

**BY ORDER OF THE COMMANDER
UNITED STATES AIR FORCES IN
EUROPE-AIR FORCES AFRICA**

**UNITED STATES AIR FORCES IN
EUROPE-AIR FORCES AFRICA
INSTRUCTION 36-114**



3 SEPTEMBER 2025

Personnel

**STAFFING PROCEDURES FOR
NON-US POSITIONS IN ITALY**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ USAFE-AFAFRICA/A1KC

Certified by: HQ USAFE-
AFAFRICA/A1K

Supersedes: USAFE-AFAFRICA I 36-114, 10 JULY 2020

Pages: 9

This instruction implements DAFPD 36-1, *Appropriated Funds Civilian Management and Administration*. The provisions of this instruction apply to all non-U.S. civilian employees and positions of U.S. Forces and Department of Defense (DoD) elements in Italy who are administered and serviced by a USAFE-AFAFRICA Civilian Personnel Office (CPO). It does not apply to Air Force Reserve Command, Air National Guard, or United States Space Force units. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See DAFI 90-160, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers via Department of the Air Force (DAF) Form 679, *Air Force Publication Compliance Item Waiver Request/Approval*, through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Office of Primary Responsibility (OPR) for non-tiered compliance items. This publication requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized 5 USC 552(a) and by any applicable Italian Law on protection of worker’s privacy. The applicable System of Record Notice(s) (SORN) OPM/GOVT-1, *General Personnel Records*, is available at <https://www.opm.gov/information-management/privacy-policy/#url=SORNs>. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Ensure that these records are kept for the time necessary for purposes under Italian law (i.e. observing the statute of limitation and filing as court exhibits). Refer recommended

changes and questions about this publication to the OPR, HQ USAFE-AFAFRICA/A1KC, using the DAF Form 847, *Recommendation for Change of Product*; route DAF Form 847s from the field through the appropriate functional chain of command. This instruction may be supplemented; however, the supplement must be coordinated with HQ USAFE-AFAFRICA/A1K.

SUMMARY OF CHANGES

This publication is updated to reflect changes to the local national (LN) staffing procedures in Italy. **Paragraph 3.1.4** allows for non-competitive recruitment for direct successor positions.

1.	Purpose:	2
2.	Responsibilities:.....	2
3.	Staffing Procedure.	3

Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION 8

1. Purpose: To establish guidance and procedures to fill non-U.S. positions in Italy with local national personnel through internal and external recruitment sources.

2. Responsibilities:

2.1. Commanders, supervisors, and selecting officials will:

2.1.1. Forecast personnel needs and initiate timely recruitment action.

2.1.2. Ensure positions are filled with high quality employees.

2.1.3. Ensure selections of applicants are based on qualification in terms of education, experience, skills, professional development, training, demonstrated performance, and fitness.

2.1.4. Ensure selections are free of discriminatory considerations, and without regard to such factors as ethnic origin, sex, religion, or philosophy on life (for example political opinion, membership with parties or trade unions), disability, age, marital or family status, pregnancy, maternity or paternity, or sexual orientation.

2.1.5. Refrain from hiring, promoting, favoring or supporting the employment of family members and relatives (nepotism).

2.1.6. Accept surplus local national employees referred based on a mandatory placement right due to reduction in force (RIF).

2.1.7. Accept placement of employees incapacitated to perform in their current position due to reasons ascertained and certified by the competent medical authorities if a suitable position is or becomes available within the organization for which the selecting official is responsible. Accept employees with certified medical reasons or disability, or permission to assist a disabled child/family member.

2.1.8. Give priority placement to employees with pay protection.

2.1.9. Accept placement of employees, including those temporary hired, referred based on their right to priority hiring or placement referred based on their right to priority placement resulting from application of the Conditions of Employment (COE) and/or applicable Italian law, or priority consideration as specified by the COE.

2.1.10. Provide a detailed justification if none of the referred candidates is considered, or upon request by the CPO, in support of the selection in individual cases.

2.1.11. Not restrain employees from applying for positions or expose them to any adverse actions because of their application for other positions.

2.1.12. Assure employees selected for promotion or reassignment are released within 30 calendar days after completion of the selection process. The release date must be mutually agreed on by the losing and gaining supervisors and, whenever feasible, should coincide with the beginning of a calendar month.

2.1.13. Ensure that vacancy announcements published by the CPO are made available to subordinate personnel, including temporary employees, in a timely manner, for example referring employees to the CPO website, bulletin boards or other advertisements.

2.2. The Civilian Personnel Office will:

2.2.1. Provide advice and assistance to commanders, supervisors, selecting officials and applicants/employees on all aspects of the staffing process.

2.2.2. Ensure mandatory placement rights and other legal and/or regulatory requirements are observed. The CPO staffing specialists will inform temporary employees about their right of precedence for permanent positions with the same title, series and grade at the time of in-processing. The employment agreement will expressly mention the priority hiring right.

2.2.3. Determine the most effective recruitment process and recruitment source to ensure selecting officials are provided with quality candidates, and current employees are given opportunities for advancement.

2.3. Employees should:

2.3.1. Check the CPO website for vacancy announcements, bulletin boards or other advertisements and apply for vacancies in which interested and for which they feel qualified. Employees will not be individually informed of vacancies by the CPO.

2.3.2. Ensure their application or official personnel records contain proof of pertinent education, training, and experience acquired. At the latest, employees must report changes or additions to their past work experience and education to the CPO when they apply in order to be considered for a vacancy.

2.3.3. Inform the CPO in writing when no longer interested in jobs for which they have applied.

3. Staffing Procedure.

3.1. Non-competitive recruitment (Exempt from announcement):

3.1.1. Priority (mandatory) placement of RIF candidates in accordance with the COE and/or applicable Italian law.

3.1.2. Priority placement of current employees under pay protection, or for medical reasons, or partial fitness for duty, or disability, or other reasons requiring priority placement emanating from the COE and/or applicable Italian law. **(T-3)**

3.1.3. Promotion of an incumbent when the job is upgraded as a result of a change in position classification standards or correction of a classification error, or as a result of a court settlement, or court decision, or of an out-of-court settlement. A decision to implement will be coordinated with SJA prior to its effective date. **(T-3)**

3.1.4. If an encumbered position is upgraded following a classification review due to the assignment of additional higher-graded duties and responsibilities except temporary or occasional assignments, the incumbent may be non-competitively promoted.

3.1.4.1. It must be evident that the employee continues to perform the same basic functions as in the former position and the duties cannot be assigned to similar or identical positions. The position may not involve a reclassification from a non-supervisory position to a supervisory or leader position, nor from a one-grade interval to a two grade interval series or across occupational series. The employee must meet all qualification and legal requirements for advancement to the higher grade of the position. There must be clear evidence that the newly classified position is a direct successor to the former position and the higher-graded position has absorbed the major duties of the former position.

3.1.4.2. In situations where there is more than one employee in similar or identical positions in the same organizational element to whom these additional higher-graded duties could be assigned, recruitment will be competitive. The announcement will be limited with respect to the area of consideration by the CPO in coordination with the respective selecting official(s). The determination of the area of consideration will be documented in the OPF with the aim of maximizing career opportunities, minimizing the risk of excess employees (RIF), and with considering possibility of reassigning the incumbent to different worksites. **(T-3)**

3.1.5. Promotion of employees initially selected through merit promotion procedures if the fact that the initial selection could lead to promotion was made known to all potential candidates. This applies in particular to positions filled at a grade level below the target grade. **(T-3)**

3.1.6. Management directed reassignment as a result of position review or other specific situations in accordance with the COE and/or applicable Italian law. **(T-3)**

3.2. Competitive recruitment. The competitive recruitment process is initiated by the position announcement. There are two categories of announcements, which can be advertised consecutively or simultaneously:

3.2.1. Internal (Merit Promotion) announcement.

3.2.1.1. All permanent positions regardless of the grade level will be advertised internally, after all the priority categories have been cleared. The area of consideration may include the permanent and temporary base employees, including Aviano Exchange employees working on the installation. As determined by the CPO, the area of consideration may be expanded to all current non-U.S. employees (i.e, employees

hired in Local National positions) of U.S. Forces installations in Italy (e.g. U.S. Army and U.S. Navy). The area of consideration may not be determined limited in a way to subvert merit principles; however, it may be changed when allowed by this instruction.

3.2.1.2. The minimum announcement period is 5 workdays. **(T-3)**

3.2.1.3. In coordination with the CPO supervisors may request to fill a LN vacancy by temporarily detailing permanent LN employees working in the same organizational element following merit principles. In these situations, the LN employees must meet the minimum qualification requirements for the vacant position in order to be considered for the detail. Selected employees, who are at a lower grade will be compensated the difference in pay between the current grade and the grade of the vacant position. At the expiration of the detail, or its early termination, the employee will return to the original position. These procedures should be restricted to LN employees working within the same organizational element. If authorized by the CPO, the temporary detail can be filled by name request with an employee from the same organizational element if all other employees were informed about the detail and were given the opportunity to provide a written statement indicating that they are interested in being considered for the detail. The written statement(s) will be submitted by the selecting supervisor with the detail request and will be filed in the Placement Folder.

3.2.2. External (Job Opportunity) announcement. The CPO will:

3.2.2.1. Announce temporary positions to external candidates.

3.2.2.2. Permanent positions may be announced on a case-by-case basis after coordination between the CPO and the selecting supervisor.

3.2.2.3. The minimum announcement period is 5 workdays.

3.3. Application. Applicants will submit a signed paper or electronic copy of USAFE-AFAFRICA Form 714, *Application for Employment with the US Air Force in Italy (Non-US)*, together with supporting testimonials and certificates of qualification to the announcing CPO. The form is used to collect information regarding the applicant, his/her education, qualification, experience and the vacancy for which he/she applies.

3.3.1. Internal applicants will submit a signed paper or electronic USAFE-AFAFRICA Form 10, *Request for Placement Consideration (Non-US)*.

3.4. Screening and Referral.

3.4.1. The responsible staffing specialist will:

3.4.2. For internal announcements:

3.4.2.1. Screen the Official Personnel Folder (OPF) of current employees, including the application of Aviano Exchange employees, to determine the qualifications using USAFE-AFAFRICA Form 260, *Record of Qualifications (Non-US)*, as a rating device and documentary proof of meeting requirements. **(T-3)**

3.4.2.2. Refer qualified internal candidates identified on a USAFE-AFAFRICA Form 355, *Referral and Selection Register (Non-US)*. Internal candidates that have been rated "not qualified" will be notified in writing by the CPO. Qualified internal candidates will be referred in an alphabetical order without any ranking factor. Selecting officials

will have 10 workdays to complete the selection process. If necessary, an extension may be requested and approved by the LN staffing specialist.

3.4.3. For external announcements:

3.4.3.1. Review the application forms of all external applicants. The LN staffing specialist will thoroughly review the applications against the eligibility requirements and will refer only the candidates who meet the minimum qualification as prescribed for the position. Applicants who are obviously not eligible for consideration in accordance with the COE and/or applicable Italian law are not referred to the selecting supervisor. Obviously not eligible are applicants who lack for example a valid work or residency permit, or otherwise lack required qualification. The supervisor will make a tentative selection amongst the applicants eligible for consideration. Selecting officials will have 10 workdays to complete the selection process. If necessary, an extension may be requested and approved by the LN staffing specialist.

3.4.4. Conduct the English Language Proficiency testing for employees who have been tentatively selected in accordance with the provisions established by USAFE-AFAFRICAI 36-132, *English Language Proficiency Testing of LN Employees and Applicants*. **(T-3)** In addition to meeting experience and/or education substitution requirements, all candidates must demonstrate the required English language proficiency. **(T-3)**

3.4.5. Administer the translation test provided by the respective section when required by the duties of the position. The completed test material will be forwarded to the selecting supervisor for correction.

3.5. Selection and appointment process.

3.5.1. Selecting officials have the option and are highly encouraged to interview candidates referred for selection, whenever feasible. There is no minimum number of candidates that must be interviewed. If interviews are conducted, the selecting supervisor will submit a list of questions to the CPO for review and approval prior to scheduling appointments for interview. Selecting officials are responsible to coordinate with Security Forces to allow base access of external candidates for purposes of conducting job interviews.

3.5.2. Supervisors must not make any commitments and should not make their selection known until they have obtained coordination and required clearances on the tentative selectee from the CPO.

3.5.3. Upon receipt of supervisor's selection, the CPO will:

3.5.3.1. Notify selected applicants (internal and external) of their selection and start the placement/in-hiring process (including initial pass authorization request). When an external applicant has been provided a tentative job offer, that offer should not be withdrawn by the CPO unless the position is abolished, the pre-employment documentation has an unfavorable outcome, or the applicant is later found ineligible for employment.

3.5.3.2. The effective date of a promotion, or reassignment for internal candidates is normally the first day of the month.

- 3.5.3.3. Internal applicants will be notified in writing of their non-selection by the CPO.
- 3.5.3.4. External applicants will be notified in writing of their non-selection by the CPO. Alternatively, external applicants will be requested to visit the webpage hosting the vacancy announcements, when it can be updated to reflect the status of the application (e.g. accepting applications, reviewing applications, or hiring complete, etc.).
- 3.5.4. Resolution of complaints. A CPO representative and the selecting official must make every effort to informally resolve an employee's questions or complaints on matters concerning selection. Mere failure to be selected for a position when proper staffing procedures were used is not a basis for formal complaint.
- 3.5.5. Safeguarding Application Documents. To ensure information or referral registers and qualification records are not disclosed to unauthorized personnel, the following procedures apply:
- 3.5.5.1. Hand carry, send or e-mail with encryption referral registers and any attachments to selecting officials and return to the CPO in the same manner. Supervisors and personnel specialists must not discuss the contents of these documents with unauthorized personnel.
- 3.5.5.2. Personnel involved in the selection process will provide information regarding the selection to applicants or employees only on a need-to-know basis. Only information available to all applicants will be shared.
- 3.5.6. Records Maintenance. The CPO will establish and maintain a folder for each position fill action. Include a copy of the announcement, the completed referral register, and all documents issued for each candidate referred for consideration including copies of non-selection letter. Records will be destroyed when no longer needed.
- 3.5.7. Official Personnel Folder. The CPO will establish and maintain an OPF. All documents regarding the work history, to include application form, additional education or work experience achievement certification, certification of fitness for duties issued by the competent physician, the English language proficiency score sheet, and any other pertinent personal documentation will be filed in the OPF.

CHARLES A. ST.SAUVER, Colonel, USAF
Director, Manpower, Personnel, and Services

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

5 USC § 552a, *Records maintained on individuals* (Privacy Act of 1974)
AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020
DAFI 90-160, *Publications and Forms Management*, 14 April 2022
DAFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 11 August 2025
USAFE-AFAFRICA I 36-132, *English Language Proficiency Testing of LN Employees and Applicants*, 12 October 2023

Prescribed Forms

USAFE-AFAFRICA Form 714, *Application for Employment with the US Air Force in Italy (Non-US)*

Adopted Forms

DAF Form 679, *Air Force Publication Compliance Item Waiver Request/Approval*
DAF Form 847, *Recommendation for Change of Product*
USAFE-AFAFRICA Form 10, *Request for Placement Consideration (Non-US)*
USAFE-AFAFRICA Form 260, *Record of Qualifications (Non-US)*
USAFE-AFAFRICA Form 355, *Referral and Selection Register (Non-US)*

Abbreviations and Acronyms

AF—Air Force
COE—Conditions of Employment
CPO—Civilian Personnel Office
DoD—Department of Defense
IAW—In Accordance With
LN—Local National
OPF—Official Personnel Folder
OPR—Office of Primary Responsibility
RIF—Reduction In Force
USAFE-AFAFRICA—United States Air Forces in Europe - Air Forces Africa
USAFE-AFAFRICA I—United States Air Forces in Europe - Air Forces Africa Instruction

Office Symbols

HQ USAFE—AFAFRICA/A1K—HQ USAFE/AFAFRICA Personnel Division

HQ USAFE—AFAFRICA/A1KC—HQ USAFE-AFAFRICA Civilian Policy Branch