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**ADMINISTERING AND PAYING  
CIVILIAN FACULTY**

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This instruction implements AFPD 36-8, *Employee Benefits and Entitlements*, and references AFI 36-804, *Civilian Faculty Pay Plan for Air University and the USAF Academy*. It establishes the requirements for the appointment, reappointment, academic rank, salary step adjustment, and merit awards for professional civilian faculty members at the Air Force Academy. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and are disposed of in accordance with the AFRIMS Records Disposition Schedule (RDS) located at [https://afrims.amc.af.mil/rds\\_series.cfm](https://afrims.amc.af.mil/rds_series.cfm).

**SUMMARY OF CHANGES**

This interim change updates reappointing civilian faculty (paragraphs **3.5**, **3.5.1**, and **3.5.2**). A bar (|) indicates revisions from the previous edition.

**1. Definitions:**

1.1. **Mission Element.** The term "Mission Element" refers to four organizations at USAFA.

1.1.1. The Dean of the Faculty organization provides all academic instruction except for Physical Education, Military Art and Science, Aviation, and the USAFA Preparatory School. Mission Element Head is the Dean of the Faculty (HQ USAFA/HQ USAFA/DF).

1.1.2. The 34th Training Wing organization includes within its purview the academic instruction in Military Art and Science and in Aviation. The Commander, 34th Education Group (34 EDG/CC) administers these courses. Mission Element Head is the Commandant of Cadets (Commander, 34th Training Wing) (34 TRW/CC)).

1.1.3. The Director of Athletics organization includes within its purview academic instruction in Physical Education classes. Mission Element Head is the Director of Athletics (HQ USAFA/AH).

1.1.4. The Preparatory School organization provides academic instruction at the USAFA Preparatory School. Mission Element Head is its Commander (HQ USAFA/PL).

1.2. **Department Head.** The heads of the 19 academic departments within HQ USAFA/DF; the Commander, (34 EDG) in 34 TRW; the Directors of Athletic Programs (HQ USAFA/AHP) in HQ USAFA/AH; and the Commander, (HQ USAFA/PL).

1.3. **Agency Head.** The heads of those organizations without a primary teaching mission but which have administrative faculty assigned. In matters covered by this instruction, agency heads serve the same role as department heads.

**2. Delegating Responsibility for the Civilian Faculty Program.** The Superintendent (HQ USAFA/CC) retains final authority in all actions regarding the civilian faculty. The Civilian Human Resource Management System (CHRMS) applies. HQ USAFA/CC delegates selection and appointment authority to those listed in paragraph (3.1.).

2.1. **Converted Positions.** HQ USAFA/CC determines if and when positions are converted to civilian faculty positions under this program.

2.2. **Options for Incumbents.** Incumbents who held positions selected for conversion on or before 1 July 1993 may elect to retain current civil service status or convert to coverage under the provisions of the Civilian Faculty Pay Plan within 18 months of designation of their positions for conversion. Those employees who elect to change will be converted to coverage under the Civilian Faculty Pay Plan at the beginning of the first pay period after election; those electing to retain current status are subject to reduction-in-force procedures. Employees electing conversion who have personal competitive status retain reinstatement eligibility as defined in the Federal Personnel Manual (FPM). Conversion must result in no loss in compensation, academic status, life or health insurance, or retirement benefits.

2.3. **Immediate Conversion for Vacancies.** Designated positions that are vacant convert immediately.

**3. Appointing Civilian Faculty.** Internal procedures for recruiting, selecting, appointing, and reappointing as follow. Detailed procedures regarding normal duty day, faculty calendar, etc., appear in the USAFA Faculty Handbook. It is authoritative in any matter not included in this or other USAFA instructions.

3.1. **Administering Appointments.** The HQ USAFA/CC delegates selection authority to the Mission Element Heads (HQ USAFA/DF, 34 TRW/CC, HQ USAFA/AH, and HQ USAFA/PL) and appointment authority to the Director of Civilian Personnel, USAFA.

3.1.1. Each Mission Element Head appoints an advisory council to assist on faculty personnel matters such as:

3.1.1.1. Interpreting criteria for academic rank appointment and promotion.

3.1.1.2. Reviewing all recommendations to the Mission Element Head for initial appointments, reappointments, and promotion in academic rank.

3.1.1.3. Reviewing all recommendations to the Mission Element Head for merit awards (paragraph 5.3.).

**3.2. Recruiting Civilian Faculty.** The Mission Element Heads may recruit new faculty at any time, subject to funding availability, applicable DoD and Office of Personnel Management (OPM) directives, and CHRMS policies. The recruiting Department Head and Workforce Sustainment (10 MSS/DPCS) advertise through channels appropriate to the vacancy to obtain a list of applicants. The 10 MSS/DPCS assists the recruiting Department Head to validate the basic qualifications of each applicant.

**3.3. Selecting Civilian Faculty.** The Department Head convenes a rating panel to evaluate applicants following instructions from the Mission Element Head and the Department Head's rating guide. The Department Head coordinates his or her selection with the applicable advisory council to determine academic rank before forwarding the selection to the Mission Element Head for approval.

**3.4. Appointing Civilian Faculty.** After selection, 10 MSS/DPCS prepares memorandum of appointment, a contract, and arranges for the appointee to be in place at the agreed upon date. Initial appointments may be made at any time commensurate with USAFA requirements, but the term of an initial appointment effective at other than 1 July will normally not exceed 3 years. The following are general guidelines for appointment to academic rank in HQ USAFA/DF and 34 TRW.

3.4.1. Instructor. A relevant master's degree, interest in and potential for teaching, research, service, and other scholarly and professional activities.

3.4.2. Assistant Professor. A relevant doctorate or appropriate terminal degree with definite promise of growth and development in teaching, research, service, and other scholarly and professional activities; or a master's degree plus demonstration of outstanding contributions to the profession and USAFA that may justify this rank in the absence of an earned doctoral degree.

3.4.3. Associate Professor. A relevant doctorate or appropriate terminal degree with definite experience in an appropriate discipline; evidence of excellence in teaching, research, and service; and, at least 5 years of significant professional experience including normally no less than 3 years of full-time college-level teaching at the rank of Assistant Professor or above. Time in rank alone does not suffice for promotion to Associate Professor.

3.4.4. Professor. A relevant doctorate or appropriate terminal degree with experience in an appropriate discipline; a consistent record of excellence in teaching; an established, outstanding reputation in an academic discipline demonstrated through broad recognition of research and service accomplishments; and at least 10 years of applicable professional experience, including no less than 6 years of full-time college-level teaching with at least 3 years at the rank of Associate Professor or higher. Time in rank alone does not suffice for promotion to Professor. Promotion to Professor requires significant contributions as a demonstrated leader in carrying out the USAFA mission or the charter of the institution the candidate currently serves.

### **3.5. Reappointing Civilian Faculty.**

**3.5.1. Reappointing CW, AD, and PL Civilian Faculty.** Individuals who desire reappointment will apply between the 14th and 12th months before the current appointment expires to the Mission Element Head through his or her Department Head. Department Heads will endorse the application with a recommendation for reappointment or non-reappointment. No later than 60 days from the date of the application, the Mission Element Head will normally notify the applicant

of the final decision through the Department Head. Reappointments normally will become effective 1 July; separations, except for cause, normally will be effective 30 June.

**3.5.2. Reappointing DF Civilian Faculty.** For faculty members on an initial three-year appointment, the Dean of the Faculty, after conferring with the respective Department or Staff Agency Head, will determine whether a faculty member is to be reappointed when one year remains on the initial three-year appointment. Factors considered in deciding to reappoint will include superior faculty member performance as detailed in current and past performance appraisals and careful consideration of the factors set forth in paragraph 3.6. below. If a reappointment is warranted, the new appointment length will normally be for a period of four years, although lesser periods may be approved depending on the specific circumstances. The respective Department Head or Staff Agency head will inform the Dean in writing on page 4 of the Performance Appraisal of the faculty member's desire to be reappointed, after consultation with the faculty member. Formal reappointment applications by faculty members are no longer required. For faculty members who have already been reappointed at least once, at the end of each annual appraisal cycle, the Dean of the Faculty, after conferring with the respective Department or Staff Agency Head, will determine whether a faculty member will be reappointed. This decision will be made when three years remain on a faculty member's current four-year appointment. The decision to reappoint will be based on superior performance as demonstrated in the faculty member's current performance appraisal and careful consideration of the factors set forth in paragraph 3.6. below. Reappointments will normally be for a one year period, meaning that after reappointment, the faculty member will have four years remaining on their appointment. The respective Department Head or Staff Agency head will inform the Dean in writing on page 4 of the Performance Appraisal of the faculty member's desire to be reappointed, after consultation with the faculty member. Formal reappointment applications by faculty members are no longer required. In both kinds of reappointments, faculty members eligible for reappointment will normally be notified by the Dean or the Dean's designee no later than 30 days following the closeout of the faculty member's Performance Appraisal or as soon thereafter as practicable. Reappointments normally will be effective 1 July; separations, except for cause, normally will be effective 30 June.

**3.6. Meeting Promotion and Reappointment Criteria.** Promotions normally become effective 1 July after approval by the Mission Element Head. Essential qualities expected of every faculty member include the personal attributes of integrity, industry, cooperation, initiative, and breadth of intellectual interests. To merit promotion or reappointment, the candidate must demonstrate superior achievement appropriate to the level in each of the following areas:

3.6.1. Demonstrated excellence in teaching is an absolute and fundamental requirement for appointment, reappointment, and promotion. Teaching performance may be demonstrated by classroom presentations; course and laboratory development; course direction; leadership of independent student projects; and mentorship of junior faculty.

3.6.2. Faculty members normally conduct research, engage in consultation (consistent with public law and DoD and Air Force directives), write and publish educational and professional articles and textbooks, and participate in conferences and other activities of learned societies. These activities strengthen and improve the faculty's capacity to carry out the Academy's mission and simultaneously enrich classroom teaching.

3.6.3. Each faculty member provides service to the Air Force, the Air Force Academy, and the professional community. Such service may take the form of involvement in cadet activities and

programs, administration, faculty governance, curriculum and program management, or temporary assignment to other Air Force organizations.

**3.7. Appointing and Promoting Physical Education Instructors.** The requirements for appointment or promotion follow:

3.7.1. Instructor. Faculty appointed in this category hold the title Instructor of Physical Education. Each must have at least a bachelor's degree and demonstrated experience and proficiency in the field of specialization.

3.7.2. Assistant Professor. Faculty appointed in this category hold the title Advanced Physical Education Instructor. A bachelor's degree and at least 3 years of college teaching in the field or coaching experience is required. The individual also must have a successful record of coaching or teaching in the field of specialization.

3.7.3. Associate Professor. Faculty appointed in this category carry the title Senior Physical Education Instructor. Individuals in this category must have at least a master's degree and 8 years of successful college teaching or coaching, and have achieved distinction as a coach or teacher in the field of specialization with superior leadership and personal attributes. Prospective appointees must be qualified as a head coach or administrator of some phase of the physical education curriculum and have made continuous contribution to the mission of the Air Force Academy (or the applicant's current school).

3.7.4. Professor. Faculty appointed in this category will have the title Associate Director of Physical Education. They must have a doctorate, or a master's degree and 15 years of successful college teaching or coaching. The individual must have achieved high distinction in the field of specialization with superior leadership and personal attributes. He or she must also have significant experience as a head coach or administrator of some phase of the physical education curriculum and have made continuous significant contribution to the mission of the Air Force Academy or the applicant's current school.

3.7.5. Instructor-Coach (Major Sport). Faculty appointed in this category hold the title Major Sport Instructor. They must meet the academic and experience requirements for instructor (paragraph 3.7.1. above) and may be hired in any instructional pay band and step based on market conditions and experience. Major Sport Instructors do not have academic title, nor are they eligible for academic promotion. Major sports at the USAFA are football, men's and women's basketball, volleyball and ice hockey.

**3.8. Appointing and Promoting USAFA Preparatory School Instructors.** The requirements for appointment or promotion follow:

3.8.1. Instructor. Faculty appointed in this category will have the title of Instructor of (applicable discipline). A candidate must have either a bachelor's degree and 3 years teaching experience or a relevant master's degree and interest in and potential for teaching, research, and service.

3.8.2. Assistant Professor. Faculty appointed in this category will have the title of Lead Instructor of (applicable discipline). Candidates must have either a relevant master's degree, at least 3 years teaching experience, and demonstrated outstanding contributions to the profession and the USAF Academy; or, a relevant doctorate with definite promise for growth in teaching, research, and service.

3.8.3. Associate Professor. Faculty appointed in this category will have the title of Command Instructor of (applicable discipline). Candidates must have a relevant doctorate degree, at least 8 years teaching experience, and have demonstrated outstanding contributions to the profession and the USAF Academy.

3.9. **Other Titles for Physical Education and Preparatory School Faculty.** Faculty who meet the academic requirements and standards cited in paragraph 3.4. may be entitled to carry the title of Assistant Professor, Associate Professor, or Professor. They must submit their application to HQ USAFA/DF's Advisory Council (Faculty Personnel Council) for review; after concurrence, HQ USAFA/AH or HQ USAFA/PL, as appropriate, may award the title to the applicant.

3.10. **Appointing Administrative Faculty.** Individuals appointed to administrative faculty positions must meet the degree requirements for Instructor, Assistant Professor, Associate Professor, or Professor.

3.11. **Appointing Civilian Faculty to Emeritus Rank.** Retiring civilians in the academic rank of Professor may be given the honorary title "Professor Emeritus," without affecting either pay or retirement annuity. USAFA is authorized to design, print, and confer appropriate certificates for such purposes. The "Emeritus" title may be conferred under the following conditions:

3.11.1. The faculty member must have rendered long and distinguished service to USAFA.

3.11.2. The organization of affiliation recommends award of such status to the Mission Element Head.

**4. Administering Civilian Faculty Pay** The basic salary is based on a 12-month work year and is considered full and complete pay for the professional duties and responsibilities civilian faculty render. No premium pay, such as overtime, holiday pay, or Sunday pay is authorized. Supervisors must assure that, overall, the workload generally aligns with work weeks which average 40 hours in length.

4.1. **Substituting Holidays** . Civilian faculty who must work on a federal holiday receive no premium pay. However, another day must be substituted for the holiday, normally a day designated by the HQ USAFA/CC for the entire faculty.

4.2. **Reporting Time and Attendance** . Time and attendance forms will reflect duty Monday-Friday, 0730-1630, with a 1 hour lunch unless the employee is on leave. It is understood by all parties (faculty members, time keepers, certifying officials, payroll officers, and inspectors) that this form of reporting accommodates existing payroll mechanisms rather than actual work and cannot be considered a falsified record. Employees must work an average of 40 hours per week. Report absence for professional development on the forms as sabbatical leave, unless other categories of leave are used.

4.3. **Pay for Preparatory School.** Pay limits for Preparatory School civilian faculty are these: Step 26 for Instructor; Step 34 for Lead Instructor; Step 45 for Command Instructor; Step 55 for Administrative Faculty.

## **5. Administering Appraisals And Core Documents.**

5.1. **Core Documents.** Departments must develop core documents, *Air Force Faculty Position Description*, stating assigned duties and projected accomplishments for each faculty member, individualized as needed. Supervisors conduct periodic classroom observations and provide performance feedback in addition to the annual evaluation.

5.2. **Appraisals.** All faculty members are appraised annually against the established performance standards. The first appraisal cycle must cover more than 90 calendar days, but not more than 15 months. The normal appraisal cycle runs from 1 July through 30 June.

5.2.1. At the end of the rating period, the supervisor completes the appraisal, USAFA Form 112, **United States Air Force Academy Faculty Performance Appraisal**, and sends it to the reviewer before discussing it with the faculty member. After approval by the reviewer, both the supervisor and the faculty member sign the appraisal. Signature by the faculty member does not imply agreement with the performance elements, performance standards, or the rating, but merely that the appraisal has been discussed and understood.

5.2.2. Supervisors must assist faculty members to perform at or above the "Successful" level by giving periodic feedback or progress reports when necessary.

5.2.3. If the employee's performance is unacceptable at any time during the performance appraisal cycle, the supervisor must inform the employee, in writing, of the element for which performance is unacceptable, and what the employee must do to bring it up to a successful level. The supervisor then initiates an opportunity period to give the employee a reasonable time to demonstrate acceptable performance.

5.2.4. Failure to improve performance to the "Successful" level during the opportunity period requires the supervisor to initiate appropriate remedial action. Remedial actions may include, but are not limited to, demotion in academic rank, salary, or step, or removal.

5.2.5. If conditions arise that cause a change in a performance appraisal, a special review will be held. Either the supervisor or the faculty member may initiate such review. If such a review is held, both the faculty member and the supervisor must sign. A faculty member's signature does not signify agreement with any change made in the performance elements and standards, but rather that the supervisor provided an appraisal of performance under the special review.

5.3. **Using Performance Appraisals for Performance Awards.** The Mission Element Heads determine annually, within budget limitations, the amount of money to use for merit step increases and merit performance bonuses. Civilian faculty members may receive awards governed by other applicable directives, if eligible.

5.3.1. Merit Awards. Using faculty members' performance appraisals as a basis, Department Heads may recommend merit step increases and merit performance bonuses to the Mission Element Head.

5.3.2. Merit Step Increases. Civilian faculty members receive merit step increases only if their current performance is rated as "Successful" and the length and type of appointment otherwise establishes eligibility for a performance appraisal under this instruction. Department Heads may recommend for each faculty member no adjustment (other than comparability adjustments), or one, or two steps increase. The Mission Element Head allocates the merit step increases after reviewing the recommendations of the advisory council.

5.3.3. Merit Performance Bonuses. In addition to merit increases and awards, faculty members may be granted performance bonuses for exceptional accomplishments. The Mission Element Head approves all faculty merit performance bonus awards based on recommendations of the Department Heads.

**6. Terminating Appointments.** Supervisors must make every effort to ensure an individual is given at least 12 months' notice of termination or nonreappointment.

6.1. **Reduction-in-Force (RIF)** . Loss of personnel funding, authorizations, or other compelling circumstances may result in termination of the current appointment. Reduction-in-force procedures may be used to administer such losses.

**7. Assigning Occupational Series and Protocol Equivalents.**

**7.1. Occupational Series:**

7.1.1. 1701 - General Education and Training/Professional.

7.1.2. 1720 - Education Program.

7.1.3. 1730 - Education Research.

7.1.4. 1750 - Instructional Systems.

**7.2. Protocol Equivalents:**

7.2.1. Professor: GS-14 or 15;

7.2.2. Associate Professor: GS-13 or 14;

7.2.3. Assistant Professor: GS-12 or 13;

7.2.4. Instructor: GS-12.

**8. Appointing Faculty to Other Academic Positions.** Additional categories integral to the academic structure are:

8.1. **Visiting Faculty.** HQ USAFA/DF, 34 TRW, HQ USAFA/PL and HQ USAFA/AH may appoint as visiting faculty, at an appropriate rank and compensation, professionals who may make significant contributions to the mission of USAFA. Such appointments normally last for 1 year but may be extended by the Mission Element Head. Visiting faculty with outstanding qualifications and reputation may be designated Distinguished Visiting Professors.

8.2. **Adjunct Faculty.** The Mission Element Head may recognize, by appointment to the adjunct rank, distinguished individuals who make significant contributions to the mission of USAFA. Criteria for such appointments are equivalent to those for regular rank. Such appointees will normally serve without compensation if selected from outside the Federal service.

8.3. **Professorial Administrative Positions.** Certain professorial administrative positions determined by the Mission Element Head or higher authority are considered "administrative faculty" under the Civilian Faculty Personnel Plan. All such positions require the faculty member to hold academic rank under paragraph 3.4. Administrative positions not requiring current membership on the faculty as a precondition for employment will be filled as other academic appointments. Current faculty members may apply along with other applicants without affecting their current positions. Administrative faculty positions which require membership on the faculty as a precondition for appointment will be filled from a list of volunteer faculty members.

9. Form Prescribed. USAFA Form 112.

ERIC L. LESHINSKY, Maj, USAF  
Commander, 10th Mission Support Squadron

**Attachment 1****INTERIM CHANGE (IC) 2006-1 TO USAFAI 36-802, ADMINISTERING AND PAYING  
CIVILIAN FACULTY, 19 OCTOBER 1995****26 APRIL 2006**

OPR: 10 MSS/DPCO (Ms. Nikki King)

Certified by: 10 MSS/DPC (Ms. Karen Warner)

***SUMMARY OF REVISIONS***

This revision incorporates Interim Change IC 2006-1. This revision adds an additional category of civilian faculty members to Paragraph 3.7., Appointing and Promoting Physical Education (PE) Instructors in the United States Air Force Academy (USAFA) Department of Athletics. A bar ( | ) indicates revision from the previous edition.

3.7.5. Instructor-Coach (Major Sport). Faculty appointed in this category hold the title Major Sport Instructor. They must meet the academic and experience requirements for instructor (paragraph 3.7.1. above) and may be hired in any instructional pay band and step based on market conditions and experience. Major Sport Instructors do not have academic title, nor are they eligible for academic promotion. Major sports at the USAFA are football, men's and women's basketball, volleyball and ice hockey.

ANDREW H. WEAVER, Major, USAF

Commander, 10<sup>th</sup> Mission Support Squadron