

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

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Personnel

COMMAND TRANSITION

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This instruction implements Air Force Policy Directive 36-29, *Military Standards*. It provides guidance for and applies to all board-selected commanders during the command transition period, including Air Reserve Component squadron, group and wing commanders. It identifies key areas which incoming and outgoing commanders must review during their in-person discussion, to include sharing a written assessment. This AFI may be supplemented at any level, but all supplements must be routed to AF/A1S for coordination prior to certification and approval. Refer recommended changes about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>. This instruction is subject to the Privacy Act of 1974 and the Health Insurance Portability and Accountability Act of 1996.

1. Purpose and Goal. Provides guidance for outgoing and incoming commanders to effectively transition command. This instruction identifies key areas that must be reviewed and discussed by outgoing and incoming commanders before the guidon is passed.

2. Responsibilities.

2.1. **Outgoing Commander.** Provide a written assessment of the organization to the incoming commander. Outgoing commanders will present their personal written assessment in-person to the incoming commanders no later than one day prior to the Change of Command. **NOTE:** In rare cases where the in-person discussion cannot occur (i.e., Assumption of Command) the outgoing commander is responsible for leaving the written assessment for the incoming commander and must be readily available to go over the assessment telephonically or via video teleconference upon the incoming commander's request. This assessment will address, but is not limited to the following:

2.1.1. People programs.

2.1.1.1. Unit and workplace climate. Discuss the most recent unit climate assessment, Community Action Information Board issues of interest, issues regarding management-labor relations, and overall assessment of the unit.

2.1.1.2. Recognition Programs. Discuss recognition initiatives for military and civilian personnel to include pending decoration/recognition matters. Highlight any personnel that stand out.

2.1.1.3. Status of Discipline Issues. Discuss all Security Forces (SF), Air Force Office of Special Investigations (AFOSI) investigations and other cases of interest (i.e., Unfavorable Information Files, Article 15s, Uniform Code of Military Justice actions nonjudicial and judicial, Central Registry Board).

2.1.1.4. Open complaint investigations (i.e., Equal Opportunity (EO), Inspector General (IG), etc.). Discuss any open investigations and the background.

2.1.1.5. Key Spouse Program. Discuss status and effectiveness of the Key Spouse Program.

2.1.1.6. Resiliency. Assess resiliency of the organization and discuss any ongoing resiliency initiatives.

2.1.1.7. Air Force Wounded Warriors (AFW2). Discuss any AFW2s in the unit. Include how they and their families are receiving personnel services and support, extended transition assistance, and are in compliance with the five-year base management follow-up. Describe how you track AFW2s and assess how their families are doing.

2.1.1.8. Personnel Reliability Program (PRP). Discuss the status of PRP as applicable. Explain information relating to the PRP Administrative Qualification process and identify "potentially disqualifying information" that may affect those transitioning in/out of PRP positions.

2.1.1.9. Sexual Assault Prevention and Response. Discuss initiatives/programs in place to address prevention of sexual assault. Additionally, discuss all open and recent cases of unrestricted reports of sexual assault. The Sexual Assault Response Coordinator (SARC) can provide assistance in this area.

2.1.1.10. Areas of Special Attention. Discuss any areas of special concerns related to military and civilian personnel that require special attention. This may include, but is

not limited to, status of training, fitness program, top performers, significant additional duties, Officer Evaluation System, Enlisted Evaluation System, and personnel of concern.

2.1.2. Resource/Readiness

2.1.2.1. Unit Inspections. Discuss when the unit is due an inspection (i.e., Consolidated Unit Inspection, Readiness Inspection, Health Services Inspection, Nuclear Surety Inspection, Nuclear Operation Readiness Inspection, etc.; reference AFI 90-201, *The Air Force Inspection System*). Include the results of previous inspections and any ongoing trends as well as status of corrective actions, if applicable, related to negative findings.

2.1.2.2. Deployment Actions. Discuss tempo bands/Air Expeditionary Force (AEF) blocks and current postured unit type codes. Identify any duty limiting conditions, Deployment Availability Codes, profiles or other items that prevent deployment taskings from being filled within the unit. Additionally, explain if redeployers are being given the opportunity to spend time at the Air Force Deployment Transition Center before returning to home station. Describe how you take care of family members while the member is deployed. Discuss any AOR-reported discrepancies the unit received and what corrective actions were taken to address them.

2.1.2.3. Status of Resources & Training System/AEF Reporting Tool (ART)/Defense Readiness Reporting System ratings. Discuss unit readiness based on these systems to include the rationale (i.e., what are the drivers behind the readiness assessments to include C- ratings, ART Unit Type Code assessments, and mission assessments).

2.1.2.4. Security/safety. Discuss the organization's vulnerabilities, critical infrastructure assessment, mission threats, and local threats. Explain any incidences occurring during command that resulted in injury and/or damage of resources. Discuss the status of open investigations and highlight any unresolved concerns or issues.

2.1.2.5. Budget. Discuss unit funding requirements. Identify the highest unfunded priorities in rank order and explain the rationale behind their priority.

2.2. Incoming Commander.

2.2.1. Schedule the outgoing commander's written assessment and in-person discussion to occur no later than one day prior to the Change of Command. If this meeting cannot occur, ask the losing commander to review the written assessment telephonically.

2.2.2. Become familiar with the outgoing commander's written assessment and consider using it as a baseline to address issues as appropriate.

2.2.3. Consult with senior enlisted (First Sergeant, Superintendent, etc.) and civilian leaders within the organization.

2.2.4. Form your own assessment using commander's calls, walk-arounds, and meetings with relevant agencies (i.e., SARC, SF, Judge Advocate, AFOSI, EO, IG, Medical Group).

2.2.5. Maintain the outgoing commander's written assessment for the duration of your command.

3. Closing. New commanders typically assume their duties without much knowledge of, or experience in, the organization. This instruction is a basic flight plan to facilitate a smooth transition during command changeover. It is geared toward ensuring continuity and stresses a personal discussion between commanders and written assessment. The ultimate goal is to ensure new commanders understand the environment and personnel under their command, to effectively lead both mission and people.

DARRELL D. JONES, Lieutenant General, USAF
DCS, Manpower, Personnel and Services

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 36-29, *Military Standards*, 29 Oct 2009

AFI 90-201, *The Air Force Inspection System*, 23 Mar 2012

AFMAN 33-363, *Management of Records*, 1 Mar 2008

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AEF—Aerospace Expeditionary Force

AFOSI—Air Force Office of Special Investigations

AFW2—Air Force Wounded Warrior

ART—AEF Reporting Tool

EO—Equal Opportunity

IG—Inspector general

OPR—Office of Primary Responsibility

PRP—Personnel Reliability Program

SARC—Sexual Assault Response Coordinator

SF—Security Forces