

**BY ORDER OF THE COMMANDER
AIR EDUCATION AND TRAINING
COMMAND**

AETC INSTRUCTION 36-2111

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Personnel



**AETC SQUADRON COMMANDERS BOARD
AND HIRING PROCEDURES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 36-21, *Utilization and Classification of Air Force Military Personnel*. It outlines and establishes policy, procedures, areas of responsibilities, and an events timeline for the AETC squadron commanders board. It applies to all personnel involved with nominations, board process, selection, and protocol. This publication does not apply to the Air National Guard or Air Force Reserve Command. **Attachment 1** contains a glossary of references and supporting information. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://webrims.amc.af.mil>.

SUMMARY OF REVISIONS

The information in this instruction has been substantially revised and must be completely reviewed. Primary changes include a transition from two AETC HAWK boards per year to one board per year and the elimination of the AETC Recruiting and Training Squadron Commander Candidate Selection Board.

1. Purpose:

- 1.1. The selection of AETC squadron commanders is important business. The goal is to give commanders at all levels the tools to choose from the best talent available.
- 1.2. The HAWK board convenes annually in October to identify candidates for projected vacancies in flying squadron commander billets, operational support squadron commander billets, chiefs of safety, and other requirements directed by the AETC Commander (AETC/CC). Candidates may also be selected as operations officers based on projected future command vacancies.
- 1.3. Per CSAF-approved force development initiatives, AETC recruiting squadron (RS) and training squadron (TRS) commander billets are now filled from HQ AFPC calendar year support squadron

commander development team (DT) meetings. Paragraph 13. covers how to bid on candidates for vacancies in RS and TRS commander vacancies.

1.4. HQ AETC/SGAW is the MAJCOM staff OPR for medical and dental squadron commander issues.

2. HAWK Board Participants:

2.1. The 19 AF/CC, who acts as HAWK board president on behalf of AETC/CC, is a nonvoting board member.

2.2. The 19 AF/CV and HQ AETC/ADO attend as voting board members. Additional voting board members include wing commanders (or the designated representative of each HQ AETC organization with a rated squadron commander billet), 336 TRG/CC, and 479 FTG/CC. The 81 TRW is excused from providing a rated officer.

2.3. Designated board members not available to attend the board will request approval to allow a qualified officer from their organization to participate on their behalf. Substitutions will be in the grade of colonel or above. Requests will be indorsed by the senior rater and forwarded to HQ AETC/DPAOD, who will forward the request to the board president for approval.

2.4. When approved by 19 AF/CC, other organizations may be added to the board membership or identified as nonvoting technical advisors. Requests will be staffed through HQ AETC/DPAOD.

3. Timelines:

3.1. Ninety days prior to the board, HQ AETC/DPAOD will confirm the board location.

3.2. The announcement message will be released at least 60 days prior to the board.

3.3. The suspense date for nominations will be 30 days prior to the board. Nominations must be complete as defined in paragraph 4. and mailed in time for receipt by the established suspense date.

3.4. Prior to the board, HQ AETC/DPA will personally brief the board process to the board president.

3.5. The board president will confirm the board results; and then the AETC/CC will approve and release the results.

4. Nomination Packages:

4.1. Candidates may be nominated by AETC wing commanders or higher and by wing commanders, their equivalents, or higher-ranking officials from other commands. Candidate nominations will be consolidated and submitted as one package per senior rater. For an individual serving in a staff capacity, the nomination package will be reviewed and indorsed by the personnel function (DP or J-1) and the staff director or civilian equivalent in the nominee's chain of command will indorse and submit the nomination package.

4.2. Nomination packages will be forwarded to HQ AETC/DPAOD, 1850 First Street West, Suite 1, Randolph AFB TX 78150-4308, in accordance with the timelines provided in paragraphs 3. and 12., as applicable. Failure to submit nominations by the published suspense date will be presumed a negative input.

4.3. Nomination packages will consist of:

4.3.1. AF Form 10A, **Personnel Information File, Record of Performance, Officer Command Selection Record Group (Folder)**. Non-AETC candidate nominations should be in a two-section record jacket.

4.3.2. AF IMT 3849, **PME/AFIT/RTFB Officer Worksheet**. This worksheet will be prepared on each candidate by the wing commander and filed in Section I of the nominee's board record (AF Form 10A). Officers may indicate type of squadron and location preferences on their AF IMT 3849. Officers must understand they are volunteers to command at any location.

4.3.3. A complete copy of each nominee's top five officer performance reports (OPR) (non-AETC nominees only). These OPRs will be filed in Section II of the nominee's board record (AF Form 10A).

4.3.4. A copy of AF IMT 942, **Record of Evaluation** (for the HAWK board only). This document will be filed in Section I of the nominee's board record (AF Form 10A).

4.4. HQ AETC/DPAOD will provide the names and social security numbers (SSN) of nominees already assigned to HQ AETC to HQ AETC/DPSPR no later than 20 days prior to the board to allow command records to be pulled and screened.

5. Eligibility. All eligible officers must:

5.1. Be Line of the Air Force (LAF) officers on active duty.

5.2. For the HAWK board, be in the grade of lieutenant colonel (or have a line number to lieutenant colonel) and not be in the primary zone for promotion to colonel during a normal 2-year command tour.

5.3. For RS and TRS commander positions, be a major-select or be in the grade of major or lieutenant colonel and not be in the primary zone for promotion to colonel during a normal 2-year command tour.

5.4. Not have applied for separation or retirement.

5.5. If rated and currently in a joint billet, have served 22 months (to the day) prior to departing for a flying squadron command. Support officers or rated officers selected for nonflying command who are currently serving in a joint billet must serve 24 months (to the day) prior to departing for a squadron command.

5.6. Be available to assume command in the window of assignment selection. The date eligible for return from overseas and time on station are not board-eligibility limiters, but they factor into the assignment process.

5.7. For the HAWK board, have not previously commanded an operational squadron. The nominating official will submit an exception request to the board president for approval by the nomination suspense date.

5.8. For the HAWK board, have flown within the last 5 years from the board date (rated officers). Nonrated officers holding an Air Force specialty code (AFSC) of 13MX, 14NX, or 15WX are eligible for operational support squadron billets.

6. Board Location. The HQ AETC squadron commander board will convene in the HQ AETC Command Conference Center (Building 905). If the center is not available, HQ AETC/DPAOD will identify an alternate location on Randolph AFB (with the board president's approval).

7. Board Support:

7.1. HQ AETC/DPA is the OPR for the HQ AETC squadron commander board.

7.2. HQ AETC/DPAOD is responsible for determining projected command vacancies, announcing the board, processing nominations, administering the board, announcing candidates, making copies of command records (for nominees assigned to AETC), and destroying duplicate records at the conclusion of the board.

8. Board Records. Board records will be composed of each officer's top five OPRs, single uniform retrieval format (SURF), and an AF IMT 3849 completed specifically for the board.

9. Identifying Quotas:

9.1. HQ AETC/DPAOD will identify projected assignment vacancies for board consideration.

9.2. Normally, two eligible candidates will be selected for each projected vacancy. For example, if 8 positions are expected to open, 16 candidates will be selected. If the board president decides to adjust this ratio, he or she will do so before record scoring begins.

9.3. Based on mission requirements, the board president may indicate that specific qualifications are necessary for a specific number of candidates. (For example, on a HAWK board, a certain number of helicopter pilots may be required.) He or she will identify these special requirements to board members before record scoring begins.

9.4. To allow a few rated officers the opportunity to be RS or TRS commanders, RS or TRS commander billet quotas should be factored in as projected vacancies on the HAWK board, normally determined by the number of graduating rated RS or TRS squadron commanders. Direct hire of rated officers to become RS or TRS commanders will be worked on a case-by-case basis with HQ AETC/DPA (paragraph 12.4).

10. Scoring:

10.1. HQ AETC/DPAOD will provide cover sheets and score sheets on each nominee to ensure each board member has an opportunity to review and score each record.

10.2. Scoring will be based on a scale from 6.0 to 10.0 in half-point increments.

10.3. Board members will review all records presented to the board.

10.4. Records will be scored electronically.

10.5. In the event board member ratings result in a split score that impacts candidate selections, the board members responsible for those scores will rescore the record to resolve the split. The board president will determine split criteria.

10.6. In the event of a tie impacting candidate selection, all board members will rescore the affected records to resolve the tie.

10.7. Those selected will be rank ordered and a cutoff line drawn at the predetermined quota (paragraph 9.1.). If a vacancy exists in a specific category (for example, helicopter pilots) and the pool of qualified officers is below the allowed quota, the board president may bring forward the first qualified nonselect to meet the requirement. In such a situation, the quality and reflective score of the eligible officer should be considered prior to selection.

11. Disclosure of Board Proceedings, Findings, and/or Results. The score given any particular record is privileged information and will not be disclosed. However, there is no prohibition on disclosing information on the overall numbers considered, manner in which the board was organized, general procedures followed, or number and grade of the board's membership. **NOTE:** Board results may not be released until after the AETC/CC has approved and released the corresponding board candidate message.

12. RS and TRS Commander Positions:

12.1. AETC RS and TRS squadron commander billets will be primarily filled by the support squadron commander DT selection process managed by HQ AFPC/DPAS, as follows:

12.1.1. HQ AETC/DPAOD will notified HQ AFPC/DPAS of projected RS and TRS commander vacancies. HQ AFPC/DPAS will identify AETC RS and TRS commander vacancies to DTs and advertise, via message, eligibility criteria and nomination procedures to eligible officers.

12.1.2. Nominees for RS and TRS commander positions will annotate their desires on their transitional-officer development plan (T-ODP) and complete a statement of intent (SOI), DTs will review the T-ODPs and SOIs and make recommendations. Candidates will be published on the HQ AFPC consolidated support squadron commander candidate list.

12.1.3. Upon release of the candidate list, HQ AETC/DPA will work with the Air Force Recruiting Service Commander (AFRS/CC), Air University Commander (AU/CC), and numbered Air Force commanders (NAF/CC) to assist with the bid process (including conflicts). HQ AETC/DPA will then forward a consolidated list of bids to HQ AFPC for final resolution.

12.2. RS and TRS commander positions are nonrated positions. Hiring authorities may bid on rated officers from MAJCOM-rated candidate lists. However, due to the rated officer shortage, release by HQ AFPC will be on a case-by-case basis for MAJCOM entitlements specified in the HQ USAF/XO rated prioritization plan.

13. Hiring Process:

13.1. HQ AETC/DPA will assist wing and group commanders to fill projected vacancies in all HQ AETC squadrons and other requirements as directed by the AETC/CC. HQ AFPC central selection boards, MAJCOM selection boards, and direct hires will be used to help commanders choose the best talent available.

13.2. HQ AETC/DPA will coordinate squadron commander assignments with the corresponding HQ AFPC functional manager. Optimal placement in meeting Air Force needs is the prime objective.

13.3. Wing and group commanders may request the direct hire of a candidate from any MAJCOM or HQ AFPC squadron commander candidate list. (See [Attachment 2](#) for the format for a direct hire request.) The process must be initiated by the wing commander or equivalent (senior rater); indorsed by the AFRS/CC, AU/CC, or NAF/CC; and forwarded to HQ AETC/DPA. Direct hire requests may be scanned and/or e-mailed to HQ AETC/DPA. (Pass all direct hire requests through the NAF/DP to

obtain NAF/CC approval.) HQ AETC/DPA will coordinate the assignment through HQ AFPC and gaining and losing MAJCOMs. (See [Attachment 3](#) for the hiring process flowchart.)

13.4. For rated officers, direct hires may only be made against projected vacant flying squadron commander (C-prefix) and chief of safety billets. In addition, an entitlement with the appropriate AFSC must exist in the unit. For example, if the requester desires to direct hire a fighter pilot, the unit must have a fighter pilot authorization and entitlement. The direct hire process does not apply to detachments, flights, centers, and staffs even if the position has a C-prefix.

13.5. Wing and group commanders will take into account the long lead time required to ensure a rated officer is ready to assume command of a flying squadron. Bids and game plans will be sent through 19 AF/CC as early as possible to ensure required training and assignment coordination is completed.

13.6. The HAWK list will be used to fill projected vacancies for the following entire calendar year.

13.7. In rare cases, wing commanders may hire candidates not listed on any squadron commander list. Hiring authorities will forward requests through the AFRS/CC, AU/CC, or NAF/CC (as applicable) to HQ AETC/DPA. HQ AETC/DPA will forward these requests to AETC/CC for approval. (See the hiring process flowchart at [Attachment 3](#).) These requests should be in the proper electronic staff summary sheet (ESSS) format to speed up processing through the NAF and HQ AETC staff. (See [Attachment 4](#) and [Attachment 5](#) for ESSS format examples.) These requests must include a strong justification. They must also state that remaining boarded candidates were considered for the job.

13.8. New commanders will attend the AETC Squadron Commanders Course prior to their change of command. The AETC Vice Commander (AETC/CV) may waive this requirement, but the new commander must attend the course within 3 months of assuming command. Even if the new commander has attended another MAJCOM's course, he or she still must attend the AETC Squadron Commanders Course. The waiver request should be in an approved ESSS format with the proper coordination annotated. (See [Attachment 4](#) for the format for a waiver request.)

13.8.1. HQ AETC/DPAOD will process all waivers to course attendance for LAF officers; HQ AETC/SGAW will process all waivers to course attendance for medical commanders.

13.8.2. HQ AETC/DPX is the OPR for the AETC Squadron Commanders Course. Course attendance for new commanders must be scheduled with HQ AETC/DPXE.

14. Command Tour Length:

14.1. To give commanders the opportunity to make their mark and prove themselves in command, the standard command tour length will be a minimum of 2 years (plus or minus 60 days). For contracting squadrons, the standard tour length is 3 years (plus or minus 60 days).

14.2. If a wing or equivalent commander desires to move commanders early or extend them, he or she will forward a request through the AFRS/CC, AU/CC, or NAF/CC, as appropriate, to HQ AETC/DPA. In turn, HQ AETC/DPA will forward the request to AETC/CV for approval/disapproval. The waiver request should be submitted in the HQ AETC-approved ESSS format ([Attachment 5](#)). The ESSS should also identify a backfill candidate. Both actions may be accomplished on the same ESSS. Joint flying squadron command positions that rotate with sister services or NATO countries on less than a 2-year basis do not require an AETC/CV-approved waiver.

14.3. HQ AETC/DPAOD will process command tour length waivers for LAF officers; HQ AETC/SGAW will process these waivers for all medical commanders.

15. Forms (or IMTs) Adopted. AF Form 10A, **Personnel Information File, Record of Performance, Officer Command Selection Record Group (Folder)**; AF IMT 942, **Record of Evaluation**; and AF IMT 3849, **PME/AFIT/RTFB Officer Worksheet**.

WILLIAM M. HUDSON, Colonel, USAF
Director of Personnel

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*

AFMAN 37-123, *Management of Records*

Air Force Records Disposition Schedule (RDS)

Abbreviations and Acronyms

AFRS—Air Force Recruiting Service

AFSC—Air Force specialty code

AU—Air University

DT—development team

ESSS—electronic staff summary sheet

HQ AFPC—Headquarters Air Force Personnel Center

LAF—Line of the Air Force

NAF—numbered Air Force

RS—recruiting squadron

SOI—statement of intent

SSN—Social Security number

TRS—training squadron (includes training support squadrons and student squadrons identified as AFSC 91CO positions)

Attachment 2**FORMAT FOR A DIRECT HIRE REQUEST**

MEMORANDUM FOR HQ AETC/DP

*(Date)*FROM: *(Wing/CC, prepared by Group/CC)*

SUBJECT: Squadron Commander Hire Request

I hereby request to hire Lieutenant Colonel Tom Jones, SSN: 111-11-1111, as the next commander of the 33rd Student Squadron at Maxwell AFB AL, position number: xxx, PAS code: xxx. The change of command is tentatively scheduled for 30 June 2005. Lt Col Jones was selected as a candidate from the HQ AETC Recruiting and Training Squadron Commander Board. The current commander, Lieutenant Colonel John Smith, will PCS to the Pentagon in June 2005. *(Add any additional information.)*

Thank you for your favorable consideration of this request.

(Signature of Wing Commander)

NOTE: *As a minimum include:*

- *Grade, Name, and SSN of individual requested.*
 - *Unit to fill.*
 - *Projected change of command date.*
 - *Loss information of current squadron commander.*
 - *Candidate list on which member was selected. (AETC/CC is approving authority for members not identified on any candidate list [direct hire].)*
 - *If member was not identified on any candidate list, include the statement, "All remaining candidate lists were exhausted."*
 - *Be prepared to answer specific questions from AETC/CV or CC on why any remaining candidates (specifically, on AETC candidate lists) are not compatible or appropriate.*
-

1st Ind (NAF/CC)

(Date)

MEMORANDUM FOR HQ AETC/DP

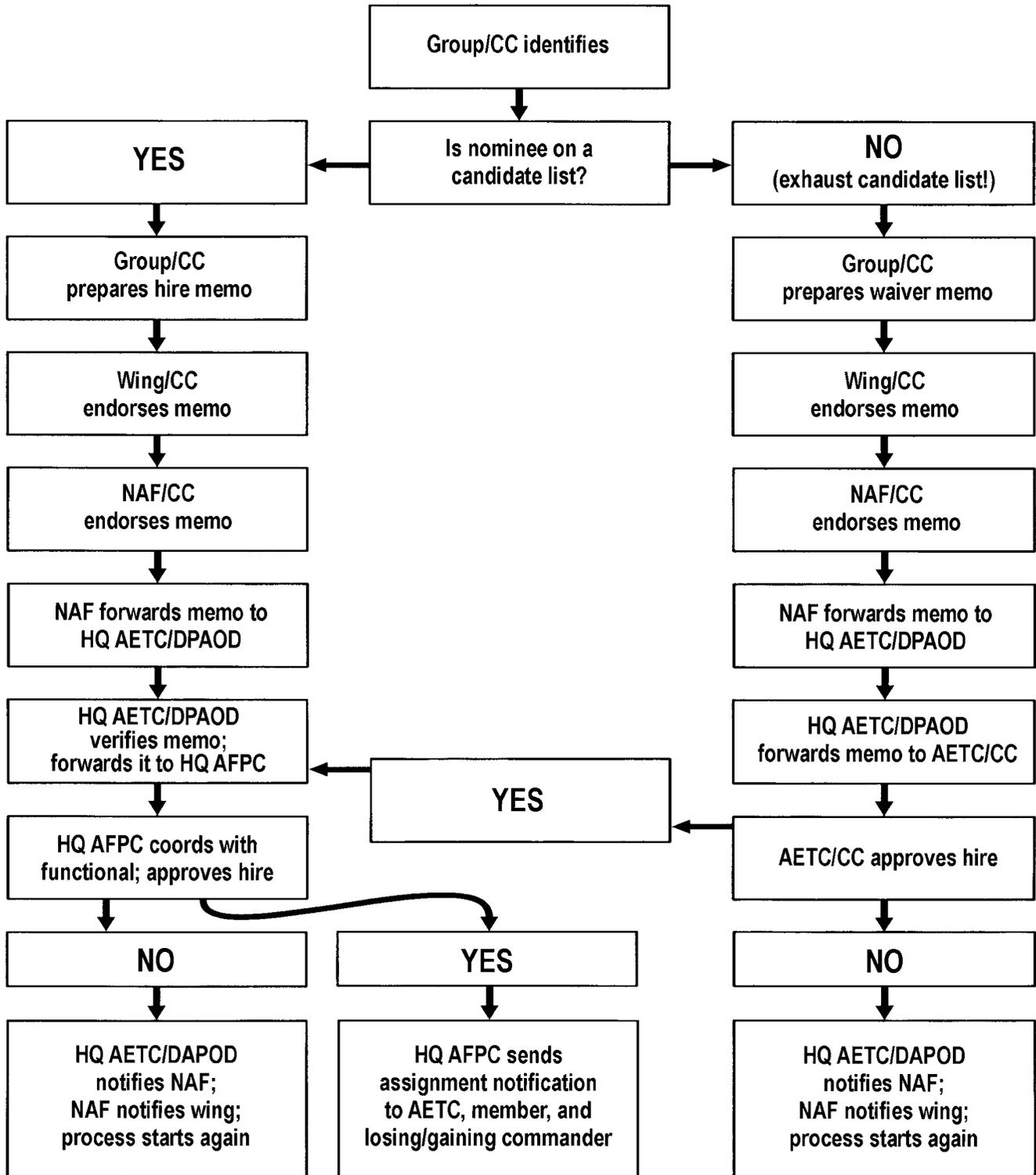
Concur/nonconcur.

(Signature of NAF Commander)

NOTE: Forward to HQ AETC/DPAOD. (Ensure the memorandum is signed. E-mail the scanned memorandum or fax it to DSN 487-4719.) For direct hires, HQ AETC/DPAOD will staff to AETC/CC for approval or disapproval. HQ AETC/DPAOD will notify the NAF of approval or disapproval.

Attachment 3

HIRING PROCESS FLOWCHART



Attachment 4

ESSS FORMAT FOR A SQUADRON COMMANDER COURSE WAIVER REQUEST

CCX Coord
 DS Coord
 CV Appr

-----STAFF SUMMARY

AO: Major Jones, 82 TRW/CCE, DSN 736-2121

SUSPENSE: N/A

82 TRW/CC		<i>(Surname/grade/date)</i>
2 AF/DP	"	"
2 AF/CC	"	"

1. PURPOSE. To obtain AETC/CV approval for Lieutenant Colonel John Doe (SURF at Tab 1) to assume command of the 360th Training Squadron prior to attending the AETC Squadron Commanders Course.
2. BACKGROUND. Per AETC/CC policy, new commanders will attend the AETC Squadron Commanders Course prior to their change of command. AETC/CV is the approving authority for this request.
3. KEY POINTS. The change of command is scheduled for early Mar 05, prior to the start of this year's first AETC Squadron Commanders Course. The officer has already completed ACC's Squadron Commanders Course and has 2 years of experience as a squadron commander in ACC. Lt Col Doe is tentatively scheduled to attend the 23-27 Mar 05 course. Incumbent Lieutenant Colonel Mary Smith (SURF at Tab 2) has 2 years in command on 26 Feb 05 and is on assignment to Al Dhafra with a 31 Mar 05 RNLTD.
4. RECOMMENDATION. AETC/CV approve the waiver request for Lt Col Doe.

WILLIAM M. HUDSON
 Colonel, USAF
 Director of Personnel

2 Tabs

1. SURF, Lt Col Doe
2. SURF, Lt Col Smith

Attachment 5

ESSS FORMAT FOR A COMMAND TOUR WAIVER REQUEST

CCX Coord
 DS Coord
 CV Appr

-----*Staff Summary*

AO: Major Smith, 12 FTW/CCE, DSN 487-1201

SUSPENSE: NA

12 FTW/CC (Surname/grade/date)

19 AF/DP " "

19 AF/CC " "

1. PURPOSE. To obtain AETC/CV approval for Lieutenant Colonel Randy W. Jones, 99 FTS/CC, Randolph AFB TX, to relinquish command earlier than the standard command tour length of 2 years. Lt Col Jones' SURF is at Tab 1.

2. BACKGROUND. Per AETC/CC policy, the standard command tour length will be 2 years. AETC/CV is the approving authority for waiver requests.

3. KEY POINTS:

a. The 12 FTW/CC and 19 AF/CC request a waiver of the 2-year standard command tour length. Lt Col Jones was assigned as the 99 FTS/CC, 10 Dec 03. His normal rotation would be Dec 05. A 6-month curtailment is requested to Jun 05.

b. Lt Col Jones was recently selected to attend a USAFA-sponsored PhD program in Industrial Engineering at Arizona State University with a reporting date of 15 Jul 05. Commanders prior to Lt Col Jones were Lieutenant Colonel Donald R. Hart, who served 20 months (flew up to OG/CD), and Lieutenant Colonel James B. Kim, who served 12 months (retired) in command.

c. Also, request approval of Lieutenant Colonel James E. Smith (SURF at Tab 2) as the next 99 FTS/CC with a projected change of command of 14 Jun 05. Lt Col Smith is on our Fall '04 HAWK list and has already attended the AETC Squadron Commanders Course.

4. RECOMMENDATION. AETC/CV approve the command tour curtailment request for Lt Col Jones and assignment of Lt Col Smith as the next 99 FTS/CC.

WILLIAM M. HUDSON
 Colonel, USAF
 Director of Personnel

2 Tabs

1. SURF, Lt Col Jones
2. SURF, Lt Col Smith