral is made or 12 months from the date the Human Resource Specialist notifies the employee of priority referral, whichever is earlier.

**5.6. Overseas Employment.** See AFMAN 36-204 for information on overseas employment and return placement programs as they relate to employees in centrally managed positions.

**5.7. PCS and Waivers to Service/Employment Agreement.** An employee in a centrally managed position is assigned to a specific activity, i.e., permanent duty station. AFPC/DP2Z, Centrally Managed Programs Division, will be the final approval authority for all service agreement/employment agreement waivers. (T-3). Locally funded moves are not covered in this publication.

5.7.1. CONUS Assignments. Employees under a service agreement (DD Form 1618, *Department of Defense (DoD) Transportation Agreement Transfer of Civilian Employees to and within Continental United States (CONUS)*), must complete a minimum of 12 months as prescribed by Joint Travel Regulations (JTR), par. 054910. (T-0). The basis of the restriction is the prudence and cost associated with moving an employee twice within a 12-month period. (JTR, pars. 053701, 053705, and 053706.) The AF requires a minimum 36-month tour length for employees in CONUS centrally managed positions. The 36-month employee agreement (see [Figure 5.1 CONUS Employment Agreement](#)) incorporates the minimum JTR 12-month requirement.

5.7.1.1. Employee in Months 1-12: Basis for Waivers/Release for CONUS Tour (Service) Agreement/AF Employment Agreement (JTR, par 054912).

5.7.1.1.1. The reasons beyond the employee's control that are acceptable to the AF for release from the Service Agreement/AF Employment Agreement are listed in [Figure 5.1](#) (JTR, par 054912).

5.7.1.1.2. The JTR, par 054912, references the commanding officer/designee of assigned activity as determining an acceptable reason for release. However, since the affected employees are all centrally managed, AFPC/DP2Z will make the final approval with consideration of the commanding officer's/designee's recommendation. (T-3).

5.7.1.1.3. A second paid move is considered not in the interest of the AF if:

5.7.1.1.3.1. An equally qualified civilian employee is available in the commuting area of the activity concerned.

5.7.1.1.3.2. The losing activity does not agree to the transfer.

5.7.1.1.3.3. A civilian employee pursues, solicits, or requests a position change resulting in a geographic move from one PDS to another because the transfer is for the civilian employee's convenience and benefit, not in the Government's interest. In that case, the gaining activity must formally advise the civilian employee, at the time it extends an offer, that the transfer is in the civilian employee's interest, not in the Government's interest, and that the Government does not pay the PCS expenses. A civilian employee responding to a vacancy request is not pursuing, soliciting, or requesting a position change.

5.7.1.1.3.4. This policy does not preclude a civilian employee from accepting a position, but it may cause the civilian employee to relocate at personal expense. (See JTR 053706, par A).

5.7.1.2. Employee in Months 1-12 - JTR Exceptions to Move limitation-AF Funded PCS. The following moves are exceptions to the 12-month move limitation (JTR, pars. 053701, 053705, and 053706):

5.7.1.2.1. Employee (or re-employed former employee) is affected by reduction in force/transfer of function.

5.7.1.2.2. Employee has a move in connection with a DoD Component-directed placement.

5.7.1.2.3. Employee moves from actual residence to a new permanent duty station after exercising return transportation rights from an OCONUS permanent duty station under an OCONUS tour agreement, provided the employee was not furnished PCS allowances in connection with the return to actual residence.

5.7.1.3. Employee in Months 1-12 - Waiver and PCS Processing Steps. This process involves an employee with a basis for release from an existing service agreement/AF employment agreement in accordance with [para. 5.7.1.1.3.1](#), and whose move is one of the exceptions listed in [Figure 5.1](#). The selecting official for a centrally managed position at the new duty station must follow the steps below. **(T-3)**.

5.7.1.3.1. Will provide an explanation of why the proposed transfer is in the interest of the government. **(T-3)**.

5.7.1.3.2. Will provide a signed statement that an equally qualified employee is not available within the commuting area of the activity concerned and that the losing activity agrees to the transfer. **(T-3)**.

5.7.1.3.3. Will describe efforts that were made to find a candidate who would not require a waiver. **(T-3)**.

5.7.1.3.4. Will submit the package to the servicing Civilian Personnel Section at the new location who will provide the waiver recommendation to the commander/designee at the assigned duty location for coordination. **(T-3)**.

5.7.1.3.5. Waiver request package is forwarded to the applicable Career Field Team Chief for review to ensure the supporting documentation supports the waiver request.

5.7.1.3.6. Career Field Team Chief must forward the request package to the Functional Manager (FM)/Development Team Chair or designee for concurrence/non-

concurrence and coordination. **(T-3)**. A concurrence must articulate that: 1) the waiver is in the best interests of the career field; 2) the need to select the employee outweighs the additional cost of a second PCS; and 3) supporting documents show sufficient efforts were made to locate a candidate most qualified for the position who would not require a waiver.

5.7.1.3.7. If the Functional Manager/Development Team Chair concurs, the Career Field Team Chief must submit the waiver package to AFPC/DP2Z for review. **(T-3)**.

5.7.1.3.8. AFPC/DP2Z will review package for compliance and recommend approval/disapproval to AFPC/DP3C, Civilian Staffing, Recruiting and Force Management Division, who will make a final decision. **(T-3)**.

5.7.1.3.9. If the Functional Manager/Development Team Chair or designee does not concur, the package will be returned to the selecting official with notice of the decision.

5.7.1.4. Employee in Months 1-12 - Financial Effect of Waiver.

5.7.1.4.1. An approved waiver releases the employee from all financial liabilities associated with failure to complete the service agreement (DD Form 1618)/AF Employment Agreement.

5.7.1.4.2. If a waiver is not approved and the employee fails to complete the terms of the service agreement (DD Form 1618), the employee will be in violation of the agreement (JTR, par. 054913). **(T-3)**. The employee must reimburse the government the costs paid for relocation expenses based on that service agreement and is not eligible for subsequent travel and transportation allowances. **(T-3)**.

5.7.1.4.3. A service agreement violation includes failure to:

5.7.1.4.3.1. Meet/comply with the conditions specified in an agreement for reasons unacceptable to the AF.

5.7.1.4.3.2. Report for duty.

5.7.1.4.3.3. Return to the country/geographic locality in which the home of record (actual residence) is located in connection with a renewal agreement.

5.7.1.5. Employee with Service Agreement Waiver Request - No PCS in Months 1-12. The employee must submit the request through the supervisor and servicing Civilian Personnel Section who will obtain the local commander/designee's recommendation and forward to AFPC/DP3D for final approval. **(T-3)**.

5.7.1.6. Employee in Months 13-36 - Waivers/Release – AF Employment Agreement AF-Funded PCS.

5.7.1.6.1. Basis for waiver and PCS funding. AF will not require a formal waiver approval process when the basis for the release is one of the below-listed reasons. Any other basis will be reviewed and coordinated by the Civilian Personnel Section. **(T-3)**.

5.7.1.6.1.1. Employee is separated as a result of reduction in force.

5.7.1.6.1.2. Employee is called to active duty or enlistment in the Armed Forces.

5.7.1.6.1.3. Employee is selected for permanent or temporary promotion within

13-36 months of last PCS.

5.7.1.6.1.4. OCONUS returnees with tour length that was less than 36 months.

5.7.1.6.1.5. Employee is participating in centrally funded civilian development programs, where PCS is required as part of the program.

5.7.1.6.1.6. Release for the government's convenience (e.g., separation because of physical/mental disqualification, lack of skill to perform duties for which recruited or any other duties to which the employee could be assigned). An employee separated because of illness induced by misconduct or because of misconduct is not separated for the government's convenience.

5.7.1.6.1.7. Employee made a humanitarian request for tour curtailment. Verification of the nature and extent of the "unforeseen emergency" or "extreme personal hardship" must be received from a reliable and trustworthy source such as private, state or local welfare agencies; an attending physician; or a legally binding document.

5.7.1.6.1.8. An employee with PCS orders showing an Entrance on Duty date on or after the date of publication of this AFMAN must sign an AF CONUS Employment Agreement to comply with the 36-month requirement. **(T-1)**. Effective as of the date of publication of this AFMAN, an employee who had an Entrance on Duty date on or after 31 December 2015 and before 3 January 2019, who signed a 48-month AF CONUS employment agreement, will have the agreement amended and reduced to 36 months to ensure policy consistency.

5.7.1.6.2. Employee in months 13-36 - Waiver-PCS Processing Steps. If waiver of the AF employment agreement is based on reasons not listed in paragraphs of 5.7.1.2.4., the selecting official follows the steps outlined in paragraph 5.7.1.2.3.5. for approval/disapproval by AFPC/DP2Z. **(T-3)**.

5.7.1.6.3. Employee in months 13-36 - Effect of disapproved AF Employment Agreement waiver/release-AF PCS. If the employee has not completed months 13-36 of the AF employment Agreement, the employee does not incur any financial liability. However, the employee is not eligible for AF-funded PCS before the end of the 36-month period.

5.7.1.7. ART Officer Career Management Program. HQ AFRC/A1C manages the program and is the approval authority for PCS and service agreement waivers. Submit questions and forms to AF Reserve Command/Staffing Oversight and Workforce Management (AFRC/A1CS) Workflow: [afrc.a1cs@us.af.mil](mailto:afrc.a1cs@us.af.mil).

5.7.2. OCONUS Assignments. An employee appointed/transferred to an OCONUS position is required to complete a prescribed tour of duty (JTR, sec. 0501) at the OCONUS Permanent Duty Station for return travel and transportation allowances. (JTR, Section 0549, and pars. 053701 and 054907). The employee executes a service agreement (DD Form 1617, *Department of Defense (DoD) Transportation Agreement Transfer of Civilian Employees Outside CONUS (OCONUS)*), (JTR, par 054904) for the applicable situation, based on employee status (JTR, par 054904) and in accordance with the applicable Overseas Employment Agreement in AFMAN 36-204. The employee obligation is a minimum of 12



months to avoid financial obligations. To obtain eligibility for return travel and transportation allowances, the member must remain for the prescribed tour, unless there is an AFPC/DP Office of Primary Responsibility approved waiver or release from the service agreement (DD Form 1617). (T-1).

5.7.2.1. Employee under required tour length agreement (DD Form 1617)-Basis for Waivers/Release - More than One PCS. (JTR, pars. 053701, 053705, 053706, and 054912).

5.7.2.1.1. Reasons Beyond Employee Control-Acceptable to AF for Release (JTR, par. 054912). The following are applicable JTR, par. 054912).

5.7.2.1.1.1. The employee's immediate presence is required in the geographic locality in which the actual residence is located because of an unforeseen emergency. Actual residence is explained in JTR, par 054903.

5.7.2.1.1.2. Completion of the agreed tour/service/employment agreement would result in extreme personal hardship because of circumstances beyond the employee's control, such as conditions seriously affecting the health, welfare and safety of the employee; serious illness or death in the immediate family; or the imminent breakup of the family group. For verification requirements involving "extreme personal hardship", see [para. 5.7.2.1.1.4](#). Falsification of facts in connection with employment is not a reason beyond the employee's control.

5.7.2.1.1.3. There are significant changes in the employee's employment situation or loss of economic benefits such as:

5.7.2.1.1.3.1. A significant salary loss resulting from a downgrading of the grade level the employee accepted upon assignment.

5.7.2.1.1.3.2. A significant loss in OCONUS quarters allowance payments resulting from a downgrade as distinguished from a reduction in quarters allowance payment which may be reduced for other reasons.

5.7.2.1.1.4. Verification. The nature and extent of the "unforeseen emergency" or "extreme personal hardship" must be established to the determining official's satisfaction. Verification must be received from a reliable and trustworthy source such as private, state or local welfare agencies; an attending physician; or a local cleric. (JTR, par. 054912).

5.7.2.1.2. Release due to transfer to other departments/agencies. See [para 5.7.1.1.2](#).

5.7.2.2. OCONUS Employee Performing Prescribed Tour with more than one planned PCS-Waiver Processing Steps. This process involves an OCONUS employee who has been selected for a position that requires a funded PCS and/or return travel and transportation allowances and release from an existing service agreement/Overseas employment agreement. Follow the steps outlined in para. 5.7.1.1.4. Refer to JTR, par. 054904 for details about service agreements.

5.7.3. When assigned overseas, this mobility agreement does not entitle employee to a higher home leave earning rate as described in 5 CFR Part 630.604 (a)(1), *Earning Rates*.

**Figure 5.1. CONUS Employment Agreement.****CONUS EMPLOYMENT AGREEMENT****ASSIGNMENT TO CENTRALLY MANAGED POSITION**

This agreement must be signed by an employee serving on a career or career-conditional appointment selected for assignment to a centrally managed position in a CONUS location.

1. This document represents an agreement between the Air Force and the undersigned and becomes effective upon my assignment to:

Position Title, Series and Grade or Pay Band: \_\_\_\_\_

Location: \_\_\_\_\_

2. By accepting this assignment to a centrally managed position in a CONUS location, I understand and agree to the following:

2.1. My minimum period of service is a 36-month tour of duty for the area to which assigned. Any reduction to the minimum period of service is subject to management's approval and my concurrence (see AFMAN 36-606, **para 5.7.**). Any prior DoD tour of duty already served in the same local commuting area may be cumulative and may reduce the minimum period of service, but not less than a total of three years of service.

2.2. I understand when I am assigned overseas, this mobility agreement does not entitle me to a higher home leave earning rate as prescribed by 5 CFR 630.604(a)(1).

3. I understand that I must satisfactorily complete the required period of service established for the area to which I am assigned, unless a waiver is granted or I meet one of the conditions listed below that do not require a waiver (see AFMAN 36-606, **para 5.7.1.5**). AFPC/DP2Z is the AF/A1-delegated approval authority for any early release (i.e., waiver) from the period specified in this agreement or from the transportation agreement; AFRC/A1C is the approval authority for early release (i.e., waiver) for centrally managed covered Air Reserve Technician officer positions. If my assignment is terminated after completing the required 12-month period, but prior to the end of the 36 months, for any of the following reasons, I do not need a waiver and am released from all financial liabilities (see AFMAN 36-606, **para 5.7.**):

- a. Return from OCONUS from a tour of less than 36 months.
- b. Selection for promotion within 13-36 months of last PCS.
- c. Transfer to another DoD component position outside the Department of the Air Force.
- d. Transfer to any agency outside DoD.
- e. Separation due to Reduction in Force
- f. Separation for the convenience of the Government.
- g. Call to active duty or enlistment in the Armed Forces.
- h. Promotion from current grade.

4. I understand and accept the conditions established in this agreement. I understand that failure to complete the length of the assignment as I have agreed to do in paragraph 2 above may result in my financial liability to repay the Air Force for the PCS costs already incurred and/or ineligibility for Air Force funded PCS allowances to another Air Force position (see AFMAN 36-606, **para 5.7.** and JTR, pars. 054913 and 054914).

\_\_\_\_\_  
Date                      Signature of Employee

## 5.8. PCS Funding and Allowances.

5.8.1. Each career field will have a pre-approved list of designated positions which includes title, grade and series of centrally managed and key career positions. **(T-1)**. The centrally-funded PCS account funds a relocation to fill positions specifically identified by each career field in advance of funds obligation. The civilian PCS account centrally funds the following moves and related expenses:

5.8.1.1. Move of an AF employee selected for a Career Field Team managed position, either from a referral certificate or through a management-initiated assignment, where approved in advance by the Functional Manager or designee.

5.8.1.2. Move of an individual selected from a certificate for a Career Field Team managed position if the person is a current Federal employee.

5.8.1.3. First-duty station move for an external reinstatement eligible applicant.

5.8.1.4. Return PCS when the Civilian PCS Account funded the move of an employee to an overseas location or U.S. territory, except where the employee is selected for a position offering reimbursement of authorized PCS expenses.

5.8.1.5. Return move of an employee who retires overseas when the Civilian PCS Account funded the initial overseas move.

5.8.1.6. Temporary quarters subsistence expense and miscellaneous expenses of an employee returning from another component in an overseas area or a U.S. territory to a stateside Career Field Team centrally managed position, including those affected by the Priority Placement Program.

5.8.2. AF organizations must provide funding to cover all PCS costs that result from decisions to implement programmatic actions involving ramp-ups, stand-up of new organizations, reorganizations, realignments and military-to-civilian or contractor-to-civilian conversions requiring a career field PCS action. **(T-1)**. Organizations are responsible for programming the cost and providing funding to implement all policy and operational, training and resource requirements relating to their force shaping actions. **(T-1)**. This guidance applies to future programmatic actions approved in the Corporate Structure without PCS costs factored into the original decision and to actions self-initiated by the organization or functional leadership that impact the centrally managed Civilian PCS Account. Exceptions require AF/A1 preapproval.

### 5.8.3. Allowances.

5.8.3.1. House Hunting Trip. For eligible employees (JTR, par. 0540), AF authorizes employees and/or their spouse a maximum of ten (10) days, including travel days, to search for permanent housing at the gaining permanent duty station. If a house is found in less than ten days, the employee should return to their current permanent duty station.

5.8.3.2. Temporary Quarters Subsistence Expense (TQSE). For eligible employees (JTR, par. 0542), AF authorizes TQSE for employees as follows:

5.8.3.2.1. Within CONUS Moves. Authorized a maximum of 30 days TQSE and the individual may select Lump Sum or Actual Expense reimbursement method.

5.8.3.2.2. Overseas Returnees (Includes non-foreign overseas returnees). Employees are authorized the option of 30 days TQSE-Lump Sum or 60 days TQSE (Actual

Expense) reimbursement methods. Actual Expense TQSE shall be limited to only the time temporary lodging is required. The employee cannot change the TQSE method after travel begins. (JTR, pars.054204 and 054206). **(T-0)**.

5.8.3.2.3. Extending TQSE (Actual Expense) Past the Initial Period. The criteria shall be uniformly applied. **(T-0)**. The authorizing/order-issuing official must determine there are compelling reasons to continue occupying temporary quarters. **(T-3)**. Extensions are not automatic and will only be granted on a case-by-case basis and in situations where there is a demonstrated need for additional time due to circumstances beyond the employee's control and that are acceptable to the AF. **(T-1)**. Circumstances that exist at the time of transfer, such as high cost of housing, high interest rates or a poor housing market may not be sufficient to warrant extending the TQSE (Actual Expense) period. JTR, par. 054206, lists examples of compelling reasons or circumstances which might be considered beyond the employee's control, although they are not all-inclusive. AFPC/FMY ([AFPCDPIEAResourcesOffice@us.af.mil](mailto:AFPCDPIEAResourcesOffice@us.af.mil)) is the authorizing/order issuing official for all Career Field Teams except the Air Reserve Technician Officer Career Management Program, which is managed by AFRC/A1C. To clearly demonstrate the need for a TQSE extension, the employee must submit the following information and documentation to the authorizing/order issuing official: **(T-3)**.

5.8.3.2.3.1. Date employee reported for duty at the new permanent duty station.

5.8.3.2.3.2. Date employee began TQSE.

5.8.3.2.3.3. Date employee's dependents began occupying temporary quarters and qualifying for TQSE.

5.8.3.2.3.4. Number of TQSE days initially authorized.

5.8.3.2.3.5. Number of days taken for house hunting trip, if any.

5.8.3.2.3.6. Anticipated date permanent quarters will be occupied.

5.8.3.2.3.7. Number of days' extension requested.

5.8.3.2.3.8. Copy of contract to purchase or lease permanent quarters showing closing or occupancy date.

5.8.3.2.3.9. If request is based on delay in household goods delivery, include a statement from the Traffic Management Office showing date of Household Goods pickup and anticipated date of delivery/receipt. **(T-3)**. If applicable, this should also include a statement explaining the delay in delivering out of temporary storage.

5.8.3.2.3.10. If request is based on delay in processing mortgage application, a statement from the mortgage company showing date employee applied for the mortgage, the normal processing time and the reason for the delay. An extension request due to a closing date originally scheduled outside the initial TQSE period is not a valid request since the employee had an option to enter into a contract knowing the initial period of TQSE would expire prior to the final transaction.

5.8.3.2.3.11. Other supporting documentation as deemed appropriate by the employee or agency.

5.8.3.3. Waiver Process for Real Estate Time Extensions beyond the One-Year Period (Two Year Maximum). AF may grant an extension if extenuating circumstances prevented the sale/purchase transaction to be completed within the one-year time period and the delayed transaction is reasonably related to the PCS. (JTR, pars. 053607, 054305, 054501, 054502, and 054503).

5.8.3.3.1. Employee has a one-year time limit that begins on the date the employee physically reports for duty at the new permanent duty station and ends on the one-year anniversary of the report-for-duty date (JTR, pars. 053607, 054305, 054501, 054502, and 054503). For example, the one-year time limit for an employee who physically reports for duty on Wednesday, 6 November 2013, is 6 November 2014.

5.8.3.3.2. Waiver requests will be addressed case-by-case; the AF has broad discretion about whether to approve a waiver. The waiver applicant must explain, in detail, why the extenuating circumstances caused the delay, i.e., what made transaction completion unavoidable within the one-year period. **(T-3)**. The employee must submit supporting documentation with the waiver request to the authorizing/order issuing official prior to the expiration of the initial one-year period. **(T-3)**. AFPC/FMY ([AFPCDPIEResourcesOffice@us.af.mil](mailto:AFPCDPIEResourcesOffice@us.af.mil)) is the authorizing/order issuing official for all Career Fields except the ART Officer Career Management Program, which AFRC/A1C manages. Example: to support a waiver request based on a depressed housing market as the "extenuating circumstance," the AF should consider, and the applicant should address with supporting documentation, whether the decline in the housing market was as severe as the employee suggested.

**5.9. PCS Relocation Services.** AF is authorized to offer relocation services to eligible employees (JTR, par. 053608). **(T-0)**. The DoD National Relocation Program (DNRP), for which the U.S. Army Corps of Engineers is the DoD Executive Agent, provides services through third-party contractors. The National Relocation Program Office located in the U.S. Army Corps of Engineers Baltimore District Real Estate Division administers the program. The DNRP Program Guide (Handbook) is available at: <http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx>. Destination services are available to all Career Field Team centrally managed employees who PCS, regardless of grade. Services include finding a home and mortgage counseling. The Guaranteed Home Sale Service depends on grade and meeting eligibility qualifications.

5.9.1. Eligibility. The program is available to current Federal employees who meet any of these eligibility requirements and have a qualifying PCS tour in accordance with the JTR.

5.9.1.1. Open to all centrally managed GS-12 and above after 60-day self-marketing period.

5.9.1.2. Selected for GS-15 positions identified by the Development Team chair within a specific Career Field for critical positions.

5.9.1.3. Selected for AF Senior Leader positions that include Senior Executive Service, Senior Leader, ST and Defense Intelligence Senior Executive Service.

5.9.1.4. A selectee in a position that is in an appropriated fund pay banding system, such as NH, is eligible for Guaranteed Home Sale if the employee's final base salary will be set equivalent to GS-12, step 1 or higher.

### 5.9.2. Qualifying Tour Considerations:

5.9.2.1. The move must be from one location to another in the U.S. (including Alaska, Hawaii and the District of Columbia), or in a non-foreign area, such as the Canal Zone area, or a U.S. territory or possession (e.g., Guam).

5.9.2.2. An employee who returns from a completed tour of duty from a foreign permanent duty station and is reassigned/transferred to a different CONUS or non-foreign OCONUS permanent duty station, other than the one from which the employee transferred when assigned to the foreign permanent may be eligible for Guaranteed Home Sale.

5.9.2.3. Various employees are not eligible, e.g., a new appointee, those assigned under the Government Civilian Employees Training Act (5 U.S.C. §4109), and civilian employees transferring between foreign PDSs are ineligible for property management services. (JTR, par. 054602).

5.9.3. Guaranteed Home Sale and Residence Criteria. These criteria are defined in the DoD National Relocation Program Guidelines (DNRP Handbook, <http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx>). The employee's residence (former residence for overseas returnees from a foreign area) must meet requirements under the JTR, par. 053608 and the residence must be:

5.9.3.1. Located in the U.S., including U.S. territories and possessions.

5.9.3.2. Employee's principal residence from which the employee regularly (daily) commutes to and from work at the time the employee was officially notified of transfer (receipt of PCS orders).

5.9.3.3. Subject of title held by employee, eligible immediate family member(s) or dependent(s), at time employee was officially notified of the transfer.

5.9.3.4. Improved real estate, owned and used by employee, including a townhouse or condominium, which is insurable, financeable and structurally complete, including construction, plumbing and electricity. The home must conform to local building code requirements for resale.

5.9.3.5. In compliance with state/local building, health, fire or safety codes.

5.9.3.6. Exclusion. Mobile homes, houseboats or any other structure located on land owned by someone other than the employee and/or one or more eligible immediate family member(s) or dependent(s), or not permanently affixed to land, are not eligible for Guaranteed Home Sale, nor is cooperative housing (DNRP Handbook, Sec 7, Par. II).

5.9.3.7. The maximum home value for which home sale services are payable is \$750,000 (JTR, pars. 0546 and 054601).

5.9.3.7.1. Waiver request for maximum home value. Submit the following information to the orders approving official, either AFPC/FMY or AFRC/A1CS: (T-3).

5.9.3.7.1.1. Home purchase documents showing purchase date and price.

5.9.3.7.1.2. Third-party home value estimate(s).

5.9.3.7.1.3. Comparable sales listing.



5.9.3.7.1.4. Historical and projected market trends.

5.9.4. DNRP Guaranteed Home Sale -AF Pre-Enrollment 60-Day Listing of Property.

5.9.4.1. AF requires an eligible employee who elects to enroll in Guaranteed Home Sale to market the home for sixty (60) days (from the date of listing) prior to enrollment. Following the AF-imposed 60-day marketing period, and once the employee is enrolled, DNRP requires an eligible employee to market the home for an additional sixty (60) days prior to accepting the Guaranteed Home Sale offer.

5.9.4.2. The listing agreement must include an exclusion clause to allow the employee to cancel the agreement without incurring a broker's commission should the employee elect to accept the appraised value offer. **(T-0)**. The clause also permits the employee to assign an offer to the contractor relocation company to relieve the employee of the responsibility of closing the sale with the buyer. An employee who receives an acceptable offer for the property based on appraised fair market values within the 60-day AF-imposed pre-enrollment marketing period will not be enrolled in DNRP Guaranteed Home Sale. **(T-1)**. Instead, AF will reimburse the employee for the home sale based on the employee's authorization for real estate benefits on the PCS orders. (JTR, par. 054607). **(T-1)**.

5.9.5. Guaranteed Home Sale /DNRP Enrollment Time Limit.

5.9.5.1. An eligible employee must elect to use Guaranteed Home Sale and complete the sale transaction prior to the one-year real estate time limit. **(T-0)**. (DNRP Handbook, Section 3, Par. III). DNRP program office will not consummate sale transaction beyond the one-year JTR limit for sale transactions. **(T-0)**. It is the employee's responsibility to seek a waiver to the one-year time period for real estate transactions with evidence of extenuating circumstances that the AF finds acceptable due to unavoidable circumstances. **(T-0)**. See [para. 5.8.3.3](#) for details regarding waiver requests for one-year limit on real estate sale/purchase transactions.

5.9.5.2. Due to Guaranteed Home Sale marketing requirements and administrative processing timelines, an eligible employee should enroll not later than 120 days before the one-year expiration date to allow time for AF-imposed 60-day home marketing plus the 60-day DNRP-required home marketing plus completion of sale transactions.

5.9.6. Guaranteed Home Sale Application Procedures. An employee who meets eligibility requirements must navigate to the DNRP web address: <http://www.nab.usace.army.mil/BusinessWithUs/RealEstate/DNRP.aspx> and select the DNRP Online Relocation Services Request Form. **(T-0)**.

5.9.6.1. Eligible employees are required to complete human resource point of contact info on the DNRP Online Relocation Services Request Form. **(T-0)**. Applicants funded by AFPC must cite the point of contact's name listed in block 28, Item G, of the PCS order and include the email address [AFPCDPIEARESOURCEOFFICE@us.af.mil](mailto:AFPCDPIEARESOURCEOFFICE@us.af.mil). **(T-3)**.

5.9.6.2. ART Officer Career Management Program applicants must cite the point of contact name provided by AFRC/A1CS staff and include the point of contact's email address. **(T-3)**.

5.9.6.3. All applications are to be submitted to the DNRP office and the applicant is to provide: 1) a copy of the Listing Agreement (if already available); 2) an Addendum to

Listing Agreement from the DNRP website; and 3) a copy of the PCS order authorizing Relocation Services. (T-0).

5.9.6.4. The DNRP office provides an auto-generated e-mail application to the orders approving official (AFPC/FMY or AFRC/A1CS) who processes the action (e.g., adds fund citation) and returns the approved application to the DNRP office for further action with one of the contractor companies. In turn, a DNRP services counselor contacts the employee and explains the available services.

5.9.6.5. Guaranteed Home Sale Residential Sale. For sale situations involving a divorce or separation, or title held with other than an eligible family member or dependent, contact AFPC/FMY or AFRC/A1CS for ART Officers for further information regarding limited pro rata reimbursement. (JTR, par. 054501).

5.9.7. Home Marketing Incentive Payment. For employees with PCS orders that reflect an Entrance on Duty date on or after 1 Mar 14, AF does not authorize use of Home Marketing Incentive Payment. Alternatively, homeowners may use the DNRP Guaranteed Home Sale after marketing the residence for 60 days, or they may use the Real Estate entitlement for reimbursement of allowed closing costs during a residence sale. (JTR, par. 054501).

5.9.8. Property Management Services. An employee transferring to a centrally managed position, who meets the DNRP Guaranteed Home Sale eligibility requirements, may select Property Management services in lieu of Guaranteed Home Sale. An employee may self-procure through a rental agency and be reimbursed for standard property management fees, limited to 10% of the monthly rental amount or up to 10% of established monthly rental value. (JTR, par. 054602). The AF ordering-authorizing or authenticating official may approve Property Management services. Property Management services for a civilian employee transferred to a permanent duty station in the CONUS or non-foreign OCONUS are limited to one year from the civilian employee's transfer effective date. (JTR, par 054604). An employee who elects to use Property Management services may later sell the residence within the applicable time limits. (JTR, pars. 054501 and 054604). However, an employee may not use Guaranteed Home Sale pursuant to the same PCS orders. The reimbursement amount an employee receives for the sale of a residence may not exceed the maximum amount allowed (JTR, pars. 054501, 054504, 054505, and 054506) less the amount paid for Property Management services. If the amount paid for Property Management services equals/exceeds the maximum amount allowed, then no reimbursement is allowed for the residence sale (JTR, par. 054604).

**5.10. Career Field Team Training and Development Course Listing.** The myPers website provides courses offered, nomination due dates, specific eligibility criteria and application procedures for all training and development opportunities offered by the Career Field Teams.

**5.11. Career Paths.** Career Field Teams will develop and maintain career planning diagrams which represent specific progression possibilities from entry-level positions to career positions at the Senior Executive Service level. (T-3). A copy of Civilian Force Development Career Planning Diagram (Notional) diagram is available at [Attachment 2](#).

**5.12. Funding.** The AF centrally funds key training and development opportunities for career fields. AF/A1XY will be the program element manager for all AF civilian training funds, and they provide AFPC with budget authority for their programs. (T-1). AFPC's Resource section submits

budgets and financial plans based on requirements developed by individual Career Field Teams as well as the needs of other centrally managed programs. **(T-3)**. Career Field Teams and other centrally managed programs prioritize their training requirements and submit their requests through AFPC's Resource section, which processes those requests, pays training providers and tracks overall training funds. **(T-3)**.

**5.13. Continued Service Agreement.** AFPC will initiate a Continued Service Agreement for all employees who attend training over 80 hours that is funded or managed by Career Field Teams. **(T-1)**. Refer to AFI 36-401, *Civilian Training, Education, and Professional Development*, for specific guidance.

**5.14. Repayment of Training Funds.** Employees who fail to attend or successfully complete scheduled training due to circumstances within their control must reimburse the AF for all training costs (excluding salary) associated with their attendance. **(T-3)**. AFPC, as the final training authority, may waive this requirement in whole, or in part, based on the employee's justification.

**5.15. Short-Term Training.** Short-term training consists of training for less than 120 consecutive duty days accomplished either in government or non-government facilities.

**5.16. Long-Term Training.** Long-term training is full-time, in-residence, off-the-job training that consists of more than 120 consecutive duty days accomplished either in government or non-government facilities. The intent of long-term training is to develop selected employees in order to keep the AF abreast of professional, managerial, technical and scientific achievements. Available programs include, but are not limited to, those offered through Civilian Developmental Education (i.e., Professional Military Education, fellowships, and specific college graduate programs). They may also include attendance at the AF Institute of Technology graduate programs, Education with Industry or programs tailored to the specific needs of a career field.

**5.17. Civilian Developmental Education.** Most long-term civilian education and development is offered through Civilian Developmental Education in accordance with AFI 36-2656, *Developmental Education*. Civilian Developmental Education includes long-term academic programs at major universities, experiential programs such as the DoD Executive Leadership Development Program, the Excellence in Government Fellows and RAND Fellowships, Professional Military Education and Executive Development Programs. Professional Military Education includes both Intermediate and Senior Service Schools. Temporary duty costs for Civilian Developmental Education employees are centrally funded. Salaries of individuals selected for long-term training through Civilian Developmental Education are funded through the Central Salary Account, enabling management to fill behind the selectee during the period of long term training. All eligible AF employees may apply for these programs.

5.17.1. Competitive Selection. Nominations for Civilian Developmental Education are solicited in the spring of each year. Employees must submit applications through MyVector. **(T-3)**. An electronic version of AF Form 4059, *Air Force-Wide Civilian Competitive Development Nomination Form*, will be found in MyVector. It must be signed by the applicant's supervisor and endorsed by their wing commander (or equivalent with senior rater authority) or the first Senior Executive Service/General Officer in their chain of command. **(T-3)**. The Development Team is responsible for recommending specific courses, rank-ordering applicants for various programs, and providing meaningful outplacement assignments upon graduation. Nominees are then evaluated by a board comprised of senior executives/general officers representing the various functional communities, who rate candidates for selection and

determine which courses or development opportunities selectees should attend. The Developmental Education Designation Board approves selections.

5.17.2. Continued Service Agreement. A Continued Service Agreement is necessary for all Civilian Developmental Education programs and courses and is addressed in AFI 36-401. The continued service period does not begin until the first duty day following completion of the program or course. The standard service commitments for Civilian Developmental Education are as follows:

5.17.2.1. Short-term Executive Development – one year.

5.17.2.2. Long-term programs less than \$40,000 – three years.

5.17.2.3. Long-term programs between \$40,000 and \$59,999 – four years.

5.17.2.4. Long-term programs \$60,000 or more – five years.

5.17.3. Long Term Training Follow-on Assignment. Employees attending long term training through Civilian Developmental Education are expected to move to positions that best utilize their newly acquired skills and meet the mission needs of the AF. The endorsing official on AF Form 4059 or electronic nomination form, recommends an appropriate follow-on assignment. The Development Team will validate or recommend an alternative outplacement assignment using other developmental programs which may include Civilian Strategic Leader Program, career broadening assignment or key career position. The Career Field Team and Development Team are responsible for outplacement of the employee. Refer to Chapter 3 of AFI 36-2640 for specific outplacement guidance.

5.17.4. Back-filling positions of Long-Term Training Selectees. When an individual has been selected for a boarded long-term training opportunity, the vacant position may be permanently back filled. The individual selected for training should be outplaced to a different position at the same location or a position at a different geographic location if the individual signed a mobility agreement.

5.17.5. Relocation incentives are not authorized for selectees or participants of Civilian Developmental Education programs. **(T-1)**

## Chapter 6

### ACQUISITION PROFESSIONAL DEVELOPMENT PROGRAM (APDP)

**6.1. Concept.** *The Defense Acquisition Workforce Improvement Act (DAWIA)*, 10 USC Chapter 87, provided centralized management and professional development, education, training and career opportunities to the acquisition workforce. In order to maintain the highest professional standards among acquisition workforce members, requirements in education, training and experience were established for every type of acquisition position. The requirements are listed in Chapter 10 of AFI 63-101\_20-101, *Integrated Life Cycle Management*, and AFI 36-1301, *Management of Acquisition Key Leadership Positions*. Specific information may be found on the SAF/AQ APDP web site.

**6.2. Career Field Team Roles.** The Acquisition-related Career Field Teams within AFPC are responsible for ensuring DAWIA and DoD requirements are applied in the competitive processes for centrally managed acquisition positions; performing quality reviews of records of employees certified to ensure consistency across command lines; and answering or resolving questions concerning creditable experience or training. Career Field Teams must ensure the legal requirements of DAWIA are met when filling acquisition positions. **(T-3).** DAWIA requirements that should be met for acquisition positions include the appropriate APDP certification level in the correct functional discipline, Acquisition Corps membership for critical acquisition positions and statutory requirements for key leadership positions. Development Team Chairs may require Career Field Team review of waiver requests prior to submission to the Director of Acquisition Career Management.

## Chapter 7

### GRIEVANCES AND COMPLAINTS

**7.1. Employee Complaints.** Personnel offices will ensure that all complaints, grievances, and appeals concerning career field issues or centrally managed positions receive the coordination and approval of the respective Developmental Team Chair prior to final action and in accordance with AFMAN 36-203, par 3.25. **(T-3).** Equal Employment Opportunity complaints regarding administration of career field issues are handled in accordance with AFPD 36-27, *Equal Opportunity (EO)*, and AFI 36-2706.

**7.2. Settlement of Disputes.** Commanders/Civilian equivalents will ensure that settlement negotiations in a local dispute involving a career field's policies or positions receive the coordination and approval of the career field's Development Team Chair and AFPC's Director, as well as the review of the local Staff Judge Advocate, prior to finalizing the agreement. **(T-1).** Commanders/Civilian equivalents will ensure that settlement agreements without this required approval are not processed until approval is received. **(T-3).** This includes the placement of an individual into a centrally managed position as part of the settlement agreement.

## Chapter 8

### *PROGRAM EVALUATION*

**8.1. Periodic Evaluation.** Periodic evaluations will be accomplished by functional chiefs or managers and each Career Field Advisory Council. **(T-3).**

**8.2. Self-evaluation.** Self-evaluation by AFPC and Career Field Teams is based on an analysis of progress in meeting stated Functional Advisory Council or Executive Board objectives, to include defining customer requirements, analyzing performance of work processes and implementing measures to streamline/continuously improve personnel management servicing.

SHON J. MANASCO  
Assistant Secretary of the Air Force  
(Manpower and Reserve Affairs)



## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

**AFPD 36-1**, *Appropriated Funds Civilian Management and Administration*, 18 March 2019

**AFPD 36-26**, *Total Force Development and Management*, 18 March 2019

**AFI 36-130**, *Civilian Career and Developmental Programs*, 27 September 2019

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**AFI 33-360**, *Publications and Forms Management*, 1 December 2015

**AFMAN 33-363**, *Management of Records*, 1 March 2008

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Joint Travel Regulations (JTR), Current Edition dated 1 August 2019

**DoDI 5154.31**, Volume 5, *Commercial Travel Management: The Per Diem, Travel and Transportation Allowance Committee (PDTATAC)*, 16 October 2015

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**AFI 36-2640**, *Executing Total Force Development*, 30 August 2018

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**AFI 36-202**, *Civilian Mobility*, 19 April 2019

**DoDI 1400.25**, Volume 410, *DoD Civilian Personnel Management System: Training, Education, and Professional Development*, 25 September 2013

**AFMAN 36-203**, *Staffing Civilian Positions*, 30 July 2019

**AFI 36-1101**, *Defense Civilian Intelligence Personnel System (DCIPS)*, 20 March 2019

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5 CFR Part 630.604 (a)(1)

**AFI 36-401**, *Civilian Training, Education, and Professional Development*, 31 May 2018

**AFI 36-2656**, *Developmental Education*, 23 July 2018

**AFI 63-101\_20-101**, *Integrated Life Cycle Management*, 9 May 2017

**AFI 36-1301**, *Management of Acquisition Key Leadership Positions*, 23 July 2019

**AFPD 36-27**, *Equal Opportunity (EO)*, 18 March 2019

**DoDD 5000.01**, *The Defense Acquisition System*, 12 May 2003, with Change 2, 31 August 2018

**DoDI 5000.02**, *Operation of the Defense Acquisition System*, 7 January 2015

**DoDI 5000.66**, *Defense Acquisition Workforce Education, Training, Experience, and Career Development Program*, 27 July 2017

### ***Adopted Forms***

**AF Form 847**, *Recommendation for Change of Publication*

**DD Form 1618**, *Department of Defense (DoD) Transportation Agreement Transfer of Civilian Employees to and within Continental United States (CONUS)*

**DD Form 1617**, *Department of Defense (DoD) Transportation Agreement Transfer of Civilian Employees Outside CONUS (OCONUS)*

**AF Form 4059**, *Air Force-Wide Civilian Competitive Development Nomination Form*

### ***Abbreviations and Acronyms***

**A1**—Deputy Chief of Staff, Manpower, Personnel and Services

**A1C**—Directorate of Civilian Force Management

**A1D**—Directorate of Airman Force Development

**A1Q**—Directorate of Equal Opportunity

**A1X**—Directorate of Plans & Integration

**AF**—Air Force

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFOSI**—Air Force Office of Special Investigations

**AFPC**—Air Force Personnel Center

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AFRC/A1CS**—Air Force Reserve Command/Staffing Oversight and Workforce Management

**APDP**—Acquisition Professional Development Program

**ART**—Air Reserve Technician

**CADP**—Civilian Associate Degree Program

**CB**—Career Broadener (a person)/Career Broadening (a program)

**CDE**—Civilian Developmental Education  
**CFM**—Career Field Manager  
**CF**—Career Field  
**CLEP**—College Level Examination Program  
**COCOM**—Combatant Command  
**CONUS**—Continental United States  
**CSA**—Central Salary Account  
**COP**—COPPER CAP Intern Program  
**CSLP**—Civilian Strategic Leader Program  
**CTAP**—Civilian Tuition Assistance Program  
**DANTES**—Defense Activity for Non-Traditional Education Support  
**DAWIA**—Defense Acquisition Workforce Improvement Act of 1990  
**DCIPS**—Defense Civilian Intelligence Personnel System (replaces CIPMS)  
**DCPDS**—Defense Civilian Personnel Data System  
**DE**—Developmental Education  
**DNRP**—DoD National Relocation Program  
**DoD**—Department of Defense  
**DoDD**—Department of Defense Directive  
**DoDI**—Department of Defense Instruction  
**DP2Z**—Centrally Managed Programs  
**DSST**—DANTES Subject Standardized Tests  
**DT**—Development Team  
**EO**—Executive Order  
**FM**—Functional Manager  
**FOA**—Field Operating Agency  
**GS**—General Schedule  
**HAF**—Headquarters Air Force (includes the Air Force Secretariat and Air Staff offices)  
**HSB**—Human Resource Management Strategic Board  
**JTR**—Joint Travel Regulations  
**KCP**—Key Career Position  
**MAJCOM**—Major Command  
**NGB**—National Guard Bureau

**OCONUS**—Outside the Continental United States

**O&M**—Operating and Maintenance

**OSD**—Office of the Secretary of Defense

**PAQ**—PALACE Acquire Intern Program

**Par.**—Paragraph

**Pars.**—Paragraphs

**PCS**—Permanent Change of Station

**PDTATAC**—Per Diem, Travel and Transportation Allowance Committee

**PPP**—Priority Placement Program

**RAND**—Research and Development Corporation

**RE**—Reserve

**SDE**—Senior Developmental Education

**SecAF**—Secretary of the Air Force

**TA**—Tuition Assistance

**TQSE**—Temporary Quarters Subsistence Expense

**USC**—United States Code

### *Terms*

**ACQNOW**—AF Training Application System to register for Defense Acquisition University rolling admission web courses and regularly scheduled classroom courses. It is managed by the AF Acquisition Training Office.

**Acquisition**—The conceptualization, initiation, design, development, testing, contracting, production, deployment, and disposal of a directed and funded effort that provides a new, improved, or continued materiel, weapon, information system, logistics support, or service capability in response to an approved need.

**Acquisition Corps**—Comprised of those persons who have met the grade, education, training, and experience standards prescribed by the Defense Acquisition Workforce Improvement Act and implementing regulations, and who have been granted admission to the Acquisition Corps by the Director, Acquisition Career Management.

**Acquisition Workforce**—Individuals assigned to positions having predominantly acquisition functions as defined by DoDD 5000.01, DoDI 5000.02 and DoDI 5000.66. These positions shall be designated by acquisition coding in the manpower and personnel systems of record.

**Automated Stopper and Referral System**—DoD Priority Placement Program's computerized system for matching the skills of displaced employees with vacant positions at other DoD activities in the authorized area at which the employees are willing to work.

**Career Broadening Position**—A centrally managed position that is part of a structured force development program and serves to provide developmental opportunities for broadening the skills

and/or enhancing the leadership perspective of high-potential employees. Functional Advisory Councils determine career broadening position locations based upon specific mission activity, desired leadership perspectives, or other situations that capitalize on broadening opportunities for these high-potential employees.

**Career Development**—The continuing process by which the potentials of people are identified, developed, and administered through a centralized personnel management system. Through the process of duty assignments, job rotation, training, education, and self-improvement, these people are systematically developed to fill AF positions of increasing responsibility.

**Career Path**—A network of AF positions which possess common progression paths.

**Career Field Manager (CFM)**—Individual within a career field appointed by the Functional Authority responsible for the day-to-day management of the career field to include developing and implementing career field policies, providing central oversight for career field education and training, developing career path diagrams, and monitoring career accessions/ losses to ensure sufficient manning.

**Career Field Management Program**—A program designed to administer an occupation or cluster of occupations; includes workforce analysis, forecasting and planning, and the systematic selection, development, assessment, and use of employees in centrally managed positions. Program oversight is provided by the Functional Authority, Functional Manager, Career Field Manager, and Functional Advisory Council; program processes are administered by the Career Field Team.

**Career Field Team**—The group of Career Field specialists, personnelists, and/or support personnel at AFPC who are responsible for day-to-day operation of the Career Field Manager. They conduct all Force Development processes for the career field, in compliance with AF personnel policies issued by AF/A1 and career field management policies issued by their functional leaders.

**Career Field Identifier**—Defense Civilian Personnel Data System (DCPDS) code used to identify the specific career program.

**Centrally Managed Position**—A position filled from an AF-wide pool of eligibles administered by an AF Career Field management program.

**Central Salary Account (CSA)**—An instrument used to centrally recruit and develop civilians through deliberate approaches across the civilian force development career planning continuum. It is managed through the Civilian Force Development Panel.

**Centrally Managed Positions**—Positions identified for central management by a career field based on criteria established by the Functional Manager, or designee. Positions are either competitive or excepted service permanent appropriated fund positions in the General Schedule, and their equivalents under other pay systems, such as the Defense Civilian Intelligence Personnel System.

**CONUS (Continental United States)**—The 48 contiguous states and Washington, DC.

**COPPER CAP**—An AF intern program for college graduates for careers as Contract Specialists. Requires a minimum of a 4-year degree and 24 semester hours in business.

**Corporate Structure**—Coordinates HAF functional priorities and provides guidance to SAF/AAF, Finance, in the development and execution of the HAF Portfolio, overseeing the HAF resource management process.

**Developmental Education (DE)**—An array of educational opportunities including: Professional Military Education, Advanced Academic Degree Education and Professional Continuing Education.

**Development Plan (DP)**—An automated tool used to document the individual member's short and long term career goals, developmental education objectives, and the like. Also used as a record of supervisory review and concurrence with member goals, and senior level endorsement. The development plan is the primary source document used by Development Teams to assess members, make developmental recommendations, and provide the member with feedback in the form of "vectors." Has also been referred to as the Airman Development Plan, Master Development Plan, the Career Development Plan, the (Transitional) Career Development Plan, and the Force Development Toolkit.

**Development Team (DT)**—Provides oversight of officer and civilian personnel development to meet both functional and AF corporate leadership requirements.

**Development Team Vectoring**—Career and/or developmental recommendation(s) provided by the requesting employee's Career Field DT.

**Force Renewal Positions**—Centrally managed positions leading to the journeyman level which have been designated as being part of a formal development program. Included are Student Interns, Recent Graduates, PALACE Acquire and COPPER CAP positions.

**Headquarters Air Force (HAF)**—Comprised of both Secretariat and Air Staff offices.

**Key Career Program**—GS-13 to GS-15 positions are identified by career fields as stepping stones for employees to move from functional experts to functional leaders.

**MyBiz+**—Source for all civilian federal government employees, supervisors and managers to view and update their personal and Human Resources related information. It provides a variety of interactive tools to manage career information and plan for the future.

**OCONUS (Outside the Continental United States)**—Areas outside the 48 contiguous states. Alaska and Hawaii are defined as non-foreign OCONUS.

**PALACE Acquire**—AF intern program for a wide range of occupations. Applicants are required to have an associate's, bachelor's, master's, doctorate or professional degree or a vocational or technical degree or certificate, earned within the previous two years. Veterans have up to six years to apply after receiving their degree/certificate.

**Pell Grant**—A subsidy the U.S. federal government provides for students who need it to pay for college. Limited to students with financial need, who have not earned their first bachelor's degree, or who are enrolled in certain post-baccalaureate programs through participating institutions.

**Program Element Code 88751F**—Operations and Maintenance (O&M) Program which funds training, education, and professional development of O&M funded civilians.

**Relocation Services**—A contracted home sale, home search, mortgage counseling, and destination service.

**Schedule A**—A federal government excepted service appointing authority for hiring people with severe physical disabilities, psychiatric disabilities, and intellectual disabilities. Such individuals may qualify for conversion to permanent status after two years of satisfactory service. Severe physical disabilities include but are not limited to blindness, deafness, paralysis, missing limbs, epilepsy, dwarfism, and more.

**Tuition**—Stated cost per academic unit of instruction as specified in the course catalog or a public website of an academic institution.

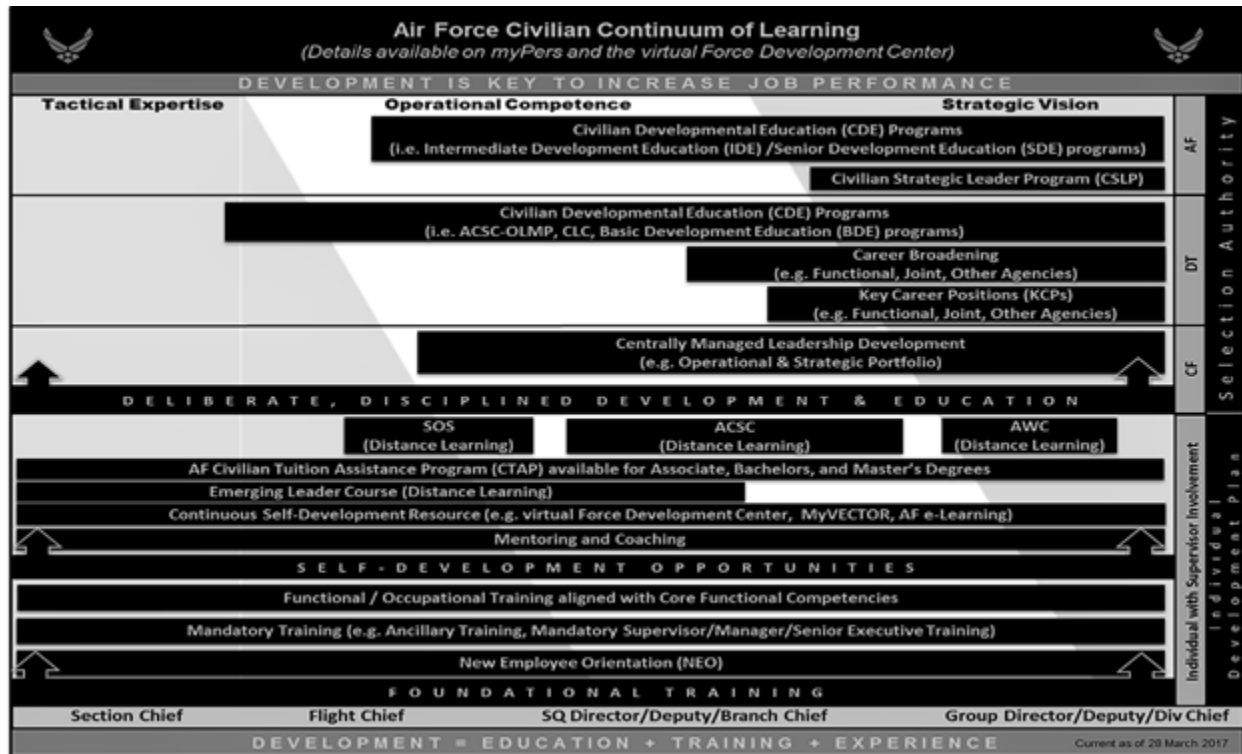
**Tuition Assistance (TA)**—Financial assistance for tuition, laboratory, and other instructional fees for mission related courses at post-secondary academic institutions.

**Vector**—The Development Team's collective recommendation for an assignment level (e.g., Joint Staff, HAF, MAJCOM, base-level, etc.), training or education opportunity (e.g., resident DE, advanced functional training), or position type (e.g., flight/division chief, director/deputy director, special duty, etc.) a member should be considered for in his or her next or subsequent assignments.

## Attachment 2

**FIGURE A2.1. CIVILIAN FORCE DEVELOPMENT CAREER PLANNING DIAGRAM (NOTIONAL)****Figure A2.1. Civilian Force Development Career Planning Diagram (Notional).**





**NOTE:** This is the Air Force Civilian Leadership Development Continuum. Career Field Teams may choose to expand upon this framework by annotating with Skill Pairings, illustrative Duty Titles, Career Field specific developmental opportunities, and other information in order to tailor it to the specific needs of their Career Field.