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EDWARDS AIR FORCE BASE**

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Specialty Management

**412TH TEST WING
CORPORATE GOVERNANCE**

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This Edwards Air Force Base Instruction implements Air Force Materiel Command Instruction (AFMCI) 90-601, *AFMC Corporate Structure*, and Air Force Test Center Instruction (AFTCI) 90-601, *AFTC Corporate Governance*. It provides informational guidance regarding the 412th Test Wing (412 TW) Corporate Process and establishes the 412 TW Council. It applies to all 412 TW units and organizations. This instruction does not require tiers at or below the Wing level. Waiver authority for this instruction is the 412th Test Wing Commander. This publication may not be supplemented or further implemented/extended. Refer recommended changes and questions about this publication to the OPR listed above using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. Ensure that all records created as a result of processes described in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include the additions of section 1 “Role of the 412th Test Wing Corporate Processes”, section 2 “How the Corporate Process works”, and section 3 “Corporate Process Structure Authority and Responsibilities”. Changes to Figure 1.1. 412 TW Corporate Process were also made.

Chapter 1

GENERAL OVERVIEW

1.1. Role of the 412 TW Corporate Processes. The 412 TW Corporate Process is structured functionally to provide Senior Level leadership's and management's attention to the Wing's six (6) key process areas: Innovation, Test Management (Mgmt), Personnel Mgmt, Test & Evaluation (T&E) Mgmt, Resource Mgmt, and Installation Mgmt.

1.1.1. The primary objective of the 412 TW Corporate Processes is to provide the Commander (412 TW/CC), group commanders/directors and staff with appropriate forums to review Wing-wide issues from an enterprise perspective as means to enhance the effectiveness of 412 TW decision making. In addition, the Corporate Processes govern strategic decisions and facilitate the 412 TW strategic guidance to resource allocations to accomplish the 412 TW mission.

1.1.2. The 412 TW Corporate Processes do not replace the 412 TW Crisis Command and Control and the Crisis Action Team/Battlestaff activation. Both are governed by Edwards AFB Crisis Action Team Operations Plan 8 and/or the Installation Emergency Management Plan 10-2.

1.1.3. The focus of the 412 TW Corporate Processes will:

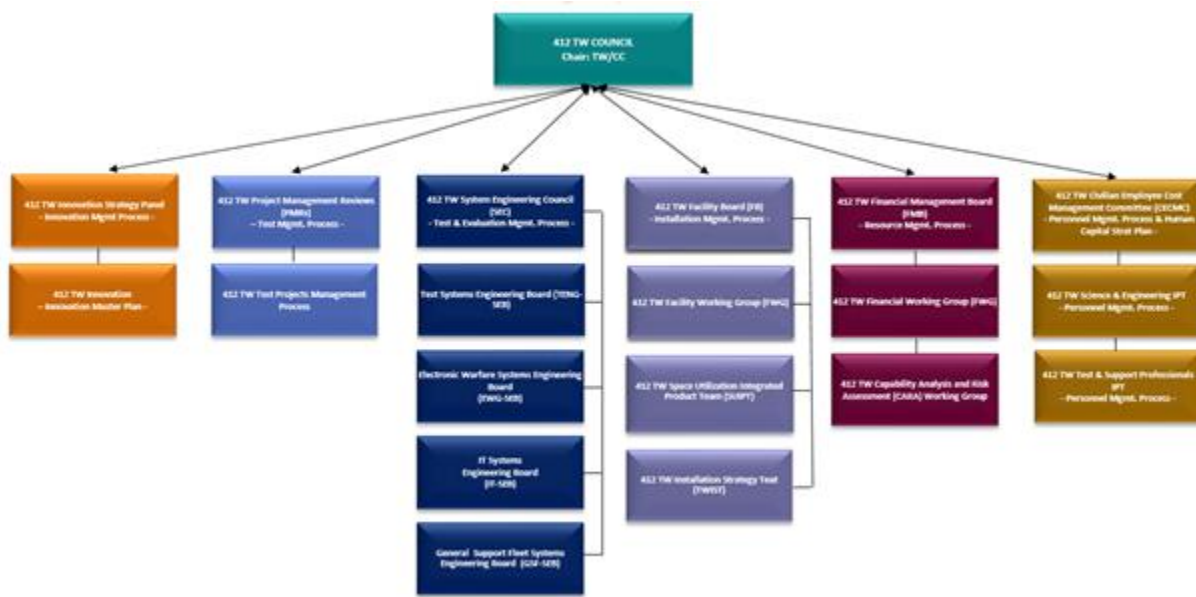
1.1.3.1. Provide an inclusive enterprise-wide perspective on all key 412 TW processes to cut across organizational barriers and improve decision-making in executing the 412 TW Strategic Action Plans and supporting HHQ initiatives.

1.1.3.2. Enable the 412 TW Strategic Vision through consistent development of positions to support the 412 TW Strategic Plan within planning, programming, budgeting and execution (PPBE) activities.

1.1.3.3. Supports requirement alignments to AFTC, AFMC and Air Force priorities.

1.1.4. Figure 1.1. depicts the relationships between various bodies in the Corporate Processes framework. 412 TW Boards are the bedrock of the Corporate Processes and are used by the 412 TW for management, resource and policy decisions. The 412 TW Council oversees the Corporate Processes, taking a senior level, enterprise-wide view of issues. The 412 TW Council is the senior decision-making body in the 412 TW Corporate Processes. The 412 TW/CC retains final decision authority for corporate process issues, even if the Commander does not chair the meeting at which the issues are brought forward.

Figure 1.1. 412 TW Corporate Process.



1.1.5. The 412 TW Council members are expected to play an active role in the Corporate Processes, to represent their particular functional areas and use enterprise-wide perspectives when making recommendations to the 412 TW/CC. The 412 TW Corporate Processes ensures supporting and dissenting opinions. All major decisions are vetted to enable the 412 TW/CC to make informed decisions.

Chapter 2

HOW THE CORPORATE PROCESS WORKS.

2.1. Each of the six (6) Key Processes [Innovation, Test Management (Mgmt), Personnel Mgmt, Test & Evaluation (T & E) Mgmt, Resource Mgmt, and Installation Mgmt] are managed by a Senior Leader (CL) with the responsibility for the specific functional area that drives the Key Process (e.g. the Base Civil Engineer manages the 412 TW Facility Board). Issues with 412 TW-wide implications, that require a decision beyond the authority of that individual Senior Leader, will be brought through the 412 TW Council. The responsible Senior Leader is the advocate for bringing that issue or decision to the 412 TW Council. All issue owners/advocates, for any topic, will ensure prior coordination with all 412 TW stakeholders prior to presenting at the 412 TW Council. Refer to **Chapter 3** specifics regarding each of these six key processes.

Chapter 3

CORPORATE PROCESS STRUCTURE.

3.1. The 412 TW Council serves as the senior advisory body assisting the 412 TW/CC in making corporate strategic decisions. The 412 TW/CC will make final decisions affecting strategic plans, organizations, missions, use of real property facilities, fiscal and physical resources in support of the mission, Program Objective Memorandum inputs, rate development and review, Installation and Resources Protection Program, and Wing-wide policies. Plans, programs, and budgets approved by the Council are final and will constitute the baseline documents to measure progress.

3.2. 412 TW Council . The 412 TW Council is chaired by 412 TW/CC or designated representative, in the Commanders' absence. Other members of the 412 TW Council are the 412 TW/ID, 412 TW/CT, 412 OG/CC, 412 MXG/CC, 412 MDG/CC, 412 TENG/CL, 412 EWG/CC, 412 MSG/CC, 412 CEG/CL, 412 TMG/CL, USAF TPS/CC, 412 TW/XP, 412 TW/FM, and 412 CPTS/CC. As required, advisors include AFTC/PZI, 412 TW/JA, 412 TW/PA, 412 FSS, and others as needed.

3.2.1. 412 TW Council members, or delegated representative, will attend scheduled meetings. Consistency is the key for successful and timely deliberations. The members are responsible for ensuring appropriate representatives from their organizations are present.

3.2.2. Committees or Special Purpose Working Groups may be established at the direction of the 412 TW Council.

3.3. 412 TW Innovation Process (IAW 412 TW Innovation Master Plan). The 412 TW Innovation Master Plan identifies the methodology and processes utilized to create a culture of innovation within the 412 TW as prescribed in the 2016 412 TW Strategic Action Plan. It spells out a way to collect and harvest innovative ideas from various sources which support and align with 412 TW critical capabilities. It provides an opportunity for 412 TW internal resources to submit their innovative ideas, participate in the maturation of their submission and be rewarded for their effort.

3.4. 412 TW Project Management Process. The 412 TW Project Management Process facilitates the accomplishment of test requirements in support of customer objectives. Cost, Schedule, and Performance of Weapon System Evaluations are managed to maximize 412 TW effectiveness in providing value added information to Air Force Acquisition decision makers. The Project Management Group's Support Request Process works with the Wing Technical Organizations to define customer requirements in terms of test resources, available test time and available funds; then tracking that project through execution and providing expected customer results. The Wing uses a variety of proven Project Management tools to accomplish this management. Real time status of any project is available to Wing Leadership through the Commander's Dashboard (a consolidated look at work progress compared to initial expectations). Additionally, the Wing Commander monitors Project Status through Weekly Project Management Reviews (PMRs) and Monthly Project Status Reviews (MPSRs).

3.4.1. The PMR meeting is held quarterly (subject to flex with mission constraints) with each CTF or other Project Management Organization. Selected Individual Project Managers

may have the opportunity to brief the status of their projects. The PMR forum is not intended as a decision meeting.

3.4.2. MPSRs meeting is chaired by the 412 TW/CC and each of the Wing Groups/Squadrons are expected to be represented as to address any issues that might come up related to their organization in the project briefs. Normally the CTF Director or Deputy Director will present the status.

3.5. 412 TW Civilian Employee Cost Management Committee (IAW Civilian Overhire Programs AFMCI 36-603 and Managing Civilian Personnel Resources). The 412 TW Civilian Employee Cost Management Committee (CECMC) consists of leadership within the 412 TW and is chaired by the 412 TW/CC. The CECMC is the installation commander's corporate board responsible for the management of civilian human resources within the 412 TW. It is the installation focal point for the execution of the Civilian Employment Plan. The specific membership of the CECMC is captured by the CECMC Charter signed by the 412 TW/CC.

3.5.1. The 412 TW Civilian Employee Cost Management Committee Working Group (CECMC WG) is a sub-committee of the CECMC. It is comprised of group deputy level managers and is chaired by the 412 TW/CV. The CECMC WG reviews requests and reports going to the CECMC.

3.5.2. The CECMC is an advisory body to the 412 TW Council and will report to the Council for issues requiring 412 TW/CC approval. The CECMC WG is the advisory body to the CECMC and will report to the CECMC for issues requiring 412 TW/CC approval. As advisory bodies, the CECMC and CECMC WG will recommend courses of action regarding civilian, financial management and manpower to the 412 TW/CC. Recommendations from the CECMC will be approved by the 412 TW/CC prior to presentation at the AFTC or HHQ level.

3.6. 412 TW Systems Engineering Council (IAW Lifecycle Systems Engineering of Test Capabilities and Infrastructure EAFBI 62-100). The 412 TW Systems Engineering Council (SEC), consist of technical leadership within the 412 TW and is chaired by the 412 TW Technical Director (412 TW/CT). The SEC serves as the governing body by administering the implementation and providing oversight of the Lifecycle Systems Engineering (LSE) processes within the 412 TW. The SEC integrates the LSE activities from across the key mission areas and ensures that the test capability and infrastructure (TC&I) are in place to meet the needs of current and future customers. The SEC does not have authority to allocate resources, it provides a recommended course of action to the 412 TW Council. The specific membership of the SEC is captured by the SEC Charter.

3.6.1. Systems Engineering Boards (SEBs) provide a lower level of oversight and integration of the TC&I development and sustainment activities within key test capability areas as shown in Figure 1.1. Each SEB will be chaired by a Master Architect (MA) or Technical Advisor as designated by 412 TW/CT. Membership will be described by each respective SEB Charter. SEB's are responsible for assessing and validating capability requirements, validating shortfalls/needs, authorizing proposal development, and maintaining technical oversight of 412 TW test capabilities across their respective mission/mission support areas. The SEBs are also responsible for approving capability development strategies within their respective mission/mission support areas and subsequently endorsing and prioritizing capability proposal packages within a mission area. The SEB is responsible for reviewing the

existing investment portfolio for TC&I to re-validate requirements and adjust priorities as needed. The SEB's will elevate LSE issues that cross mission areas to the 412 TW SEC.

3.6.2. The SEC is an advisory body to the 412 TW Council and will report to the Council for issues requiring 412 TW/CC approval. The SEBs are advisory bodies to the SEC. The TENG SEB, EWG SEB, IT SEB and GSF SEB will report to the SEC for issues requiring 412 TW/CC approval. As advisory bodies, the SEC/SEBs will recommend courses of action regarding the LSE of TC&I and may be delegated decision approval authority by the 412 TW/CC. Recommendations from the SEC will be approved by the 412 TW/CC prior to presentation at the AFTC or HHQ level.

3.7. 412 TW Financial Management Board (IAW Budget Management for Operations AFI 65-601 v2). The 412 TW Financial Management Board (FMB) as established by the AFI 65-601 V2, approves financial execution strategy within the 412 TW. The FMB is chaired by the 412 TW/CC. The voting membership of the FMB is comprised of the normal Council membership. The FMB reviews, approves, or disapproves recommendations for all appropriated fund execution plans to ensure all known or anticipated mission requirements are captured.

3.7.1. The 412 TW Financial Working Group (FWG) chaired by the 412 TW/CPTS/FMA is a forum used to discuss issues pertaining to budget operations and all matters related to accounting functions. These matters include but are not limited to the Triannual Review (TAR), FMSuite, MORD review, ULO reduction, DTS procedures and end of FY procedures.

3.7.2. 412 TW Capability Analysis and Risk Assessment (CARA) Working Group (CWG). The 412 TW CARA Capability Owners review and approve Financial Plans, Execution Plans, and Program Objective Memorandum (POM) submissions, and will follow the CARA process outlined in EAFB 16-501.

3.8. 412 TW Facility Board (IAW Facility Board AFI 32-10142). The 412 TW Facility Board (FB) acts as the installation's local decision-making body for the acquisition, construction, use, maintenance, modification, consolidation, development, demolition, and disposal of built and natural infrastructure at Air Force managed installations. The FB ensures an installation asset portfolio perspective is applied in all decisions and advisory actions. The FB is chaired by the Installation Commander (412 TW/CC) or designated representative. The FB is supported by the Facilities Board Working Group (FBWG) and the Space Utilization Integrated Product Team (SUIPT). Additional working groups/sub-working groups may be directed by the Installation Commander. The FB Chair has the authority to delegate responsibilities as appropriate.

3.8.1. The FBWG assists the FB with providing sustainable installations and facilities to effectively perform its mission and support its people. The FBWG develops consolidated program recommendations based on management and technical criteria as well as input and advice from appropriate on-base organizations and other supporting organizations. The FBWG is chaired by the 412 CEG/CL.

3.8.2. The Primary objective of the SUIPT is to provide alternatives and recommendations for Facility Adjustment Proposals (FAPs) to the FBWG and to act as the initial reviewing body for all proposed construction projects, re-locatable facilities and proposed real property actions. The SUIPT may charter sub-working groups under its oversight to evaluate specific

FAPs. The SUIPT is comprised of group deputy level managers and is chaired by the 412 CEG/CL.

3.8.3. Requirements may be submitted to the SUIPT from any source, including but not limited to, project offices, operations, engineering, program support, maintenance, support contractors, customers, and the SUIPT itself. Normally, these will be in the form of a Civil Engineering work order request (AF Form 332). After receipt of the FAP the SUIPT will analyze the proposal, determine their validity with respect to operations and other facilities in use or under development, recommend a priority based on customer needs. After consideration and fair coordination with the submitter to correct or supplement the submitted proposal, the SUIPT will “approve”, “disapprove” or “differ” any FAPs. The FBWG will review the SUIPT recommendations and provide the FB with all necessary information to make decisions on installation planning, installation real property and space management, and installation built and natural infrastructure investments.

Chapter 4

CORPORATE PROCESS AUTHORITY

4.1. The Council serves as a forum for the 412 TW/CC , with the advice of his group commanders/directors, to make informed decisions. The Council meets on a variety of topics that require the 412 TW/CC to be the decision maker. The Council can meet as an AFMCI 90-601, mandated council (e.g. it can sit as the Civilian Employee Cost Management Council, the Facility Utilization Board, or the Environmental, Safety and Occupational Health Council depending on the topics to be covered). For mandated councils, the appropriate sponsoring organization will be the OPR for meeting (in the above examples, 412 TW/FSS and 412 CEG/CL respectively would be the council OPR). The council can sit as a non- mandated council for topics such as budget or investment plan approvals.

4.2. 412 TW Innovation Strategy Panel. The Innovation Strategy Panel was formed to oversee and guide innovative efforts across the Wing as outlined in the FY16 Innovation Master Plan. The Innovation Strategy Panel consists of Senior Leaders from EN, EW, OG, and XP. The Innovation Strategy Panel meets regularly (typically weekly) to review ongoing innovation projects, evaluate new innovative ideas, pursue partnerships, and refine the innovation framework to inspire, empower and transform the Wing by fostering a culture of innovation. The 412 TW Innovation Strategy Panel, in collaboration with Capability Owners, champions innovative ideas and brings them to the 412 TW Council for approval and commitment of resources to advance 412 TW and customer capabilities.

4.3. 412 TW Project Management Review (PMR). The 412 TW Test Management Group is responsible for scheduling the Project Management Reviews. The 412 TW/CC or designated representative chairs the meetings. The 412 TW Project Management effort is delegated to the Test Management Group. The PMR is the continuous opportunity for the Wing/CC to provide guidance and necessary course corrections. The Test Management Group is responsible for Action Items resulting from the PMRs.

4.4. Civilian Employee Cost Management Committee. The 412th Test Wing Civilian Personnel Officer (CPO) is responsible for scheduling meetings and providing pre-briefs to the 412 TW/CC. In conjunction with 412 TW/FM/CPTS, the CPO develops and coordinates agenda slides for CC approval. Financial management and Manpower Office personnel jointly support the CECMC by developing, defending and coordinating budgets, funding, utilization and projections for civilian resources.

4.4.1. The CPO is responsible for scheduling meetings and providing pre-briefs to the 412 TW/CV. In conjunction with 412 TW/FM/CPTS, the CPO develops and coordinates agenda slides for 412 TW/CV approval.

4.5. System Engineering Council. The 412 TW/CT is the Wing-level Technical Authority and chair of the SEC and is responsible for implementing LSE processes for the 412 TW. The 412 TW/CT will appoint a secretariat for the SEC. The secretariat will be responsible for setting the agenda, publishing meeting minutes, tracking action item status and maintaining the SEC information database. The SEBs will coordinate with the SEC secretariat to share minutes and to bring forward issues requiring SEC action. The TENG SEB, EWG SEB, IT SEB, and GFS SEB will support the SEC.

4.5.1. The 412 TENG/MA, 412 EWG/MA, the 412 CS/MA and the 412 OG/CT will chair their respective System Engineering Boards (SEBs) and will elevate LSE issues that cross mission areas to the 412 TW SEC. They are the technical authorities responsible for implementing the LSE technical processes within their Group. They will implement the policies and procedures regarding LSE and tailoring for all developments and sustainment activities as appropriate.

4.6. 412 TW Financial Management Board. The 412 TW/CC is the overarching authority and decision maker for all FMB interests. The FMB consists of all Group Commanders or equivalents, Directors or equivalents from major groups and tenant organizations (as determined by the Chair), representing their organization's FMB interests. The chairperson convenes the FMB at least quarterly. The 412 TW Financial Management Analysis Office (FMA) prepares minutes of the meetings, to be approved by the Chair in accordance with AFI 65-601 v2.

4.6.1. The 412 TW/CPTS FMA is responsible for gathering, articulating and, addressing the 412 TW Financial Working Group interests and concerns. All Resource Advisors (RA's) serve on the FWG and are required to attend FWG meetings. RAs on the FWG participate in developing all-inclusive budgets and execution plans for organizations/programs and monitor the daily use of resources in their Responsibility Centers.

4.7. 412 TW Facility Board (FB). Installation Commander (CC) or equivalent (Chairperson) is the overarching authority and decision maker for all FB interests. All Installation Group Commanders or equivalents (determined by the Chair), Commanders, Directors or equivalents from major groups and tenant organizations (determined by the Chair), representing their organization FB interests. Chief, Engineering Division, serves as technical advisor and is responsible as overall facilitator and administrator for the FB and its working group. The facilitator is responsible for securing the meeting location, notifying meeting attendees, publishing an agenda and presentation material, drafting record of decisions and distributing them once approved, and performing other duties as necessary and assigned by the Chairperson.

4.7.1. Chief, Engineering Division serves as technical advisor and is responsible as overall facilitator and administrator for the FBWG. The facilitator is responsible for securing the meeting location, notifying meeting attendees, publishing an agenda and presentation material, preparing record of recommendations for the FB meeting, and performing other duties as necessary and assigned by the Chairperson.

4.7.2. The SUIPT is established under the authority of the 412 CEG/CL in order to provide a working agenda to FBWG. The SUIPT is chaired by 412 CEG/CL. Group Commanders assign a SUIPT primary and alternate member. Voting membership consist of individuals from 412 MDG, 412 MSG, 412 OG, 412 TENG, 412 TMG, 412 EWG, AFRL Det 7, USAF TPS, 412 TW XP, 412 MXG and 412 TW/10. Additionally, Technical Advisors consist of individuals from 412 CS, 412 CEG/CEV, 412 CEG/CEIA P, 412 CEG/CEN, 412 CPTS, 412 CES and 812 CES/CEXF. Further, facility/building managers shall be present at the SUIPT when issues regarding their facilities are on the agenda.

CARL E. SCHAEFER, Brigadier General, USAF
Commander

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

AFMCI 90-601, *AFMC Corporate Structure*, 11 March 2014
AFTCI 90-601, *Corporate Governance*, 05 March 2014
AFMAN 33-363, *Management of Records*, 01 March 2008
AFI 65-601V2, *Budget Management for Operations*, 15 May 2012
AFI 32-10142, *Facility Board*, 14 May 2013
AFMC 36-603, *Civilian Overhire Program*, 13 Aug 2014
412 TW Crisis Action Team (Plan 8)

Adopted Forms

AF 847, *Recommendation for Changes of Publication*
AF 332, *Base Civil Engineer Work Request*

Acronyms and Abbreviations

412 CEG/CL—412th Test Wing Civil Engineering Civilian Leader
412 CEG—412th Civil Engineer Group
412 CPTS/CC—412th Comptroller Squadron Commander
412 EWG/CC—412th Electronic Warfare Group Commander
412 MDG/CC—412th Medical Group Commander
412 MSG/CC—412th Mission Support Group Commander
412 MXG/CC—412th Maintenance Group Commander
412 OG/CC—412th Operations Group Commander
412 TENG/CL—412th Test Engineering Group Civilian Leader
412 TMG/CL—412th Test Wing Test Management Civilian Leader
412 TW/CC—412th Test Wing Commander
412 TW/CT—412th Test Wing Technical Director
412 TW/CV—412th Test Wing Vice-Commander
412 TW/FM—412th Test Wing Financial Management Office
412 TW/ID—412th Test Wing Installation Director
412 TW/JA—412th Test Wing Staff Judge Advocate
412 TW/PA—412th Test Wing Public Affairs Office

412 TW/XP—412th Test Wing Plans and Programs Office

412 TW—412th Test Wing

AFMAN—Air Force Manual

AFMC—Air Force Materiel Command

AFMCI—Air Force Material Command Instruction

AFRIMS—Air Force Records Information Management System

AFTC—Air Force Test Center

CECMC WG—412 TW Civilian Employee Cost Management Committee Working Group

CECMC—412 TW Civilian Employee Cost Management Committee

CPO—412th Test Wing Civilian Personnel Officer

FAPs—Facility Adjustment Proposals

FB—412 TW Facility Board

FBWG—412 TW Facilities Board Working Group

FMA—Financial Management Officer

FMB—412 TW Financial Management Board

FWG—412 TW Financial Working Group

LSE—Lifecycle Systems Engineering

MPSR—Monthly Project Status Review

PMR—Project Management Review

PPBE—412 TW Planning, Programming, Budgeting and Execution

RA—Resource Advisors

RCMs—Responsibility Center Managers

RDS—Records Disposition Schedule

SEC—412 TW Systems Engineering Council

SUIPT—412 TW Space Utilization Integrated Product Team

T&E Mgmt—Test & Evaluation Management

TC&I—Test Capability and Infrastructure

412 TW—Test Wing

USAF TPS/CC—United States Air Force Test Pilot School Commandant