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SECRETARY OF THE AIR FORCE**

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Operations

**AIR NATIONAL GUARD (ANG)
MISSION CONVERSION PROCESS**

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This instruction prescribes the policy and procedures for the Air National Guard (ANG) Mission Conversion Process. The Office of Primary Responsibility (OPR) for this publication is NGB/A8FZ. This instruction gives guidance on the standard processes for ANG unit conversions and associated conversion related visits. It applies to ANG units that are programmed to start a conversion, or in conversion, except where otherwise noted. This publication may be supplemented at any level, but all supplements must be routed to the OPR listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR by routing through appropriate chain of command using the Air Force (AF) Form 847, *Recommendation for Change of Publication*. Requests for waivers must be submitted to the OPR for consideration and approval. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. 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 Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, for a description of the 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.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Changes include modifications and amplifications of existing guidance to align with goals and add clarity and context to sections previously deemed vague or confusing more closely.

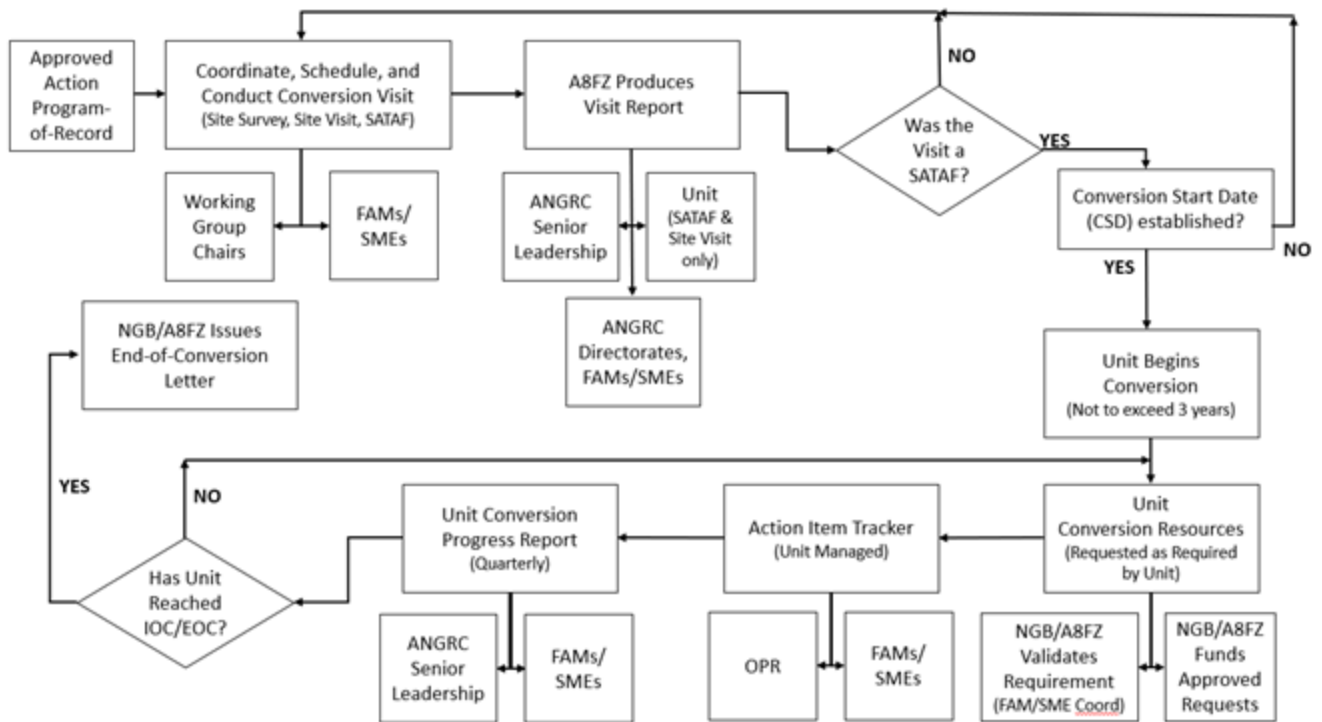
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Chapter 1

PROGRAM OVERVIEW

1.1. ANG Mission Conversion Process. The ANG Mission Conversion process is the official mechanism to significantly modify ANG units. Mission Conversions may include weapon systems/aircraft changes (including primary aircraft assigned increases/decreases), mission changes, unit activations, deactivations, and unit relocations. An executable program must be established before a unit enters conversion. Examples of directives that could establish an executable program include directive language in a National Defense Authorization Act (NDAA), Base Realignment and Closures (BRAC) action, Total Force Integration (TFI) initiative, and Strategic or Programmatic Basing Action. Any organizational or mission change must be approved by the Air Force and/or National Guard Bureau (NGB) corporate process and staffed accordingly. An executable program is one where the requirement is validated and resources are identified and sourced. **Figure 1.1.**, Mission Conversion Process, denotes the basic ANG Mission Conversion Process.

Figure 1.1. Mission Conversion Process.



1.2. Conversion Visits. Three types of visits are conducted to support the Conversion Process: Site Survey, Site Visit, and Site Activation Task Force (SATAF). All visits will be conducted on-site, virtually, or a hybrid of the two (2). NGB/A8FZ representatives will make every effort to be on-site when permissible.

1.2.1. Site Survey. A Site Survey is an authorized visit by a multifunctional team to survey real property and determine the feasibility and cost associated with a unit or mission change. Site Surveys are led by NGB/A8FB and conducted IAW AFI 10-503, Strategic Basing.

1.2.2. Site Visit. A Site Visit is conducted to validate existing data, gather additional data if required, provide an initial meet-and-greet with the converting unit, and/or to provide an assessment of current Conversion actions.

1.2.3. Site Activation Task Force Visit. A SATAF consists of multi-functional working groups that identify the necessary actions needed to execute an approved program. Depending on the type of action, more than one SATAF visit may be required. A SATAF visit has seven required components: Pre-SATAF Meeting, In-Briefing, Working Group Meetings, Daily Integration Meetings, Out-Briefing, SATAF Report, and SATAF De-Brief. The SATAF visit normally occurs 6 to 12 months prior to the start of a Conversion, or as-soon-as-possible after completion of an appropriate authorization. The SATAF is a dynamic process in which the SATAF team and the impacted unit work together to identify critical actions, establish timelines to ensure timely completion of Conversion, and provide a forum to update senior leaders on the status of the Conversion. This process bridges the gap between implementation of the Conversion action and Initial Operational Capability (IOC). A SATAF Report will document findings and action items at the time of the SATAF visit and serve as the official record of the visit.

1.3. Length of Conversion. The Conversion Program Manager (NGB/A8FZ), in coordination with the Functional Area Managers (FAMs) and Unit Conversion Officer (UCO), will determine the Conversion Start Date (CSD) and End of Conversion (EOC) date based on the anticipated Conversion length. These dates are documented in the SATAF Report. ANG units are authorized a maximum of 36 months in Conversion status. This limitation is based on the C-5 Reporting Authorization as outlined in AFI 10-201, Force Readiness Reporting. However, Conversion status is a separate process that may or may not coincide with any reporting conducted IAW AFI 10-201. For ANG Conversion purposes, official EOC is determined by one of the following methods, whichever occurs first:

1.3.1. The unit achieves IOC as defined by the NGB FAM and approved by the appropriate NGB directorate. IOC criteria is documented in the SATAF Report. (T-2)

1.3.2. Upon reaching the EOC date as documented in the SATAF Report. (T-2)

1.3.3. 36 months from the CSD. Conversion timelines of less than 36 months may be extended as required through approval from NGB/A8FZ with concurrence of appropriate FAMs. Each extension request must be approved by NGB/A8FZ prior to the continuation of Conversion beyond anticipated EOC date as annotated in the SATAF Report. (T-2)

1.4. Senior Leadership Situational Awareness. The appropriate documentation will be provided to senior leadership within the Air National Guard Readiness Center (ANGRC) via Workflow for situational awareness once a visit has been completed (i.e., SATAF Report, Trip Report, Site Survey Report).

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Director, Air National Guard (DANG). Approves and directs program changes. (T-1)

2.2. NGB. NGB is the Department of Defense agency responsible for resource management within the ANG.

2.3. Commander, Air National Guard Readiness Center (ANGRC). Provides oversight and direction to ANG staff to execute Conversion actions, to include associations. (T-2) The ANGR Commander approves programming and resources throughout the Conversion process.

2.4. NGB Air Staff (A-Staff). The NGB A-Staff coordinates the ANG Conversion process with appropriate Department of Defense, Headquarters Air Force (HAF), Major Command (MAJCOM), and State or Territory staffs. The NGB A-Staff manages Conversions through phased planning, programming, budget, and execution.

2.5. NGB Directorates:

2.5.1. Provide functional area experts to serve as Working Group leads. The Directorates will provide NGB/A8FZ a consolidated list of attendee name(s).

2.5.2. Program for and fund all travel associated with Conversion (Site Surveys, Site Visits, and SATAF Visits) for their respective Directorate. The only exception is BRAC related travel. When BRAC related travel is warranted, a BRAC fund cite will be available for use.

2.5.3. Ensure functional experts turn in all assigned documentation and deliverables to NGB/A8FZ within 3 workdays after Visit completion. Deliverables include, but are not limited to, meeting minutes, briefing slides, action items, etc.

2.5.4. Coordinate, facilitate, implement, and manage all areas of Directorate responsibility for Conversions. This includes all planning and programming prior to the start of Conversion and continues to Full Operational Capability (FOC).

2.6. NGB/A8FZ. The Mission Conversions Branch is the ANG OPR for the implementation of all ANG Conversions. NGB/A8FZ facilitates all NGB Conversion visits. NGB/A8FZ executes all organization and mission changes that have been approved by HAF, the Chief of the National Guard Bureau (CNGB), DANG, gaining MAJCOM Commander, and the Adjutants General. Total Force Associations will be approved by the Chief of Staff of the Air Force per AFI 90-1001, Total Force Associations (TFAs). NGB/A8FZ will:

2.6.1. Assign a Conversion Program Manager (CPM) from NGB/A8FZ to each Conversion action and a Conversion Project Manager (CPRM) to each Conversion visit.

2.6.1.1. The CPM will collaborate with other NGB Directorates, MAJCOMs and partners to ensure proper coordination and facilitate dialog when required. As facilitators, the CPM will assist the process by identifying, documenting, and raising awareness of key issues and concerns considered critical to any Conversion they are assigned to.

2.6.1.2. The CPRM reports to the assigned CPM to assist with planning and executing Conversion visits (Site Survey, Site Visit, or SATAF). Additionally, the CPRM serves as

the focal point for collecting and compiling minutes, action items, and working group inputs, and uses these to formulate the SATAF out-briefings and reports.

2.6.2. Prior to a Conversion visit, the CPM will confirm attendees, identify specific actions, gather and obtain visit details, identify working group chair(s), propose items to address, outline agendas, establish objectives, and record outcomes. When a SATAF is conducted, the CPM will facilitate and execute all seven required components - the Pre-SATAF Meeting, In-Brief, Working Group Meetings, Daily Integration Meetings, Out-Brief, SATAF Report and De-Brief.

2.6.2.1. Coordinate a pre-visit briefing with key members of the affected unit. This serves to notify the unit of the upcoming conversion visit. The notification includes a tentative schedule, key contact information, and read-ahead documentation requiring UCO attention.

2.6.2.2. Distribute the working group file templates and deliverables to the working group chairs prior to the Conversion visit.

2.6.2.3. Assist working groups in identifying, documenting, and resolving issues during Conversion visits.

2.6.2.4. Compile visit report. The visit report documents findings and action items identified at the visit.

2.6.3. Working Groups will provide report inputs that identify action items and issues. They will include courses of action (COA) for completion of action items and mitigation measures for identified issues.

2.6.3.1. Route the visit report through NGB/A-Staff for coordination and further dissemination to Directorates for action items assigned to their respective branches.

2.6.3.2. Finalize reports to be posted to the NGB/A8FZ SharePoint site and provide a copy to the UCO.

2.6.3.3. Disseminate the visit report to the gaining MAJCOM when appropriate.

2.6.3.4. Coordinate with pertinent NGB/A-Staff, MAJCOM personnel, and UCO to ensure post-visit requirements are met, and to facilitate the unit's Conversion progress using documented action items, milestones, and quarterly unit Conversion Progress Reports (CPR).

2.6.3.5. Ensure senior leadership is informed immediately with the following:

2.6.3.5.1. Visit documentation, to include critical deficiencies and issues upon completion of a visit.

2.6.3.5.2. Quarterly Unit CPRs that indicate RED in any area.

2.6.4. Assist with Conversion Financial Plan requests, Conversion Progress Report preparation, action item tracking, etc. The CPM monitors the unit's Conversion throughout the entire Conversion process, culminating in the unit attaining IOC/EOC.

2.6.4.1. Additional support provided by CPM includes, but not limited to:

2.6.4.1.1. Maintain a file sharing site which contains Conversion action documentation, reports, Conversion references and guides, and a schedule of upcoming Conversion actions and visits.

2.6.4.1.2. Process quarterly unit CPRs and monthly email updates.

2.6.4.1.3. Host representatives from other converting units who are visiting the ANGRC and encourage dialog regarding Conversions. NGB/A8FZ will review action items and milestones during visits.

2.6.4.1.4. Attend Conversion-related meetings.

2.6.4.1.5. Complete taskers from leadership, which may include the generation of a bullet background paper (BBP), Kneeboard, Conversion status brief, and requests submitted via Task Management Tracker (TMT). Samples of current and previous Conversion documents are available from NGB A8FZ portals and should be consulted to ensure formatting of products is consistent.

2.6.4.1.6. Develop an annual Conversion Integration Plan to assist in forming Conversion action timelines prior to and during the Conversion visit.

2.6.4.1.7. Develop Conversion resource projections for the next fiscal year (FY) with inputs from converting units.

2.7. Program Element Manager, Functional Area Manager and Career Field Manager:

2.7.1. Review this instruction and the NGB/A8FZ ANG Conversion 101 brief. Both are located on the NGB/A8FZ SharePoint site. This will ensure an understanding of the Conversion process and mechanics.

2.7.2. Attend pre-visit meetings hosted by NGB/A8FZ, as available.

2.7.3. Provide the CPM discussion topics for Conversion In-Brief prior to the pre-visit meeting.

2.7.4. Provide IOC and FOC criteria for their converting units.

2.7.5. FAM and CFM provide inputs to Program Element Managers (PEM) on processing mission shortfalls that require programming for IOC and FOC.

2.7.6. Program for known Conversion requirements (O&M, MILPERS, Training, PCS, temp resources, etc.) that will be required beyond the current year. Normally these would be resources required two or more fiscal years in advance, to include required resources needed beyond EOC, and ensure all functional area requirements are submitted in the Program Objective Memorandums (POM).

2.7.7. Manage and track all assigned Conversion action items in coordination with NGB/A8FZ and the UCO on the Conversion Action Management (CAM) Tool. The link is available on the NGB/A8FZ SharePoint.

2.7.8. IAW AFI 10-201, Force Readiness Reporting, par 4.6, the Functional Area Manager (FAM) will update the Design Operational Capabilities (DOC) Statement in the Defense Readiness Reporting System (DRRS) to reflect the date and units authorized a service-directed resource action and not prepared to undertake any portion of the mission set for which they are organized or designed.

2.7.9. Validate applicable line items in the Conversion Financial Plan System when notified by NGB/A8FZ.

2.7.10. The FAM is the Office of Primary Responsibility (OPR) for mission area training requirements beyond initial Air Force Specialty Code (AFSC) awarding training (T-2). FAMs will:

2.7.10.1. Coordinate with Career Field Managers (CFM) and NGB/A1DU, Training Resources and Programming Branch, to identify formal school training requirements to include Mission Essential Skills Training (MEST).

2.7.10.2. Assist NGB/A8FZ in identifying non-formal training requirements associated with the Conversion action.

2.8. Working Group Chair/Co-Chair. The Working Group chair is normally the FAM, but can be any designated NGB or MAJCOM individual. The co-chair should be a representative from the converting unit. The Working Group chair, in coordination with the co-chair, will:

2.8.1. Facilitate Working Group meetings. The Working Group chair leads and facilitates their respective Working Group during the Conversion visit and includes appropriate unit personnel. They will facilitate the flow of crosstalk discussions with other Working Groups on issues related to their functional area. (T-2)

2.8.2. Prepare Working Group discussions and consolidate minutes. Include all items planned to be discussed on the agenda during the Working Group meetings. Discussions are documented on the electronic Working Group Minute Template provided prior to the visit.

2.8.3. Document action items in the CAM Tool. Review any action items from previous Conversion visits prior to attending the Working Group meetings. Action items from units not currently in Conversion will be archived either in the CAM Tool or on the Action Item Tracker Excel sheets which are located on the NGB/A8FZ SharePoint site.

2.8.4. Provide POC information. The following details are needed for POC and office of coordinating responsibility, if identified: name, rank, office symbol, Defense Switched Network (DSN) phone number, and suspense date. An OPR is required on all action items. An office of coordinating responsibility is optional. NOTE: Ensure that the action item tasking is coordinated with the respective work center.

2.8.5. Document action item details. Action item descriptions should include a title, a problem statement, and the required action.

2.8.6. Document any funding shortfalls as action items. This should include not only mission shortfalls but also funding for FOC facility requirements to include furniture, phones, computers, etc.

2.8.7. Produce an Executive Summary. The Executive Summary should address the top three to five action items/issues within the Working Group. Include a brief narrative of action items/issues and an overall assessment of the Conversion action sub area. Color assignment should also reflect "Need by Dates" vs. "Projected Delivery Dates." Working Group Assessment colors and criteria are as follows:

2.8.7.1. GREEN - standards can be maintained with organic capability or proven workarounds, or a low-risk situation exists.

2.8.7.2. **YELLOW** - standards can be attained by high-risk workarounds or insufficient information is available to make an assessment.

2.8.7.3. **RED** - disconnects exist with no current solution. Show stoppers exist, or the action will not occur as programmed. **RED** may also be used if engagement of Senior General Officers or Congressional Delegation engagement is needed or expected. Discuss **RED** assessments with the Team Lead as soon as determined.

2.8.8. **Produce Out-Brief Slide Bullets.** The Out-Brief slide bullets consist of the most important action items/issues from the Working Group meetings. Be prepared to discuss the group's pertinent issues. The Out-Brief slide template is provided electronically to Working Group chairs prior to the visit by NGB/A8FZ. It is imperative that any amplifying discussions be captured in the "notes" pages of the slides. Each slide needs to be able to stand on its own for review purposes.

2.8.9. **Attend daily Conversion Integration Meetings.** Integration meetings keep Working Groups informed, identify potential conflicts between Working Groups, and assign cross-functional action items developed during Working Group meetings. At the integration meeting, Working Group chairs brief action items and discussions that occurred in the Working Group.

2.9. Unit Responsibilities.

2.9.1. Prior to Visit.

2.9.1.1. **Wing Commander (WG/CC).** The Wing Commander (or highest echelon above converting unit – i.e., GRP/SQ CC) appoints a primary and alternate UCO. The WG/CC will review and sign quarterly Conversion Progress Reports (CPR) prior to submission. It is recommended that the UCO appointment be for the duration of the Conversion. The UCO is the focal point for the Conversion and is kept informed of all Conversion related issues. Prior to initial visit, submit the UCO Appointment Letter to NGB/A8FZ CPM and NGB/A8FZ Organization Box at NGB.A8.A8FZ.Org@us.af.mil. Include name, rank, office symbol, e-mail address, and DSN/commercial telephone number.

2.9.1.2. **Unit Conversion Officer.** Review this regulation and be familiar with applicable templates and the NGB/A8FZ SharePoint site. Note: Templates are located on the NGB/A8FZ SharePoint site under "Templates/Conversion Financial Plan/References" The UCO will:

2.9.1.2.1. Utilize the NGB/A8FZ UCO Checklist to ensure all actions are accomplished.

2.9.1.2.2. Identify unit POCs that will co-chair Working Groups. Complete and return the NGB/A8FZ Unit Site Activation Task Force Information Sheet template to the assigned NGB/A8FZ Conversion Program Manager.

2.9.1.3. **Unit Pre-Visit Meeting.** The unit should conduct a pre-Conversion meeting with the unit co-chairs prior to the formal Conversion visit to identify, collect, and draft issues from the unit's perspective. Identified issues should be addressed with either the NGB/A8FZ Team Lead or NGB functional area representative.

2.9.2. Conversion Visit Support Requirements.

2.9.2.1. Briefing Area Requirements. The briefing area should be large enough to present briefings and seat all personnel involved. The room or auditorium must have presentation capabilities to include, but not limited to, computer with Microsoft PowerPoint, projector, monitor, Wi-Fi or other Network Connectivity, and Work Center for NGB SATAF Team (see UCO Checklist on NGB/A8FZ SharePoint site).

2.9.2.2. Required Working Groups. NGB/A8FZ CPM and the UCO discuss and decide on required Working Groups in advance of the Conversion visit. The following working groups are the most common and may or may not be required on a particular visit depending on the scope of the Conversion: Communications, Facilities, Force Support, Logistics, Maintenance, Maintenance Training, Manpower, and Operations. When warranted, Working Groups may be combined.

2.9.3. Post Site Activation Task Force Report Requirements.

2.9.3.1. The UCO is responsible for distribution of the report within the state upon receipt of the finalized report from NGB/A8FZ.

2.9.3.2. Conversion Progress Report (CPR). A quarterly CPR signed by the Wing Commander, or the highest echelon above converting unit, demonstrating progress of each of the Working Groups is required by each converting unit. It is due on the first day of each quarter (Jan 1/Apr 1/Jul 1/Oct 1) after the SATAF visit has been completed. The document should cover the 90-day period of the prior quarter. (T-2) The quarterly CPR is used to keep NGB staff apprised of the Conversion's progress. The report should be as detailed as possible as it is used to assess future Conversion financial plan requests, update General Officer level staff, write point papers, and prepare Conversion status briefings for NGB, HAF, and Congressional leaders. The Commander's comments section is used to highlight the major problems encountered and successes achieved. Send the CPR to the NGB/A8FZ organizational mailbox at NGB.A8.A8FZ.Org@us.af.mil. CPRs are posted to the respective unit's location on the NGB/A8FZ SharePoint site by NGB/A8FZ personnel.

2.9.3.3. Conversion Action Management (CAM) Tool. The CAM Tool, located on the NGB/A8FZ SharePoint, is the primary method of monitoring and tracking all Conversion action items. The UCO tracks and ensures the action items identified are documented, updated, completed, and closed when appropriate. (T-2) The UCO, or designated unit POC adjusts suspense dates as necessary after coordinating with the NGB POC for that action item. Action items should be reviewed and updated at least monthly.

2.10. Readiness Reporting. IAW AFI 10-201, Force Readiness Reporting:

2.10.1. The unit will report readiness against the current DOC statement in DRRS, even if it is for the old mission.

2.10.1.1. The NGB mission FAM will send the authorization notifying units to report C-5 on the DOC Statement.

2.10.2. Unit Activation/Inactivation. The following references provide guidance for those units who are undergoing an activation/inactivation:

2.10.2.1. AFI 33-364, Records Disposition - Procedures and Responsibilities, for records disposition.

2.10.2.2. AFI 38-101, Manpower and Organization, for Organizational structure and naming.

2.10.2.3. DAFI 84-103, Department of the Air Force Heritage Program, for Historical property and memorabilia disposition.

2.10.2.4. DAFI 84-105, Organizational Lineage, Honors and Heraldry, for Organizational status change report.

2.10.2.5. Air Force Pamphlet 34-1202, Guide to Protocol, for activation or inactivation ceremony.

2.10.3. Deployments, Exercises, and Inspections. (T-2)

2.10.3.1. Deployments. Units will not participate in deployments while in Conversion as their primary focus will be on Conversion. If the Wing desires to fulfill a unit deployment tasking for a converting unit, they will coordinate with the FAM to initiate a waiver from the appropriate Directorate. Individuals assigned to converting units may volunteer to deploy without a waiver if authorized by Wing leadership. NOTE: These deployment restrictions apply to units directly converting weapon systems, not all units in a particular Wing. Units within a Wing not affected by Conversion are not afforded these same restrictions from deployment and should not report C-5. However, if those units are directly supporting a Conversion within the Wing, the WG/CC will address any and all deployment related issues.

2.10.3.2. Exercises. Units will not participate in exercises while in Conversion as their primary focus should be on the Conversion unless it is a requirement for Initial Operational Capability (IOC). Individuals assigned to converting units may participate in exercises if authorized by Wing leadership.

2.10.3.3. Inspections. IAW DAFI 90-302, The Inspection System of the Department of the Air Force, consists of a Commander-led Unit Self-Assessment Program, three synergistic inspections (Commander's Inspection Program, Unit Effectiveness Inspection (UEI), and Management Inspections (MI)). UEI's will not be rescheduled due to Conversion status. Any questions should be directed to NGB/IG.

Chapter 3

RESOURCE GUIDANCE AND PROCEDURES

3.1. Conversion Financial Plan Application. The Conversion Financial Plan application is used by converting units to request resources. The unit Comptroller Flight will submit Conversion Financial Plans, as required, for each FY of the conversion. (T-3) The Conversion Financial Plan must be submitted using the Conversion Financial Plan application located on NGB/A8FZ SharePoint site.

3.1.1. Conversion Financial Plan item requests are one-time costs directly related to the Conversion and contribute to IOC. Unit funds utilized for Conversion are not reimbursable.

3.1.2. Conversion funds will be issued and obligated using Emergency and Special Program (ESP) codes 7R (flying missions) or 1N (ground missions), the Program Element Code (PEC), and the Element of Expense Investment Code (EEIC).

3.1.3. Pre-existing deficiencies within the unit will not be funded using Conversion funds. Units must keep the Conversion Financial Plan submissions limited to Conversion related items.

3.1.4. Mission equipment or mission deficiencies are not funded with Conversion funds. Mission requirements should be coordinated separately through the respective Functional Area Manager, Program Element Manager, Weapons System Manager at NGB, or through the host Wing for items associated with classic associate ANG units.

3.1.5. All Sustainment, Restoration, and Modernization (SRM), or military construction (MILCON) requirements, to include heating, ventilation, and air conditioning, must be worked through the host Civil Engineering Squadron and the respective NGB/A4A Asset Management programmer.

3.1.6. Only Conversion essential requirements should be entered into the Conversion Financial Plan (items which enable the unit to achieve IOC, or EOC, whichever occurs first). Conversion funding ends once a unit reaches EOC.

3.1.7. Units must program for post EOC requirements and FOC facility furniture as NGB/A8 only funds for IOC requirements.

3.2. Conversion Financial Plan Process.

3.2.1. A quarterly (Oct/Jan/Apr/Jul) Conversion Financial Plan is required for anticipated Conversion costs allowing NGB/A8FZ to request appropriate resources. Conversion Financial Plans should be submitted at least 90 days prior to required date. The Conversion Financial Plan request must state when the resources are needed.

3.2.2. Unit Responsibilities.

3.2.2.1. Each functional area in Conversion will submit requirements to the UCO for review and inclusion into a Conversion Financial Plan. (T-3) Use the NGB/A8FZ Conversion Financial Plan guide located on the NGB/A8FZ SharePoint site to determine what may be requested and funded. Direct all questions concerning Conversion Financial Plan requests to the assigned Conversion Program Manager or e-mail NGB.A8.A8FZ.Org@us.af.mil.

3.2.2.2. The UCO must enter and validate all Conversion Financial Plan requests for required information, to include clear and concise justifications. For Equipment/Furniture requests, once reviewed and consolidated, the UCO should e-mail a copy of the consolidated Conversion Financial Plan worksheet to the NGB/A8FZ organizational e-mail, the CPM, and CPRM prior to submitting a Conversion Financial Plan for pre-validation. This will minimize delays in Conversion Financial Plan validation and approval. NGB/A8FZ will notify the UCO of any recommended changes prior to submitting the final Conversion Financial Plan to the unit Comptroller Flight for LOA review, Fiscal Law constraints validation and submission to NGB. Attach the Conversion Financial Plan worksheet to the specific request in the Conversion Financial Plan application.

3.2.2.3. All supply and equipment submissions must be routed through the local Logistics Readiness Squadron. (T-3) Only items with budget code 9 will be processed by NGB/A8FZ.

3.2.2.4. Prior to submission in the Conversion Financial Plan system, requests for days will be coordinated with the following as required: UCO, Maintenance Training Manager, Operations Training, Standardization/Evaluation, Force Support Squadron's Force Development Office, and the Comptroller Flight/Budget Office. (T-3)

3.2.3. Conversion Financial Plan Validation. NGB/A8FZ will be the final validation authority for Conversion Financial Plan requests. NOTE: Validation does not guarantee requested funds. The final determination of full funding, partial funding, or no funding is based on the requirement, the justification, and the availability of Conversion funds.

3.2.4. Conversion Financial Plan Changes. Any changes to an approved Conversion Financial Plan should be coordinated with the NGB/A8FZ Conversion Program Manager, to include changes in personnel, school dates, trip dates, or dates for purchasing equipment/furniture.

3.2.5. Funding Disbursement.

3.2.5.1. Programmatic and Total Force Integration Conversions. Once validated, and funds are available, the NGB/A8FZ Resource Advisor will authorize funds via Checkbook. NGB/FM disburses funds twice a week until the 23d of each month. Funding disbursement will begin after the 3rd day of the next month.

3.2.5.2. Funding Commitment/Obligation. After funds have been received by the Comptroller, NGB/A8FZ advises a 30-day period to commit O&M funds and obligate MILPERS resources. If the unit is unable to commit/obligate funds within the 30 day window after receiving funds, the unit needs to provide justification for additional time to NGB/A8FZ or be subject to having resources withdrawn. Once withdrawn, the unit will need to resubmit the request at a later date.

3.2.5.3. Base Realignment and Closure (BRAC). NGB/A8FZ submits validated Conversion Financial Plans to NGB/A5/8 for approval and funding. If BRAC funding is available, the approved validated funding will be submitted to NGB/FM for distribution. If BRAC funding is not available, NGB/A5/8 will request additional funding.

3.2.6. Reference the ANG Financial Guidance sent to Comptroller Flights by NGB/FM each FY for additional funding specifics. Contact the host Comptroller Flight/Budget Office to

determine the appropriate PEC and EEIC before Conversion Financial Plan creation. Current Conversion related expenses include:

- 3.2.6.1. Operations and Maintenance (O&M) Travel and Per Diem for Technician and Active Guard Reserve (AGR) travel.
- 3.2.6.2. O&M Comm-non-Computer/Automated Data Processing Equipment and Communications items.
- 3.2.6.3. O&M Ground Transportation when needing to use TMO to transport equipment and supplies.
- 3.2.6.4. Military Personnel Travel & Per Diem to cover Full Time National Guard Duty (FTNGD-ST) days, and Drill Status Guardsmen (DSGs).
- 3.2.6.5. O&M Other Contract Services to fund items over the micro purchase limit threshold.
- 3.2.6.6. O&M Supplies purchased via GPC or ILS.
- 3.2.6.7. O&M Equipment purchased via GPC or ILS.

3.3. Temporary Fulltime Manpower Requirements. Limited temporary technician and AGR resources are available to support conversion driven workload increases. Temporary technician and AGR positions are not intended for use as backfill.

- 3.3.1. Long term temporary manpower resources should be requested for Conversion needs that are greater than or equal to 180 days. Temporary resource authorizations expire at the end of each FY. If requirements carry over into the new FY a new request must be submitted prior to the end of the current FY. For short-term (less than 180 days) Conversion needs, request FTNGD-ST days via the Conversion Financial Plan application.
- 3.3.2. Funding for temporary manpower resources cannot be provided if the unit's state is under-executing their fulltime manpower resources.
- 3.3.3. All temporary resource requests must be coordinated through the unit Comptroller Flight and the state Human Resources Office. Submit requests to NGB/A8FZ, Attn: Resource Advisor, at NGB.A8.A8FZ.Org@us.af.mil.
- 3.3.4. Requests specifically for temporary AGR versus temporary technicians require additional justification.

3.4. Training.

- 3.4.1. Training workday(s) offices of responsibility and requirements.
 - 3.4.1.1. AFSC awarding formal training (3-level school) is funded through NGB/A1D.
 - 3.4.1.2. Mission Essential Skills Training. Mission Essential Skills Training (if authorized) is coordinated with NGB/A1D's Force Development Division using the applicable ANG Formal Workday Guidance for the current FY. Exceptions to the guidance are normally worked through NGB/A1D via the applicable Functional Area Manager.
 - 3.4.1.3. All members attending a maintenance course at home station will be issued a TLN regardless of status (AGR, Technician, DSG), however, only DSGs will be put on orders. For DSGs, TLNs will be funded by NGB/A1.

3.4.1.4. Hands-on-Training (HOTs).

3.4.1.4.1. Hands-on-Training requirements must be submitted using the NGB/A8FZ Financial Plan Template. The unit will submit expenses (i.e., days/dollars, travel and per diem) to NGB/A8FZ through the Financial Plan process.

3.4.1.4.2. Technicians and AGRs will attend HOTs in their respective status.

3.4.1.5. Qualification Training. If full-time personnel are not available to conduct training, days may be provided to bring in qualified trainers. This requirement is funded by NGB/A8FZ.

3.4.1.6. Certification Training. Some maintenance AFSCs will require certification for a particular maintenance specialty like engine run. AETC normally will not provide certification. The costs associated with TDY for certification training is funded by NGB/A8FZ and must be included in a Conversion Financial Plan.

3.5. Travel Requirements for O&M and Military Personnel.

3.5.1. O&M travel and per diem is for technicians, AGR, and personnel on long term military orders. Military Personnel (MILPERS) travel and per-diem is for Drill Status Guardsmen and personnel on short tour military orders. Personnel can support the following requirements:

3.5.1.1. Acceptance team training (Field Training Detachment or Initial Cadre).

3.5.1.2. Aircraft acceptance and delivery.

3.5.1.3. Hands-on-Training.

3.5.1.4. Minimum training at Field Training Unit.

3.5.1.5. Certification training.

3.5.1.6. Certifiers to assist in unit training post Field Training Team.

3.5.1.7. Miscellaneous non-AFSC awarding formal schools.

3.5.1.8. Unit and NGB visits.

3.5.2. The following information is required when justifying travel requests:

3.5.2.1. Purpose of the Temporary Duty (TDY).

3.5.2.2. How it is Conversion related.

3.5.2.3. Impact if not funded.

3.5.2.4. TDY Location.

3.5.2.5. Start & End dates of TDY.

3.5.2.6. Training Course name.

3.5.2.7. Rank, first & last name of each individual traveling.

3.5.2.8. Home of record (City & State) of traveler(s).

3.5.2.9. Traveler(s) departure city.

3.5.3. Travel Cost. Use the Defense Travel System Travel Explorer Trip Calculator to determine costs. This will determine the Conversion Financial Plan request for the TDY. All travel will be IAW the Joint Travel Regulation.

3.6. Military Personnel Requirements.

3.6.1. Conversion Military Personnel. The Conversion Military Personnel program assists units with extra support for Conversion related issues and projects. It is not for mission support or to backfill. Emphasis should be placed on focusing the Conversion resource in the proper functional area.

3.6.2. FTNGD Days. NGB/A8FZ may provide FTNGD days to support Conversion related activities IAW ANGI 36-2001, Management of Training and Operational Support within the Air National Guard. Conversion FTNGD days are not to be used for backfill.

3.6.2.1. Conversion Related Projects. NGB/A8FZ may provide days and related travel and per diem costs for major Conversion projects. Examples include, but are not limited to, accomplishing new technical order libraries, overhauls to bench stock sections, refurbishment of old equipment necessary for Conversion, etc.

3.6.2.2. Augmentees. Units may require additional augmentees from other units with the same or similar weapon system. Resources may be provided to fund such a need.

3.6.2.3. Acceptance Teams. Acceptance teams are generally full-time personnel. If a unit requests to use a Drill Status Guardsmen for the acceptance team, the unit must provide justification that will need to be approved by NGB/A8FZ before days may be provided. NOTE: For BRAC directed Conversions, aircraft acceptance must be performed in a technician status unless BRAC provides workdays for that action.

3.6.2.4. Minimum Proficiency. Conversion days may be used to support converting unit members who have been fully trained and require days for recurring training until their new weapon system is available. Emphasis is placed on maintaining minimum proficiency, not becoming mission ready.

3.7. Logistics Requirements.

3.7.1. Ground Transportation. Shipment of Conversion assets will be covered by funds provided by NGB/A8FZ for all divested assets. Ground Transportation funds are not authorized to be used for other Conversion expenses. They are only approved for the Transportation-of-Things. Units will submit a draft Conversion Financial Plan to NGB/A4RDT, Traffic Management, for Conversion related Ground Transportation costs. Units will attach a list of equipment that needs to be shipped, where the items are being shipped, and the estimated dollar amount to ship the items. NGB/A4RDT will coordinate with NGB/A4RM, Material Management, and ensure that all related costs are included to cover the divested assets listed and validated. NGB/A4RDT will return the Conversion Financial Plan back to the unit Traffic Management Office for final submission.

3.7.2. Supply & Equipment Requirements for EEICs 609, 628, 559, 619. Submit all supply & equipment requests purchased through ILS on the NGB/A8FZ Conversion Financial Plan template. (T-2). Only include budget code 9 non-fly supplies. Ensure all template columns are filled out correctly with a thorough justification. NOTE: For the justification, provide the following: a description of the item and why it is needed, requested quantity, cost per item,

total cost, requested timeline, impact if not funded, and source. If a GPC purchase or contract, provide company name, phone number, and website. Attach quotes from vendors to the Conversion Financial Plan application.

3.7.3. Office Supplies and Furniture. List all requirements individually on the NGB/A8FZ Conversion Financial Plan template and submit quotes for furniture. Within the Conversion Financial Plan application, consolidate line items into a single line entry (i.e., office supplies or furniture). Furniture for FOC facilities needs to be programmed for by the unit. Funds for FOC requirements are not provided by NGB/A8FZ. NOTE: Copiers and shredders must be requested as equipment items in the Conversion Financial Plan.

3.7.4. Other Logistical Requirements. The following items are not funded through the Conversion Financial Plan application:

3.7.4.1. Budget code A-U (i.e., depot funded items).

3.7.4.2. Budget code Y (NGB/A4RMS, Command Equipment Management, ERS/ADL managed).

3.7.4.3. Budget code Z items and equipment items over \$250,000. These items should be captured by NGB/A8P in the initial procurement requirements outlined during the programming phase of the Conversion. A “fact of life” disconnect may be submitted to NGB/A8, and the respective Functional Area Manager, after identification should these items be overlooked in the initial programming for the Conversion.

3.7.4.4. Fly Supplies. To request fly supplies, refer to NGB/A4P’s Resources Division, cost per flying hour program guidance.

3.7.4.5. Vehicles. Vehicle requirements should be captured by NGB/A8P in the initial programming phase of the Conversion. A “fact of life” disconnect may be submitted to NGB/A8P after identification, should these items be overlooked in the initial programming for the Conversion. Units may submit vehicle lease requirements in the Site Activation Task Force Conversion Financial Plan at the start of Conversion if a vehicle requirement is overlooked. This allows NGB/A8FZ and NGB/A4RDV, Vehicle Management, and the Functional Area Manager to work a “fact of life” disconnect to account for the initial oversight and procure funding to support the validated requirement based on Conversion.

3.8. Communications/Automated Data Processing Equipment Requirements.

3.8.1. Communications and Automated Data Processing Equipment. Requests for Conversion related communications and Automated Data Processing Equipment must be coordinated with the Wing Communications Flight or Squadron. (T-2) The Communication Flight/Squadron must validate all communications/Automated Data Processing Equipment requirements and enter the items into the Cyberspace Infrastructure Planning System (CIPS) prior to the unit submitting a communications Conversion Financial Plan. (T-2) Include the CIPS requirement and tracking number in each line entry of the Conversion Financial Plan communication request at the end of the justification.

3.8.1.1. Submit separate lines for Non-secure Internet Protocol Routers (NIPR) and Secure Internet Protocol Routers (SIPR) requirements.

3.8.1.2. Submit separate lines for unlike items, i.e., computers, monitors, printers, etc.

3.8.2. Automated Data Processing Equipment requests for computer-based training must be coordinated with the parent wing Base Education and Training Manager (BETM). The unit Force Support Squadron's Force Development Office will submit Automated Data Processing Equipment requests IAW [paragraph 3.8.1.](#) to NGB/A2/6.

3.9. Contract Services Requirements, EEIC 559. Contract services cover all required items for a Conversion over the micro purchase threshold for the service or supply. Requirements for contract services may be identified as part of the Conversion. Enter only one Conversion Financial Plan request per contract. The following information is required for requesting funding for contracted services.

3.9.1. Equipment rental contract and leases.

3.9.1.1. Make, model, and description of the equipment (i.e., Xerox work center 5665, Local Area Network black & white printer and copier). List all equipment items that will be on the contract to include the model number and the Contract Line Item Number (CLIN) of each different piece of equipment.

3.9.1.2. Source information (company name, phone number, etc.).

3.9.1.3. Contract Cost. Total funding requested is for FY only (i.e., remainder of current FY, or for number of months required when requesting for next FY). Monthly cost breakdown is desired.

3.9.1.4. A copy of the draft AF FORM 9 with the Contracting Office's concurrence pending receipt of funds.

3.9.2. Equipment Maintenance Contract.

3.9.2.1. List all equipment items that will be covered by the maintenance contract to include the model number of each different piece of equipment and CLIN.

3.9.2.2. Source information (company name, phone number, etc.).

3.9.2.3. Contract Cost. Total funding requested is for FY only (i.e., remainder of current FY, or for number of months in an FY required until Initial Operational Capability). Monthly cost breakdown is required.

3.10. Recruiting Requirements.

3.10.1. Temporary Recruiters. Requests for temporary recruiting manpower resources originate from NGB/A8FZ and are forwarded to NGB/A1Y during the planning phase of a unit Conversion. The NGB/A1Y does not provide temporary resources to a converting unit, but the Recruiting Services, Career Field Functional Manager will analyze the requirement and provide a recommendation to NGB/A8FZ. Temporary recruiting resources are managed and prioritized against other Conversion related resource needs by NGB/A8FZ. The length of time awarded for a temporary resource will be determined based on the complexity of the Conversion and available resources.

3.10.2. Advertising expenses and administrative recruiting supplies for converting units. NGB/A8FZ will coordinate with NGB/A1Y to determine the recruiting and retention impact on converting units. NGB/A1Y will perform statistical analysis to identify funding requirements that exceed normal FY recruiting and retention funding levels of the unit in Conversion. NGB/A1Y will forward its findings to NGB/A8FZ for consideration. If additional

funding is required and available NGB/A8FZ will coordinate the programming requirements for the funding with NGB/A8 and will ensure the funding is allocated to the NGB/A1Y PECs 58150F for Recruiting Activities and 58154F for Advertising Activities. NGB/A1Y will allocate the funding received specifically to the unit in Conversion via the NGB/A1Y designated allocation method, with state and unit coordination.

KEITH G. MACDONALD
Major General, USAF
Commander, Air National Guard Readiness Center

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

AFI 10-201, Force Readiness Reporting, 22 December 2020

AFI 10-503, Strategic Basing, 14 October 2020

AFI 33-322, Records Management and Information Governance Program, 23 March 2020
Incorporating Change 1, 28 July 2021

AFI 38-101, Manpower and Organization, 29 Aug 2019

DAFI 84-103, Department of the Air Force Heritage Program, 12 May 2021

DAFI 90-302, The Inspection System of the Department of the Air Force, 15 March 2023

AFI 90-1001, Total Force Associations (TFAS), 22 June 2020

AFPAM 34-1202, Guide To Protocol, 8 May 2019

ANGI 36-2001, Management of Training and Operational Support within the Air National Guard, 30 April 2019

Abbreviations and Acronyms

A-Staff—Air Staff

AF—Air Force

AFI—Air Force Instruction

AFSC—Air Force Specialty Code

AGR—Air Guard Reserve

ANG—Air National Guard

ANGI—Air National Guard Instruction

ANGRC—Air National Guard Readiness Center

BRAC—Base Realignment and Closure

BETM—Base Education & Training Manager

CAM—Conversion Action Management Tool

CIPS—Cyberspace Infrastructure Planning System

CLIN—Contract Line Item Number

CPM—Conversion Program Manager

CPRM—Conversion Project Manager

DANG—Director of the Air National Guard

DAFI—Department of the Air Force Instruction

DOC—Designed Operational Capabilities
DRRS—Defense Readiness Reporting System
DSN—Defense Switched Network
EEIC—Element of Expense Investment Code
EOC—End of Conversion
ESP—Emergency and Special Program
FAM—Functional Area Manager
FTNGD—Full Time National Guard Duty
FOC—Full Operational Capability
FTNGD—Full-Time National Guard Support
FTNGD-OS—Full-Time National Guard Support – Operational Support
FTNGD-ST—Full-Time National Guard Support – Special Training
FY—Fiscal Year
HAF—Headquarters Air Force
HOT—Hands On Training
IAW—In Accordance With
IOC—Initial Operational Capability
MAJCOM—Major Command
MEST—Mission Essential Skills Training
MILPERS—Military Personnel
NGB—National Guard Bureau
NIPR—Non-Classified Internet Protocol Router
O&M—Operations and Maintenance
OPR—Office of Primary Responsibility
PEC—Program Element Code
PEM—Program Element Manager
SATAF—Site Activation Task Force
SIPR—Secure Internet Protocol Router
TDY—Temporary Duty
UCO—Unit Conversion Officer

Terms

End of Conversion—For ANG Conversion purposes End-of-Conversion is determined by one of three following methods, whichever occurs first: 1) The unit achieves Initial Operational Capability as defined by the NGB Functional Area Manager; 2) The unit reports C-3 or better in all sub-areas in the Defense Readiness Reporting System, or equivalent; 3) Timeline as prescribed and documented at the SATAF Visit, has been met (not to exceed a maximum of three years calculated from CSD).

Full Operational Capability—Full Operational Capability is defined when all units and/or organizations in the force structure scheduled to receive a system 1) have received it and 2) have the ability to deploy and maintain it. The specifics for any particular systems Full Operational Capability is defined in that system's Capability Development Document and Capability Production Document.

Functional Area Manager—The Functional Area Manager is the individual responsible for the management and planning of all personnel and equipment within a specific functional area to support wartime and peacetime contingencies.

Initial Operational Capability—Initial Operational Capability is the state achieved when a capability is available in its minimum usefully deployable form, and is determined by the FAM. Declaration of Initial Operational Capability may be at the point at which the capability is first used, with Full Operational Capability achieved when all intended capabilities are realized and is also defined by the FAM.

Office of Primary Responsibility—Any headquarters, agency, or activity having primary functional interest in, and responsibility for, a specific action, project, plan, program, or problem.

Unit Conversion Officer—The UCO is the single point-of-contact for the unit. They serve as the Commander's focal point for all internal/external communications from the Unit in Conversion.