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SECRETARY OF THE AIR FORCE**



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**CIVILIAN PERSONNEL
MANAGEMENT AND
ADMINISTRATION**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This publication implements Air Force Policy Directive (AFPD) 36-1, *Appropriated Funds Civilian Management and Administration*; Title 5 Code of Federal Regulations (CFR), Section 335.102, *Agency Authority to Promote, Demote, or Reassign*; Title 5 United States Code (U.S.C.), Chapter 23, Section 2301, *Merit System Principles*; 5 U.S.C., Section 2302, *Prohibited Personnel Practices*, Current edition and 5 CFR, Part 293, *Personnel Records*. In collaboration with the

Chief of AF Reserve (AF/RE) and the Director of the Air National Guard (National Guard Bureau/CF), the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) develops policy for Civilian Personnel Management and Administration.

This instruction explains appointing authorities, clarifies the responsibilities of supervisors and outlines merit systems principles and prohibited personnel practices. The instruction provides guidance for Civilian Personnel Servicing Arrangements. It provides guidance for filing records related to civilian personnel, including those required to be maintained in the Official Personnel Folder (OPF). This instruction provides guidance on the management of civilian personnel resources and establishes the basic policies for implementing, controlling, and assessing civilian non-programmed deployment programs.

This instruction applies to Title 5 and Title 10, United States Code (U.S.C.), AF civilian employees. This AFI does not apply to Title 32, U.S.C., Air National Guard Technicians or to Title 5, U.S.C., civilians assigned to duty with the National Guard Bureau, Air National Guard, or their Field Operating Locations.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System Records Disposition Schedule. This publication requires the collection and or maintenance of information protected by 5 United States Code (U.S.C.), Section 552a, *The Privacy Act of 1974*. The authorities to collect or maintain the records prescribed in the publication are Title 10 United States Code, Section 9013, *Secretary of the Air Force*. The applicable SORN OPM/GOVT-1, *General Personnel Records*, is available at: <http://dpclo.defense.gov/Privacy/SORNS.aspx>.”

This publication may be supplemented at any level, but all Supplements must be routed to the Office of Primary Responsibility (OPR) of this publication for coordination prior to certification and approval. (T-1) Refer recommended changes and questions about this publication to the OPR using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. (T-1)

The authorities to waive wing or 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 Air Force Instruction (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 approval authority, or alternately, to the requestors commander for non-tiered compliance items. 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 AF.

(USAFE-AFAFRICA) This supplement implements Air Force Instruction (AFI) 36-129 and prescribes policy, procedures, and responsibilities with regards to civilian personnel in USAFE-AFAFRICA and applies to all units under the operational control of USAFE-AFAFRICA to include Air National Guard (ANG) and Air Force Reserve Command (AFRC) units, unless otherwise stated. This supplement describes how the appointing authority of the commander is administered with respect to Foreign National employees within the USAFE-AFAFRICA area of responsibility. Refer recommended changes and questions about this publication to the HQ

USAFE-AFAFRICA/A1KC using AF Form 847, *Recommendation for Change of Publication*. Compliance items in this publication are T-2. Submit request for waivers via AF Form 679, *Air Forced Publication Compliance Item Waiver Request/Approval*. Route AF Form 679 and/or AF Form 847 from the field through the appropriate chain of command to the OPR. This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. 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) Record Disposition Schedule (RDS). The authorities to waive wing, and unit level requirements in this publication are identified with a tier number (“T-0, T-1, T-2, T-3”) following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include: Incorporates and supersedes five AFIs (AFI 36-102, *Basic Authority and Responsibility for Civilian Personnel Management and Administration*; AFI 36-105, *Civilian Personnel Servicing Arrangements*; 36-114, *Guide to Civilian Personnel Recordkeeping*; AFI 36-502, *Managing Civilian Personnel Resources*; and AFI 36-507, *Mobilization of the Civilian Work Force*).

(USAFE-AFAFRICA) This document replaces AFI36-102_USAFESup, *Basic Authority and Responsibility for Civilian Personnel Management and Administration*, 26 January 2016 and AFI36-502_USAFESup, *Managing Civilian Personnel Resources*, 11 October 2012 and must be completely reviewed. Major changes include: (1) Replacing AFI36-102_USAFESup and AFI36-502_USAFESup; (2) Further clarification to policies and procedures for managing civilian personnel resources within USAFE-AFAFRICA; (3) Transfers responsibility for prescribed USAFE Form 243 from AFI36-502_USAFESup to AFI36-129_USAFE-AFAFRICASup; (4) Changes “USAFE Form 243” to “USAFE-AFAFRICA Form 243”; (5) Renames the title of USAFE-AFAFRICA Form 243 from “Request for Temporary/Seasonal/Supplemental Civilian Over hire” to “Request for Civilian Over Hire”; (6) Utilizes the term “Foreign National” versus “Local National” to be consistent with DoDI 1400.25 Volume 1231, *Employment of Foreign Nationals*, 5 July 2011; and (7) Policy supersedes memorandum with subject “HQ USAFE-AFAFRICA US Civilian Employee ‘Overlap’ Policy” dated 7 Feb 2013.

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Chapter 1

AUTHORITIES

1.1. Appointing Authority Delegation. The Secretary of the Air Force (SecAF), as head of the Air Force, is provided by law the authority to take final action on matters pertaining to the employment, direction, and general administration of personnel within the agency (**T-0**). The Administrative Assistant to the Secretary of the Air Force (SAF/AA) has appointing authority for Headquarters Air Force (HAF) positions. Tier 1 and Tier 2 Senior Executive Service (SES) and Defense Intelligence Senior Executive Service (DISES) has been delegated to the Under Secretary of the Air Force under HAF Mission Directive 1-2, Under Secretary of the Air Force. All other appointing authority for SES and DISES is retained by the SecAF (**T-0**).

1.2. Delegation Authority. Some instructions in the 36-series, *Personnel publications*, assign authority and responsibility for the subject area they cover to specified positions, organizations, or organizational levels. Usually, this is done for those actions based on the use of appointing authority. If there is no specific restriction, appointing authority and responsibility follow the established chain of command. Installation commanders may delegate their appointing authority to any appropriate subordinate level.

1.2.1. (**Added-USAFE-AFAFRICA**) Within USAFE-AFAFRICA area of responsibility, the civilian personnel officer acts for the commander in administering appointing authority for Foreign National employees, paid by appropriated and non-appropriated funds (**T-2**).

1.3. Appointing Officials. Appointing officials cannot change legal requirements or policies issued by the Federal civilian personnel agencies (Office of Personnel Management (OPM), Merit Systems Protection Board, Federal Labor Relations Authority, or the Equal Employment Opportunity Commission), the DoD, or the AF (**T-0**).

1.4. Chain of Command. The chain of command concept is essential in the assignment of mission responsibilities from the SecAF to the Chief of Staff, and, successively, to commanders of Major Commands (MAJCOMs) or comparable organizations, subordinate commanders, down to first-level supervisors. Each level in the chain of command has personnel management responsibilities, from overall direction and guidance at the top management level to immediate supervision at the operating level, and direct supervision at the lowest level. Chain of Command is not to be confused with appointing authority. Appointing Authority is an unbroken line from the SecAF to Installation Commanders and it does not follow the chain of command.

1.5. Intra-Agency Civilian Personnel Service Agreements. Host tenant support agreements provide civilian personnel servicing for AF employees. The appointing authority must follow the owning agency delegation of authority requirements (**T-0**). Commanders covered by Intra-Agency Civilian Personnel Service Agreements have appointing authority under such agreements. **Note:** These commanders may not effect a personnel action, unless directing that a specific civilian personnel action be taken, corrected, or canceled to comply with a law, policy, directive, or procedure. Commanders or designees granted appointing authority under this paragraph must be on extended military service or on a full-time Federal civilian appointment (**T-1**).

1.6. Inter-Agency Civilian Personnel Service Agreements. Host tenant support agreements provide civilian personnel servicing for non-AF employees. An official of the serviced department, who has formal authority may enter into an Inter-Agency Civilian Personnel Service

Agreement. The official has specific delegated appointing authority from their own agency for the group of employees involved. Formal authority must be issued in writing to the Civilian Personnel Officer providing the service to act for that position in the administration of the civilian personnel program **(T-1)**. These officials are not authorized to delegate appointing authority to effect civilian personnel actions to anyone outside their own agency or department **(T-0)**. The Civilian Personnel Officer providing the service to another agency is to be designated, not delegated, this authority. This written designation is to provide for the administration and authentication of civilian personnel actions, but does not provide the Civilian Personnel Officer appointing authority for employees in a different agency.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Assistant SecAF for Manpower and Reserve Affairs (SAF/MR). Serves as an agent of the Secretary and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing the administration of civilian personnel matters.

2.2. Deputy Chief of Staff of the Air Force for Manpower, Personnel and Services (AF/A1). Develops, coordinates, and executes personnel policy and essential procedural guidance for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing the administration of civilian personnel matters (T-1).

2.3. Director, Civilian Force Management Directorate (AF/A1C).

2.3.1. Develops, coordinates, and executes personnel policy and essential procedural guidance for the administration of civilian personnel matters. (T-1).

2.3.2. Approves or denies exceptions to the Air Force Intra-Service civilian personnel servicing policy (T-1).

2.4. Deputy Chief of Staff, Intelligence, Surveillance and Reconnaissance and Cyber Effects Operations (AF/A2/6): will work directly with Joint Staff and Air Force Personnel Center Expeditionary Civilian team on Intelligence requirements (T-1).

2.5. Deputy Chief of Staff, Operations (AF/A3): will perform applicable Global Force Management staffing and nomination actions (T-1).

2.6. Career Field Managers: will review requirements, provide subject matter expert advice, and incorporate deployments in professional development programs (T-1). Career Field Managers are encouraged to review their workforce to determine impact and availability; develop strategic long-range development planning; and assess how civilians can enhance their career progression through deployments.

2.7. Commander, Air Force Personnel Center (AFPC).

2.7.1. Coordinates with servicing personnel offices to execute agreements.

2.7.2. Provides operational oversight, instructions, and guidance to MAJCOMs, Combatant Command (COCOMs) and Civilian Personnel Sections (CPSs) regarding provisions of this Instruction (T-2).

2.7.3. Assumes primary responsibility for identifying and managing expeditionary civilian workforce requirements and operational processes. Once requirements are ordered via the Global Force Management process, the office will take action to solicit volunteers to fill these requirements. If an expeditionary requirement cannot be sourced through civilian volunteers, a deployment reclama package will be submitted from AF/A1 to the Joint Staff through the Global Force Management process (see Department of Defense Instruction (DoDI) 8260.03, *The Global Force Management Data Initiative (GFM DI)* and Department of Defense Manual (DoDM) 8260.03, Volume 1, *Global Force Management Data Initiative (GFM DI) Implementation: Unique Identification (UID) for GFM*) (T-1).

2.7.4. AFPC will develop and execute expeditionary civilian volunteer procedures, to process and track civilian deployments. Temporary Reassignment procedures are addressed in AFPC operational guidance at myPers: <https://mypers.af.mil/app/categories/c/481/p/3>

2.7.5. Establishes operating procedures to ensure implementation and maintenance guidance for recordkeeping is consistent across the AF (T-2).

2.7.6. Performs electronic Official Personnel Folder (eOPF) merging and reconstructing eOPFs (T-2).

2.7.7. Performs a detailed review of the eOPF Folder after merging is complete. (T-1).

2.7.8. Maintains eOPFs, requests eOPFs from the losing agency or National Personnel Records Center, purges documents and transfer eOPFs to the gaining agency or the National Personnel Records Center. (T-1)

2.7.9. Serves as the endorsing official on deployment reclama actions sent to the Joint Staff.

2.8. Major Command (MAJCOM), Combatant Command (COCOM), Field Operating Agency (FOA), and Direct Reporting Unit (DRU) Commanders and Directors (or equivalents).

2.8.1. Establish standards, administrative requirements, processing procedures, and justification formats consistent with this Instruction. This responsibility may be further delegated in writing (T-1).

2.8.1.1. **(Added-USAFE-AFAFRICA)** The Commander (USAFE-AFAFRICA/CC) is delegated authority to establish salaries, wages, fringe benefits, related compensation items, and other terms of employment for foreign national employees in the USAFE-AFAFRICA area of responsibility as required by DoDI 1400.25 Volume 1231. The Chief, Personnel Programs (USAFE-AFAFRICA/A1K) acts for the commander and exercises his delegated authority jointly with representatives of other service components in countries where joint committees are established (T-2).

2.8.2. Coordinate on Intra-Service Civilian Personnel Service Agreements when an AF CPS from within their command is involved.

2.8.3. Coordinate Civilian Personnel Inter-Agency Service Agreements with other MAJCOM/A1s and obtains AF/A1C approval before final agreement, signature and implementation.

2.8.4. Establish a corporate board to ensure that civilian resources are used most efficiently and effectively. The commander (civilian leader equivalent or designated representative) chairs the board, which includes Functional Managers and representatives from civilian personnel, financial management, and manpower communities. (T-3).

2.8.4.1. **(Added-USAFE-AFAFRICA)** The Deputy Commander (USAFE-AFAFRICA/CD) is the designated representative for USAFE-AFAFRICA Commander and will chair the MAJCOM and HQ USAFE-AFAFRICA/3 AF Civilian Resources Corporate Board (CRCB). See [paragraph 5.8.6](#) for additional information on the composition of the CRCB (T-2).

2.8.4.2. **(Added-USAFE-AFAFRICA)** The Installation Commander (or Deputy Commander) will chair the respective installation CRCB (T-2).

2.8.5. Identify civilian employees who are unsuitable or unqualified for deployment, or whose deployment will have a significant mission impact on the organization. The first Commander/Director or civilian leader equivalent in the civilian employee's chain of command has the final authority to approve or deny civilian volunteer deployment requests, based on mission impact or unsuitability of the volunteer. **(T-3).**

2.9. Commanders, Directors, and Supervisors at every level must:

2.9.1. Analyze the workforce to identify and plan for turnover projections. Match civilian appointments (permanent, term, temporary) to the projected length of the workload and available funding. **(T-1).**

2.9.2. Assign duties and responsibilities to individual civilian positions to accomplish the air and space defense mission in accordance with paragraph 2.3 of AFD 36-1 and *Classification and AFI 36-1401, Civilian Position Classification*. **(T-1).**

2.9.3. Utilize the AF resource allocation process to approve reprogramming of civilian pay funds prior to committing to long-term resource management plans (i.e., decisions that commit resources for more than two years). (See AFD 65-6, *Budget* and AFMAN 65-605V1, *Budget Guidance and Technical Procedures*).

2.9.4. Establish positions and compensate or reward personnel within budget and in accordance with applicable authorities and sound management practices. **(T-1).**

2.9.5. Determine workforce-shaping needs. **(T-1).**

2.9.5.1. Request Voluntary Early Retirement Authority and Voluntary Separation Incentive Authority, as necessary. **Note:** SAF/MR must authorize Voluntary Early Retirement Authority or Voluntary Separation Incentive Authority first and then Commanders decide whether to approve applications.

2.9.5.2. Request authority to conduct reduction-in-force when needed.

2.10. Civilian Personnel Section (CPS)

2.10.1. Assist deploying civilian employees, volunteers, and supervisors. Refer to myPers site for additional guidance. **(T-2).**

2.10.2. Maintain accurate mobilization data and use AF Form 3598, *Civilian Employee Military Reserve/Guard/Retiree Category*, to obtain Reserve category information from employees. **(T-2).**

2.10.2.1. Update Reserve or National Guard civilian employee requests for change in military status code in the Defense Civilian Personnel Data System. **(T-2).**

2.10.2.2. When appropriate, provide a copy of AF Form 3598 to the Civilian Pay section for update of the Defense Civilian Pay System and for submission to the Defense Finance and Accounting Service to credit or stop accumulation of military leave. **(T-2).** **Note:** When the Reserve/National Guard status code is inaccurate in the Defense Civilian Personnel Data System, the eligible employee's military leave balance will continue to accumulate but will NOT be credited to the employee's account.

2.10.3. Issue supplemental guidance on the maintenance and use of the Supervisor's Employee Work Folder, as necessary. **(T-2).**

- 2.10.4. Train and assist supervisors on the use of employee work folders.
- 2.10.5. Provide employee in-processing documents to AFPC staffing teams using the USAStaffing Onboarding Manager tool. **(T-2)**.
- 2.10.6. **(Added-USAFE-AFAFRICA)** Monitor installation civilian work year and funding execution data on a monthly basis to ensure compliance with imposed targets **(T-2)**.
- 2.10.7. **(Added-USAFE-AFAFRICA)** Prepare and review periodic reports for the CRCB advising the board on the current status of employment levels and tracking work year usage **(T-2)**.
- 2.10.8. **(Added-USAFE-AFAFRICA)** Track reimbursable positions and working with the local Manpower and Financial Management office to ensure accurate coding **(T-2)**.
- 2.10.9. **(Added-USAFE-AFAFRICA)** Maintain awareness of expenditures affecting the civilian pay budget (e.g. overtime and compensatory time use) **(T-2)**.
- 2.10.10. **(Added-USAFE-AFAFRICA)** Develop local procedures to ensure that individual employment actions are within existing program limitations **(T-2)**.

2.11. Installation Personnel Readiness Teams and Unit Deployment Managers. Ensure deploying civilian employees are properly processed and prepared for deployment, and ensure post-deployment processing is complete. **(T-3)**.

2.12. Serviced and Servicing Activities. Servicing activities must draft Civilian Personnel Service Agreements following the provisions of AFI 25-201, *Support Agreements* and DoDI 4000.19, *Support Agreements* **(T-0)**. Refer to **Chapter 4** of this instruction for additional information on Support Agreements.

2.13. Functional Managers and Comptrollers should:

- 2.13.1. Attend local installation corporate board meetings.
- 2.13.2. Assist managers and supervisors with managing the Unit Manpower Document **(T-1)**.
- 2.13.3. Develop and defend a Civilian Employment Plan that effectively consolidates funding, utilization, and projections for civilian resources. **(T-1)**.
- 2.13.4. Design position structures that blend the skills and assignments of employees with the goal of successful mission/program/budget objectives. **(T-1)**.
- 2.13.5. Develop the financial management Execution Plan, which is the principal vehicle used to identify projected execution for the upcoming fiscal year. **(T-1)**. The execution plan assesses the organization's funding requirements necessary to meet the Civilian Employment Plan.
- 2.13.6. Develop and review the civilian pay budget in conjunction with the Personnel Budget Review Committee with an overall objective to fully fund the Civilian Employment Plan and strive for a 100 percent fill rate for all authorized positions. **(T-1)**.
- 2.13.7. Project funding requirements based on changes in civilian workforce. **(T-1)**.
- 2.13.8. Reconcile payroll data to personnel and manpower systems. **(T-1)**.
- 2.13.9. Review civilian pay execution and developing status of funds reports.

2.13.10. Provide financial management information to leadership for informed decisions on personnel actions (given monthly, quarterly or as required by corporate board). **(T-1).**

2.13.10.1. Develop and defend civilian pay budget projections based on programs approved by the corporate board. **(T-2).**

2.13.10.2. Advise the corporate board about surplus funds for redistribution as well as funding shortfalls. **(T-1).**

2.13.10.3. Advise managers and supervisors on financial management issues. **(T-1).**

2.14. Resource Advisors from the Manpower offices should:

2.14.1. Determine and validate manpower requirements needed to accomplish the mission. **(T-1).**

2.14.2. Process organization change requests for validated manpower requirements. **(T-1).**

2.14.3. Advise managers on the most efficient and effective use of allocated manpower resources (active duty, reserve forces, civil service, and contractor manpower equivalents) **(T-2).**

2.14.4. Identify and validate reimbursable positions as well as administrative surcharges associated with foreign military sales manning. **(T-1).**

2.15. Resource Managers from the CPS, MAJCOM/A1, COCOM/J1, and AFPC/DP staffs should:

2.15.1. Advise managers and supervisors on civilian personnel issues. **(T-2).**

2.15.2. Assist managers and supervisors with employment planning, particularly for Civilian Employment Plan. **(T-2).**

2.15.3. Prepare a Civilian Employment Plan for assigned organization(s) for the following fiscal year and forward to Headquarters Air Force, Manpower Program Development Division (A1MP) in response to the annual data call. **(T-1).**

2.15.4. Provide corporate boards with reliable data (i.e., actual gains, losses, and projected hires), patterns (when retirements occur, workforce shaping timelines, college and university graduation dates, recruitment fair schedules, etc.), and provide advice regarding monitoring accomplishments towards goals and any over-execution/under-execution. **(T-1).**

2.15.5. Counsel supervisors and managers on the most effective use of civilian resources.

2.15.6. Aid in determining the costs of position management, personnel administration, and operational requirements, to include:

2.15.6.1. Cost and impact of recruitment and staffing, to include whether Permanent Change of Station dollars are authorized for the recruitment for non-centrally managed positions.

2.15.6.2. Skills available in the local labor market.

2.15.6.3. Use of premium pay, overtime, telework and flexible work schedule options.

2.15.6.4. Use of recruitment, relocation, and retention incentives.

2.15.6.5. Use of various appointment types.

2.15.6.6. Changes in salary rates, geographic locality pay, and special salary rates.

2.15.6.7. Information and status of overseas tours, to include the management of extensions and reporting on those employees registered in the Priority Placement Program as Non-displaced Overseas Employees.

2.16. Resource advisors from all functional areas should:

2.16.1. Accurately project, program end strength and future requirements. **(T-1).**

2.16.2. Design position structures that blend the skills and assignments of employees with the goal of successfully carrying out the mission or program within an assigned budget. **(T-1).**

2.16.3. Accurately project, program end strength and future requirements. **(T-1).**

2.16.4. Provide reliable data for corporate boards and Civilian Employment Plan, as requested. Consider actual gains and losses and projected hires when reporting data. **(T-1).**

2.16.4.1. Report on projections based on timelines for retirements, workforce shaping, college and university graduation dates, recruitment fair schedules, etc. **(T-2).**

2.16.4.2. Monitor and report on monitoring accomplishment towards meeting goals, and any over or under execution. **(T-1).**

2.17. Corporate Board Members: comprised mostly of functional staff from manpower, financial management and civilian personnel communities, should:

2.17.1. Provide managers and supervisors with targets for the civilian resource-operating budget, allocate directed adjustments, and redistribute any surplus funds. **(T-2).**

2.17.2. Establish instructions on civilian resource management for assigned resources. **(T-2).**

2.17.3. Identify which of the primary advisory offices (for example, the organization's supporting manpower, comptroller or personnel function) will serve as the principal facilitator for corporate board meetings. Duties of the facilitator include setting the board(s) calendar(s), extending invitations to attend board meetings, developing agenda items for discussion, preparing slides, ensuring appropriate technical advisors attend, gathering appropriate information for decisions to be made, overseeing recommendations, taking and distributing minutes of proceedings that communicate decisions made, and submitting reports to higher headquarters.

2.17.4. Review civilian resource management operating budget submissions at installation level (for example, civilian pay and incentives; overtime use; and civilian hiring). **(T-1).**

2.17.5. Periodically review Civilian Employment Plans and compare civilian pay expenditures against budgetary targets. **(T-1).**

2.18. Management Officials. The organizational commander or a supervisor above the first level supervisor ensures records are maintained at the lowest practicable supervisory level within the organization and that each supervisor knows and fulfills his or her responsibility for maintaining and protecting records of employees supervised. **(T-1).**

2.19. Supervisor Authority and Responsibilities. As a minimum, management must give supervisors authority and responsibility to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees. **(T-0).** To adjust their grievances, or to

effectively recommend such action, if the exercise of the authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment (Title 5, United States Code, Part 71, paragraph 7103(a)(10) – Definition of Supervisor).

2.19.1. This includes responsibilities, as identified in the OPM General Schedule Supervisory Guide, to:

2.19.1.1. Plan work to be accomplished by subordinates, set and adjust short-term priorities, and prepare schedules for completion of work. **(T-1).**

2.19.1.2. Assign work to subordinates based on priorities, selective consideration of difficulty and requirements of assignments, and capabilities of employees. **(T-1).**

2.19.1.3. Evaluate work performance of subordinates. **(T-1).**

2.19.1.3. **(USAFE-AFAFRICA)** Evaluate work performance of subordinates and recognize superior performance **(T-1).**

2.19.1.4. Give advice, counsel, or instruction to employees on both work and administrative matters. **(T-2).**

2.19.1.5. Interview candidates for positions in the unit; recommend appointment, promotion, or reassignment to such positions. **(T-1).**

2.19.1.6. Hear and resolve complaints from employees, referring group grievances and more serious unresolved complaints to a higher level supervisor or manager. **(T-1).**

2.19.1.7. Effect minor disciplinary measures, such as warnings and reprimands, recommending other action in more serious cases. **(T-1).**

2.19.1.8. Identify developmental and training needs of employees, providing or arranging for needed development and training. **(T-2).**

2.19.1.9. Find ways to improve production or increase quality of work directed and develop performance standards.

2.19.1.10. **(Added-USAFE-AFAFRICA)** Assign duties and certify the accuracy of position descriptions **(T-2).**

2.19.1.11. **(Added-USAFE-AFAFRICA)** Make personnel management decisions that control costs **(T-2).**

2.19.2. First level supervisors must perform supervisory duties in accordance with merit system principles without unlawful discrimination because of race, color, religion, sex (including pregnancy, sexual orientation or gender identity status), national origin, age (40 or older), disability, genetic information, prior Equal Employment Opportunity activity, or any other non-merit factors prohibited by statute, regulation, or Executive Order, and refrain from taking any action identified as a prohibited personnel practice. **(T-0).**

2.19.3. Each first-level supervisor will maintain records and files as prescribed in this Instruction. Higher-level supervisors will not maintain duplicate sets of records, unless approved locally by the head of the organization (for example, Civil Engineering Commander, Supply Commander, 3-letter Director, etc.). **(T-1).** Each supervisor will ensure records are protected to ensure employee privacy. These responsibilities may not be delegated to administrative personnel. **(T-1).**

2.19.4. **(Added-USAFE-AFAFRICA)** For foreign national programs, first level supervisors must perform supervisory duties in accordance with merit system principles without unlawful discrimination because of race, color, religion, sex (including pregnancy, sexual orientation or gender identity status), national origin, age, disability, genetic information, prior Equal Employment Opportunity activity, or any other non-merit factors prohibited by statute, regulation, or Executive Order, and refrain from taking any action identified as a prohibited personnel practice **(T-0)**.

2.20. Employee Work Folder and Employee Performance File . Employees may review their own Supervisor's Employee Work Folder and the Employee Performance File upon request. Employees may also access MyBiz+ at <https://compo.dcpds.cpms.osd.mil/> to view their appointment, position, personal information, salary, benefits, awards and bonuses, performance and personnel actions. Also available electronically is an employee's personal information, (for example, self-reported disability, language, ethnicity and race, emergency contact, education, training, and certifications/licenses). Employees may also access records within their eOPF via the OPM eOPF website.

Chapter 3

MERIT SYSTEM PRINCIPLES AND PROHIBITED PERSONNEL PRACTICES

3.1. Merit System Principles. All staff officials, managers, and supervisors with civilian personnel program responsibilities must preserve merit system principles (see 5 USC Section 2301, Merit System Principles). **(T-0).** In doing so, they must:

3.1.1. Recruit, select, and advance solely on the basis of relative ability, knowledge, and skills, after fair and open competition which assures that all receive equal opportunity. **(T-0).**

3.1.2. Treat employees and applicants fairly and equitably without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or disability, and with proper regard for their privacy and constitutional rights. **(T-0).**

3.1.3. Provide equal pay for equal work and recognize and reward excellent performance. **(T-0).**

3.1.4. Maintain high standards of integrity, conduct, and concern for the public interest. **(T-0).**

3.1.5. Manage employees efficiently and effectively. **(T-0).**

3.1.6. Retain employees on the basis of the adequacy of their performance, correct employees with inadequate performance, and separate employees who cannot or will not improve their performance to meet required standards. **(T-0).**

3.1.7. Provide employees with effective education and training where it will result in better organizational or individual performance. **(T-0).**

3.1.8. Protect employees from arbitrary action, personal favoritism, or coercion for partisan political purposes. **(T-0).**

3.1.9. Protect employees against reprisal for the lawful disclosure of information in “whistleblower” situations, where the employees reasonably believes there has been (1) a violation of any law, rule, or regulation, or (2) mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety. **(T-0).**

3.2. Prohibited Personnel Practices (see 5 USC Section 2302, Prohibited Personnel Practices). All persons with authority to take, direct others to take, recommend, or approve any personnel action shall not **(T-0)**:

3.2.1. Illegally discriminate for or against any employee/applicant on the basis of race, color, religion, age, sex, disability, national origin, marital status or political affiliation. **(T-0).**

3.2.2. Solicit or consider any recommendation or statement, oral or written, with respect to any individual who requests or is under consideration for any personnel action unless such recommendation or statement is based on the personal knowledge or records of the person furnishing it and consists of: (A) an evaluation of the work performance, ability, aptitude, or general qualifications of such individual; or (B) an evaluation of the character, loyalty, or suitability of such individual. **(T-0).**

3.2.3. Coerce the political activity of any person (including the providing of any political contribution or service), or take any action against any employee or applicant for employment as a reprisal for the refusal of any person to engage in such political activity. **(T-0).**

3.2.4. Deceive or willfully obstruct any person with respect to such person's right to compete for employment. **(T-0).**

3.2.5. Influence any person to withdraw from competition for any position for the purpose of improving or injuring the prospects of any other person for employment.

3.2.6. Grant any preference or advantage not authorized by law, rule, or regulation to any employee or applicant for employment (including defining the scope or manner of competition or the requirements for any position) for the purpose of improving or injuring the prospects of any particular person for employment. **(T-0).**

3.2.7. Appoint, employ, promote, advance, or advocate for appointment, employment, promotion, or advancement, in or to a civilian position any individual who is a relative (as defined in 5 USC 3110(a)(3)) (i.e., nepotism). **(T-0).**

3.2.8. Retaliate (by taking, failing to take, or threatening to take or fail to take a personnel action) against a whistleblower, whether an employee or applicant, for making any lawful disclosure under 3.1.9. **(T-0).**

3.2.9. Retaliate against employees or applicants for filing an appeal, complaint, grievance; or testifying for or otherwise lawfully assisting any individual in the exercise of any such appeal, complaint, or grievance; or cooperating with or disclosing information to the Inspector General (or any other component responsible for internal investigation or review) of an agency, or the Special Counsel, in accordance with applicable provisions of law; or refusing to obey an order that would require the individual to violate a law, rule, or regulation. **(T-0).**

3.2.10. Discriminate for or against any employee or applicant for employment on the basis of lawful conduct which does not adversely affect the performance of the employee or applicant or the performance of others. **(T-0).**

3.2.11. Knowingly violate veterans' preference requirements. **(T-0).**

3.2.12. Violate any law, rules, or regulations which implements or directly concerns the merit system principles. **(T-0).**

3.2.13. Implement or enforce any nondisclosure policy, form, or agreement which does not contain the following statement: "These provisions are consistent with and do not supersede, conflict with, or otherwise alter the employee obligations, rights, or liabilities created by existing statute or Executive order relating to (1) classified information, (2) communications to Congress, (3) the reporting to an Inspector General of a violation of any law, rule, or regulation, or mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety, or (4) any other whistleblower protection. The definitions, requirements, obligations, rights, sanctions, and liabilities created by controlling Executive orders and statutory provisions are incorporated into this agreement and are controlling." **(T-0).**

3.2.14. Access the medical record of another employee or an applicant for employment as a part of, or otherwise in furtherance of, any conduct described **above in 3.2.1-13.** **(T-0).**

3.3. Enforcement of Non-disclosure Agreements. Do not implement or enforce any non-disclosure policy, form, or agreement, if such policy, form, or agreement does not contain the following statement: "These provisions are consistent with and do not supersede, conflict with, or otherwise alter the employee obligations, rights, or liabilities created by existing statute or Executive order relating to (1) classified information; (2) communications to Congress; (3) reporting to an Inspector General of a violation of any law, rule, or regulation, or mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety; or (4) any other whistleblower protection. Definitions, requirements, obligations, rights, sanctions, and liabilities created by controlling Executive orders and statutory provisions are incorporated into this agreement and are controlling."

Chapter 4

CIVILIAN PERSONNEL SERVICING AGREEMENTS

4.1. Servicing Arrangements. Intra-Service and Inter-Agency agreements are two basic types of personnel servicing agreements that are documented in a host-tenant support agreement. Only the Inter-Agency agreement and exceptions to the Intra-Service personnel servicing arrangements require a written personnel-servicing agreement, both of which are to be coordinated by the applicable MAJCOM/A1(s) and AF/A1C prior to implementation.

4.1.1. Intra-Service Civilian Personnel Servicing Agreements. These are host-tenant support agreements that pertain to providing civilian personnel services for AF employees. AF CPSs must service all AF civilian employees to ensure they are all included in the AF Civilian Personnel Program. **(T-1).** All AF activities co-located on an AF installation with a CPS, or within the same locality, are to be serviced by that CPS. When an activity is not co-located or located near a CPS, services are to be provided by the nearest CPS. Civilian personnel servicing arrangements that follow this policy do not require documentation in an Intra-Service Civilian Personnel Servicing Agreement. Exceptions, however, may require an Intra-Service Civilian Personnel Servicing Agreement, depending on the circumstances. **(T-1).** MAJCOMs are to submit requests for exception to this policy to AF/A1C for approval, due to impact of civilian personnel servicing arrangements on Reduction in Force retention and bargaining unit representation. **(T-1).** This includes arrangements to centralize or decentralize civilian personnel servicing.

4.1.2. Inter-Agency Civilian Personnel Servicing Agreements. These are host-tenant support agreements that pertain to providing civilian personnel servicing for non-AF employees. AF officials are to be receptive of other DoD components and agencies requesting civilian personnel servicing by an AF CPS. This includes civilian personnel servicing under the Joint Basing Concept of Operations that came into existence with the issuance of the 2005 Defense Base Closure and Realignment Commission Report to the President. The AF, when serving as a COCOM Support Agent, will provide civilian personnel administrative support to the COCOMs on a non-reimbursable basis as clarified in DoDI 4000.19 and in AFD 36-1. **(T-0).** Inter-Agency Support Agreements identify the activity to be serviced, its location, and approximate number of employees. Any special responsibilities of the serviced and servicing activities are to be clearly defined. The servicing MAJCOM/A1 is to coordinate these agreements with AF/A1C before final approval. **(T-1).** Staffing authorized and reimbursement agreements are to be locally negotiated.

4.1.3. Joint Basing Civilian Personnel Servicing Agreements. Any servicing agreements required for joint basing should be accomplished via the Inter-Agency Civilian Personnel Servicing Agreements as the need arises with the respective Joint Base lead installation. **(T-1).**

4.1.4. AFI 25-201 and DoDI 4000.19, details the procedures for implementing and managing support agreements in the DoD when it concerns life-cycle management of human capital for the appropriated fund civilian workforce. A support agreement outlining civilian personnel servicing is documented as a host-tenant support agreement on a DoD DD Form 1144, *Support Agreement* (used when reimbursables are included), a Memorandum of Agreement, or a Memorandum of Understanding, depending on the situation. CPSs needing to establish a

servicing agreement are to work with their Financial Management organization to ensure that reimbursements are appropriately identified in the agreement, as necessary. CPSs are responsible for ensuring the support agreement is written in the suitable format, it appropriately defines the scope of civilian personnel servicing, and is signed by the proper signatory authorities, keeping in mind both MAJCOM/A1 and AF/A1C coordination and approval requirements. **(T-1)**.

4.1.5. Both servicing and serviced activities must review standard Civilian Personnel Servicing Agreements every three (3) years. **(T-2)**. Each party to a reimbursable agreement will review the agreement on an annual basis for financial impacts. **(T-2)**.

4.2. Designation to Act for Appointing Authority. An official of the serviced agency, who has specific delegated appointing authority from his own department for the group of employees involved, must issue formal authority to the Installation Civilian Personnel Officer providing servicing to act for that individual in the administration of the civilian personnel program. **(T-1)**. The serviced agency cannot delegate basic authority to effect civilian personnel actions to anyone outside of its agency or department. The Civilian Personnel Officer providing the service for another agency is to be designated, not delegated, this authority. **(T-1)**. This written designation is to be in writing and is to provide for administration and authentication of civilian personnel actions. **(T-1)**.

4.3. Criteria for Civilian Personnel Servicing Agreements. Civilian personnel servicing normally includes administration of recruitment, staffing, affirmative employment, classification, reduction-in-force and for all DoD agencies, administration of the DoD Priority Placement Program, compensation, workforce shaping, employee and labor management relations, benefits, and retirement. In addition to the servicing criteria addressed by an agreement, it is to provide for the following:

4.3.1. Designation of an Equal Employment Opportunity Director for the serviced activity. AF will ensure civilian personnel servicing agreements are administered without unlawful discrimination because of race, color, religion, sex (including pregnancy, sexual orientation and gender identity), national origin, age (40 or older), disability, genetic information, or prior Equal Employment Opportunity activity. **(T-0)**.

4.3.2. Indication of whether grievance and appeals procedures of the servicing or serviced activity will be followed. In the interest of equal treatment for all employees serviced, procedures of the servicing activity will be followed, except when factors such as number or geographic location of the employees being serviced make it desirable to adopt the procedures of the serviced activity. **(T-1)**.

4.3.3. Indication of whether the recognized labor union or work council will represent specified employees and if current collective bargaining agreements will apply.

4.3.4. Indication of changes in Competitive Area. When CPS servicing is centralized, determine if employees are to compete for retention under reduction-in-force regulations in the same or separate reduction-in-force competitive areas, within the local commuting area. The reduction-in-force competitive area should be clearly defined and published for all employees and managers. **(T-1)**.

Chapter 5

MANAGING CIVILIAN PERSONNEL RESOURCES

5.1. Managing Civilian Resources. Managing appropriated civilian resources demands a proactive plan, discipline, and integrity, both in programming and executing civilian resources. Accurate requirement projections and development of employment plans are critical to support the workload demand within budget, while executing work-years, end strength and civilian pay resources. Tools used in the overall management of civilian resources are:

5.1.1. Position Management and Classification. AF management officials and supervisors assign duties and responsibilities to individual civilian positions to accomplish the air and space defense mission in an orderly, efficient, and economical manner. AFI 36-1401 governs position classification.

5.1.2. Civilian Employment Management. AF is committed to managing civilian manpower within Congressional and budgetary constraints while also balancing mission needs with economy and efficiency of operations. **(T-1).** AFD 38-2, *Manpower and Organization*, governs policy on manpower management of the AF, including the civilian workforce. Primary controlling factors in managing civilian resources are the identification and validation of civilian manpower requirements by the servicing manpower office, availability of manpower authorizations, work-years, financial resources and fiscal limitations.

5.1.3. Financial Management. AF promotes and implements financial discipline, fiscal integrity, and responsible financial services. **(T-1).** AFD 65-1, *Management of Financial Services*, governs policy on appropriated and non-appropriated funds administration and control to ensure compliance with the Anti-deficiency Act as well as all statutory and regulatory limitations. It also provides policy guidance to ensure that responsive financial services are provided to AF personnel.

5.1.4. Civilian Resource Management. Management officials at every level must work together with the appropriate civilian personnel, manpower and financial management advisors to ensure civilian resources are managed within budget while managing mission needs. **(T-1).** Cost effectiveness, operational economy, efficiency, skills, career paths, employee development and motivation, recruitment and retention of competent employees are essential. When necessary an analysis and impact downsizing or closure must be assessed. **(T-1).**

5.2. Managing Civilian Resources. Management officials who employ civilian personnel must prudently manage civilian resources and will be held accountable for their immediate supervision. **(T-1).** Managers and higher-level supervisors at each level must evaluate their subordinate supervisors on how well they manage their civilian resources and take prompt and appropriate action to correct or reward supervisory performance. **(T-1).**

5.3. Workforce Management. Managers are responsible for taking a proactive approach to project future workforce needs to include analyzing their present workforce to identify turnover projections and retirement eligible employee numbers, determine current and projected staffing levels, and ascertain required competencies for future workforce objectives. **(T-1).**

5.4. Workforce Strategies. Civilian personnel, comptroller and manpower staffs strategically collaborate with management officials by providing advice and guidance to effectively develop and execute workforce strategies.

5.5. Fiscal Year Planning. Effective management of civilian employment starts the fiscal year with a baseline strength/dollar amount and ends the fiscal year with the final strength/dollar amount expended. These numbers are compared against the beginning of the next fiscal year's manpower allocation and documents the civilian pay dollars expended as a percentage of the budget for the fiscal year in which it was allocated. It is the goal of civilian employment planning to end the year as close to that final number as possible (for example, work-years and/or civilian pay dollars). The challenge of employment planning is to gain control of the civilian employment program at the beginning of the fiscal year, confront challenges and problems encountered along the way, and effectively manage civilian resources throughout the fiscal year.

5.5.1. **(Added-USAFE-AFAFRICA)** Upon receipt of USAFE-AFAFRICA's initial work year allocation information from Headquarters Air Force each FY, the Command Civilian Resources Manager (HQ USAFE-AFAFRICA/A1KC) provides each CPS with guidance in the form of USAFE-AFAFRICA-approved and funded work year targets. The installation CPS will then develop a comprehensive Civilian Employment Plan to fully execute the work year target. A copy of the Civilian Employment Plan will be forwarded to HQ USAFE-AFAFRICA/A1KC org box at usafea1kc.a1kccivilianpolicy@us.af.mil by the indicated suspense, usually no later than 30 days after program release by the command for the new FY (T-2).

5.5.2. **(Added-USAFE-AFAFRICA)** Installation Civilian Employment Plans will be reviewed by HQ USAFE-AFAFRICA/A1KC as part of the mid-year budget review process, or at any other time during the FY, as management decisions impact the program. The USAFE-AFAFRICA CRCB may adjust work year targets to maximize work year execution and/or meet mission requirements (T-2).

5.6. Civilian Pay Funding. Civilian pay funding is a joint effort between Financial Management, Manpower, and Civilian Personnel Offices. Initial distribution of dollars and the Civilian Employment Plan should be aligned at the start of the fiscal year.

5.7. Civilian Employment Plan. The primary purpose of the Civilian Employment Plan is to provide a plan for execution of fiscal year civilian end strength, work-years, and funding. The Civilian Employment Plan is a joint document between A1, Manpower and Financial Management that is used to track and report civilian employment and resources, using a balance between dollars and work-years. The Civilian Employment Plan should:

5.7.1. Reflect the funded work-years as approved in the President's Budget and may include AF corporate changes, correction of programming errors or misdirected mission changes, as well as MAJCOM transfers.

5.7.2. Provide a baseline to measure civilian work-year/budget execution, measures progress on a regular basis.

5.7.3. Provide a month-to month review and oversight of planned and actual work-year execution.

5.7.4. Track gains and losses in employment levels (for example, inbound and outbound civilians) using a standardized spreadsheet or locally developed data system product.

5.7.5. Track civilian manning (both authorized and assigned) and the expenditure of civilian pay dollars, including both actual and projected actions.

5.7.6. Identify issues affecting execution (for example, over-execution, under-execution, and mismatches in manning and funding, Future Years Defense Program changes).

5.7.6.1. The target or “end strength” is programmed by AF/A1M (manpower), “work-years” are calculated by AF/A1 and Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) and funding is the pricing of work-years. The combination of these factors, drive the establishment, maintenance and successful adherence to effective financial management of the civilian workforce.

5.7.6.2. MAJCOM FMA/A1K/A1M (and COCOM Commanders equivalents) determines work-year distribution for their Centers/Wings. They identify corresponding work-years based on subordinate organization’s Unit Manning Document end strengths and pinpoint any additional MAJCOM transfers needed.

5.7.7. Provide management a tool to project the end-of-year position.

5.8. Corporate Boards. Corporate boards are chaired at all organizational levels by the Wing Commander or their designee. Voting members vary depending upon the organization level of the Board. For example, Wing Commanders/Vice Commander and Group Commanders or their civilian equivalents may be voting members on installation level boards. Functional managers from the civilian personnel, financial management, and manpower communities are obligatory board members. In some cases, the Staff Judge Advocate may serve as an advisory member. The overall goal of civilian employment planning is the full, effective utilization of civilian resources to accomplish assigned, mission-related work within a given civilian pay budget. The corporate boards at each organizational level with support from the manpower, comptroller and civilian personnel communities are responsible for managing employment planning. The boards are established to ensure that civilian resources are used most effectively and efficiently.

5.8.1. Corporate boards meet regularly to:

5.8.1.1. Review turnover, hiring timelines, lapse rates and the utilization of resources for seasonal work requirements (for example, snow removal, grass cutting, etc.).

5.8.1.2. Approve/disapprove requests for over hires. Consider challenges such as reductions in civilian pay dollars, workload realignments, incentive/performance awards, retirements, pay adjustments (for example, cost-of-living increases, changes in geographic locations, special salary rates, etc.), within- grade increases and quality step increases.

5.8.1.3. Consider other issues affecting Civilian Employment Plan execution which include manpower impacts such as downsizing, in sourcing and out-sourcing, realigning and rebalancing the force using workforce shaping measures. For example, Voluntary Early Retirement Authority, Voluntary Separation Incentive Pay and Reduction-in-Force), conversions to permanent authorizations from other sources such as career broadening, PALACE Acquires, Pathways, Unit Manning Document changes due to Congressional budget shortages and organizational restructuring as well as furloughs (both administrative and shutdown).

5.8.1.4. Identify and face the hindrances that impact their ability to achieve overall Civilian Employment Plan goals and overcome obstacles such as a slow employment process, downsizing due to Base Realignment and Closure or manpower reductions,

military-civilian conversions, overly conservative advisors, funding shortfalls, competing/conflicting interests or inadequate pay data and analysis.

5.8.1.5. Monitor the Civilian Employment Plan closely, advise senior management on a regular basis on the status of the Civilian Employment Plan, and keep the support team advised of key management decisions and information that affects civilian employment levels. **(T-1).**

5.8.2. Beginning and end strength/dollars allocated, form the basis for annual hiring plans.

5.8.3. Support staff provide corporate boards with reliable data (for example, actual gains, losses, and projected hires), patterns (when retirements occur, workforce shaping timelines, college and university graduation dates, recruitment fair schedules, etc.), and advice regarding monitoring accomplishments towards meeting goals and any over/under-execution.

5.8.4. The Board provides managers and supervisors with targets for civilian resource operating budgets, allocates directed adjustments and redistributes surplus funds.

5.8.5. Members are to remain flexible to oversee Human Resources (HR)-related issues while ensuring resources align with strategic planning, process improvements, process integration and senior level direction.

5.8.6. **(Added-USAFE-AFAFRICA)** The MAJCOM and HQ USAFE-AFAFRICA/3 AF CRCB is chaired by the Deputy Commander (USAFE-AFAFRICA/CD). This role is dual-hatted and the chairperson assumes total authority, with the advice of advisory staff (listed above). For MAJCOM CRCB issues, the 3 AF/CC and HQ USAFE-AFAFRICA Directors are part of the advisory staff; for HQ USAFE-AFAFRICA/3 AF issues, the 3 AF/CC and HQ USAFE-AFAFRICA Directors are voting members. The chairperson:

5.8.6.1. **(Added-USAFE-AFAFRICA)** Convenes meetings as needed (typically on a quarterly or as-needed basis). If a time-sensitive topic arises “out of cycle” that requires CRCB coordination and approval, the alternative process is a fully-coordinated staff package utilizing the Task Management Tool (TMT) **(T-2).**

5.8.6.2. **(Added-USAFE-AFAFRICA)** Assigns offices of primary responsibility to resolve open items, sets suspense dates, and approves completed actions **(T-2).**

5.8.6.3. **(Added-USAFE-AFAFRICA)** Reviews work year and funding execution of the civilian employment plan and approves recommended employment strategies, as necessary **(T-2).**

5.8.6.4. **(Added-USAFE-AFAFRICA)** Ensures maximum execution of civilian work years through utilization of both permanent and temporary US and Foreign National employees **(T-2).**

5.8.6.5. **(Added-USAFE-AFAFRICA)** Monitors execution and makes decisions on the civilian pay budget. **(T-2)**

5.8.6.6. **(Added-USAFE-AFAFRICA)** Reviews proposed expenditures for relocation and recruitment bonuses, retention allowances, performance awards, and superior qualification appointments against the budget. **(T-2)**

5.8.6.7. **(Added-USAFE-AFAFRICA)** Approves annual over hire limitations for HQ USAFE-AFAFRICA/3 AF, monitors compliance regarding use of over hires within USAFE-AFAFRICA-wide, implements corrective policy directives, as necessary **(T-2)**.

5.8.6.8. **(Added-USAFE-AFAFRICA)** HQ USAFE-AFAFRICA/3 AF CRCB voting members (or their designated representative):

5.8.6.8.1. **(Added-USAFE-AFAFRICA)** 3 AF Commander (3AF/CC).

5.8.6.8.2. **(Added-USAFE-AFAFRICA)** Director of Manpower, Personnel, and Services (HQ USAFE-AFAFRICA/A1).

5.8.6.8.3. **(Added-USAFE-AFAFRICA)** Director of Intelligence (HQ USAFE-AFAFRICA/A2).

5.8.6.8.4. **(Added-USAFE-AFAFRICA)** Director of Operations, Strategic Deterrence, and Nuclear Integration (HQ USAFE-AFAFRICA/A3/10).

5.8.6.8.5. **(Added-USAFE-AFAFRICA)** Director of Logistics, Engineering, and Force Protection (HQ USAFE-AFAFRICA/A4/7).

5.8.6.8.6. **(Added-USAFE-AFAFRICA)** Director of Plans, Programs, and Analysis (HQ USAFE-AFAFRICA/A5/8/9).

5.8.6.8.7. **(Added-USAFE-AFAFRICA)** Director of Communications (HQ USAFE-AFAFRICA/A6).

5.8.6.8.8. **(Added-USAFE-AFAFRICA)** Director of Staff (HQ USAFE-AFAFRICA/DS).

5.8.6.8.9. **(Added-USAFE-AFAFRICA)** Comptroller (HQ USAFE-AFAFRICA/FM).

5.8.6.8.10. **(Added-USAFE-AFAFRICA)** Chaplain (HQ USAFE-AFAFRICA/HC).

5.8.6.8.11. **(Added-USAFE-AFAFRICA)** Inspector General (HQ USAFE-AFAFRICA/IG).

5.8.6.8.12. **(Added-USAFE-AFAFRICA)** Judge Advocate (HQ USAFE-AFAFRICA/JA).

5.8.6.8.13. **(Added-USAFE-AFAFRICA)** Director of Safety (HQ USAFE-AFAFRICA/SE).

5.8.6.8.14. **(Added-USAFE-AFAFRICA)** Surgeon General (HQ USAFE-AFAFRICA/SG).

5.8.6.9. **(Added-USAFE-AFAFRICA)** Advisory Staff (or their designated representative):

5.8.6.9.1. **(Added-USAFE-AFAFRICA)** Personnel Division Chief (HQ USAFE-AFAFRICA/A1K).

5.8.6.9.2. **(Added-USAFE-AFAFRICA)** Manpower, Organization, and Resources Division Chief (HQ USAFE-AFAFRICA/A1M).

5.8.6.9.3. **(Added-USAFE-AFAFRICA)** Financial Analysis Division Chief (HQ USAFE-AFAFRICA/FMA).

5.8.7. **(Added-USAFE-AFAFRICA)** For HQ USAFE-AFAFRICA organizations, HQ USAFE-AFAFRICA/A1 is the approval authority for all over hire requests within the limitations set by the CRCB. There is no specific criteria used to determine criticality; this is at the director's discretion. However, justification must be provided to demonstrate the criticality of the position consistent with grade and scope of responsibility. Each request will be considered independently and must stand on its own merit. Additionally, because this action obligates additional civilian personnel resources, the process will require action by the following offices:

5.8.7.1. **(Added-USAFE-AFAFRICA)** HQ USAFE-AFAFRICA/FMA will coordinate on availability of funds **(T-2)**.

5.8.7.2. **(Added-USAFE-AFAFRICA)** HQ USAFE-AFAFRICA/A1M will coordinate on impact to manning requirements **(T-2)**.

5.8.7.3. **(Added-USAFE-AFAFRICA)** HQ USAFE-AFAFRICA/A1K will review for adequate justification and document data for analysis prior to HQ USAFE-AFAFRICA/A1 decision **(T-2)**.

5.8.8. **(Added-USAFE-AFAFRICA)** Use of Over Hires. Management must place employees against valid Manpower Position Control Numbers (MPCN) in the Defense Civilian Personnel Data System (DCPDS) using either generic AFPC-prescribed overage codes, or unique MPCNs determined by HQ USAFE-AFAFRICA/A1M. The latter will be used for longer duration over hires placed on the Unit Manning Document (UMD) by HQ USAFE-AFAFRICA/A1M and identified by appropriate Resource Identification Codes, Manpower Type codes, and command remarks **(T-2)**.

5.8.8.1. **(Added-USAFE-AFAFRICA)** Do not submit over hire requests if there is a permanent authorization associated with requested workload unless it meets requirements of [paragraph 5.8.8.3.1.1](#) or [paragraph 5.8.8.3.1.5](#) below. Do not submit an over hire request if there is a vacant permanent authorization associated with that workload as recruitment for a permanent fill is the correct course of action **(T-2)**.

5.8.8.2. **(Added-USAFE-AFAFRICA)** Unless there are extenuating circumstances, an employee assigned to a valid, permanent MPCN may not be placed on a time-limited appointment. An example of extenuating circumstances would be an authorization scheduled to become unfunded/abolished within the next 1-2 fiscal years, but the workload associated with it is mission critical until the time of abolishment. In this instance, a time-limited appointment could be made against the authorization but the employee is not an over hire **(T-2)**.

5.8.8.3. **(Added-USAFE-AFAFRICA)** Over Hire Definitions and Constraints. An over hire position is one that has been assigned a classification (pay plan/pay schedule, title, occupational series and grade/pay band) or is pending establishment of an assigned classification, established in DCPDS, and for which there is usually no authorization on the UMD. Ongoing work of an indefinite duration is more appropriately assigned to a permanent position authorized on the UMD. If there is a critical long-term need to perform specific work, organizations should work with HQ USAFE-AFAFRICA/A1M to fund an

authorization on the UMD allowing an organization to fill the position outside the over hire process using the normal permanent fill recruitment process (T-2).

5.8.8.3.1. **(Added-USAFE-AFAFRICA)** Over hires are generally used to satisfy short-term or seasonal workload requirements. Over hire positions cannot be established to backfill authorizations abolished as a result of a manpower reduction or downsizing effort and cannot be used to accomplish permanent workload except as cited below. Over hire positions must only be utilized in the following ways:

5.8.8.3.1.1. **(Added-USAFE-AFAFRICA)** Overlap of Civilian Employees. An overlap is a special category of over hire designed to mitigate the risk of mission degradation during the transition of outgoing and incoming personnel filling critical positions. In exceptional circumstances, an overlap between outgoing and incoming employees on the same MPCN may be required to meet unique mission needs. An overlap should generally not exceed one or two pay periods, although longer overlap may be warranted (T-2).

5.8.8.3.1.2. **(Added-USAFE-AFAFRICA)** Seasonal Workload. Over hires may perform seasonal workload exceeding allocated manpower capabilities. Requests for workloads that are programmable should be processed as far in advance as possible. (Example: Lifeguards or snow removal) (T-2).

5.8.8.3.1.3. **(Added-USAFE-AFAFRICA)** Emergency Workload. Over hires may be used to perform emergency requirements, which are beyond the control of the local commander/director. (Examples: fire damage, storm damage, and natural disasters). Peak workload requirements accounted for during development of manpower standards for a given functional area are not considered as emergency workload (T-2).

5.8.8.3.1.4. **(Added-USAFE-AFAFRICA)** Temporary Workload. Short-Term Mission Requirement: Term positions may be used to perform temporary duties as directed and approved by management. This would include surge workload or special projects/initiatives for a limited time, usually 4 years or less (T-2).

5.8.8.3.1.5. **(Added-USAFE-AFAFRICA)** Critical Mission Continuity. Over hire positions directly associated with conduct of contingency operations or backfill support for deployed employees. This category includes, but is not limited to, direct support to Overseas Contingency Operations (OCO), support for peacekeeping operations, major humanitarian assistance efforts, non-combatant evacuation operations, and international disaster relief efforts. USAFE-AFAFRICA organizations must use the appropriate Emergency and Special Purpose (ESP) code. If the over hire is OCO coded, then the organization must include the over hire expense in their OCO budget estimate submitted to HQ USAFE-AFAFRICA/FMAO. Contact your local budget officer or USAFE-AFAFRICA/FMA budget analyst for more details (T-2).

5.8.8.3.1.6. **(Added-USAFE-AFAFRICA)** New Programmed Mission. Over hire positions may be used for “Directed New Mission” or “Early Start to Mission Already Programmed.” These programs will require documentation to reflect the higher level approval authority. Work with HQ USAFE-AFAFRICA/A1M to

determine if firm authorizations are added in the out years. Over hires are intended to facilitate this process through advanced recruitment for a projected vacancy. These over hire approvals will include a transition plan to move the incumbent to a permanent authorization once the over hire position is funded on the UMD (T-2).

5.8.8.3.2. **(Added-USAFE-AFAFRICA)** Duration of Over Hire Appointments. Over hires are recruited and filled on a time-limited basis, normally one year or less. However, over hire positions may be filled with temporary, term, or permanent appointments based on the particular circumstances, needed skills, and funding availability. Managers must carefully consider the distinctions between the types of appointments prior to requesting an over hire position, as discussed below (T-2).

5.8.8.3.2.1. **(Added-USAFE-AFAFRICA)** For US positions, temporary appointments are used when the workload requirement is expected to last one year or less. When unforeseen circumstances extend the temporary work requirement, a temporary appointment can be extended in increments of one year or less in accordance with governing laws and regulations. Temporary employees do not have reduction-in-force (RIF) rights if their position is terminated (lack of work, lack of funds, etc.) prior to the end of the appointment expiration date. Temporary employees do not receive the traditional benefits and entitlements of permanent employees (T-2).

5.8.8.3.2.2. **(Added-USAFE-AFAFRICA)** For US positions, term appointments may be made for a period of more than one year, but generally not more than four years for short-term project work or extraordinary workload (longer-duration term appointments and/or extensions in the competitive service may be applicable). Term employees have RIF rights if their position is terminated prior to their not to exceed date. They are also more costly than temporary employees due to their entitlement to government-paid benefits. Normally, work that is projected to last more than four years is considered permanent work and a funded manpower authorization should be obtained to support this workload (T-2).

5.8.8.3.2.3. **(Added-USAFE-AFAFRICA)** For US positions, permanent appointments should only be used when absolutely needed to attract candidates with a specialized skill set, typically at higher-grade levels, and there is a validated manpower requirement. Consideration must be given to both availability of funding, and management of employment duration through the selectee's Date of Estimated Return from Overseas (DEROS). For example, if an over hire workload requiring high-level specialized skills is projected to last three years, the overseas tour length for the location is three years, and funding is anticipated to last three years, a permanent appointment may be appropriate. Current permanent DoD Federal employees hired from CONUS will normally have return rights and can be returned to their stateside position after completion of their overseas tour. If a candidate without return rights is selected, management needs to be aware that the individual may be eligible for registration in the DoD Priority Placement Program (PPP) six months prior to their DEROS in an attempt to locate a follow-on DoD assignment in CONUS. If the employee is not placed by the time over hire funding ends, the employing organization may be required to come up with funding for the employee's continuing employment, reassign the employee to a funded

authorization, or pursue reduction-in-force procedures. If a military spouse or family member is selected, they are tied to their sponsor's DEROS. They do not have return rights and are not subject to the overseas rotation program. If the employee is still employed by the time over hire funding ends, the employing organization may be required to come up with funding for the employee's continuing employment, leave another position vacant to offset the overage, reassign the employee to a funded authorization, or pursue reduction-in-force procedures.

5.8.8.3.2.4. **(Added-USAFE-AFAFRICA)** For US positions addressing new programmed work (see [paragraph 5.8.8.3.1.6](#)) the appointment type should be permanent. Request UMD over execution authority from HQ USAFE-AFAFRICA/A1M and clearly delineate the timeframe from initial hire to the date the authorization is funded on the UMD on the USAFE Form 243 **(T-2)**.

5.8.8.3.2.5. **(Added-USAFE-AFAFRICA)** For Foreign National positions, time-limited or temporary appointments will follow country specific rules and the host country personnel system **(T-2)**.

5.8.8.3.3. **(Added-USAFE-AFAFRICA)** The following applies to over hire positions:

5.8.8.3.3.1. **(Added-USAFE-AFAFRICA)** Used for short-term, additional workload requirements **(T-2)**.

5.8.8.3.3.2. **(Added-USAFE-AFAFRICA)** Used for temporary personnel shortages (e.g., employees on maternity leave, extended sick leave pending disability retirement, etc.) **(T-2)**.

5.8.8.3.3.3. **(Added-USAFE-AFAFRICA)** Not appropriate for long-term, permanent workload lasting more than four years; only in rare instances should over hires be used beyond this period **(T-2)**.

5.8.8.3.3.4. **(Added-USAFE-AFAFRICA)** Not used to perform work of positions that have been abolished as the result of a manpower reduction or downsizing effort **(T-2)**.

5.8.8.3.3.5. **(Added-USAFE-AFAFRICA)** Subject to annual review by the CRCB for continuing need and available funding **(T-2)**.

5.8.8.3.3.6. **(Added-USAFE-AFAFRICA)** The effective date of a temporary/term hire will be the date the employee starts the position, not the date of approval for the over hire position **(T-2)**.

5.8.8.3.3.7. **(Added-USAFE-AFAFRICA)** Subordinate units and directorates must understand they assume the risk of the costs for their over hire positions, which may become a unit bill if sufficient civilian pay funds are not available to fund all authorized positions. Due to the annual fluctuation in the command's civilian pay funding levels, funding availability for an initial over hire request may be in jeopardy when the appointment extends into a subsequent fiscal year. If funding for the over hire becomes unavailable in subsequent fiscal years, then appropriate action may need to be taken. Depending on the type of appointment

(temporary, term, or permanent appointment), appropriate actions might include securing alternate funding for the employee's continuing employment, leaving another position vacant to offset the overage, reassigning the employee to a funded authorization, pursuing reduction-in-force procedures, or separating the employee (T-2).

5.8.8.3.3.8. **(Added-USAFE-AFAFRICA)** An employee on a current over hire must not transition to perform work outside the scope of what was approved in the over hire request or be realigned to another requirement. This also applies to OCO reimbursed over hires (T-2).

5.8.8.3.3.9. **(Added-USAFE-AFAFRICA)** HQ USAFE-AFAFRICA and 3 AF Staffs. Special consideration must be given to Management HQ Activities limitations (manning and/or funding) before requesting an over hire (T-2).

5.8.8.4. **(Added-USAFE-AFAFRICA)** Requesting an Over Hire. All requests for a civilian over hire must be requested on the USAFE-AFAFRICA Form 243 and include the following information listed below:

5.8.8.4.1. **(Added-USAFE-AFAFRICA)** Requested duration of the position (T-2).

5.8.8.4.2. **(Added-USAFE-AFAFRICA)** Type of over hire required (i.e. temporary, term, or permanent) and US or Foreign National (T-2).

5.8.8.4.3. **(Added-USAFE-AFAFRICA)** Detailed rationale on why the position is needed (T-2).

5.8.8.4.4. **(Added-USAFE-AFAFRICA)** Workload description (attach a position description) (T-2).

5.8.8.4.5. **(Added-USAFE-AFAFRICA)** Impact on mission of organization if over hire is disapproved (T-2).

5.8.8.4.6. **(Added-USAFE-AFAFRICA)** Management actions taken to accommodate workload from existing resources (attach an organizational chart) (T-2).

5.8.8.4.7. **(Added-USAFE-AFAFRICA)** Feasibility of using civilian overtime versus hiring an over hire; keeping in mind that overtime funding is also restricted during budget austerity (T-2).

5.8.8.4.8. **(Added-USAFE-AFAFRICA)** Resource Advisor's verification of internal/external resources to support the request. Requests received from the 3 AF must include a funding availability statement certified by the 3 AF Resources Advisor prior to submission to HQ USAFE-AFAFRICA/A1M (T-2).

5.8.8.4.9. **(Added-USAFE-AFAFRICA)** If the request is for an extension of a current over hire, include a statement indicating how long the position has already been filled (i.e., effective date of action), associated employee name (if applicable), and other information pertinent to the extension request (e.g., whether a concurrent overseas tour extension request package has been initiated if on a permanent appointment). Extension requests must be initiated 120 days prior to expiration of current appointment and must contain all the information indicated in [paragraph 5.8.8.4.1](#) through [paragraph 5.8.8.4.8](#) (T-2).

5.8.8.4.10. **(Added-USAFE-AFAFRICA)** Requests to extend positions or appointments beyond the limitations provided by the Office of Personnel Management must contain all the information indicated in [paragraph 5.8.8.4.1](#) through [paragraph 5.8.8.4.8](#). However, once approved by HQ USAFE-AFAFRICA/A1, these requests will have to be processed through the servicing CPS to the approving official. Guidance on requesting extensions under these circumstances is available from the servicing CPS (T-2).

5.8.8.4.11. **(Added-USAFE-AFAFRICA)** For HQ USAFE-AFAFRICA and 3 AF Staffs, all requests must come from Directorate or 3 AF level, with Director or 3 AF Commander (or Deputy) digital signature on USAFE-AFAFRICA Form 243, *Request for Civilian Over Hire*. The requesting organization will obtain HQ USAFE-AFAFRICA/A1M and HQ USAFE-AFAFRICA/FMA coordination and signature on USAFE-AFAFRICA Form 243. Once signed by HQ USAFE-AFAFRICA/A1M and HQ USAFE-AFAFRICA/FMA, the organization will submit the USAFE-AFAFRICA Form 243 to the servicing CPS who will then coordinate, sign, and submit to HQ USAFE-AFAFRICA/A1KC at usafea1kc.a1kccivilianpolicy@us.af.mil to obtain HQ USAFE-AFAFRICA/A1 decision. To expedite over hire request decisions, please follow the appropriate requirements outlined in [paragraph 5.8.8.4.1](#) through [paragraph 5.8.8.4.9](#). Once, a decision is obtained, HQ USAFE-AFAFRICA/A1KC will return USAFE-AFAFRICA Form 243 to the servicing CPS for action. The CPS will then notify the requesting organization of the decision. If approved by HQ USAFE-AFAFRICA/A1, the servicing CPS will process the Request for Personnel Action (RPA) and attach the over hire approval; which serves as the authority for the CPS and AFPC to start the recruitment process. Once recruitment is completed, the servicing CPS will provide HQ USAFE-AFAFRICA/A1KC the name of the incumbent for tracking purposes (T-2).

5.8.8.4.12. **(Added-USAFE-AFAFRICA)** For Wing Staffs and subordinate units under the operational control of USAFE-AFAFRICA, unit commanders will use USAFE-AFAFRICA Form 243 to request approval for a civilian over hire. The unit will provide justification pertaining to the need for the over hire requirement. At a minimum, requests must include answers to questions on the USAFE-AFAFRICA Form 243. The USAFE-AFAFRICA Form 243 is submitted to the servicing CPS. The CPS must obtain coordination from the Manpower and Organization office and the Finance office. The Manpower and Organization Office must validate the requirement and the Finance office must ensure funds availability. All over hire requests are due to the servicing CPS no later than 14 days prior to the scheduled CRCB. Requests received less than 14 days prior will be considered “out of cycle” and addressed during the following CRCB. Funds for civilian pay may be a limiting factor in the over hire approval process. Availability of other sources of funds should be actively explored to cover over hire costs. The over hire request will be approved or disapproved by the CRCB as required [paragraph 5.8.1.2](#). After approval or disapproval, the CPS will retain on file copies of all USAFE-AFAFRICA Form 243 (T-2).

5.8.8.5. **(Added-USAFE-AFAFRICA)** If an over hire position becomes vacant before the approved expiration date, management must initiate a new over hire request via

USAFE-AFAFRICA Form 243 containing all the information indicated in **paragraph 5.8.8.4.1** through **paragraph 5.8.8.4.8** to have the requirement revalidated (**T-2**).

Chapter 6

EXPEDITIONARY CIVILIAN WORKFORCE

6.1. Expeditionary Civilian Deployment Program. The AF will administer an expeditionary civilian deployment program aligned with the DoD, Joint Staff and COCOM Commander Demand Signal and Force Pool. **(T-1).** The Expeditionary Civilian Workforce Program is separate from Emergency-Essential positions with programmed AF deployment requirements. Emergency-Essential operational guidance is located in the AFPC myPers civilian site.

6.2. Voluntary Sourcing Methods. The AF will utilize authorized voluntary sourcing methods to meet ordered un-programmed requirements. **(T-1).** If a requirement cannot be met, justification and risk analysis will be a collaborative effort between the Career Field Manager and the AFPC Expeditionary Civilian team. Deployment reclaims will be endorsed by AF/A1, on behalf of functional community, and staffed to Joint Staff for resolution. **(T-1).**

6.3. Employee Safety and Well-being. As part of the total force, the safety and well-being of deployed civilian Airmen is a top priority. Deployed civilian employees will be managed the same as military service members to the extent practical. Deploying civilian employees will be processed by existing AF deployment procedures. The AFPC Expeditionary Civilian Team will provide any variances. Medical assessments will be conducted for deploying civilians and Capability Based Volunteers. All health protection measures in DoDI 6490.03, *Deployment Health*, will be applied along with a system of accountability for oversight of pre-and post-deployment health assessment requirement. **(T-1).** Medical assessments and pre or post deployment medical processing requirements apply to both un-programmed and programmed expeditionary civilian deployments. Deploying personnel must comply with all deployment requirements and health assessments. **(T-3).**

CHAPTER 7

MANAGING ESSENTIAL POSITIONS AND EVACUATIONS

7.1. Emergency-Essential and Mission-Essential positions. Emergency-Essential positions have a deployment requirement and Mission-Essential positions are those that are needed to ensure the continued operation of mission essential functions and remain at home station or are required to report to work during severe weather, Force Protection Condition levels, etc. Refer to the definition in the AFPC myPers website at <https://mypers.af.mil/app/categories/c/481/p/3>

7.2. Emergency-Essential Position Management:

7.2.1. Request to remove known Emergency-Essential employees from their military mobilization obligation after contacting the union, if the employee belongs to a bargaining unit. See [Attachment 2](#) for *Requesting Removal of An Employee from Military Recall Status* template.

7.2.2. Send requests to the addressees listed in [Attachment 2](#).

7.2.3. Include the following statement on the Core Document: "This is a Mission-Essential position performing a Mission-Critical-Function which must continue uninterrupted after the occurrence of an emergency and continued through full resumption of all functions". See Department of Defense Directive (DoDD) 1100.4, *Guidance for Manpower Management*.

7.2.4. Use vacancy announcements to fill unoccupied Emergency-Essential positions. Insert a statement in the announcement if employees must be removed from military mobilization obligation in order to be employed. For Emergency-Essential positions, indicate that selectees must sign DoD DD Form 2365, *Department of Defense Civilian Employees Overseas Emergency-Essential Position Agreement* or DoD DD Form 2365-1, *Department of Defense Expeditionary Civilian Agreement Capability-Based Volunteer*. (If you do not use vacancy announcements, develop local procedures to make sure the Civilian Personnel Officer/Section or supervisor notifies candidates of any applicable conditions when they are referred for an Emergency Essential position.)

7.2.5. For further guidance see 10 U.S.C., Section 1580, *Emergency essential employees: designation*; DoDD 1100.4, *Guidance for Manpower Management*; and DoDD 1400.31, *DoD Civilian Work Force Contingency and Emergency Planning and Execution*. Also see AFPC myPers website at <https://mypers.af.mil/app/categories/c/481/p/3>.

7.3. Supervisors:

7.3.1. Explain wartime and exercise roles to civilian employees.

7.3.2. Integrate civilian work force preparedness planning into all automated and manual contingency deliberate planning and execution processes.

7.3.3. Notify the Civilian Personnel Officer/Section and the union (for bargaining unit employees) when the Reserve category or military recall status of employees change.

7.3.4. Include training required to meet contingency needs in the base training plan.

7.3.5. Keep emergency notification information for employees up-to-date and accessible.

7.3.6. To administer Emergency-Essential positions:

7.3.6.1. Include a statement substantially similar to the following in each Emergency-Essential position description: "This position is emergency-essential. In the event of a crisis situation, the incumbent, or designated alternate, must continue to perform the Emergency-Essential duties until relieved by proper authority. The incumbent or the designated alternate may be required to take part in readiness exercises. This position cannot be vacated during a national emergency or mobilization without seriously impairing the capability of the organization to function effectively. This meets the criteria of an Emergency-Essential position and requires that the incumbent, or the designated alternate, be removed from any military recall status."

7.3.6.2. Identify Emergency-Essential employees and alternate Emergency-Essential employees during the deliberate planning process.

7.3.6.3. Limit exigency designations. Send names of Emergency-Essential and alternate Emergency-Essential employees to CPS.

7.3.6.3.1. Advise Emergency-Essential employees of the requirements of Emergency-Essential positions and their pre-deployment planning responsibilities at least once a year.

7.3.6.3.2. Train and equip Emergency-Essential employees for their Emergency-Essential duties.

7.3.6.3.3. Process civilian employees for deployment according to AFI 10-403, *Deployment Planning and Execution*; AFI 36-3802, *Force Support Readiness Programs*; and this instruction.

7.3.6.3.4. Advise candidates and selectees for Emergency-Essential positions that they must sign DoD DD Form 2365 and be removed from military mobilization obligation as conditions of employment.

7.3.6.3.5. If Emergency-Essential or alternate Emergency-Essential employees are also Reserve members of the Armed Forces, request their removal from their military mobilization obligations. Use the format shown in [Attachment 2](#) of this instruction. Send requests to CPS.

7.3.7. Ensure employees receive performance plans and scheduled appraisal feedback.

7.3.8. Supervisors must review [Attachment 3](#) with the employee. (T-1)

7.4. Releasing Employees from an Emergency-Essential Agreement. Organization commanders may release Emergency-Essential employees from their Emergency-Essential agreement and permit them to leave the crisis area after other non-combatants evacuate only if:

7.4.1. The commanders determine they no longer need the employee; or

7.4.2. The employee can no longer do the job due to a physical or mental condition.

7.5. Commanders. Should consider the needs of the supported commander and any rotation policy affecting military members for that contingency. (T-1).

7.6. Requirements to Fulfill Emergency-Essential Duties:

7.6.1. All Emergency-Essential employees must perform Emergency-Essential duties during a crisis or after non-combatants evacuate. (T-1).

7.6.2. Overseas Emergency-Essential employees must remain overseas. **(T-1).**

7.6.3. United States-based Emergency-Essential employees must relocate, when requested, to the overseas duty location on a temporary duty or permanent change of station basis. **(T-1).**

7.6.4. Failure to fulfill assigned Emergency-Essential duties may cause action to be taken against employees under 5 Code of Federal Regulations (CFR), Part 752 and AFI 36-704, *Discipline and Adverse Actions of Civilian Employees*. **(T-1).**

7.7. Local National Employee Management:

7.7.1. Update the military recall status of employees.

7.7.2. Identify local national civilian employees who are essential in contingencies during Base level planning process.

7.7.3. Provide the names of these employees to the CPS. For an example, these names could be used for creating and maintaining a strike plan.

7.7.4. Meet all protections required by the Status of Forces Agreement. Request employees' removal from their military mobilization obligations if the Status of Forces Agreement allows.

7.8. Employees:

7.8.1. Report to work at your normal duty station during periods of national emergency, mobilization, war, military crisis, natural disaster or other contingency, unless you are officially told not to report at all or to report to another location.

7.8.2. Participate in test alerts and practice exercises when your supervisor so directs you. Overtime and callback procedures in AFI 36-807, *Scheduling of Work, Holiday Observances, and Overtime*, and Status of Forces Agreements apply when you work during the alert or an exercise occurs outside of regularly scheduled duty hours.

7.8.3. If you are a Reserve member of the Armed Forces, tell your supervisor about your Reserve category and military recall status and any changes in your status.

7.8.4. If you are an Emergency-Essential employee designated to perform Emergency-Essential duties, you must:

7.8.4.1. Deploy to or remain in overseas theaters of operation after other non-combatants evacuate the area.

7.8.4.2. Sign a DoD Form 2365 when you are selected for a vacant Emergency-Essential position.

7.8.4.3. Agree to your removal from any military mobilization obligations.

7.8.4.4. Comply with deployment processing procedures as outlined in AFI 10-403, AFI 36-3802, and any reporting instructions provided by the Unit Deployment Manager/Installation Personnel Readiness Office.

7.8.4.5. Follow work guidelines for the theater of operation (for example Geneva Conventions and the customs of the country to which you are assigned).

7.8.4.6. Be prepared. See AFI 10-403 and [Attachment 3](#) of this instruction.

7.9. If you evacuate your permanent duty station in the United States or overseas:

- 7.9.1. Go to your designated safe-haven. The safe-haven information appears on your evacuation orders or may be given to you verbally.
- 7.9.2. Contact the AF CPS nearest your safe-haven as instructed in official announcements.
- 7.9.3. Give your safe-haven location, address, telephone number, and any changes in the address or telephone number to the CPS.
- 7.9.4. Perform your assigned work at the safe-haven.
- 7.9.5. Tell your supervisor whom to contact in an emergency. When a natural disaster is imminent, provide an emergency contact outside the commuting area.

Chapter 8

CIVILIAN PERSONNEL RECORDKEEPING

8.1. Overview. 5 CFR, Part 293, *Personnel Records*, and the OPM *Guide to Personnel Recordkeeping* prescribe the minimum requirements governing the creation, development, maintenance, processing, use, dissemination and safeguarding of personnel records that OPM requires federal agencies to maintain. Although these records are in virtual or physical custody of the AF, they remain the property of the OPM.

8.1.1. Personnel Recordkeeping. The *Guide to Personnel Recordkeeping* delegates to the AF the authority to establish filing requirements for certain documents pertaining to civilian employees. The eOPF is maintained in the OPM Enterprise HR system. Many records formerly in the OPF will be maintained in separate files or the DCPDS accessible by the AFPC, CPS, employees and supervisors. This instruction updates and streamlines AF guidance on maintaining civilian personnel documents and must be used in conjunction with the Guide to Personnel Recordkeeping. **(T-0)**

8.1.2. Documents. This Instruction does not provide instructions on completing specific documents; applicable guidance is located in the publications prescribing those documents.

8.2. Electronic Official Personnel Folder. HR Specialists in the Enterprise HR Integration office within the OPM maintain the integrity of each serviced employee's eOPF. Each person-authorized access to an eOPF is responsible for safeguarding the confidential nature of information available in and gained from the folder.

8.2.1. Designated Officials. Only employees whose official duties require access to and use of personnel records may have access to an eOPF. **(T-0)**. OPM restricts access to these files; they are not public records and are available to review for official purposes only.

8.2.2. Employee Access. Employees may view any of the contents of their eOPF with the exception of particular examination papers, investigative reports, loyalty and security investigative information, confidential questionnaires and employment inquiries, unless otherwise required pursuant to AFI 36-704, the collective bargaining agreement or local supplement.

8.2.3. Creating the eOPF. HR Staffing Specialists from the AFPC Functional Group Servicing Teams establish and merging of the eOPF using the procedures found in Chapter 2 of the OPM *Guide to Personnel Recordkeeping*.

8.2.4. Reconstructing the eOPF. When required, HR Staffing Specialists from the Functional Group Servicing Teams reconstruct the eOPF using procedures found in Chapter 4 of the OPM *Guide to Personnel Recordkeeping*.

8.2.5. Merged Records. When the employee has service both under the OPMs recordkeeping authority and other personnel systems not under the OPMs recordkeeping authority, update the eOPF to reflect "merged" in the employee's profile. Each agency retains "ownership" of its records even though the records are combined in a "merged" eOPF.

8.2.6. Transferring Records. When an individual discontinues service with AF, the OPFs Management Section transfers the OPF or eOPF to the gaining agency or the National Personnel Records Center using the procedures found in Chapter 7 of the OPM *Guide to*

Personnel Recordkeeping and OPMs *Enterprise Human Resources Integration Operational Guidance*. When an employee is reassigned to a position resulting in a change in his/her servicing personnel office, the HR Staffing Specialists from the Functional Group Servicing Teams and Quality Reviewers ensure accuracy of all the documents within the OPF or eOPF.

8.3. Supervisor's Employee Work Folder. Supervisors must maintain a Supervisor's Employee Work Folder on each employee they supervise. **(T-1).** The Supervisor's Employee Work Folder consists of documents used in carrying out supervisory responsibilities and includes documents outlined in this Chapter. The Supervisor's Employee Work Folder must be stored in a secured location that guards against unauthorized access. **(T-0).** In order to ensure records are streamlined and maintained according to the policy set forth in this Instruction, all records maintained by the supervisor are to be located in the Supervisor's Employee Work Folder, unless otherwise indicated below, by the AF Records Disposition Schedule or the OPMs *Guide to Personnel Recordkeeping*. The file should contain any relevant information concerning performance to support appraisals and any relevant information to support discipline or adverse action, unless required to be maintained in an electronic system.

8.3.1. The following documents are authorized for inclusion in the Supervisor's Employee Work Folder.

8.3.1.1. Supervisor's Employee Brief-971, previously AF Form 971. The Supervisor's Employee Brief-971 is a system-generated document used to maintain information on an individual employee. A supervisor obtains this brief through the servicing Employee Management Relations Specialist at the local CPS. Although recommended for use, supervisors can use other methods for retaining this information such as memoranda for record, handwritten notes, etc. The Supervisor's Employee Brief-971 generally contains the following information.

8.3.1.1.1. Personal Data. Part A of the brief contains current personal employee data including the employee's home address, home telephone, and emergency contact information.

8.3.1.1.2. Supervisor's Notes. Part B of the brief provides an area for supervisors to record comments and remarks occurring during the year. Discussions with the employee on performance, emergency-essential responsibilities, debt complaints, duty and travel restrictions, conduct, and other pertinent data may be included in Part B. It is also used to record letters of appreciation. Parts A and B are detachable and all discussions that could potentially lead to performance or disciplinary actions are retained and attached when a new Supervisor's Employee Brief-971 is added to the Supervisor's Employee Work Folder. Supervisors and managers may retain personal notes separately from the Supervisor's Employee Work Folder when such notes are (1) retained for personal use of the author only, as a memory aid; and (2) not circulated to anyone else including other supervisors or managers, the author's secretary, or clerical support personnel; (3) not required by directives published at any level; and (4) may be retained or discarded solely as the author sees fit. Personal notes must be removed from the Supervisor's Employee Work Folder prior to allowing an employee to review their own records maintained in the Supervisor's Employee Work Folder. **(T-2).** Part B of the brief may also be used for additional information as determined by the MAJCOM/COCOM.

8.3.1.1.3. Part C contains the employee's current position data, education, performance, training, and awards information. It is automatically updated in the DCPDS when significant changes occur. Request a new copy from the servicing CPS when major changes transpire.

8.3.2. Position Description. Supervisors keep copies of AF Form 1003, *Air Force Core Personnel Document*. Retain these documents in the Supervisor's Employee Work Folder to document the employee's position in the organization. The file may also contain copies of organizational charts, official statements of the functions of the organization, and staffing authorization documents. File position descriptions and core documents containing classified information according to the requirements in DoDM 5200.02, *Procedures for the DoD Personnel Security Program* and AFMAN 16-1405, *Air Force Personnel Security Program*.

8.3.3. Performance Appraisal. Supervisors maintain performance plans and appraisals in the Supervisory Folder. There are many types of appraisal systems to include Acquisition Demonstration Project, Defense Civilian Intelligence Personnel System, DoD Performance Management and Appraisal Program, etc. For example, the MyPerformance appraisal tool is the only automated appraisal tool authorized for administering and documenting activities under the DoD Performance Management and Appraisal Program. MyPerformance generates a completed DoD DD Form 2906, *Department of Defense Performance Plan, Progress Review, and Appraisal*. For additional information concerning DoD Performance Management and Appraisal Program, refer to DoDI 1400.25, Volume 431, AFI 36-1002, *Performance Management and Appraisal Program Administration in the Air Force*.

8.3.3.1. When supervisors or employees do not have access to the electronic MyPerformance appraisal tool, they must use the paper copy of DoD DD Form 2906 to document the performance plan, progress review(s), and rating of record. **(T-0)**.

8.3.3.1.1. When a paper copy of DoD DD Form 2906 is used, the employee will be provided a copy of each completed action.

8.3.3.1.2. If a supervisor prints the employee's performance records, the printed version is maintained in the employee performance file section of the Supervisor's Employee Work Folder. **(T-1)**.

8.3.3.2. The retention period for performance related documents is four years. Automated tools, such as the MyPerformance tool, maintain performance records for 4 years. Supervisors and employees should print performance records they wish to maintain beyond the 4-year period, such as those used in connection with an ongoing administrative, negotiated, quasi-judicial, or judicial proceeding. Printed records are retained in accordance with the AF Records Information Management System Records Disposition Schedule.

8.3.3.3. Performance-related documents retained beyond the 4-year period that are in connection with an ongoing administrative, negotiated, quasi-judicial, or judicial proceeding are maintained in a file separate from the Supervisor's Employee Work Folder. The documents are maintained in accordance with the AF Records Information Management System Records Disposition Schedule, DoDI 1400.25, Volume 431-AFI 36-1002, and local procedures or as specified in a Master Labor Agreement or local supplement.

8.3.4. Work and Leave Schedules. According to AFI 36-815, *Absence and Leave*, supervisors may prepare a leave schedule for their subordinates. Since there is a mutual employee-management responsibility to plan and schedule the use of annual leave throughout the year, supervisors are encouraged, but not required, to prepare a leave schedule for their subordinates each year. This information may be maintained in the Supervisor's Employee Work Folder or in a central office electronic or hard copy filing system.

8.3.5. Training Records. The supervisor retains a copy of the training requests and approved training plans.

8.3.6. Telework Agreement. According to DoDI 1035.01, *Telework Policy*, and AFI 36-816, *Civilian Telework Program*, the supervisor maintains the signed and dated DoD DD Form 2946, *Department of Defense Telework Agreement* in the Supervisor's Employee Work Folder when approving an employee's request to telework.

8.3.7. Emergency-Essential Agreement. Employees assigned to Emergency-Essential positions must sign a DoD DD Form 2365. **(T-0)**. The supervisor files the original DoD DD Form 2365 in the Supervisor's Employee Work Folder and sends a copy of the signed form to the CPS.

8.3.8. Performance and Disciplinary Actions. General supervisory documentation of employee job performance and actions taken to motivate correction of job deficiencies are to be maintained confidentially with the Supervisor's Employee Brief-971. Unless otherwise specified by AFI 36-704, *Discipline and Adverse Actions*, or in a collective bargaining agreement or local supplement, destroy reprimands maintained in the Supervisor's Employee Work Folder two years from the date of notice of decision to reprimand. In the same manner, unless otherwise specified, purge oral admonishment records maintained with the Supervisor's Employee Brief-971 two years from the date of admonishment.

8.3.9. Medical Information. Medical documentation specifically applicable to the employee's current position is to be maintained in an Employee Medical File. The file will include documentation relating to: participation in physical fitness programs or the leave donor program; Family Medical Leave Act and documentation supporting use of sick leave and/or requests for advanced sick leave; requests for accommodation under the Rehabilitation Act; return to duty with or without restrictions; and positive random drug test results. The supervisor is not to file the Employee Medical File in the Supervisor's Employee Work Folder. Rather, the supervisor is to place the Employee Medical File documentation in a sealed envelope marked "Confidential Medical Records – Supervisor's Eyes Only" and file separately from the Supervisor's Employee Work Folder. Destroy Employee Medical File documentation when work restrictions expire or documents are no longer applicable to the current position. Do not destroy documents relating to legal entitlements (Family Medical Leave Act, Rehabilitation Act) or adverse actions (drug test) without first consulting the local Judge Advocate office. **(T-3)**. Supervisors who are departing their position should review the Employee Medical File prior to departure to evaluate the next supervisor's "need to know". **(T-0)**. Refer all questions about the appropriate selection, maintenance and destruction of Employee Medical File documentation to the servicing Employee Management Relations Specialist at the CPS.

8.3.10. Disposition and Safeguarding of the Supervisor's Employee Work Folder. Supervisors and managers must ensure safekeeping and storage of the Supervisor's Employee

Work Folder in a manner that protects against casual access, that provides disclosure to AF officials or others outside of the AF only when appropriate, and that does not violate personal privacy. **(T-0)**. All supervisors and managers maintaining these records are cautioned to use discretion and good judgment when asked to furnish the records and to furnish the records only as permitted by the Privacy Act of 1974.

8.3.10.1. For proper maintenance, supervisors should review the Supervisor's Employee Work Folder annually and purge the file of obsolete information or records to ensure they meet requirements in AFI 36-704 and the applicable collective bargaining agreement and/or local supplement. For example, oral admonishments and letters of reprimand are usually deleted after two years; debt letters and other letters of caution are also normally destroyed after two years. However, there is usually no time limit to records of counseling and reinforcement of supervisor policies. In the case of disciplinary actions taken that are documented in the OPF, such as suspensions, the supervisor is encouraged to maintain a copy of that disciplinary record in the Supervisor's Employee Work Folder. The record should be maintained for a sufficient amount of time (for example, two to three years) so that sufficient documentation is available to support progression of penalties decisions, if future actions so warrant.

8.3.10.2. When a supervisor leaves the organization, the Supervisor's Employee Work Folder is retained for the gaining supervisor.

8.3.10.3. When an employee moves to a different organization on the same base, the losing supervisor sends the complete Supervisor's Employee Work Folder to the gaining supervisor in a sealed envelope, directed to the attention of the addressee only, within 10 workdays. It must not be hand-carried by the employee. **(T-2)**.

8.3.10.4. When an employee is transferred to another AF installation or another agency, transfer all performance appraisal ratings of record maintained in the Supervisor's Employee Work Folder and the performance plan on which the last rating was based to the servicing Employee Management Relations Specialist in the CPS. **Note:** The supervisor must also print any performance documents maintained in an electronic system, i.e. MyPerformance Appraisal Tool, for any employees transferring to another agency. The supervisor may destroy what remains of the Supervisor's Employee Work Folder after 60 days.

8.3.10.5. When an employee is separated for any reason other than entrance into military service or an adverse action, transfer all performance ratings of record maintained in the Supervisor's Employee Work Folder and the performance plan on which the last rating was based, as well as any records relating to adverse actions taken against the employee, to the servicing Employee Management Relations Specialist in the CPS. The supervisor may then destroy what remains of the Supervisor's Employee Work Folder after 60 days.

8.3.10.6. When an employee is separated because of an adverse action, the supervisor is to transfer all performance ratings of record maintained in the Supervisor's Employee Work Folder and the performance plan on which the last rating was based to the servicing Employee Management Relations Specialist in the CPS. The supervisor should retain the Supervisor's Employee Work Folder and any supporting documents as long as there are grievance, appeal, Equal Opportunity complaint, or Unfair Labor Practice charges pending. Do not destroy the Supervisor's Employee Work Folder if the employee separates because

of an adverse action (such as removal). Instead, contact the local servicing Employee Management Relations Specialist in the CPS for consultation on appropriate maintenance of records.

8.3.10.7. When an employee is separated to enter military service and holds return rights to the civilian position, the supervisor maintains the Supervisor's Employee Work Folder until the employee returns to duty. The personal documentation in Part A should then be updated accordingly.

8.4. Access to Records. All personnel records subject to the Privacy Act must be secured against unauthorized access, regardless of the medium. **(T-0).**

8.4.1. Requirements for Access. Access to personnel records subject to the Privacy Act, including paper, microfiche/microfilmed and electronic records, is limited to those whose official duties require such access. **(T-0).**

8.4.1.1. An employee has the right to review the contents of the Supervisor's Employee Work Folder in the presence of their supervisor and has a right to obtain copies of any documents contained therein.

8.4.1.2. Requests from other government agencies for specific documents from an OPF/eOPF and/or a certified copy of the OPF or eOPF are to be submitted to the AFPC OPF Management Section via fax or email. Privacy Act information must not be provided over the telephone. **(T-0).** The OPF Management Section researches the eOPF for requested documents and/or makes a certified copy of the OPF in compliance with the Privacy Act.

8.4.1.3. Legal requests for certified copies of documents and/or electronic OPF from court representatives should also be directed to the AFPC OPF Management Section. In some cases, the OPF Management Section will forward the request to legal counsel at the AFPC to determine the validity of the request; otherwise, the OPF Management Section will record and process the request.

8.4.2. Defense Civilian Personnel Data System Support websites for supervisors, managers and employees.

8.4.2.1. The AFPC SECURE website was created and maintained by AFPC. The site offers a variety of formatted data and information from the DCPDS. The site is available to management, employees and military members. Access to this information is secure via a Common Access Card enabled connection at: <https://w20.afpc.randolph.af.mil/AFPCSecureNet20/CheckPortal.aspx>. Some examples of applications available through AFPC SECURE include certain elements of the eOPF and the Government Retirement and Benefits Application (formerly Employee Benefits Information System).

8.4.2.2. MyBiz+ portal is a secure, self-service gateway for managers/supervisors and employees that contains information about an employee (for example, appointment, position, personal, salary, benefits, awards and bonuses, performance and personnel actions). The employee can update personal information at any time at this site (for example, disability, language, ethnicity and race, emergency contact, education, training and certifications/licenses).

SHON J. MANASCO
Assistant Secretary of the Air Force
(Manpower and Reserve Affairs)

(USAFE-AFAFRICA)

SUSAN M. AIROLA-SKULLY, Colonel, USAF
Director, Manpower, Personnel and Services

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

5 U.S.C., Chapter 23, Section 2301, *Merit System Principles*

5 U.S.C., Section 552a, *The Privacy Act of 1974*

5 U.S.C., Section 2302, *Prohibited Personnel Practices*, Current edition

5 U.S.C., Section 7103, *Definitions; application*, Current edition

5 CFR, Part 293, *Personnel Records*, Current edition

5 CFR, Section 335.102, *Agency Authority to Promote, Demote, or Reassign*, Current edition

10 U.S.C., Section 1580, *Emergency essential employees: designation*, current edition

10 U.S.C., Section 10508, *National Guard Bureau*, Current edition

(Added-USAFE-AFAFRICA) DoDI 1400.25 Volume 1231, *Employment of Foreign Nationals*, 5 July 2011

Title 32, U.S.C., Current edition

OPM *Guide to Personnel Recordkeeping*, Current edition

DoDD 1100.4, *Guidance for Manpower Management*, 12 February 2005

DoDD 1400.31, *DoD Civilian Work Force Contingency and Emergency Planning and Execution*, 28 April 1995

DoDI 4000.19, *Support Agreements*, 25 April 2013

DoDI 8260.03, *The Global Force Management Data Initiative (GFM DI)*, 19 February 2014

DoDI 6490.03, *Deployment Health*, 11 August 2006

DoDM 5200.02, *Procedures for the DoD Personnel Security Program* and AFMAN 16-1405, *Air Force Personnel Security Program*, 1 August 2018

DoDM 8260.03, Volume 1, *Global Force Management Data Initiative (GFM DI) Implementation: Unique Identification (UID) for GFM*, 20 November 2009

AFI 10-403, *Deployment Planning and Execution*, 20 September 2012

AFI 25-201, *Support Agreements*, 1 May 2005

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

AFI 36-704, *Discipline and Adverse Actions of Civilian Employees*, 3 July 2018

AFI 36-807, *Scheduling of Work, Holiday Observances, and Overtime*, 25 August 2015

AFI 36-815, *Absence and Leave*, 8 July 2015

DoDI 1035.01, AFI 36-816, *Civilian Telework Program*, 29 October 2018

DoDI 1400.25, Volume 431, AFI 36-1002, *Performance Management and Appraisal Program Administration in the Air Force*, 15 November 2016

AFI 36-1401, *Civilian Position Classification*, 2 January 2019

AFI 36-2908, *Family Care Plans*, 24 January 2019

AFI 36-3802, *Force Support Readiness Programs*, 9 January 2019

AFI 38-101, *Air Force Organization*, 31 January 2017

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

AFMAN 65-605V1, *Budget Guidance and Technical Procedures*, 24 October 2018

AFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 19 March 2019

AFPD 65-6, *Budget*, 19 January 2017

AFPD 38-2, *Manpower and Organization*, 24 April 2018

AFPD 65-1, *Management of Financial Services*, 25 June 2018

Antideficiency Act

The Civilian Deployment Experience Center of Excellence:

<https://www.cpms.osd.mil/expeditionary>

Air Force Personnel Center Expeditionary Civilian SharePoint™:

<https://cs2.eis.af.mil/sites/12852/default.aspx>

Air & Space Expeditionary Forces Online: <https://aefonline.afpc.randolph.af.mil>

Air Force Deployment Health Department of Defense Civilian Personnel

<https://kx2.afms.mil/kj/kx3/DeploymentHealth/Pages/DoDGSCivilianPersonnel.aspx>

Prescribed Forms

(Added-USAFE-AFAFRICA) USAFE-AFAFRICA Form 243, *Request for Civilian Over Hire*

Adopted Forms

DoD DD Form 1144, *Support Agreement*

DoD DD Form 2365, *DoD Expeditionary Civilian Agreement: Emergency-Essential Positions and Non-Combat Essential Positions*

DoD DD Form 2365-1, *DoD Expeditionary Civilian Agreement Capability-Based Volunteer*

DoD DD Form 2906, *Department of Defense Performance Plan, Progress Review, and Appraisal*

DoD DD Form 2946, *Department of Defense Telework Agreement*

AF Form 679, *Air Force Publication Compliance Item Waiver Request/Approval*

AF Form 847, *Recommendation for Change of Publication*

AF Form 1003, *Air Force Core Personnel Document*

AF Form 3598, *Civilian Employee Military Reserve/Guard/Retiree Category*

Abbreviations and Acronyms

AF—Air Force

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

CFR—Code of Federal Regulations

CPS—Civilian Personnel Section

COCOM—Combatant Command

(Added-USAFE-AFAFRICA) CRCB—Civilian Resources Corporate Board

DCPDS—Defense Civilian Personnel Data System

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

DoDM—Department of Defense Manual

DRU—Direct Reporting Unit

eOPF—Electronic Official Personnel File

FOA—Field Operating Agency

(Added-USAFE-AFAFRICA) HQ—Headquarters

HR—Human Resources

HAF—Headquarters Air Force

MAJCOM—Major Command

(Added-USAFE-AFAFRICA) OCO—Overseas Contingency Operations

OPF—Official Personnel File

OPM—Office of Personnel Management

(Added-USAFE-AFAFRICA) OPR—Office of Primary Responsibility

SecAF—Secretary of the Air Force

U.S.C.—United States Code

(Added-USAFE-AFAFRICA) UMD—Unit Manning Document

(Added-USAFE-AFAFRICA) USAFE-AFAFRICA—United States Air Forces in Europe and Air Forces Africa

Terms

Appointing Authority—The authorization within an agency to appoint, promote, reassign, discipline, demote, detail, compensate, and separate civilian employees.

Appointing Official—A person having the authority, by law or by duly delegated authorization, to appoint, promote, reassign, discipline, demote, detail, compensate, and separate employees.

Capability Based Volunteer—Civilian employee volunteering to perform operational mission functions in locations and positions away from their normal workplace.

Chain of Command—The order in which all control and accountability in an organization flows. It extends in an unbroken line from the Secretary of the Air Force through the Chief of Staff of the Air Force, to the MAJCOM/FOA/DRU Commanders (or civilian leader equivalents) on to the Commanders Numbered Air Forces, Centers, Wings, and other subordinate units, through intermediate supervisors to the first-level supervisors at the lowest organizational level. Chain of command is not to be confused with the appointing authority.

Civilian Employment Plan—The process, and in some cases system, used to track and report civilian employment resources.

Civilian Pay Budget—The total obligation authority comprised of Direct Obligating Authority dollars and earnings from reimbursements.

Civilian Personnel Resources—The civilian pay dollars allocated to an organization for the purpose of civilian employment.

Civilian Resource Management—The practice of balancing mission needs, operational economy and efficiency, skills and career paths, employee development and motivation, and recruitment and retention of competent people within a civilian pay budget.

Combatant Command—(COCOM) A COCOM Commander operates in a Joint Command (more than one DoD service) environment. A COCOM Commander provides authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics. A COCOM is an equivalent organization to a MAJCOM, only it operates in a joint environment.

Counseling—A non-disciplinary method of providing information, instruction, guidance, advice, assistance, or encouragement. Do not confuse counseling with oral admonishment, which is disciplinary.

Demand Signal—Planning document used by COCOM Commander to set current and future deployment requirements.

Deployment—Temporary reassignment or requirement to stay in place to support contingency operations.

Deployment Reclama—Request to reconsider COCOM Commander's request, due to inability to meet requirement, when a valid shortfall exists or tasking would cause a severe adverse impact on the wing/unit mission.

Emergency-Essential—A position-based designation to support combat operations.

Employee Performance File—Include ratings of records, supporting documentation for those ratings, and any other performance-related material required by the agency performance appraisal system.

Employment Planning—Identifying employment levels and work years needed to accomplish the mission within the civilian pay budget.

Expeditionary Civilian Workforce—Civilian deployments supporting the demand signal.

Extended Military Service—A term of service for 90 days or longer.

Force Pool—The number and type of projected expeditionary civilian requirements included in the Demand Signal.

Headquarters Air Force (HAF)—HAF is comprised of both Secretariat and Air Staff offices.

Human Resource Management Strategic Board—One of two primary decision-making bodies at the Air Staff, that provides direction for the human resource management domain.

Major Command—A major subdivision of the Air Force, assigned a major segment of the United States Air Force mission. (AFI 38-101) It has assigned Numbered Air Forces or Centers, along with other subordinate organizations reporting to the MAJCOM Commander through the chain of command.

Merged Records Personnel Folder—Employment records created under the OPMs recordkeeping authority that are mixed in the same file with employment records created outside the OPMs recordkeeping authority.

Military Mobilization Obligation—A duty or commitment to prepare for military deployment.

MyBiz—A website portal that employees, supervisors and managers can access to view and update their personal and HR related information. <https://compo.dcpds.cpms.osd.mil/>

Non-Combat Essential—A position-based designation to support expeditionary requirements in other than combat or combat support situations.

Official Personnel Folder—A file containing records that cover an individual's employment history. The long-term records included in the file protect the legal and financial rights of the Government and the employee. The *OPM Guide to Personnel Recordkeeping* contains the OPM rules for creating, using, and disposing of the OPF.

PALACE Acquires—The PALACE Acquire Program hires are provided United States Air Force funded training before being outplaced into a permanent funded position. The program is designed to attract men and women with management potential to careers as Federal employees with the United States Air Force. This objective is accomplished by recruiting and selecting high-caliber candidates and training them to become competent, effective, and productive employees in a variety of career fields. It provides training and developmental opportunities necessary to gain the knowledge, skills, and abilities predictive of successful performance. The program provides promotional opportunities for PALACE Acquires who successfully complete required training and developmental assignments.

Personnel Budget Review Committee—The Personnel Budget Review Committee reviews Air Force Military Personnel and Civilian Personnel budgets and personnel management plans, evaluates risk mitigation, and assesses the impact of execution strategies on out-year programs and

budgets. The Personnel Budget Review Committee is a forum to provide leadership with an update on the Air Force personnel budget and to provide recommendations to the Air Force Board and Air Force Council for final approval.

Policy—A statement of important, high-level direction that guides decisions and actions throughout the Air Force. Policy translates the ideas, goals, or principles contained in the mission, vision, and strategic plan into actionable directives.

Records—All papers, maps, photographs, machine-readable materials or other documentation, regardless of physical form, made or received by the Government in connection with the transaction of public business and preserved as evidence of decisions, operations or other activities of the Government.

Resource Allocation Process—The Air Force corporate approach to planning, programming, and budgeting the resources needed to execute Air Force programs now and for the next 6 years. The process uses six functional teams who develop options and make recommendations to senior leadership.

Supervisor—An individual employed by an agency having authority in the interest of the agency to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees. The authority to adjust their grievances, or effectively recommend such action, provided the exercise of the authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment. (5 U.S.C., Section 7103(A) (10)).

Supervisor's Employee Brief—This electronically generated brief has replaced the Air Force Form 971. The brief is available by request from the CPS, Employee Management Relations Specialist.

(Added-USAFE-AFAFRICA) Targets—Air Force work year targets are based on the work years approved in the budget. Each MAJCOM is measured against the target/allocation provided by AF/A1M. Because work years are derived from programmed end strength, it is critical units accurately project and program future requirements.

(Added-USAFE-AFAFRICA) Temporary Appointment—Appointments expected to last for a specified period not to exceed one year or a specified period of time that is at least more than one year but not to exceed four years.

(Added-USAFE-AFAFRICA) Term Appointment—Appointments limited to more than one year but not more than four years.

Unit Manning Document—Identifies specifics about every authorized position in the Air Force; provides the organization structure and hierarchy for the organization; and identifies unit designations and office symbols.

(Added-USAFE-AFAFRICA) Work Year—A work year is defined as the number of hours worked (or to be worked) divided by the number of compensable hours available in a fiscal year. These hours include regular work time only, and excludes overtime and holiday hours which are recognized as additive to average cost. The Air Force work years are normally derived by averaging prior year and current year Fiscal Year Defense Program (FYDP) authorizations and adjusting for any mission/workload transfers for the current year. This term is used throughout DoD to account for the civilian workforce and manage civilian resource allocations and execution.

Attachment 2**REQUESTING REMOVAL OF AN EMPLOYEE FROM MILITARY RECALL STATUS****Figure A2.1. Memorandum Template for Removing an Employee from Military Recall Status.**

Use Appropriate Unit's Letterhead	Date
MEMORANDUM FOR ORG/SYMBOL Appropriate Reserve Personnel Center (Note 1) Street Address City ST 12345-6789	
FROM: ORG/SYMBOL Organization Street Address City ST 12345-6789	
SUBJECT: Request to Exempt or Remove Employee from Military Recall Status	
1. This certifies that the employee identified below is vital to the nation's defense efforts in (his or her) civilian job and cannot be mobilized with the Armed Forces in an emergency for the following reasons:	
a. Reason #1	
b. Reason #2	
c. Reason #3, etc.	
2. Therefore, (I, we) request that you exempt or remove this employee from his or her military recall status (or military mobilization obligation) and that you advise this office when you complete this action.	
3. The employee is:	
a. Name of Employee:	
b. Military Grade and Component:	
c. DoD ID Number:	
d. Current Home Address (street, city, state and zip code):	
e. Military Unit to Which Assigned or Military Status (location and unit):	
f. Title of Employee's Civilian Position:	

g. Grade of Employee:

h. Date Hired or Assigned to Position: (Note 2)

SIGNATURE BLOCK

CC: Employee

Notes:

1. Reserve Personnel Center Addresses are listed in paragraphs A2.1.
2. For Requests to the Air Reserve Personnel Center, include the civilian position control number below the line "Date Hired or Assigned to Position."

A2.1. Addresses of Military Reserve Personnel Centers:

A2.1.1. Air Force: Commander (ARPC/DP)

Air Reserve Personnel Center

7300 East First Ave

Denver, CO 80280-5000

Air National Guard: Submit requests to the Adjutant General of the state, commonwealth, or territory (including the District of Columbia).

A2.1.2. Army and Army National Guard:

Headquarters

Department of Army

Attn: DAPE-PSM

Washington DC 20310

A2.1.3. Navy:

Officers: Commander

Naval Military Personnel Command

Attn: NMPC-911

Washington DC 20370

Enlisted: Commanding Officer

Naval Reserve Personnel Center

New Orleans, LA 70149

A2.1.4. Marine Corps:

Commandant (Code RES)

Headquarters, US Marine Corps

Washington, DC 20380

A2.1.5. Coast Guard:

Commandant (G-RSA)

US Coast Guard Headquarters
2100 Second Street Southwest
Washington, DC 20593

Attachment 3

EMERGENCY-ESSENTIAL EMPLOYEE PERSONAL PREPAREDNESS

A3.1. Advising Emergency-Essential Employees on Personal Preparedness. Supervisors advise Emergency-Essential employees at least annually on the benefits of personal preparedness.

A3.2. Making Family Care Plans. Emergency-Essential employees may be away from their families for a long period of time. For example, when dependents evacuate an overseas location or employees deploy overseas. Maintain an up-to-date family care plan that will allow for a rapid and smooth transfer of responsibilities to another individual during such separations:

- Use AFI 36-2908, *Family Care Plans*, as a guide to preparing family care plans.
- Leave a copy of your temporary duty travel orders with family members.
- Give family members the telephone numbers of critical base organizations such as your unit, family support center, and Red Cross representative.
- Tell family members they can communicate during emergencies through the Red Cross.

A3.3. Medical Preparedness. Deployment locations may have limited medical support. Do not plan on being able to obtain prescription refills, replacement lenses for eyeglasses or contact lenses, or hearing aid batteries. Bring sufficient supplies to carry you through until resupply arrangements are in place.

A3.4. Making Legal Arrangements. Legal issues affecting you or your family members may arise during your absence. Preparations should include:

- Providing powers of attorney to family members and updating your will.
- Leaving copies of each legal document designating a person to act on your behalf or on behalf of your estate in the United States, so that the designee can access the documents.

A3.5. Making Financial Arrangements. Make sure to start or stop proper allotments or other arrangements before you must deploy to ensure that bills are paid.