

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

**AIR FORCE MATERIEL COMMAND  
INSTRUCTION 36-603**



**13 AUGUST 2014**

**Certified Current On 17 July 2015**

**Personnel**

**CIVILIAN OVERHIRE PROGRAMS**

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OPR: HQ AFMC/A1R

Certified by: HQ AFMC/A1R  
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Supersedes: AFMCI36-603, 1 July 2010

Pages: 7

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This publication implements Air Force Policy Directive (AFPD) 36-5, Civilian Personnel Resource Management. It outlines the Air Force Materiel Command (AFMC) policy for managing overhire positions. It articulates the AFMC/CC expectation that Centers manage their civilian overhire program responsibly within their existing resources. Centers are responsible for coding positions in the Defense Civilian Personnel Data System (DCPDS) in order to track hiring strategies, as part of their overall Civilian Employment Plan (CEP) and work-year execution overhire funding. Civilian overhires are approved for advance hiring, the transfer of work pending the establishment of the authorizations and to accomplish short-term or intermediate-term non-recurring work (e.g., projects). Requirements should be included in the Civilian Employment Plan (CEP) for the next fiscal year (FY). 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. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-260, *Publications and Forms Management*, Table 1.1 for a description of authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. 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 Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS).

## 1. Definitions.

1.1. **Civilian Overhire.** A civilian overhire is defined as a position not on a firm authorization. Overhires are generally used to satisfy short-term or seasonal workload requirements or to meet vital mission requirements. Overhire positions are utilized in the following ways:

1.1.1. **Seasonal Workload.** Overhires may perform seasonal workload exceeding allocated manpower capabilities. Requests for workloads that are programmable should be processed as far in advance as possible. (Example: Lifeguards or Snow removal.)

1.1.2. **Emergency Workload.** Overhires may be used to perform emergency requirements, which are beyond the control of the local commander/director. (Examples: fire damage, storm damage, and natural disasters.) Peak workload requirements that were accounted for during development of manpower standards for a given functional area are not considered as emergency workload.

1.1.3. **Student Program Appointments.** Overhire positions may be used for appointments to the Student Temporary Employment Program (STEP) or the Student Career Experience Program (SCEP).

1.1.4. **Special Workforce Development.** Overhire positions may be used for AF-directed work or Command initiatives to develop the workforce. Positions covered by this paragraph will be defined by HQ AFMC/A1, who will provide appropriate coding requirements.

1.1.5. **Short-Term Mission Requirement.** Overhire positions may be used to perform temporary duties as directed and approved by management. This would include surge workload or special project/initiative that will take place for a limited time.

1.1.6. **Future Workforce Development.** Overhire positions may be used to develop people in anticipation of future requirements through special programs for trainees, interns, etc. These positions would become permanent when mission and funding become available for the future requirement.

1.1.7. **Local Installation.** Overhire positions may be used for Permanent Employees. For example, overhire positions may be used for employees who become surplus to their unit when authorizations within the unit are decreased due to mission changes, organizational changes or unplanned manpower end strength reductions. This is a temporary solution, and it is important to place these employees on authorized positions as soon as possible.

1.1.8. **Reimbursables.** Overhire positions may be funded services and agencies outside of your organization. Reimbursable Overhires are temporary or term manpower requirements over and above the Reimbursable Budget Authority (RBA) manpower authorizations allocated to a specific unit. Reimbursable Overhires are approved for workload required by and agreed to by a customer. The length of the program being supported normally dictates the length of requirement for these positions.

1.1.9. **Mission Continuity.** Overhire positions may be used to perform key functions that should not be left vacant if at all possible. When a known Permanent Change of Station (PCS) or retirement date exists, managers should establish an overhire to start the hiring process to minimize disruption to the mission caused by a vacancy. If an employee

deploys, another employee may be put on as an overhire to perform the duties as a back fill.

1.1.10. **Advance Hiring.** Overhire positions may be used for Directed New Mission or Early Start to Mission Already Programmed. These programs will require documentation that reflects AFMC or AF-level approval. Overhires are intended to facilitate this process through advanced recruitment for a projected vacancy. These overhire approvals should be accompanied by transition plans which will move the individual to a permanent authorization in the near future.

1.2. **Lapse Rate.** The difference in encumbered Unit Manning Document (UMD) positions as compared to vacant UMD positions creates lapse rate that forms the basis for overhire funding.

1.3. **Employee Employment Status.** Overhire positions may be used for Civilian Temporary, Term, Permanent, and Career Conditional appointments which define a civilian employee's employment status. These appointments can be made against permanent UMD authorizations or overhire positions. Term and Temporary appointments should not be confused with time-limited overhire positions.

## 2. Responsibilities.

2.1. Centers will:

2.1.1. Manage their respective overhire programs through their operating boards (e.g., Civilian Employment and Cost Management Committee (CECMC)), to ensure oversight of manpower authorizations and civilian pay budget execution. Prioritize existing workload first to accommodate the higher headquarters-directed work by realigning resources to satisfy the requirement prior to any overhire HQ funding request.

2.1.2. As part of the Center Board Process, utilize request format (Atch 1) and include the following information:

2.1.2.1. Justification for the overhire request with a description of the position.

2.1.2.2. Beginning and ending date for the overhire position(s).

2.1.2.3. Approximate cost for the overhire. To estimate the cost of the overhire, the organization must know the title, series and grade of the position.

2.1.2.4. If the requirement for the position is downward directed from higher headquarters and is unfunded.

2.1.2.5. Identify the requirement as a disconnect in the next Program Objective Memorandum (POM) cycle.

2.1.3. Prior to requesting overhire position funding from HQ AFMC, exhaust all internal alternatives to satisfy the workload within base discretionary funding.

2.1.4. Submit Overhire requirements for which Centers are requesting HQ AFMC funding to HQ AFMC/A1. Centers provide submissions with an electronic staff summary and request format Atch 1.

2.1.5. Code all local and HQ approved overhires in DCPDS using the 10-character Manpower Position Control Number (MPCN) field, in accordance with Table 1, DCPDS

Field Position Characters; as follows and with direction from HQ AFMC/A1 if needed for special programs.

**Table 1. DCPDS Field Position Characters**

Table 1: DCPDS Field Position Characters											
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th
1.1.1	Seasonal Workload	N	T	0	0	0	0	0	0	0	1 M
1.1.2	Emergency Workload	N	E	0	0	0	0	0	0	0	1 M
1.1.3	Student Program Appointments	N	S	0	0	0	0	0	0	0	1 M
1.1.4	Special Workforce Development	N	D	0	0	0	0	0	0	0	1 M
1.1.5	Short Term Mission Requirements	N	M	0	0	0	0	0	0	0	1 M
1.1.6	Future Workforce Development	N	F	0	0	0	0	0	0	0	1 M
1.1.7	Local Installation	N	L	0	0	0	0	0	0	0	1 M
1.1.8	Reimbursable	N	R	0	0	0	0	0	0	0	1 M
1.1.9	*Mission Continuity	N	^	^	^	^	^	^	^	^	1 M
1.1.10	*Advance Hiring	N	^	^	^	^	^	^	^	^	1 M

Note: \*The MPCN will go in the 2nd through 8th position

## 2.2. Center DPs will:

2.2.1. Provide direction and oversight to the functional overhire process through their operating boards (e.g., CECMC). AFD 36-5, Civilian Personnel Resource Management, allows that overhire programs may be an essential tool to successfully manage civilian pay budgets and work-year execution goals.

2.2.2. Establish procedures to approve and manage overhire positions consistent with direction provided by headquarters.

2.2.3. Ensure there is a valid requirement for the overhire position.

2.2.4. Verify workloads are valid and not already included in the work center's authorized manning levels via appropriate servicing Manpower and Organization office.

2.2.5. Requesting Organization will complete Overhire request format with thorough justification and coordination (Atch 1).

2.3. Center Senior Functional (CSF) will advocate for the functional requirement and assist in the justification for the overhire requirement.

2.4. HQ AFMC/A1:

- 2.4.1. Chairs the AFMC CECMC, which is responsible for providing the AFMC Commander with a Command-wide perspective on the AFMC Civilian Workforce program.
  - 2.4.2. Serves as the point of entry for Center overhire requests for HQ AFMC funding, only after the Center has exhausted all internally available funding options. Overhire Request format is attached. (Atch 1).
  - 2.4.3. Coordinates HQ AFMC Functional review of Center overhire requests, to include A8/9 and Financial Management (FM).
  - 2.4.4. As the AFMC CECMC formulates an approval/disapproval memo recommendation on the Center overhire request and presents it to the AFMC Group for decision.
  - 2.4.5. Signs and sends requesting Center an approval/disapproval memo per AFMC Group of Council direction.
- 2.5. The Overhire program must run efficiently and effectively to support AFMC workload when other means are not available. Using this resource when and where it is absolutely necessary will provide AFMC with necessary mission capability.

TODD A. FORE, SES, USAF  
Director, Manpower, Personnel and Services

## Attachment 1

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

#### *References*

AFI 10-401, *Air Force Operations Planning and Execution*, 7 December 2006  
 AFI 36-1001, *Managing the Civilian Performance Program*, 1 July 1999  
 AFI 36-2640, *Executing Total Force Development*, 29 December 2011  
 AFI 38-101, *Air Force Organization*, 16 March 2011  
 AFI 38-204, *Programming USAF Manpower*, 1 August 1999  
 AFMAN 36-606, *Civilian Career Field Management and Development*, 3 May 2011  
 AFMCI 36-2636, *Center DP Roles and Responsibilities*, 8 May 2013  
 AFPD 36-26, *Total Force Development*, 27 September 2011

#### *Abbreviations and Acronyms*

**DCPDS**—Defense Civilian Personnel Data System  
**CEP**—Civilian Employment Plan  
**OPR**—Office of Primary Responsibility  
**STEP**—Student Temporary Employment Program  
**AFMC**—Air Force Materiel Command  
**SCEP**—Student Career Experience Program  
**UMD**—Unit Manpower Document  
**CECMC**—Civilian Employment and Cost Management Committee  
**AFRIMS**—Air Force Records Information Management System  
**AFSC**—Air Force Specialty Code  
**ANG**—Air National Guard  
**POM**—Program Objective Memorandum  
**MPCN**—Manpower Position Control Number  
**CSF**—Center Senior Functional  
**PEC**—Program Element Code  
**DP**—Director of Manpower and Personnel  
**FM**—Director of Financial Management  
**HQ**—Headquarters  
**OPR**—Office of Primary Responsibility  
**RDS**—Records Disposition Schedule

Attachment 2

REQUEST FOR OVERHIRE

Figure A2.1. Request For Overhire

# Request for Overhires

APPROVED / DISAPPROVED

Priority #1 \_\_\_\_\_ Organization: \_\_\_\_\_ # Requested: \_\_\_\_\_ PEC: \_\_\_\_\_ Date: \_\_\_\_\_  
 Number Permanent Civilians Authorized/Assigned in this PEC: #/# \_\_\_\_\_  
 Extension or Refill of existing overhire? \_\_\_\_\_ If Yes, name of current/former incumbent \_\_\_\_\_  
 Existing MPCN Number if applicable or NA: \_\_\_\_\_ Cost of Overhire: \$ \_\_\_\_\_  
 PP/Series/Grade (may include more than one): \_\_\_\_\_ Period of Performance Dates: \_\_\_\_\_ to \_\_\_\_\_  
 Length Position is to be established (1-2 years): \_\_\_\_\_

Fulfill Higher Directive* CHECK: <input type="checkbox"/>	Identify Overhire Type CHECK: <input type="checkbox"/>	Identify Overhire Type with an MPCN CHECK: <input type="checkbox"/>	Incumbent on Extended Absence or Pending Retirement* CHECK: <input type="checkbox"/>
a. ___ DoD Directed	a. ___ Seasonal Workload	e. ___ Future Workforce Development	a. ___ Medical Incapacity of Employee
b. ___ Air Force Directed	b. ___ Emergency Workload	f. ___ Local Installation	b. ___ Substitute for Absent Military Member Without Backfill
c. ___ AFMC Directed	c. ___ Special Workforce Development	b. ___ Advance Hiring MPCN _____	c. ___ Extended Temporary Duty or Long-Term Full Time Training
d. ___ Center Directed	d. ___ Short Term Mission Requirement		d. ___ Retirement Replacement
<b>COORDINATING APPROVAL</b>		a. Organizational Supervisor Signature	b. Center Funding Available
		Name/Title	Yes / No
		c. Center FM Signature	d. Center DP Signature
		Name/Title	Name/Title

Justification: Provide words for Importance and purpose  
 Impact if Not Funded: