**CYBERSPACE AND INFORMATION TECHNOLOGY
CIVILIAN TALENT MANAGEMENT FRAMEWORK**

2024

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FUNCTIONAL AUTHORITY INTENT

In the ever-evolving landscape of cybersecurity and information technology, the Department of the Air Force (DAF) recognizes the paramount importance of cultivating a skilled and mission-focused civilian workforce. This Civilian Cyberspace and Information Technology (C&IT) Talent Management Framework (TMF) serves as a compass for the DAF C&IT Workforce – an essential guide in our commitment to developing an experienced and dedicated cadre of professionals.

Mission Focus:
At the core of our talent management strategy is an unwavering commitment to the warfighter mission. As we navigate the complex and dynamic realm of the digital age, our paramount objective is to support the warfighter with excellence, ensuring the security and effectiveness of our operations. The DAF C&IT Career Field possesses a unique and critical mission – ensuring the capabilities that underpin cyberspace superiority. This framework underscores our distinctive role and emphasizes the importance of every civilian in achieving our mission objectives.

Parity with Military Echelon:
We remain in lockstep with the Cyberspace Warfare Operations TMF with respect to training and education opportunities to ensure cohesion between civilian and military efforts. This alignment allows us to create a seamless and collaborative environment, enhancing our collective ability to address emerging challenges and execute our mission with precision.

Workforce Management Model:
In an era marked by the increasing demand for technology expertise, we acknowledge the intensely competitive nature of the labor market. Our commitment to recruiting the best talent is complemented by implementing strategic retention programs, closing pay and income gaps, and developing an unparalleled array of training/education opportunities aimed at fostering a culture of continuous growth and innovation. This level of commitment and investment reflects the significance of our civilian professionals in sustaining mission success.

Support from DAF CIO and Carer Field Management:
As the DAF CIO, I serve as the Functional Authority for the C&IT Career Field. The entire Career Field Management Team stands ready to support our talented civilian workforce whose innovation, dedication, and expertise are at the forefront of our mission success. Together, we navigate the complexities of Cyberspace and Information Technology domains, meeting the requirements of the warfighter and the broader mission.

Our journey forward is unified under the mantra of "One Team, One Fight". The evolution of the TMF symbolizes our collective commitment to excellence, resilience, and the shared vision of a future-ready DAF C&IT civilian workforce.

VENICE M. GOODWINE, SES, DAF
Chief Information Officer
Department of the Air Force

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1.0. Overview

The Department of the Air Force (DAF) seeks government civilians equipped with cutting-edge technology skills to address the challenges posed by a dynamic and intricate security environment. With technology progressing rapidly, the integration and utilization of innovations become imperative to uphold air and space superiority, strategic deterrence, and the broader national defense. The DAF is dedicated to recognizing and nurturing technical expertise within our civilian workforce specializing in Cyberspace and Information Technology (C&IT), aligning with the corresponding military ranks. The Talent Management Framework (TMF) serves as a strategic tool in this pursuit.

2.0. Purpose

What does the career of a "typical" DAF C&IT civilian look like? There is not one answer since there are a multitude of career trajectories available; however, there are suggested guidelines and development paths for the C&IT civilian workforce. The C&IT TMF is an "actionable" guide with practical information to assist civilians understand where they fit in the larger mission and how to purposefully direct their career in the desired direction. Moreover, the TMF serves as a guiding beacon for our civilian workforce, offering a strategic roadmap for the successful planning and navigation of careers based on individual interests and skillset development. To build our civilian talent, the DAF recognizes the imperative to attract, retain, and continually nurture C&IT civilians endowed with technical expertise and innovative acumen. The TMF is designed to function as a dynamic tool, meant to be regularly updated and enhanced. Its purpose is to be a continuously evolving resource, providing the latest information in a user-friendly, iterative format intended to:

- Empower civilians within the workforce with comprehensive C&IT career field information and essential training resources, enabling them to enhance their professional knowledge and skills, crucial for success in the ever-evolving C&IT landscape.
- Outline developmental paths tailored for both functional experts and executive leaders, ensuring a well-rounded approach to career progression across all series, roles, and grades.
- Provide guidance to leadership in making decisions related to C&IT workforce talent development, encompassing considerations such as skill acquisition and workforce sustainment.
- Offer insights into the civilian talent promotion process, covering aspects such as formal and informal education, certification acquisition, training programs, as well as engagement in mentoring, vectoring, and executive cohort support.

3.0. C&IT Career Field Governance

3.1. Organization

Our most invaluable resource is our people. The civilian workforce is of such paramount importance that the DAF Chief Information Officer (CIO) Strategy[1] has identified a critical Line of Effort solely focused on civilian talent management. There are dedicated resources and programs designed explicitly for the recruitment, development, and retention of C&IT talent. The Career Field Management organization operates within an operational battle rhythm, with its primary mission being to support and champion the C&IT civilian career field. The Force Management structure guiding the development process for civilian C&IT personnel, is outlined on the left side in Figure 1.

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[1] Chief Information Officer Public Strategy FY2023-FY2028, 30 Sept 2022.

Figure 1: C&IT Civilian Force Management
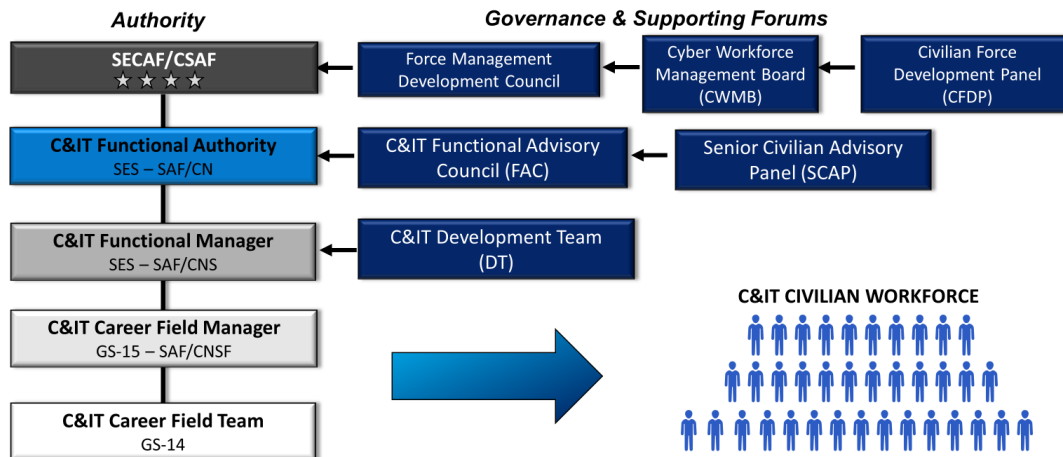
Whereas the Career Field Functional Authority provides oversight and functional advisory services and the Functional Manager has overall management responsibility, day-to-day advocacy for the C&IT civilian community is led by the Career Field Manager (CFM) and Career Field Team (CFT). The CFT is the source for updated information and communications crucial to career management. To remain current on the latest programs, opportunities, and timelines, regular reviews of platforms like milSuite and myFSS are recommended. A comprehensive list of resources, along with contact information for direct communication with the CFT can be found in Annex C. For additional details on the Functional Authorities, please refer to Annex D.

3.2. What We Value

The C&IT career field places high value on Experience, Leadership, Education, and Performance across all career levels[3]. C&IT is integral to every mission set within the DoD and is indispensable for the DAF to actively contribute to joint operations. The effectiveness of the C&IT mission hinges on a workforce capable of providing Air, Space, and Cyberspace power in support of our national security. Strong leadership, extensive experience, relevant education and training, and demonstrated performance are crucial attributes for success. Career field leadership incorporates the principles of "What We Value" when making decisions about key positions and determining competitive packages for vital developmental programs. Vectoring and Professional Military Education (PME) programs are valued at every grade and career track in the C&IT career field.

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[3] This Talent Management Framework is intended for all pay plans within the C&IT Career Field. GS/GG designations should be read as inclusive of other pay plans and equivalent grades or pay bands if not explicitly specified, with few exceptions. For clarification on whether any area may or may not apply to a specific pay plan/grade, please reach out to the C&IT Career Field Team.

4.0. How To Use the Talent Management Framework

The C&IT TMF is an actionable and evolving guide to assist the DAF civilian workforce successfully manage and direct their career progress.

- First, identify where you are in your career and choose your career goals and objectives. After deciding your career goals, determine the gaps and develop a plan to action to close those gaps.
- Second, select the appropriate development path, Functional Expert or Enterprise Leader.
- Third, identify the skills and knowledge required for your chosen development path. Check position for DoD Cyber Workforce Framework (DCWF) codes as these codes will inform your training and qualification requirements.
- Fourth, take action by reviewing and applying through all available resources for developmental opportunities in education, training, development, and experiential assignments. Engage in routine conversation with your supervisor and mentors.
- Finally, continuously reevaluate and adjust. The TMF is instrumental in identifying upcoming educational, training, and experiential opportunities such as rotational assignments, deployments, and civilian developmental education programs.

Figure 3 is a general checklist of actions for civilians to consider for career advancement, preparing to meet with supervisors/mentors, or planning a discussion with the Career Field Management Team. Furthermore, the TMF includes annexes with additional information and featuring active links to a diverse array of available resources.

C&IT Checklist – Career Development Considerations

Getting Started
- Set up myFSS account – Central point for Civilian Force Development programs.
- Set up MilSuite account – For professional information sharing and applications.
- Contact the Air Force Personnel Center (AFPC) – Career Field Team members are available to discuss career plans and options for all civilian personnel.

General Awareness (External)
Career Field Specific
- Do I know my career field leadership?
- Do I know what the career field values?
- Do I know my career field team and how to contact them?
- Do I read correspondence from the career field team (MyFSS, Org Box, Facebook, milSuite)?

Air Force
- Do I know my authoritative sources such as DAFMAN 36-142?
- Do I understand the annual Development Teams calls? (e.g. Vectoring, Annual Civilian Development (CD) calls)
- Do I know when I can apply for Vectoring and annual CD calls?
- Do I know how to contact the CD office?
- Am I familiar with myFSS and where I can find up-to-date CD opportunities?
- Do I know how to reach out to my Senior Civilian Advisory Panel (SCAP) representative?

Self-Assessment (Internal)
Reflection
- Am I in control of my career? *Family, not engaged, etc.*
- What are my barriers to developing myself and what actions am I taking to mitigate or eliminate them?
- Where am I in my career? *If you don't know, use the TMF to "vector" yourself.*
- Have I articulated my short- and long-term goals in my Individual Development Plan?
- Are there areas where I can improve now and in the future?
- Aside from professional development, am I also taking care of myself? *(Work/life balance, wellness programs such as Employee Assistance Program (EAP))*

Trajectory
- Am I more interested in a technically specialized career, or would I prefer a broader, enterprise focused role?
- Do I know what track I want to pursue or start posturing myself for? *(Functional Expert/Enterprise Leader)*
- Do I want to be an SES/senior executive, and if so, do I know the Executive Core Qualifications (ECQs)?
- What role do I want to be in and/or envision myself as to support the AF?
- Am I still enjoying and learning in my job?
- Have I considered working in another functional area not limited to Cyber & IT?
- Am I familiar on where to go for other position opportunities? *(USAJOBs, AFCS, LinkedIn)*

Record
- Are my personnel records (DCPDS) accurate?
- Do I know how to validate and perform self-service actions in DCPDS?
- Is myVector up to date with all my information?
- Have I kept my professional social media profile (i.e., LinkedIn) up to date?
- Is there an opportunity for me to gain recognition with awards?

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C&IT Checklist – Career Development Considerations

Position Description (PD)
- Do I know where to obtain my PD?
- Do I understand my PD and what is required of me?
- When did I last review my PD?
- Are the DCWF codes accurate (if applicable)? If not, how can I determine this?

Resume
- Do I have a resume (to include the myVector resume)?
- When did I last review my resume?
- Am I keeping my resume up to date at least twice a year?
- Does it accurately reflect both my previous and most current positions?
- Am I using the CCAR format in my resume? (Challenge, Context, Action, Result)
- What recent accomplishments should be added?
- Is there any way to quantify the quality, efficiency, and effectiveness of my work?
- Does my resume possess mission impacts and contributions to the team/greater AF?
- Does my resume exemplify leadership experience (formal and potential)?
- Is there any outdated information which should be removed?
- Have I watched and/or attended a CFT or CD office resume webcast?

Mentoring
- Do I have mentors? Are they internal or external?
- Do I have mentor(s) at the Senior Leader level?
- How could I benefit from having a mentor?
- Who in my leadership can I rely upon and/or give me sound advice considering my unique skill sets, goals, and circumstances?
- Have I maintained my network and/or build my relationships with others?
- Are there any professional organizations which I should be joining for networking or industry knowledge purposes? (AFCEA, AFA, etc.)
- Am I engaging with my supervisor & leadership for development opportunities?

Training
- What knowledge, skills, or training do I need to be competitive?
- Am I improving upon my leadership, supervisory, or coaching skills?
- Can I pursue higher education such as Masters or Doctoral degree?
- Do I have grade appropriate Professional Military Education (PME)?
- Am I keeping up with my certifications and earning CEUs to ensure they are still active?
- Have I considered looking into Career Broadening (CB), Key Career Position (KCP), or Civilian Strategic Leadership Program (CSLP) opportunities?
- Am I mobile for experiential assignments and/or exclusive training programs?
- Do I have time to volunteer for special projects that will enable me to be more competitive in my career?
- Am I aware of online training resources such as Digital University?
- Am I keeping abreast of emerging technologies? If not, how can I become more knowledgeable?

5.0 C&IT Career Development Paths

While there is no single path within the DAF C&IT career field, there are numerous options civilians should understand to successfully plan and navigate their career. Civilian grades GS/GG 01-10 require a standard regimen of foundational training and development courses, whereas GS/GG 11-13 progress to more operational focus, and GS/GG 14-15 hone strategic skills. This is all depicted in Figure 4. It is important to note that GS and GG include all grade equivalents under other pay systems such as Acquisition Demonstration.

Figure 4: Civilian Development Continuum
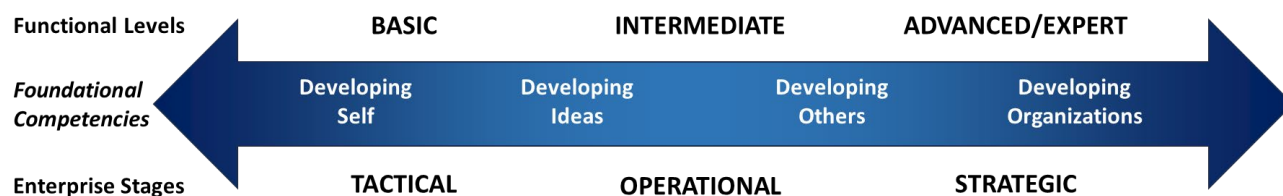
Functional Levels	BASIC	INTERMEDIATE	ADVANCED/EXPERT
Foundational Competencies	Developing Self	Developing Ideas / Developing Others	Developing Organizations
Enterprise Stages	TACTICAL	OPERATIONAL	STRATEGIC

In 2022, the DAF implemented a new civilian career talent management process designed to be more nimble in developing both civilian leaders as well as growing technical expertise. This new model will help DAF civilians plan their job experiences, education, training, and leadership opportunities to meet their professional goals. Upon reaching promotion consideration to the GS/GG-13 or equivalent level, emerging civilian leaders should consider whether to focus their career progression as a Functional Expert (Section 5.4) or Enterprise Leader (Section 5.7). Civilian Development (CD) opportunities, functional and leadership courses and seminars, and career broadening opportunities are available to at grades GS/GG 7-15 (and equivalents). The AY25 CD Portfolio of classes, links to specific courses in each grade, and CD schedule are provided in Annex C.

5.1 GS/GG 01-10 – Basic/Tactical

DAF civilians in grades 01-10 develop basic or tactical job proficiency in usually non-supervisory positions. The Palace Acquire Intern Program starts as a GS-07 and has its own development plan. Civilians in these grade ranges are expected to:
- Complete degree programs.
- Become skilled in specific tools, techniques, methodologies, and practices as guided by their team leaders and program managers.
- Pursue test-based certifications.
- Establish productive work habits and seek senior mentors.

To be competitive in grades GS/GG 01-10, civilians should consider completing the following:

Education
- Earn an Associate Degree
    - Utilize the Civilian Tuition Assistance Program (CTAP) via Air Force Virtual Education Center (AFVEC)
    - Apply for CADP via Air University Civilian Leadership Development School (CLDS) – CLDS Associate of Applied Science in Air Force Leadership and Management Studies or self-pay for degree completion

- Earn a Bachelor's Degree
  - Utilize CTAP via AFVEC
  - Apply for a Bachelor's Degree Program via annual Civilian Development (CD) Nomination Calls
- Consider DoD Cyber Scholarship Program (CySP)

Training
- Check the Core Position Document (PD) to determine training requirements in accordance with DoD 8140
  - Reach out to your supervisor to obtain your PD
- Review DoD Cyber Workforce Framework (DCWF) work roles for training options
- Complete mission-specific Cyber Formal Training (Unit/Organization dependent)
  - Reach out to your supervisor/leadership/unit training manager
  - Virtual resources for training include the following:
    - Digital University (DU) courses
    - AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc.
- Take Acquisition Level 1 - Position dependent
  - Reach out to your supervisor and enroll via Defense Acquisition University (DAU)

Positions/Experience/Assignments
- Sign up for Mentoring opportunities via MyVector
- Seek Deployments
  - Reach out to the AFPC Expeditionary Civilian Program via AFPC
  - Become an Expeditionary Civilian via Office of Secretary of Defense (OSD)
- Participate in Tactical Exercises (unit/organization dependent)
  - Reach out to your supervisor/unit training manager
- Technical and Operational Experience
  - Gain experience via on-the-job training, self-study
- Basic Leadership Training
  - Leverage DU sources and commercial vendors
- Enroll in leadership training offered by the Air University's Civilian Development Leadership School (CLDS); Consider Cybersecurity Talent Initiative (CTI) program
- Consider applying to PAQ/PCIP programs (Internship starts at GS-07)
  - Reach out to your career field team
- Seek positions at Base/Squadron/Group Wing Levels
  - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
  - Reach out to your mentor(s)
  - Apply via USAJOBS

Professional Continuing Education (PCE)
- Apply for Cyberspace 190 (Classification: Secret) via annual ACC A6 Cyberspace Professional Management Office (CPMO) Nomination Calls
- Digital University (DU) courses
- AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc.

Certifications
- Check the PD to determine what certificates are needed in accordance with DoD 8140
    - Reach out to your supervisor to obtain your PD
- Earn Functional Certifications - Position dependent
    - DAF funded for coded positions or AFPC funded for PAQs
        - Reach out to your supervisor or career field team
        - Some schools have a certification voucher/discount program (e.g. Get Certified - ecpi.edu)
    - Coded positions can submit request for Certification Exam Voucher/Annual Maintenance Fee Request via the Civilian Workforce Improvement Program (CWIP)
    - Review the 8140 Approved Baseline Certifications List via the DoD Cyber Exchange

Professional Military Education (PME)
- Complete Basic Developmental Education (BDE)
    - Attend Squadron Officer School IN-RESIDENCE via annual CD Nomination Calls and MyFSS Civilian Development Homepage
    - Participate in Squadron Officer School DISTANCE-LEARNING via Air University (AU)

Leadership Training
- Apply for CD Opportunities via annual CD Nomination calls
    - Defense Civilian Emerging Leadership Program (DCELP) at AU
- Apply for applicable courses at the Civilian Leadership Development School (af.edu)

5.2 GS/GG 11-12 Intermediate/Operational

DAF civilians in grades 11-12 focus on developing intermediate or operational job proficiency in either supervisory or non-supervisory positions. They are building deeper strength in areas of interest and specialization which becomes increasingly important upon reaching the GS/GG-13 decision point. Civilians in these grade ranges may be expected to:

- Participate in rotational assignments, working groups, and tiger teams.
- Pursue test-based certifications and/or additional PME opportunities.
- Actively participate in DAF mentoring and vectoring programs.
- Build depth of technical expertise using sophisticated methods, perform a wide range of progressively more difficult tasks, and develop and present cutting-edge solutions to senior leaders.
- Explore organizational and geographic assignments, consider career broadening positions, and leadership development opportunities.

To be competitive in grades GS/GG 11-12, civilians should consider completing the following:

Education
- Earn a Bachelor's Degree:
    - Utilize CTAP via AFVEC
    - Apply for Bachelor's Degree Program via annual CD Nomination Calls
- Earn a Master's Degree
    - Utilize CTAP via AFVEC
    - Apply for Master's Degree Program via annual CD Nomination Calls

- Apply for Air Command and Staff College (ACSC) - Online Masters Degree Program (OLMP) via annual CD Nomination Calls *(counts for both Masters and PME)*
- Apply to attend a program through AF Institute of Technology (AFIT) which covers 100% of tuition or self-pay

Training
- Check the PD to determine training requirements in accordance with DoD 8140
  - Reach out to your supervisor to obtain your PD
- Review DCWF work roles for training options
- Attend Acquisition Level 2 - Position dependent
  - Reach out to your supervisor and enroll via DAU
- Attend Emerging Leaders Program (ELC) via AU
- Attend Developing Team Leader Course (DTLC) via AU
- Attend mission-specific Cyber Formal Training (Unit/Organization dependent)
  - Reach out to your supervisor/leadership/unit training manager
  - Virtual resources for training include the following:
    - DU courses
    - AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc.

Position/Experience/Assignments
- Sign up for Mentoring opportunities via MyVector
- Seek Deployments
  - Reach out to AFPC Expeditionary Civilian Program via AFPC
  - Become an Expeditionary Civilian via OSD
- Participate in Tactical Exercises, Special Projects, Working Groups, & Tiger Teams (unit/organization dependent)
  - Reach out to your supervisor/unit training office-manager
- Acquire Technical and Operational Experience
  - Gain experience via on-the-job training, self-study
- Attend Basic Leadership Training
  - Consider AF sources (aforementioned) & commercial vendors
- Consider DoD Cyber Scholarship Program (CySP)
- Consider Cybersecurity Talent Initiative (CTI) program
- Apply for Developmental positions via USAJOBs & myFSS announcements
  - Career Broadening Positions (CB)
  - Special short-term programs
- Apply for CD opportunities via annual CD Nomination call
  - Defense Civilian Emerging Leadership Program (DCELP)
  - Civilian Short-Term Experiential Program (CSTEP)
  - Developing Supervisor Course (DSC)
  - Executive Leadership Development Program (ELDP)
  - Education with Industry (EWI)
  - Supervisor as a Leader Course (SLC)
  - Air Force Legislative Fellows (LEGIS)
  - Development and Exchange Programs

- Seek positions and exercises at Squadron/Group/Wing/Center/NAF/MAJCOM/COCOM levels
    - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
    - Reach out to your mentor(s)
    - Apply via USAJOBS

Professional Continuous Education (PCE)
- Apply for Professional Cyber Education (PCE) Cyber 190 (Classification: Secret) or Cyberspace 200 (Classification: TS/SCI) via annual ACC A6 Cyberspace Professional Management Office (CPMO) Nomination Calls
- Digital University (DU) courses
- AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc.

Certification
- Check the PD description to determine what certificates are needed in accordance with DoD 8140
    - Reach out to your supervisor to obtain your PD
- Earn Functional Certifications – Position dependent
    - Complete Certification Exam Voucher/Annual Maintenance Fee Request
        - Utilize Civilian Workforce Improvement Program (CWIP)
    - Review the 8140 Approved Baseline Certifications List via the DoD Cyber Exchange

Professional Military Education (PME)
- Complete Basic Developmental Education (BDE)
    - Squadron Officer School (SOS)
        - In-Residence via annual CD Nomination Calls
        - Distance learning via AU
- Complete Intermediate Developmental Education (IDE)
    - Air Command and Staff College (ACSC)
        - In-Residence via annual CD Nomination Calls
        - Distance learning via AU
    - Other PME programs via annual CD Nomination Calls
        - ACSC On-line Master's Program (ACSC-OLMP)
        - ACSC + School of Advanced Air and Space Studies (ACSC+SAASS)
        - Intermediate Level Education-Schriever Space Scholars (ILE-SSS)
        - School of Advanced Nuclear Deterrence Studies (SANDS)

Leadership Training
- Apply for CLDS leadership and supervisor/manager courses via AU
- Apply for Career Field sponsored leadership courses

Civilians in grade GS/GG 12 should prepare to choose a career path of Functional Expert or Enterprise Leader upon consideration of promotion to GS-13.

5.3 Decision Point – GS/GG 13

The civilian workforce often provides significant depth of experience within an organization, offering perspectives based on mission-related engagements; however, civilians still require specialized career development to sharpen their critical thinking skills, subject matter knowledge, and leadership abilities to deliver cutting-edge, innovative options as part of the C&IT career field. As described in the "Civilians We Need" campaign, upon reaching promotion consideration to the GS/GG-13 or equivalent level, emerging civilian leaders should consider whether to focus their career progression as a Functional Expert or Enterprise Leader as depicted in Figure 5.

Figure 5: Civilian Career Tracks
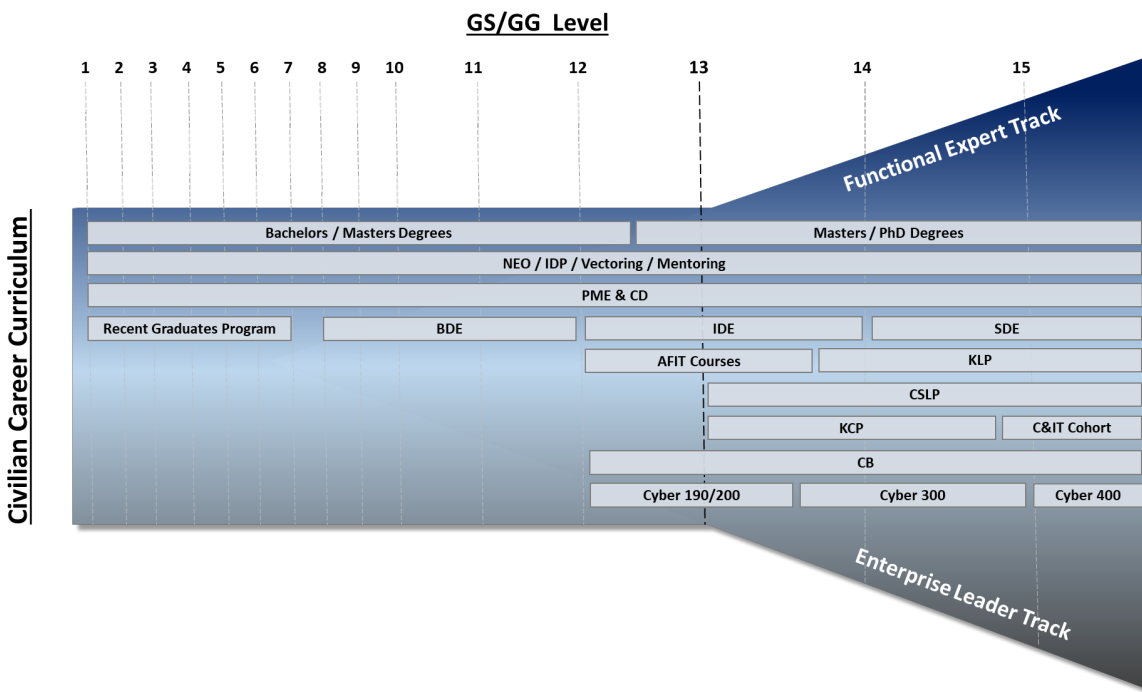
There are three main differences between the tracks:

1) Professional Military Education (PME) – PME is highly valued for all members of the C&IT career field. For functional experts, however, the roadmap specifies that PME is optional and may be obtained through distance learning.

2) Breadth vs Depth – Functional Experts are encouraged to broaden their skills with within a functional area to gain depth of knowledge. Enterprise Leaders are encouraged to broaden across functional lines to gain a breadth of experience.

3) Mobility – Geographic vs Organizational – Functional Experts may seek opportunities within their organization or across an installation. Geographic locations, such as the National Capitol Region, Wright-Patterson AFB, and Joint Base San Antonio, provide great opportunities for organizational mobility without ever leaving the local area. However, geographic mobility is highly valued for Enterprise Leaders.

Figure 6 depicts the different areas of professional focus and career goals for Functional Experts and Enterprise Leaders.

Figure 6: Differences between Functional Expert and Enterprise Leader

Aspires for Master's or Doctoral degree

Recognized as a DAF functional expert

Focus on deep technical and mission expertise in functional area

Develop record of superior accomplishments aligned to functional/technical qualifications

Functional Experts

Focus in primary functional area of expertise

In-depth, Specialized Technical Training

Leverage non-resident distance learning

BASIC • INTERMEDIATE • ADVANCED/EXPERT

EXPERIENCE

EDUCATION & TRAINING

LEADERSHIP

Enterprise Leaders

Focus within and beyond functional area

Balance of Technical, Management, and Leadership Training

In-residence training and Career Broadening programs

TACTICAL • OPERATIONAL • STRATEGIC

Aspires for Senior Executive Service (SES) leadership position

Achieve road balance of functional knowledge and management experience

Geographically mobile/ Willing to move

Breadth in and beyond functional area and across the enterprise

Your preference of becoming a Functional Expert or Enterprise Leader is taken into consideration by the C&IT Development Team (DT) and DAF leadership when providing recommendations for mentoring, vectoring, development, and experiential assignments to prepare you for career progression.

5.4 The Functional Expert Development Path
The Functional Expert roadmap is designed for civilians who aspire to be functional experts with deep technical knowledge in their field and/or aspire into functional-specific leadership roles up to and possibly including Senior Leader, Scientific, or Professional Leader positions.

5.4.1 Experience
As you progress through the Basic, Intermediate, and Advanced/Expert levels, you should first aim to develop technical depth, then further hone mission knowledge within your primary/related discipline. At advanced levels, gain advanced technical expertise and pursue breadth within your functional area of expertise in the local area. Focus on building both institutional and occupational competencies throughout your career. You should also develop a record of sustained high performance and superior accomplishments that align to Functional/Technical Qualifications.

5.4.2 Education and Training
As you progress through the Basic, Intermediate, and Advanced/Expert stages of your career, pursue appropriate formal education, technical, and/or leadership training opportunities. Contact your organization's training coordinator and/or the AFPC Civilian Development Office to learn about those various options. Maximize local training opportunities, seek distance learning courses to enhance your skills, and consider one of the many courses/programs available at mypers.af.mil. Basic, Intermediate, and Senior Developmental Professional Military Education (PME) is optional for this path and may be acquired via non-resident distance learning. However, PME remains a part of What We Value. Continue to hone your technical knowledge by seeking a master's or doctorate degree in your chosen field of expertise. Seek relevant test-based functional certifications within your primary discipline and maintain respective certification(s) by completing all applicable continuing education and training hours.

5.4.3 Leadership

At the Basic level, build your leadership competence by exercising your professional network through mentor/coach relationships and professional organizations while gaining experience in leading teams/projects within your functional area. Observe how leaders around you lead those teams/projects and emulate behaviors you admire. At the Intermediate level, build a professional network, expanding mentoring/coaching relationships within your functional area. Seek leadership positions on professional committees related to your technical area of expertise. At the Advanced/Expert level, gain recognition as a DAF functional expert by building and maintaining relationships across DoD within your area of expertise, while serving as a technical advisor in a professional organization. As you progress, seek technical team leader or supervisory/managerial opportunities if desired, obtain continuous feedback, assess/address gap areas, then mentor/coach within your functional area of expertise.

Figures 7 and 8 depict the high-level DAF Functional Expert Roadmap and the DAF C&IT Functional Expert Roadmap, respectively.
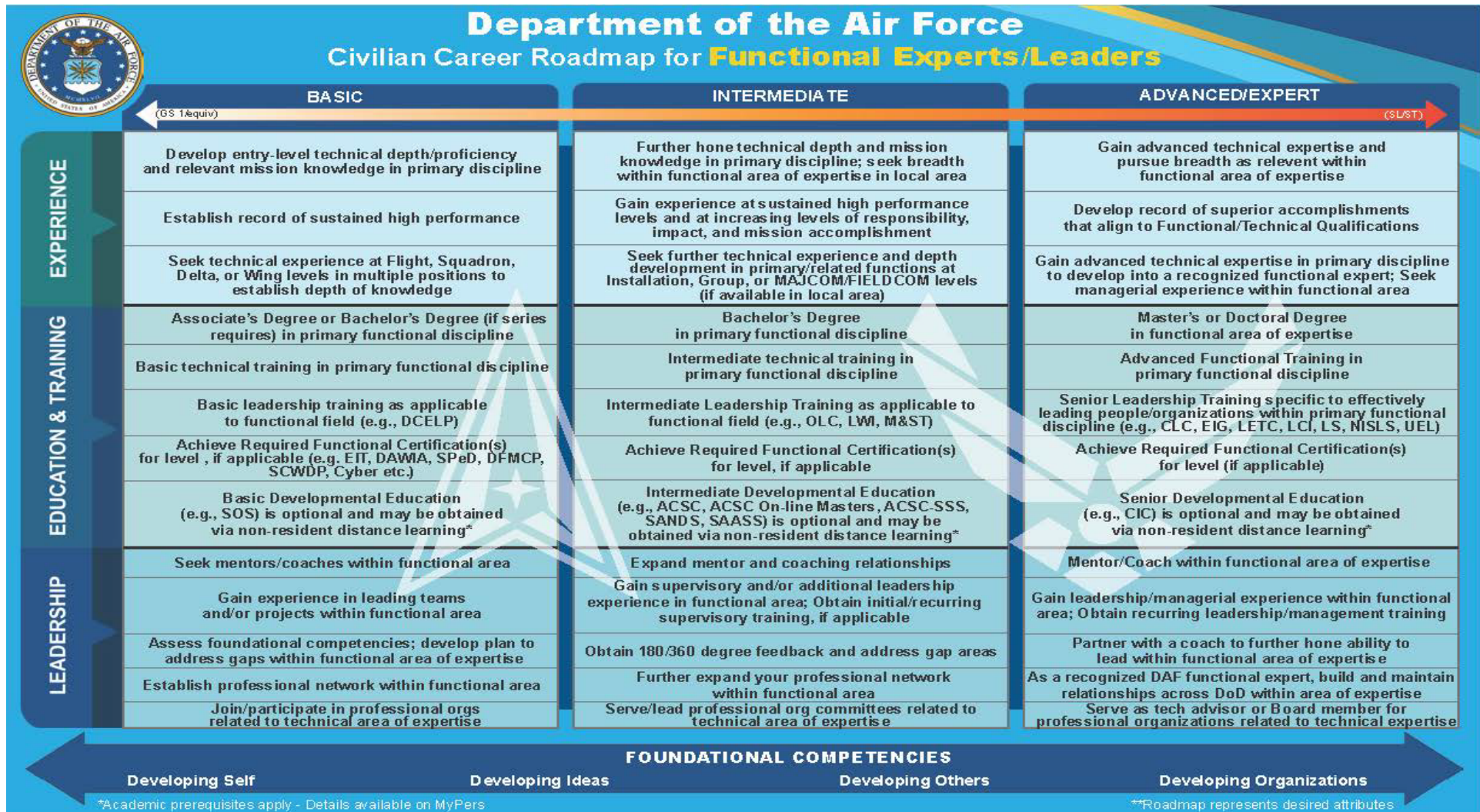
Figure 7: DAF Functional Expert Roadmap

Department of the Air Force
Civilian Career Roadmap for Functional Experts/Leaders

	BASIC (GS 1/equiv)	INTERMEDIATE	ADVANCED/EXPERT (SL/ST)
EXPERIENCE	Develop entry-level technical depth/proficiency and relevant mission knowledge in primary discipline	Further hone technical depth and mission knowledge in primary discipline; seek breadth within functional area of expertise in local area	Gain advanced technical expertise and pursue breadth as relevent within functional area of expertise
	Establish record of sustained high performance	Gain experience at sustained high performance levels and at increasing levels of responsibility, impact, and mission accomplishment	Develop record of superior accomplishments that align to Functional/Technical Qualifications
	Seek technical experience at Flight, Squadron, Delta, or Wing levels in multiple positions to establish depth of knowledge	Seek further technical experience and depth development in primary/related functions at Installation, Group, or MAJCOM/FIELDCOM levels (if available in local area)	Gain advanced technical expertise in primary discipline to develop into a recognized functional expert; Seek managerial experience within functional area
EDUCATION & TRAINING	Associate's Degree or Bachelor's Degree (if series requires) in primary functional discipline	Bachelor's Degree in primary functional discipline	Master's or Doctoral Degree in functional area of expertise
	Basic technical training in primary functional discipline	Intermediate technical training in primary functional discipline	Advanced Functional Training in primary functional discipline
	Basic leadership training as applicable to functional field (e.g., DCELP)	Intermediate Leadership Training as applicable to functional field (e.g., OLC, LWI, M&ST)	Senior Leadership Training specific to effectively leading people/organizations within primary functional discipline (e.g., CLC, EIG, LETC, LCI, LS, NISLS, UEL)
	Achieve Required Functional Certification(s) for level, if applicable (e.g. EIT, DAWIA, SPeD, DFMCP, SCWDP, Cyber etc.)	Achieve Required Functional Certification(s) for level, if applicable	Achieve Required Functional Certification(s) for level (if applicable)
	Basic Developmental Education (e.g., SOS) is optional and may be obtained via non-resident distance learning*	Intermediate Developmental Education (e.g., ACSC, ACSC On-line Masters, ACSC-SSS, SANDS, SAASS) is optional and may be obtained via non-resident distance learning*	Senior Developmental Education (e.g., CIC) is optional and may be obtained via non-resident distance learning*
LEADERSHIP	Seek mentors/coaches within functional area	Expand mentor and coaching relationships	Mentor/Coach within functional area of expertise
	Gain experience in leading teams and/or projects within functional area	Gain supervisory and/or additional leadership experience in functional area; Obtain initial/recurring supervisory training, if applicable	Gain leadership/managerial experience within functional area; Obtain recurring leadership/management training
	Assess foundational competencies; develop plan to address gaps within functional area of expertise	Obtain 180/360 degree feedback and address gap areas	Partner with a coach to further hone ability to lead within functional area of expertise
	Establish professional network within functional area	Further expand your professional network within functional area	As a recognized DAF functional expert, build and maintain relationships across DoD within area of expertise
	Join/participate in professional orgs related to technical area of expertise	Serve/lead professional org committees related to technical area of expertise	Serve as tech advisor or Board member for professional organizations related to technical expertise

FOUNDATIONAL COMPETENCIES

Developing Self   Developing Ideas   Developing Others   Developing Organizations

*Academic prerequisites apply - Details available on MyPers   **Roadmap represents desired attributes

Figure 8: DAF C&IT Functional Expert Roadmap

	Basic GS/GG-01-10	Intermediate GS/GG-11/12/13	Advanced/Expert GS/GG-14/15
	Recent Graduates Program · DCELP · BDE*	DTLC · IDE* · Cyber 190/200 · Leadership Training · Emerging Technologies AFIT · KCP	Cyber 300 · Emerging Technologies AFIT · SDE* · Cyber 400
Education/ Training/ Certification	• Associate/Bachelors • Cyber Analysis and Functional Courses • Mission-specific Cyber Formal Training • Functional Certifications: SEC+, Network+, etc. • Basic Developmental Education (BDE)* • Acquisition Level 1	• Bachelors/Masters • Technical Certifications: CISM, CISSP, etc. • Professional Military Education (PME)* • Emerging Technologies Courses (AFIT) • Intermediate Developmental Education (IDE)* • Acquisition Level 2 • Cyber 190/200	• Masters/PhD • Technical Certifications • Professional Military Education (PME)* • College of Information and Cyberspace • Senior Leader/Executive Development • Acquisition Level 3 • Cyber 300, Cyber 400
Experience	• Tactical Exercises • Technical and Operational Experience • Deployments	• Exercises and Special Projects • Local Rotational Assignment/CSTEP • Working Groups/Tiger Teams	• Cross-Functional Exercises • Quality of Analysis • Joint Experience
Enhanced Career Opportunities	• Basic Leadership Training • Defense Civilian Emerging Leader Program (DCLEP)	• Cross-Functional Rotational Assignments • Career Broadening Positions	• Functional Expertise Positions • Senior Developmental Education (SDE) • JDA-Leadership Focused
Leadership Opportunities	• Team Leader/Section Lead • Civilian Leadership Development School	• Key Career Position (KCP) Assignment • Mission-related courses • Civilian Development Courses	• Key Leadership Position (KLP) Assignment
Position/ Assignments	• Palace Acquire Intern (PAQ) • Premiere College Interns Program (PCIP)	• Flight Lead • Branch Chief • Program/Requirements Manager • Director of Operations	• Director • Deputy Director • Division Chief • Deputy Division Chief • Chief Architect • Chief Data Officer (CDO) • Chief Experience Officer (CXO) • Chief Technology Officer (CTO)
	Base/Flight/Squadron/Wing	Squadron/Group/Wing/Center/NAF/MAJCOM/COCOM	Wing/Center/NAF/MAJCOM/HAF/Joint

Core Analytic Competencies: Non-Supervisory			Core Analytic Competencies: Supervisory & Managerial	
• Engagement & Collaboration • Critical Thinking & Synthesis • Interpersonal Skills	• Exploring Alternatives • Situational Awareness and Information Sharing • Personal Leadership & Integrity	• Accountability for Results • Technical Expertise • Communication	• Engagement and Collaboration • Communication • Critical Thinking	• Developing Others • Human Capitol Management • Building and Leveraging Managerial Networks

*Optional

Review sections 5.1 and 5.2 for GS/GG-01-12.

To be competitive in grade GS/GG 13, civilians should consider completing the following:

Education
- Bachelor's Degree:
  - Utilize CTAP via AFVEC
  - Apply for Bachelor's Degree Program via annual CD Nomination Calls
- Master's Degree
  - Utilize CTAP via AFVEC
  - Apply for Master's Degree Program via annual CD Nomination Calls
  - Apply for ACSC-OLMP via annual CD Nomination Calls *(counts for both Masters and PME)*
  - Apply to attend a program through AF Institute of Technology (AFIT) which covers 100% of tuition or self-pay

Training
- Check the PD to determine training requirements in accordance with DoD 8140
  - Reach out to your supervisor to obtain your PD
- Review DoD Cyber Workforce Framework (DCWF) work roles for training options
- Apply for courses offered by AU and DU for functional training and C&IT courses
- Attend Acquisition Level 2 (position dependent)
  - Reach out to your supervisor and enroll via DAU
- Attend mission-specific Cyber Formal Training (Unit/Organization dependent)
  - Reach out to your supervisor/leadership/unit training manager
  - Virtual resources for training include the following:
    - AU and DU courses
    - AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc.

Position/Experience/Assignments
- Apply for CD opportunities via annual CD Nomination Calls
  - Civilian Short-Term Experiential Program (CSTEP)
  - Civilian Strategic Leader Program (CSLP)
  - Career Broadening Positions (CB)
  - Key Career Position (KCP)
  - Education with Industry (EWI)
  - AF-National Lab Technical Fellowship (AF-NLTFP)
  - Executive Leadership Development Program (ELDP)
  - Air Force Legislative Fellows (LEGIS)
  - Supervisor as a Leader Course (SLC)
  - Strategic Thinkers Program (STP)
- Consider Cybersecurity Talent Initiative (CTI) Certification
- Seek positions and exercises at Squadron/Group/Wing/Center/NAF/MAJCOM/ COCOM levels
  - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
  - Reach out to your mentor(s)
  - Create a USAJOBS profile and apply

Professional Continuing Education (PCE)
- Apply for Cyberspace 300 (TS/SCI) via annual ACC A6 Cyberspace Professional Management Office (CPMO) Nomination Calls
- Digital University (DU) courses
- AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc.

Certification
- Check the PD to determine what certificates are needed in accordance with DoD 8140
    - Reach out to your supervisor to obtain your PD
- Earn Functional Certifications - Position dependent
    - Certification Exam Voucher/Annual Maintenance Fee Request
        - Utilize Civilian Workforce Improvement Program (CWIP)
    - Review the 8140 Approved Baseline Certifications List via the DoD Cyber Exchange

Professional Military Education (PME)
- Intermediate Developmental Education (IDE)
    - Air Command and Staff College (ACSC)
        - In-Residence via annual CD Nomination Calls
        - Distance learning via AU
    - Other PME programs via annual CD Nomination Calls
        - ACSC + School of Advanced Air and Space Studies (ACSC+SAASS)
        - Intermediate Level Education-Schriever Space Scholars (ILE-SSS)
        - School of Advanced Nuclear Deterrence Studies (SANDS)
- Senior Developmental Education (SDE)
    - Air War College via Distance Learning

Leadership Training
- Apply for CLDS Supervisor/Manager Courses via AU
- Apply for Career Field Leadership training courses

5.5 GS/GG 14 – Functional Expert

DAF civilians in grades GS/GG 14 may follow their preferred career path of a Functional Expert with deep technical knowledge in a technical specialty. To be competitive in grade GS/GG 14, civilians should consider completing the following:

Education
- Bachelor's Degree:
    - Utilize CTAP via AFVEC
    - Apply for Bachelor's Degree Program via annual CD Nomination Calls
- Master's Degree
    - Utilize CTAP via AFVEC
    - Apply for Master's Degree Program via annual CD Nomination Calls
    - Apply for ACSC-OLMP via annual CD Nomination Calls *(counts for both Masters and PME)*
    - Apply to attend a program through AFIT which covers 100% of tuition or self-pay
- Doctoral/PhD Program
    - Utilize CTAP via AFVEC

Position/Experience/Assignments
- Apply for CD opportunities via annual CD Nomination Calls
  - Civilian Short-Term Experiential Program (CSTEP)
  - Civilian Strategic Leader Program (CSLP)
  - Director's Development Program in Leadership (DDPL)
  - Career Broadening Positions (CB)
  - Key Career Position (KCP)
  - AF-National Lab Technical Fellowship (AF-NLTFP)
  - Air Force Legislative Fellows (LEGIS)
  - Civilian Short-Term Experiential Program (CSTEP)
  - Strategic Thinker Program (STP)
- Consider Cybersecurity Talent Initiative (CTI) Certification
- Seek Opportunities at Squadron/Group/Wing/Center/NAF/MAJCOM/ COCOM levels
  - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
  - Reach out to your mentor(s)
  - Create a USAJOBS profile and apply

Training
- Check the PD to determine training requirements in accordance with DoD 8140
  - Reach out to your supervisor to obtain your PD
- Review DoD Cyber Workforce Framework (DCWF) work roles for training options
- Consider Cybersecurity Talent Initiative (CTI) Certification
- Attend Acquisition Level 3 (position dependent)
  - Reach out to your supervisor and enroll via DAU
- Attend mission-specific Cyber Formal Training (Unit/Organization dependent)
  - Reach out to your supervisor/leadership/unit training manager
  - Virtual resources for training include the following:
    - DU courses
    - AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS
- Seek positions and exercises at Wing/Center/NAF/MAJCOM/ COCOM/Joint levels
  - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
  - Reach out to your mentor(s)
  - Create a USAJOBS profile and apply

Professional Continuing Education (PCE)
- Apply for Cyberspace 300 (TS/SCI) via annual ACC A6 Cyberspace Professional Management Office (CPMO) Nomination Calls
- Digital University (DU) courses
- AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc

Certification
- Check the PD to determine what certificates are needed in accordance with DoD 8140
  - Reach out to your supervisor to obtain your PD
- Functional Certifications - Position dependent
  - Certification Exam Voucher/Annual Maintenance Fee Request
    - Utilize Civilian Workforce Improvement Program (CWIP)

- ▪ Review the 8140 Approved Baseline Certifications List via the DoD Cyber Exchange

Professional Military Education (PME)[4]
- Intermediate Developmental Education (IDE)
  - ▪ ACSC On-line Master's Program (ACSC-OLMP) via annual CD Nomination Calls
- Senior Developmental Education (SDE)
  - ▪ Apply via annual CD Nomination Calls
    - Air War College (AWC) In-Residence
    - AWC Distance Learning via AU
    - College of Information and Cyberspace Program (CIC)
    - Defense Senior Leader Development Program (DSLDP)
    - The Dwight D. Eisenhower School of National Security & Resource Strategy (ES)
    - The Dwight D. Eisenhower School for National Security & Resource Strategy – Senior Acquisition Course (ES-SAC)
    - National War College (NWC)
    - Senior Level Education – West Space Scholars (SLE-WSS)
  - ▪ Enroll in Air War College (AWC) Distance Learning via AU

Leadership Training
- Apply for CLDS Supervisor/Manager Courses via AU
- Apply via annual CD Nomination Calls
  - ▪ Civilian Leadership Course (CLC)
  - ▪ Leading Department of the Air Force (DAF) Organizations (LDO)

5.6 GS/GG 15 – Functional Expert
DAF civilians in grades GS/GG 15 may follow their preferred career path of a Functional Expert with deep technical knowledge in a technical specialty. To be competitive in grade GS/GG 15, civilians should consider completing the following:

Education
- Earn a Bachelor's Degree:
  - ▪ Utilize CTAP via AFVEC
  - ▪ Apply for Bachelor's Degree Program via annual CD Nomination Calls
- Earn a Master's Degree
  - ▪ Utilize CTAP via AFVEC
  - ▪ Apply for Master's Degree Program via annual CD Nomination Calls
  - ▪ Apply for ACSC-OLMP via annual CD Nomination Calls *(counts for both Masters and PME)*
  - ▪ Apply to attend a program through AFIT which covers 100% of tuition or self-pay
- Earn a Doctoral/PhD Program
  - ▪ Utilize CTAP via AFVEC

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[4] PME is highly valued for both tracks in the C&IT career field; however, the roadmap specifies that PME is optional for Functional Experts and may be obtained through distance learning.

Position/Experience/Assignments
- Apply for CD opportunities via annual CD Nomination Calls
    - Civilian Strategic Leader Program (CSLP)
    - Career Broadening Positions (CB)
    - Key Career Position (KCP)
    - Strategic Thinker Program (STP)
- Seek Opportunities at Squadron/Group/Wing/Center/NAF/MAJCOM/ COCOM levels
    - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
    - Reach out to your mentor(s)
    - Create a USAJOBS profile and apply
- Apply to join the C&IT SES Development Cohort via annual myFSS announcement

Training
- Check position's Core Position Document (PD) description to determine what training is needed for that position in accordance with DoD 8140
    - Reach out to your supervisor to obtain your PD
- Review DoD Cyber Workforce Framework (DCWF) work roles for training options
- Consider Cybersecurity Talent Initiative (CTI) Certification
- Attend Acquisition Level 3 (position dependent)
    - Reach out to your supervisor and enroll via DAU
- Attend mission-specific Cyber Formal Training (Unit/Organization dependent)
    - Reach out to your supervisor/leadership/unit training manager
    - Consider these in the interim
        - Digital University (DU) courses
        - AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS
- Seek positions and exercises at Wing/Center/NAF/MAJCOM/ COCOM/Joint levels
    - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
    - Reach out to your mentor(s)
    - Create a USAJOBS profile and apply

Professional Continuing Education (PCE)
- Apply for Cyberspace 400 (TS/SCI) via annual ACC A6 Cyberspace Professional Management Office (CPMO) Nomination Calls
- Digital University (DU) courses
- AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc.

Certification
- Check position's Core Position Document (PD) description to determine what certificates are needed in accordance with DoD 8140
    - Reach out to your supervisor to obtain your PD
- Earn Functional Certifications - Position dependent
    - Certification Exam Voucher/Annual Maintenance Fee Request
        - Utilize the Civilian Workforce Improvement Program (CWIP)
    - Review the 8140 Approved Baseline Certifications List via the DoD Cyber Exchange

Professional Military Education (PME)[5]
- Attend Senior Developmental Education (SDE)
  - Apply via annual CD Nomination Calls
    - Air War College (AWC) In-Residence
    - College of Information and Cyberspace Program (CIC)
    - Defense Senior Leader Development Program (DSLDP)
    - Dwight D. Eisenhower School of National Security & Resource Strategy (ES)
    - The Dwight D. Eisenhower School for National Security & Resource Strategy – Senior Acquisition Course (ES-SAC)
    - National War College (NWC)
    - Senior Level Education – West Space Scholars (SLE-WSS)
  - Enroll in Air War College (AWC) Distance Learning via AU

Leadership Training
- Apply for CLDS Supervisor/Manager Courses via AU
- Apply via annual CD Nomination Calls
  - Enterprise Leadership Seminar (ELS)
    - Enterprise Perspective Seminar (EPS)
    - Leading Strategically (LS)
    - National and International Security Leadership Course (NISLS)
  - Leading Change and Innovation (LCI)
  - Leading Department of the Air Force (DAF) Organizations (LDO)
  - Upgrading Your Executive Leadership Approach (UEL)

5.7 The Enterprise Leader Development Path
The Enterprise Leader roadmap is designed for civilians who aspire to enterprise leader positions with the DAF up to and possibly including Senior Executive Service positions.

5.7.1 Experience
As you progress in your career through the Tactical, Operational, and Strategic Stages, you should aim to first develop technical depth in a primary function, then further hone your mission knowledge, seek broadening experiences, and then gain breadth across functional lines as you seek both organizational and geographic mobility. You should develop a record of sustained high performance and superior accomplishments that align to the Senior Executive Service Technical and Executive Core Qualifications.

5.7.2 Education and Training
As you progress through the Tactical, Operational, and Strategic stages of your career, you should pursue appropriate formal education, technical, and/or leadership training opportunities. Contact your organization's training coordinator and/or the AFPC Civilian Development Office to learn about those various options. Maximize local training opportunities, seek distance learning courses to enhance your skills, and consider one of the many courses/programs available at mypers.af.mil. Basic, Intermediate, and Senior Developmental Education may be acquired in-residence OR via non-resident distance learning. You are also encouraged to earn relevant test-based certifications within and beyond your primary discipline and maintain respective certification(s) by completing all applicable continuing education and training hours.

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[5] PME is highly valued for both tracks in the C&IT career field; however, the roadmap specifies that PME is optional for Functional Experts and may be obtained through distance learning.

5.7.3 Leadership

At the Tactical Stage, build your leadership competence by exercising your professional network through mentor/coach relationships and professional organizations, while also gaining experience in leading teams/projects. Observe how leaders around you lead those teams/projects and emulate behaviors you admire. At the Operational Stage, build your current professional network, expanding mentoring/coaching relationships within/beyond your functional area and taking leadership positions on professional committees. At the Strategic level, serve as a mentor/coach within/beyond your functional area, further expanding your professional network across the public/ private sectors and serving in leadership roles in a professional organization. As you progress, seek team leader or supervisory/managerial experience within/beyond your functional area, obtain continuous feedback, assess and address gap areas, then partner with a coach to further enhance your ability to lead.

Figures 9 and 10 depict the high-level DAF Enterprise Leader Roadmap and the DAF C&IT Enterprise Leader Roadmap, respectively.

Figure 9: DAF Enterprise Leader Roadmap

Department of the Air Force
Civilian Career Roadmap for Enterprise Leaders

	TACTICAL (GS 1/equiv)	OPERATIONAL	STRATEGIC (SES)
EXPERIENCE	Develop technical depth/proficiency and relevant mission knowledge	Further hone technical depth and mission knowledge; seek breadth within functional area of expertise	Gain advanced technical expertise and pursue further breadth across functional lines
	Establish record of sustained high performance	Gain experience at sustained high performance levels and at increasing levels of responsibility, impact, and mission accomplishment	Develop record of superior accomplishments that align to Technical Qualifications and Executive Core Qualifications
	Obtain entry-level experience in primary discipline	Gain experience in related functions and explore organizational and geographic mobility to include career broadening assignments	Gain broadening experience (e.g., cross-functional career broadening, KCP, etc.)
	Seek experience at Flight, Squadron, Delta, Wing levels	Seek experience at MAJCOM, FIELDCOM, HQ levels	Gain managerial experience at strategic level (e.g., HAF/SAF, other Services, CCMD, OSD, Joint, or Defense Agency)
EDUCATION & TRAINING	Associate's Degree or Bachelor's Degree (if series requires)	Bachelor's Degree	Master's Degree in primary functional discipline and/or Leadership/Management
	Basic technical training in primary functional discipline	Intermediate technical training in primary functional discipline AND appropriate balance of functional and leadership/management training	Advanced technical training in primary functional discipline and related fields AND appropriate balance of functional and leadership/management training
	Basic leadership training (e.g., DCELP)	Intermediate Leadership Training (e.g., OLC, ELDP, LWI, M&ST)	Senior Leader/Executive Development (e.g., CLC, ELS, EPS, EIG, LCI, LS, NISLS, UEL, LETC)
	Achieve Required Functional Certification(s) for level, if applicable (e.g., EIT, DAWIA, SPeD, DFMCP, SCWDP, Cyber etc.)	Achieve Required Functional Certification(s) for level (if applicable); Pursue other certifications beyond primary discipline	Achieve Required Functional Certification(s); Pursue Other Certifications (e.g., additional functional and/or leadership/management certs)
	Basic Developmental Education (In-Residence or Non-Resident Distance Learning) (e.g., SOS)*	Intermediate Developmental Education (In-Residence or Non-Resident Distance Learning) (e.g., ACSC, ACSC On-line Masters, ACSC-SSS, SANDS, SAASS)*	Senior Developmental Education (In-Residence or Non-Resident Distance Learning) (e.g., AWC, AWC-WSS, DSLDP, ES, ES SAC, NWC)*
LEADERSHIP	Seek mentors and/or coaches	Expand mentor and coaching relationships both within/beyond functional area	Mentor/Coach both within/beyond functional area
	Gain experience in leading teams and/or projects	Gain supervisory and/or additional leadership experience; Obtain initial/recurring supervisory training, if applicable	Gain leadership/managerial experience within/beyond functional area; Obtain recurring leadership/management training
	Assess foundational competencies; develop plan to address gaps	Obtain 180/360 degree feedback and address gap areas	Partner with a coach
	Establish professional network within functional area	Further expand your professional network within/beyond functional area	Build and maintain relationships across DoD and with other federal and private sector agencies
	Join/participate in professional orgs	Serve/lead professional org committees	Serve on professional organization Board of Directors

FOUNDATIONAL COMPETENCIES

Developing Self   Developing Ideas   Developing Others   Developing Organizations

*Academic prerequisites apply - Details available on MyPers   **Roadmap represents desired attributes

Figure 10: DAF C&IT Enterprise Leader Roadmap

	Tactical GS/GG-01-10	Operational GS/GG-11/12/13	Strategic GS/GG-14/15
Education/ Training/ Certification	• Associate/Bachelors • Cyber Analysis and Functional Courses • Mission-specific Cyber Formal Training • Functional Certifications: SEC+, Network+, etc. • Basic Developmental Education (BDE) • Acquisition Level 1	• Bachelors/Masters • Certifications: CISM, CISSP, etc. • Professional Military Education (PME) • Functional Courses • Intermediate Developmental Education (IDE) • Acquisition Level 2 • Cyber 190/200	• Masters/PhD • Certifications • Professional Military Education (PME) • Civilian Strategic Leadership Program • Senior Leader/Executive Developmental Education (SDE) • Defense Senior Leader Development Program (DSLDP) • Acquisition Level 3, Cyber 300. Cyber 400
Experience	• Deployments • Tactical Exercises • Technical and Operational Experience	• Deployments • Exercises and Special Projects • Local Rotational Assignment/CSTEP • Working Groups/Tiger Teams	• Deployments, Joint and Cross-Functional Exercises • Quality of Analysis • Career Broadening • ECQ Development
Enhanced Career Opportunities	• Basic Leadership Training • Defense Civilian Emerging Leader Program (DCLEP)	• Cross-Functional Rotational Assignments • Career Broadening Positions	• Cross-Functional Positions • Senior Developmental Education • JDA-Leadership Focused
Leadership Opportunities	• Team Leader/Section Lead • Civilian Leadership Development School	• Key Career Position (KCP) Assignment • Mission-related courses • Civilian Development Courses • DoD Executive Leadership Development Program	• Key Career Position (KCP) Assignment • Key Leadership Position (KLP) Assignment • Enterprise Leadership Seminar (CDE) • C&IT SES Development Cohort
Position/ Assignments	• Palace Acquire Intern (PAQ) • Premiere College Interns Program (PCIP)	• Flight Lead • Branch Chief • Program/Requirements Manager • Director of Operations	• Director • Deputy Director • Division Chief • Deputy Division Chief • Chief Information Officer (CIO) • Chief Information Security Officer (CISO) • Director of Enterprise IT
	Base/Squadron/Wing	Squadron/Group/Wing/Center/NAF/MAJCOM/COCOM	Wing/Center/NAF/MAJCOM/HAF/Joint

Core Analytic Competencies: Non-Supervisory				Core Analytic Competencies: Supervisory & Managerial	
• Engagement & Collaboration • Critical Thinking & Synthesis • Interpersonal Skills	• Exploring Alternatives • Situational Awareness and Information Sharing • Personal Leadership & Integrity	• Accountability for Results • Technical Expertise • Communication		• Engagement and Collaboration • Communication • Critical Thinking	• Developing Others • Human Capitol Management • Building and Leveraging Managerial Networks

Review sections 5.1 and 5.2 for GS/GG-01-12.

To be competitive in grade GS/GG 13, civilians should consider completing the following:

Education
- Bachelor's Degree:
    - Utilize CTAP via AFVEC
    - .Apply for Bachelor's Degree Program via annual CD Nomination Calls
- Master's Degree
    - Utilize CTAP via AFVEC
    - Apply for Master's Degree Program via annual CD Nomination Calls
    - Apply for ACSC-OLMP via annual CD Nomination Calls *(counts for both Masters and PME)*
    - Apply to attend a program through AF Institute of Technology (AFIT) which covers 100% of tuition or self-pay

Training
- Check PD to determine training requirements in accordance with DoD 8140
    - Reach out to your supervisor to obtain your PD
- Review DoD Cyber Workforce Framework (DCWF) work roles for training options
- Apply for courses offered by AU and DU for functional training and C&IT courses
- Attend Acquisition Level 2 (position dependent)
    - Reach out to your supervisor and enroll via DAU
- Attend mission-specific Cyber Formal Training (Unit/Organization dependent)
    - Reach out to your supervisor/leadership/unit training manager
    - Virtual resources for training include the following:
        - AU and DU courses
        - AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc.

Position/Experience/Assignments
- Apply for CD opportunities via annual CD Nomination Calls
    - Civilian Short-Term Experiential Program (CSTEP)
    - Civilian Strategic Leader Program (CSLP)
    - Career Broadening Positions (CB)
    - Key Career Position (KCP)
    - Education with Industry (EWI)
    - AF-National Lab Technical Fellowship (AF-NLTFP)
    - Executive Leadership Development Program (ELDP)
    - Air Force Legislative Fellows (LEGIS)
    - Supervisor as a Leader Course (SLC)
    - Strategic Thinkers Program (STP)
- Consider Cybersecurity Talent Initiative (CTI) Certification
- Seek positions and exercises at Squadron/Group/Wing/Center/NAF/MAJCOM/ COCOM levels
    - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
    - Reach out to your mentor(s)
    - Create a USAJOBS profile and apply

Professional Continuing Education (PCE)
- Apply for Cyberspace 300 (TS/SCI) via annual ACC A6 Cyberspace Professional Management Office (CPMO) Nomination Calls
- Digital University (DU) courses
- AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc.

Certification
- Check your PD to determine what certificates are needed in accordance with DoD 8140
  - Reach out to your supervisor to obtain your PD
- Earn Functional Certifications – Position dependent
  - Certification Exam Voucher/Annual Maintenance Fee Request
    - Utilize Civilian Workforce Improvement Program (CWIP)
  - Review the 8140 Approved Baseline Certifications List via the DoD Cyber Exchange

Professional Military Education (PME)
- Intermediate Developmental Education (IDE)
  - Air Command and Staff College (ACSC)
    - In-Residence via annual CD Nomination Calls
    - Distance learning via AU
  - Other PME programs via annual CD Nomination Calls
    - ACSC + School of Advanced Air and Space Studies (ACSC+SAASS)
    - Intermediate Level Education-Schriever Space Scholars (ILE-SSS)
    - School of Advanced Nuclear Deterrence Studies (SANDS)
- Senior Developmental Education (SDE)
  - Air War College via Distance Learning

Leadership Training
- Apply for CLDS Supervisor/Manager Courses via AU
- Apply via annual CD Nomination Calls
- Apply for Career Field Leadership courses

5.8 GS/GG 14 – Enterprise Leader

DAF civilians in grades GS/GG 14 may follow their preferred career path of an Enterprise Leader with cross-functional experience and broad, enterprise-level knowledge. To be competitive in grade GS/GG 14, civilians should consider completing the following:

Education
- Bachelor's Degree:
  - Utilize CTAP via AFVEC
  - Apply for Bachelor's Degree Program via annual CD Nomination Calls
- Master's Degree
  - Utilize CTAP via AFVEC
  - Apply for Master's Degree Program via annual CD Nomination Calls
  - Apply for ACSC-OLMP via annual CD Nomination Calls *(counts for both Masters and PME)*
  - Apply to attend a program through AFIT which covers 100% of tuition or self-pay
- Doctoral/PhD Program
  - Utilize CTAP via AFVEC

Position/Experience/Assignments
- Apply for CD opportunities via annual CD Nomination Calls
  - Civilian Short-Term Experiential Program (CSTEP)
  - Civilian Strategic Leader Program (CSLP)
  - Director's Development Program in Leadership (DDPL)
  - Career Broadening Positions (CB)
  - Key Career Position (KCP)
  - AF-National Lab Technical Fellowship (AF-NLTFP)
  - Air Force Legislative Fellows (LEGIS)
  - Civilian Short-Term Experiential Program (CSTEP)
  - Strategic Thinker Program (STP)
- Consider Cybersecurity Talent Initiative (CTI) Certification
- Seek Opportunities at Squadron/Group/Wing/Center/NAF/MAJCOM/ COCOM levels
  - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
  - Reach out to your mentor(s)
  - Create a USAJOBS profile and apply

Training
- Check PD to determine training requirements in accordance with DoD 8140
  - Reach out to your supervisor to obtain your PD
- Review DoD Cyber Workforce Framework (DCWF) work roles for training options
- Consider Cybersecurity Talent Initiative (CTI) Certification
- Attend Acquisition Level 3 (position dependent)
  - Reach out to your supervisor and enroll via DAU
- Attend mission-specific Cyber Formal Training (Unit/Organization dependent)
  - Reach out to your supervisor/leadership/unit training manager
  - Virtual resources for training include the following:
    - DU courses
    - AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS
- Seek positions and exercises at Wing/Center/NAF/MAJCOM/ COCOM/Joint levels
  - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
  - Reach out to your mentor(s)
  - Create a USAJOBS profile and apply

Professional Continuing Education (PCE)
- Apply for Cyberspace 300 (TS/SCI) via annual ACC A6 Cyberspace Professional Management Office (CPMO) Nomination Calls
- Digital University (DU) courses
- AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc

Certification
- Check position's PD to determine what certificates are needed for that position in accordance with DoD 8140 - Reach out to your supervisor to obtain your PD
- Functional Certifications - Position dependent
  - Certification Exam Voucher/Annual Maintenance Fee Request

- Utilize Civilian Workforce Improvement Program (CWIP)
    - Review the 8140 Approved Baseline Certifications List via the DoD Cyber Exchange

Professional Military Education (PME)
- Intermediate Developmental Education (IDE)
    - ACSC On-line Master's Program (ACSC-OLMP) via annual CD Nomination Calls
- Senior Developmental Education (SDE)
    - Apply via annual CD Nomination Calls
        - Air War College (AWC) In-Residence
        - AWC Distance Learning via AU
        - College of Information and Cyberspace Program (CIC)
        - Defense Senior Leader Development Program (DSLDP)
        - The Dwight D. Eisenhower School of National Security & Resource Strategy (ES)
        - The Dwight D. Eisenhower School for National Security & Resource Strategy – Senior Acquisition Course (ES-SAC)
        - National War College (NWC)
        - Senior Level Education – West Space Scholars (SLE-WSS)
    - Enroll in Air War College (AWC) Distance Learning via AU

Leadership Training
- Apply for CLDS Supervisor/Manager Courses via AU
- Apply for Career Field Leadership training courses
- Apply for C&IT SES Development Cohort via annual myFSS announcement (see paragraph 2.8 in the Annex A)
- Apply via annual CD Nomination Calls
    - Civilian Leadership Course (CLC)
    - Leading Department of the Air Force (DAF) Organizations (LDO)

5.9 GS/GG 15 – Enterprise Leader
DAF civilians in grades GS/GG 15 may follow their preferred career path of an Enterprise Leader with cross-functional experience and broad, enterprise-level knowledge. To be competitive in grade GS/GG 15, civilians should consider completing the following:

Education
- Earn a Bachelor's Degree:
    - Utilize CTAP via AFVEC
    - Apply for Bachelor's Degree Program via annual CD Nomination Calls
- Earn a Master's Degree
    - Utilize CTAP via AFVEC
    - Apply for Master's Degree Program via annual CD Nomination Calls
    - Apply for ACSC-OLMP via annual CD Nomination Calls *(counts for both Masters and PME)*
    - Apply to attend a program through AFIT which covers 100% of tuition or self-pay
- Earn a Doctoral/PhD Program
    - Utilize CTAP via AFVEC

Position/Experience/Assignments
- Apply for CD opportunities via annual CD Nomination Calls
    - Civilian Strategic Leader Program (CSLP)
    - Career Broadening Positions (CB)
    - Key Career Position (KCP)
    - Strategic Thinker Program (STP)
- Seek Opportunities at Squadron/Group/Wing/Center/NAF/MAJCOM/ COCOM levels
    - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
    - Reach out to your mentor(s)
    - Create a USAJOBS profile and apply

Training
- Check position's PD to determine what training is needed for that position in accordance with DoD 8140 - Reach out to your supervisor to obtain your PD
- Review DoD Cyber Workforce Framework (DCWF) work roles for training options
- Consider Cybersecurity Talent Initiative (CTI) Certification
- Attend Acquisition Level 3 (position dependent)
    - Reach out to your supervisor and enroll via DAU
- Attend mission-specific Cyber Formal Training (Unit/Organization dependent)
    - Reach out to your supervisor/leadership/unit training manager
    - Virtual resources for training include the following:
        - Digital University (DU) courses
        - AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS
- Seek positions and exercises at Wing/Center/NAF/MAJCOM/ COCOM/Joint levels
    - Search USAJOBS, AFCS, myFSS, and social media sites for opportunities
    - Reach out to your mentor(s)
    - Create a USAJOBS profile and apply

Professional Continuing Education (PCE)
- Apply for Cyberspace 400 (TS/SCI) via annual ACC A6 Cyberspace Professional Management Office (CPMO) Nomination Calls
- Digital University (DU) courses
- AF e-learning, FedVTE, Cybrary IT, Oreily, DC3 Cyber Training Academy, Skillsoft, Pluralsight, SANS, etc

Certification
- Check position's PD to determine what certificates are needed for that position in accordance with DoD 8140 - Reach out to your supervisor to obtain your PD
- Earn Functional Certifications - Position dependent
    - Certification Exam Voucher/Annual Maintenance Fee Request
        - Utilize Civilian Workforce Improvement Program (CWIP)
    - Review the 8140 Approved Baseline Certifications List via the DoD Cyber Exchange

Professional Military Education (PME)
- Attend Senior Developmental Education (SDE)
    - Apply via annual CD Nomination Calls
        - Air War College (AWC) In-Residence

- College of Information and Cyberspace Program (CIC)
- Defense Senior Leader Development Program (DSLDP)
- Dwight D. Eisenhower School of National Security & Resource Strategy (ES)
- The Dwight D. Eisenhower School for National Security & Resource Strategy – Senior Acquisition Course (ES-SAC)
- National War College (NWC)
- Senior Level Education – West Space Scholars (SLE-WSS)
  - Enroll in Air War College (AWC) Distance Learning via AU

Leadership Training
- Apply for CLDS Supervisor/Manager Courses via AU
- Apply for Career Field Sponsor Leadership training courses
- Apply for C&IT SES Development Cohort via annual myFSS announcement (see paragraph 2.8 in the Annex A)
- Apply via annual CD Nomination Calls
  - Enterprise Leadership Seminar (ELS)
    - Enterprise Perspective Seminar (EPS)
    - Leading Strategically (LS)
    - National and International Security Leadership Course (NISLS)
  - Leading Change and Innovation (LCI)
  - Leading Department of the Air Force (DAF) Organizations (LDO)
  - Upgrading Your Executive Leadership Approach (UEL)

6.0. Department of Defense Cyber Workforce Framework (DCWF)

As civilians choose their development path, they must also pay close attention to cyber work roles assigned to positions. To ensure consistency identifying and acquiring the technical skillsets critical to our mission, the DAF leverages the DCWF as a standard approach to align efforts, identify skill gaps, and maintain a prepared, skilled workforce as illustrated in Figure 11. The DCWF establishes the DoD's authoritative standardized naming and numbering conventions based on the work an individual is performing – not their position titles, occupational series, or designator. The DCWF leverages and aligns to the original National Initiative for Cybersecurity Education (NICE) Workforce Framework and the DoD Joint Cybersepace Training and Certification Standards. The DCWF describes the work performed by the full spectrum of the cyber workforce as defined in the DoD Directive (DoDD) 8140.01. DCWF covers over 70 work roles, listing baseline/minimum tasks and knowledge/skills/abilities. Within each role, there are three proficiency levels: basic, intermediate, and advanced. All cyber positions must be DCWF coded and assigned a basic proficiency level in manpower and personnel systems.

The DCWF impacts the civilian workforce by establishing enterprise baseline standards using Work Roles. These new designations offer greater fidelity than previous occupational structures (e.g. civilian occupational series, military occupational specialties). To address the dynamic and evolving threat to the technical landscape, the DCWF currently consists of 71 Work Roles to include:

- Artificial Intelligence (AI), Data Management, and Software Engineering,
- Cloud and DevSecOps (updates to 39 Work Roles), and
- Unique Control Systems Work Role.

Figure 11: DoD Cyber Workforce Framework
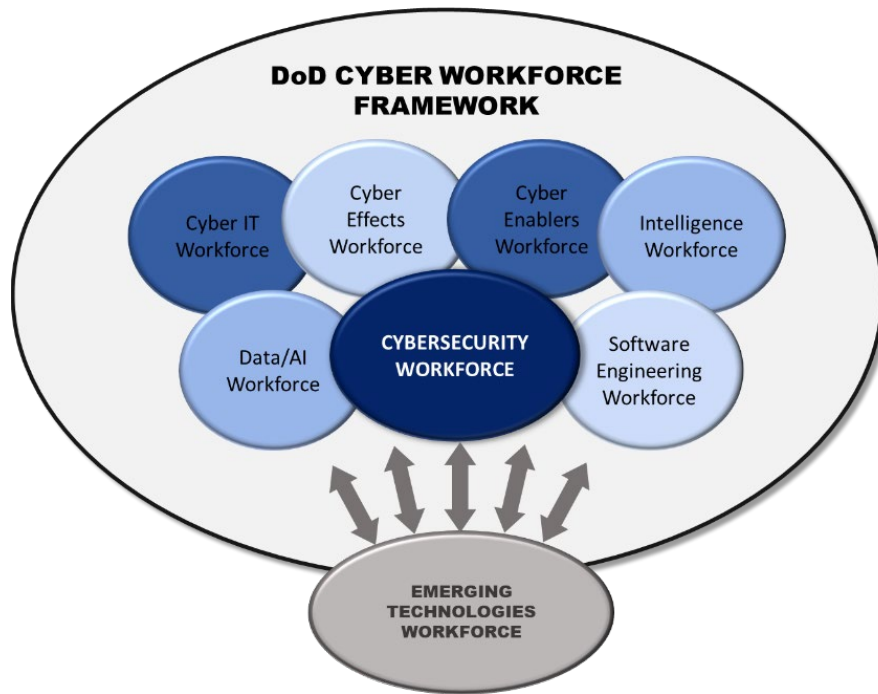
Among its many applications, the DAF is using the DCWF to:

- Conduct strategic workforce planning,
- Develop tailored training and education materials,
- Track qualification requirements and career progression,
- Develop targeted recruitment and retention incentives, and
- Identify critical recruiting and retention shortfalls (high vacancy rates & attrition rates).

It is important to note that the DCWF is a living framework which changes as the mission dictates. Please refer to the links provided in Annex C to view the most recent version.

ANNEX A – Civilian Workforce Management Model

Efforts within the C&IT career field are organized across three key areas: Force Renewal, Force Development, and Force Management as depicted in Figure A1.

- **Force Renewal** centers on the recruitment and hiring processes essential for competing in the highly competitive cyber talent labor market.
- **Force Development** focuses on maximizing development opportunities designed to cultivate a capable and agile workforce. This involves implementing such programs as vectoring, training, and career broadening.
- **Force Management** strategically employs tools to sustain a skilled and experienced civilian workforce within the DoD. Emphasis is placed on prioritizing the well-being, professional development, remuneration, and job satisfaction of the workforce.

Figure A1: C&IT Management Model

Force Renewal and Recruitment
Compete for C&IT Talent
Internship Programs
Direct Hiring Authority

Force Development
Maximize Development Opportunities
Mentoring and Vectoring
Training and Education
Career Broadening

RECRUIT
TRAIN
RETAIN

Force Management
Leverage Tools to Retain Expertise
Compensation and Recognition Programs
Cyber Excepted Service (CES)

1.0 Force Renewal and Recruitment

Force Renewal initiatives within the C&IT career field are reshaping our approach to recruitment, introducing innovative processes to improve our offerings in the competitive market for cyber talent.

The Air Force Personnel Center Force (AFPC) Renewal Team collaborates closely with the C&IT CFT to formulate an annual strategy, pinpoint recruitment sources, and identify recruiting avenues such as Palace Acquire (PAQ), Premier College Intern Program (PCIP), and Priority Placement applicants including Wounded Warriors.

These programs are meticulously crafted to attract students and recent graduates exhibiting management/leadership potential, enticing them into fulfilling careers as Federal employees with the Air Force Civilian Service. The objective is to attract high-caliber candidates, provide them with

comprehensive training to foster competence, effectiveness, and productivity across various career fields, and offer promotional opportunities to those who successfully complete required training and developmental assignments.

Recruitment efforts for PAQ and PCIP positions are strategically advertised on platforms such as Handshake, LinkedIn, Facebook, and USAJobs. The C&IT CFT collaborates with the AFPC Force Renewal Team with the Air Force Personnel Center Force Renewal team to organize targeted recruiting events. Moreover, the C&IT CFT extends invitations to hiring managers to participate in both virtual and in-person recruiting events, particularly on a regional basis. This approach facilitates on-the-spot interviews and subsequent hiring actions, alleviating the burden on the CFT.

The primary focus of C&IT CFT's recruitment is on students and graduates from degree programs, both at the undergraduate and graduate levels, listed on the National Centers of Academic Excellence in Cyber Defense or Centers of Academic Excellence in Cyber Operations. Jointly sponsored by the National Security Agency and the Department of Homeland Security, these programs aim to enhance national cybersecurity by promoting education and research in cyber defense, cultivating professionals with expertise in cyber defense. The Force Renewal and Recruitment resource references and additional information can be found in Annex C.

1.1. Hiring Authorities
1.1.1. Direct Hiring Authorities (DHAs)

A DHA serves as an appointing authority delegated by the Office of Personnel Management or DoD delegates to Federal agencies. Its purpose is to address critical hiring needs or severe shortages of candidates by streamlining and expediting the hiring process by bypassing competitive ranking, veterans' preference, and the "rule of three" procedures. As an appointing authority, as delegated by the Office of Personnel Management or DoD, a DHA may fill vacancies when a critical hiring need or severe shortage of candidates exists. A DHA streamlines and expedites hiring by eliminating competitive rating and ranking, veterans' preference, and "rule of three" procedures.

The AFPC oversees a DHA matrix that organizations can consult to determine if positions fall under a DHA. This matrix is crucial for verifying eligibility or this streamlined hiring process within the C&IT career field. Specific DHAs are outlined below, with additional details available in myFSS Knowledge Article Answer ID: 000007160. This article provides comprehensive guidance on the use of DHAs and offers additional related resources to include the DHA Matrix. For reference links and other hiring authority resources, please consult Annex D.

- Tabs 1A – 1C: Cover multiple STEM authorities for most C&IT series
- Tab 1E: Cyber workforce positions covered (2210, 1550, 0854, 0855)
- Tab 1F: Acquisition Series positions are covered (2210, 15XX, 08XX, 343, 391)
- Defense Civilian Intelligence Personnel System & Cyber Excepted Service are covered by separate DHAs
- Govt Wide Authorities: 5 U.S.C. §3304 and 5 CFR Part 337, Subpart B
  Covers 0854, 0855, 1550, & 2210 for all GS/GG-12 – GS/GG-15

1.1.2. Force Renewal Hiring Authorities

Force Renewal Hiring positions are developmental internships designated as part of a formal development program. These programs serve as a pipeline for individuals who have recently graduated college and wish to establish an Air Force civilian career. C&IT career field related Force Renewal hiring authorities are listed as follows:

- Direct hire authority for certain personnel of the Department of Defense, 5 U.S.C. § 9905
- Demonstration projects, 5 U.S.C. § 4703
- Section 1106 of the National Defense Authorization Act (NDAA) for FY 2017, Pub. L. 114-328 as amended by Section 1102 of the NDAA for FY 2018, Pub L. 115-232
- Section 1109 of the NDAA for FY 2018, Public Law 115-232

1.2. Palace Acquire (PAQ) Intern Program

The PAQ Intern program is a 2-3 year fast-paced internship for recent graduates. An intern with a bachelor's degree commits to a 3-year internship at the grade of GS/GG-07 and an intern with a master's degree commits to a 2-year internship at the grade of GS/GG-09. In addition to rotational on-the-job training, the program includes Undergraduate Cyber Warfare Training (UCWT) at Keesler AFB, MS, Leadership Training (six modules that focus on developing 'soft skills'), Acquisition Training, and Certifications funding (ex: Security+, CASP+, CEH). Target out-placement grade for occupational series 0854, 0855, 1515, 1550 is GS/GG-12 and occupational series 2210 is GS/GG-11 or GS/GG-12 depending on the assigning organization's position footprint and/or outplacement plan.

PAQ program policies and procedures are addressed in AFI 36-130, *Civilian Career and Development Programs,* Air Force Manual (AFMAN) 36-203, *Staffing Civilian Positions*, and Department of the Air Force Manual (DAFMAN) 36-142, *Civilian Career Field Management and Centrally Managed Programs*. See C&IT CFT milSuite and Annex C for PAQ resource reference and additional information.

1.3. Premier College Internship Program (PCIP)

PCIP is designed to recruit college sophomore and junior top talent from universities across the United States. Students are prepared for several promising career fields within the Air Force civilian service, to include Science and Engineering, Cybersecurity, IT, Acquisition, and other mission-critical specialty positions. This 12-week paid summer internship provides the opportunity to convert to a PAQ Internship upon graduation. Students work side by side with current civilian and military professionals, gaining invaluable hands-on experience making tangible contributions to real-world projects in support of the DAF and its critical mission.

PCIP policies and procedures are addressed in AFI 36-130, *Civilian Career and Developmental Programs*, Air Force Manual (AFMAN) 36-203, *Staffing Civilian Positions*, and Department of the Air Force Manual (DAFMAN) 36-142, *Civilian Career Field Managment and Centrally Managed Programs*. See C&IT CFT milSuite and Annex C for PCIP resource references.

1.4. Air Force Wounded Warriors (AFW2)

AFW2 possess a wide array of skills and experienced gained from their military service. There are hundreds of civilian occupations and careers that provide a fit for those skills. The Defense Outplacement Referral System (DORS) is a centralized system designed to provide a single source for AFW2 to register their skills and expertise as well as their availability for civilian careers in the DoD. By registering in DORS, AFW2 exercise their priority status as priority placement applicants. See Annex C for AFW2 resource references.

1.5. Develop, Redistribute, Improve, Vault, Expose (DRIVE) Program

The DRIVE Program provides a path forward for College ROTC and Basic Military Training personnel who may have been disqualified from military service. Whether coming from ROTC, Airmen Training, or Technical School, the DRIVE Program may help the DAF acquire talent. DRIVE places applicants into a mission-critical position within the Air Force Civilian Service, where they would continue to play a

crucial role in helping the DAF fulfill its national strategic objectives. The 170,000 civilian Airmen and Guardians of AFCS work shoulder to shoulder with active duty, Guard, and Reserve members filling essential roles in support of the world's most advanced air and space force. See the DRIVE resource link in Annex C for detailed program information.

1.6. Cyber Scholarship Program (CySP)

The DoD CySP is both a scholarship program for the DoD, and a capacity building tool for the nation. The program is a result of commitment from DoD and Congress to support higher education to prepare the DoD workforce to deal with threats against the Department's critical information system and networks. As a recruitment tool, the CySP sponsors students who currently are not DoD or government employees who are enrolled in or applying to universities designated as a National Center of Academic Excellence in Cybersecurity. Following graduation, students are eligible for full-time employment with various components and agencies across the DoD. Students are required to work for the DoD a minimum of one year for each year of scholarship support they receive. Consult the CySP resource link at Annex C for detailed program information.

1.7. Science, Mathematics, and Research for Transformation (SMART) Program

The SMART Scholarship-for-Service Program is a combined educational and workforce development opportunity for STEM students. SMART offers scholarships for undergraduate, master's, and doctoral students pursuing a STEM degree. Scholarship recipients receive full tuition, annual stipends, internships, and guaranteed employment with the Department of Defense after graduation. Applications are open annually from August 1-December 1. The SMART Scholarship builds future leaders in 24 STEM disciplines and is the largest education and workforce development initiative under the Department of Defense STEM Program. Scholarship recipients receive hands-on experience at one of over 200 Department of Defense facilities during their internships and apply this knowledge as early career professionals. Department of Defense facilities are at the forefront of innovation in artificial intelligence, biotechnology, autonomy, cyber, space, 5G, and other technology areas. More information is available at the link in Annex C.

2.0. Force Development

The objective of force development is to maximize development opportunities to build a capable and flexible workforce through vectoring, deliberate training, and career broadening to meet current and future mission requirements. An individual's development should involve an intentional, collaborative, and dynamic approach with employee, supervisor, and mentor participation.

2.1. DAF Dual-Track Career Model

In 2022, the DAF implemented a new civilian career talent management process designed to be more nimble in developing both civilian leaders as well as growing technical expertise. This new model will help DAF civilians plan their job experiences, education, training, and leadership opportunities to meet their professional goals.

The civilian workforce often provides significant depth of experience within an organization, offering perspectives based on mission-related engagements; however, civilians still require specialized career development to sharpen their critical thinking skills, subject matter knowledge, and leadership abilities to deliver cutting-edge, innovative options as part of the C&IT career field. Upon reaching promotion

consideration to the GS/GG-13 or equivalent level[6], emerging civilian leaders should consider whether to focus their career progression as a Functional Expert or Enterprise Leader. Figure A2 depicts the fundamental differences between the two paths.

Figure A2: Differences between Functional Expert and Enterprise Leader Tracks

Aspires for Master's or Doctoral degree

Recognized as a DAF functional expert

Focus on deep technical and mission expertise in functional area

Develop record of superior accomplishments aligned to functional/technical qualifications

Functional Experts
Focus in primary functional area of expertise

In-depth, Specialized Technical Training

Leverage non-resident distance learning

BASIC • INTERMEDIATE • ADVANCED/EXPERT

EXPERIENCE
EDUCATION & TRAINING
LEADERSHIP

Enterprise Leaders
Focus within and beyond functional area

Balance of Technical, Management, and Leadership Training

In-residence training and Career Broadening programs

TACTICAL • OPERATIONAL • STRATEGIC

Aspires for Senior Executive Service (SES) leadership position

Achieve road balance of functional knowledge and management experience

Geographically mobile/ Willing to move

Breadth in and beyond functional area and across the enterprise

Civilians may choose which development path to pursue based on personal interests and career goals. DAF leaders understand that career aspirations and personal circumstances may change, so these roadmaps provide flexibility for individuals to switch between the two career tracks at any given point in time. In conjunction with these tracks, the C&IT TMF identifies career paths and professional development programs for the DAF civilian workforce. This Framework provides options for a deep focus in areas of technical, mission-specific expertise or a broader concentration in enterprise level initiatives (Figure 5). Both paths provide emerging leaders with the skills that emphasize depth and breadth of background, experience, education, and thought, which together bolster innovation, drive operational excellence, and enhance readiness.

2.2. Functional Expert Track

The Functional Expert Track for civilians is a specialized and dynamic career field that focuses on securing and managing information systems critical to the Air Force's mission. It aligns the continuous technical development needs of C&IT civilians with the mission requirements essential for air and space operations of the DAF. Functional Experts develop competencies relevant to the rapidly evolving C&IT landscape including the latest technologies, methodologies, and best practices in areas such as enterprise operations, cloud networking, information assurance, software development, system administration, and network security. Civilians are encouraged to engage in ongoing training, certifications, and educational opportunities to enhance their skills.

Figure A3 depicts the Functional Leader Track for developing functional experts and leaders with substantive technical expertise and institutional knowledge and some may have a goal of attaining a Scientific and Professional (ST) position which are classified above GS-15 yet are not a part of the Senior Executive Service (SES).

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[6] This Talent Management Framework is intended for all pay plans within the C&IT Career Field. GS/GG designations should be read as inclusive of other pay plans and equivalent grades or pay bands if not explicitly specified, with few exceptions. For clarification on whether any area may or may not apply to a specific pay plan/grade, please reach out to the C&IT Career Field Team for clarification.

Figure A3: C&IT Functional Expert

Level of Responsibility

	BASIC GS/GG-01-10	INTERMEDIATE GS/GG-11/12/13	ADVANCED/EXPERT GS/GG-14/15
TECHNICAL EXPERIENCE	Develop Technical Job Proficiency	Build Depth of Technical Experience	Broaden Advanced Technical Expertise
	Technically Specialized Team Member	Team Lead of technically specialized group/section/branch	Senior leader of technical specialized division/directorate
		Perform a variety of tasks using sophisticated methods to resolve conventional problems/issues	Apply and adapt technical concepts to resolve critical/complex problems and develop new solutions
	Become proficient in use of specific technical tools, techniques, methodologies, and practices	Perform a wide range of progressively more difficult technical tasks	Provide expertise on policy making functions covering a broad technical area
	Formulate & present technology solutions to team leader and program manager	Develop & present leading edge technology solutions to wing/group/center commanders	Develop & present innovative technology solutions to senior AF and/or DoD leaders
EDUCATION & TRAINING	Skills Training / OJT / Core Competencies		Leadership Development Courses
	DAU Courses / AFIT Courses		Continue to Enhance Technical Expertise
	Pursue Test Based Certifications		
	Bachelor's Degree	Master's Degree	Doctorate Degree
LEADERSHIP	Developing Self	Developing Ideas	Developing Others	Developing Organizations
	Establish Productive Work Habits Seek senior mentors and role models	**MENTORSHIP & VECTORING**	Coach and Guide Subordinates Seek junior personnel to mentor
	JOIN Professional Organizations	Volunteer to be a Committee Member Volunteer to be a Committee	VOLUNTEER for a Board position

2.3. Enterprise Leader Track

The traditional Enterprise Leader track provides a broad base of development for those who aspire to enterprise leadership positions such as SES (see Section 2.8). This track (Figure A4) emphasizes depth and breadth of experience both within and beyond one's primary functional area, geographic location, and formal education. Leadership positions will continue to exist in the traditional sense such as team/branch chief; however, focused leadership training opportunities and positions are available to expand skills, knowledge, and abilities in preparation for senior leadership roles and SES positions. The Enterprise Leader Track prepares civilians for leadership opportunities in every field of operations (e.g., Air, Space, Cyber, contested environments) and in functional competencies (e.g., data and network management, customer support, policy, and planning). The "C&IT Cohort" is a new program being developed to mentor and support emerging leaders in their journey to attaining an SES position. Annex C identifies the path for education, certification, training, experience, and career enhancements.

Figure A4: C&IT Enterprise Leaders

These opportunities for functional experts and enterprise leaders may include exercises, rotational assignments, deployments, and other areas designed to support a breadth of multi-domain operations across the C&IT enterprise and allow civilians to tailor their careers to individual interests and strengths.

2.4. Certifications

The DoD cyber workforce includes personnel working in cybersecurity, cyberspace effects, cyberspace intelligence, and cyberspace information technology. AFMAN 17-1303, *Cybersecurity Workforce Improvement Program* provides guidance and procedures on certification requirements. The DAF pays for certifications associated with coded positions based upon DoD 8140 and position requirements. The DAF will pay annual maintenance fees for these coded positions in accordance with Civilian Tuition Assistance Program (CTAP) guidelines. See Annex C for additional information.

2.5. Education

The C&IT career field values education compromised of: Formal Education, Professional Military Education (PME), and Civilian Development. Employees should have an appropriate level of knowledge required in all three categories to perform work of a particular level of complexity to assure successful mission support.

- Formal Education – A well-rounded education provides a platform for a fundamental understanding of business processes, organizational strategies, and financial principles used within commercial and government enterprises. Most Civilian Development programs have degree requirements. In many of the C&IT career fields, a strong foundation in Science, Technology, Engineering, and Math (STEM) is suggested. For GS/GG-11 and above, a bachelor's degree in an applicable field is recommended. A master's degree is strongly recommended for those seeking positions at the GS/GG-12 and above. Only education or degrees from accredited colleges, universities, schools, or institutions may be used to qualify for federal employment. See Annex C for a list of educational resources.

- Professional Military Education – Developing and refining competencies, acquiring knowledge, and learning to apply techniques which facilitate expertise in a profession are highly recommended goals in the C&IT career fields. These elements of PME are critical components in our problem-solving and decision-making toolkit. Professional education courses not only develop knowledge and skills, but also hone a higher level of management expertise. Courses are conducted in resident or virtual settings and are designed to allow networking with peers and sharing lessons learned from years of C&IT experience.

- Civilian Development – Consists of Academic, Fellowship, Experiential Assignments/Programs, and Leadership Seminars/Short Courses. The development and leadership programs offered through development education programs prepare leaders with the skills to meet both corporate Air Force and functional leadership requirements. Development Teams (DTs) and Selection Boards select those who demonstrate the most readiness and the highest potential for success in programs with outplacement, as applicable, to appropriate follow-on positions. C&IT civilians are encouraged to self-develop as the Air Force works to increase the leadership potential of our most important resource – our people. The C&IT civilian workforce is encouraged to visit the C&IT CFT milSuite page for in-depth information on C&IT programs. See Annex C.

2.6. Experience

Experiential opportunities are key to translating education and training into action. In addition to the irreplaceable experience gained from the daily execution of a job, there are experiential opportunities including exercises, internships, fellowships, and deployments. Programs exist that provide targeted developmental education and career broadening assignments for those in eligible career fields. Employees are encouraged to consult the C&IT CFT on experiential opportunities.

2.7. Training

The C&IT career field values Professional Continuing Education (PCE) training and characterizes training into three types:

- Air Force Cultural Training – Provides introduction, awareness, and instruction on topics such as Air Force core values, core missions, customs, and business and operational processes.

- Technical Training – Provides the means to achieve specific skills on systems and operations essential to completion of the daily tasks inherent to your position. To maintain a competitive edge over our adversaries, C&IT workforce demands knowledge of critical, cutting-edge technologies. Most technical training is focused on enhancing job knowledge and expertise to perform mission critical operations.

- Leadership Training – Provides instruction in the areas of supervision, problem solving, and leading teams and projects. Leadership training includes dealing with a myriad of events in tactical, operational, and strategic environments. Examples of effective leadership components include resource stewardship, change management, and continuous improvement.

Detailed PCE training information and resource links are in the Annex C C&IT Resource and Training Reference section.

2.8. Senior Executive Levels

The Senior Executive level is career development beyond the expert level (GS/GG-15). SES and the Defense Intelligence Senior Executive Service (DISES) level positions are aligned to the Enterprise Leadership Track. The ST, SL, and Defense Intelligence Senior Leader (DISL) positions are aligned to the Functional Expert/Leader Track. The path to becoming an SES or DISES is driven by Executive Core Qualifications (ECQs) and the ability to demonstrate competence across the five Office of Personnel Management ECQs. For DoD positions, there is a sixth ECQ – Enterprise-Wide Perspective – specifically added for its senior leaders. See AFI 36-901, *Civilian Senior Executive Management,* and Annex C for reference to Office of Personnel Management websites for detailed information on how to achieve senior executive levels.

The C&IT SES Development Cohort was developed to build a bench of candidates ready for the next Senior Leader opportunity. This program is designed to educate and prepare candidates for the SES process focusing on: Executive Core Qualifications, Technical Qualifications, Resume, Interview, and Shadowing a SES. Candidates volunteer for the Cohort based upon their career experience and long-term goal to become a Senior Executive.

2.9. Programs Building Experience, Breadth, and Depth
2.91. Career Broadening (CB) Program

The centrally managed Career Broadening Program is an integral part of the DAF's leadership development framework. It is designed to build occupational and leadership competencies while enhancing leadership perspective. The primary focus of the program is to develop current mid-level DAF employees, typically GS/GG-12 through GS/GG-14 (and equivalents in other appropriated fund pay systems), who aspire to leadership positions. In certain instances, assignments may be to positions at the GS/GG-15 and equivalent level to meet specific career development requirements. Positions may also be within Joint and Combatant Commands where the DAF is the executive agent or, under appropriate training agreements and directives, within other DoD components and the Office of the Secretary of Defense. Career Broadening assignments last between 30-36 months and are sufficiently complex to create a valuable, broadening 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 is approved. More information about Career Broadening programs can be found in DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs*. The C&IT CFT also maintains Career Broadening information/n, positions, and upcoming vacancies on their milSuite page.

2.9.2. Civilian Strategic Leader Program (CSLP)

The CSLP is a DAF enterprise career development program and a component of the talent management strategy for strategic-level leaders. The CSLP office at the Air Force Personnel Center serves as the focal point for all CSLP positions, facilitates the selection board process, and manages the assignment process in coordination with the CFT. CSLP is an assignment-based program with worldwide assignment locations. Individuals who have been vectored by the DAF Board for CSLP and are awaiting assignment are considered CSLP candidates and are in the candidate pool for two years or until they accept a CSLP assignment, whichever comes first. If not selected for a CSLP assignment by the two-year point, candidates are released from the program and may reapply for the next CSLP call. To apply for CSLP, you must apply during the annual Civilian Development cycle that opens each January. Information about the program, selection process, eligibility, and other information can be found in DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs* and myFSS Knowledge Article Answer ID: 000006264, Civilian Strategic Leader Program (CSLP). See Annex C for reference to the CSLP knowledge article.

2.9.3. Key Career Positions (KCP)

KCPs are development opportunities to transition functional experts to corporate leaders. KCP opportunities include Squadron Director, Group Director or Deputy Director, MAJCOM Chief Tech Officer, Tech Director for GS/GG-13 thru GS/GG-15. KCP billets are owned by the participating organization, facilitated by CFTs, and approved by the C&IT Development Team chair. Permanent Change of Station and Defense National Relocation Program is authorized, requires 3-5 Year Mobility Agreement and Development Team Vectoring which target high potential candidates demonstrating commitment to personal development and adaptability to change. C&IT career field includes more than 50 KCPs and those opportunities are announced on USAJobs. Additional information is available on the MyVector platform.

2.9.4. Development and Exchange Programs

Development and Exchange programs are presented to the services for analysis and implementation, where applicable. These programs provide a unique opportunity for DoD civilian C&IT employees and private sector organizations to exchange personnel and enhance or develop IT and cybersecurity competencies and technical skills. The DAF participates in many of these programs to target the recruitment, development, and retention of C&IT personnel. Vectoring for these programs provides each member with senior leader review of accomplishments and offers recommendations aligned to the C&IT career field values of performance, education, experience, and leadership. Vectoring is not a replacement for mentorship discussed in section 9.0. Watch for messaging for the annual Civilian Development data call for those interested in applying for Development Program opportunities. Civilian employees are encouraged to visit the C&IT CFT milSuite page (Annex C) for in-depth information on Development and Exchange programs and the Career Development application cycle.

2.9.5. Cyber Information Technology Exchange Program (CITEP)

CITEP is a temporary exchange of DoD and private sector employees who work in the field of information technology between the two sectors. The program provides a unique opportunity for exchange members to share best practices with partners to address challenges. The intent of the program is to support DAF's goals of cyber workforce development and partnership with industry. The Office of the DoD CIO has established a website (see Annex C), which can be used to assist DoD Components in participating in CITEP. This website contains implementation guidance, sample documents and frequently asked questions to assist DoD Components.

2.9.6. Cybersecurity Talent Initiative (CTI)

CTI is the first-of-its-kind public-private partnership operated by the Partnership for Public Service focused on building the next generation of cyber leaders for our country. CTI enables federal agencies to gain access to a pool of entry-level talent (GS/GG-7 to GS/GG-11) strategically recruited from top cybersecurity programs at colleges and universities across the United States. This pool of entry-level talent is pre-vetted by cybersecurity subject matter experts at no cost to the Agency or participant. Participating agencies must provide full-time, two-year position(s), inclusive of salary and benefits. Participants serve two years in the federal government, providing agencies with critical support for their cybersecurity needs. During their two-year agency placement, participants benefit from a series of sessions dedicated to strengthening their leadership skills and exposing them to innovations across government and the private sector. Consult the C&IT CFT and the CTI resource link at Annex C for additional program information.

2.9.7. Education with Industry (EWI)

The EWI is a career development program (GS/GG-11 to GS/GG-13 and equivalent grades) designed to improve the technical, professional, and management competencies of participating students by partnering with top tier public and private sector innovative companies. During the ten-month tour, students embed with an industry team to meet their career specific desired learning objectives. Through hands-on exposure to industry best practices, students develop the necessary competencies, skills, knowledge, and abilities to build, sustain and retain a mission-ready workforce, as well as how to better partner with industry in the future. The goal of the program is to develop DAF leaders with greater business acumen and empathy with the expertise to implement innovative practices when they return to the DAF. Consult the C&IT CFT and the EWI resource link at Annex C for additional program information.

2.9.8. Cyber Workforce Rotational Program (CWRP)

CWRP is a customized pilot cyber-focused rotational program. CWRP is available to civilian employees (GG-11 to GG-15) aligned to DCWF work roles in Cyber Excepted Service positions within DoD organizations. Rotational assignments focus on experiential development designed to expand an individual's functional, cross-functional, and leadership abilities through on-the-job learning. DoD recognizes that these rotational assignments are essential in obtaining depth and breadth of knowledge, fostering greater information sharing and understanding of the organization's mission, collaboration, networking, as well as professional enhancement. Consult the C&IT CFT and the CWRP resource link in Annex C for additional program information.

3.0 Force Management

3.1. Department of Defense Cyber Workforce Framework (DCWF)

To ensure consistency identifying and acquiring the technical skillsets critical to our mission, the DAF leverages the DCWF as a standard approach to align efforts, identify skill gaps, and maintain a prepared, skilled workforce. The DCWF establishes the DoD's authoritative standardized naming and numbering conventions based on the work an individual is performing – not their position titles, occupational series, or designator. The DCWF leverages and aligns to the original National Initiative for Cybersecurity Education (NICE) Workforce Framework and the DoD Joint Cyberspace Training and Certification Standards. The DCWF describes the work performed by the full spectrum of the cyber workforce as defined in the DoD Directive (DoDD) 8140.01. DCWF covers over 70 work roles, listing baseline/minimum tasks and knowledge/skills/abilities. Within each role, there are three proficiency levels: basic, intermediate, and advanced. All cyber positions must be DCWF coded and assigned a basic proficiency level in manpower and personnel systems.

The DCWF impacts the civilian workforce by establishing enterprise baseline standards using Work Roles. These new designations offer greater fidelity than previous occupational structures (e.g. civilian occupational series, military occupational specialties). To address the dynamic and evolving threat to the technical landscape, the DCWF now consists of 71 Work Roles to include:

- Artificial Intelligence (AI), Data Management, and Software Engineering,
- Cloud and DevSecOps (updates to 39 Work Roles), and
- Unique Control Systems Work Role.

Figure A5: Core Personnel Document
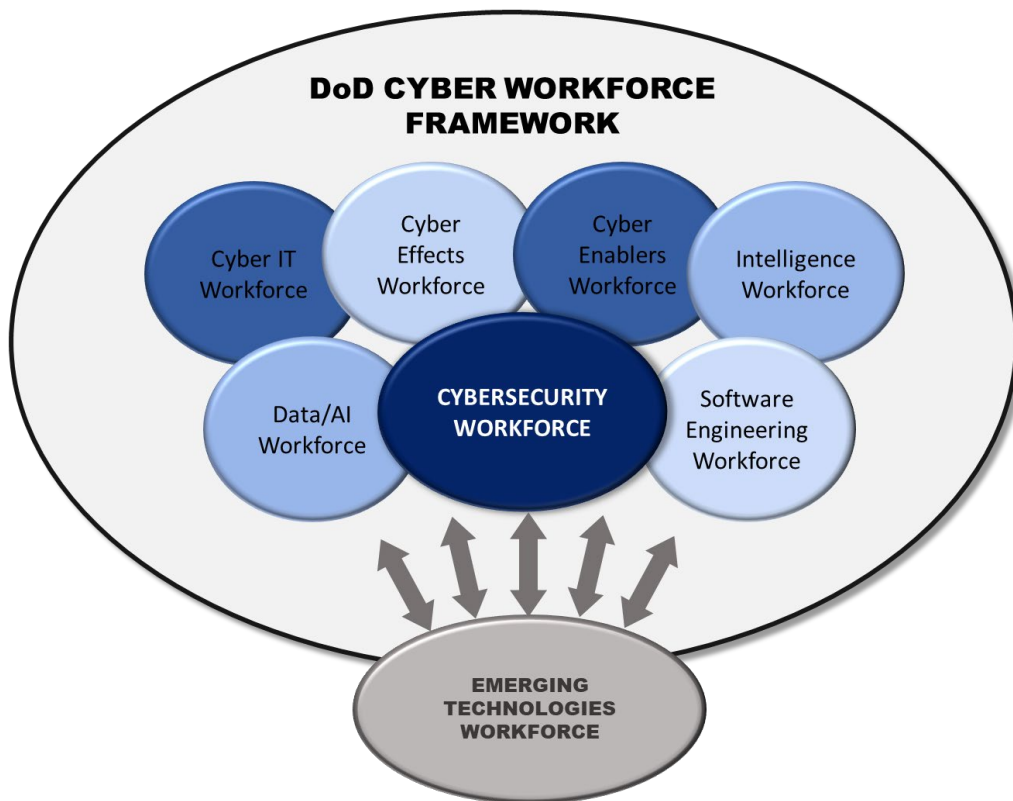
Among its many applications, the DAF is using the DCWF to:

- Conduct strategic workforce planning,
- Develop tailored training and education materials,
- Track qualification requirements and career progression,
- Develop targeted recruitment and retention incentives, and
- Identify critical recruiting and retention shortfalls (high vacancy rates & attrition rates).

It is important to note that the DCWF living framework which changes as the mission dictates. Please refer to the links provided in Annex C to view the most recent version.

The civilian Core Personnel Document (CPD) can have up to three 3-digit codes, primary, secondary, and tertiary that identifies the knowledge, skills, abilities, and tasks expected to be performed. Visit the DCWF work roles applicable to the C&IT workforce and the National Initiative For Cybersecurity Careers and Studies (NICCS) Cyber Career Pathways Tool website at Annex C to explore in depth DCWF work roles and career pathway for the DCWF primary code 441 (Network Operations Specialist) and DCWF additional code 411 (Technical Support Specialist) as indicated in Figure A6 and other work roles.

Figure A6: Core Personnel Document

DEPARTMENT OF THE AIR FORCE (DAF)
CORE PERSONNEL DOCUMENT (CPD)

ORGANIZATION:	/SCO	CPD NUMBER:	9G660
SUPV LEVEL CODE:	8	COMP LEVEL CODE:	98ZA
TARGET GRADE:	09	FLSA:	Non-Exempt
DRUG TEST:	See Notes to Users	CAREER FIELD ID:	E
SENSITIVITY:		CENTRALLY MANAGED TYPE:	N/A
EMERGENCY ESS:	See Notes to Users	BUS:	
KEY POSITION:	See Notes to Users	ACQUISITION:	Yes or No
MISSION ESS:	See Notes to Users	LAUTENBERG AMENDMENT:	Yes or No
		POSITION HISTORY:	

DEFENSE CYBER WORKFORCE FRAMEWORK CODES:
PRIMARY WORK ROLE/PROFICIENCY CODE: 441
ADDITIONAL WORK ROLE 1/PROFICIENCY CODE: 411
ADDITIONAL WORK ROLE 2/PROFICIENCY CODE:

CLASSIFICATION: IT Specialist (Network Services/Customer Support), GS-2210-09
DUTY TITLE:

ORG & FUNC CODE: CMY   Communications

PPP OPTION CODE: NET   Network Services
PPP OPTION CODE: CSP   Customer Support

CLASSIFICATION CERTIFICATION: I certify that this position has been classified/graded as required by law, policies, and instructions by the President, Congress, U.S. Office of Personnel Management, Department of Defense, and other authority. CPD adequately and accurately reflects the local work situation to meet classification, staffing, and performance management purposes.

CLASSIFIER'S SIGNATURE   DATE

SUPERVISOR'S CERTIFICATION: I certify that this CPD is an accurate statement of the major duties, knowledges, skills, and abilities, responsibilities, physical and performance requirements of this position and its organizational relationships. The position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds and that false or misleading statements may constitute violations of such statutes or their implementing regulations. When affixing a manual, electronic or digital signature to this document, I am attesting that the duties and responsibilities listed in the document are legal, proper, and correct. I am responsible for erroneous payments made as a result of my signature.

SUPERVISOR'S SIGNATURE   DATE

3.2. Cyber Excepted Service (CES)

Cyber Excepted Service is a mission-focused personnel system that supports the human capital lifecycle for civilian employees engaged in or in support of a cyber-related mission. Cyber Excepted Service provides many opportunities for employees which include qualification-based (no time-in-grade) requirements for promotion, quality step increase awards up to step 12 (with justification), and future compensation initiatives. Certain Cyber Excepted Service positions will qualify for Targeted Local Market Supplement based upon Defense Cyber Workforce Framework work roles and location. These robust benefits are designed to spur recruitment and retention of a high-quality, highly skilled cyber workforce in a competitive environment. Employees are encouraged to consult the Cyber Excepted Service resource link at Annex C for detailed program information and contact their local servicing Human Resources Office for additional information regarding their organization's specific procedures for implementing Cyber Excepted Service authorities and flexibilities.

3.3. Civilian Recognition Programs

Commanders and Directors actively advertise nomination procedures for Quarterly and Annual awards, and Special Recognition. All employees may access the Special Trophies and Awards Database Information System to view and check eligibility for Special Awards and Trophies based on specific criteria, description, and detail information on how to apply. Awards will be submitted on the most current

version of AF Form 1206, *Nomination for Award*, found on the Air Force Publications website. Employees can find guidance on acceptable performance statements for the AF Form 1206 at Annex C resource link to the Air Force's Personnel Center Career Management site.

3.4. Performance Management

To promote a culture of enhanced employee engagement, supervisors will use the full range of awards and recognition options, both monetary and non-monetary, throughout the year for effective performance within an appraisal cycle. Employees are encouraged to routinely discuss with their supervisor the various recognition options, applicable performance management program goals, and the Individual Development Plan used to plan out an employee's career year to year.

3.5 Compensation Incentives and Flexibilities

3.5.1 Civilian Tuition Assistance Program (CTAP)

For most C&IT civilians, CTAP is available and is highly encouraged to meet career and personal education goals. The purpose of Tuition Assistance is to assist civilians in their continued self-development. It can be used toward coursework at the associate, bachelor's, master's (including juris doctorate), and doctorate levels at accredited institutions listed in the DoD Voluntary Education Partnership Memorandum of Understanding directory of Participating Institutions (See resource link at Annex C). Tuition Assistance is to be used for courses that contribute to occupational and institutional competencies, special interest needs and readiness by supporting the current and future DAF needs. The degree selected does not have to be related to the assigned career field, therefore, civilian employees may pursue a degree major of their choice. CTAP is only available to fund courses at a higher degree not already earned. (For example, if the highest degree earned is a Bachelors, TA can be applied toward a Masters, and not another Bachelors.) To maximize the availability of funds, Air Force civilians may request funding for credit-by-exams that will assess college level knowledge via College Level Examination Program and the Defense Activity for Non-Traditional Education Support Subject Standardized Tests.

CTAP can be used for up to 75% of tuition cost but may not exceed $250.00 per semester hour or $166.00 per quarter hour. Max amount of per fiscal year is $4,500 and cannot be waived. For eligibility or additional program information, please visit your local Education Office and the C&IT CFT milSuite page for CTAP guidance.[7]

3.5.2. Recruitment, Relocation, and Retention Incentives

Recruitment, Relocation, and Retention incentives (3Rs) are used to recruit and retain C&IT talent. Recruitment and Relocation incentives may be authorized for difficult to fill positions, hard-to-fill locations, mission-critical occupations, or previous recruiting difficulty. It is important to note that approved incentives are included in job announcements. Retention incentives are used to retain employees with high or unique qualifications that are essential to the mission. Justification must show that employees are likely to leave the federal service if a retention incentive is not provided. This incentive can also be used to retain an employee who is likely to go to another federal agency, but only when the closure or relocation of the employee's office, facility, activity, or organization is pending.
Review the resource link regarding the 3Rs located in Annex C.

3.6. Outplacement

All the following development programs require a mobility agreement from participants to be signed upon acceptance into one of the programs: PALACE Acquire, Career Broadeners, Civilian Strategic Leader

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[7] Dollar amounts as of 2023

Program, Key Career Position, and Civilian Leadership Development and Education/Long-Term Training programs in accordance with their individual development plan with their supervisor, applicable CFT and/or DT approval and coordination. Outplacement involves processing noncompetitive actions from each of those development programs. This also applies to the noncompetitive conversion of centrally and/or locally funded student trainees into the PAQ/Copper Cap programs. Student trainees are typically appointed under the Pathways Intern and/or Direct Hire Authority.

The outplacement process (Figure A7) starts with each participant attending a mandatory outplacement expectation briefing within the first 6 months of program start. Outplacement will start at least 12 months from program completion with the CFT reaching out to request a resume and an outplacement form. Once received, an outplacement champion/mentor will be assigned to review your resume, mentor you through the process, and engage hiring managers on potential opportunities for a management directed reassignment.

Figure A7: Outplacement Process
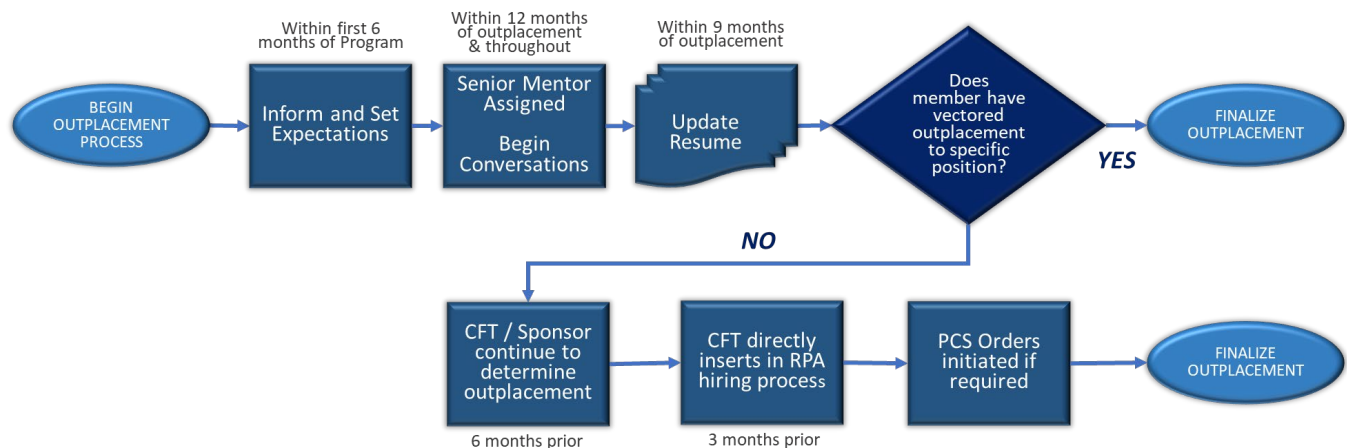
IAW DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs*, officials in all career fields who are responsible for filling vacant positions will give the highest priority (after compliance with any mandated DoD-wide priorities or local pre-Reduction In Force (RIF) actions) to using a management directed reassignment process to outplace development program members completing their formal training and/or development programs. In the absence of an agreement by the official responsible for filling the vacant position with the proposed outplacement plan, the CF DT Chair responsible for the vacant position has final authority to initiate action and fill the vacant position with a continued service agreement member completing his/her formal training and/or development program. In these cases, the outplacements will be considered management directed reassignments.

3.7. Return on Investment (ROI)

The continued service agreement is used by the DAF as an established ROI for civilian training and development. It is an agreement signed by employees committing to continue to work for the Government for a specified period-of-time after the completion of DAF funded civilian training, education, and development programs. Detailed information on continued service agreement requirements can be found in DAFI 36-2670, *Total Force Development*, § 5.2.7, DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs*, § 5.17.3.

3.8. Mentorship and Vectoring

The DAF values mentorship as essential to prepare employees for increased responsibilities and encourages mentee-mentor relationships. From entry-level to senior-level positions, having a mentor provides the opportunity to receive personalized guidance and advice that can help with personal and professional development. Mentees may connect with a mentor of their choosing via MyVector to assist with guiding their career development. Airmen and Guardians may login to their myFSS account to access the MyVector mentoring platform to select and invite an individual to serve as their mentor at any time. Figure A8 highlights the timeline for Mentoring and Vectoring programs.

Figure A8: Vectoring Timeline
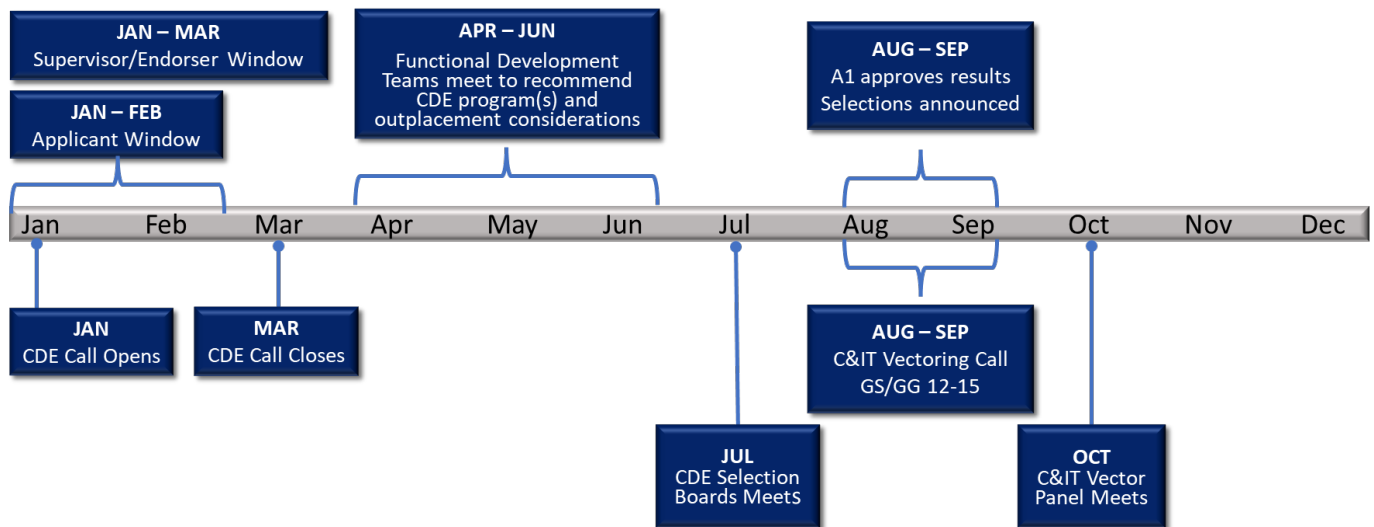
ANNEX B – ACRONYMS

ACSC – Air Command and Staff College
AFCS – Air Force Civilian Service
AF-NLTFP – AF-National Lab Technical Fellowship
AFIT – AF Institute of Technology
AFPC – Air Force Personnel Center
AFW2 – Air Force Wounded Warrior
AFVEC – Air Force Virtual Education Center
AWC – Air War College
BDE – Basic Developmental Education
CD – Civilian Development Program
CDAP – Civilian Associate Degree Program
CDLS – Civilian Leadership Development School
CFT – Career Field Team
CIC – College of Information and Cyberspace Program
CIO – Chief Information Officer
C&IT – Cyberspace and Information Technology
CITEP – Cyber Information Technology Exchange Program
COCOM – Combatant Command
CPD – Core Personnel Document
CPMO – Cyberspace Professional Management Office
CPS – Civilian Personnel Specialist
CSTEP – Civilian Short-Term Experiential Program
CRADA – Cooperative Research and Development Agreement
CSLP – Civilian Strategic Leader Program
CTAP – Civilian Tuition Assistance Program
CTI – Cybersecurity Talent Initiative
CWRP – Cyber Workforce Rotational Program
CySP – Cyber Scholarship Program
DAF – Department of the Air Force
DAU – Defense Acquisition University
DCELP – Defense Civilian Emerging Leader Program
DCWF – DoD Cyber Workforce Framework
DHA – Direct Hire Authority
DISES – Defense Intelligence Senior Executive Service
DISL – Defense Intelligence Senior Leader
DoD – Department of Defense
DoDD – Department of Defense Directive
DORS – Defense Outplacement Referral System
DRIVE – Develop, Redistribute, Improve, Vault, Expose
DSC – Developing Supervisor Course
DT – Development Team\
DU – Digital University
ECQ – Executive Core Qualification
EDLP – Executive Leadership Development Program
ES – Dwight D. Eisenhower School
ES-SAC – ES- Senior Acquisition Course
ETM – Engineering and Technical Management
EWI – Education with Industry

FA – Functional Authority
FAC – Functional Advisory Council
FM – Functional Manager
FMDC – Force Management Development Council
GG – Government Grade
GS – General Schedule
IDE – Intermediate Developmental Education
ILE-SSS – Intermediate Level Education – Schriever Space Scholars
KCP – Key Career Positions
KLP – Key Leadership Position
LEGIS – Air Force Legislative Fellows
MAJCOM – Major Command
NAF – Numbered Air Force
NWC – National War College
OLMP – Online Masters Degree Program
OSD – Office of the Secretary of Defense
PAQ – Palace Acquire
PCI – Premier College Internship
PCIP – Premier College Internship Program
PCE – Professional Continuing Education
PMC-IRP – President's Management Council – Interagency Rotation Program
PME – Professional Military Education
RegAF – Regular Air Force
SAASS – School of Advanced Air and Space Studies
SANDS – School of Advanced Nuclear Deterrence Studies
SCAP – Senior Civilian Advisory Panel
SES – Senior Executive Service
SLC – Supervisor as a Leader Course
SLE-WSS – Senior Level Education – West Space Scholars
SOS – Squadron Officer School
STP – Strategic Thinkers Program
SMART – Science Mathematics and Research for Transformation
TMF – Talent Management Framework
TS/SCI – Top Secret/Secret Compartmentalized Information

ANNEX C – C&IT RESOURCE AND TRAINING LINKS

Civilian Development Courses

The Civilian Development (CD) portfolio has been expanded from three to five categories of Civilian Development as depicted in Figure C1. The following resources contain more specific information regarding CD training opportunities:

1. Professional Military Education: https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t0000000wlXNCAY (For distance learning see Air University section below.)
2. Fellowships: https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?xid=13211
3. Experiential Assignments: https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA08300000002NBCAY
4. Academic Programs: https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?xid=41798
5. Leadership Seminars (Short Courses): https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t0000000wlD1CAI

To view the various programs:
1. Go to the MyFSS home page located at: https://myfss.us.af.mil/
2. In the search bar, type Civilian Force Development
3. Select Civilian: Force Development Home Page
4. Scroll down to: Civilian Development Programs

Figure C1: AY25 CD Portfolio

Professional Military Education (PME)

Basic Developmental Education (BDE)	Eligible Grades	Pri	Alt
Squadron Officer School (SOS)	GS 9-12	100	20

Intermediate Developmental Education (IDE)	Eligible Grades	Pri	Alt
Air Command & Staff College (ACSC)	GS 12-13	14	7
ACSC + School of Advanced Air and Space Studies (ACSC+SAASS)	GS-13		
Air Command & Staff College On-Line Master's Program (ACSC-OLMP)	GS 12-14	210	10
Intermediate Level Education -Schriever Space Scholars (ILE-SSS)	GS 12-13	2	1
School of Advanced Nuclear Deterrence Studies (SANDS)	GS 12-13	1	1

Senior Developmental Education (SDE)	Eligible Grades	Pri	Alt
Air War College (AWC)	GS 14-15	11	6
College of Information and Cyberspace Program (CIC)	GS 14-15	2	1
Defense Senior Leader Development Program (DSLDP)	GS 14-15	9	3
The Dwight D. Eisenhower School for National Security & Resource Strategy (ES)	GS 14-15	2	3
The Dwight D. Eisenhower School for National Security & Resource Strategy-Sr Aq Course (ES-SAC)	GS 14-15	7	7
National War College (NWC)	GS14-15	1	1
Senior Level Education - West Space Scholars (SLE-WSS)	GS 14-15	1	2

Academic

Academic	Eligible Grades	Pri	Alt
Air Force Institute of Technology (AFIT)	GS 12-15		
Bachelor's Degree	GS 7-15 (GS & FWS)	8	3
Master's Degree	GS 12-15 (GS & FWS)		
Strategic Thinkers Program (STP)	GS 13-15	2	1

Fellowships

Fellowships	Eligible Grades	Pri	Alt
Air Force National Laboratories Technical Fellowship Program (AF-NLTFP)	GS 12-15	2	2
DAF Legislative Fellows Program (LEGIS)	GS 12-14	4	4
RAND Research Fellowship Program (RAND)	GS 14-15	1	1

Experiential Assignment / Program

Experiential Assignment / Program	Eligible Grades	Pri	Alt
Civilian Short-Term Experiential Program (CSTEP)	GS 11-14	15	2
Civilian Strategic Leader Program (CSLP)	GS 13-15	N/A	N/A
Director's Development Program in Leadership (DDPL)	GS14-15	1	1
Education With Industry (EWI)	GS 11-13	20	10
Excellence in Government (EIG)	GS 14-15	15	5
Executive Leadership Development Program (ELDP)	GS 12-13	10	5
President's Management Council - Interagency Rotation Program (PMC-IRP)	GS- 13	6	6
White House Leadership Development Program (WHLDP)	GS 15	1	1

Leadership Seminars / Short Courses

| Leadership Seminars / Short Courses	Eligible Grades	Pri	Alt
Civilian Leader Course (CLC)	GS 14-15	120	30
Defense Civilian Emerging Leader Program (DCELP)	GS 7-12	59	8
Developing Supervisor Course (DSC)	GS 9-12	400	100
Enterprise Leadership Seminar (ELS)	GS 15	44	36
Enterprise Perspective Seminar (EPS)			
Leading Strategically (LS)			
National and International Security Leadership Seminar (NISLS)			
Executive Core Qualifications (ECQ)	GS 14-15	80	20
Technical Qualifications (TQ)			
Leadership in a Democratic Society (LDS)	GS 15	1	1
Leading Change and Innovation (LCI)	GS 15	39	20
Leading Department of the Air Force (Organizations) (LDO)	GS 14-15	180	30
Supervisor as Leader Course (SLC)	GS 12-13	180	30
Upgrading Your Executive Leadership Approach (UEL)	GS 15	39	20

■ Enterprise Programs
□ Functional Plus Programs

Note: All eligible grades include equivalents

Figure C2 shows the C&IT vectoring timeframes and a general CD schedule. This schedule is relatively the same year to year with minor changes to specific due dates. C&IT vectoring in October is timed to feed the CD application cycle.

Figure C2: C&IT Vectoring and CD Schedule
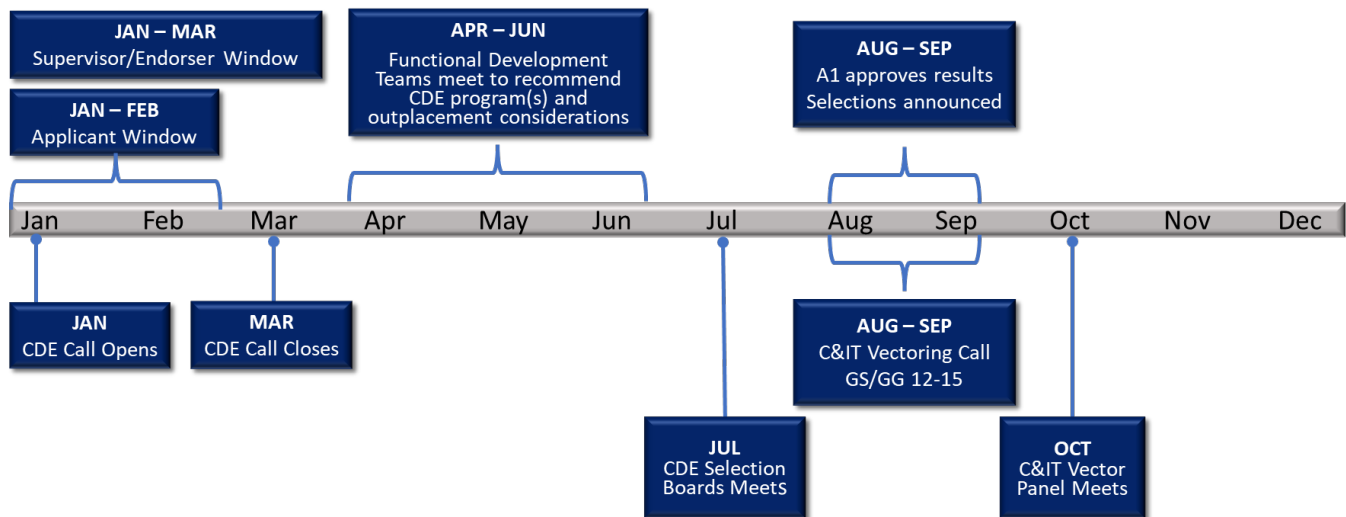
CFT Leadership Courses (Member Training)

The C&IT Career field provides additional leadership training for GS/GG-12 to GS/GG-15 or equivalent utilizing AFPC funding provided to the CFTs. To be considered for these opportunities, individuals should apply for vectoring which occurs each fall. Additional information on these courses can be found on myFSS.

- GS/GG-12/13 level Courses: https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?xid=28745
- GS/GG-14/15 level courses: https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA083000000026eCAA
- MyVector: https://myvector.us.af.mil/myvector/Home/Dashboard

Air University

Air University is a great resource that provides education in support of all civilian Air and Space professionals, providing academic tools and knowledge to create a more capable, engaged civilian force, as well as the opportunity for civilians to enhance and grow their career potential.

- Professional Military Education Distance Learning (DL) options:
  - Squadron Officer School DL: https://www.airuniversity.af.edu/SOS/
  - Air Command and Staff College DL: https://www.airuniversity.af.edu/GCPME/ACSC/
  - Air War College DL: https://www.airuniversity.af.edu/GCPME/AWC/
- Workforce Development: https://www.airuniversity.af.edu/Eaker-Center/CLDS/Workforce-Development/\
  - Targets GS/GG-01 to GS/GG-09
  - Workshops, Lunch and Learns, Book Clubs, Self-paced learning.

- Leadership Development: CLDS Leadership Development (af.edu)
    - Developing Team Leader Course (GS/GG-09 – GS/GG-12)
    - Emerging Leaders Course (GS/GG-12 and below)
- Civilian Associate Degree Program: https://www.airuniversity.af.edu/Eaker-Center/CLDS/CADP/
- Supervisor / Manager Courses: https://www.airuniversity.af.edu/Eaker-Center/CLDS/Supervisor-Manager/
    - DAF New Supervisors Course
    - DAF Experienced Supervisors Course

Professional Continuing Education (PCE) / Cyberspace Courses

The C&IT Career field offers PCE courses targeting cyberspace operations within the DAF and DoD. You cannot self-enroll in these courses as there is an annual data call that goes out to MAJCOMs to submit nominees. However, another way for C&IT Civilians to obtain a seat, is to apply for vectoring. The C&IT CFT works directly with course schedulers to prioritize C&IT civilians that were vectored for these cyberspace courses.

Main Cyberspace PCE Info Page: A6 Cyber Professional Management Office (CPMO) - CYBERSPACE Training Education (af.mil)
- Cyber 190:
    - Typically, GS/GG-12 to GS/GG-13 (or equivalent)
    - SECRET Clearance Required
    - FACT SHEET: https://www.my.af.mil/gcss-af/USAF/AFP40/d/s6925EC1350A80FB5E044080020E329A9/Files/editorial/Cyber%20190%20Fact_Sheet.docx
- Cyber 200:
    - Typically, GS/GG-12 to GS/GG-13 (or equivalent)
    - TS/SCI clearance required.
    - FACT SHEET: https://www.my.af.mil/gcss-af/USAF/AFP40/d/s6925EC1350A80FB5E044080020E329A9/Files/editorial/Cyber%20200%20Fact%20Sheet%20(Tab%203).pdf
- Cyber 300:
    - Typically, GS/GG-13 to GS/GG-14 (or equivalent)
    - TS/SCI clearance required.
    - FACT SHEET: https://www.my.af.mil/gcss-af/USAF/AFP40/d/s6925EC1350A80FB5E044080020E329A9/Files/editorial/Cyber%20300%20Fact%20Sheet%20(Tab%205).pdf
- Cyber 400
    - GS/GG-15 (or equivalent)
    - TS/SCI clearance required.
    - Course currently being updated.

Undergraduate Cyber Training (UCT) –17D/S ONLY & PAQ

Undergraduate Cyber Training (UCT) at the 333d Training Squadron (TRS) is the Initial Skills Training Pipeline for United States Air Force Cyber Operations Officers; however, UCT is also offered to our C&IT Palace Acquire (PAQ) intern civilians -- the only civilians who receive seats in these courses. UCT is located at Keesler Air Force Base in Biloxi, Mississippi and is considered "America's Finest Cyber Schoolhouse." The UCWT Training Model is depicted in Figure C3 and consists of:

- Introduction to Cyber Fundamentals - Required for C&IT PAQs
- Undergraduate Cyber Warfare Training (UCWT) – Recommended for PAQs that have an adjudicated/interim Top Secret/SCI clearance.
- 17DXX - Recommended for PAQs that have an adjudicated/interim Top Secret/SCI clearance.
- 17SXX - Recommended for PAQs that have an adjudicated/interim Top Secret/SCI clearance.

Figure C3: UCWT Training Model[8]
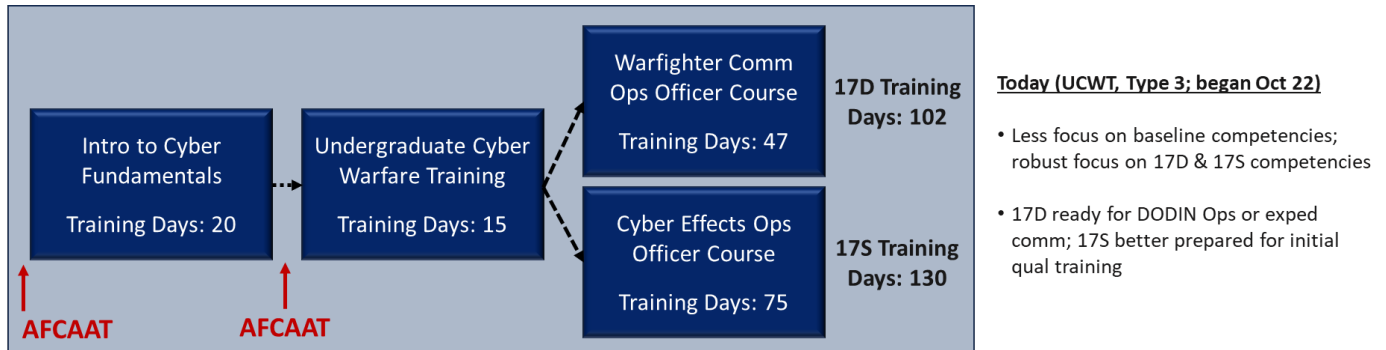
Other Functional Training Resources

Digital University (DU)

A joint venture started between the US Air Force and Space Force and available to members of the DoD, provides anytime access to Silicon Valley accredited technology training & fosters a community of learners for tomorrow's warfighter. There are many functional training courses and career paths to choose from to improve your breadth of depth of knowledge. https://digitalu.af.mil/

Air Force Institute of Technology (AFIT)

The Graduate School of Engineering and Management (www.afit.edu/EN) offers 25 research-based, STEM master's degree programs, 13 Ph.D. programs, and 19 graduate certificate programs. It maintains a typical enrollment of over 650 in-residence students and about 400 students in various distance learning and non-resident programs. The Graduate School provides its students with several significant advantages including a more personalized educational experience, academic programs with a defense-related focus, and research on high-priority defense problems. Certificate programs: https://www.afit.edu/EN/

AFIT also provides a range of functional courses in various career fields including programs specific to the C&IT career field: https://www.afit.edu/LS/

[8] 333TRS_Student_Welcome_Packet CAO 3Jan24.pdf

National Defense University (NDU)
NDU educates joint warfighters and other national security leaders in critical thinking and the creative application of military power to inform national strategy and globally integrated operations, under conditions of disruptive change, in order to prevail in war, peace, and competition. https://www.ndu.edu/

Defense Acquisition University (DAU)
DAU offers a wide range of acquisition and other functional related training required by the DoD and is another great resource for C&IT civilians to explore. An example is the Engineering and Technical Management (ETM) Acquisition certifications that are very relevant in C&IT. All C&IT Palace Acquire interns are required to complete Foundational/Level I training modules. Functional related training is illustrated in Figure C4 with more information available online. https://www.dau.edu/

Figure C4: DoD Functional Related Training
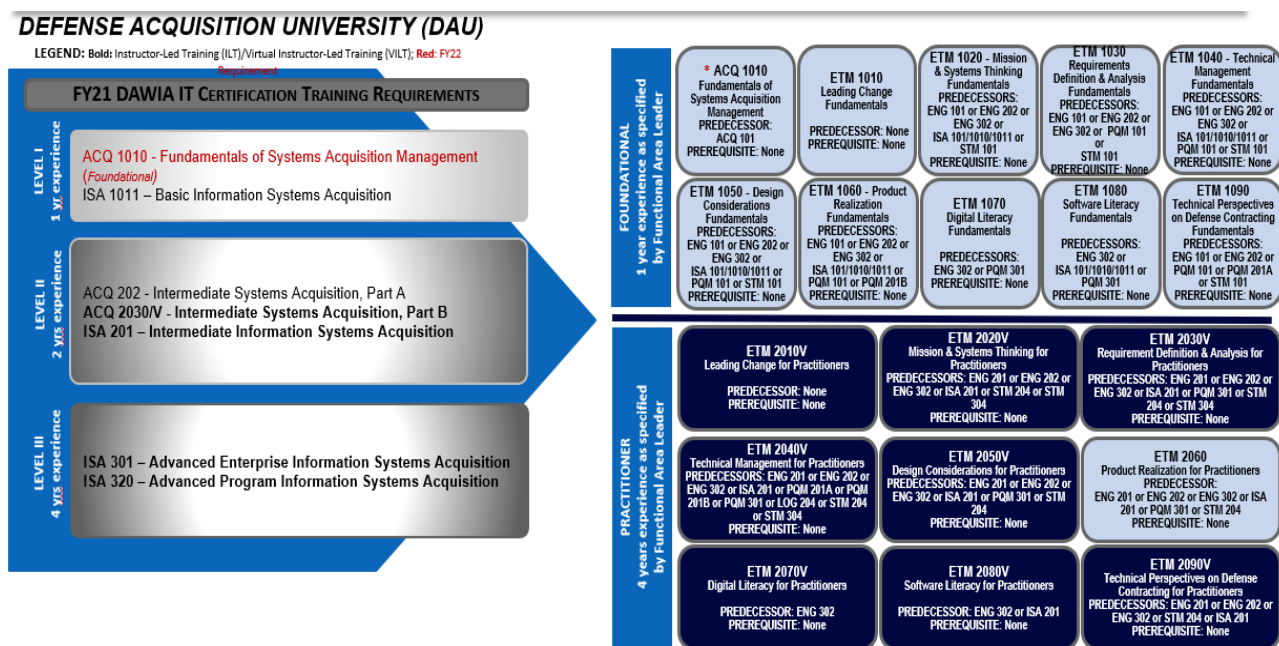
Air Force Civilian Service
- https://afciviliancareers.com/

Air Force's Personnel Center Career Management
- https://www.afpc.af.mil/Career-Management/Awards/

Air Force Publications
- https://www.e-publishing.af.mil/

Air Force Expeditionary Civilian
- afpc.expeditionarycivilian@us.af.mil.
- https://www.dcpas.osd.mil/policy/expeditionarycivilians/becomeexpeditionary

Career Broadening Program
- DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs*
- https://www.milsuite.mil/book/groups/welcome-to-the-c-i-career-field-cicft-hq-afpcdp2oac

Centers of Academic Excellence in Cyber Operations
- https://www.nsa.gov/resources/students-educators/centers-academic-excellence/cae-co-centers/

Civilian Strategic Leadership Program (CSLP)
- DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs*
- https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t0000000wlLuCAI

Civilians We Need Career Model and Roadmaps
- https://www.dvidshub.net/video/859937/civilians-we-need-career-model-roadmaps
- https://www.af.mil/Portals/1/documents/2022SAF/Enterprise_Leaders_Roadmap.pdf
- https://www.af.mil/Portals/1/documents/2022SAF/Functional_Experts_Leaders_Roadmap.pdf

Cyber Excepted Service (CES)
- https://public.cyber.mil/wid/dod-cyber-excepted-service-ces/

Cyber Information Technology Exchange Program (CITEP)
- https://public.cyber.mil/wid/cdp/citep/

Cyber Scholarship Program (CySP)
- https://public.cyber.mil/wid/cdp/dcysp/

Cybersecurity Talent Initiative (CTI)
- https://gogovernment.org/fellowship/cybersecurity-talent-initiative/

Cybersecurity Workforce Improvement Program
- https://cwip.cce.af.mil/IAWIP/CyberSecurity.cfm

Cyberspace Capabilities Center
- https://usaf.dps.mil/teams/ccc/8570

Cyberspace & Information Technology Career Field Team (C&IT CFT) milSuite
- https://www.milsuite.mil/book/groups/welcome-to-the-c-i-career-field-cicft-hq-afpcdp2oac

Cybersecurity Talent Initiative (CTI)
- https://gogovernment.org/fellowship/cybersecurity-talent-initiative/

Cyber Workforce Rotational Program (CWRP)
- https://public.cyber.mil/wid/cdp/cwrp/

DAF Certification List
- https://usaf.dps.mil/teams/ccc/8570/SitePages/Documents.aspx

DAF Learning Services
- https://daflearning.af.mil/

DAFMAN 17-1303, Cybersecurity Workforce Improvement Program
- https://www.e-publishing.af.mil/Product-Index/#/?view=pubs&orgID=10141&catID=1&series=110&modID=449&tabID=131

DCWF Work Roles
- Public - https://public.cyber.mil/wid/dcwf/work-roles-2/
- NIPR - https://cyber.mil/wid/dcwf/work-roles/

Department of Education Accreditation
- https://www.ed.gov/accreditation

Develop, Redistribute, Improve, Vault, Expose (DRIVE) Program
- https://afciviliancareers.com/drive/

Digital University
- https://digitalu.af.mil

DoD Cyber Scholarship Program (DoD CySP)
- https://public.cyber.mil/wid/cdp/dcysp/

DoD Cyber Workforce Framework (DCWF)
- https://cyber.mil/wid/dcwf/

DoD DCWF Site
- https://public.cyber.mil/wid/dcwf/

DoDD 8140.01, *Cyberspace Workforce Management*
- https://www.esd.whs.mil/Directives/issuances/dodd/

DoD Voluntary Education Partnership Memorandum of Understanding
- https://www.dodmou.com/home/institutionlist

Education with Industry (EWI)
- https://www.afit.edu/CIP/page.cfm?page=1567

Experiential Opportunities
- https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA08300000002NBCAY

Federal Cybersecurity Workforce Assessment Act of 2015
- https://dodcio.defense.gov/Cyber-Workforce/FCWAct.aspx

Federal Job Salaries – 2024
- https://federaljobs.net/salarybase/

Force Renewal and Recruitment
- National Centers of Academic Excellence: https://www.nsa.gov/resources/students-educators/centers-academic-excellence/
- Centers of Academic Excellence in Cyber Operations: https://www.nsa.gov/resources/students-educators/centers-academic-excellence/cae-co-centers/
- NSA/Department of Homeland Security National CAE in Cyber Defense: https://www.iad.gov/NIETP/reports/cae_designated_institutions.cfm
- CyberCorps Scholarship for Service: https://www.sfs.opm.gov/AODefault.aspx
- Handshake: https://app.joinhandshake.com/login

Hiring Authorities
- https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t0000000wlaMCAQ
- https://www.opm.gov/policy-data-oversight/hiring-information/hiring-authorities/
- https://www.opm.gov/policy-data-oversight/hiring-information/direct-hire-authority/#url=Governmentwide-Authority

MyFSS Home Page
- https://myfss.us.af.mil/
  - GS/GG-12/13 level Courses: https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?xid=28745
  - GS/GG-14/15 level courses: https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA083000000026eCAA

MyVector: https://myvector.us.af.mil/myvector/Home/Dashboard

National Initiative for Cybersecurity Careers and Studies (NICCS) Cyber Career Pathways Tool
- https://niccs.cisa.gov/workforce-development/cyber-career-pathways-tool?selected-role=OM-NET-001
- https://niccs.cisa.gov/workforce-development/cyber-career-pathways-tool?selected-role=OM-STS-001
- https://niccs.cisa.gov/workforce-development/cyber-career-pathways-tool

Palace Acquire (PAQ) Intern Program
- https://afciviliancareers.com/paq-cyberit/

Premier College Internship Program (PCIP)
- https://afciviliancareers.com/currentstudents/

Wounded Warriors
- https://www.woundedwarrior.af.mil/

Recruitment, Relocation, and Retention Incentives
- https://www.dcpas.osd.mil/sites/default/files/2021-04/FAQs_3Rs_2019.pdf

Senior Executive Service
- https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/
- https://www.opm.gov/policy-data-oversight/senior-executive-service/scientific-senior-level-positions/

SMART Program
- https://www.smartscholarship.org/smart

Special Trophies and Awards Database Information System
- https://access.afpc.af.mil/Trophies/searchtrophies.aspx

Tuition Assistance
- https://www.milsuite.mil/book/groups/welcome-to-the-c-i-career-field-cicft-hq-afpcdp2oac
- https://afvec.us.af.mil/afvec/public/welcome

USA Jobs: https://www.usajobs.gov/

ANNEX D – C&IT FORCE MANAGEMENT & CAREER FIELD AUTHORITIES

Force Management is the implementation of tools to improve the visibility of workforce competencies and adoption of agile personnel systems, i.e., GS/GG-14/15 Management, Cyber Workforce Coding, and Cyber Excepted Service. The Force Management structure that guides the C&IT career field development process falls with the following Authorities:
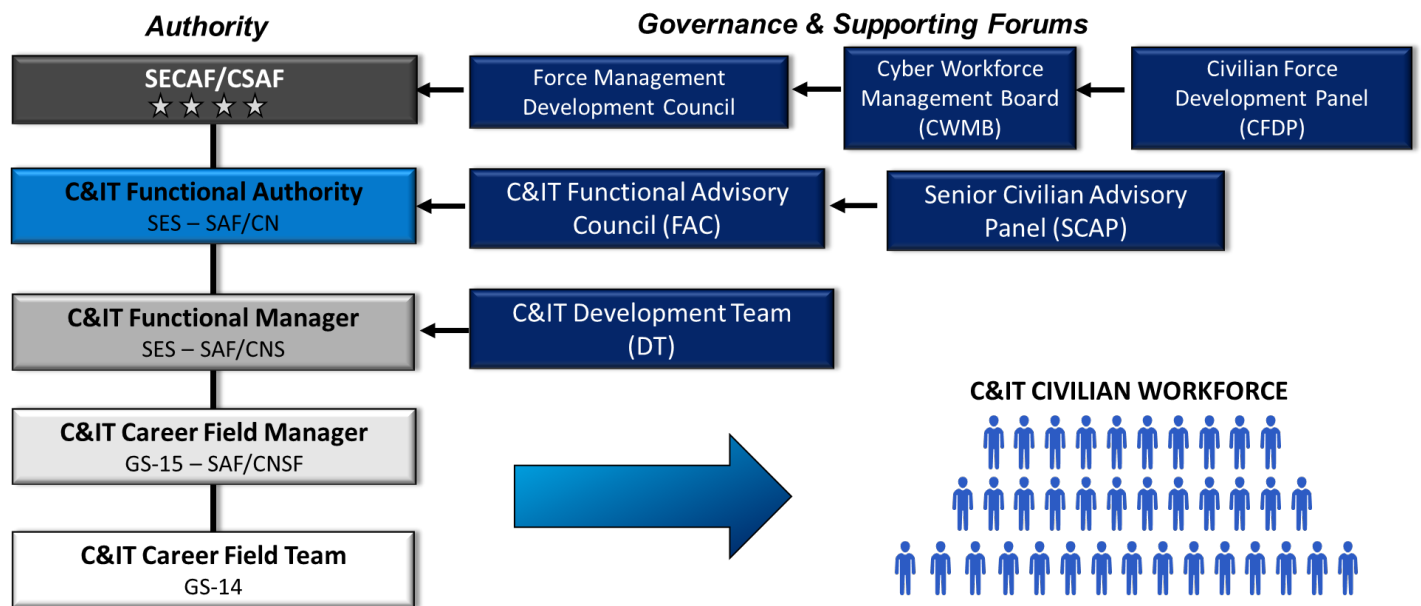
Functional Authority (FA) - Designated General Officer or member of the Senior Executive Service serving as a Deputy Chief of Staff or Assistant Secretary appointed by the Secretary of the Air Force to provide oversight and functional advisory services related to the Cyberspace and Information Technology functional communities. See DAFI 36-2670, *Total Force Development*, for more specific responsibilities.

Functional Manager (FM) - RegAF General Officer or Senior Executive Service member, designated by the FA, to provide day-to-day management over a specific functional community. The FM is responsible for ensuring their functional community is equipped, developed, and sustained to provide DAF capabilities. More specific responsibilities are described in DAFI 36-2670, *Total Force Development*.

Career Field Manager (CFM) - An O6/GS/GG-15 (or equivalent) appointed by the FM to ensure assigned AF specialties are trained and utilized to support AF mission requirements. The CFM is the Office of Primary Responsibility; however, works in concert with MAJCOM Functional Managers as required.

Career Field Team (CFT) - Led by the CFT Chief, GS/GG-14, centrally administers managerial/leadership training and development for career field employees and centrally funded force renewal (intern) positions. This training and development include selected career broadening and cross-

functional assignments, job rotations, short- and long-term training, management and executive seminars, education, and self-improvement activities intended to systematically develop employees for filling DAF positions of increased responsibility.

Force Management Development Council (FMDC) - Formerly the Force Development Council, ensures a common vision for occupational force development and promotes consistent advancements within and across their functional areas.

Functional Advisory Councils – Functional communities establish advisory councils to address unique functional needs and carry out the roles as defined in DAFI 36-2670, *Total Force Development*. FAC Chairs may further designate individuals or groups to carry out certain authorities. If so designated, a written record is maintained by the CFT. Groups (panels) may be established to manage such areas as promotion plans, referral issues, positions, training, development, workforce analysis, and overall program effectiveness.

Development Teams - Chaired by SAF/CN or Delegate, the DT provides oversight of civilian leadership positions and the leadership development process for civilian employees. The DT makes vectors based on projected, aggregated requirements by level and position type and:

- Oversees career vectoring, identifying appropriate outplacement from Civilian Developmental Education, Career Broadening, Key Career Positions, and other special programs and or assignments. (AFMAN 36-606)
- Provides mentoring, coaching, 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 Development, Civilian Strategic Leader Program, Key Nuclear Billet Program, and/or Key Career Positions. Annual Force Development and DT guidance addresses DT rank structure and team composition IAW DAFI 36-2670, *Total Force Development*.
- Membership consists of military officers and civilians, O-6/GS-15 or higher, that bring varying perspectives and insights from across C&IT, to include joint service experience.

Meetings are held in the Spring/Summer for Civilian Developmental Education selections. During Fall/Winter, GS-12-15 vectoring is conducted. The DT plays a critical role in preparing the workforce to meet current and projected mission capabilities. The C&IT civilian workforce is encouraged to visit the C&IT CFT milSuite page for updates to civilian DT Guidance.

Civilian Force Development Panel (CFDP) - In accordance with DAFI 36-2670, *Total Force Development* guides civilian functional community and institutional initiatives and provides recommendations to enterprise-wide civilian development and utilization issues.

Senior Civilian Advisory Panel (SCAP) - The SCAP is made up of C&IT senior civilians from each MAJCOM / FLDCOM / COCOM as designated by their leadership. The SCAP is designed to support and inform the C&IT Functional Advisory Council for all career field management issues and each SCAP member represents their respective organization on these issues and tasks.