

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

**AIR FORCE RESERVE COMMAND  
INSTRUCTION 36-504**



**10 JUNE 2015**

**Personnel**

**PERSONNEL OVERHIRE MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements AFRM 36-5, *Civilian Personnel Resource Management*. It outlines the Air Force Reserve Command (AFRC) policy for managing overhire positions. This publication applies to Headquarters (HQ) Air Force Reserve Command (AFRC) as well as AFRC Numbered Air Forces (NAFs), Air Reserve Personnel Center (ARPC) and AFRC Units. This publication does not apply to the Air National Guard (ANG). Ensure that all records created as a result of processes prescribed in this publication are maintained 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). Refer recommended changes, comments, or questions about this publication to the Office of Primary Responsibility (OPR) at HQ AFRC/A1, 155 Richard Ray Blvd, Bldg. 210, Robins AFB GA 31098-1635, using the Air Force (AF) Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional chain of command. Additionally, supplements and addendums must be written In Accordance With (IAW) AFI 33-360, *Publication and Forms Management*. For this Supplement, Tier 2 waiver authority is delegated to applicable HQ AFRC Director. 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.

**1. General.**

1.1. Overhires. Overhires are additional full time positions above command allocated Future Years Defense Program (FYDP) end-strength funded on the Unit Manpower Document

(UMD). Funded UMD positions may not provide sufficient flexibility to meet shifting, peak, seasonal, or cyclical workload demands. This may be particularly true in units which have a significant number of unfunded requirements. There are special or unique needs for personnel or management problems that might be best handled by use of an overhire resource. An overhire request is staffed in Task Management Tool (TMT) and approved by the AFRC/CC or AFRC/CV. The use of the overhire resource is at the discretion of the command to continue funding. To aid in the preparation of the overhire request, **Attachment 1** contains abbreviations, acronyms, and terms used on the UMD and within the overhire program documents.

1.2. Overhire Determination. Overhires are typically established when a new or increased workload requirement, of a continuous nature, is validated and funded positions are not available within the program. The primary means of determining manpower requirements is through the completion of manpower studies and application of AFRC manpower standards.

1.2.1. New Workload. New workload must cite the MAJCOM or higher authority (publication or message) directing the new workload. The request must describe the new work in terms of new products or services, how they are produced (including equipment used if appropriate), and how they differ from existing products or services. Always relate the justification to quantitative workload data, trends, overtime expended, number of days over and above normal training days used, quantifiable backlog--past versus present, and workload projections, rather than describing the perceived requirements in general terms.

1.2.2. Increased Workload. Increased workload must cite the justification for the increase; that is, what long-term trends, managerial policies, equipment characteristics, etc., caused increases in expended manpower requirements. Relate the reasons for the increases to documented facts such as: overtime expenditures, workload backlog, changes in population serviced, number of positions filled by new employees within the last 6 months, quality of the products or service, recognized manpower studies, responsibilities which cannot be accomplished through acceptable management procedures, etc. In the case of increases, list the specific management actions taken to absorb the workload prior to making the request. Identify streamlined procedures and operating policies, rescheduled work, revised priorities, improved controls over work, etc... Always relate the justification to the workload factors defined in the manpower standard. Surge workload cannot be used as justification for additional permanent resources.

1.3. Overhire Type.

1.3.1. Generally, permanent overhires are regarded as fulltime manpower requirements established through a valid manpower determination process such as the application of an AFRC manpower standard. These requirements are for performance of MAJCOM or higher directed workload of a continuing nature and are usually placed on the UMD with a through date of 31 December 4712. Permanent overhire positions do not meet the overhire board again when vacated; rather they proceed directly into the normal fill action process for hiring.

1.3.2. Temporary overhires are typically characterized as a short-term, seasonal, or cyclical, workload requirement of less than one year's duration. (Reference AFI 38-201, paragraph 5.2.2.7.)

1.3.3. Type D overhires are approved by the Numbered Air Force Commander (NAF/CC) to authorize the hiring of a second employee against an existing position to cover extended absences (of no more than 6 months) by the incumbent. Approval of Type D overhire does not result in any UMD changes. Therefore these actions should not be submitted to the AFRC Overhire Group Workflow.

**2. Overhire Group Structure:** The Overhire Group consists of the six AFRC Corporate Structure Panel Chairs: A1, A4P, A7P, A8M, A8V, A8W and FM as voting members. Advisory members are A1C, A1M, and FMA. The Group reviews all overhire requests and advisory comments analyzing each request in preparation for the Overhire Group meeting. At the Overhire Group meeting the Panel Chairs discuss and vote on the recommendation to present to the CC/CV for each request.

**3. Overhire Council Structure:** The Overhire Council consists of the CC, CV, A5A8, DS, A1, and FM. Advisory members A1C, A1M, and Recruiting Service (RS). The CC or CV, as the Council chairperson, approves or disapproves the overhire request. The A5A8, DS, A1, and FM provide the strategic guidance as needed. A1C, A1M, and RS are present at the council meetings to provide detailed information concerning questions that are addressed during the council review. Commanders or Directors of the requesting organization may attend or call in to defend their requests.

#### **4. Overhire Group and Council Roles and Responsibilities:**

##### 4.1. HQ AFRC/A1 Panel Chair:

4.1.1. Facilitates the Group and Council meetings.

4.1.2. Compiles overhire requests and routes for advisory reviews in TMT for Group and Council presentation.

4.1.3. Presents requests to Overhire Group, consolidates recommendations, invites requesting organizations with non-concur recommendations to present to the Council.

4.1.4. Provides Overhire Group recommendation to the AFRC Overhire Council, communicates with requesting organization on decision.

4.1.5. Updates TMT with the Council decision and forwards to A1M for any required UMD updates.

4.1.6. Closes the TMT task once A1M completes UMD actions and notifications are completed.

4.1.7. Reviews UMD and coordinates with units for deletion of temporary overhire positions that are not filled and the purpose created no longer exists.

4.1.8. Compiles manpower and financial data provided by A1M and FMA, presenting at the Overhire Group/Council Meetings.

##### 4.2. AFRC/A1M:

4.2.1. Serves as an advisory member to the Overhire Group and Council.

- 4.2.2. Validates each overhire request/requirement.
- 4.2.3. Evaluates each overhire request, providing advisory comments and concurring or non-concurring on the request.
- 4.2.4. Upon Council decision, updates UMDs as appropriate.
- 4.2.5. Provides manpower data for presentation to the Overhire Group/Council for the Commander's ledger.

#### 4.3. AFRC/A1C:

- 4.3.1. Serves as an advisory member to the Overhire Group and Council.
- 4.3.2. Provides Air Reserve Technician (ART) and civilian fill-rate data as requested.
- 4.3.3. Identifies/validates the overhire request ensuring correct civilian grade structure and compliance with applicable guidance.
- 4.3.4. Provides position management advisory services regarding the organizational impacts of the proposed overhire (RIC 0163 or RIC 0160). After coordination with the AFRC Career Field Managers; prescribes the appropriate position description and civilian grade for the Air Reserve Technician positions.

#### 4.4. AFRC/FMA:

- 4.4.1. Serves as an advisory member to the Overhire Group and Council.
- 4.4.2. Provides current civilian pay execution and financial analysis/impacts.
- 4.4.3. Provides advisory comments and concurs or non-concurs on each overhire request.
- 4.4.4. Provides and briefs financial, civilian pay execution data and analysis for the Commander's Ledger for presentation at the Overhire Group/Council meeting (January, April, July, and October).

#### 4.5. NAFs, Direct Reporting Units (DRUs), Field Operating Agencies (FOAs), HQ Directorates, and Commanders Support Staff (CSS):

- 4.5.1. May attend (if no travel is involved) or can call in to the Overhire Group meetings to defend their requests. Representatives at the Overhire Group will be at the O-6 level.
- 4.5.2. For Wing level requests the appropriate NAF Commander or Vice Commander will be the representative to defend at the Overhire Council. For DRUs, FOAs, and HQ Directorates, the Commander/Director or Deputy Commander/Director will be the representative to defend at the Overhire Council.

### **5. Overhire Requests.** Regardless of the type of overhire, submit request(s) to the AFRC Overhire Group Workflow by the respective NAF, FOA, DRU, HQ Directorate or CSS Manpower representative.

- 5.1. Submit all overhire requests on AFRC Form 36, *Overhire Request Form* with the AFRC e-snowflake showing NAF, FOA, DRU, or Directorate leadership concurrence for this submission through the AFRC TMT using the handoff functionality.
- 5.2. For new and extension overhire requests, the submitting organization shall complete blocks 1-7 of AFRC Form 36.

5.3. Requests shall include UMD position detail such as Air Force Specialty Code (AFSC), Resource Identification Code (RIC), Grade, Duty Codes, Personnel Accounting Symbol (PAS), Office Symbol Code (OSC), Functional Account Code (FAC), and military position to link the ART (if applicable). For requests from lower level unit, this information must be validated by the Manpower representative from the owning NAF prior to submission.

5.4. The proposed Core Personnel Document (CPD) shall be written and submitted as a supporting document with AFRC Form 36.

5.5. For HQ AFRC, the Force Generation Center (FGC) and RS, the current published Organization Chart shall be attached showing where the position will align if approved.

5.6. Requests will include justification, background, strategic guidance (Concept of Operations (CONOPs), Component Master Plan, etc.), and impact if request is not approved. Include any relevant additional information necessary for the AFRC Overhire Group and Council to make a decision.

5.7. In cases where the incumbent is known, include the long term assignment plan and specific steps to place individual in a permanent position.

5.8. The requesting organization is not required to complete any information from blocks 8-10 of AFRC Form 36. This information will be completed as the request is routed through the headquarters.

5.9. Extension requests must be submitted 120 days prior to UMD position expiration dated noted in the Thru Date. Requests not submitted in a timely fashion risk being deleted upon reaching the expiration date.

5.10. AFRC Career Field Managers shall complete section 8 (AFRC/CFM Comments) of AFRC Form 36 for overhire actions which request funding for the purposes of bridging/starting a program early while waiting for permanent funding from a Program Objective Memorandum (POM) action.

5.11. The completed AFRC Form 36 shall be submitted in AFRC TMT to the "AFRC Overhire Group Workflow" organizational account. When submitting the request, ensure the subject line matches the subject line used on the AFRC Form 36 and "overhire" is selected as the category. Place all documents in the Public Workspace.

## **6. Timelines:**

6.1. The Overhire Council will typically meet the third Tuesday of January, April, July, and October based on CC/CV's availability.

6.2. The Overhire Group will meet the Tuesday prior to the Council.

6.3. Panel Chairs will review the request the Friday before the Group meets.

6.4. Requests must arrive in the AFRC Overhire Group Workflow in TMT NLT 14 days prior to the Group meeting to allow for staffing and clarification of the request. Requests not staffed in time for the Group meeting risk waiting 90 days for the next Council.

6.5. The results of the Group and Council meeting will be communicated to the Directorate/NAF/DRU/FOA POCs following each meeting through TMT. If approved, A1M will build the project and notify the requesting organization through the appropriate chain of

command by providing a copy of the Manpower Programming and Execution System (MPES) Published Change Notice within 10 working days.

6.6. HQ AFRC Directorates, FGC and RS only: If the request is approved, the Staff Directory and official Organization Chart will be updated to reflect the additional position or approved extension date.

## 7. Exceptions to the Overhire Process.

7.1. Civilian employees that have restoration rights to their previous position: For civilian and ART enlisted the original position they vacated should be obligated and employee returned to that position.

7.2. ART overhire positions created in response to members with Uniformed Services Employment and Reemployment Rights Act (USERRA) rights:

7.2.1. AFRC/A1C will verify the requirement for establishment of an overhire position necessary to fulfill USERRA entitlement. Existing positions shall be used to the maximum extent practicable to fulfill USERRA entitlements in preference to establishment of a new overhire position.

7.2.2. For ART Officers, NAF/CC, DRU, FOA or HQ Directorate will identify the position and location to which the ART Officer is to be restored. Should creation of an overhire position be necessary, once the location is identified, A1CSA shall generate a TMT Tasker for CV situational awareness (since restoration is statutory under USERRA) and request A1M establish the overhire position.

7.2.3. For ART Enlisted, NAF/A1C (for units), DRU, FOA or HQ Directorates will notify AFRC/A1CS when a USERRA accommodation requires creation of a new overhire position. AFRC/A1CS will verify the requirement and request through TMT overhire for the location that the employee left. The tasker will be routed through AFRC/A1M. After CV approves, the approval is forwarded to AFRC/A1M for establishment of the overhire position.

7.2.4. Overhires established due to USERRA rights accommodation will be for duration of no more than five quarters to provide time to locate a permanent position.

7.2.5. AFRC/A1M will create the approved overhire position and notify impacted organizations (AFRC/A1C, AFRC/A1L, AFRC/A1K, NAF, DRU, FOA, Overhire Group, unit, etc.).

7.3. ART overhire positions created for surplus ART officers: (Note: Overhire positions cannot be created for surplus enlisted.)

7.3.1. Once an ART officer position has been identified for cancellation/abolishment, A1C will begin referring the incumbent for permanent placement. For ART officers, who cannot be placed, see [paragraph 7.3.2](#) below for specific actions required.

7.3.2. If member is not placed before position is cancelled, A1C will verify the employee's Mandatory Separation Date (MSD).

7.3.2.1. For a member with an MSD that is within 12 months, A1C will notify A1M to establish an overhire position at current location with Thru Date equal to MSD. A1C will no longer refer employee for permanent placement.

- 7.3.2.2. For a member with an MSD that is greater than 12 months, A1C will notify A1M to establish a 12 month overhire position. The NAF/CC will identify the location of the overhire position being established. If the overhire position is established at a different location and a Permanent Change of Station (PCS) is required, A1M will establish a 48 month position, and the member must sign a 48-month tour length agreement (IAW AFMAN 36-606). A1C will normally not move the employee again until completion of their tour length agreement. If the overhire is established at the same location, A1C will continue to refer employee for permanent placement.
- 7.3.3. When the overhire position created is within 60 days of expiring, repeat process at [paragraph 7.3.2](#) above.
- 7.3.4. AFRC/A1M will create the overhire position and notify impacted organizations (AFRC/A1C, AFRC/A1L, AFRC/A1K, NAF, DRU, FOA, Overhire Group, unit, etc.).
- 7.4. ART officer trainee positions will be created in accordance with Career Management Board direction and will be processed by A1C. AFRC/A1M will create overhire positions and notify impacted organizations (AFRC/A1C, AFRC/A1L, AFRC/A1K, NAF, DRU, FOA, Overhire Group, unit, etc.).
- 7.5. ART overhire positions created for a Special Assistant:
- 7.5.1. For Special Assistant ART overhires requested by the NAF (unit), DRU, FOAs or HQ Directorates for reasons other than position cancellation (i.e. surplus ART officer), the NAF (unit), DRU, FOAs or HQ Directorates shall include length of overhire and recommended follow-on placement in the request to A1C. Subsequent permanent placement actions for these personnel will discontinue. It will be up to the NAF to find placement and notify A1C.
- 7.5.2. Each request will identify an existing vacancy, whether overhire or permanent position, by position number to be used as an offset. Occupants of Special Assistant positions will be managed by the owning NAF or HQ Directorate.
- 7.5.3. Final approval authority resides with AFRC/CV.
- 7.5.4. AFRC/A1M will create the approved overhire positions and notify all impacted organizations (AFRC/A1C, AFRC/A1L, AFRC/A1K, NAF, DRU, FOA, Overhire Group, unit, etc.).

JAMES F. JACKSON, Lt Gen, USAF  
Commander

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

AFPD 36-5, *Civilian Personnel Resource Management*, 30 November 1993

AFI 38-201, *Management of Manpower Requirements and Authorizations*, 30 January 2014

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

***Prescribed Forms***

AFRC Form 36, *Overhire Request Form*

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AF**—Air Force

**AFI**—Air Force Instruction

**AFPD**—Air Force Policy Document

**AFRC**—Air Force Reserve Command

**AFSC**—Air Force Specialty Code

**AGR**—Active Guard and Reserve

**ART**—Air Reserve Technician

**CONOPS**—Concept of Operations

**CSS**—Commanders Support Staff

**DRU**—Direct Reporting Unit

**FAC**—Functional Account Code

**FAM**—Functional Area Manager

**FGC**—Force Generation Center

**FOA**—Field Operating Agency

**FYDP**—Future Years Defense Program

**HQ**—Headquarters

**MAJCOM**—Major Command

**MNT**—Manpower Type

**MPCN**—Manpower Position Control Number

**MPES**—Manpower Programming and Execution System

**MPF**—Military Personnel Flight

**MRA**—Minimum Retirement Age  
**MSD**—Mandatory Separation Date  
**NAF**—Numbered Air Force  
**NLT**—Not Later Than  
**NTE**—Not To Exceed  
**OCC**—Occupational Series  
**OCR**—Office of Coordinating Responsibility  
**OPR**—Office of Primary Responsibility  
**OSC**—Office Symbol Code “(formerly Organization Structure Code)  
**PAS**—Personnel Accounting Symbol  
**PCS**—Permanent Change of Station  
**PD**—Position Description  
**POM**—Program Objective Memorandum  
**PPS**—Projected Position Status  
**RDS**—Records Disposition Schedule  
**RIC**—Resource Identification Code  
**RS**—Recruiting Service  
**TMT**—Task management Tool  
**UMD**—Unit Manpower Document  
**USERRA**—Uniformed Services Employment and Reemployment Rights Act

### *Terms*

**Effective Date**—The start date of a manpower record.

**Encumbered**—A position on the UMD (funded or not) with a person assigned to it.

**Funded UMD Position**—A manpower authorization funded from the command allocated FYDP on the UMD (MNT XXXXX).

**Go-Do**—An action directed by AFRC/CC or CV.

**Manpower Record**—One or more records make up a position on the UMD which are identified by Projected Position Status (PPS). Multiple PPS (1, 2,...) indicates a projected change to the position.

**Manpower Type**—a 5-character code used to represent the various types of manpower on the UMD.

**MNT1**—The 1st character of the MNT. X-FYDP Funded, N-Overhire, or R-Unfunded

**Office Symbol Code**—“(formerly Organization Structure Code)”—Identifies the work center or office where the position is authorized. Identifies the internal organization of a unit.

**Overhire**—A position on the UMD with MNT NXXXXO (RICs 0163 or 7676) – these are not FYDP funded positions. Lapse Rate funding is used to fund overhires. (Exception-AGRs are technically Over Execution and identified with a Command Remarks Code OVHR and the MNT will be XXXXX).

**Personnel Accounting Symbol**—A 4-digit code representing an individual unit, i.e.; FLG4 represents 94 AW – each 94 AW subordinate unit has its own PAS. PAS is an 8-digit code when paired with MPF and MAJCOM codes.

**Projected Position Status**—A position number can exist more than once in the system based on time (effective and through dates). This field orders the changes through time. Values begin with zero (current record) 1, 2,... (projected changes in the future).

**PSN#**—The 10 digit Manpower Position Number that identifies the position on the UMD. Sometimes referred to as the Manpower Position Control Number (MPCN).

**Resource Identification Code**— used to identify the type of record of each UMD position. The following list represents codes for the purposes of this AFRCI: 0004 RegAF Officer; 0020 Drill Officer; 0032 AGR Officer; 0104 RegAF Enlisted; 0120 Drill Enlisted; 0147 AGR Enlisted; 0160 Civilian; 0163 ART; 7676 Overhire (Civilian)

**Surplus**—An Airman (military or civilian) still employed after their position exceeded its Thru Date. This might happen when a unit is standing down and members are still searching for valid positions.

**Thru Date**—The end date of a manpower record. A date of 12/31/4712 indicates infinity, with no designated end date (MPES generated date).

**Unfunded Position**—A position on the UMD where the 1st character of the MNT (MNT1) is an “R”, as in RXXXXX or RXPXX (not to be filled).

**Uniformed Services Employment and Reemployment Rights Act**—for overhire issues, this normally applies to an oversea returnee or a civil servant returning to civilian status from an AGR tour, school or long tours orders.