

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

**AIR FORCE MATERIEL COMMAND
INSTRUCTION 36-2645**



23 OCTOBER 2023

Personnel

**SENIOR FUNCTIONAL ROLES AND
RESPONSIBILITIES**

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RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ AFMC/A1R

Certified by: HQ AFMC/A1R
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Supersedes: AFMCI36-2645, 20 June 2014

Pages: 23

This publication implements DAFI 36-2670, *Total Force Development*. It outlines the AFMC functional management construct and the roles and responsibilities of AFMC Senior Functionals. HQ AFMC functional management authorities in this AFMCI are granted to all HQ AFMC Senior Functionals. Center Senior Functional (CSF) authorities as outlined in this AFMCI are granted only to those functionals listed in **Attachment 2**. This AFMCI may be supplemented at any level, but all supplements that directly implement this publication must be routed to HQ AFMC/A1R at afmc.a1.workflow@us.af.mil for coordination prior to certification and approval. This publication 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 Office of Primary Responsibility using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. Submit requests for waivers through the chain of command to the Publication OPR for non-tiered compliance items. Ensure 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 Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This document has been updated throughout and should be reviewed in its entirety.

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1. Background.

1.1. The AF Acquisition Improvement Plan, dated 4 May 2009, provides the foundational guidance for implementing functional management within Air Force Materiel Command for the purpose of better aligning functional expertise within its acquisition organizations. Functional management allows Program Executive Officers to focus on program execution and supports the Office of the Secretary of Defense policy on independence of contracting.

1.2. To improve the functional management process, AFMC initially decided to utilize Headquarters, Center, and Organization Senior Functionals. After AFMC reorganized in 2012, which resulted in a reduction to five AFMC Centers (later a sixth Center was added with the establishment of Air Force Installation and Mission Support Center, it was also decided that Site Senior Functionals (SSFs) were needed to ensure functional collaboration continued at the installations that would no longer host a Center). AFMC also expanded functional management beyond traditional acquisition functionals. Senior Functionals are responsible for determining functional workforce requirements and developing personnel to meet the Command's mission to ensure AFMC has the right talent in the right place at the right time to accomplish the mission. Senior functionals are also responsible for developing and implementing functional policies and processes.

2. Scope. This AFMCI applies to all AFMC Centers and organizations that report directly to AFMC/CC, with HQ AFMC functionals providing functional management oversight. It specifies primary roles and responsibilities of unit and non-unit leaders and CSF/SSFs (reference [Attachment 3](#) for summary). For the purposes of this instruction, the terms functional personnel and functional workforce include assigned active-duty military, DoD civilians (to include overhires), Individual Mobilization Augmentees/Individual Reservists, the support contractor workforce, and all associated manpower authorizations (**Note:** Senior Functionals will be involved in the identification of functional contractor workforce requirements, not the management and development of the contractor workforce).

2.1. Centers/CSFs may need to develop Center Level Agreements / Memorandums of Agreement between Centers should one Center's CSF need to delegate its authority to a like functional from another Center (this may be useful at those AFMC installations that no longer host a Center but maintain a functional Operating Location (OL) presence).

3. Terms. See [Attachment 1](#).

4. Senior Functional Framework:

4.1. Senior Functional Construct. Implementing a robust functional management process involves using a Senior Functional construct. The foundation of this construct is the establishment of Senior Functionals to develop and manage the functional policies and resources under their purview. Senior Functionals may exist at the Headquarters, Centers, Sites, and Organizational levels.

4.1.1. HQ Senior Functional. AFMC/CC is responsible for assigning MAJCOM Senior Functional responsibilities. MAJCOM Senior Functionals are responsible for advising AFMC/CC concerning functional policy, processes, and workforce planning, as well as advocating for functional resources across the MAJCOM. The HQ Senior Functional manages the development and implementation of functional mission and workforce management and development policies and processes across the MAJCOM, to include ensuring consistent functional processes across Centers. Functional workforce management processes may include, but are not limited to, the development of policy for filling important HQ and Center functional positions, to include HQ functional involvement in applicant screening and selection. HQ AFMC/A1 is responsible for tracking HQ AFMC functionals who oversee the CSFs governed by this AFMCI.

4.1.2. Center Senior Functional (CSF). CSFs are dual-hatted, responsible for overseeing and standardizing Center functional policy and processes, as well as managing the functional workforce, to include workforce planning, advocating for Center resources, identifying workforce competencies and gaps, enabling broadening opportunities, and providing highly skilled personnel to their supported organizations. The CSF staff, the Center Senior Functional Office (CSFO), provides assistance to the CSF by supporting force development processes, such as manpower actions, personnel actions, functional and education and training management, etc. In the event of extended vacancies and/or TDYs, an alternate CSF may be needed to ensure Operational Control (OPCON).

4.1.3. Organization Senior Functional (OSF). OSFs are the senior functionals within subordinate units and non-units. OSFs are dual-hatted, performing day-to-day activities in support of the mission, and are also responsible for advising leadership in the management of functional positions and personnel. OSFs execute all functional policies, processes, and force development plans, as delegated by their CSFs, within their organizations. OSFs coordinate organizational functional actions, as necessary, with their CSFs and communicate functional direction down to like functionals in subordinate organizations.

4.1.3.1. CSF/OSF Relationship. The CSFs are responsible for assigning OSF responsibilities within supported organizations. The CSFs maintain a close relationship with OSFs regarding functional policies and processes and may delegate their authority to manage certain functional activities to OSFs. CSF authorities that are delegated to OSFs must be explicitly delegated through an appointment letter and understood by the

CSF, the applicable OSF, and the OSF-supported organization. Supported organizations shall not assume all CSF authorities have been delegated to their OSFs.

4.1.4. Site Senior Functional. SSFs are responsible for ensuring functional collaboration across their sites and executing those functional management responsibilities specifically delegated by the CSFs represented at the site. SSFs are responsible for ensuring functional collaboration across their sites. At AFMC installations with a co-located host Center (Edwards AFB, Tinker AFB, Wright-Patterson AFB, and Joint Base San Antonio-Lackland), the CSF will assume SSF responsibilities. At AFMC installations that have a functional Center OL, the Senior Functional within the OL will be the SSF; if there is no functional OL, then the Center Senior Functional will appoint the SSF, if the size of the functional workforce warrants an SSF. At all other AFMC sites (non-AFMC installations), the Center Senior Functionals will appoint SSFs if needed.

5. Roles and Responsibilities. (Note: [Attachment 3](#) outlines primary roles and responsibilities in tabular form.)

5.1. Center Senior Functional. The CSF is *typically* the senior official within each Center staff function; however, there may be circumstances where the CSF does not reside on the Center staff. The Center CC has the responsibility for appointing the location of the CSFs in coordination with the HQ AFMC Senior Functionals. Senior Functional authorities are granted only for those functionals approved by AFMC/CC (listed in [Attachment 2](#)).

5.1.1. The CSF serves as the primary interface with the HQ AFMC Senior Functional for strategic issues and policy formulation within the respective functional purview.

5.1.1.1. The CSF assists in the development and implementation of standardized AF and MAJCOM functional policy and processes, develops Center-unique functional policy and processes, and manages the execution of functional policies and processes, ensuring consistent application across organizations.

5.1.2. The CSF, in collaboration with the Center Director of Personnel (DP), is responsible for developing functional requirements, policies, and processes that enable effective force development execution for its functional employees. These responsibilities are further outlined in DAFI 36-2670, *Total Force Development*. Note that all functional communities, to include those as approved through this AFMCI as CSFs, exercise DAFI 36-2670 responsibilities.

5.1.2.1. The CSF provides strategic management of the functional workforce (military/civilian/contractor) across the Center enterprise and is responsible for assessing current and projected workforce requirements and its required skills mix (demand), assessing the current workforce to determine resource availability (supply), determining shortfalls in the workforce (gap analysis), and strategizing to meet any shortfalls. (Note: Senior Functionals will be involved in the identification of functional contractor workforce requirements, i.e., organic/contractor mix, but not the management and development of the contractor workforce.)

5.1.2.2. The CSF coordinates on new functional manpower and resource requirements for non-units.

- 5.1.2.3. CSFs will coordinate employee recruiting efforts with the host Center DP, the Center DP OL, where applicable, and the appropriate installation Civilian Personnel Offices, and develop support agreements with other installation organizations to maintain a well-integrated recruiting program.
- 5.1.3. The CSF ensures functional development opportunities (e.g., local functional training) are made available to the functional workforce across the Center and, to the extent that resources allow, to personnel aligned to other CSFs or non-functionally aligned personnel.
- 5.1.4. The CSF will coordinate with the appropriate HQ AFMC Directorate and HQ AFMC/A1L any actions which impact positions covered by any centrally managed developmental program, i.e., Civilian Strategic Leader Program, functional Leadership Development Initiatives, or any other AFMC functional-specific program.
- 5.1.5. Authorization Management. (**Note:** Refer to [Paragraph 6.5.1](#) for management of contracting authorizations)
- 5.1.5.1. Units (numbered or named):
- 5.1.5.1.1. The CSF advises the unit CC/CL (who manages the unit authorizations) in the assessment of functional workload. The unit OSF, who is in a position to recognize the tactical needs of the unit, provides inputs to the CSF in the development of the strategic functional workforce planning.
- 5.1.5.1.2. The CSF will develop recommendations on movement of functional authorizations within and between units (or between units and non-units) in coordination with applicable leaders.
- 5.1.5.1.3. Issues not resolved between the CSF and affected unit leaders will be addressed using the resolution process outlined in [paragraph 5.5.2](#).
- 5.1.5.2. Non-Units:
- 5.1.5.2.1. The CSF is responsible for all functional authorizations on the Unit Manpower Document (UMD) of non-units and has decision authority and related administrative execution responsibility for all manpower changes, in coordination with the affected non-unit leaders and the servicing manpower office. The non-unit leader may delegate this coordination responsibility to the appropriate OSF.
- 5.1.5.2.2. The CSF assesses functional workload, based on communications with the OSF, and ensures the positions on the UMD accurately capture needed requirements. The CSF requests required manpower studies with the servicing manpower office as needed.
- 5.1.5.2.3. Exception. The CSF cannot delete authorizations or change the functional skills mix of positions without coordination of the affected non-unit leader or designee. Functional skill mix includes civilian occupational series/code, military Air Force Specialty Codes (AFSC), grade level/pay band, supervisory level code, authorization type (military, civilian), and Acquisition Professional Development Program (APDP) position coding (career field/level). If agreement between the CSF and the affected non-unit leader/representative cannot be reached, resolution will be made following the process in [paragraph 5.5.2](#). If there are wide

ranging changes affecting multiple units/non-units as well as multiple functionals, consider convening the appropriate corporate decision-making body to review.

5.1.6. Personnel Management. The CSF, or their designee, assigns personnel to functionally aligned positions, to include initial assignments, reassignments, and civilian hiring, in coordination with the OSF and the gaining supervisor. (**Note:** Refer to **Paragraph 6.5.2** for management of contracting personnel.)

5.1.6.1. Civilian Position Fills. The CSF, or their designee, must give their approval before taking steps to fill a functionally aligned position. Methods of filling the positions may include reassignment, promotion, or recruitment (internal and/or external). In filling vacant positions, provisions of applicable local merit promotion plans, negotiated labor agreements, and Air Force Personnel Center career field management team requirements must be followed. The CSF, or their designee, will serve as the approval authority when filling positions.

5.1.6.2. Civilian Promotions:

5.1.6.2.1. Functionally Aligned Positions. For functionally aligned positions, the CSF, or their designee, will serve as the selection authority when competitively filling positions. The organization's leadership, or organization's leadership designee, will participate in the candidate evaluation process and will coordinate on all promotion decisions. In the event there is disagreement between organization leadership and the CSF/CSF designee, the organization leader and the CSF will elevate the matter per resolution process outlined in **paragraph 5.5.2**. When promotion panels are used, membership will include representation from organization management, as designated by the organization leader, and from the applicable functional, as designated by the CSF.

5.1.6.3. Employee-requested Reassignments (absent competition)/Management-directed Reassignments (lateral movements). The CSF, or their designees (e.g., the OSF), will serve as the selection authority when moving personnel laterally within or between organizations within the Center to fill functionally managed positions. The CSF must coordinate lateral movements with applicable OSF(s) and the affected organization leader(s) (or their designees). In the case of movement from one functional area to another, both CSFs must agree. In all cases, if there is disagreement, the organization leader and the CSF will elevate per resolution process outlined in **paragraph 5.5.2**.

5.1.6.4. Force Renewal Programs (Palace Acquire/COPPER CAP, Pathways Programs Recent Graduates, and Interns (formerly the Student Career Experience Program). The CSF is responsible for surveying field activities to determine mission requirements and identify organizations and supervisors offering the greatest training and placement potential. The CSF will prioritize fiscal year requirements to the AFPC Career Field Team (CFT) with a commitment to place interns in locally funded authorizations when training is complete, and they ensure supervisors understand and commit fully to their assigned responsibilities and cooperate with servicing personnel offices and AFPC CFTs. The CSF advises AFMC/A1 and AFPC CFT at least six months before scheduled training when management cannot place the intern at the

current training site. The organization leader is responsible to ensure proper supervision/mentoring and on-the-job training.

5.1.7. Civilian Performance Management. The CSF is responsible for ensuring the appropriate application of performance management principles across the functional area, to include, but not limited to, establishing a framework of common performance objectives and consistent employee assessment, where practicable.

5.1.8. In collaboration with the Center Director of Personnel (DP), the CSF is responsible for succession planning, career broadening, assessing future skills needs, developing and executing an effective hiring strategy (including recruitment as appropriate), ensuring a sound functional development program, and developing functional requirements, policies, and processes that enable effective force development execution for its functional employees.

5.1.9. The Center Senior Functional Office (CSFO). The CSFO is the office which supports the CSF by performing the day-to-day activities in carrying out CSF force management roles and responsibilities. These activities may be assigned/delegated to appropriate Center personnel, to include non-located Center SSFs; activities delegated across Centers should be documented in appropriate Center Level Agreements / Memorandums of Agreement per [paragraph 2.1](#).

5.1.9.1. CSFO and Manpower Change Requests (MCR). The CSFO oversees the MCR process for functionally managed authorizations in non-units while following the guidance provided in [paragraph 5.1.5.2](#). The administrative action of creating and submitting a MCR to the Manpower Office may be explicitly delegated to supported non-units; however, the CSF maintains OPCON for the MCR process for functionally managed authorizations.

5.1.9.2. CSFO and Requests for Personnel Actions (RPA). The CSFO is responsible for the RPA process for functionally managed civilian personnel/ positions for units and non-units while following the guidance provided in [paragraph 5.1.6](#). The CSFO must coordinate RPAs for position fills with the supported organizations to ensure adherence to work year/civilian pay goals. The administrative action of creating and submitting an RPA may be explicitly delegated by the CSF to supported organizations; however, the CSF maintains OPCON for hiring, fills, and the RPA process for functionally managed positions. See [paragraph 5.3.3](#) regarding MCR/RPA creation and submission for units.

5.1.10. AFMC Tenant Organizations and Geographically Separated Units (GSU):

5.1.10.1. For those AFMC tenant organizations and/or AFMC geographically separated units (GSU) located at AFMC installations, the host CSFs are responsible for ensuring collaboration with the functional OSFs of those organizations/units to leverage resources and gain efficiencies. These plans and activities may include, but are not limited to, coordinated recruitment and hiring plans, cross-utilization of personnel in order to provide increased breadth of experience, workforce development/training activities, etc. The level of collaboration will be based on the needs and capabilities of the tenants/GSUs. These relationships may be documented in support agreements between the host CSFs and tenant organizations/GSUs.

- 5.1.10.2. AFMC tenants/GSUs at non-AFMC locations should collaborate with host installation organizations where practicable to leverage functional resources.
- 5.1.10.3. CSFs must remain cognizant of the needs of their geographically separated personnel and ensure their force development needs are being met.
- 5.1.11. CSF Support for Non-Functionally Aligned Positions. AFMC organizations with non-functionally aligned employees who would benefit from participation in CSF-provided development plans and activities may establish support agreements to allow their employees to participate. Likewise, CSFs may work together to provide force development plans and activities across functional lines for employees that would benefit from cross-functional development.
- 5.2. Site Senior Functional (SSF). SSFs are responsible for ensuring cross-Center functional collaboration at their installation/site to leverage resources and gain efficiencies for their assigned Center. These plans and activities may include, but are not limited to, coordinated recruitment and hiring plans, coordinating cross-center and cross-functional utilization of personnel in order to provide increased breadth of experience, workforce development/training activities, etc. SSFs do not automatically have the other authorities, as outlined in this AFMCI, exercised by a CSF (such as management of functional authorizations and personnel across the location); additional CSF authorities must be explicitly delegated by the supported CSFs.
- 5.3. Unit Commanders/Directors (CC/CL). Commanders/Directors of units at AFMC Centers are responsible for mission accomplishment and organizing, training, and equipping their units. They are also responsible for managing all authorizations within their units. Within units, CSFs have decision authority and ultimate accountability for *functional* workforce management through hiring, functional training and development, appropriate assignment actions, succession planning, performance management, etc. These actions are done in coordination with affected unit CCs/CLs.
- 5.3.1. The CC/CL is responsible for managing the UMD and Defense Civilian Personnel Data System for all unit positions and has decision authority and related administrative execution responsibility for all manpower and organizational changes, in coordination with affected CSFs and the servicing manpower office (**Note:** Refer to [paragraph 6.5.1](#) for management of contracting authorizations). The CC/CL or designated representative (e.g., OSF) is responsible for aligning functional authorizations within the unit, in coordination with affected CSFs.
- 5.3.1.1. The CC/CL, in coordination with the CSFs, assesses the workload and ensures the positions/functional skills mix on the UMD accurately captures needed requirements, in coordination with the servicing manpower office. CC/CL is responsible for coordinating required manpower studies with the servicing manpower office.
- 5.3.1.2. The CC/CL, with the advice of the OSF and in coordination with the CSF, ensures new functional manpower and resource requirements are validated and submitted through local Center processes for consideration in the Center Program Objective Memorandum.
- 5.3.1.3. Exception. The CC/CL cannot delete authorizations or change the functional skills mix of positions without affected CSF or CSF's designee coordination.

Functional skills mix includes civilian occupational series/code, military AFSC, grade level/pay band, supervisory level code, authorization type (military, civilian), and APDP position coding (career field/level). These types of tactical changes impact the strategic functional management at the aggregate level. If agreement cannot be reached, resolution will be made following the process in [paragraph 5.5.2](#). If there is a broad-spectrum of changes affecting multiple units and crossing functional lines, consider convening the appropriate corporate decision-making body to review.

5.3.2. The CC/CL is responsible for filling positions non-functionally aligned under functional management as well as reassigning non-functionally aligned personnel to unit positions. The CC/CL coordinates on CSF-recommended personnel reassignments within the unit and across organizations. If agreement cannot be reached, resolution will be made following the process outlined in [paragraph 5.5.2](#).

5.3.3. Unit resource management offices are responsible for initiating MCRs for all unit authorizations, to include functionally managed authorizations, while following the guidance provided in [paragraph 5.1.5.1](#). Unit resource management offices are responsible for creating and submitting RPAs for non-functionally aligned civilian personnel/positions, and for those functionally aligned civilian personnel/positions for which they may have been explicitly delegated RPA duties by Center CSFs (however, the CSF maintains OPCON for hiring, fills, and the RPA process for functionally managed positions). Contracting authorizations/personnel are managed per paragraphs [6.5.1](#) and [6.5.2](#), respectively.

5.3.4. The CC/CL is specifically vested with the responsibility of ensuring sound functional management within the unit. They shall maintain a close relationship with the CSFs to ensure integrity of functional policies and processes, capability planning, and strategic management of the workforce in support of the Center's mission.

5.4. Non-Unit Leaders. The leaders of non-units, such as Center staff directorates, other Center directorates, etc., are primarily responsible for mission accomplishment, while relying on the CSFs for managing functional organizing, training, and equipping activities. Therefore, CSFs are responsible for managing and realigning functional authorizations within and between non-units to meet the ebb and flow of mission requirements. For non-units, as is the case with units, CSFs are responsible for managing the functional workforce to include hiring and assigning functional personnel, managing functional training and development programs, planning for functional succession, performance management of the functional workforce, etc. These actions are done in coordination with the affected leadership. Note that the Center staff directorates are also non-units; therefore, the CSFs are responsible for both functional authorization and personnel management across the Center staffs.

5.4.1. The non-unit leader coordinates on CSF proposals regarding personnel actions, to include hiring, assignments, and training and development. If the non-unit leader does not concur with the proposals of the CSF, resolution will be made following the process outlined in [paragraph 5.5.2](#).

5.4.2. The non-unit leader coordinates on CSF proposals regarding the movement of functional authorizations within the organization, between organizations, and on changes to the functional skill of a position. If the non-unit leader does not concur with the proposals of the CSF, resolution will be made following the process outlined in [paragraph 5.5.2](#).

5.4.3. The non-unit leader coordinates with the CSFs in the validation and submission of new functional manpower and resource requirements, through local Center processes, for consideration in the Center Program Objective Memorandum.

5.4.4. The non-unit leader, in coordination with the respective OSFs, executes functional processes and policies developed by the CSFs. The non-unit leader shall maintain a close relationship with the CSFs to ensure integrity of functional policies and processes, capability planning, and strategic management of the workforce in support of the Center's mission.

5.4.5. Non-unit resource management offices are responsible for initiating MCRs for non-unit, non-functionally aligned authorizations. Non-unit resource management offices are responsible for creating and submitting RPAs for non-functionally aligned civilian personnel/positions, and for those functionally aligned civilian personnel/positions for which they may have been explicitly delegated RPA duties by Center CSFs (however, the CSF maintains OPCON for hiring, fills, and the RPA process for functionally managed positions). Contracting personnel are managed as noted in [paragraph 6.5.2](#).

5.5. Center-level Corporate Board:

5.5.1. The Center will charter a corporate decision-making body to develop the Center's human capital management plan. This body will be chaired by a Center CC designee (CD, CA, or DS), with Center direct reporting unit CCs/CLs, direct reporting non-unit leaders, and the CSFs as primary voting members, with other advisors from the staff as necessary.

5.5.2. The Center will establish an issue-resolution process for the CSFs and supported organizations to resolve specific functional process or resource-related issues such as functional skills mix changes and manpower reallocations across organizations. The expected path for non-Center-wide issue resolution is through the established chain of command within the organization, then to the respective directorate chief/unit leader and CSF, if necessary. If further arbitration and decision are required, both parties will outline the issue to the corporate decision body, or, if appropriate, to the Center/CC for decision.

5.6. Center DP.

5.6.1. The Center DP and the CSFs are jointly responsible for the development of a workforce management program and its deployment. The Center DP is also responsible for monitoring the management of workforces that are not overseen by a CSF to assure that the needs of the entire Center workforce are being met.

5.6.2. The Center DP will conduct an annual review of applicable manpower and personnel systems with the CSFs to ensure the alignment of authorizations/personnel to the appropriate CSF.

5.6.3. The Center DP, working with the CSFs and tenant organizations, will oversee employee recruitment activities to ensure a coordinated Center and installation approach to recruitment.

5.6.4. The Center DP will advise the CSFs on their roles and responsibilities as defined in this AFMCI.

6. Shared Roles and Responsibilities. The following paragraphs outline those roles and responsibilities shared by organizational leaders and the CSFs:

6.1. Performance Management.

6.1.1. Civilian Performance Management. Rating guidance for civilian employees may be found in performance management program guidance for the applicable pay system (e.g., General Schedule, Defense Civilian Intelligence Personnel System, Acquisition Demonstration, etc.). Unit and non-unit leaders and OSFs share responsibility for assessing the performance of the functional workforce to ensure day-to-day performance and adherence to functional policies and processes.

6.1.1.1. Functionally Aligned Employees:

6.1.1.1.1. Functional civilian employees will be rated by their immediate supervisors (Raters of record). Any changes to the immediate supervisor of record must be coordinated with the CSF.

6.1.1.1.2. Functional civilian employees will be reviewed by their second level supervisor (Reviewer); the Reviewer will be from the same functional area as the Ratee. If the situation arises where the Reviewer is not of the same functional area as the Ratee, then the Reviewer will be the next higher level senior functional. This may be an organizational OSF; if there is no higher functional within the organization, then the review shall be accomplished by the CSF. For Acquisition Demonstration functionally aligned employees this requirement is covered through the Pay Pool Process. **Attachment 4** depicts the civilian performance management framework to ensure proper functional review is obtained.

6.1.1.1.3. CSFs will be rated by their immediate supervisors. If there is no like functional higher than the CSF within the Center, he/she does not require a functional review.

6.1.1.2. Non-Functionally Aligned Employees. Non-functionally aligned employees will be rated by their immediate supervisors (Raters of record). Their second level supervisors will serve as their Reviewers.

6.1.2. When preparing performance appraisals, supervisors are expected to solicit input from those individuals that have direct knowledge of employees' work performance.

6.1.3. Military Performance Management. Military performance management is governed by DAFI 36-2406, *Officer and Enlisted Evaluations Systems*.

6.2. Training:

6.2.1. For all assigned personnel, organizational leaders are responsible for: 1) identifying and fulfilling training needs unique to their unit missions; 2) ensuring all assigned personnel receive required ancillary training; and 3) identifying annual non-functional training requirements and quota needs as prescribed by the appropriate Center civilian/military training organization(s). For assigned personnel that are non-functionally aligned, organizational leaders manage all training, to include determining and fulfilling appropriate training required by the job and career development training needs.

6.2.2. The CSF manage all functional career development training for their functional personnel in all supported organizations, to include identifying functional training requirements and quota needs as prescribed by the appropriate Center civilian/military training organization(s). The CSF ensures functional employees receive all required,

prioritized, and funded functional training. If funding is not available or is limited within the CSF budget, the OSF will work with the organization supported to secure funding for the requirement.

6.2.3. The CSF or CSF's designee will endorse career development plans for General Schedule 14/equivalents and below.

6.2.4. The CSF or CSF's designee will coordinate on all AF-wide functional career broadening opportunities for their assigned functional workforce with the respective career field team at AFPC as appropriate.

6.2.5. The OSF and the CSF (or designee) may coordinate on functional applications for military and civilian developmental education.

6.2.6. Should a CSF believe that training in the CSF functional discipline would be of benefit to employees aligned under a different CSF, or to non-functionally aligned personnel, he/she should consult with the appropriate CSFs/organizational leaders to validate that need and determine appropriate resources/methods for satisfying that need.

6.3. Awards. The CSF or designee manage the annual functional awards for the Center and submit nominations per applicable guidance to MAJCOM functionals. For functional communities that delineate between installation-level versus Center-level functional awards, organizations should follow applicable guidance for submitting functional awards. Organizational leaders are responsible for managing their organizational (non-functional) annual and quarterly awards program, as well as honorary awards/decorations. See DODI1400.25V451_DAFI36-1004, *Civilian Recognition Program*, for further guidance.

6.4. Deployment Readiness:

6.4.1. Air Force Expeditionary Civilian Workforce. The Unit CC/CL or non-unit leader endorses (recommends approval/disapproval) civilian deployment volunteer statements in coordination with the appropriate CSF.

6.5. Exceptions for Contracting Authorizations/Personnel Aligned to the Contracting CSF. The Department of Defense policy requiring the functional independence of contracting drives the following exceptions which take precedence in the event of conflicts with other portions of this AFMCI.

6.5.1. Management of Contracting Authorizations:

6.5.1.1. For contracting authorizations, the contracting CSF, in coordination with the servicing manpower office, manages all functional authorizations and has decision authority and related administrative execution responsibility for all manpower and organizational changes for units and non-units. The contracting CSFs will keep organization leaders informed of intended changes that impact their organization and work with these leaders to resolve any objections they may have. In the event such objections cannot be resolved, the organization leader may raise the issue to the Center Commander for adjudication. The contracting CSFO is responsible for submission of MCRs to initiate authorization changes.

6.5.1.2. The contracting CSF will assess workload and ensure the contracting authorizations in non-contracting organizations accurately capture needed requirements. The CSF, with organizational leadership input, can move contracting

authorizations between units/non-units (subject to any direct program funding limitations, such as Foreign Military Sales positions) and change the functional skills mix of positions as needed to provide the optimal contracting support across the Center. In the event there is a prioritization conflict between Centers, the HQ AFMC/PK Director of Contracting (AFMC Senior Contracting Official) shall have authority to balance workload across the AFMC contracting enterprise as necessary to meet mission needs (subject to funding limitations of positions (e.g., Foreign Military Sales positions funded by a particular Letter of Agreement or positions funded with a particular “color” of money and specific Program Element Code that are not permitted to cover workload inconsistent with this “color” and Program Element Code). This authority allows MAJCOM-level prioritization of work across Center boundaries and is a key assumption in achieving functional efficiencies that are key to meeting the contracting mission with reduced manpower.

6.5.2. Management of Contracting Personnel. The contracting CSF is responsible for filling or reassigning contracting personnel to organization positions (including determining the method of filling vacant positions), ensuring sound functional management within units/non-units, and executing force development for all contracting authorizations/personnel. The contracting CSF is also responsible for ensuring proper supervision/mentoring and on-the-job training for all contracting interns. The contracting CSFO is responsible for the submission of RPAs to initiate personnel actions.

6.5.2.1. The contracting CSF will work closely with organization leaders to keep them apprised of contracting workforce management activities and to provide an open line of communication for organization leaders to provide input and identify issues; however, formal coordination of the organization leaders is not required for workforce management decisions of the contracting CSF. As stated above, organization leaders may raise disputes for adjudication.

6.5.2.2. Contracting personnel (civilian and military) in each Center will be organized under one or more contracting Personnel Accounting Symbol (PAS) codes with subordinate PAS codes aligned under the PAS code of the senior contracting leader at the Center. This PAS code construct for contracting implements the functional independence requirements of DoDI 5000.66, *Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program*.

KATHY L. WATERN, SES, USAF
Director, Manpower, Personnel and Services

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

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

AFI 38-101, *Manpower and Organization*, 29 August 2019

DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs*, 4 October 2022

DAFI 36-2406, *Officer and Enlisted Evaluations Systems*, 4 August 2023

DAFI 36-2670, *Total Force Development*, 25 June 2020

DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

DODI 1400.25V451_DAFI36-1004, *Civilian Recognition Program*, 26 April 2019

DoDI 5000.66, *Defense Acquisition, Workforce Education, Training, Experience, and Career Development Program*, 27 July 2017

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFPC—Air Force Personnel Center

AFSC—Air Force Specialty Code

APDP—Acquisition Professional Development Program

CFT—Career Field Team

CL—Civilian Leader

CSF—Center Senior Functional

CSFO—Center Senior Functional Office

DP—Director of Manpower and Personnel

GSU—Geographically Separated Unit

MCR—Manpower Change Request

OL—Operating Location

OPCON—Operational Control

OSF—Organization Senior Functional

PAS—Personnel Accounting Symbol

PSC—Program Structure Code

RPA—Request for Personnel Action

SSF—Site Senior Functional

T&E—Test and Evaluation

UMD—Unit Manpower Document

Office Symbols

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

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

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

AFMC/A9A—Air Force Materiel Command Analysis Division

AFMC/IP—Air Force Materiel Command Information Protection

AF/JA—Air Force Judge Advocate

AFMC/PK—Air Force Materiel Command Contracting

Terms

Unit/Non-Unit—The official Air Force definitions of units and non-units are outlined in AFI 38-101, *Manpower and Organization*. For the purposes of this instruction, however, units are deemed to be CC/CL-led organizations that report to Center/Complex/Wing/Group Commanders, regardless of their subordinate structures. For example, a CC/CL-led unit that has subordinate directorates will be considered a unit in its entirety. Directorates that report to the Center Commander are non-units (e.g., Center staff directorates, other Center directorates, etc.) and are led by a Director, not a CC/CL.

Organization Leader—The term organizational leader refers to both unit CC/CLs and non-unit directors and is used in this instruction if there is no difference between the units/non-units in the application of the referenced policy.

Functional Management—The management of workforces, policies, and processes aligned by a commonly recognized discipline, such as contracting, finance, engineering, etc. While all functionals have responsibility for developing functional policy and processes, this AFMCI gives unique authority to those functionals, listed in [Attachment 2](#), to directly manage or have input to the management of functionally aligned authorizations/personnel Center-wide. Functional workforces are typically aligned by common civilian occupational series, skill sets, etc., and military AFSC, etc.

Functional—The directorate/office responsible for overseeing/managing functional policies, processes, and workforce.

HQ Senior Functional—The individual responsible for developing/overseeing/managing the functional policies, processes, and workforce across AFMC.

Center Senior Functional (CSF)—The individual responsible for overseeing/managing functional processes/workforce across the Center.

Center Senior Functional Office (CSFO)—The staff which provides assistance to the CSF in the implementation of force management and development processes.

Functional OL—An operating location of the Center staff located at an AFMC installation that does not host an AFMC Center; is organizationally aligned to one AFMC Center but may provide support to the CSFs of multiple Centers.

Site Senior Functional (SSF)—The individual responsible for ensuring Center functional collaboration at an installation/site. **Note:** The number of SSFs at a particular site may range from one, if only one functional community exists at a site, to many, if all functionals as listed in [Attachment 2](#) are represented at a site. SSFs may not be necessary, at the discretion of the CSF, at sites if the size of the multi-Center functional workforce at a site is minimal.

Organizational Senior Functional (OSF)—The senior functional representative of the CSF within an organization.

Functional Authorization—An authorization on the Unit Manpower Document that is aligned to a CSF. Functional authorizations will be identified on the UMD using the appropriate Program Structure Code.

Functional Employee—An employee who, by nature of their career field/position, is aligned to a CSF, regardless of whether the employee is on a valid UMD authorization. When no UMD authorization exists, the specific duties need to be reviewed to ascertain proper functional alignment.

Non—Functionally Aligned Authorization—An authorization on the UMD that is not aligned to a CSF. The Program Structure Code within the UMD for these authorizations will remain blank.

Non—Functionally Aligned Employee—An employee who is not aligned to a CSF. Commanders/directors/supervisors are primarily responsible for career management and development of these employees.

Attachment 2

MANDATORY FUNCTIONAL MANAGEMENT AREAS

A2.1. The following is a listing of those areas that must implement functional management as outlined in this AFMCI. This listing also includes specifics on which authorizations/personnel typically fall within their respective functional areas. Authorizations/personnel should be examined on a case-by-case basis to determine their functional alignment. When evaluating personnel classified in general series, e.g., 0301, 0343, etc., specific position duties and/or AFSCs may need to be reviewed to ascertain possible functional alignment. Program Structure Code (PSC) and PSC title identified by each functional area below.

A2.1.1. Program Management. Program management authorizations/personnel are those with an AFSC beginning with 060 or 063. Civilian program management authorizations/personnel are those with a professional occupational series of 1101 on an acquisition coded position for Program Management. (PSC: PM / Program Management)

A2.1.2. Contracting. Contracting authorizations/personnel are those with an AFSC beginning with 064 or 6C0. Likewise, civilian personnel in the 1102, 1105, and 1106 occupational series shall be included. (PSC: PK / PK Functional Positions)

A2.1.3. Financial Management. Financial management authorizations/personnel are those with an AFSC beginning with 065 or 6F0. Civilian personnel in the 05XX occupational series, excluding 0511s, should be included. Also, civilian personnel in the 1515 occupational series which align to AFSC 065 should be included. (PSC: FM / Financial Management)

A2.1.4. Science and Engineering. Military science and engineering authorizations/personnel are those with an AFSC beginning with 061 or 062. Civilian science and engineering authorizations/personnel are those with a professional occupational series (excluding those of technicians) of 13XX/15XX (science) or 08XX (engineering), and whose work duties align to AFSC 061 or 062. [Note 1: Engineering technicians in occupational series 0802, 0856, and 0895 fall under the Science & Engineering career field. Note 2: For the Operations Research career field (S&E 1515) and other related fields (mathematics, statistics, and data science 1520, 1521, 1530, and 1560), HQ AFMC/A9A (Chief Analyst) and Center Chief Analysts provide career management guidance]. Although not functionally under Science and Engineering, there are several closely related technical occupations that require collaboration between CSFs and supervisors of these occupations. Some examples are equipment specialists, configuration specialist, Cyberspace, Intel, Civil Engineering, etc. (PSC: EN / Engineering)

A2.1.5. Manpower and Personnel. Human resource management (manpower, personnel, force development/education and training) authorizations/personnel with an AFSC beginning with 038 or 3S. In addition, all authorizations/personnel assigned to an office with "Personnel," "Manpower," "Force Development," "Education," or "Training" in the OSC title should be reviewed for inclusion. Likewise, civilian personnel in the 02XX and 17XX occupational series should be included. General series (0301, 0343, etc.) authorizations/personnel that perform manpower, personnel, force development/ education and training related duties at least 50 percent of the time should be reviewed for inclusion. (PSC: DP / Human Resources)

A2.1.6. Security. Security professionals in Office of Personnel Management occupational series 0080, 0086, and 0301 that perform 51% or more security related duties based upon

position description (or equivalent). HQ AFMC/IP is the HQ Senior Functional for Security. (PSC: IP / Information Protection)

A2.1.7. Logistics. The logistics workforce is defined by four categories: Supply Management, Deployment/Distribution/Transportation, Maintenance Support, and Life Cycle Logistics. Functional management includes authorizations/personnel in civilian occupational series 0346, 1152, 1601, 1670, 2001, 2003, 2010, 2030, 2032, 2101, 2102, 2130, 2131, and 2144 (Reference: DAFMAN36-142, *Civilian Career Field Management and Centrally-Managed Programs*). Logistics Functional management will include all Life Cycle Logistics APDP coded authorizations/personnel. These positions must perform in Life Cycle Logistics competencies at least 51% of the time as documented in an approved Life Cycle Logistics Coding Checklist. Life Cycle Logistics members may come from the following areas: General Officer AFSC 90GO or 91WO, Officer AFSC 2XXX, Enlisted 2XXXX, and Civilian Occupational Series 0346 or 1670. (PSC: LG / Logistics)

A2.1.8. Cyberspace and Information Technology. Includes cyberspace operations support, information technology, and communications and information professionals primarily in AFSCs beginning with 17D or 3D. Occupational series 2210, 0391, and 0335 typically fall under cyberspace operations support, as will most 0343 and 0301 positions within an installation's Communications unit (Directorate, Group, or Squadron). Other technical series such as 1550, 0854, and 0855 may also be cyberspace operations support but coordination with other CSFs, such as the Engineering CSF, is recommended. Cyberspace Operations Support functional management will include oversight and administration of Acquisition Professional Development Program (APDP) positions and workforce coded as Information Technology (IT). The duties and responsibilities described in the AF officers and enlisted classification directories determine the appropriate AFSC and functional alignment. Intelligence AFSCs and occupational series (e.g., 14N, 1N, and GG-0132) are excluded. (PSC: COS / Cyberspace Operations Support)

A2.1.9. Test and Evaluation. Test and Evaluation (T&E) is a cross-functional acquisition discipline that employs personnel from multiple AFSCs and occupational series to plan, manage, support and conduct T&E. T&E authorizations/personnel are those performing T&E duties including test management, test range support, test planning, test execution, test analysis/evaluation, test reporting, etc. T&E authorizations/personnel are acquisition position coded as Test and Evaluation (T-code). The T&E CSF will manage T-coded authorizations/personnel regardless of occupational series, AFSC or whether those authorizations/personnel would normally be managed by another CSF as defined in this Attachment except as exempted under [Paragraph 6.5](#). The T&E CSF will coordinate with the appropriate career field managers and associated CSFs for career field specific management, training, and force development. (PSC: ENTE / Engineering with T APDP code)

A2.1.10. Intelligence. Intelligence authorizations/personnel are those with an AFSC of 14NX, 1NX, and 9SX or in the civilian occupational series 0132. The Intelligence CSF/Senior Intelligence Officer will ensure collaboration and coordination with the appropriate functional managers on all matters affecting personnel assigned to Intelligence organizations regarding authorization management, workforce recruiting, and hiring actions for "intelligence supporting" civilian occupational series. (PSC: IN / Intelligence)

A2.2. Exceptions:

A2.2.1. Authorizations/personnel assigned to a Small Business Office or the Inspector General shall not be aligned to a CSF, with the exception of support personnel, e.g., Manpower and Personnel, etc. CSFs and local Small Business Offices/Inspector Generals, working with their respective HQ AFMC functionals, should determine the need for, and content of, any agreement on the scope and level of force development support for personnel assigned to the local Small Business Offices/Inspector Generals.

Attachment 3

FUNCTIONAL MANAGEMENT PRIMARY ROLES AND RESPONSIBILITIES

Table A3.1. Functional Management Primary Roles and Responsibilities.

| Activity C = Coordinate, A =Approval Authority | Unit | | Non-Unit | |
|---|------|-------|----------|-----|
| | CSF | CC/CL | CSF | Dir |
| 1. Functional Policy and Processes | | | | |
| a. Develop and deploy functional policies and processes for execution by organization leaders | A | C | A | C |
| b. Execute functional policies and processes within the organization | C | A | C | A |
| 2. Internal Reorganizations (Those initiated by organizational leadership that require an Organizational Change Request) * | C | A | C | A |
| 3. Authorization Management *, **, ***** | | | | |
| a. Identification of position and skill requirements within organization | C | A | A | C |
| b. Change in functional skill mix of authorizations within organization | C | A | A | C |
| c. Movement of authorizations within the organization | C | A | A | C |
| d. Movement of authorizations between organizations | C | A | A | C |
| e. Assessment of functional workload across organizations | C | A | A | C |
| f. Creation and submission of MCRs | C | A | A | C |
| 4. Civilian Recruiting (external) | | | | |
| a. Analysis of skill requirements, recruiting strategy and recruitment. | C | A | A | C |
| b. Authority to fill functional positions externally vice internally. | A | C | A | C |
| 5. Filling Positions (Civilian and Military) *****, ***** | | | | |
| a. Functional reassignments within the organization | A | C | A | C |

| | | | | |
|---|------|-----|------|-----|
| b. Functional reassignments across organizations | A | C | A | C |
| c. Functional promotion selections (civilian) | A | C | A | C |
| d. Planning for O-6/equivalent functional civilian positions as applicable. | A*** | C | A*** | C |
| e. Fills/promotion selections for non-functionally aligned positions | N/A | A | N/A | A |
| f. Creation/submission of functional civilian RPAs | A | N/A | A | N/A |
| 6. Workforce Development | | | | |
| a. Management of accession plans and trainee development | A | C | A | C |
| b. Management of functional training programs | A | C | A | C |
| 7. Awards | | | | |
| a. Special trophies and awards within organization | N/A | A | N/A | A |
| b. Annual/quarterly award within organization | N/A | A | N/A | A |
| c. Annual/quarterly functional awards within organization | A | N/A | A | N/A |
| d. Annual/quarterly functional awards across organizational lines | A | N/A | A | N/A |
| * Requires coordination with servicing manpower office. | | | | |
| ** Note contracting functional exceptions outlined in Paragraph 7.5. The Contracting CSF has Approval Authority for all authorization management activities related to the contracting workforce. | | | | |
| *** CSF is conduit to HQ AFMC for management of senior leader planning. | | | | |
| **** Special Program (SP) authorizations are centrally funded/managed by AF SPRG; thus, approval authority resides with MAJCOM SP stewards, HQ AFMC/A5J/A1M, with HQ AFMC/CC/CV endorsement, as appropriate | | | | |
| ***** Special Program (SP) military positions are filled through the AFPC Green Door Team, which has final assignment approval authority | | | | |
| ***** Defense Civilian Intelligence Personnel System positions are filled by AFMC/A2 via RPA submission to AFPC | | | | |

The roles and responsibilities have been categorized as **Coordinate** (proactively advise/be informed before action taken), and **Approval Authority** (manage/accomplish the activity). Approval authority shall not imply that all activities must occur at Center level in the CSFO; some authorities may be delegated to OSFs/SSFs, while some activities may be purely administrative in nature. This matrix is not intended to be all encompassing and should be augmented at each Center. The intent is to depict the collaborative checks and balances that must exist between the organizational leader and the CSFs; it is expected that specific processes will be further defined locally.

Attachment 4

CIVILIAN PERFORMANCE MANAGEMENT FRAMEWORK

Figure A4.1. Civilian Performance Management Decision Tree.

