This publication implements AFPD 13-5, *Air Force Nuclear Mission* and is consistent with AFPD 36-26, *Total Force Development.* It establishes Air Force (AF) requirements and processes to manage AF billets and organizations that sustain the national strategy for strategic deterrence and Nuclear Deterrence Operations (NDO). This publication applies to all Regular Air Force, Air National Guard of the United States, Air Force Reserve, Department of the Air Force civilian personnel, and contractors tasked with the responsibility to manage nuclear billets. This publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR listed above using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management,* Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestors for non-tiered compliance items. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records,* and disposed of in accordance with the Air Force Records Disposition Schedule. 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

This AFI has been significantly revised and needs to be completely reviewed. Major changes include codifying new roles, responsibilities, processes, and products unique to human capital in a Functional Authority mission, incorporating the management of AF nuclear billets and modifying the previously published AFI 13-504 incorporated as Chapter 2 of this publication.

Chapter 1—Nuclear Billet Management Roles and Responsibilities

1.1. Overview. .................................................................................................................. 4
1.2. Roles and Responsibilities. ...................................................................................... 4
1.3. Policy and Strategy Division (AF/A10P). ................................................................. 4
1.4. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1). ................. 5
1.5. Air Force Personnel Center (AFPC). ........................................................................ 5
1.6. Other Headquarters Directorates: Air Force Deputy Chiefs of Staff for Intelligence, Surveillance, and Reconnaissance (AF/A2), Operations (AF/A3), Logistics, Engineering and Force Protection (AF/A4), Strategic Plans and Requirements (AF/A5/8), Chief, Information Dominance and Chief Information Officer (SAF/CIO A6), and Studies, Analyses and Assessments (AF/A9), Assistant Secretary of the Air Force for ........................................................................ 5
1.7. Career Field Managers. .......................................................................................... 6
1.8. Office of the Chief of Air Force Reserve (AF/RE). ................................................. 6
1.9. National Guard Bureau (NGB). ............................................................................... 6
1.10. Commander, Air Force Global Strike Command (AFGSC). ..................................... 6
1.11. Commander, United States Air Forces in Europe (USAFE). ................................ 7
1.12. Other MAJCOM Commanders................................................................................. 7

Chapter 2—KNB Management

2.1. Overview.................................................................................................................. 8
2.2. Purpose. ................................................................................................................... 8
2.3. Definition and Attributes. ...................................................................................... 8
2.4. Nominations. .......................................................................................................... 8
2.5. Review .................................................................................................................... 9
2.6. Validation. .............................................................................................................. 9
2.7. Final Adjudication and Approval. .......................................................................... 9
Chapter 1
NUCLEAR BILLET MANAGEMENT ROLES AND RESPONSIBILITIES

1.1. Overview. This publication establishes Air Force (AF) requirements and processes to manage AF billets and organizations that sustain the national strategy for strategic deterrence and NDO. The Deputy Chief of Staff, for Strategic Deterrence and Nuclear Integration serves as the AF nuclear Functional Authority. The nuclear Functional Authority establishes policy to prioritize limited resources, defines and articulates human capital requirements, validates and approves nuclear billet management, advocates for deliberate development of nuclear Airmen, and supports other Functional Authorities with nuclear mission responsibilities as prescribed by AFPD 13-5 and AFI 13-500, Air Force Nuclear Mission Responsibilities. It is necessary to identify, validate, and publish the KNB, Nuclear Civilian Development billets, Nuclear Command, Control, and Communications (NC3) billets, and AF Nuclear Organization list that support the nuclear mission.

1.2. Roles and Responsibilities.

1.2.1. Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (AF/A10). Appointed by the President of the United States (POTUS), AF/A10 is the AF nuclear Functional Authority. The AF nuclear Functional Authority integrates, advocates, addresses, and assesses all aspects of human capital management for the AF Nuclear Mission. AF/A10 shall:

1.2.1.1. Prescribe, guide, advocate, and integrate human capital requirements for nuclear mission personnel, to include the deliberate development, talent management, and organizational structure of nuclear career fields.

1.2.1.2. Support other Functional Authority forums by integrating AF nuclear human capital guidance, policy, and requirements regarding the nuclear mission, nuclear Career Field health, and nuclear billet management.

1.2.1.3. Serve as the service’s focal point for nuclear human capital policies that support force provider requirements to Combatant Commanders (CCDRs) to include nuclear billet management.

1.3. Policy and Strategy Division (AF/A10P). AF/A10P implements Functional Authority direction to ensure all nuclear-related career fields remain effective and sustainable. To this purpose, AF/A10P shall:

1.3.1. Ensure the validation, adjudication, approval, and publication of nuclear billet lists and the AF Nuclear Organization list; determine the frequency and periodicity of updates; and establish policy for the execution of subsequent coding protocols.

1.3.2. Advise applicable Career Field Managers and Major Commands (MAJCOMs) regarding nuclear billet management to ensure AF nuclear equities are incorporated into functional career path monitoring tools.

1.3.3. Participate in other Functional Authority forums to integrate AF nuclear guidance, policy, and requirements regarding nuclear expertise and nuclear career field health.
1.3.4. In coordination with AF/A1M, execute the biennial validation and assessment of KNB, NC3, Nuclear Civilian Development, and AF Nuclear Organization lists for relevance and accuracy.

1.4. **Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1).** AF/A1 establishes policy and manages manpower and personnel programs in support of NDO. In coordination with AF/A10, AF/A1 shall:

1.4.1. Oversee management, accessions, development, requirements, utilization, and sustainment of the Service’s nuclear-related military and civilian personnel to ensure a fully-qualified nuclear force.

1.4.2. Identify and implement technical solutions to code nuclear positions in coordination with AF/A10. Once positions are coded based on applicable AF/A10 criteria, the nuclear coding can be utilized to track positions and the personnel assigned to those positions using a system of data sources (e.g., Manpower Programming and Execution System, the Military Personnel Data System, the Defense Civilian Personnel Data System, etc.).

1.4.3. Designate an OPR to provide guidance and technical expertise in the areas of manpower requirements, civil service management, and force development to facilitate nuclear billet lists.

1.4.4. Provide guidance to MAJCOM/A1 offices for coding AF/A10 approved positions in appropriate manpower and personnel databases to enhance program management and ensure accurate position identification.

1.4.5. Designate an AF/A1M manpower requirements OPR to provide guidance and technical expertise for the AF Nuclear Organization List to include:

1.4.5.1. Support all nuclear billet management programs by publishing additional guidance to MAJCOM/A1Ms or equivalent manpower offices responsible for managing manpower requirements.

1.4.5.2. Partner with AF/A10P to biennially audit KNBs, NC3 billets, Nuclear Civilian Development billets, and the AF Nuclear Organization List for relevance and accuracy.

1.5. **Air Force Personnel Center (AFPC).** As a Field Operating Agency under AF/A1, AFPC supports the development of all human capital policies across the AF nuclear mission and executes those policies at the operational and tactical levels. AFPC will:

1.5.1. Monitor manning levels across all nuclear career fields.

1.5.2. Provide KNB validation recommendations consistent with the KNB definition and policies.

1.6. **Other Headquarters Directorates:** Air Force Deputy Chiefs of Staff for Intelligence, Surveillance, and Reconnaissance (AF/A2), Operations (AF/A3), Logistics, Engineering and Force Protection (AF/A4), Strategic Plans and Requirements (AF/A5/8), Chief, Information Dominance and Chief Information Officer (SAF/CIO A6), and Studies, Analyses and Assessments (AF/A9), Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ), Air Force Safety (AF/SE). Directorates execute policy formulation, planning, evaluation, oversight and leadership of their respective functional communities. Directorates shall:
1.6.1. Promote the health of nuclear career fields through support to nuclear billet management.

1.6.2. Integrate nuclear billets into their Functional Authority career paths, vectoring, analysis, assessment, and policies that contribute to the health of nuclear career fields.

1.6.3. Advocate and integrate nuclear initiatives to sustain and promote national strategy.

1.7. Career Field Managers. Career Field Managers are the AF focal points for a designated career field to advocate, address issues, and coordinate career field policy and guidance. Career Field Managers of career fields that execute or support NDO are designated nuclear Career Field Managers and shall:

1.7.1. Nominate and validate KNB, NC3, and Nuclear Civilian Development billets.

1.7.2. Nominate and validate core and enabler organizations and positions for the AF Nuclear Organization List according to AF/A1M guidance.

1.7.3. Utilize all nuclear billets (KNB, NC3, and Nuclear Civilian Development billets) to better manage Airmen and develop nuclear expertise.

1.8. Office of the Chief of Air Force Reserve (AF/RE). Executes policy formulation, planning, evaluation and oversight of the Air Force Reserve. AF/RE shall:

1.8.1. Promote the health of nuclear career fields through support to nuclear billet management.

1.8.2. Integrate nuclear billets into their Functional Authority career paths, vectoring, analysis, assessment, and policies that contribute to the health of nuclear career fields.

1.8.3. Promote and integrate nuclear initiatives to sustain and promote national strategy as deemed appropriate under Air Force Total Force Integration.

1.9. National Guard Bureau (NGB). Executes policy formulation, planning, evaluation, oversight, and leadership of the Air National Guard. NGB shall:

1.9.1. Promote the health of nuclear career fields through support to nuclear billet management.

1.9.2. Integrate nuclear billets into their Functional Authority career paths, vectoring, analysis, assessment, and policies that contribute to the health of nuclear career fields.

1.9.3. Promote and integrate nuclear initiatives to sustain and promote national strategy as deemed appropriate under Air Force Total Force Integration.

1.10. Commander, Air Force Global Strike Command (AFGSC). As a component MAJCOM of United States Strategic Command, AFGSC provides combat ready forces for deterrence and global strike operations on behalf of the POTUS and CCDRs. AFGSC executes organize-train-and-equip authority to ready nuclear Airmen with the requisite skills, and in sufficient numbers, to execute nuclear operations. AFGSC shall:

1.10.1. Serve as the lead nuclear MAJCOM for consultation of KNBs, NC3, and Nuclear Civilian Development billet programs as well as the Nuclear Organization List.

1.10.2. Nominate KNBs, NC3, and Nuclear Civilian Development billets.
1.10.3. Nominate and validate core and enabler organizations and positions for the AF Nuclear Organization List according to AF/A1M guidance memorandum.

1.11. **Commander, United States Air Forces in Europe (USAFE).** As a component MAJCOM of United States European Command, provides combat ready forces for nuclear operations on behalf of the POTUS and CCDRs. USAFE executes organize-train-and-equip authority to ready nuclear Airmen with the requisite skills, and in sufficient numbers, to execute nuclear operations. USAFE shall:

1.11.1. Nominate KNBs, NC3, and Nuclear Civilian Development billets.

1.11.2. Nominate and validate core and enabler organizations and positions for the AF nuclear Organization List according to AF/A1M guidance.

1.12. **Other MAJCOM Commanders.**

1.12.1. Nominate KNBs, NC3, and Nuclear Civilian Development billets.

1.12.2. Nominate and validate core and enabler organizations and positions for the AF nuclear Mission Organization List according to AF/A1M guidance.
Chapter 2

KNB MANAGEMENT

2.1. Overview. This section establishes guidance and procedures for determining KNBs within the nuclear mission at AF, joint and departmental organizations. KNBs are rendered the highest assignment priority where resources are limited and executed through AF/A1 assignment policies. Incumbents must be appropriately experienced Airmen to prevent unacceptable risk to mission execution and nuclear surety. The ability to assign an Airman to KNB is not a prerequisite for KNB designation. The KNB list, identifies the billets core to strategic deterrence and NDO. The AF/A10P SharePoint® site, containing the KNB list, can be found by visiting the following at: https://org2.eis.af.mil/sites/13449/_layouts/15/start.aspx#/SitePages/Home.aspx.

2.2. Purpose. The KNB Program is a talent management program that governs key positions of leadership and high-level responsibilities crucial to NDO, nuclear acquisition, and nuclear surety, ensuring these positions are filled by appropriately qualified nuclear personnel. It is the purpose of this program to clearly delineate where specialized nuclear talent is required across the AF. This enables Functional Authorities to better manage career paths and to provide, vectoring, analysis, assessment, and policies that deliver nuclear expertise to commanders. This program will provide a pool of cross-functional nuclear-steeped thought leaders within nuclear career fields.

2.3. Definition and Attributes. Each KNB is a position of responsibility within the nuclear mission and requires Airmen who demonstrate the skilled or advanced nuclear proficiency level.

2.3.1. Skilled. At the skilled proficiency level, Airmen leverage knowledge of nuclear strategies and issues to develop, present, and implement solutions. Skilled Airmen consult with other subject matter experts and have a deep understanding how actions taken in one area of competence impact other related areas. These Airmen contribute to the development of new levels of nuclear capabilities by articulating the added value of proposed solutions to leadership and staff within their organizational area. In addition, they may lead or manage large, complex, multi-tiered organizations. Billets are typically graded as MSgt through CMSgt, GS-14, or Lt Col through Colonel.

2.3.2. Advanced. At the advanced proficiency level, Airmen apply depth of nuclear knowledge, education, and expertise for broad strategic problem solving across Air Force mission objectives. They synthesize information to develop solutions to complicated nuclear challenges. They are recognized SMEs and thought-leaders inside and outside their own organizations, and represent the Air Force externally. They promote critical thinking and diversity of thought within the nuclear mission, and direct rigorous nuclear-wide assessment and improvement. They expertly articulate, arbitrate, and advocate for the nuclear mission. They may lead large, complex, multi-tiered organizations. Billets are typically graded as GS-15, Colonel through General, or SES.

2.3.3. Airmen are immediately mission effective in their responsibilities upon assignment.

2.4. Nominations. AF/A10P in conjunction with AF/A1M will solicit nominations biennially.
2.4.1. All positions are funded before nomination. Billets that are programmed and funded within the same fiscal year may be nominated.

2.4.2. Organizations requesting out-of-cycle nominations will contact AF/A10P through the appropriate chain of command for coordination and approval. Out-of-cycle nominations will only be accepted due to a significant mission change (e.g., activation/inactivation of a unit or when a mission transfers from one unit to another) or in instances where a newly funded billet is added to the Unit Manning Document between nomination calls.

2.4.3. MAJCOMs, Combatant Commands (CCMDs), Headquarters Air Force (HAF), joint agencies, other Department of Defense (DoD) and non-DoD agencies rely on the expertise of nuclear mission professionals (as defined in Attachment 1) to fill positions that meet the KNB definition and shall:

2.4.3.1. Designate a KNB representative as the single point of contact (Colonel, GS-15 or equivalent) for inquiries and processing.

2.4.3.2. Process all nominations through their Deputy Commander, Director of Staff, HAF Director, or Agency Commander for approval.

2.4.3.3. Code the approved billets as delegated by AF/A1M guidance.

2.4.4. Director, Manpower, Organization and Resources; Chief, Requirements Division (AF/A1MR) is an essential partner in the KNB program and shall:

2.4.4.1. Publish guidance, to include the AF/A10P approved nomination template and timeline, to MAJCOM/A1Ms or equivalent manpower offices responsible for managing manpower requirements.

2.4.4.2. Review all nominations for compliance and funding.

2.5. Review. AFPC executes personnel policies and maintains a centralized database for human capital analytics. AFPC will review each nomination and provide input on the available inventory in the career field. (T-3).

2.6. Validation. Nominations are coordinated through the appropriate Career Field Manager for validation. Career Field Managers will review their portion of the KNBs at the AF/A10 SharePoint® site and annotate concur/non-concur after AF/A1M and AFPC reviews. Any non-concur must be adjudicated by the Career Field Manager with the appropriate KNB representative. Career Field Managers should consider the KNB definition and propriety of the nomination from a functional perspective. (T-3).

2.7. Final Adjudication and Approval. AF/A10 will adjudicate nominations.

2.7.1. AF/A10 will publish the approved KNB list which will remain effective until the next KNB validation cycle results in a revised KNB list.

2.7.2. AFPC Nuclear Integration Office will distribute the final list in spreadsheet form to all assignments teams to use for personnel assignments in accordance with current guidance. (T-3).

2.8. Coding. AF/A1M will direct stakeholder MAJCOMs to code approved billets into the Manpower Programming and Execution System according to the AF/A1M guidance.
2.9. **Assessments.** AF/A10P will conduct assessments of the KNB list biennially during the nomination process. Career Field Managers, AF/A1M, and AF/A10P will participate to ensure functional validation, confirm compliance, and ensure coding accuracy. AF/A10P may conduct additional assessments of the KNB list outside of this normal timeline. Additional assessments will be announced prior to initiation.
Chapter 3

NUCLEAR CIVILIAN DEVELOPMENT BILLET LIST

3.1. Overview. Civil service employees provide a continuity of expertise across the nuclear mission set. Although many may transfer between conventional and nuclear assignments to gain leadership experiences, civil service employees provide consistent and reliable experience to a rigorous mission. It is the objective of the nuclear Functional Authority to ensure civilian employees are deliberately developed through nuclear education, training, and assignment experiences. The Nuclear Civilian Development Billet list, located at the AF/A10P SharePoint® site, identifies the billets core to strategic deterrence and NDO. The AF/A10P SharePoint® site can be found at: https://org2.eis.af.mil/sites/13449/_layouts/15/start.aspx#/SitePages/Home.aspx.

3.2. Scope. The nuclear mission set is broad in scope. For civil service employees, it expands across multiple occupational series and functions. The nuclear Functional Authority determines human capital requirements for civilian Airmen who are assigned to the nuclear domain. To better understand the broad scope of the nuclear domain, AF/A10 identifies nuclear core, associate, and enabler organizations.

3.3. Purpose. Identifying core nuclear billets and incumbents presents the opportunity to support and strengthen the nuclear mission.

3.3.1. Nuclear stakeholders use this list to prioritize resources, build career paths, categorize nuclear work, and differentiate billets for particular actions.

3.3.2. Program managers are encouraged to prioritize personnel actions such as classification, hiring, and training quotas for core nuclear civilian billets and incumbents.

3.3.3. Partner Career Field Managers are informed by the list to better manage and develop nuclear expertise for their nuclear professionals and integrate functional development initiatives such as Career Broadening, Key Career Position Program, KNBs, Civilian Developmental Education, and Developmental Team vectoring.

3.3.4. The Nuclear Civilian Development Billet List informs performance measurements used in assessing the human capital health of the nuclear mission.

3.4. Definitions. Delineating the breadth of nuclear civilians through specific definitions allows the tiered management of resources and processes.

3.4.1. Primary (Core) Nuclear Civilians are civil service employees who (a) reside in a civilian position that requires specialized nuclear-related training, knowledge, experience and/or education to perform their duties and/or support NDOs or (b) reside in a billet coded for KNB, PRP, HAF/MAJCOM A10 staff, Special Weapons System Mechanic (Occupational Series 6656), or Nuclear Engineering (Occupational Series 0840). Primary nuclear billets and incumbents should be the highest priority in accessing and managing resources and processes.

3.4.2. Secondary Nuclear Civilians work in a unit that: (a) supports NDO as their primary mission area and (b) is listed on the Nuclear Organization List. While these civilians benefit from added nuclear-related education and training to instill a culture of nuclear excellence,
in-depth nuclear education/training is not a mandate. Secondary nuclear billets and incumbents should be the second highest priority in accessing and managing resources and processes.

3.4.3. **Associate Nuclear Civilians** work in units that support other missions in addition to NDO and the unit is listed on the Nuclear List as an “enabler.” Similar to the Air Expeditionary Force (AEF) construct, an enabler organization provides a unique capability. Some examples of enabler organizations are AF/A1, AFPC, and air refueling organizations. Accessing personnel and managing resources and processes to support enabler billets and incumbents should be prioritized as needed to accomplish the nuclear mission.

3.5. **Nominations.** AF/A10P in conjunction with AF/A1M will solicit nominations biennially.

3.5.1. MAJCOMs, CCMDs, HAF, joint agencies, other DoD and non-DoD agencies rely on the expertise of nuclear mission professionals as defined in Attachment 1 to fill positions that meet nuclear civilian definition and shall:

3.5.2. Designate representative as the single point of contact (Colonel, GS-15 or equivalent) for inquiries and processing.

3.5.3. Process all nominations through their Deputy Commander, Director of Staff, HAF Director, or Agency Commander for approval.

3.5.4. Out-of-cycle nominations will only be accepted due to a significant mission change (e.g., activation/inactivation of a unit or when a mission transfers from one unit to another) or in instances where a newly funded billet is added to the Unit Manning Document between nomination calls.

3.6. **Designation.** A billet is designated for nuclear coding when one of the following holds:

3.6.1. Automatic qualifying codes. Many billets in the nuclear mission are already coded in the AF manpower database and subsequently are automatically included in the Nuclear Civilian Development Billet list. Qualifying codes are:

3.6.1.1. KNBs.


3.6.1.3. AF/A10 and staff at MAJCOMs and HAF (Excluding administrative functions assigned to AF/A10 and other HAF/MAJCOM staff with nuclear responsibilities).

3.6.1.4. Special Weapons System Mechanic (Occupational Series 6656).

3.6.1.5. Nuclear Engineering (Occupational Series 0840).

3.6.2. Non-automatic qualifications. When the billet is not coded as listed above, the billet is assessed using this directive and AF/A1M guidance.

3.6.2.1. Assessments will include a review from the MAJCOM lead civilian for that functional community (e.g., a developmental engineer GS-15 assigned to USAFE/A5 when considering a 0800 occupational series billet assigned to USAFE) to advise the MAJCOM A1M. (T-3)
3.6.2.2. Billets are assessed holistically with respect to the position’s nuclear responsibilities. The billet location, nuclear program element code, organizational code, and duty title, and other attributes, should be taken into consideration when designating the billet as core nuclear.

3.7. Validation. Nominations are coordinated through the appropriate Career Field Managers for validation. Career Field Managers will review their portion of the nuclear civilian development list at the AF/A10P SharePoint® site and annotate concur/non-concur. Any non-concur must be adjudicated by the Career Field Manager with the appropriate representative. Career Field Managers should consider the nomination from a functional perspective. (T-3).

3.8. Final Adjudication and Approval. AF/A10 will adjudicate nominations.

3.8.1. AF/A10 will publish the approved nuclear mission civilian list which will remain effective until the next validation cycle.

3.9. Assignments. The ability to appropriately fill a civil service manpower authorization is not a prerequisite for consideration or approval. Documenting core nuclear billets gives visibility to the positions required to affect successful nuclear operations, supports resourcing efforts and identifies Airmen important to NDO.

3.10. Coding. MAJCOMs code approved billets in the Manpower Programming and Execution System as instructed by AF/A1M guidance.

3.11. Biennial Validation and Assessment. AF/A10 will announce a biennial validation and assessment of the Nuclear Civilian Development Billet List. Career Field Managers, AF/A1M, and AF/A10P will participate in a biennial review to ensure functional validation, confirm compliance, and ensure coding accuracy. (T-3).
Chapter 4

NC3 BILLETs

4.1. Overview. Nuclear Command and Control (NC2) is the exercise of authority and direction by the POTUS as Commander-in-Chief of the U.S. Armed Forces, through established national command authority lines over nuclear weapons, nuclear weapons systems, and nuclear weapon operations of military forces. The NC3 system is the means through which this authority is exercised and operational command and control of nuclear operations is conducted. In order to provide robust NC3 capability to nuclear stakeholders, AF NC3 billets are identified to ensure the necessary development and management of Airmen. This section establishes the guidance and procedures to develop and manage the NC3 Billet List. The NC3 billet list, located at SharePoint® site, identifies the NC3 billets core to strategic deterrence and NDO. AF/A10P SharePoint® is found at: https://org2.eis.af.mil/sites/13449/_layouts/15/start.aspx#/SitePages/Home.aspx

4.1.1. NC2 Mission Essential Functions.

4.1.1.1. Force Management. Force Management is the set of Command, Control, and Communications (C3) activities relating to the assignment, training, deployment, maintenance, and logistic support of nuclear forces and weapons before, during and after any crisis.

4.1.1.2. Planning. Planning is the set of C3 activities relating to the development and modification of plans for employment of nuclear weapons and other operations in support of nuclear employment.

4.1.1.3. Situation Monitoring. Situation Monitoring is the set of C3 activities relating to the collection, maintenance, assessment, and dissemination of information on friendly forces; adversary forces and possible targets; emerging nuclear powers; and military, political, environmental, and other events.

4.1.1.4. Decision Making. Decision Making is the set of C3 activities relating to the assessment, review, and consultation regarding consideration for use or movement of nuclear weapons or the execution of the nuclear control orders.

4.1.1.5. Force Direction. Force Direction is the set of C3 activities relating to the implementation (preparation, dissemination, and authentication) of decisions regarding the execution, termination, destruction, and disablement of nuclear weapons.

4.1.2. The NC3 system includes interconnected elements composed of the following:

4.1.2.1. Warning Systems. Includes space-based and ground-based sensors and radars that provide warming data to command centers and senior leaders.

4.1.2.2. Communications Systems. Includes terrestrial networks and satellite communications system that transmit warning data, host leadership decision conferences, and disseminate orders.

4.1.2.3. Fixed, Mobile, and Airborne Command Centers. Plan nuclear options, manage crises, facilitate conferences, and execute emergency action procedures.
4.1.2.4. **Warfighting Systems Control Centers and Command Posts.** Receive, process, relay, and/or execute nuclear orders to include Inter Continental Ballistic Missile launch control centers; bomber, refueling, and reconnaissance aircraft associated with the nuclear mission; and the Wing Command Posts that support those systems.

4.2. **Nominations.** AF/A10P, in coordination with AF/A1M, will solicit nominations biennially.

4.2.1. MAJCOMs, CCMDs, HAF, joint agencies, other DoD and non-DoD agencies rely on the expertise of nuclear mission professionals as defined in Attachment 1 to fill positions that meet the NC3 definition and shall:

4.2.1.1. Designate a NC3 representative as the single point of contact (Colonel, GS-15 or equivalent) for inquiries and processing.

4.2.1.2. Process all nominations through their Deputy Commander, Director of Staff, HAF Director, or Agency Commander for approval.

4.2.1.3. Out-of-cycle nominations will only be accepted due to a significant mission change (e.g., activation/inactivation of a unit or when a mission transfers from one unit to another) or in instances where a newly funded billet is added to the Unit Manning Document between nomination calls.

4.3. **Designation.** A billet is designated for NC3 coding when one of the following holds:

4.3.1. The position duties require incumbents to perform one or more NC2 mission essential functions as part of the NC3 System defined above.

4.3.2. The personnel assigned to the billet will acquire, operate, sustain, maintain, or integrate portions of the NC3 Systems.

4.3.3. The position is core to the NC3 operations or maintenance of the facilities, equipment, and/or communication for elements of the NC3 System.

4.3.4. To designate NC3 billets, CCMDs, MAJCOM/A10, HAF, Joint Staff, and other agency Manpower Offices must assess the billet using this directive and the AF/A1M guidance.

4.3.5. For civil service billets, assessments will include a review from the MAJCOM lead civilian for that functional community (e.g., a developmental engineer GS-15 assigned to USAFE/A5 when considering a 0800 occupational series billet assigned to USAFE) to advise the MAJCOM A1M. (T-1).

4.3.6. Billets are assessed holistically with respect to the position’s NC3 responsibilities. Among other things, the billet location, nuclear program element code, organizational code, and duty title should be taken into consideration when designating the billet as NC3. (T-2).

4.4. **Validation.** Nominations are coordinated through the appropriate Career Field Managers for validation. Career Field Managers will review their portion of the NC3 billet list at the AF/A10P SharePoint® and annotate concur/non-concur. Any non-concur must be adjudicated by Career Field Managers with appropriate NC3 representative. Career Field Managers should consider the NC3 nomination from a functional perspective. (T-3).

4.5. **Final Adjudication and Approval.** AF/A10 will adjudicate nominations.
4.5.1. AF/A10 will publish the approved NC3 list which will remain effective until the next NC3 validation cycle.

4.6. **Assignments**. Documenting NC3 billets gives visibility to the positions required to effect successful nuclear operations, supports resourcing efforts, and identifies Airmen important to NDO.

4.7. **Coding**. Manpower Offices code approved billets in the Manpower Programming and Execution System as instructed by AF/A1M guidance.

4.8. **Biennial Validation and Assessments**. AF/A10 will announce a biennial validation and assessment of the NC3 Billet List. Career Field Managers, AF/A1MR, and AF/A10P will participate in a biennial review to ensure functional validation, confirm compliance, and ensure coding accuracy. (T-3).
Chapter 5

ORGANIZATIONS IN THE NUCLEAR MISSION (PASCODE LIST)

5.1. Overview. Organizations provide an important boundary when defining the scope of the nuclear mission set. When coupled with the nuclear career field list or the Nuclear Civilian Development Billet List, the organization list provides an accurate accounting of the Airmen and mission sets that support NDO. The Nuclear Organization List is found at SharePoint® site: https://org2.eis.af.mil/sites/13449/_layouts/15/start.aspx#/SitePages/Home.aspx

5.2. Nuclear Mission Organization. A nuclear mission organization is one whose mission responsibilities are to operate, maintain, warn/detect, secure/safe, store, dispose, transport, load, inspect, manage, procure, research/develop, test, establish policy, perform NC3, service, train, or account for nuclear weapons, equipment, or Airmen.

5.2.1. Some units support the execution of NDO in the capacity of an enabler. Much like the AEF construct, an enabler organization provides a unique capability.

5.2.2. In some cases, an Airman’s duties support Nuclear Deterrence but the entire organization does not. Therefore, the entire organization is not considered to be in the nuclear functional area. Instead, only the billet(s) is (are) included on the list. For example, United States Central Command is not deemed a core nuclear organization, however, their Command Center performs NC3, executes Emergency Action processes and maintains Strike Facilitator responsibilities. Consequently, the Command Center billets are considered to be in the nuclear functional area.

5.3. Review/Revalidation. AF/A10P will review and revalidate the Nuclear Organization List biennially.

5.3.1. CCMDs, MAJCOMs, HAF, Joint Staff and other agencies may nominate organizations for consideration.

5.3.2. AF/A10 provides add/deletes to AF/A1M to verify accuracy.

5.3.3. AF/A10 adjudicate, approve, maintain, and distribute the final Nuclear Organization List.

JACK WEINSTEIN, Lt Gen, USAF
DCS, Strategic Deterrence & Nuclear Integration
Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References
AFPD 13-5, Nuclear Mission, 17 July 2017
AFPD 36-26, Total Force Development 22 December 2015
AFI 33-360, Publications and Forms Management, 1 December 2015
AFMAN 33-363, Management of Records, 8 March 2008
AFMAN, 13-501, Nuclear Weapons Personnel Reliability Program, 9 March 2017

Prescribed Forms
None

Adopted Forms
AF Form 847, Recommendation for Change of Publication

Abbreviations and Acronyms
AF—Air Force
AFI—Air Force Instruction
AFMAN—Air Force Manual
AFPD—Air Force Policy Directive
AFGSC—Air Force Global Strike Command
AFPC—Air Force Personnel Center
CCMD—Combatant Command
CCDR—Combatant Commander
DOD—Department of Defense
HQ USAF or HAF—Headquarters Air Force, includes Secretariat and Air Staff
KNB—Key Nuclear Billet
MAJCOM—Major Command
NC3—Nuclear Command, Control and Communications
NDO—Nuclear Deterrence Operations
NGB—National Guard Bureau
OPR—Office of Primary Responsibility
POTUS—President of the United States
SES—Senior Executive Service
USAFE—United States Air Forces in Europe

Terms

Associate Nuclear Civilians—Civil Service employees who work in units that support other missions in addition to NDO and the unit is listed on the Organizations in the Nuclear Mission List as an “enabler.”

Accountable Forms—Forms that the Air Force stringently controls and which cannot be released to unauthorized personnel, since their misuse could jeopardize DoD security or result in fraudulent financial gain or claims against the government.

Core Organizations—An organization considered “core” to the nuclear mission whose mission responsibilities are to operate maintain, warn/detect, secure/safe, store, dispose, transport, load, inspect, manage, procure, research/develop, test, establish policy, perform NC3, service, train or account for nuclear weapons, equipment, or Airmen. Nuclear core units/positions are included on the list of Organizations in the Nuclear Mission (Chapter 5).

Enabler Organizations—An organization that provides a unique capability or support to the nuclear mission and is not a core nuclear organization. Some examples of enabler organizations are AF/A1, AFPC, air refueling organizations or policy functions. Enabler units/positions are included on the list of Organizations in the Nuclear Mission (Chapter 5).

Force Development—Leverages leading-edge education and training practices to ensure education and training programs support emerging mission requirements includes efforts to develop innovation, collaboration, and agility in addition to institutionalizing Air Force Core Values.

Functional Authority—Senior leadership, to include Assistant Secretaries (SES), Deputy Chiefs of Staff (three-star), and other selected HAF two-letter General Officer or SES-level leaders that provide corporate perspective of institutional requirements and force management and development. The Functional Authority serves as a final authority to ensure all policies, established in accordance with this document, are implemented within their functional community. Functional Authorities are supported by functional managers who are supported by Career Field Managers.

Key Nuclear Billet—Within the AF nuclear mission, KNBs are select positions filled by nuclear experienced Airmen. KNBs are afforded the highest assignment priority and continuity of fill as these positions are vital to the sustainment of the culture, the rigor of the mission, and USAF support to national security. Each KNB is a position of responsibility that requires a defined level of nuclear experience of the assigned Airman who must be immediately effective upon assignment to prevent unacceptable risk to mission execution and nuclear surety.

KNB Representative—Designated individuals at MAJCOMs, HAF, COCOMs, joint agencies, DoD and non-DoD agencies who serve as the organization’s point of contact for KNB nominations and inquiries. Typically Colonel or GS-15 personnel representing their organization’s principal or senior leader’s perspective.
**Nuclear Mission Professionals**—Military and civilian personnel performing nuclear duties in support of the nuclear mission. The nuclear mission is a cross-functional community of career specialities determined not only by access to the weapon (i.e., Personnel Realibility Assurance Program) or manning/operational tempo levels, but by the importance and relationships to the success of nuclear deterrence operations.

**Nuclear Functional Authority**—Nuclear Functional Authority provides direction, advocacy, and integration for the health of nuclear career fields through the accession, retention, and deliberate development of nuclear Airmen. The nuclear Functional Authority prioritizes limited resources, defines and articulates human capital requirements, validates and approves key nuclear billets, deliberately develops assigned Airmen, and supports other nuclear-related Functional Authorities.

**Nuclear Command and Control (NC2)**—The exercise of authority and direction by the President, as Commander-in-Chief of the U.S. Armed Forces, through established national command authority lines over nuclear weapons, nuclear weapon systems, and nuclear weapon operations of military forces.

**Nuclear Command, Control, and Communications (NC3)**—NC3 provides the President with an integrated, flexible, secure, responsive and enduring system to support the President’s authority over nuclear weapon operations. It is comprised of a combination of elements, which include facilities, equipment, procedures and personnel.

**Primary (Core) Nuclear Civilians**—(1) reside in a civilian position that requires specialized nuclear-related training, knowledge, experience and/or education where they perform the duties and/or support NDO or (2) reside in a billet coded for KNB, PRP, HAF/MAJCOM A10 (or A3N) staff, Special Weapons System Mechanic (Occupational Series 6656), or Nuclear Engineering (Occupational Series 0840). Primary nuclear billets and incumbents should be the highest priority in accessing and managing resources and processes.

**Secondary Nuclear Civilians**—Civil Service employees who do not require specialized nuclear-related training, knowledge, education, certification and/or experience, who work in a unit that supports NDO as their primary mission area and is listed on the Organizations in the Nuclear Mission List.

**Talent Management**—Adapts human capital management and talent management practices within the Air Force to ensure an institutional human resource system capable of rapidly recognizing and adapting to the changing environment. Talent management leverages progressive human resource management and human resource development practices based on relevant standards found in other large, complex, diverse and successful organizations that will result in a workforce with the required qualities, knowledge, and skills.