This instruction establishes the selection and approval authority for the position of Chief Master Sergeant of the Air Force, Command Chief Master Sergeant positions, Group Superintendent positions, and carries out Air Force Policy Directive 36-21, Utilization and Classification of Air Force Military Personnel. Additionally, this publication provides guidance on the Enlisted Board of Directors, Senior Enlisted Statesmen Council, and Air Force Association Enlisted Council. This instruction is applicable to RegAF, Air National Guard (ANG) and the Air Force Reserve Command (AFRC). However, selected sections of this publication apply to only specific components as indicated. In collaboration with the Chief of Air Force Reserve and the Director of the ANG, the Deputy Chief of Staff for Manpower, Personnel and Services develops policy for Chief Master Sergeant of the Air Force, Senior Enlisted Leadership Management and Air Force Association Enlisted Council Programs. This publication may not be supplemented. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF form 847, Recommendation for Change of Publication; route AF 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 IAW Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of IAW the Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System (AFRIMS). Paragraph 6.5.6.4 of AFI 33-360

This Instruction requires collecting and maintaining information protected by the Privacy Act of 1974, System of Records Notice (SORN) F036 AF, Biographical Data and Automated Personnel Management System apply and is available at: http://dpclo.defense.gov/Privacy/SORNs.aspx. 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, 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 Publication OPR for non-tiered compliance items. The Chief Master Sergeant of the Air Force is the approval authority for exceptions for any part of this publication. Refer to Attachment 1 for a glossary of references and supporting information.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. It significantly changes the selection process for Command Chief Master Sergeants to align with the Chief of Staff, United States Air Force all-in policy. Guidance has been added on Group Superintendent positions, the Enlisted Board of Directors, Air Force Enlisted Council and Senior Enlisted Statesman Council.

THE CHIEF MASTER SERGEANT OF THE AIR FORCE AND COMMAND CHIEFS

The Chief Master Sergeant of the Air Force and Command Chief Master Sergeant positions are reserved exclusively for CMSgts aligned with senior levels of command. These positions carry a broad scope of responsibility and influence. The Chief Master Sergeant of the Air Force represents the highest level of enlisted leadership, and as such, provides the direction for the enlisted corps and represents their interests, as appropriate, to the American public and to those in all levels of government. CMSgts selected to serve in a Command Chief Master Sergeant position become the senior enlisted leader for their respective commander, chain of command and non-commissioned officer support structure. They are an integral member of the organization’s leadership team and are responsible for channeling of communications from the commander to all enlisted members.
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Chapter 1

CHIEF MASTER SERGEANT OF THE AIR FORCE (CMSAF)

1.1. Position. The CMSAF is the senior enlisted leader in the United States Air Force and takes precedence over all enlisted members while serving in the position.

   1.1.1. The Chief of Staff, United States Air Force (CSAF) will select a CMSgt to perform duties as the CMSAF. Tenure of the CMSAF is determined by the CSAF.

   1.1.1.1. “Chief Master Sergeant of the Air Force” wears a distinctive rank. The CMSAF’s chevron includes eight stripes with a laurel wreath surrounding a star in the lower blue field and the Great Seal of the United States of America and two stars in the upper field. The proper term of address is “Chief Master Sergeant of the Air Force” or “Chief.”

   1.1.2. Air Force Chief Master Sergeant Management Office (AF/DPE or “Chiefs’ Group”) will announce the assignment and promotion to the rank of the CMSAF position and notify the losing military personnel flight to publish the assignment orders.

   1.1.3. The special basic and retired pay rates for the CMSAF are set by law.

   1.1.4. The reporting identifier for the CMSAF is 9C000.

   1.1.5. In accordance with the Department of Defense (DoD) Order of Precedence, the CMSAF position is coded DV Code 4 and AF 3-star precedence. At joint service events, the CMSAF comes before all 3-star generals. At AF exclusive events only, the CMSAF has precedence over all 3-star generals except the Assistant Vice Chief of Staff, United States Air Force (CVA).

     1.1.5.1. In accordance with the Department of Defense (DoD) Order of Precedence, the former CMSAFs come before all other retired members of the same grade (E 9). At AF exclusive events only, the former CMSAFs have precedence over all retired 3-star generals except former Assistant Vice Chiefs of Staff, United States Air Force.

   1.1.6. The CMSAF is entitled, by virtue of official position, to an individual flag representing the official position within the government.

     1.1.6.1. The CMSAF positional flag is 4 feet 4 inches by 5 feet 6 inches, divided equally by a diagonal line from upper left to lower right. The upper part is ultramarine blue and the lower part is white. The center of the flag displays the CMSAF insignia centered between four stars, with two ultramarine blue stars below on the white and two white stars above on the ultramarine blue. The flag is trimmed on three edges with a fringe of yellow, 2½ inches wide. (Figure 1.1)
Figure 1.1. Chief Master Sergeant of the Air Force Flag.

1.2. **Duties and Responsibilities.** The CMSAF serves as the personal advisor to the Secretary of the Air Force (SECAF) and the CSAF on all issues regarding the welfare, readiness, morale, proper utilization and professional development of the enlisted force. Additionally, the CMSAF:

1.2.1. Travels extensively to discuss AF concerns with Airmen and their families.

1.2.2. Serves on boards and committees for numerous organizations affecting Airmen.

1.2.3. Testifies before Congress and meets with members in all levels of government to discuss AF issues and concerns.

1.2.4. Consults with the Senior Enlisted Advisor to the Chairman, Joint Chiefs of Staff, Sergeant Major of the Army, Sergeant Major of the Marine Corps, Master Chief Petty Officer of the Navy and Master Chief Petty Officer of the Coast Guard on issues affecting all enlisted military members.

1.2.5. Engages with military leadership and dignitaries of foreign nations regarding theater security cooperation and building partner capacity efforts.

1.2.6. Represents the AF to the American public, professional organizations and the media.

1.2.7. Serves as the career field manager (CFM) for all Command Chief Master Sergeants serving in reporting identifier 9E000 and Group Superintendents serving in reporting identifier 9G100.

1.2.7.1. RegAF: AF/DPE may be delegated duties as the functional manager by the CMSAF for all 9E000’s.

1.2.7.2. ANG. The National Guard Bureau (NGB) Senior Enlistment Management Office (NGB/SELMO) may be delegated duties as functional manager for all ANG 9G100’s.

1.2.7.3. AFRC/DPA may be delegated duties as functional manager for all AFRC 9G100’s.

1.2.8. Manages the AF Order of the Sword Program.

1.2.8.1. AFPC/DPE, NGB/SELMO, and AFPC Directorate of Assignments (AFPC/DPA) may be delegated management authority for their respective component.

1.2.9. Performs other duties and manages programs as directed by the CSAF.
1.2.10. Promotes effective utilization of the chain of command and associated chain of communications.
Chapter 2
COMMAND CHIEF MASTER SERGEANT (CCM)

2.1. Position. CCMs are the key senior enlisted leaders in the Wing, Numbered Air Force (NAF), Major Command (MAJCOM), Direct Reporting Unit (DRU), Field Operating Agency (FOA), or other similar organization and have a significant impact on all facets of the enlisted force. CCM position authorizations are subject to CMSAF review and approval by AF/A1.

2.1.1. MAJCOMs may establish CCM positions only as follows:

2.1.1.1. One CCM for each MAJCOM headquarters.

2.1.1.2. One CCM for Headquarters ANG (ANG CCM).

2.1.1.2.1. The Director of the ANG will establish an ANG CCM position on the command staff and set procedures for additional positions at subordinate organizations. The selection and tour length will be determined by the Director. (T-1).

2.1.1.3. One CCM for each NAF, War Fighting HQs or Air Force Center with command level of Major General or higher. When NAF, War Fighting HQs, Air Force Centers only have one Wing equivalent assigned, only one CCM will be authorized for both organizations. In cases where the CCM serve more than one organization, the member’s rater will be the senior commander.

2.1.1.3.1. One CCM for each ANG state, territory and the District of Columbia assigned to the Joint Force Headquarters.

2.1.1.4. One CCM per RegAF, ANG and AFRC Wing.

2.1.2. Joint agencies (DoD) and other organizations not otherwise authorized a CCM position may process requests through AF/A1M, with coordination through AF/DPE and CMSAF, and are subject to approval by the AF/A1.

2.1.3. US Unified Commands, Subunified Commands, and Defense Agencies (USAFRICOM, USCENTCOM, USEUCOM, USNORTHCOM, USSPACOM, USSOCOM, USSOUTHCOM, USTRANSCOM, USSTRATCOM, USFK, USCYBERCOM, Joint agencies, Joint Task Force, etc.) may request a CCM to perform duties as their senior enlisted leader. Process requests through AF/DPE who will coordinate with AF/A1M and CMSAF.

2.1.3.1. ANG Adjutant Generals may request an ANG CCM to perform duties as their senior enlisted leader. Process requests through NGB/SELMO who will coordinate with NGB/A1M and ANG CCM.

2.1.4. CFM will review all CCM authorizations every two years to ensure they continue to meet established guidelines. (T-0).

2.1.4.1. AF/DPE and AF/A1 will review all CCM authorizations every two years to ensure they continue to meet established requirements for RegAF. (T-1).

2.1.4.2. AFRC/CCC and AFRC/A1 will review all CCM authorizations every two years to ensure they continue to meet established requirements for AFRC. (T-1).
2.1.4.3. ANG CCM and NGB/SELMO will review all ANG CCM authorizations every two years to ensure they continue to meet established guidelines for the ANG. (T-1).

2.1.5. AF/DPE approves the award of reporting identifier 9E000 and the duty title “Command Chief Master Sergeant.” Approved CCMs wear distinctive chevrons.

2.1.5.1. AFRC/CCC approves the award of reporting identifier 9E000 and the duty title “Command Chief Master Sergeant” for the Air Force Reserve Command.

2.1.6. The duty title “Command Chief Master Sergeant” and the distinctive CCM chevron will be used only by CMSgts awarded reporting identifier 9E000 who are currently assigned to a valid CCM authorization. (T-1). The proper term of address is “Command Chief Master Sergeant” or “Chief.”

2.1.6.1. Unless working in reporting identifier 9E000 in one of the organizations listed in paragraph 2.1.3, AF enlisted members are prohibited from using the duty title “Senior Enlisted Leader”. It is a title commonly used to identify CCMs and their sister service equivalents within the joint environment.

2.1.6.2. CMSgts, whose terminal assignment was as a CCM, may wear the CCM chevron in all instances where the wear of the uniform is appropriate, according to AFI 36-2903, Dress and Personal Appearance of Air Force Personnel. Retiring CMSgts, whose terminal assignment was not as a CCM but who honorably completed a CCM tour as part of their career, may request an exception to policy (requests must be submitted in writing) to wear the CCM chevron in all instances where the wear of the uniform is appropriate, according to AFI 36-2903, to the CMSAF through:

2.1.6.2.1. RegAF. AF/DPE.
2.1.6.2.2. ANG. NGB/SELMO.
2.1.6.2.3. AFR. AFRC/A1.
2.1.6.2.4. Retired CMSgts still performing day-to-day duties in uniform in a retired status, such as high school JROTC instructors, cannot wear the CCM chevron while performing those specific duties.

2.1.7. All approved CCM positions will use “CCC” as the standard functional office symbol (except those in Unified Commands). (T-1).

2.1.7.1. The ANG CCM position will use “CFC” as the functional office symbol to align with the Director of the ANG.

2.1.8. Organizations establishing new CCM positions must ensure those office symbols are included in Address Indicating Group (AIG) 9360. (T-1).

2.1.9. CCMs serving in reporting identifier 9E000 and performing duties in an authorized position are eligible to receive Special Duty Assignment Pay (SDAP). SDAP levels are set by the SDAP Review Board and are reviewed, validated and adjusted as appropriate. Those filling the CCM role as an additional duty or temporary capacity are ineligible to receive SDAP.
2.2. CCM Selection Process.

2.2.1. Eligibility. CMSgts selected for CCM duty must be exceptionally well qualified with a broad breadth of experience and significant supervisory/leadership experience and:

2.2.1.1. Must have a physical appearance and military image in all uniform combinations that meets the highest standards expected only of the most dedicated professional CMSgt. (T-1).

2.2.1.2. Must meet AF standards of good physical health and demonstrated consistent fitness levels at or above the minimum standard. (T-1).

2.2.1.2.1. Initial selection: CMSgts must have scored 80 or above on last two fitness tests, or 90 or above on most recent fitness test, no failure on any portion within the last 12 months. (T-1).

2.2.1.3. Must have the ability to speak clearly and distinctly. (T-1).

2.2.1.4. Must be world-wide qualified (both deployment and assignment) and not have a permanent ALC “C3”. (T-1).

2.2.2. RegAF Selection Process.

2.2.2.1. Central Screening Board. AF/DPE will conduct analyses and recommend time-in-grade and time-in-service requirements prior to each CCM screening board process based on the expected requirements and the pool of eligible CMSgts. Recommended eligibility rules must be approved by AF/A1 and the CMSAF.

2.2.2.2. Once the list of eligible candidates is prepared, the list of candidates is forwarded to the owning organization to receive senior rater approval to compete for the selection board. Senior raters should conduct personal interviews and recommend or non-recommend with justification each CMSgt that meets eligibility based solely on suitability for CCM duty and mission requirements. Volunteer preferences should not be considered when making the decision to recommend. Recommendations by senior raters are made on the Chief’s enlisted performance report.

2.2.2.3. AF/DPE conducts the annual CCM screening board to create a formal candidate list.

2.2.2.4. Currently serving CCMs are considered “Graduated” CCMs after successfully serving 12 months in the position. Graduated and currently serving CCMs are exempt from the screening board process. After coordination with AF/DPE, their commander may make them available for CCM reassignment as early as their 18th month of current assignment (9 months for those serving a short tour).

2.2.2.5. Graduated CCMs transitioning to non-CCM duty remain candidates for future CCM opportunities for 12 months, provided the member is a volunteer for worldwide CCM reassignment (must met CCM eligibility criteria) with current senior rater concurrence. Graduated CCMs serving in non-CCM duty for over 12 months must meet the CCM screening board to be considered for CCM opportunities. A CCM removed for cause or who did not successfully complete a CCM tour will not re-compete through the screening process.
2.2.2.6. CCMs selected for developmental positions will remain eligible for future CCM opportunities while serving in the developmental position.

2.2.2.7. CCM candidate lists expire when the new CCM list is produced the following calendar year. Candidates already referred to Commanders prior to the published list will remain eligible until the hiring authority selects their CCM.

2.2.3. ANG Selection Process.

2.2.3.1. The Director of the ANG establishes component selection criteria and set procedures to meet the needs of the organization.

2.2.3.2. The State CCM is selected by the Adjutant General. The State CCM reports directly to the Adjutant General and is a member of the Adjutant General's Staff.

2.2.3.3. The Wing CCM is selected by the Wing Commander. The Wing CCM reports directly to the Wing Commander and is a member of the Wing Commander's Staff.

2.2.3.4. Adjutant Generals or Wing Commanders are expected to select CCMs from a panel process. When selecting the Wing CCM, the State CCM should be a voting member of the selection panel with additional members added at the discretion of the Adjutant General or the Wing Commander.

2.2.3.5. CCM positions will be advertised utilizing the State Joint Force HQ processes to ensure all eligible candidates have an opportunity to apply.

2.2.3.6. Recommend candidates submit a package consisting of no less than an official AF biography, letter of intent, current passing physical fitness score and record of individual personnel.

2.2.3.7. Currently serving CCMs are considered “Graduated” CCMs after serving 18 months in the position.

2.2.4. AFRC Selection Process.

2.2.4.1. Effective upon the implementation date of the Air Force Reserve Command CCM Screening Board process, AFRC/CCC in coordination with AFRC/A1K and ARPC/DPA will solicit applications from qualified CMSgts.

2.2.4.2. Currently serving CCMs are considered “Graduated” CCMs after serving 18 months in the position.

2.2.5. RegAF Assignments.

2.2.5.1. AF/DPE will coordinate with owning/gaining senior raters as vacancies open.

2.2.5.2. CMSgts on the CCM candidate list remain eligible for other assignment/personnel actions in their core CEM Code(s).

2.2.5.3. AF/DPE provides hiring authorities at the Wing-level with a tailored list of candidates/graduated CCMs based on background and/or desired experiences. The hiring authority may request a CMSgt, on the CCM list or a graduated CCM, for by-name consideration.

2.2.5.3.1. Selection.

2.2.5.3.1.1. AF/DPE will open positions in Senior Leader Career Management
System (SLCMS) and notify MAJCOM CCMs for nominations.

2.2.5.3.1.2. MAJCOM CCM will add/decline nominations (within 5 duty days).

2.2.5.3.1.3. Candidates will only compete for one CCM position at a time. (T-1).

2.2.5.3.1.4. AF/DPE will lock the names in SLCMS.

2.2.5.3.1.5. Owning MAJCOM/CCM will review each candidate and tailor the list as necessary (within 5 duty days).

2.2.5.3.1.6. AF/DPE will verify eligibility, deconflict names and notify hiring authority and MAJCOM/CCM that names will be available in SLCMS within 3 duty days.

2.2.5.3.1.7. Hiring authority has 10 duty days to consider.

2.2.5.3.1.8. After 10 duty days the names will be available for other positions and the hiring authority will have to start the process again. (T-1).

2.2.5.4. Hiring authorities are expected to select CCMs from the nominees provided by AF/DPE. Commanders should coordinate hiring with MAJCOM CCMs. Exceptions must have MAJCOM CC and CMSAF approval. (T-1).

2.2.5.5. CCMs serving at the Center, NAF or MAJCOM levels are sourced through a nominative process. AF/DPE requests nominations of qualified CMSgts from individual MAJCOM/COCOMs. All MAJCOM/COCOM nominations are combined to form a nominative slate which is forwarded to the Office of the CMSAF for review then forwarded to the hiring authority for vetting and selection.

2.2.5.6. All CCMs being nominated for Joint/Combined Command SEL positions must be approved by the MAJCOM/CC prior to being nominated to AF/DPE.

2.2.5.7. CMSgts who decline selection for a specific CCM assignment will retire or separate in lieu of assignment. (T-1).

2.2.5.8. AF/DPE is responsible for coordinating and announcing all CCM selections.

2.2.6. ANG Assignment Process.

2.2.6.1. CMSgts selected for assignment to a CCM position must attend the ANG Chiefs Executive Course, and the first available CCM orientation course no later than six months from selection. (T-1). Selectee is authorized to wear the CCM chevron upon receiving a confirmed CCM orientation course school date TLN. (T-1).
Table 2.1. Funding for Command Chief Master Sergeant Positions.

| CCM Positions are funded for: | ANG Enlisted – Drill Resource Identifier Code (RIC) 0128. |
| TAG may select CCM positions from: | ANG Enlisted – Drill RIC 0128 |
| | ANG Enlisted – AGR RIC 0148 |
| | ANG Civilian Technicians – RIC 0170 |

2.2.6.2. Selection by the Adjutant General of ANG Enlisted AGR RIC 0148 or ANG Civilian Technicians RIC 0170 require reallocation of funding to meet the CCM authorization change. Further guidance on assignment placement is contained in AFI 36-2110 Chap 2. For assistance with funding exceptions, contact NGB/A1M.

2.2.6.3. Upon CCM selection, assigned State Military Personnel Management Office will send assignment request to the NGB/SELMO for review. NGB/SELMO will review assignment eligibility and ensure completion of administrative actions. (T-1).

2.2.6.4. On assignment to a CCM position, the CMSgt’s CAFSC and DAFSC must be changed to reflect 9E000, CCM. CCMs are not permitted to perform duty outside of the 9E000 reporting identifier during military status. (T-1).

2.2.6.5. 1 All 2096 actions for assignment of a CCM must be coordinated through NGB/SELMO before final processing. (T-1).

2.2.7. AFRC Assignment Process.

2.2.7.1. Upon implementation of the Air Force Reserve Command CCM Screening Board:

2.2.7.1.1. ARPC/DPA in coordination with AFRC/CCC will coordinate with owning/gaining senior raters as vacancies open.

2.2.7.1.2. CMSgts on the CCM candidate list remain eligible for other assignments/personnel actions in their core CEM Code(s).

2.2.7.1.3. ARPC/DPA in coordination with AFRC/CCC provides hiring authorities with selection options; a tailored list of candidates and graduated CCMs based on background and or desired experiences or the entire candidate list.

2.2.7.1.4. Hiring authorities are expected to select CCMs from the provided candidate list.

2.2.7.1.5. ARPC/DPA in coordination with AFRC/CCC is responsible for coordinating and announcing all CCM selections.

2.3. CCM Nominations to Joint/Combined Commands.

2.3.1. CCMs (current and past) and CCM candidates may be considered for Joint/Combined Command Senior Enlisted Leader positions.

2.3.2. AF/DPE will task MAJCOM CCMs for input and CMSAF will coordinate on all AF nominations for Joint/Combined Command Senior Enlisted Leader positions.
2.3.3. If an AF nominee is selected as the Joint/Combined Command SEL, CMSAF and AF/DPE will coordinate actions to establish an AF CMSgt authorization for the position.

2.3.4. CCMs being nominated for Joint/Combined Command Senior Enlisted Leader positions are vetted through CMSAF and must be approved by the CSAF prior to being nominated.

2.3.4.1. ANG. CCMs being nominated for Joint/Combined Command Senior Enlisted Leader positions are vetted through ANG CCM and must be approved by the ANG CF prior to being nominated to AF/DPE.

2.3.4.2. AFR. CCMs being nominated for Joint/Combined Command Senior Enlisted Leader positions are vetted through AFRC CCM and must be approved by the AFRC CC prior to being nominated to AF/DPE.

2.4. Tenure.

2.4.1. RegAF. Tenure for CCMs at Wing/NAF/DRU/FOA is at the discretion of the organization commander, but is normally two years minimum and three years maximum, unless waived by the owning MAJCOM CC in coordination with the CMSAF.

2.4.1.1. RegAF. AF/DPE coordinates extension requests with the owning senior rater to determine future utilization of the assigned CCM.

2.4.2. ANG. Tenure for CCM will be for a minimum of three years and six years maximum. Only Airmen who can serve the minimum tour will be considered by the panel. (T-1).

2.4.2.1. ANG. The Adjutant General or Wing Commander may request an extension beyond six years to meet state or wing mission requirements. Extension requests must be submitted to NGB/SELMO six months prior to the CCM tour termination. (T-1). NGB/SELMO will coordinate with ANG CCM for all extension requests. (T-1). Note: Using these criteria, CCMs are eligible to do a consecutive tour which allows for three to six years as a Wing CCM followed by three to six years as a State CCM.

2.4.3. AFR. CCMs will serve a minimum of three years and a maximum of four years, if approved by AFRC CV and AFRC CCM.

2.4.3.1. AFR CCM will coordinate with senior rater regarding the continued utilization of assigned CCM.

2.4.4. Tenure for AF CCMs serving as a Joint/Combined Command Senior Enlisted Leader is at the discretion of the respective commander, normally three years in length.

2.4.5. When necessary, Commanders, in coordination with AF/DPE may appoint an interim CCM. Interim CCMs will not wear the distinctive chevron and are ineligible for CCM SDAP.

2.4.6. Removal for Cause: When a commander loses confidence in a CCM, he/she may relieve the CCM. For CCMs serving more than one organization, the senior commander retains the authority to relieve the CCM. The relieving commander will ensure that the:

2.4.6.1. RegAF. MAJCOM CCM and AF/DPE are notified. (T-1).

2.4.6.2. ANG. ANG CCM and NGB/SELMO are notified. (T-1).
2.4.6.3. AFR. AFRC CCM is notified. (T-1).
Chapter 3

CCM DUTIES AND RESPONSIBILITIES

3.1. General CCM Duties and Responsibilities. The CCM is the senior enlisted leader of the command at Wing or higher levels and is a key member of the command’s leadership team. CCMs are the commander’s key enlisted advocate and advisor on operational effectiveness and the organization, training and equipping of enlisted Airmen. CCMs ensure the commander’s directions and policies are carried out and the Airmen understand and are dedicated to the mission of the command. CCMs are responsible for the professional development and proper utilization of the command’s enlisted force. CCMs work in concert with other enlisted leaders such as Group Superintendents and First Sergeants to oversee the readiness, training, health, morale, welfare and quality of life of assigned personnel. Additionally, they:

3.1.1. Provide general supervision of the organization’s enlisted force.
3.1.2. Understand AF doctrine and core leadership competencies and communicate these to the force.
3.1.3. Understand the operation and mission of the organization and all subordinate elements and ensure the enlisted Airmen understand the command’s mission and their role in executing that mission.
3.1.4. Represent the commander at various meetings.
3.1.5. Are an active member on the Commanders Action Team, senior staff meetings, Community Action Information Board (CAIB), Integrated Delivery System (IDS) and other senior leader forums within the organization. (T-2).
3.1.6. Serve as an active participant on appropriate advisory boards (base advisory, enlisted advisory council, DECA, etc.). (T-2).
3.1.7. Regularly visit Airmen to include traveling to geographically separate subordinate units/elements. (T-2).
3.1.8. Monitor the command’s status of discipline and advise the commander on matters of compliance with AF standards, disciplinary actions (discharges, PRP, courts martial, etc.), promotion withholds and on-going investigations (i.e., IG, SF, AFSOI and CC-directed) as necessary. (T-1).
3.1.9. Establish and maintain rapport with Commanders, other CCMs and senior enlisted personnel.
3.1.10. Maintain professional relationships with subordinate Commanders and work in concert in order to accomplish the mission.
3.1.11. Interact with sister service counterparts.
3.1.12. Serve as a liaison to, and work closely with, the local community.
3.1.13. Ensure the enlisted force is trained, equipped and ready to meet deployment requirements.
3.1.14. Evaluate the quality of enlisted leadership, management and supervisory training by visiting, briefing at and sitting on panels for professional military education facilities, First Term Airman Center, professional enhancement programs (enlisted, civilian and officer, when applicable), professional organizations, career assistance advisors, junior enlisted councils, etc. Additionally, they will review the curriculum and effectiveness of enlisted developmental programs. (T-2).

3.1.15. Coordinate on all communications impacting the enlisted force or base community. (T-1).

3.1.16. Assist in the professional growth and mentoring of civilian and officer supervisors of enlisted, the organization’s CGOs and new Squadron Commanders, as required. (T-3).

3.1.17. Evaluate, oversee and support enlisted professional military education, retention efforts, professional enhancement programs, off-base recruiters’ efforts, dormitory management and the base Honor Guard. (T-3).

3.1.18. Serves on the Enlisted Force Distribution Panel. Advises the senior rater on aggregate force distribution for enlisted promotion recommendations and performance reports. Assist and advise in the selection and nomination of enlisted Airmen for positions of greater responsibility, to include the Developmental Special Duty nomination process. (T-1).

3.1.19. Manage the organization’s Stripes for Exceptional Performers and SrA Below-the-zone promotion programs. (T-2).

3.1.20. Maintain a comprehensive quarterly and annual recognition program including the 12 Outstanding Airmen of the Year selection process. (T-1).

3.1.21. Actively lead in the organization’s fitness program.

3.1.22. Perform other duties as required/directed by their commander.

3.1.23. CCMs will be familiar with and have input into AEF – UTC Availability coding procedures, particularly enlisted coded billets and base AEF posturing criteria. (T-1).

3.2. Responsibilities of Wing CCMs. In addition to the general responsibilities of all CCMs, Wing-level CCMs will also:

3.2.1. Coordinate quality of life and enlisted force issues with NAF, MAJCOM and AFPC representatives. (T-1).

3.2.2. Meet regularly with, mentor and assist in the development of Group Superintendents and serve as the base-level Functional Area Manager (FAM) for Group Superintendents. (T-2).

3.2.3. Oversee and advise the Wing Commander concerning enlisted promotions, inductions, recognition programs, CCAF graduations, awards, decorations, etc. (T-1). The CCM should compile information on a quarterly basis for tracking purposes.

3.2.4. Be thoroughly familiar with AFI 36-2113/The First Sergeant. (T-1). Serves as their respective Wing FAM for First Sergeants, to include oversight of their Wing First Sergeant special duty nomination process; works with the host Wing CCM (installation FAM) concerning all First Sergeants assigned to their respective Wing and geographically separated units; will attend First Sergeant Council meetings. (T-1).
3.2.5. Advise the Wing Commander on quality-of-life issues and concerns of the enlisted force. (T-2)

3.2.6. In addition to the general responsibilities for all Wing CCMs, ANG Wing CCMs will:
   3.2.6.1. Maintain liaison with the Wing Commander, Wing Staff, and State CCM. (T-2)
   3.2.6.2. Advise and assist in the Wing Human Resource Advisor selection process. (T-2)
   3.2.6.3. Understand and participate in the Wing force management plan concerning enlisted members. (T-2)
   3.2.6.4. Advise the Wing Commander concerning awards, decorations, and recognition programs. The CCM should compile information on a quarterly basis for tracking purposes. (T-1).
   3.2.6.5. Meet quarterly with ANG Wing Directors of Psychological health, Chaplains, and Airman Family Readiness Program Manager. (T-2)
   3.2.6.6. Work closely with Wing Recruiting and Retention Offices. (T-2)
   3.2.6.7. Work with Force Support Squadron to provide oversight of ANG Airman Accession Management Program (AMP). (T-1).
   3.2.6.8. Forward all concerns and issues to state, territory, District of Columbia, and to ANG CCM as appropriate. (T-1).

3.3. Responsibilities of Host Wing CCMs. In addition to the CCM responsibilities in paragraphs 3.1 through 3.2, when tenant Wings are assigned to an installation, the host Wing CCM will:

   3.3.1. Manage the base-level (enlisted) recognition program and coordinate with tenant CCMs/units on feeder program requirements. (T-1).
   3.3.2. Serve as installation FAM for First Sergeants; work with tenant Wing CCM concerning all First Sergeants assigned to each respective Wing and geographically separated units supported by the installation; ensure First Sergeant Council meetings are convened IAW AFI 36-2113/The First Sergeant. (T-1).
   3.3.3. Coordinate distinguished visitors visits with tenant CCMs and or units when appropriate. (T-1).

3.4. Responsibilities of Tenant Unit CCMs. If more than one CCM is assigned to an installation, the tenant unit CCMs will:

   3.4.1. Communicate unique mission support requirements or unit capabilities to host Wing CCM. (T-1).
   3.4.2. Inform host Wing CCM of quality of life issues and coordinate with host Wing CCM for resolution. (T-1).
   3.4.3. Coordinate with host Wing CCM on dormitory integrity and management issues. (T-1).
   3.4.4. Support base readiness pools. (T-1).
3.4.5. Coordinate with host Wing CCM to integrate tenant organization’s recognition program into base-level program, as required. (T-1).

3.4.6. Inform host Wing CCM of distinguished visitor visits and share distinguished visitor opportunities with host Wing. (T-1).

3.4.7. Coordinate with host Wing CCM on First Sergeant issues and will attend First Sergeant Council meetings IAW AFI 36-2113. (T-1).

3.5. Responsibilities of Deployed CCMs. In addition to the general responsibilities for all CCMs, deployed CCMs will:

3.5.1. Complete pre-deployment training as required by UTC/tasking location/command. (T-1).

3.5.2. Understand the site’s missions, functions, geography and force protection issues, and ensure necessary support is in place for the warfighter. (T-1).

3.5.3. Oversee, monitor and work issues regarding Airmen and equipment beddown, and site plans. (T-1).

3.5.4. Coordinate issues with joint and or combined counterparts to monitor and deconflict differing service regulations and instructions. (T-1).

3.5.5. Give incoming forces a welcome brief and participate in the site’s reception plan or “Right Start” program. (T-2).

3.5.6. Monitor reporting instruction violation trends and elevate to appropriate levels, as required. (T-2).

3.5.7. Educate personnel on rank and precedence of joint and/or combined services. (T-3).

3.5.8. Ensure the site has the appropriate number of authorized and assigned First Sergeants and Group Superintendents. (T-1).

3.5.9. Establish and/or manage a First Sergeants’ Council, local Chiefs’ Group, and other organizations as required, to work site issues. (T-1).

3.5.10. Monitor awards, decorations and performance reports for deployed individuals. (T-2).

3.5.11. Establish and/or manage a site detail program. (T-1).

3.5.12. Annotate lessons-learned, and complete and submit a trip report to reviewing authorities. (T-2).

3.6. Responsibilities of the ANG State, Territory and the District of Columbia CCMs. In addition to the general responsibilities for all CCMs, ANG state, territory and the District of Columbia CCMs will:

3.6.1. Advise the Adjutant General/Assistant Adjutant General (TAG/AAG) on quality-of-life issues and concerns of the enlisted Airmen. (T-1).

3.6.2. Maintain liaison with TAG, Assistant Adjutant Generals for Air and Army, the State Command Sergeant Major, Director of Staff, and other Joint Force Headquarters Staff members. (T-1).
3.6.3. Provide advice and counsel to Wing Commanders and Wing CCMs and other senior leaders. Acts as FAM for GSU First Sergeants and manages the selection process of GSU First Sergeants. (T-1).

3.6.4. Provide information to ANG CCM concerning personnel training and manpower issues; effectiveness of AF, AFRC and ANG programs; and quality-of-life issues having a significant impact on the enlisted force. (T-2).

3.6.5. Advise the Wing Commander on selection process of new Wing CCM’s. (T-2).


3.6.7. Stripes for Exceptional Performers 1 & 2 AFI 36-2502/Enlisted Airmen Promotion/Demotion Program. State CCMs will manage this program to include advertising the program, boarding applicants, advising the Adjutant General on the board recommendations, forwarding selected packages to ANG for approval and following program term limits to ensure they are adhered to by the state. (T-1). Future enlisted promotion or recognition packages will be managed by the State CCM unless indicated differently in the specific program. (T-2).

3.6.8. Understand and participate in the state force management plan concerning enlisted members, through Selective Retention and AGR Continuation Board’s. (T-1).

3.6.9. Make recommendations for improvement, expansion, increased ANG Wing enlisted involvement and command utilization, etc., and oversees the development of wing-wide standard operating procedures and other guides that further the understanding among enlisted personnel and provide dynamic motivation for efforts toward attainment of readiness. (T-1).

3.6.10. Forward all concerns and issues to state/Wing senior leadership or ANG CCM as appropriate. (T-1).

3.6.11. Seek opportunities and/or work closely with or for State Partnership programs to foster NCO partnerships with other nations. (T-1).

3.7. Responsibilities of NAF CCMs. In addition to the general responsibilities for all CCMs, NAF/Center CCMs will:

3.7.1. Advocate for enlisted personnel and command policies, morale, training, recognition, and support infrastructure. (T-1).

3.7.2. Mentor and manage development of NAF staff personnel. (T-1).

3.7.3. Serve as intermediate management of training, development and information issues between MAJCOMs and Wings. (T-1).

3.7.4. Work with joint and or combined Senior Enlisted Leaders to support geographically-separated units, as required. (T-1).

3.7.5. Serve as Senior Enlisted Leader for Joint Task Forces and Joint Force and/or COMAFFOR. (T-1).

3.7.6. Engage in Theater Security Engagements and Building Partner Capacity activities to establish and build relationships that foster partnerships and interoperability to meet theater strategic objectives and strategy. (T-1).
3.7.7. Coordinate and execute a quality of life budget and plan. (T-1).

3.7.8. Coordinate distinguished visitor visits across subordinate and tenant units. (T-2).

3.7.9. Ensure readiness, deployability, professional development and training of assigned 8F000s, 9E000s, and 9G100s. (T-1).

3.7.10. Travel extensively to discuss AF concerns with enlisted members in the field. (T-2).

3.8. Responsibilities of MAJCOM CCMs. In addition to the generic responsibilities of all CCMs, MAJCOM CCMs will:

3.8.1. Act as a liaison working issues between the MAJCOM CC and the major command.

3.8.2. Evaluate the command’s approach to enlisted training, professional development, recognition and infrastructure.

3.8.3. Advocate the command’s quality of life initiatives and plans to the MAJCOM CC.

3.8.4. Serve as a member on MAJCOM boards and councils and other AF and DoD panels.

3.8.5. Serve as a member of the CMSAF’s Enlisted Board of Directors.

3.8.6. Act as a direct conduit between the CMSAF and the MAJCOM’s enlisted force.

3.8.7. Provide recommendations to the CMSAF and MAJCOM CC on future enlisted needs in a changing environment.

3.8.8. Travel extensively to discuss AF concerns with enlisted members in the field.

3.8.9. Engage in Theater Security Engagements and Building Partner Capacity activities to establish and build relationships that foster partnerships and interoperability to meet theater strategic objectives and strategy.

3.8.10. Assist Wing CCMs and MAJCOM functional managers with various issues, i.e. retention, manning, special duties, etc.

3.8.11. Coordinate command issues and concerns with other MAJCOMs.

3.8.12. Brief at Wing and Squadron CC orientation/training courses.


3.8.14. Act as MAJCOM FAM for the command’s 8F000, 9E000 and 9G100 personnel.

3.8.15. Conduct periodic validation of 8F000, 9E000 and 9G100 positions within the command.

3.8.16. Conduct MAJCOM training/orientation for newly assigned CCMs.

3.8.17. Establish and conduct MAJCOM CMSgt Orientation Seminar.

3.8.18. Establish and monitor professional development of assigned CMSgts and CCMs; assist AF/DPE in selecting CMSgts for senior enlisted leader training and develop subordinate CCMs for future opportunities.

3.8.19. Coordinate with/advise command POC on enlisted nominations for higher HQ and key positions.

3.8.20. Oversee MAJCOM Developmental Special Duty process.
3.8.21. Coordinate with MAJCOM First Sergeants on all issues affecting First Sergeants within the command.

3.9. Responsibilities of National Guard State SELs.

3.9.1. In addition to the general responsibilities of all CCMs, NGB State SELs will advise the Adjutant General on all enlisted matters for both Army and Air National Guard.

3.9.2. Maintain liaison with the State Command Sergeant Major, State CCM, Director of Staff, and other Joint Force Headquarters Staff members. Work closely with State Partnership programs to foster NCO partnerships with other nations.

3.9.3. Provide information to the ANG/CCM concerning personnel training and manpower issues; AF programs; and quality-of-life issues having a significant impact on the enlisted force. (T-2).

3.9.4. Provide information to the National Guard Bureau Senior Enlisted Advisor concerning personnel training and manpower issues; effectiveness of Army and AF programs; and quality-of-life issues having a significant impact on the enlisted force. (T-2).

3.10. Responsibilities of Joint/Combined Senior Enlisted Leaders. In addition to the general responsibilities of all CCMs, Joint/Combined Command Senior Enlisted Leaders will:

3.10.1. Communicate directly with Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff (SEAC) on issues impacting the enlisted force and families.

3.10.2. Maintain direct communication with the Service Senior Enlisted Advisors and other Joint Senior Enlisted Leaders on issues pertaining to joint service members.

3.10.3. Coordinate with other service component Senior Enlisted Leader.

3.10.4. Be familiar with sister service regulations, instructions and directives.

3.10.5. Be responsible for coordinating and facilitating joint enlisted education.

3.10.6. Monitor, coordinate and deconflict differing service policies and regulations (administrative and operational).

3.10.7. Serve as Senior Enlisted Leader for Joint Task Forces and Joint Force and or COMAFFOR.

3.10.8. Engage in Theater Security Engagements and Building Partner Capacity activities to establish and build relationships that foster partnerships and interoperability to meet theater strategic objectives and strategy.

3.10.9. Serve as a member of the CMSAF’s Enlisted Board of Directors.

3.11. Responsibilities of Joint Base CCMs where the AF is the lead component. In addition to the general responsibilities of all CCMs, if assigned to a joint installation Wing CCM will:

3.11.1. Become familiar with the supported service component requirements relating to accompanied and unaccompanied housing management. (T-1).

3.11.2. Become familiar with unique quality of life requirements of the supported service component and respond to these concerns. (T-1).
3.11.3. Become familiar with the supported service component's rank structure, military customs and traditions. (T-1).

3.11.3.1. The CCM should complete or have completed the SNCO Joint PME course within 120 days of assignment as CCM. (T-1).

3.11.4. Establish communication and regularly meet with supported service component Senior Enlisted Leaders to gain an understanding of unique needs and challenges facing their respective service members. (T-1).

3.11.5. The CCM should encourage participation of Senior Enlisted Leaders at joint partnership council forums, i.e., Quarterly Improvement Council, CAIB, IDS processes, etc.

3.12. Responsibilities of Joint Base CCMs where the AF is not the lead component. If assigned to a joint installation, the tenant Wing CCM will:

3.12.1. Become familiar with the supporting service component's rank structure, military customs and traditions. (T-1).

3.12.1.1. Complete or have completed the SNCO Joint PME course within 120 days of assignment as CCM. (T-1).

3.12.2. Be familiar with Joint Base regulations, instructions and directives. (T-1).

3.12.2.1. Monitor, coordinate, and deconflict differing service policies and regulations (administrative and operational). (T-1).

3.12.3. Establish communication and regularly meet with supporting service component Senior Enlisted Leaders. (T-1).

3.12.3.1. Communicate unique mission support requirements or unit capabilities to Joint Base SELs. (T-1).

3.12.3.2. Inform Joint Base SEL of quality of life issues and coordinate with Joint Base SELs for resolution. (T-1).

3.12.4. Participate in Joint councils addressing QoL for AF service members. (T-1).

3.12.5. Be a spokesperson for the AF and help educate the supporting service component on AF customs, traditions, and unique mission requirements. (T-1).

3.12.6. Coordinate as "Host Wing CCM" for hiring Joint Base special duty positions (i.e., Dorm Leaders, etc.). (T-1).

3.12.7. Manage the base-level AF enlisted recognition program and coordinate with tenant units on feeder program requirements. (T-1).


3.12.9. Coordinate AF distinguished visitor visits with tenant CCMs/units and Joint Base SELs when appropriate. (T-2).

3.12.10. Manage AF-specific base enlisted events (PME graduations, promotion celebrations, etc.). (T-1).
3.12.11. Coordinate with joint base Senior Enlisted Leaders on dormitory integrity and management issues. (T-1).
Chapter 4

GROUP SUPERINTENDENT

4.1. **Position.** RegAF and AFRC: Group Superintendents (9G100) are only authorized at the group-level. Standard and Combat Wing organizations with Maintenance Group, Mission Support Group, Operations Group and Medical Groups are authorized a 9G100 while functional groups, such as Security Forces or Communications groups, are authorized a functional Chief Enlisted Manager code.

4.1.1. ANG. Group Superintendents (9G100) are only authorized at the group-level. Standard and Combat Wing organizations with Maintenance Group, Mission Support Group, Operations Group, and Medical Groups are authorized a 9G100. Exceptions: Additional Groups authorized by A1M based on Wing mission construct may have 9G100 assigned

4.1.2. RegAF and AFRC Only: Group Superintendent positions are functionally aligned. CMSgts serving in these positions will possess an AFSC CEM code assigned to the functional group. (T-1). Wing Staff CMSgts, to include finance, equal employment opportunity, public affairs, legal, First Sergeants etc...are considered as Mission Support Group.

4.1.3. CMSgts assigned to a 9G100 UMD position must have 9G100 as their control and duty AFSCs. (T-1). The member’s primary AFSC will not be changed to 9G100. (T-1).

4.1.3.1. CMSgts serving temporarily as Group Superintendents on a fill-in basis will not be awarded the reporting identifier 9G100. (T-1).

4.1.4. For a group to earn a Group Superintendent the organizational structure must meet one of the following criteria:

4.1.4.1. RegAF and AFRC Only: If designated as an Air Base Group it must have as a minimum 100 enlisted funded authorizations to include subordinate unit enlisted population. (T-1).

4.1.4.2. RegAF and AFRC Only: If the unit is identified as Maintenance Group, Mission Support Group, Operations Group or Medical Group, it must have the full complement of squadrons as outlined in Table 4.1. (T-1).
### Table 4.1. Group Type Requirements.

<table>
<thead>
<tr>
<th>GROUP TYPE</th>
<th>REQUIRED SQUADRON(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance</td>
<td>Aircraft/Missile Maintenance Squadron, Maintenance Squadron</td>
</tr>
<tr>
<td>Medical</td>
<td>Medical Support Squadron, Medical Operations Squadron, Aerospace Medicine Squadron, Dental Squadron</td>
</tr>
<tr>
<td>Mission Support</td>
<td>Force Support Squadron, Civil Engineer Squadron, Communications Squadron, Contracting Squadron, Logistics Readiness Squadron, Security Forces Squadron</td>
</tr>
<tr>
<td>Operations</td>
<td>Operations Support Squadron, Operations Squadron</td>
</tr>
</tbody>
</table>

4.1.4.3. RegAF and AFRC Only: The group must contain squadrons having a minimum of two different organizational kind codes and a minimum number of funded enlisted active duty authorizations determined by the mission of the group as outlined in Table 4.2. (T-1). AF/DPE will make the final determination of the category the group falls under. **Note:** The group population includes the group Staff and all subordinate units as defined in the Manpower Programming and Execution System.
### Table 4.2. Group Type Requirements.

<table>
<thead>
<tr>
<th>GROUP TYPE</th>
<th>EXAMPLES OF DIFFERENT TYPES OF GROUPS</th>
<th>MINIMUM AD ENL POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance</td>
<td>Commodities</td>
<td>Munitions</td>
</tr>
<tr>
<td></td>
<td>Electronics</td>
<td>Special Ops</td>
</tr>
<tr>
<td>Medical</td>
<td>Clinical Support</td>
<td>Special Ops Medical</td>
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<tr>
<td></td>
<td>Medical</td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>Adversary Tactics</td>
<td>Presidential Airlift</td>
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<tr>
<td></td>
<td>Airlift</td>
<td>Range</td>
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<tr>
<td></td>
<td>Air Control</td>
<td>Reconnaissance</td>
</tr>
<tr>
<td></td>
<td>Air Mobility Ops</td>
<td>Rescue</td>
</tr>
<tr>
<td></td>
<td>Air Support Ops</td>
<td>Space/Missile</td>
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<tr>
<td></td>
<td>Air/Cyber</td>
<td>Special Tactics</td>
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<tr>
<td></td>
<td>Cyber Ops</td>
<td>Test</td>
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<tr>
<td></td>
<td>Electronic Combat</td>
<td>Test Engineering</td>
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<tr>
<td></td>
<td>Fighter</td>
<td>Test/Eval</td>
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<tr>
<td></td>
<td>Geospatial</td>
<td>Test Management</td>
</tr>
<tr>
<td></td>
<td>Global Exploit</td>
<td>Weapons Eval</td>
</tr>
<tr>
<td></td>
<td>Intel/Surv/Recon</td>
<td>Theater Ops</td>
</tr>
<tr>
<td></td>
<td>Launch</td>
<td>Training (non-AETC)</td>
</tr>
<tr>
<td></td>
<td>Network Ops</td>
<td>Weather</td>
</tr>
<tr>
<td>Support</td>
<td>Airlift Support</td>
<td>Contingency Response</td>
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<tr>
<td></td>
<td>Air &amp; Space Comm</td>
<td>Cyberspace E &amp; I</td>
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<tr>
<td></td>
<td>Base Defense</td>
<td>Installation Supt</td>
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<tr>
<td></td>
<td>Combat Comm</td>
<td>Mission Supt</td>
</tr>
<tr>
<td></td>
<td>Contingency Ops Supt</td>
<td>Security Forces/Log Spt</td>
</tr>
<tr>
<td>Training (AETC Only)</td>
<td>Flying Training</td>
<td>Training</td>
</tr>
</tbody>
</table>

4.1.4.4. Groups having squadrons with all the same organizational kind codes are considered functional groups and do not earn a 9G100 Group Superintendent.

### 4.2. Group Superintendent Selection Process.

4.2.1. Eligibility: Group Superintendents are functional leaders who provide leadership and management in organizing equipping and training. Group Superintendent requirements are advertised and filled using the Commander Involvement Program hiring process.

4.2.1.1. Group Superintendent Positions will be filled by those members serving in the rank of CMSgt. (T-1).
4.2.1.2. Group Superintendents should be experienced and well-broadened. CMSgt selectees will only be considered as a case-by-case basis. (T-1). Selection of CMSgt-selects to serve as a Group Superintendent will require a waiver request memorandum; outlining the justification for the CMSgt-select to serve in the capacity of 9G100. (T-1). The waiver request memorandum is required from the member’s senior rater through the:

4.2.1.2.1. RegAF. MAJCOM CCM to AF/DPE.

4.2.1.2.2. ANG. ANG CCM to NGB/SELMO.

4.2.1.2.3. AFR. Wing CCM to NAF CCM.

4.2.1.3. Locally assigned CMSgts must be considered for Group Superintendent positions prior to submission of a requisition. (T-1). AF-wide advertisement should only be requested when there are no qualified or viable local candidates.

4.2.1.3.1. Once it has been determined that no qualified or viable local candidates are available, the position is validated and advertised AF-wide. Local CMSgts may not be re-considered after AF-wide advertisement.

4.2.2. Establishing a minimum tour provides continuity and reinforces the hiring of local CMSgts. The minimum tour length will be no less than 12 months and CMSgts will become eligible for assignment action or AF-wide force shaping initiative in their core CEM (AFSC) after this period. (T-1).

4.2.2.1. RegAF. Commanders and MAJCOM/A1 should contact AF/DPE to determine assignment vulnerability and/or eligibility of potential candidates to serve as Group Superintendents prior to the selection and/or announcement of hire.

4.2.2.2. RegAF and AFRC. There are no maximum tour lengths. CMSgts will serve at the discretion of their commander and best interest of the AF. (T-1). Upon completion of Group Superintendents duties CMSgts may be reassigned locally, PCS or retire.

4.2.2.3. ANG. Tenure for 9G100 will be for a minimum of three years and six years maximum. (T-1). Only Airmen who can serve the minimum tour will be considered by the panel.

4.2.2.3.1. ANG. The Adjutant General or Wing Commander may request an extension beyond six years to meet state or wing mission requirements. Extension requests must be submitted to NGB/SELMO six months prior to the 9G100 tour termination. (T-1). NGB/SELMO will coordinate with ANG CCM for all extension requests. (T-1). Note: Using these criteria, 9G100s are eligible to do a consecutive tour which allows for three to six years.

4.2.3. CMSgts successfully serving as a Group Superintendent for a minimum period of 6 months are eligible to deploy in 9G100 positions unless a waiver is submitted from the Chiefs’ respective senior rater with justification to:

4.2.3.1. RegAF. MAJCOM CCM to AF/DPE for approval.

4.2.3.2. ANG. ANG CCM to NGB/SELMO for approval.

4.2.3.3. AFR. AFR CCM to AFR/DPA for approval.
4.2.4. CMSgts will not be authorized award of the 9G100 reporting identifier based on deployment duties unless selected to fill a 9G100 365-day deployment requirement. (T-1).

4.2.5. CMSgts who have been awarded the 9G100 identifier but have not served in the position for a minimum period of at least 6 months must have the identifier withdrawn from their duty history. (T-1).

4.2.6. RegAF. AF/DPE may be delegated duties as the functional manager by the CMSAF for all 9G100’s.

4.2.7. ANG. The ANG CCM is the designated functional manager for 9G100’s and Wing CCMs will have oversight of the 9G100’s in their Wing.

4.2.7.1. CMSgts selected for assignment to a Group Superintendent Position (Reporting Identifier 9G100) must attend the ANG Chiefs Executive Course. (T-1).

Table 4.3. Funding for Group Superintendents (9G100).

| 9G100 positions are funded for: | ANG Enlisted – Drill Resource Identifier Code (RIC) 0128. |
| TAG may select 9G100 positions from: | ANG Enlisted – Drill RIC 0128  
| | ANG Enlisted – AGR RIC 0148  
| | ANG Civilian Technicians – RIC 0170 |

4.2.7.2. Selection by the Adjutant General of ANG Enlisted AGR RIC 0148 or ANG Civilian Technicians RIC 0170 require reallocation of funding to meet the 9G100 authorization change. Further guidance on assignment placement is contained in AFI 36-2110 Vol 2. For assistance with funding exceptions, contact NGB/A1M.

4.2.7.3. NGB/A1P through ANG CCM will publish additional guidance to ANG authorization and assignment policy on ANG 9G100 actions.

4.2.8. AFR. The AFRC CCM is the designated functional manager for 9G100's and the Numbered Air Force CCMs will have oversight of the 9G100's in their respective NAFs.
Chapter 5

GROUP SUPERINTENDENT DUTIES AND RESPONSIBILITIES

5.1. General Group Superintendent Duties and Responsibilities. The Group Superintendent is the senior enlisted leader within the group and is a key member of the group’s leadership team. Group Superintendents are the commander’s key enlisted advisor on operational effectiveness and the organization, training and equipping of enlisted Airmen. They ensure the commander’s directions and policies are carried out and the Airmen understand and are dedicated to the mission of the command. They are responsible for the professional development and proper utilization of the group’s enlisted force. They work in concert with other enlisted leaders such as squadron superintendents, squadron career enlisted managers and First Sergeants to oversee the readiness, training, health, morale, welfare and quality of life of assigned personnel. Note: The Mission Support Group Superintendent provides Group Superintendent support to the Wing Staff Agencies. Additionally, they shall:

5.1.1. Provide general supervision of the organization’s enlisted force.
5.1.2. Understand AF doctrine and core leadership competencies and communicate these to the force.
5.1.3. Understand the operation and mission of the organization and all subordinate elements and ensure the enlisted Airmen understand the command’s mission and their role in executing that mission.
5.1.4. Represent the commander at various meetings.
5.1.5. Are an active member of the CAT, senior staff meetings, CAIB, IDS and other senior leader forums within the organization. (T-2).
5.1.6. Serve as an active participant on advisory councils and boards (base advisory, enlisted advisory council, etc.). (T-2).
5.1.7. Regularly visit enlisted Airmen in the group.
5.1.8. Monitor the group’s status of discipline and advise the commander on matters of compliance with AF standards, disciplinary actions (discharges, PRP, courts martial, etc.), promotion withholds and on-going investigations (i.e., IG, SF, AFOSI, and CC-directed) as necessary. (T-1).
5.1.9. Establish and maintain rapport with Commanders, other CMSgts and senior enlisted personnel.
5.1.10. Maintain professional relationships with subordinate Commanders and work in concert in order to accomplish the mission.
5.1.11. Interact with sister service counterparts as required.
5.1.12. Ensure the enlisted force is trained, equipped and prepared to meet deployment requirements.
5.1.13. Evaluate the quality of enlisted leadership, management and supervisory training by visiting, briefing at, and sitting on panels for professional military education facilities, First Term Airman Center, professional enhancement programs (enlisted, civilian and officer,
when applicable), professional organizations, career assistance advisors, junior enlisted councils, etc. Additionally, they will review the curricula and effectiveness of the enlisted developmental programs. (T-2).

5.1.14. Assist in the professional growth and mentoring of civilian and officer supervisors of enlisted, the organization’s CGOs, and new Squadron Commanders, as required.

5.1.15. Evaluate, oversee, and support enlisted professional military education, retention efforts, professional enhancement programs, off-base recruiters’ efforts and dormitory management. (T-3).

5.1.16. Advise the Group Commander on enlisted promotions and performance reports.

5.1.17. Maintain a robust quarterly and annual recognition program. (T-1).

5.1.18. Actively lead in the organization’s fitness program.

5.1.19. Perform other duties as required/directed by their commander.

5.1.20. Enlisted Force Distribution Panel. Supports and advises squadron commanders and superintendents prior to Enlisted Force Distribution Panel on promotion eligible Airmen’s performance and potential to serve in the next higher grade. Assist and advise in the selection and nomination of enlisted Airmen for positions of greater responsibility, to include the Developmental Special Duty nomination process. (T-1).
Chapter 6

HOUSING

6.1. **Key and Mission Essential.** CCMs are key and mission essential personnel and as such, they will reside on the military installation. (T-1). See AFI 32-6001/Family Housing Management, paragraph 2.20.

6.1.1. Commanders should maintain dedicated CCM housing on the installation that is appropriate for CCM duties and responsibilities.
Chapter 7

ENLISTED BOARD OF DIRECTORS (EBOD)

7.1. **EBoD.** The EBoD is an action group and advisory board composed of the CMSAF, AF CMSgts serving in the joint/combined command Senior Enlisted Leader roles, MAJCOM CCMs and certain other senior enlisted leaders as directed by the CMSAF.

7.2. **Duties and Responsibilities.** In addition to their duties outlined in paragraphs 3.8. and 3.10. EBoD members under CMSAF leadership are tasked to:

   7.2.1. Elevate the caliber and performance of enlisted Airmen through deliberate development initiatives.
   
   7.2.2. Develop solutions to the highest-priority issues and opportunities affecting enlisted Airmen and families.
   
   7.2.3. Counsel and advise SECAF, CSAF and senior AF Commanders and leaders.
   
   7.2.4. Through SAF/AA, conducts liaison with Air Force Association (AFA) on matters of mutual interest.

7.3. **EBoD Advisors.** The following members will attend EBoD meetings on an as needed basis in an advisory capacity. The CMSAF can add or remove members on an as needed basis.

   7.3.1. Chief, Enlisted Force Development
   
   7.3.2. Chief, Air Force Chief Master Sergeant Management Office
   
   7.3.3. Chief, Air Force Enlisted Developmental Education
   
   7.3.4. Chief, Enlisted Force Policy Branch
   
   7.3.5. Command Chief, Air Force Personnel Center
   
   7.3.6. Command Chief, Air Force District of Washington
   
   7.3.7. Command Chief, United States Air Force Academy
   
   7.3.8. Command Chief, AF Office of Special Investigations

7.4. **ANG Enlisted Field Advisory Council (ANG EFAC).** ANG EFAC is comprised of State and Wing CCM’s from seven geographic areas within the 54 states, territories and District of Columbia. ANG EFAC serves as field advisors to the ANG CCM on enlisted force issues affecting all titles and statuses.

7.5. **Reserve Enlisted Board of Directors (REBoD).** Composed of AFRC NAF/ARPC CCMs; CMSgts from various Policy and Functional Area; and certain other senior enlisted leaders as directed by the AFRC/CCC.
Chapter 8

AIR FORCE ENLISTED COUNCIL (AFEC)

8.1. AFEC. The AFEC is comprised of the current 12 Outstanding Airmen of the Year (12 OAY). The EBoD provides mentorship and oversight of the 12 OAY.

8.2. Duties and Responsibilities. The AFEC are role models and represent the entire enlisted force. They serve in the capacity as an enlisted ambassador representing and assisting the AF in enlisted recruiting and retention efforts. All members must adhere to the highest standards, professionalism and diplomacy. Additionally, council members:

8.2.1. Through the EBoD, provide input to AFA on legislative issues.

8.2.2. Share their experiences with local First Term Airman Centers, Airman Leadership Schools, Noncommissioned Officer Academies, Top 3, First Four, Chiefs’ Group, First Sergeants’ Council, etc.

8.2.3. Will work with their CCM to discuss and schedule recruiting and retention opportunities.

8.2.4. May be selected to travel with the CMSAF for recruiting and retention opportunities.

8.3. 12 OAY Recognition Banquet/AFA National Convention. The AF honors the 12 OAY at the Outstanding Airmen of the Year Banquet held in conjunction with the AFA National Convention. 12 OAY selectees will attend the annual AFA National Convention, the Outstanding Airmen of the Year Banquet, the AF Anniversary Ball and meet with military leaders, senior civic, AFA leaders/members and the EBoD.

8.3.1. One member of the prior year 12 OAY may be selected, by the CMSAF, to help transition and mentor the 12 OAY selectees during the annual AFA National Convention.

8.3.2. Each 12 OAY is authorized to bring their spouse or a family member. This guest will accompany the OAY to the banquet and participate in sponsored events. The awards and anniversary banquets are formal events. Military spouses must wear service dress uniform for the awards banquet (only OAY are in Mess Dress) and mess dress or semi-formal uniform to the AF Anniversary Ball. Civilian guests must be in formal evening gown/dress or tuxedo/suit. Relatives, coworkers and friends not serving as an escort may make reservations to attend the banquet. The Office of the CMSAF, in conjunction with the AFA, will provide itinerary information.

8.4. Council Meetings. After the AFA Conference, 12 OAY members selected by the CMSAF may have the opportunity to attend and participate in AFEC forums, meetings, discussions and events.

8.4.1. These are AF sponsored and funded TDYs for those selected to attend.

8.4.2. The 12 OAY will maintain communication throughout the year with each other and their MAJCOM CCM. (T-1) 12 OAY will keep the Office of the CMSAF informed regarding PCS, separation, retirement, TDY, commissioning or deployments. (T-1).

8.4.3. AFA legislative assistants should be available during scheduled meetings to discuss and obtain current status of ongoing issues.
8.5. Funding.

8.5.1. AFEC TDYs will be funded IAW AFI 36-2805/"Special Trophies and Awards."

8.5.2. Although some members may have engagement opportunities within their command, only the AFEC TDYs approved by the Office of the CMSAF will be funded as AF-level TDYs/events.

8.5.3. AFI 36-2805 authorized spouse or family member travel, via invitational travel orders, for the AFA National Convention. Funding is not authorized for spousal or family member travel to additional AFEC meetings and scheduled events that do not include spouses.
Chapter 9

CMSAF SENIOR ENLISTED STATESMEN COUNCIL (SESC)

9.1. SESC. The SESC is comprised of the former CMSAFs. SESC events provide the current CMSAF an opportunity to spread the AF message, seek mentorship, guidance and one-on-one feedback from former AF Senior Enlisted Leadership.

9.2. MEETINGS. SESC meetings will be scheduled and funded by the CMSAF office.

GABRIEL O. CAMARILLO Assistant Secretary of the Air Force  
(Manpower and Reserve Air Affairs)
Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References
AFI 36-2113, *The First Sergeant*, 18 November 2014
AFI 36-2502/*Enlisted Airmen Promotion/Demotion Program*, 12 December 2014
AFI 36-2805, *Special Trophies and Awards*, 14 March 2013

 Adopted Forms
AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms
AEF—Air Expeditionary Force
AFEC—Air Force Enlisted Council
AFPC—Air Force Personnel Center
AFRC—Air Force Reserve Command
AFRIMS—Air Force Records Information Management System
AIG—Address Indicating Group
ANG—Air National Guard
CC—Commander
CCC—Functional office symbol for CCMs
CCM—Command Chief Master Sergeant
CEM—Chief Enlisted Manager
CGO—Company Grade Officer
CMSAF—Chief Master Sergeant of the Air Force
CMSgt—Chief Master Sergeant
CSAF—Chief of Staff, United States Air Force
DoD—Department of Defense
EBoD—Enlisted Board of Directors
MAJCOM—Major Command
NAF—Numbered Air Force
NCO—Noncommissioned Officer
NGB—National Guard Bureau
PME—Professional Military Education
RDS—Records Disposition Schedule
SDAP—Special Duty Assignment Pay
SECAF—Secretary of the Air Force
SELMO—Senior Enlistment Management Office
SESC—CMSAF Senior Enlisted Statesmen Council
SF—Security Forces
SNCO—Senior Noncommissioned Officer
UTC—Unit Type Code