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The former Resource Augmentation Duty (READY) program, AFI 10-217, has been replaced with a more flexible, commander directed augmentation program. As such, this pamphlet contains a compilation of processes and procedures to help implement an effective program. The contents of this pamphlet are recommendations only and may be used entirely or in part.

Section A—Mission

1. An augmentation program can assist commanders in validating, approving and documenting the need for additional personnel resources to support installation-level requirements. It can also aid commanders in identifying, training, and tracking personnel to meet short-term augmentee needs for installation-level exercises, contingencies, wartime, or emergency situations/scenarios. Use of an augmentation program is optional, and each installation should review its plans and requirements appropriately.

Section B—Responsibilities

2. The Host Installation Commander (Wing/CC) or equivalent GSU Commander should determine if an installation augmentation program is required. If a program is required, it's a local decision how it will be implemented and managed. Should it be determined a program is required, the processes and procedures

in this pamphlet are offered as a structural framework for an effective program and may be used entirely or in part.

Section C—Recommendations for an Effective Program

3. Processes and procedures

3.1. If the Host Installation Commander (Wing/CC) or equivalent GSU Commander determines an augmentation program is required, recommend only one program for an installation.

3.2. Tenant units, at the discretion of the Host Installation Commander (Wing/CC) or equivalent GSU Commander, should be encouraged to participate in and receive benefits of the Host Installation augmentation program.

3.3. All non-Air Force organizations (i.e., DoD, other Services, etc.) residing on Air Force installations are strongly encouraged to participate in the augmentation program. Individual volunteers should be utilized after they obtain approval from their immediate commander.

3.4. Recommend appointment of an installation augmentation program OPR (generally the installation Vice Commander). The OPR should be responsible for establishing an augmentation review board (ARB) and appointing members.

3.4.1. The ARB should manage all local augmentation programs. The augmentation program OPR should be the board chairperson and the approval authority for all augmentee call-ups.

3.4.2. The ARB should be made up of two groups of people: the board members (paragraph 3.4.2.1.) who represent the command structure at the group/wing level and those who function as board advisors (paragraph 3.4.2.2.) because of their unique positions in manning and requirements management. Board members and advisors should provide the Host Installation Commander with advice on decisions needed to meet the temporary augmentation needs of the installation. Advisors are an integral part of the board and represent the base functions that provide key information for ARB action.

3.4.2.1. Board Members: The Installation Vice Commander (or appointed augmentation program OPR) should be the chairperson. The Operations Group Commander (equivalent or deputy); Maintenance Group Commander (equivalent or deputy), Mission Support Group Commander (equivalent or deputy), Medical Group Commander (equivalent or deputy) and other commanders as applicable, should act as board members. The ARB Chairperson may designate key members from other installation organizations as required (i.e., tenant organizations and staff functions such as Staff Judge Advocate, Safety, etc.).

3.4.2.2. Board Advisors: At a minimum, advisors should consist of the servicing Manpower Office (MO) representative (requirements and shortfall/reclama advisors) and a designated military/civilian personnel availability advisor. The chairperson may appoint additional advisors to attend the ARB as required.

3.4.2.3. The ARB should be responsible for ensuring all local augmentation requirements are identified and met, and local training programs are established to meet those needs. The board should convene at least annually or more often, as directed by the chairperson, to revalidate requirements and prioritize exercise, contingency, wartime, or other emergency augmentation needs, and identify available resources to fill them. The board validates and approves augmen-

tation requirements and exemptions based on the servicing MO representative's advice. The ARB has overall responsibility for tasking installation units to meet augmentation requirements.

3.4.2.4. The servicing MO representative to the ARB, using approved management engineering methods, should assist units in determining total augmentation requirements under locally defined scenarios. The MO should advise units regarding documenting augmentee shortfall/reclama requests, attend all ARB meetings, and review all augmentation requirements and exemptions forwarded to the ARB for action. The MO should advise the ARB based on their assessment of the need for and utilization of augmentees, and recommend solutions to augmentee reclama/shortfall actions.

3.5. The augmentation program OPR should appoint an installation augmentation program Manager for the day-to-day overall administration of the installation's program. Specific responsibilities should be:

3.5.1. Schedule ARB meetings, provide agendas, minutes and other documents to all the members.

3.5.2. Brief the augmentation program OPR on all actions and recommendations of the ARB as required.

3.5.3. Maintain a database of all augmentation requirements and augmentee training status.

3.5.4. Ensure all requirements and exemptions are properly documented and validated by the manpower office before being sent to the ARB for action.

3.5.5. Publish a local operating instruction (OI) to establish procedures and define responsibilities for the administration of the installations augmentation program. At locations where an Air Reserve Component (ARC) and active duty are co-located, the OI should be coordinated through each component's senior commander prior to finalization. The OI should include such things as:

3.5.5.1. The procedures for determining exemptions, requesting exemptions, establishing requirements, tasking personnel, determining fair share taskings, replacing augmentees, and reporting shortfalls.

3.5.5.2. The roles and responsibilities of the installation commander, augmentation program OPR, augmentation program manager, ARB members, and unit augmentation coordinators.

3.5.5.3. Procedures to activate the augmentation program and what missions it would support.

3.5.5.4. Procedures for identifying and tracking the training of augmentees.

3.5.5.5. Any unique needs of the installation augmentation program.

3.6. Each organization using or providing augmentation should appoint a unit augmentation coordinator to manage the unit augmentation program.

3.7. The Installation Plans Office should ensure all appropriate installation plans/scenarios include ARB approved personnel augmentation requirements.

4. How to Use Augmentees.

4.1. Augmentation means using people in other than their assigned Control Air Force Specialty Code (CAFSC) duties. After unit commanders (who are seeking augmentees) exhaust their military person-

nel resource pool, recommend they look within their organization to see if there are skilled and/or trained Department of the Air Force (DAF) civilian members who can perform the duty prior to seeking assistance from other organizations through the ARB (see paragraph 5.2. and Section C, paragraph 7.).

4.2. Establishing and Implementing Augmentation Requirements:

4.2.1. Consider local needs and conditions when determining augmentation requirements. Augmentation requirements are used primarily to support temporary, short-term workload surges during wartime, contingency, natural disaster, and exercise situations. Sustained use of augmentees should not be used to offset normal manpower shortfalls.

4.2.2. Units using augmentees decide augmentee duties and train the augmentees to perform those duties. Augmented units should fund for required training, necessary equipment, uniform items (rain gear, cold weather gear, etc.), and safety gear (steel toed boots, leatherwork gloves, reflective belts, etc.). The augmented unit tracks all required training and coordinates training with the augmentees' unit augmentation program coordinator.

4.2.3. Prior to augmentees departing for PCS, reassignment, separation, or retirement, the augmented unit augmentation program coordinator should assure replacements are identified and trained. Personnel who have established retirement or approved separation dates should not be selected for augmentation duties. Close coordination between using and providing units and the augmentation program manager should be established to ensure there are no shortfalls in providing augmentee replacements.

4.2.4. When relieved from augmentation duty, members should be given any documentation reflecting the state of their training, qualification, and/or certification.

5. Identifying Augmentees.

5.1. Members assigned to a Unit Type Code (UTC), primaries and alternates, generally should not be assigned augmentation duties until all other eligible resources are exhausted. In the event eligible resources are not available, commanders may assign personnel on UTCs. The augmentation duties of UTC personnel should not conflict with their UTC training and deployment/on-call timeframe. Members assigned to a UTC are subject to deploy in support of an Operations Plan (OPLAN) that takes priority over local augmentation requirements. Augmentation program duties should not be grounds for a shortfall or reclama of a deployment tasking.

5.2. In addition to military personnel, commanders are highly encouraged to consider the use of DAF civilians, ARC, and contractor personnel in filling augmentation requirements.

5.2.1. Before DAF civilian employees are used for augmentation duties all legal, regulatory and bargaining agreement stipulations should be followed closely.

5.2.2. Collocated ARC units may be utilized to fill known augmentee requirements. Close coordination and scheduling with the ARC units is required to ensure availability of personnel and funding to meet the augmentation needs.

5.2.3. Prior to placing contractor personnel in augmentation, the duty should be documented appropriately in the employee's contract.

5.3. Types of augmentation performed by members assigned to a UTC should not require extensive or recurring training and should be for short-term usage.

5.4. Augmentation trained people should not deploy in their augmentation duty. They may be dispatched from their home station to assist with off-base (or off-installation) emergencies whenever the use of DoD personnel has been properly authorized. In overseas areas, they may also be dispatched to those locations where the commander has a co-located operating base (COB) or forward operating location (FOL) base reception responsibilities.

5.5. In an emergency, deployed commanders should consider forming a Site augmentation program and use deployed personnel for those duties.

5.6. Restrictions apply when individuals and selective reenlistment bonus (SRB) recipients perform duty outside their CAFSC. AFI 36-2101, *Classifying Military Personnel*, paragraph 3.34, and AFI 36-2606, *Reenlistment in the United States Air Force*, paragraph 2.13, should be reviewed and complied with if required. Suggest no more than 120 days (90 days for SRB specialties) per year for augmentation duty.

5.7. Trained augmentees should remain in the program for a minimum of one year after having been trained in their augmentation duties.

6. Augmentee Tracking and Training.

6.1. The augmentation program manager and unit augmentation program coordinators should track all augmentees and the status of the augmentees' training.

6.2. Locally devised spreadsheets and/or databases and their contents can be locally determined. Recommend they contain, as a minimum, the name, grade, unit of assignment, UTC (if applicable), dates of deployment vulnerability (if applicable), type of augmentation, date assigned, date qualified, and other information needed to track the training status.

7. Using Federal Civilian Employees for Augmentation.

(Note: IAW Title 5 USC (Chapter 71), statutory, regulatory, collective bargaining agreements and obligations must be following before using civilian employees.)

7.1. Employee participation.

7.1.1. Augmentation duties assigned to civilian employees should be assigned to those whose official position description requires them to perform similar tasks. Management should look for civilian volunteers within their own organization, then volunteers from other organizations prior to tasking civilians to accomplish augmentation duties.

7.1.2. Key and Emergency-Essential (EE) employees are identified as such because their job skills are critical during emergencies. Also, certain other Air Force civilians are subject to military recall. Therefore, it's anticipated these categories of civilians would not be identified as augmentees for contingency/wartime operations.

7.1.3. Upon determining that augmentation needs require the skills and qualifications of Nonappropriated Fund (NAF) employees or resources, the installation or other commander concerned should take necessary action to contract with the "owning" NAFI (Nonappropriated Fund Instrumentality) for those services or resources. Such contracts with NAFIs are permissible under the

circumstances addressed in AFM 64-302, *Nonappropriated Fund (NAF) Contracting Procedures*, paragraph 5.15. Prior to executing a contract, the 63- and 64- series Air Force directives should be reviewed and complied with if appropriate.

7.1.4. Local National employees paid from Appropriated Funds may participate insofar as allowed by the Status of Forces Agreement of that country.

7.1.5. Because of legal, regulatory, bargaining agreement and financial concerns, other than those already in like positions, civilian employees should not be allowed to perform duties where there is an inherent possibility of danger to life or limb, such as firefighters or security police.

7.2. Official Credit for Augmentation. The augmentation duty to be performed by civilian employees should be described in a letter addressed to each employee and signed by the supervisor of the augmentee, with an informational copy to the employee's supervisor of record. The supervisor's employee brief should be annotated to reflect each time the employee is assigned to perform the augmentation duty. If assignment of duties is anticipated to be for 30 or more consecutive calendar days and if the augmentation duties differs sufficiently from the employee's permanent position to warrant a different classification, assignment should be handled as an official detail in compliance with the competitive process as outlined in AFM 36-203, *Staffing Civilian Positions*. Standard Core Personnel Documents (SCPDs) from the AF SCPD Library (<http://www.afpc.af.mil>) should be used to document augmentation duties whenever there is an SCPD that provides an accurate statement of the augmentation work assignment. Also, if during a 12-month period, the employee should accumulate 20 or more workdays performing augmentation and the duties differ sufficiently from the employee's permanent position to warrant a different classification, credit can be obtained by submitting proper documentation to the CPF. The request should indicate duties performed, the period of time they were performed, and certification by the augmentation supervisor the employee performed those duties in a satisfactory manner. These duties should be coded into the DCPDS as a detail. Details are considered when determining qualifications for vacant positions. (See AFM 36-505, *Skill Coding*)

7.3. Additional Information. The augmentee should meet all requirements of the augmentation duties. The augmentation supervisor should ensure the employee is properly trained to perform these duties by providing on-the-job training or formal training.

7.3.1. Physical Qualifications. The augmentation duty supervisor needs to work with the CPF to determine if the augmentee duties require any physical qualifications other than those required by the employee's regular job. If so, a physical examination should be conducted at no expense to the employee.

7.3.2. Security Clearance. Augmentees selected for duties requiring special security clearances should be selected from those already possessing such a clearance.

7.3.3. Compensation. Civilian employees required to work more than 8 hours a day or 40 hours a week are usually compensated appropriately either in the form of compensatory time off or payment of overtime (paid from either owning or using organization funds). Premium pay for work performed on a Sunday or a holiday plus shift differential could be a factor, depending on hours worked. Determination of funds to be used should occur prior to overtime being performed. (See AFI 36-802, *Pay Setting* and AFI 36-807, *Weekly and Daily Scheduling of Work and Holiday Observations*)

7.3.4. Local Collective Bargaining Obligations. Prior to implementation of local procedures for the assignment of civilian employees to augmentation duties, appropriate local bargaining obligations must be satisfied IAW Title 5 USC, Chapter 71.

CHARLES F. WALD, Lt Gen, USAF
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Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 10-2, Readiness

AFI 36-802, Pay Setting

AFI 36-807, Weekly and Daily Scheduling of Work and Holiday Overtime

AFI 36-2101, Classifying Military Personnel

AFI 36-2606, Reenlistment in the United States Air Force

AFM 36-203, Staffing Civilian Positions

AFM 36-505, Skill Coding

AFM 64-302, *Nonappropriated Fund (NAF) Contracting Procedures*

Abbreviations and Acronyms

ARC—Air Reserve Component

CAFSC—Control Air Force Specialty Code

CPF—Civilian Personnel Flight

CSS—Commanders Support Staff

COB—Co-located Operating Base

DAF—Department of the Air Force

DCPDS—Defense Civilian Personnel Data System

DIN—Data Identification Number

DoD—Department of Defense

DPXJ—Readiness and Joint Matters Division

DPW—Director of Personnel Accountability

DPX—Division of Personnel and Systems

DRU—Direct Reporting Unit

EE—Emergency-Essential

FOA—Field Operating Activities

FOL—Forward Operating Location

GSU—Geographically Separated Unit

HQ AFPC—Headquarters Air Force Personnel Center

HQ USAF—Headquarters United States Air Force

MAJCOM—Major Command

MILPDS—Military Personnel Data System

MPF—Military Personnel Flight

MO—Manpower Office

NAF—Non-Appropriated Fund

NAFI—Non-Appropriated Fund Instrumentality

OI—Operating Instruction

OPLAN—Operations Plan

OPR—Office of Primary Responsibility

PC-III—Personnel Concept III

PCS—Permanent Change of Station

READY—Resource Augmentation Duty

ARB—Augmentation Review Board

SCPD—Standard Core Personnel Documents

SRB—Selective Reenlistment Bonus

TNG-YR-MO—Training-Year-Month

UTC—Unit Type Code

YYMM—Year Year Month Month (9812)