

**BY ORDER OF THE COMMANDER  
8TH FIGHTER WING**

**8TH FIGHTER WING INSTRUCTION  
36-502**



**18 FEBRUARY 2026**

**Personnel**

**CIVILIAN PERSONNEL RESOURCE  
MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Department of the Air Force Policy Directive (DAFPD) 36-1, *Appropriated Funds Civilian Management and Administration* complements Department of the Air Force Instructions (DAFI 36-129, *Civilian Personnel Management and Administration*; Department of Defense Instruction (DoDI)1400.25V610\_DAFI36-152, 6 Apr 2023 Hours of Work and Holiday Observances; and United States Forces Korea Instruction (USFKI)1400.01, *Civilian Personnel Policies and Procedures – Korean Nationals*; United States Forces Korea Regulation (USFKR) 37-2, *Special Measures Agreement Labor Cost Sharing Program*. It provides guidance to commanders, managers and resource managers about the role of the Civilian Resource Management Board (CRMB), and how the CRMB considers issues concerning overtime management of civilian employees, the performance award process, and the over hire approval process. It applies to all Korean national (KN) appropriated and non-appropriated fund employees, and United States (U.S.) General Schedule (GS) and Federal Wage System (FWS) appropriated fund employees. 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 the AF Forms 847 from the 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 Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). 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.

## ***SUMMARY OF CHANGES***

How it reads: 5.5.2. However, the time period for use may be extended up to six additional pay periods. Compensatory time is forfeited if not used within these six pay periods or if the employee transfers or is reassigned to another organization.

Changed to Read: 5.5.2. However, the time period for use may be extended up to 3 additional pay periods (or equivalent time period for activities not on a monthly or 4 week pay period).

How it reads: 6.4. Korean Nationals: In Accordance With (IAW) USFK 690-1

Changed to Read: 6.4. Korean Nationals: In Accordance With (IAW) USFKI 1400.01

**1. Objective.** The Air Force needs to manage civilian human resources within budget while balancing:

- 1.1. Mission needs.
- 1.2. Operational economy and efficiency.
- 1.3. Skills and career paths.
- 1.4. Employee development and motivation.
- 1.5. Recruitment and retention of competent people.

**2. Civilian Resource Management Responsibility .** Civilian resource management responsibility is assigned down through the Air Force chain of command from the Secretary of the Air Force to commanders of major commands (MAJCOM) or comparable organizations, to subordinate commanders on down to first-level supervisors. Each manager who employs civilian personnel within the chain of command must manage civilian resources properly and is accountable for their immediate supervision. Managers and supervisors at each level must evaluate their subordinate supervisors on how well they manage their civilian resources and take appropriate action to correct or reward managers' performance.

### **3. Civilian Resource Management Board (CRMB)**

3.1. The CRMB is a corporate board established to consider civilian resource issues such as reviewing the Work Year (WY) and funding execution of the Civilian Employment Plan (CEP), and approves recommended employment strategies, as necessary. The CRMB ensures 100 percent execution of civilian WYs through utilization of both permanent and temporary U.S. and Foreign employees. The CRMB monitors execution and makes decisions on the civilian pay budget. It also approves requests for most Over Hires (OHs), and monitors compliance regarding use of OHs.

3.2. The CRMB is chaired by the 8th Fighter Wing Deputy Commander (8 FW/CD), and group commanders or their designees serve as members. Representatives from Manpower, Budget, and Civilian Personnel serve as advisors. The Board considers requests relating to the use of civilian resources and makes recommendations to the 8th Fighter Wing Commander (8 FW/CC) on these issues. Organizations will not commit civilian pay resources, e.g., OHs (except where unavoidable), without approval of the CRMB. Meetings are held quarterly, or on an as-needed basis.

#### 4. OH Approval Process

4.1. The civilian pay budget is based solely on the number of funded U.S. and KN civilian authorizations on the Unit Manpower Demand (UMD) for each organization. Pacific Air Force (PACAF) units at Kunsan Air Base (AB) may employ OH employees that can be supported from within each respective group's funds without CRMB approval. OH funding options by individual groups include: using supply, equipment, operations, or other funds to pay for OH employees' pay and benefits. Even though unit funds are used to pay for an OH, the request must be coordinated with 8th Force Support Squadron Staffing Section (8 FSS/FSCA), Budget Office and the Manpower and Organization Office prior to arrival at 51 Force Support Squadron (51st FSS/FSCA-Classification Section) for processing and forwarding to Air Force Personnel Center (AFPC).

4.2. Employment of OHs using 8 FW civilian pay funds must be approved by the CRMB. Use AF Form 1768, *Staff Summary Sheet*, for OH requests (initial or extensions). The AF Form 1768 should explain: amount and source of funds used to support the request; a short description of OH duties; why the OH is needed; and beginning and ending dates. Requests must be processed through the appropriate chain of command up through the group commander or equivalent. Upon obtaining all coordination (which must include coordination with both the Budget Office and Manpower and Organization Office), attach the AF Form 1768 to a **Request for Personnel Action** (RPA), and forward to 8 FSS/FSCA for processing. Once the necessary review is completed and approval of an OH position is accomplished, it is forwarded to 51 FSS/FSCA-Classification Section for appropriate action.

4.3. Technical questions concerning the OH process should be referred to the 8 FSS Manpower Offices (8 FSS/FSM).

#### 5. Overtime Policy and Procedures

5.1. Overtime work must be officially ordered by the appropriate supervisor and approved in writing by a group commander or equivalent, or his/her designee not below squadron commander level. The second level supervisor may approve overtime work when that work will result in compensatory time only and not in a payment of overtime. When using this option, the supervisor must assure that the compensatory time off will be allowed within the time period explained in paragraph 5.4 and 5.5.2 of this instruction.

5.2. Supervisors must use AF Form 428, Request for Overtime, Holiday Premium Pay, and Compensatory Time, to request and document advance approval for overtime, including compensatory time. All requests for overtime and holiday premium pay will be routed through 8 CPTS/FMA for funds availability. The only exception to this rule is in emergency situations when approval of the AF Form 428 may be done no later than the following workday. Supervisors will ensure their timekeepers maintain the AF Form 428 for six years.

5.3. Employees are entitled to a minimum of two hours each time they are called back to duty. Since overtime is usually involved, the use of AF Form 428 is required.

5.4. Compensatory time off is time off with pay in lieu of overtime pay for any overtime work for U.S. employees. A supervisor may require that an employee receive compensatory time off in lieu of overtime pay for any overtime work. Korean employees, regardless of grade level, may request compensatory time in lieu of overtime payment or must be paid for overtime for work over eight hours per day or 44 non-overtime hours in any workweek, except for

employees working a special tour of duty or compressed work schedule. One hour of compensatory time off is granted for each hour of overtime worked.

#### 5.5. Compensatory Time Usage Rules

5.5.1. When U.S. employees are given time off in lieu of overtime pay, the compensatory time off earned must be used by the end of the 26th pay period after that in which it was earned. Compensatory time off not used within 26 pay periods shall be paid at the overtime rate at which it was earned. When a Department of Defense (DoD) employee separates or transfers to another DoD Component or other Federal agency (e.g., from Air Force to Army, from Navy to Air Force, or from Air Force to Department of State), any unused compensatory time off balance shall be paid at the overtime rate at which it was earned. Compensatory time off cannot be granted for work performed on a holiday (except for holiday work performed in excess of eight hours in a day). To avoid the unnecessary expense of paying overtime for unused compensatory time, supervisors must ensure time is made available for its use. Furthermore, supervisors should require employees to use any accumulated compensatory time before approving annual or sick leave.

5.5.2. When KN employees are given time off in lieu of overtime pay, it cannot be changed back to overtime payment. Compensatory time will normally be taken in the same pay period accrued. However, the time period for use may be extended up to 3 additional pay periods (or equivalent time period for activities not on a monthly or 4 week pay period). Compensatory time is forfeited if not used within these 3 pay periods or if the employee transfers or is reassigned to another organization. Compensatory time taken will be accounted for on a first-in, first-out basis. As with U.S. workers, supervisors should require KN employees to use any accumulated compensatory time before approving annual or sick leave.

5.6. Overtime expenses are a part of the average annual salary used in determining the total civilian pay budget. The previous fiscal year's overtime amount is factored into the current civilian pay budget. Careful consideration should be given before approving overtime requests. The CRMB and the Budget Office closely monitor overtime expenses to ensure they remain at manageable levels.

5.7. Technical questions concerning the rules for granting overtime or compensatory time, holiday premium pay, and holiday observances should be referred to the Labor and Employee Management Relations Section (8 FSS/FSCA).

### **6. Performance Awards (Cash Bonus) Procedures**

6.1. Each year, prior to the close of the performance rating cycle for U.S. and KN employees, the Civilian Personnel Office (CPO) will obtain a decision from the 8 FW/CC on the civilian awards policy. Following approval, the CPO will publish a letter conveying that policy to squadron commanders. Generally, the policy will include procedures, approval levels for awards, and the amount of each organization's awards budget.

6.2. The civilian performance awards approval process will be a decentralized one in which prorated, centrally funded budgets will be determined and conveyed to organizations. The budget for each organization is based on the number of employees assigned to the organization, average grade, and average annual salary. Commanders are tasked with ensuring their awards budget is distributed fairly among their top performers. Commanders must assure all awards

approved are appropriate, supported by proper documentation, and meet the intent of the performance awards program.

6.3. U.S. employees rated “Acceptable” may be nominated for up to five percent of their base salary. If an employee received a promotion during the past year, the award will be limited to no more than one percent. Only exceptional performers should be nominated for Quality Step Increases (QSI), which, for budget purposes, are equivalent to a three percent cash bonus. KN employees with outstanding ratings may be given an award of up to 160 hours at the scheduled hourly basic rate.

6.4. Korean Nationals: In Accordance With (IAW) USFKI 1400.01, Chiefs of joint and special staff sections of major commands, major subordinate commanders, and commanders reporting directly to the major commander may approve the amount of the award up to 200 hours of base pay of the employee’s current grade and step rate. Commanders of major command, may approve cash awards up to 400 hours of base pay or 20 percent of annual base pay of an employee for unusually exceptional performance warranting a higher amount of cash award. If an employee is on saved pay, the employee’s current grade and step rate will be the basic pay rate of his/her saved pay when determining the amount of the employee’s Sustained Superior Performance cash award.

6.5. Each organizational commander with five or more civilian employees is responsible for managing performance awards within the prorated share of each year’s centrally funded awards budget or may reallocate funds from another area within that unit’s overall organizational budget to accommodate an increased amount, in coordination with the Chief, Financial Analysis (8 CPTS/FMA). Organizations with less than five civilian employees will be consolidated into a “shared” budget.

6.6. Technical questions concerning the prorated share of each year’s awards budget and information for completion of performance appraisals should be referred to the Labor and Employee Management Relations Section (8 FSS/FSCA).

KATHRYN K. GAETKE, Colonel, USAF  
Commander

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

DAFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 29 Aug 2023  
DAFI 36-129, *Civilian Personnel Management and Administration*, 6 Apr 2023  
DoDI1400.25V610\_DAFI36-152, *Hours of Work and Holiday Observances*, 6 Apr 2023  
AFI 33-322, *Records Management and Information Governance Program*, 23 Mar 2020  
USFKI 1400.01 Civilian Personnel Policies and Procedures – Korean Nationals, 9 December 2022  
USFKR 37-2, *Special Measures Agreement Labor Cost Sharing Program*, 7 April 2015

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*  
AF Form 1768, *Staff Summary Sheet*  
AF Form 428, *Request for Overtime, Holiday Premium Pay, and Compensatory Time*

***Abbreviations and Acronyms***

**AB**—Air Base  
**AFPC**—Air Force Personnel Center  
**AFRIMS**—Air Force Records Information Management System  
**CAP**—Consolidated Allowances Payment  
**CEP**—Civilian Employment Plan  
**CPO**—Civilian Personnel Office  
**CRMB**—Civilian Resource Management Board  
**CWS**—Compressed Work Schedule  
**DAFI**—Department of the Air Force Instruction  
**DAFPD**—Department of the Air Force Policy Directive  
**DoD**—Department of Defense  
**DoDI**—Department of Defense Instruction  
**FWS**—Federal Wage System  
**GS**—General Schedule  
**IAW**—In Accordance With  
**KN**—Korean National  
**MAJCOM**—Major Command

**OH**—Over Hire

**OPR**—Office of Primary Responsibility

**PACAF**—Pacific Air Force

**QSI**—Quality Step Increases

**RDS**—Records Disposition Schedule

**RPA**—Request for Personnel Action

**UMD**—Unit Manpower Document

**U.S.**—United States

**USFKI**—United States Forces Korea Instruction

**USFKR**—United States Forces Korea Regulation

**WY**—Work Year

### *Office Symbols*

**8 FW/CC**—8th Fighter Wing Commander

**8 FW/CD**—8th Fighter Wing Deputy Commander

**8 FSS/FSCA**—8th Force Support Squadron Civilian Personnel Office, Staffing Section

**8 FSS/FSMM**—8th Force Support Squadron Manpower Office

**8 CPTS/FMA**—8th Comptroller Squadron Financial Analysis

**51 CPTS/FCSA**—51st Force Support Squadron Civilian Personnel Office, Classification Section

### *Terms*

**Administrative Workweek**—The administrative workweek begins at 0001 Sunday and ends at 2400 on the following Saturday. The calendar day on which a shift begins is considered the day of duty for that day even though the day of duty extends into the next calendar day or into the following administrative workweek.

**Call Back Overtime Work**—Irregular or occasional overtime work performed by an employee on a day when work was not scheduled, or for which the employee is required to return to his place of employment, is deemed at least 2 hours in duration for the purpose of premium pay, either in money or compensatory time off.

**Civilian Over hire**—A civilian over hire is defined as a position not on a firm authorization. Over hires are generally used to satisfy short-term or seasonal workload requirements or to meet vital mission requirements. Over hires positions are utilized in the following ways: Seasonal workload (lifeguard), Emergency Workload (fire, storm damage, and natural disaster), Short-term mission requirements (surge workload).

**Compensatory Time**—Time off from an employee's regularly scheduled work instead of overtime pay. Compensatory time off is granted on the basis of one hour off for each hour of overtime worked. The use of so-called "unofficial compensatory time," the procedure of allowing

employees to work in excess of their 8-hour day with a promise of “comp time” off at a later date (and not reflected on official time sheets) is illegal and its use is prohibited.

**Compressed Work Schedule (CWS) for KN Employees**—At the discretion of Commanders, a CWS may be established upon agreement between management and Union. There are two conditions under the CWS: (1) the average work hours per week in each two week work period must not exceed 40 hours, and (2) working hours in any work week must not exceed 48 hours. Overtime rates will not be paid for those CWS daily scheduled hours even though the employee actually worked more than 8 hours a day on those CWS workdays. The hours in excess of 8 hours a day will be accounted for as CWS time earned, and the CWS time earned (or to be earned) during the given week will be paid off/offset by charging to CWS time used during the week. All hours actually worked in excess of the CWS daily scheduled hours on the CWS workdays will be paid at overtime rates.

**Holiday Premium Pay (U.S.)**—An employee who performs work on an officially designated American holiday is entitled to pay at his/her rate of basic pay plus premium pay (for work not in excess of 8 hours) at a rate equal to his or her rate of basic pay for that holiday. An employee is entitled to pay for overtime work on a holiday (after the 8th hour of holiday work) at the same rate as for overtime work on other days. An employee who is assigned to duty on a holiday is entitled to pay for at least 2 hours of holiday work (similar to call back overtime rule). For example, a U.S. employee who worked 12 hours on a holiday would receive 8 hours of regular pay, 8 hours of holiday premium pay and 4 hours of overtime pay.

**Holiday Premium Pay (KN)**—An employee who performs work on an officially designated Korean holiday (USFKI 1400.01) is entitled to holiday premium pay. The payment of holiday premium is 100 percent of base pay, Consolidated Allowances Payment (CAP), and supervisory differential. Work in excess of 8 hours per day or 44 hours per week that occurs on a holiday will entitle an employee to both the holiday premium pay and overtime pay. For example, a KN employee who worked 12 hours on a holiday would receive 8 hours of regular pay (base pay, CAP, and other applicable allowances); 12 hours of holiday premium pay (100 percent of base pay and CAP); and 4 hours of overtime pay (150 percent of base pay and CAP).

**Lapse Rate**—The difference in encumbered UMD positions as compared to vacant UMD positions creates lapse rate that forms the basis for over hire funding.

**Overtime Work**—Work in excess of 8 hours in a day or in excess of 40 hours (U.S.) or **44 hours (KN) in an administrative workweek. For KN, payment in the amount of 150 percent of the scheduled hourly base pay rate and hourly CAP is authorized for all time actually worked as overtime. For U.S. employees, overtime pay is one and one—half times an employee’s basic rate of pay or no more than the basic overtime rate of pay for GS-10 Step 1.**

**Performance Award**—A cash payment to U.S. and KN employees based on performance reflected in the annual rating of record. A performance award does not increase base pay.

**Quality Step Increase**—An additional within-grade increase granted to a U.S. GS employee under Title 5 U.S.C. 5336 to recognize sustained high quality performance beyond normal expectations.

**Special Tours of Duty for KN Employees**—Special tours may be established for fire fighter personnel and other personnel where a substantial standby period of time is required. The tour of

duty for these employees (for example, fire fighter personnel and air traffic controllers) is 24 hours on duty and 24 hours off duty. Sixteen hours of each 24 hours will be considered pay time, and eight hours will be considered as standby (non-pay) time for sleeping and eating. Overtime will be paid for the 16 hours of the second shift when the employee is required to work two consecutive 24-hour shifts.