

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE INSTRUCTION 36-1301

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Personnel

**MANAGEMENT OF ACQUISITION KEY
LEADERSHIP POSITIONS**

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This instruction implements the requirements of Headquarters Air Force Mission Directive 1-10, *Assistant Secretary of the Air Force (Acquisition)*. It establishes authority relating to the operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program, as delegated to the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (SAF/AQ). It provides direction on how to manage, code and track key leadership positions and applies to all Air Force personnel who manage, administer, or support key leadership positions, all members assigned to key leadership positions, and all agencies that select members for key leadership positions. This publication applies to Headquarters Air Force Reserve Command but does not apply to Air Force Reserve Command Units. This publication applies to the Air National Guard. This Air Force Instruction (AFI) may be supplemented at any level, but all supplements must be routed to SAF/AQH for coordination prior to certification and approval. Refer recommended changes and questions about this publication to SAF/AQH using the Air Force (AF) Form 847, *Recommendation for Change of Publication*; route AF Form 847 from the field through Major Command publications/forms managers. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI, 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver authority, or alternatively, to the requestor's commander for non-tiered compliance items. This Instruction requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by Title 10 United States Code Section 8013, *Secretary of the Air Force*. The applicable

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SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include aligning the tenure periods for Acquisition Category I Program Managers with the Fiscal Year 2016 National Defense Authorization Act Sections 826 and 827. Also, the 6-month grace period for compliance is removed, thus members must meet key leadership position requirements prior to going into the position or provide a waiver and training plan when nominated. Also, the Service Acquisition Executive only has to approve position and tenure waivers for Program Executive Officers, Deputy Program Executive Officers, Program Managers of Acquisition and Business Category I, and Acquisition Category II programs, and Deputy Program Managers for Acquisition and Business Category I programs. For all other key leadership positions, the appropriate senior level official within the command will approve position and tenure waivers. Finally, the AFI was reorganized throughout.

Chapter 1

GENERAL GUIDANCE FOR ACQUISITION KEY LEADERSHIP POSITIONS

1.1. Definition. The Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ) is the Service Acquisition Executive within the Air Force. In accordance with the Department of Defense Instruction (DoDI) 5000.66, *Operation of the Defense Acquisition Workforce Education, Training, Experience, and Career Development Program*, key leadership positions are a progression from Critical Acquisition Positions. Identifying personnel to fill key leadership positions requires special attention from the Office of the Under Secretary of Defense (Acquisition and Sustainment) and Service Acquisition Executive. That attention will focus on the qualifications, accountability, and tenure of the positions and the executives who will fill them. Individuals in key leadership positions have direct responsibility for the success of an acquisition program, acquisition system, or major technical area of responsibility.

1.2. Purpose. The purpose of this AFI is to carry out the requirements in DoDI 5000.66 and provide guidance for managing key leadership positions. This instruction also describes the roles and responsibilities of the Service Acquisition Executive, Program Executive Officers, Major Commands, Air Force Personnel Assignment and Employment Teams, and other personnel in the assignments to and management of key leadership positions.

1.3. Key Leadership Position Designation. Key leadership positions are designated by the Service Acquisition Executive.

1.3.1. The Air Force Director, Acquisition Career Management (SAF/AQH) assists the Service Acquisition Executive regarding key leadership position policy and management.

1.3.2. The following are mandatory key leadership positions:

1.3.2.1. Program Executive Officers.

1.3.2.2. Deputy Program Executive Officers.

1.3.2.3. Senior Contracting Officials (Air Staff/Major Command Level).

1.3.2.4. Senior Center Contracting Officials (head of contracting at a center).

1.3.2.5. Other positions identified by the Service Acquisition Executive.

1.3.3. All positions listed below are designated as mandatory key leadership positions for programs reported as Acquisition and Business Systems Category I programs. Acquisition Category I programs are those that require expenditure of more than \$480 million in research, development, test and evaluation funding, or \$2.79 billion in procurement funding. Business Category I programs are those that have a total budget authority amount of \$250 million across the Future Years Defense Program. These positions may be associated with a single program or be shared across multiple programs:

1.3.3.1. Program Managers.

1.3.3.2. Deputy Program Managers.

1.3.3.3. Chief Engineer/Lead Systems Engineer (Program Lead, Engineer).

1.3.3.4. Product Support Manager (Program Lead, Logistician).

1.3.3.5. Chief Developmental Tester (Program Lead, Test & Evaluation).

1.3.3.6. Program Lead, Business Financial Manager.

1.3.4. The following functional lead positions will be designated as key leadership positions for Acquisition and Business Systems Category I programs, as necessary when the function is required based on the phase or type of acquisition program. These lead positions may be associated with a single program or be shared across multiple programs:

1.3.4.1. Program Lead, Contracting Officer.

1.3.4.2. Program Lead, Cost Estimator.

1.3.4.3. Program Lead, Production, Quality, and Manufacturing.

1.3.4.4. Program Lead, Information Technology.

1.3.5. Program Managers for Acquisition Category II programs are also designated as mandatory key leadership positions.

1.4. Key Leadership Position Nominations. Air Force Program Executive Officers and Major Commands recommend program key leadership positions for designation by the Service Acquisition Executive. These recommendations will be based on their assessment of Major Defense Acquisition Program requirements and the particular needs of their portfolio as a whole, consistent with [paragraph 1.3](#) of this instruction.

1.4.1. Recommendations should state which position, and for which functional area within the Program Executive Officer portfolio.

1.4.2. Recommendations for key leadership position designation should be staffed through the Director of Acquisition Career Management to the Service Acquisition Executive for approval.

1.4.3. In accordance with Department of Defense and Air Force coding guidance, positions will be aligned to a single function. **(T-0)**

1.4.4. The Service Acquisition Executive will approve selection of Program Executive Officer, Deputy Program Executive Officer, Acquisition and Business Systems Category I Program Manager, Acquisition and Business Systems Category I Deputy Program Manager, and Acquisition Category II Program Managers. Acquisition Category II programs are those that require expenditure of \$185 million Research, Development, Test and Evaluation funding, or \$835 million in procurement funding. This approval will take into account program factors, individual qualifications and the program management functional requirements.

1.4.5. For all other key leadership positions covered in this AFI that are not identified in [paragraph 1.4.4](#), the hiring authority retains final selection approval authority.

1.4.6. Functional leads may be matrixed to a program(s) from other organizations (for example center or Program Executive Officer Staff, functional home office, or another program office).

1.4.7. Major Commands will ensure key leadership positions are coded correctly in the appropriate manpower and personnel systems. In addition, owning units will identify the position as a key leadership position in the civilian position description. **(T-3)**

1.4.8. Commands may request Service Acquisition Executive designation of additional key leadership positions for leadership positions at the GS-15 (or equivalent) and O-6 level or above.

1.5. Assignment Qualifications. To be assigned to a key leadership position, candidates need to meet specific criteria.

1.5.1. Candidates must be an Acquisition Corps member. **(T-1)**

1.5.2. Candidates must meet the Department of Defense position qualification requirements, as prescribed in DoDI 5000.66, *Defense Acquisition Workforce Education, Training, Experience, and Career Development Program*, upon selection to be in a key leadership position. **(T-0)** Major Commands or Program Executive Officers may request a position waiver for a member if they do not meet those requirements upon selection (See also [paragraph 1.7 Waivers](#)).

1.5.3. The current Department of Defense qualifications can be found on the Statutory Position Requirements page of the Air Force Portal's Acquisition site by searching "Statutory Position Requirements" on Air Force Portal. A link to the site is provided here: <https://www.my.af.mil/gcss-af/USAF/content/statutorypositionregs>.

1.5.4. To aid in evaluating and selecting the best qualified key leadership position candidates, five factors have been identified as requirements essential for selection and are summarized in [Attachment 2](#) of this instruction. The five factors include: education, training, experience, competencies and currency. The competencies include: executive leadership, program execution, technical management and business management.

1.5.5. Additional functional specific requirements and preferences for key leadership positions are located at <http://icatalog.dau.mil/onlinecatalog/CareerLvl.aspx>. These requirements will be updated on an annual basis by the functional leader for the individual career field.

1.5.6. Air Force Acquisition Workforce Management requirements are given in AFI 63-101/20-101, *Integrated Lifecycle Management*, Chapter 10. People who occupy key leadership positions are responsible for complying with these requirements and ensuring organizational compliance with AFI 63-101/20-101.

1.6. Tenure. Individuals assigned to key leadership positions are required to remain in the position for the tenure period determined by the Service Acquisition Executive. The gaining organization must ensure civilian hires sign a tenure agreement (DD Form 2889, *Critical Acquisition Position Service Agreement Key Leadership Position (KLP)*) reflecting the tenure period. (See also [paragraph 1.7](#) of this instruction, *Waivers*). Military members sign an active duty service commitment agreement rather than a tenure agreement. **(T-1)**

1.6.1. The Service Acquisition Executive will set the tenure of Program Executive Officer, Deputy Program Executive Officer, Acquisition and Business Systems Category I Program Manager and Deputy Program Manager, and Acquisition Category II Program Managers, considering program factors, individual qualifications and the program management functional requirements.

1.6.2. Tenure Periods for Acquisition Category I Program Managers are applied based on two distinct periods, which are Program Definition and Program Execution.

1.6.2.1. The Program Definition Period will begin at a point that falls between Analysis of Alternatives and 6 months prior to Request for Proposal Release Decision Point (will vary by program) and will end after Milestone B approval. Milestone B is when the program is approved to begin engineering and manufacturing development.

1.6.2.2. The Program Execution Period will begin following Milestone B approval and will run until declaration of Initial Operational Capability.

1.6.2.3. If outside these periods, the tenure is 4 years or through the milestone closest to 4 years. Milestones lead into a specific phase of the acquisition timeline and include: Milestone A (technology maturation and risk reduction), Milestone B (engineering and manufacturing development) and Milestone C (production and development).

1.6.3. For Business Systems Category I Program Managers and Deputy Program Managers as well as Acquisition Category I Deputy Program Managers, the tenure period is 4 years or through the milestone closest to 4 years.

1.6.4. For Program Executive Officer, Deputy Program Executive Officer, Senior Contracting Officer/Senior Center Contracting Officers and Functional key leadership positions and all other approved Key Leadership Positions, the tenure period is 3 years.

1.6.5. For military personnel, the active duty service commitment and assignment availability code will be adjusted to correspond with the tenure completion date. A selectee is not eligible for appointment to, and an incumbent is not eligible to retain employment in, a key leadership position if they decline to accept the active duty service commitment.

1.6.6. The gaining organization is responsible for executing the tenure agreement and forwarding the tenure agreement to the servicing Civilian Personnel Office to input into the civilian personnel system and official personnel records. A selectee is not eligible for appointment to, and an incumbent is not eligible to retain employment in, a key leadership position if they decline to sign the tenure agreement.

1.6.7. DD Form 2889 is used to document the key leadership position tenure agreement. The tenure agreement for all other critical acquisition positions will be documented on DD Form 2888, *Critical Acquisition Position Service Agreement*.

1.7. Waivers. If necessary, the Major Command Commanders or Program Executive Officers may request the Service Acquisition Executive approve a position requirements waiver or a tenure waiver.

1.7.1. If a key leadership position candidate does not meet the minimum position requirements, a waiver request on a DD Form 2905, *Acquisition Technology, and Logistics (AT&L) Workforce Position Requirements or Tenure Waiver*, needs to be sent with the proposed selection.

1.7.1.1. Service Acquisition Executive will approve all position waivers for Program Executive Officers, Deputy Program Executive Officers, Program Managers and Deputy Program Managers of Acquisition and Business Systems Category I programs, and Program Managers for Acquisition Category II programs. For all other key leadership positions, the appropriate senior level official within the command will approve position waivers and provide a copy of the approved waiver to SAF/AQH.

1.7.1.2. The gaining organization provides the target date by which the individual is expected to meet the position requirements.

1.7.1.3. Follow Major Command and/or center coordination instructions to route the request via the appropriate Air Staff Functional Manager's Office through the Director of Acquisition Career Management to the Service Acquisition Executive for approval, if required.

1.7.1.4. Individuals who fail to meet the key leadership position requirements as defined on the training plan documented on their position requirements waiver may be removed from the key leadership position by the Service Acquisition Executive.

1.7.2. If warranted, the Service Acquisition Executive may approve a waiver to release an individual from the tenure agreement before it ends.

1.7.2.1. Service Acquisition Executive will approve all tenure waivers for Program Executive Officers, Deputy Program Executive Officers, Program Managers and Deputy Program Managers of Acquisition and Business Systems Category I programs, and Program Managers for Acquisition Category II programs. For all other key leadership positions, the appropriate senior level official within the command will approve tenure waivers and provide a copy of the approved waiver to SAF/AQH. (T-3)

1.7.2.2. Follow Major Command and/or center coordination instructions to route the request via the appropriate Air Staff Functional Manager's Office through the Director of Acquisition Career Management to the responsible Service Acquisition Executive for approval, if required.

1.7.3. Waivers are formally requested on a DD Form 2905 which is generated using the ACQ Now Acquisition, Technology, and Logistics Workforce Waiver System (<https://www.atrrs.army.mil/channels/atlwaivers/admin/logon.aspx>). For those positions in item 1.7.1.1. or 1.7.2.1., obtain appropriate approval signatures for the waiver and send the waiver to the Director of Acquisition Career Management, who will staff for Service Acquisition Executive approval if necessary.

1.7.4. Waiver Disposition. Approved key leadership position waivers are recorded in ACQ Now Acquisition, Technology, and Logistics Workforce Waiver System and personnel systems by SAF/AQH for the Service Acquisition Executive.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Service Acquisition Executive

2.1.1. The Service Acquisition Executive:

- 2.1.1.1. is responsible for all Air Force acquisition key leadership positions.
- 2.1.1.2. develops Air Force policy for key leadership position management.
- 2.1.1.3. implements policy to manage and administer the key leadership position process.
- 2.1.1.4. designates key leadership positions.
- 2.1.1.5. establishes tenure requirements and serves as the final selection approval authority for each key leadership position, unless delegated to the Director of Acquisition Career Management or hiring authority.
- 2.1.1.6. acts as the approval authority for position requirements waivers and tenure waivers for Program Executive Officers, Deputy Program Executive Officers, Program Managers and Deputy Program Managers of Acquisition and Business Systems Category I, and Program Managers for Acquisition Category II programs.
- 2.1.1.7. consults with Defense Acquisition Executive prior to assigning Program Executive Officers or Program Managers to key leadership positions, when the Defense Acquisition Executive is the Milestone Decision Authority.

2.2. Director of Acquisition Career Management Office (SAF/AQH)

2.2.1. The Director of Acquisition Career Management Office:

- 2.2.1.1. assists the Service Acquisition Executive regarding key leadership position policy and management.
- 2.2.1.2. manages the key leadership position designation process.
- 2.2.1.3. maintains and distributes on an as needed basis the approved list of key leadership positions to include information on incumbents, waivers and tenure.
- 2.2.1.4. staffs proposed Program Executive Officer, Program Manager and Deputy Program Manager key leadership position selections including position qualification and/or tenure waiver to the Service Acquisition Executive for approval.

2.3. Air Staff Functional Managers' Offices.

2.3.1. Air Staff Functional Managers' Office:

- 2.3.1.1. staffs propose functional lead key leadership position selections, including position qualifications to the Service Acquisition Executive through Director of Acquisition Career Management Office, as required.
- 2.3.1.2. staffs tenure waivers through the Director of Acquisition Career Management (SAF/AQH) for coordination to the Service Acquisition Executive for approval, as required.

2.4. Program Executive Officer.

2.4.1. Program Executive Officer:

2.4.1.1. ensures that individuals waived into key leadership positions meet the qualification requirements of the positions within the specified timeframe.

2.4.1.2. recommends to the Service Acquisition Executive candidates and tenure for Program Managers and Deputy Program Managers of Acquisition and Business Systems Category I, and Program Managers for Acquisition Category II programs, while considering program factors.

2.4.1.3. works with Major Command and/or center functional lead offices on all recommended functional lead key leadership positions.

2.5. Major Command Commander.

2.5.1. Major Command Commander:

2.5.1.1. establishes Major Command key leadership position management policies consistent with this AFL.

2.5.1.2. recommends tenure for Major Command Headquarters key leadership position positions and other key leadership positions not under the auspices of a Program Executive Officer.

2.6. Gaining Organization.

2.6.1. Gaining organization:

2.6.1.1. advises members of key leadership position tenure requirement.

2.6.1.2. ensures that tenure agreements and waivers are filed in appropriate personnel record/system.

2.7. Assignment/Employment Teams (for example AFPC/DPI, AFPC/DPA, AF/CVXO, AF/CVXG, AF/CVXS).

2.7.1. Assignment/employment teams:

2.7.1.1. notifies centrally managed candidates of tenure and qualification requirements.

2.7.1.2. coordinates and routes requests via the appropriate Air Staff Functional Manager's Office through the Director of Acquisition Career Management to the Service Acquisition Executive for approval.

2.7.1.3. ensures any required waivers are approved prior to processing a request for personnel action for the incumbent of the key leadership position assignment.

Chapter 3

MILITARY KEY LEADERSHIP POSITION ASSIGNMENT PROCESS

3.1. General Officers. AF/CVXG will coordinate General Officers nominated for key leadership positions through the Director of Acquisition Career Management to the Service Acquisition Executive before final selection and the member is notified.

3.2. Colonels.

3.2.1. Command Screening Board process. AF/CVXO will produce a Command Selection List and coordinate the key leadership position matches (for those positions requiring Service Acquisition Executive approval) through Director of Acquisition Career Management to Service Acquisition Executive for final approval prior to public release or notifying the individual.

3.2.2. The Gameplan Process. AF/CVXO will coordinate the final selection of key leadership positions (for those positions that require Service Acquisition Executive approval) through the Director of Acquisition Career Management to the Service Acquisition Executive for final approval prior to public release or notifying the individual.

3.3. Lieutenant Colonels. AFPC/DP2 will coordinate key leadership position selections through the appropriate Air Staff Functional Manager's Office, then through the Director of Acquisition Career Management for coordination, to the Service Acquisition Executive for approval.

Chapter 4

CIVILIAN KEY LEADERSHIP POSITION ASSIGNMENT PROCESS

4.1. Senior Executive Service and Equivalent. AF/CVXS will coordinate candidates for acquisition Senior Executive Service key leadership positions through the Director of Acquisition Career Management to the Service Acquisition Executive prior to being considered for, and approved by the Executive Review Board.

4.2. All Other Civilian Key Leadership Positions. Program Executive Officers and leaders of other organizations will ensure that the request for personnel action and the position description identifies the position as a key leadership position and provides the qualification requirements. **(T-3)** The responsible employment team will coordinate the selection through the appropriate Air Staff Functional Manager's Office, then through the Director of Acquisition Career Management for coordination, to the Service Acquisition Executive for approval before final selection and notifying the employee. **(T-3)**

WILLIAM B. ROPER, JR.
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Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

HAF Mission Directive 1-10, *Assistant Secretary of the Air Force (Acquisition)*, 2 September 2016

AFI 33-360, *Publications and Forms Management*, 1 December 2015

Air Force Manual 33-363, *Management of Records*, 1 March 2008

DoDI 5000.66, *Defense Acquisition Workforce Education, Training, Experience, and Career Development Program*, 31 August 2018

AFI 63-101/20-101, *Integrated Lifecycle Management*, 9 May 2017

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

DD Form 2888, *Critical Acquisition Position Service Agreement*

DD Form 2889, *Critical Acquisition Position Service Agreement Key Leadership Position (KLP)*

DD Form 2905, *Acquisition Technology, and Logistics (AT&L) Workforce Position Requirements or Tenure Waiver*

Abbreviations and Acronyms

AF—Air Force

AFI—Air Force Instruction

DoDI—Department of Defense Instruction

SAF/AQ—Assistant Secretary of the Air Force Acquisition, Technology, and Logistics

SAF/AQH—Director of Acquisition Career Management

Attachment 2

COMMON CROSS-FUNCTIONAL KEY LEADERSHIP POSITIONS REQUIREMENTS

Table A2.1. Common Cross-Functional Key Leadership Positions Requirements.

Education	Level III Certification in respective functional area	<ol style="list-style-type: none"> 1. Bachelor's degree (required) 2. Relevant advanced degree (preferred) 3. Senior Development Education (preferred) 						
Training								
Experience		<ol style="list-style-type: none"> 1. Candidate or incumbent be GS 14/15 - 05/06 or senior 1. 2 years as a functional mentor (10 hours per year) 2. Cross functional and Broadening assignments/rotations 3. Eight years of Acquisition experience, or equivalent demonstrated proficiency 						
Competencies		Fundamental	Leading	Leading People	Results Driven	Business	Building	Enterprise-Wide
	Executive Leadership	Interpersonal Skills Written Communication Oral Communication Integrity/Honesty Continual Learning Public Service Motivation	Creativity / Innovation Analytical Thinking External Awareness Flexibility Resilience Strategic Thinking Vision	Conflict Management Leveraging Diversity Developing Others Team Building	Accountability Customer Service Decisiveness Entrepreneurship Technical Credibility Problem Solving	Financial Management Human Capital Management Technology Management Computer Literacy	Partnering Political Savvy Influencing / Negotiating	Joint Perspective Mission Orientation DoD Mission and Culture DoD Corporate Perspective National Defense Integration Global Perspective National Security Foundation Environment Strategy
	Program Execution	Program Scheduling; Risk Management and Mitigation; Program Health Metrics/Assessment/Reporting/Contractor Performance Assessment; Systems Perspective/Strategic Thinking; Requirements / Acquisition Planning; Sustainment Strategy Planning & Execution; Integration of Acquisition and Life Cycle Sustainment Requirements						

Technical Management	Systems Engineering Design for Optimized Product Performance; Technical Acumen; Risk Identification and Management; Configuration Management; Technical Reviews and Audits (such as: SRR, SFR, PDR, CDR, SVR/FCA, PRR, PCA, and ISR) Logistics & Product Support; Support & Sustainment; Supportability Analysis; Product Support Planning; Technical or Product Data Management; Enterprise Architecture; Cyber Security; Agile IT development; Broad knowledge of IT Governing Policies and emerging technologies; T&E Strategy (TES); T&E Master Plan (TEMP); T&E Infrastructure; DT&E Assessments
Business Management	Contract Type/Structure; Intellectual Property; Source Selection; Protests; Contract Administration; E-Biz/Automated Tools; Life Cycle Sustainment Funding; Operating & Support (O&S) Cost Estimating as identified in contracting input; Business Case Analysis; Budget Exhibits; Life Cycle Cost Estimating; Cost Consciousness
Currency	Minimum total of 80 continuous learning points for Defense Acquisition Workforce Improvement Act two-year cycle consisting of the following components: 1. At least 30 hours of Functional Specific training (Exception: Program Management Career Field requires 50 hours of functional specific training); 2. At least 10 hours of leadership/professional training; 3. At least 10 hours of cross-functional training (career field dependent)