

Intelligence Community Information Request

Training and Career Development

Specific Requests:

1. Execute the provisions of the Government Employees Training Act (Chap 41, Title 5, ESC). Ensure civilian training/development programs comply with legislative and regulatory requirements and intent. Plan, develop, organize, evaluate and promote a continuous, comprehensive training program to meet the job-related development needs of professional, technical, administrative, clerical, and crafts civilian employees from all activities serviced. Provide for supervisor and manager training and executive development. Prepare civilian training budget submissions and monitor expenditures. Perform actions required to maintain the accuracy of the education and training data base in the Civilian Personnel Data System. Our highly technical mission requires employees to stay abreast of the "state-of-the-art" in areas such as electronic warfare, radar systems, electronics, computer science, automated data processing, intelligence systems, quantitative and operations analysis, satellite systems, communications systems, technology forecasting, engineering, micrographics, secretarial and administrative skills, etcetera.
2. The ESC Civilian Career Program has been designed to develop the ESC civilian manager, executive, and technical expert of the future. It provides a guide path for potential senior civilians as they come into the work force and progress to and through the journeyman, supervisory, and managerial levels. Suggested developmental assignments, training, and education at these various levels are included as part of the program. The ESC civilian of the future should have a broad base of knowledge and experience in ESC missions gained through various types and levels of assignments in ESC units. Assignment of civilian employees at all levels in the command has a two-fold benefit. Productive, meaningful work can be accomplished by civilian

employees who provide a dimension of continuity thereby directly contributing to short-term mission objectives. Also, assignment of civilian employees in the operational environment develops a strong base of expertise ~~of~~^{to} meet future command objectives of having multitalented, ready resources. Accordingly, a career broadening philosophy has been included in the program. Positions in various functional areas and ESC units will be identified as career broadening and career enhancing to provide program participants a knowledge/experience base in ESC missions. Mobility will be a feature to provide flexibility in managing the program.

3. Each career program participant has a Career Enhancement Plan. This plan outlines specific training/development requirements. Each segment of the work force is covered by a program targeted to the specific group. Some of these programs are: Project Mainstream; Upward Mobility; Career Intern and Air Force Career Programs.

4. a. The current training plan only projects requirements one fiscal year ahead. It is an automated document stored in the CQ file of PDS-C. Training requirements are ~~linked~~ to organization missions as identified by operating officials. A Force Development Program is being implemented which will establish a long range training plan linked to future organization missions.

b. Staffing plan identifies restructured positions for which formal development/training programs will be established.

c. Position Management program establishes the need for restructured positions to develop trainees to ultimately replace ~~retirees~~.

SCHEDULE A

TRAINING BY LOCATION DURING FY 1987

HQ ESC
(Organization)

	<u>Number of Enrollments</u>	<u>(Days) Time Spent In Training</u> (1)	<u>Average Days Training Per Employee</u> (2)	<u>Costs</u> (3)
Subtotal, training conducted inside the organization (4)	355	1375	3.87	\$35,000
Subtotal, training conducted outside the organization	522	4265	8.17	\$63,000
TOTAL, TRAINING	877	5640	6.43	\$98,000

- 1) Give in days or years; 230 days equate to one year. For part-time training, double the time spent in classroom instruction and convert to days using the standard eight-hour workday.
- 2) Divide organization workyears during the fiscal year by the total time spent in training.
- 3) Dollars in thousands; use budget figures.
- 4) Attendance only in formal courses; do not include on-the-job training.

SCHEDULE B

TRAINING BY TYPE DURING FY 1987

HQ ESC
(Organization)

	<u>Number of</u> <u>Enrollments</u>	<u>(Days)</u> <u>Time Spent</u> <u>In Training</u> (1)	<u>Average Days</u> <u>Training Per</u> <u>Employee</u> (2)	<u>Costs</u> (3)
Subtotal, Management and supervisory training	216	1150	5.32	\$ 9,000
Subtotal, executive development training	23	175	7.60	\$ 6,000
Subtotal, mandated skills training (4)	289	2745	9.49	\$38,000
Subtotal, training not in other subtotals	349	1570	4.49	\$45,000
TOTAL, ALL TYPES OF TRAINING	877	5640	6.43	\$98,000

- 1) Give in days or years; 230 days equate to one year; for part-time training double the time spent in classroom instruction and convert to days using the standard eight-hour workday.
- 2) Divide organization workyears during the fiscal year by the total time spent in training.
- 3) Dollars in thousands; use budget figures.
- 4) Indicate by separate noting if mandated skills training includes management and supervisory or executive development training.

SCHEDULE C

HQ ESC
(Organization)

RESOURCES DEVOTED TO TRAINING AND CAREER DEVELOPMENT DURING FY 1987

	<u>Total Staff Years</u>	<u>Staff Years Per 100 Employees</u>
Staff assigned to training and career development activities	3	.23

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TRAINING - POINTS TO BE DISCUSSED

1. The training program is managed by a division in the Civilian Personnel Office with guidance from HQ USAF and the USAF Civilian Personnel Management Center. The Air Training Command provides the majority of specialized/ technical training. Training is also obtained from other Government, Non-Government and Intraagency sources such as NSA, DIA, DSMC, AMETA, private industry, colleges, universities, OPM and GSA. Air Force Career programs also provide specific, centrally-funded courses for their registrants. Training providers are contacted by telephone or in writing and all efforts are coordinated by the Civilian Training Office.
2. ~~Managers and supervisors determine specific training needed by their employees during periodic performance discussions.~~ Employees also identify perceived needs to their supervisors. Similar needs are grouped. The Civilian Training Office determines which courses will be offered based upon total requirements. No changes are envisaged.
3. Organizations submit ^{requirements} in priority order and reevaluate their priorities quarterly to ensure the most critical needs are met. In a severe resource shortage situation a training committee consisting of key officials from affected organizations would be convened to decide on priorities.
4. The mission of this command is to support U.S. and allied commanders' efforts to deny hostile military commanders effective control of their forces while at the same time protecting friendly forces in a hostile command, control, communications environment. This includes both active and passive offensive and defensive electronic warfare. Technical obsolescence is a constant threat to our mission in this complex, rapidly changing environment. Training enables employees to stay abreast of the "state-of-the-art" in mission related areas. Training/development are integrated into the total force program.

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5. ~~Our highly technical mission requires employees to stay abreast of the state-of-the-art in areas such as electronic warfare, radar systems, electronics, computer science, automated data processing, intelligence systems, quantitative and operations analysis, satellite systems, communications systems, technology forecasting, engineering, micrographics, secretarial and administrative skills, etcetera. Managerial/Supervisory/ Executive training/development are also provided.~~

6. Cost effective, results oriented training/development programs will continue to support the ESC mission. Training/development programs will adapt to changes in the mission.

7. Changes in technology especially those related to computers.

8. HQ USAF allocates training resources to each MAJCOM as appropriated by the Congress. The Civilian Training Office negotiates trade-offs with individual organizations. Conflicts are elevated up the chain-of-command. The Civilian Training Office determines the best source based upon a cost/benefit analysis and discussion with the requesting organizations .

9. Managers and supervisors nominate employees for training in priority order. New employees are required to attend Orientation and Drug and Alcohol training. New supervisors are required to attend Basic Supervision, Civilian Personnel Policies, Practices and Procedures or Military Personnel Management as appropriate. Some types of equipment require certification training. Employees assigned to the contracting function have mandatory training requirements. Air Training Command courses are quota allocated. Self-development courses at employees' own expense are self-enrollment. No changes are foreseen.

10. NSA ~~ATC~~ ATC may grant waivers for equipment certification training. HQ USAF/LG may grant waivers for mandatory courses. ^{for Contracting Personnel} The Civilian Training Office grants Certificates of Equivalency for supervisory training.

11. Managers and supervisors nominate employees for training in priority order. The Civilian Training Office coordinates training request^{ments}~~ed~~. Each Civilian Training Office makes annual budget requests to HQ USAF based upon requirements identified by organizations.

CAREER DEVELOPMENT - POINTS TO BE DISCUSSED

1. The ESC Civilian Career Program has been designed to develop the ESC civilian manager, executive, and technical expert of the future. It provides a guide path for potential senior civilians as they come into the work force and progress to and through the journeyman, supervisory, and managerial levels. Suggested developmental assignments, training, and education at these various levels are included as part of the program. Positions in various functional areas and ESC units are identified as career broadening and career enhancing to provide program participants a knowledge/experience base in ESC missions. Mobility is a feature to provide flexibility in managing the program. Each career program participant has a Career Enhancement Plan. This plan outlines specific training/development requirements. Each segment of the work force is covered by a program targeted to the specific group. Some of these programs are: Project Mainstream; Upward Mobility; Career Intern and Air Force Career Programs.

The Career Development Division has overall responsibility for the program.

The ESC Career Development Council provides overall policy guidance.

The Affirmative Employment Division conducts career counseling, registers Air Force career program participants and establishes/coordinates developmental assignments.

~~The Position Management Division works with management to restructure positions to developmental levels.~~

2. The program is divided into three tracks which are Science and Engineering, Intelligence and General Management. The basic differences between the three tracks are in the required professional education and the subsequent training and job experience emphasis.

3. The total program will provide a guide path for employees as they come into the work force and progress to and through the journeyman, supervisory, and managerial levels. ~~It will provide for the systematic replacement of employees who leave the command either through attrition or retirement.~~

Program will prepare highly qualified, broad based, well-motivated career employees to meet present and future manpower needs in the fields of engineering, intelligence, program analysis, logistics, operations research, and computer technology.

The ESC Career Development Council will resolve conflicts between employee and organizational needs.