

**BY ORDER OF THE COMMANDER
EDWARDS AIR FORCE BASE**



**EDWARDS AIR FORCE BASE
INSTRUCTION 90-601**

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Specialty Management

**412TH TEST WING
CORPORATE GOVERNANCE**

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This publication implements Air Force Material Command Instruction (AFMCI) 90-601, *AFMC Corporate Structure*, and Air Force Test Center Instruction (AFTCI) 90-601, *AFTC Corporate Governance*. This instruction outlines the 412th Test Wing (TW) Corporate Governance Structure and establishes the 412 TW Council. It applies to all 412 TW units and organizations. This publication may not be supplemented or further implemented/extended. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847 from field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). This instruction does not require tiers at or below the Wing level.

1. Objective. The primary objective of the corporate process is to provide the 412th Test Wing Commander (412 TW/CC) with the capability to make decisions on Wing-wide issues from a corporate perspective, with group commanders/directors and staff involvement. Issues, recommendations, reports, policies, or initiatives with Wing-wide or significant resource implications from committees, working groups, integrated process teams (IPTs), sub-boards, etc., will be brought directly to the 412 TW Council or through the appropriate board by the owner/sponsor of the issue or process to the 412 TW Council. The scope of this instruction

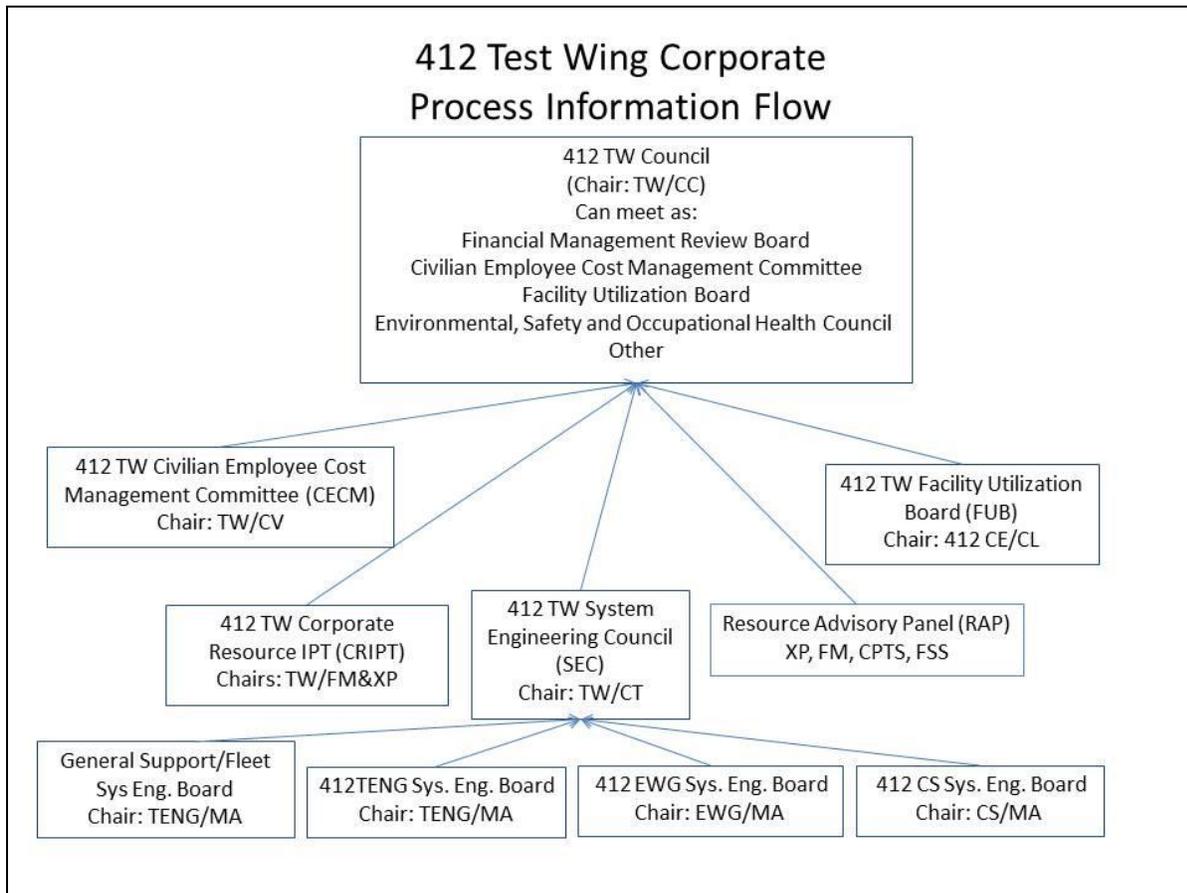
includes all efforts managed within the 412 TW. The process utilizes a corporate structure comprised of 412 TW Boards and the 412 TW Council. Duties and responsibilities of the chairs, members, and secretariat are set forth herein. This process is consistent with the HQ AFMC and AFTC decision-making processes.

2. Procedures.

2.1. The 412 TW 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 Wing-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 area. On occasion, however, these functional requirements drive changes in resource allocations, expectations for the workforce, or have implications beyond simple functional boundaries. In addition, there will always be requests for Test Wing positions on numerous issues of interest to higher headquarters and required coordinated responses to taskings from the same. It is incumbent upon each group commander/director and staff organizations 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.

2.2. The corporate process ensures the supporting and dissenting opinions for all major decisions are captured to enable Test Wing 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 412 TW corporate process will capitalize on the members' experience and knowledge of the Wing 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 Wing-wide (vice functional) perspectives in order to make corporate decisions.

2.3. Figure 2.1. depicts the relationships between various bodies in a hierarchical framework. 412 TW Boards are the bedrock of the process and are used by the Group Commanders/Directors for management, resource and policy decisions within their respective areas. The 412 TW Council is the next level of the process, taking a senior level, enterprise-wide view of issues and is the decision-making entity. The 412 TW Council is the senior decision-making body in the 412 TW corporate process. 412 TW/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.

Figure 1. 412th Test Wing Corporate Process Information Flow

3. Responsibility and Authority.

3.1. 412 TW Council. The Council serves as a forum for the TW/CC, with the advice of his group commanders/directors, to make informed decisions. The Council meets on a variety of topics that require the TW/CC to be the decision maker. The Council can meet on a variety of topics that require the TW/CC to be the decision maker. The Council can meet as an AFMCI 90-601, mandated council, for example, it can sit as the Civilian Employee Cost Management Council, the Facility Utilization Board, or the Environmental, Safety and Occupational Health Council depending on the topics to be covered. The council can sit as a non-mandated council for topics such as budget or investment plan approvals. For mandated councils, the appropriate sponsoring organization will be the OPR for meeting (in the above examples, 412TW/FSS and 412TW/CE respectively would be the council OPR).

3.1.1. Responsibilities. The 412 TW Council serves as the senior decision-making body making corporate strategic decisions. The Council will make key decisions affecting strategic plans, organizations, missions, the use of real property facilities, fiscal and physical resources in support of the mission, Program Objective Memorandum (POM) inputs, rate development and review, annual workload negotiations, Installation and Resources Protection Program, and Wing-wide policies. Plans, programs, and budgets approved by the Council are final and will constitute the baseline documents to measure progress. The Council functions as the Financial Management Board for financial plans, unfunded requests, and financial execution status. The Council is responsible for

developing, implementing, and improving business practices, procedures, and policies; institutionalizing and documenting processes; business inspections, reviews, and audits as required. The Council provides leadership and oversight (where appropriate) of the Program Management Reviews, CARA (Capability Analysis and Risk Assessment) Process, AFSO21 (Air Force Smart Operations for the 21st Century) Process, and others as designated.

3.1.2. Membership.

3.1.2.1. The 412 TW Council is chaired by 412 TW/CC or in the Commanders' absence by the 412 TW/CV. Other members of the 412 TW Council are the 412 TW/ID, 412 TW/CT, 412 OG/CC, 412 MXG/CC, 412 MDG/CC, 412 TENG/CL, 412 EWG/CC, 412 MSG/CC, 412 CE/CL, 412 TMG/CL, 412 TW/XP, 412 TW/FM, 412 CPTS/CC. Advisors as required include AFTC/PZI, 412 TW/JA, 412 TW/PA, 412 FSS, and others as needed.

Table 1. 412 TW Council and Advisors

412 Test Wing Council
Chair: 412 TW/CC
Members:
412 TW/CV (alternate chair)
412 TW/CT
412 TW/ID
412 OG/CC
412 TENG/CL
412 EWG/CC
412 MXG/CC
412 MSG/CC
412 CE/CL
412 MDG/CC
412 TW/FM
412 TW/XP
412 TW/TMG
412 CPTS/CC
412 TW/CT
Advisors:
412 TW/JA
412 FSS
412 TW/PA
AFTC/PZI
Others

3.1.2.2. 412 TW 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 organizations are present.

3.1.3. Administrative. The organization sponsoring the Council meeting will act as the secretariat. When no sponsoring org is identified, the Plans and Programs Office (412 TW/XP) will act as secretariat. The secretariat will assist in scheduling meetings, submitting read-ahead documents, and tracking action items, as directed by the chairperson. If an emergency meeting is needed, 412 TW/XP will schedule an out-of-cycle meeting to address the issue at hand.

3.1.3.1. For complex topics or as directed by the Chairperson, the sponsoring organization will develop the minutes capturing deliberations on their issue and send them to the Council member in their reporting chain for review. Subsequently, the sponsoring organization will send the draft minutes to the Secretariat who will review them for completeness. Once satisfied, the Secretariat will then forward the minutes to the Chairperson for review and approval.

3.1.4. Approval/Authority. The 412 TW Council Chairperson is the decision authority.

3.1.5. Frequency. The 412 TW Council will meet twice monthly on a regular schedule. The Council Secretariat will notify all 412 TW Council members if the meeting is cancelled, moved, or rescheduled. The location of each meeting will be the 412 TW conference room (B2750, CR 310) unless members are notified otherwise.

3.1.6. Electronic Announcements. Initial notification of meetings, briefings and other 412 TW Council communication activity will be posted in the 412 TW 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.

3.2. Committees or Special Purpose Working Groups may be established at the direction of the Council.

MICHAEL T. BREWER, Brigadier General, USAF
Commander

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

AFMCI 90-601, *AFMC Corporate Structure*, 11 March 2014

AFTCI 90-601, *Corporate Governance*, 05 March 2014

AFMAN 33-363, *Management of Records*, 01 March 2008

Adopted Forms

AF IMT 847, *Recommendation for Changes of Publication*

Acronyms and Abbreviations

412 TW/CC—412th Test Wing Commander

412 TW/CV—412th Test Wing Vice-Commander

412 TW/CT—412th Test Wing Technical Director

412 MSG/CC—412th Mission Support Group Commander

412 MDG/CC—412th Medical Group Commander

412 TW/ID—412th Test Wing Installation Director

412 CE/CL—412th Test Wing Civil Engineering Civilian Leader

412 OG/CC—412th Operations Group Commander

412 TMG/CL—412th Test Wing Test Management Civilian Leader

412 TW—412th Test Wing

412 TENG/CL—412th Test Engineering Group Civilian Leader

412 EWG/CC—412th Electronic Warfare Group Commander

412 TW/FM—412th Test Wing Financial Management Office

412 CPTS/CC—412th Comptroller Squadron Commander

412 TW/JA—412th Test Wing Staff Judge Advocate

412 TW/PA—412th Test Wing Public Affairs Office

412 MXG/CC—412th Maintenance Group Commander

412 TW/XP—412th Test Wing Plans and Programs Office

AFMC—Air Force Materiel Command

AFTC—Air Force Test Center

AFSO21—Air Force Smart Operations for the 21st Century

CARA—Capability Analysis and Risk Assessment

ESOHC—Environmental, Safety and Occupational Health Council