

**BY ORDER OF THE COMMANDER  
AIR FORCE MATERIEL COMMAND**

**AIR FORCE MATERIEL COMMAND  
INSTRUCTION 36-2636**



**8 MAY 2013**

**Personnel**

**CENTER DP ROLES AND  
RESPONSIBILITIES**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

---

**ACCESSIBILITY:** Publications and forms are available on the e-Publishing website at [www.e-Publishing.af.mil](http://www.e-Publishing.af.mil) for downloading or ordering

**RELEASABILITY:** There are no releasability restrictions on this publication

---

OPR: AFMC/A1R

Certified by: AFMC/A1R  
(David L. Taylor)

Supersedes: AFMCI36-401,  
21 November 2007

Pages: 9

---

This instruction implements guidance from Air Force Materiel Command (AFMC) 5 Center Construct Implementation Plan 12-01, AFMCI 36-2645, *Senior Functional Roles and Responsibilities*, and AFMC/A1 policy. It outlines the roles and responsibilities of the Personnel Directorate (DP) within the Air Force Materiel Command Centers. This directive supersedes AFMCI 36-401, *Center DP and MSS Roles and Responsibilities*, 21 November 2007. Any waivers to the Center DP organizational structure outlined in this AFMCI shall be submitted to HQ AFMC/A1RI for review and final approval by AFMC/A1. This publication does not apply to the Air National Guard (ANG) and the Air Force Reserve Command (AFRC) and their 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 Forms 847 from the field through the appropriate functional chain of command.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). See Attachment 1 for a glossary of references and supportive information.

## ***SUMMARY OF CHANGES***

This AFMCI has been revised to update the roles and responsibilities of the Center DP in the areas of strategic management of manpower, personnel, and force development programs. The roles and responsibilities of AFMC Force Support Squadrons (FSS) (formerly the Mission Support Squadrons (MSS)) were deleted; the roles and responsibilities of AFMC FSSs should align to those normally expected at all AF installations. The number of this AFMCI has been changed from AFMCI 36-401 to AFMCI 36-2636 to avoid confusion with a similarly numbered, yet unrelated, Air Force Instruction (AFI).

**1. Background.** On 3 February 2004, AFMC/CC directed a center-level DP organization be established to discharge responsibilities for force planning, policy, programming, and resourcing. In addition, by memorandum 6 April 2004, the Secretary of the Air Force delegated civilian appointing authority under Title 5, U.S.C., Section 302, to Air Force Materiel Command Center Commanders rather than to relevant AFMC Installation Commanders. By memorandum 23 February 2005, HQ USAF/DPP approved AFMC's request to authorize the Center DP to administer the Center Commander's Title 5, U.S.C. civilian appointing authority on behalf of the Center Commander as the Civilian Personnel Officer (CPO). On 18 Jun 12, an Organizational Change Request (OCR) was approved outlining an AFMC reorganization from 12 Centers, 8 of which had Commanders with delegated Title 5, U.S.C. civilian appointing authority, to 5 Centers. Due to this reorganization, with the resultant elimination of Center commanders at five installations (Arnold, Eglin, Hanscom, Hill, and Robins AFBs), the 6 April 2004 memorandum was rescinded, returning Title 5, U.S.C. civilian appointing authority to the AFMC Installation Commanders. Likewise, the 23 February 2005 memorandum was rescinded, returning authorization to administer Title 5, U.S.C. civilian appointing authority and the CPO to AFMC FSSs (Note 1: Title 5, U.S.C. civilian appointing authority at Arnold AFB is held by the Arnold Engineering Development Complex (AEDC) Commander and administered by the CPO within AEDC/DP).

### **1.1. Title 5, U.S.C..**

1.1.1. Title 5, U.S.C. civilian appointing authority resides with the Installation Commanders. This authority cannot be further delegated.

1.1.2. The FSS/FSMC Chief within the host Wing/Group is designated as the Civilian Personnel Officer responsible and accountable to administer the Title 5, U.S.C. appointing authority for the Installation Commander. Responsibility for administration of the appointing authority cannot be assigned to any other position.

1.1.3. Refer to Note 1 concerning Title 5, U.S.C. authority and administration for Arnold AFB.

**2. Roles and Responsibilities.** While the general parameters outlined below serve as guidance, the Center DP Director retains the flexibility and authority to make workforce allocation decisions throughout the Directorate based upon the needs of the organization. Reasons for deviation from the guidance can include, but are not limited to, shifts in work priorities, synergies gained through work process efficiencies, and work assigned to the Directorate that is not included in this AFMCI.

**2.1. Human Capital Advisory Services and Strategies.** Develops enterprise framework to align overall human capital strategies with the Command and Center mission, goals, and objectives.

2.1.1. Collaborates with Center leadership, Center Senior Functionals (CSF), Center staff, and mission organizations on total workforce planning, to include:

2.1.1.1. Workforce requirements determination.

2.1.1.2. Workforce analysis/measurement.

2.1.1.3. Gap and trend analysis/solutions/resource programming.

2.1.1.4. Organizational development strategies.

2.1.2. Contributes to the formation of a Center strategy, strategic goals, process improvement, and metrics that take into account impacts on manpower, personnel, and force development programs across the enterprise.

2.1.3. Develops Center workforce policies and practices.

2.1.4. Collaborates with FSSs to ensure appropriate support to serviced Center organizations.

2.1.5. Assures implementation and administration of policies, procedures, and programs directed by higher headquarters.

**2.2. Manpower and Organization (Center DP/DPB).** The DPB is to be the strategic partner with Center leadership for manpower and organization issues.

2.2.1. Manages Center manpower, advises Center leadership on manpower issues, and establishes Center manpower policies and guidance. Acts as Center manpower focal point and provides Center-wide manpower input when required.

2.2.1.1. Receives Center Manpower taskings from HQ AFMC/A1M, delegates taskings to installation Manpower and Organization Element (FSS/FSMM), and consolidates responses as required.

2.2.1.2. Collaborates with installation Manpower and Personnel Flight (FSS/FSM) and FSS/FSMMs on mission workload and priorities to ensure mission accomplishment.

**2.2.2. Program Objective Memorandum (POM).**

2.2.2.1. Provides input to the Command Management System (CMS) in support of the command POM process to include funding, requirements, resource analysis, and priority establishment in building the Center submission.

2.2.2.2. Provides reach back capability to HQ AFMC/A1M for support on manpower drills in response to AF inquiries.

2.2.3. Conducts decentralized manpower and programming allocation and provides manpower resource allocation and control.

2.2.3.1. Ensures Center Unit Manpower Document (UMD) remains in balance with the AFMC Manpower Program.

- 2.2.3.2. Requests changes to the AFMC Manpower Program when justified by changing Center workload.
- 2.2.3.3. Reviews, validates, and integrates all Center Authorization Change Requests (ACR), Organizational Change Requests (OCR), military grade changes, and Manpower Estimate Reports (MER) for submission to HQ AFMC/A1M.
- 2.2.3.4. Ensures all Center data in the Manpower Programming and Execution System (MPES), are accurate.
- 2.2.4. Civilian Employment Plan (CEP).
  - 2.2.4.1. Manages the entire Center CEP.
    - 2.2.4.1.1. Consolidates respective installation CEPs (Center Staff, Directorate, and ABW organizations) into the overall Center CEP.
  - 2.2.4.2. Manages the Center Civilian Resources Corporate Board.
  - 2.2.4.3. Provides strategic advice/guidance to subordinate Center Civilian Resources Corporate Boards (i.e., ABWs, etc.).
- 2.2.5. **Center Military Personnel Appropriation (MPA) Man-Day Program.**
  - 2.2.5.1. Executes the Center MPA Man-Day program.
  - 2.2.5.2. Collects, validates, and prioritizes (1-n listings) annual and mid-year Center MPA Man-Day requirements.
  - 2.2.5.3. Validates all Command Management Allocation System (CMAS) tours.
- 2.2.6. **Individual Mobilization Augmentee (IMA) Program Review (IPR).**
  - 2.2.6.1. Executes the Center IMA data call, Center IMA UMD prioritization, Form 9 submissions for UMD changes, etc.
  - 2.2.6.2. Provides IPR Point of Contact (POC) information to HQ AFMC/A1M.
- 2.2.7. **Senior Functional Management.**
  - 2.2.7.1. The Center DP will provide advice to other approved CSFs in the performance of their CSF roles and responsibilities as enumerated in AFMCI 36-2645, *Senior Functional Roles and Responsibilities*.
  - 2.2.7.2. Center Senior Functional (CSF) for Manpower and Personnel. The Center DP is designated the CSF for the manpower, personnel, and force development functional area and exercises those authorities enumerated in AFMCI 36-2645, *Senior Functional Roles and Responsibilities*.
    - 2.2.7.2.1. Key position fills. The Center CC or designated authority, will consult with HQ AFMC/A1 when filling Center DP director positions. The Center DP will consult with HQ AFMC/A1 when filling Center DP division chief positions. The Center DP will ensure that the FSS leadership consults with the Center DP and AFMC/A1 when filling the Chief of the Manpower and Personnel Flight (FSM) position, the FSS/FSMC (CPO) position, and the Chief of the Force Development Flight (FSD) position.

- 2.2.7.3. Oversees Center-unique functional awards for DP-aligned personnel.
- 2.3. **Personnel Programs (Center DP/DPP).** The DPP is the strategic partner for civilian personnel programs and policy development with Center leadership.
- 2.3.1. Civilian Workforce Management.
- 2.3.1.1. Workforce Management Advisory Services and Support.
- 2.3.1.1.1. Develops Center strategies for workforce accessions, retention, and separation. This includes strategic recruitment programs, hiring programs, oversight and management of employee compensation and pay pool management, and development and oversight of incentive and recognition programs.
- 2.3.1.1.2. Provides Center policy and oversight of civilian personnel programs, such as, but not limited to, pay setting and the 3Rs (recruitment, retention, and relocation); high grade fills and the Affirmative Employment Program (AEP)/Special Emphasis Program (SEP).
- 2.3.1.1.3. Provides strategic advice/guidance on conduct of Federal Wage Surveys; ensures surveys are conducted as required.
- 2.3.1.2. **Performance Management.** Determines performance management policies and ensures Center organizations implement those policies.
- 2.4. **Workforce Development (Center DP/DPD).** The role of the DPD is to be the strategic partner for Workforce Development with Center leadership.
- 2.4.1. **Strategic Workforce Development.** The Center DPD is responsible for a variety of strategic workforce development services. These areas include, but are not limited to the following:
- 2.4.1.1. Workforce Acculturation/Leadership Development.
- 2.4.1.1.1. Ensures the implementation of installation programs to acculturate employees to the AF, AFMC, and their Center.
- 2.4.1.1.2. Provides strategic advice on acculturation programs (New Employee Orientation, Mentoring, etc.), emerging leaders programs (Junior Workforce, Interns, Pre-Supervisory Development, etc.), Supervisory Development (Mandatory Supervisory Training, Supervisory Development Program), and Continuous Leadership Development.
- 2.4.1.2. **Talent Development.** Plans and develops programs to ensure employee development through analysis, competency determination, gap assessment, needs/requirements determination, and resource planning/advocacy.
- 2.4.1.3. **Career Development.** Plans and develops career development programs for the Center workforce. Advises Center Commander and functional managers on career development processes and tools. Monitors career development activities across the Center and functional communities.
- 2.4.1.4. **Center Acquisition Professional Development Program (APDP) Strategy/Management.**

2.4.1.4.1. Oversees APDP for the Center, including certification and waiver requirements.

2.4.1.4.2. Provides quarterly report to Center/CC on APDP metrics, including delinquent certifications, acquisition corps not qualified and not certified.

2.4.1.4.3. Monitors and determines necessary waivers are in place IAW AF policy and notifies organization to submit waiver requests when necessary.

2.4.1.4.4. Analyzes APDP workforce and provide advisory services to acquisition functionals career field managers.

2.4.1.4.5. Provides advice on identification and coding of APDP positions.

2.4.1.5. Requests installations establish, and supports installations efforts in the establishment of, partnership arrangements with state/local entities, universities/colleges, and industry to establish cooperative workforce development programs.

## **2.4.2. Military Force Development.**

### **2.4.2.1. Officer Development Support and Advisory Services.**

2.4.2.1.1. Conducts selection boards and/or coordinates nominations for special programs and opportunities (Developmental Education, Defense Advanced Research Projects Agency (DARPA) and Advanced Academic Degrees (AAD), STARNOM, etc.).

2.4.2.1.2. Provides prioritized Center-wide acquisition and rated officer assignment requisitions for submission to HQ AFMC.

2.4.2.1.3. Counsels customers on determining Center AAD position requirements.

### **2.4.2.2. Officer Promotion/Retention Support and Advisory Services.**

2.4.2.2.1. Conducts Senior Rater/Executive Officer training for individuals newly assigned to Senior Rater/Executive Officer positions within the Center including subordinate units.

2.4.2.2.2. Advises, coordinates and submits Senior Rater Deviation and Senior Rater Change requests to the HQ AFMC for approval.

2.4.2.2.3. Advises Senior Raters on Stop File procedures.

2.4.2.2.4. Provides oversight of suspenses for Center Senior Raters and subordinate wings during each phase of the promotion process.

2.4.2.2.5. Provides oversight/procedural guidance relating to the quality review of Promotion or Retention Recommendation Forms for Center Senior Raters.

2.4.2.2.6. Disseminates promotion related guidance to all Senior Raters within the Center.

2.4.2.2.7. Serves as a liaison to Center/CCs and the Military Personnel Elements of the Force Support Squadron (FSS/FSMP) in coordinating promotion related actions.

2.4.2.3. Decorations and Special Trophy/Awards Support and Advisory Services..

2.4.2.3.1. Provides support and advice to the Center CC for Military Decorations in accordance with AFI 36-2803, *The Air Force Awards and Decorations Program*.

2.4.2.3.2. Provides support and advice to the Center CC for Military Special Trophy/Awards in accordance with AFI 36-2805, *Special Trophies and Awards*, and AFMC/A1DD annual Special Trophy/Award solicitation messages.

2.4.2.3.3. Provides support and advice for Memorialization and Ceremonies in accordance with AFI 36-3108, *Memorialization Program and Ceremonies*.

2.4.3. **Senior Leader Management.** Supports the HQ AFMC Senior Leader Management Office (HQ AFMC/A1L) in the assignment and leadership development of senior Center military (Col and higher) and civilians (SES/ST/SL), and in the announcement process for all GS-15 and equivalent grades, and higher. Support includes assistance with the following:

2.4.3.1. High Grade Policy Announcement Process.

2.4.3.2. Senior Leader Position and Performance Management.

2.4.3.3. Senior-level PME.

2.4.3.4. Succession Planning.

2.4.3.5. Senior Materiel Leader and Materiel Leader matters.

2.4.3.6. Routing GS-15 and equivalent leadership announcement paperwork.

2.4.3.7. Acquisition Officer (Air Force Specialty Code (AFSC) 61XX/62XX/63XX) Assignment Management.

2.4.3.8. Other tasks related to Senior Leaders as determined by the AFMC Senior Leader Management Office.

JOHN W. STEENBOCK, SES, USAF  
Director Manpower, Personnel and Services

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

AFI 36-2803, *The Air Force Awards and Decorations Program*, 15 June 2001

AFI 36-2805, *Special Trophies and Awards*, 29 June 2001

AFI 36-3108, *Memorialization Program and Ceremonies*, 31 August 2011

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

AFMCI 36-2645, *Senior Functional Roles and Responsibilities*, 31 January 2011

AFMC 5 Center Construct Implementation Plan, 16 September 2012

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

***Abbreviations and Acronyms***

**AAD**—Advanced Academic Degree

**ABW**—Air Base Wing

**AEDC**—Arnold Engineering and Development Complex

**AEP**—Affirmative Employment Program

**AFB**—Air Force Base

**AFI**—Air Force Instruction

**AFMC**—Air Force Materiel Command

**AFMCI**—Air Force Materiel Command Instruction

**AFRC**—Air Force Reserve Command

**AFRIMS**—Air Force Records Information Management System

**ANG**—Air National Guard

**APDP**—Acquisition Professional Development Program

**AFSC**—Air Force Specialty Code

**CC**—Commander

**CEP**—Civilian Employment Plan

**CMAS**—Command Management Allocation System

**CMS**—Command Management System

**CSF**—Center Senior Functional

**CPO**—Civilian Personnel Officer

**DARPA**—Defense Advanced Research Projects Agency

**DP**—Directorate of Personnel  
**DPB**—Manpower and Organization Division  
**DPD**—Force Development Division  
**DPP**—Personnel Programs Division  
**FSS**—Force Support Squadron  
**IAW**—In Accordance With  
**IMA**—Individual Mobilization Augmentee  
**IPR**—IMA Program Review  
**MER**—Manpower Estimate Report  
**MPA**—Military Personnel Appropriation  
**OCR**—Organizational Change Request  
**OPR**—Office of Primary Responsibility  
**POC**—Point of Contact  
**POM**—Program Objective Memorandum  
**RDS**—Records Distribution Schedule  
**SEP**—Special Emphasis Program  
**UMD**—Unit Manpower Document  
**U.S.C.**— United States Code  
**3Rs**— Recruitment, Retention, and Relocation