

Affirmative Employment Program



Reference Guide



Wright-Patterson Air Force Base, Ohio

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INTRODUCTION

Introduction

WRIGHT-PATTERSON AIR FORCE BASE

Wright-Patterson Air Force Base (WPAFB) is one of the U.S. Air Force's largest and most important installations. It is the birthplace, home and future of aerospace. Huffman Prairie Flying Field, located adjacent to the base's main runway is the site of the world's first operational airfield and where the Wright-Brothers, in their own words, "really learned to fly."

With more than 27,000 Airmen, civilian and contractor employees, WPAFB is the largest single site employer in Ohio. The highly specialized workforce provides vital support to ensure Air Force and joint warfighters have modernized systems needed to fly, fight and win.

By virtually any measure, WPAFB is the most diverse and organizationally complex base in the U.S. Air Force. This is where America's Air Force aircraft of tomorrow are conceived, developed, and acquired.

Missions for base units vary from acquisition and logistics management, to research and development, advanced education, heavy airlift flight operations, intelligence, and a vast array of other activities.

WPAFB is the headquarters for **Air Force Materiel Command (AFMC)**, the **Air Force Life Cycle Management Center (AFLCMC)**, the **Air Force Research Laboratory (AFRL)**, the **445th Airlift Wing**, the **National Air & Space Intelligence Center (NASIC)**, the **Air Force Institute of Technology (AFIT)**, the **National Museum of the United States Air Force**, the **Enterprise Sourcing Group**, and the **88th Air Base Wing** which includes the **WPAFB Medical Center**, **Air Force Exchange Services (AAFES)**, and the **WPAFB Commissary**. For more information visit the official World Wide Web site for WPAFB at www.wpafb.af.mil.

The purpose of this guide is to provide a quick reference on writing your Federal Resume', Interviewing, and Civilian Developmental Education (CDE) programs.

INTRODUCTION

SPECIAL EMPHASIS PROGRAMS

In September 1965, Executive Order 11246, Equal Employment Opportunity (EEO), established the policy to provide equal opportunity in Federal employment and prohibited discrimination in employment because of race, color, religion, and national origin. It also established the policy to promote a positive, continuing program in each executive department and agency. (Superseded by Executive Order 11478.)

In October 1967, President Lyndon Johnson amended Executive Order 11246 by adding sex to the other prohibited forms of discrimination in his Executive Order 11375. As a result, in November 1967, the Civil Service Commission established the Federal Women's Program (FWP) to enhance the employment and advancement of women.

The Age Discrimination in Employment Act (ADEA) of 1967 (PL 90-202) prohibits discrimination based on age 40 years or older.

President Nixon's Executive Order 11478, Equal Employment Opportunity in the Federal Government, signed on 8 August 1969, integrated the FWP into the overall EEO program.

In November 1970, the President established the Sixteen-Point Program for Spanish-speaking Americans to assure equal opportunity in Federal employment for Spanish-surnamed Americans. In February 1978, the official title was changed to the Hispanic Employment

Program (HEP).

The Equal Employment Opportunity Act of 1972 (Public Law 92-261) signed by President Nixon on 24 March 1972 brought Federal employees and agencies under the EEO provisions of the Civil Rights Act of 1964. It also gave the Civil Service Commission additional enforcement powers to insure that all personnel actions in government are free from discrimination. Thus, the EEO program, including the FWP, became not only public policy, but also public law.

Public Law 93-112 established the Rehabilitation Act of 1973 to address the problem of discrimination with respect to the hiring, placement, and advancement of individuals with disabilities.

In 1978, the President's Reorganization Plan No. 1 placed EEO enforcement responsibility for the Federal government under the Equal Employment Opportunity Commission (EEOC).

The President's Reorganization Plan No. 2 abolished the Civil Service Commission and established the Merit Systems Protection Board (MSPB) and the Office of Personnel Management (OPM). OPM was given the responsibility to provide government-wide leadership for affirmative employment programs, including the FWP and HEP.

The Civil Rights Act of 1991 which amended Title VII of the Civil Rights Act of 1964 prohibits discrimination in employment based on race, color, religion,

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sex, or national origin.

These Executive Orders and laws apply to all Federal employees and provide the statutory basis for the Special Emphasis Programs (SEPs). The Air Force provides for the establishment of the Federal

Department of Defense Directive 1440.1

Department of Defense Directive (DODD) 1440.1, dated May 21, 1987, requires establishment of Special Emphasis Programs. The Directive established the Civilian Equal Employment Opportunity (EEO) Program, to include affirmative action programs, consistent with guidance from the EEO Commission (EEOC), Office of Personnel Management (OPM), and the DoD Human Goals Charter.

As an integral part of the Civilian EO Program, the following Special Emphasis Programs (SEPs) were established:

- Federal Women's Program (FWP)
- Hispanic Employment Program (HEP)
- Program for People with Disabilities (PPD)
- Asian/Pacific Islander Employment Program (AEP)
- American Indian/Alaskan Native Employment Program (AIEP)
- Black Employment Program (BEP)

In accordance with (IAW) DODD 1440.1, Enclosure 2, the following are definitions for inclusion in one or more of the SEPs:

Women's Program, Hispanic Employment Program, Black Employment Program, Program for People with Disabilities, American Indian/Alaskan Native Employment Program, and the Asian American/Pacific Islander Employment Program.

Hispanic Origin. A person of Mexican, Puerto Rican, Cuban, Central or South American, or of other Spanish culture or origin regardless of race.

People with Disabilities. People who have a physical or mental impairment that substantially limits one or more major life activities, have a record of such impairment, or are regarded as having such an impairment.

Asian or Pacific Islander. A person having origin in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native. A person having origins in any of the original peoples of North America, and who maintains cultural identification through tribal affiliation or community recognition.

Black (not of Hispanic Origin). A person having origins in any of the black racial groups of Africa.

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Special Emphasis Program Manager's Responsibilities

The responsibilities of the Special Emphasis Program Manager (SEPM) are set forth in Air Force Regulation (AFR) 40-713, *Equal Employment Opportunity (EEO) and Affirmative Employment Programs (AEP)*. Specific SEPM objectives include:

- a. Obtain management's support by keeping them aware of program objectives and accomplishments.
- b. Assist in the development of affirmative employment initiatives, in conjunction with SEP initiatives, to address the problems and concerns of underrepresented groups in the work force.
- c. Identify potential or existing problems and artificial and architectural barriers which impede the advancement of minorities, women, and people with disabilities and recommend corrective action.
- d. Assist in the counseling of minorities, women, and people with disabilities about career opportunities and encourage them to participate in self-development and continuing education.
- e. Encourage management to use the Developmental Opportunity Program (DOP) and job restructuring to provide opportunities for employees who are in lower graded, dead-end jobs to progress to their highest potential.
- f. Communicate to management, employees, and community organizations information which will enhance the employment of minorities, women, and people with disabilities.
- g. Develop SEP objectives and a plan to accomplish those objectives, including specific activities and target dates, resources required, and criteria for evaluating program achievements.
- h. Participate in the development of the budget to ensure consideration of SEP objectives.
- i. Publicize the objectives of the program to increase management's awareness of the economic advantages of fully utilizing the talents of all employees.
- j. Ensure that recruitment efforts include sources most likely to produce qualified minority, women, and people with disabilities candidates and actively recruit qualified candidates for career fields where they are underrepresented.
- k. Maintain contacts with minority and women's colleges, universities, groups, clubs, and professional organizations.

The Overall Objective of each SEP is to enhance the employment and advancement of minorities and women by ensuring equal opportunity in every personnel management policy and practice.

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Special Emphasis Program Committee Member's Duties & Responsibilities

The SEPM is assisted by SEP Committee Members. At WPAFB the SEP Committees are composed of employees from within the command. Membership on a SEP Committee is voluntary and open to all military and civilian employees. SEP Committee Member's duties and responsibilities include:

- Serves on the SEP committee by management appointment.
- Serves as liaison between management and the committee.
- Attends meetings conducted by the SEPM.
- Identifies problems and concerns of constituents of management and the SEP committee.
- Provides recommendations in the planning, developing and implementing of EEO Affirmative Employment Program goals.
- Establishes and sustains effective formal communication with constituents and managers in the organization to apprise them of EEO programs, policies, training and developmental opportunities, etc.
- Assists in the planning and carrying out of activities initiated or sponsored under the SEP.
- Interfaces with other SEP representatives and supports and promotes EEO programs activities, i.e., ethnic observances.
- Insures management is aware of their involvement in various activities sponsored under the SEP.
- Serves as a member of the organizational EEO committee.

Membership on a SEP Committee provides an opportunity for employees to become involved and make a positive impact at WPAFB. If you are interested in becoming a member of a SEP Committee, contact:

Mr. Vence L. Hill Sr.
Chief, Affirmative Employment Program
88 FSS/FSMCXD
2000 Allbrook Drive
WPAFB, OH 45433-5312
E-mail: vence.hill.1@us.af.mil
Voice: (937) 904-3308
DSN: 674-3308

FEDERAL RESUME' WRITING

Federal Resume' Writing

USAJOBS

USAJOBS, www.usajobs.gov, is the Federal Government's official one-stop source for federal jobs and employment information. You will need to create an account to:

- Build and store up to five resumes
- Save and automate job searches
- Save and apply for jobs
- Apply to Federal Agencies

When searching for employment at WPAFB, enter "Wright-Patterson AFB, Ohio" in the Location field and click the Search button. You may then refine your search results by: Radius (Miles), Keyword, Salary, Pay Grade, Job Categories, Department and Agency, Work Schedule, Work Type, and Posting Date.

Job Announcements

Your search will result in a list of job descriptions that match the information you provided using the search and/or filters. A job description is a condensed version of the Job Announcement and includes: Position Name, Salary, Series & Grade, Location(s), Open Period, Announcement Number, Department, Agency, Position Information, and Who May Apply.

Series & Grade

The Series & Grade refers to the Federal government's system for categorizing and defining jobs. Occupations in the Federal Government are grouped as professional (General Schedule (GS)) or trade using a four digit number (i.e., GS-0800 identifies a Professional Engineer), the category is then further defined by a Series (i.e. 0855 Electronics

Engineering)¹, followed by the position's Grade (i.e., 13), and the position's Grade potential for promotion (i.e., 13). The Grade represents the experience required and pay scale for the position. The following is a general guide for determining which Grade is appropriate for you:

- **GS-2:** high school diploma or as little as 3 months of general work experience;
- **GS-3 & GS-4:** greater than 3 months of general work experience;

Electronics Engineer, GS-0855-13

WHO MAY APPLY: Click here for more information. You MUST have one of the following eligibilities selection** Air Force Employee (Current, Permanent)

Salary:	\$86,031.00 - \$111,845.00 / Per Year
Series & Grade:	GS-0800/0855-13/13
Location(s):	Wright-Patterson AFB, Ohio
Open Period:	5/4/2016 to 5/17/2016
Announcement Number:	AFMC-1697194-633121-9X-TLB

¹ Visit www.OPM.gov to view a complete listing of Occupational Groups and Series.

FEDERAL RESUME' WRITING

- **GS-5:** undergraduate degree or 1 year of specialized experience;
- **GS-7:** undergraduate degree (B average or higher);
- **GS-8:** experience closely related to the work to be performed;
- **GS-9:** master's degree or experience closely related to the work to be performed;
- **GS-11:** doctorate degree or experience closely related to the work to be performed;
- **GS-12 – GS-15:** senior level experience closely related to the work to be performed.

Click on the Position Name to open the complete Job Announcement.

Top 10 Needed Careers at WPAFB

1. Contracting
2. Electronics Engineer
3. Acquisition Program Manager
4. General Engineering
5. Financial Admin
6. Program Management & Program Analyst
7. Logistics Management
8. Aerospace Engineering
9. Information Technology Management
10. Intelligence

Agencies post job announcements on USAJOBS to advertise their current job openings. While these announcements can be lengthy, they include valuable information about the job responsibilities and requirements.

Below, we've highlighted some of the key sections you need to pay attention to, but it's important that you **read the entire job announcement before applying**:

Summary

The Summary section contains information about the Agency along with a detailed description of WHO MAY APPLY.

Duties

The Duties section describes the job's daily activities and responsibilities.

Key Requirements

Key Requirements can range from type of citizenship to uniform details.

Job Requirements

The Job Requirements section describes the experience, skills and other job related criteria. To be considered for the job, you must meet these qualifications. It's important you read this entire section, because some job announcements include many qualifications.

FEDERAL RESUME' WRITING

How to Apply

Again, it is very important you read the How to Apply instructions, located on the right side of the job announcement (click the '+' to expand). The How to Apply instructions outline the upcoming application steps and the multiple ways to apply for the job announcement. Underneath the How to Apply section are details on how the agency will evaluate your application. A link to a preview of the assessment questions is available at the bottom of the How You Will Be Evaluated section. If you plan on applying to the job announcement, review the vacancy questions before starting your application.

Required Documents

Lastly, it is very important you read the Required Documents section, located on the right side of the job announcement (click the '+' to expand). This section lists all the documents you may need to include with your application to prove you're eligible and qualified. Please note that not all documents listed may be required dependent on your eligibility and qualifications. If you don't submit the required documentation, you may be disqualified.

Now that we have covered the basic items in a Job Announcement, we will show you how you can relate it to your resume'.

YOUR FEDERAL RESUME'

Your resume' is the best marketing tool you have! It communicates your qualifications to the Human Resources (HR) specialist and the hiring official in your absence. Tailoring your resume' helps you to match your competencies, knowledge, skills, abilities, and experience to each of a position's requirements.

When written effectively, your resume' will show that you are qualified and capable of performing at the grade level required for the position.

Format

The Federal government does not limit your resume' to a certain number of pages; however, you want to ensure that you are explaining your most relevant jobs/experience and not giving a lot of details on jobs that do not show the expertise required for the position. Listed below are the key sections we recommend for your Federal Resume':

1. Contact Information
2. Professional Objective
3. Personal Information
4. Summary of Qualifications
5. Certifications/Licenses
6. Work Experience



Do not include sections, such as Certifications/Licenses, if you do not have information to provide

FEDERAL RESUME' WRITING

7. Education
8. Training
9. Additional Information

Contact Information

Your contact information should be placed at the top of the first page of your resume'. You may either center or left justify this information. At a minimum, your contact information should include your name, address, city, state, zip code, phone number(s), and email address. Recommended font settings include:

- Font: Times New Roman, Arial, or Calibri;
- Font Style: Bold;
- Font size: 12.

Professional Objective

Your professional objective should identify your current job title or the title of a position you are pursuing. When applying for a Federal job, tailor your professional objective to match the *Position Name, Series & Grade*, and *Job Announcement Number*.

Using the Job Announcement information shown here, Anita's professional objective would look like this:

Electronics Engineer, GS-0855-13	
WHO MAY APPLY: Click here for more information. You MUST have one of the following eligibilities selection** Air Force Employee (Current, Permanent)	
Salary:	\$86,031.00 - \$111,845.00 / Per Year
Series & Grade:	GS-0800/0855-13/13
Location(s):	Wright-Patterson AFB, Ohio
Open Period:	5/4/2016 to 5/17/2016
Announcement Number:	AFMC-1697194-633121-9X-TLB

Professional Objective:

Electronics Engineer, GS-0855-13, Job Announcement #: AFMC-1697194-633121-9X-TLB

Personal Information

The USAJOB's job description and announcement will identify who may apply for an advertised position. You will save the HR Specialist time by self-identifying personal information such as country of citizenship, veteran/reinstatement status, and civil service status. (NOTE: If you are a Veteran you may qualify to have preference points added to the scoring of your resume' (See Resume' Scoring)).

If Anita is a Veteran with no prior civil service, her personal information would look like this:

Personal Information:

Country of Citizenship: United States of America
Veteran Status: 10-point Veteran (See attached SF-15)
Reinstatement Status: Not eligible
Civil Service Status: No prior civil service appointment

FEDERAL RESUME' WRITING

If Anita is a GS-12 employee with no Veteran status, her information would look like this:

Personal Information:

Country of Citizenship: United States of America

Civil Service Status: GS-0855-12

Summary of Qualifications

Using a bullet list, summarize your knowledge, skills, and expertise. Be sure to focus on the specific skills, qualifications, and achievements of your career. When tailoring your resume', concentrate on the [Job Requirements](#) from the Job Announcement and list all of the requirements you meet in this section.



Write in plain language and avoid using acronyms

Certifications/Licenses

Using a bullet list, list all certifications and licenses that are relevant to your work experience and the position you are applying for.

Work Experience

Your work experience is where you highlight the major duties and responsibilities you have had in paid and unpaid jobs. Details here are critical to building a picture of your **amount** and **level of experience**.

It is important to show the **amount of experience** that you hold in response to the qualifications and specialized experience required. Identifying the number of years helps to build a picture of the amount of experience that you bring to the table.

- “Managed an eight person team over 10 years...”

Expressing the **level of experience** helps the HR specialist or hiring official understand at what level you are capable of working. If you were in charge of a team or project, make sure you differentiate between being a team member and managing the project or team.

- “Routinely advised and briefed organizational senior executives on...”

You may have had similar experiences across a variety of different jobs which may result in some repetition. This is okay so long as you keep it meaningful and relevant to the picture you are trying to portray.

FEDERAL RESUME' WRITING

Use reverse chronological order. List your most recent experience first then work backwards listing previous jobs:

- Include job-relevant paid/unpaid experience;
- Include position name, organization/agency name, and location;
- Show work experience as: Month/Day/Year to Month/Day/Year;
- Include Grade/Equivalent Grade level;
- Include hours worked per week;
- Include contact information for supervisor;
- In narrative form, provide a paragraph describing each major duty and accomplishments;
- Include a bullet list of additional key accomplishments as a result of your work performance.



Just because a paycheck didn't come with the job, doesn't mean that it isn't relevant. Be sure to include volunteer experience, internships, and co-ops.

When tailoring your resume', us the 3-step process below using the [Duties](#), [Job Requirements](#), and [Occupational Questionnaire](#).

1. **Review** – Understand the [Duties](#), [Job Requirements](#) and [Occupational Questionnaire](#);
2. **Identify** – Find key words and phrases that match your experience and highlight them. Focus on the actual competencies, knowledge, skills/abilities for the position;
3. **Align** – Make adjustments to your resume' to capture additional/missing information. Add accomplishments that go along with your experience. Accomplishments tell: Who was impacted? How significant was the impact? What were the cost savings? Did you exceed deadlines? Did you receive awards or recognition? What changed/improved? You want to show that you can not only do the tasks, but that you can do them well.

Experience Only	Experience <i>with</i> Accomplishments
Responsible for planning, executing and coordinating special operations mountain and desert training. Served as primary instructor for all new Soldiers in training.	Developed and executed numerous sensitive and realistic training courses for nearly 1,500 personnel annually. Rated as the number one instructor over 20 peers on last 3 annual performance reports.

FEDERAL RESUME' WRITING

Education

If you have minimal or some education beyond high school, emphasize coursework completed towards a degree. Include your degree with anticipated graduation date if applicable (MM/YYYY), college/university name and location, grade point average (GPA), credits earned, major, honors, and relevant coursework and/or major papers.

Education:

Bachelor of Science Degree

Anticipated 05/2017

University of Dayton

Dayton, Ohio

GPA: 3.65 of a maximum 4.0

Credits Earned: 120 Semester Hours

Major: Electrical Engineering

Honors: Magna cum Laude

Relevant Coursework: Calculus I/II, Advanced Circuits, Physics, and Engineering.

If you have an undergraduate/graduate degree, include your degree, honors (if applicable), and graduation date (MM/YYYY), college/university name and location, major, and significant papers/publications.

Training

Review and keep courses that are relevant to the position you are applying for; be sure to remove all non-relevant courses. Using a bulleted list, provide your training information.

Additional Information

More often than not, applicants do not like to take credit for things they are not paid for. This is still experience. Remember to take the credit for what you did by highlighting volunteer work and hobbies that showcase your leadership and present you as a well-rounded candidate. For example, include leadership roles in social/professional organizations, volunteer experiences, projects, and relevant travel experiences.

IMPORTANT!

With a maximum of 100 points possible, your resume' will be scored based on the areas of relevant experience, diversity of experience, college education, professional military education, supervisory experience, and leadership experience. Resume' scoring matrices provide a standardized method for evaluating your aptitude for a position. To learn more about how your resume' will be scored, contact the Agency listed at the bottom of the Job Announcement.

SAMPLE RESUME'

Anita M. Ployment
4567 Progress Drive
Dayton, Ohio 12345
Mobile: 555-222-3333 / Work: 555-444-7777
Email: aployment@getajob.com

Professional Objective:

Electronics Engineer, GS-0855-13, Job Announcement #: AFMC-1697194-633121-9X-TLB

Personal Information:

Country of Citizenship: United States of America
Civil Service Status: GS-0855-12

Summary of Qualifications:

- Over 10 years of specialized electronics engineering experience in avionics in the area of Electronic Warfare (EW) systems (acquisition and sustainment)
- Ability to balance short-term priorities against long-term organizational mission/goals
- Excellent communication, leadership, and decision making skills
- Possess Top Secret security clearance

Certifications/Licenses:

- Custom Electronic Design and Installation Association (CEDIA) Electronic Systems Certified

Work Experience:**Electronics Engineer**

Air Force Research Laboratory, Avionics
Wright-Patterson AFB, Ohio

09/20/2013 – Present

Grade Level: GS-12

Hours per week: 40

(Contact Supervisor: Yes, Supervisor's Name: Joe Smith, Phone: (202) 444-5555)

ENGINEERING TEAM LEAD for the avionics program office. As the sole technical advisor to 10 program managers, directed the review of 15 acquisition plans, 300 requirements, 2 proposals, 30 specifications, and 25 standards of electronics engineering to ensure technical accuracy. Routinely advised and briefed program management on detailed requirements pertaining to system design and subsystem integration. Battled through undefined requirements, personnel turnover, and a compressed schedule to meet acquisition milestones on time and within cost.

SAMPLE RESUME'

A.Ployment
Pg. 2

Key Accomplishments:

- Translated 2,000 users' needs and 300 requirements into 5 technical exhibits and multiple work statements;
- Improved internal processes by developing an Excel spreadsheet to track and communicate the status of all requirements. Received Achievement medal from my supervisor for attention to detail;
- Received Superior Performance Award during this period.

Education:

Bachelor of Science Degree, Cum Laude

Spelman College

Major: Computer Science

05/1992

Atlanta, Georgia

Master of Electrical Engineering, Magna cum Laude

University of Dayton

Major: Electrical Engineering

Papers/Publications: "White Paper: Cyber Security Issues for the Smart Grid"

05/2000

Dayton, Ohio

Training:

- 2016 – Conflict Resolution and Effective Management (6 week course)
- 2015 – Leadership Management (4 week course)
- 2012 – Business Professional Certification Program (2 week course)
- 2010 – Engineering Management: Concepts and Best Practices (2 week course)

Additional Information:

- Treasurer, International Association of Engineers – Greater Dayton Chapter
- Coach – Youth basketball and baseball
- Hobbies – Flying drones

INTERVIEWING

Interviewing

Selecting the best qualified candidates who fit both the job and the organization ensures that the Air Force continues to provide the support to the warfighters.

PREPARING FOR AN INTERVIEW

Interviewers will ask questions targeted at the behaviors or qualifications you need to be successful in the job. The following steps will help you prepare to answer these questions.

1. Determine and list the competencies that the interviewer might be looking for by reviewing the *Duties* and *Job Requirements* listed in the job announcement.
2. Compare the competencies in the *Occupational Questionnaire* to your past job history or personal experiences and list examples of how you have previously demonstrated those competencies.
3. Prepare a story with a beginning, middle, and end.
4. Outline some examples, or stories, to show how you demonstrated the competencies in the past.
 - Think not only of examples with positive outcomes, but those with negative outcomes as well. Interviewers may ask you about situations that you could not resolve favorably and what you learned from those experiences.
 - Using the below **STAR format** will help you provide the specifics the interviewer needs to fully assess your level of experience.
5. Practice telling your stories. For each example you identified, describe what problem occurred, who was involved, what you did to help resolve it, and what the outcome was.

THE STAR FORMAT

- S – Situation Describe a specific situation that addresses the question.
- T – Task Describe the tasks associated with the situation.
- A – Action Describe the actions you took to address the situation.
- R – Result Describe the outcome of your action.

EXAMPLE QUESTIONS

A typical interview will consist of four questions selected from the following competencies:

- Job experience / Technical knowledge
- Leadership / Supervisory experience
- Leading people (professional / workforce development)
- Business acumen (managing human, financial and information resources)

INTERVIEWING

- Building coalitions (internally and externally)
- Leading change (strategic change within and outside the organization)
- Results driven (ability to meet organizational goals and customer expectations)

Example questions may resemble:

- What are your long-range and short-range goals and objectives; when and why did you establish these goals, and how are you preparing yourself to achieve them?
- What are the most important rewards you expect in your career?
- What qualifications do you have that make you think you will be successful in this position?
- What two or three accomplishments have given you the most satisfaction? Why?
- Give an example of a time when you worked under deadline pressure
- Give an example of a situation in which you provided a solution to an employer
- What major problem have you encountered, and how did you deal with it?
- Technical question from your field of study
- Describe your communication skills and experiences (both written and verbal) that have prepared you for this position. Be sure to describe the types and level of briefings you have given
- Tell us about yourself
 - What they're really asking: What makes you special? Why should we hire you?
 - Tips: Prepare several selling points about yourself. Give a quick "elevator speech" that overviews your experience and achievements
- What are your greatest strengths?
 - What they're really asking: How do you perceive your talents and abilities as a professional? Will you be an asset to our organization?
 - Tips: Sell yourself. If you don't promote your strengths, nobody else will. Prepare six or seven responses. Be "confidently humble"
- What are your greatest weaknesses?
 - What they're really asking: How honest are you being about yourself with us? How realistic are you?
 - Tips: Present your weakness as a positive. Don't talk too long or emphasize your downfalls
- Why should we hire you?
 - What they're really asking: Can you convince us you're "the one?" Can you sell your "product?"
 - Tips: Make a powerful statement about the value you'll bring to their organization

This section was adapted from an article by Selena Dehne, JIST Publications, via "10 Interview Questions Decoded." The article can be found on www.msn.com.

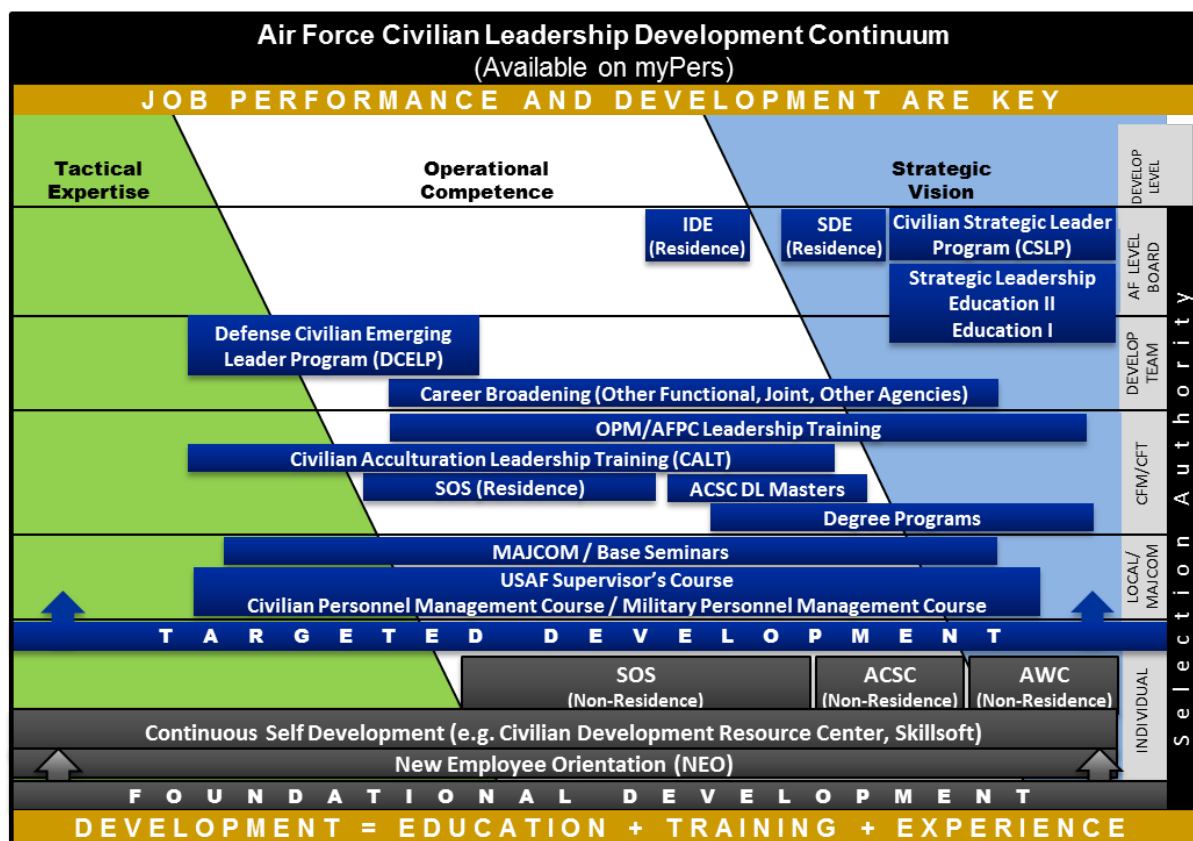
CIVILIAN DEVELOPMENTAL EDUCATION

Civilian Developmental Education

CIVILIAN LEADERSHIP DEVELOPMENT CONTINUUM

Civilian leaders exist across all occupations and organizational levels throughout the Air Force. Continuously developing current and future leaders is critical to achieving the Air Force mission. This requires civilians to continuously perform in their job and to develop occupational skills, but more importantly institutional competencies, which serve as the building blocks for developing leaders. The Civilian Leadership Development Continuum guides institutional competency development. The continuum:

- Provides a roadmap for development through education, training, and experiential opportunities,
- Links three development levels (Tactical Expertise, Operational Competence, and Strategic Vision) to institutional competencies and the foundational and targeted programs used to develop leaders
- Clarifies what the Air Force values in leadership development for civilians,
- Establishes requirements and expectations,
- Synchronizes civilian institutional leadership development programs, and Allocates resources.



CIVILIAN DEVELOPMENTAL EDUCATION

Civilian development is a personal choice for all civilians depending on their desire to seek increased leadership opportunities. Programs on the continuum are situated based on development level expectations and are categorized as foundational and targeted development. Your development level focus is based on your position, career group or grade, and experience.

The Air Force expects all civilian leaders, no matter the development level focus, to complete foundational development at the appropriate time and level.

- Complete mandatory Air Force New Employee Orientation course (at ADLS), a computer-based training that provides civilians with basic Air Force knowledge, heritage, core competencies, customs, courtesies, and core values.
- Continuously work with supervisors to utilize self-development tools, including computer-based training.
- Complete non-residence Professional Military Education (PME) -- Squadron Officers School, Air Command and Staff College, and Air War College -- at the appropriate level.

CIVILIAN DEVELOPMENTAL EDUCATION OPPORTUNITIES

Targeted civilian developmental education (CDE) includes various leadership opportunities that deliver focused institutional competencies and skills. These opportunities have varying degrees of eligibility, requirements, and expectations. The Air Force expects you to work with your supervisor to map out your development path along the continuum.

CDE Programs by Level / Requirements / Selection Authority

Review the table below to help plan your development.

LEVEL	PROGRAM	ENDORSED BY	BACHELOR DEGREE	MOB AGRMT	SEL BY DT	SEL BY CDE BRD
BDE	DCELP	GS-15/O-6	Desired		✓	
BDE	All Other BDEs	GS-15/O-6	✓		✓	
IDE	ACSC-OLMP	GS-15/O-6	✓		✓	
IDE	All Other IDEs	SES/GO or Wg/Installation CC	✓	✓		✓
SDE	All SDEs	SES/GO or Wg/Installation CC	✓	✓		✓
SDE	Strat I/II	SES/GO or Wg/Installation CC	✓		Strat I ✓	Strat II ✓
CSLP	CSLP	SES/GO or Wg/Installation CC	✓	✓		✓

CIVILIAN DEVELOPMENTAL EDUCATION

Basic Development Education (BDE)

Defense Civilian Emerging Leader Program (DCELP)

Purpose: Leadership development at the entry level.

Topics: Team Building, Accountability, Decisiveness, Influencing & Negotiating, DOD Msn & Culture.

Eligibility: GS-7 to GS-11 or equivalent with a min of 2 / max of 10 years civil service as of 1 May;
SOS in-residence completion deems employee ineligible;
Bachelor's Degree is desirable;
Open to Acquisition Community (Fin Mgmt, Comm/Info, Contracting, Program Mgmt, Logistics, Science & Engineering) and Human Resources (201, 203, 206 series) only.

Length: 6 months with 4-6 TDYs to Southbridge, MA.

Quotas: 31.

Civilian Acculturation Leadership Training (CALT)

Purpose: Introduces civilians to AF culture.

Eligibility: GS-7 to GS-13 or equivalent with 2-5 years federal civil service as of 1 May;
No prior military experience or PME completed;
Bachelor's degree required.

Length: 2 weeks.

Quotas: 182.

Education with Industry (EWI)

Purpose: Understanding of organizational structure, management methods, and technology of modern and private industry.

Eligibility: GS-11 to GS-13 or equivalent as of 1 May;
Bachelor's degree required;
Open to Civil Engineering, Comm/Info, Contracting, Fin Mgmt, Force Support (Manpower only), Intelligence, Logistics, Operations, Program Mgmt, Public Affairs, Science & Engineering only;
Must be in career field a min of 5 years and have no more than 14 years federal service (military & civil service combined).

Length: 10 months.

Quotas: 10 –15.

CIVILIAN DEVELOPMENTAL EDUCATION

Squadron Officer School (SOS)

Purpose: Broaden understanding of leadership, profession of arms, improve ability to lead, follow, and build military teams.

Topics: Of particular importance to success within Air Force.

Eligibility: GS-9 to GS-12 or equivalent as of 1 May;
Must meet physical training requirements (AFI 36-2905);
Bachelor's degree required;
Min of 2 years Air Force civil service.

Length: 5 weeks.

Quotas: 100.

Intermediate Development Education (IDE)

Air Command & Staff College Online Master's Program (ACSC-OLMP)

Purpose: Educate mid-career civilians to develop, advance, and apply air and space power across spectrum of service, joint, and combined military operations;
Students complete this program on their own time—government time is not authorized.

Eligibility: GS-12 to GS-13 equivalent as of 1 May; GS-14 with a waiver;
Bachelor's degree required;
Min of 2 years Air Force civil service.

Length: 33 semester hours (approximately 24 months)

Quotas: 63.

Degree
Earned: Master of Military Operational Art & Science.

Air Command & Staff College (In Residence)

Purpose: Educate mid-career civilians to develop, advance, and apply air and space power across spectrum of service, joint, and combined military operations.

Eligibility: GS-12 to GS-13 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service.

Length: 10 months (TDY to Maxwell AFB).

Quotas: 16.

Degree
Earned: Master of Military Operational Art & Science.

CIVILIAN DEVELOPMENTAL EDUCATION

AF Legislative Fellows Program (LEGIS)

Purpose: Gain a hands-on understanding of how the Legislative Branch works and how Congressional decisions affecting federal agencies' programs are made.

Eligibility: GS-12 to GS-13 equivalent as of 1 May;
ACSC required;
Master's degree required;
Min of 2 years Air Force civil service.

Length: 18 months (6 month assignment in SAF/LL followed by 1 year working for Member of Congress).

Quotas: 4.

Other: Requires a PCS to Washington DC.

Academic Program

Purpose: Provides advanced degrees (MBA or MPA) to AF civilians. Employee attends university vs. duty location during the allocated time frame. Requires outplacement upon completion. No technical degrees (except Air Force Institute of Technology (AFIT)).

Eligibility: GS-12 to GS-13 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service.

Length: 12 months.

Quotas: 8 Primary / 2 Alternate.

Schools: Harvard JFK School of Government; Woodrow Wilson School of Public & Int'l Affairs; AFIT / SANDS; or Accredited University.

Executive Leadership Development Program (ELDP)

Purpose: Provides participants with an extensive exposure to the roles and mission of the entire Department of Defense (DoD). Participants graduate from the program with an increased understanding and appreciation for today's warfighters. Warfighters speak of being at the "tip of the spear" and ELDP provides those experiences.

Eligibility: GS-12 to GS-13 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service.

Length: 10 months (7 TDYs from home station).

Quotas: 11.

CIVILIAN DEVELOPMENTAL EDUCATION

Air Force National Labs Technical Fellowship Program (AFNLTP)

Purpose: Provides AF nuclear experiences by developing a cadre of nuclear, environmental, energy, or cyber experienced personnel to shape and influence a flexible and responsible future in various areas.

Eligibility: GS-12 to GS-13 equivalent as of 1 May;
ACSC required;
Master's degree required;
Min of 2 years Air Force civil service.

Length: 12 months.

Quotas: 1 (selectee can be at the IDE or SDE level).

Locations: Lawrence Livermore Lab, Lawrence Livermore, CA; Argonne Lab, Argonne, IL; Oak Ridge Lab, Oak Ridge, TN; Idaho National Lab, Idaho Falls, ID.

Senior Development Education (SDE)

Air War College

Purpose: Focuses on military strategy / employment of air and space forces, including joint operations in support of national security.

Eligibility: GS-14 to GS-15 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service;
Completion of Intermediate or Senior Level PME by any method.

Length: 10 months (TDY to Maxwell AFB).

Quotas: 12.

Degree
Earned: Master of Strategic Studies.

Dwight D Eisenhower School (ES) for National Security & Resource Strategy

Purpose: The premier DoD Joint Professional Military Education institution for national security resource management which prepares selected civilians for senior leadership positions.

Eligibility: GS-14 to GS-15 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service;
Completion of Intermediate or Senior Level PME by any method.

Length: 10 months in Washington DC.

Quotas: 2.

CIVILIAN DEVELOPMENTAL EDUCATION

Degree

Earned: Master of Science Degree in National Resource Strategy.

Dwight D Eisenhower School (ES) for National Security & Resource Strategy Senior Acquisition Course (SAC)

Purpose: The premier DoD Joint Professional Military Education institution for national security resource management which prepares selected civilians for senior leadership positions. Focus on Senior Acquisition concentration.

Eligibility: GS-14 to GS-15 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service;
Completion of Intermediate or Senior Level PME by any method.

Length: 10 months in Washington DC.

Quotas: 7.

Degree

Earned: Master of Science Degree in National Resource Strategy Senior Acquisition.

National War College

Purpose: The program is designed to expand and enhance students' ability to analyze national security issues and where challenges to security exist, develop appropriate national security strategies-strategies that integrate all the elements of national power.

Eligibility: GS-14 to GS-15 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service;
Completion of Intermediate or Senior Level PME by any method.

Length: 10 months in Washington DC.

Quotas: 12.

Degree

Earned: Master of Science in National Security Strategy.

Information Resource Management Cyberspace Strategies Program

Purpose: Students examine the consequences, repercussions, and likely outcomes of next-generation cyberspace strategies and how they could possibly address and shape issues within the continually evolving cyberspace domain.

Eligibility: GS-15 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service;

CIVILIAN DEVELOPMENTAL EDUCATION

Completion of Intermediate or Senior Level PME by any method.

Length: 10 months in Washington DC.

Quotas: 1.

Degree

Earned: Master of Science in Government Information Leadership w/ a concentration in Cyberspace Strategy.

Academic Program

Purpose: Provides advanced degrees (MBA or MPA) to AF civilians. Employee attends university vs. duty location during the allocated time frame. Requires outplacement upon completion. No technical degrees (except Air Force Institute of Technology (AFIT)).

Eligibility: GS-14 to GS-15 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service;
Completion of Intermediate or Senior Level PME by any method.

Length: 12 months.

Quotas: 8 Primary / 2 Alternate.

Schools: Harvard JFK School of Government; Woodrow Wilson School of Public & Int'l Affairs; Stanford Sloan; MIT Sloan; AFIT / SANDS; or Accredited University.

Air Force National Labs Technical Fellowship Program (AFNLTP)

Purpose: Provides AF nuclear experiences by developing a cadre of nuclear, environmental, energy, or cyber experienced personnel to shape and influence a flexible and responsible future in various areas.

Eligibility: GS-14 to GS-15 equivalent as of 1 May;
Master's degree required;
Min of 2 years Air Force civil service;
Completion of Intermediate or Senior Level PME by any method.

Length: 12 months.

Quotas: 1 (selectee can be at the IDE or SDE level).

Locations: Los Alamos Lab, Los Alamos, NM; Argonne Lab, Argonne, IL; Oak Ridge Lab, Oak Ridge, TN; Idaho National Lab, Idaho Falls, ID.

Excellence in Government

Purpose: Strengthens the leadership skills through a proven combination of innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching and government-wide networking.

CIVILIAN DEVELOPMENTAL EDUCATION

Eligibility: GS-14 to GS-15 equivalent as of 1 May;
Master's degree required;
Min of 2 years Air Force civil service;
Completion of Intermediate or Senior Level PME by any method.

Length: 10 months (7 TDYs to Washington DC)

Quotas: 9.

RAND Research Fellowship

Purpose: Employs advanced research techniques while working on Air Force sponsored research. Provides an important cross-flow of information between Air Force and major research institution.

Eligibility: GS-14 (GS-15 with waiver) equivalent as of 1 May;
Master's degree required;
Min of 2 years Air Force civil service;
Completion of Intermediate or Senior Level PME by any method.

Length: 12 months TDY to Santa Monica, CA.

Quotas: 2.

Defense Senior Leadership Development Program

Purpose: Institutes a competency-based approach to the deliberate development of civilian leaders with the Enterprise-wide perspective needed to lead organizations and programs, and achieve results in the Joint, interagency, and multi-national environment.

Eligibility: GS-14 to GS-15 equivalent as of 1 May;
Bachelor's degree required;
Min of 2 years Air Force civil service;
Completion of Intermediate Level PME by any method OR Senior Level PME by DL only.

Length: 2 years.

Quotas: 9.

Degree

Earned: Masters from the PME selected by DoD.

Strategic Leadership Education (STRAT) Level I ***Air Force Civilian Leadership Course (AFCLC)***

Purpose: AF owned course covering various aspects of leadership, including: leading people, workforce generational diversity, leadership coaching, problem solving

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and decision making, 360 assessment, collaborative conflict management and creativity. This course offers numerous opportunities to engage with Air Force Senior Executive Service members who provide mentorship at various times through the week.

Eligibility: GS-14 to GS-15 equivalent as of 1 May.

Length: 1 week TDY to Washington DC area.

Quotas: 90.

Strategic Leadership Education (STRAT) Level II

Enterprise Perspective Seminar (EPS) – Public Policy Focus

Purpose: Participants gain executive level insights into the inner workings of government. Participants will examine the local and global implications of congressional decisions, administration policies and their impact on DoD, the Supreme Court, and its role in policy, and issues in the economic, national security, and political arenas. Speakers at this program are high-level internationally-recognized experts with extensive professional experience and insight into current issues.

Eligibility: GS-15 equivalent as of 1 May.

Length: 1 week TDY to Washington DC area.

Enterprise Leadership Seminar (ELS) – Business Policy Focus

Purpose: Participants gain collaborative and powerfully engaging opportunity to increase their effectiveness by gaining an understanding of business acumen within the context of current Air Force issues. The program heightens awareness and deepens insights related to the Air Force “business” enterprise. Participants will discuss current Air Force challenges and expand their Air Force senior leader network.

Eligibility: GS-15 equivalent as of 1 May.

Length: 1 week TDY to Chapel Hill, NC.

Leadership Development Program (LDP)

Purpose: Designed to enhance individual leadership capabilities and organizational impact through extensive assessment, group discussions, small group activities, and personal coaching. This program will assist Air Force senior leaders, clarify challenges, and strengthen their ability to achieve results.

Eligibility: GS-15 equivalent as of 1 May.

Length: 1 week TDY to Colorado Springs, CO or Greensboro, NC.

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National and International Security Leadership Seminar (NISLS)

Purpose: Designed to prepare military and civilian officials to address security and intelligence challenges facing the United States. This seminar will cover a range of issues, including the latest regional risk assessments, inter-governmental initiatives, congressional budgeting, and manpower allocations. Each workshop draws upon the knowledge and experience of a diverse group of prominent experts to help attendees learn more about the changing political, economic, and military factors that shape the international security environment.

Eligibility: GS-15 equivalent as of 1 May.

Length: 1 week TDY to Washington DC.

Civilian Strategic Leader Program (CSLP)

Purpose: The Civilian Strategic Leader Program is an Air Force Senior Civilian corporate career broadening program. CSLP's goal is to identify high-potential people, develop them deliberately and give them an opportunity to demonstrate leadership with the goal of growing them into senior leadership positions.

Eligibility: GS-14 to GS-15 equivalent as of 1 May;
Bachelor's degree (Graduate degree desirable);
At least 12 months in current position;
At least 12 months Supervisory experience.

Length: 36 month experiential assignment at Installation level, Headquarters Air Force (HAF) to include the Secretariat, or w/i the Joint Community to include Combatant Commands.

Quota: 63 (39 at Installation level, 14 at HAF, 10 in Joint Community).

Other: Requires a signed mobility agreement.

PREPARING AN EFFECTIVE CDE PACKAGE

An effective package must address the following:

- Meet long-term leadership needs of the Air Force;
- Prepare high potential employees for increased responsibility and shared leadership with military;
- Select right person at the right time and put that learning to work in appropriate follow-on assignment.

Your Responsibilities

- Answer all questions completely and accurately
- Review your career brief

CIVILIAN DEVELOPMENTAL EDUCATION

- If there are inconsistencies between your career brief and your CDE resume, ensure the inconsistencies are corrected; *or*
 - Explain the discrepancy in your CDE resume;
- Follow the **CDE resume format**
 - The CDE Board needs to have the same format for each applicant
 - Unique formats will be rejected
- Show return on investment to the Air Force
- Short and long term goals should be reasonable and clear
- Short term goals should show how the requested training will be utilized
- Long term goals should show how the Air Force will benefit from the education/training in terms of future capability

The CDE Resume

The CDE resume format is mandatory; any deviation from the standard format will be rejected.

- Length—No more than 3 pages
- Font—Times New Roman
- Font Size—12

Please be sure to include all of the following items:

Contact Information:

Name

Work: Address, DSN & Commercial Phone, Fax, and E-mail (required)

Education:

School(s) (name and location)

Degree earned, graduation date

Major field of study for each undergraduate and graduate degree

Non-degree studies:

School, location, major field of study, undergraduate/graduate credit hours earned

Professional Military Education (include title of course and graduation date; if currently enrolled, include expected graduation date)

Experience/Work History:

Dates, title, grade, name of supervisor, agency/company, location, responsibilities/achievements

Defense/Government Sponsored Training (to include leadership training):

School and course title, date (include sponsoring institution, e.g., Defense Systems Management College, Information Resources Management College/NDU, OPM FEI or Management Development Centers)

CIVILIAN DEVELOPMENTAL EDUCATION

Skills/Accomplishments/Interests:

Skills, e.g., computer, languages; publications; certifications; licensure; clearances

Activities and Honors:

Community service, awards, professional memberships, hobbies

HOW TO APPLY FOR CDE / CSLP

To self-nominate, you must log on to the myPers Force Development website, <https://gum-crm.scd.disa.mil/app/categories/1%2C2/c/549>. CDE program information is listed under the Basic, Intermediate, or Senior Development Education sections. CSLP information is listed under the Civilian Strategic Leader Program.

CONTACT INFORMATION

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*This guide was developed by the
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