

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

**AIR FORCE MATERIEL COMMAND  
INSTRUCTION 90-601**



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**Specialty Management**

**AFMC CORPORATE STRUCTURE**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006. This instruction provides detailed operating procedures for the AFMC Corporate Structure (AFMC CS). It does not apply to the Air Force Reserve or Air National Guard. The AFMC CS is comprised of the AFMC Resource Management Panels, AFMC Group, AFMC Board, AFMC Council and Commander (CC) Executive Session. Duties and responsibilities of the chairs, members and secretariat are described within. This publication may be supplemented at any level, but all direct supplements must be routed to the Office of Primary Responsibility (OPR) of this publication for coordination before certification and approval. Send comments and suggestions about this publication for improvements on AF Form 847, Recommendation for Change of Publication, to the OPR. 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 all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-360, *Management of Records*, and disposed of IAW the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

**SUMMARY OF CHANGES**

This document has been substantially revised and must be completely reviewed. Major changes include the new AFMC Board level and membership within the AFMC CS, appointment of new AFMC panel chairs, panel membership, and roles and responsibilities of AFMC panels.

## 1. Role of AFMC Corporate Structure.

1.1. The primary objective of the AFMC CS is to provide the AFMC Commander, HQ directors and center commanders with capability to review Command-wide issues from an enterprise perspective and maximize effectiveness of AFMC's decision making. The AFMC CS facilitates the transition of strategic guidance issuance and understanding to resource decision-making from a functional requirements view to a corporate AFMC-framed, capabilities-focused process.

1.2. The AFMC CS ensures supporting and dissenting opinions for all major decisions are captured to enable senior Command leadership to make informed decisions. Members represent their particular functional areas, but are also required to use Command-wide vs functional perspectives to make optimal enterprise decisions. Full participation is expected of all AFMC Group, Board and Council members.

1.3. The AFMC CS is not intended to replace the AFMC crisis management processes and procedures governed by AFMCI 10-105, "Crisis Command and Control", and AFMC Operating Instruction 10-1 for Crisis Action Team (CAT)/Battlestaff activation.

1.4. Goals of the AFMC CS process.

1.4.1. Provides a multifunctional, cross-staff/cross-center perspective on all key AFMC programs and ensures cross-center dependencies are addressed in order to cut across organizational barriers to improve the enterprise decision-making process and enhance responsiveness to the AFMC Strategic Plan and Air Force guidance.

1.4.2. Develops an enterprise position for submission to AFMC/CC for review, vector, and/or approval prior to implementation and/or submission to higher headquarters.

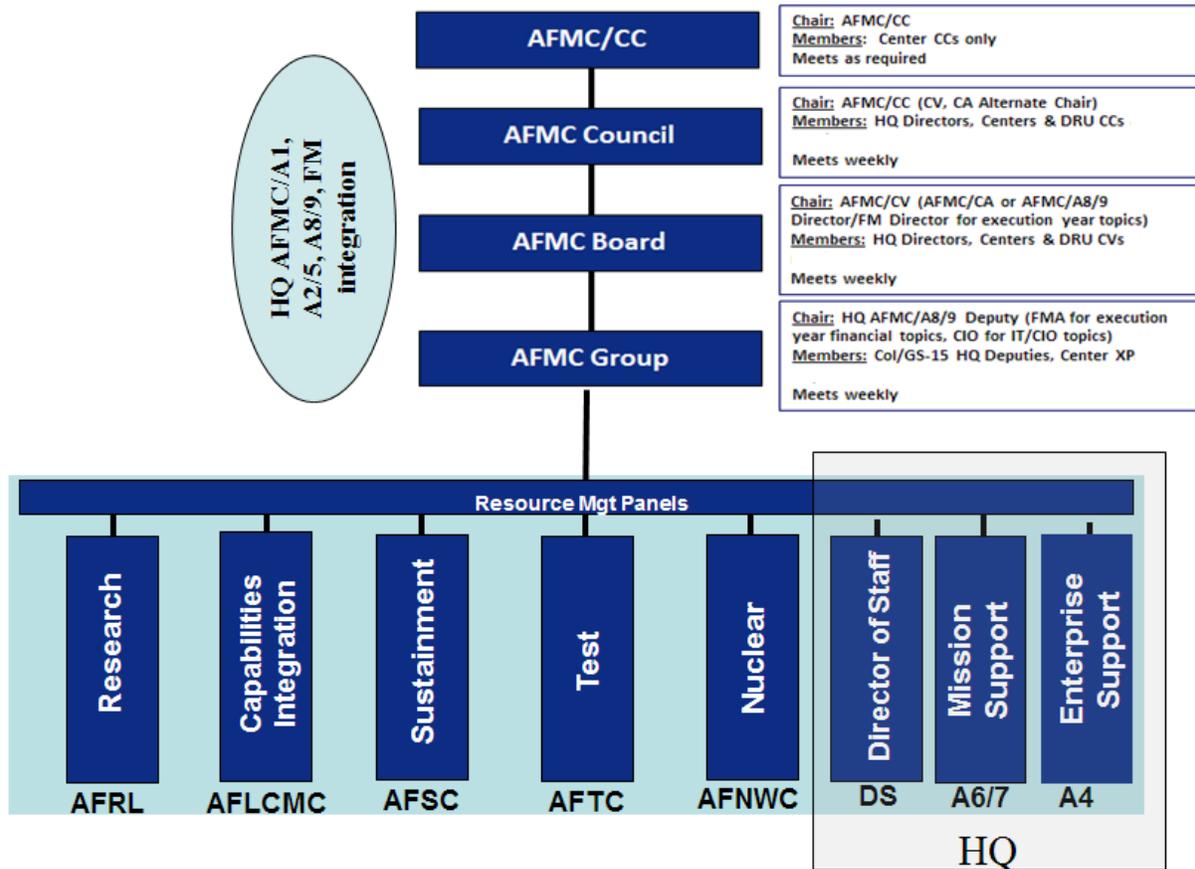
1.4.3. Enables the AFMC Strategic Vision through consistent development of positions to support the AFMC Strategic Plan within planning, programming, budgeting and execution (PPBE) activities.

1.4.4. Supports requirements alignment to AFMC and Air Force priorities.

1.4.5. Assesses Command performance through strategic metrics.

1.5. Figure 1 depicts the relationships between the various AFMC CS bodies. AFMC Resource Management Panels (hereinafter called panels) are used for management and resource decisions within their respective areas within the PPBE process. HQ AFMC/A1, A2/5, A8/9 and FM are the Command integrators for resourcing manpower and funding issues. The AFMC Group is the first level of the review process taking an enterprise view of the issue (PPBE or non-PPBE issue). The Group Chair will make a recommendation for issue progression to the AFMC Board and/or AFMC Council. The AFMC Board is the intermediate decision-making body within the AFMC CS. The AFMC Council is chaired by AFMC/CC and is the senior decision-making body in the AFMC CS. The CC Executive Session is a closed forum for AFMC/CC to meet with Center Commanders only.

Figure 1. AFMC Corporate Structure



**2. How the Corporate Process works.** Issues, recommendations or initiatives with AFMC-wide implications will be brought through the AFMC CS. For PPBE issues, the Panel Chair is responsible for ensuring all internal AFMC coordination/staffing has been accomplished prior to presentation to the AFMC Group. The Panel Chair is the advocate for that issue or decision to the Group. All issue owners/advocates (any topic) will also ensure prior coordination with all AFMC stakeholders.

**3. Corporate Process Structure Authority and Responsibilities.**

3.1. AFMC Panels, Centers and HQ 2-Ltrs.

3.1.1. AFMC panels are the foundation to PPBE discussions in the AFMC CS. They make management and resource decisions within the panels’ authority and develop and advocate for management and resource issues within their respective areas for AFMC CS coordination and decision. AFMC/CC expects each panel chair to provide full support and participation.

3.1.2. The AFMC CS includes eight panels which are listed in Table 1. Each panel is assigned to a center commander or HQ 2-Ltr director chair and a functional advisor as depicted below.

**Table 1. Panel Chair Assignment**

<b>AFMC Panel</b>	<b>Panel Chair</b>	<b>Functional Advisor</b>
Capabilities Integration	AFLCMC/CC	HQ AFMC/A2/5
Sustainment	AFSC/CC	HQ AFMC/A4
Test	AFTC/CC	HQ AFMC/A3
Research	AFRL/CC	HQ AFMC/A2/5
Nuclear	AFNWC/CC	HQ AFMC/A10
Mission Support	HQ AFMC/A6/7 Director	HQ AFMC/A1/FM
Headquarters	HQ AFMC/DS Director	HQ AFMC/FM
Enterprise Support	HQ AFMC/A4 Director	HQ AFMC/FM

3.1.3. Panel Team Membership: Each panel will have a chair, functional advisor and other voting and non-voting members described below. Voting members are the requirements owners. Non-voting members are representatives from each of the other panels, HQ AFMC/A1, A2/5, A8/9, FM, the functional advisor for the panel, and other HQ 2-Ltr representatives as required. Panels will be established using existing resources, and size may vary by panel.

3.1.4. Panel portfolios are determined by Program Element Code (PEC) identification as assigned by HQ AFMC/A8P and validated by the panels annually.

3.1.5. Panel Chair roles and responsibilities.

3.1.5.1. The panel chair will allocate resources from an enterprise perspective consistent with the priorities of the AF and Command. Additionally, a panel chair will support Air Staff Program Element Monitor (PEM) Parades, advocate for panel resources, be the subject matter expert (SME) for requirements and support AFMC/CC prep.

3.1.5.2. The panel chair (Table 1) may delegate the panel chair responsibility (not lower than O-6/GS-15 equivalent) for their respective panel. The panel chair will establish the organization of the panel, maintain a panel membership list, govern the degree of decision authority of the internal panel staff, determine the level of resource allocation, and stay involved with pay (manpower) and non-pay funding resource decisions throughout the PPBE process. Panel chairs are the primary advocates for their PEs, addressing issues and coordinating functional concerns across all centers and HQ staff.

3.1.5.3. Panel chairs will appoint panel members necessary to complete assessments and deliberations for the PPBE processes and arming AFMC/A8/FM to represent the Command in various forums, including Program Objective Memorandum (POM) deliberations, Investment Budget Review Committee (IBRC), and Operating Budget Review Committee (OBRC).

- 3.1.5.4. Panel chairs will hold meetings for their respective panel, inviting all members and advisors, to discuss PPBE exercises/activities.
- 3.1.5.5. Panel chairs will submit consolidated and prioritized panel submissions in response to HQ AFMC PPBE exercises/activities based upon consensus of the panel members and approval of the panel chair.
- 3.1.5.6. Panel chairs will keep their upper management apprised of issues that will be presented through the AFMC CS.
- 3.1.5.7. A panel chair may hold panel meetings focused on a specific topic/PEC and invite only those members with a vested interest in those specific resources.
- 3.1.6. Panel voting and non-voting members roles and responsibilities.
- 3.1.6.1. Panel voting members will include the requirements owners (representatives from all Centers/HQ 2-Ltrs with requirements captured within PECs identified under that Panel). Voting members will identify the program requirements (manpower and non-pay). Once all requirements are identified, the voting members will advocate (describe the program, convey risks if not fully resourced and identify mitigating strategies) for resources to support their requirements, support the Panel prioritization process and identify disconnects, initiatives, and/or offsets for the Panel Chair. Decisions are made through majority vote from all Panel voting members. Panel recommendations proceeding to the AFMC Group, Board and Council must be approved by the Panel Chair.
- 3.1.6.2. Panel non-voting members include representatives from each of the other panels, AFMC/A1 (pay/manpower issues), AFMC/A2/5, AFMC/A8/9, AFMC/FM (non-pay issues) and other HQ 2-Ltrs as appropriate (those that are not requirements owners).
- 3.1.6.3. Panel non-voting members will serve as SMEs. They will advocate for panel resources, ensure a command-wide focus is maintained, mitigate stovepipe thinking and facilitate increased communication and collaboration.
- 3.1.7. Integrators. HQ AFMC/A1, A2/5, A8/9, and FM integrate PPBE requirements from the panels.
- 3.1.7.1. HQ AFMC/A1 collects, validates and integrates AFMC manpower requirements.
- 3.1.7.2. HQ AFMC/A2/5 collects (in collaboration with A8/9) both AFMC planning and programming requirements.
- 3.1.7.3. HQ AFMC/A8/9 integrates and prioritizes requirements for Planning and Programming processes.
- 3.1.7.4. HQ AFMC/FMA integrates and prioritizes requirements for Budget and Execution processes.
- 3.1.8. AFMC Center/HQ 2-Ltr roles and responsibilities. Submit Center/2-Ltr requirements into PPBE process as determined by process owner (e.g., HQ AFMC/A8/9 for programming and FM for execution year exercises), participate in Panel meetings as a member of applicable Panel(s) and provide SME support to Panel Chair. Designate

Center/HQ 2-Ltr focal point for all AFMC Group meetings responsible for notifying appropriate (topic dependent) SMEs within the center/HQ 2-Ltr to participate in Group meetings. HQ 2-Ltrs are a conduit between HAF and Panels/Centers.

3.1.9. PPBE communications, questions or taskings must be tasked through the AFMC panel chair (e.g. funds distribution, execution plans, POM) to ensure the panel chair maintains situational awareness of issues regarding programs in their portfolio. For any quick-turn suspense, it is acceptable to task the SME directly and courtesy copy (cc) the panel chair on the initial tasking and response from the SME.

### 3.2. AFMC Group.

3.2.1. Responsibilities. The AFMC Group discusses and integrates issues for the AFMC Council and if appropriate, serves as the decision making authority. The AFMC Group vets major issues requiring a corporate decision. The Group considers all inputs when developing options. The Group Chair will recommend forwarding an issue to the AFMC Board and/or Council, based on issue impact and maturity. Dissenting opinions will be recorded in the minutes.

3.2.2. Membership. HQ AFMC/A8/9 Deputy Director will chair a standing weekly Group meeting for all Group topics with the exception of budget formulation and execution, including O&M Execution Plan, Initial Distribution, Mid-year Review, and EOY Close-out (chaired by HQ AFMC/FMA), and IT and CIO topics (chaired by AFMC CIO). The other members of the AFMC Group are HQ directorate deputies or O-6/GS-15 equivalent (HQ AFMC/A1, A2/5, A3, A4, A6/7, A8/9, A10, DS, EN, FM, HC, HO, IG, IP, JA, PA, PK, SB, SE, and SG), Center representatives, Guard Advisor (CG) and Reserve Advisor (CR). Panel chairs will serve as non-voting advisors to the Group, unless the panel chairs are also the HQ 2 Ltr or Center Representative member of the AFMC Group. Members will ensure appropriate SMEs are present.

3.2.3. Administration. HQ AFMC/A8P is the Group secretariat and will assist in scheduling meetings, preparing agendas, submitting prep packages, recording attendance, reviewing minutes, tracking action items, and communicating AFMC Group activity. HQ AFMC/A8P maintains an AFMC Group website (send email to AFMC/A8PR Workflow for link and access). Group topics must be submitted to HQ AFMC/A8P at least one week in advance of meeting using the meeting request format (online or request format from Group secretariat). If an emergency meeting is needed, HQ AFMC/A8P will schedule an out-of-cycle Group meeting. Read-aheads are due to the secretariat two days prior to the scheduled Group meeting. The Group secretariat will post the read-aheads and send the link to Group members. The Group topic presenter will (in this order) develop the minutes, record any dissenting opinions, obtain their Group member approval, finalize and forward minutes to the Group secretariat within three workdays from the date of the meeting in the designated format (found on the AFMC Action Officers [AO] website). The AFMC Group chair will approve final minutes, and the Group secretariat will post online.

3.2.4. Approval. The AFMC Group must reach consensus (majority vote) and document specific recommendations before proceeding to the AFMC Board and/or Council. The Group Chair retains final recommendation authority for issues brought to the AFMC Group for resolution and determination of topic progression to the AFMC Board and/or

AFMC Council. Contentious topics may require multiple Group discussions prior to a Board/Council meeting. Dissenting views will be presented through the dissenter's representative at the Board/Council meeting.

3.2.5. Frequency and location. The AFMC Group will meet weekly, unless otherwise notified by the Group secretariat. Time and location of each meeting will be posted online.

3.2.6. Electronic Announcements. Notification of meetings, agendas, briefings and other AFMC Group communication activity will be distributed electronically. Briefings and minutes will be posted online as appropriate.

3.2.7. E-Group. This is an electronic alternative to a traditional Group meeting designed to address issues ready for approval while saving senior leadership's time. An e-Group should be used only for routine, non-controversial issues or briefings for "Information Only." The topic presenter will prepare an e-SSS for their 2-Ltr Director or panel chair signature to all the Group members for approval of a proposed issue. The e-SSS gives Group members the opportunity to review the issue and either approve release for coordination or remand to the AFMC Group for more discussion, etc. Group members will be tasked within the Command suspense tracking system.

### 3.3. AFMC Board.

3.3.1. Responsibilities. The AFMC Board serves as the intermediate review and/or decision-making body between the AFMC Group and AFMC Council. The AFMC Board is a Director/Center CV/CA level forum for cross-functional review and evaluation of AFMC issues within the same broad categories as the AFMC Council. The AFMC Board should be used as required; issues may go directly from the AFMC Group to the AFMC Council based on the AFMC Group Chair's recommendation and approval by the AFMC Board Chair.

3.3.2. Membership. AFMC/CV chairs the AFMC Board, but may delegate to AFMC/CA, HQ AFMC/A8/9 Director or HQ AFMC/FM Director, based on topic. Members of the AFMC Board are the HQ Directors (HQ AFMC/A1, A2/5, A3, A4, A6/7, A8/9, A10, DS, EN, FM, IG, IP, HC, HO, IP, JA, PA, PK, SB, SE and SG), Center CVs or CAs and National Museum of the United States Air Force (NMUSAF) Director. The AFMC Board will include the Center CVs and NMUSAF unless otherwise determined by the Board Chair.

3.3.3. Administration. The Commander's Action Group (HQ AFMC/CCX) is the secretariat for the AFMC Board. The Board secretariat will schedule meetings, develop agendas, advise issue OPRs of prep packages and read-ahead requirements, provide read-aheads to AFMC Board members, record attendance, arrange for Center participation, if required, and review minutes. HQ AFMC/CCX will track action items in the Command suspense tracking system and ensure issues presented to the Board are fully vetted and prepared according to AFMC/CC direction. Each Board briefer will submit the presentation topic one week before the scheduled meeting and provide read-ahead materials by 1200 hours two days prior to the scheduled Board. The Board briefer will record the minutes and action items during the meeting and forward minutes to HQ AFMC/CCX. All minutes approved by the Chair must be in the designated format

(found on the AFMC AO website), approved by the briefer's Board member, and submitted to AFMC/CV within five working days after the Board meeting. The briefer will work with HQ AFMC/CCX to ensure proper distribution of action items.

3.3.4. Approval. The Chair retains final decision authority for all issues brought to the Board for resolution. All attendees and meeting minutes are subject to approval by the Chair.

3.3.5. Frequency and location. The AFMC Board will convene on an as needed basis via VTC in the Situation Room, Building 262, Wright-Patterson Air Force Base (WPAFB).

3.3.6. Presentations. Topics for the AFMC Board will be coordinated with HQ AFMC/CCX and approved by the AFMC Board Chair. HQ AFMC/CCX will distribute the approved agenda topics to the Board members. Guidelines and templates for briefings are available online. For presentations, the OPR will provide an Event Brief. AFMC Board briefer will provide an electronic copy of briefing to the Board secretariat by 1200 hours two days prior to the Board. The Board secretariat will make distribution to members in sufficient time for prior review.

3.3.7. Electronic Announcements. The HQ AFMC/CCX will distribute notification of meetings, agendas, briefings and other AFMC Board communication activity. Briefings, event briefs and minutes will be posted online as appropriate.

3.3.8. E-Board. This is an electronic alternative to a traditional Board meeting designed to address issues ready for approval while saving senior leadership's time. An e-Board should be used only for routine, non-controversial issues brought forward from the Group. The issue OPR will prepare an e-SSS for AFMC/CV or CA signature to all the Board members for approval of a proposed routine, non-controversial issue. The e-SSS gives CV/CA the opportunity to review the issue and either approve release for coordination or remand to the AFMC Group/Board for additional coordination and refinement. Once CV/CA has signed the e-SSS, HQ AFMC/CCX will send it out for coordination. AFMC Board members approve the proposed topic and forward their response to HQ AFMC/CCX. HQ AFMC/CCX will provide the results, including any comments received during coordination, to AFMC/CV.

#### 3.4. AFMC Council.

3.4.1. Responsibilities. The AFMC Council serves as the senior decision making body for the Command and makes corporate Command-wide strategic decisions, such as key decisions affecting strategic plans, programming, budgets and Command-wide policies.

##### 3.4.2. Membership.

3.4.2.1. AFMC/CC chairs the AFMC Council (alternate chair: AFMC/CV or CA). The other members of the AFMC Council are the HQ Directors (HQ AFMC/A1, A2/5, A3, A4, A6/7, A8/9, A10, DS, EN, FM, IG, HC, HO, JA, PA, PK, SB, SE and SG, Guard Advisor (CG), Reserve Advisor (CR), the Command Chief Master Sergeant (CCC)), Center CCs and National Museum of the USAF (NMUSAF) Director. The AFMC Council will include the Center CCs and NMUSAF CL unless otherwise determined by the AFMC Council Chair.

3.4.3. Administration. HQ AFMC/CCX is the secretariat for the AFMC Council and will schedule meetings, develop agendas, advise briefers of prep packages and read-ahead requirements, forward read-aheads to AFMC Council members, record attendance, arrange for Center participation, if required, and review minutes. HQ AFMC/CCX shall track action items as appropriate in the Command suspense tracking system and will ensure issues presented to the Council are fully vetted and prepared in accordance with AFMC/CC directions. Each briefers will submit the presentation topic one week before the scheduled meeting and provide read-ahead materials by 1200 hours on Tuesday prior to the scheduled Council. The Council briefers will record the minutes and action items during the meeting and forward the minutes to HQ AFMC/CCX. All minutes approved by the Chair must be in the designated format, approved by Council member of the briefers, and submitted to AFMC/CC within five working days after the Council meeting. The briefers will work with HQ AFMC/CCX to ensure proper distribution of action items to the appropriate Directorates.

3.4.4. Approval. AFMC/CC retains final decision authority for all issues brought to the Council for resolution. All attendees and Council minutes are approved by the Chair.

3.4.5. Frequency and location. The AFMC Council convenes at the direction of AFMC/CC, usually on Mondays via VTC in the Situation Room, Building 262, WPAFB.

3.4.6. Presentations. Topics for the AFMC Council will be coordinated with HQ AFMC/CCX and approved by the AFMC Council Chair. Guidelines and templates for briefings are available online. The Council briefers will provide all prep materials, including an Event Brief located on the AO website. AFMC Council briefers will provide briefing copies to the Council secretariat by 1200 hours on Tuesday prior to the scheduled Council. The Council secretariat will distribute materials to members two working days prior to allow for review.

3.4.7. Electronic Announcements. HQ AFMC/CCX will distribute notification of meetings, agendas, briefings and other AFMC Council communication activity. Briefings, Event Briefs and minutes will be posted online as appropriate.

3.4.8. E-Council. This is an electronic alternative to a traditional Council meeting intended to address issues ready for approval while saving senior leadership's time. An e-Council meeting should be used only for routine, non-controversial issues brought forward from the Group/Board. The Council briefers will prepare an e-SSS for each routine, non-controversial issue. The e-SSS gives CV/CA the opportunity to review the issue and either approve release for coordination or remand to the AFMC Board or Group for more discussion, etc. Once CV/CA has signed the e-SSS, HQ AFMC/CCX will send it out for coordination. AFMC Council members approve the proposed issues and forward their response to HQ AFMC/CCX. CCX will provide results to AFMC/CC including any comments received during coordination. If any Council member has issues that cannot be resolved in the e-Council, a regular Council meeting will be scheduled.

### 3.5. CC Executive Session.

3.5.1. Responsibilities. The CC Executive Session (CC ES) serves as a closed forum for CC to meet with Center CCs only. The CC ES is used only as required.

3.5.2. Membership. AFMC/CC chairs the CC ES. The other members are Center CCs.

3.5.3. Administrative. HQ AFMC/CCX is the secretariat for the CC ES and will schedule meetings, develop agendas, advise Issue OPRs of prep packages and read-ahead requirements, forward read-aheads to CC ES members, record attendance, arrange for Center participation and review minutes. Each ES briefer will submit the presentation topic one week before the scheduled Council meeting and provide read-ahead materials two days prior to the scheduled CC ES. The ES briefer will record minutes and action items.

3.5.4. Approval. AFMC/CC retains final decision authority for all issues brought to the CC ES for resolution and approves all minutes.

3.5.5. Frequency and location. The CC ES convenes at the direction of AFMC/CC, via VTC in the Situation Room, Building 262, WPAFB.

STEPHEN T. DENKER, Brigadier General, USAF  
Director, Strategic Plans, Programs & Analyses

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

AFMAN33-363, *Management of Records*, 1 March 2008

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AFMC CS**—Air Force Materiel Command Corporate Structure

**AO**—Action Officer

**CC ES**—Commander Executive Session

**CIO**—Chief Information Officer

**EOY**—End of Year

**HQ**—Headquarters

**IBRC**—Investment Budget Review Committee

**IT**—Information Technology

**NMUSAF**—National Museum of the United States Air Force

**OBRC**—Operating Budget Review Committee

**OPR**—Office of Primary Responsibility

**PEC**—Program Element Code

**PEM**—Program Element Monitor

**PPBE**—Planning, Programming, Budget and Execution

**SME**—Subject Matter Expert

**WPAFB**—Wright-Patterson Air Force Base

**HQ AFMC/CCX**—The Commander's Action Group

***Terms***

**AFMC Resource Management Panel**— Body consisting of Center and HQ 2-Ltr members organized to support resources (non-pay and manpower) tied to particular PECs

**Chair**— Leader of particular forum or group

**PEM Parades**— Briefings presented by Air Staff Program Element Monitors discussing the content and status of a Program Element Code