

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE INSTRUCTION 36-502



**30 MARCH 1994
45TH SPACE WING
Supplement
19 DECEMBER 2012**

Personnel

**MANAGING CIVILIAN PERSONNEL
RESOURCES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ USAF/DPCX

Certified by: HQ USAF/DPC (Mr John R. Graham)

Supersedes: AFR 40-312, 20 February 1980 and AFR 40-112, 25 October 1973.

Pages: 5

(45SW)

OPR: 45 FSS/FSMC

Certified by: 45 FSS/CC (Major Robert J. Jackson)

Supersedes: AFI 36-502_45WSUP1, 18 January 2005

Pages:2

This instruction implements AFPD 36-5, *Civilian Personnel Resource Management*, and AFPD 36-1, *General Civilian Personnel Provisions and Authorities*. It includes instructions for commanders, managers, and financial management specialists who oversee civilian employees. Use this instruction with Air Force 38- and 65-series publications. **Attachment 1** contains a glossary of terms.

(45SW) AFI36-502, *Managing Civilian Personnel Resources*, 30 March 1994, is supplemented as follows: The purpose of this supplement is to establish policy and procedures unique to the 45th Space Wing. This supplement applies to all 45th Space Wing and tenant units. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in

accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS), *Records Disposition Schedule* (RDS) located at: <https://www.myaf.mil/afrims/afrims/afrims/rims.cfm>.

SUMMARY OF CHANGES

This is the first publication of AFI 36-502, substantially revising AFRs 40-312 and 40-112. It updates, clarifies, and streamlines previous guidance on managing civilian personnel resources.

(45SW) This publication renumbers the supplemental paragraphs; incorporates functional managers from civilian personnel, financial management and manpower communities (as referenced in paragraph 2.2. of the AFI) as members of the corporate board (paragraph 2.2.1.); expands the existing local advisory committee to include the wing Executive Director and group Technical Directors, and updates office symbols (paragraph 2.2.2.).

1. Objective. The Air Force needs to manage civilian human resources within budget while balancing:

- Mission needs.
- Operational economy and efficiency.
- Skills and career paths.
- Employee development and motivation.
- Recruitment and retention of competent people.

2. Civilian Resource Management Responsibility. Civilian resource management responsibility is assigned down through the Air Force chain of command from the Secretary of the Air Force to commanders of major commands (MAJCOM) or comparable organizations, to subordinate commanders on down to first-level supervisors. Each manager who employs civilian personnel within the chain of command must manage civilian resources properly and is accountable for their immediate supervision. Managers and supervisors at each level must evaluate their subordinate supervisors on how well they manage their civilian resources and take appropriate action to correct or reward managers' performance.

2.1. All managers and supervisors:

- Match civilian appointments (permanent, term, or temporary) to the projected length of the workload and the available funding. Appoint employees on a temporary basis when execution year dollars are used to fund the position from other than civilian pay. Make sure that employee work schedules accommodate both the employees' needs and the efficient and effective accomplishment of the mission.
- Make sure the Air Force Resource Allocation process approves reprogramming of civilian pay funds prior to committing to long-term resource management plans (decisions that commit resources for more than 2 years). Exercise personnel management authority to minimize adverse impact on the civilian workforce. Track civilian resource costs and take action to ensure successful budget execution.
- Tell the corporate board about surplus funds for redistribution (see paragraph 2.2.).
- Prepare an employment plan for the following fiscal year, not later than March of each year.

2.1.1. Managers and supervisors must set up positions and compensate and reward personnel within their civilian resource budget and in accordance with:

- Applicable authorities.
- Sound management practices.
- The advice and assistance of manpower, comptroller, and personnel specialists.

2.2. MAJCOMs, field operating agencies, direct reporting units, and installation commanders establish a corporate board to make sure that civilian resources are used most efficiently and effectively. The commander or designated representative chairs the board, which includes functional managers and representatives from the civilian personnel, financial management, and manpower communities. The board:

- Reviews civilian resource management operating budget submissions at installation level.
- Periodically reviews employment plans and compares civilian pay expenditures against budgetary targets. Provides managers and supervisors with targets for the civilian resource operating budget, allocates directed adjustments, and redistributes any surplus funds.
- Establishes instructions on civilian resource management for the installation.

2.2.1. **(Added-45SW)** The corporate board shall consist of the 45 SW/CC, 45 SW/CV and 45 SW/CD (Executive Director), any of whom may serve as Chairperson, and 45 LCG/CC, 45 OG/CC, 45 MSG/CC, 45 MDG/CC, and functional managers from civilian personnel, financial management and manpower communities (as required by paragraph 2.2., and as indicated in 2.2.2.). The group retains its existing name of the Civilian Resources Board (CRB). The CRB advises the commander to ensure civilian resources are used efficiently and effectively. The CRB also serves as the Installation Training Committee.

2.2.2. **(Added-45SW)** A civilian resources committee (CRC) shall consist of the wing Executive Director (chair), group Technical Directors, Chief of the Civilian Personnel Office (45 FSS/FSMC), Chief of the Manpower Office (45 FSS/FSMM) and the 45 Comptroller Squadron Commander (45 CPTS/CC). The CRC will preview and finalize civilian personnel resources issues being presented to the CRB, and will advise the CRB on those issues.

2.3. Air Force civilian personnel, financial management personnel, and manpower personnel jointly help managers and supervisors by:

- Developing, defending, and coordinating budgets, funding, utilization, and projections for civilian resources.
- Allocating manpower resources.
- Forecasting, executing, and adjusting civilian pay budgets.
- Advising managers and supervisors on human resource issues.

2.4. Civilian Personnel Flights (CPF) assist managers and supervisors by:

- Helping them plan employment.
- Consolidating installation employment plans not later than March and forwarding them to HQ USAF as required.

- Advising managers on how best to use civilian human resources.

2.4.1. CPFs help determine the costs of position management, personnel administration, and operational requirements, including:

- The costs of recruitment and staffing.
- The kinds of skills available in the local labor market.
- Affirmative employment goals.
- The use of flexible work schedules and appointment types.

2.5. Manpower offices help managers and supervisors by:

- Determining and validating manpower requirements needed to accomplish the mission.
- Processing authorization change requests to the MAJCOMs for validated manpower requirements.
- Advising managers on how best to use manpower resources.

2.6. Financial managers and comptrollers help managers and supervisors by:

- Developing and defending civilian resource budget projections based on programs approved by the corporate board.
- Advising managers on budgeting techniques and practices, on how to execute their civilian resource budget, and on how best to use civilian resource funds.

3. Reporting Requirements. *Civilian Man-Year Cost Management Program Reports* (RCS: HAF-DPC [AR] 7401), is assigned any reports generated by this instruction. This reporting requirement is designated Status Code C-1. Continue reporting during emergency conditions, precedence priority. Submit data requirements assigned this category as prescribed or by any means to ensure arrival on the established due dates.

BILLY J. BOLES, Lt General, USAF
DCS/Personnel

(45SW)

BEGIN SIGNATURE
ANTHONY J. COTTON, Brigadier General, USAF
Commander

Attachment 1**GLOSSARY OF TERMS***Terms*

Civilian Pay Budget—The total obligation authority comprised of Direct Obligating Authority dollars and earnings from reimbursements.

Civilian Resource Management—The practice of balancing mission needs, operational economy and efficiency, skills and career paths, employee development and motivation, and recruitment and retention of competent people within a civilian pay budget.

Employment Planning—Identifying employment levels and work years needed to accomplish the mission within the civilian pay budget.

Resource Allocation Process—The Air Force corporate approach to planning, programming, and budgeting the resources needed to execute Air Force programs now and for the next 6 years. The process uses six functional teams who develop options and make recommendations to senior leadership.

Civilian Personnel Resources—The dollars allocated to an organization for the purpose of civilian employment.