



Career Planning Guide

For Contracting Professionals

AIR FORCE CONTRACTING

Expeditionary

Agile

Innovative



*“ From beans to bullets,
cradle to grave, one agency
at a forward-deployed
location makes it all happen.
Whether it is bottled water to get
Airmen through the heat of summer
or vital supplies to keep the aircraft
flying, the 386th Expeditionary
Contracting Squadron is there
to make sure the
mission gets done.”*

– Taken from an article titled
Contracting Makes It Happen, written
by Capt. Aaron Burgstein of the 386th
Air Expeditionary Wing Public Affairs.



Refer to the AF Contracting Force Development website for detailed information at <https://www.safaq.hq.af.mil/contracting/restricted/force/>



FOREWORD

The Air Force has a new vision for developing our most important resource—you! We call it Force Development and it applies equally to all of us, military and civilian. Force Development provides a new vision for the way we train, educate, and assign our workforce and Contracting is leading the way in the implementation of this very important initiative.

The purpose of Force Development is to make deliberate, connected, career-oriented assignments, education, and training that will enable you to meet your own career goals as well as Air Force goals. I am firmly committed to ensuring that our Contracting workforce is fully equipped to meet the leadership challenges of the future.

This guide is designed to provide you with an understanding of the education, training, and experience necessary to be successful in our career field. It is meant to establish mutual

career expectations between Air Force Contracting's senior leaders and our workforce. I hope you will use it to make your future career choices.

Today's Contracting professionals must be highly skilled, multi-functional, and flexible enough to quickly adapt to the rapid changes of our environment. To accomplish this, we must develop people who are motivated and trained with the right skills and a broad perspective that encompasses the total Air Force mission. The Air Force wants each individual to take advantage of the opportunities available to them in order to be successful.

I have made your total development my #1 priority—the rest is up to you!

A handwritten signature in black ink, appearing to read "Charlie E. Williams, Jr." with a stylized flourish at the end.

CHARLIE E. WILLIAMS, JR.
Deputy Assistant Secretary (Contracting)
Assistant Secretary (Acquisition)





“Our Contingency Contracting Officers (CCOs) are recognized and admired by all the services for their knowledge and expertise in this challenging mission area. Without our CCOs as the backbone of contingency contracting support for Multi-National Forces-Iraq, responsive support to our coalition forces would be in doubt. We should all be proud of the accomplishments of our contracting warriors because we all had a part in developing this vital capability.”

**–David Glowacki, Col, USAF
Principal Assistant Responsible
for Contracting, Multi-National
Forces-Iraq**

AIR FORCE CONTRACTING IS AN EXCITING CAREER!

Challenging and Rewarding

Take a moment to look around right now. If you are reading this on a military installation, contracting professionals were responsible for buying everything you see: aircraft, uniforms, buildings, roads, and furniture. If you are on a flight line, we contracted for the hangars, maintenance equipment, and runways. If you are in a hospital, we acquired the X-ray machines, lab equipment, and heart monitors. If you are in Iraq, we bought the construction supplies and services to stand up the Iraqi Army and police forces and facilitated every purchase made to support our

coalition forces. If you are on a C-17, we bought that too. Contracting professionals serve as business advisors and acquire goods and services from start to finish for everyone from senior executives, warfighters, doctors, and lawyers to the newest recruit at basic training.

The Air Force needs multi-skilled professionals with contracting knowledge in weapons systems, research and development, sustainment, base support, and warfighting contingency operations.



**Air Force Contracting
Expeditionary! Agile! Innovative!**

CONTRACTING'S CHANGING ENVIRONMENT

Today's acquisition environment is dramatically different from the past. The size of our workforce is reduced, the pace is increased, the budget is tight, and the warfighter support is increasingly urgent. The need to use electronic purchasing processes to serve our customers as efficiently as possible requires us to be proficient with e-purchasing skills. The move to strategic purchasing requires us to be multi-functional problem-solvers. This dynamic environment demands that Air Force contracting professionals broaden their perspectives beyond contracting, and beyond a single squadron, center, or command.

The most successful Air Force leaders in the future will not only be experts in their field, but will also be aerospace leaders who understand the global business environment in addition to the mission of an expeditionary air and space force. Our future leaders will have broadened themselves through experience in complementary career fields such as acquisition management, logistics, finance, and installation-level mission support functions. Our acquisition workforce will be highly educated and trained through continuous learning opportunities.

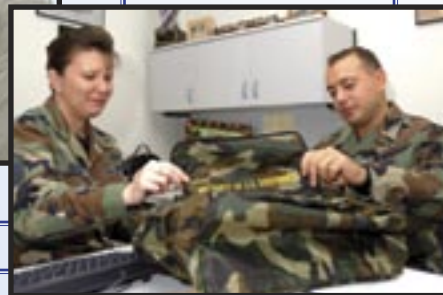
Tomorrow's Air Force needs the right mix of employees with the right skills, at every grade level.

As a contracting professional, you contribute to both team and individual decision-making environments. You may find yourself as a business advisor on an acquisition team, or as a CCO working alone to convert a bare base into an operating base before a squadron of fighters arrives.

Because of the wide range and variety of career choices, as well as the focus on continuous education and training, a career in contracting will always be interesting, exciting, and challenging. Your contributions are meaningful and important. As a contracting professional, you can really make a difference!



TSgt Gene Eastman and SSgt JP Malboeuf rubbing elbows with former Secretary Powell while deployed to Amman Jordan during Operation IRAQI FREEDOM. Both men are members of the 460 CONS, Buckley AFB, CO.



MSgt Dawn Aucoin and SSgt Erim Celik inspect a chemical warfare bag prior to a deployment exercise. Both are assigned to the 39th Contracting Squadron at Incirlik, AB, Turkey.

WE ARE A PROFESSIONAL WORKFORCE

Education is critical throughout your career.

The entry-level education requirements for officers and civilians to qualify for a contracting position are a bachelor's degree from an accredited educational institution and at least twenty-four semester hours in business-related fields.

An advanced degree is highly encouraged to enhance your competitive posture. A Master of Business Administration is preferred, although other advanced degrees in business-related disciplines, human resources, public administration, or economics will also serve to enhance your job performance and competitiveness.

If you're interested in the opportunity to complete your bachelor's or master's degree

on a full time basis, visit <http://www.afpc.randolph.af.mil/cp/dpkd/guide/courses/b80.htm> to learn about the Degree Completion Program (DCP). DCP is designed to assist those civilian employees wishing to complete their degree. In addition, master's degrees in Military Operational Arts and Sciences, Strategic Studies, and National Resource Strategy can be earned through in-residence Professional Military Education (PME) courses.

Professional certification is required by Congress.

During your initial five years, you should strive to master contracting core competencies and obtain Acquisition Professional Development Program (APDP) Level I and II certifications in Contracting. Starting at the eight to nine-year point in your career, you should gain APDP Level III certification in Contracting. Do not seek advanced APDP level training until you have enough experience to provide a basis for understanding and applying it. APDP certification is not a requirement for specific promotions. You have eighteen months from the time you are assigned to a new position to achieve the APDP certification level required for the position.

As with any profession, continuous learning (CL) keeps you current. Your goal is forty CL points per year with a mandatory requirement of eighty CL points every two years. The APDP training taken in the first several years of employment generally satisfies the CL requirements. Beyond that, everyone is required to actively pursue CL goals. For additional guidance on CL, visit the ACQ Now CL website at: <http://www.dau.mil/basedocs/continuouslearning.asp>



Christine L. Clark, WR-ALC, Robins AFB, GA, receiving the Secretary of the Air Force Professionalism in Contracting (Supervisory) award from Mr. Williams.



Suzanne S. White, 50th CONS, Schriever AFB, CO, receiving the Secretary of the Air Force Professionalism in Contracting (Non-Supervisory) award from Mr. Williams.

A warrant is a sign of our trust in your professional ability.

Once you have mastered the technical competencies as a contract specialist or contract negotiator, you should expect to compete for a warrant. As a warranted contracting officer, you will be entrusted with significant authority and responsibilities, including the authority to obligate the federal government. You will also be responsible for ensuring the acquisitions you lead comply with all laws, rules, and regulations. All business must be conducted with

absolute fairness and must comply with the statutory direction and intent of the U.S. Congress. Integrity and good decision-making skills are critical.

Your scope of responsibility is enormous! We entrust our contracting workforce to obligate billions of taxpayer dollars each year. This requires a highly educated and skilled workforce to help ensure mission success through innovative contracting processes.

**Agile Sourcing
Innovative Strategic Solutions!**

Let's get started ... on your career!

This guide is designed to arm commanders, supervisors, mentors, and YOU with the knowledge necessary for professional career development. Air Force Contracting senior leaders are focused on your deliberate development. They want to do a good job of mentoring you, helping you plan your career, and providing opportunities to gain the depth and breadth of experience, training, and education the Air Force requires.

There is no single career path that ensures career success. Whether you aspire to be a senior leader or

choose to deliver steady technical expertise as a contract specialist, your contributions to the mission are valued and essential as we work together toward our common goal: **to accomplish the Air Force mission.** You should seek diverse and demanding assignments that will allow you to develop your skills and apply your education, training, and experiences to Air Force challenges. There are numerous opportunities for training and development available to enhance your personal and professional capabilities and to help you become more effective every day.



2Lt Sherry Mattson of the 374 CONS, Misawa AB, Japan, gives the oath of enlistment to her father, CMSgt Brett Allison of the 35th OG.



Debbie Saumur, 460 CONS, Buckley AFB, CO is receiving her first contracting officer warrant from her commander, Maj Mark Salansky.

"Our goal is to create and grow leaders capable of taking our Air Force to the next level of excellence."

— Gen John Jumper

"The greatest facet of contracting is the opportunity to learn new acquisition skills and apply your knowledge to contribute to the mission of the Air Force. Contracting is dynamic so keep your mind sharp by taking full advantage of the numerous education and training opportunities afforded to you. You will not be disappointed!"

**—Lt Col Rich Unis
SAF/AQCP**



**Contracting
Professionals
Anticipate and
Deliver
Warfighting
Capabilities!**



**To learn more
about career
planning and
development,
check these out...**

- Professional Development (military), AFI 36-2302
- Officer Professional Development Guide, AFPAM 36-2630
- AF Mentoring, AFI 36-3401
- AF Civilian Career Planning, AFMAN 36-606, Vol. 2

**What can we help
you accomplish?**

Force Development is deliberate, tailored career development planning to meet long-range Air Force requirements and individual career goals and objectives.



Check out these websites:

USAF Force Development:
<https://www.dp.hq.af.mil/dpx/dpx/>

AF Contracting FD:
<https://www.safaq.hq.af.mil/contracting/restricted/force/>



“After being accepted into the Contracting Career Broadening program, I was transferred from Eglin AFB in Florida to the Pentagon. I was given opportunities to work on projects and programs, as well as to develop policy and guidance, that affected all of Air Force Contracting. I felt like I was really making a difference! The opportunities to expand your knowledge base, experience new and exciting things, and broaden your perspective are out there. Take advantage of them!”

**–Vicky Revel
SAF/AQCX**

FORCE DEVELOPMENT

Force development is the series of experiences and challenges (job assignments), combined with formal education and professional training opportunities that develop our workforce. The goal of Force Development is to build future leaders who have the required skills, knowledge, and experiences to execute diverse missions. That development starts early within a given career through deliberate assignments that will help people achieve their personal career goals. It is fundamental to the continued success and improvement of our Air Force and requires a commitment from AF senior leaders to place more emphasis on mentoring and career guidance. One of the primary goals of force development is ensuring individuals clearly understand what their role is in Force Development.

Force development is based on a simple doctrine composed of three levels – strategic, operational, and tactical. At the tactical level, you should concentrate on learning a primary skill. At the operational level, you may pick up a complementary skill, but the focus is on understanding the Air Force perspective. At

the strategic level, you combine primary and complementary skills to understand how the Air Force interacts with the joint military environment. To help you make informed decisions throughout your career, Air Force Contracting has developed roadmaps and career pyramids. They are located on pages 12-17. The roadmaps are designed to provide you with an understanding of the education, training, and experiences necessary to be successful in our career field. Their purpose is to establish a mutual understanding of career expectations between you, your immediate supervisor, and Air Force Contracting’s senior leaders. They are indeed roadmaps to assist you in making your most important career choices.

Your success in Air Force contracting is ultimately up to you! Senior contracting leadership fully embraces and endorses the concepts of Force Development and the Development Team (DT) process for both civilian and military members of the contracting workforce. You have been given the tools to assist you in making career choices



This is the Force Development flight plan. The flight plan is a one-stop location on our Air Force Contracting Force Development site for an employee to learn about personal development and assessment as well as the DT process. By visiting the force development page at <https://www.safaq.hq.af.mil/contracting/restricted/force/> you can read more about each of the topics in the flight plan steps.

that are consistent with your goals and your potential. Supervisors and senior leaders stand ready to mentor you and assist you through the DT

process—take advantage of their mentorship and of the opportunities that are available to you today. **Take the initiative and be successful!**

DEVELOPING DEPTH & BREADTH

The most successful contracting leaders are those who not only demonstrate exceptional performance, but who also demonstrate experience in other acquisition-related areas, such as program management, logistics, or financial management.

Depth

Advanced technical knowledge is a cornerstone of professional development for both military and civilians. You will develop this technical expertise by learning and applying basic contracting skills as a contract specialist, and later as a contracting officer. In addition, you should strive to participate in various types of acquisitions, such as research and development, logistics, test, operational, and systems.

To ensure junior civilians and company grade officers develop their technical expertise we designed the Employee Development Template (EDT). You can find it at: <http://www.afpc.randolph.af.mil/cp/CCP>. Our enlisted workforce follows the guidelines contained in their Career Field Education and Training Plan (CFETP), which can be found at: <http://afpubs.hq.ar.mil/pubfiles/af/cfetp/cfetp6c0x1/cfetp6c0x1.pdf>

Breadth

You can broaden your professional development as you acquire expertise, knowledge, and skill in Air Force and DoD environments: operational, staff, joint, and special duty. You may also work with other services or agencies. This breadth of experience will assist you in developing Air Force and joint leadership capabilities. Generally, the time to broaden your development is during the middle stages of your career.

Career Broadening

As a contracting professional, you should pursue career broadening opportunities, both within contracting, as well as other functional areas. Civilians may be eligible for a special 30-month career-broadening program. Positions are specifically designed and strategically located to provide developmental opportunities to broaden the skills and enhance the leadership perspective of high-potential, mid-level personnel. Career broadening positions are usually non-supervisory and mainly at grades GS12 through GS14. To learn more about applying for the Career Broadening Program, go to the Contracting Career Field Management Team homepage at <http://www.afpc.randolph.af.mil/cp/ccp/carbroad.htm>. Officers should indicate their interest in career broadening opportunities on their Officer Development Plan (ODP).

An Embedded CCO

— Which one is our CCO?
Can't tell, can you?

Capt. John Shapleigh
from 1 CONS
Langley AFB, VA



Operation Iraqi Freedom II
Iraq Security Forces,
G-3/Division Main

BEING MOBILE

Mobility enables you to benefit from experiences in different organizations and at different locations. You will meet new people, new challenges, and new ways of doing business as you take advantage of opportunities to be mobile. Professional growth opportunities may take you and your family across the USA or overseas. While in the contracting career field, you might find yourself presiding over a complex multi-million dollar negotiation, studying at a prestigious university, or on a camel's back in the deserts of the Middle East. Mobility will allow you to broaden your contracting

professional perspective. If you are a civilian and decide that being mobile is not the right thing for you and your family, you may find fewer opportunities for advancement. However, you will still be able to make important contributions to Air Force Contracting.

Without question, to become a senior leader in the United States Air Force will require an understanding of the AF enterprise. This understanding is best achieved through multiple location assignments.



Lt Col Mark Hobson, from SAF/AQCX, while deployed in support of the Multinational Forces Iraq, securing an undetermined quantity of Iraqi Dinar to pay Iraqi military troops at Taji, Iraq.



1Lt Casey Kopecky, assigned to the Development and Fielding Systems Group, Wright Patterson AFB, OH, discusses a performance based requirement with Shannon Griffin and Angela Nalley of the Contracting Directorate.

**The possibilities are almost unlimited.
Set your goals high!**

HOW DO I GET A SQUADRON COMMAND?

Squadron command positions are very valuable leadership opportunities within the contracting career field. Not all officers will be afforded the opportunity to command. Some officers may be given more than one opportunity to command at the squadron or DCMA level as a major, lieutenant colonel, or colonel. The DT meets each summer to select the candidates eligible for command.

The DT begins each selection process with a meticulous records review. Records include the AFPC official record, the officer's SURF, the ODP and the Statement of Intent (SOI). Every DT member evaluates each record. The key criteria are; solid, consistent performance in each job held, breadth of experience, increasing levels of responsibility, and leadership potential. After the DT members score

each record, an average score is calculated and the records are racked and stacked from highest to lowest. The DT then determines the number of candidates needed to maintain a 2 to 1 ratio against command openings. All officers above the cut line are consolidated and released with the Mission Support Command Candidate list. Command selection is made from this candidate list by the hiring authorities—Wing/Mission Support Group Commanders.

For more information on the Mil DT process and the Squadron Commander Board, check out the On Point Memos from the Deputy Assistant Secretary for Contracting at <http://www.safaq.hq.af.mil/contracting/aqccorner>



1Lt Wanda McDonald, TSgt James Wolski, and Lt Col Geoff Ellazar of the 314 CONS, Little Rock AFB, AR, check the progress of a construction project.

DT

For officers, the DT uses a whole person score concept for both command and developmental education boards. Candidates are evaluated on:

- (1) Performance
- (2) Professional Qualities
- (3) Leadership
- (4) Job Responsibility
- (5) Depth & Breadth of Experience
- (6) Specific Achievements
- (7) Education



"Leading Airmen as a commander of a wing, group, or squadron is one of the most important and challenging opportunities in our Air Force."

—Gen. John Jumper,
US Air Force Chief of Staff



"The task of a leader is to get his people from where they are to where they have not been."

—Henry Kissinger,
former Secretary of State

**Don't Get Lost
Along the Way!**



**Use the Pyramids
and the Roadmaps
as your Guide**



**You represent
the Future of
Contracting**

VECTOR:

Mathematically and navigationally speaking, it's a sense of direction and a magnitude or distance to be traveled. Picture it this way: your mentors provide you with career vectors—arrows that point you in the right direction and help you to make good career decisions.



“GOT GOALS?” IF SO, THE DEVELOPMENT TEAM (DT) WILL GUIDE YOU

One of the most important roles for contracting senior leaders is to develop the contracting workforce. We have established a DT which is made up of senior contracting military and civilian leaders. This team is chartered to develop our workforce to meet deliberate Air Force requirements. Your goals are captured in a civilian Career Development Plan (CDP) or Officer Development Plan (ODP), *as applicable. These plans offer a means for you to communicate your experience and educational accomplishments, as well as your personal career plans and goals, to the DT. Your current-phase Roadmap and applicable career Pyramid should be the basis for your development plan input.

It is your supervisor's responsibility to review your Roadmap and your plan and assist you with determining your current developmental phase. Contracting leadership will then provide you with both education and experience vectors to further your development. Civilians and Officers will generally be vectored by their supervisor and local management until they have achieved the tactical level of development. All MajS and

Lt Cols will be vectored by the DT. Some civilians at the Operational level may be vectored by the DT. All civilians at the strategic level will be vectored by the DT.

After you have achieved the strategic level, your career guidance will come from the office of the Deputy Assistant Secretary for Contracting and other senior leadership offices. The intent of providing these vectors is to give each employee and their supervisor a consolidated perspective from senior leadership on experience and educational options to pursue.

Vectors are not a guarantee of a job or school selection. They are simply a senior-level perspective on a future career course for you. In the future, we anticipate going to a steady state of vectoring officers by year group on a pre-determined schedule as opposed to tying the vector to individual officer assignment dates.

*Currently no equivalent enlisted process exists. (See page 17 for the Enlisted Career Pyramid.)



Stephanie Gisseman, Acting Executive Officer to the Director of Contracting at WR-ALC, Robins AFB, GA.



TSGt Brad Smith finalizes a contract with two Mali representatives. Smith recently traveled there to sign more than \$430,000 in contracts earmarked for humanitarian projects. He is a contracting officer assigned to the 39th Contracting Squadron at Incirlik Air Base, Turkey.

ROADMAPS TO SUCCESS

There is no single career path or checklist that will guarantee you will become a member of the Senior Executive Service (SES), General Officer, or Chief Master Sergeant. However, in your career you will progress through tactical, operational, and perhaps strategic levels of development. Our Air Force Contracting roadmaps will help you make informed decisions about your career at each level. These roadmaps are not intended to be all-inclusive, but to highlight functional competencies, Air Force enduring competencies, and important business, professional and leadership skills. The roadmaps also help you understand the training, certification, experience, and education required at each level. You'll find stretch goals on each roadmap that suggest opportunities for you to expand your experience and deepen your expertise. *The stretch goals are in italics.*

The pyramids go hand-in-hand with the roadmaps. Both are color-coded and divided into tactical (blue), operational (red)

and strategic (green) levels of development. Both the pyramids and roadmaps can be found at <http://www.safaq.hq.af.mil/contracting/restricted/force>.

Why are the Pyramids and the Roadmaps important to you?

You and your supervisor can use the pyramids and the roadmaps to shape your career by identifying near and long term career development goals. The pyramids can lead you to opportunities available at different times in your career. Your supervisor is available to guide and counsel you, but ultimately you will make your own career choices. The pyramids and roadmaps will help you with those choices.



Property Administrator Gary Sweet (r) of the Specialized Flight, 30th CONS, Vandenberg AFB, CA, performs a Government Property Audit at a Telemetry Site.

While serving as the Commander for the 363 ECONS at Prince Sultan AB in Oct 2001, Lt Col John McLaurin is shown here negotiating with a Saudi Line-haul transportation contractor.



The most important job is the one you have now!

Tactical Roadmap

Approximately 0-10 years



The Tactical Development phase focuses you on learning your basic contracting skills and functional competencies, gaining contracting depth, and developing business knowledge and skills with which to build your contracting career. Training and experience are essential for you to build a strong foundation of technical knowledge that will lead you to strong job performance and to your APDP certification

in Contracting. As you progress through the tactical phase, we expect you to develop enduring competencies that will serve you throughout your contracting career. You will also gain valuable communication skills, as well as leadership skills. Formal education with a business background will be a key part of your development as a contracting professional.

DEVELOPING TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

Experience with:

- Acquisition Strategy Planning
- Solicitation Procedures
- Price Analysis/Negotiation
- Contract Types & Methods
- Contract Administration
- Contract Funding & Financing
- Skills Required by: EDT for Jr Civilians & Company Grade Officers or CFETP for Enlisted Personnel (1st 5 years)

DEVELOPING ENDURING COMPETENCIES

- Exercise Sound Judgment
- Adapt and Perform Under Pressure
- Inspire Trust
- Lead Courageously
- Foster Effective Communication
- Assess Self

TRAINING & CERTIFICATION

- DAU Acquisition Courses (100/200 Level)
- Mission-Ready Contracting Officers Course (*civilians*)
- Mission-Ready Airman Course
- Career Development Courses (CDCs) (*enlisted only*)
- APDP Level I Certification (*within 2 years*)
- APDP Level II Certification
- 80 Continuous Learning points/2yrs
- Training Required by: EDT for Jr Civilians & Company Grade Officers or CFETP for Enlisted Personnel (1st 5 years)
- *Professional Certifications*

DEVELOPING GENERAL BUSINESS SKILLS

- Computer Skills
- Contract Writing Systems
- Staff, Support, and Writing Skills
- Oral and Written Communication
- Interface with other Services and Agencies
- Industry Interface-Negotiations and Problem Solving
- Familiarity with Other Functional Areas (Program Mgt, Budget, Logistics, etc.)

DEVELOPING LEADERSHIP SKILLS

- Personal Leadership
- Strong Business Ethics
- Foster Teamwork
- Communicate Effectively
- Build Relationships
- Lead by Example
- Develop Followership Skills

EXPERIENCE

- Limited Warrant
- Varied Buying--Systems, R&D, Operational, Specialized, Logistics (*at least 2*)
- Team Lead
- Unlimited Warrant

EDUCATION

- 24 Semester Hours in Business
- Basic Developmental Education
- *Masters Degree*
- *Intermediate Developmental Education*

NOTE: Stretch goals are *italicized*.

Integrity first, Service before self, and Excellence in all we do

Operational Roadmap

Approximately 8-20 years



The Operational Development phase focuses you on learning more complex contracting skills, functional competencies, and gaining breadth of experience. Further training and experience at this level will prepare you for APDP Level III. At this level, you will be considered

a business advisor and expert within your career field. At this point in your career, you should be in supervisory roles and pursue career broadening opportunities. You should also complete your graduate level formal education to expand your knowledge base and business skills.

DEVELOPING TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

- Strategic Buying
- Complex Contract Types
- Complex Pricing Arrangements
- Source Selection Procedures
- Contracting Policy & Laws
- *Acquisition Corps Membership*

DEVELOPING ENDURING COMPETENCIES

- Drive Performance thru Shared Vision, Values & Accountability
- Influence thru Win/Win Solutions
- Mentor/Coach for Growth & Success
- Partner to Maximize Results
- Promote Collaboration & Teamwork

TRAINING & CERTIFICATION

- DAU Acquisition Courses (300 level)
- OPM (Management Development Centers/Federal Executive Institute) Leadership Courses
- APDP Level III Certification
- 80 Continuous Learning points/2 yrs
- Professional Certifications
- APDP Level I Certifications in Other Functional Area
- *APDP Level II Certification in Other Functional Area*

DEVELOPING GENERAL BUSINESS SKILLS

- Information access thru Web-Based Portals
- E-Business Capability/Functionality
- Other Functional Areas (Program Mgt, Budget, Logistics, etc.)
- Ensure Compliance with Budget & Legislative Policy
- IT Collaboration Tools

DEVELOPING LEADERSHIP SKILLS

- Lead Teams
- Lead the Organization
- Lead Change
- Translate Strategy
- Drive Execution
- Foster Professional Competency

EXPERIENCE

- MAJCOM or higher Staff
- Varied Buying--Systems, R&D, Operational, Specialized, Logistics (at least 2)
- Squadron Command/Supervisory

EDUCATION

- Intermediate Developmental Education
- Masters Degree
- *Senior Developmental Education*
- *Professional Civilian Education*

NOTE: Stretch goals are *italicized*.

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Strategic Roadmap

Approximately 15-30 years



The Strategic Development phase focuses you on developing and implementing strategic approaches to drive acquisition strategies and to lead organizations. Sharing your technical expertise, using your business acumen, and mentoring junior members of the contracting workforce are important aspects of this phase.

People who have completed this phase are typically senior leaders of Air Force Contracting. Effective communication skills are essential for leading an organization. Training focuses on senior level executive seminars and development programs. Strategic level leaders occupy key leadership positions within Air Force Contracting.

SHARING KNOWLEDGE OF TECHNICAL SKILLS & FUNCTIONAL COMPETENCIES

- Mentor Junior Personnel (Mil & Civ)
- Develop/Teach Training Courses
- Speak at Seminars/Symposiums
- Acquisition Corps Membership
- Take Opportunities at the Joint Level to share the Air Force Contracting Perspective

DEVELOPING ENDURING COMPETENCIES

- Shape Air Force Strategy & Direction
- Command Organizational & Mission Success thru Enterprise Integration & Resource Stewardship
- Embrace Change & Transformation
- Drive Execution
- Attract, Develop & Retain Talent

TRAINING & CERTIFICATION

- Executive/Strategic Leadership Courses
- Membership in GS-15 Leadership Development Program (Civ only)
- APDP Level II Certification in Other Functional Area(s)
- 80 Continuous Learning points/2 yrs
- *APDP Level III Certification in Other Functional Area(s)*

DEVELOPING STRATEGIC LEVEL BUSINESS SKILLS

- Develop & Communicate Vision
- Develop/Implement Strategic Policies & Procedures
- Leadership Role on Complex Source Selections
- Drive & Approve Acquisition Strategies
- Implement Budgetary & Legislative Policy
- Manage Strategic Supplier Interface

DEVELOPING CORPORATE LEADERSHIP SKILLS

- Lead Change
- Lead People
- Results Driven
- Develop Business Acumen
- Build Coalitions/ Communications
- Create & Demonstrate Vision
- Joint Warfighter Perspective
- Geo-Political Awareness
- Think & Work Across Borders

EXPERIENCE

- Leadership/Command at HAF/SAF, OSD, MAJCOM, Center, Wing, Group
- Senior Leadership Over Various Acquisition Types (Systems, R&D, Specialized, etc)
- *Leadership in other Services, Agencies, Private Industry*

EDUCATION

- Senior Developmental Education
- *Professional Civilian Education*

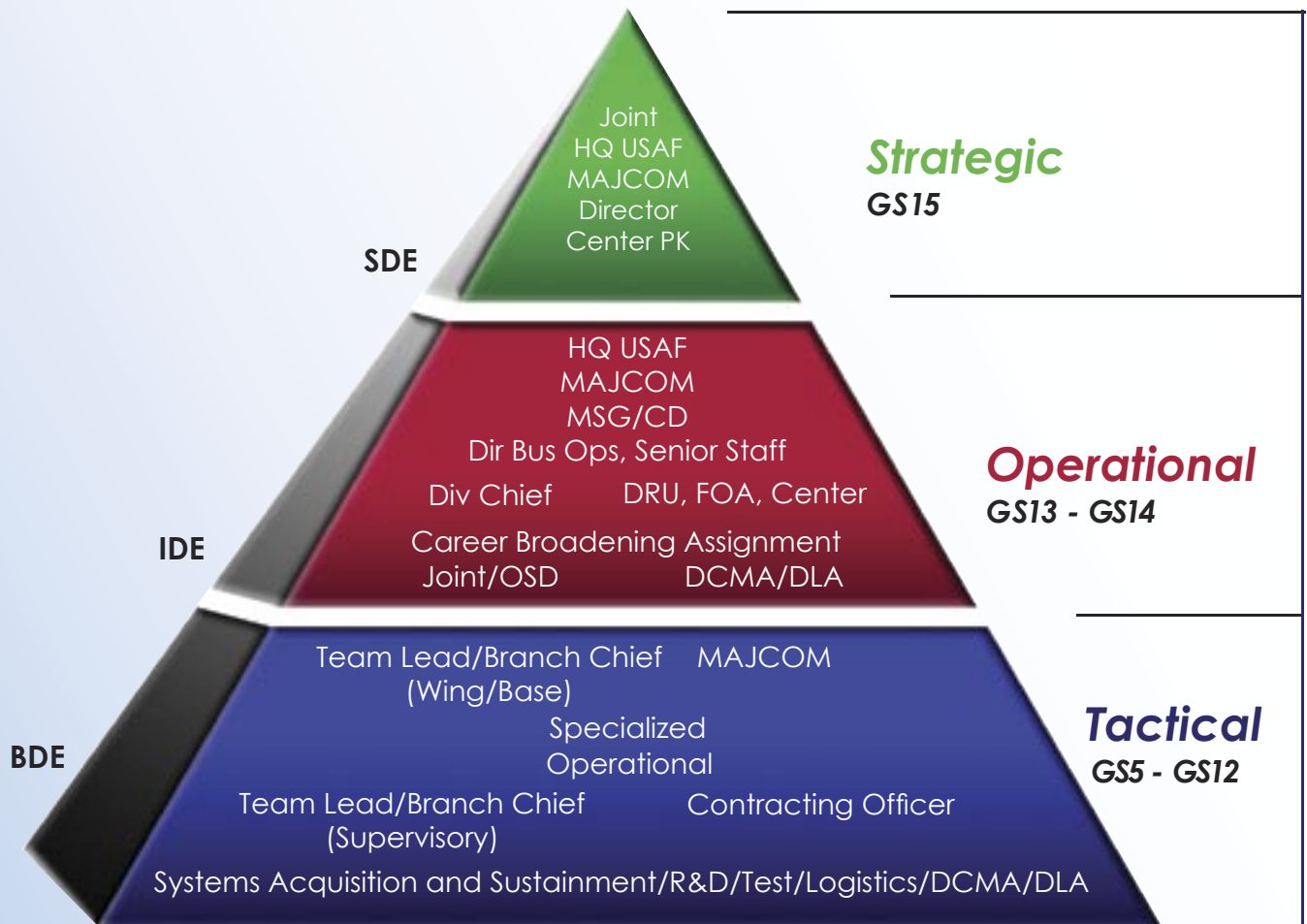
NOTE: Stretch goals are *italicized*.

Integrity first, Service before self, and Excellence in all we do

Civilian Career Pyramid

CAREER BROADENING SKILL PAIRINGS

Acquisition Management
Logistics
Financial Management
Personnel

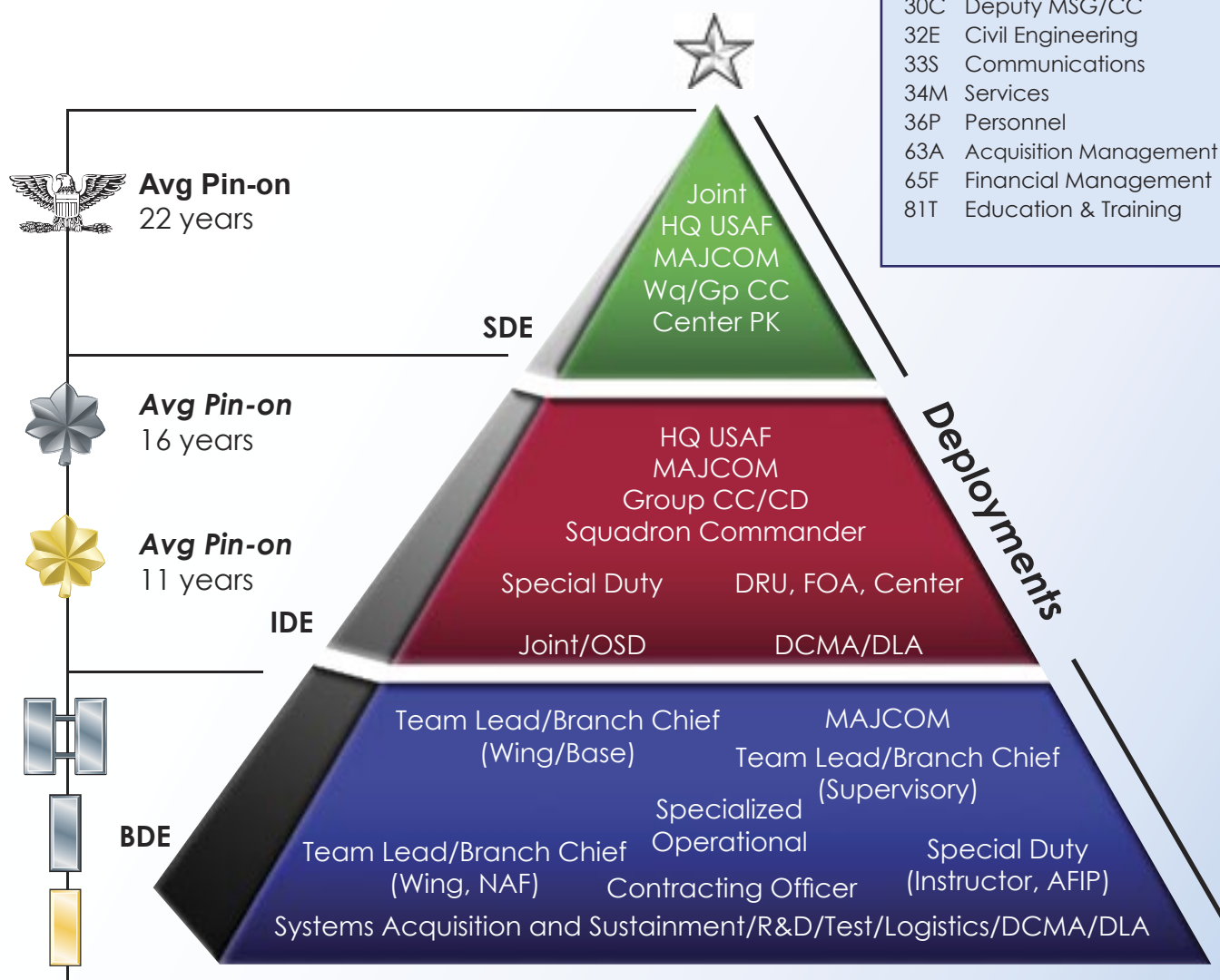


NOTE: For descriptions of BDE, IDE, and SDE refer to page 18.

Officer Career Pyramid

CAREER BROADENING SKILL PAIRINGS

- 13S Space/Missiles
- 14N Intelligence
- 16R Plans & Programs
- 16G Pol-Mil
- 21X Maintenance/Readiness
- 30C Deputy MSG/CC
- 32E Civil Engineering
- 33S Communications
- 34M Services
- 36P Personnel
- 63A Acquisition Management
- 65F Financial Management
- 81T Education & Training



NOTE: For descriptions of BDE, IDE, and SDE refer to page 18.

Enlisted Career Pyramid



Enlisted force development currently takes a different track than the civilians and officers. AFPC Airman Assignments Directorate centrally manages assignments for all Senior Master Sergeants and below. Air Force Senior Leader Management Office (AFSLMO) Chief's Group manages all Chief Master Sergeants, and some key senior master sergeants. For enlisted, training is critical and often related to promotion eligibility, so it is largely a corporate AF function as laid out on the pyramid above.

Specific contracting training occurs primarily at the tactical level and consists of the training indicated previously on the Roadmaps. Enlisted personnel are expected to complete the tactical and operational Roadmaps, with our most senior enlisted members working at strategic levels. For more detailed information on developing enlisted professional skills, visit the CFETP website, at <http://www.e-publishing.af.mil/pubfiles/af/cfetp/cfetp6c0x1/cfetp6c0x1.pdf>



Did you know?

You can earn a master's degree by completing a PME school in-residence!

To learn more visit:

<http://www.afpc.randolph.af.mil/pme> (military)

or

<http://www.afpc.randolph.af.mil/cp/dpkd/ccdp/> (civilian)



What is the GS-15 Leadership Development (LD) Program?

The GS-15 LD program is managed by the Air Force Senior Leadership Management Office (AFSLMO). The goal of the program is to identify, develop, and support a leadership cadre at the GS-15 level that will occupy key leadership positions throughout the Air Force. The program provides GS-15s with well-defined paths to become competitive for future openings in the Senior Executive Service (SES).

To learn more visit:

<https://www.dp.hq.af.mil/afslmo/afslmo15/index.htm>

MILITARY AND CIVILIAN EDUCATIONAL OPPORTUNITIES

Officers are required to take basic, intermediate and senior developmental education. Civilians should also take advantage of these educational opportunities which are offered by either correspondence or by seminar, as well as in-residence. There is a nomination and selection process for each in-residence school. For Basic Developmental Education (BDE), Intermediate Developmental Education (IDE) and Senior Developmental Education (SDE) schools, this process begins with a recommendation by your supervisor or senior rater which is based on your past accomplishments and your leadership potential.

(BDE) at the tactical level covers the fundamentals of leadership. BDE schools like the Air and Space Basic Course and Squadron Officer's School (SOS) provide students with an overview of the Air Force mission and teach basic leadership and followership skills. All officers should expect to take SOS in-residence. There are some seats available for civilians as well. If you don't go in-residence, you should complete SOS by correspondence.

For IDE and SDE, your supervisor or senior rater recommends you, and the Developmental Education Board selects you. Intermediate Developmental Education (IDE) at the operational level will continue

to build your leadership skills. IDE schools like Air Command and Staff College (ACSC), Air Force Institute of Technology (AFIT), and Naval Post Graduate School (NPS) develop and apply leadership and operational skills. They emphasize problem analysis, solution development, team building, and communication skills you will need as a future leader. A select percentage of officers and civilians will attend IDE in-residence. The rest should take ACSC by seminar or by correspondence.

Senior Developmental Education (SDE) at the strategic level expands your knowledge-base to include a joint perspective. SDE schools like the Industrial College of the Armed Forces (ICAF), Air War College (AWC), National War College (NWC), and fellowship programs emphasize strategy development, the global business environment, and results-oriented leadership. An even smaller percentage of officers and civilians will attend SDE in-residence. The rest should take AWC by seminar or by correspondence.

In addition, Professional Civilian Education (PCE) further broadens your perspective by providing high-level business education. PCE opportunities include Air Force Executive Fellowships to institutions such as Princeton, Harvard or Yale. These schools are typically nine to eighteen months in duration.



Seal of the Industrial College of the Armed Forces, Ft. McNair, Washington, DC & seal of the Air War College, Maxwell AFB, Alabama.

Continuous training and education are essential to a successful career in Contracting!

WHAT IS CDE?

Civilian Developmental Education (CDE) is part of a larger framework for the development of future civilian leaders. The program includes in-residence PME and long-term academic and experiential programs. The CDE process begins by completing a nomination package. Your nomination must go through your chain of command to your MAJCOM for endorsement. Your MAJCOM will recommend a follow-on assignment when it forwards your package to the DT for validation and ranking. After the DT members rack and stack the nomination packages from highest to lowest, your package will go to the Air Force CDE Selection Board for consideration. If selected, you will be required to sign a mobility agreement before entering the program.

CDE candidates are evaluated on:

- (1) Depth and Breadth of Experience
- (2) Leadership/Job Responsibility
- (3) Specific Achievements
- (4) PME
- (5) Performance
- (6) Post-Utilization (follow-on assignment)
- (7) Appropriateness of Timing of Training

Check out the CDE website for more information:
<http://www.afpc.randolph.af.mil/cp/dpkd/ccdp/>

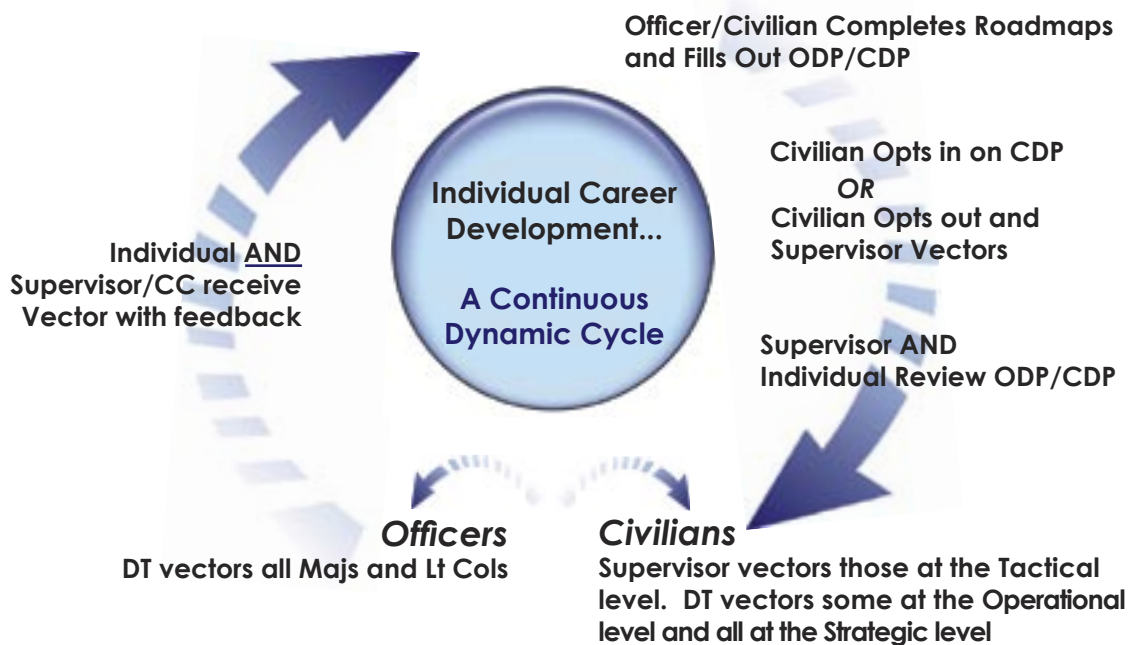
**Your success
in Air Force
Contracting is
ultimately up to
you — Go Do it!**



FORCE DEVELOPMENT PROCESS

In this guide we've talked about the importance of completing your roadmaps, gaining job experiences at the appropriate career pyramid level, taking advantage of educational opportunities available to you, and being mobile in order to have access to challenging job and leadership experiences.

This model depicts the force development process we have in place to ensure your contracting senior leadership has an opportunity to advise you along the way while you make those important career-enhancing choices.



LOOK WHAT YOU CAN ACHIEVE!



"With Force Development, the workforce will not be dependent on chance interactions with senior leaders because all will have regular access to career guidance."

Ms Patsy Reeves
Director, Contracting
Warner Robins Air Logistics Center
Robins Air Force Base, GA

"Early in my career I sought advice from visionary leaders who recognized that the Air Force would seek future leadership from those with a diverse and broad background. Realizing that advice has little value unless we're willing to get out of our comfort zone and act upon the counsel we receive, I acted upon their advice. Today the Force Development initiative seeks to provide access to that same senior leadership for all who desire career guidance."

Mrs. Reeves began her contracting career in 1976 at Wright-Patterson AFB, Ohio. Currently, she manages \$22 billion of active contracts and a workforce of more than 450. She has had assignments at Eglin AFB, Wright-Patterson AFB, Kelly AFB, Brooks AFB, and Washington, D.C. She has served in various system program offices, as a program manager, deputy director, Director of Plans and Programs, and Director of Contracting. Mrs. Reeves was selected for and completed the Defense Leadership and Management Program, Air Force Systems Command's Top Rung program, and Senior Developmental Education in residence. Mrs. Reeves has been the champion of AF Contracting's Career Broadener Program for a number of years organizing, directing, and improving this popular civilian development program. She was appointed to the Senior Executive Service in December 2001 and selected as the recipient of the 2005 John Magnotti Award for Acquisition Mentorship, which recognizes a single federal acquisition professional who has contributed significantly to the quality of the federal acquisition workforce.

"The concept of Force Development is completely different than anything I was exposed to as a young Lieutenant in Contracting. It's no longer just a numbers game, but instead, Force Development involves senior leadership guidance regarding an individual's training, education, and experience with an eye toward growing that individual to meet Air Force needs."

Major General Craig R. Cooning
Director, Space Acquisition
Office of the Under Secretary of the Air Force
Washington, DC



Maj Gen Cooning was commissioned in 1973 through the ROTC program at Auburn University. Although he started his career as a warranted contracting officer at the San Antonio Air Logistics Center, General Cooning has had many diverse assignments. Within contracting, he has been a deputy commander of an AF Plant Representative Office, a division chief at a logistics center, and a MAJCOM Director of Contracting. Outside of contracting he has served as the Program Executive Officer for Space, twice as a major weapon system program director, and as the Vice Commander of the Space and Missile Systems Center. General Cooning has earned both the space and master acquisition badges.



"Our enlisted heritage is a proud one. Serving as the backbone of operational and global contingency contracting operations, our members are uniquely qualified to provide exceptional home station and expeditionary combat support."

CMSgt Michael Durst
Chief, Enlisted Policy
Deputy Assistant Secretary (Contracting)
Assistant Secretary (Acquisition), Washington, DC

Chief Durst enlisted in January 1979 and has been in contracting his entire 26-year career. He holds an Associate Degree in Contracts Management from CCAF. He earned distinguished graduate honors from both NCO Supervisory Course and NCO Leadership School. He also won the John Levitow award from the NCO Academy. Chief Durst has worked at squadron, MAJCOM, and Air Staff levels as well as a joint assignment. He was Air Force Contracting's Outstanding Enlisted member in the NCO category in 1987.



QUESTIONS?

For more details, visit: <https://www.safaq.hq.af.mil/contracting/restricted/force/>

THE FUTURE IS IN YOUR HANDS!

Today's Air Force challenge is to provide deliberate, connected, career-oriented leadership, education, training, and experience assignments that will enable our workforce to meet their own career goals as well as the Air Force mission. Significant opportunities exist to learn all that you can about contracting, as well as to pursue additional training and education, both formal and on-the-job.

It's up to YOU to take advantage of the opportunities and pursue a rewarding career!