



Lesson Guide

Civil Service Force Structure

9 May 2022



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Purpose

This lesson guide is designed to support the local development of Flight Commander Leadership Course materials. Selected facilitators should use this guide as they prepare presentation materials. For more information on how lessons are structured, or how to use them in the course, see the **Course Director's Handbook** or online Facilitator Resources.

Scope

Civilians make up a major component of the total force and provide the bulk of the knowledge continuity and personnel stability within many units. It is important to understand the various types of civilian employees which one may work with and the nuances of managing a member of each type of civilian.

Flight commanders are responsible for incorporating civilians into their flight team but must recognize that managing a civil service civilian is different than managing a DoD contractor or military member. Civil servants can fall into one of several categories, such as SES, GS, AD, etc. Flight Commanders must recognize the various management options appropriate for leading civil servants such as recording performance, dealing with unions, annual awards cycle, and work hours.

Recommended Objectives

By the end of this lesson, the participant should be able to:

1. Recognize the difference between civil servants and contractors.
2. Understand the various categories of civilians within the total force.
3. Contrast the difference in the military and civil service structure and the purpose of each.
4. Recognize the management options in dealing with the civilian force.

Recommended POC / Presenter

- Installation Civilian Personnel Officer
- Course Facilitator

Recommended Length:

- 30 minutes

Recommended Approach

- Present informational slides with Q & A

Lesson Connections

- **Building Teams**-Department of the Air Force Total Force members bring a unique expertise but also skill-set challenges that must be accounted for when building an effective team.

- **Conducting & Documenting Feedback**-feedback, both positive and negative must be documented for use at a later date, whether to write an appraisal, admonish behavior, or officially recognize personnel.
- **Civilian Appraisals**-like military members, civilians also require annual performance reports (appraisals) written, routed, approved, and filed.
- **The Department of the Air Force Total Force**-civilians make up yet another vital component of the total force and often serve as a source of specialized knowledge as well as a basis for continuity within a unit.

Additional information

Additional information on DAF Total Force strength can be found on MilSuite as well as in commercial products such as the “Annual USAF & USSF Almanac: Personnel” published by the *Air Force Magazine*.