

AF Life Cycle Management Center



How to Work with Trainees Successfully

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Providing the Warfighter's Edge



Trainee Footprint



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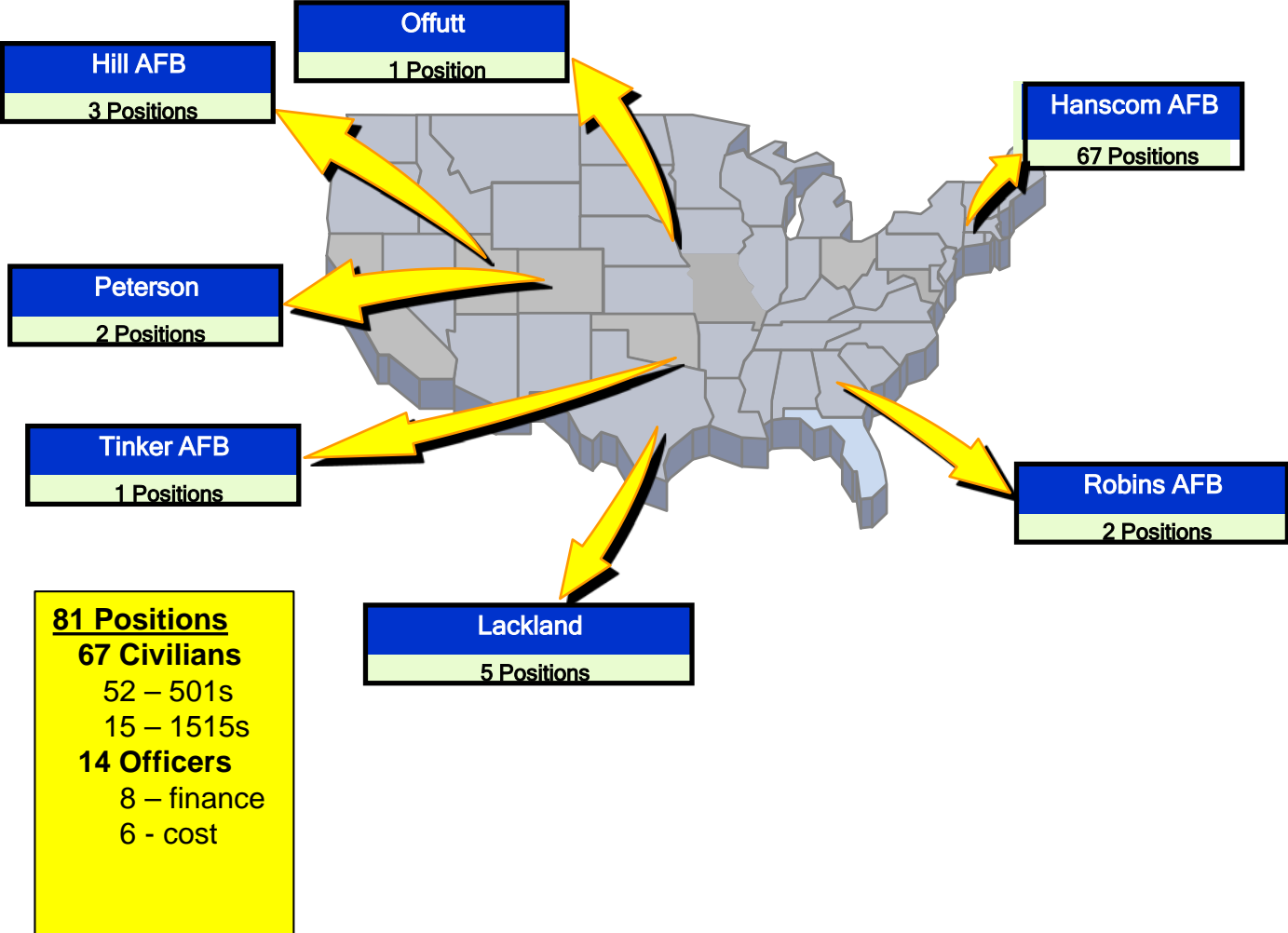
- **Oct 2017 - 81 trainees**
 - ~25% of our FM Workforce
 - 5 new trainees on-boarding next quarter
 - Jan 2015 – 23 FM trainees (7%)
 - 16 Graduated
- **Type of Trainees:**
 - “Regular” via Expedited Hiring Authority
 - Palace Acquire...largest number
 - SMART - Cost
 - Military
 - Premier Internship (starting in summer 2018)



FM Trainees



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Multi-Generational Workplace



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- **What is a multi-generational workforce?**
- **We are working in an environment of 4 generations**
 - **Traditionalists**
 - **Boomers**
 - **Gen X**
 - **Gen Y**
 - **Millennials**
 - **Largest growing population employed**



Multi-Generational Workplace



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- **~68% of FM trainees are under the age of 30**
 - Ask a lot of questions
 - Technologically literate
 - Socially aware
 - Flexibility in the workplace
 - Work-life balance
 - Want to grow and learn
- **How can we better understand and communicate with each other**
 - **Soft skills training**
 - **Sys 108 – Teaming with Environment for Acquisition Managers**
 - **Sys 106 – Opportunities Within a Multigenerational Workplace**



Expectations



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- **Requirements to become a trainee**
 - 24 semester hours of business/finance courses
 - 24 semester hours of STEM courses (Calculus)
 - Minimum of a 3.0 GPA
 - US Citizen
 - Information of Exchange Meeting
- **Demonstration of On-the-Job Tasks (OJTs)**
 - Not just a “check the box off”
 - Demonstrate a good understanding of the OJT
 - Why...what...how...result...
- **Successful course completion**
 - i.e. DAU, Bootcamp etc.



Guideposts



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- **Supervisor's Guide/Tool**
- **Assist Supervisor's w/trainee's competency factors**
 - **Performance and Behavior**
 - Time Management
 - Communication
 - Teamwork
 - Learning
 - Adaptability
 - Decision Making
 - Self-starter
 - Technical Requirements



Guideposts



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Supervisor's Tool	
GS-07 / GS-09 / GS-11 Trainee Guideposts	Notes
(examples below each competency reflect satisfactory level)	
<p>Communication: Clearly conveys and receives information and ideas through a variety of media to individuals or groups in a manner that engages the listener, helps them understand and retain the message, and invites response and feedback. Keeps others informed as appropriate. Demonstrates good written, oral, and listening skills.</p>	
- Is respectful of others during all forms of communication	
- Receives instructions regardless of communication method	
- Correctly interprets communications over various methods (phone, email, verbal, VTC)	
- Is receptive to ideas and suggestions of others	
- Uses appropriate nonverbal communications (eye contact, gestures, posture)	
- Asks questions - shows an understanding of what is being asked of them	
- Can articulate information effectively with team members and leaders (clarifies purpose, stresses major points vice focusing on minor points, logical flow of argument)	
- Can express oneself to large, small, or one-on-one setting	
- Can express oneself when faced with on the spot interactions	
- Keeps others informed of progress / issues	
- Seeks out help during projects - not at the end of the project	
- Well written communication - professional, concise, clear, free of grammatical errors	
- Follows appropriate AF protocol when addressing leadership in public venues	
<p>Time Management: Manages time to successfully meet timelines and demonstrate self discipline</p>	
- Is where they are expected to be - arrives on time, does not leave early, does not abuse lunch periods	
- Schedules time to accommodate scope/timeline of assigned projects	
- Breaks work into manageable pieces as required	
- Has a realistic understanding of the complexity of assigned task related to time management	



Quarterly Evaluations



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- **Importance of well-documented OJTs**
 - **What has been accomplished over the last quarter**
 - What they did well
 - What they need to work on
 - **Map out what a trainee needs to accomplish over the next quarter**
 - Set expectations up-front
 - **Documentation for less than satisfactory rating**
 - Key during probation period
 - **Strengths and weaknesses discussion**
 - Be honest
 - Trainee needs to know where they stand
 - **Job Knowledge Board**
 - “Study Guide”



Quarterly Evaluation



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Budget Quarterly Trainee Evaluation (Due to TDC the 15th of Jan, Apr, Jul, Oct)			
Sections A-G To be Completed by Trainee			
A. NAME OF TRAINEE (Last, First, Middle Initial)	B. DATE ASSIGNED	C. SERIES & GRADE	D. OFFICE
E. THIS EVALUATION COVERS THE PERIOD:		TO	
F. SUMMARY OF TRAINING			
(1) List all courses completed during evaluation period			
<i>Course Number (if applicable) and Name</i>		<i>Date Completed</i>	
(2) List all OJTs earned and give an explanation of exactly what work was performed to earn the OJT. Place a * next to mandatory OJTs. Also list Leadership activities/classes using the designation "LEAD" in the OJT # column.			
<i>OJT #</i>		<i>Description of Actual Work Performed</i>	
G. I certify I have received training & OJT experience as stated above for my training program. I further certify the following evaluation of my training progress has been fully discussed with me.			
TRAINEE SIGNATURE:		DATE:	
Section H-J to be completed by supervisor			
H. ACHIEVEMENTS: <i>Narrative of the quality and quantity of Trainee's contributions, performance, attributes, etc., during the period.</i>			
I. AREAS FOR IMPROVEMENT: <i>(Be a mentor: what improvements are needed or does Trainee need more experience in a certain area)</i>			
J. RECOMMENDATION:	Satisfactory or Above – Recommend trainee continues in the program		
	Marginal – Trainee needs improvement to remain in the program		
	Unsatisfactory – Recommend trainee dis-enrolls in the program		

Clear/well written description of OJT accomplished – written by trainee

Most important sections – written by supervisor

Ensure rating is consistent with narrative

Below signatures verify Trainee received the training and on-the-job experiences as noted above.

SUPERVISOR	SIGNATURE	DATE:
<i>(Signature Block)</i>		
2 nd LEVEL SUPERVISOR	SIGNATURE	DATE:
<i>(Signature Block)</i>		
OSF/STAFF DIRECTOR	SIGNATURE	DATE:
<i>(Signature Block)</i>		



Example of Well Written OJT



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- ***CE2M – Make substantive inputs to data collection, CER development or model development activity.**
 - “On ANGI and CDL programs, I has did much of the ongoing data collection & interpretation to develop each model. On ANGI, I evolved the estimate since its infancy. I have been in contact with the Navy to obtain data on all phases of the program. Research required me to gather vendor quotes from GSA and other sources. Working closely with SME, I gathered data to estimate both the hardware & software development of the program as well as forming a CER between efforts to calculate SEPM w/in the estimate.”



Example of Well Written OJT



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- **B37 Prepare R/P Docs using IDECs**
 - I took IDECs refresher training. Worked closely with PEMs, PMs, FM Leadership and the cost team to draft/finalize any updates to the R-2, R-2A, R-3, R-4, R-4A, P-40 and P-5. Communicated what would be the best way to show the scenario for the program (New start statement, breakout out increments of the program). R-Doc changes consisted of language changes, making sure the right language to cover the work that the program would be performing, breakout of the spend plan (R-3), coordinated with the scheduler to get the right info for the R-4. P-Doc update consisted of using language consistent with the R-Doc, along with any pre-production type activities.



Military Trainees



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- **What's the same**
 - LCMC Training Guide
 - OJTs for Budget or Cost
 - Quarterly Evaluations
 - Rotations
 - Job Knowledge Board
 - Cost Project Presentation

- **What's different**
 - Not waived from DoD FM certification
 - Graduation does not mean promotion
 - If unsuccessful in the training program
 - Documented counseling or
 - Performance comments on an OPR



Mentoring



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- **Recipe for Success**
- **Discuss career progression**
 - Trainees are curious on “how leadership got there”
- **Encourage a mentor early on in their careers**
 - Suggest other than their supervisor
 - Doesn't have to be just one
- **Moving up...progress takes time**
 - Learn “the job” and be patient



Mentoring (Continued)



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- **Success in the organization relates to accomplishments**
 - **Result of hard, sometimes tedious work**
 - **Demonstrate initiative**
 - **Desire to learn**
 - **Don't expect anyone to assume you are capable**
 - **Show them**
 - **Don't focus on when you'll move up**
 - **Focus on the job**
 - **Best preparation for tomorrow is doing today's job well**



GS-12s – Technical Mentors



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- **Pair-up with a “sharp” GS-12**
- **Will be good experience for both**
 - **GS-12: will experience what it’s like to be responsible for one’s workload & career**
 - **Good prep for those that want to progress in their own careers**
 - **Trainee: Good example of what is expected of them at the GS-12 level**
- **Not just for civilians but for the Military trainees as well**



Rotations



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- **Don't fight it...embrace it!**
- **Trainees should be “extras”**
- **Rotations - 12-18 mos in a position**
 - **Military – typically at 2 year point after Level I**
 - **66th & AZS – 6-8 mos rotation**
- **Why it's important**
 - **Provides the trainee with breadth of knowledge**
 - **Experience different organizations**
 - **Get the most out of the training program**
- **Best Practice...**
 - **Trainee knowledge assessment**
 - **Supervisor conduct an assessment to baseline what the trainee has learned in their previous organization**



Master's Program



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- **Encourage but don't rush them**
 - They have a lot on their plate
 - Maintain a good work-life balance
- **Training program is a lot to manage, especially in the first year**
- **Tuition Assistance available for civilians**



Graduation



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- **Job Knowledge Board (501s)**
- **Cost Project Presentation (1515s)**
- **How can you help them prepare**
 - **Mock boards with senior levels...several times**
 - **Get them use to being in front of senior leadership**
 - **Invite their peers**
 - **Will be a good experience for when it's their turn**



Best Practices



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- **Quarterly Meetings**
 - If you want something addressed...let me know!
 - Hanscom Credit Union presentations on “101” series
 - TSP, How to manage your budget, etc.
- **Welcome Information Book**
 - 1st week of employment
- **Just in-time training**
 - SharePoint training calendar
 - Shares best practices in the field
 - R&P Docs, POM, Policy Research etc.
- **SharePoint site for trainees**
 - Training Modules
 - Certifications
 - Training Plans



Do's & Don'ts



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- **DO...**
 - **Give meaningful tasks – keep them engaged**
 - They can handle more than you think
 - **Encourage to attend meetings & ask questions**
 - Quickest way to learn
 - **Ensure infrastructure is in place prior to start**
 - desk, computer, phone, basic supplies
 - **Provide intro of program they will be working**
 - How they fit into the organization
 - **Map out appropriate OJTs for their grade level**
 - Should be done with each evaluation period
 - **Quarterly Evaluations consistent w/appraisals**
 - Evaluations should be backup for yearly appraisals



Do's & Don'ts (continued)



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- **DO...**
 - **Encourage them to participate in professional organizations**
 - ASMC
 - ICEAA

 - **Suggest they build a “smart” book**
 - Latest approved budget
 - O&E status
 - Program cost estimate
 - R&P Docs
 - Etc.



Do's & Don'ts (continued)



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- **DON'T...**
 - **Judge as a GS-12**
 - They are in the training program for a reason
 - **“Pencil whip” quarterly evaluations**
 - Most times our only form of documentation
 - **Promote to next grade to be a “nice guy”**
 - Sends wrong message to the employee
 - Not fair to the new supervisor that gets them
 - **Fill their day with DAU courses**
 - Keep a good balance between courses & OJTs
 - **Let them dress unprofessional**
 - You don't get a second chance at a first impression
 - **Call them “kids”**
 - They are young professionals



Challenges



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- **Supervisors reluctance to take on a trainee**
 - Too time consuming
- **Workload/tempo**
 - Doesn't allow time to properly train
- **Office Space**
- **Placement upon graduation**
 - PAQs are not on MPCN positions



Probation Period



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SOMETIMES IT JUST DOESN'T WORK OUT!!

- **If possible, take action w/in 2 yr probation**
 - **Have the difficult conversation**
 - **Be honest and remain professional**
 - **Tie to performance and/or behavior**
 - **It might just not be a “good-fit”**
 - **Example...**
 - **Address early and often...follow-up**
 - **Resources to help**
 - **Training Coordinator**
 - **AFLCMC/FMP (Melanie Foley)**
 - **Employee Relations**



What Does the Future Look Like



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- **It's an aging workforce**
 - **# of civilians eligible to retire @ Hanscom**
 - 33 eligible to retire
 - 39 eligible for “early” retirement
- **The trainees are our future leadership**
 - Embrace the trainee program
 - Help grow our AF's future leaders
 - What we invest in now will pay off in huge dividends in the future



QUESTIONS...

COMMENTS...

CONCERNS...



Backup



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- **Traditionalists**
 - 1922-1945
- **Boomers**
 - 1946-1964
- **Gen X**
 - 1965-1980
- **Gen Y**
 - 1981-2014