

**BY ORDER OF THE COMMANDER
AIR FORCE MATERIEL COMMAND**

**AIR FORCE MATERIEL COMMAND
INSTRUCTION 36-2636**



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Personnel

***CENTER DP ROLES AND
RESPONSIBILITIES***

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFMCI 36-2645, *Senior Functional Roles and Responsibilities*, and is consistent with guidance from AFMC 5 Center Construct Implementation Plan 12-01. It outlines the roles and responsibilities of the Personnel Directorate (DP) within the Air Force Materiel Command Centers. Any deviations to the Center DP organizational structure outlined in this AFMCI shall be submitted to HQ AFMC/A1RI at afmc.a1.workflow@us.af.mil for review and final approval by the AFMC/A1. This publication applies to AFMC Centers. It does not apply to the Air National Guard, the Air Force Reserve Command and their units, or Space Force. Refer recommended changes and questions about this publication to the OPR using the DAF Form 847, *Recommendation for Change of Publication*, route DAF Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Information Management System Records Disposition Schedule. This publication may not be supplemented or further implemented/extended. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternatively, to the publication OPR for non-tiered compliance items.

SUMMARY OF CHANGES

This change removes Diversity, Equity, Inclusion, and Accessibility (DEIA) content. A margin bar (|) indicates newly revised material.

1. Background. On 3 February 2004, AFMC/CC directed a center-level DP organization be established to discharge responsibilities for force planning, policy, programming, and resourcing. In addition, by memorandum 6 April 2004, the Secretary of the Air Force delegated civilian appointing authority under Title 5, United States Code (U.S.C.), Section 302, to Air Force Materiel Command Center Commanders rather than to relevant AFMC Installation Commanders. By memorandum 23 February 2005, HQ USAF/DPP approved AFMC's request to authorize the Center DP to administer the Center Commander's Title 5, U.S.C. civilian appointing authority on behalf of the Center Commander as the Civilian Personnel Officer. On 18 June 2012, an Organizational Change Request was approved outlining an AFMC reorganization from 12 Centers, 8 of which had Commanders with delegated Title 5, U.S.C. civilian appointing authority, to 5 Centers. Due to this reorganization, with the resultant elimination of Center commanders at five installations (Arnold, Eglin, Hanscom, Hill, and Robins Air Force Bases), the 6 April 2004 memorandum was rescinded, returning Title 5, U.S.C. civilian appointing authority to the AFMC Installation Commanders. Likewise, the 23 February 2005 memorandum was rescinded, returning authorization to administer Title 5, U.S.C. civilian appointing authority and the Civilian Personnel Officer to AFMC Force Support Squadrons (**Note:** Title 5, U.S.C. civilian appointing authority at Arnold Air Force Base is held by the Arnold Engineering Development Complex Commander and administered by the Civilian Personnel Officer within Arnold Engineering Development Complex/DP).

1.1. Title 5, U.S.C.

1.1.1. Title 5, U.S.C. civilian appointing authority resides with the Installation Commanders. This authority cannot be further delegated.

1.1.2. The FSS/FSC Chief within the host Wing/Group is designated as the Civilian Personnel Officer responsible and accountable to administer the Title 5, U.S.C. appointing authority for the Installation Commander. Responsibility for administration of the appointing authority cannot be assigned to any other position.

1.1.3. Refer to Note concerning Title 5, U.S.C. authority and administration for Arnold Air Force Base.

2. Roles and Responsibilities. While the general parameters outlined below serve as guidance, the Center DP Director retains the flexibility and authority to make workforce allocation decisions throughout the Directorate based upon the needs of the organization. Reasons for deviation from the guidance can include, but are not limited to, shifts in work priorities, synergies gained through work process efficiencies, and work assigned to the Directorate that is not included in this AFMCI.

2.1. Human Capital Advisory Services and Strategies. Develops enterprise framework to align overall human capital strategies with the Command and Center mission, goals, and objectives.

2.1.1. Collaborates with Center leadership, Center Senior Functionals (CSF), Center staff, and mission organizations on total workforce planning, to include:

2.1.1.1. Workforce requirements determination.

- 2.1.1.2. Workforce analysis/measurement.
- 2.1.1.3. Gap and trend analysis/solutions/resource programming.
- 2.1.1.4. Organizational development strategies.
- 2.1.2. Contributes to the formation of a Center strategy, strategic goals, process improvement, and metrics. Will ensure, through collaboration with HQ AFMC A directorates/divisions, these Center unique programs support/enhance AFMC-wide manpower, personnel, and force development programs.
- 2.1.3. Develops Center workforce policies and practices.
- 2.1.4. Collaborates with FSSs to ensure appropriate support to serviced Center organizations in accordance with AFMC guidance/policy.
- 2.1.5. Assures implementation and administration of policies, procedures, and programs directed by higher headquarters.

2.2. Senior Functional Management.

2.2.1. The Center DP will provide advice to other approved CSFs in the performance of their CSF roles and responsibilities as enumerated in AFMCI 36-2645, *Senior Functional Roles and Responsibilities*.

2.2.1.1. Center Senior Functional for Manpower and Personnel. The Center DP is designated the CSF for the manpower, personnel, and force development functional area and exercises those authorities enumerated in AFMCI 36-2645.

2.2.1.2. Key position fills. The Center CC, or designated authority, will consult with HQ AFMC/A1 when filling Center DP director positions. The Center DP will consult with HQ AFMC/A1 when filling Center DP division chief positions. The Center DP will ensure that FSS leadership consults with the Center DP and AFMC/A1 when filling the Chief of the Manpower and Organization Flight (FSM) position, the Civilian Personnel Officer (FSC) position, and the Chief of the Force Development Flight (FSD) position.

2.2.1.3. Oversees Center-unique functional awards for DP-aligned personnel.

2.3. **Manpower and Organization (Center DP/DPB).** The DPB is to be the strategic partner with Center leadership for manpower and organization issues.

2.3.1. Manages Center manpower, advises Center leadership on manpower issues, and establishes Center manpower policies and guidance. Acts as Center manpower focal point and provides Center-wide manpower input when required.

2.3.1.1. Receives Center manpower taskings from HQ AFMC/A1M, delegates taskings to installation Manpower and Organization Flight (FSS/FSM), and consolidates responses as required.

2.3.1.2. Collaborates with installation Manpower and Personnel Flights (FSS/FSM and FSS/FSC) on mission workload and priorities to ensure mission accomplishment.

2.3.2. **Program Objective Memorandum.**

- 2.3.2.1. Provides input to the Command Management System in support of the command Program Objective Memorandum process to include funding, requirements, resource analysis, and priority establishment in building the Center submission.
- 2.3.2.2. Provides reach back capability to HQ AFMC/A1M for support on manpower drills in response to AF inquiries.
- 2.3.3. Conducts decentralized manpower and programming allocation and provides manpower resource allocation and control.
 - 2.3.3.1. Ensures Center Unit Manpower Document remains in balance with the AFMC Manpower Program.
 - 2.3.3.2. Requests changes to the AFMC Manpower Program when justified by changing Center workload.
 - 2.3.3.3. Reviews, validates, and integrates all Center Manpower Change Requests, Organization Change Requests, military grade changes, and Manpower Estimate Reports for submission to HQ AFMC/A1M.
 - 2.3.3.4. Ensures all Center data in the Manpower Programming and Execution System, are accurate.
- 2.3.4. Civilian Employment Plan (CEP).**
 - 2.3.4.1. Manages the entire Center CEP in coordination with Personnel Programs (Center DP/DPP) and Financial Management (Center/FM).
 - 2.3.4.1.1. Consolidates respective installation CEPs (Center Staff, Directorate, and Air Base Wing organizations) into the overall Center CEP.
 - 2.3.4.2. Manages the Center Civilian Resources Corporate Board in conjunction with Center/DPs and Center/FMs.
 - 2.3.4.3. Provides strategic advice/guidance to subordinate Center Civilian Resources Corporate Boards (i.e., Air Base Wings, etc.).
- 2.3.5. Active Duty Operational Support Active Component Man-Day Program.**
 - 2.3.5.1. Manages the Center Military Personnel Appropriation Man-Day program.
 - 2.3.5.2. Collects, validates, and prioritizes (1-n listings) annual and mid-year Center Military Personnel Appropriation Man-Day requirements.
 - 2.3.5.3. Validates all Manpower Military Personnel Appropriation Man-Day Management System information.
 - 2.3.5.4. Execute the Center's allocated Active Duty Operational Support Man-Days. Execution is complete when all Active Duty Operational Support Man-Days are obligated. If ADOS Man-Days cannot be obligated according to timelines provided by HAF or HQ AFMC, then tours must be revoked, and days returned to the MAJCOM to cover other mission priorities.
- 2.3.6. Individual Mobilization Augmentee Program Review.**
 - 2.3.6.1. Executes the Center Individual Mobilization Augmentee data call, Center Individual Mobilization Augmentee unit manning document prioritization, AFMC

Individual Mobilization Augmentee request form submissions for unit manning document changes, etc.

2.3.6.2. Provides IPR Point of Contact information to HQ AFMC/A1M.

2.4. Personnel Programs (Center DP/DPP). The DPP is the strategic partner for civilian personnel programs and policy development with Center leadership.

2.4.1. Civilian Workforce Management Advisory Services and Support.

2.4.1.1. Develops Center strategies for workforce accessions, retention, and separation. This includes strategic recruitment programs, hiring programs, oversight and management of employee compensation and pay pool management, and development and oversight of incentive and recognition programs, with the exception of functional awards.

2.4.1.2. Provides Center policy and oversight of civilian personnel programs, such as, but not limited to, pay setting, recruitment, retention, and relocation, and high grade fills.

2.4.1.3. Provides strategic advice/guidance on conducting Federal Wage Surveys and ensures surveys are conducted as required.

2.4.1.4. DELETED.

2.4.2. Performance Management. Determines performance management policies and ensures Center organizations implement those policies.

2.4.3. Telework Program Management. Manages Telework Program for the Center. Establishes policies, guidance, and procedures.

2.5. Workforce Development (Center DP/DPD). The role of the DPD is to be the strategic partner for Workforce Development with Center leadership.

2.5.1. Strategic Workforce Development. The Center DPD is responsible for a variety of strategic workforce development services. These areas include, but are not limited to the following:

2.5.1.1. Workforce Acculturation/Leadership Development.

2.5.1.1.1. Works collaboratively with HQ AFMC directorates/divisions to implement and effect force development programs that impact all AFMC employees (AFMC Onboarding/Acculturation, Mentoring and Coaching, etc.) including emerging leader programs (Junior Workforce, Interns, Pre-Supervisory Development, etc.), Supervisory Development (Mandatory Supervisory Training, AFMC Supervisor Development Course), and other AFMC-wide initiatives.

2.5.1.1.2. Provides strategic advice on acculturation programs (New Employee Orientation, Mentoring, etc.), emerging leaders programs (Junior Workforce, Interns, Pre-Supervisory Development, etc.), Supervisory Development (Mandatory Supervisory Training, Supervisory Development Program), and Continuous Leadership Development.

2.5.1.2. **Talent Development.** Plans and develops programs to ensure employee development through analysis, competency determination, gap assessment,

needs/requirements determination, and resource planning/advocacy. Works collaboratively with AFMC/A1D to eliminate redundancies in force development programs, effect economies of scale for enterprise programs and also benchmark organically developed programs for enterprise-wide implementation.

2.5.1.3. Career Development. Plans and develops career development programs for the Center workforce. Advises Center Commander and functional managers on career development processes and tools. Monitors career development activities across the Center and functional communities.

2.5.1.4. Center Acquisition Professional Development Program (APDP) Strategy/Management.

2.5.1.4.1. Oversees APDP for the Center, including certification and waiver requirements.

2.5.1.4.2. Provides quarterly report to Center/CC on APDP metrics, including delinquent certifications and overdue continuous learning points.

2.5.1.4.3. Monitors and determines necessary waivers are in place in accordance with AF policy and notifies organization to submit waiver requests when necessary.

2.5.1.4.4. Analyzes APDP workforce and provide advisory services to acquisition functionals career field managers.

2.5.1.4.5. Provides advice on identification and coding of APDP positions.

2.5.1.5. Requests installations establish, and support installations efforts in the establishment of, partnership arrangements with state/local entities, universities/colleges, and industry to establish cooperative workforce development programs in accordance with DAF and AFMC guidance/policy.

2.5.2. Military Force Development.

2.5.2.1. Officer Development Support and Advisory Services.

2.5.2.1.1. Conducts selection boards and/or coordinates nominations for special programs and opportunities (Developmental Education, Defense Advanced Research Projects Agency, Advanced Academic Degrees, etc.).

2.5.2.1.2. Provides prioritized Center-wide acquisition and rated officer assignment requisitions for submission to HQ AFMC.

2.5.2.1.3. Counsels customers on determining Center Advanced Academic Degree position requirements.

2.5.2.2. Officer Promotion/Retention Support and Advisory Services.

2.5.2.2.1. Conducts Senior Rater/Executive Officer training for individuals newly assigned to Senior Rater/Executive Officer positions within the Center including subordinate units.

2.5.2.2.2. Advises, coordinates and submits Senior Rater Deviation and Senior Rater Change requests to HQ AFMC for approval.

2.5.2.2.3. Advises Senior Raters on Stop File procedures.

2.5.2.2.4. Provides oversight of suspenses for Center Senior Raters and subordinate wings/groups during each phase of the promotion process.

2.5.2.2.5. Provides oversight/procedural guidance relating to the quality review of Promotion or Retention Recommendation Forms for Center Senior Raters.

2.5.2.2.6. Disseminates promotion related guidance to all Senior Raters within the Center.

2.5.2.2.7. Serves as a liaison to Center CC and the Military Personnel Flights of the Force Support Squadron (FSS/FSP) in coordinating promotion related actions.

2.5.2.3. Decorations and Special Trophy/Awards Support and Advisory Services.

2.5.2.3.1. Provides support and advice to the Center CC for Military Decorations in accordance with DAFI 36-2803, *Military Decorations and Awards Program*.

2.5.2.3.2. Provides support and advice to the Center CC for Military Special Trophy/Awards in accordance with DAFI 36-2803, and AFMC/A1DD annual Special Trophy/Award solicitation messages.

2.5.3. Senior Leader Management. Supports the HQ AFMC Senior Leader Management Office (HQ AFMC/A1L) in the assignment and leadership development of senior Center military (Col and higher) and civilians (SES/ST/SL). Support includes assistance with the following:

2.5.3.1. Senior Leader Position and Performance Management.

2.5.3.2. Senior-level PME.

2.5.3.3. Succession Planning.

2.5.3.4. Senior Materiel Leader and Materiel Leader matters.

2.5.3.5. Acquisition Officer (Air Force Specialty Code 61XX/62XX/63XX) Assignment Management.

2.5.3.6. Other tasks related to Senior Leaders as determined by the AFMC Senior Leader Management Office.

TAMMY S. LYONS, NH-04, USAF
Acting Director Manpower, Personnel and Services

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

5USC § 302, *Delegation of Authority*

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFMCI 36-2645, *Senior Functional Roles and Responsibilities*, 07 May 2019

DAFI 36-2803, *Military Decorations and Awards Program*, 03 May 2022

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

APDP—Acquisition Professional Development Program

CEP—Civilian Employment Plan

CSF—Center Senior Functional

FSS—Force Support Squadron

U.S.C—United States Code

Office Symbols

AFLCMC/DP—Air Force Life Cycle Management Center Directorate of Personnel

AFLCMC/DPB—Air Force Life Cycle Management Center Manpower and Organization Division

AFLCMC/DPD—Air Force Life Cycle Management Center Development Division

AFLCMC/DPP—Air Force Life Cycle Management Center Personnel Programs Division

AFMC/A1—Air Force Materiel Command Manpower, Personnel and Services

AFMC/A1D—Air Force Materiel Command Workforce Development Division

AFMC/A1DD—Air Force Materiel Command Military Personnel Branch

AFMC/A1L—Air Force Materiel Command Senior Leader Management Office

AFMC/A1M—Air Force Materiel Command Manpower and Organization Division

AFMC/A1R—Air Force Materiel Command Readiness and Integration Division

AFMC/A1RI—Air Force Materiel Command Analysis and Integration Branch

FSS/FSC—Force Support Squadron Civilian Personnel Flight

FSS/FSD—Force Support Squadron Force Development Flight

FSS/FSM—Force Support Squadron Manpower and Organization Flight