

**BY ORDER OF THE COMMANDER
ARNOLD ENGINEERING
DEVELOPMENT CENTER**

**ARNOLD ENGINEERING DEVELOPMENT
CENTER INSTRUCTION 90-300**

12 JULY 2012



Special Management

**ARNOLD AIR FORCE BASE CORPORATE
LEADERSHIP REVIEW AND DECISION
PROCESS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering

RELEASABILITY: There are no releasability restrictions on this publication

OPR: AEDC/CA

Certified by: AEDC/CA
(M. Britt Covington)

Supersedes: AEDCI 90-300, 26 July 2011

Pages: 10

The primary objective of the corporate process is to provide the Arnold Engineering Development Center (AEDC) Commander (AEDC/CC) and staff with the capability to review Center-wide issues from a corporate perspective and maximize the effectiveness of AEDC's decision-making. The AEDC corporate process also facilitates the transition of resource decision-making from a functional requirements view to a corporate AEDC-framed, capabilities-focused process. Issues, recommendations, reports, policies, or initiatives with Center-wide or significant resource implications from committees, working groups, teams, integrated process teams (IPTs), sub-boards, etc., will be brought directly to the AEDC Council or through the appropriate board by the owner/sponsor of the issue or process to the AEDC Council if applicable. Board chairpersons are responsible for bringing issues to the AEDC Commander for corporate vetting and action, as appropriate. The scope of this instruction includes all efforts managed by the Government at AEDC. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 36-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm> Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF IMT847, *Recommendation for Changes of Publication*; route AF IMT 847 through the appropriate functional chain of command.

SUMMARY OF CHANGES

This instruction provides operating procedures for the AEDC Corporate Process. The process utilizes a corporate structure comprised of AEDC Boards and the AEDC Council. Duties and responsibilities of the chairs, members, and secretariat are set forth herein. This process is consistent with the HQ AFMC decision-making process. This revision eliminates the AEDC Group, makes routine administrative updates and updates Board responsibilities and membership. The Capital Assets Policy Board and the Business Policy Board are also eliminated with the responsibilities performed by the AEDC Council.

1. Procedures

1.1. The AEDC corporate process is not a substitute for existing functional staffing processes; rather it funnels these activities through the appropriate integrated process to ensure that functional and/or potential Center-wide issues are fully staffed and all perspectives addressed in developing recommended and alternative courses of action to support leadership decisions. There will continue to be functional process and reporting requirements that are handled within each functional office. On occasion, however, these functional requirements drive changes in resource allocations, expectations for the workforce and/or contract, or have implications beyond simple functional boundaries. In addition, there will always be requests for “Center positions” on numerous issues of interest to higher headquarters and required coordinated responses to taskings from the same. It is incumbent upon each division chief and staff organization to continually assess their day-to-day actions in their functional area for potential broader implications and bring those items to the attention of the appropriate integrating board or council for consideration.

1.2. The corporate process ensures the supporting and dissenting opinions for all major decisions are captured to enable senior Center leadership to make informed decisions. It is not intended to supplant the functional staff, but to enhance it. The staff continues to conduct its functional reviews before entering the corporate process. The AEDC corporate process will capitalize on the members' experience and knowledge of the Center to enable open discussions and improved decisions not possible in customary staffing actions. Members represent their particular functional areas, but are also required to take Center-wide (vice functional) perspectives in order to make corporate decisions.

1.3. **Figure 1** depicts the relationships between the various bodies in a hierarchical framework. AEDC Boards are the bedrock of the process and are used by Division and Functional Chiefs for management, resource and policy decisions within their respective areas. The AEDC council is the next level of the process, taking a senior-level, corporate-wide view of issues; and, as a decision-making body, will decide issues. The AEDC Council is the senior decision-making body in the AEDC corporate process. AEDC/CC retains final decision authority for corporate process issues, even if the Commander did not chair the meeting at which the issues were brought forward.

2. Responsibility And Authority

2.1. AEDC Boards.

2.1.1. Responsibilities. The primary focus of the AEDC Board structure is to ensure decisions are made at the appropriate levels in a timely manner, after full and appropriate

discussion and coordination. Decisions will be guided by AEDC's strategic and action plans to ensure consistency with the Center's goals and objectives.

2.1.2. Designations. There are three boards supporting the AEDC mission. Each board manages activities within their area of responsibility and provides appropriate leadership, policies, and oversight.

2.1.2.1. Information Technology Board. Responsible for all information technology (IT) related requirements and issues, including developing and implementing IT policies and procedures, validating IT requirements, process, and tools for knowledge capture, and electronic records management. Provides leadership and oversight (where appropriate) of the IT Strategic Working Group and others, as designated by the Council. The Board is chaired by AEDC/TSD with TST active participation.

2.1.2.2. Technical Excellence Board has been eliminated. Technical issues will be addressed to the AEDC Council with manpower issues addressed by the Personnel Policy Board (PPB).

2.1.2.3. Installation Readiness/Security Board. Responsible for developing processes and policies to balance all aspects of installation readiness, safety, security, and environmental compliance. Provides guidance and oversight (where appropriate) of the Installation Security Council, Installation Readiness Council, Force Protection Working Group, Exercise Management Working Group, IGESP Committee, ESOHC, Deployment Working Group, Threat Working Group, OPSEC Working Group, and others as designated by the AEDC Council. The Board is chaired by AEDC/TSD.

2.1.2.4. Personnel Policy Board. Responsible for developing processes and policies to build, and maintain intellectual capital and technical excellence in the workplace (shape a government workforce capable of accomplishing the AEDC mission.) Responsibilities include manpower and personnel plans, employee development and career broadening, civilian performance awards, recruitment and reassignment activities, performance appraisal processes, requests to realign military, and civilian manpower authorizations across unit lines internal to AEDC, and others as designated by the AEDC Council. The Board is chaired by AEDC/CA. The Personnel Policy Board serves as an independent decision making body regarding government personnel issues.

2.1.3. Membership. Board membership is composed of government individuals from across the Center and is specified in **Attachment 3**. Operating contractor personnel may serve as advisors to the boards.

2.1.3.1. Board Chairperson is an O-6/GS-15 Senior Leader or Division chief. The chairperson leads activities of the Board, governs the degree of decision authority of the board members, and determines the level of decisions made without convening a board meeting.

2.1.3.2. Board Secretariat is determined by the Board Chairperson unless specified herein. The Secretariat is responsible for maintaining board membership, scheduling meetings, preparing agendas and read-ahead information, preparing minutes, and tracking action items, as directed by the Board Chairperson.

2.1.3.3. Most board members are subject matter experts from across the Center. They come together in a board to mitigate stove-pipe thinking and facilitate increased communication and collaboration. AEDC Divisions have membership on all boards, while Functional offices have members on boards where appropriate.

2.2. AEDC Council.

2.2.1. Responsibilities. The AEDC Council serves as the senior decision-making body making corporate strategic decisions. For example, the Council will make key decisions affecting strategic plans, organizations, missions, the use of real property facilities, civil engineering, fiscal and physical resources in support of the mission, Program Objective Memorandum (POM) inputs, pricing rate development and review, annual workload negotiations, Installation and Resources Protection Program, and Center-wide policies. Plans, programs, and budgets approved by the Council are final and will constitute the baseline documents to measure progress. The Council also functions as the Financial Management Board for financial plans, unfunded requests, and financial execution status. The Council is also responsible for developing, implementing, and improving business practices, procedures, and policies; institutionalizing processes by documenting and training; managing AEDCIs and COIs; business inspections, reviews, and audits as required. Provides leadership and oversight (where appropriate) of the Enterprise Integration Team, Program Management Reviews, CARA, AFSO21, Award Fee/Term Review Board, and others as designated.

2.2.2. Membership.

2.2.2.1. The AEDC Council is chaired by AEDC/CC or in the Commanders' absence by the AEDC/CA. Other members of the AEDC Council are the AEDC/CA, AEDC/CZ, AEDC/TST, AEDC/TMM, AEDC/TSD, AEDC/TTS, AEDC/XP, AEDC/FM, AEDC/PK, AEDC/EN, AEDC/SE, and Division deputies. Advisors as required include AEDC/DP, AEDC/HO, AEDC/IG, AEDC/JA, and AEDC/PA, as needed.

2.2.2.2. AEDC Council members, if present for duty, will attend scheduled meetings, as consistency is the key for successful and timely deliberations. During absences, the designated first or second alternate member (usually the deputy or technical director) will attend in his/her place. The members are responsible for ensuring appropriate advisors from their directorates are present.

2.2.3. Administrative. The Plans and Programs Office (AEDC/XP) will act as Council Secretariat and will assist in scheduling meetings, submitting read-ahead packages, and tracking action items, as directed by the chairperson. AEDC/XP will compile and maintain minutes from AEDC Council meetings, in accordance with AFRIMS. Additionally, as the Secretariat, AEDC/XP will determine the schedule of topics, based on their relative priority. If an emergency meeting is needed, AEDC/XP will schedule an out-of-cycle meeting to meet the needs of the Issue OPR.

2.2.3.1. For complex topics or as directed by the Chairperson, the Issue OPR will develop the minutes capturing deliberations on their issue and send them to the Council member in their reporting chain for review. Subsequently, the Issue OPR will send the draft minutes to the Secretariat who will review them for completeness

and accuracy. Once satisfied, the Secretariat will then forward the minutes to the AEDC Council Chair for review and approval.

2.2.4. Approval. The AEDC Council chair makes decisions.

2.2.5. Frequency. The AEDC Council will normally meet on a regular schedule each Thursday from 1000 – 1130. The Council Secretariat will notify all AEDC Council members if the meeting is cancelled, moved, or rescheduled.

2.2.6. Location. The location of each meeting will be the AEDC/TSD conference room unless members are notified otherwise.

2.2.7. Electronic Announcements. Initial notification of meetings, briefings and other AEDC Council communication activity will be posted in the AEDC Council folder in Sharepoint. Copies of briefings and minutes will be posted unless material is deemed sensitive or otherwise not appropriate for posting. In these cases, material will be distributed through other means.

3. Metrics.

3.1. Effectiveness. Assess whether the secretariat of AEDC Council meetings maintain the necessary records (minutes and notes of action items) in a complete, timely, and accurate manner.

3.2. Quality. Periodically survey AEDC Council members to determine usefulness of the process.

MICHAEL T. BREWER, Colonel, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION***Acronyms and Abbreviations*

AEDC/TSD—Mission Support Division

AEDC/TMM—Maintenance Division

AEDC/TTS—Test Systems Division

AEDC/TST—Test Division

AEDC—Arnold Engineering Development Center

AEDC/CC—Arnold Engineering Development Center Commander

AEDC/EN—Arnold Engineering Development Center Engineering & Technical Management Office

AEDC/DP—Arnold Engineering Development Center Personnel Division

AEDC/FM—Arnold Engineering Development Center Comptroller Division

AEDC/HO—Arnold Engineering Development Center History Office

AEDC/IG—Arnold Engineering Development Center Inspector General

AEDC/JA—Arnold Engineering Development Center Staff Judge Advocate

AEDC/PA—Arnold Engineering Development Center Public Affairs

AEDC/PK—Arnold Engineering Development Center Contracting Division

AEDC/SE—Arnold Engineering Development Center Safety Office

AEDC/XP—Arnold Engineering Development Center Plans and Programs Division

AFMC—Air Force Materiel Command

AEDCI—Arnold Engineering Development Center Instruction

AFSO21— – Air Force Smart Operations for the 21st Century

CARA—Capability Analysis and Risk Assessment

COI—Center Operating Instruction

CTEIP—Central Test and Evaluation Investment Program

ESOHC—Environmental, Safety and Occupational Health Council

IGESP—In-Garrison Expeditionary Site Plan Committee

JFC—Junior Force Council

MILCON—Military Construction

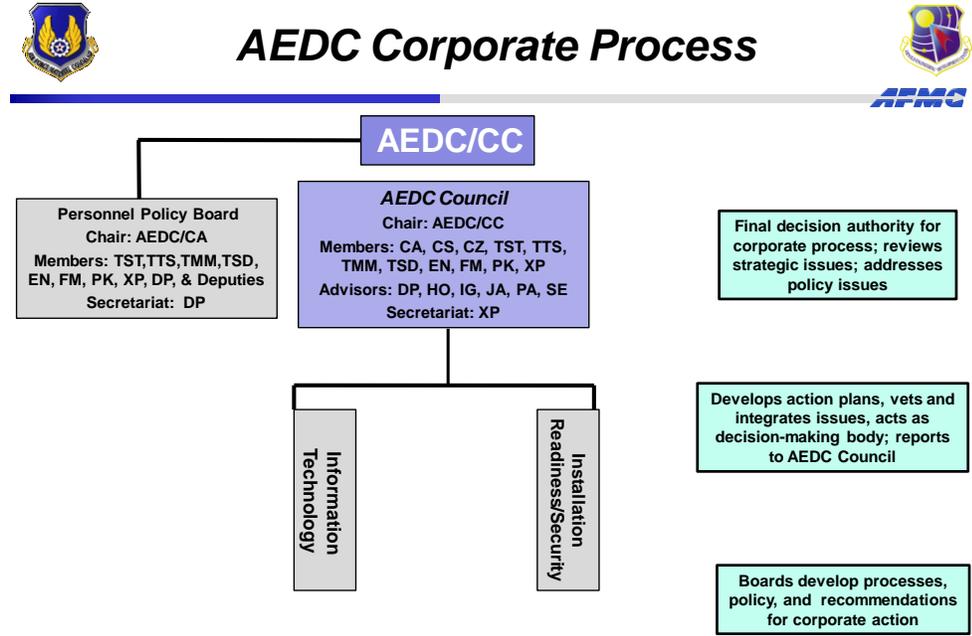
OPSEC—Operation Security

TD—Technical Director

TIPP—Test Investment Planning and Programming

Attachment 2
FLOWCHART

Figure A2.1. Flowchart



Attachment 3
AEDC BOARDS

Information Technology	
Chair:	TSD
Members:	TST & Deputy
	TMMA
	TTS-All 3 Branch Chiefs
	FMA
	PK Deputy
	XP Deputy
	TSDI
Advisors:	TSTW or TD
	TSTB or TD
	TSTS or TD
	JA
	ATA
Installation Readiness/Security	
Chair:	TSD
	TSDC
	TSD/SF
	TTSI Branch Chief
	TSD/Deputy
	TTS/Deputy
	OSI
	XP2
	TSD/LG
	TSD/IP
	TMM/DD
	SE
Advisors:	JA
	ATA
Personnel Policy	
Chair:	CA
Members:	TST
	TMM
	TSD
	TTS
	EN
	FM
	PK
	XP
Non-Voting Members:	
	TSD Deputy

TST Deputy
TTS Deputy
TMM Deputy
TST Technical Director
TTS Technical Director
CR (IMA Reserve Advisor)
Advisors: DP, DPR
FM Deputy