



Department of Defense International Affairs

Certification and Career Development Guidelines

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1.0 Certification and Career Development Guidelines

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1.1 Description:

These International Affairs Certification and Career Development Guidelines (IAC&CDG) are established for DOD civilian personnel performing International Affairs as their primary discipline. Title 10 and 22 of the U.S. Code define International Affairs functions. Successful program execution under either requires specific, and cross-cutting, functional expertise. The major functional areas of expertise are:

- Security Assistance
- International Cooperative Research, Development, or Acquisition
- International Security, Foreign Disclosure, and Technology Transfer Control
- International Financial Management

Specific activities in support of these areas may include, but are not limited to: International Programs; Policy formulation and development; Political/Military analysis; Weapons comparative analysis; Country Advocacy; International Training Programs; Foreign disclosure determinations; Export license reviews and determinations; Foreign Military Sales (FMS); Attaché Affairs; and Foreign Area Officers. A variety of Defense Organizations¹ employ civilian personnel² that possess specialized International Affairs expertise who provide support to International Affairs (IA) program efforts throughout DOD. The identification of the International Affairs workforce does not require a 100% solution since the guidelines do not mandate the creation or establishment of a formalized program, and the definition of the workforce is expected to differ among the MILDEPs and Defense Organizations.

1.2 Funding

DSCA fully supports the initiative to establish and implement comprehensive training and education in conjunction with the heretofore guidelines. Funding for this effort must be a top priority for the entire International Affairs community. Each Defense Organization who is a FMS Administratively funded claimant will be responsible to budget for training, education, and certification expenses within established performance based budgeting guidelines. For FY02 and FY03³, DSCA will consider above-target requests for expenses related to implementation of the guidelines from FMS administratively funded claimants. Beginning in FY04 it is anticipated that some parts of the International Affairs Certification Program may be accommodated within existing Defense Organization training and education programs. The intent of this program is not to re-create or ‘internationalize’ training and education courseware if it already exists today⁴.

¹ The Defense Organizations covered under these guidelines include, at this time, OUSD(ATL/IC), OUSD(P/PS), DSCA, DLA, the Army, the Navy, the Marines, and the Air Force.

² The International Affairs “prime candidate population” is estimated at ~1,500 personnel. This is limited to training and education for Defense Organizations outlined in Footnote 1, and is only an attempt to quantify the “most ready for education and training” population. The 1,500 number needs to be analyzed and adjusted to include factors like age of population & closeness to retirement, family obligations, work absence considerations, and the possibility that some International Affairs candidates will qualify for training in non-International Affairs education and training programs.

³ No specific cost estimate for training and education to the International Affairs cadre exists for any fiscal year. FY 02 expenses are expected to be in the program establishment and administration areas.

⁴ See sections 1.7.1.5, 1.7.1.6, 1.7.1.7, and 1.7.1.8 for specific training and education examples

Defense Organizations, with personnel not currently funded via FMS Administrative funds, will need to identify to DSCA their budget (read: funding) requirements necessary to support career development, education, training as described heretofore.

1.3 Purpose:

To set forth standardized certification and career development guidelines, which provide DOD the opportunity to enhance and develop personnel with the knowledge, skills and abilities required to support International Affairs in the 21st century, from entry-level personnel at the GS-5/7/9 through to senior leadership GS-15 levels. A series of common goals exist within Defense Organizations, and other Federal Agencies to develop and implement a structured career oriented environment. They are:

1.3.1 Workforce Shaping

Over the next 3 - 5 years, the federal workforce faces a critical loss of human ‘information’ capital. A variety of options are available to senior leaders to actively and effectively limit adverse results. They include: establishment of mentoring programs, intensive training programs, active recruitment and retention, competitive benefits, and a variety of inducements, including monetary, targeted to recruit and retain a qualified workforce.

1.3.2 Career Development

While a variety of programs exist, none provide the focus for the unique mix of knowledge, skills and abilities to effectively perform and execute International Affairs. Although many of the required knowledge, skills, and abilities are part of specific functional areas, truly effective International Affairs personnel possess cumulative qualitative and quantitative skills and abilities, which consist of specific functional, analytical, *and* experiential exposure to International Affairs.

1.3.3 Training

A structured and well-funded training program is critical to the success of any workforce shaping or career development program. The creation of a ‘pool’ of qualified personnel, which provides the basis for future senior leadership, requires the identification and availability of qualitative and quantitative training. This combination provides the necessary functional knowledge, as well as, the skills and abilities to effectively execute International Affairs.

1.4 Multi-Tiered Certification

Multiple levels of certification are widely used in current Defense Organization’s career programs. These programs use job experience, training, and education to establish thresholds for certification. Certification level requirements for a position should be assigned based on required education, training, and experience. Certification ought not to be the only selection criteria; however, should readily identify personnel who meet required education, training, and experience for a particular position.

International Affairs Certification Standards:

Level	Meaning	Description	Expected Grades
I	Basic or Entry	Basic level training standards are designed to establish fundamental qualifications and expertise in the individual's International Affairs specialty. Development at the basic level lays the foundation for career progression and is designed to prepare qualified, motivated personnel for positions of increasing responsibility. At the basic level, trainees should be exposed to the primary functional areas of International Affairs and the roles of its various specializations.	GS-05 through GS-11 or NH-II
II	Intermediate or Journey man	At the intermediate level, specialization is initially emphasized. Development continues, including on-the-job rotational assignments, but the responsibilities and length of time an individual spends in each position generally increases. While specialization in one of the primary functional areas is emphasized at the beginning of this level, the individual should later begin to broaden his or her background toward a more general expertise in the overall processes of International Affairs.	GS-12 through GS-14 Or NH-III
III	Advanced or Senior	By the time an individual reaches the senior levels of International Affairs, he or she should have completed all the mandatory training and education requirements (or equivalents) of that level, and should have advanced through a career pattern that has given him or her depth of knowledge in one or more primary functional areas and a breadth of knowledge across the entire spectrum of International Affairs.	GS-14 and above or NH-IV

1.4.1 International Affairs Certification Requirements⁵:

The following requirements are general in nature, and will be further defined by the Defense Organizations utilizing the Grade Level guidelines. The long-term goal⁶ of these guidelines is to establish a minimum set of requirements for the DOD International Affairs 'prime candidate population'. The criteria heretofore may be used in conjunction with or to compliment already established Defense Organizations career development programs.

1.4.1.1 Level I Certification

1.4.1.1.1 Education:

- (Desired) Baccalaureate degree with a minimum of 24 undergraduate or 12 graduate semester hours in a relevant concentration area

1.4.1.1.2 Training:

- International Programs Security Requirements Course (Required); and
- Introductory functional development courses offered by MILDEP or Defense University⁷ (DU)(Required); and
- Introductory Security Cooperation course offered by DISAM, and/or other relevant international affairs job-related introductory course offerings within a federal agency (Required)

1.4.1.1.3 Experience:

⁵ Significant research and analysis occurred to determine the appropriate relationship between a certification level and the level of education, training, and experience expected. These guidelines are consistent with existing DoD, USN, USA, and USAF career development, training, and education programs.

⁶ Although obtaining certification may not be mandatory, nor guarantee promotion, they do provide International Affairs personnel a 'road-map' designed for career enhancement and development.

⁷ Defense University (DU) is representational for any DoD educational program, college, or university under the purview of the Chancellor of Education.

- One year of International Affairs experience (as defined in paragraph 1.1 above) (Required)

1.4.1.2 Level II Certification

1.4.1.2.1 Education:

- (Desired) Baccalaureate degree with a minimum of 24 undergraduate or 12 graduate semester hours in a relevant concentration area
- (Desired) Quantitative and qualitative graduate coursework in topic areas relevant to position held

1.4.1.2.2 Training:

- International Programs Security Requirements Course (Required); and
- Intermediate functional development courses offered by MILDEP or DU in primary area of expertise (Required); and
- Introductory functional development courses offered by MILDEP or DU in secondary area of expertise (Required); and
- Intermediate or refresher courses in Security Cooperation offered by DISAM, or other relevant international affairs job-related courses offered by Defense Acquisition University or within other federal agencies (Required); and
- At least one formal course in leadership or management (Required)

1.4.1.2.3 Experience:

- Two years of International Affairs experience (Required)
- An additional two years of international affairs experience in a different agency or organization (Desired)

1.4.1.3 Level III Certification

1.4.1.3.1 Education:

- (Desired) Baccalaureate degree with a minimum of 24 undergraduate or 12 graduate semester hours in a relevant concentration area, including quantitative and qualitative graduate coursework in topic areas relevant to position held
- (Desired) Master's degree with a relevant concentration for position held
- (Desired) Professional Military Education

1.4.1.3.2 Training:

- International Programs Security Requirements Course (Required); and
- Advanced functional development course offered by MILDEP or DU in primary area of expertise (Required); and
- Intermediate functional development course offered by MILDEP or DU in secondary area of expertise (Required); and

- Advanced or Executive course in Security Cooperation offered by DISAM, or other relevant international affairs job-related course or the International Security and Technology Transfer/Control Course offered by Defense Acquisition University or other federal agency (Required); and
- At least one formal advanced course in leadership or management (Required)

1.4.1.3.3 Experience:

- Four years of International Affairs experience (Required)
- (Desired) An additional four years of International Affairs experience in a different agency or organization, or functional specialty

1.5 Personnel Identification and Administration

1.5.1 Position Identification

Each Defense Organization is responsible for identifying their International Affairs workforce in conjunction with the definitions heretofore. Personnel within the International Affairs workforce must be readily identifiable for purposes of certification. Using the description and four major categories, each Defense Organization should be able to easily assess the positions that fall within those boundaries. The identification of the International Affairs workforce does not require a 100% solution since the guidelines do not mandate the creation or establishment of a formalized program, and the definition of the workforce is expected to differ among the MILDEPs and Defense Organizations.

1.5.2 Current Employees versus Future Employees

It is important that qualified personnel in current positions identified as the ‘Prime Candidate Population’ not be penalized or negatively impacted when each Defense Organization implements their certification plans. An underlying assumption in creating certifications and associated training and education requirements is that portions of our current workforce could not be certified at an appropriate level for the position they hold or may be considered to fill.

This is a very sensitive issue - it involves real people and real careers. It is not in anyone’s interest to implement guidelines for career development that demoralize our current workforce. This, in effect, is the lynchpin of the guidelines - establishing a series of professional goals and objectives that identify personnel within the current ‘prime candidate population’ interested in a continued and enhanced career in International Affairs. Each Defense Organization will have wide latitude in determining how current employees will be handled in the context of the guidelines⁸. Departmental, Command, and local personnel offices and union practices differ slightly throughout DoD. As such, deference must be extended to those organizations in determining how current employees will be treated.

⁸ Each Defense Organization can assess their ‘prime candidate population’ and determine an appropriate period (e.g., 12, 24, or 36 months), in which waivers to certification requirements will be addressed. It will be imperative that each Defense Organization establish and institutionalize their review criteria and apply it responsibly to avoid any perception of impropriety.

1.5.3 MILDEP and DA Implementation Plans

Each Defense Organization is responsible to develop a comprehensive implementation plan, which shall be reviewed and approved by DSCA, in coordination with the applicable Defense Organization. The plans must include, but are not limited to:

- Methodology used to identify positions coded as International Affairs
- Tracking system(s) used to identify the International Affairs workforce⁹
- Approach to correlate certification levels in 1.3.1 to anticipated career paths in section 1.6
- Methodology to address issues highlighted in 1.5.2, in relation current personnel identified as ‘prime candidate population’
- Methodology and approach to handle significant initial certification requests
- Methodology and approach to implement and provide personnel training and education for the identified International Affairs workforce
- Identification of Defense Organizations Functional Councils as described in section 1.9.1 of this document
- Approving authorities and process for certification review and approval
- Defense Organization’s program point of contact

1.5.4 Authority to Award Certification

The Defense Security Cooperation Agency (DSCA) will serve as the administrative organization, responsible for currency of the guidelines used for the certification program. All certification reviews and approvals will be accomplished by the applicable Defense Organization.

1.5.5 Certification Reporting

Each Defense Organization is responsible to provide DSCA with a semi-annual update regarding certifications requests received, reviewed, approved, rejected, or denied. Each Defense Organization will also be required to provide the number of personnel eligible for certification, percentage of personnel certified by level (e.g., Level I - 125 eligible, 80% certified), and workforce certified by required level (e.g., Level III - 105 required, 82% certified).

⁹ Defense Organizations are encouraged to utilize current personnel tracking systems and career program registrant tracking systems for the administration of their International Affairs workforce, to include certification.

1.6 Career Development Path Guidelines

1.6.1 GS-15

(ECQ)	Basic Skills	International Affairs Knowledge	Services/ Agencies/ Organizations	Cross-Discipline
Leading Change	Expanded leadership skills with emphasis on strategic planning and directing subordinate managers.	Understanding of an ever-changing International Affairs strategy as it relates to the MILDEP and Department of Defense, and National Security strategic plans.	Successfully lead a major program using innovative methods	
Leading People	Developed management skills with emphasis on team building, adjudicating program or personnel conflict, and demonstrated cultural awareness.	Successful leadership with the management of a major program and/or multiple International Affairs related organizations	Demonstrates ability to lead major programs or organizations through resilience and motivation.	
Results Driven			Demonstrated performance in problem solving within two or more International Affairs disciplines	Effectively utilizes knowledge of functional disciplines including finance, logistics, acquisition, training, policy, and law in daily duties.
Business Acumen	Ability to lead and manage an array of resources.	Broad understanding of fiduciary responsibility for all International Affairs appropriations.	Expert knowledge of MILDEP and DOD missions, to include interaction of government functions, organizations, and inter-departmental relationships.	Knowledge and experience in several of these disciplines: finance, logistics, acquisition, policy, and law.
Building Coalitions and Communications	Ability to successfully coordinate and lead major, inter-departmental programs through negotiation and partnerships.	Expert perception of consequences of political intervention relating to international political and economic development	Effectively and professionally establishes and maintains liaison with counterparts at many levels within MILDEP and other agencies.	Refined knowledge of government functions, organizations, and interrelationships.
Education	Master's Degree (D) Bachelors Degree (R)	International Affairs related coursework (D)	Professional Military Education (PME) (D)	
Formal Training	Executive Leadership Schools (R) Executive Level (400 Series) Acq courses for ACDP personnel (D)	DISAM Executive Course (R)	Civilian Leadership Development Program Candidate (D)	Defense Leadership and Management Program (DLAMP) Candidate (D) Professional/Functional Certification(s)

1.6.2 GS-14

(ECQ)	Basic Skills	International Affairs Knowledge	Services/ Agencies/ Organizations	Cross-Discipline
Leading Change	Effectively coordinates and leads multiple projects - demonstrating vision and innovative thinking.	Expanded knowledge of International Affairs through continual learning, which includes a demonstrated awareness of external factors		
Leading People	Project management skills. Management and leadership skills with emphasis on organizing and leading small number of subordinate personnel	Serves IA in advanced support, key leader, and managerial roles.	Proven leader in one or more inter-service or intra-service Projects.	
Results Driven	Develops and delivers significant and technical International Affairs opinions	In-depth knowledge of two or more International Affairs specific areas. Global knowledge of IA.	Demonstrates competent customer service as a participant in Program Management Reviews (PMRs).	
Business Acumen	Proven experience in managing a significant International Affairs program or a branch organization.	Performs IA specific functions from development to delivery. Gain in-depth experience in Logistics, Finance, Acquisition, Military Affairs, Training, Weapons Systems, Disclosure and Technical Transfer		Knowledge and experience in several of these disciplines: finance, logistics, acquisition, policy, and law.
Building Coalitions and Communications	Demonstrated oral and writing skills.	General awareness and implications of political intervention relating to international political and economic development	Knowledge of IA operations in other Military Departments (MILDEPs) Knowledge of IA operations in non-DoD agencies Knowledge of IA activity in current MILDEP	Broaden knowledge of the organization and operations of other governmental agencies and functions.
Formal Education	Master's Degree (D) Bachelors Degree (R)	International Affairs related coursework (D)	PME (D)	At least 24 semester hours in several Quantitative cross-discipline courses. At least 24 semester hours in several Qualitative cross-discipline courses.
Formal Training	Advanced Management courses (D)	DISAM, MILDEP, DOD, OPM, and other related Federal courses (R) DAU International Acquisition Courses (R) International Programs Security Requirements Course (R)	Participant in career-broadening assignments (R) Civilian Leadership Development Program Candidate (D)	Defense Leadership and Management Program (DLAMP) Candidate (D) Professional/Functional Certification(s)

1.6.3 GS-13

(ECQ)	Basic Skills	International Affairs Knowledge	Services/ Agencies/ Organizations	Cross-Discipline
Leading Change	Effectively coordinates and leads a significant project(s).	Demonstrated performance in an International Affairs specific project/program utilizing motivation and creativity skills		
Leading People	Management and leadership skills with emphasis on organizing and leading small number of subordinate personnel.	Serves MILDEP or DA in advanced support, key leader, and managerial roles.	Proven leadership when participating in Joint Projects. Leads and/or serves as an active participant of Program Management Reviews (PMRs).	
Results Driven	Proven project/program management skills.		Expert knowledge of MILDEP International Affairs activities. Recognized knowledge of International Affairs activity in multiple DOD related organizations or agencies.	Significant experience in several of the following: Logistics, Acquisition, Military Affairs, Finance, and Weapons Systems.
Business Acumen	Technical writing skills. Actively pursue management and executive training. Demonstrate competent supervisory skills.	Comprehensive knowledge of multiple IA disciplines. Gain in-depth experience in two or more of the following: Logistics, Training, Finance Acquisition, Military Affairs, Weapons Systems, Disclosure and Technical Transfer	Professional knowledge of International Affairs activity in one or more specific areas. Broaden knowledge of the organization and operations of other governmental agencies and functions.	Knowledge and experience in several of these disciplines: finance, logistics, acquisition, policy, and law.
Building Coalitions and Communications	Develops management skills with emphasis on planning and directing	Expand interpersonal and political skills in one or more International Affairs functional areas. Awareness of political intervention relating to international political and economic development		Continued development in functional specialties of the organization and operations of other governmental agencies and functions.
Formal Education	Bachelor's Degree (R) Master's Degree (D)	International Affairs related coursework (D)	PME (D)	
Formal Training	Mid-level Management and leadership courses (R)	DISAM, MILDEP, DOD, OPM, and other related Federal courses (R) DAU International Acquisition Courses (R) International Programs Security Requirements Course (R)	Participant in career-broadening assignments (D) Civilian Leadership Development Program Candidate (D)	Professional/Functional Certification(s) Functional Training, as required

1.6.4 GS-12

	Basic Skills	International Affairs Knowledge	Services/ Agencies/ Organizations	Cross-Discipline
Fundamental Skills & Knowledge	Critical thinking. Presentation skills. Analytical skills. Leadership skills. Advanced writing skills.	Journeyman knowledge of one or more IA disciplines. In-depth experience in one or more of the following: Logistics, Acquisition, Military Affairs, Weapons Systems, Disclosure and Technical Transfer, and Finance	General knowledge of International Affairs within related DOD Organizations and disciplines	Knowledge of laws and regulations that affect IA policy.
Competency	Manages IA activities. Develops and delivers IA material. Performs administrative services.	Performs International Affairs in an advanced support, lead, and/or advisory role. Comprehensive knowledge of multiple IA disciplines. Gain in-depth experience in one or more of the following: Logistics, Acquisition, Military Affairs, Weapons Systems, Disclosure and Technical Transfer, and Finance	Participant in multiple, inter-disciplinary Program Management Reviews Participant in Joint Project	
Professional Development Objective	Increase capability to analyze and evaluate	Gain competency by developing and interpreting International Affairs related financial and statistical data.	Obtain developmental assignments which may include lateral moves into other IA areas	Start development in alternative specialty, as required.
Formal Education	Bachelor's Degree (R)	International Affairs related coursework (D)	Professional Military Education (D)	At least 24 semester hours in at least 2 Quantitative cross-discipline courses. At least 24 semester hours in at least 2 Qualitative cross-discipline courses.
Formal Training	Management courses (D)	DISAM, MILDEP, DOD, OPM, and other related Federal courses (R) DAU International Acquisition Courses (R)		At least 3 months experience performing tasks relative to a Quantitative discipline. At least 3 months experience performing tasks relative to a Qualitative discipline. Professional/Functional Certifications Cross - Functional Specialty Training

1.6.5 GS-11

	Basic Skills	International Affairs Knowledge	Services/ Agencies/ Organizations	Cross-Discipline
Fundamental Skills & Knowledge	Critical thinking. Presentation skills. Analytical skills. Leadership skills. Advanced writing skills.	Gain knowledge of International Affairs policy as it relates to one or more functional disciplines. Gain working knowledge of a specific International Affairs discipline.	Knowledge of activities within various MILDEP field activities.	Knowledge of laws and regulations that affect IA policy.
Competency	Manages multiple MILDEP or DA IA activities. Develops IA material or reports. Performs administrative services.	Serves MILDEP or DA in advanced support, leader, and advisory roles. Performs MILDEP or DA specific functions at an advanced capability. Gain experience in one of the following: Logistics, Acquisition, Training, Military Affairs, Weapons Systems, Disclosure and Technical Transfer		
Professional Development Objective	Increase capability to analyze and evaluate	Gain competency by developing and interpreting International Affairs related financial and statistical data.	Obtain developmental assignments which may include lateral moves into other IA areas	Start development in alternative specialty.
Formal Education	Bachelor's Degree (D)	International Affairs related coursework (D)		At least 24 semester hours in at least 2 Quantitative cross-discipline courses. At least 24 semester hours in at least 2 Qualitative cross-discipline courses.
Formal Training	Management courses (D)	DISAM, MILDEP, DOD, OPM, and other related Federal courses (R) DAU MPMC Course - PMT-202 (D) International Programs Security Requirements Course (R)	Working toward Professional or Functional Certification(s)	At least 3 months experience performing tasks relative to a Quantitative discipline. At least 3 months experience performing tasks relative to a Qualitative discipline. Working on Functional Specialty Training

1.6.6 GS-5/7/9

	Basic Skills	International Affairs Knowledge	Services/ Agencies/ Organizations	Cross-Discipline
Fundamental Skills & Knowledge	Administration skills. Basic writing skills. Organizational skills. Time management. Resource management.	Knowledge of increasing number of IA specific tasks. General knowledge of IA.	Knowledge of activities within various DOD International Affairs field activities.	Knowledge of IA related discipline(s) that pertains to assigned duties.
Competency	Coordinates IA activities as directed. Performs configuration management for IA program(s). Performs administrative services.	Serves IA in a supportive capacity. Performs introductory IA duties pertaining to research and document preparation.	Learns IA specifics relative to the organization served.	
Professional Development Objective	Develops general knowledge of personal computer techniques. Develop oral and written communication skills.	Develops generalized knowledge of IA functions and disciplines.	Acquire knowledge of DoD and MILDEP organizations and missions.	
Desired Education	Bachelor's Degree (D) (Note: For purposes of recruitment and retention, some discretionary latitude is necessary)	International Affairs related coursework (D)		At least 24 semester hours in at least 1 Quantitative cross-discipline courses. At least 24 semester hours in at least 1 Qualitative cross-discipline courses.
Recommended Training	Functional development courses (R) General training courses to develop basic skills, as identified under fundamental skills and knowledge.	DISAM, MILDEP, DOD, OPM, and other related Federal courses (R) International Programs Security Requirements Course (R)	Working toward Professional or Functional Certifications	At least 3 months experience performing tasks relative to a Quantitative discipline. At least 3 months experience performing tasks relative to a Qualitative discipline. Working on Functional Specialty Training

1.7 Ancillary Issues

1.7.1 Types of Training

1.7.1.1 Formal Training

Each Defense Organization's Functional Council¹⁰ will review and approve funding to satisfy personnel training and educational needs. Defense Organization may fund and administer other types of training, as appropriate and within all guidelines provided heretofore.

1.7.1.1.1 Samples of Qualitative Subject Matter:

- International Affairs, Management, or Relations
- Political Science
- History
- Sociology/Cultural Anthropology
- Law

1.7.1.1.2 Samples of Quantitative Subject Matter:

- Program Management
- Business, Cost Estimating, and Financial Management
- Logistics
- Systems Planning, Research, Development and Engineering
- Test and Evaluation
- Manufacturing and Production
- Economics and Statistics

1.7.1.2 Long-Term Training (LTT)

Long-term training is defined as formal training or education, which provides individuals with a certification, degree completion, or in-residence PME¹¹. The career programs should rank management-nominated career program registrants for LTT, which may or may not include a follow-on, career broadening assignment. Civilian nominees for PME allocations should be processed and selected as appropriate and determined by the Defense Organizations.

1.7.1.3 Career Broadening Assignments

Each respective Defense organization is responsible for identifying internal career broadening assignments to meet its human resource goals. Individuals may participate in career broadening position as identified. The Defense Organization's host program will determine any associated follow-on assignments.

¹⁰ See Section 1.9.1 for information related to the Executive Council and MILDEP/DO councils.

¹¹ PME is also available through correspondence, or via seminar in some locations.

1.7.1.3.1 Career Broadening Assignment Options

The following positions and exchanges should be viewed as recommendations, with each Defense Organization utilizing relevant titles and organizational exchange parity:

1.7.1.3.1.1 Potential International Affairs Positions:

- Policy Research and Analysis
- Country Director/Manager
- Case Manager
- Program Manager (or Deputy PM) for an International Affairs program
- Logistics Management Specialist
- Line Manager
- Foreign Disclosure/Security Policy Specialist
- International Financial Management to include Accounting, Budget, and Cost
- Management Analyst (Various)
- International Cooperative Acquisition, Technology, and Logistics Specialist
- License Review Specialist
- International Educators and Trainers
- International Program related Scientist and Engineers

1.7.1.3.1.2 Potential Qualifying Exchanges:

An exchange is a temporary assignment at a location other than the employee's reporting location. To qualify as a successful action, the employee must meet mutually agreed upon criteria and serve at the temporary location for a minimum of three months. This may vary within Defense Organizations, and should be consistent with personnel standard operating procedures. The types of exchanges that are permissible include the following:

- Inter-organizational
- Rotational assignments to expand International Affairs knowledge, skills, and abilities
- Intra-organizational
- Installation level
- Center Level
- Headquarters Level
- DOD Agencies
- Office of the Secretary of Defense
- Other government agencies or departments

1.7.1.4 Tuition Assistance.

Certification requires funding for training and education commensurate with each Defense Organization's goals and objectives, with measurable data demonstrating effective usage of funds. Defense Organizations shall have wide latitude to determine the appropriate usage and

process to justify and approve education and training funds as outlined in their implementation plan (See section 1.5.3).

1.7.1.5 Professional Military Education

MILDEP Command and Staff Colleges

MILDEP War College (Air War College, Army War College, College of Naval Warfare)

National War College (NWC)

Industrial College of the Armed Forces (ICAF)

Industrial College of the Armed Forces, Senior Acquisition Course (ISAC)

National Security Management Course (NSMC)

1.7.1.6 Developmental Leadership and Management Training

Harvard JFK School of Government

Public Policy Program, Princeton Woodrow Wilson School of Public and International Affairs

Stanford Sloan Program, Stanford Graduate School of Business

Department of Defense Executive Leadership Development Program (ELDP)

Federal Executive Institute (FEI)

Civilian Advanced Management Program, Business and Public Policy (CAMP)

1.7.1.7 Fellowships

Alfred P. Sloan Fellows, MIT Sloan School of Management

Excellence in Government (EIG) Fellows

RAND Fellowship Program

Capitol Hill Fellowship Program

Harvard Senior Executive Fellows

1.7.1.8 Professional Certifications

A variety of professional certifications exist, in both public and private sectors. Although no formal requirement exists to obtain professional certifications, individuals are encouraged to take the opportunity, as applicable for personal or career development.

1.8 International Affairs Career Internship Program

Multiple intern-driven programs currently exist within the Federal Government and the DOD. These programs are extremely useful in training and educating personnel through formal rotational assignments, as appropriate for each Defense Organization.

An International Affairs Career Internship Program will be established to develop, educate, and train an International Affairs resource pool. This program will provide a vital tool to Defense Organizations as a source of qualified and trained International Affairs journeyman to address a potentially disruptive workforce ‘knowledge’ drain. Implementation guidelines and program specifics will be provided as a separate document.

1.9 International Affairs Certification and Career Development (IAC&CD) Council:

An International Affairs Certification & Career Development Council¹² is established to provide senior DoD leadership the opportunity to effectively and efficiently coordinate International Affairs Certification and Career Development to meet DoD education, training, and career development goals and objectives. The Director, Defense Security Cooperation Agency shall serve as Council Chair. Council members¹³ will include:

- Director, International Cooperation (OUSD/AT&L/IC)
- Director, International Security Programs (OUSD/P/PS)
- Deputy Director, Defense Security Cooperation Agency (DSCA)
- Deputy Under Secretary of the Air Force, International Affairs (SAF/IA)
- Assistant Deputy Under Secretary of the Army, International Affairs - Security Cooperation (ADUSA/IA(SC))
- Director, Navy International Programs Office (NAVIPO)

1.9.1 Defense Organization Functional Councils

Each Defense Organization is responsible for the management and oversight of their career development and certification implementation guidelines. Defense Organizations encouraged to establish a council, which provides functional oversight to include the establishment and continuous review of long-term and short-term career development and certification goals and objectives.

¹² The President of the National Defense University (NDU); the President of the Defense Acquisition University (DAU); and the Commandant of Defense Institute of Security Assistance Management (DISAM) will provide the Board with advise and counsel on matters related to education and training, as required.

¹³ These guidelines assume that Defense Organization executives are viable candidates for membership and may be permanently assigned to the Council, as determined by the MILDEP or DA.