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MEMORANDUM FOR DISTRIBUTION C
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FROM: SAF/MR
1660 Air Force Pentagon
Washington, DC 20330-1040

SUBJECT: Air Force Guidance Memorandum (AFGM) to Air Force Instruction (AFI) 38-101,
Manpower and Organization

By order of the Secretary of the Air Force, this Air Force Guidance Memorandum (AFGM) immediately implements changes to AFI 38-101, *Manpower and Organization*. Compliance with this guidance memorandum is mandatory. To the extent the guidance memorandum's directions are inconsistent with other Department of the Air Force publications, the information herein prevails, in accordance with DAFMAN 90-161, *Publishing Processes and Procedures*. This guidance memorandum is applicable to Regular Air Force, Air Force Reserve, and Air National Guard. It does not apply to the United States Space Force.

This memorandum provides updated language in AFI 38-101 (see attachment) renaming all USAF Vice Commanders to Deputy Commanders. This will improve the clarity of the USAF structure and result in the same title being used across all USAF organizational levels. This change is effective 1 Aug 23. USSF Vice Commanders and USAF Vice Commanders assigned to USSF units are unaffected by this change.

Ensure 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 located in the Air Force Records Management System.

This memorandum becomes void after one year has elapsed from the date of this memorandum, or upon incorporation by interim change to, or rewrite of AFI 38-101, whichever is earlier.

ALEX WAGNER
Assistant Secretary of the Air Force
(Manpower and Reserve Affairs)

Attachment:
Renaming USAF Vice Commanders to Deputy Commanders

AFI38-101_AFGM2023-01
Attachment
Renaming USAF Vice Commanders to Deputy Commanders

(Replace) 25.3.1.2. Deputy Commander or Vice Commander. Department of the Air Force organizations will use these terms to denote an officer who shares a Commander's duties and acts for the Commander during the Commander's absence at group level and above (or USSF equivalent organizations). **(T-1)** If eligible, and the officer properly assumes or is appointed to command under the provisions of AFI 51-509, a Deputy Commander or Vice Commander may exercise all command authority during the assigned Commander's absence. The office symbol code for Deputy Commander is CD and for Vice Commander (USSF only) is CV. USAF will exclusively use the term "Deputy Commander" for officers assigned to USAF organizations. **(T-1)**

(Replace) 25.3.1.2.1. Where the USAF or USSF is the "lead Service" at a joint base, the officer (irrespective of the branch of Military Service) designated the "Deputy Joint Base Commander" will perform the functions of the Vice Commander (USSF installations only) or Deputy Commander at wing level (or equivalent). **(T-1)**

(Delete) 25.3.1.4.

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

AIR FORCE INSTRUCTION 38-101

29 AUGUST 2019



Manpower and Organization

MANPOWER AND ORGANIZATION

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 38-1, *Manpower and Organization*. This instruction references Title 10 United States Code (USC) *Armed Forces Sections 517, Authorized daily average: members in pay grades E-8 and E-9, 523, Authorized Strengths, 9013, Secretary of the Air Force, 2241, Availability of Appropriations For Certain Uses, 2330a, Procurement of services: Tracking of Purchases, 2751, Foreign Relations and Intercourse, 10211, Policies and regulations: participation of Reserve officers in preparation and administration, 12011, Authorized Strengths: Reserve Officers on Active Duty or on Full-Time National Guard Duty for Administration of the Reserve or the National Guard, 12012, Authorized Strengths: Senior Enlisted Members on Active Duty or on Full-time National Guard Duty for Administration of the Reserve or National Guard, 12310, Armed Forces, 22 USC § 2751, Need for International Defense Cooperation and Military Export Controls; Presidential Waiver; Report to Congress; Arms Sales Policy and Title 32 USC National Guard*. This AFI applies to uniformed military and civilian members of Air Force units and organizations of the Regular Air Force, Air National Guard (ANG) and the Air Force Reserve. This publication explains how the Air Force organizes units, defines manpower requirements and allocates manpower resources in the Manpower Programming Execution System for the Total Force and describes the objectives, principles, standard structures and procedures for establishing and modifying Air Force organizations. It provides guidance requirements and procedures for management and

development of Air Force Mission Directives (AFMD). This publication may be supplemented at any level; all Major Command (MAJCOM) level supplements must be approved by the Human Resources Management Strategic Board prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) listed above using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“**T-0, T-1, T-2, T-3**”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestors Commander for non-tiered compliance items. Ensure 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 Disposition Schedule located in the Air Force Records Information Management System. This publication requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by Title 10, United State Code, Section 9013 and Executive Order 13478, *Relating to Federal Agency Use of Social Security Numbers*. The applicable SORN F036 AF PC C, *Military Personnel Records System*, is available at: <http://dpclo.defense.gov/Privacy/SORNs.aspx>. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include revisions to terminology and unit nomenclature, chapter reorganization, timeline additions to **Table 2.1**, addition of several attachments, and updates to **Table 3.1**. This instruction consolidates guidance previously provided in AFI 38-101, *Air Force Organization and Unit Designations*, AFI 38-201, *Management of Manpower Requirements and Authorizations*, AFI 38-204, *Manpower Programming*, AFI 38-205, *Expeditionary Manpower*, and AFI 38-601, *Format and Content of Mission Directives*. Other major changes for this instruction include reducing acronyms, limiting the scope of the publication to Air Force guidance removing "how to" procedural references, and lowering compliance tiers where possible.

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Chapter 1

MANPOWER REQUIREMENTS AND AUTHORIZATIONS

1.1. Overview directive principles and guidance. Manpower is a resource and this instruction defines processes for planning and determining manpower requirements and authorizations. It explains overseas ceilings, grade and end-strength constraints, and provides Air Force specific guidance on the proper utilization of manpower. It provides guidance requirements and procedures for management and development of mission directives and clarifies Department of Defense guidance to ensure the efficient use of Air Force manpower resources.

- 1.1.1. The Air Force Manpower, Organization and Resources Directorate (AF/A1M) will ensure Air Force manpower is organized and employed to provide maximum effectiveness and combat power to support National military objectives. **(T-1)**.
- 1.1.2. AF/A1M will execute manpower management ensuring it is flexible and adaptive to program changes, responsive to crisis situations and new management strategies. **(T-1)**.
- 1.1.3. AF/A1M will review new policies, including fiscal policy, to evaluate its impact on manpower and personnel performance. **(T-1)**. AF/A1M will periodically assess existing policies, procedures, and structures to ensure efficient and effective use of manpower resources. **(T-1)**.
- 1.1.4. Manpower requirements are workload-driven and will be established at the minimum levels necessary to execute mission and performance objectives. **(T-1)**.
- 1.1.5. Changes in manpower will be preceded by changes to the policies, programs, missions, and processes requiring manpower resources. **(T-1)**.
- 1.1.6. Manpower requirements for business processes must be maintained at the lowest possible proportion of the Total Force structure. **(T-1)**. Manpower in support of war-fighting processes will be maintained at the lowest level practicable to optimize combat capability within the operating forces. **(T-1)**.
- 1.1.7. Assigned missions must use the least costly mix of personnel (military, civilian, and contract) consistent with military requirements and needs of the Air Force. **(T-1)**.
- 1.1.8. Inherently governmental functions will not be contracted. **(T-1)**.
- 1.1.9. Manpower authorities must consider all available sources when determining workforce mix to include the Regular Air Force and Air Reserve Component (Air Reserve Component) military manpower, United States and foreign national civilian manpower, intragovernmental, contract, and host-nation support. **(T-1)**.
- 1.1.10. Manpower will be designated as civilian except when military incumbency is required for reasons of law, Command and Control of crisis situations, combat readiness, or esprit de corps; when unusual working conditions are not conducive to civilian employment; or when military-unique knowledge and skills are required to perform the duties. **(T-1)**. Manpower authorities shall designate sufficient manpower to provide a rotation base for military personnel and for civilian employees assigned outside the United States. **(T-1)**. Furthermore, when designating management positions as military or civilian, career opportunities for both categories of personnel shall be considered. **(T-1)**.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Manpower Activities. Manpower activities leverage manpower capabilities and assist commanders to perform their duties and responsibilities in accordance with AFI 1-2, *Commander's Responsibilities*. Manpower activities at all organizational levels will:

- 2.1.1. Assist commanders to execute the mission by maintaining situational awareness of the supported unit's primary missions and capabilities and providing sound advice for managing manpower risk and resources. **(T-1)**.
- 2.1.2. Assist commanders by maintaining open and responsive communication; and ensure assigned personnel are competent in policies, procedures, and abilities to provide a wide range of sophisticated manpower capabilities. **(T-1)**.
- 2.1.3. Assist commanders to manage resources by advising on policies and procedures for managing manpower requirements and authorizations; evaluate and process requests for changing manpower, and ensure manpower data is correct in the Manpower Programming and Execution System (see Attachment 2). **(T-1)**.
- 2.1.4. Assist commanders by providing manpower information and data analysis to support data-driven decisions to strategically align resources to missions and performance management. **(T-1)**.
- 2.1.5. Provide analysis and process improvement services to help improve mission readiness and resolve deficiencies, including those identified by the Commander's Inspection Program. **(T-1)**.
- 2.1.6. Incorporate and integrate Continuous Process Improvement and problem-solving principles, practices, and tools before determining and managing manpower requirements and authorizations. **(T-1)**.

2.2. Air Force, Directorate of Manpower, Organization and Resources (AF/A1M). In addition to the responsibilities in [paragraph 2.1](#), AF/A1M will:

- 2.2.1. Develop policy and guidance for the Secretary of the Air Force to determine and manage Air Force manpower requirements. **(T-1)**. Will define Air Force manpower requirements and manage corporate Air Force manpower programming and resource distribution for the Total Force. **(T-1)**.
- 2.2.2. Ensure corporate Air Force manpower requirements link mission capabilities to programmed resources. **(T-1)**.
- 2.2.3. Oversee programs and prepares policies for management engineering, wartime requirements, end strength management, and manpower data management. **(T-1)**.
- 2.2.4. Develop and administer policies for identifying and adjusting Air Force manpower integral to the Strategy, Planning, Programming, Budgeting, and Execution process. **(T-1)**.
- 2.2.5. Develop and implement Air Force-wide Total Force manpower guidance for workforce mix. **(T-1)**.

- 2.2.6. Develop and implement Air Force-wide Total Force manpower program control for all manpower resources and requirements including ceilings associated with management headquarters, headquarters support activities, and Joint activities. **(T-1)**.
- 2.2.7. Establish and disseminate plans and procedures governing the Total Force manpower requirements determination process and the efficient use of manpower resources and associated grades. **(T-1)**.
- 2.2.8. Develop and program manpower assessments for manpower and organization actions directed by the Air Force corporate process. **(T-1)**.
- 2.2.9. Approve manpower determinants and resource costing models and provides implementation guidance for approved manpower determinants. **(T-1)**.
- 2.2.10. Present results of manpower determinants studies to Air Force Corporate Structure for programming decisions. **(T-1)**.
- 2.2.11. Operate, secure, and manage the Manpower Programming and Execution System and associated applications. **(T-1)**.
- 2.2.12. Work with Air Force Career Field Managers to advocate for Air Force–level functional priorities and objectives to AF/A1M and Air Force Manpower Analysis Agency to develop, allocate, and manage manpower requirements and resources in their functional area of responsibility. **(T-1)**.
 - 2.2.12.1. Assist Air Force Career Field Managers to determine and manage manpower requirements and authorizations in their functional area of responsibility. **(T-1)**.
 - 2.2.12.2. Notify Air Force Career Field Managers when changes to policies, procedures, or other factors could affect manpower requirements in their functional area of responsibility. **(T-1)**.
- 2.2.13. Define military essentiality and ensures Major Commands follow policies and procedures when identifying manpower positions as military essential. **(T-1)**.
- 2.2.14. Approve all manpower availability factors. **(T-1)**.
- 2.2.15. Provide oversight for the Management Engineering Program. **(T-1)**.
- 2.2.16. Provide manpower standard application and implementation guidance to Major Commands. **(T-1)**.
- 2.2.17. Approve the Regular Air Force manpower study schedule and any changes. **(T-1)**.
- 2.2.18. Approve specific Regular Air Force Logistics Composite Model scenarios to meet aircraft maintenance manpower requirements. **(T-1)**.
- 2.2.19. Coordinate with MAJCOM/A1M for preparation of Manpower Estimate Reports for major acquisition programs. Oversees update of reports at various milestones. Coordinates on reports sent by the MAJCOM/A1M. **(T-1)**.
- 2.2.20. Manage Manpower career field Continuous Process Improvement training and capability. **(T-1)**.

2.3. Air Force Career Field Manager:

- 2.3.1. Work with the manpower community to review manpower determinants for applicability and currency.
- 2.3.2. Appoint functional area representatives to the manpower standard development team. Collaborate with the Air Force Manpower Analysis Agency and take part in manpower standard development studies.
- 2.3.3. Identifies initiatives and best practices to the Air Force Manpower Analysis Agency lead team during the manpower determinants study process.
- 2.3.4. Reviews and coordinates on new Regular Air Force manpower determinants before AF/A1M approval.

2.4. Air Force Manpower Analysis Agency will:

- 2.4.1. Ensure Air Force manpower requirements study documents are approved by the Air Force Analysis Agency Commander, this includes but is not limited to Air Force manpower determinants. **(T-1)**.
- 2.4.2. Improve Air Force mission performance, effectiveness, and resource efficiency by determining current and future peacetime and wartime manpower requirements. **(T-1)**.
- 2.4.3. Partner with functional communities, Major Commands, and field commanders to complete manpower requirements determination studies to include the development of standard work. **(T-1)**.
- 2.4.4. Develop Air Force-level manpower programming factors. **(T-1)**.
- 2.4.5. Develop and execute senior grade reviews, and grade allocation factors. **(T-1)**.
- 2.4.6. Conduct special Headquarters Air Force studies. **(T-1)**.
- 2.4.7. Recommend the most efficient and effective use of Air Force manpower resources to the Air Force Corporate Structure and functional managers. **(T-1)**.
- 2.4.8. Validate Air Force-wide military and civilian manpower requirements, before use in the programming and resourcing process. **(T-1)**.
- 2.4.9. Assist functional managers and field units to execute Air Force strategic sourcing and commercial activity programs. **(T-1)**.
- 2.4.10. Provide manpower and management consulting services to Headquarters Air Force and Air Force functional communities for optimizing systems, improving resource use, and enhancing mission effectiveness and efficiency in peacetime and contingency operations. **(T-1)**.
- 2.4.11. Develop management engineering tools and methods, programming tools, organizational and process-related standards, organizational staffing requirements, and resource allocation studies. **(T-1)**.
- 2.4.12. Serves as Air Force functional lead for Logistics Composite Model. **(T-1)**.
- 2.4.13. Coordinates with Air Force Reserve Command (AFRC)/A1M, and National Guard Bureau (NGB)/A1M when quantifying Regular Air Force manpower requirements in functions

common to both Regular Air Force and Air Reserve Components to leverage Total Force integration. (T-1).

2.4.14. Develops and quantifies manpower availability factors and special manpower availability factors for activities crossing command lines. (T-1).

2.4.15. Reviews and certifies manpower availability factors are current, or updates factors, at least every three years. (T-1).

2.4.16. Posts all manpower availability factor tables on the Air Force Manpower Analysis Agency Website. (T-1).

2.4.17. Execute the Management Engineering Program. (T-1).

2.4.18. Develop management engineering tools and methods to execute the Management Engineering Program. (T-1).

2.4.19. Develop, post, and maintain the Regular Air Force manpower studies schedule. Sends schedule to AF/A1M for approval. (T-1).

2.4.20. Develop, approve, post, and maintain all Regular Air Force manpower determinants, to include Air Force Manpower Analysis Agency-approved Major Command manpower standard variances. (T-1).

2.4.21. Staff Regular Air Force manpower standard products with Air Force functional communities and MAJCOM/A1Ms during the manpower determinants development process. (T-1). At a minimum, the manpower determinants staffing process consists of staffing manpower standard data, standard work documents, and any applicable variances or manpower tables. (T-1).

2.4.22. Conduct Continuous Process Improvement events to develop new or updated standard work documents. (T-1).

2.4.23. Provide impact statements at the request of study stakeholders. (T-1).

2.4.24. Provide Major Commands with standard work documents and manpower determinants for review during manpower determinants development and staffing process. (T-1). Major commands provide material to support their comments. (T-1).

2.4.25. Notify MAJCOM/A1Ms of new and revised manpower determinants. (T-1).

2.4.26. Establish a schedule for currency/functional account code review every two years. (T-1).

2.4.27. Coordinate with the functional community, review and update manpower determinants for applicability. (T-1).

2.5. Major Command Manpower and Organization (MAJCOM/A1M). In addition to the responsibilities in **paragraph 2.1**, MAJCOM/A1Ms will:

2.5.1. Advocate for Major Command-specific priorities and objectives to develop, allocate, and manage manpower requirements and resources. (T-1).

2.5.2. Validate and manage all manpower requirements and authorizations in the command's portfolio. (T-1). This includes participating in developing and applying manpower determinants and cost factors. (T-1).

2.5.3. Allocate manpower authorizations in the command's portfolio. This includes allocating Future Year Defense Program (FYDP) resources and grades. (T-1).

2.5.3.1. Conduct currency review of unfunded Unit Manpower Document positions. (T-1).

2.5.3.2. Remove unfunded positions which are not current or have not been funded for a three year period. (T-1). Exceptions will be coordinated with AF/A1MR. (T-1).

2.5.4. Assist or prepare manpower estimates, analyses, and reports to support planning, programming, systems acquisition, and resource use. (T-1).

2.5.5. Operate and maintain the integrity, viability, and accuracy of all data in the Manpower Programming and Execution System, in the scope of the command's portfolio. (T-1).

2.5.6. Work with Major Command Functional Managers to advocate for Major Command-level functional priorities and objectives to their MAJCOM/A1Ms, Air Force Manpower Analysis Agency, and Air Force Career Field Managers to develop, allocate, and manage manpower requirements and resources in their functional area of responsibility. (T-1).

2.5.6.1. Assist MAJCOM Career Field Managers with determining and managing manpower requirements and authorizations in their area of responsibility. (T-1).

2.5.6.2. Notify MAJCOM Career Field Managers when changes to policies, procedures, or other factors could affect manpower end strength, allocations, or distribution in their area of responsibility. (T-1).

2.5.7. Act as servicing manpower office for above wing level manpower requirements. (T-1).

2.5.8. Follow Department of Defense and Air Force directives on military essentiality. Creates new military manpower positions only if the positions satisfy military essentiality criteria. (T-1).

2.5.9. Jointly develop special and foreign national manpower availability factors with the Air Force Manpower Analysis Agency. (T-1).

2.5.10. Notify Air Force Manpower Analysis Agency that an Regular Air Force manpower standard is no longer applicable. (T-1). Air Force Manpower Analysis Agency determines if the manpower determinant is still valid and notifies the MAJCOM/A1M of the results. (T-1). If still valid, Air Force Manpower Analysis Agency will update the manpower determinant's applicability statement. (T-1).

2.5.11. Provide guidance on the use of manpower requirements determination tools to servicing manpower activities. (T-1).

2.5.12. Communicate with the Air Force Manpower Analysis Agency lead team for manpower standard studies. (T-1).

2.5.13. Review and coordinate on manpower determinants development products. (T-1).

2.5.14. Review and analyze Major Command inputs to developmental manpower determinants. (T-1).

2.5.15. Work with the respective functional area manager to mitigate issues with developmental manpower determinants at the Major Command-level. (T-1).

- 2.5.16. Combine installation inputs to developmental manpower determinants into a single command response back to Air Force Manpower Analysis Agency. (T-1).
- 2.5.17. Notify the servicing manpower activity when scheduled to take part in manpower determinants development efforts. (T-1).
- 2.5.18. Validate all manpower requirements not included in approved manpower determinants.
- 2.5.19. Coordinate proposed manpower changes with affected Major Command functional staffs before updating projects in the Manpower Programming and Execution System. (T-1).
- 2.5.20. Review Logistics Composite Model scenarios which define the major parameters used in the simulation for accuracy. (T-1).
- 2.5.21. Apply manpower determinants every three years or earlier if dictated by significant workload or mission changes. (T-1).
- 2.5.22. Apply newly approved manpower determinant and update the Manpower Programming and Execution System with the results of a manpower determinant application within 90 calendar days from AF/A1M notification. (T-1).
- 2.5.23. Notify Air Force Manpower Analysis Agency when the Regular Air Force manpower standard is no longer applicable to an activity. (T-1).
- 2.5.24. Sends all valid Regular Air Force variance requests to Air Force Manpower Analysis Agency. (T-1). Validates the need based on required work, in coordination with Major Command functional authority, and validates the number of hours estimated to do the required work. (T-1). Will ensure each variance meets the minimum threshold of 25 monthly man-hours. (T-1).
- 2.5.25. Prepares Manpower Estimate Reports using the situational guidance provided by the requestor. Sends reports to AF/A1M for review and approval. (T-1).
- 2.5.26. Performs oversight of manpower inputs into the Strategy, Planning, Programming, Budgeting, and Execution process. (T-1).
- 2.5.27. Ensure assigned Continuous Process Improvement practitioners work closely with the Master Process Officer on Continuous Process Improvement issues. (T-1).

2.6. Major Command Functional Managers may:

- 2.6.1. Take part in manpower determinants development studies and reviews and provides coordination to MAJCOM/A1M on manpower determinants development and Logistics Composite Model products.
- 2.6.2. Partner with the MAJCOM/A1M to identify the minimum essential work to determine manpower requirements for the stated mission.
- 2.6.3. Coordinate on manpower change actions and other manpower products within their functional area of responsibility.

2.7. Air Force Reserve Command, Manpower AFRC/A1M. In addition to the responsibilities in **paragraph 2.1**, AFRC/A1M will:

- 2.7.1. Quantify Air Force Reserve Command manpower requirements by developing, implementing, and managing various Air Force Reserve Command-specific manpower determinants, costing models, and associated Regular Air Force Major Command-approved unit type codes. **(T-1)**.
- 2.7.2. Develop and approves various manpower determinant and resource costing models for Air Force Reserve and manpower requirements. **(T-1)**.
- 2.7.3. Incorporate Continuous Process Improvement principles, methods, and initiatives in development processes. **(T-1)**.
- 2.7.4. Coordinate with AF/A1M, Air Force Manpower Analysis Agency, and affected MAJCOM/A1Ms when quantifying Regular Air Force manpower requirements in functions common to both Regular Air Force and Air Reserve Components to leverage Total Force integration. **(T-1)**.
- 2.7.5. Operate and maintain the integrity, viability, and accuracy of all data in the Manpower Programming and Execution System, in the scope of their command. **(T-1)**.
- 2.7.6. Execute the Management Engineering Program for Air Force Reserve Command. **(T-1)**.
- 2.7.7. Develop management engineering tools and methods to execute the Management Engineering Program. **(T-1)**.
- 2.7.8. Approve and distribute the Air Force Reserve Command manpower study schedule. **(T-1)**.
- 2.7.9. Develop, post, and maintain Air Force Reserve Command full-time manpower determinants and variances. **(T-1)**.
- 2.7.10. Staff Air Force Reserve Command manpower determinants throughout Air Force Reserve functional communities during the manpower determinants development process. At a minimum, the manpower determinants staffing process consists of staffing manpower standard data, a work description, and any applicable variances or manpower tables. **(T-1)**.
- 2.7.11. Provide Air Force Reserve functional communities with work descriptions and manpower determinants for review during manpower determinants development and staffing process. Major commands will provide materials to support their comments. **(T-1)**.
- 2.7.12. Notify Air Force Reserve functional communities of new or revised manpower determinants. **(T-1)**.

2.8. National Guard Bureau Manpower and Organization (NGB/A1M) will:

- 2.8.1. Develop and approve various manpower determinant and resource costing models to quantify ANG manpower requirements. **(T-1)**.
- 2.8.2. Incorporate Continuous Process Improvement principles, methods, and initiatives in development processes. **(T-1)**.
- 2.8.3. Coordinate with AF/A1M, Air Force Manpower Analysis Agency, and affected MAJCOM/A1Ms when quantifying Regular Air Force manpower requirements in functions common to both Regular Air Force and Air Reserve Components to leverage Total Force integration. **(T-1)**.

- 2.8.4. Provide guidance and procedures for determining and managing part-time ANG manpower requirements not otherwise specified in Air Force instructions and under ANG authorities in 32 USC and 10 USC. (T-1).
- 2.8.5. Operate and maintain the integrity, viability, and accuracy of all data in the Manpower Programming and Execution System, in the scope of their command. (T-1).
- 2.8.6. Execute the Management Engineering Program for the ANG. (T-1).
- 2.8.7. Develop management engineering tools and methods to execute the Management Engineering Program. (T-1).
- 2.8.8. Approve and distribute the ANG manpower study schedule. (T-1).
- 2.8.9. Develop, post, and maintain ANG full-time manpower determinants and variances. (T-1).
- 2.8.10. Staff ANG manpower determinants throughout ANG functional communities during the manpower determinants development process. At a minimum, the manpower determinants staffing process consists of staffing manpower standard data, a work description, and any applicable variances or manpower tables. (T-1).
- 2.8.11. Provide ANG functional communities with work descriptions and manpower determinants for review during manpower determinants development and staffing process. Major commands provide materials to support their comments. (T-1).
- 2.8.12. Notify ANG functional communities of new or revised manpower determinants. (T-1).

2.9. Air Education and Training Command Manpower and Organization (AETC/A1M). AETC/A1M will develop all technical training requirements using the Air Education and Training Command Manpower Pricing System and Programmed Flying Training manpower determinants. (T-1).

2.10. Servicing Manpower Activity will:

- 2.10.1. Advocate for activity-specific priorities and objectives to develop and manage manpower requirements and resources. (T-1).
- 2.10.2. Support developing and applying various manpower determinants and cost models, as directed. (T-1).
- 2.10.3. Maintain the integrity, viability, and accuracy of all data in the Manpower Programming and Execution System, within the scope of their supported units. (T-1).
- 2.10.4. Work with commanders to manage manpower requirements and resources. Servicing manpower activity will assist commanders with initiating requests to change manpower when any significant long-term change in mission requirements exists. (T-1).
- 2.10.5. Follows policies and procedures for military essentiality to establish new manpower positions, implement significant mission or duty changes, or consider converting current positions. Determines military essentiality based on the requirements of the position or the need to maintain a specific capability, it is not based on the characteristics of the incumbent. (T-1).

- 2.10.6. Use Inherently Governmental and Commercial Activity Reason codes using the guidance in DoDI 1100.22 in the appropriate field in the Manpower Programming and Execution System. **(T-1)**.
- 2.10.7. Advise commanders about application, use and management of manpower requirements. **(T-1)**.
- 2.10.8. Helps study teams measure workload, collect workload factor data, and validate workload information. **(T-1)**.
- 2.10.9. Review service contract purchase requests. **(T-1)**.
- 2.10.10. Review host-tenant and inter-Service support agreements for manpower impact. **(T-1)**.
- 2.10.11. Review memorandums of understanding for manpower impact. **(T-1)**.
- 2.10.12. Manage civilian positions. **(T-1)**.
- 2.10.13. Take part in deployment planning. **(T-1)**.
- 2.10.14. Support productivity programs. **(T-1)**.
- 2.10.15. Collect and validate workload factor data when the MAJCOM/A1M applies manpower determinants. **(T-1)**.
- 2.10.16. Provide manpower advisory services for units within their area of responsibility. **(T-1)**.
- 2.10.17. Performs Management Advisory Studies offered by the manpower activity in a client consultant relationship between the servicing manpower activity and requesting unit or agency to analyze problems such as excessive overtime, meeting suspense, high error rates, morale problems, layout analysis, paperwork flow, work distribution and misplaced manpower. Provide services to assist functions in identifying efficiencies and better ways of operating. **(T-1)**.
- 2.10.18. Performs manpower assessment to determine the initial impact of a new mission, provide commanders or managers assistance in rapidly evaluating manpower- related issues or determine the manpower needs of an Air Force level-of-effort or a level-of-capability function. **(T-1)**.
- 2.10.19. Manpower Activity Chief will ensure assigned practitioners work closely with the Wing Process Manager on Continuous Process Improvement issues. **(T-2)**.

2.11. Additional Roles and Responsibilities. The following chapters present Manpower career field programs, activities, processes and tasks. Multiple functional organizations are identified within these chapters to provide content, clarity and improve readability of this AFI. They are essential for the effective management of key Manpower operations.

Chapter 3

WORKFORCE MIX

3.1. Overview. This chapter details the types of manpower used to carry out Air Force missions and provides the tools for determining the appropriate workforce mix and private sector support with applicable laws and policies. DoDI 1100.22 provides guidance and procedures for determining the workforce mix of each function. DoDI 1100.22 has a decision matrix for determining the workforce mix to the function level.

3.2. Types of Manpower. The Air Force uses three kinds of manpower to do required work: (1) military personnel, (2) in-Service civilian employees, and (3) contracted services.

3.3. Military Essentiality.

- 3.3.1. Requires military-unique knowledge and skills needed for the performance of duties.
- 3.3.2. Requires military incumbency by law.
- 3.3.3. Requires military performance for command and control, risk mitigation, or esprit de corps.
- 3.3.4. Provides overseas rotation for career development, or wartime assignments.
- 3.3.5. Mitigates unusual working conditions or costs which are not conducive to civilian employment.

3.4. Non-Military Essential. Use in-Service civilian employees or contract services for work that does not meet the requirements of military essentiality.

3.5. Workforce Mix.

- 3.5.1. Military Essentiality. Military essentiality is the initial mission criteria considered to identify the correct workforce mix.
- 3.5.2. Military Essential Work. If current authorized civilian positions become military essential, convert the civilian positions to military positions through attrition unless mission requirements dictate a faster conversion. Coordinate any conversion in activities affecting ANG force training with the National Guard Bureau and Air Force Reserve conversions with Air Force Reserve Command.
- 3.5.3. Non-Military Essential Work. Use in-Service civilian employees or contract services to perform work not requiring military personnel. Work center capability may be maintained by using the residual military, including individual mobilization augmentees, or by realigning other civilian positions.
- 3.5.4. In work centers where civilian authorizations have been abolished as a result of a civilian reduction in force, MAJCOMs may not re-assign permanent or overage military personnel to perform the tasks formerly accomplished by reduction-in-forced in-service civilian employees.

Chapter 4

FACTORS AND ROUNDING RULES

4.1. Overview. The Air Force uses various manpower availability factors to define and quantify the number of full-time equivalents a given activity requires regarding man-hours. Dividing the man-hours earned from applying a manpower standard by the appropriate manpower availability factor and overload factor results in full-time equivalents.

4.2. Man-hour Availability Factor. A manpower availability factor is an average number of man-hours a month an assigned individual is available to do primary duties. The factor computations account for time away from the work center related to leave, medical care, education, and training (other than on the job training), permanent change of station, and organizational duties. Foreign national factors reflect host nation–unique non availability. Use Air Force–approved foreign national manpower availability factors as appropriate to include special workweeks. MAJCOM/A1Ms send requests for new factors to Air Force Manpower Analysis Agency for review. Each request must contain detailed justification and supporting data for the new factor and describe the circumstances and personnel availability policies. (T-1).

4.3. Overload Factor. The overload factor is usually applied along with specific manpower availability factors when applying manpower determinants and ensures efficient use of manpower authorizations. The overload factor realizes Air Force leadership expectation that some overtime is a useful tool instead of adding more manpower requirements.

4.4. Various Overload Factors.

4.4.1. Overload factor of 7.7 is applied to all mixed work centers, all military work centers and civilian only work centers with one - six civilian positions.

4.4.2. Use the 4.0 percent overload factor for the extended overseas 48-hour workweek.

4.4.3. Use the 1.2 percent overload factor for the wartime sustained and wartime contingency 60-hour workweek.

4.4.4. Do not apply the overload factors against wartime surge, firefighter, United States Air Force Academy faculty, or foreign national civilian workweeks.

4.4.5. Rounding rules for converting man-hours to fractional manpower.

4.4.5.1. For United States direct hire civilians in work centers with one to six civilian positions, apply the overload factor then round fractional manpower up to the next whole number.

4.4.5.2. For United States direct hire civilians in work centers with more than six civilian positions do not use overload factor and use normal rounding rules (less than .5 round down).

4.4.5.3. For military (use overload factor) and foreign national civilians, round manpower results to three decimal places and then round any fractional manpower up to the next whole number.

Chapter 5

DETERMINING MANPOWER REQUIREMENTS

5.1. Overview. By definition, manpower requirements quantify full-time equivalents needed to perform a job, mission, or program.

5.1.1. Manpower positions are documented as funded manpower authorizations or unfunded manpower requirements.

5.1.2. The Air Force considers manpower a resource to support approved programs. Manpower is not a program to manipulate apart from the programs it supports. Manpower is a limited resource reflecting the minimum essential level to do required work.

5.2. General Information.

5.2.1. Regular Air Force manpower planning and programming activities are centralized at Headquarters Air Force where national security policy is translated into force structure programs. Execution is decentralized to Major Commands and certain field operating agencies where budget and resource allocations are translated into command programs and units. The Management Engineering Program provides manpower determinants to help commanders determine manpower requirements.

5.2.2. Base manpower requirements are based on Air Force, Major Command, or National Guard Bureau directives.

5.2.3. Headquarters Air Force functional area managers and Air Force Career Field Managers will provide resources for manpower studies directed by the Air Force Corporate Structure. (T-1). Functional managers will not make manpower mix decisions without coordination from AF/A1M, this includes services provided by private sector contractors. (T-1). For Major Command-level manpower studies, Major Command Functional Managers will provide resources for manpower studies directed by Air Force Corporate Structure or Major Command Commander (MAJCOM CC). (T-1).

5.2.4. Manpower study teams will not release preliminary results, manpower estimates, or manpower requirements without leadership approval from the Air Force Manpower Analysis Agency Commander (AFMAA/CC). (T-2).

5.2.5. AFMAA/CC approves manpower determinants applicable to the Regular Air Force and those that also apply to the Air Reserve Component, such as wartime manpower determinants, whether applicable to multiple commands, a single command, or a single location. NGB/A1M and AFRC/A1M approve manpower determinants affecting the ANG and Air Force Reserve units.

5.3. Management Engineering Program.

5.3.1. The Management Engineering Program provides the framework for developing Air Force manpower determinants and analysis tools to identify the minimum manpower required to carry out approved missions.

5.3.2. Manpower determinants are developed per AFMAN 38-208 Vol. 1, *Air Force Management Engineering (MEP) - Processes*.

Chapter 6

MANAGING MANPOWER POSITIONS

6.1. Overview. Manpower activities maintain manpower positions by systematically applying available manpower determinants, process quality control, and various reviews.

6.2. A1M Staffs. AF/A1M, AFRC/A1M, and NGB/A1M staff may independently execute these common activities.

6.2.1. Issues guidance for disposition of authorizations more than applied manpower determinants. For the Regular Air Force, the applying wing may keep and redistribute excess authorizations unless otherwise specified in advance by their parent command or AF/A1M. For the ANG, excess resources will be returned per the ANG Corporate Process to be applied to ANG corporate priorities. (T-1).

6.2.2. Provides guidance or clarification on methods or procedures not otherwise specified in this instruction.

6.2.3. Prepares and disseminates a master study schedule for their respective Component. The schedule forecasts studies for five fiscal years and is updated every six months.

6.2.4. Maintains an up-to-date web-based repository of all active and historical manpower determinants and studies for their respective Component.

6.2.5. Establishes internal controls to ensure all products in the active repository are current and usable.

6.2.6. Certifies all manpower determinants are current and usable at least every 5 years or removes them from the active repository.

6.2.7. Documents the certification on the manpower determinants cover page. If notified products may be obsolete or incorrect, takes prompt action to resolve the status.

6.2.8. Posts all schedules on the respective Component's website.

6.2.9. Provides guidance on methods and procedures not otherwise specified in this instruction.

6.3. Major Command Manpower and Organization (MAJCOM/A1M) will:

6.3.1. Ensure overall compliance, accuracy, and currency of all manpower data in the Manpower Programming and Execution System (see Attachment 2) for their Command. (T-1).

6.3.2. Apply all manpower determinants at least once every three years per Air Force Manpower Analysis Agency or as directed by AF/A1M, or as significant mission changes warrant. (T-1).

6.3.3. Direct subordinate manpower activities to apply manpower determinants, but the Command keeps accountability for their completion. (T-1).

6.4. Servicing Manpower Activity will:

6.4.1. Apply manpower determinants as directed by their parent MAJCOM/A1Ms, or as significant mission changes warrant. (T-2).

- 6.4.2. Help supported units prepare manpower change requests. (T-2).
- 6.4.3. Evaluate manpower change requests for policy compliance, resource impact, unit type code impact, and possible impact on other position attributes and coordinates the request with local functional managers, as applicable. (T-2).

6.5. Applying Manpower Determinants.

- 6.5.1. Apply manpower determinants per instructions in the standard or as otherwise directed.
- 6.5.2. Make changes to unfunded positions and resource-neutral funded positions effective immediately.
- 6.5.3. If determinant application results in changes to authorized position populations, the Manpower Serving Activity will follow standing Command or AF/A1M guidance per Manpower Guidance Memorandum located on the AF/A1M SharePoint™. (T-2).

6.6. Manpower Change Requests.

- 6.6.1. Manpower change requests affect the population, distribution, composition of manpower requirements, programs, and organization in the Manpower Programming and Execution System.
- 6.6.2. Authorities to send Manpower Change Requests. Commanders or designated approval officials are the release authority to submit manpower change requests for their unit and any subordinate units. If delegated, they will identify the subordinate authority to the servicing manpower activity. (T-1).
- 6.6.3. Authority for Change Action. Air Force directives define manpower requirements. Program allocation, distribution, and risk management shape the requirements. A valid requirement must drive all manpower changes. (T-1).
- 6.6.4. Follow this guidance to submit a Manpower Change Request:
 - 6.6.4.1. Change Action. Briefly describe the requested action.
 - 6.6.4.2. Change Rationale. The rationale is often the only information available to a reviewing and approving authority evaluating the request. Provide enough justification that an independent party can adequately evaluate.
 - 6.6.4.3. Coordination Requirements. The proper functional authority must review changes affecting specific resources. (T-1).
 - 6.6.4.3.1. Program Element Code. The Department of Defense uses program elements in the Future Year Defense Program to budget for and control its resources. Evaluate actions affecting this attribute for effect to the program. Some constraints could limit or prohibit changing this attribute. For change requests initiated below the Command, servicing manpower activities contact the MAJCOM/A1M staff to coordinate the change request to the appropriate staff division to assess the feasibility of the action before sending the change request to the command. MAJCOM/A1M staff reviews all other requests affecting this attribute.
 - 6.6.4.3.2. Resource Identifier Code. Apply the same considerations to evaluate the program element code.

6.6.4.3.3. Air Force Specialty Code. Servicing manpower activities coordinate changes with local specialty functional, if applicable. MAJCOM/A1Ms coordinate all specialty changes with the appropriate Major Command Functional Manager. Also, include Air Force specialty code changes on civilian positions to assess the effect to any occupational series codes.

6.6.4.3.4. Military Grade. MAJCOM/A1Ms coordinate all changes to military grades with the Major Command Functional Manager (for impact on specialty lifecycle management) for command grade limit compliance. Servicing manpower activities will contact the MAJCOM/A1M to assess actions resulting in overall growth in any grade, regardless of specialty, for feasibility before sending the change request to the command. (T-1).

6.6.4.3.5. Funded Civilian Position. Coordinate all change requests affecting unit, office symbol, Air Force specialty of funded civilian positions with the servicing civilian personnel activity for effect on position descriptions and the encumbered employees.

6.6.4.3.6. Resource Neutral Actions. All manpower changes are resource neutral unless authorized by the MAJCOM/A1M. Offset any action resulting in an increase or decrease of an accountable resource with a comparable resource. Servicing manpower activities contact their parent MAJCOM/A1M for authority to send imbalance change requests.

6.7. Unit Manpower Document Maintenance.

6.7.1. MAJCOM/A1Ms will perform deliberate database review using various review processes. (T-1).

6.7.1.1. AF/A1M or Air Force Manpower Analysis Agency will schedule recurring review of high-interest attribute codes. (T-1).

6.7.1.2. Manpower activities at all levels will conduct attribute code reviews during the manpower change process. (T-1). Review all position attributes for accuracy and currency when adding or changing manpower positions.

6.7.1.3. Manpower authority may perform targeted attribute reviews for specific specialties or units.

Chapter 7

MANAGING CIVILIAN POSITIONS

7.1. Overview. Civilian positions are a result of workforce mix or budgetary decisions. They balance mission needs with economy and efficiency of operations. Civilian positions are not military essential but may be inherently governmental or exempt commercial activities. (See DoDI 1100.22 for guidelines on determining workforce mix.) Civilian positions may exist in commercial activities because they are determined by a study or determined for in house cost effectiveness.

7.1.1. Civilian positions are a result of the statutory expenditure of civilian pay appropriations. The Future Years Defense Program allocations capture expenditure of appropriations. All manpower activities must be deliberate and prudent in determining and managing civilian positions. (T-1). (See AFI 36-1401, *Civilian Position Classification*, for other responsibilities for developing, managing, and classifying position descriptions.)

7.1.2. AF/A1M takes necessary actions to transfer civilian grade and occupation series data from civilian personnel to the Manpower Programming and Execution System (see Attachment 2).

7.1.3. In accordance with AFI 36-129, *Civilian Personnel Management and Administration*, the Wing Commander/civilian equivalent (or designated representative) chairs the base level Human Capital Resource Management Board, which includes functional managers, and representatives from Civilian Personnel, Financial Management and Force Support Manpower and Organization Flight. MAJCOM A1Ms likewise as an advising member support the Human Capital Resource Management Board at the MAJCOM level.

7.1.4. The servicing manpower activity is a member of the corporate board, and will assist with managing civilian positions on the Unit Manpower Document. In accordance with AFI 36-129, the servicing manpower activity will:

7.1.4.1. Monitor civilian position data in the Manpower Programming and Execution System for their supported units. (T-2).

7.1.4.2. Coordinate manpower change actions that affect funded civilian positions with the servicing civilian personnel activity. (T-2).

7.1.4.3. Review new and revised position descriptions for consistency with the position's Air Force specialty and skill level, function, organizational placement, and any other position-defining attribute. (T-2).

7.1.4.4. Work with supervisors and servicing civilian personnel activities to resolve disparities between position descriptions and position requirements. (T-2).

7.1.5. Servicing Civilian Personnel Activity.

7.1.5.1. Reviews and coordinates manpower change requests for impacts that may adversely affect position classification or encumbered positions.

7.1.5.2. Sends requests for personnel action that might affect position description classification to the servicing manpower activity for coordination before taking any classification or staffing actions.

7.1.5.3. Provides copies of position descriptions to the servicing manpower activity to support review and change processes.

7.1.5.4. Works with supervisors and the servicing manpower activity to resolve discrepancies between position descriptions and associated manpower positions.

7.1.5.5. Coordinates all requests for overhire and reimbursable civilian positions with the servicing manpower activity before classification and staffing.

7.1.6. Supervisors.

7.1.6.1. Send requests for new or revised position descriptions to the servicing manpower activity for coordination.

7.1.6.2. Works with their servicing manpower activity when developing or revising position descriptions. The servicing manpower activity can provide information and advice to ensure the duties and responsibilities are within the scope of the position's Air Force specialty, function, and organization.

7.1.6.3. Send requests for any new or revised position descriptions to the servicing civilian personnel activity for action only after receiving servicing manpower activity coordination.

7.2. Position Description Review.

7.2.1. Servicing manpower activity will work with servicing civilian activities to review position descriptions. (T-2).

7.2.2. Verify position descriptions do not include inferred work, assumed work, or work done by existing contracts. Directed work defines manpower requirements. Do not use civilian position descriptions to capture work not otherwise directed to the unit by higher headquarters directives.

7.2.3. Verify the occupational series and duties are consistent with the position's Air Force specialty and skill level.

7.3. Overhire and Reimbursable Civilian Positions.

7.3.1. Overhire civilian positions are short-term solutions to short-term seasonal, cyclical, or surge workload requirements. Overhires are not to resolve chronic staffing shortfalls. Pursue permanent solutions if anticipating overhire requirements to last more than two years. They will not be validated and approved to replace or compensate for unfunded manpower requirements on the unit manpower document for long periods. (T-1). Establish overhire positions in the Manpower Programming and Execution System when requirement lasts more than 1 year and set the position's "through date" for no more than 24 fiscal quarters. Review all overhire requirements every year and update the Manpower Programming and Execution System. See [Table 7.1](#) for specific Manpower Programming and Execution System position attributes.

7.3.2. Reimbursable civilian requirements are funded by non-Air Force sources (e.g., foreign military sales or service agreements). The requirement duration is often undetermined. Manpower positions are established in the Manpower Programming and Execution System with an indefinite "through date." Reimbursable requirements are reviewed annually and the Manpower Programming and Execution System is updated as needed. See [Table 7.1](#) for specific manpower position attributes.

7.4. Civilian Position Data Attributes.

7.4.1. The Defense Civilian Personnel Data System is the system of record for classified civilian positions. A direct feed updates occupational series codes and grades for civilian positions from the Defense Civilian Personnel Data System. Do not use alternate sources to update these fields in the Manpower Programming and Execution System. Servicing manpower activities work with the appropriate servicing civilian personnel activities to resolve any discrepancies or omissions. A direct feed from the Defense Civilian Personnel Data System updates the Manpower Programming and Execution System once discrepancies are resolved.

7.4.2. Air Force Specialty Code. The Air Force specialty code reflects military specialties, not civilian specialties. Occupational series codes reflect civilian specialties and are a result of the classification process. There is no direct conversion from military specialty and skill level to civilian specialty and grade, but there must be a close correlation. Military specialty and skill level initially define all Air Force manpower requirements. If workforce mix or budgetary decisions warrant civilian positions, then a classification process determines an occupational series and grade equal to the position's military specialty and skill level. Manpower and civilian personnel specialists and classifiers work together to maintain the intended specialty and skill level of the position through the final classification.

7.4.3. Occupational Series Code. The occupational series code reflects a civilian positions specialty.

7.4.3.1. Supervisors, servicing manpower and civilian personnel activities work together to identify occupational series most appropriate to reflect relative equivalency to the Air Force specialty code requirements of positions.

7.4.3.2. The Manpower Programming and Execution System reflects occupational series codes of positions established in the Defense Civilian Personnel Data System.

7.4.3.3. Civilian positions without an established position in the Defense Civilian Personnel Data System use occupational series code "0000."

7.4.4. Civilian Grades. Civilian grades are a result of the classification process.

7.4.4.1. The classified grade is both the required and authorized grade.

7.4.4.2. Positions classified with incremental grades reflect the highest target grade in the Manpower Programming and Execution System.

7.4.4.3. Required and authorized grades for civilian positions without a position description use code "TBD."

7.4.4.4. Required and authorized grades for all foreign national civilian positions use code "CIV."

Table 7.1. Civilian Position Attribute Matrix.

Attribute*	Unfunded	FYDP-Funded	Overhire	Reimbursable
MNT	RXXXX	XXXXX	NXXXO	NXXXR
RIC	0160	0160-0163, 0253	7676, 7678- 7679	7677

CEC	10	10/20/30/40	10/20/30/40	10/20/30/40
OCC	From DCPDS	From DCPDS*	From DCPDS	From DCPDS
RGRD	From DCPDS	From DCPDS*	From DCPDS	From DCPDS
GRD	From DCPDS	From DCPDS*	From DCPDS	From DCPDS
CPD	From DCPDS	From DCPDS*	From DCPDS	From DCPDS

*- Excludes Defense Civilian Personnel Data System (DCPDS) updates for 0161 and 0162
*Data Element Titles: MNT - Manpower Type Code, RIC - Resource Identification Code, CEC - Civilian Employment Category, OCC - Occupational Series, RGRD - Required Grade, GRD - Grade, CPD - Civilian Position Description

Chapter 8

CONTRACT MANPOWER

8.1. Overview. Manpower authorities review contract purchase requests for services to verify the proposed contract work is not already done or paid for by programmed resources.

8.2. Contract Purchase Request Review.

8.2.1. Under Title 10 USC Section 2241, government and contract performance and funding of the same function may overlap for up to 1 year in order to implement an orderly transition plan between service providers. The supported function, servicing contracting and manpower activities must promptly resolve any extenuating circumstances that require funding that extends beyond a year to bridge the transition. (T-1).

8.2.2. Requiring Activity. Sends contract purchase requests, to include funding documentation, the independent government estimate, requirements approval document and the performance work statement, to the servicing manpower activity for validation. The requiring activity also provides enough technical information to help the servicing manpower activity in reviewing the contract request.

8.2.3. Servicing Manpower Activity. Reviews and coordinates on all service contract requests, modifications, or terminations which change contractor full-time equivalent requirements to ensure the proposed contract work does not duplicate or conflict with the existing government workforce. (T-1).

8.2.4. Servicing Contracting Activity. Processes request for services, including changes, extensions, and terminations, once the servicing manpower activity has reviewed the request.

8.3. Documenting Contractor Full-Time Equivalents.

8.3.1. The need to record contractor full-time equivalents is an internal manpower enterprise determination.

8.3.2. Contractor full-time equivalents have worth in determining workforce mix, sizing organizations, applying specific manpower determinants, base support plans, and manpower estimates for major acquisition programs.

8.3.3. Until otherwise directed by AF/A1M, MAJCOM/A1M's may use their discretion whether to document contractor full-time equivalents. If recorded, MAJCOM/A1M's will publish methods and procedures to include an annual review. (T-1).

Chapter 9

REGULAR AIR FORCE MILITARY GRADES

9.1. Overview. Military grade management is an integral process with the colonel and chief master sergeant grade review boards and officer and enlisted grade allocations. Although each is a separate event, they occur in sequence to ensure top-down allocation and grade determination.

9.1.1. Each grade review is accomplished every two years on alternating years. Grades must stay in balance with the funding accounts identified within the annual National Defense Authorization Act. (T-1).

9.1.2. Military Grade Allocation and Constraints.

9.1.2.1. Each year the National Defense Authorization Act defines the maximum number of officers and enlisted authorizations.

9.1.2.2. Congressional along with Air Force policy determine ceilings that constrain the number of Regular Air Force general officers, field grade officers, chief master sergeants, and senior master sergeants.

9.1.2.3. Colonel and chief master sergeant grade review boards validate and recommend those positions to fund to colonel or chief master sergeant.

9.1.2.4. The grades allocation process establishes percentages (factors) for the remaining officer and enlisted grades (i.e., lieutenant through lieutenant colonel and airman first class through senior master sergeant). The Air Force Manpower Analysis Agency will provide a fair share distribution of limited grades to all commands and specialties by developing command grade factors and command specialties factors using the required grade of funded authorizations. (T-1).

9.1.2.5. The Manpower Programming and Execution System (see Attachment 2) documents all funded and unfunded manpower requirements. Funded requirements contain required and authorized grades. The required grade (unconstrained) data field in the Manpower Programming and Execution System reflects grades to do specific work. The authorized grade (constrained) data field reflects fiscal reality and defines those grades allowed by applying colonel and chief master sergeant allocations and applying officer and enlisted factors to authorized end strength.

9.2. Colonel and Chief Master Sergeant Grade Allocation Process.

9.2.1. Air Force Senior Leader Management (AF/A1L).

9.2.1.1. Establishes and administers Air Force guidance governing the management of all colonel and chief master sergeant grades to include the control and allocation of those grades.

9.2.1.2. Convenes the colonel and chief master sergeant grade review boards.

9.2.1.3. Establishes controls to manage colonel and chief master sergeant grades in the Manpower Programming and Execution System.

9.2.1.4. Develops procedures for adding more colonel or chief master sergeant grades or realigning Air Force-approved colonel or chief master sergeant grades.

9.2.2. Manpower, Organization and Resources Directorate (AF/A1M).

- 9.2.2.1. Oversees the colonel and chief master sergeant grade allocation process.
- 9.2.2.2. Establishes criteria, guidelines, and instructions for each colonel and chief master sergeant grade review.
- 9.2.2.3. Maintains the colonel and chief master sergeant “directed grade” lists, as well as other positions protected from the grade review board process.
- 9.2.2.4. Provides overall management and oversight of Air Force rotational and nominative positions.
- 9.2.2.5. Notifies MAJCOM/A1Ms to implement the approved colonel and chief master sergeant allocations.
- 9.2.2.6. Helps transfer colonel and chief master sergeant grades resulting from Air Force–directed mission or organization changes between commands.
- 9.2.2.7. Develops guidelines and approves change requests for colonel and chief master sergeant grades for out of cycle requests.

9.2.3. Air Force Colonel Management (AF/A1LO).

- 9.2.3.1. Manages Regular Air Force authorized colonel officer grade end strength within proportional limits set by 10 USC § 523. Exclude medical and dental officers, permanent United States Air Force Academy career military professors, and Senior Military Acquisition Advisors (under 10 USC § 1725) when computing and determining authorized end strength.
- 9.2.3.2. Executive agent for, and advisor to, the colonel grade review board.
- 9.2.3.3. Analyzes colonel data for grade review board.
- 9.2.3.4. Coordinates the results for Chief of Staff of the Air Force review and approval.
- 9.2.3.5. Coordinates on change requests for colonel grades for out of cycle requests.
- 9.2.3.6. Approves and maintains the colonel “directed requirements” lists, as well as other positions protected from the grade review board process.

9.2.4. Air Force Chief Master Sergeant Management (AF/A1LE).

- 9.2.4.1. Manages Regular Air Force authorized chief master sergeant grade end strength within proportional limits set by AFPD 38-1.
- 9.2.4.2. Executive agent for, and advisor to, the chief master sergeant grade review board.
- 9.2.4.3. Analyzes chief master sergeant data for grade review board.
- 9.2.4.4. Coordinates the results for Chief Master Sergeant of the Air Force review and approval.
- 9.2.4.5. Coordinates on change requests for chief master sergeant grades for out of cycle requests.
- 9.2.4.6. Approves and maintains the chief master sergeant “directed requirements” lists, as well as other positions protected from the grade review board process.

9.2.5. Air Force Career Field Managers.

- 9.2.5.1. Adhere to the criteria, guidelines, and instructions provided for each respective senior grade review.
- 9.2.5.2. Review colonel and chief master sergeant positions during the review process and provide an Air Force–level perspective for grade review board consideration to include prioritization and Air Force three-letter functional authority endorsement.
- 9.2.5.3. Review out of cycle colonel and chief master sergeant grade change requests to ensure the duties and responsibilities of the proposed request warrant spending these scarce grade resources.

9.2.6. Air Force Manpower Analysis Agency.

- 9.2.6.1. Provides data system requirements, analysis, programming, and data processing support for developing and maintaining the Manpower Programming and Execution System’s Senior Grades Allocation Module.
- 9.2.6.2. Manages the data collection process with major command(s) and Air Force Career Field Managers.
- 9.2.6.3. Analyzes and stratifies major command(s) and Headquarters Air Force functional area manager inputs.
- 9.2.6.4. Coordinates with AF/A1M, Air Force Colonel Management (AF/A1LO), and Air Force Chief Master Sergeant Management (AF/A1LE) in preparation for the grade review board.
- 9.2.6.5. Provides approved results to MAJCOM/A1Ms for implementation.
- 9.2.6.6. Performs monthly oversight for command compliance of approved colonel and chief master sergeant grades.
- 9.2.6.7. Analyzes trend data and command compliance with allocated senior grades and notifies Manpower, Organization and Resources Directorate (AF/A1M), Air Force Personnel Center, Force Management Policy (AFPC/A1P), Plans and Integration Directorate (AF/A1X), Air Force Colonel Management Division (AF/A1LO), and Air Force Chief Master Sergeant Management Division (AF/A1LE) when the commands over allocate or under allocate colonels or chief master sergeants.

9.2.7. MAJCOM/A1Ms and Non-Air Force Activities.

- 9.2.7.1. Adhere to the criteria, guidelines, and instructions provided for each respective senior grade review.
- 9.2.7.2. Identify colonel and chief master sergeant requirements to include, but not limited to developing and maintaining position descriptions and ranking positions during grade review process per established criteria and business rules provided for each review. Validate colonel and chief master sergeant position requests to ensure the workload expressed warrants a colonel or chief master sergeant grade.
- 9.2.7.3. Provide funded offsets for each unfunded requirement sent to the colonel and chief master sergeant grade review boards. Offsets must be in the same resource category, and the action must be effective at least two fiscal quarters from the current fiscal quarter.

9.2.7.4. Implement colonel and chief master sergeant grade review board result as directed by AF/A1M implementation instructions.

9.2.7.5. Ensure the Manpower Programming and Execution System reflects only Air Force-approved colonel and chief master sergeant positions.

9.2.7.6. Coordinate with AF/A1M, Air Force Colonel Management (AF/A1LO) or Air Force Chief Master Sergeant Management (AF/A1LE), and Air Force Career Field Managers on colonel and chief master sergeant out of cycle requests. Send colonel and chief master sergeant position descriptions and change request to AF/A1MR for out of cycle changes for approval before implementing in the Manpower Programming and Execution System.

9.2.8. Major Command Senior Leader Management (MAJCOM/A1L).

9.2.8.1. Takes part in ranking colonel and chief master sergeant requirements.

9.2.8.2. Coordinates on colonel and chief master sergeant position descriptions.

9.3. Officer and Enlisted Grades Allocation Process.

9.3.1. AF/A1M.

9.3.1.1. Manages Regular Air Force senior master sergeant authorized grade end strength within proportional limits set by 10 USC § 517.

9.3.1.2. Manages Regular Air Force authorized lieutenant colonel and major grades within proportional limits set by 10 USC § 523. Excludes medical and dental officers, permanent United States Air Force Academy career military professors, and Senior Military Acquisition Advisors (under 10 USC § 1725) from computations when determining authorized end strength.

9.3.1.3. Manages remaining officer (lieutenant and captain) and enlisted (airman first class through master sergeant) authorized grades.

9.3.1.4. Oversees officer and enlisted grades allocation planning and execution.

9.3.1.5. Establishes officer and enlisted grades allocation criteria, guidelines, and instructions.

9.3.1.6. Provides grade ceilings, programmed end-strength data, and student, trainee, and personnel hold data to be used at each allocation.

9.3.1.7. Sets fixed grades criteria and approves fixed grades requests.

9.3.1.8. Approves officer and enlisted command and specialty grade factors.

9.3.1.9. Notifies MAJCOM/A1Ms to implement the approved officer and enlisted allocations.

9.3.1.10. Coordinates with MAJCOM/A1Ms when grades are over or under the established officer and enlisted grade allocation.

9.3.2. Air Force Career Field Managers.

9.3.2.1. Review their respective specialty required grade funded positions before enlisted and officer grades allocation and throughout the grades allocation process within criteria and guidelines established on the announcement of each respective grade review.

9.3.2.2. Adheres to the criteria, guidelines, and instructions provided for each respective grade allocation.

9.3.3. Air Force Manpower Analysis Agency.

9.3.3.1. Manages the officer and enlisted allocation process for AF/A1M.

9.3.3.2. Informs AF/A1M about grade review criteria, processes, and procedures.

9.3.3.3. Manages the data collection process with MAJCOM/A1Ms and Air Force Career Field Managers.

9.3.3.4. Provides approved results to MAJCOM/A1Ms for implementation.

9.3.3.5. Defines data system requirements supporting the grade allocation process.

9.3.3.6. Provides analysis, programming, and data processing support for developing and maintaining the Manpower Programming and Execution System's Grades Allocation Module.

9.3.3.7. Analyzes and evaluates grade allocation results.

9.3.3.8. Compares grade allocation results with relevant personnel programs as identified by AF/A1M.

9.3.3.9. Prepares final grade factors for command allocation.

9.3.3.10. Helps Air Force Career Field Managers with enlisted and officer specialty reviews.

9.3.3.11. Provides final grade factors to MAJCOM/A1Ms.

9.3.3.12. Helps MAJCOM/A1Ms implement officer and enlisted command grade and AFSC factors to command end strength.

9.3.3.13. Oversees command compliance with officer and enlisted command grade factors by comparing historical unit manpower documents against the command's Future Year Defense Program and applying command grade factors quarterly.

9.3.3.14. Analyzes trend data and command compliance with established grade factors and notifies AF/A1M, Air Force Personnel Center, Force Management Policy (AF/A1P), Plans and Integration (AF/A1X) when the commands over allocate or under allocate grades.

9.3.4. MAJCOM/A1Ms and Non-Air Force Activities.

9.3.4.1. Adhere to the criteria, guidelines, and instructions provided for each respective grade allocation.

9.3.4.2. Ensure required grade data in the Manpower Programming and Execution System reflects command grade requirements, identifies/requests fixed grades.

9.3.4.3. Implement grade allocations.

9.3.4.4. Ensure commands stay within their respective command grade factors when applied to the command end strength.

Chapter 10

AIR RESERVE COMPONENT MANPOWER

10.1. Overview. Air Reserve and National Guard Bureau Components manage their manpower in accordance with the following guidance.

10.2. AF/REX, AFRC/A1M and NGB/A1M will:

10.2.1. Establish manpower requirements for in-place mobilization and manage, support, and train units in a non-mobilized status when the Regular Air Force command does not provide this support. Include these authorizations with the coordinating command's mobilization manpower requirements and send the combined data to Headquarters Air Force, the coordinating Major Command, mobilization assistant, and the respective Air Force Reserve units. (T-1).

10.2.2. Oversee unit programming actions to ensure unit designations are valid and personnel accountability symbol codes are available. Confirm and communicate unit designation and personnel accountability symbol codes to Regular Air Force commands when they complete programming actions. (T-1). Only the National Guard Bureau shall allocate manpower resources, to include skill level and grade, and prepare manpower documents for ANG State headquarters per approved staffing guides. (T-1).

10.2.3. Validate all individual mobilization augmentee authorizations. (T-1).

10.2.4. Review Air Reserve Component authorization skill and grade distribution to ensure they follow current Air Force and Department of Defense guidance. (T-1).

10.3. Establishing Manpower Requirements.

10.3.1. Air Force approves manpower authorizations for Air Reserve Component units based on:

10.3.1.1. Established Air Reserve Component manpower determinants and guides, support agreements and programming documents.

10.3.1.2. Approved Unit Type Codes.

10.3.1.3. Information and automated manpower file extracts exchanged among Regular Air Force and host commands, the National Guard Bureau, Headquarters Air Force Reserve Command, and Headquarters Air Force.

10.3.2. Requirements for Reserve Component Gained Units. Commands establish mobilization manpower requirements for gained ANG units whereas AFRC units mobilize, but are not gained to the Regular Air Force. These requirements state the manpower resources needed to augment the active forces in wartime and contingencies. Get NGB/A1M coordination before placing mobilization manpower requirements into the Manpower Programming and Execution System. Use the required grade of the active force unit manpower document and manpower determinants for similar activities to determine Air Reserve Component required grades. AF/A1M and NGB/A1M are the only offices authorized to update ANG mobilization manpower requirements into the Manpower Programming and Execution System.

10.3.3. Manpower Requirements for Full-Time In-Place and Nonmobilized Units. The ANG and Headquarters Air Force Reserve Command determine manpower requirements needed for in-place mobilization and for managing, supporting, and training ANG and Air Force Reserve units in a non-mobilized status. Air Force program guidance and the United States Air Force Programs, Installations, Units, and Priorities documents provide the numbers and types of Air Reserve Component units programmed by period and unit location. AF/A1M uses the manpower transaction report to oversee manpower programs established for ANG and Air Force Reserve Command units.

Chapter 11

INDIVIDUAL MOBILIZATION AUGMENTEE POSITIONS

11.1. Overview. This chapter applies to individual mobilization augmentee authorizations below brigadier general in all program elements. Individual mobilization augmentees are individual members of the Selected Reserve or Participating Individual Ready Reserve assigned to an Regular Air Force of the Department of Defense or other federal agency in war, contingency operations, and peacetime to meet national defense, strategic national interest, and domestic objectives.

11.2. Applicability. Do not reallocate authorizations between controlled program elements without first obtaining approval from the appropriate program manager. (T-1).

11.3. Individual Mobilization Augmentees Categories.

11.3.1. Per DoDI 1235.11, *Management of Individual Mobilization Augmentees (IMAs)*, individual mobilization augmentee requirements may support mobilization, contingency operations, or other specialized or technical requirements to augment the Regular Air Force component structure. Use the following guidelines when validating individual mobilization augmentee manpower requirements. (T-1).

11.3.2. Mobilization. Individual mobilization augmentees are validated to backfill units that deploy in support of war plans when critical home station functions must continue. Individual mobilization augmentees also may be validated under mobilization criteria to augment deployed-in-place units not adequately staffed to provide expanded hours of operation or other requirements defined in operational plans. MAJCOM's will review war plans when validating individual mobilization augmentee requests for in-place mobilization support. (T-1).

11.3.3. Contingency Operations. Individual mobilization augmentees provide support to Regular Air Force expeditionary forces, backfill active personnel who deploy, or augment Headquarters Air Force, Major Command, and Numbered/Named Air Force staff activities that must expand operations during these operations. Individual mobilization augmentees for contingency operations requires the position to either reduce the operations tempo of the active force, provide workload relief for units losing personnel on steady-state deployment requirements, or augment Major Command or Numbered/Named Air Force staffs not staffed to support the expanded hours associated with contingency operations.

11.3.4. Specialized, Technical, or Scientific. Individual mobilization augmentees provide support to Regular Air Force when workload is mission essential and requires rare, highly-specialized, scientific, or technical skills, degrees, or certifications otherwise unavailable in the Regular Air Force (examples: nuclear physicist, brain surgeon, etc).

11.4. Miscellaneous Information.

11.4.1. Individual Mobilization Augmentee Wartime Authorizations. Before requesting individual mobilization augmentee authorizations to satisfy wartime requirements, identify manpower made available by planned reductions in wartime or peacetime workloads.

11.4.2. Central and Single Manager Programs. Air Force Reserve Command centrally manages individual mobilization augmentees with specialties in the chaplain, medical, and legal career fields. Base manpower activities coordinate all requests for new individual mobilization augmentee authorizations in these specialties with the appropriate Air Force

Reserve Command functional area manager. The Air Force Office of Special Investigations is the single manager for all individual mobilization augmentees in their community.

11.4.3. General Officer Requirements. The Reserve General Officer Baseline Study periodically reviews and validates requirements and authorizations for general officers and mobilization assistants. The study is the basis for changes in positions to the Regular Air Force command for inclusion in the Manpower Programming and Execution System (see Attachment 2). The Air Force Reserve Senior Leader Management Office (AF/REG) is responsible for the baseline study.

11.5. Restrictions.

11.5.1. Individual mobilization augmentees do not augment Air Reserve Component force structure. Additionally, individual mobilization augmentees do not augment the Regular Air Force portion of an associate unit when the same capability is being provided by the Air Force Reserve or ANG portion of the association.

11.5.2. Individual mobilization augmentees do not augment ANG units.

11.5.3. Individual mobilization augmentees do not replace military personnel expected to be unavailable for duty because of leave, hospitalization, professional military education, or other temporary reasons.

11.5.4. Individual mobilization augmentees do not replace civilian employees who are Ready Reservists of the Military Services.

11.5.5. Individual mobilization augmentees do not manage and train Air Force Reserve Command personnel when that is the sole justification for an individual mobilization augmentee requirement. Major commands may use management and training of individual mobilization augmentee personnel as partial justification for an individual mobilization augmentee requirement providing the individual mobilization augmentee keeps proficiency in primary duties, using the individual mobilization augmentee is economical, and the individual mobilization augmentee exercises appropriate leadership and management skills for position and rank. Major commands may assign a senior individual mobilization augmentee position to administratively manage individual mobilization augmentees. Regular Air Force personnel within the Major Command keep primary responsibility for managing individual mobilization augmentee program operations.

11.6. Chief Air Force Reserve (AF/RE) will:

11.6.1. Ensure the most efficient and effective use of individual mobilization augmentee resources. (T-1).

11.6.2. Conduct a biennial review of individual mobilization augmentee positions below the rank of brigadier general. (T-1).

11.6.3. Manage external from USAF, such as Joint Staff, Combatant Commands and Defense Agencies and internal USAF Direct Reporting Units, FOAs, and MAJCOMs individual mobilization augmentee requirements. (T-1).

11.6.4. Establish and provide individual mobilization augmentee program guidance to servicing manpower offices and ensure requirements are validated per criteria and restrictions. (T-1).

11.6.5. Review all requests to ensure individual mobilization augmentee requirements meet the established criteria. (T-1).

11.6.6. Manage individual mobilization augmentee requirements inside the Air Force. (T-1).

11.7. Major Command Manpower and Organization (MAJCOM/A1M) or Agency Manpower Activity will:

11.7.1. Review, coordinates, and validates requests for new requirements. (T-1).

11.7.2. Review unfunded individual mobilization augmentee requirements every three years and deletes requirements that are no longer valid. (T-1).

11.7.3. Send requests to fund validated individual mobilization augmentee requirements to AF/REXX. Requests must include a proposed funding strategy. (T-1).

11.8. Non-Air Force Activities will:

11.8.1. Process requests per DoDI 1235.11 or Chairman Joint Chief of Staff Instruction 1001.01B, *Joint Manpower and Personnel Program*. (T-1).

11.8.2. Send validated individual mobilization augmentee requirements to AF/RE, through the servicing manpower activity. (T-1).

11.8.3. Units, Below Major Command–Level send requests for individual mobilization augmentee positions to their servicing manpower activity for review, coordination, and validation. (T-1).

Chapter 12

ACTIVE GUARD AND RESERVE POSITIONS

12.1. Overview. Commands establish Active Guard and Reserve authorizations for members of the ANG or Air Force Reserve Command. DoDI 1205.18, *Full-Time Support (FTS) to the Reserve Components*, lists duties and responsibilities for full-time support to the Air Reserve Components.

12.1.1. Congress and the Office of the Secretary of Defense establish limitations on management headquarters activities and Air Force personnel end strengths. Programs using Active Guard and Reserve authorizations get the usual budgetary review scrutiny.

12.1.2. 10 USC §12011, Authorized Strengths: Reserve Officers on Active Duty or on Full-Time National Guard Duty for Administration of the Reserve or the National Guard, and §12012, Authorized Strengths: Senior Enlisted Members on Active Duty or on Full-time National Guard Duty for Administration of the Reserve or National Guard, limits the grades for Active Guard and Reserve field grade officer and senior enlisted authorizations.

12.2. Criteria.

12.2.1. 10 USC §12310, *Armed Forces*, and §10211, *Policies and regulations: participation of Reserve officers in preparation and administration* cites Active Guard and Reserve positions are for organizing, administering, advising, recruiting, instructing, or training of the Reserve Component and participation of reserve officers in preparation and administration of policy affecting Reservists.

12.2.2. Includes duties not routinely assigned to, or not the responsibility of, the active force.

12.2.3. Record all Active Guard and Reserve authorizations in the Manpower Programming and Execution System (see Attachment 2) with the appropriate resource identity code and functional category.

12.2.4. Major commands may request new Active Guard and Reserve authorizations and changes to existing Active Guard and Reserve positions. A single request may include more than one similar position. All requests must identify the total number of authorizations required and determine the appropriate manpower workforce mix. Requests for new authorizations include potential sourcing options. The requesting unit commanders include a cover letter stating the overall intent of the position. (T-1).

12.2.5. Air Reserve Component and National Guard Bureau.

12.2.5.1. Reviews manpower requirement position request for compliance, allocation use, and impact on congressional, Office of the Secretary of Defense and budget limits. NGB/CF and AF/RE approve validated requests.

12.2.5.2. Sends copies of the validation, funding decision and supporting documentation to the requesting servicing manpower activity.

12.2.5.3. Validates all Active Guard and Reserve authorizations not established in law, ensures position currency, and approves establishment or changes to Active Guard and Reserve positions.

12.2.5.4. NGB/A1M and AFRC/A1M maintain Active Guard and Reserve manpower authorizations within approved end strength and grade ceilings for their respective component Active Guard and Reserve Unit Program. All requests for Active Guard and Reserve positions outside of the AFRC unit program are processed by AF/RE.

Chapter 13

AIR RESERVE COMPONENT MILITARY GRADES

13.1. Air National Guard Military Grades Process Overview.

13.1.1. This section establishes guidance for an Enlisted Grades Program for all ANG military positions at the unit-level and applies to all enlisted grades included in unit manpower document funded military end strength numbers. However, it does not apply to organizations or specialties identified in advance by the National Guard Bureau Command Chief Master Sergeant or NGB/CF. The ANG Enlisted Grades Program ensures grades are equitably distributed throughout all ANG field-level units. The Enlisted Grades Program ensures compliance with established grade percentages and provides methods for distributing enlisted grades throughout all ANG field-level units equitably.

13.1.2. Enlisted Grades Council. The Enlisted Grades Council will convene and review the enlisted grade structure every two years. (T-1). NGB/CF can direct an enlisted grade review board at any time. The major participants in the ANG Enlisted Grades Program are National Guard Bureau Command Chief Master Sergeant, Career Field Managers, Enlisted Grades Council representatives, NGB/A1M Chief Master Sergeant, and the Enlisted Field Advisory Council representatives.

13.1.3. National Guard Bureau Command Chief Master Sergeant. Chairs the Enlisted Grades Council and makes recommendations to NGB/CF.

13.1.4. Career Field Manager.

13.1.4.1. Coordinates specialty actions with Air Force specialty functional area managers and ensures the grades allocations and distribution process supports mission requirements and career progression within their specialties.

13.1.4.2. Conducts reviews of specialties and determines distribution while maintaining a zero within-grade balance of the total grades allocated for their specialties.

13.1.5. Enlisted Grades Council Representatives. Each functional and special staff director assigns a chief master sergeant representative. These representatives are responsible for the overall grades structure of all specialties within their areas and represent the ANG corporate process on enlisted grades.

13.1.6. National Guard Bureau Manpower Requirements (NGB/A1MR).

13.1.6.1. Administers the ANG Enlisted Grades Program and co-chairs the Enlisted Grades Council by way of the NGB/A1M Chief Master Sergeant. Manpower maintains and provides the ANG enlisted grades data. Baseline data for this process is current end of fiscal year data from the manpower database.

13.1.6.2. Schedules Enlisted Grades Council meetings.

13.1.7. Enlisted Field Advisory Council. Provides three representatives to the Enlisted Grades Council. These members represent the voice of the field in the ANG corporate process on enlisted grades.

13.1.8. Implementation. Career field managers and the Enlisted Grades Council work with NGB/A1M to revise the unit manpower document to reflect the grade changes generated by the ANG enlisted grades allocation process.

13.2. Air Force Reserve Military Grades Overview.

13.2.1. The Air Force Reserve Command officer and enlisted grades distribution process is designed to (1) optimize Air Force Reserve Command officer and enlisted force development, (2) adhere to officer and enlisted force structure principles, (3) provide a consistent method to equitably distribute limited grades throughout the command, (4) enhance unit standardization, (5) meet mission requirements, and (6) provide grade targets to functional and personnel communities to effectively manage limited personnel resources. Air Guard Reserve promotions within the controlled grades of E-8 (SMSgt), E-9 (CMSgt), O-4 (Maj), O-5 (Lt Col), and O-6 (Col) must be IAW 10 U.S.C., §§ 12011 and 12012. Note: (Individual Mobilization Augmentee and Regular Air Force authorizations are not part of this process.) AF/REXX provides oversight, executes, and validates new and existing Air Guard Reserve positions external to AFRC and ensures exterior AFRC Air Guard Reserve authorizations and requirements are updated in the Manpower Programming and Execution System (MPES).

13.2.2. Air Force Reserve Command Officer and Enlisted Grade Percentages. The Air Force Reserve Command Commander (AFRC/CC) approves the command's officer and enlisted baseline grade percentages that are documented in Air Force Reserve Command guidance. Headquarters Air Force Reserve Command may opt to apply alternate grade percentages to specific positions (e.g., Air Force specialties, functions, units) that may result in an adjustment to the Air Force Reserve Command officer and enlisted baseline grade percentages for the remaining positions.

13.2.3. Officer and Enlisted Active Guard and Reserve Grades. AFRC/A1M maintains Active Guard and Reserve authorizations within approved Active Guard and Reserve end strength and under 10 USC § 12012. Factor enlisted Active Guard and Reserve grades into the overall Air Force Reserve Command enlisted grade percentages.

13.3. Grade Changes.

13.3.1. National Guard Bureau or Headquarters Air Force Reserve Command may specify military grades that differ from those specified in the Regular Air Force command's manpower standard statement. This flexibility enables them to respond to management problems inherent to the unit.

13.3.2. Keep all enlisted required grade changes within the required specialty and skill level spread shown in the governing directive manpower force detail by the Regular Air Force command. Further, do not change the authorized skill level more than one skill level from the required skill level unless the unit type code allows.

13.3.3. Keep all officer changes within the required specialty and grade spread authorized in the governing directive for the Regular Air Force command required specialty. Do not change authorized grades more than one grade level from the required grade unless the unit type code allows more than one grade.

13.3.4. Commands may not use this grade realignment guidance to shift grades between Regular Air Force command wartime requirements and Air Reserve Component additional

requirements approved for in-place mobilization for managing, supporting, and training units in a non-mobilized status unless satisfying baseline enlisted and officer grade requirements.

Chapter 14

AIRCREW POSITIONS

14.1. Overview. The Manpower community determines and documents aircrew manpower requirements. (See AFI 11-412, *Aircrew Management*, for aircrew management procedures) This chapter identifies key actions stakeholders may accomplish to effectively manage aircrew authorizations.

14.2. Air Force Directorate of Manpower, Organization and Resources (AF/A1M).

14.2.1. Determines and validates aircrew manpower requirements with AF/A3O, except for aircrew manpower requirements determined by Air Education and Training Command's specialized undergraduate pilot training flying training resource allocation programming model.

14.2.2. Assigns aircrew specialties with applicable aircrew position indicator codes only to those positions where duties require aircrew skills. Establishes aircrew positions at the lowest organizational level consistent with mission requirements and coordinates with the MAJCOM/A3 to validate aircrew requirement changes and the yearly aircrew authorizations review. Updates aircrew position indicator codes in the Manpower Programming and Execution System (see Attachment 2) to reflect approved actions.

14.3. Air Force Deputy Chief of Staff Operations (AF/A3O).

14.3.1. Establishes the rated baselines for MAJCOM/A3s and provides an information copy to the MAJCOM/A1M using the end of fiscal year requirements. The baseline sets each command's maximum total pilots, combat systems officers, air battle managers, and remotely piloted aircraft pilots by category.

14.3.2. Evaluates requests for new positions and changes to existing authorizations and sends approval or disapproval to the requester. Helps identify offsets to growth requirements, where appropriate and directed.

14.3.3. Updates AFI 65-503, *US Air Force Cost and Planning Factors*, with crew ratio changes by 31st of December.

14.3.4. Updates aircrew authorizations estimate using funded aircrew ratios.

14.3.5. Analyzes yearly aircrew authorizations review from each MAJCOM/A1M and Department of Defense Component and returns comments or corrections.

14.4. Air Force Medical Support Agency Aerospace Operations Division (AFMSA/SG3P). Evaluates requests for new aircrew position indicator code "5" positions or changes to existing authorizations and sends approval or disapproval to the originator.

14.5. Functional Authority Responsibility.

14.5.1. Assigns aircrew specialties only to those positions with duties requiring aircrew skills. Establishes aircrew positions at the lowest organizational level consistent with mission requirements.

14.5.2. Sends all changes and new requests in enough time to be approved by 1 year before the proposed requirement change date. This date provides time to implement changes in

aircrew production or manning levels to support the change. Major commands manage non-aircrew position indicator code “5” aircrew requirements within overall aircrew specialty and major weapons system category levels determined by AF/A3O. All other organizations must coordinate any changes to aircrew authorizations with AF/A3O. (T-1). Air Reserve Components must coordinate any change in Regular Air Force aircrew positions with AF/A3O. (T-1).

14.5.3. Sends all changes and new requests for rated flight surgeon positions directly to Air Force Medical Support Agency Aerospace Division (AFMSA/SG3).

14.5.4. Identifies potential offsets for new aircrew requirements. Additions or changes to aircrew requirements are possible only with offsets within the same aircrew specialty and major weapons system category. Aircrew changes generated by new manpower determinants or reapplying existing manpower determinants require offsetting authorizations.

14.6. Major Command Operations Directorate (MAJCOM/A3). Approves additions or changes to aircrew authorizations (except flight surgeon positions) and maintains the command’s baseline requirements. AF/A3O approves in advance any change to the baseline requirements.

14.7. Air Force Surgeon General (AF/SG). Manages the justification process for flight surgeons with aircrew position indicator code “5” as described in AFMAN 11-402, *Aviation and Parachutist Service*.

14.8. Installation Functional Area Manager. Sends requests for new authorizations and changes to existing authorizations to the servicing manpower activity, who in turn sends it to the MAJCOM/A1M for validation and coordination with the Major Command functional authority. Installation functional area managers must conduct a yearly aircrew authorization review as directed by the Major Command, provides supporting justification, and coordinates aircrew position requests with the servicing manpower activity. (T-1).

14.9. Servicing Manpower Activity. Shall coordinate with the functional authority on aircrew data changes and the yearly aircrew authorizations review and send the Manpower Programming and Execution System changes to the MAJCOM/A1M. (T-1).

14.10. Crew Ratio or Crew Complements.

14.10.1. Existing Crew Ratios or Crew Complements. MAJCOM/A3 must send proposed changes to MAJCOM/A8 then sends proposed changes to existing crew ratios or crew complements to Air Force Director of Programs (AF/A8P), with a copy to AF/A3O. AF/A8P coordinates the proposed change with AF/A1M and AF/A3O. Once AF/A8P approves the proposed changes, they inform the MAJCOM/A1M for programming and AF/A3O who updates AFI 65-503.

14.10.2. New Crew Ratios or Crew Complements. Lead commands must send proposed crew ratios and crew complements with justification as part of the Operational Requirements Document for aircraft scheduled to enter the inventory. (T-1). These documents require AF/A3O coordination. On Operational Requirements Document approval, AF/A8P informs AF/A3O, who updates AFI 65-503.

14.11. Programmed Flying Training Positions.

14.11.1. Send methods used to determine programmed flying training instructor requirements, including any method changes or deviations, to AF/A3O. Document all programmed flying

training methods in a directive-type publication, such as an instruction, manual, or operating instruction.

14.11.2. MAJCOM/A3, in coordination with their MAJCOM/A1M, sends advanced student requirements to AF/A3O. Summarize these requirements by Mission Design Series, course number and crew position for each Future Year Defense Program year. Determine all advanced student requirements by multiplying approved yearly student production or loads by course length in calendar days and dividing by the number of training days within a given year.

14.11.3. As the programmed flying training student load changes, instructor requirements also likely change. Commands conducting formal aircrew training must send instructor aircrew change requests to AF/A1M who coordinates with AF/A3O for approval. (T-1).

14.12. Positions Based on Manpower Determinants. For flying unit staff positions based on manpower determinants, MAJCOM/A1Ms must send proposed changes to existing aircrew manpower determinants or reapply existing manpower determinants with justification through Air Force Manpower Analysis Agency to AF/A1M for approval. (T-1). Any aircrew staff changes generated by applying new or existing manpower determinants require offsetting authorizations. AF/A1M sends to AF/A3O for recommendation and coordination.

14.13. Other Aircrew Positions. Staff positions include all aircrew positions not mentioned in **paragraphs 14.1 through 14.5**. The Major Command must provide offsetting authorizations for any new aircrew staff requirements. Additions or changes are possible only with offsets for aircrew position indicator codes within the same aircrew specialty.

14.14. Aircrew Position Indicator Code. All aircrew manpower authorizations require an aircrew position indicator code per AFMAN 11-402.

Chapter 15

FOREIGN MILITARY SALES POSITIONS

15.1. Overview. Chapter 39, Arms Export Control of Title 22 United States Code Section 2751, *Foreign Relations and Intercourse*, authorizes the sale of defense articles and services. The yearly National Defense Authorization Act includes the Air Force end strength to support the Foreign Military Sales Program. Although most Foreign Military Sales manpower is reimbursable, the Air Force programs the requirements to ensure coverage in the Future Year Defense Program. AF/A1M does not keep a pool of manpower authorizations available for new Foreign Military Sales programs.

15.2. Manpower Requirements Package. MAJCOM/A1Ms prepare manpower requirements packages to justify support for a Foreign Military Sales case. Use Regular Air Force manpower determinants when possible. Use other approved methods to determine requirements if no Regular Air Force manpower determinants apply.

15.3. Manpower Classification.

15.3.1. Foreign Military Sales manpower authorizations are either full-time or part-time. Those positions doing less than 10 percent Foreign Military Sales work are not Foreign Military Sales. Use the following information to classify required Foreign Military Sales positions:

15.3.2. Full-time positions do Foreign Military Sales duties 90 percent or more of the available time.

15.3.3. Part-time positions do both Foreign Military Sales and Air Force workload. Part-time authorizations spend more than 10 percent (but less than 90 percent) of their available time supporting Foreign Military Sales.

15.3.4. Use overhires for approved requirements when appropriate. Foreign Military Sales funding must be available.

15.4. Foreign Military Sales Position Codes.

15.4.1. Use program element code "A2002" for full-time manpower reimbursed by direct case funds.

15.4.2. Program the authorizations in the appropriate program element for commands using part-time manpower authorizations to do direct case workload.

15.4.3. Program manpower reimbursed by administrative surcharge funds in the appropriate major force program using a shred of "S." Use administrative surcharge funds to reimburse civilian and contractor positions. Military positions in a Foreign Military Sales administrative surcharge program element are Air Force funded.

Chapter 16

MANPOWER ESTIMATE REPORT

16.1. Overview. The Manpower Estimate Report satisfies the Department of Defense requirement to send major acquisition program manpower requirements to the Secretary of Defense. This chapter identifies key actions stakeholders may accomplish to a Manpower Estimate Report.

16.1.1. The Secretary of Defense reviews the manpower requirements report before approving full-scale engineering development or production and deployment.

16.1.2. The Manpower Estimate Report is the source document for determining the manpower requirements part of the total costs of ownership for acquisition systems required by Department of Defense Directive (DoDD) 5000.01, *Operation of The Defense Acquisition System*.

16.1.3. Manpower authorities assess Manpower Estimate Reports for the following:

16.1.3.1. Estimates are comprehensive and accurate.

16.1.3.2. Estimates meet congressional controls and administrative restrictions on special programs.

16.1.3.3. Estimates meet manpower and personnel objectives or thresholds in the capabilities documents.

16.1.4. The Manpower Estimate Report accounts for the most likely level of performance and recommends post fielding verification of high-risk factors used for the estimate. The Manpower Estimate Report summarizes critical personnel decisions or assumptions having a significant effect on manpower.

Chapter 17

MANPOWER INPUTS INTO THE STRATEGY, PLANNING, PROGRAMMING, BUDGETING AND EXECUTION PROCESS

17.1. Overview. AF/A1M performs oversight of manpower inputs into the Strategy, Planning, Programming, Budgeting, and Execution process.

17.2. Air Force Program Development Division (AF/A1MP). Facilitates management of AF/A1M manpower inputs for the Strategy, Planning, Programming, Budgeting, and Execution process.

17.2.1. Compiles, records, allocates and administers the Air Force's "top line" end strength changes for fiscal year Strategy, Planning, Programming, Budgeting, and Execution decisions. This end strength includes student, trainee, and personnel hold accounts (i.e., Individuals accounts) and the Air Force portion of joint- and defense-level activities and accounts centrally managed by Office of the Secretary of Defense and Office of the Director of National Intelligence. (See special considerations outlined in [Chapter 21](#).) AF/A1MP will advocate for manpower resources in support of the Individuals (non-unit) account. (T-1). (See [Chapter 23](#).)

17.2.2. Assists the Strategy, Planning, Programming, Budgeting, and Execution responsible office in determining the manpower inputs in the Automated Schedule and Resource Allocation Program Information Decision System and records approved changes in the Manpower Programming and Execution System (see Attachment 2) that passes the manpower details into Automated Budget Interactive Data Environment System or its replacement. (See [Attachment 2](#) for a description of the Manpower Programming and Execution System.)

17.2.3. Ensures Total Force manpower adjustments are coordinated and validated by the respective component office of primary responsibility—namely Chief of Air Force Reserve Manpower Division (AF/REXX) for Air Force Reserve manpower issues and National Guard Bureau Programs Division (NGB/A1MP) for ANG manpower issues.

17.2.4. Coordinates manpower options affecting the acquisition workforce with Air Force Deputy Assistant Secretary of Personnel and Acquisition Career Management Directorate (SAF/AQH) and Air Force Deputy Assistant Secretary for Management Policy and Program Integration (SAF/AQX).

17.2.5. Co-chairs manpower realignment working groups with AF/A8P during the Program Objective Memorandum to address the sourcing and redistribution of manpower resources during Program Objective Memorandum deliberations and facilitates sourcing of newly developed standards.

17.2.6. Responsible for providing to Office of the Secretary of Defense Headquarters Air Force manpower data on Air Force organizations covered in the congressional definition of Major Headquarters Activities.

Chapter 18

DEFINING AND MANAGING AIR FORCE END STRENGTH

18.1. Overview. Military personnel authorizations (end strength) are set by Congress and managed by DoD components within congressional limits. During Program Objective Memorandum deliberations, manpower programming shall adhere to Office of the Secretary of Defense fiscal guidance, the Air Force Quadrennial Defense Review, and Annual Planning and Programming guidance.

18.2. Manpower Resource Accountability.

18.2.1. An Air Force program element code accounts for resources, to include end strength, needed to provide a specific capability.

18.2.2. Manpower Resource Identification Code. An Air Force program element code may contain two manpower categories: (1) military and (2) civilian for each component of the Total Force.

18.2.2.1. Military end strength includes Regular Air Force officers, enlisted, and United States Air Force Academy cadets, Air Force Reserve officers and enlisted, and ANG officers and enlisted. Air Force Reserve and ANG end strength is further identified in the Future Year Defense Program by resource identification code as drill officer, drill enlisted, and Active Guard and Reserve officer and enlisted. The Air Force Reserve also has individual mobilization augmentee officer and enlisted resource identifier codes.

18.2.2.2. The civilian category contains six subcategories: (1) United States direct hire, (2) foreign national direct hire, (3) foreign national indirect hire, (4) United States direct hire-Air Force (memo), (5) foreign national direct hire-Air Force (memo), and (6) foreign national indirect hire-Air Force (memo). “Memo” entries are used to denote ANG and Air Force Reserve technicians that are a subset of the United States direct hire category, Defense Health Agency and special operations forces civilians managed by the Air Force, but funding remains in Defense Health Agency and special operations forces budget.

18.3. General Guidance.

18.3.1. Reimbursable Positions. These are positions that perform work for an organization outside the Air Force (e.g., another Department of Defense Component, other federal agencies) for which the Air Force is reimbursed for personnel expenses. Major commands and equivalents may adjust their number of reimbursable civilian positions above or below fiscal year program if agreed to by the functional office of primary responsibility and Deputy Assistant Secretary for Air Force Financial Management and Comptroller, Directorate of Budget Operations Personnel (SAF/FMBO). However, Major Commands and equivalents cannot keep strength associated with a decrease in reimbursable positions except through fiscal year programming actions, so as not to create year-of-execution costs for the Air Force.

18.3.2. End strength in program elements controlled by agencies and activities outside of the Air Force (e.g., Defense Health Agency, National Intelligence Program, joint agencies, special operations forces) will not be changed by AF/A1MP unless Office of the Secretary of Defense has approved a written agreement (e.g., memorandums of agreement or issue paper) between

the Air Force and the affected activity or directed in Program Budget Review decision document. (T-1).

Chapter 19

PROGRAMMING TOOLS

19.1. Overview. When available, manpower requirement estimates will be based on approved crew ratios, logistics composite models, manpower determinants, analysis of alternatives, command guides, or weapon system typical tools. (T-1). For new and emerging missions, functional managers and manpower requirement experts will develop a manpower estimate. (T-1).

19.2. Weapon System Zero Base Process.

19.2.1. A weapon system zero base process is designed to optimize the allocation of operations and maintenance manpower end strength, first within a Major Command mission set and secondly across the Air Force Future Year Defense Program. Weapon system zero base process matches authorized or fielded weapons in conjunction with annual budget cycles and produces a weapon system typical manpower determinant as a programming tool to estimate manpower impacts against proposed force structure changes. The weapon system zero base process identifies all fixed (open-the-door costs) and variable costs (requirements as outlined in a typical) tied to a weapon system program element. The Weapon system zero base process does not take the place of program change requests or funding of new requirements.

19.2.2. Each year in preparation for the Program Objective Memorandum cycle, AF/A1MP will provide a weapon systems zero base template and detailed instructions to the MAJCOM/A1Ms. (T-1).

19.2.3. Within 60 calendar days after the President's budget allocation is received by the Major Commands or equivalents, functional managers and manpower requirement experts will annotate any changes to the previously submitted requirement using a separate line item for each change. (T-1).

19.3. Base Support Tail Factors.

19.3.1. Mission and capability changes affect installation support requirements; so, programmed changes in mission manpower affect installation support manpower requirements and may affect service levels for private sector contract support. The relative effect of these changes is represented as Air Force base support tail factors. (See Attachment 3) These base support tail factors are to be used in conjunction with other tools when determining manpower effects of mission capability changes and are not applicable to Air Reserve Component bases.

19.3.2. The base support tail factor estimates the incremental impact in installation support manpower generated by a change in mission manpower requirements or tenant population. Its use assumes the presence of a full support infrastructure before making the proposed mission manpower changes.

19.3.3. The different factors recognize the required levels of support vary. Refer to attachment 3 to determine which base support tail factor to use. Manpower activities below Major Command level will not use these factors to adjust authorizations on the unit manpower document based on mission and force structure changes without a change to programmed end strength. (T-1).

19.4. Major Department of Defense Headquarters Activity Factor.

19.4.1. As missions and force structure change, so may the size of the major Department of Defense headquarters activity manpower element. Headquarters Air Force, Major Commands, and ANG headquarters element may establish an internal engineered factor based on units, dollars, end strength, number of weapons systems, the number of different countries where geographically separated units are located, or a combination of creditable factors and evaluate the headquarters strength relative to the factor every year concurrently with fiscal year budget decisions that change allocated force structure. The factor is subject to peer review by another Major Command or AF/A1M if used for Program Objective Memorandum or Program Budget Review mission transfer or force structure increase or decrease.

19.4.2. For new missions and force structure, Air Force Corporate Structure will determine the relative change to major Department of Defense headquarters activity manpower. (T-1).

19.4.3. For mission and force structure transfers, divestitures, and changes, Admin Assistant to the Secretary of the Air Force, Resources Directorate (SAF/AAR) and MAJCOM/A1M staff will determine the relative impact to their major Department of Defense headquarters activity elements. (T-1). In the case of intercommand transfers where affected SAF/AAR and MAJCOM/A1Ms cannot agree on the requisite headquarters activity manpower adjustments, a factor of 2.65 percent times full-time end strength (Regular Air Force and Active Guard and Reserve) will be used. (T-1).

19.5. Individuals Account Manpower Programming Tools.

19.5.1. The manpower associated with the Individuals Account is quantified through the development and application of mathematical models to identify and validate student man-year requirements. (See [Chapter 23, Figure 1](#)) The student man-year requirements are determined by multiplying student entry data and course length and then dividing the result by the average number of academic calendar days. The results are programmed in designated program elements by AF/A1MP who develops and maintains the student man-year models.

19.5.2. Students shall include all active military personnel who are attending non-initial entry course of instruction in a permanent change of station status (normally combined course length of 20 weeks or more at one location) or in temporary duty status while executing a permanent change of station.

Chapter 20

ADJUSTING END STRENGTH

20.1. Overview. Manpower adjustments in Programming Inputs and Budgeting Inputs are identified by an Air Force Corporate Structure change control number within the Resource Allocation Programming Information Decision System.

20.2. Air Force Corporate Structure Change Control Number. The Air Force Corporate Structure change control number records approved actions implementing offsets, disconnects, and initiatives. AF/A1MP creates a corresponding Manpower change control number in the Manpower Programming and Execution System (see [Attachment 2](#)) for each approved Air Force Corporate Structure change control number. (See [Attachment 2](#)).

20.3. Manpower Zero-Balance Transfers. Zero-balance transfers are manpower adjustments designed to facilitate intercommand transfers and to correct minor deviations in program execution within a single command. A zero-balance transfer is an exact reallocation of resources, normally within a single program. A zero-balance transfer is not to be used for reprogramming actions (i.e., transferring resources from one mission or capability to another). Zero-balance transfers must follow the business rules in the fiscal year Program Objective Memorandum preparation instruction.

20.3.1. Manpower zero-balance transfers cannot increase end strength (buy end strength with a funding offset), cross appropriations, or create costs for the Air Force. Manpower Servicing Activity will submit balance zero-balance transfers by manpower category, appropriation, and dollars for each fiscal year. (T-1). If a zero-balance transfer is necessary to fix database errors from a previous programming event, the Manpower Servicing Activity must provide enough rationale. (T-1).

20.3.2. Major commands and equivalents will submit zero-balance transfers to AF/A1MP manpower programmers at the same time all other zero-balance transfers are submitted to AF/A8P. (T-1).

20.3.3. Manpower actions that are country and state code cleanup actions are considered zero-balance transfers.

20.3.4. Inter-command transfers that do not transfer systems are considered manpower only zero-balance transfers. If the intercommand transfer is the result of weapon system transfer, the action is not considered a pure manpower intercommand transfer and must be approved by the appropriate Air Force Corporate structure mission or mission support panels (e.g. Personnel and Training, Space Superiority, Nuclear Deterrence Operations). (T-1).

20.3.5. Manpower actions that cross appropriations, end strength categories, Budget Activities, or budget sub-activity, or drive a cost to the Air Force Corporate Structure are not considered manpower zero-balance transfers.

20.3.6. Air Force Reserve and ANG Technician (memo) resource identification codes (“0160” and “0170”) may be increased or decreased in a zero-balance transfer. However, their civilian resource identification codes (“0160”) must zero-balance.

20.4. Major commands and Equivalents will:

- 20.4.1. Coordinate the details of the zero-balance transfer, prepare their respective portions of the manpower zero-balance transfer the Manpower Programming and Execution System (see Attachment 2) project, and submit it to AF/A1MP in the Manpower Programming and Execution System (both the gaining and losing commands). **(T-1)**.
- 20.4.2. Review all manpower files or manpower zero-balance transfers before submission to ensure non Air Force positions are not affected (i.e., the United States Special Operations Command, Defense Health Agency, or National Intelligence Program.) **(T-1)**.
- 20.4.3. Make changes to reimbursable positions if agreed to by the functional office of primary responsibility and SAF/FMBOP. Major commands and equivalents may not create zero-balance transfers between reimbursable positions and direct-funded positions. **(T-1)**.

20.5. Air Force Corporate Structure Air Force Program Development Division (AF/A1MP), Chief of Air Force Reserve Manpower Division (AF/REXX), National Guard Bureau Programs Division (NGB/A1MP). Manpower programmers will:

- 20.5.1. Review all manpower zero-balance transfer requests for compliance with current Program Objective Memorandum preparation instruction guidance. **(T-1)**.
- 20.5.2. Work noncompliance issues with affected Major Commands and equivalents. **(T-1)**.
- 20.5.3. Coordinate zero-balance transfers with SAF/FMBO (or appropriate Air Reserve Component Financial Management office). If Major Commands and equivalents propose zero-balance transfer actions that result in added (unsourced) costs to the Air Force, the action is disapproved and they have the option to bring the action forward with an offset identified. **(T-1)**.
- 20.5.4. Host-Tenant Support Agreements. MAJCOM and equivalent who initiate a workload on another Major Command and equivalent must coordinate host-tenant manpower actions with the affected command and will prepare documents in accordance with AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements Procedures*. **(T-1)**.
 - 20.5.4.1. The supported command will give the supporting command the information it needs to determine its manpower requirements. **(T-1)**.
 - 20.5.4.2. The supported command must negotiate with the supporting command regarding the availability of existing resources to support the requirement. **(T-1)**.
 - 20.5.4.3. The supported command will program required manpower actions in the first available exercise of the Strategy, Planning, Programming, Budgeting, and Execution cycle after the support agreement has been finalized. **(T-1)**.

20.6. Out of Cycle End Strength Changes. These changes include program change request and host-tenant actions.

- 20.6.1. A program change request is used to realign Air Force resources outside of the normal Strategy, Planning, Programming, Budgeting, and Execution and consists of changes in the current execution and budget years. Because program change requests require changing the Air Force Program of Record, they are vetted through the Air Force Corporate Structure process and approved by the Secretary of the Air Force.

20.6.1.1. Fiscal realignment approved as part of a program change request is typically finalized through intercommand transfer by Deputy Assistant Secretary for Air Force Financial Management and Comptroller Director of Plans (SAF/FMBP). An intercommand transfer is the realignment of funding between Major Commands and appropriations.

20.6.1.2. AF/A1MP and MAJCOMs track changes to force structure items in execution or budget year within the Force Structure Data Management database (i.e., aircraft, munitions).

20.6.1.3. Special oversight is necessary when reprogramming between appropriations, over specific funding level dollar thresholds, or special interest items involving congressional special interest line items. Headquarters Air Force, Office of the Secretary of Defense, or Congress can deny reprogramming actions of this nature.

20.6.1.4. All military and civilian manpower addressed in program change requests must zero-balance and may consider required adjustments in private sector contract support.

20.6.1.4.1. If a program change request proposes manpower changes, it must be broken out by officers, enlisted, and civilians; the request may display the manpower of the current and proposed programs. (T-1). If the program change request proposes to change or transfer billets, the request must display the impact of these changes by category and fiscal year, including out years. (T-1).

20.6.1.4.2. If the request is to change manpower only (e.g., no forces, flying hours), the requesting office may first consult AF/A1MP to see if the change can be reprogrammed by an intercommand transfer or other manpower change vehicle, without preparing a program change request.

Chapter 21

ADJUSTING END STRENGTH-SPECIAL CONSIDERATIONS

21.1. Overview. End strength levels within a program or theater may be dictated or limited by legislative and Office of the Secretary of Defense policy. These constraints include ceilings and floors (e.g., overseas and major Department of Defense headquarters activity elements) or protected budget activities whose funding levels cannot be adjusted without consent from the owning activity (e.g., Defense Health Agency and special operations forces).

21.2. Overseas Ceilings and Floors. United States activities in foreign countries are of special political and economic interest to the United States and foreign governments. Office of the Secretary of Defense, working with higher authorities, establishes overseas ceilings and floors to control Department of Defense activities in various areas, regions, and countries. Unless Headquarters Air Force or a higher authority specifies otherwise, overseas manpower ceilings and floors include all permanent party military authorizations.

21.2.1. AF/A1M designates the manpower office within the Air Force component, to the Combatant Command for the geographic area, as the Air Force executive or support agent.

21.2.2. AF/A1MP notifies executive agents of ceiling and floor limitations.

21.2.3. AF/A1MP, AF/REXX, and NGB/A1MP are End Strength Resource Managers.

21.2.3.1. Administer and monitor the Regular Air Force and Air Force Reserve portions of the ceiling and floor.

21.2.3.2. Notify other Major Commands and equivalents of their portion of the ceiling and floor.

21.2.3.3. Ensure Major Commands and equivalents do not exceed ceiling and floor limits unless a higher authority so authorizes. Ensure major command, and equivalent, unit manpower documents affected by manpower ceilings and floors, do not exceed limitations. (See Department of Defense 7000.14-R volume 2A, *Budget Formulation and Presentation*, Chapter 3, page 374 for adjusting joint accounts for undistributed congressional and Office of the Secretary of Defense general reductions.)

21.2.3.4. Ensures that limitations provide only the minimum manpower needed for assigned missions.

21.2.4. Executive and support agents and Major Commands and equivalents may directly communicate on ceiling and floor limitations. Executive and support agents may directly communicate with the Combatant Command staff that controls the limitation they administer.

21.3. Overseas Ceiling and Floor Change Requests.

21.3.1. To make changes to an Air Force ceiling and floor, the executive or support agent sends a written explanation of the requirement to the appropriate Combatant Command, with an information copy to AF/A1MP.

21.3.2. To increase or decrease a Major Command limitation, the Major Command or equivalent sends a written explanation of the requirement to the executive agent, with an information copy to AF/A1MP. The executive or support agent approves the Major Command

or equivalent request if it falls within the established Air Force limitation or disapproves if it falls outside of limitation.

21.4. Major Department of Defense Headquarters Activity. Major Department of Defense headquarters activities are described and defined by statute, and organizations and functions considered major Department of Defense headquarters activity are in DODI 5100.73, *Major DoD Headquarters Activities*. In the Office of the Secretary of Defense Future Year Defense Program Resource Structure Management System, program elements are flagged in specified headquarters categories (giving Office of the Secretary of Defense and Congress visibility on changes to Air Force total major Department of Defense headquarters activity strength and by headquarters type. Office of the Secretary of Defense and Congress require an explanation for increases in Regular Air Force and Active Guard and Reserve major Department of Defense headquarters activity resources between fiscal years; so, any increases require Air Force Corporate Structure approval during Program Objective Memorandum or Program Budget Review. Manpower zero-balance transfer increasing the amount of Regular Air Force and Active Guard or Reserve Air Force major Department of Defense headquarters activity resources cannot be in the balanced submission. Manpower category changes must be at a cost saving or cost neutral to stay within fiscal year major Department of Defense headquarters activity costs targets.

21.5. Joint Manpower. Adjustment to Air Force programmed support to joint organizations can occur only through memorandums of agreement or program or budget issue papers during Program Decision Memorandum action during Program Budget Review. Refer to Chairman Joint Chief of Staff Instruction (CJCSI) 1001.01B for further guidance on managing Joint and Combatant Command end strength and authorizations.

21.6. Special Access Program. AF/A1M will appoint a point of contact to support manpower programming for special access programs. (T-1).

21.7. Defense Health Agency. AF/A1M will coordinate Defense Health Agency manpower programming changes with Air Force Surgeon General Medical Manpower Personnel and Resourcing (AF/SG1/8). (T-1).

21.8. Special Operations Forces. AF/A1M will coordinate special operations forces manpower programming changes with Air Force Special Operations Command Manpower, Personnel and Services Director (AFSOC/A1) and United States Special Operations Command Force Structure Requirements and Strategic Assessments Directorate (USSOCOM/J8). (T-1).

21.9. Intelligence. AF/A1M will coordinate Consolidated Cryptologic Program (budget subactivity “330”), General Defense Intelligence Program (budget subactivity “331”), National Geospatial-Intelligence Agency (budget subactivity “336”), and Military Intelligence Program (budget subactivity “365”) manpower programming changes with Deputy Chief of Staff Intelligence, Surveillance and Reconnaissance (AF/A2). (T-1). AF/A1M will coordinate National Reconnaissance Program (budget subactivity “333”) manpower programming changes with the National Reconnaissance Office and Air Force Space Command Manpower, Personnel and Services Director (AFSPC/A1). (T-1).

21.10. Foreign Military Sales. AF/A1M will coordinate Foreign Military Sales manpower programming changes with Deputy Under Secretary of the Air Force International Affairs (SAF/IA). (T-1).

Chapter 22

MANPOWER ALLOCATION AND UNIT MANPOWER DOCUMENT EXECUTION

22.1. Overview. AF/A1MP allocates programmed manpower resources by program element code, resource identification code, and country state code to the commands directing implementation of approved programs. Major commands and equivalents translate these manpower resources into manpower authorizations by updating the unit manpower document. Air Force Manpower, Organization and Resources Directorate, Organization Division (AF/A1MO) provides the Air Force Personnel Center the Manpower Programming and Execution System (see Attachment 2) data on military and civilian authorization changes to begin the actions necessary to recruit, train, and assign people. Comparable detail is provided to Air Force Reserve and ANG personnel organizations by their respective Air Force Reserve and ANG manpower organizations so they may also begin the actions necessary to recruit, train, and assign personnel.

22.2. General Guidance. Manpower authorizations will be added or deleted from the unit manpower document effective the fiscal quarter of an associated mission change. (T-1). However, when a mission is extended 1 or more fiscal years, the MAJCOM/A1M (or equivalent) will submit a request to the applicable end strength resource manager (AF/A1MP, AF/REXX, NGB/A1MP) to over or under execute manpower on the Major Command unit manpower document to match the mission change or submit the requirement through the Air Force Corporate Structure process as a program disconnect. (T-1). AF/A1M will coordinate these requests with the appropriate Headquarters Air Force stakeholder. (T-1).

22.3. Air Force Manpower, Organization and Resources Directorate Programming Division (AF/A1MP) will:

22.3.1. Allocate manpower resources to the commands as required, typically at the end of each Strategy, Planning, Programming, Budgeting, and Execution cycle, but making out-of-cycle allocations as necessary. (T-1).

22.3.2. Transmit manpower resources to the commands in the Manpower Programming and Execution System (see Attachment 2). Resources are allocated by command, country state code, program element code, and resource identification code for all fiscal years in the Future Year Defense Program. (T-1).

22.3.3. Provide guidance regarding which fiscal years are to be updated on the unit manpower document and when these unit manpower document changes can be published. (T-1).

22.4. Major Command Manpower and Organization (MAJCOM/A1M) will:

22.4.1. Review allocation from AF/A1MP. (T-1).

22.4.2. Using the Manpower Programming and Execution System, implement changes on the unit manpower document per AF/A1MP instructions. (T-1).

22.4.3. Request extension or exception to timeline from AF/A1MP as required. (T-1).

22.4.4. Ensure authorizations on the unit manpower document match total allocated Future Year Defense Program by the Department of Defense program element. (T-1).

22.4.4.1. Deviations within military resource identification codes of more than 0.5 percent for a program element are noncompliant. (T-1).

22.4.4.2. Deviations in civilian resource identification codes of more than 0.5 percent are allowable if the Major Command or equivalent is executing within its civilian work year allocation. (T-1).

22.5. Major Command Unit Manpower Document Management.

22.5.1. Military Manpower Increases. Major commands will ensure the addition of military manpower authorizations or changes to grades and skills are made effective no earlier than the current quarter plus two. (T-1).

22.5.1.1. For example, if the manpower change request is received in the first quarter of the year, the effective date of the approved change may be no earlier than the third quarter of that year.

22.5.1.2. Coordinate deviations from this time-phasing with Major Command and equivalent personnel directorate activities to confirm the shorter lead time does not negatively affect the personnel assignments process.

22.5.2. Manpower Reductions. Major commands will make effective military and civilian manpower authorization reductions tied to workload and mission decreases per the higher authority's direction (e.g., program action directive, program guidance letter, and programming actions). (T-1). Reductions that are not related to the loss of a specific workload or mission take effect when a higher authority levies the reduction.

22.5.3. Inter-command Transfer of Functions and Related Authorizations. Since intercommand transfers often involve manpower realignment among major force programs, the constraints associated with crossing budget appropriations and major force programs may limit the timing of civilian realignments among Department of Defense program elements. Losing and gaining commands may work closely together to facilitate these transfers.

22.5.3.1. Once intercommand transfer negotiations begin, the losing command no longer adjusts manpower authorizations on the unit manpower document in the functions proposed for transfer. Also, the losing command must provide an associated manpower display for the two-year period before the proposed transfer date.

22.5.3.2. Manpower quantities are based on the losing command's funded manpower authorizations by the fourth quarter for each fiscal year.

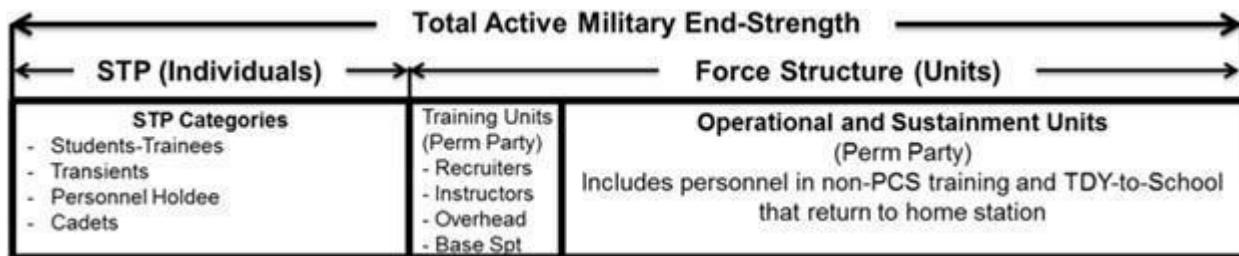
22.5.3.3. To prevent duplicate end strength reporting, Major Commands will ensure manpower authorization transfers between commands are completed within the Manpower Programming and Execution System (see Attachment 2) during the same month, and with the same effective date. (T-1).

Chapter 23

INDIVIDUALS ACCOUNTS-STUDENT, TRAINEE, AND PERSONNEL HOLD PROGRAM

23.1. Overview. The Air Force Student, Trainee, and Personnel (STP) Hold Program provides a deliberate and defendable methodology to develop, program, and execute the Individuals accounts as outlined in DoDI 1120.11, *Programming and Accounting for Active Component Military Manpower*. The supporting manpower (i.e., Training units) includes instructors, recruiters, overhead, support manpower, and is not part of the Individuals accounts.

Figure 23.1. Total Active Military End Strength.



Note: Permanent Change of Station (PCS); Temporary Duty (TDY).

23.2. Air Force Manpower, Organization and Resources Directorate (AF/A1M) will:

- 23.2.1. Serve as the Air Force office of primary responsibility for the individuals accounts and determines, justifies, defends, and plans its manpower programming. **(T-1)**.
- 23.2.2. Determine the criteria by which the Air Force Personnel Center collects and reports individual manpower requirements data. **(T-1)**.
- 23.2.3. Serve as the manpower program manager for the individuals accounts. **(T-1)**.
- 23.2.4. Ensure centrally managed individuals manpower and supporting manpower is developed and funded in relationship to adjustments in overall Air Force accession levels. **(T-1)**.

23.3. Air Force Personnel Center Research Analysis and Data Division (AFPC/DSY) will:

- 23.3.1. Develop and maintain personnel data practice and procedures to support accurate accounting of members in “individuals” status. **(T-1)**.
- 23.3.2. Ensure personnel functional category coding complies with the Individuals Account program funding established by AF/A1M. **(T-1)**.
- 23.3.3. Justify the Transient, Personnel Holdee, Patient, and Separatee Program within the Military Personnel Program. **(T-1)**.
- 23.3.4. Provide AF/A1M permanent change of station move requirements and other functions required for the development of transient, personnel holdee, patient, and separatee account man-years. **(T-1)**.

Chapter 24

AIR FORCE ORGANIZATION OBJECTIVES, PRINCIPLES AND RESPONSIBILITIES

24.1. Organization Objectives. Air Force organizations are designed to achieve characteristics outlined in AFPD 38-1.

24.2. Organization Principles. Air Force organizational structure follows these management principles:

24.2.1. Emphasis on Wartime Tasks. Structure organizations to accomplish wartime tasks without reorganizing. (T-1).

24.2.2. Functional Grouping. Structure organizations to have a clear-cut purpose, goal, and scope, with one individual in charge; parts that form a logical, separable activity; a close relationship among the parts, constituting a complete entity; and natural divisions of work that clearly define where responsibility begins and ends. (T-1).

24.2.3. Lean Organizational Structures. Structure organizations to encourage rapid decision making, and reflect flat structures without intermediate levels unless mission requirements cannot otherwise be met. (T-1). When used, structure intermediate organizations consist of tactical functions only, without a full range of staff functions. (T-1). Organizational levels that exist only to review and transmit information or taskings may be eliminated. Both the number of supervisors and the number of internal subdivisions within organizations will be designed to minimize layers and maximize worker-to-supervisor ratios. (T-1).

24.2.4. Skip Echelon Structure. Structure organizations with appropriate staff based on their role. (T-1). A Major Command sits on top of a skip echelon staffing structure. Major commands, wings, and squadrons possess the full range of staff functions needed to perform required tasks. Numbered and Named Air Forces, groups and flights have no or minimal staff. These tactical echelons are designed to increase operational effectiveness rather than to review and transmit paperwork. The chain of command and responsibility for mission accomplishment runs through commanders at all levels. Problems, however, often are solved by staff communication through the functional chain, bypassing echelons where the function is not found. Component Numbered Air Forces possess a broader staff to support the Air Force Component Commander. (See [paragraph 25.2.5.1](#) and [Figure 26.2](#))

24.2.5. Standard Levels. Use the standard levels described in [Chapter 25](#) to design organizations. (T-1). Establish organizations at the lowest level required to accomplish the primary mission. (T-1). Factors such as the scope of responsibility, span of control, and functional grouping of related missions and activities are the predominant factors that determine the organizational type.

24.3. Additional Responsibilities Assigned.

24.3.1. Headquarters Air Force and the Major Commands, Field Operating Agency, and Direct Reporting Units work toward meeting Air Force organizational goals. AF/A1M leads and monitors progress. Headquarters Air Force functional chiefs assist in their functional areas.

24.3.2. AF/A1M is responsible for the administrative control of all units in the Air Force. It publishes Department of the Air Force (DAF)/A1M letters, which are the legal authority for a unit and authorize such actions as unit activations, redesignations, and inactivations.

24.3.3. Major commands, field operating agencies, and Direct Reporting Units must follow the organizational procedures and standard structures described here. (T-1). A Major Command, Field Operating Agency, or Direct Reporting Unit must have AF/A1M approval to deviate from a standard structure and to activate, redesignate, or inactivate units (see [Chapter 29](#) for procedures). (T-1). Major commands, field operating agencies, and Direct Reporting Units approve nonstandard organizational structures while adhering to applicable guidance. (T-1). Headquarters Air Force offices, designated field operating agencies, and other supported organizations work with the SAF/AAR for approval of nonstandard organizational structures. (T-1).

24.3.4. Individual unit commanders must use the standard organizational structures found in this instruction. (T-1). If a unit's unique mission or location requires a different structure, a waiver to the standard structure can be requested using the organizational change procedures found in [Chapter 29](#). Units work with their servicing manpower activity on such requests. **Note:** For most field units, this activity is in the Manpower and Organization Flight of the base Force Support Squadron.

Chapter 25

STANDARD LEVELS AND STANDARD ELEMENTS OF AIR FORCE ORGANIZATION

25.1. Organizational Entities. Air Force organizations will organize their component parts as establishments, units, and nonunits using the below guidance. (T-1).

25.1.1. Establishment. Air Force organizations will use the term to denote an organizational entity consisting of a headquarters unit and its subordinate units. (T-1). Headquarters Air Force, Major Commands, Field Operating Agencies and Direct Reporting Units will put the name of the establishment in the name of the headquarters unit. (T-1). For example, Air Mobility Command is an establishment; Headquarters Air Mobility Command is its headquarters. Major Commands, Field Operating Agencies and Direct Reporting Units assign subordinate units to the establishment and not to the headquarters unit. (T-1).

25.1.1.1. Major Commands, Field Operating Agencies and Direct Reporting Units will have groups with subordinate squadrons as the lowest level establishment in their structures. (T-1). Headquarters Air Force, Major Commands, Field Operating Agencies and Direct Reporting Units will assign lower level establishments to higher level ones (e.g., groups to wings, wings to Numbered and Named Air Forces, Numbered and Named Air Forces to Major Commands, and Major Commands to the United States Air Force). (T-1). This arrangement (units reporting to establishments, subordinate establishments to superior ones) sets up the chain of command, through which all control and accountability flow.

25.1.1.2. Establishments facilitate organizational actions. For example, the reassignment of a wing (establishment) from one Numbered Force to another automatically reassigns the wing's subordinate units.

25.1.2. Unit. All Air Force organizations will use the following as the formal definition of a unit: a military organization constituted by Headquarters Air Force or, for provisional units only, designated by a Major Command, Field Operating Agency, or Direct Reporting Unit. (T-1). A unit is either named or numbered.

25.1.2.1. A unit helps provide for an unbroken chain of command since military personnel are always assigned to a unit. A unit will be headed by a "Commander" or, under approved circumstances, a civilian "Director." (T-1). Appointment of a civilian to lead a unit designates that unit as civilian-led. When a civilian is appointed to lead a unit, that individual is the director of that unit. (In the case of a civilian-led unit, the chain of command is maintained by having it reside with the first military unit Commander above the civilian-led unit.)

25.1.2.1.1. While civilians may provide supervision to military and civilian personnel in a unit, civilians cannot assume military command or exercise command over military members within the unit. Units designated to be led by directors will not have commanders, because command authority will lie with the Commander of a superior unit, and alternative arrangements for functions, which are performed by commanders, are required (not waivable). (T-1). (See AFI 51-509, *Appointment to and Assumption of Command*)

25.1.2.1.2. A civilian director of a unit may perform all functions normally performed by a unit Commander of similar position and authority except as required by law (e.g., Uniform Code of Military Justice) or controlling superior authority (e.g., Department of Defense guidance, instruction by a superior Commander). For guidance concerning whether an authority or action is explicitly reserved for military commanders, contact the servicing staff Judge Advocate.

25.1.2.2. Air Force organizations will apply the following terms to units:

25.1.2.2.1. Active Unit. Air Force organizations will use this term to denote a Major Command, Field Operating Agency, or Direct Reporting Unit constituted and activated by Headquarters Air Force; or a subordinate unit constituted by Headquarters Air Force, assigned to a Major Command, Field Operating Agency, or Direct Reporting Unit and activated by special order. (T-1).

25.1.2.2.2. Inactive Unit. Air Force organizations will use this term to denote a unit constituted by Headquarters Air Force but not activated or a unit constituted, activated, and subsequently inactivated. (T-1).

25.1.2.2.3. Disbanded Unit. Air Force organizations will use this term to denote a unit whose legal authority for existence is withdrawn by Headquarters Air Force. Its designation is retired and preserved in historical records. (T-1).

25.1.2.2.4. Parent Unit. Air Force organizations will use this term to denote an organization that directly administers units, detachments, or operating locations assigned to it. (T-1).

25.1.2.2.5. Provisional Unit. Air Force organizations will use this term to denote a temporary unit organized to perform a specific task. (T-1). (See [Chapter 31](#) for guidance on provisional units.)

25.1.2.2.6. Attached Unit. Air Force organizations will use this term to denote a unit, or part of a unit, placed under the control of another organization for a specific purpose such as operational control, administrative control, or logistic support. (T-1). It is still assigned to the parent unit.

25.1.2.2.7. Detached Unit. Air Force organizations will use this term to denote a unit serving away from its organization of assignment. (T-1). It may function independently, or may be attached to another organization.

25.1.2.2.8. Primary Subordinate Unit. Air Force organizations will use this term to denote a unit that performs part or all of the primary mission of the organization to which it assigned. (T-1). The unit will report to the Commander of the parent organization and have full authority to execute its assigned mission. (T-1). A primary subordinate unit's purpose will be to perform part of its parent organization's main mission and not to provide support functions for its parent headquarters. (T-1). Under a Major Command, examples include Numbered Air Forces, Air University, and the Air Force Life Cycle Management Center. Similarly, under a wing, squadrons are primary subordinate units of their group and the groups are primary subordinate units of the wing.

25.1.3. Nonunit. Air Force organizations will use this term to denote an organizational entity that is not constituted by Headquarters Air Force as a unit. (T-1). Air Force organizations will apply the following terms to nonunit organizations:

25.1.3.1. Named Activity. Air Force organizations will use this term to denote a part of a unit whose mission can be identified better by assigning it a definitive name that is designated in a DAF/A1M letter (e.g., the Civil Engineer School is part of a unit, the Air Force Institute of Technology). (T-1). Headquarters Air Force administers the designation, redesignation, and inactivation of named activities and authorizes them by issuing DAF/A1M letters. Every three years, AF/A1MO conducts a review with the Major Commands, field operating agencies, Direct Reporting Units, and SAF/AAR to validate the continuing requirement and proper alignment of named activities. To avoid confusion with named activities (which are nonunits), do not include the word "Activity" in unit designations. (T-1).

25.1.3.2. Detachment. Air Force organizations will use this term to denote a part of a unit that is separated geographically from its parent unit and that, although not a unit for organizational purposes, may have a Commander. (T-1). If a commissioned officer is assigned and appointed on G-Series orders as a Commander, the Commander has nonjudicial punishment authority under the Uniform Code of Military Justice unless withheld by superior competent authority. (See AFI 51-202, *Nonjudicial Punishment*.)

25.1.3.3. Operating Location. Air Force organizations will use this term to denote a part of a unit that is separated geographically from its parent unit and that cannot have a commander. (T-1). It is used to account for personnel by location. Personnel remain assigned to the parent unit. An operating location has none of the administrative attributes of a unit and does not have nonjudicial punishment authority under the Uniform Code of Military Justice.

25.1.3.4. Squadron Section. Air Force organizations will use this term to denote a function responsible for the administrative control of all members assigned to a unit and that is created by appointing a Section Commander on special orders in accordance with guidance in AFI 51-509. (T-1). A Squadron Section Commander has nonjudicial punishment authority under the Uniform Code of Military Justice unless withheld by superior competent authority. (See AFI 51-202.) Section commanders at other organizational levels may use a term reflecting their unit level (e.g., Group Section Commander).

25.1.3.5. Commander's Support Staff. Air Force organizations will use this term to denote a function responsible for providing direct support for a unit or Section Commander, primarily in administering unit personnel and administrative programs. (T-1). In squadrons, the function uses the office symbol code (OSC) of "CCQ" and office symbol code title "Orderly Room." Above the squadron level, the office symbol code is "CSS" and the office title is "Commander's Support Staff." When a squadron section exists, this function falls under it.

25.1.3.6. Air Force Element. Air Force organizations will use this term to denote a nonunit nomenclature used to account for manpower authorizations and to identify Air Force personnel on duty with organizations outside the Air Force, such as defense Agencies, defense field activities, and ANG units not in federal service. (T-1). Although not a unit for organizational purposes, an Air Force Element may function as a unit if so designated

by the competent authority, an eligible commissioned officer either assumes command or is appointed to command and Air Force members are assigned or attached to the Air Force Element. (See [paragraph 27.3.3.5](#))

25.2. Standard Levels of Air Force Organization. Air Force organizations will use the following terms to denote standard levels of organization used in structuring and designating Air Force units. (T-1).

25.2.1. Headquarters Air Force. Air Force organizations will use this term to denote the senior headquarters of the Air Force, consisting of the Secretariat (including the Secretary of the Air Force and the Secretary's principal staff) and the Air Staff, headed by the Chief of Staff of the Air Force. (T-1). Detailed information on Headquarters Air Force's mission, command structure, and responsibilities can be found in AFMD 1, *Headquarters Air Force (HAF)*.

25.2.2. Major Command. Air Force organizations will use this term to denote a major subdivision of the Air Force that is assigned a major part of the Air Force mission. (T-1). A Major Command is directly subordinate to Headquarters Air Force. Most Major Commands have the word Command as part of their designation. Do not include the word "Command" in the designation of any organization that is not a Major Command. (T-1). Major command headquarters have the full range of functional staff (excluding functions that have been centralized elsewhere for Air Force-wide execution). Major commands, in turn, may be subdivided per either of the organizational schemes shown in [Figure 25.1](#). The levels in each scheme are in descending order and represent levels of assignment. A unit cannot be assigned to an organization of equivalent or lower level. (T-1). For example, a group can be assigned to any organization listed above it, but a group cannot be assigned to another group or a squadron.

Figure 25.1. Organizational Schemes.

Unit Oriented Scheme

MAJCOM
NAF
Wing
Group
Squadron
Flight

Scheme with Major Nonunit Organizations. The terms below "Complex" represent internal staff structure and are not units as defined in [paragraph 25.1.2](#)

MAJCOM
Center
Complex
Directorate (limited use)
Division
Branch
Section

25.2.2.1. Lead Major Command. Air Force organizations will use this term to denote a type of Major Command that consolidates responsibilities for a function in a single Major

Command, supporting the entire Air Force as applicable. (T-1). For example, Air Education and Training Command is the lead Major Command for education and training.

25.2.2.2. Component Major Command. Air Force organizations will use this term to denote a type of Major Command that is the Air Force component to a Combatant Command. (T-1). For example, Pacific Air Forces is a component Major Command that is the Air Force component to the United States Pacific Command. A component Major Command is commanded by the Commander, Air Force Forces and includes supporting staff and all assigned and attached forces. A component Major Command may have one or more component Numbered or Named Air Force through which it presents its forces to the Combatant Commander. The component Major Command integrates, at the strategic level, component activities across all phases of conflict. The component Major Command staff should not duplicate the functions of the component Numbered Air Force Air Force Forces staff or air operations center. (See [Figure 26.2](#)) The component Major Command Commander is the Combatant Commander's theater Commander, Air Force Forces and may function as a theater Joint Force Air Component Commander when required. Refer to Air Force Doctrine Document (AFDD) Volume 3, *Command*, for more information on component relationships and roles. A Major Command can be both a component Major Command and a lead Major Command.

25.2.3. Direct Reporting Unit. Air Force organizations will use this term to denote a subdivision of the Air Force, directly subordinate to the Chief of Staff of the Air Force that performs a mission that does not fit into any Major Command. (T-1). A Direct Reporting Unit has many of the same administrative and organizational responsibilities as a Major Command. (See [paragraph 29.2.4](#) for more guidance on the establishment of Direct Reporting Units.)

25.2.3.1. Major Command Direct Reporting Unit. Direct reporting unit also applies to a subdivision of a Major Command. A Major Command Direct Reporting Unit reports directly to the Major Command Commander and performs a mission that does not fit into any of the Major Command's primary subordinate units. (See [paragraph 29.2.4](#) for more guidance on the establishment of Major Command Direct Reporting Units.)

25.2.4. Field Operating Agency (FOA). Air Force organizations will use this term to denote a subdivision of the Air Force, directly subordinate to a Headquarters Air Force functional manager. (T-1). A Field Operating Agency performs field activities beyond the scope of any Major Command. The activities are specialized or associated with an Air Force-wide mission. Field operating agencies will minimize staff functions. (T-2). Air Force field operating agencies usually have the word Agency as part of their designation. Do not include the word "Agency" in the designation of any organization that is not a Field Operating Agency directly under Headquarters Air Force. (T-1). Organization guidance for Major Commands also applies to large Air Force field operating agencies that are structured along Major Command lines. (See [paragraph 29.2.4](#) for more guidance on the establishment of field operating agencies.)

25.2.4.1. Major Command Field Operating Agency. Field operating agency also applies to a subdivision of a Major Command. A Major Command Field Operating Agency reports directly to a Major Command functional principal (e.g., two-letter office such as "director") and performs specialized field activities beyond the scope of any of the Major Command's primary subordinate units. The activities are specialized and are associated with the Major

Command or theater-wide missions that transcend the scope of routine wing functions. Major command field operating agencies minimize staff functions. (See [paragraph 29.2.4](#) for more guidance on the establishment of Major Command field operating agencies.)

25.2.5. Numbered or Named Air Force (NAF). Air Force organizations will use this term to denote a level of command directly under a Major Command providing operational leadership and supervision. (T-1). A NAF is assigned subordinate units, such as wings, groups, and squadrons. They do not have complete functional staffs.

25.2.5.1. Numbered or Named Air Forces designated as “Component Numbered Air Forces” (C-NAF) provide support at the operational and tactical level. When designated as the Air Force component to a Combatant Command, the component Numbered Air Force functions at the strategic, operational, and tactical level. A component Numbered Air Force is authorized a broader staff as depicted in [Figure 26.2](#)

25.2.5.2. The number of persons assigned to a Numbered or Named Air Force headquarters varies from case to case, but, except for component Numbered Air Forces, will not exceed 99 manpower authorizations without an approved waiver from AF/A1M. (T-1). The size of the component Numbered or Named Air Force headquarters staff is not limited to 99 manpower authorizations.

25.2.6. Wing. Air Force organizations will use this term to denote a level of command below the Numbered or Named Air Force or higher headquarters with a distinct mission with significant scope and usually composed of a primary mission group (e.g., operations, training) and the necessary supporting groups. (T-1). By pulling together the mission and support elements, a wing provides a significant capability under a single commander. It is often responsible for maintaining the installation. A wing will have several squadrons in more than one dependent group. (T-1). Wings will have a minimum adjusted population of at least 1,000 per [paragraph 25.2.15](#) (See [Table 25.1](#) for waiver approval authorities). A wing may be either an operational wing, an air base wing, or a specialized mission wing.

25.2.6.1. Operational Wing. Air Force organizations will use this term to denote a wing that has an operations group and related operational mission activity assigned to it. (T-1). When an operational wing performs the primary mission of the base, it usually maintains and operates the base. Also, an operational wing is capable of self-support in functional areas such as maintenance, supply, and conventional munitions, as needed. When an operational wing is a tenant organization, the host organization provides it with varying degrees of base and logistics support.

25.2.6.2. Air Base Wing. Air Force organizations will use this term to denote a wing that performs support rather than an operational mission that maintains and operates a base. (T-1). An air base wing sometimes provides functional support to a Major Command headquarters.

25.2.6.3. Specialized Mission Wing. Air Force organizations will use this term to denote a wing that performs a specialized mission and usually does not have aircraft or missiles assigned to it (e.g., intelligence, surveillance, and reconnaissance wing; training wing). (T-1). This wing may be either a host wing or a tenant wing, depending on whether it maintains and operates the base.

25.2.7. Group. Air Force organizations will use this term to denote a level of command between wings and squadrons. (T-1). Groups bring together multiple squadrons or other lower echelon units to provide a broader capability. For instance, a mission support group pulls together several squadrons in a variety of areas to provide a full spectrum mission support capability. A group is generally a tactical echelon without significant staff support. A group has two or more subordinate units. (T-1). Groups will have a minimum adjusted population of at least 400 per **paragraph 25.2.15** (See **Table 25.1** for waiver approval authorities).

25.2.7.1. Dependent Group. Air Force organizations will use this term to denote a dependent group is a mission, maintenance, mission support, medical, or large functional unit (e.g., civil engineer) that encompasses a number of related squadrons to provide the specified capability to a parent wing. (T-1). Such groups may possess small supporting staff elements, such as standardization and evaluation or quality control that are organized as sections.

25.2.7.2. Independent Group. Air Force organizations will use this term to denote an independent group has the same functions and responsibilities as a similar wing, but its scope and size do not warrant wing-level designation and associated overhead costs. (T-1).

25.2.8. Squadron. Air Force organizations will use this term to denote the basic unit in the Air Force that is the basic building block organization in the Air Force, providing a specific operational or support capability. (T-1). A squadron may be either a mission unit, such as an operational flying squadron, or a functional unit, such as a civil engineer, security forces, or maintenance squadron. A squadron has a substantive mission of its own that warrants organization as a separate unit based on factors such as unity of command, functional grouping, and administrative control, balanced with the efficient use of resources. Squadrons vary in size according to their responsibility but will have a minimum adjusted population of at least 35 per **paragraph 25.2.15** (See **Table 25.1** for waiver approval authorities). Do not fragment a capability into multiple squadrons when a single squadron provides a parent wing or group commander the best approach regarding a coordinated, focused capability under single direction. In extreme cases, when squadron population exceeds 700 manpower authorizations, Major Commands, field operating agencies, and Direct Reporting Units may request the establishment of two squadrons. Functional squadrons will employ the 7-series numbering convention in these instances (i.e., "XX" and "7XX" Squadrons). (T-1).

25.2.9. Flight. Air Force organizations will use this term to denote a level of organization lower than a squadron. (T-1). If an internal subdivision is required, a flight may consist of sections, then elements. A flight may be either a Numbered or Named Flight, alpha flight, or a functional flight.

25.2.9.1. Numbered or Named Flight. Air Force organizations will use this term to denote the lowest level unit in the Air Force. (T-1). A Numbered or Named Flight primarily incorporates smaller elements into an organized unit that is constituted by a DAF/A1M letter. Its administrative characteristics, such as strength reporting, are like those of a squadron. As a unit, it is authorized a Commander. Functions requiring unit status that are not large enough to be squadrons may be considered for Numbered and Named Flight level. Because a Numbered or Named Flight is a unit, it is assigned to an establishment at

the group level or higher rather than to a squadron. Examples of this type of flight are the 497th Combat Training Flight and Air Mobility Command Safety Flight.

25.2.9.2. Alpha Flight. Air Force organizations will use this term to denote a part of a squadron (usually a mission squadron) and composed of several elements performing identical missions. (T-1). Because an alpha flight is not a unit, it is not subject to unit reporting. An example of this type of flight is an "A" flight in an operations squadron.

25.2.9.3. Functional Flight. Air Force organizations will use this term to denote a squadron composed of elements performing specific missions. (T-1). Because a functional flight is not a unit, it is not subject to unit reporting. An example of this type of flight is a Manpower and Organization Flight in a Force Support Squadron.

25.2.10. Center. Air Force organizations will use this term to denote a named unit that performs a specialized mission, typically for a larger function that performs most of its mission at one location and has few subordinate units such as the Space and Missile Systems Center. (T-1). However, extremely large centers such as those for sustainment, life cycle management, and test may have multiple subordinate units and nonunits at several locations.

25.2.11. Laboratory. Air Force organizations may use this term to denote an organization that performs research or advanced development missions.

25.2.12. Region. Air Force organizations may use this term to denote a unit whose organization is geographic.

25.2.13. Complex. Air Force organizations may use this term to denote a named unit that performs a related set of missions within some specialized facilities predominantly on one installation. Predominantly used for sustainment, research, or development missions (e.g., the air logistics complexes and the Arnold Engineering Development Complex).

25.2.14. Named Component Headquarters. Air Force organizations will use this term to denote a named unit that serves as an Air Force component to a Combatant Command. (T-1). It is a command echelon under a Major Command. Named component headquarters plan, command, control, execute, and assess air, space, and information operations across the full range of military operations. Air Force forces and units are assigned or attached as required to support the Combatant Command.

25.2.15. Organization Size Guidance for Wings, Groups, and Squadrons.

25.2.15.1. Adjusted population minimums shall be 1,000 for wings, 400 for groups and 35 for squadrons (See [Table 25.1](#) for waiver approval authorities). Adjusted populations include:

25.2.15.1.1. Funded manpower authorizations as reflected in the Manpower Programming and Execution System (See [Attachment 2](#)).

25.2.15.1.2. Average daily student load (ADSL) or, for the United States Air Force Academy, cadets or preparatory school cadet candidates. Compute ADSL for adjusted populations per this instruction as follows: Multiply the number of course days by the total number of students and then divide that result by 246 (the annual available days for training in line with similar AETC computations). Round to the nearest whole number (round up for .5 and above and round down for .49 and below). ADSL can be

included only for training courses approved at Major Command level or higher and for which the unit has significant student oversight responsibilities.

25.2.15.1.3. A percentage of the contractor workforce. Specifically, one-third of the contractor full-time equivalent reflected in the Manpower Programming and Execution System for a unit may be counted when:

25.2.15.1.3.1. The contractor full-time equivalent portion counts for no more than 30 percent of the adjusted population used to meet unit size minimums. In other words, before contractor full-time equivalents may be considered, adjusted populations are at least 700 for wings, 280 for groups and 25 for squadrons.

25.2.15.1.3.2. This guidance recognizes the role of contractors in mission accomplishment while reflecting the reduced supervisory responsibilities. It also ensures Air Force units are made up of predominantly Air Force assets.

25.2.15.2. Additional Specialized Guidance.

25.2.15.2.1. A unit reflected as a squadron in the Force Tabs may maintain its squadron status regardless of size. (SAF/FMP maintains the Force Tabs as part of the Program Data System per AFI 16-402, *Aerospace Vehicle Programming, Assignment, Distribution, Accounting and Termination*.)

25.2.15.2.2. A wing with other dependent groups may have an operations group if it has multiple squadrons reflected in the Force Tabs, regardless of the operations group's size.

25.2.15.2.3. An Associate unit may be a squadron if the unit whose weapons system(s) it shares is a squadron. Refer to AFI 90-1001, *Planning Total Force Associations (TFAs)*, for further information on associated units.

25.2.15.2.4. Additional Specialized Guidance for ANG and Air Force Reserve Command units. Using standard wing and group organization structures in the Air Reserve Component enhances their ability to transition smoothly to the expeditionary environment and interface with Regular Air Force organizations, although Air Reserve Component wings and groups are often smaller because of factors such as a more experienced workforce with a smaller trainee population, fewer aircraft at a location, and smaller installation support infrastructure. Air Reserve Component units follow standard unit size and organizational guidance in all other respects, except for:

25.2.15.2.4.1. Specialized adjusted population minimums for ANG and Air Force Reserve Command units shall be 750 for wings and 200 for groups (See **Table 25.1** for waiver approval authorities).

25.2.15.2.4.2. An ANG or Air Force Reserve Command wing with other dependent groups may have an operations group if it has at least one operations squadron that is reflected in the Force Tabs or is an associate squadron, plus at least one other unit (e.g., operations support squadron). This is like the guidance for Regular Air Force operations groups but reflects that many Air Reserve Component wings have only one flying unit.

25.2.15.2.4.3. Adjusted populations for ANG units may include a percentage of the State employees. This recognizes the contribution of State employees while

reflecting the differing roles and supervisory aspects. Specifically, one-third of the State employees for a unit may be counted when the State employee portion counts for no more than 30 percent of the adjusted population used to meet unit size minimums. In other words, before State employees may be considered, adjusted populations (excluding contractor full-time equivalents) are at least 525 for wings, 140 for groups and 25 for squadrons. Contractor full-time equivalents are excluded from the adjusted population when assessing if the State employee portion counts for no more than 30 percent to ensure units are made up predominantly of assets directly associated with Air Force. The specified percentages of State employees and contractor full-time equivalents may be included in the final total adjusted population if the minimums have been met.

25.2.15.2.5. Additional Specialized Guidance for Medical Units.

25.2.15.2.5.1. Medical squadrons will follow the standard size guidance and applicable standard structures in this instruction (See **Table 25.1** for waiver approval authorities).

25.2.15.2.5.2. Regardless of size, medical groups are authorized when all the following are met: the organization reports to a wing per **Figure 26.3**, Wing Structure, in this instruction; the organization is structured per the medical group standard structures in this instruction; and the organization has multiple subordinate squadrons that meet standard size guidance and follow the standard structures in this instruction.

25.2.15.2.5.3. Medical wings will follow the standard size guidance for wings and have multiple subordinate groups (See **Table 25.1** for waiver approval authorities).

25.2.15.2.5.4. The specialized medical unit guidance does not apply to Air Reserve Component units per **paragraph 26.27.4** which specifies the standard medical group structures do not apply to the Air Reserve Component. Because of the organization threshold review of medical units, AF/SG addresses the Air Reserve Component medical units and their structure in the Medical Flight Path.

25.2.15.2.6. Additional Specialized Guidance for Comptroller Squadrons. This guidance applies to comptroller squadrons to recognize their fiduciary requirements and responsibility for wing staff administration. Comptroller squadrons that provide administrative and Uniform Code of Military Justice support to their parent wing headquarters staff per **paragraph 26.4.2**, may adjust their population to include one-third of that wing staff's funded military manpower authorizations. This additional population can account for no more than 30 percent of the adjusted population needed to meet squadron size minimums. In other words, before wing staff may be considered, a comptroller squadron has at least 25 funded manpower authorizations.

25.2.15.2.7. Additional Specialized Guidance for Overseas Units with Foreign National Indirect Hire Civilian Employees. Adjusted populations for overseas units may include a percentage of foreign national indirect hire employees. This recognizes the contribution of those employees while reflecting the differing roles and supervisory aspects.

25.2.15.2.7.1. Specifically, one-third of foreign national indirect hire employees

for a unit may be counted when the foreign national indirect hire employee portion counts for no more than 30 percent of the adjusted population used to meet unit size minimums. In other words, before they may be considered, adjusted populations (excluding contractor full-time equivalents) are at least 700 for wings, 280 for groups and 25 for squadrons.

25.2.15.2.7.2. Contractor full-time equivalents are excluded from the adjusted population when assessing if the foreign national indirect hire employee portion counts for no more than 30 percent to ensure units are made up predominantly of assets directly associated with the Air Force. The specified percentages of foreign national indirect hire employees and contractor full-time equivalents may be included in the final total adjusted population if the minimums have been met.

25.2.15.3. MAJCOM/A1Ms will monitor unit sizes on an ongoing basis to ensure units are named and organized per the guidance in this instruction. (T-1).

25.2.15.4. AF/A1M reviews wing, group, and squadron sizes every two years to ensure compliance with organization size guidance. Approval levels for waivers to wing, group and squadron size guidance are shown in **Table 25.1** AF/A1M provides guidance on how to submit waiver requests during the biennial reviews. **Paragraph 29.2.2.4** provides guidance on requesting wing, group, and squadron size waivers that are needed as part of an organization change request at other times.

Table 25.1. Decision Levels for Waivers to Wing, Group, and Squadron Size Guidance.

Type of Unit	Approval Level	Disapproval Level
Squadron	AF/A1	VCSAF
Dependent Group	AF/A1	VCSAF
Independent Group	VCSAF	CSAF
Wings	CSAF	CSAF
Secretary of the Air Force and Chief of Staff of the Air Force are informed of all wing, group, and squadron size waivers.		

25.2.15.5. Expeditionary Units. Major commands will strive to organize expeditionary units per the organization size guidance but may authorize variances when necessary because of factors such as operational needs, relationships with other Service or coalition forces, or to avoid turbulence because of population fluctuations. (T-1). (See **Chapter 31** for general guidance on provisional units.)

25.3. Standard Elements of Air Force Organization. Air Force organizations will use the following terms to denote organizational elements within command and staff functions:

25.3.1. Command.

25.3.1.1. Air Force organizations will use the term Commander to denote an officer who occupies a position of command under orders of appointment or by the assumption of command per AFI 51-509. (T-1). This designation is used in all Air Force units except for:

25.3.1.1.1. The United States Air Force Academy, which is commanded by a superintendent.

25.3.1.1.2. Other school organizations, which may be commanded by commandants. Commandants of nonunit school organizations are not commanders.

25.3.1.1.3. A unit with a civilian leader. When a civilian is appointed to lead a unit, that individual is the director of the unit. A unit designated to be led by a civilian director will not have a Commander, Section Commander or detachment Commander (this is not waivable). Internal functional flight heads using the duty title of “flight commander” may continue to use this title since they are not unit commanders with corresponding legal command authority. (T-1).

25.3.1.1.3.1. Major command, Field Operating Agency, or Direct Reporting Unit headquarters may approve the designation of a unit to be led by a civilian director instead of a military Commander subject to the restrictions within this instruction or other applicable guidance. Headquarters Air Force approval under the waiver process in this instruction is required for approval under any other circumstances.

25.3.1.1.3.2. Civilian unit directors must be full-time Department of the Air Force appropriated fund employees who have completed any applicable probationary periods. (T-1). Civilian unit directors must be United States citizens. (T-1).

25.3.1.1.3.3. A unit will not have a civilian unit director and must have a military Commander if: the unit is committed as a unit to a combat mission or to fill a mobility requirement; the unit or an organization subordinate to the unit has a flying mission; the unit has a medical mission; the unit is above wing level (**Exception:** This restriction does not apply to Air Force Field Operating Agency and Major Command Field Operating Agency headquarters units); the unit is one whose leader may normally function as an installation Commander; the unit is an expeditionary or provisional unit; or the unit is in the Air Force Reserve Command or ANG (this restriction does not limit traditional Reserve and ANG Technician arrangements; see AFI 51-509 for more guidance specific to Air Reserve Component commanders). (T-1).

25.3.1.1.3.4. Since civilians cannot exercise command over military members, and no member of the unit or subordinate unit can assume command of the unit, it is advisable to establish a succession plan for leadership of the unit so it is prepared for the possibility that the civilian leader might become incapacitated. Refer to AFI 51-509 for guidance on command authority matters for units led by civilian directors.

25.3.1.1.3.5. Civilian unit leaders will use an office symbol code of “CL” (Civilian Unit Leader). (T-1). Civilian unit leaders will not use the title “Commander” nor an office symbol code of “CC” (Commander). (T-1).

25.3.1.1.3.5.1. Since units with civilian leaders do not have commanders, the titles and office symbol codes for Vice Commander (CV) and Deputy Commander (CD) cannot be used for either military or civilian members in such units. When authorized, a primary subordinate who shares the civilian director’s duties and acts for the director in the director’s absence will use the title “Deputy Director” and the office symbol code of “DD.” (T-1). The title “Vice Director” and office symbol code of “DV” will be used for such a primary

subordinate at center or wing level. (T-1).

25.3.1.1.3.5.2. Civilians who are subordinates in units commanded by officers cannot use the titles "Vice Commander," "Deputy Commander," "Deputy to the Commander" or any similar title that denotes or implies the ability to exercise command authority in a Commander's absence. Such civilians will use a title of "deputy" and office symbol code of "DD." (T-1).

25.3.1.2. Vice Commander. Air Force organizations will use this term to denote an officer who shares a commander's duties and acts for the Commander during the commander's absence at wing, center and Numbered or Named Air Force level. (T-1). If eligible, and the officer properly assumes or is appointed to command under the provisions of AFI 51-509, a deputy Commander may exercise all command authority during the assigned Commander's absence.

25.3.1.2.1. Where the Air Force is the lead Service at a joint base, the officer (irrespective of the branch of Military Service) designated the "Deputy Joint Base Commander" will perform the functions of the Vice Commander at wing level. (T-1).

25.3.1.3. Installation Commander. Air Force organizations will use this term to denote the host unit Commander who is responsible for maintaining and operating the installation. (T-1). This individual discharges the duties directed by United States statutes or Air Force directives to be performed by the Installation Commander.

25.3.1.4. Deputy Commander. Air Force organizations will use this term to denote an officer who shares the Commander's duties and acts for the Commander during the Commander's absence at Major Command or group level. (T-1). If eligible, and the officer properly assumes or is appointed to command under the provisions of AFI 51-509, a deputy Commander may exercise all command authority during the assigned Commander's absence.

25.3.2. Staff.

25.3.2.1. Chief of Staff. Air Force organizations will use this term to denote the Chief of Staff of the Air Force, with the only variance for component Numbered or Named Air Forces. (T-1). (See [Figure 26.2](#) for a variance for component Numbered or Named Air Forces.)

25.3.2.2. Deputy Chief of Staff. Air Force organizations will use this term to denote an officer who oversees a major portion of the Air Staff and who reports directly to the Chief of Staff of the Air Force. (T-1). A Deputy Chief of Staff supervises the activities of directorates and field operating agencies.

25.3.2.3. Director of Staff. Air Force organizations will use this term to denote a staff element reporting directly to the Major Command Deputy Commander that oversees executive services, orderly room, and command section activities. (T-1). Wings may use this title when authorized by a manpower standard. (T-2).

25.3.2.4. Directorate. Air Force organizations will use this term to denote a staff element at Headquarters Air Force or Major Command level that is a decision-making level which performs a range of related staff functions and normally supervises the activities of divisions and field operating agencies. (T-1).

25.3.2.4.1. Directorates are also authorized in large Headquarters Air Force field operating agencies and in large centers and laboratories (about 500 authorizations) which oversee major mission areas and key Air Force programs or support functions.

25.3.2.5. Division. Normally aligned as a staff element in Headquarters Air Force, a Major Command, Numbered or Named Air Force, center, Field Operating Agency, or equivalent. Divisions supervise the activities of branches if the organization is large enough to require branches. Organizations that hold squadron status in the wing structure can be aligned as divisions when the head of the organization is a civilian (e.g., Contracting Divisions).

25.3.2.6. Branch. A staff element that performs a specific portion of a division's mission. Branches may be further subdivided into sections and elements. Branches supervise the activities of sections and elements. However, sections and elements are only authorized if the organization performs technical, highly specialized workload or if the supervisor-to-worker ratio is higher than 10-to-1. If further subdivision of a branch is required, a team leader approach is the preferred arrangement.

Chapter 26

STANDARD ORGANIZATIONS

26.1. Organization Structure.

26.1.1. This chapter prescribes standard organizational structures for use to the lowest level shown. Illustrative figures include approved organizational titles. (See [Figures 26.1](#) through [26.36](#)) Organization structures are illustrated to the lowest mandatory levels. Headquarters Air Force and Major Command functional and manpower, organization, and resources focal points are authorized to develop standard organization structures below the mandatory level. This chapter also reflects standard office symbol codes.

26.1.2. Organizational Variations. Each figure depicts a standard organizational structure for a unit or function. AF/AIM must approve any variations from the standard structure. ([T-1](#)). Variations from standard structures should have a clear, overriding purpose that has easily recognizable and defensible organizational and cost benefits. Major commands, field operating agencies and Direct Reporting Units submit variation requests as described in [Chapter 29](#) of this instruction when a standard function does not exist at a location, when functions are combined because of small size, or when units are responsible for activities not accounted for in standard structures.

26.1.3. Functions and Responsibilities. Each figure depicts the standard organizational structure and accompanying paragraphs list typical functions and responsibilities performed by an organization. These functions and responsibilities are not comprehensive but are intended to give an understanding of activity that fits in each organizational block.

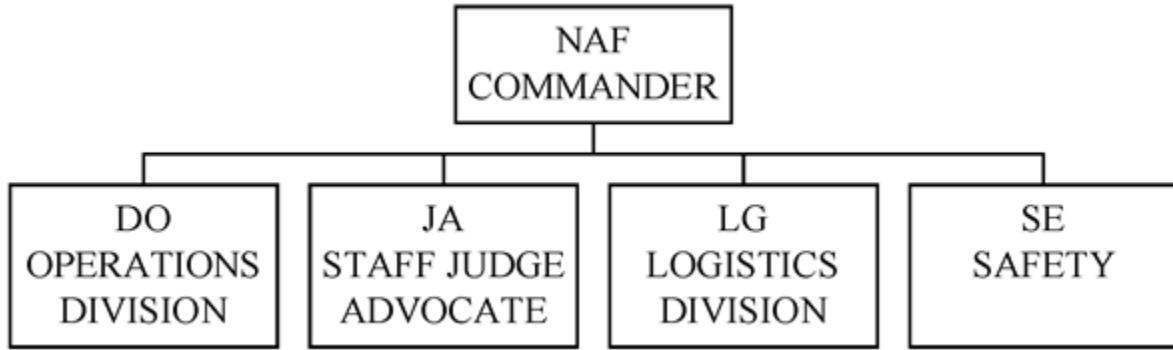
26.1.4. The standard squadron organizational structures prescribed in [Chapter 26](#) also apply to units with the respective unit kinds that are organized as Numbered Flights because of organization size guidance. When the unit is a Numbered Flight, the internal subdivisions are sections.

26.1.5. The standard organizational structures prescribed in [Chapter 26](#) also apply to similarly named units that include “Special Operations” in their designations.

26.2. Numbered and Named Air Force. The Numbered and Named Air Force is a command echelon directly under a Major Command that is focused on ensuring the readiness of assigned forces. It prepares forces for deployment and employment.

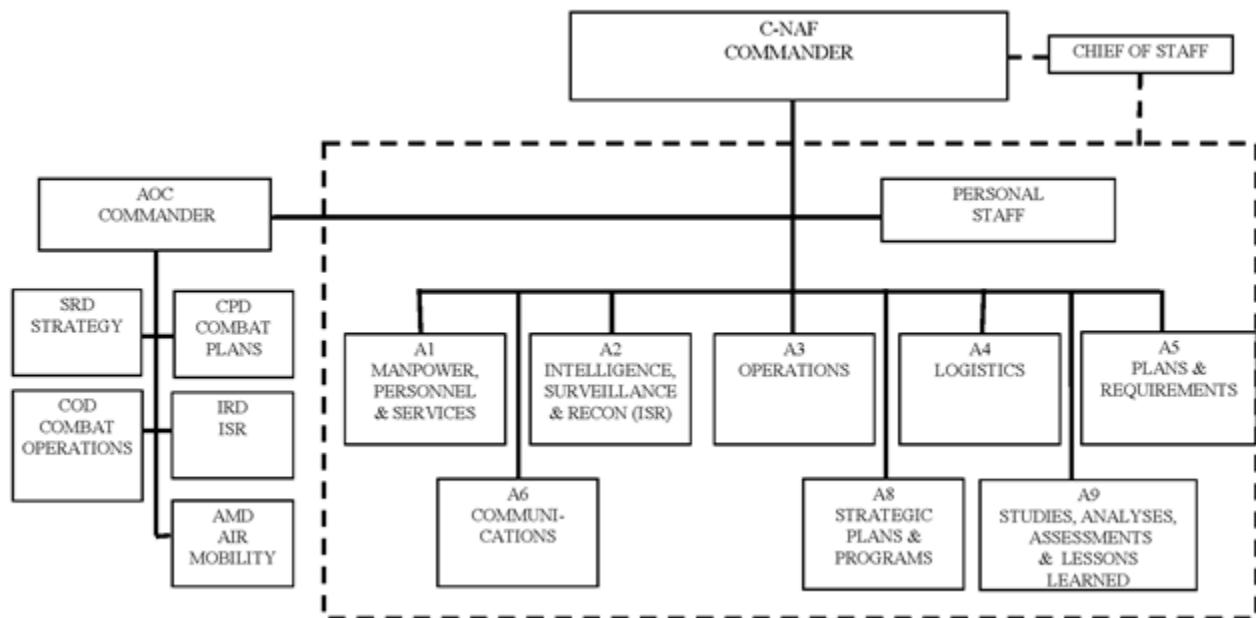
26.2.1. Basic Numbered and Named Air Force Structure. The basic Numbered and Named Air Force structure is in [Figure 26.1](#)

Figure 26.1. Basic Numbered and Named Air Force Structure (Does not apply to component Numbered Air Forces).



26.2.2. Component Numbered Air Force Structure. The component Numbered Air Force structure is in [Figure 26.2](#)

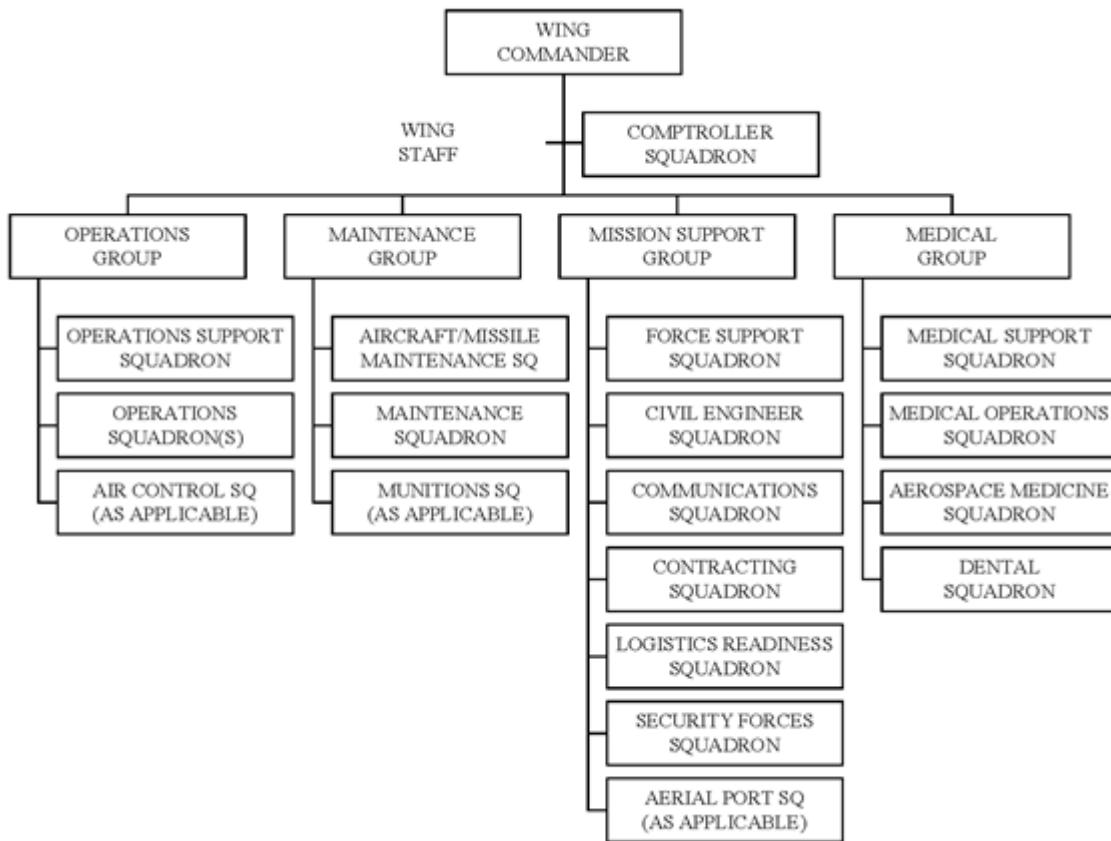
Figure 26.2. Component Numbered Air Force Structure.



26.2.2.1. A component Numbered Air Force is a specialized category of Numbered and Named Air Force that is structured to perform an operational and warfighting mission in support of a Combatant Command. The component Numbered and Named Air Force is a command echelon directly under a Major Command. The component Numbered Air Force plans, commands, controls, executes, and assesses air, space, and information operation capabilities across the full range of military operations. The component Numbered Air Force normally consists of an Air Force Forces staff and an air operations center as depicted in [Figure 26.2](#). Air Force Forces and units are assigned or attached as required to support the Combatant Command.

26.2.2.2. Organization Variations. Elements of personal staff may be reduced or eliminated as much as practical through support agreements and reach back. The personal staff may include Protocol (CCP), Political and Military Advisor (CCT), Judge Advocate (JA), Public Affairs (PA), Historian (HO), Chaplain (HC), Safety (SE), Surgeon (SG), Financial Management (FM), Reserve Affairs (RE), Information Protection (IP), and Inspector General (IG). The rest of the component Numbered Air Force staff consists of the standard Air Force A1–A9 staff functions. (See [Figure 27.1](#) and [paragraph 27.4.4](#) for information on A-staff office symbol codes.) A-staff two-digit functions may be linked (e.g., A3 and A5 as A3/5), but separate functional staffs are maintained. Component Numbered Air Forces are authorized to use the “Chief of Staff” (CS) title as a variance to [paragraph 25.3.2.1](#) of this instruction. Component Numbered Air Force responsibilities may vary depending on the capabilities provided by the Major Command. [26.3 Standard Wing](#).

Figure 26.3. Wing Structure.



26.3.1. Standard Wing Structure and Responsibilities. The standard wing generates and employs combat capability. One Commander has the authority and responsibility to command the wing. The standard operational wing structure is a wing with four dependent groups (Operations, Maintenance, Mission Support, and Medical) with related functions and disciplines aligned under the appropriate group. Generally, only the wing staff, comptroller unit, and the four group commanders report directly to the wing Commander. So, the wing

Commander concentrates on the wing's primary mission and delegates authority to subordinates so they can accomplish their responsibilities. Major wing functions are divided among a few principal subordinates, each accountable for carrying out a specific part of the wing mission. Responsibilities are clearly defined, and duplication is avoided. While the standard wing is organized for combat operations, its basic structure is applied to all types of wings (for instance, air base and specialized mission wings).

26.3.2. Organization Variations.

- 26.3.2.1. Where applicable, air control squadrons are part of the Operations Group.
- 26.3.2.2. Where applicable, munitions squadrons are part of the Maintenance Group.
- 26.3.2.3. Where applicable, aerial port squadrons are part of the Mission Support Group. Aerial port squadron alignment is under review.
- 26.3.3. Staffing of a Standard Wing. A wing is organized as an operational unit with manpower requirements set at those levels required for mission success. A standard or core manpower level exists for each organization defined in this instruction.

Figure 26.4. Wing Staff Structure.



26.4.1. Wing Staff Organization. Wing staff functions report to the wing Commander. A wing staff function may be referred to as an office, e.g., a Public Affairs Office. The senior staff member is referred to as the Chief. **Figure 26.4** and the related descriptions in the subparagraphs under 26.4.1 reflect separate wing staff functional offices. This does not include individual positions or activities immediately under the "CC" or "CV" as reflected by "CC" or "CV" office symbol codes, such as the Sexual Assault Prevention and Response (CVS), Drug Demand Reduction Program (CVD), or Installation Resilience Program (CVB).

- 26.4.1.1. Public Affairs (PA). Provides guidance to commanders regarding communicating information about Air Force activities to the Department of Defense, Air Force, domestic and international audiences. Provides visual information services and visual information documentation of significant events. Gives commanders awareness of the public information environment. Directs media and community relations activities.

Provides security and guidance review of publicly releasable information. Only wings with host installation responsibilities are authorized a Public Affairs office without SAF/PA waiver.

26.4.1.2. Safety (SE). Advises commanders and supervisors on safety requirements and issues. Manages wing United States Air Force Mishap Prevention Program to help preserve vital resources and enhance mission capability.

26.4.1.3. History (HO). Provides commanders and staffs with research services; prepares official histories and other publications.

26.4.1.4. Judge Advocate (JA). Advises wing and subordinate commanders on all matters affecting Air Force operations across all legal domains. Advises commanders on military justice and disciplinary matters, prosecutes courts-martial and represents the government in administrative separation hearings. Provides personal legal assistance. Provides legal advice to military investigative agencies. Represents Air Force interests in environmental, civilian labor and utility rate matters and advises on contract law and related civil law issues. Acts as Air Force liaison with federal, state, and local legal authorities. Advises commanders and staffs on international and operational law matters. Drafts and reviews operation and exercise contingency plans for compliance with the law of war.

26.4.1.5. Command Post (CP). Implements emergency action and quick reaction checklist procedures and controls assigned forces; operates communications systems; maintains and provides communications security and area security; monitors alert force status; monitors airfield, weather, and navigational aid status. Coordinates and reports maintenance actions. Only one command post is authorized on each installation unless otherwise approved under AFMAN 10-207, *Command Posts*.

26.4.1.6. Chaplain (HC). Provides spiritual care and the opportunity for authorized personnel to exercise their constitutional right to the free exercise of religion by conducting religious observances and providing pastoral care. Advises leadership on spiritual, ethical, moral, morale, core values, and religious accommodation issues.

26.4.1.7. Information Protection (IP). Wing's principal advisor on the implementation of the Air Force's Personnel, Industrial, and Information Security Programs used to define risk associated with the protection of collateral classified national security, controlled unclassified, and other sensitive information.

26.4.1.8. Plans (XP). Develops, coordinates, and publishes wing plans. Acts as the exercise administrator of the Crisis Action Team, Installation Command Center, and Emergency Operations Center. Wing commanders may approve eliminating "plans" as a separate office and merging its responsibilities and resources into the wing Inspector General Office.

26.4.1.9. Equal Opportunity (EO). Assists commanders at all levels to proactively engage all Airmen in the pursuit of equal opportunity. Includes implementation of various equal opportunity programs (e.g., Complaint Program, Human Relations Program, Climate Assessment Program, Alternate Dispute Resolution Program that include conflict consulting, Affirmative Employment Program, Disability Program and Special Emphasis Programs). Educates and trains all Airmen to make workplace professionalism a top

priority and to take proactive steps to prevent, correct, and eliminate unlawful discriminatory behavior.

26.4.1.10. Inspector General (IG). Plans, directs, conducts, and monitors inspector general programs. Executes the complaints resolution and the fraud, waste, and abuse programs per AFI 90-301, *Inspector General Complaints Resolution*. Manages the wing-level Commander's Inspection Program and evaluates the wing's Self-Assessment Program per AFI 90-201, *The Air Force Inspection System*. Is the wing gatekeeper for all inspections. Inspects and reports on the wing's management of resources, leadership, improving the unit and mission execution to the Commander. Trains and oversees the Wing Inspection Team members.

26.4.2. Wing staff personnel are attached to the Comptroller Squadron for administrative and Uniform Code of Military Justice purposes.

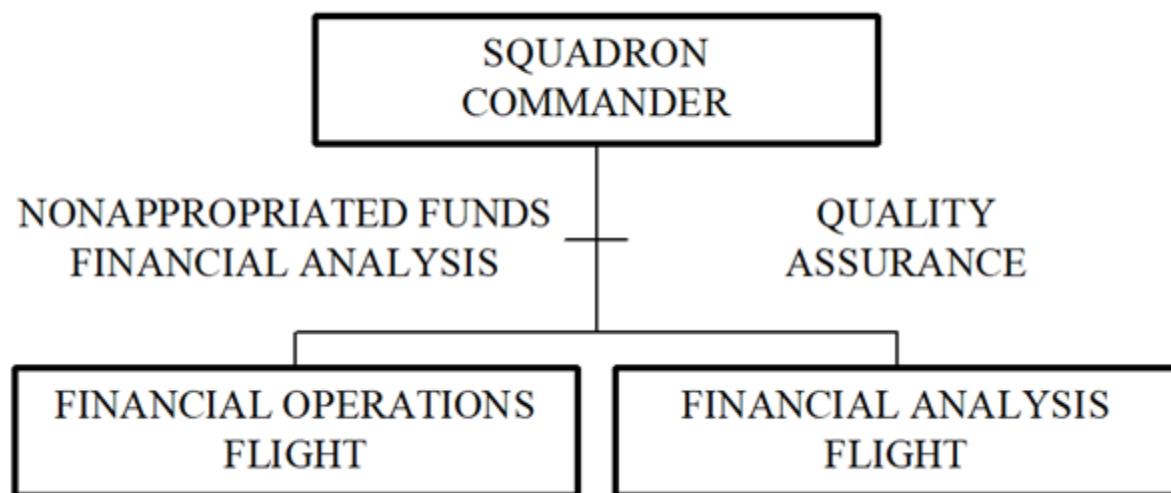
26.4.2.1. For wings that do not have a Comptroller Squadron or that have a civilian-led Comptroller Squadron, wing staff personnel are attached to the Force Support Squadron. In this case, if the Force Support Squadron is civilian-led, the wing staff personnel are attached to the Mission Support Group headquarters unit.

26.4.2.2. MAJCOM/A1s, in coordination with their Major Command Judge Advocates (MAJCOM/JA), may approve variances to the above wing staff attachments if necessary to avoid inappropriate reporting relationships such as between spouses. The variances will last the minimum time needed to avoid the inappropriate relationship. (T-2).

26.4.2.3. If a wing does not have any units specified in **paragraphs 26.4.2 or 26.4.2.1**, the wing Commander may attach wing staff personnel to another unit for administrative and Uniform Code of Military Justice purposes.

26.4.2.4. Guidance in **paragraph 26.4.2** concerning attachment of wing staff personnel also applies to independent group staffs. The guidance in this paragraph concerning Comptroller Squadrons also applies to Regular Air Force Comptroller Flights.

Figure 26.5. Comptroller Squadron Structure.



26.5.1. Comptroller Squadron (FM) Functions and Responsibilities. This squadron provides financial analysis and services, including budget development and execution, cost, and economic analysis, pay and travel services and liaison with the Defense Finance and Accounting Service.

26.5.2. Nonappropriated Funds Financial Analysis (FMN). This area provides independent financial management oversight and analysis of morale, welfare, and recreation and lodging programs and activities on the base, along with other special nonappropriated fund programs. Supports the installation Commander, the comptroller, and Force Support Squadron management.

26.5.3. Quality Assurance (FMQ). Develops and maintains a practical Quality Assurance Program for squadron operations. Includes performing quality review inspections, developing internal review checklists and ensuring squadron internal controls are in place and working.

26.5.4. Financial Analysis Flight (FMA). Plans, develops, and presents all budget and fund requirements for the installation to the Major Command or other higher headquarters. Responsibilities for financial analysis encompass economic analysis and execution of appropriated Air Force funds, including applicability and propriety of fund usage, to ensure their most effective use in support of Air Force programs and priorities. This flight updates accounting data. It also provides financial management function accounting for host and tenant unit commanders in the execution of funding authorities and liaison service among units, vendors and Defense Finance and Accounting Service. The flight performs commitment accounting and fund certification for the Government Purchase Card Program, fund cite authorizations, fund control messages, and other funding authorizations. Obligates and authenticates temporary duty and emergency leave orders and performs follow up on outstanding orders and advances.

26.5.5. Financial Operations Flight (FMF). Provides military, travel, and civilian pay services for all personnel. Performs in and out-processing for a permanent change of station, separations, and retirements pay, and assistance with the Defense Travel System. This flight manages debt programs, dependency determinations, and recertification of entitlements. It processes documents to update pay, allowance, leave, allotment, and tax information. Audits temporary duty travel claims, trains, and oversees unit leave monitors and timekeepers, processes time and attendance records for updates to the Defense Civilian Pay System and performs disbursing and cashier functions.

Figure 26.6. Operations Group Structure.



Note: Major commands may align Intelligence in the Operations Group headquarters or the Operations Support Squadron. (See [Figures 26.7](#) and [26.8](#)) Major commands notify AF/A1MO and the Headquarters Air Force Deputy Chief of Staff/Intelligence, Surveillance and Reconnaissance and Cyberspace Effects Operations (AF/A2/6) Force Management Division (AF/A2/6FD) when changing a wing's Intelligence organizational alignment.

26.6.1. Operations Group Functions and Responsibilities. The Operations Group operates primary mission equipment.

26.6.2. Standardization and Evaluation (OGV). Performs group aircrew standardization and evaluation program functions.

26.6.3. Intelligence (OGI). Provides intelligence support for the wing during all phases of conflict and decision making. Trains aircrew and operators and prepares the wing for contingency and wartime missions. Provides intelligence tailored to the wing's operational mission and base support activities. Provides full-spectrum threat assessments and mission planning in support of deployments, contingencies, and combat operations. Major commands may align Intelligence in the Operations Group headquarters or the Operations Support Squadron. (See [Figures 26.6](#) and [26.7](#)) Major commands notify AF/A1MO and AF/A2/6FD when changing a wing's Intelligence organizational alignment.

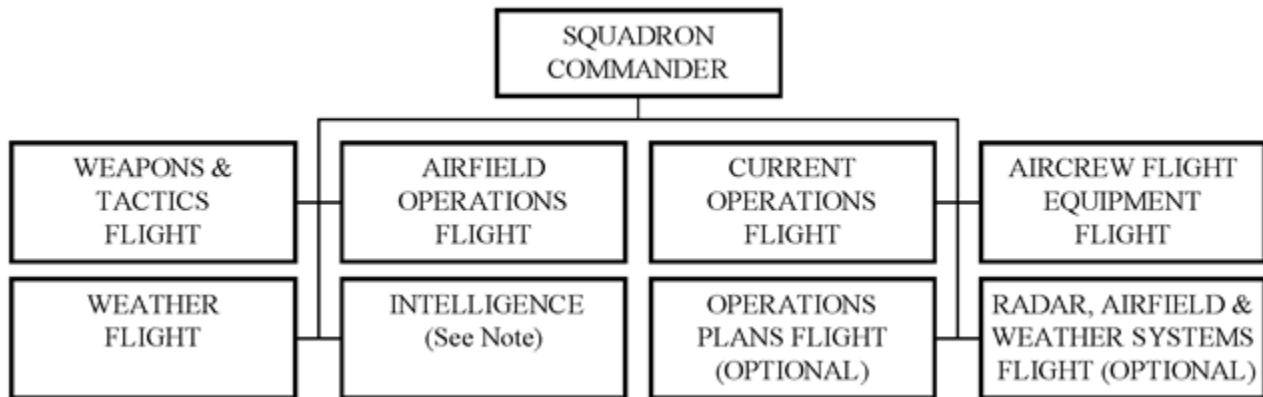
26.6.4. Organization Variations.

26.6.4.1. Except for the lettered flights, an Operations Group Commander has the discretion to combine operations squadron functions with similar functions in an Operations Support Squadron or in an Operations Group staff in cases where effectiveness and efficiency may be improved.

26.6.4.2. Where applicable, Air Control Squadrons are part of an Operations Group.

26.6.4.3. An Operations Group Commander may attach individual “OGI”-assigned intelligence, surveillance, and reconnaissance personnel to the operations squadrons under “OGI” administrative control or assign individual intelligence, surveillance, and reconnaissance Airmen to the operations squadrons.

Figure 26.7. Operations Support Squadron Structure.



Note: Major commands may align Intelligence in the Operations Group headquarters or the Operations Support Squadron. (See [Figures 26.7](#) and [26.8](#)) Major commands notify AF/A1MO and AF/A2/6FD when changing a wing's Intelligence organizational alignment.

26.7.1. Operations Support Squadron (OS) Functions and Responsibilities. Provides support to operations squadrons in designated areas.

26.7.2. Weapons and Tactics Flight (OSK). Develops procedures and unit tactics for planning and employing operational mission and wing assets. Advises wing staff on operational capabilities, limitations, and status of resources.

26.7.3. Airfield Operations Flight (OSA). Provides airfield management and air traffic operations services to the installation's flying wing, transient and civilian airfield, and air traffic users. The flight typically supports the flying mission in a single terminal environment; however, it may also include enroute control, range complexes, and multiple airfields. Air Operations (AO) facilities typically operate 16-24 hours per day with assigned personnel working rotating shifts to support the unit's primary flying mission. Typical Airfield Operations Flights also include a Radar, Airfield & Weather System (RAWS) section responsible for maintaining air traffic control and airfield equipment supporting the safe takeoff, landing, and navigation of all aircraft transiting the base or airspace controlled by the base (this function may also be a separate flight per [paragraph 26.7.9](#)).

26.7.4. Current Operations Flight (OSO). Responsible for all wing flying operations. Monitors and directs flying, scheduling, and training. Manages the flying hour program and flight simulator systems and provides centralized flight records support. Coordinates wing combat mission planning and sortie allocation. Provides inspection support and coordinates deployment requirements for an Operations Group.

26.7.5. Aircrew Flight Equipment Flight (OSL). Performs functions that enhance aircrew performance and preserve human lives through proper equipment integration of the human and

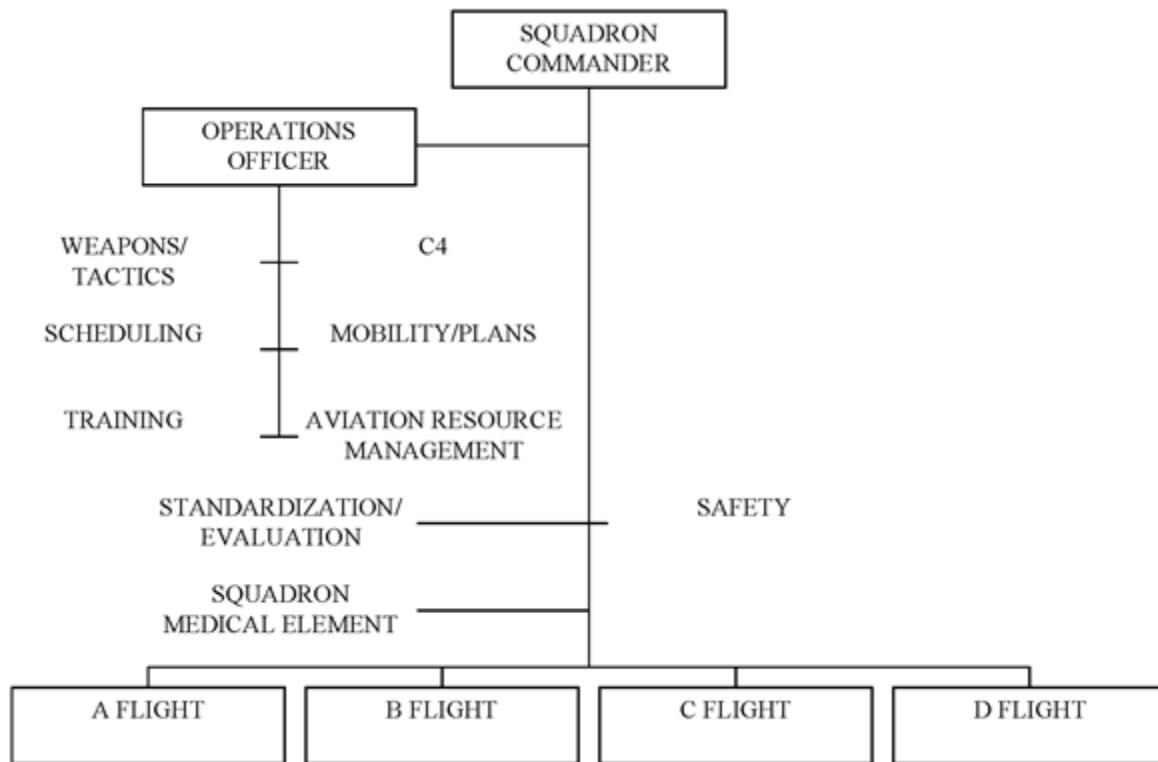
the weapons system. Issues, fits, repairs, and maintains critical mission performance and lifesaving equipment such as parachutes, helmets, nuclear flash and thermal protection devices, oxygen equipment, antigravity garments, anti-exposure suits, aircrew ocular devices, survival kits, life preservers, rafts, electronic communications, helmet mounted weapons integration devices, and aircrew chemical, biological, radiological, nuclear equipment. Instructs aircrew on the proper use and care of equipment under normal, contingency, and chemical, biological, radiological, and nuclear operations. Responsible for aircrew contamination mitigation; maintains and sets up aircrew contamination control areas, and processes aircrew through them.

26.7.6. Weather Flight (OSW). Provides weather services for all operations on base, all activities supported by the base, and Air Reserve Component activities as directed. Prepares and disseminates weather information for base resource protection from severe weather and other environmental effects. Provides weather inputs into Department of Defense databases to support Department of Defense operations worldwide. Provides tailored weather input to satisfy specific combat operations and weapon system requirements.

26.7.7. Intelligence (IN). Provides intelligence support for the wing during all phases of conflict and decision making. Trains aircrew and operators and prepares the wing for contingency and wartime missions. Provides intelligence tailored to the wing's operational mission and base support activities. Provides full-spectrum threat assessments and mission planning in support of deployments, contingencies, and combat operations. Major commands may align Intelligence in the Operations Group headquarters or the Operations Support Squadron. (See [Figures 26.6](#) and [26.7](#)) Major commands notify AF/A1MO and AF/A2/6FD when changing a wing's Intelligence organizational alignment.

26.7.8. Operations Plans Flight (OSX) (Optional). All Major Commands are authorized a variation to perform operations plans functions in an Operations Support Squadron to accommodate their deployment missions.

26.7.9. Radar, Airfield and Weather System Flight (OSM) (Optional). Provides air traffic control and landing systems maintenance in support of wing, transient and civil air operations. These services include maintenance of legacy radar, navigational aids, weather, and air traffic control radio systems. Flight personnel also provide limited support for systems maintained by regional maintenance centers. All Major Commands are authorized a variation to realign these activities from the airfield operations flight to create this flight if size and workload permit. At a minimum, the air traffic control and landing systems maintenance flight is led by a senior master sergeant or GS-9.

Figure 26.8. Operations Squadron Structure.

26.8.1. Operations Squadron Functions and Responsibilities. Provides flying weapons system crews and mission and mobility planning; weapons and tactics; scheduling; training; standardization and evaluation; command, control, communications, and computers; aviation resource management; squadron medical element; and administration. Applies to all kinds of squadrons operating aircraft (e.g., fighter, airlift, bomb, flying training, special operations, flight test, reconnaissance).

26.8.2. Operations Officer (DCO). Oversees daily operations.

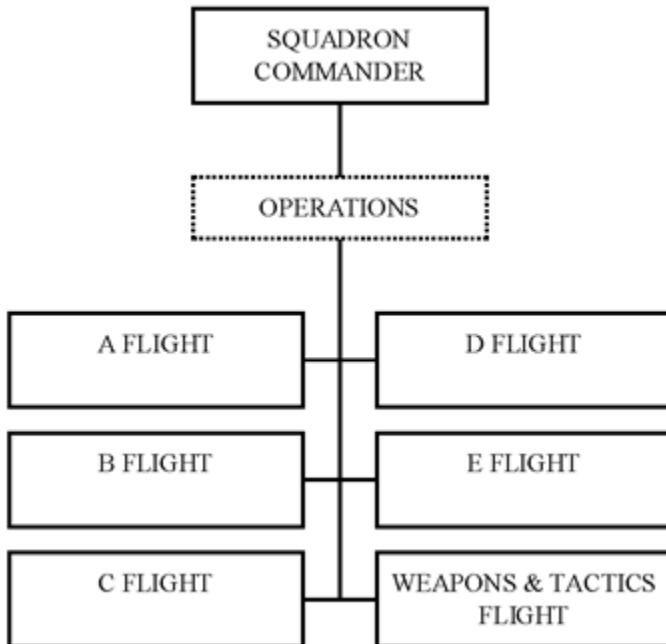
26.8.3. Weapons and Tactics (DCOK). Ensures assigned personnel are familiar with unit mission and taskings and expected enemy threats. Assesses unit combat capability; provides inputs to unit training programs; ensures appropriate tactics related study materials are available; ensures tactics information is disseminated to unit personnel; and develops procedures and materials required for mission planning.

26.8.4. Command, Control, Communications, and Computers (DCOC). Provides command, control, communications, and computers support as required to conduct the unit mission.

26.8.5. Scheduling (DCOS). Determines, obtains, and implements flight, ground, and simulator scheduling requirements for upgrade, initial qualification, requalification, transition, currency, and continuation training based on syllabus requirements; student progression; weather; equipment and range availability; and Commander-directed programs.

- 26.8.6. Mobility and Plans (DCOX). Develops contingency plans that include mobilizing and deploying the squadron and associated equipment in support of higher headquarters taskings and operations orders.
- 26.8.7. Training (DCOT). Maintains training records for individual training and evaluations.
- 26.8.8. Aviation Resource Management (DCOR). Manages flying resources. Provides guidance and procedures for rated officers, career enlisted aviators, nonrated aircrew, Missileers, and aviation resource management.
- 26.8.9. Standardization and Evaluation (DOV). Performs functions as directed in AFI 11-202 Volume 2, *Aircrew Standardization and Evaluation Program*, and associated instructions in the applicable aircrew evaluation criteria.
- 26.8.10. Safety (SE). Manages the unit's safety program per applicable 91-series AFIs.
- 26.8.11. Squadron Medical Element (SME). Flight and Operational Medicine Clinic personnel assigned to and integrated into the operations squadron. This element performs medical duties per AFI 48-149, *Flight and Operational Medicine Program (FOMP)*.
- 26.8.12. Lettered Flights (DOFA, B, C, etc.). Provide aircrews to perform the unit mission. If only a single flight is needed it is designated "Forces" (DOF).
- 26.8.13. Organization Variations. The number of lettered flights may be varied to adjust flight size for optimum mission capability. (See "Organization Variations" under **paragraph 26.6**, Operations Group.)

Figure 26.9. Operations Squadron Structure for Missile Squadrons.

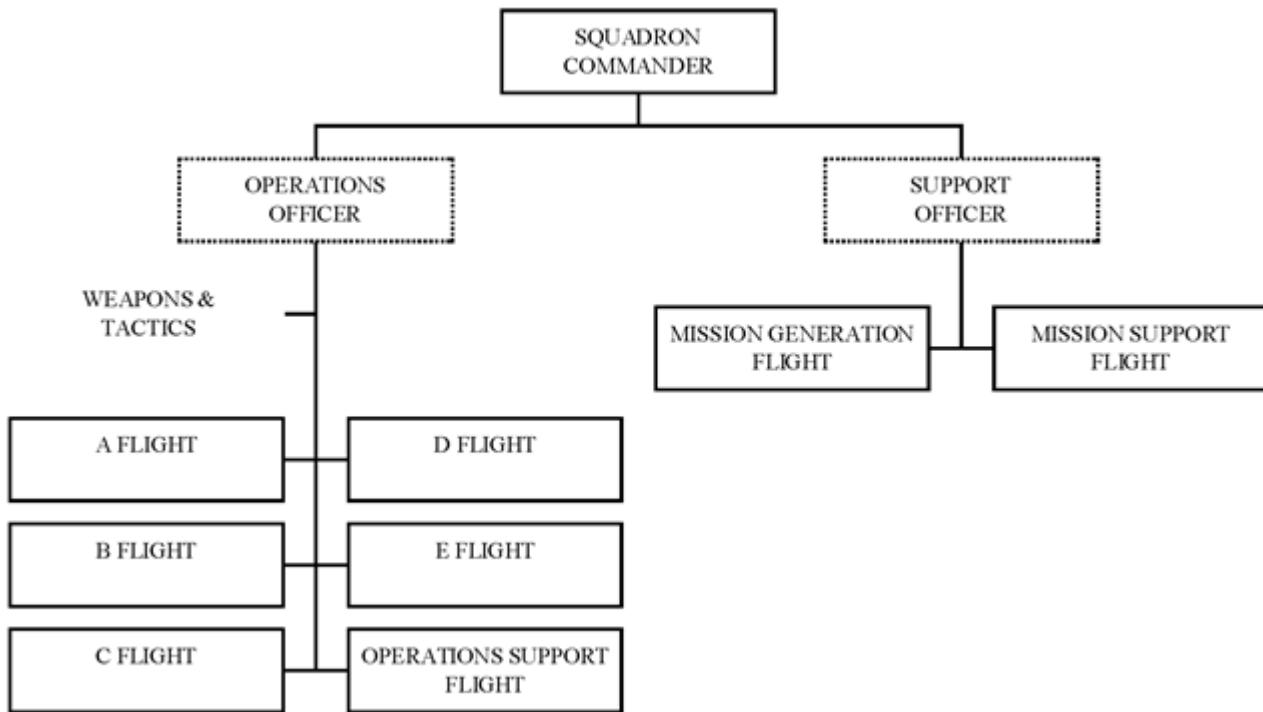


- 26.9.1. Missile Squadrons Functions and Responsibilities. Provides crews for strategic missile operations.

26.9.2. Lettered Flights (DOOA, B, C, etc.; rather than starting with “A” in each squadron, AFGSC may determine the specific letters for each squadron based on local requirements). Provide crews to perform the unit mission.

26.9.3. Weapons and Tactics (DOK). Ensures assigned personnel are familiar with unit mission and taskings and expected enemy threats. Assesses unit combat capability; provides inputs to unit training programs; ensures appropriate tactics related study materials are available; ensures tactics information is disseminated to unit personnel; and develops procedures and materials required for mission planning.

Figure 26.10. Operations Squadron Structure for Space Operations and Space Warning Squadrons.

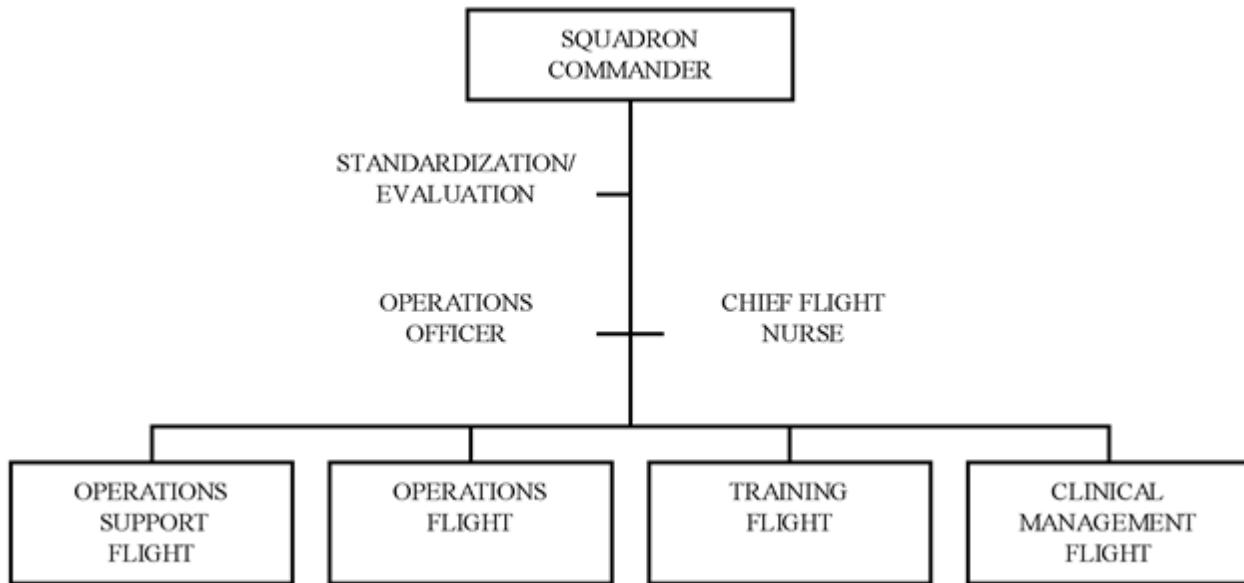


26.10.1. Space Operations Squadron Functions and Responsibilities. Supports satellite programs including the global positioning system, Defense satellite communications system, wideband global satellite communications, Milstar, Defense Meteorological Satellite Program, space-based space surveillance, operationally responsive space-1, advanced extremely high frequency, and the worldwide Air Force Satellite Control Network.

26.10.2. Space Warning Squadron Functions and Responsibilities. Provides early warning of strategic ballistic missile and theater ballistic missile attacks and foreign space launches. Tracks and catalogs man-made objects in space, from those in near-Earth orbit to objects up to 22,300 miles above the Earth's surface.

26.10.3. Organization Variations. A Major Command may authorize special staff functions as necessary (i.e., Chaplain, Comptroller, Safety, and Equal Opportunity). Geographically separated units may be authorized special staff functions.

Figure 26.11. Operations Squadron Structure for Aeromedical Evacuation Squadrons.



26.11.1. Aeromedical Evacuation (AE) Squadron Functions and Responsibilities. Provides for safe and expeditious evacuation of patients to save life, limb, and eyesight; prevent undue suffering, and preserve military strength. Provides time-critical in route care of patients to and between medical treatment facilities with medical aircrew trained explicitly for this mission.

26.11.2. Standardization and Evaluation (AEV). Manages and conducts flight and emergency procedures evaluations. Responsible for the aircrew examination, flight publication, and flight evaluation folder maintenance and review programs. Conducts review and certification boards.

26.11.3. Operations Officer (DO). Directs operations within the squadron to include organizational flying, aircrew and ground unit type code training, and operations support functions. The Major Command (may be delegated to the squadron Commander) may direct that the operations officer supervise the operations, operations support, and training flights.

26.11.4. Chief Flight Nurse (CN). Directs nursing services within the squadron. Exercises primary responsibility for the nursing standards of care. Provides clinical oversight of organizational flying, training, and readiness functions within the squadron. The Major Command (may be delegated to the squadron Commander) may direct that Chief Flight Nurse supervise the clinical management flight.

26.11.5. Operations Flight (AEO). Provides scheduling, mission planning, and mission management for operational and aeromedical readiness missions. Coordinates pre-mission requirements with supporting agencies, provides ground support during execution of aeromedical evacuation missions for assigned and transient aeromedical evacuation crews and critical care air transport teams, and processes all required post-mission documentation.

26.11.6. Training Flight (AET). Responsible for the aircrew and ground unit type code training requirements of all assigned personnel.

26.11.7. Operations Support Flight (AER). Provides command, control, communications, and computers systems, logistics, resource management, and readiness support.

26.11.8. Clinical Management Flight (AEC). Responsible for the clinical training, patient safety, and clinical quality programs.

Figure 26.12. Maintenance Group Structure.



26.12.1. Maintenance Group Functions and Responsibilities. The maintenance group supports the primary mission with weapon system maintenance. This includes maintenance training, on-equipment, and off-equipment maintenance.

26.12.2. Weapons Standardization (MXL). Weapons Standardization consists of the superintendent, the loading standardization crew, academic instructor, and lead crews. Maintenance Groups may form a loading standardization crew for each Mission Design Series in multiple Mission Design Series units. Maintenance Groups normally form one lead crew for each Aircraft Maintenance Unit. Organizations that do not load munitions requiring certification do not need to form a Weapons Standardization organization, providing the requirements of the Weapons Task Qualification Program are met. In organizations such as this, the weapons function is responsible for applicable weapons manager responsibilities and the Weapons Task Qualification Program.

26.12.3. Quality Assurance (MXQ). Quality Assurance is the primary technical advisory agency for maintenance. It helps production supervisors and the maintenance group Commander resolve quality problems. It evaluates and analyzes deficiencies and problem areas to identify underlying causes and recommend corrective actions.

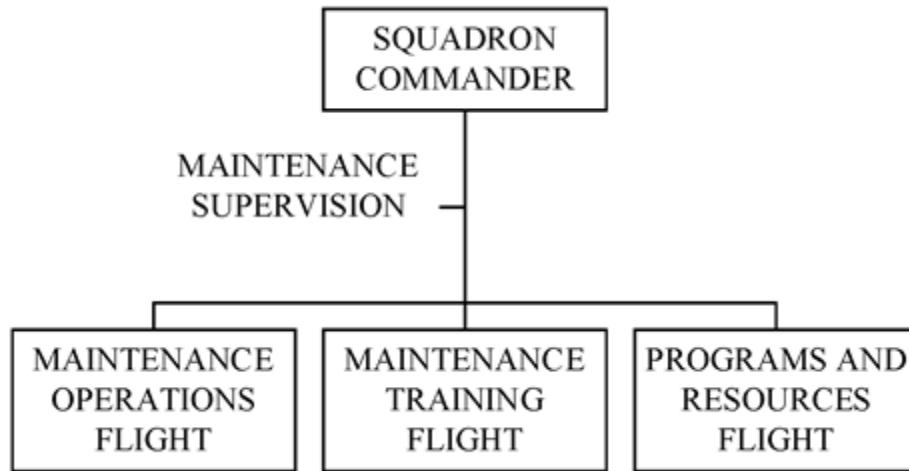
26.12.4. Maintenance Operations (MXO). Maintenance Operations provides the group with these fleet health support functions: maintenance operations control, analysis, plans, scheduling, documentation, engine management, and supply liaison. It directs monitors and schedules training for all group personnel. It provides Air Force Engineering and Technical Services. It also manages group programs, including deployment, support plans, and agreements, facilities, budget, commercial contracts, manpower, communications and Status of Resources and Training System reporting. (The ANG organizes maintenance operations as a Numbered Maintenance Operations Flight.)

26.12.5. Organization Variations.

26.12.5.1. Where authorized, Munitions Squadrons are also in the Maintenance Group.

26.12.5.2. If a Maintenance Squadron has more than 700 manpower authorizations, Major Commands may approve splitting the Maintenance Squadron into a Component Maintenance Squadron and an Equipment Maintenance Squadron. Major commands may also approve merging the Component Maintenance Squadron and Equipment Maintenance Squadron into a Maintenance Squadron if the combined manpower authorizations are 700 or less. To receive a DAF/A1M letter for such actions, Major Commands submit them on a DAF/A1M letter request sheet per [paragraph 30.1.2.2](#), at least two months before implementation; annotate this paragraph and the applicable current and future unit sizes in the “Remarks” section. If the resulting units wish to vary from the standard structures in this chapter, an organization change request is submitted for AF/A1M approval instead.

Figure 26.13. Maintenance Squadron Structure for Missile Organizations.



26.13.1. Maintenance Squadron (MXM) for Missile Organizations Functions and Responsibilities. Maintains status of all launch facilities and missile alert facilities. Functions as centralized manager for manpower, mission support equipment facilities, and long-range planning. Coordinates training for applicable maintenance personnel. Performs off-equipment maintenance on electrical, environmental, power generation, pneumatic, and hydraulic systems associated with the intercontinental ballistic missile weapon system. Centrally stores, issues, inspects, and repairs intercontinental ballistic missile support equipment, guidance systems, and special purpose vehicles.

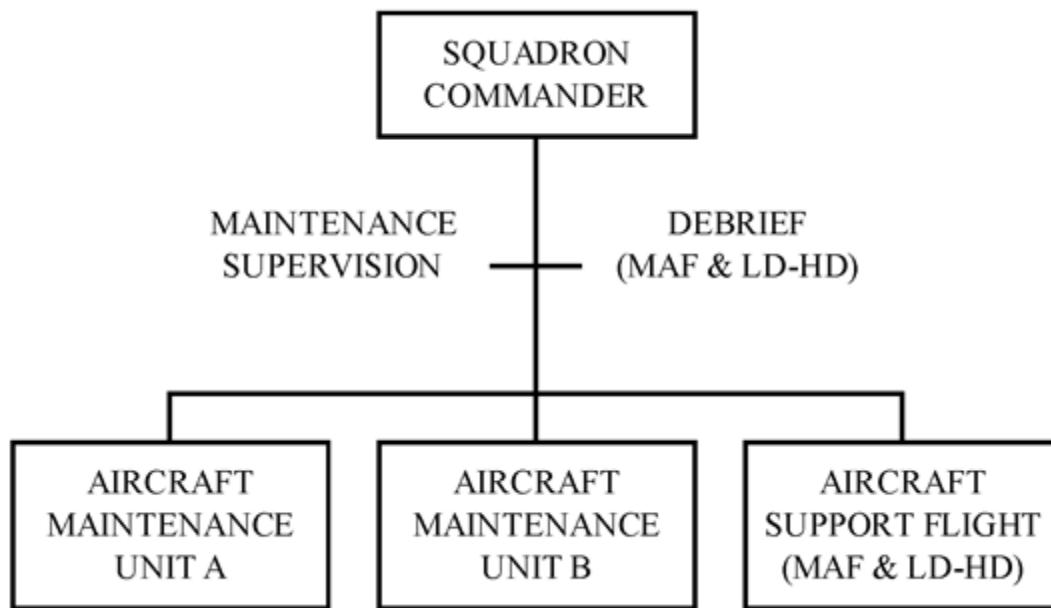
26.13.2. Maintenance Supervision (MXM). Overall management and supervision of daily maintenance activities including production supervision.

26.13.3. Maintenance Operations Flight (MXMO). Maintains status of all launch facilities and missile alert facilities. Provides leadership with key information to assist in determining maintenance requirements and priorities. Functions as centralized manager for manpower, mission support equipment facilities, and long-range planning. Provides expertise to solve unique weapon system problems that are beyond the normal scope of technical data.

26.13.4. Maintenance Training Flight (MXME). Conducts, directs, monitors, and schedules training for all group personnel.

26.13.5. Programs and Resources Flight (MXMU). Performs off-equipment maintenance on electrical, environmental, power generation, pneumatic and hydraulic systems associated with the intercontinental ballistic missile weapon system. Centrally stores, issues, inspects, and repairs intercontinental ballistic missile support equipment, guidance systems, and special purpose vehicles.

Figure 26.14. Aircraft Maintenance Squadron Structure.



26.14.1. Aircraft Maintenance Squadron Functions and Responsibilities. Provides direct mission generation support by consolidating and executing on-equipment activities necessary to produce properly configured, mission ready weapon systems to meet operational, contingency, or training mission requirements. Squadron personnel service, inspect, maintain, launch, and recover aircraft.

26.14.2. Maintenance Supervision (MXA). Overall management and supervision of daily maintenance activities.

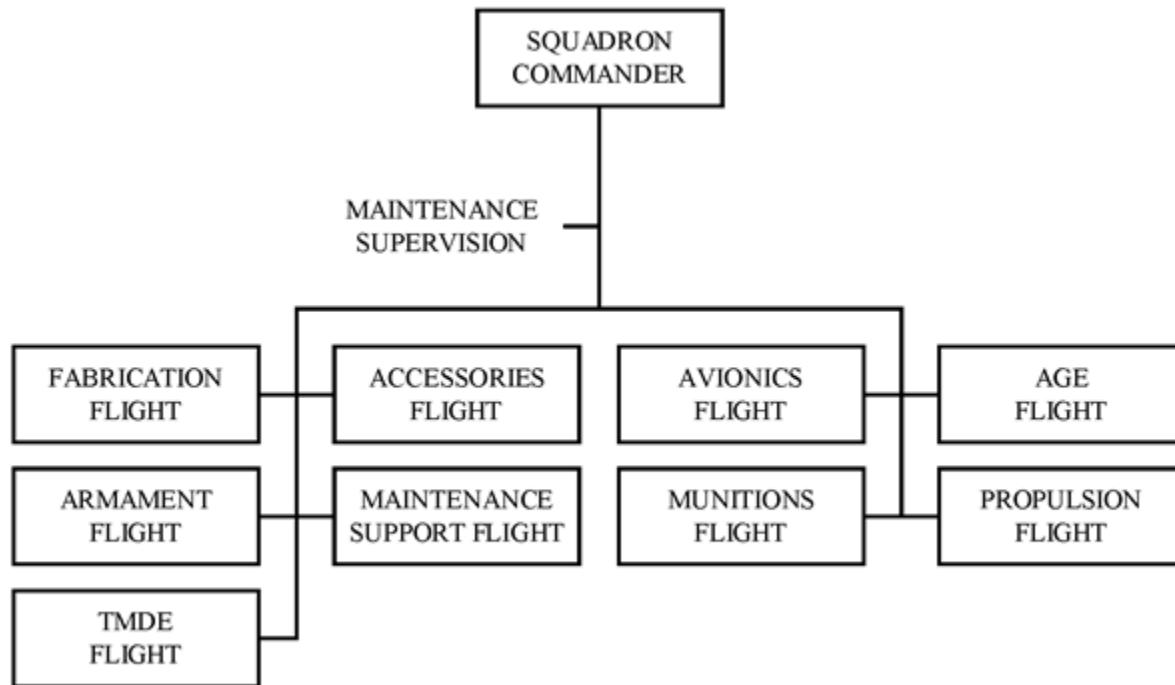
26.14.3. Debrief (MXAF). Tracks discrepancies, deviations, use, and applicable flight data for each aircraft at the termination of sorties and missions. (See **paragraph 26.14.6** for applicability for specific types of organizations.)

26.14.4. Aircraft Maintenance Unit (MXAA, B, C, etc., with the fourth character being any letter not already used in the squadron). Responsible for servicing, inspecting, maintaining, launching, and recovering assigned aircraft and ensuring all mobility requirements are met. There is one Aircraft Maintenance Unit for each supported operations squadron. To maximize efficient use of resources, Major Commands have the option to organize an Aircraft Maintenance Unit to support multiple flying squadrons. This organization is a flight internal to the Aircraft Maintenance Squadron.

26.14.5. Aircraft Support Flight (MXAS). Provides support to flight line maintenance and generation activities. Functions include maintaining technical orders, hazardous materials and bench and operating stocks; preparing equipment and supplies for deployment; controlling and maintaining test, measurement, and diagnostics equipment; and ensuring maintenance, control, and storage of alternate mission equipment, dash-21 equipment and maintenance, safety, and protective equipment. (See **paragraph 26.14.6** for applicability for specific types of organizations.)

26.14.6. Organization Variations. In Mobility Air Forces and low density-high demand organizations, debriefing and aircraft support activities are centralized for the squadron as shown. Combat Air Forces squadrons have debrief and support sections in each aircraft maintenance unit.

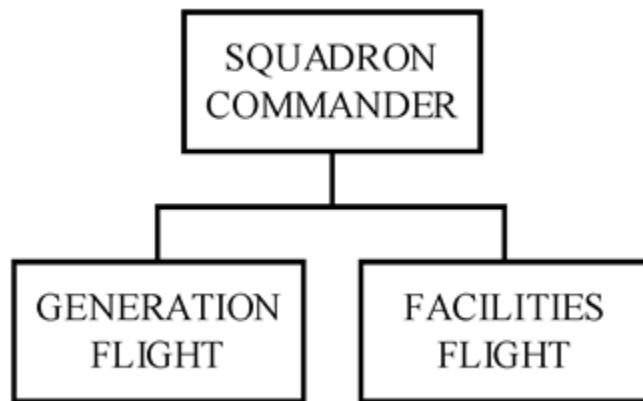
Figure 26.15. Maintenance Squadron Structure.



26.15.1. Maintenance Squadron (MXM) Functions and Responsibilities. Provides back shop support to perform on and off-equipment maintenance tasks that are assigned to a specific back shop function. Provides both organizational and intermediate level maintenance and supports repair network integration operations when assigned by the Major Command.

- 26.15.2. Maintenance Supervision (MXM). Overall management and supervision of daily maintenance activities including production supervision.
- 26.15.3. Fabrication Flight (MXMF). Performs inspection, repair, and fabrication of aircraft components; nondestructive inspection of aircraft and components; and aircraft structural repair.
- 26.15.4. Accessories Flight (MXMC). Performs off-equipment maintenance on pneumdraulics systems, aircraft and support equipment electrical systems, batteries, and environmental systems. Maintains aircraft fuel and egress systems.
- 26.15.5. Avionics Flight (MXMV). Performs diagnostic and off-equipment maintenance on communication and navigation, electronic warfare, guidance control, and airborne photographic and sensor systems and repairs Type 4 precision measurement equipment.
- 26.15.6. Aerospace Ground Equipment Flight (MXMG). Performs inspections, maintenance, pickup, delivery, and time compliance technical orders of aerospace ground equipment. Stores or prepares aerospace ground equipment for shipment.
- 26.15.7. Armament Flight (MXMR). Performs off-equipment maintenance of weapons release systems, guns, munitions racks, adapters, pylons, and launchers.
- 26.15.8. Maintenance Support Flight (MXMT). Services transient aircraft, performs repair and reclamation (large component repair), builds up, and services wheels and tires.
- 26.15.9. Munitions Flight (MXMW). Performs maintenance on and accounts for conventional munitions, containers, dispensers, training items and associated support equipment. Maintains, receives, stores, delivers, and obtains disposition instructions for munitions. Inspects munitions and storage facilities.
- 26.15.10. Propulsion Flight (MXMP). Performs off-equipment inspection, repair, maintenance, and testing of engines and associated engine support equipment.
- 26.15.11. Test, Measurement, and Diagnostics Equipment Flight (MXMD). Performs on-site or in-laboratory testing, repair, and calibration of precision measurement equipment.
- 26.15.12. Organization Variations. If a Maintenance Squadron exceeds 700 authorizations, two squadrons may be established. If two maintenance squadrons are needed, they are designated Equipment Maintenance Squadron and Component Maintenance squadron and use flight office symbols as shown in [Figure 26.15](#) and under [paragraph 26.15](#) (See [Figures 26.17](#) and [26.18](#))

Figure 26.16. Missile Maintenance Squadron Structure.

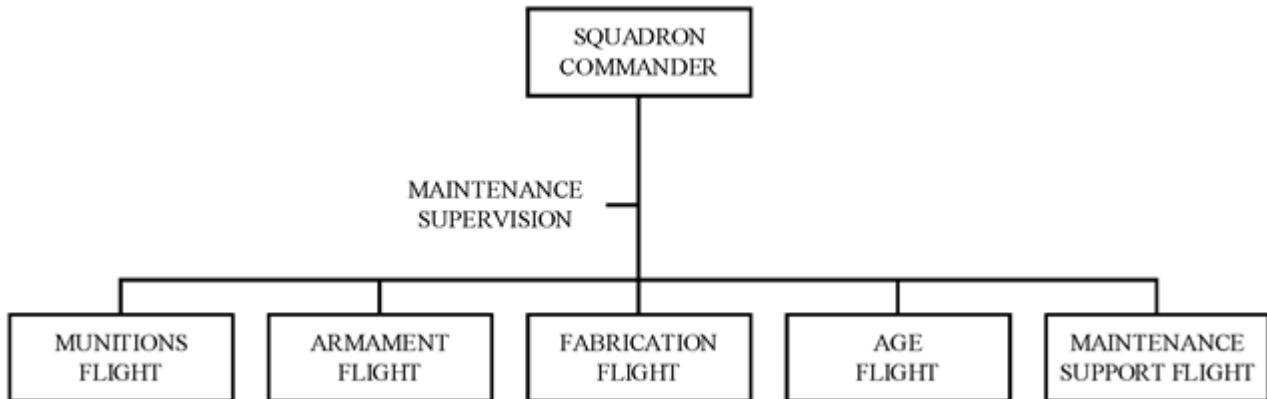


26.16.1. **Missile Maintenance Squadron Functions and Responsibilities.** Maintains the immediate launch readiness of intercontinental ballistic missiles and corresponding missile alert facilities and launch facilities. Includes the maintenance of munitions, missiles, reentry systems, guidance sets, security and electrical systems, coding, corrosion control, and power and environmental control systems.

26.16.2. **Generation Flight (MXSG).** Generates and maintains assigned intercontinental ballistic missile by removing, installing, and transporting Minuteman aerospace vehicle equipment, re-entry systems, and missiles. Performs repair and troubleshooting on electrical; electro-mechanical; security; and weapon command, control, and communications systems. Performs coding of the intercontinental ballistic missiles.

26.16.3. **Facilities Flight (MXSF).** Performs on-site repair of intercontinental ballistic missile launch facility; missile alert facility power and environmental control systems; and weapon system C3 systems. Performs periodic maintenance inspections, corrosion control, and preventive maintenance actions. Maintains the hardened intersite cable system.

Figure 26.17. Equipment Maintenance Squadron Structure.

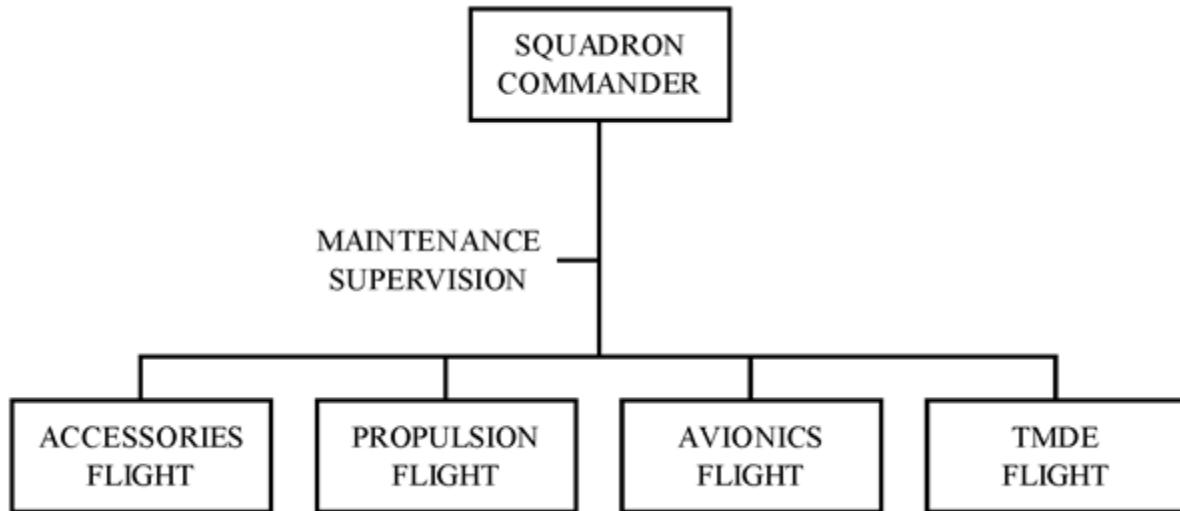


26.17.1. **Equipment Maintenance Squadron Functions and Responsibilities.** Maintains assigned aerospace ground equipment (support equipment) and repairs select aircraft

components. Performs extensive on-equipment aircraft maintenance tasks identified by the lead command for the assigned weapons system.

26.17.2. See [Figure 26.15](#), Maintenance Squadron Structure, and [paragraph 26.15](#) for flight descriptions and office symbols.

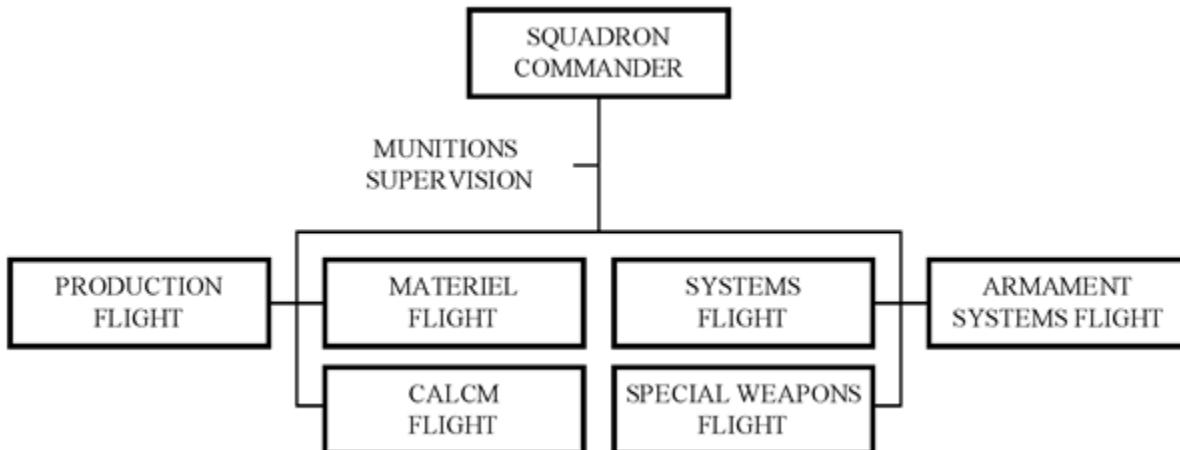
Figure 26.18. Component Maintenance Squadron Structure.



26.18.1. Component Maintenance Squadron Functions and Responsibilities. Provides off-equipment repair of aircraft and support equipment maintenance beyond the capability of the aircraft maintenance squadron and equipment maintenance squadron (e.g., material fabrication, precision measurement equipment calibration, reprogramming of line replaceable units, electronic combat pods, and other avionics pods). May perform the function as a repair network integration repair node when designated by the Major Command.

26.18.2. See [Figure 26.15](#), Maintenance Squadron Structure, and [paragraph 26.15](#) for flight descriptions and office symbols.

Figure 26.19. Munitions Squadron Structure.



26.19.1. Munitions Squadron Functions and Responsibilities. Receives stores, maintains, assembles, disassembles, delivers, and loads conventional munitions and nuclear weapons, and performs off-equipment maintenance and management of alternate mission equipment directly supporting training and combat operations.

26.19.2. Munitions Supervision (MXW). Provides overall management and supervision of daily activities of munitions maintenance production and support.

26.19.3. Production Flight (MXWP). Assembles, disassembles, delivers, and maintains conventional munitions, missiles, containers, dispensers, assigned munitions materiel handling equipment, and training items. Administers and conducts the Combat Munitions Training Program (may be aligned in Systems Flight at local option).

26.19.4. Materiel Flight (MXWC). Stores, handles, inspects, ships, receives, disposes locally, and accounts for conventional munitions, containers, dispensers, and training items. Coordinates transportation.

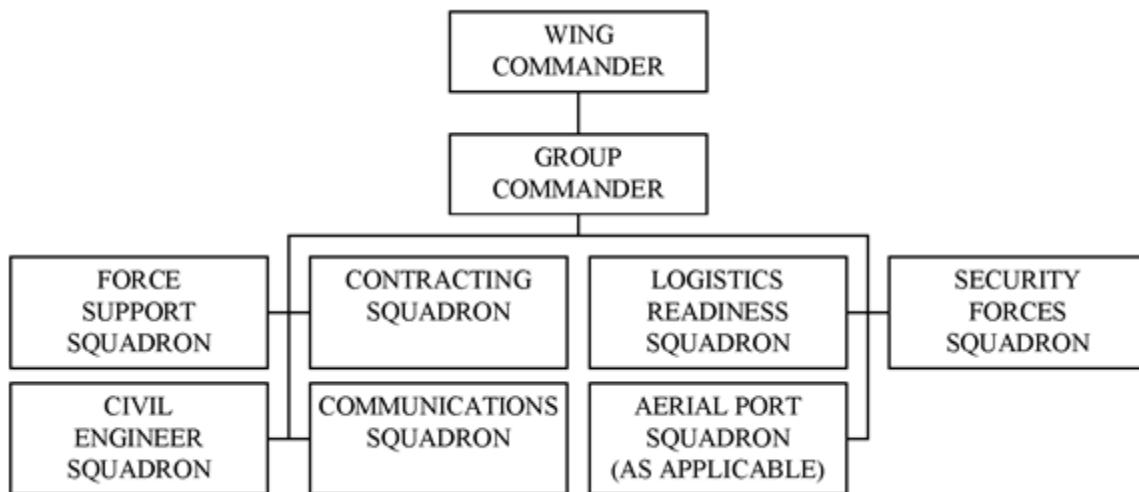
26.19.5. Systems Flight (MXWK). Provides broad Command and Control, direction, and support for all munitions squadron activities to include training, resources, munitions information systems, facilities, and mobility programs. Plans, schedules, coordinates, controls, and directs all munitions activities.

26.19.6. Armament Systems Flight (MXWR). Performs off-equipment maintenance of weapons release systems, guns, munitions racks, adapters, pylons, and launchers, if assigned.

26.19.7. Conventional Air-Launched Cruise Missile Flight (MXWM). Performs on-equipment and off-equipment maintenance on assigned conventional air-launched cruise missile and associated equipment.

26.19.8. Special Weapons Flight (MXWS). Performs on-equipment and off-equipment maintenance on assigned nuclear weapons, missiles, reentry systems, reentry vehicles, and associated equipment.

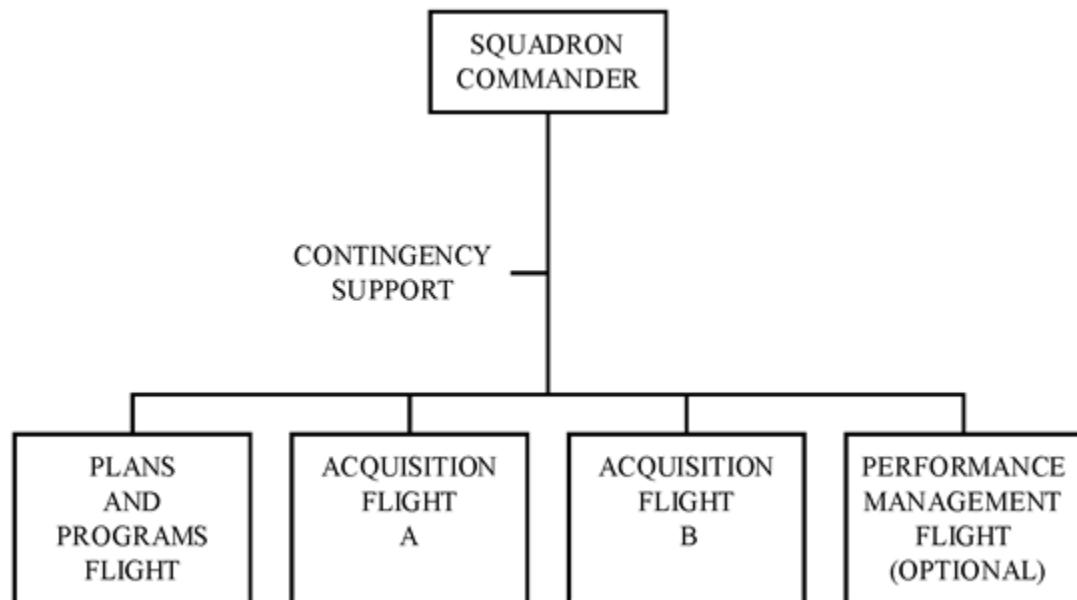
26.19.9. Organization Variations. Because Air Force Material Command munitions activities are not organized for direct combat operations, they are authorized to organize per Major Command guidance instead of the structure in this instruction.

Figure 26.20. Mission Support Group Structure.

26.20.1. Mission Support Group Functions and Responsibilities. The Mission Support Group provides base support and services.

26.20.2. Noncommissioned Officer Academy. At overseas locations with a noncommissioned officer academy, the academy is a functional flight assigned to the Mission Support Group Commander. Continental United States academies are aligned under Air Education and Training Command. Name and establish noncommissioned officer academies after its host base as a named activity (e.g., Lackland Noncommissioned Officer Academy).

26.20.3. Organization Variations. Where applicable, Aerial Port Squadrons are part of the Mission Support Group. Aerial Port Squadron alignment is under review.

Figure 26.21. Contracting Squadron Structure.

26.21.1. Contracting Squadron (PK) Functions and Responsibilities. The Contracting Squadron provides acquisition planning and business advice; leads market research for solicitation, contract award, and contract administration; and ensures performance management in support of installation contracting requirements and deployment contingency contracting.

26.21.2. Contingency Support (PKZ). Provides planning, programming, training, and execution of all contingency contracting operations.

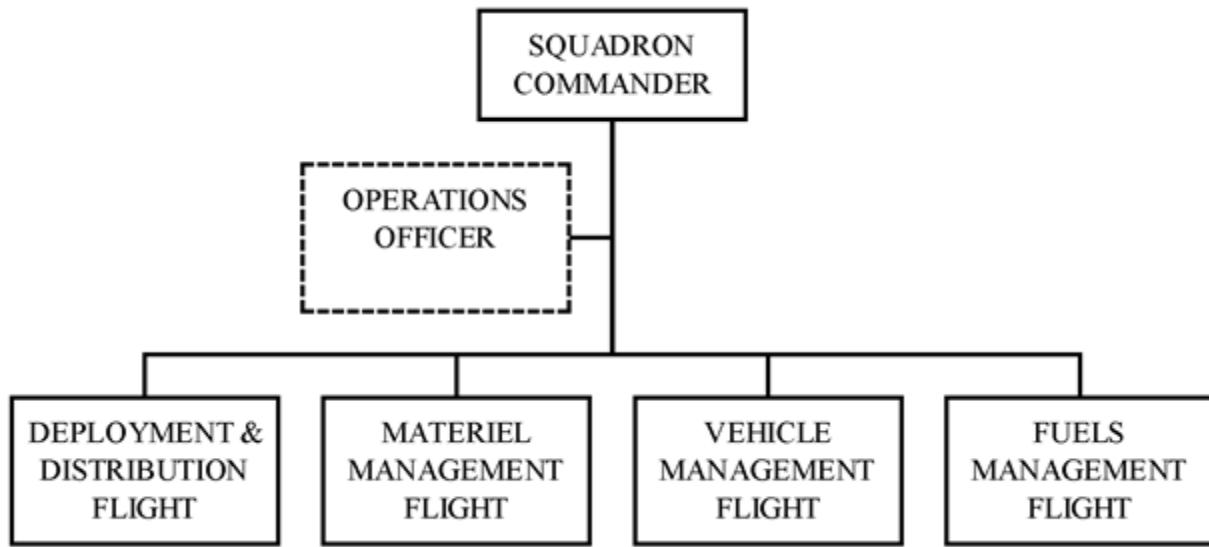
26.21.3. Acquisition Flights (PKA, B, C, etc.). Leads market research; provides business advice and acquisition planning for solicitation; executes, awards, and performs contract administration; and ensures performance management for all installation acquisition requirements.

26.21.4. Plans and Programs Flight (PKP). Includes all functions in support of the Contracting Squadron. This may include functions such as information technology support, administration of the government-wide purchase card program, quality assurance evaluator program, and contract review committee. Focal point for squadron training, squadron performance metric development, and trend analysis.

26.21.5. Performance Management Flight (PKM) (Optional). This flight may perform consolidated contract quality and specialist functions needed to provide complete performance management support to the acquisition flight(s). In addition to quality assurance, this flight may include the quality assurance program coordinator, contract specialists and other multifunctional expertise (e.g., more acquisition personnel, program management, engineers, and quality assurance specialist) as determined by wing senior leadership. Under this option, the flight performs pre-award planning, solicitation, and source selection and post-award functions as a multifunctional unit under the squadron Commander for a single multifunctional service contract or group of services contracts. One or more Performance Management flight(s) may be added with the approval of the wing Commander.

26.21.6. Organization Variations. If acquisition flight "A" and acquisition flight "B" together exceed 30 manpower authorizations, the Squadron Commander may establish more acquisition flights. More acquisition flights may be added with Head of Contracting Activity approval. Also, a performance management flight may be established with the approval of the Wing Commander with an information copy to the Head of Contracting Activity.

Figure 26.22. Logistics Readiness Squadron Structure.



26.22.1. Logistics Readiness Squadron (LGR) Functions and Responsibilities. Plans, organizes, directs, and manages all logistics support activities. Activities include materiel and traffic management functions inherent to the receiving, shipping, movement, storage, and control of property and equipment. Activities also include efficient and economical vehicle operations and management services as well as installation planning and execution of unit movement, reception, and bed down and redeployment operations.

26.22.2. Operations Officer (LGR). Provides direct support to the squadron Commander, oversees squadron programs, associated business processes, and unit operation compliance.

26.22.3. Materiel Management Flight (LGRM). This flight is responsible for stocking, storing, issuing, managing, inventorying, and inspecting Department of Defense supplies and equipment. It provides Decentralized Materiel Support for maintenance activities. This flight is the primary liaison between customers and the responsible Air Force Material Command centralized supply chain management commodity function.

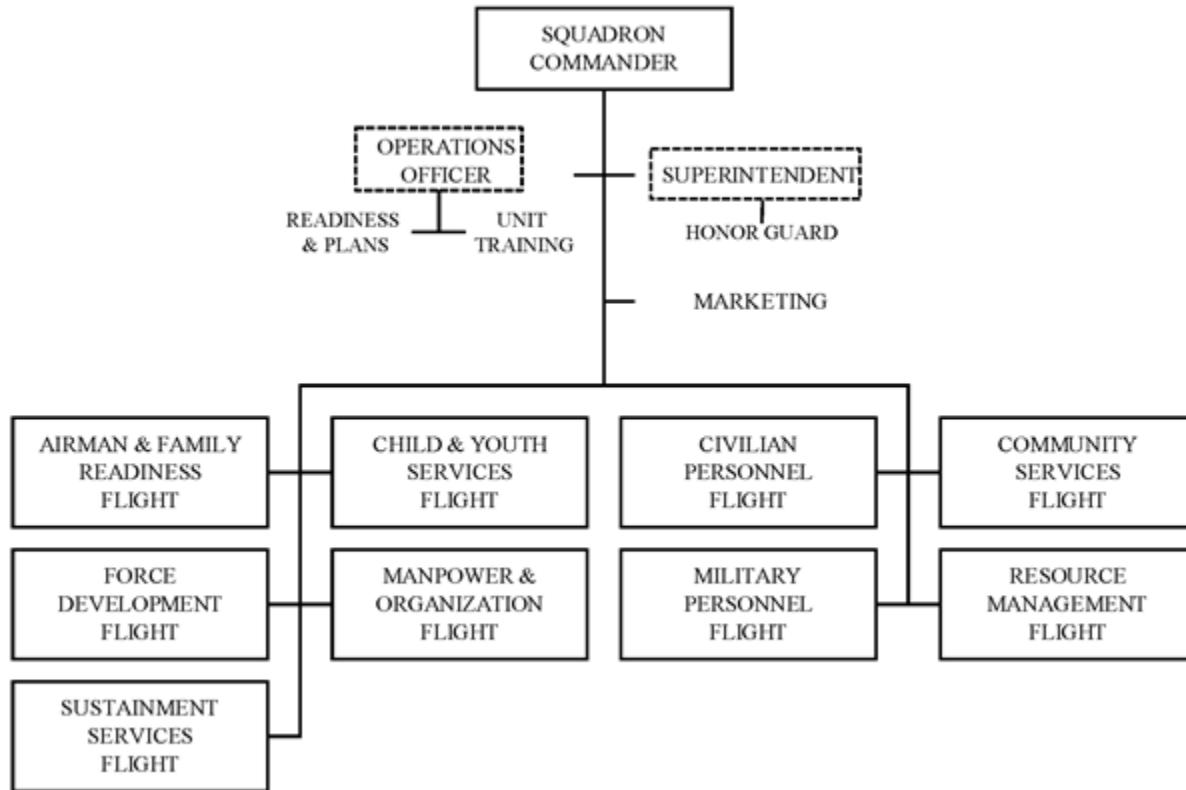
26.22.4. Deployment and Distribution Flight (LGRD). This flight is responsible for the centralized Command and Control, planning and execution of all wing deployment operations and the distribution of cargo, passengers, and personal property. The installation deployment officer is from the deployment and distribution flight. The flight executes squadron air and space expeditionary force management, unit type code management for the squadron, in-garrison expeditionary site planning and installation deployment planning. The deployment and distribution flight also operates a deployment control center, reception control center, and installation deployment readiness cell, as necessary. This flight manages the wing's war reserve materiel support agreements. Additionally, the flight is the single installation transportation intermodal decision authority responsible for planning, managing, and executing the movement of personnel; the shipment and receipt of Department of Defense cargo; acquisition and arrangement of personal property movement services; and operation of small air terminals for cargo and passenger movement functions at locations with no aerial port squadron or other host support. This flight provides Ground Transportation capabilities and

functions, responsible for providing efficient and the economical transportation services to support the mission, including licensing, dispatch, pickup, and delivery operations, and vehicle and equipment support. This flight is the single authority for vehicle official use and permissible operating distance guidance and programs.

26.22.5. Vehicle Management Flight (LGRV). This flight is the single authority and source for maintenance and management of an installation's motor vehicle fleet. Responsible for overall management and maintenance of the wing's vehicle fleet and assigns, accounts for and maintains vehicle assets so they are safe, efficient, environmentally sound and meet the wing's needs. The flight is responsible for the management, repair, and accountability of the Air Force vehicle fleet.

26.22.6. Fuels Management Flight (LGRF). This flight ensures quality petroleum products, cryogenic fluids, and missile propellants are acquired or produced and issued safely and efficiently to using organizations.

Figure 26.23. Force Support Squadron Structure.



26.23.1. Force Support Squadron (FS) Functions and Responsibilities. This squadron provides personnel, manpower, morale and recreation services, food service and lodging support, child care, training, education and family readiness functions to military personnel, their dependents and other eligible parties.

26.23.2. Marketing (FSK). Marketing provides day-to-day functional oversight and advice on marketing, commercial sponsorship and market research programs that supports both

appropriated and nonappropriated fund activities within the squadron. Marketing also works with the Public Affairs office to administer publicity.

26.23.3. Operations Officer (FSO). This squadron's operations officer is responsible for Unit Training and the Readiness & Plans functions. The operations officer also focuses on day-to-day squadron operations (e.g., suspense response and problem solving) and may also be in charge of activities such as internal squadron awards.

26.23.4. Readiness and Plans (FSOX). Readiness and plans performs unit deployment manager (manages staffing/readiness for all of the squadron Unit Type Codes), War Reserve Material, unit deployable equipment management, and base plans functions for the squadron.

26.23.5. Unit Training (FSOT). Unit training develops, manages, conducts and oversees training for all military and appropriated and nonappropriated fund civilian employees in the squadron.

26.23.6. Superintendent (FSZ). Provide leadership and management of the squadron's enlisted force and the base honor guard.

26.23.7. Honor Guard (FSZH). The honor guard provides for military funeral honors; provides honor guard training on military customs, courtesies, movements, protocol, heraldry, and heritage for the professional development of Airmen; and supports military and civilian protocol and ceremonial functions as permitted by time and resources. Supervised by squadron superintendent (FSZ).

26.23.8. Airman and Family Readiness Flight (FSH). This flight provides referral counseling, leadership consultation, base family action plans and assistance programs for Relocation and Transition Assistance. It also provides casualty and personal/family readiness functions. At Air Force-led joint bases, this flight is called the Military and Family Readiness Flight (FSG).

26.23.9. Child and Youth Services Flight (FSY). This flight provides child development, family care and youth programs.

26.23.10. Civilian Personnel Flight (FSC). This flight provides appropriated and nonappropriated fund civilian personnel advice and administrative support to commanders, supervisors, employees, and applicants. It manages civilian workforce through affirmative employment, labor and employee relations, classification, employee development, and resource management programs.

26.23.11. Community Services Flight (FSW). This flight provides recreational activities such as community centers, arts and crafts, outdoor recreation programs, activities and equipment checkout. It also provides food, beverage and entertainment programs through clubs, bowling centers and golf courses. The flight has retail operations and hosts a number of special interest clubs such as aero clubs, rod and gun clubs, stables, etc.

26.23.12. Force Development Flight (FSD). This flight provides all elements of voluntary education, training and professional development. These functions are supported with professional and recreational library services for the installation.

26.23.13. Manpower and Organization Flight (FSM). This flight provides comprehensive manpower and organization management capability to commanders by advising on optimal resource utilization practice (manpower, dollars, and time). These services include managing manpower requirements and organization structure on the Unit Manpower Document,

application of manpower standards and determinants, management advisory/consulting services, wartime manpower support, managing the wing process improvement programs, conducting installation process improvement training, facilitating process improvement teams, application of process improvement tools and techniques, and development and implementation of performance measures. The flight supports development of manpower products through data gathering and measurement.

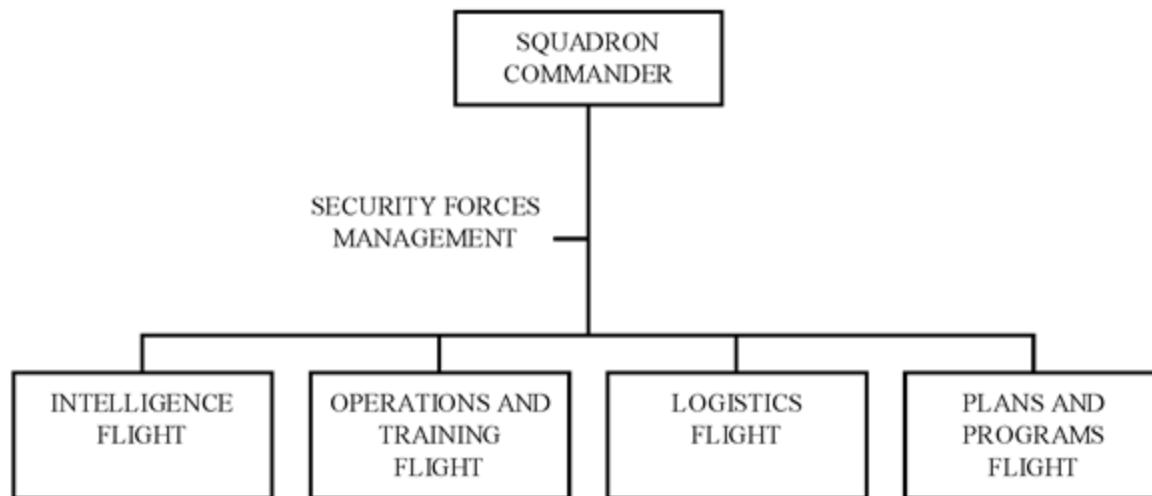
26.23.14. Military Personnel Flight (FSP). This flight provides military personnel support to commanders, military members, and their families. It manages the military work force through readiness programs, personnel relocation actions, personnel employment programs, career enhancement activities, and maintenance of military member information.

26.23.15. Resource Management Flight (FSR). Responsible for appropriated and nonappropriated fund financial management, private organizations, squadron logistics and property management, and squadron information technology.

26.23.16. Sustainment Services Flight (FSV). This flight provides life sustaining functions like food, fitness and lodging services for the installation. It also includes food and beverage operations like casual/formal dining, banquet/catering operations; and stand-alone nonappropriated fund food operations. This flight includes official mail centers in continental United States (CONUS) locations and postal operations and management in locations outside CONUS.

26.23.17. Organization Variations. At Air Force-led joint bases, the Airman and Family Readiness Flight uses the title Military and Family Readiness Flight.

Figure 26.24. Security Forces Squadron Structure.



26.24.1. Security Forces Squadron (SF) Functions and Responsibilities. Protect installations, personnel, and resources from terrorism, criminal acts, sabotage, and acts of war.

26.24.2. Security Forces Management (SFM). Functions include senior security forces enlisted leader and standardization and evaluation of security forces functional mission performance.

26.24.3. Intelligence Flight (S2). Functions include force protection intelligence liaison and investigations.

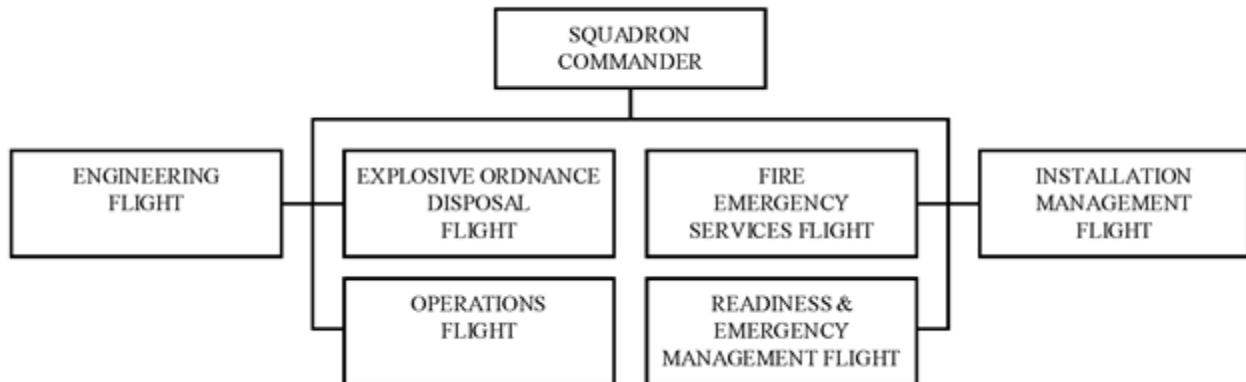
26.24.4. Operations and Training Flight (S3). Functions include day-to-day installation security, confinement program management, and military working dog management. Administers all security forces training programs and performs unit scheduling.

26.24.5. Logistics Flight (S4). Functions include security forces resource advisor, mobility (unit deployment) management, armory, combat arms training, weapons maintenance, supply management, vehicle management, and electronic system security management.

26.24.6. Plans and Programs Flight (S5). Functions include pass and identification; reports and analysis; plans administration; installation security; resource protection; physical security; crime prevention; antiterrorism program; police services planning; Security Forces Management Information System; and contractor oversight.

26.24.7. “S1” is the office symbol code used by the commander’s support staff in this squadron instead of “CCQ.”

Figure 26.25. Civil Engineer Squadron Structure.



26.25.1. Civil Engineer Squadron (CE) Functions and Responsibilities. Establish, operate, sustain, and protect installations as power projection platforms that enable Air Force and other supported commander core capabilities through engineering and emergency response services across the full mission spectrum.

26.25.2. Engineering Flight (CEN). Responsible for portfolio optimization, community planning, environmental planning, program development, energy, design and construction management, Installation Geospatial Information and Service and Comprehensive Asset Management Plan integration. Provides project management to include design, contract execution, and Simplified Acquisition of Base Engineer Requirements contracts. Also provides installation mapping, facility floor plan maintenance, and civil engineer record drawing management.

26.25.3. Explosive Ordnance Disposal Flight (CED). Provides oversight and management of the capabilities to safely respond, mitigate, or defeat the hazards presented by the enemy or friendly employment of explosive ordnance to include improvised explosive devices or

conventional explosives, nuclear, biological, chemical, radiological, or incendiary material on and off installations.

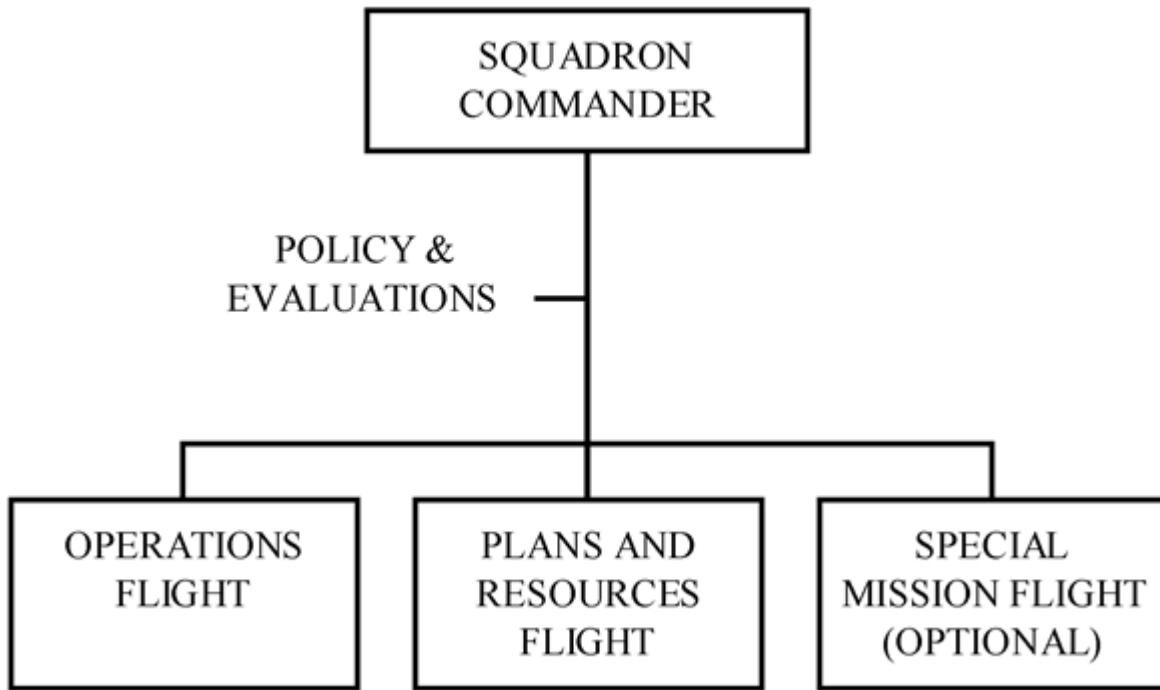
26.25.4. Fire Emergency Services Flight (CEF). Provides incident leadership and response capabilities for all multi-agency incidents, aircraft crash and rescue responses, structural fire responses, technical rescue services, hazardous material incident management and response, prehospital medical emergencies (nontransport), and fire prevention services to minimize negative consequences of emergency incidents.

26.25.5. Installation Management Flight (CEI). Provides oversight and management of financial management support, information technology management, and force support for the squadron. Provides oversight and management of real property, cultural and natural resources, environmental compliance, and hazardous waste management. Also provides housing, dormitory, and furnishing management.

26.25.6. Operations Flight (CEO). Provides oversight and management of facility and infrastructure operations, maintenance and repair, material control, customer service, services contract management, and operations engineering functions. Responsible for transportation and utilities Activity Management Plan management.

26.25.7. Readiness and Emergency Management Flight (CEX). Provides oversight and management of the installation Emergency Management Program, and the Civil Engineer squadron Expeditionary Engineering Program to include Prime Base Engineer Emergency Force (PRIME BEEF) operations. Trains installation populace on chemical, biological, radiological, nuclear defense, Air Force incident management, and emergency response operations. Serves as installation chemical, biological, radiological, nuclear, and hazardous material emergency responders, emergency operations center manager and operates the installation mobile communications vehicle and mobile emergency operations center.

Figure 26.26. Communications Squadron Structure.



26.26.1. Communications Squadron (SC) Functions and Responsibilities. Wing focal point for all cyberspace operations and planning. Assures wartime readiness of cyberspace Airmen. Interfaces directly with other cyberspace units to include those within Twenty-Fourth Air Force, Defense Information Systems Agency, and other Air Force and joint organizations.

26.26.2. Policy and Evaluations (SCQ). Provides unit training program management, squadron standardization and evaluation and quality assurance, reporting and analysis, and policy guidance functions.

26.26.3. Operations Flight (SCO). Provides a network control center capability, including a client service center, network management, server administration, and network cybersecurity services. Also, the flight enables knowledge management through such services as records management, forms, publications, content and collaboration management, workflow, and electronic communications management. The flight further performs Department of Defense Information Network operations on unclassified and secure voice, data, and radio frequency networks including associated infrastructure and assets for which the wing has responsibility. Conducts Department of Defense Information Network operations to enable wing mission and by direction from the 624th Operations Center and the Cyberspace Coordination Center of the owning Major Command.

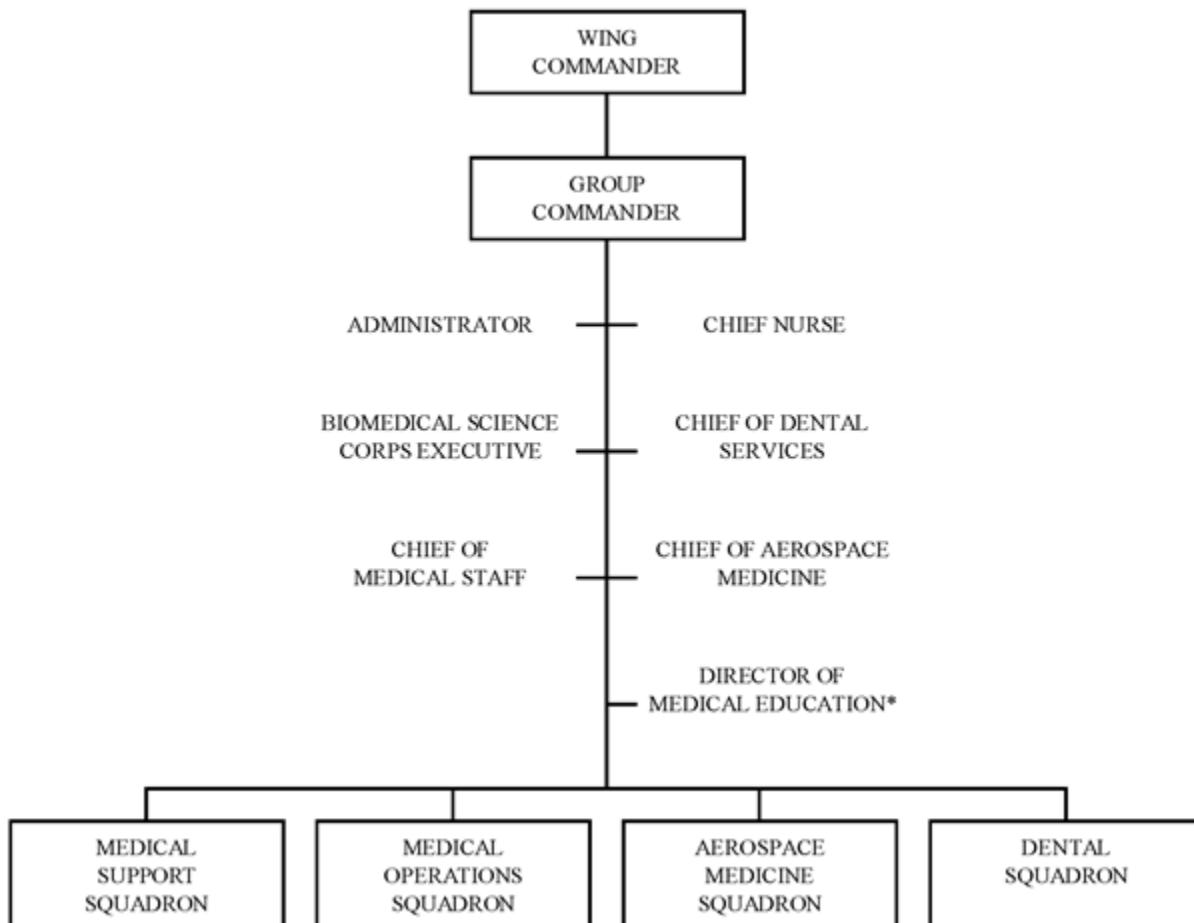
26.26.4. Plans and Resources Flight (SCX). Manages activities related to base-level command, control, communications, and computers systems planning. Plans support, including mobility and deployment planning, spectrum management, strategic planning, and requirements analysis; implementation, including architectures, integration, direction, and standards; resources, including budgeting and billing; and human resources and functional management, including agreements and contract management. The flight is responsible for

base-level cybersecurity programs (communications security, computer security, emission security, and spectrum information assurance). Conducts functional mission analysis to identify wing mission dependencies on cyberspace and provide mission assurance.

26.26.5. Special Mission Flight (SCP) (Optional). A Communications Squadron Special Mission Flight may be added to units having unique responsibilities, such as a teleport facility or Theater Deployable Communications equipment. Major commands submit requests to implement this variation to AF/A1M per this instruction.

Note: At publication time, the Medical Groups are in transition. The details of the new structures are not available at this time and will be updated in a later revision. The units currently shown in this AFI will still be retained at some locations. However, at most installations in the continental United States, Aerospace Medicine Squadrons and Medical Operations Squadrons will be replaced by Operational Medical Readiness Squadrons and Healthcare Operations Squadrons, with the goal of transitioning most Medical Groups to have one unit focused on Airmen medical readiness and separate units focused on all other beneficiary categories and support functions. Dental Squadrons and some Medical Support Squadrons will inactivate at AF/SG identified locations in the continental United States. Medical Support Squadrons at larger locations and other specialized medical squadrons will be retained at specific locations due to mission requirements.

Figure 26.27. Medical Group Structure.



26.27.1. Medical Group Functions and Responsibilities. Provides healthcare services including preventive services as well as patient care and treatment for tactical units, the military community, and other authorized personnel.

26.27.2. Medical Group Staff. The Medical Group staff may include these functional advisors: Administrator (SGA); Biomedical Sciences Corps Executive (SGB); Chief of Medical Staff (SGH); Chief Nurse (SGN); Chief of Dental Services (SGD); Chief of Aerospace Medicine (SGP); and Director of Medical Education (activities marked with an asterisk [*] are authorized at academic teaching facilities only). Individual groups may not have all functional advisors, depending on the mission and clinical capability of the medical treatment facility. Individuals serving as medical unit commanders or flight heads may also serve as functional advisors in some cases. For instance, in groups with Dental Squadrons, the squadron Commander is the Chief of Dental Services. Functional advisors provide professional and specialized technical perspectives to the Commander. They are full participants in executive-level decision making, including strategic and operational planning, the design of services, resource allocation, and organizational policies. Functional advisors actively support a cooperative, multidisciplinary approach to the delivery of healthcare and organizational management.

26.27.3. Organization Variations.

26.27.3.1. Variations are authorized for Medical Groups with two, three, five, or six squadrons based on group size and mission. Medical Groups typically have two or three squadrons, including Medical Operations and Medical Support Squadrons and, if required because of special mission requirements, one or more of these squadrons: Aerospace Medicine, Dental, Inpatient Operations, or Surgical Operations. Medical Groups with more than 1,000 authorizations may also have a Diagnostics and Therapeutics Squadron if required.

26.27.3.2. **Figures 26.28.** through **26.34** depict the authorized squadron and flight variations. Major commands may approve changes to a Medical Group's squadron or flight configuration that are per **Figures 26.28** through **26.34** and unit size guidance. To receive a DAF/A1M letter for such actions involving squadron activations, inactivations or redesignations, Major Commands submit them on a DAF/A1M letter request sheet per **paragraph 30.1.2.2** at least two months before implementation and annotate the appropriate rationale for the action in the remarks section. Major commands submit requests for variances to these figures to AF/A1MO under this instruction.

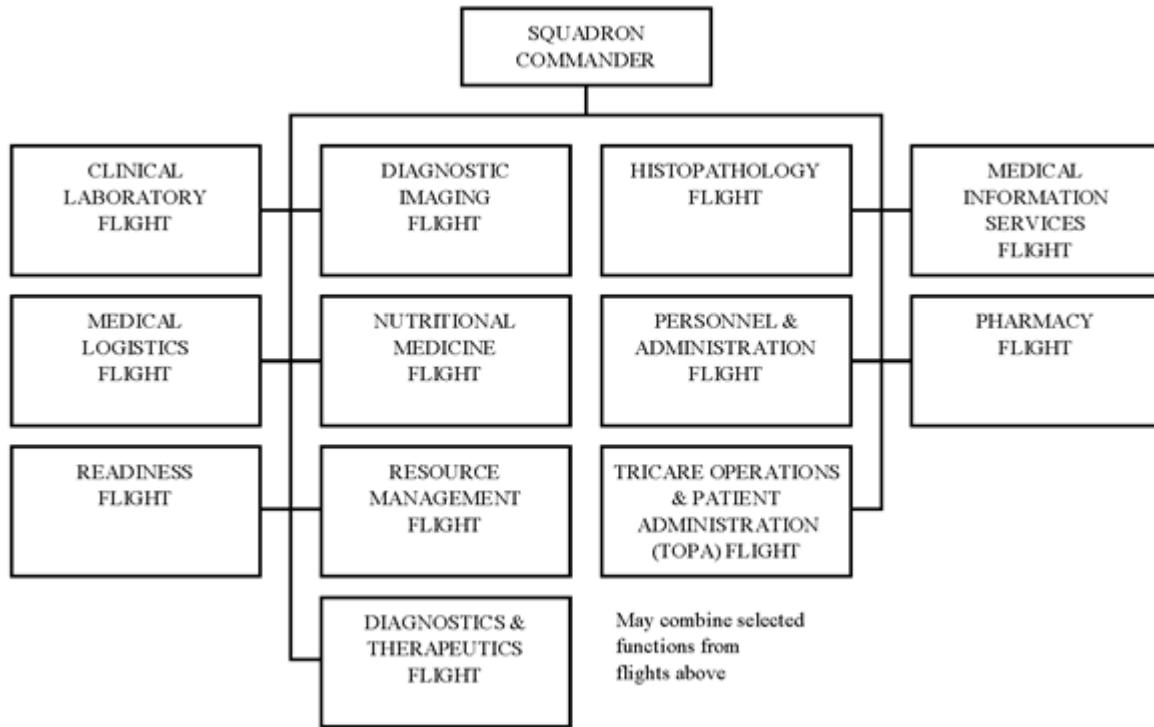
26.27.3.3. Medical Squadrons are authorized at small locations or when the medical unit is assigned to an Air Base Group and may include but are not limited to these functional flights: Medical Support, Medical Operations, Aerospace Medicine, and Dental. Limited-scope medical treatment facilities are authorized as Medical functional flights or small Medical Squadrons assigned to an Air Base Squadron, Air Base Group or a support group and are organized with these functions as functional flights, sections, or elements, as appropriate.

26.27.4. The Medical Group structures do not apply to the Air Reserve Component.

26.27.5. For further background information on the medical unit structures, including the most recent information, consult the Air Force Medical Service Flight Path for the United States Air

Force Combat Wing Organization-Medical Special Instruction located on the Air Force Medical Service Knowledge Exchange Website at <https://kx2.afms.mil/kj/kx5/FlightPath/Pages/home.aspx>.

Figure 26.28. Medical Support Squadron Structure.



Note: Flights shown are options available. The composition of units depends on the mission and clinical capability of the medical treatment facility. Individual units do not have all flights.

26.28.1. Medical Support Squadron (SGS) Functions and Responsibilities. Provides medical logistics, medical information services, personnel and administration, TRICARE operations and patient administration, readiness, pharmacy, clinical laboratory, nutritional medicine, diagnostics and therapeutics, histopathology, and diagnostic imaging (without an assigned radiologist) in support of the Medical Group.

26.28.2. Clinical Laboratory Flight (SGSL). Collects, analyzes, and prepares reports on biologic specimens. Manages the blood transfusion process.

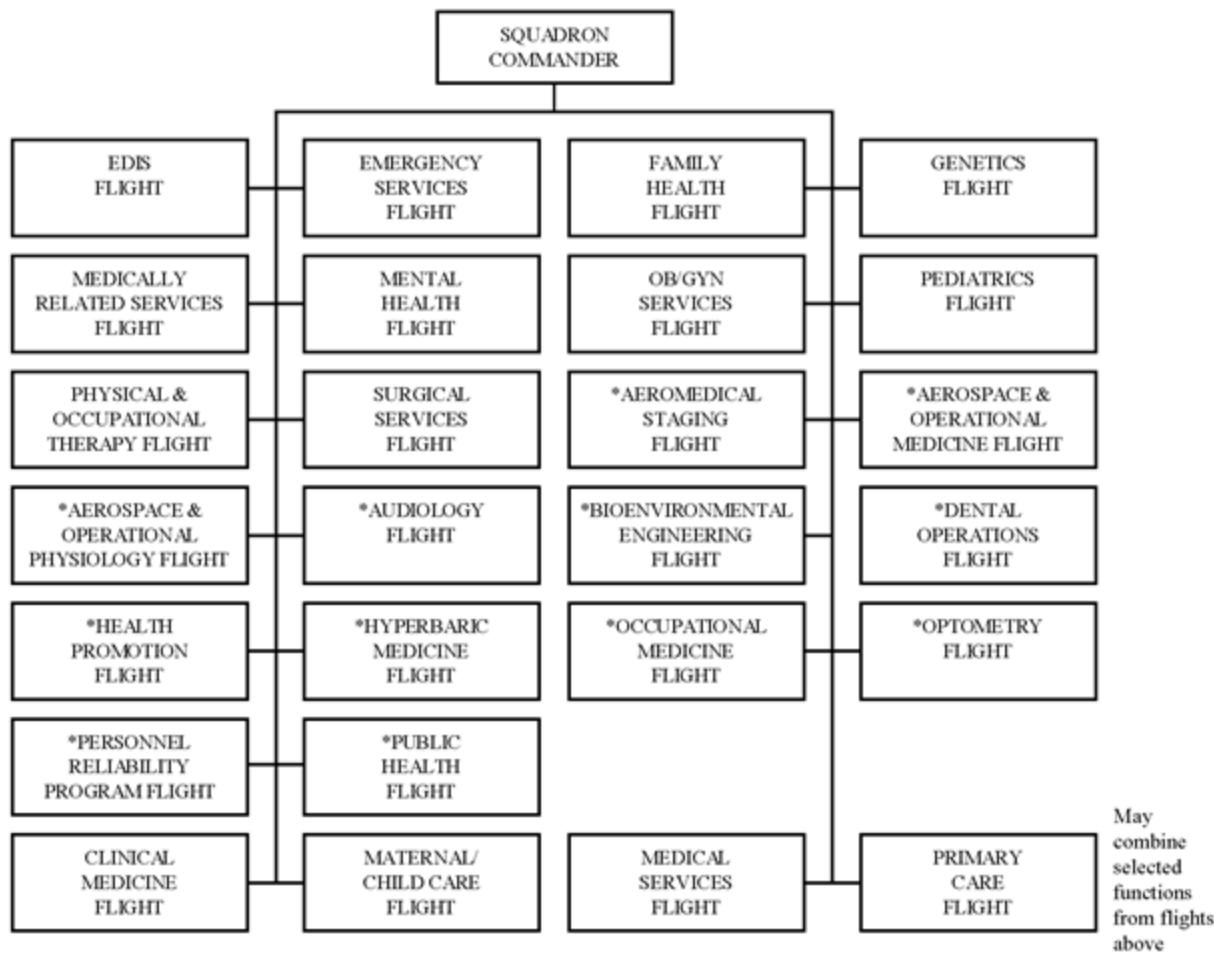
26.28.3. Diagnostic Imaging Flight (SGSQ). Accomplishes records, interprets, and stores radiographic scans, fluoroscopy, and ultrasounds. May perform angiograms, guided biopsies, myelograms, and other procedures.

26.28.4. Histopathology Flight (SGSH). Provides analysis of biologic specimens from major and minor surgical procedures. Performs frozen section interpretation and autopsies.

26.28.5. Medical Information Services Flight (SGSI). Plans, implements, and manages information tools to meet the medical mission.

- 26.28.6. Medical Logistics Flight (SGSM). Provides materiel, facilities, equipment, maintenance, and services and manages war reserve materiel and transportation for the medical mission. Responsible for management of Defense or Air Force Working Capital Funds assets and programs for the medical mission.
- 26.28.7. Nutritional Medicine Flight (SGSN). Provides dietetic services for patients and staff, including food production and service activities, clinical nutrition management services, nutrition education, subsistence management, and cost accounting.
- 26.28.8. Personnel and Administration Flight (SGSP). Provides and arranges for the personnel and administrative needs for the Medical Group.
- 26.28.9. Pharmacy Flight (SGSD). Receives and fills prescriptions. Monitors patients for drug interactions and incompatibilities. Provides patient and provider education and performs drug use evaluations.
- 26.28.10. Readiness Flight (SGSX). Leads operational readiness training and exercise planning for all medical personnel. Ensures medical forces are organized, trained, and equipped to meet in-garrison and deployed mission requirements. Conducts medical unit deployment manager functions and force readiness reporting.
- 26.28.11. Resource Management Flight (SGSR). Plans, programs, allocates and accounts for manpower and funds. Performs billing and collecting, data analysis, workload accounting, and other related functions.
- 26.28.12. TRICARE Operations and Patient Administration Flight (SGST). Plans, develops, and implements the local TRICARE health plan to include beneficiary and provider services, analysis, and utilization management, and interacts with the regional TRICARE contractor. Oversees medical record management, admissions and dispositions, medical evaluation boards, and other patient administrative activities.
- 26.28.13. Diagnostics and Therapeutic Services Flight (SGSA). This flight combines selected functions to provide diagnostic; preventive; therapeutic; education and food services for patients, providers, and other customers. May include functions from these flights: Clinical Laboratory, Histopathology, Nutritional Medicine, Pharmacy, and Diagnostic Imaging.

Figure 26.29. Medical Operations Squadron Structure.



Note: Flights shown are options available. The composition of units depends on the mission and clinical capability of the medical treatment facility. Individual units do not have all flights.

26.29.1. Medical Operations Squadron (SGO) Functions and Responsibilities. Plans, organizes, operates, and evaluates a comprehensive system of healthcare, to include the development of processes to provide seamless and accessible beneficiary-focused, diagnostic, preventive, and treatment-related services. Provides patient education and continuity of care for health maintenance, as well as for the acute and chronic management of disease and injuries.

26.29.2. Educational and Developmental Intervention Services Flight (SGOT). Helps children with special needs achieve their developmental and educational potential by providing quality family-centered support services in the home, school, and community. Provides evaluations and educational services for children (ages 0–21) with special needs in support of the 20 USC §1400, *Education of Individuals with Disabilities Education Act*. Used at designated locations. At smaller installations, may fall under the Mental Health Flight.

26.29.3. Emergency Services Flight (SGOE). Provides medical care to patients with emergent and urgent problems and provides an emergency medical response.

26.29.4. Family Health Flight (SGOF). Provides comprehensive examination, diagnosis, and treatment of inpatients and outpatients. Clinical services include the monitoring and maintenance of patients' state of health, counseling, and guidance, health education, rehabilitation and prevention of disease, provision of clinical and consultation services, and medical care evaluation.

26.29.5. Genetics Flight (SGOU). Provides care and counseling to patients with, and at risk for genetically based conditions. Advises and assists healthcare providers with the identification and management of patients or families with, or at risk for the same. Functions may include clinical and laboratory services.

26.29.6. Medically Related Services Flight (SGOV). Where required, provides medical services to children who are eligible to receive special education in the Department of Defense Dependent Schools overseas under the 20 USC §1400, *Education of Individuals with Disabilities*. Functions may include audiology, speech, and language pathology services, occupational therapy, physical therapy, social work services, community health nurse services, child psychology services, child psychiatry services, and pediatric developmental services.

26.29.7. Mental Health Flight (SGOW). May include psychiatry, clinical psychology, clinical social work, inpatient nursing units, substance abuse counseling, specialized treatment functions (alcohol and drug rehabilitation), and family advocacy. At smaller installations, may include educational and developmental intervention services function.

26.29.8. Obstetrics and Gynecology Services Flight (SGOG). Provides routine and specialized obstetrics and gynecology services in both the ambulatory and inpatient settings.

26.29.9. Pediatrics Flight (SGOC). Provides comprehensive and predominantly nonsurgical care to children and young adults under eighteen.

26.29.10. Physical and Occupational Therapy Flight (SGOY). Provides for the evaluation and management of acute and chronic conditions with the goal of alleviating pain and restoring functions. Depending on the mission and clinical capability of the facility, functions may include occupational therapy, physical therapy, orthotics, and rehabilitation medicine. If occupational therapy is not available in the medical treatment facility, this flight becomes the Physical Therapy Flight.

26.29.11. Surgical Services Flight (SGOS). Provides comprehensive, specialized surgical care.

26.29.12. Aeromedical Staging Flight (SGOI). (See Aerospace Medicine Squadron.)

26.29.13. Aerospace and Operational Medicine Flight (SGOZ). This flight is used in two or three squadron Medical Groups that do not have an Aerospace Medicine or Dental Squadron. It performs the functional mission of an Aerospace Medicine Squadron.

26.29.14. Aerospace and Operational Physiology Flight (SGOR). (See Aerospace Medicine Squadron.)

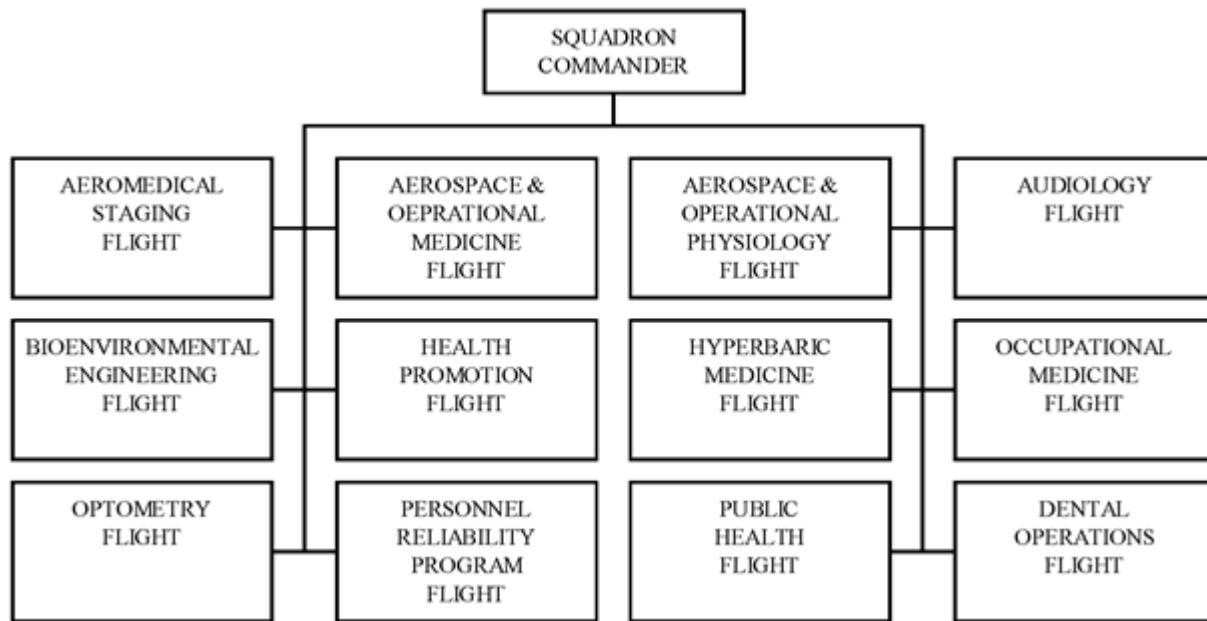
26.29.15. Audiology Flight (SGOA). (See Aerospace Medicine Squadron.)

26.29.16. Bioenvironmental Engineering Flight (SGOJ). (See Aerospace Medicine Squadron.)

26.29.17. Dental Operations Flight (SGOD). (See Aerospace Medicine Squadron.)

- 26.29.18. Health Promotion Flight (SGOH). (See Aerospace Medicine Squadron.)
- 26.29.19. Hyperbaric Medicine Flight (SGOQ). (See Aerospace Medicine Squadron.)
- 26.29.20. Occupational Medicine Flight (SGON). (See Aerospace Medicine Squadron.)
- 26.29.21. Optometry Flight (SGOO). (See Aerospace Medicine Squadron.)
- 26.29.22. Personnel Reliability Program Flight (SGOX). (See Aerospace Medicine Squadron.)
- 26.29.23. Public Health Flight (SGOL). (See Aerospace Medicine Squadron.)
- 26.29.24. Clinical Medicine Flight (SGOK). This flight is used in two or three squadron Medical Groups that want to combine all clinical functions into one flight. May include functions from these flights: Family Health, Mental Health, Obstetrics and Gynecology Services, Pediatrics, and Primary Care.
- 26.29.25. Maternal and Child Care Flight (SGOB). Provides routine and specialized obstetrical services in the inpatient settings. Depending on the mission and clinical capability, elements may include labor and delivery, postpartum, neonatal intensive care unit, and nursery. This flight combines the functions of the Obstetrics and Gynecology Services and Pediatrics flights.
- 26.29.26. Medical Services Flight (SGOM). This flight combines selected functions to provide comprehensive, but predominantly nonsurgical care to patients. May include functions from these flights: Emergency Services, Family Health, Mental Health, Obstetrics and Gynecology Services, Pediatrics, and Primary Care.
- 26.29.27. Primary Care Flight (SGOP). Provides for the delivery of comprehensive primary care services for all ages. Clinical services include the management of acute and chronic health problems, disease prevention activities, screening, counseling, patient education, health risk assessment, continuity, and coordination of care. May include functions from these flights: Family Health, Pediatrics, Mental Health, and Obstetrics and Gynecology Services.
- 26.29.28. Organization Variations. If there is no Aerospace Medicine Squadron, the Aerospace Medicine Squadron functions (marked with an asterisk [*] in the figure) fall under Medical Operations Squadron. These functions may transfer as one Aerospace and Operational Medicine Flight or as individual flights.

Figure 26.30. Aerospace Medicine Squadron Structure.



Note: Flights shown are options available. The composition of units depends on the mission and clinical capability of the medical treatment facility. Individual units do not have all flights.

26.30.1. Aerospace Medicine Squadron (SGP) Functions and Responsibilities. Supports the operational Air Force by enhancing the health of its people, ensuring a fit force, preventing disease and injury, protecting the environment, and, anticipating and responding to medical contingencies in all environments and workplaces. Also provides and supports regulatory assessments, risk assessments, enhanced mission performance, planning, and public relations and risk communication service lines.

26.30.2. Aeromedical Staging Flight (SGPW). Receives, shelters, processes, transports, and provides medical and nursing care to patients who enter, travel in and exit the aeromedical evacuation system, including patients in "remain overnight" status. Coordinates patient movement requirements through the appropriate global, theater, or joint patient movement requirements centers; coordinates with base operations for mission ground support; coordinates with billeting and transportation to assist nonmedical and medical attendants while transiting and remaining overnight.

26.30.3. Aerospace and Operational Medicine Flight (SGPF). Provides primary care to flying and special operational duty personnel and their families, including all space and missile operations duty personnel and their families. Provides primary care and application of Air Force medical Personnel Reliability Program standards, for all personnel assigned to Personnel Reliability Program positions, at bases that do not have a Personnel Reliability Program flight in the Aerospace Medicine Squadron. (Family members of Personnel Reliability Program personnel who are not flyers are to obtain primary care from family medicine, primary care, medical services, or pediatric flights.) Provides flying and occupational preventive health physicals. Determines fitness for flight and special operational duties. Acts as the human systems integration consultant to the wing and air operations, space weapons, and warfare centers.

26.30.4. Aerospace and Operational Physiology Flight (SGPT). Supports local and regional Department of Defense operational commanders by providing appropriate aerospace physiology and human performance enhancement training. Provides consultant services for flying and ground safety activities and physiological and human factor investigations and analysis of military aircraft mishaps. Provides high altitude reconnaissance and airdrop mission support. In squadrons with hypobaric (altitude) chambers, provides overall management to include operations, training, and oversight. In squadrons with hyperbaric (dive) chambers, responsibilities reflect the availability of hyperbaric specialists but may include operations, training, and oversight.

26.30.5. Audiology Flight (SGPQ). Provides clinical diagnostic and aerospace medicine flight operational support. Evaluates and treats hearing and balance disorders. Manages the Hearing Conservation Program and hearing loss prevention programs including education and training and shop visits.

26.30.6. Bioenvironmental Engineering Flight (SGPB). Provides operational health risk assessment expertise to enhance Commander decision making and health service support capabilities by identifying, evaluating, and recommending controls for chemical, biological, radiological, nuclear, and physical occupational and environmental health threats.

26.30.7. Health Promotion Flight (SGPZ). Provides programs that encourage healthy lifestyles (e.g., tobacco product nonuse, exercise and fitness, nutrition, stress management, cardiovascular disease prevention, and substance abuse education).

26.30.8. Hyperbaric Medicine Flight (SGPH). Provides initial clinical care for decompression sickness, and carbon monoxide poisoning. Additionally, provides coordinated care in chronic clinical cases such as gas gangrene and nonhealing wounds. When dedicated hyperbaric personnel are not assigned, Aerospace and Operational Medicine Flight and aerospace physiology personnel provide initial response capability and serve as consultants to the Medical Group.

26.30.9. Occupational Medicine Flight (SGPO). Delivers comprehensive preventive care to the military and civilian workforce. Provides initial management of occupational injuries and illnesses. Directs medical monitoring efforts for the workforce. Instructs clinical specialists and other allied health professionals on the recognition of occupational illnesses and injuries.

26.30.10. Optometry Flight (SGPE). Examines, diagnoses, treats, and manages diseases and disorders of the visual system as well as diagnosis-related systemic conditions with special emphasis on providing primary eye care and refractive services to flying and non-flying military personnel. Manages the spectacle and gas mask inserts, contact lens and Warfighter Aviation Corneal Refractive Surgery Programs.

26.30.11. Personnel Reliability Program Flight (SGPP). Responsible for application of Air Force medical Personnel Reliability Program standards for all military personnel assigned to Personnel Reliability Program positions at bases with more than 400 personnel assigned to the Personnel Reliability Program.

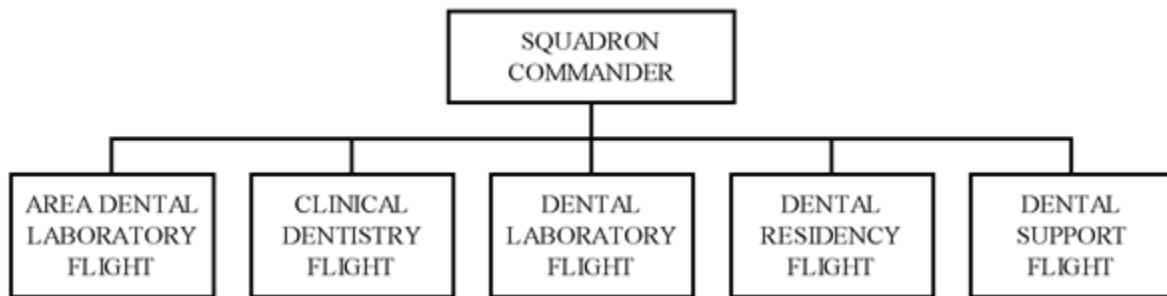
26.30.12. Public Health Flight (SGPM). Recommends and implements programs to prevent disease, disability, morbidity, and death through the effective use of population-based public health programs. Conducts epidemiological surveillance and analysis of communicable,

environmental, and occupational morbidity and mortality to establish and prioritize strategies for prevention and intervention.

26.30.13. Dental Operations Flight (SGPD). This flight option is used when a Medical Group does not have a Dental Squadron.

26.30.14. Organization Variations. If there is no Aerospace Medicine Squadron, the Aerospace Medicine Squadron functions fall under Medical Operations Squadron. These functions may transfer as one Aerospace Medicine Flight or as individual flights.

Figure 26.31. Dental Squadron Structure.



Note: Flights shown are options available. The composition of units depends on the mission and clinical capability of the medical treatment facility. Individual units do not have all flights.

26.31.1. Dental Squadron (SGD) Functions and Responsibilities. Implements and maintains comprehensive programs for the prevention and treatment of dental disease to ensure maximum individual readiness and optimal oral health. Sustains maximum readiness using the Air Force Dental Readiness Assurance Program and delivery of comprehensive dental services and programs. Provides a dental health care delivery system that integrates quality, cost-effectiveness, and access and may include administration of a private sector care referral program.

26.31.2. Area Dental Laboratory Flight (SGDA). Supports Air Force and other federal dental and medical services by fabricating and repairing dental prostheses, orthodontic appliances, and related materials.

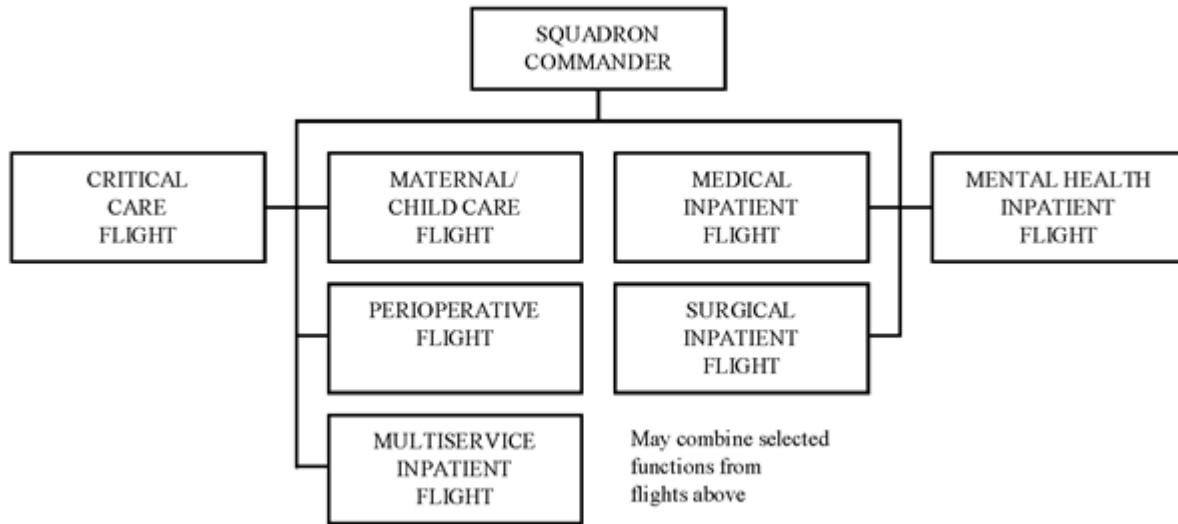
26.31.3. Clinical Dentistry Flight (SGDD). Provides diagnostic and preventive services and delivers comprehensive dental treatment.

26.31.4. Dental Laboratory Flight (SGDL). Fabricates dental prostheses and other appliances to support local treatment. Refers workload to the area dental laboratory as required.

26.31.5. Dental Residency Flight (SGDR). Provides education, training, and administrative support for selected dental officers.

26.31.6. Dental Support Flight (SGDS). Supports the squadron in matters relating to personnel management, records, reports, publications, correspondence, training, resource management, logistics, and general management of patient data.

Figure 26.32. Inpatient Operations Squadron Structure.



Note: Flights shown are options available. The composition of units depends on the mission and clinical capability of the medical treatment facility. Individual units may not have all flights.

26.32.1. Inpatient Operations Squadron (SGI) Functions and Responsibilities. Provides or arranges for the full scope of inpatient clinical health care services for the defined population normally on 24 hours and seven days a week basis. Assesses the healthcare needs and expectations of the population served. Plans, organizes, operates, evaluates, and improves a comprehensive system of inpatient health care services from admission to discharge. Develops processes to provide seamless, customer-focused access, assessment, diagnostic services, preventive and treatment services, education and continuity in all care settings for health maintenance, as well as acute and chronic management of disease and injury. Supports information requirements of beneficiaries, staff, and management. Develops a program to continuously analyze and improve system performance, to include measures of customer satisfaction, clinical outcomes, costs, and effectiveness of all key processes.

26.32.2. Critical Care Flight (SGIC). Provides specially trained personnel and specialized monitoring and support equipment or treatment of patients whose conditions require intensified, comprehensive observation and care. Depending on the mission and clinical capability of the facility, functions may include surgical and medical intensive care, special care units, and cardiac care units.

26.32.3. Maternal and Child Care Flight (SGIB). (See Medical Operations Squadron.)

26.32.4. Medical Inpatient Flight (SGIM). Provides comprehensive, specialized, nonsurgical care to medical patients in inpatient nursing units.

26.32.5. Mental Health Inpatient Flight (SGIW). Provides comprehensive, specialized care to mental health inpatients.

26.32.6. Perioperative Flight (SGIP). Provides perioperative services to include the operating room, anesthesia, same day surgery, post-anesthesia care unit, and sterile processing department.

26.32.7. Surgical Inpatient Flight (SGIS). Provides comprehensive, specialized, surgical care to inpatients. All inpatient surgical units, regardless of specialty, fall within the Surgical Inpatient Flight (excluding intensive care units).

26.32.8. Multiservice Inpatient Flight (SGIA). To be used for smaller flights. This flight combines functions of Medical Inpatient and Surgical Inpatient Flights.

Figure 26.33. Diagnostics and Therapeutics Squadron Structure.



Note: Flights shown are options available. The composition of units depends on the mission and clinical capability of the medical treatment facility. Individual units may not have all flights.

26.33.1. Diagnostics and Therapeutics Squadron (SGQ) Functions and Responsibilities. Responsible for diagnostic, preventive, therapeutic, education, nutrition, and foodservices for patients, staff, and other customers.

26.33.2. Clinical Laboratory Flight (SGQC). (See Medical Support Squadron.)

26.33.3. Diagnostic Imaging Flight (SGQQ). (See Medical Support Squadron.)

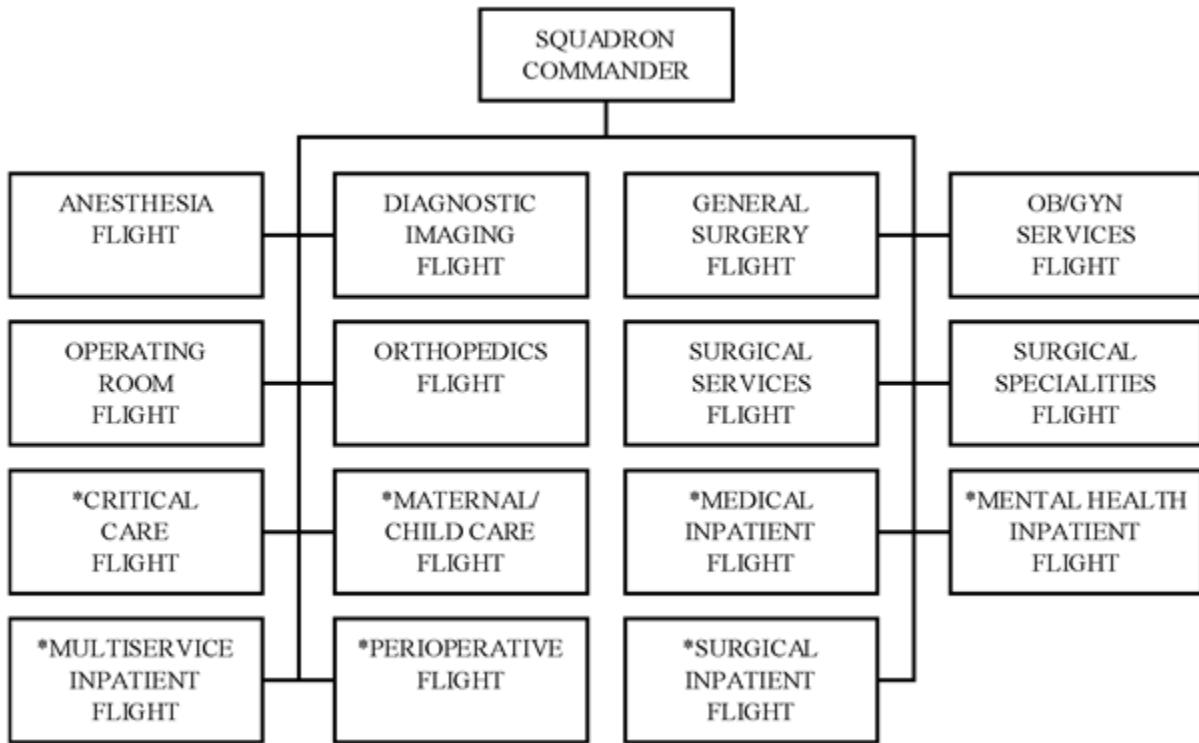
26.33.4. Histopathology Flight (SGQH). (See Medical Support Squadron.)

26.33.5. Nutritional Medicine Flight (SGQD). (See Medical Support Squadron.)

26.33.6. Pharmacy Flight (SGQP). (See Medical Support Squadron.)

26.33.7. Organization Variations. The Diagnostics and Therapeutics Squadron is an optional squadron for Medical Groups with more than 1,000 authorizations that have large capabilities in the affected areas. When this option is used, the Medical Support Squadron does not have the affected flights.

Figure 26.34. Surgical Operations Squadron Structure.



Note: Flights shown are options available. The composition of units depends on the mission and clinical capability of the medical treatment facility. Individual units may not have all flights.

26.34.1. Surgical Operations Squadron (SGC) Functions and Responsibilities. Provides episodic care to the patient population. Provides specialized treatment that is generally a singular occurrence.

26.34.2. Anesthesia Flight (SGCJ). Provides preoperative services, recovery room and postanesthesia care units, and pain management clinics.

26.34.3. Diagnostic Imaging Flight (SGCR). (See Medical Support Squadron.)

26.34.4. General Surgery Flight (SGCQ). Examines, diagnoses, and treats diseases, injuries, and disorders by surgical means and provides related inpatient nursing units.

26.34.5. Obstetrics and Gynecology Services Flight (SGCG). (See Medical Operations Squadron.)

26.34.6. Operating Room Flight (SGCS). May include the operating room, postanesthesia care unit, Commander's support section, anesthesia, and same-day surgery functions.

26.34.7. Orthopedics Flight (SGCO). Provides outpatient clinics, brace shops, and podiatry services.

26.34.8. Surgical Services Flight (SGCU). Provides treatment of patients who, because of a major surgical procedure or pre-operating or post-operating conditions, require intensified, comprehensive observation and care. Also provides services such as ambulatory surgery

clinics, operating rooms, anesthesia, postanesthesia care units, and sterile processing department.

26.34.9. Surgical Specialties Flight (SGCX). Provides ophthalmology, orthopedics, neurosurgery, thoracic surgery, cardiac surgery, urology, vascular surgery, and plastic surgery.

26.34.10. Critical Care Flight (SGCC). (See Inpatient Operations Squadron.)

26.34.11. Maternal and Child Care Flight (SGCB). (See Inpatient Operations Squadron and Medical Operations Squadron.)

26.34.12. Medical Inpatient Flight (SGCN). (See Inpatient Operations Squadron.)

26.34.13. Mental Health Inpatient Flight (SGCW). (See Inpatient Operations Squadron.)

26.34.14. Multiservice Inpatient Flight (SGCM). (See Inpatient Operations Squadron.)

26.34.15. Perioperative Flight (SGCP). (See Inpatient Operations Squadron.)

26.34.16. Surgical Inpatient Flight (SGCI). (See Inpatient Operations Squadron.)

26.34.17. Organization Variations.

26.34.17.1. In facilities too small to have Inpatient Operations Squadrons, Inpatient Operations Flights (marked with an asterisk [*] in the figure) can be established under the Surgical Operations Squadron if those services are present in the facility.

26.34.17.2. When this option is used, the Medical Operations Squadron does not have the Obstetrics and Gynecology Services and Surgical Services Flights.

Chapter 27

TERMINOLOGY AND PROCEDURES FOR ORGANIZATION ACTIONS

27.1. Organization Actions.

27.1.1. Use the terminology and related procedures outlined in this chapter to make an organization change. Implementation of organization actions is to be per applicable provisions of AFI 10-503, *Strategic Basing*. Procedures and responsibilities in this chapter apply to Major Commands, field operating agencies, and Direct Reporting Units. SAF/AAR may perform these functions for their supported organizations. See [Chapter 29](#) for the organization change request process.

27.2. Organization Terminology.

27.2.1. **Constitute.** Provide the legal authority for a new unit by designating it in a DAF/A1M letter.

27.2.2. **Disband.** Withdraw the legal authority for a unit. The designation of the unit is retired and preserved in historical records.

27.2.3. **Reconstitute.** Renew legal authorization of a disbanded unit.

27.2.4. **Activate.** Bring into existence a constituted unit, a detachment of a unit, or a provisional unit. An active unit can legally function as specified by directives.

27.2.5. **Inactivate.** End the existence of a unit, detachment of a unit, or provisional unit. An inactive unit keeps its lineage, history, honors, and is available for activation when needed again (applies to non-provisional units; see [Chapter 31](#) for information on provisional units). Inactivate units when their mission ceases to exist and all resources are withdrawn. **(T-1)**.

27.2.6. **Designate.** Give an official name (or a number and name).

27.2.7. **Redesignate.** Change the name or number.

27.2.8. **Consolidate.** To permanently combine two or more organizations by merging their lineage into a single line to form a single organization. Consolidation usually applies to organizations that were active at different times but have the same numerical designations or similar functions. Units that have been active concurrently cannot be consolidated. A consolidated unit cannot subsequently be separated.

27.2.9. **Assign.** Place a unit with an existing military organization.

27.2.10. **Attach.** Place a unit, or part of a unit, with a military organization other than its parent organization, without making it a part of that organization. A unit, or part of a unit, may be attached for operational control, administrative control, and logistic support.

27.2.10.1. **Operational Control.** The authority of a Commander over subordinate forces to organize and employ commands and forces, assign tasks, designate objectives, and give direction necessary to accomplish the mission. This is applicable at Combatant Command echelon and below.

27.2.10.2. **Administrative Control.** Direction or exercise of authority over subordinate or other organizations concerning administration and support. Examples of administrative

control are the Uniform Code of Military Justice authority, personnel classification, effectiveness reports, and granting leaves and so on.

27.2.10.3. Logistic Support. The support provided by one organization to another, enabling that organization to carry out operations. Examples include supply, maintenance, logistics planning, transportation, and contracting. An order that states a unit is attached for logistic support only clearly means operational control and administrative control are not responsibilities of the Commander to which the unit is attached. The order itself does not detail the extent and kind of logistic support, as this support is clarified through separate documents, such as host-tenant support agreements.

27.2.11. Allot. Authorize a unit to be part of the ANG. DAF/A1M letters allot units to the National Guard Bureau that in turn assigns them to the appropriate state, territory, or the District of Columbia.

27.2.12. Status Change. Change the organizational status of a Major Command, Field Operating Agency, or Direct Reporting Unit. A DAF/A1M letter accomplishes a status change. A redesignation often accompanies status changes. For example, the status change of the Air Force Intelligence, Surveillance, and Reconnaissance Agency from a Field Operating Agency to a subordinate organization of Air Combat Command was accompanied by its redesignation to Twenty-Fifth Air Force.

27.3. Organization Procedures. The following procedures apply to organizational entities within the Air Force:

27.3.1. Establishments.

27.3.1.1. An establishment is automatically created when its headquarters unit is activated.

27.3.1.2. An establishment is controlled through its headquarters. However, subordinate units are assigned to the establishment, not to the headquarters unit. This enables each unit within an establishment to have a separate identity. The fact that the headquarters unit controls the establishment places the other units subordinate to it. Personnel are assigned to a unit, not to an establishment.

27.3.1.3. The assignment of any establishment assigns all its components at the same time unless otherwise specified. For example, when a wing is assigned to a Numbered Air Force, the assignment of the wing's groups and squadrons also is to the Numbered Air Force. The separation of units by location does not affect their assignment to the establishment.

27.3.1.4. Inactivation of a headquarters unit automatically inactivates the establishment. Units assigned to the establishment automatically revert, unless otherwise directed, to the next higher level.

27.3.2. Units.

27.3.2.1. Headquarters Air Force issues a DAF/A1M letter to constitute and activate Major Commands, field operating agencies, and Direct Reporting Units. For a unit subordinate to a Major Command, Field Operating Agency, or Direct Reporting Unit, Headquarters Air Force constitutes the unit and assigns it to the Major Command, Field Operating Agency, or Direct Reporting Unit for activation. The Major Command, Field Operating Agency, or Direct Reporting Unit will activate and assign the unit by issuing a G-series order citing

the DAF/A1M letter as authority. (T-1). A DAF/A1M letter also can authorize a Major Command, Field Operating Agency, or Direct Reporting Unit to redesignate or inactivate a unit. An inactivated unit reverts to the control of Headquarters Air Force. DAF/A1M letters and G-series orders follow the formats prescribed in [Chapter 30](#) and illustrated in [Attachment 4](#).

27.3.2.2. A Major Command, Field Operating Agency, or Direct Reporting Unit may reassign a unit internally unless the unit's assignment is specified in a DAF/A1M letter or by a standard structure prescribed in this instruction.

27.3.2.3. A unit may be reassigned from one Major Command, Field Operating Agency, or Direct Reporting Unit to another. In this case, the losing Major Command, Field Operating Agency or Direct Reporting Unit (after coordinating with the receiving Major Command, Field Operating Agency or Direct Reporting Unit) requests AF/A1M approve the reassignment on a date agreed to by both commands (if agreed to by both parties, the receiving command may make the request, or the commands may make a joint request). A DAF/A1M letter directs the reassignment of such units and copies are sent to both commands.

27.3.2.4. The effective date of an organization action (e.g., activation, inactivation, or redesignation) is published either in the DAF/A1M letter or orders issued by the Major Command, Field Operating Agency, or Direct Reporting Unit. When a DAF/A1M letter allows the effective date to be on or about a certain date, the organization action must occur no more than 30 calendar days before or after that date. (T-1).

27.3.2.5. Numbered Flights are units and require the same organization procedures as other units. Alpha and functional flights, however, are not units and are not subject to this chapter's procedures.

27.3.3. Nonunits. Major commands, field operating agencies, and Direct Reporting Units have the approval authority to activate, inactivate, and redesignate detachments and operating locations. (See below for specifics such as how to designate them and restrictions on redesignations.) The above organizations and Admin Assistant to the Secretary of the Air Force, Manpower (SAF/AARM), (for serviced organizations) may approve variances to [paragraphs 27.3.3.1.2](#) and [27.3.3.2.6](#) regarding sequencing of detachment and operating location designations when warranted. Examples of circumstances that might warrant a variance include operational needs, to maintain continuity, or to identify with a particular related organization or location (such as joint bases). In all cases, detachments must remain numeric and operating locations remain alphabetical. (T-1). MAJCOM/A1M focal points will conduct an annual detachment and operating location review to validate the continuing requirement for the activity. (T-1).

27.3.3.1. Detachments.

27.3.3.1.1. A Major Command, Field Operating Agency, or Direct Reporting Unit may activate a detachment for a function that is geographically separated from its parent unit. A detachment is activated to fill a need for command or supervision, or for other reasons, such as to facilitate unit movement. If there is a need for command authority, the senior officer on duty with a detachment is appointed on orders as detachment Commander. Normally, a geographically separated organization is designated an

operating location unless on-site command authority is required. Then, it is designated as a detachment.

27.3.3.1.2. Detachments are numbered in sequence, beginning with “1.”

27.3.3.1.3. A detachment can be redesignated to another number within the same unit. The new number cannot duplicate a currently active detachment number within that unit.

27.3.3.1.4. The following redesignations cannot be made:

27.3.3.1.4.1. A detachment of one parent unit to a detachment of another parent unit.

27.3.3.1.4.2. A detachment to a unit.

27.3.3.1.4.3. A unit to a detachment.

27.3.3.1.4.4. A detachment to an operating location.

27.3.3.1.4.5. An operating location to a detachment.

27.3.3.1.5. The inactivation of a parent unit automatically inactivates its detachments.

27.3.3.1.6. Detachments are designated as part of a unit, not an establishment (e.g., Detachment 1, 1st Fighter Squadron, or Detachment 4, Headquarters 1st Operations Group).

27.3.3.1.7. If a gap in sequential numbering occurs because of actions such as inactivation of a detachment, it is not necessary to take actions to change the numbers of the other detachments in the unit to fill in the gap.

27.3.3.2. Operating Location.

27.3.3.2.1. An operating location may be activated by a Major Command, Field Operating Agency, or Direct Reporting Unit.

27.3.3.2.2. An operating location is a geographically separated location where persons are required to perform permanent duty, and the command supervision or other features provided by a detachment are not needed.

27.3.3.2.3. An operating location is not a location separated from an installation to which persons are transported to work.

27.3.3.2.4. Detachment guidelines in **paragraphs 27.3.3.1.3 to 27.3.3.1.7** also apply to operating location actions (with the understanding that operating locations are designated alphabetically instead of numerically).

27.3.3.2.5. Manpower authorizations for an operating location are reported with the location where duty is being performed.

27.3.3.2.6. Operating locations are designated in alphabetical sequence, beginning with A.

27.3.3.3. Coding Personnel Accounting Symbol Data

27.3.3.3.1. The personnel accounting symbol code contains data fields for designating detachments, operating locations, and staff elements. The following coding rules apply:

27.3.3.3.2. Operating locations are designated with a maximum of three alphabetic characters in a four-character field. The first character of the operating location field is zero. The first two characters of the operating location field are always zero for operating locations designated with two letters. The first three characters of the operating location field are always zero for operating location designations with a single letter (e.g., operating location code “000A” for operating location “A,” operating location code “00ZZ” for operating location “ZZ,” operating location code “0ABC” for operating location “ABC”).

27.3.3.3.3. If the operating location is not subordinate to the detachment, the detachment code is designated with zeroes (e.g., detachment code “0000” and operating location code “000A” means operating location “A” and parent is not a detachment).

27.3.3.3.4. If the operating location is subordinate to the detachment, both fields are designated independently (e.g., detachment code “0001” and operating location code “000A” equals operating location “A” of Detachment “1”).

27.3.3.3.5. Detachment and operating location data fields (four characters each) are combined in the personnel system. So, total nonzero characters cannot exceed four characters.

27.3.3.3.5.1. An operating location can be up to three characters if the detachment number designation is one digit (1–9).

27.3.3.3.5.2. An operating location can be one or two characters if the detachment number designation is two digits (10–99).

27.3.3.3.5.3. An operating location can be only one character if the detachment number designation is three digits (100–999).

27.3.3.3.5.4. An operating location cannot be assigned to a detachment numbered greater than “999.” If it becomes necessary to establish an operating location, the detachment is redesignated using not more than three digits for identification.

27.3.3.3.5.5. The first character of an operating location or staff element data field is alphabetic if used for anything other than an operating location (e.g., when establishing a separate personnel accounting symbol for a senior rater).

27.3.3.3.5.6. General guidance on the personnel accounting symbol system is in Air Force Computer Systems Manual (AFCSM) 36-699, Volume 4, *Personnel Accounting Symbol System Users Manual*.

27.3.3.4. Squadron Sections. A Commander of a large unit (235 or more military authorized), squadron or above, may delegate administrative control of all assigned members by appointing a section Commander on special orders per the guidance in AFI 51-509. If a full-time section Commander is not authorized under a manpower standard, unit commanders may appoint a section Commander who performs these functions as an additional duty. Commanders exercise discretion to ensure this is done only when warranted by the span of control factors. (See AFI 51-509 for legal guidance on the

appointment of section commanders and AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)* for guidance on Air Force specialty code and duty title matters.)

27.3.3.5. Air Force Elements.

27.3.3.5.1. An Air Force Element may be designated to function as a unit by a designating officer (described in [paragraphs 27.3.3.5.1.1](#) through [27.3.3.5.1.3](#)). The designating officer attaches the Air Force members on duty with an organization outside the Air Force to the Air Force Element. (Refer to AFI 51-509 for the determination of an Air Force Element Commander and the appointment of Air Force Element section Commanders.) These officers have authority to designate an Air Force Element to function as a unit:

27.3.3.5.1.1. The senior Air Force officer in a defense Agency, defense field activity, Combatant Command, joint task force, combined task force, coalition forces, or activity outside the Air Force that exercises operational control over the Air Force Element.

27.3.3.5.1.2. The Commander of the Major Command for Regular Air Force members within that command detailed to a unit of the ANG not in federal service; detailed to an organization outside the Air Force for which the Secretary of the Air Force serves as the Executive Agent per DoDDs; or similar circumstances.

27.3.3.5.1.3. The Commander, Air Force District of Washington for Air Force Elements not within such commands, agencies, or activities.

27.3.3.5.2. In appropriate circumstances (such as a geographically dispersed Air Force Element), an Air Force Element may be divided into sections, and an Air Force Element section Commander appointed to each section. In these cases, the Air Force Element Commander designates which members are attached to each section.

27.4. Office Symbol Codes.

27.4.1. Office symbol codes identify the organizational structure and functional responsibilities within a unit. For instance, “HO” is the office symbol code for the History Office in the wing headquarters. These specifically address office symbol codes as used in the Manpower Programming and Execution System (see [Attachment 2](#)) and related manpower documentation.

27.4.2. General Characteristics of Office Symbol Codes.

27.4.2.1. Major functions have two-letter symbols (e.g., the surgeon is “SG.” Since basic functions report to major functions, basic functions have three-letter [or more] symbols, e.g., dental is “SGD”). A basic function’s office symbol starts with the same letters as the parent function’s office symbol and adds one more letter.

27.4.2.2. Each major function within the Air Force is assigned a two-letter office symbol; wing staff, group, and squadrons within the Operations group and Mission Support Group have two-letter office symbols. Basic functions are assigned three-letter (or more) office symbols. Some major functions include basic functions that are similar in title and function to another major function (e.g., the major function of Manpower, Personnel, and Services, “A1,” may have a basic function of Plans). Since all office symbols within a function start

with the same two characters, the Personnel Plans function uses the office symbol “A1X” rather than “XP” so the basic function is not confused with a major function.

27.4.2.3. The office symbol code “CC” may be used for organizational commanders instead of the functional office symbol code. Major commands, field operating agencies and Direct Reporting Units should be consistent among their similar organizations in use of “CC” or the functional office symbol code in the Manpower Programming and Execution System.

27.4.2.4. As much as possible, office symbol codes use the same letters and titles at Headquarters Air Force, Major Command, and base level.

27.4.2.5. Two Types of Office Symbol Codes.

27.4.2.5.1. Air Force standard office symbol codes are available for use by more than one command. These types of office symbol codes are established for standard organization structures such as those previously listed in [Chapters 26](#) and [27](#) of this instruction or a functional instruction and to promote standardization and ease of communication. These office symbol codes are identified by a command code of “AF” in the Manpower Programming and Execution System office symbol code reference table.

27.4.2.5.2. Command-unique office symbol codes are used by a single command, as identified in the Manpower Programming and Execution System office symbol code reference table. Command-unique office symbol codes cannot duplicate or conflict with standard office symbol codes. (T-1). Do not create a command-unique office symbol code if an Air Force standard office symbol code exists for an organization (e.g., if a Civil Engineer Squadron has an Operations Flight, it uses an office symbol code of “CEO” as reflected previously [Chapter 26](#)). (T-1).

27.4.3. Procedures for the Manpower Programming and Execution System Office Symbol Codes.

27.4.3.1. The Manpower Programming and Execution System office symbol codes are limited to seven alphanumeric characters. Though special characters such as dashes or slashes may be acceptable when office symbol codes are used for communication or identification purposes, they cannot be included in office symbol codes as reflected in the Manpower Programming and Execution System because they create problems in some data systems that interface with the Manpower Programming and Execution System.

27.4.3.2. The Manpower Programming and Execution System office symbol code titles are limited to 40 characters for Air Force systems and a 100-character title for interface with Department of Defense systems. To facilitate interface with the Department of Defense systems, the 100-character title are spelled out as much as possible, avoiding acronyms and other abbreviations. Special characters cannot be used in the Manpower Programming and Execution System office symbol code titles because they create problems in some data systems that interface with the Manpower Programming and Execution System.

27.4.3.3. The organizational level is not normally included in the office symbol code title (i.e., do not include words such as “division,” “directorate,” “squadron,” “flight,”

“section,” etc., in the title). This allows the same office symbol code to be used at different organizational levels.

27.4.3.4. Using organizations will request deletion of office symbol codes that are no longer required. (T-1). The deletions cannot occur until no manpower authorizations remain using the office symbol code.

27.4.3.5. Use existing office symbol codes when possible.

27.4.3.6. Headquarters Air Force functional managers should maintain standard office symbol codes and structures down to the division or equivalent level (i.e., offices with three-digit office symbol codes) for Major Command and Numbered and Named Air Force headquarters to facilitate communications and minimize personnel transition time. The Headquarters Air Force functional manager must approve all deviations to these established three-letter office symbols. (T-1). (See [paragraph 29.1.4](#))

27.4.3.7. Do not use proposed office symbol codes until approved.

27.4.4. A-Staff Office Symbol Codes. A-staff office symbol codes are used to identify certain major staff elements in Headquarters Air Force, Major Command headquarters, and component Numbered and Named Air Force headquarters. These office symbol codes are patterned on the J-staff structure used in joint organizations and are designed to improve communication within the Air Force and with other Department of Defense organizations. Base-level organizations do not use A-Staff office symbol codes. (T-1). Functions not covered by the standardized A-staff structure maintain their current office symbols (e.g., “FM,” “JA,” “SG,” “PA”). Standard two-digit A-staff office symbol codes are shown in [Figure 27.1](#) Major commands may request to link A-staff two-digit functions (e.g., A3 and A5 as A3/5) in their Major Command headquarters using the organization change request procedures in [Chapter 29](#). Major commands are authorized to approve linking A-staff two-digit functions in their component Numbered Air Forces if they follow the guidance in [Figure 26.2](#) Major commands may return to the standard A-staff structure in [Figure 27.1](#) without using the organization change request procedures in [Chapter 29](#), but they notify AF/A1M of the return to the standard structure.

Figure 27.1. Standard Two-Digit A-Staff Office Symbol Codes.

A1-Manpower, Personnel, and Services
A2-Intelligence, Surveillance, and Reconnaissance
A3-Operations
A4-Logistics, Engineering, and Force Protection
A5-Plans and Requirements
A6-Communications
A8-Strategic Plans and Programs
A9-Studies, Analyses, Assessments and Lessons Learned
A10-Strategic Deterrence and Nuclear Integration (Limited to Headquarters Air Force and approved major command headquarters)

27.4.5. Requests for the Manpower Programming and Execution System Office Symbol Code Actions.

27.4.5.1. If an office symbol code change is needed because of an organization change request, requesters include the associated office symbol code actions in question five of the organization change request per the procedures in [Chapter 29](#) of this instruction.

27.4.5.2. Major commands, field operating agencies, Direct Reporting Units, and SAF/AAR will send other office symbol code requests for the Manpower Programming and Execution System actions by e-mail to the AF/A1MO Workflow mailbox. (T-1). When possible, use a distinct e-mail subject that reflects the request and requester (e.g., subject: “OSC Request-ACC OS Add” or “OSC Request-Air Force Material Command “PK” Actions”). Include the specific office symbol code, office symbol code titles, action (i.e., add, delete, or change), a short rationale for the request, and whether requesting a standard or command-unique office symbol code (identify command code, as appropriate). A spreadsheet request template is available from AF/A1MO, their Air Force Portal site or Microsoft SharePoint™ site. AF/A1MO obtains functional coordination within Headquarters Air Force, as required, and forwards approved requests to be loaded into the Manpower Programming and Execution System (See [Attachment 2](#)). Send office symbol code requests for organizations outside the Air Force (e.g., Air Force Elements) to AF/A1MP instead of AF/A1MO.

Chapter 28

PROCEDURES FOR NAMING AND NUMBERING UNITS

28.1. Nomenclature. Standardize organization titles, when possible. When activating a unit, designate it using the procedures in this instruction and guidance in AFPD 38-1.

28.2. General Guidelines. Apply these guidelines when naming a unit:

28.2.1. Generally, units require a specific organization title or designation made up of a number or name, a "kind" (nomenclature) and a "type" (organizational level) indicator. Examples of Numbered and Named unit designations are in [Figure 28.1](#)

Figure 28.1. Unit Designation Examples.

Numbered Unit Designation

Example: Title: 2d Bomb Wing

Number: 2

Unit Kind:

Bomb Unit Type:

Wing

Named Unit Designation

Example: Title: Ogden Air

Logistics Center Unit Kind: Ogden

Air Logistics Unit Type: Center

28.3. Heritage. Heritage is an important element in unit prestige, pride, and morale. It, therefore, impacts readiness and operational effectiveness. The Air Force regularly activates and inactivates units as a result of force structure and organizational changes. Throughout this process, we take care to preserve those units with the richest heritage by keeping them in active status. This may require transferring a unit designation from one location to another (follow procedures in AFI 10-503).

28.4. Unit Number.

28.4.1. A numbered unit is assigned a number with no more than three numerals (e.g., 305th Air Mobility Wing).

28.4.2. The Air Force designates Numbered Air Forces in a single series beginning with "First." Do not use Arabic or Roman numerals in designating Numbered Air Forces. Component Numbered Air Forces have a parenthetical designation indicating their component role consisting of "(Air Forces XXXXX)" where "XXXXX" is the functional or geographic designation of the associated Combatant Command [e.g., Seventh Air Force (Air Forces Korea)]. Numbered and Named Air Forces that are not component Numbered Air Forces cannot have a parenthetical designation (e.g., Second Air Force).

28.4.3. Use unit numbers as low in sequence as possible.

28.4.4. Reserve numbers 101 through 299 for ANG units.

28.4.5. Do not duplicate wing and independent group numerical designations. In other words, there is only one 325th wing (presently a fighter wing) or one 720th group (presently a special tactics group). Since these numbers are taken, no other 325th or 720th wing or group is authorized. AF/A1M manages active wing designations.

28.4.6. Give dependent groups and support squadrons the same number as their parent organizations, when possible. If you cannot give groups their parent organization's number (e.g., because of duplication) do not use a number already assigned to another wing. Assign to these groups or squadrons a number that bears a logical relationship to the parent. When feasible, number duplicate units "7XX" or "8XX" (where "XX" is the wing number). For example, duplicate squadrons under the 96th Civil Engineer Group would be the 96th Civil Engineer Squadron and 796th Civil Engineer Squadron.

28.4.7. Do not normally give mission squadrons assigned to groups or wings the same number as their parent organizations. When otherwise convenient, use sequential numbers for mission squadrons within the same wing. Examples of mission squadrons include operational squadrons in a flying wing, training squadrons in a training wing, and electronics maintenance squadrons in a maintenance wing.

28.4.8. You do not normally redesignate a unit numerically. For example, if the host wing at an installation changes, the support units are not redesignated from the old host wing number to the new host wing number. Instead, the support units under the old host wing are inactivated, and support units with the new host wing number are activated. This ensures that the previous host wing has similarly numbered support units available for activation if needed.

28.4.9. Normally number units subordinate to a Numbered Air Force "6XX" (where "XX" is the number). Do not use "6XX" numbers for units not assigned to "XX NAF" (where "XX" is the Numbered Air Force number).

28.4.10. Priorities. Use the following priorities to assign unit numerical designations for wings, independent groups, and operational squadrons. Give:

28.4.10.1. First priority to preserving units that trace their heritage to the original (pre-1939) Air Force formations.

28.4.10.2. Second priority to units with records of unique historical achievements.

28.4.10.3. Third priority to units which have gained the most years of service, unit decorations, and specific accomplishments.

28.4.10.4. The Air Force Historical Research Agency maintains, updates, and distributes annual master heritage rankings based on these priorities.

28.5. Unit Kind.

28.5.1. Assign a unit a designation that describes its assigned mission. Use the same nomenclature for organizations with the same responsibilities. Do not construct unit titles that restrict another unit with a similar mission from using that nomenclature.

28.5.2. Do not designate composite wings or composite independent groups by "kind" designation (e.g., 3d Wing).

28.5.3. Keep unit "kinds" (nomenclature) and type attributes short and simple. Use more specific nomenclature at lower organizational levels, but keep the number of different titles to a minimum.

28.5.4. Use current, approved nomenclature for units. For available unit "kinds" (nomenclatures) see the organization kind code reference table in the Manpower Programming and Execution System. Units must have approval from AF/A1M for any deviations to approved nomenclature.

28.6. Unit Type. Use [Chapter 25](#) of this instruction to determine appropriate unit types.

28.7. New Nomenclature.

28.7.1. If an unusual factor such as a special mission suggests a deviation from the standard organization nomenclature, a Major Command may request new nomenclature from AF/A1M. Include in these requests the proposed nomenclature (unit kind), type (level), and command to which restricted (if any) and a short definition of the mission implied by the nomenclature. Also, include the justification or rationale for the proposed nomenclature. Include this information in Question 5a of an organization change request per the procedures in [paragraph 29.2.2](#) of this instruction. For example:

Proposed Unit Kind: Fighter Training

Proposed Unit Type: Squadron

Restriction: None

Definition: Provides flying training in fighter type aircraft.

Justification: Provide rationale for new nomenclature

28.8. Procedures for Unit Designation.

28.8.1. Units are regularly activated, inactivated, or redesignated because of force structure and organizational changes. Designation actions will conform to policy criteria in AFPD 38-1 and procedural criteria documented in this instruction. **(T-1)**.

28.8.2. Do not designate or redesignate a unit with the exact number, name, and type of another active or inactive unit.

28.8.3. When a new unit is needed, you may re-activate an inactive unit of the same number or name and similar function. It may be redesignated before activation to reflect current nomenclature when needed. The unit that is activated again keeps its lineage, honors, history, and emblem. When proposing a unit activation, Major Commands should contact the Air Force Historical Research Agency as early in the process as possible for identification of appropriate inactive units that are available. "Similar function" for inactive flying units means re-activation as a unit whose members operate aircraft, spacecraft or other flying equipment operating in the air or space environments. Other types of mission units and support units do not use the heritage of former flying units.

28.8.4. A unit keeps its lineage, honors, and history through all activations, inactivations, and redesignations. AFI 84-105, *Organizational Lineage, Honors, and Heraldry*, describes the effect an organizational action has on inheriting the lineage, honors, and history of a unit. On request, the Air Force Historical Research Agency provides Major Commands with a list of qualified inactive units for possible activation.

28.8.5. Major commands, field operating agencies and Direct Reporting Units will use approved nomenclature and heritage lists to propose unit designations. (T-1). Submit these proposals to AF/A1M for evaluation and certification of compliance with guidance in AFPD 38-1 and this instruction per procedures in [Chapter 29](#). If Major Commands wish to deviate from the guidance, they provide explicit justification in a request for approval of an organizational variance. AF/A1M sends proposals to the Chief of Staff of the Air Force for approval.

28.8.6. Requests to memorialize a named unit or named activity are to follow the guidelines in AFMAN 36-2806, *Awards and Memorialization Program*. Major commands submit these requests per the procedures in [Chapter 29](#) and include a biography of the individual, explanation of why the Major Command wishes to memorialize the organization for this individual, and certification that appropriate quality force reviews or background checks have been conducted.

Chapter 29

ORGANIZATION CHANGES

29.1. Actions Requiring AF/A1M Approval. Major commands, field operating agencies, Direct Reporting Units, and their subordinate units (through their servicing manpower activity) must have AF/A1M approval to:

- 29.1.1. Activate, inactivate, or redesignate a unit or to vary from any policy, guidance, procedure, or standard organization depicted in this instruction or AFPD 38-1. (T-1). A variation includes any addition, deletion, or merger of functions shown in a standard organization. AF/A1M staffs these requests to appropriate approval authorities within Headquarters Air Force as shown in **Table 29.1**
- 29.1.2. Change major staff elements (i.e., directorate or equivalent level [i.e., offices with two-digit office symbols]) in a Major Command headquarters.
- 29.1.3. Headquarters Air Force functional managers must also approve changes to Major Command headquarters at the division or equivalent level (i.e., offices with three-digit office symbols). Major commands submit these requests to either: (1) the appropriate Headquarters Air Force functional manager with an information copy to AF/A1MO or (2) to AF/A1M using the procedures in this chapter.

Table 29.1. Organization Change Request Approval Levels for Actions Submitted to AF/A1M.

ACTION	APPROVAL LEVEL
Major command activations, redesignations, inactivations	Secretary of the Air Force
Numbered/Named Air Force activations, redesignations, inactivations	Secretary of the Air Force
Headquarters Air Force Field Operating Agency or Direct Reporting Unit activations, redesignations and inactivations	Secretary of the Air Force
Major command Field Operating Agency or Major Command Direct Reporting Unit activations	Secretary of the Air Force
Major command Field Operating Agency redesignations, inactivations	AF/CC or AF/CV
Wing activations, redesignations, inactivations	AF/CC or AF/CV
Independent groups activations, redesignations, inactivations	AF/CC or AF/CV

Dependent groups activations, redesignations, inactivations, variations	AF/A1
Dependent groups nonstandard nomenclature	AF/CC or AF/CV
Operational squadrons and Numbered Flights activations, redesignations, inactivations	AF/A1
Support squadrons and Numbered Flights activations, redesignations, inactivations, variances	AF/A1MO or AF/A1M and Functional Manager
Named units (centers) activations, redesignations, inactivations	AF/CC or AF/CV
Named units (other than centers)	AF/A1
Change to standard internal squadron functional structure or name of internal squadron functional flights	AF/A1M and functional manager

29.2. Organization Change Request.

29.2.1. A request for an action such as unit activation, inactivation, redesignation, or variation to a standard structure must include answers to the Organization Change Request Questions, as they apply. (T-1.) Answer “not applicable” when appropriate. AF/A1M reviews organization change requests and, on approval, directs Major Commands, field operating agencies, Direct Reporting Units, or SAF/AAR to reflect the action in a DAF/A1M letter request sheet per **paragraph 30.1.2.2**. Also, AFI 84-105 requires Major Commands, field operating agencies, and Direct Reporting Units to submit to the Air Force Historical Research Agency a monthly report of any changes in organizations using RCS: HAF-HO(M)7401. Implementation of actions is subject to applicable provisions in AFI 10-503.

29.2.2. Organization Change Request Questions. Major commands should edit submissions from their base-level organizations before forwarding requests to Headquarters Air Force to ensure questions are answered, and that information extraneous to Headquarters Air Force review is deleted.

29.2.2.1. Question 1. What is the proposed action (list specific actions, such as activation, inactivation, nomenclature change, reorganization, or variation request)?

29.2.2.2. Question 2. Why is the action needed? What are the expected benefits? (Identity factors driving the need for the action [e.g., changes to instructions, missions, or concepts of operations]); attach any substantiating Air Force directives. In describing expected benefits, identify improvements, examples of increased mission capability and so on. Generalized statements such as increases mission capability or reduces the span of control are not adequate as justifications.)

29.2.2.3. Question 3. What is the structure of the new organization? (Include current and proposed organization and function charts showing authorized and proposed manpower by officer, enlisted and civilian. Also include the ADSL, where applicable. Contractor numbers are not required in an OCR unless they are necessary to explain the particular

situation; if showing contractor numbers, show them as a separate item not added into organization chart totals nor the Officer/Enlisted/Civilian/Total numbers. Explain manpower changes. To assist in the identification of potential Congressional or community concerns, identify the number of manpower authorization changes for each affected installation, using a table if needed.)

29.2.2.4. Question 4. Explain how the proposed structure compares with standard structures in **Chapter 26**, nomenclature guidance, and size guidance, and provide rationale for any requested deviations. Explain any requested variances, citing affected portions of this AFI, and explaining why the organization wishes to vary from the guidance. Using the guidance in **Chapter 25**, include computation of adjusted populations for wings, groups, or squadrons with manpower authorizations under the unit size thresholds. If there are no variances involved, answer "Not applicable."

29.2.2.5. Question 5. Because of this request, are any changes needed to add or delete organization nomenclature codes or office symbol codes or to change the title for an office symbol code? If so, provide the following information. Strive to use existing codes rather than creating new ones. Avoid special characters because of data system interface problems. (When submitting a request to Headquarters Air Force for approval, only include code requests that require Headquarters Air Force action; do not include code actions that are handled at the command or base level.) (See **Chapter 27** for more information on office symbol codes.)

29.2.2.5.1. Question 5a. Organization Nomenclature Code Change.

Action: [Add or Delete; titles cannot be changed]

Title:

Requested 3-character code:

Requested 18-character code:

Requested 38-character code:

Requested 100-character code: [to facilitate interface with systems outside of the Air Force, spell out full nomenclature to the maximum extent possible, avoiding acronyms and other abbreviations]

Description: [Provide a short one to two sentence description of the mission for this type of unit. Make descriptions mission-focused and generic enough to allow other similar units to use this nomenclature.]

29.2.2.5.2. Question 5b. Office Symbol Code Change.

Action: [Add, Delete, Change Title]

Requested code: [Can be no more than 7 alphanumeric characters]

Requested 40-character title:

Requested 100-character title: [to facilitate interface with systems outside of the Air Force, spell out full nomenclature to the maximum extent possible, avoiding acronyms and other abbreviations]

29.2.2.6. Question 6. For unit activations or redesignations, explain why the proposed unit designation was chosen. Identify any inactive historical units you are proposing to use and explain why you want to use these units. If the proposed approach varies from guidance

regarding unit heritage or nomenclature, provide specific rationale for the requested deviation. Coordinate proposals with the appropriate history office.

29.2.2.7. Question 7. What is the cost of the request regarding dollars and resources? (Document cost regarding dollars and manpower. Include administrative costs such as flags and signs, as well as manpower increases, or other monetary costs the requested reorganization action directly drives. Do not include costs that may be from related force structure actions, e.g., runway construction costs for bedding down programmed aircraft may not be included in the organization change request to activate an associated flying squadron. If there are any changes in controlled grades (e.g., colonel, chief master sergeant), explain those. If the action cannot be implemented from within currently programmed Major Command, Field Operating Agency or Direct Reporting Unit resources see **paragraph 29.2.2.7.1**)

29.2.2.7.1. Major commands, field operating agencies, and Direct Reporting Units normally implement actions approved under the organization change request process using currently programmed manpower and budgetary resources. In the rare cases when this is not possible, they submit an initiative for the resources needed for the Air Force Corporate Structure during a budget exercise, following guidance in AFPD 90-6, *Air Force Strategy, Planning, Programming, Budgeting and Execution (SPPBE) Process*, and any related instructions. They do this before or concurrent with the organization change request submission. AF/A1M holds the organization change request without action until the resources are approved. AF/A1M returns the organization change request without action if the resource approval does not occur within 30 calendar days of receipt of the organization change request. For reconsideration, the Major Command, Field Operating Agency, or Direct Reporting Unit resubmits the organization change request following approval of the resources.

29.2.2.8. Question 8. Provide a mission directive, statement, or description for organizations proposed for activation, inactivation, redesignation, or reorganization.

29.2.3. Major command, Field Operating Agency, and Direct Reporting Unit A1Ms and SAF/AARM (for serviced organizations) submit organization change requests requiring AF/A1M action using a request memorandum from the A1M or SAF/AARM to AF/A1MO. These submissions reflect their commands' position and are to have been staffed with appropriate offices internal to the command (including affected command functional points of contact) before submission to Headquarters Air Force. AF/A1MO coordinates the organization change requests with appropriate Headquarters Air Force offices and staffs the organization change request to the approval authorities reflected in **Table 29.1** for a decision on approval or disapproval.

29.2.3.1. If approval authority is the Vice Chief of Staff of the Air Force, Chief of Staff of the Air Force or Secretary of the Air Force, the submitting Major Command, Field Operating Agency, or Direct Reporting Unit includes documentation reflecting approval to release the organization change request by their Commander, director, deputy Commander or equivalent. A copy of the command staff summary sheet for the action is the preferred documentation and is included as an attachment to the organization change request submission memorandum.

29.2.3.2. Organization change requests for ANG units include coordination by the gaining commands for the affected units. NGB/A1M obtains the coordination from the gaining command A1Ms who staff the requests within their command, including appropriate functional coordination. The gaining command A1Ms obtain coordination from their Commander or deputy Commander if the approval authority for the action per **Table 29.1** is the Vice Chief of Staff of the Air Force, Chief of Staff of the Air Force or Secretary of the Air Force. The Major Command Commander or deputy Commander may delegate the coordination of these organization change requests to the command A1M; the command A1M provides a copy of the delegation to AF/A1MO and NGB/A1M and updates the delegation at least every five years. (See AFPD 10-3, *Operational Utilization of the Air Reserve Component Forces*; and AFI 10-301, *Managing Operational Utilization Requirements of the Air Force Reserve Component Forces*, for further discussion of gaining commands.)

29.2.4. Major commands, field operating agencies, Direct Reporting Units, and SAF/AARM are encouraged to use supplements to this instruction or similar documents to guide their organizations on organization change requests that do not require Headquarters Air Force approval, as well as command-unique organization structures, terms, and processes.

29.2.5. A request for organization action is not required in the following instances:

29.2.5.1. For units inactivating because of an approved force structure action. Actions subject to legislative action or related studies are not considered approved until satisfactory completion of the legislative requirements. If actions are not per heritage priority guidance in AFPD 38-1 and this instruction, an organization change request is required.

29.2.5.2. When specific unit actions are directed in a Program Action Directive, Program Guidance Letter, Program Change Request, or similar directive issued by Headquarters Air Force.

29.2.6. A Major Command, Field Operating Agency, or Direct Reporting Unit, after notifying AF/A1M, may return a changed organization to a prescribed configuration.

29.2.7. Further requirements may need to be met for the establishment of a new Field Operating Agency, Direct Reporting Unit, Major Command Field Operating Agency, or Major Command Direct Reporting Unit. The annual Defense Appropriations Act usually contains a provision prohibiting the expenditure of funds for the establishment of such organizations. The provision permits the Secretary of the Air Force to grant a waiver if the Secretary of the Air Force certifies to Congress that the establishment results in personnel or financial savings to the Department of the Air Force. Existing field operating agencies, Direct Reporting Units, Major Command field operating agencies, and Major Command Direct Reporting Units are not redesignated or re-missioned to an unrelated mission area to circumvent this legal direction. Contact AF/A1MO for the current guidance when considering the establishment of one of these organizations.

29.2.8. Units will not take actions such as scheduling ceremonies, inviting dignitaries, or making public announcements before appropriate Headquarters Air Force approval of organization changes. **(T-2)**.

29.2.9. Major commands, field operating agencies, and Direct Reporting Units ensure all notification requirements are followed for organization actions. **(T-0)**. Consult current

guidance including Chairman Joint Chief of Staff Instruction 2300.02J, *Coordination of Overseas Force Structure Changes and Host-Nation Notification*; AFI 10-503; AFI 10-504, *Overseas Force Structure Changes and Host Nation Notification*; AFI 16-601, *Implementation of, and Compliance with, International Arms Control and Nonproliferation Agreements*; and current Congressional notification and public announcement requirements (as applicable). Consider these requirements when planning implementation timing. For instance, the Conventional Armed Forces in Europe Treaty requires the United States make notifications on affected organization changes 42 calendar days in advance of the implementation date and more time needs to be allowed for processing the notification through the United States European Command, the Joint Staff, and the State Department after organization change request approval. Major commands, field operating agencies, and Direct Reporting Units work Conventional Armed Forces in Europe Treaty notifications with Headquarters Air Force per guidance in AFI 16-601.

29.2.10. Major commands, field operating agencies, and Direct Reporting Units will also use the organization change request procedures for reassignment of units or named activities to another Major Command, Field Operating Agency, or Direct Reporting Unit. (T-1). The losing command normally prepares the organization change request. If agreed to by both parties, the gaining command may prepare the organization change request or the commands may submit a joint organization change request. In all cases, the submitting command will coordinate the organization change request with the other command before submission and include this coordination with their organization change request submittal to AF/A1M. (T-1).

29.3. Testing New Organizations.

29.3.1. Major commands, field operating agencies, and Direct Reporting Units may develop and test new organizations. An organization test evaluates the new organization's effectiveness under actual working conditions and resolves most common problems before committing affected functions to change. A test involving an organization structure found in this instruction must have AF/A1M approval. (T-1). Submit test plans for approval at least 120 calendar days before the proposed start of the test. The Major Command, Field Operating Agency, Direct Reporting Unit or SAF/AAR will submit a test plan including:

29.3.1.1. Answers to the questions in **paragraph 29.2.1**, as they apply. (T-1).

29.3.1.2. Dates of the test period (not to exceed 1 year). (T-1).

29.3.1.3. Objective measures to assist in the evaluation of the test. (T-1).

29.3.2. After completing the test period, the Major Command, Field Operating Agency, or Direct Reporting Unit sends results and recommendations to AF/A1M. They must include a waiver request if a permanent organization change is desired. (T-1).

Chapter 30

ORGANIZATION DOCUMENTATION

30.1. Implementation Authority.

30.1.1. Headquarters Air Force, MAJCOM/A1Ms, Field Operating Agency, and Direct Reporting Unit manpower staff functions are responsible for publishing the legal and authoritative documents needed to implement organization actions.

30.1.2. DAF/A1M Letters. DAF/A1M letters constitute, reconstitute, disband, consolidate, activate, inactivate, redesignate, assign, and reassign (between Major Commands, field operating agencies, and Direct Reporting Units) Air Force units. Also, DAF/A1M letters designate, redesignate, inactivate, assign, and reassign (between Major Commands, field operating agencies, and Direct Reporting Units) named activities. DAF/A1M letters serve as authority for Major Command, Field Operating Agency, and Direct Reporting Unit named activity and unit organization actions. DAF/A1M letters will follow the formats outlined in Attachment 4. (T-1).

30.1.2.1. Effective Date. The effective date of an organizational action is published either in the DAF/A1M letter or the order issued by a Major Command, Field Operating Agency, Direct Reporting Unit or SAF/AARM. When a DAF/A1M letter allows the effective date to be on or about a certain date, the organization action must occur no more than 30 calendar days before or after that date. (T-1).

30.1.2.1.1. Major commands, field operating agencies, Direct Reporting Units, and SAF/AARM will notify AF/A1MO of their desired effective dates by providing a DAF/A1M letter request sheet (see [paragraph 30.1.2.2](#)). (T-1). Project the desired effective dates at least two months in advance but no less than one day in advance and no more than one year in advance. When MAJCOMs have a unit that is being inactivated and replaced with the activation of another unit, both actions (activation and inactivation) take place on the same day. Strive to provide maximum lead time.

30.1.2.1.2. An on-or-about date in a DAF/A1M letter is at least 30 calendar days from the date of the letter. This provides the maximum flexibility for commands submitting their desired effective dates with less than one month notice while preventing the final effective dates from being earlier than the date the DAF/A1M letter is issued.

30.1.2.1.3. If a Major Command, Field Operating Agency, Direct Reporting Unit, or SAF/AARM needs to change an effective date outside the dates allowed by a DAF/A1M letter on or about date, it will submit the new desired date and reason for the change in an amendment to its DAF/A1M letter request sheet. (T-1). They must submit the amendment before the last possible effective date provided for by the original DAF/A1M letter. (T-1).

30.1.2.1.4. If a DAF/A1M letter allows an effective date to be on or about a certain date and the Major Command, Field Operating Agency, Direct Reporting Unit or SAF/AARM fails to issue a special order providing the final date within the on or about period, then the on or about date in the DAF/A1M letter becomes the final effective date.

30.1.2.1.5. DAF/A1M letters activating, inactivating, redesignating, or changing the status of Major Commands, field operating agencies and Direct Reporting Units provide a specific effective date and do not have on or about dates. This is because these types of organizations are directly subordinate to Headquarters Air Force, which is the issuing authority for DAF/A1M letters.

30.1.2.2. DAF/A1M Letter Request Sheets. These spreadsheets provide the information needed for AF/A1MO to prepare a DAF/A1M letter for approved actions as described in this AFI. Specific information includes official unit designations, requested implementation dates, and identification of the HQ USAF approval reference for the action. MAJCOM, FOA or Direct Reporting Unit manpower and organization functions and SAF/AARM prepare the request sheets and submit them to AF/A1MO any time following HQ USAF approval of the action. The current request sheet templates are available on the AF/A1MO AF Portal site or may be obtained from AF/A1MO or the AF/A1M SharePoint™ site (<https://cs3.eis.af.mil/sites/AF-DP-00-53>).

30.1.3. G-Series Orders. Major commands, field operating agencies, Direct Reporting Units and SAF/AAR will publish these orders to activate, inactivate, redesignate, assign, and re-assign units, detachments and named activities; and to attach one organization to another. (T-1). Major Command, Field Operating Agency, and Direct Reporting Unit manpower staff will authenticate and publish G-series orders using the guidelines below and the formats in **Figures A4.6** through **A4.12 in Attachment 4**. (T-1). SAF/AAR may perform these functions for their supported organizations. ANG units also follow any additional guidance provided by the National Guard Bureau. (Note: Consult AFI 10-503 regarding unit moves; they are not covered by this AFI.)

30.1.3.1. Guidelines for G-Series Orders.

30.1.3.1.1. Numbering G-Series Orders. Number G-series orders in sequence starting with number one (e.g., GS-1, GS-2). Begin a new sequence with the first order issued each fiscal year. For the first order of a year, cite the number of the last order published the previous year above the heading of the first order of a year. If no orders were published during the preceding year(s), state that “no orders were published in this series in (year(s)).”

30.1.3.1.2. Effective Date. Specify the effective date of the action in the order. The effective date is the date of the order if a different effective date is not specified.

30.1.3.1.3. Date orders to reflect the issuance date. Do not postdate or antedate orders.

30.1.3.1.4. Distribution. Send all organizations affected by the order a copy. Use standard distribution lists when possible. Orders involving medical units include the Air Force Medical Support Agency on distribution. Major commands, Field Operating Agency, Direct Reporting Units and SAF /AAR send copies of all orders to the Air Force Historical Research Agency (AFHRA) address AFHRA/RSO, 600 Chennault Circle, Maxwell AFB AL 36112-6424, or e-mail: afhra.rs@us.af.mil. AF/A1MO sends copies of all DAF/A1M letters to AFHRA/RSO.

30.1.3.2. G-Series Order Organization Actions.

- 30.1.3.2.1. Activation and Assignment. Include the title of organization, station, unit, or establishment of assignment, effective date, and authority ([Figures A4.6 and A4.9](#)).
- 30.1.3.2.2. Redesignation. Include the old and new unit or detachment designation; the station, unit, and the establishment of assignment, as applicable; the effective date; and the authority ([Figures A4.7 and A4.9](#)). (See [paragraph 27.3.3.1.4](#) for more guidance regarding redesignation of detachments.)
- 30.1.3.2.3. Inactivation. Include the designation of the organization being inactivated, the station, the effective date, the disposition of personnel and equipment, statement that funds are to be disposed of per Air Force directives and the authority ([Figures A4.8 and A4.9](#)).
- 30.1.3.2.4. Reassignment. Include the designation of the establishment from which the unit is relieved, the establishment to which the unit is assigned, the effective date of transfer and the authority ([Figures A4.9 through A4.11](#)).
- 30.1.3.2.5. Attachment of One Unit to Another. Include the unit and Major Command to which attached, the effective date of attachment, the purpose of attachment, and the authority. (See sample orders in [Attachment 4](#).)
- 30.1.3.2.6. Detachments and Operating Locations ([Figure A4.12](#)). Designate detachments and operating locations as parts of a unit, not as part of an establishment (e.g., Detachment 1, 1st Fighter Squadron, or Operating Location A, Headquarters 1st Operations Group). The rationale for this is that detachments and operating locations are parts of a unit, not separate units. Special orders are not required for operating location actions because there is no associated Uniform Code of Military Justice authority; however, Major Commands may publish orders for announcement or accountability purposes.
- 30.1.3.3. Changes to G-Series Orders. Orders issuing authorities make changes by issuing amendments, revocations, or corrected copies.
- 30.1.3.3.1. Publish amendments and revocations in the same series as the original order.
- 30.1.3.3.2. Only the organization that published the original order may make a change to it.
- 30.1.3.3.3. Amendments. Publish an amendment to add, delete, change or correct items in the body of the order.
- 30.1.3.3.4. Revocations. Revocations cancel an action. Revoke an order before it goes into effect. A new order may announce the revocation if an organization revokes an order and immediately replaces it with another. Add the statement: "This order revokes (order number and date)" at the beginning of the order. Do not revoke a revocation; publish a new order.
- 30.1.3.3.5. Corrected Copies. Publish a corrected copy of an order only to correct an error in the heading, close or approving official's part of the original order. Enter "Corrected Copy-Destroy All Others" and the incorrect number and date at the top of the corrected copy. Use the same heading and close as on the original order, correcting

only those portions that need it. Double underscore the corrected portion when possible; and make sure the distribution matches the original order.

30.2. Distribution Requirements.

30.2.1. Each MAJCOM/A1M ensures AF/A1MO is on distribution to receive special orders, Major Command organization charts, mission directives, and instructions relating to organizations within their command.

30.3. Headquarters Air Force Organization Chart.

30.3.1. This publication prescribes Air Force Visual Aid (AFVA) 38-104, *HQ USAF Organization Chart*. AFVA 38-104 shows Headquarters Air Force offices under the Secretariat and the Air Staff down to the three-letter level, along with their respective field operating agencies. SAF/AAR prepares this Air Force visual aid semiannually or as needed.

Chapter 31

ORGANIZING PROVISIONAL UNITS

31.1. Provisional Unit.

31.1.1. A provisional unit is temporary in nature and created when a specific organization is required for a temporary mission, and no organization exists to attach forces (including personnel). All personnel are attached to the provisional unit and remain assigned to their permanent unit.

31.1.2. References to assigned and attached units in this chapter refer to the organizational structure of the provisional organization that establishes the Air Force chain of command. Assigned and attached units are not synonymous assigned and attached forces.

31.1.3. Provisional units are organized in the same manner as permanent units. Establish provisional organizations at the organization level required to meet mission requirements (i.e., Numbered Air Force, wing, group, squadron, flight, detachment, and operating location). Organize provisional Operations, Maintenance, Mission Support, Medical Groups, and subordinate squadrons under a provisional wing, as needed. Related functions may be consolidated into a single unit if more efficient because of size, oversight, or other factors (e.g., all maintenance functions can be combined into a Maintenance Squadron when the size of the functions do not warrant separate Maintenance and Aircraft Maintenance Squadrons). If only a portion of a squadron is required, those functions may be added to an existing provisional squadron or the next higher provisional unit. For example, if an entire expeditionary Force Support Squadron is not required, manpower, personnel, and services functions could be assigned into an Expeditionary Mission Support Group.

31.1.4. A provisional unit is attached rather than assigned to a permanent unit. Conversely, a permanent unit cannot be assigned to a provisional unit, but it may be attached to a provisional unit. A subordinate provisional unit is assigned to a higher provisional unit.

31.2. Two Types of Provisional Units.

31.2.1. Traditional. When a need exists for a temporary organization not associated with a contingency type situation. An organization change request to Headquarters Air Force or DAF/A1M letter is not required for this type of provisional unit. For example:

31.2.1.1. When two or more organizations merge, and the need exists to create a temporary organization pending final disposition of resources from the merging organizations.

31.2.1.2. When an organization is needed for a short-term requirement such as a temporary headquarters until a location is selected for the permanent headquarters. Do not establish a provisional unit to presuppose approval of a permanent basing decision. (T-1).

31.2.2. Expeditionary. Provisional organizations established in support of a contingency or exercise operation. There are two types of expeditionary units (major force provider and rainbow).

31.2.2.1. Major Force Provider. An expeditionary unit that draws the preponderance of its forces or command element from a single active unit. This wartime or contingency organization uses the unit designation of the unit providing the preponderance of forces

(major force provider) or the command element. (Discussed further in [paragraph 31.7.3.1](#))

31.2.2.2. Rainbow. An expeditionary unit formed from multiple force providers. This wartime or contingency organization does not have an identifiable major force provider. These organizations are inactive historical units converted to provisional status and assigned to, and activated by Major Commands as expeditionary organizations. (Discussed further in [paragraph 31.7.3.2](#))

31.2.2.3. MAJCOM/A1Ms establish procedures for requesting the establishment of expeditionary units assigned or attached to subordinate Air Expeditionary Task Forces.

31.2.3. Major commands, field operating agencies, and Direct Reporting Units forward copies of G-series orders to AF/A1MO, the Air Force Historical Research Agency (address AFHRA/RSO, 600 Chennault Circle, Maxwell AFB AL 36112-6424, or e-mail: afhra.rs@us.af.mil), all units mentioned in the order, and other offices and units as needed. (Discussed further in [paragraph 31.11](#))

31.3. Personnel Accounting Symbol Codes. Provisional units have the same command relationship characteristics and personnel accounting symbol code requirements as permanent units. Major commands request provisional personnel accounting symbol codes per current instructions. Personnel accounting symbol codes are assigned and registered in the personnel accounting symbol system. The personnel accounting symbol code for provisional units is represented by an "H" in the fifth digit of the eight-digit personnel accounting symbol instead of an "F" (i.e., "EP2CHR9C" vs. "EP2CFR9C"). The letter "H" serves two primary purposes: (1) provides a distinction between provisional units and regular units; and (2) keeps the provisional personnel accounting symbol code compatible with the joint reporting systems.

31.4. History.

31.4.1. Traditional provisional organizations as described in 31.2.1 are temporary and once inactivated, their lineage ceases and cannot be revived. Any provisional unit of this type using the same nomenclature as a previous provisional or permanent unit cannot claim the lineage, history, or honors of that unit.

31.4.2. Major force provider expeditionary organizations as described in [paragraph 31.2.2.1](#) are temporary and once inactivated, their lineage ceases and cannot be revived; however, any honors earned by this type of expeditionary provisional organization are conferred on its single major force provider of the same organizational level (e.g., squadron to squadron; group to group) per AFI 84-105. For this purpose, wings are considered on the same organizational level as groups and squadrons on the same organizational level as Numbered Flights.

31.4.3. Rainbow expeditionary organizations temporarily converted from permanent to provisional organizations as described in 31.2.2.2 keep all lineage, history, and honors of the permanent unit and, when returned to permanent status, keep all lineage, history, and honors earned while in provisional status. Honors earned by a rainbow unit are kept by the rainbow unit and are not shared with units that provided personnel for the expeditionary organization.

31.4.4. For specifics on lineage, honors, and heraldry refer to AFI 84-105.

31.5. Designations. Major commands title provisional units to reflect their functional mission. As much as possible, use existing nomenclature. Traditional provisional units include the term

provisional in the unit designation to indicate the unit is provisional, e.g., Headquarters 849th Mission Support Group (Provisional) or HQ 849 MSG (P). Major commands submit an organization change request to AF/A1M per [Chapter 29](#) of this instruction for approval to create new unit nomenclatures (organization kind).

31.5.1. For traditional provisional units, Major Commands select a unit designation that cannot be confused with another unit and does not have the same designation as an active unit.

31.5.2. Designate expeditionary units as directed in [paragraph 31.7](#) and [Figure 31.1](#)

31.6. Air Expeditionary Task Force. An Air Expeditionary Task Force may be established as an Air Force service component to a joint task force, or as a subordinate task force within a larger Air Force service component to address specific internal tasks. If an Air Expeditionary Task Force is formed as the former, the Air Expeditionary Task Force Commander is also a Commander, Air Force Forces (“AFFOR”). Otherwise, the Air Expeditionary Task Force Commander is not a Commander, Air Force Forces, but reports to a Commander, Air Force Forces. An Air Expeditionary Task Force has a Commander, a staff, appropriate Command and Control mechanisms, and tailored and fully supported forces to meet specific mission requirements. The Air Expeditionary Task Force is organized into a Numbered Expeditionary Air Force, Air Expeditionary Wings, Air Expeditionary Groups, Air Expeditionary Squadrons, or other organizations, as necessary to provide reasonable spans of control. When directly supporting a Combatant Command, the Air Expeditionary Task Force is attached to the Air Force component. When an Air Expeditionary Task Force is established to support a joint task force subordinate to a Combatant Command, the Air Expeditionary Task Force may be attached for administrative control directly to the Air Force component to the Combatant Command, or it may be assigned to an Air Expeditionary Task Force established at the Combatant Command level.

31.6.1. An Air Expeditionary Task Force is named based on the unit providing the senior command headquarters, its size (Numbered Expeditionary Air Force, Air Expeditionary Wing, Air Expeditionary Group), and the operation name.

31.6.1.1. For a numbered expeditionary Air Force level Air Expeditionary Task Force, use the numerical designation of the engaged Numbered and Named Air Force, followed by the expeditionary Air Force, then the name of the operation. For example, a Numbered Expeditionary Air Force-sized Air Expeditionary Task Force established under 12 AF (AFSOUTH) may be designated as “12 EAF-[OPERATION NAME]”.

31.6.1.2. In rare circumstances, a provisional command headquarters may be needed between a Numbered Expeditionary Air Force and its assigned and attached forces. These headquarters are designated as a Numbered Air Expeditionary Task Force (AETF) followed by an operation or location identifier, e.g., 9th AETF-Iraq (9 AETF-I). The 9 AETF-I would be assigned to the 9th Expeditionary Air Force (9 EAF).

31.6.1.3. For wing- or group-sized Air Expeditionary Task Forces, use the numerical designation of the engaged wing or group, followed by Air Expeditionary Wing or Air Expeditionary Group, then the name of the operation. For example, a wing or group-sized Air Expeditionary Task Force established under 12 AF (AFSOUTH) would be designated the 345 AEW-OPERATION NAME or the 345 AEG-OPERATION NAME.

31.6.1.4. While not normally established, a squadron-sized Air Expeditionary Task Force would use the designation of the engaged expeditionary squadron followed by the operation name.

31.6.2. Refer to appropriate Air Force and Joint doctrine for more guidance on organization and command relationships.

31.7. Air and Space Expeditionary Force Organization.

31.7.1. Expeditionary units are established to operate with an Air Expeditionary Task Force. In the following paragraphs, the term “supported command” refers to the Major Command the Air Force Component command is administratively assigned to and which is receiving support (i.e., forces) from other Major Commands. “Supporting command” refers to the Air Force Major Command, Field Operating Agency, or Direct Reporting Unit providing forces to the supported command.

31.7.2. Permanent units supporting or participating in an Air Expeditionary Task Force from their permanent locations are not redesignated as expeditionary units nor are major force provider expeditionary units established at the same location as the corresponding permanent unit. In-place permanent units supporting or participating in an Air Expeditionary Task Force can be attached to the expeditionary unit they are supporting.

31.7.3. Expeditionary units are numbered. (See [Figure 31.1](#) for detailed guidelines on air and space expeditionary force unit naming and numbering.)

31.7.3.1. Except for support units, the numerical designation for expeditionary units that have a major force provider reflects the designation of the unit that provides the preponderance of forces or the command element to the expeditionary organization. For example, if the 4th Fighter Wing were the major force provider of an air expeditionary wing, then the nomenclature would be 4th Expeditionary Fighter Wing. If there were a mix of forces (e.g., fighter, mobility), then the nomenclature would be the 4th Air Expeditionary Wing. The organizational level of the expeditionary unit is the same as the unit providing the preponderance of forces, except for the situations in [paragraphs 31.7.3.1.1](#) and [31.7.3.1.2](#)

31.7.3.1.1. If size and scope of an operation do not warrant the establishment of a wing, a group nomenclature may be used. For example, if the 4th Fighter Wing is the major force provider of an air expeditionary activity that does not have the appropriate scope or size to be designated a wing, a major force provider unit designated the 4 EFG or 4th Air Expeditionary Group could be established.

31.7.3.1.2. If the size and scope of an operation do not warrant the establishment of a squadron, a Numbered Flight nomenclature may be used. For example, if the 4th Civil Engineer Squadron is the major force provider for an expeditionary mission, but size does not warrant a squadron designation, a major force provider unit designated 4th Expeditionary Civil Engineer Flight could be established.

31.7.3.2. The numerical designation for expeditionary units that do not have a major force provider reflects the designation of a historical unit activated to form a rainbow unit. In cases where multiple Major Commands deploy forces to the same location, but a single major force provider cannot be identified, the supported Major Command creates

expeditionary units using historical “rainbow” units allocated for their use by AF/A1MO. The numerical designation for expeditionary rainbow units keeps the numerical designation of the historical unit converted from permanent to provisional status. Major commands work with their Historians and the Air Force Historical Research Agency to identify inactivated units to fill rainbow expeditionary unit requirements to meet highest projected demand and provide those units to AF/A1MO. AF/A1MO issues Department of the Air Force numbered letters to convert inactive historical units to provisional units and assign them to Major Commands to activate or inactivate in provisional unit status as needed ([Figure A4.13](#)).

31.7.3.3. All subordinate, dependent groups and support units carry the same numerical designation as the parent expeditionary organization. For example, support units under the 4th Expeditionary Fighter Wing would be designated the 4th Expeditionary Operations Group, 4th Expeditionary Maintenance Group, 4th Expeditionary Maintenance Squadron, 4th Expeditionary Mission Support Group, 4th Expeditionary Logistics Readiness Squadron, and 4th Expeditionary Medical Group.

31.7.3.4. If portions of an organization are deployed to different locations, Major Commands are authorized to include the name of the operation and location in the unit designation (e.g., 71st Expeditionary Fighter Squadron-NOBLE ANVIL, Location Name).

Figure 31.1. Expeditionary Unit Naming and Numbering Guidelines.

Title	Purpose	Comments & Examples
xx Air Expeditionary Task Force (AETF). Can be a Numbered Expeditionary Air Force, wing, group or squadron level.	The generic name of an Air Force Service component presented to a joint task force commander. An Air Expeditionary Task Force is presented within the framework described in Air Force doctrine.	Use the numerical designation of the tasked Numbered Air Force, wing, group or squadron followed by the operation name (e.g., 12 EAF-OPERATION NAME, 4 AEW-OPERATION NAME, 4 AEG-OPERATION NAME, 336 EAS-OPERATION NAME). An in-place Numbered or Named Air Force retains its Numbered/Named Air Force designation (e.g., 7 AF (AFKOR)).
xx AETF-Operation Name or Location Identifier.	Provisional command headquarters between a Numbered Expeditionary Air Force and its assigned and attached forces.	Use the numerical designation of the parent Numbered Expeditionary Air Force followed by the operation name or location (e.g. 9 AETF-Iraq).
xx Air Expeditionary Wing	Temporary wing assigned to an Air Expeditionary Task Force.	Use the numerical designation of the major

(AEW) or Expeditionary [mission-kind] Wing, e.g. Expeditionary Fighter Wing (EFW).		force provider unit or an authorized rainbow unit, as appropriate (e.g., 345th Air Expeditionary Wing, 4th Expeditionary Fighter Wing)
xx Air Expeditionary Group (AEG)	Temporary <u>independent</u> group assigned to an Air Expeditionary Task Force. An independent group has the same functions and responsibilities as a like-type wing, but its scope and size do not warrant wing-level designation.	Use the numerical designation of the major force provider unit or an authorized rainbow unit, as appropriate (e.g., 4th Air Expeditionary Group)
xx Expeditionary [functional-kind] Group	Temporary group assigned to an Air Expeditionary Task Force. A dependent group is a mission, maintenance, mission support, medical or large functional unit (e.g. communications) that provides the specified capability to a parent wing. An independent functional group is a large functional unit that does not report to a wing; e.g., the 1 st Expeditionary Civil Engineer Group under the 9 th Air Expeditionary Task Force.	A dependent group uses the numerical designation of its parent expeditionary wing (e.g., 4th Expeditionary Operations Group, 4th Expeditionary Mission Support Group) An independent functional group uses the numerical designation of the major force provider unit or an authorized rainbow unit, as appropriate.
xx Expeditionary [mission-kind] Squadron	Temporary mission squadron assigned to an Air Expeditionary Task Force.	Use the numerical designation of the major force provider unit or an authorized rainbow unit, as appropriate (e.g., 366th Expeditionary Fighter Squadron or 344th Expeditionary Air Refueling Squadron)
xx Expeditionary [direct combat support-kind] Squadron	Temporary direct combat support squadron assigned to an Air Expeditionary Task Force.	Use the numerical designation of the major force provider unit or an authorized rainbow unit, as appropriate (e.g., 819th Expeditionary RED HORSE

		Squadron or 5th Expeditionary Combat Communications Squadron)
xx Expeditionary [support-kind] Squadron	Temporary support squadron assigned to an Air Expeditionary Task Force.	Use the numerical designation of its parent expeditionary wing or group (e.g., 4th Expeditionary Logistics Readiness Squadron)
Detachment x, xx Expeditionary [functional-kind] [unit type]	Temporary dependent detachment of an expeditionary unit.	Number in sequence starting with 1. Use the unit designation of its parent unit (e.g., Detachment 1, 16th Expeditionary Special Operations Squadron)
Operating Location (OL) x, xx Expeditionary [functional-kind] [unit type]	Temporary dependent OL of an expeditionary unit	Alphabetized in sequence starting with A. Use the unit designation of its parent unit (e.g., OL-A, 24th Expeditionary Special Tactics Squadron)

31.8. Attaching and Assigning Provisional Units. Provisional units are assigned to a higher echelon provisional unit or attached to a higher or same echelon permanent unit. All expeditionary units are assigned to an Air Expeditionary Task Force or attached under a component Numbered Air Force and under the administrative control of the Air Force Component for the geographic region in which forces are based. If a deployed expeditionary unit is not assigned or attached to the regional Commander, Air Force Forces (Secretary of Defense orders does not formally transfer, i.e., the forces, and the owning Combatant Command keeps control) then a host-tenant support agreement is required to define support requirements.

31.9. Administrative Control. The administrative control responsibilities of the gaining Commander can vary by scenario; specify these in G-Series orders when possible. The supporting and supported Major Commands work together to ensure the degree of administrative control responsibilities is clearly understood. Specified administrative control responsibilities are included in AFDD Volume 1, *Basic Doctrine*.

31.10. Uniform Code of Military Justice. Authority resides concurrently with the commanders in the assigned and attached units and does not need to be explicitly stated in G-series orders. (See 51-series AFIs for specific information on disciplinary and Uniform Code of Military Justice matters.)

31.11. G-Series Orders. Major commands, field operating agencies, and Direct Reporting Units publish G-series orders to activate, inactivate, redesignate, assign, or attach provisional (including expeditionary) units. The G-Series order provides the legal authority for provisional units. Examples of G-Series orders for provisional and expeditionary units are shown in **Figures A4.14** through **A4.18** in **Attachment 4**. Major commands, field operating agencies, and Direct Reporting

Units forward copies of unclassified and classified orders to AF/A1MO, the Air Force Historical Research Agency (HQ AFHRA/RSO, 600 Chennault Circle, Maxwell, AFB AL 36112-6424), and all units mentioned in the order. Major commands, field operating agencies, and Direct Reporting Units use RCS: HAF-HO (M) 7401 to document the organizational changes to provisional units per AFI 84-105.

31.11.1. G-series orders for expeditionary units are prepared by the supported Major Command (reference [paragraph 31.7.1](#)) or in cases where forces are not attached, by the Major Command keeping operational control. The supporting and supported Major Commands work closely together on drafting the G-series orders to ensure administrative control responsibilities are spelled out, and the Air Expeditionary Task Force commander's concept for organization and unity of command are understood.

31.11.2. Command Relationships. The supported and supporting command work closely together to develop the best organization structure to support mission requirements and build a clear chain of command. For more information on command relationships, see Joint Publication (JP) 1, *Doctrine for the Armed Forces of the United States*, and AFDD Volume 1.

31.11.3. Activation and inactivation dates may be specified in the same G-series order.

31.11.4. Major commands may add the name of the operation and location to any unit in the G-series orders.

31.11.5. Classify and declassified G-series orders per the classification guidance published for the exercise or operation. Classified orders have appropriate paragraph marking, classified by, and declassification guidance. Declassify the orders as soon as permissible or use a specific event (i.e., activation date) as the declassification date.

31.11.6. G-series orders for recurring and major exercise (when required) units follow the same basic conventions as those used for expeditionary units.

31.11.7. A G-series order is not required to establish a provisional or permanent Major Command headquarters. A DAF/A1M letter is the authority and establishes the specific Major Command headquarters activation date.

Chapter 32

MISSION DIRECTIVES

32.1. General Guidelines.

32.1.1. Mission directives provide general guidance about an organization's mission and communicate the unit's mission and responsibilities to the Commander and unit personnel. Mission directives describe what an organization does, not how it does it, and are at the executive level. A checklist of specific tasks is not appropriate for the general guidance commanders provide in mission directives.

32.1.2. Every unit in the Air Force will have a mission directive. (T-1).

32.1.2.1. Detachments and other activities below squadron level do not require a mission directive unless directed by the Major Command, Direct Reporting Unit, or Field Operating Agency Commander.

32.1.2.2. When two or more subordinate units have the same mission, the Major Command, Direct Reporting Unit, or Field Operating Agency may issue a single mission directive. For example, when several wings have the same mission, only one mission directive is necessary for those wings.

32.1.2.3. At their discretion, Major Commands may waive the requirement for a mission directive for units below the Numbered and Named Air Force level that have a current designed operational capability (DOC) statement per AFI 10-201, *Force Readiness Reporting*.

32.1.3. Major commands, Direct Reporting Units, and field operating agencies will issue mission directives for each directly assigned and Air Reserve Component gained or associate unit. (T-1). Major commands may delegate the authority to issue mission directives to subordinate units.

32.1.4. The office of primary responsibility, certifying authority, and approving authority for an organization's mission directive must be in a higher-level organization within its chain of command. (T-1).

32.2. AFMDs. AFMDs are a special publication type and provide the missions for the Air Force's major subdivisions that report directly to Headquarters Air Force (Major Commands, Direct Reporting Units and field operating agencies). Headquarters Air Force offices of primary responsibility use these guidelines to develop AFMDs for each Major Command, Direct Reporting Unit, and Field Operating Agency. The Vice Chief of Staff of the Air Force approves AFMDs for Major Commands and Direct Reporting Units. The appropriate Headquarters Air Force two-digit official (e.g., SAF/IG, AF/A3) approves AFMDs for their field operating agencies.

32.2.1. AF/A1:

32.2.1.1. Maintains a focal point for matters about AFMDs (AF/A1MO).

32.2.1.2. Determines the certifying authority for each Major Command, Direct Reporting Unit, and Field Operating Agency AFMD (See **Table 32.1**). The certifying authority, in turn, appoints an office of primary responsibility (e.g., three or four-digit staff office).

During the AFMD's review every four years or as necessary, certifying officials review the office of primary responsibility designation to ensure it is up-to-date.

32.2.2. Each AFMD office of primary responsibility:

32.2.2.1. Prepares assigned AFMDs.

32.2.2.2. Revises the AFMD when the mission changes.

32.2.2.3. Coordinates new and revised AFMDs at the Headquarters Air Force level per AFI 33-360.

32.3. Major command, Direct Reporting Unit, and Field Operating Agency commanders:

32.3.1. Issue and control mission directives for their subordinate units. (T-1). These are command publications.

32.3.2. Appoint offices of primary responsibility to prepare individual mission directives. (T-1).

32.3.3. Appoint a focal point and maintainer of a central repository of mission directives. (T-1).

32.4. Preparing a Mission Directive. Offices of primary responsibility at every level will use these guidelines and the sample ([Figure 32.1](#)) when preparing mission directives. (T-1).

32.4.1. Create a broad outline of the principal components of the organization's mission, but provide enough detail to clarify the following:

32.4.1.1. Mission. Include all necessary elements of the organization's mission and duties.

32.4.1.2. Command. Specify the relationships, if applicable, between:

32.4.1.2.1. Headquarters Air Force and commanders of Major Commands, Direct Reporting Units, field operating agencies, or selected offices.

32.4.1.2.2. The organization and the Joint Chiefs of Staff.

32.4.1.2.3. The Air Force components and the Combatant Command of assignment.

32.4.1.2.4. The organization and other Air Force organizations, government agencies, United States Military Services and the armed forces and government agencies of other nations.

32.4.1.3. Responsibilities. Identify the mission elements assigned by Combatant Commanders or higher authorities. Define the Commander's responsibility for executing those elements of the mission.

32.4.2. Legal or higher headquarters direction. Cite any laws or higher headquarter directives that provide specific direction regarding the organization's mission, responsibilities, and command relationships.

32.4.3. Length. Be brief; if possible, limit to no more than two pages.

32.4.4. Language and Tone. The mission directive is an order from a superior Commander to a subordinate Commander. The mission directive directs action. Use simple, clear, and direct language to make mission directives easy to understand.

32.4.5. Subparagraphs. The nature of the organization determines the headings for subparagraphs. Keep the focus at the executive level rather than on specifics.

32.4.6. Security Classification. Do not classify mission directives. Classified supplements may be prepared, if necessary, to describe a unit's mission.

32.5. Mission Directive Numbering.

32.5.1. Major command, Direct Reporting Unit, and Field Operating Agency AFMDs have the numbers in **Table 32.1** AF/A1 assigns, deletes, or changes AFMD numbers as necessary. AF/A1MO is AF/A1's contact office for this.

32.5.2. Unit-Level Mission Directives. Mission directive numbers for units below a Major Command, Direct Reporting Unit, and Field Operating Agency begin with the parent organization's abbreviation followed by three digits, assigned at the organization's discretion (e.g., Air Combat Command mission directives would be Numbered ACCMD XXX). Each Major Command, Direct Reporting Unit, and Field Operating Agency will publish a list of all organization mission directives. (T-1).

Table 32.1. AFMD Number Assignment, Certifying and Approval Authority Continued.

AFMD Number	Organization	Certifying Authority	Approval Authority
1	Headquarters Air Force	SAF/AA	Secretary of the Air Force
2	Air Combat Command	AF/A3	AF/CV
3	Air Education and Training Command	AF/A3	AF/CV
4	Air Force Materiel Command	AF/A4	AF/CV
5	Air Force Space Command	AF/A3	AF/CV
6	Air Force Special Operations Command	AF/A3	AF/CV
7	Air Mobility Command	AF/A3	AF/CV
8	Pacific Air Forces	AF/A3	AF/CV

AFMD Number	Organization	Certifying Authority	Approval Authority
9	United States Air Forces in Europe	AF/A3	AF/CV
10	Organization and Functions of National Guard Bureau	NGB/CF	AF/CV
11	Air Force Reserve Command	AF/RE	AF/CV
12	United States Air Force Academy	AF/A1	AF/CV
13	Air Force District of Washington	HAF/DS	AF/CV
14	Air Force Operational Test and Evaluation Center	AF/TE	AF/CV
15	No AFMD currently assigned		
16	Air Force Mortuary Affairs Operations	AF/A1S	AF/A1
17	Air Force Audit Agency	SAF/AG	SAF/AG
18	No AFMD currently assigned		
19	No AFMD currently assigned		
20	No AFMD currently assigned		

21	No AFMD currently assigned		
22	No AFMD currently assigned		
23	Air Force Operations Group	AF/A3O	AF/A3
24	National Air and Space Intelligence Center	AF/A2/6O	AF/A2/6
25	Air Force Cost Analysis Agency	SAF/FMC	SAF/FM
26	No AFMD currently assigned		
27	Air Force Flight Standards Agency	AF/A3O	AF/A3
28	Air Force Public Affairs Agency	SAF/PAO	SAF/PA
29	No AFMD currently assigned		
30	Air Force Historical Research Agency	AF/HO	AF/HO
31	Air Force Inspection Agency	SAF/IGI	SAF/IG
32	Air Force Legal Operations Agency	AF/JAG	AF/JA

AFMD Number	Organization	Certifying Authority	Approval Authority
33	No AFMD currently assigned		
34	Air Force Program Executive Office	SAF/AQX	SAF/AQ
35	Air Force Medical Operations Agency	AF/SG3	AF/SG
36	Air Force Medical Support Agency	AF/SG8	AF/SG
37	Air Force Personnel Center	AF/A1X	AF/A1
38	No AFMD currently assigned		
39	Air Force Office of Special Investigations	SAF/IGX	SAF/IG
40	No AFMD currently assigned		
41	Air Force Manpower Analysis Agency	AF/A1M	AF/A1
42	No AFMD currently assigned		
43	Air Force Review Boards Agency	SAF/MRM	SAF/MR
44	Air Force Safety Center	AF/SED	AF/SE
45	No AFMD currently assigned		
46	No AFMD currently assigned		
47	No AFMD currently assigned		
48	No AFMD currently assigned		
49	No AFMD currently assigned		
50	Air National Guard Readiness Center	NGB/CF	HAF/DS
51	No AFMD currently assigned		
52	No AFMD currently assigned		
53	No AFMD currently assigned		
54	No AFMD currently assigned		
55	No AFMD currently assigned		
56	Air Force Agency for Modeling and Simulation	AF/A3T	AF/A3

AFMD Number	Organization	Certifying Authority	Approval Authority
57	No AFMD currently assigned		
58	No AFMD currently assigned		
59	No AFMD currently assigned		

60	No AFMD currently assigned		
61	No AFMD currently assigned		
62	No AFMD currently assigned		
63	Air Force Global Strike Command	AF/A10	AF/CV

Figure 32.1. Sample AFMD.

BY ORDER OF THE SECRETARY OF THE AIR FORCE	AIR FORCE MISSION DIRECTIVE 63 26 APRIL 2011
	
AIR FORCE GLOBAL STRIKE COMMAND (AFGSC)	
COMPLIANCE WITH THIS PUBLICATION IS MANDATORY	
ACCESSIBILITY: Publications and forms are available on the e-Publishing website at http://www.e-publishing.af.mil for downloading or ordering.	
RELEASABILITY: There are no releasability restrictions on this publication.	
OPR: AF/A10-P	Certified by: AF/A10 (Maj Gen William A. Chambers) Pages: 2
This Directive states the mission, defines the command structure, and establishes the responsibilities for Air Force Global Strike Command (AFGSC). Refer recommended changes and questions about this publication to the Office of Primary Responsibility using the AF Form 847, <i>Recommendation for Change of Publication</i> ; route AF Form 847s from field units through the appropriate functional chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, <i>Management of Records</i> , and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at https://www.mv.af.mil/gess-af61a/afrims/afrims/ .	
1. Mission. AFGSC develops and provides safe, secure, and effective combat-ready forces to conduct deterrence and global strike operations in support of the President of the United States and Combatant Commanders. AFGSC organizes, trains, and equips forces for joint or combined operations in the roles of force application, force enhancement, and force support operations. AFGSC is a Major Command (MAJCOM) of the U.S. Air Force and the Air Force Component MAJCOM to United States Strategic Command (USSTRATCOM).	

2

AFMD63 26 APRIL 2011

2. Command.

- 2.1. The AFGSC Commander is responsible to the Chief of Staff of the Air Force for administration, training, and readiness of assigned forces.
- 2.2. The AFGSC Commander provides combat ready forces in support of Combatant Commanders and Presidential directives.
 - 2.2.1. AFGSC is a component MAJCOM to USSTRATCOM.
 - 2.2.1.1. The AFGSC Commander provides forces and exercises Administrative Control (ADCON) for AFGSC forces provided to USSTRATCOM.

3. Responsibilities. The Commander, AFGSC shall:

- 3.1. Organize, train, and equip combat-ready forces.
- 3.2. Provide forces for supported combatant commanders.
- 3.3. Ensure safe, secure, and effective nuclear and conventional forces.
- 3.4. Develop and support cooperative measures with other MAJCOMs and Agencies to facilitate Intelligence, Surveillance, and Reconnaissance (ISR) direct support to USSTRATCOM.
- 3.5. Advocate for, perform, coordinate, sustain, and support acquisitions (as applicable) for operational tests of existing, new, or improved weapon systems and equipment.
- 3.6. Serve as partner or lead MAJCOM for assigned Air Force Reserve and Air National Guard forces. Assist with mobilization of these forces to active duty as ordered by the Secretary of the Air Force.
- 3.7. Be prepared to provide a Response Task Force as directed to the responsible supported commander in the event of a radiological incident or accident.
- 3.8. Serve as the managing MAJCOM for the Airborne Emergency Action Officer Program for U.S. Air Force members.
- 3.9. Serve as lead MAJCOM for B-2 and B-52 aircraft, Air Launched Cruise Missiles, nuclear gravity munitions, UH-1N helicopters, Minuteman III ICBMs, and the Nuclear Command, Control, and Communications (NC3) system.
- 3.10. Collaborate with AFMC and Air Force Nuclear Weapons Center regarding ICBM and aircraft nuclear warhead matters.

PHILIP M. BREEDLOVE
General, USAF
Vice Chief of Staff

Shon J. Manasco
Assistant Secretary of the Air Force
Manpower and Reserve Affairs

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

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- 10 USC § 9013, *Secretary of the Air Force*, 1 February 2019
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Prescribed Forms

None

Adopted Forms

- AF Form 847, *Recommendation for Change of Publication*
- RCS: HAF-HO(M)7401, *Air Force Organizational Status Change Report*

Abbreviations and Acronyms

- ADSL**—Average Daily Student Load
- AETC**—Air Education and Training Command
- AETF**—Air Expeditionary Task Force
- AF**—Air Force
- AFDD**—Air Force Doctrine Document
- AFHRA**—Air Force Historical Research Agency
- AFI**—Air Force Instruction
- AFMAA**—Air Force Analysis Agency
- AFMAN**—Air Force Manual
- AFRC**—Air Force Reserve Command
- AFVA**—Air Force Visual Aid
- ANG**—Air National Guard
- CONUS**—Continental United States
- CSS**—Commander's Support Staff
- CCQ**—Orderly Room
- DAF**—Department of the Air Force
- DoD**—Department of Defense

DoDI—Department of Defense Instruction

FOA—Field Operating Agency

FTE—Full-time Equivalent

FYDP—Future Year Defense Program

HAF—Headquarters Air Force

HQ—Headquarters

JP—Joint Publication

MAJCOM—Major Command

NAF—Numbered/Named Air Force

NGB—National Guard Bureau

OSC—Office Symbol Code

PCS—Permanent Change of Station

STP—Students, Trainees, Personnel

TDY—Temporary Duty

USAF—United States Air Force

USC—United States Code

Terms

Attribute Code—Data code in the Manpower Execution Programming System which can impact manpower requirement/authorization position information related to the manpower type code, programming element code, grade and Air Force specialty codes.

Authorized End Strength—The count of Air Force military and civilian positions the Air Force needs to have funded and cannot exceed, in each year of the FYDP to accomplish all approved missions. FYDP end strength is allocated to Commands by program element code (PEC) and category (officer, enlisted and civilian).

Commander—For the purposes of the directions in this instruction, collectively refers to commanders and civilian leaders of established units. Do not construe to confer any responsibilities or authorities reserved for military commanders to civilian leaders.

Centrally Managed—Functions with Individual Mobilization Augmentees in Chaplain (HC), medical (SG) or legal (JA) career fields, in which all Individual Mobilization Augmentee requirements are ‘centrally’ managed HQ AFRC functional manager. Any request to add or eliminate one of these Individual Mobilization Augmentee specialties must be coordinated with the appropriate HQ AFRC functional manager.

Contract Full—Time Equivalent—It is a calculated based on a 2080 annual hours as mandated in The Consolidated Omnibus Budget Reconciliation Act of 1985 (Public Law 99-272, April 7, 1986) which amended 5 USC 5504(b). Prior to then an hourly rate of basic pay was computed by dividing the employee's annual rate of basic pay by 2,080 hours (the number of hours in 52 workweeks of 40 hours) and rounding to the nearest cent. This formula presumes a calendar year

consisting of exactly 52 weeks or 364 calendar days. However, a calendar year actually consists of either 365 or 366 calendar days. Thus, a calendar year may have more paid work days than a 52-week year. A General Accounting Office study published in 1981 demonstrated that over a 28-year period (the period of time it takes for the calendar to repeat itself) there are, on average, 2,087 work hours per calendar year. This average results from the fact there are usually 4 years with 262 work days (2,096 hours), 17 years with 261 work days (2,088 hours), and 7 years with 260 work days (2,080 hours). The 2,087 divisor is derived from the following formula: $(2,096 \text{ hours} * 4 \text{ years}) + (2,088 \text{ hours} * 17 \text{ years}) + (2,080 \text{ hours} * 7 \text{ years}) / 28 \text{ years} = 2,087.143 \text{ hours}$. Using 2,087 as the average number of work hours in a calendar year reasonably accommodates the year-to-year fluctuations in work hours.

Controlled Program Element—Any program that is funded outside of AFRC and controlled by a separate agency, such as Special Operations Forces or Military Intelligence Program.

Department of Defense Component—Refers to any Department of Defense activity other than the Department of the Air Force and Air Reserve Components.

Full—Time Equivalent—A FTE is a measure of workload; a daily work allocation is 8 hours, and a yearly allocation may be 2080 hours (40 hours per week for 52 weeks). An individual's work duration may be determined based on the person's FTE in the following way, for a given period of two work days: $0.75 \text{ FTE} (\text{assumed}) \times 2 \text{ work days} (\text{given}) \times 8 \text{ hours per workday} (\text{typical allocation rate}) = 12 \text{ hours work duration}$.

Headquarters Air Force—Refers to the Secretariat and Air Staff.

Inherently Governmental/Commercial Activity—Federal Activities Inventory Reform (FAIR) Act of 1998, Public Law 105-270, mandates that all functions within the federal government be coded into one of three categories, Inherently Governmental (IG) , Commercial Activity Exempt (CE), or Commercial Activity (CA). This act serves two primary functions, ensure IG functions remain in-house and to achieve savings and effectiveness of CAs through cost analysis. The act further mandates that the coding of all Air Force authorizations, with the exception of Non-appropriated Fund (NAF) and some intelligence authorizations, be reported to Congress on an annual basis.

Inventory for Contract Services—As required by USC Title 10, Section 2330a, the intent of the ICS is for the Department of Defense to provide an inventory of contract service support, to include the contractor labor hours expended, and report this by the end of the 3rd quarter of the next fiscal year. This includes a service-level review of the inventory to ensure contractors are not performing inherently governmental work; that to the maximum extent, contractors are not performing close to inherently governmental work; that any personal service contracts being performed are within statutory and regulatory guidance; and to identify any support contractor activities that may be considered for conversion to government performance.

Major Command—For the purposes of directions in this instruction, collectively refers to Major Commands, Direct Reporting Units, field operating agencies and SAF/AAR and the National Guard Bureau (NGB). The term “Command” may also be used instead of “Major Command” (e.g., “command grade factor” instead of “Major Command grade factor”).

MAJCOM/A1M Staff—Refers to Major Command, Direct Reporting Unit, Field Operating Agency manpower staffs, NGB/A1M and SAF/AARM.

Man-hour Availability Factor—This factor is the average number of man-hours per month an assigned individual is available to do assigned duties. Required man-hours are divided by the Man-hour Availability Factor times the overload factor to determine the manpower requirements.

Man-hour—A unit of measuring work. It is equivalent to one person working at a normal pace for 60 minutes, two people working at a normal pace for 30 minutes, or a similar combination of people working at a normal pace for a period of time equal to 60 minutes.

Manpower Authorization—A funded manpower requirement with detail that defines the position in its function, organization, location, skill, grade, and other appropriate characteristics which commands use to extend end strength resources to units. May appear as a “funded” or “unfunded” authorization on the Unit Manpower Document and in the Manpower Programming and Execution System.

Manpower Requirement—Joint Publication 1 defines manpower requirements as human resources needed to accomplish a specific job, workload, mission, or program. There are two types of manpower requirements: funded and unfunded. Funded manpower requirements are those that have been validated and allocated. Unfunded requirements are validated manpower needs that have been deferred because of budgetary constraints. Manpower requirements are generally determined by an Air Force Manpower Standard or other management decision.

Manpower Standard—The basic tool used to determine the most effective and efficient level of manpower required to support a function. It is a quantitative expression that represents a work center's man-hour requirements in response to varying levels of workload.

Mission/Mission Support Panel—Air Force Corporate structure group subject matter experts which include MAJCOM representation to begin the resource allocation process by conducting baseline reviews of programs contained in their portfolios. Panels review and develop options for presentation to intermediate level review. They analyze and assess all programs and program elements vice integrated priority lists. Panels validate and recommend MAJCOM, DRU, and FOA program adjustments (e.g. Personnel and Training, Rapid Global Mobility, Space Superiority, Nuclear Deterrence Operations). They advocate their core competency and address standardization, rationalization, and interoperability requirements and capabilities.

Non-Air Force Activity—Collectively refers to any activity outside the Department of the Air Force.

Non—Department of Defense Government Activity - Collectively refers to any federal, state, or local government activity not part of the Department of Defense.

Out of Cycle Request—Outside the annual Individual Mobilization Augmentee Program Review.

Overload Factor—The overload factor is applied in conjunction with certain Man-hour Availability Factors during the manpower determinants application and ensures effective use of Air Force manpower authorizations. The overload factor realizes Air Force leadership's expectation that some overtime is an effective tool instead of adding additional manpower requirements.

Unfunded Manpower Requirement—An approved manpower requirement on the Unit Manpower Document that reflects recognized and/or necessary workload, however which is not funded—meaning no individual can be assigned to, or receive a permanent change of station order to the position.

Unit Manpower Document—The Unit Manpower Document report is a computer generated product from the Manpower Programming and Execution System or Business Objects (BO) business intelligence reporting tool that contains Regular Air Force military, civilian, traditional reservists (TR), Active Guard Reserve, Air Reserve Technician (ART), and Individual Mobilization Augmentee authorizations. The Unit Manpower Document report reflects total force manpower position information for funded authorizations, unfunded requirements, and Non-FYDP positions by unit and work center.

Workforce Mix—The effective determination and management of the appropriate mix of manpower categories (Regular Air Force, Reserve, Individual Mobilization Augmentees, and National Guard), Department of Defense civilian employees, and contracted services) within an activity, regardless the level.

Workload Factor—An index or unit of measure that is consistently expressive of, or relatable to, the manpower required to accomplish the quantitatively and qualitatively defined responsibilities of a work center.

Attachment 2**THE MANPOWER PROGRAMMING AND EXECUTION SYSTEM**

A2.1. Overview. The Manpower Programming and Execution System is the family of applications that support manpower budgeting, unit manpower requirements, personnel and position management, manpower modeling, and reporting and analysis for the Regular Air Force, ANG, Air Force Reserve, and civilian workforce. It is the authoritative data source for all funded Air Force end strength and associated Strategy, Planning, Programming, Budgeting, and Execution manpower changes. Within the Manpower Programming and Execution System, specific manpower change control numbers and change control numbers are used to validate manpower requirement changes. Manpower requirement changes are then loaded into the system per validated program element requirements and projected funding.

A2.2. Future Year Defense Program Key the Manpower Programming and Execution System Data Elements.

A2.2.1. Change Control Number. A change control number is assigned to an initiative, offset, or disconnect option under consideration. Change control numbers are used in all the various Strategy, Planning, Programming, Budgeting, and Execution databases and tools to ensure all the pieces of the option are tracked and priced together. One primary function of the change control number is to enforce accountability and input control of the database. The author of the change control number must be consulted before any changes are made.

A2.2.2. Command Identifier. An attribute used to represent the Major Command, Field Operating Agency, or Direct Reporting Unit that will receive the manpower resource allocation for the authorization.

A2.2.3. Manpower Change Request. Consists of a two-digit “command identification” code, a four-digit exercise code, and a four-digit “sequence” manpower change control number. Manpower change control number consists of the following: the first character is the major force program, the second character is the last digit of exercise year, the third character is the type of exercise, fourth and fifth characters is for “super-tracking,” and the sixth, seventh, and eighth characters are open to programmer’s discretion.

A2.2.4. Program Element Code. This code is directly related to a parent program element with cost data related to a weapon system or support function as shown in the United States Air Force and Financial Program.

A2.2.5. Resource Identification Code. This code identifies categories of resources such as treasury codes for funds, component, and category of personnel for manpower, and type of unit for forces. Each resource identification code has only one appropriation; the resource identification code is a four-position code that identifies the type of resources assigned to each program element.

A2.2.6. Country State Code. For manpower programming, the value for states within the continental United States is “A0”; states outside the continental United States are numbers. All others countries values are letters and numbers.

Attachment 3**BASE SUPPORT TAIL (BST) FACTORS**

A3.1. Overview. Mission and capability changes affect installation support requirements; therefore, programmed changes in mission manpower affect installation support manpower requirements and may impact service levels for private-sector contract support. The relative effect of these changes is represented as Air Force BST factors.

A3.2. Base Support Tail Factor Use. BST factors are to be used in conjunction with other tools when determining manpower impacts of mission capability changes and are not applicable to Air Reserve Component bases.

A3.2.1. Weapons System Base Support Tail. Developed to include general base support tail, this factor of 7.0% estimates common installation support requirements as well as those that indirectly support aircraft or other weapons system operations (e.g., vehicle maintenance and fuels management). This factor may be used to determine base support tail associated with the mission and operational unit moves.

A3.2.2. General Base Support Tail. The factor of 5.4% is used to estimate common installation support for activities moving into or from an installation. Examples include field operating agencies, Numbered and Named Air Forces, or headquarters units.

A3.3. Mission Transfers. For mission transfers between Regular Air Force, ANG or Air Force Reserve, or new ANG or Air Force Reserve missions on a Regular Air Force base, AF/A1MP will compute installation support impacts as follows:

A3.3.1. For Active Guard and Reserve. AF/A1MP will compute installation support impacts using the same approved continental United States general support factor (5.4 percent) used for Regular Air Force full-time military.

A3.3.2. For drill spaces. AF/A1MP will compute installation support by applying a 2 percent factor to total drill spaces.

A3.4. Installation Support Reductions. AF/A1MP will keep any installation support manpower savings associated with a base closure or realignment, or Program Objective Memorandum or President's Budget force structure decisions as program savings for use in the future programming cycles. The allocation of any retained manpower savings will be per Air Force Corporate Structure decisions on manpower priorities. Any resulting increases in installation support manpower associated with mission transfers are to be programmed as part of the mission transfer and offset by the activity proposing the transfer.

A3.4.1. Major commands must internally offset self-initiated changes that change base support population at their bases or that of another command (including host-tenant support agreements in intercommand transfers) if the resulting population changes drive an installation support increase at other commands installations. AF/A1MP does not provide offsets for installation support resources in such cases.

A3.4.2. For actions affecting the Air Reserve Component, the tasking command, including the ANG or Air Force Reserve, must develop manpower agreements and work with the affected commands on transfers of base support resources to support unit moves.

A3.4.3. The tasking command provides or programs for, required base support resources when a prime function or tenant organization of that command is moved.

A3.4.3.1. Refer any disagreement between losing and gaining commands to AF/A1MP.

A3.4.4. AF/A1MP normally does not program installation support manpower tail to support changes to other installation support functions or non-mission areas.

A3.4.5. AF/SG determines medical support requirements in a separate medical annual planning and programming guidance exercise. Their requirements are typically made known during the Program Budget Review and codified in memorandums of agreement.

A3.4.6. AF/A4 determines real property requirements during the Program Objective Memorandum process. AF/A4 uses total square footage of floor space, not population, as the primary driver to determine their manpower requirements. Mission changes and resulting population changes do not necessarily drive changes in real property requirements.

A3.4.7. The Defense Commissary Agency determines commissary support requirements generated by a change in mission manpower requirements. Their requirements are identified through the corporate process.

A3.4.8. Air Force organizations tasked by other government departments or Department of Defense agencies must develop manpower and funding agreements using the inter-Service support agreement and work with AF/A1M, SAF/FMP, and respective functional staff to ensure that required out-year manpower programming actions are addressed.

Attachment 4**DAF/A1M LETTER AND G-SERIES ORDER TEMPLATE SAMPLES**

A4.1. The following figures illustrate the DAF/A1M letters and G-series orders prescribed in [Chapters 30 and 31](#) and provide template samples. See [Chapter 30](#) for accompanying guidance regarding DAF/A1M and G-series orders for permanent organizations. See [Chapter 31](#) for guidance on G-series orders for provisional organizations, including expeditionary units, as well as for DAF/A1M letters for rainbow expeditionary units.

Figure A4.1. Sample DAF/A1M Letter. Constitute and Assign for Activation.



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

18 May 2019

DAF/A1M 193t

SUBJECT: Activation of the 55th Intelligence Support Squadron

TO: ACC/CC

1. By order of the Secretary of the Air Force, the following unit is assigned to Air Combat Command for activation on or about the date shown.

Unit Activating

Date

55th Intelligence Support Squadron

22 July 2019

- a. Effective the date of this letter, the following unit is constituted. It is assigned for activation above.

55th Intelligence Support Squadron

2. Take the following actions regarding the above unit.

- a. Issue a G-series order per AFI 38-101, *Organization, Manpower and Mission Directives*.
- b. Configure the organization per AFI 38-101.
- c. Prepare or revise mission directives per AFI 38-101.

3. HQ US Air Force will accomplish any future redesignations or inactivations.

4. Report completed action using RCS: HAF-HO(M)7401, *Air Force Organization Status Change Report*, and Status of Resources and Training System (SORTS) per the current instructions.

FOR THE CHIEF OF STAFF

Figure A4.2. Sample DAF/A1M Letter. Reconstitute and Assign for Activation.

	<p>DEPARTMENT OF THE AIR FORCE HEADQUARTERS UNITED STATES AIR FORCE WASHINGTON, DC</p>
<p>23 August 2019</p>	
<p>DAF/A1M 023t</p>	
<p>SUBJECT: Activation of HQ 42d Maintenance Group</p>	
<p>TO: AETC/CC</p>	
<p>1. By order of the Secretary of the Air Force, effective the date of this letter, HQ 42d Maintenance and Supply Group, disbanded 2 October 1945, is reconstituted and redesignated HQ 42d Maintenance Group. It is assigned to the Air Education and Training Command for activation on or about 16 January 2020.</p>	
<p>2. Take the following actions regarding the above unit.</p>	
<p>a. Issue a G-series order per AFI 38-101, <i>Organization, Manpower and Mission Directives</i>.</p>	
<p>b. Configure the organization per AFI 38-101.</p>	
<p>c. Prepare or revise mission directives per AFI 38-101.</p>	
<p>3. HQ US Air Force will accomplish any future redesignations or inactivations.</p>	
<p>4. Upon activation, the unit above is entitled to all honors belonging to the unit disbanded as indicated. The Air Force Historical Research Agency will automatically forward historical data, including information on all honors and approved emblems to the activating command. Authorized flags or streamers may be requisitioned under current directives.</p>	
<p>5. Report completed action using RCS: HAF-HO(M)7401, <i>Air Force Organization Status Change Report</i>, and Status of Resources and Training System (SORTS) per the current instructions.</p>	
<p>FOR THE CHIEF OF STAFF</p>	

Figure A4.3. Sample DAF/A1M Letter. Redesignation.

	DEPARTMENT OF THE AIR FORCE HEADQUARTERS UNITED STATES AIR FORCE WASHINGTON, DC	
6 May 2019		
DAF/A1M 189t		
SUBJECT: Redesignation of the HQ 15th Airlift Wing		
TO: PACAF/CC		
1. By order of the Secretary of the Air Force, the following unit will be redesignated on or about the date shown.		
<u>Current Designation</u>	<u>New Designation</u>	<u>Date</u>
HQ 15th Airlift Wing	HQ 15th Wing	5 July 2019
2. Take the following actions regarding the above unit.		
a. Issue a G-series order per AFI 38-101, <i>Organization, Manpower and Mission Directives</i> .		
b. Configure the organization per AFI 38-101.		
c. Revise mission directives per AFI 38-101.		
3. HQ US Air Force will accomplish any future redesignations or inactivations.		
4. Report completed action using RCS: HAF-HO(M)7401, <i>Air Force Organization Status Change Report</i> , and Status of Resources and Training System (SORTS) per the current instructions.		
FOR THE CHIEF OF STAFF		

Figure A4.4. Sample DAF/A1M Letter. Inactivation.

	DEPARTMENT OF THE AIR FORCE HEADQUARTERS UNITED STATES AIR FORCE WASHINGTON, DC
14 April 2019	
DAF/A1M 182t	
SUBJECT: Inactivation of the 30th Launch Support Squadron	
TO: AFSPC/CC	
1. By order of the Secretary of the Air Force, the following unit will be inactivated on or about the date shown. Concurrently, the unit designation reverts to the control of the Department of the Air Force. Upon inactivation, consult AFI 84-105 for disposition of flags and other historic artifacts.	
<u>Unit Inactivating</u>	<u>Date</u>
30th Launch Support Squadron	14 July 2019
2. Issue a G-series order per AFI 38-101, <i>Organization, Manpower and Mission Directives</i> .	
3. Revise mission directives per AFI 38-601.	
4. Report completed action using RCS: HAF-HO(M)7401, <i>Air Force Organization Status Change Report</i> , and Status of Resources and Training System (SORTS) per the current instructions.	
FOR THE CHIEF OF STAFF	

Figure A4.5. Sample DAF/A1M Letter. Reassignment between Commands.

	DEPARTMENT OF THE AIR FORCE HEADQUARTERS UNITED STATES AIR FORCE WASHINGTON, DC
30 September 2019	
DAF/A1M 147t	
SUBJECT: Reassignment of HQ National Security Space Institute	
TO: AFSPC/CC AETC/CC	
1. By order of the Secretary of the Air Force, the following unit is relieved from its present assignment to Air Force Space Command and is assigned to Air Education and Training Command on or about the date shown	
<u>Unit Reassigning</u>	<u>Date</u>
HQ National Security Space Institute 30 December 2019	
2. Take the following actions regarding the above unit.	
a. Issue G-series orders per AFI 38-101, <i>Organization, Manpower and Mission Directives</i> .	
b. Prepare or revise mission directives per AFI 38-101.	
3. HQ US Air Force will accomplish any future redesignations or inactivations.	
4. Report completed action using RCS: HAF-HO(M)7401, <i>Air Force Organization Status Change Report</i> , and Status of Resources and Training System (SORTS) per the current instructions.	
FOR THE CHIEF OF STAFF	

Figure A4.6. Sample Special Order. Activate.

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE MATERIEL COMMAND
WRIGHT-PATTERSON AIR FORCE BASE OHIO 45433-5001

1 December 2018

SPECIAL ORDER
GS-74

The 95th Comptroller Squadron is activated at Edwards AFB, CA and assigned to the 95th Air Base Wing on 1 January 2019. Authority: DAF/A1M letter 041t, 16 November 2018, Activation of the 95th Comptroller Squadron, and AFI 38-101.

FOR THE COMMANDER

Figure A4.7. Sample Special Order Redesignate.

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE SPACE COMMAND
PETERSON AIR FORCE BASE COLORADO 809 14-5001

1 March 2019

SPECIAL ORDER
GS-24

The 50th Satellite Communications Squadron, Falcon AFB, CO is redesignated as the 50th Space Communications Squadron on 6 July 2019 and remains assigned to the 50th Operations Group. Authority: DAF/A1M letter 064t, 30 January 2019, Organization Actions Affecting Certain Air Force Space Command Units, and AFI 38-101.

FOR THE COMMANDER

Figure A4.8. Sample Special Order. Inactivate.

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR EDUCATION AND TRAINING COMMAND
RANDOLPH AIR FORCE BASE TEXAS 78150-5001

6 January 2019

SPECIAL ORDER
GS-7

The 82d Civil Engineer Squadron at Joint Base San Antonio-Randolph, TX will be inactivated on 1 April 2019. Concurrently, unit designation will revert to the control of the Department of the Air Force. The Director of Manpower, Personnel and Services, HQ AETC, will reassign personnel. Upon inactivation, consult AFI 84-105 to dispose of flags and other historic artifacts. Dispose of supplies and equipment per current directives. Dispose of organizational records and submit a final report under the current directives. Authority: DAF/A1M letter 052t, 8 December 2018, Organization Actions Affecting Certain Air Education and Training Command Units, and AFI 38-101.

FOR THE COMMANDER

Figure A4.9. Sample Special Order. Multiple Unit Actions.

DEPARTMENT OF THE AIR FORCE
 HEADQUARTERS AIR MOBILITY COMMAND
 SCOTT AIR FORCE BASE, ILLINOIS 62225-5307

1 August 2019

SPECIAL ORDER
 GS-02

1. The following units are activated at Little Rock AFB, AR and are assigned as indicated effective 1 October 2019.

¹ Unit	² Assigned To
HQ 19th Airlift Wing	18 AF (AFTRANS)
HQ 19th Maintenance Group	19th Airlift Wing
19th Component Maintenance Squadron	19th Maintenance Group
19th Aircraft Maintenance Squadron	19th Maintenance Group
HQ 19th Medical Group	19th Airlift Wing
19th Medical Operations Support Squadron	19th Medical Group
19th Medical Support Squadron	19th Medical Group
19th Aerospace Medicine Squadron	19th Medical Group

2. The following units are redesignated at Little Rock AFB, AR and remain assigned as indicated effective 1 October 2019.

¹ Current Designation	¹ New Designation	² Assigned To
HQ 19th Air Refueling Gp	HQ 19th Operations Gp	19th Airlift Wing
19th Maintenance Squadron	19th Equipment Maintenance Squadron	19th Maintenance Gp

3. The following units at Little Rock AFB, AR are inactivated effective 1 October 2019. Concurrently, unit designations revert to the control of the Department of the Air Force. Upon inactivation, consult AFI 84-105 for disposition of flags and other historic artifacts.

¹ Unit
HQ 463d Airlift Group
463d Operations Support Squadron
463d Aircraft Maintenance Squadron
463d Maintenance Operations Squadron

4. Authority: DAF/A1M 082t, 18 July 2019, Organization Actions Affecting Certain Air Mobility Command Units and AFI 38-101.

FOR THE COMMANDER

Notes:

¹For units group level and above, include "HQ" in the unit name when activating, redesignating or inactivating the unit.

²Assign units to an establishment, not a headquarters unit.

See Paragraphs 25.1.1 and 27.3.1 for further discussion of establishments.

Figure A4.10. Sample Special Order. Reassign Within a Major Command, Field Operating Agency, or Direct Reporting Unit.

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE SPACE COMMAND
PETERSON AIR FORCE BASE COLORADO 80914-5001

5 December 2018

SPECIAL ORDER

GS-8

The 1st Command and Control Squadron, Cheyenne Mountain AS, CO is relieved from its present assignment to the 721st Space Group and is assigned to the 21st Operations Group on 1 January 2019. Authority: AFI 38-101.

FOR THE COMMANDER

Figure A4.11. Sample Special Orders. Reassign Between Major Commands, Field Operating Agencies, or Direct Reporting Units.

(LOSING COMMAND SPECIAL ORDER)
DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR MOBILITY COMMAND
SCOTT AIR FORCE BASE, ILLINOIS 62225-5307

1 May 2019

SPECIAL ORDER
GS-02

1. The following units are relieved from their present assignment to Air Mobility Command and are assigned to Air Combat Command effective 5 July 2019. Authority: DAF/A1M 713t, 13 April 2019, Organization Actions Affecting Certain Air Mobility Command Units, and AFI 38-101.

<u>Unit</u>	<u>Location</u>
29th Weapons Squadron	Little Rock AFB, AR
57th Weapons Squadron	McGuire AFB, NJ
509th Weapons Squadron	Fairchild AFB, WA

FOR THE COMMANDER

(GAINING COMMAND SPECIAL ORDER)
DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR COMBAT COMMAND
LANGLEY AIR FORCE BASE, VIRGINIA 23665-2778

3 May 2019

SPECIAL ORDER
GB-29

1. The following units are reassigned from Air Mobility Command to Air Combat Command effective 5 July 2019 and are further assigned to the USAF Weapons School. Authority: DAF/A1M 713t, 13 April 2019, Organization Actions Affecting Certain Air Mobility Command Units, and AFI 38-101.

<u>Unit</u>	<u>Location</u>
29th Weapons Squadron	Little Rock AFB, AR
57th Weapons Squadron	McGuire AFB, NJ
509th Weapons Squadron	Fairchild AFB, WA

FOR THE COMMANDER

Figure A4.12. Sample Special Order. Activate or Inactivate Detachment and Operating Location.

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE SPACE COMMAND
PETERSON AIR FORCE BASE, COLORADO 80914-4510

1 May 2019

SPECIAL ORDER
GD-017

1. Detachment 3, HQ 45th Operations Group is activated at Patrick AFB, FL effective 10 June 2019.
2. Operating Location A, HQ 45th Operations Group is inactivated at L. B. Johnson Space Center Com, TX effective 10 June 2019.
3. Operating Location A, Detachment 3, HQ 45th Operations Group is activated at L. B. Johnson Space Center Com, TX effective 10 June 2019.
4. Operating Location A, 90th Ground Combat Training Squadron at Camp Guernsey AIN, WY is inactivated effective 28 October 2019.
5. Authority: AFI 38-101.

FOR THE COMMANDER

Figure A4.13. Example of a DAF/A1M Letter Assigning Rainbow Units to a Command.

	DEPARTMENT OF THE AIR FORCE HEADQUARTERS UNITED STATES AIR FORCE WASHINGTON, DC	
DATE		
DAF/A1M 295t		
SUBJECT: Air Combat Command Expeditionary Units		
TO: ACC/CC		
1. By order of the Secretary of the Air Force, effective the date of this letter, the following units are converted to provisional units and are assigned to Air Combat Command. Air Combat Command may issue G-series orders to activate or inactivate these units as provisional units at any time after the date of this letter. + 908th Expeditionary Air Refueling Squadron 913th Expeditionary Air Refueling Squadron		
a. Effective the date of this letter, the following units, inactivated as indicated, are redesignated as shown. They are assigned for activation above.		
<u>Current Designation</u>	<u>Date Inactivated</u>	<u>New Designation</u>
908th Air Refueling Squadron, Heavy	30 September 1977	908th Expeditionary Air Refueling Squadron
913th Air Refueling Squadron, Heavy	1 November 1981	913th Expeditionary Air Refueling Squadron
2. At a future date, HQ USAF may issue a DAF letter to withdraw these units from use as provisional units or from assignment to Air Combat Command. The units will permanently retain any honors gained while active as provisional units.		
3. Take the following actions regarding the above units.		
a. Air Combat Command will issue a G-series order per AFI 38-101, <i>Organization, Manpower and Mission Directives</i> , to activate or inactivate these units as provisional units.		
b. Configure the organization per applicable directives.		
c. Air Combat Command is authorized to activate these units only as provisional units. They are subject to AFI 38-101 provisional unit guidance.		
4. HQ US Air Force will accomplish any future redesignations.		
5. Upon activation, the units in paragraph 1 above are entitled to all honors belonging to the units inactivated, disbanded or discontinued as indicated. The Air Force Historical Research Agency will automatically forward historical data, including information on all honors and approved emblems, to Air Combat Command. Authorized flags or streamers may be requisitioned in accordance with current directives.		
6. Report completed action using RCS: HAF-HO(M)7401, <i>Air Force Organization Status Change Report</i> , and Status of Resources and Training System (SORTS) per the current instructions.		
FOR THE CHIEF OF STAFF		

Figure A4.14. Example of G-Series Order for Traditional Provisional Unit.

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE SPACE COMMAND
PETERSON AIR FORCE BASE, COLORADO 80914-4510

DATE

SPECIAL ORDER
GXXX-XX

1. Effective dd/mm/yy, the 761st Force Support Squadron (Provisional) (FSS) (P), a provisional unit, is designated and activated at Location and attached to the 61st Mission Support Group.
2. Authority: AFI 38-101.

FOR THE COMMANDER

DISTRIBUTION:
HQ USAF/A1MO
AFHRA/RS
All units mentioned in order
Others as needed

Figure A4.15. Example of G-Series Order for Exercise, Major Force Provider Unit.

	<p>DEPARTMENT OF THE AIR FORCE HEADQUARTERS PACIFIC AIR FORCES HICKAM AIR FORCE BASE, HAWAII 96853-5417</p>	DATE																						
<p>SPECIAL ORDER GXXX-XX</p> <p>1. () Effective dd/mm/yy, HQ 13th Expeditionary Air Force-Operation Name 2019 (13 EAF-ON 10), a provisional unit, is designated and activated at Location, Country and attached to Thirteenth Air Force (Air Forces Pacific). The commander of 13AF (AFPAC) will exercise the following specified ADCON responsibilities: making recommendations to the Joint Force Commander on the proper employment of Air Force forces; accomplishing assigned tasks; organizing, training, equipping and sustaining assigned and attached forces; reachback to the US Air Force rear and supporting Air Force units; force protection; morale, welfare and discipline; and personnel management. Upon inactivation, any unit awards and honors earned by the HQ 13 EAF-ON 10 are conferred upon HQ Thirteenth Air Force (Air Forces Pacific).</p> <p>2. () Effective dd/mm/yy, HQ 138th Air Expeditionary Group (138 AEG), a provisional unit, is designated, activated, and assigned to the 13 EAF – ON 10. Upon inactivation, any unit awards and honors earned by HQ 138 AEG are conferred upon HQ 138th Operations Group.</p> <p>3. () Effective dd/mm/yy, the following provisional units are designated, activated, and assigned as indicated:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 50%;"><u>Unit</u></th> <th style="text-align: left; width: 50%;"><u>Assigned To</u></th> </tr> </thead> <tbody> <tr> <td>125th Expeditionary Fighter Squadron</td> <td>138 AEG</td> </tr> <tr> <td>336th Expeditionary Air Refueling Squadron</td> <td>138 AEG</td> </tr> </tbody> </table> <p>4. () Upon inactivation, any unit awards and honors earned by the following provisional units are conferred upon the following respective units:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 50%;"><u>Expeditionary Units</u></th> <th style="text-align: left; width: 50%;"><u>Conferred Units</u></th> </tr> </thead> <tbody> <tr> <td>125th Expeditionary Fighter Squadron</td> <td>125th Fighter Squadron</td> </tr> <tr> <td>336th Expeditionary Air Refueling Squadron</td> <td>336th Air Refueling Squadron</td> </tr> </tbody> </table> <p>5. () Effective dd/mm/yy, the following provisional units are inactivated:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 50%;"><u>Unit</u></th> <th style="text-align: left; width: 50%;"></th> </tr> </thead> <tbody> <tr> <td>HQ 13 AETF-ON10</td> <td></td> </tr> <tr> <td>HQ 138th Air Expeditionary Group</td> <td></td> </tr> <tr> <td>125th Expeditionary Fighter Squadron</td> <td></td> </tr> <tr> <td>336th Expeditionary Air Refueling Squadron</td> <td></td> </tr> </tbody> </table> <p>6. () Authority: AFI 38-101.</p> <p>FOR THE COMMANDER</p> <p>DISTRIBUTION:</p> <p>HQ USAF/A1MO AFHRA/RS</p> <p>All units mentioned in order Others as needed</p> <p>Classified by: Dated: Declassify on:</p>			<u>Unit</u>	<u>Assigned To</u>	125th Expeditionary Fighter Squadron	138 AEG	336th Expeditionary Air Refueling Squadron	138 AEG	<u>Expeditionary Units</u>	<u>Conferred Units</u>	125th Expeditionary Fighter Squadron	125th Fighter Squadron	336th Expeditionary Air Refueling Squadron	336th Air Refueling Squadron	<u>Unit</u>		HQ 13 AETF-ON10		HQ 138th Air Expeditionary Group		125th Expeditionary Fighter Squadron		336th Expeditionary Air Refueling Squadron	
<u>Unit</u>	<u>Assigned To</u>																							
125th Expeditionary Fighter Squadron	138 AEG																							
336th Expeditionary Air Refueling Squadron	138 AEG																							
<u>Expeditionary Units</u>	<u>Conferred Units</u>																							
125th Expeditionary Fighter Squadron	125th Fighter Squadron																							
336th Expeditionary Air Refueling Squadron	336th Air Refueling Squadron																							
<u>Unit</u>																								
HQ 13 AETF-ON10																								
HQ 138th Air Expeditionary Group																								
125th Expeditionary Fighter Squadron																								
336th Expeditionary Air Refueling Squadron																								

Figure A4.16. Example of G-Series Order for Major Force Provider Expeditionary Unit.

DEPARTMENT OF THE AIR FORCE HEADQUARTERS AIR FORCE SPACE COMMAND PETERSON AIR FORCE BASE, COLORADO 80914-4510	
SPECIAL ORDER GXXX-XX	DATE
<p>1. () Effective dd/mm/yy, the 34th Expeditionary Combat Communications Squadron (ECBCS) a provisional unit, is designated and activated at Location, Country, and assigned to the 9th Air Expeditionary Group (9 AEG). The commander of the 9 AEG will exercise the following specified ADCON responsibilities: making recommendations to the Joint Force Commander on the proper employment of Air Force forces; accomplishing assigned tasks; organizing, training, equipping and sustaining assigned and attached forces; reachback to the US Air Force rear and supporting Air Force units; force protection; morale, welfare and discipline; and personnel management. Upon inactivation, any unit awards and honors earned by the 34 ECBCS are conferred upon the 34th Combat Communications Squadron.</p> <p>2. () Effective dd/mm/yy, the 34 ECBCS, Location, Country, is inactivated.</p> <p>3. () Authority: AFI 38-101.</p> <p>FOR THE COMMANDER</p> <p>DISTRIBUTION: HQ USAF/A1MO AFHRA/RS All units mentioned in order Others as needed</p> <p>Classified by: Dated: Declassify on:</p>	

Figure A4.17. Example of G-Series Order for Major Force Provider Expeditionary Unit.

	DEPARTMENT OF THE AIR FORCE HEADQUARTERS AIR MOBILITY COMMAND SCOTT AIR FORCE BASE, ILLINOIS 62225-5307	DATE														
	SPECIAL ORDER GXXX-XX	DATE														
<p>1. () Effective dd/mm/yy, the HQ 475th Air Expeditionary Group (AEG), a provisional unit, is designated and activated at Location, Country, and assigned to the 13th Expeditionary Air Force-Operation Name (13 EAF-ON). The commanders of the 13 EAF-ON will exercise the following specified ADCON responsibilities: making recommendations to the Joint Force Commander on the proper employment of Air Force forces; accomplishing assigned tasks; organizing, training, equipping, and sustaining assigned and attached forces; reachback to the US Air Force rear and supporting Air Force units; force protection; morale, welfare, and discipline; and personnel management. USTRANSCOM will exercise operational control through the 618th Air Operations Center (Tanker Airlift Control Center). Additionally 18 AF (AFTRANS) exercising ADCON for AMC, the parent MAJCOM, will issue AF Forms 35, Appointment of Commander orders, and share UCMJ authority.</p> <p>2. () Effective dd/mm/yy, the following provisional units are designated and activated at Location, Country, and assigned as indicated:</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: left; padding: 5px;"><u>Unit</u></th> <th style="width: 50%; text-align: left; padding: 5px;"><u>Assigned To</u></th> </tr> </thead> <tbody> <tr> <td style="width: 50%; padding: 5px;">12th Expeditionary Air Refueling Squadron</td> <td style="width: 50%; padding: 5px;">475 AEG</td> </tr> <tr> <td style="width: 50%; padding: 5px;">336th Expeditionary Airlift Squadron</td> <td style="width: 50%; padding: 5px;">475 AEG</td> </tr> </tbody> </table> <p>3. () Upon inactivation, any unit awards and honors earned by the following expeditionary units are conferred upon the following respective units:</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: left; padding: 5px;"><u>Expeditionary Units</u></th> <th style="width: 50%; text-align: left; padding: 5px;"><u>Conferred Units</u></th> </tr> </thead> <tbody> <tr> <td style="width: 50%; padding: 5px;">HQ 475th Air Expeditionary Group</td> <td style="width: 50%; padding: 5px;">HQ 475th Air Refueling Group</td> </tr> <tr> <td style="width: 50%; padding: 5px;">12th Expeditionary Air Refueling Squadron</td> <td style="width: 50%; padding: 5px;">12th Air Refueling Squadron</td> </tr> <tr> <td style="width: 50%; padding: 5px;">336th Expeditionary Airlift Squadron</td> <td style="width: 50%; padding: 5px;">336th Airlift Squadron</td> </tr> </tbody> </table> <p>4. () Authority: AFI 38-101</p> <p>FOR THE COMMANDER</p> <p>DISTRIBUTION:</p> <p>HQ USAF/A1MO AFHRA/RS All referenced units Other units and staff agencies as needed</p> <p>Classified by: Dated: Declassify on:</p>			<u>Unit</u>	<u>Assigned To</u>	12th Expeditionary Air Refueling Squadron	475 AEG	336th Expeditionary Airlift Squadron	475 AEG	<u>Expeditionary Units</u>	<u>Conferred Units</u>	HQ 475th Air Expeditionary Group	HQ 475th Air Refueling Group	12th Expeditionary Air Refueling Squadron	12th Air Refueling Squadron	336th Expeditionary Airlift Squadron	336th Airlift Squadron
<u>Unit</u>	<u>Assigned To</u>															
12th Expeditionary Air Refueling Squadron	475 AEG															
336th Expeditionary Airlift Squadron	475 AEG															
<u>Expeditionary Units</u>	<u>Conferred Units</u>															
HQ 475th Air Expeditionary Group	HQ 475th Air Refueling Group															
12th Expeditionary Air Refueling Squadron	12th Air Refueling Squadron															
336th Expeditionary Airlift Squadron	336th Airlift Squadron															

Figure A4.18. Example of G-Series Order for Rainbow Unit (Requires DAF/A1M Letter).

<p>DEPARTMENT OF THE AIR FORCE HEADQUARTERS AIR COMBAT COMMAND LANGLEY AIR FORCE BASE, VIRGINIA 23665-2778</p> <p>SPECIAL ORDER GXXX-XX</p>		DATE																																				
<p>1. () Effective dd/mm/yy, HQ 345th Air Expeditionary Wing (AEW), a provisional unit, is activated at Location, Country, and assigned to the 12th Expeditionary Air Force-Operation Name (12 EAF-ON). The commander of the 12 EAF-ON will exercise the following specified ADCON responsibilities: making recommendations to the Joint Force Commander on the proper employment of Air Force forces; accomplishing assigned tasks; organizing, training, equipping, and sustaining assigned and attached forces; reachback to the US Air Force rear and supporting Air Force units; force protection; morale, welfare, and discipline; and personnel management.</p> <p>2. () Effective dd/mm/yy, the following units are activated at Location, Country, and assigned as indicated:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 5px;"><u>Unit</u></th> <th style="text-align: left; padding: 5px;"><u>Assigned To</u></th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">HQ 345th Expeditionary Operations Group (EOG)</td> <td style="padding: 5px;">345 AEW</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Operations Support Squadron</td> <td style="padding: 5px;">345 EOG</td> </tr> <tr> <td style="padding: 5px;">1st Expeditionary Fighter Squadron</td> <td style="padding: 5px;">345 EOG</td> </tr> <tr> <td style="padding: 5px;">2d Expeditionary Fighter Squadron</td> <td style="padding: 5px;">345 EOG</td> </tr> <tr> <td style="padding: 5px;">HQ 345th Expeditionary Maintenance Group (EMXG)</td> <td style="padding: 5px;">345 AEW</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Aircraft Maintenance Squadron</td> <td style="padding: 5px;">345 EMXG</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Munitions Maintenance Squadron</td> <td style="padding: 5px;">345 EMXG</td> </tr> <tr> <td style="padding: 5px;">745th Expeditionary Munitions Maintenance Squadron</td> <td style="padding: 5px;">345 EMXG</td> </tr> <tr> <td style="padding: 5px;">HQ 345th Expeditionary Mission Support Group (EMSG)</td> <td style="padding: 5px;">345 AEW</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Civil Engineer Squadron</td> <td style="padding: 5px;">345 EMSG</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Communications Squadron</td> <td style="padding: 5px;">345 EMSG</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Force Support Squadron</td> <td style="padding: 5px;">345 EMSG</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Logistics Readiness Squadron</td> <td style="padding: 5px;">345 EMSG</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Security Forces Squadron</td> <td style="padding: 5px;">345 EMSG</td> </tr> <tr> <td style="padding: 5px;">HQ 345th Expeditionary Medical Group (EMDG)</td> <td style="padding: 5px;">345 AEW</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Medical Operations Squadron</td> <td style="padding: 5px;">345 EMDG</td> </tr> <tr> <td style="padding: 5px;">345th Expeditionary Medical Support Squadron</td> <td style="padding: 5px;">345 EMDG</td> </tr> </tbody> </table> <p>3. () Authority: AFI 38-101 and DAF XXXt</p> <p>FOR THE COMMANDER</p> <p>DISTRIBUTION:</p> <p>HQ USAF/A1MO AFHRA/RS</p> <p>All units mentioned in order Others as needed</p> <p>Classified by: Dated: Declassify on:</p>			<u>Unit</u>	<u>Assigned To</u>	HQ 345th Expeditionary Operations Group (EOG)	345 AEW	345th Expeditionary Operations Support Squadron	345 EOG	1st Expeditionary Fighter Squadron	345 EOG	2d Expeditionary Fighter Squadron	345 EOG	HQ 345th Expeditionary Maintenance Group (EMXG)	345 AEW	345th Expeditionary Aircraft Maintenance Squadron	345 EMXG	345th Expeditionary Munitions Maintenance Squadron	345 EMXG	745th Expeditionary Munitions Maintenance Squadron	345 EMXG	HQ 345th Expeditionary Mission Support Group (EMSG)	345 AEW	345th Expeditionary Civil Engineer Squadron	345 EMSG	345th Expeditionary Communications Squadron	345 EMSG	345th Expeditionary Force Support Squadron	345 EMSG	345th Expeditionary Logistics Readiness Squadron	345 EMSG	345th Expeditionary Security Forces Squadron	345 EMSG	HQ 345th Expeditionary Medical Group (EMDG)	345 AEW	345th Expeditionary Medical Operations Squadron	345 EMDG	345th Expeditionary Medical Support Squadron	345 EMDG
<u>Unit</u>	<u>Assigned To</u>																																					
HQ 345th Expeditionary Operations Group (EOG)	345 AEW																																					
345th Expeditionary Operations Support Squadron	345 EOG																																					
1st Expeditionary Fighter Squadron	345 EOG																																					
2d Expeditionary Fighter Squadron	345 EOG																																					
HQ 345th Expeditionary Maintenance Group (EMXG)	345 AEW																																					
345th Expeditionary Aircraft Maintenance Squadron	345 EMXG																																					
345th Expeditionary Munitions Maintenance Squadron	345 EMXG																																					
745th Expeditionary Munitions Maintenance Squadron	345 EMXG																																					
HQ 345th Expeditionary Mission Support Group (EMSG)	345 AEW																																					
345th Expeditionary Civil Engineer Squadron	345 EMSG																																					
345th Expeditionary Communications Squadron	345 EMSG																																					
345th Expeditionary Force Support Squadron	345 EMSG																																					
345th Expeditionary Logistics Readiness Squadron	345 EMSG																																					
345th Expeditionary Security Forces Squadron	345 EMSG																																					
HQ 345th Expeditionary Medical Group (EMDG)	345 AEW																																					
345th Expeditionary Medical Operations Squadron	345 EMDG																																					
345th Expeditionary Medical Support Squadron	345 EMDG																																					