

**BY ORDER OF THE COMMANDER
PACIFIC AIR FORCES**

**PACIFIC AIR FORCES INSTRUCTION
36-2101**



21 DECEMBER 2018

PERSONNEL

**PACAF SQUADRON COMMANDER,
WING CHIEF OF SAFETY, DIRECTOR
OF OPERATIONS AND OPERATIONS
OFFICER HIRING AND TENURE**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ PACAF/A1K

Certified by: HQ PACAF/A1K
(Mr. John A. Bassut)

Supersedes: PACAFI 36-2101,
11 June 2014

Pages: 13

This instruction implements AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*. It establishes command hiring requirements for squadron commander billets and delineates tenure policy for all squadron commanders. This instruction additionally sets forth requirements for managing wing chief of safety and director of operations billets. This instruction applies to all active duty officers (below the rank of colonel) selected and approved by an appropriate hiring authority. This publication does not apply to Air National Guard or Air Force Reserve personnel. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the OPR using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. This publication cannot be supplemented at any level.

SUMMARY OF CHANGES

This revision updates paragraph **3.4.1.3**; revises **Table 2**, Time in Command Waiver Approval Authority; paragraph **3.6.1**; **Table 3**, Sample Memorandum for Squadron Commanders Relieved for Cause; updates paragraph **3.6.1**; and changes agency names throughout.

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1. Overview. The squadron commander, wing chief of safety, and director of operations, and operations officer hiring and tenure process outlined in this instruction is designed to give Numbered Air Force (NAF) and wing commanders maximum hiring latitude for filling critical leadership positions. This instruction applies to appointments of squadron command. A “squadron” is defined as a unit which exists within a wing and/or group structure for the purpose of this instruction. It does not apply to detachments, flights, centers, or staffs.

2. Application. All direction in this instruction applies to active duty officers and positions in the grades of O-5 and below. Active duty officers and squadron command positions in the grade of O-6 and O-6 selects are managed by AF/DPO.

2.1. Flying Squadrons.

2.2. Non-Flying Operations Squadrons. This includes squadrons such as, but not limited to Operations Support Squadrons (OSS), Air Control Squadrons (ACS), Air Support Operations Squadrons (ASOS), Mobility Response Squadrons (MRS), Communications Squadrons (CS), Weather Squadrons (WS), and Rescue Squadrons (RQS).

2.3. Support Squadrons. The following squadrons will be identified as support squadrons in this instruction:

2.3.1. Acquisition Squadrons. This includes squadrons such as Contracting Squadrons (CONS) and Comptroller Squadrons (CPTS).

2.3.2. Base Support Squadrons. This includes squadrons such as, but not limited to Security Forces Squadrons (SFS), Civil Engineer Squadrons (CES), and Force Support Squadrons (FSS).

2.3.3. Logistics Squadrons. This includes squadrons such as, but not limited to Logistics Readiness Squadrons (LRS), Maintenance Squadrons (MXS), Aircraft Maintenance Squadrons (AMXS), and Munitions Squadrons (MUNS).

2.3.4. Medical Squadrons. This includes squadrons such as, but not limited to Medical Operations Squadrons (MDOS), Medical Support Squadrons (MDSS), Dental Squadrons (DS), and Aerospace Medicine Squadrons (AMDS).

2.4. **Wing Chief of Safety (COS) (S-prefix) positions.**

2.5. **Director of Operations (DO) and Operations Officer (OPSO) (B-prefix) positions.**

3. Squadron Commander (SQ/CC) Management.

3.1. Candidate Requirements.

3.1.1. Flying Squadrons. Candidates must be on a current Air Combat Command (ACC) Combat Air Forces (CAF), Air Education and Training Command (AETC) Hawk, Air Force Special Operations Command (AFSOC) Commando Eagle, or Air Mobility Command (AMC) Mobility Air Forces (MAF) Phoenix Eagle (PE) squadron commander candidate list.

3.1.2. OSS. Candidates for command of an OSS must be on a current MAJCOM flying squadron commander list. OSS commanders may also be selected from the Headquarters Air Force Personnel Center (HQ AFPC) squadron commander candidate list for Air Force Specialty Code (AFSC): 13D (Control and Recovery), 13L (Air Liaison Officer), 13N (Nuclear and Missile Operations), 13S (Space Operations), 14N (Intelligence), 15W (Weather), 17D (Cyberspace Operations), or 13M (Airfield Operations).

3.1.3. ASOS, ACS, MRS, RQS, and other non-flying operational squadron commands must be on a current MAJCOM flying squadron commander list or HQ AFPC squadron commander candidate list.

3.1.4. Support officer command candidates must be on an applicable HQ AFPC squadron commander candidate list.

3.2. **Interim Commanders.** Interim commanders are not required to be on any squadron commander list during the temporary absence of a commander (e.g., filling an interim command position for a deploying commander).

3.3. Hiring Procedures.

3.3.1. The hire process for selecting officers to C-prefix squadron commander positions is considered a direct hire. Direct hires will be honored unless, after careful evaluation, it is determined the move is counter to Air Force policy. If there are multiple requests for the same officer, AFPC/DP2, in consultation with the MAJCOM functionals and hiring authorities, will determine the officer/position match that best meets the needs of the Air Force.

3.3.2. The wing commander hires the squadron commander and the NAF commander approves/disapproves the hire. NAF/CC approved hires/bids are forwarded in accordance with paragraphs **3.3.3** and **3.3.4**. NAF/CC disapproved hires are returned to the wing.

3.3.3. Flying Squadrons, OSS, ASOS, MRS, and RQS. Wing commanders submit the memorandum in **Table 1** to HQ PACAF/A1KO (pacaf.a1ko@us.af.mil) and cc COMPACAF for hiring officers to flying squadrons, OSS, ASOS, MRS, and RQS commander positions.

Table 1. Sample Memorandum for Flying Squadrons, OSS, ASOS, MRS and RQS Commander Hires.

(Appropriate Letterhead)

(Date)

MEMORANDUM FOR HQ AFPC/DP2

FROM: (WG/CC)

SUBJECT: FOUO – (##SQ/CC) Direct Hire – (rank, name, last four of SSAN)

1. (name) is hired as the next (##SQ) squadron commander. This hire does/does not require a PCS. The following projected assignment information applies:

- a) PAS:
- b) DAFSC:
- c) Authorized Position Number:
- d) Authorized Grade:
- e) RNLTD:
- f) Training requirements (e.g. flying requalification):
- g) Projected Change of Command Date:
- h) Incumbent Status (reason why the position needs to be backfilled, e.g. PCS, retirement, etc.):
- i) Losing commander's contact information with whom the hire and RNLTD was coordinated and agreed upon (for PCSs or inter-command PCAs).
- j) DEROS extension as applicable (for PCAs) to ensure the commanders serves a two year squadron command tour (one year for remote tours).

2. Requesting commander POC information.//signed//

Wing Commander Signature Block cc:

COMPACAF

1st Ind, (NAF/CC, date)

Approve/Disapprove

//signed//

NAF Commander Signature Block

2nd Ind, (PACAF/A1KO, date)

This action has been requisitioned in AMS and identified with AFPCID:

//signed//

PACAF/A1KO Signature Block

The information herein is FOR OFFICIAL USE ONLY (FOUO) information which must be protected under the Freedom of Information Act (5 U.S.C 552) and/or the Privacy Act of 1974 (5 U.S.C. 552a). Unauthorized disclosure or misuse of this PERSONAL INFORMATION may result in disciplinary action, criminal and/or civil penalties.

- 3.3.3.1. HQ PACAF/A1KO will update an assignment requisition for each hire and forward the memo to HQ AFPC and respective DTs. **Exception:** MAF squadron commander final bids/hires are submitted directly to HQ AMC/A1KO in accordance with their bidding guidance with cc to COMPACAF and PACAF/A1KO.
- 3.3.4. MAJCOM functional managers will coordinate with hiring authorities through a bid process to hire support and operations squadron commanders not specified in paragraph 3.3.3. Upon NAF/CC approval, final bids/hires are submitted in accordance with the respective functional bidding guidance and cc to COMPACAF.
- 3.3.5. Waiver Provisions. The selection of an individual not on a candidate squadron commander candidate list requires a waiver. In those rare instances, the wing commander will forward a recommendation for command and a waiver request to the NAF for commander endorsement. The recommendation must include justification as to why this would be in the best interest of PACAF and the Air Force. Forward the NAF/CC-endorsed recommendation for command and waiver request to HQ PACAF/A1KO for COMPACAF approval. HQ PACAF/A1KO will coordinate personnel assignment actions with HQ AFPC. **Exception:** AF/SG1 does not waive the requirement to be on the AFPC Medical Squadron Command list. However, they will consider a waiver for the particular Flight Path Corps designation for a specific squadron commander position. This is done using a Wing- or NAF-commander-endorsed request for a Flight Path Waiver which is coordinated through the MAJCOM/SG to AF/SG1 for approval.
- 3.4. **Training Requirements.** Wing commanders will ensure the following new squadron commander actions are accomplished prior to squadron commanders assuming command:
- 3.4.1. Squadron Commanders Course Training. Wing commanders will coordinate with HQ PACAF/A1K to register the commander for the PACAF Squadron Commanders Course.
- 3.4.1.1. The PACAF Squadron Commander and Spouse Course is mandatory for all first-time PACAF squadron commanders prior to assuming command. Previous cross-command attendance does not waive the PACAF course requirement. Officers who have previously served as a PACAF squadron commander and have attended the course are not required to attend the PACAF Squadron Commanders Course again; however, they must provide HQ PACAF/A1K with the dates of the previous command course attendance.
- 3.4.1.2. Personnel selected for a PACAF squadron command have first priority to attend the course. The following may attend on a space available basis: in-garrison commanders; detachment commanders; PACAF guard or reserve commanders; staff squadrons, chaplains, and other MAJCOM squadron commanders.

3.4.1.3. Commanders' spouses are not required to attend this course; however, they are encouraged to participate. This course meets the spouse travel criteria of AFI 24-602V1, *Passenger Movement* paragraph 2.12.7.15. This instruction serves as Invitational Travel Authorization (ITA) approval authority. ITAs fund transportation costs only; spouse per diem and other expense allowances are not authorized. Spouses on ITAs must attend the entire course. Additionally, per Joint Travel Regulations (JTR), an active duty spouse may not travel on invitational travel orders. If a commander's spouse is Active Duty, they may be entitled to travel on TDY orders at the discretion of the commander's gaining unit. Consult the gaining unit for available funding. Regardless of duty status at time of attendance, all spouses are attending the course in a spouse capacity.

3.4.1.4. Waiver requests are required if an individual is unable to attend the mandatory PACAF Squadron Commanders Course prior to assuming command. Wing commanders will staff a waiver request memorandum to HQ PACAF/A1 for approval.

3.4.2. Maintenance Orientation for Flying Squadron Commanders. Individuals should be scheduled for the Maintenance Course for Operational Commanders (MCOC) as soon as they are placed on the flying squadron commander candidate list. Flying squadron commanders must make every effort to attend MCOC before taking command; attendance is mandatory no later than 6 months after taking command. Attendance priority should be given to commanders who will be responsible for aircraft maintenance in their flying squadron. The scheduling point of contact is HQ PACAF Operational Support Division (HQ PACAF/A3T).

3.5. **Tenure.** Time in Command (TIC) is important for the professional development of the commander and the stability of the squadron.

3.5.1. Requirements. Squadron commander tenure requirement is 24 months for long tours, CONUS locations, and those designated key billet positions; and 12 months for remote dependent-restricted locations. Some contracting squadron commanders are in critical acquisitions positions with a minimum TIC of 3 years per Title 10 United States Code, Subtitle A, Part II, Chapter 87, Subchapter III, Section 1734. Office of Primary Responsibility is the Air Force Installation Contracting Agency, Contracting Hawaii, office of the Senior Contracting Official (AFICA/KH).

3.5.2. Waiver Provisions: Waiver to tenure should be rare. Wing commanders will route tenure waiver requests through the NAF commander to HQ PACAF/A1KO for action at the appropriate level. The NAF commander may disapprove Wing commander tenure waiver requests. See **Table 2** for TIC waiver approval authority. **Exception:** Commanders with an approved retirement/separation date or promoted to colonel do not require a TIC waiver. In addition, commanders do not require a TIC waiver if the unit is on inactivation orders.

Table 2. Time in Command Waiver Approval Authority.

TIC Waiver Reason	21-23 Months in Command	18-20 Months in Command	18 Months or less in Command	11 Months or less in Command for remote tours
Humanitarian	Wing/CC ¹	PACAF/CD	PACAF/CD	PACAF/CD
PCS to IDE/SDE/AAD for class start date	Wing/CC ¹	PACAF/CD	PACAF/CD	PACAF/CD
PCS to Consecutive Command	Wing/CC ¹	PACAF/CD	COMPACAF	COMPACAF
All Others	PACAF/CD	PACAF/CD	COMPACAF	COMPACAF
Note: For the purposes of this instruction (PACAFI36-2101), any Squadron Commander who reports directly to Headquarters PACAF, the appropriate PACAF Director will function as the Wing Commander				

3.6. **Relieved Commanders.** The assignment authority will track any officer on G-Series orders who is removed for cause (fired, rotated early, forced retirement, etc.) due to Uniform Code of Military Justice (UCMJ) violations, impropriety, investigations of impropriety, lost faith, etc., and report to AF/A1 as needed.

3.6.1. The NAF or Wing commander will immediately notify PACAF/A1 when a squadron commander is relieved for cause. The commander taking action must accomplish the memorandum in [Table 3](#) and forward to AFPC/DPAPP with cc to COMPACAF and PACAF/A1.

Table 3. Sample Memorandum for Relieved Squadron Commanders.

<p>(Appropriate Letterhead)</p> <p>(Date)</p> <p>MEMORANDUM FOR MEMBER BEING RELIEVED</p> <p>FROM: XXX/CC</p> <p>SUBJECT: (FOUO) Relieved of Command for Cause</p> <p>1. I have decided to relieve you of command of the XXX Squadron, effective _____. This is an assignment action only, in accordance with AFI 51-604, paragraph 14.1., and is not for cause.</p> <p>or</p> <p>1. I have decided to relieve you of command of the XXX Airlift Squadron, for cause, in accordance with AFI 51-604, paragraph 14.2., effective _____.</p> <p>or</p>

1. I am concerned about your ability to command. Thus, I have decided to suspend you from command of the XXX Squadron, in accordance with AFI 51-604, paragraph 14.3., effective _____. I _will / will not_ appoint a temporary commander of the YYY Squadron during your suspension. I anticipate making a final decision regarding your command authority by _____.

***** The following paragraphs are to be used in all letters. *****

2. I have reached this decision after careful consideration and after notifying __[enter the name of the next superior competent authority notified]_____.

3. [If officer is being relieved of command] You may contact your career field manager or _____[name and rank (if applicable), office symbol, telephone number and e-mail]___ to begin working a follow-on assignment.

//Signed//

Commander taking action

1st Ind, (Relieved Commander, Date)

MEMORANDUM FOR (Commander taking action)

I acknowledge receipt of this memorandum and that effective (date) I have been relieved of the command of (unit).

//Signed//

Relieved Commander

The information herein is FOR OFFICIAL USE ONLY (FOUO) information which must be protected under the Freedom of Information Act (5 U.S.C 552) and/or the Privacy Act of 1974 (5 U.S.C. 552a). Unauthorized disclosure or misuse of this PERSONAL INFORMATION may result in disciplinary action, criminal and/or civil penalties.

3.6.2. For relieved commanders in the rank of Colonel and Colonel Select, the commanders taking action must immediately notify PACAF/A1L.

4. Wing Chief of Safety (COS) Management.

4.1. **Candidate Requirement:** IAW AFI 91-202, *The US Air Force Mishap Prevention Program*, the Chief of Safety must be qualified in a primary mission weapons system of the

unit. Active duty military COS will be selected from a current or previous squadron commander/director of operations/chief of safety list; or be a former squadron commander. A wing COS may be selected from either a squadron commander or the Combat Air Forces chief of safety and director of operations candidate list. Chiefs of safety play a crucial role in preventing mishaps and due to the importance placed on safety and risk management, chiefs of safety are expected to be of the same caliber as a squadron commander. Hiring authorities should consider their chief of safety for squadron command at the successful conclusion of his or her duties as chief of safety.

4.2. Hiring Procedures. The hire process for selecting officers to wing COS positions is considered a By Name Request (BNR). **Exception:** For MAF COS positions, use Phoenix Eagle bidding procedures as outlined by AMC/A1KO and cc PACAF/A1KO. Only a wing commander or equivalent may submit a BNR. For clarification, the wing commander or equivalent is defined as an officer having a Senior Rater Identification (SRID). BNRs will be just one factor in the assignment decision process; AF needs, functional prioritization/allocation plans, and officer professional development still take precedence. Current Air Force time on station policies apply in the BNR process. BNRs are not guaranteed.

4.2.1. Submit BNR to PACAF/A1KO (pacaf.a1ko@us.af.mil) with the following information: name and rank of the officer being hired and report not later than date (RNLTD). The hire and RNLTD should be coordinated with the officer's current commander prior to submission to de-conflict multiple bids for the same officer and rotation timeline.

4.2.2. Waivers to COS hiring policy are the same as outlined in paragraph **3.3.5**.

4.3. Training Requirement. Wing commanders will coordinate through their NAF safety office and HQ PACAF Directorate of Safety (HQ PACAF/SE) to schedule the COS selectee for the Air Force Chief of Safety Course which should be attended prior to assuming duties. However, IAW AFI 91-202, assigned individuals must complete the COS course within 90 days of assuming the COS position.

4.4. Tenure Requirement. Tenure is a minimum of 12 months. IAW with AFI 33-360, *Publications and Forms Management*, tiering definitions, and AFI 91-202, guidance, COMPACAF delegates NAF commanders to exercise tenure waiver authority for Wing COS positions.

5. Squadron Director of Operations (DO) and Operations Officer (OPSO) Management.

5.1. Candidate Requirement. Candidates must meet functional manager established requirements and/or be on the respective functional DO candidate list.

5.2. Hiring Procedures.

5.2.1. The hire process for selecting officers to DO B-Prefix positions in flying squadrons, OSS, ASOS, MRS, and RQS is considered a BNR. Submission requirements are the same as paragraph **4.2**. For MAF DO positions, coordinate hiring requests through AMC/A1KO and cc PACAF/A1KO. **Exception:** The requested officer is not required to be on a squadron commander candidate list.

5.2.2. DO and OPSO B-Prefix positions in squadrons not specified in paragraph 5.1 are filled through the Air Force Assignment System (AFAS) requisition process unless otherwise dictated by AFPC and respective development team (DT). BNRs may be submitted; however, only the wing commander or equivalent may submit a BNR. BNRs will only be considered for field grade officers (FGOs), to include major selects, and associated FGO positions. Refer to the AFAS Commander's Supplement for BNR procedures.

5.3. **Training Requirement.** Training will be specified by the gaining unit as necessary.

5.4. **Tenure Requirement.** Tenure should be 12-24 months. NAF commanders exercise tenure waiver authority and may delegate to no lower than the Wing commander.

CHRISTOPHER R. PARRISH, Colonel, USAF
Director of Manpower, Personnel and Services

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

AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*, 20 June 2017

AFI 24-602V1, *Passenger Movement*, 17 May 2018

AFMAN 33-363, *Management of Records*, 1 March 2008

AFI 36-2110, *Total Force Assignments*, 05 October 2018

AFI 91-202, *The US Air Force Mishap Prevention Program*, 24 June 2015

Title 10 United States Code Armed Forces, *Subtitle A, Part II, Chapter 87, Subchapter III, Section 1734*

Prescribed Forms

No Forms Prescribed

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ACS—Airborne Control Squadron

AETC—Air Education and Training Command

AFAS—Air Force Assignment System

AFICA/KH—Air Force Installation Contracting Agency, Contracting Hawaii

AFMAN—Air Force Manual

AFRIMS—Air Force Records Information Management System

AFSOC—Air Force Special Operations Command

AMC—Air Mobility Command

ASOS—Air Support Operations Squadron

BNR—By Name Request

CAF—Combat Air Forces

CC—Courtesy Copy

COMPACAF—Commander, Pacific Air Forces

COS—Chief of Safety

DO—Director of Operations

DT—Development Team

FGO—Field Grade Officer

HQ AFPC—Headquarters Air Force Personnel Center

HQ AMC—Headquarters Air Mobility Command

HQ PACAF/A1KO—Headquarters Pacific Air Forces Officer and Civilian Development Branch

HQ PACAF/A3T—Headquarters Pacific Air Forces Operational Support Division

HQ PACAF/CD—Headquarters Pacific Air Forces Deputy Commander

HQ PACAF/SE—Headquarters Pacific Air Forces Directorate of Safety

ITO—Invitational Travel Orders

MAF—Mobility Air Forces

MAJCOM—Major Air Command

MCOC—Maintenance Course for Operational Commanders

MRS—Mobility Response Squadron

NAF—Numbered Air Force

OPSO—Operations Officer

OSS—Operations Support Squadron

PE—Phoenix Eagle

RDS—Records Disposition Schedule

RNLTD—Report Not Later Than Date

RQS—Rescue Squadron

SQ/CC—Squadron Commander

SRID—Senior Rater Identification

TIC—Time In Command

TOS—Time On Station

Terms

Appointments of Squadron Command—when a senior commander selects and appoints an officer to command a subordinate unit.

Commando Eagle—Air Force Special Operations Command (AFSOC) special operations squadron command and chief of safety selection board.

HAWK—Air Education and Training Command (AETC) operations squadron commander selection board.

Operational Squadron—a unit with a rated squadron commander C-prefix position, typically units under the operations group.

Permanent Change of Duty Station (PCS)—In general, movement of an Airman to a different duty location for permanent duty, regardless of distance (with or without concurrent change in unit of assignment) under competent orders that do not specify the duty as temporary, do not provide for further assignment to a new permanent duty station, or do not direct return to the old permanent duty station.

Phoenix Eagle—Air Mobility Command (AMC) operations squadron commander, operations support squadron commander, mobility squadron commander, and chief of safety selection board.

Remote—Dependent Restricted Duty Station, an overseas duty station where the Joint Federal Travel Regulation (JFTR), Appendix Q does not authorize an accompanied tour.

Squadron—a unit which exists within a wing and/or group structure.

Staff—as defined in the Rated Staff Allocation Plan, a non-flying group, squadron, or flight that directly reports to a MAJCOM or a NAF.