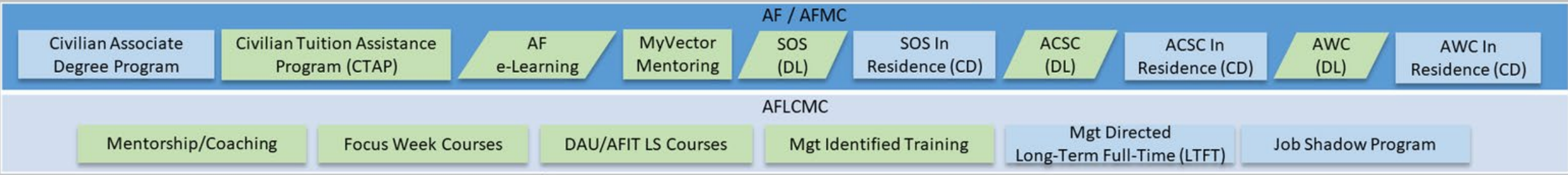
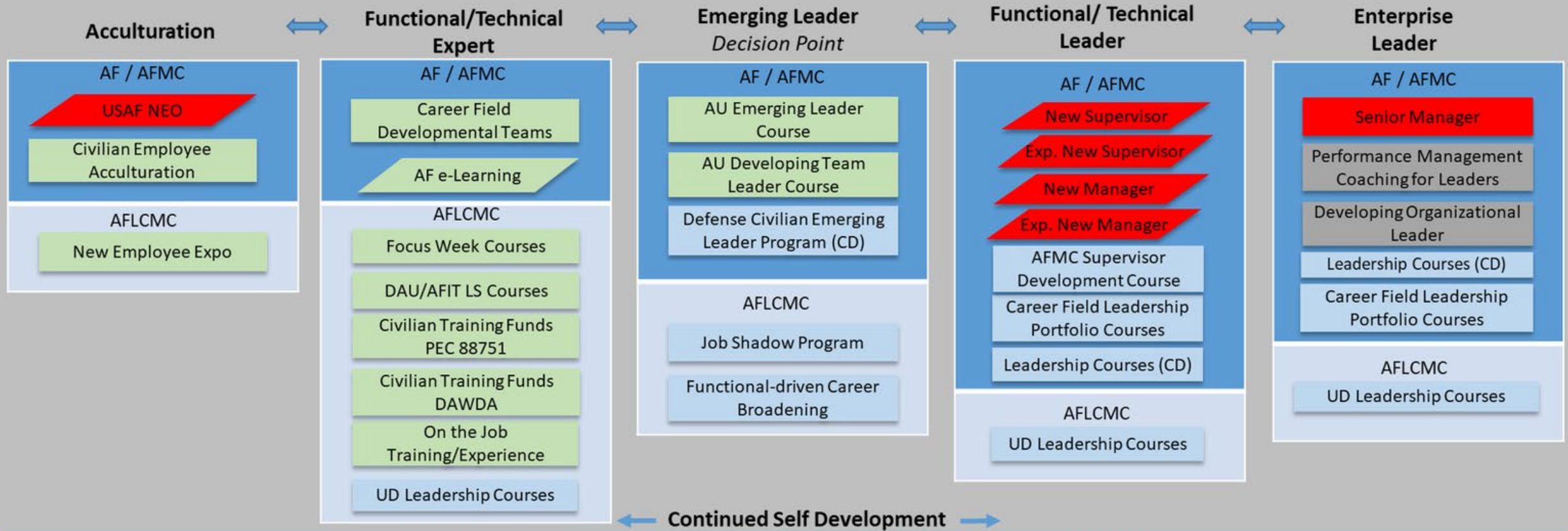


AFLCMC Civilian Development Path



Key

- Competitive Selection (Blue box)
- Non-Competitive Selection (Green box)
- Online (White box with black border)
- Mandatory (Red box)

Chart Revised Apr 2023- For requested updates, please email aflcmc.dpd.organizational@us.af.mil



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 relevant 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



Department of the Air Force

Civilian Career Roadmap **Definitions and Acronyms**

This 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.

DEFINITIONS

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.

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 Education is optional for this path and may be acquired via non-resident distance learning. 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.

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.

ACRONYMS

- * Air Command & Staff College (ACSC)
- * Air Command & Staff College - Schriever Space Scholars (ACSC-SSS)
- * College of Info & Cyberspace (CIC)
- * Civilian Leadership Course (CLC)
- * Defense Acquisition Workforce Improvement Act (DAWIA)
- * Defense Civilian Emerging Leader Program (DCELP)
- * Department of Defense Financial Management Certification Program (DFMCP)
- * Excellence in Government (EIG)
- * Eisenhower School, Nat'l Security & Resource Strategy (ES)
- * ES Senior Acquisition Course (ES SAC)
- * Headquarters (HQ)
- * Leading Change & Innovation (LCI)

- * Leading Effectively Through Change (LETC)
- * Leading Strategically (LS)
- * Leading With Impact (LWI)
- * M&ST (Managerial & Supervisory Training)
- * Nat'l & International Security Leadership Seminar (NISLS)
- * Organizational Leader Course (OLC)
- * School of Advanced Air and Space Studies (SAASS)
- * School of Advanced Nuclear Deterrence Studies (SANDS)
- * Security Cooperation Workforce Development (SCWDP)
- * Squadron Officers School (SOS)
- * Security Professional Education Development (SPED)
- * Upgrading your Executive Leadership Approach (UEL)



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



Department of the Air Force

Civilian Career Roadmap **Definitions and Acronyms**

This roadmap is designed for civilians who aspire to enterprise leader positions with the DAF up to and possibly including Senior Executive Service positions.

DEFINITIONS

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.

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.

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.

ACRONYMS

- * Air Command & Staff College (ACSC)
- * Air Command & Staff College - Schriever Space Scholars (ACSC-SSS)
- * Air War College (AWC)
- * Air War College - West Space Seminar (AWC-WSS)
- * Civilian Leadership Course (CLC)
- * Defense Acquisition Workforce Improvement Act (DAWIA)
- * Defense Civilian Emerging Leader Program (DCELP)
- * Department of Defense Financial Management Certification Program (DFMCP)
- * Excellence in Government (EIG)
- * Executive Leadership Development Program (ELDP)
- * Enterprise Leadership Seminar (ELS)
- * Enterprise Perspective Seminar (EPS)
- * Eisenhower School, Nat'l Security & Resource Strategy (ES)
- * ES Senior Acquisition Course (ES SAC)
- * Headquarters (HQ)

- * Leading Change & Innovation (LCI)
- * Leading Effectively Through Change (LETC)
- * Leading Strategically (LS)
- * Leading With Impact (LWI)
- * M&ST (Managerial & Supervisory Training)
- * Nat'l & International Security Leadership Seminar (NISLS)
- * National War College (NWC)
- * Organizational Leader Course (OLC)
- * School of Advanced Air and Space Studies (SAASS)
- * School of Advanced Nuclear Deterrence Studies (SANDS)
- * Security Cooperation Workforce Development (SCWDP)
- * Squadron Officers School (SOS)
- * Security Professional Education Development (SPED)
- * Upgrading your Executive Leadership Approach (UEL)

DoD Civilian Leader Development Continuum



Deliberate development through progressive learning opportunities (education, training, self development, and assignments) that broaden experience and increase responsibility.

Vision
External Awareness
Strategic Thinking
Political Savvy
Global Perspective
National Security Strategy

Lead the Institution

Technology Management
Financial Management
Creativity and Innovation
Partnering
Entrepreneurship
National Defense Integration
National Security Environment

Lead Organizations/Programs

Human Capital Management
Leveraging Diversity
Conflict Management
Developing Others
DoD Corporate Perspective
National Security Foundation

Lead People

Team Building
Accountability
Decisiveness
Influencing/Negotiating
DoD Mission and Culture

Lead Teams/Projects

Flexibility	Integrity/Honesty	Interpersonal Skills
Resilience	Customer Service	Oral Communication
Continual Learning	Problem Solving	Written Communication
Service Motivation	Technical Credibility	Mission Orientation
Computer Literacy		

Lead Self