



# Department of the Air Force

## Civilian Career Roadmap for **Enterprise Leaders**

	TACTICAL	OPERATIONAL	STRATEGIC
<b>EXPERIENCE</b>	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)
<b>EDUCATION &amp; TRAINING</b>	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)*
<b>LEADERSHIP</b>	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



\*Academic prerequisites apply - Details available on MyPers

\*\*Roadmap represents desired attributes



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## 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](http://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)