

**BY ORDER OF THE COMMANDER  
AIR COMBAT COMMAND**

**AIR COMBAT COMMAND  
INSTRUCTION 36-211**



**6 SEPTEMBER 2018**

***Personnel***

**ACC SQUADRON COMMANDER  
HIRING AND TENURE**

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This instruction implements Air Force Policy Directive (AFPD) 36-21, *Utilization and Classification of Air Force Military Personnel*. It establishes Air Combat Command's hiring requirements for squadron commander billets and delineates tenure policy for all squadron commanders. This publication may be supplemented at the Numbered Air Force level, but all supplements that directly implement this publication must be routed to HQ ACC/A1KB Career Development Branch for coordination prior to certification and approval. This publication does not apply to Air Force Reserve Command or Air National Guard units. Refer recommended changes and questions about this publication to the Office of Primary Responsibility using the AF Form 847, *Recommendation for Change of Publication*; send AF Form 847 to the ACC Career Development Branch (HQ ACC/A1KB), 114 Douglas Street, Joint Base Langley-Eustis, Virginia 23665. 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. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule. Contact supporting records managers as required. See **Attachment 1** for a glossary of references, supporting information and terms.

***SUMMARY OF CHANGES***

This instruction has significant updates and requires a complete review. Of note, **Chapter 7** has been rewritten to modify previous guidance. Various AFI / JTR references have been updated to ensure correctness.

<b>Chapter 1— GENERAL INFORMATION</b>	<b>3</b>
1.1. Overview.....	3
1.2. Application.....	3
<b>Chapter 2— CANDIDATE REQUIREMENT</b>	<b>4</b>
2.1. Command Lists .....	4
2.2. Exceptions.....	4
<b>Chapter 3— SQUADRON COMMANDER HIRING PROCEDURES</b>	<b>5</b>
3.1. Hiring Authority. ....	5
3.2. Operational (O-5 and Below Positions).....	5
3.3. Support (O-5 and Below Positions).....	5
<b>Chapter 4— MANDATORY ACTIONS PRIOR TO ASSUMING COMMAND</b>	<b>6</b>
4.1. Squadron Command Pre-requisites. ....	6
<b>Chapter 5— SQUADRON COMMANDER TENURE REQUIREMENTS</b>	<b>8</b>
5.1. Time in Command (TIC). ....	8
<b>Chapter 6— COMMANDER REMOVAL</b>	<b>9</b>
6.1. Removal Procedures. ....	9
<b>Chapter 7— WAIVER PROVISIONS</b>	<b>10</b>
7.1. Hiring. ....	10
7.2. Tenure.....	10
7.3. Pre-Command Training. ....	11
<b>Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>	<b>12</b>

## Chapter 1

### GENERAL INFORMATION

#### 1.1. Overview

1.1.1. The squadron commander hiring and tenure process outlined in this instruction is designed to give 1st Air Force, 9th Air Force, 12th Air Force, 24th Air Force, 25th Air Force, United States Air Force Warfare Center (USAFWC), United States Air Forces Central (USAFCENT), and wing commanders (Hiring Authorities or Senior Raters) maximum hiring latitude for filling critical leadership positions.

1.1.2. This instruction applies to appointments of squadron command. A “squadron” is defined as a unit which exists within a wing and/or group structure for the purposes of this instruction. It does not apply to detachments, flights, centers, or staffs except detachments scheduled to become Associate Fighter Squadrons; these officers will be selected from a current squadron commander’s list.

#### 1.2. Application

1.2.1. All direction in this instruction applies to the hiring and tenure of:

1.2.1.1. Flying Squadrons. This includes operational flying squadrons, flying training units, flying test squadrons, squadrons with permanent or temporarily assigned combat-coded aircraft (not transient aircraft).

1.2.1.2. Non-Flying Operations Squadrons (Lieutenant Colonel Authorized). This includes squadrons such as, but not limited to operations support squadrons (OSS), guardian angel rescue squadron, air control squadrons (ACS), and air support operations squadrons (ASOS).

1.2.1.3. Support Squadrons.

1.2.1.4. Associate Fighter Squadrons (AFS).

## Chapter 2

### CANDIDATE REQUIREMENT

#### 2.1. Command Lists

2.1.1. Candidates for command of a flying, non-flying operations or associate fighter squadron must be on the current Combat Air Forces (CAF) squadron commander list or another vetted squadron commander list (e.g. HAWK board). The CAF rated squadron commander list is valid for one calendar year (1 Jan – 31 Dec). Hiring requests for officers beyond the current calendar year's squadron commander list do not meet the intent of the CAF Development Team (DT). Final determination on hiring outside of the current CAF rated squadron commander list or another vetted squadron commander list (e.g. HAWK board) rests with COMACC and/or ACC/CD and will be first vetted thru HQ ACC/A1KB in coordination with the CAF DT Advisor.

2.1.2. OSS commanders may also be selected from the commander's list for Air Force Specialty Codes (AFSC) 14N (intelligence), 15W (weather), 17D (communications), and 13M (airfield operations). These candidates are also eligible for OSS command and must be approved by their DT.

2.1.3. Support officer command candidates must be on an Air Force Personnel Center (AFPC) approved squadron commander candidate list. These candidates will be hired in accordance with the timeline established by the individual DTs with the concurrence of the Senior Functional. (Refer to [Paragraph 2.2.2](#) below for O-6 squadron commander positions exception.)

2.1.4. Expeditionary commander candidates are required to be a sitting or graduated commander, or must be on a current squadron commander candidate list, per AFI 10-401, *Air Force Operations Planning and Execution*, Paragraph 9.9.1.2.7.2.

#### 2.2. Exceptions

2.2.1. Officers temporarily assigned to squadron command are not required to be on any squadron commander list (e.g., filling an interim command position for a deployed commander).

2.2.2. Colonels or colonel-selects hired into authorized O-6 squadron command positions are not required to be on a squadron commander candidate list. These positions will be filled through the AF/DPO colonel assignment game-plan process.

2.2.3. Flying squadron, OSS, AFS, aircraft maintenance squadron and security forces squadron commanders whose organizations have a nuclear support mission require previous nuclear mission or nuclear support mission experience. Commanders of these squadrons must have: 1) at least 24 cumulative months of experience performing nuclear mission or nuclear support mission duties in the squadron's respective functional area, or 2) 12 consecutive months as an Operations Officer or Deputy Commander of a unit performing nuclear mission or nuclear support mission duties within the past 18 months. The 24 months nuclear experience must be accumulated within the past ten years prior to assuming command.

## Chapter 3

### SQUADRON COMMANDER HIRING PROCEDURES

**3.1. Hiring Authority.** Wing commanders or their equivalent (Hiring Authorities or Senior Raters) must initiate the hiring of squadron commanders in all cases.

**3.2. Operational (O-5 and Below Positions).** For both internal wing hires and external hires, wing commanders (Hiring Authorities or Senior Raters) must receive approval from their NAF/center commander before forwarding the squadron commander nominee's information to the ACC Career Development Branch (HQ ACC/A1KB). Hiring requests will include the name and rank of the officer being hired, NAF/Center coordination, the position number to which the officer will be assigned, the effective date of command, desired report not later than date (if required), incumbent status and required waivers, if necessary, as stated in [Chapter 7](#). HQ ACC/A1KB will coordinate necessary assignment actions with HQ AFPC.

**3.3. Support (O-5 and Below Positions).** The Senior ACC functional will coordinate with hiring authorities through a bid process to hire support commanders. Hiring Authorities or Senior Raters will comply with procedures as stated in [Chapter 7](#) for hiring support commanders outside of the annual Development Team (DT) selection process.

## Chapter 4

### MANDATORY ACTIONS PRIOR TO ASSUMING COMMAND

**4.1. Squadron Command Pre-requisites.** Hiring Authorities or Senior Raters will ensure the following items are accomplished prior to change/effective date of command:

4.1.1. New squadron commanders will attend pre-command training. Hiring Authorities or Senior Raters or their executive officers will coordinate with HQ ACC/A1KB to register the commander for the ACC Squadron Commander and Spouse Course. Active Associate Squadron Detachment Commanders should attempt to attend the ACC Squadron Commander and Spouse Course as well, as permitted by **Paragraph 4.1.2.2.**

4.1.2.1. Officers who have previously served as a squadron commander, or have completed a squadron commander course in another MAJCOM, are not required to attend the ACC Squadron Commander and Spouse Course; however, they must provide HQ ACC/A1KB with documentation of the previous command or course for accountability.

4.1.2.2. Officers on the squadron command list have first priority to attend the course (expeditionary commanders will attend the course, time permitting). The following may attend on a space-available basis: Detachment Commanders, ACC-associated Air National Guard or Air Force Reserve commanders of total force integrated units, officers temporarily assigned to command, other MAJCOM squadron commanders and officers on a squadron commander list, but not yet selected for command.

4.1.2.3. Spouses are not required to attend this course; however, they are highly encouraged to participate. Regardless of duty status at time of attendance, all spouses are attending the course in a spouse capacity. Per Joint Travel Regulation (JTR), Chapter 3 and AFI 24-602 Volume 1 (V1), *Passenger Movement*, spouses may travel at the government's expense where the facts support a determination that the spouse's presence would further the interests of the DoD, the Military Service, or the command.

4.1.2.3.1. **Civilian Spouses** . According to the JTR and AFI 24-602V1 non-DoD spouses should travel via an Invitational Travel Authorization and they are not entitled to per-diem or other expense allowances. The travel authorization must include the following statement: *"This travel authorization authorizes the spouse to accompany the sponsor to attend an official function. It does not authorize per diem or other expense allowances for the spouse. If the spouse does not desire to bear the expenses ordinarily reimbursed through per diem or other expense allowances, this travel authorization is canceled."*

4.1.2.3.2. **Active Duty and Civil Service Employee Spouses** : Per AFI 24-602V1, when the spouse is an Air Force uniformed service member or Air Force Civil Service employee and spouse travel is approved, a TDY order will be issued rather than an ITA. In addition, official spouse travelers will not be authorized per diem and other travel expenses except in those limited instances when CSAF provides prior approval. **Note:** CSAF waiver will be acquired by the member and provided to ACC/A1KB prior to attending the course.

4.1.3. It is critical for flying squadron commanders and AFS commanders to complete a maintenance orientation before they take command. ACC's priority regarding the Maintenance Course for Operational Commanders (MCOC) is to send all current and newly selected operations officers through MCOC within six (6) months of assuming their duties. All current and newly hired squadron commanders who did not attend MCOC as an operations officer should attend if there are quotas available or unfilled. Based on the limited availability of course slots, this policy may result in a significant number of squadron commanders not attending in the near term. However, through career progression, this action will ensure the majority of future squadron commanders have attended the course prior to taking command. ACC has coordinated this priority with HAF; the scheduling point of contact is the ACC Operations and Training Branch (HQ ACC/A3TO).

4.1.4. New operations squadron commanders must be fully current and qualified (basic mission capable/combat mission ready as required) in their respective major weapon system prior to assuming command/duties. Requirements also apply to officers temporarily assigned to squadron command.

4.1.5. Flying squadron, OSS, aircraft maintenance squadron and security forces squadron commanders, whose organizations have a nuclear support mission, are required to attend the Nuclear Fundamentals Course and other specified nuclear commander courses prior to assuming command/duties. The scheduling point of contact is HQ ACC/A10R. The course is also highly encouraged for communications and civil engineer squadron commanders at affected installations.

## Chapter 5

### SQUADRON COMMANDER TENURE REQUIREMENTS

**5.1. Time in Command (TIC).** An officer's Time in Command is not only important for the professional development of the commander but also for stability of the squadron. COMACC expects ACC squadron commanders to serve 24 months in command to maintain continuity of command for the unit. **Exception:** Some contracting squadron commanders are critical acquisitions positions with a minimum TIC of 3 years per Title 10 United States Code, Subtitle A, Part II, Chapter 87, Subchapter 3, Section 1734. Office of primary responsibility is the HQ ACC Acquisition Management and Integration Center (HQ ACC/AMIC).



## Chapter 6

### COMMANDER REMOVAL

**6.1. Removal Procedures.** The NAF/center commander will immediately (within 24 hours of action being taken) notify the Commander, Air Combat Command (COMACC) or ACC Deputy Commander (ACC/CD) when a squadron commander is relieved for cause, and is required to forward a signed Memorandum of Circumstance within seven (7) calendar days that provides detailed information of the situation leading to the removal action. The ACC Director of Manpower, Personnel, and Services (ACC/A1) must receive a copy of the Memorandum of Circumstance and will assist in necessary replacement actions.

## Chapter 7

### WAIVER PROVISIONS

**7.1. Hiring.** List waiver requests are required if an officer is not on a squadron commander list. A list waiver is also required if the officer does not have the applicable nuclear mission experience. Officers will not be appointed to command, to include participating in a change of command, until a waiver has been approved.

7.1.1. It may be necessary to assign an officer not on a squadron commander list to a commander position in extremely rare cases. In those rare instances, the wing commander will forward a waiver request to the NAF/center for commander endorsement. The recommendation must explain why this would be in the best interest of ACC, and the AF, as well as why all remaining eligible candidates on the current squadron commander list were considered, but not chosen. The waiver requests will be forwarded to HQ ACC/A1KB for staff coordination, with the CAF DT Advisor or ACC Functional Area Manager, through the ACC two-letter functional to COMACC for approval. HQ ACC/A1KB will then coordinate personnel actions with HQ AFPC.

7.1.2. It may be necessary to submit a next calendar year hiring request for an officer on the current squadron commander list, prior to the release of the next calendar year list. Such submissions will be viewed as exceptions to policy and granted only with associated rationale, for example, training dates/requirement or extenuating circumstances. Final determination on hiring outside of the current CAF rated squadron commander list rests with COMACC and will be first vetted thru HQ ACC/A1KB in coordination with the CAF DT Advisor.

7.1.3. Wing commanders (Hiring Authorities or Senior Raters) will staff a list waiver request through HQ ACC/A1KB if a commander of a squadron with a nuclear mission does not have at least 24 cumulative months of experience performing nuclear mission duties in the squadron's respective functional area, or 12 consecutive months as an Operations Officer or Deputy Commander of a unit performing nuclear mission duties within the past 18 months. HQ ACC/CD is the waiver authority.

**7.2. Tenure.** Numbered Air Force (NAF)/Center commanders are the approval authority for any TIC waivers between 18-24 months. NAF/CCs may grant TIC extensions up to 60 days beyond the 24 month TIC date. COMACC is the approval authority for TIC waivers less than 18 months. NAF/Center will notify ACC/A1KB of any waivers granted within the above stated window. All operations (rated) waivers will be coordinated with the CAF DT advisor. For non-rated commanders, coordination will be through the NAF/Center commander, A1KB, and their Functional Area Manager. The NAF/Center commander may disapprove wing commander TIC requests.

7.2.1. Exceptions to the Tenure Policy. Commanders with an approved retirement date, separation date, selected for promotion to Colonel, or commanders of a unit that is on order to inactivate, do not require a TIC waiver.

7.2.2. Wing commanders (Hiring Authorities or Senior Raters) will submit justification for NAF/Center commander approval for any TIC waivers or extensions.

**7.3. Pre-Command Training.** Course waiver requests are required if an officer is unable to attend mandatory pre-command training courses within 90 days of taking command. Officers will make every effort to attend a squadron commander course prior to taking command, but it will not prevent them from taking command (no waiver required).

7.3.1. Wing commanders (Hiring Authorities or Senior Raters) will staff a course waiver request through their NAF, to HQ ACC/A1KB, if an officer is unable to attend the ACC Squadron Commander and Spouse Course within 90 days of taking command. ACC/CD is the waiver authority for those commanders who will need to attend the course after the 90-day window, referenced in **Paragraph 7.3.**

7.3.2. Wing commanders (Hiring Authorities or Senior Raters) will staff a course waiver request through HQ ACC/A1KB if a commander of a squadron with a nuclear mission is unable to attend the AFNMFC course and other specified nuclear commander courses prior to taking command. ACC/CD is the waiver authority for all AFNMFC waivers.

CLINTON A. ROSS, Colonel, USAF  
Director of Manpower, Personnel & Services

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

AFI 10-401, *Air Force Operations Planning and Execution*, 7 December 2006

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*, 20 June 2017

The Joint Travel Regulations (JTR), *Uniformed Service Members and DOD Civilian Employees*, 1 August 2018

Title 10 United States Code, Subtitle A, Part II, Chapter 87, Subchapter III: *Acquisition Corps*, Section 1734: *Career Development*

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**ACC**—Air Combat Command

**ACS**—Air Control Squadrons

**AFS**—Associate Fighter Squadron

**AF**—Air Force

**AFPC**—Air Force Personnel Center

**AFPD**—Air Force Policy Directive

**AFSC**—Air Force Specialty Code

**ASOS**—Air Support Operations Squadrons

**CAF**—Combat Air Forces

**CAF DT ADVISOR**—Combat Air Forces Developmental Team Advisor

**COMACC**—Air Combat Command Commander

**DT**—Developmental Team

**HQ ACC/A1**—ACC Director of Manpower, Personnel, and Services

**HQ ACC/A1KB**—ACC Career Development Branch

**HQ ACC/A3TO**—ACC Operations and Training Branch

**HQ ACC/CD**—Air Combat Command Deputy Commander

**MAJCOM**—Major Command

**MCOC**—Maintenance Course for Operational Commanders

**NAF**—Numbered Air Force

**OSS**—Operations Support Squadron

**TFI**—Total Force Integration

**TIC**—Time in Command

*Terms*

**Appointments of Squadron Command**—When a senior commander selects and appoints an officer to command a subordinate unit.

**Associate Fighter Squadron**—A personnel-only ACC unit integrated and training with an equipped reserve component fighter unit in an Active Association.

**Squadron**—A unit which exists within a wing and/or group structure (exception; Strategic Operations Squadrons).

**Staff**—As defined in the Rated Staff Allocation Plan, a non-flying group, squadron, or flight that directly reports to a MAJCOM, NAF, or center (N/A Strategic Operations Squadrons).

**Expeditionary Commanders**—Individuals serving in a C-prefix commander position for an expeditionary unit.

**Operational Squadron**—A unit with a rated squadron commander C-prefix position, typically units under the operations group (includes Strategic Operations Squadrons).

**Support Squadron**—A unit with a non-rated squadron commander C-prefix position, typically units under the mission support group, maintenance support group and the medical group.

**Acting Squadron Commander**—Filling an interim command position for a deploying commander.