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AFI 36-901, 25 July 1994, is supplemented as follows:

This supplement expands on the guidance in AFI 36-901, *Air Force Senior Executive Resources (PA)*. It supersedes AFMCR 40-9, *Senior Civilian Management Program*, dated 1 July 1992, which prescribed policy and procedures for administering the AFMC Senior Civilian Management Program. This supplement explains the command's top-level, integrated approach in the management of executive resources, which is essential to AFMC mission accomplishment. This supplement does not apply to the Air National Guard.

1.1.1. AFMC is committed to attaining the maximum efficiency and flexibility in developing and assigning senior individuals. It is critical that the highest level of responsiveness in managing Senior Executive Service (SES), Senior Level (SL) and Scientific and Professional (ST) executives be achieved to assure that the best qualified individuals are placed in the top leadership positions of the command.

1.2.2. AFMC center commanders (including the commander of the single Air Force laboratory) and senior staff must be personally involved in the procedures and practices to enhance and implement senior civilian programs.

2.1.5. Existing and new SES, SL, and ST positions are prioritized annually in response to the Air Force position review and the Office of Personnel Management (OPM) Biennial Requirements Survey. Positions and personnel are targeted for broadening opportunities in support of balanced leadership objectives. Center Executive Director and SES headquarters director positions are the top civilian roles within the command, and epitomize the integration of military and civilian leadership perspectives in the command management structure.

2.2.1. Senior civilian personnel will be managed centrally to ensure consistency in selection and development processes, as well as a command view of potential applicants. Processes are designed to aggressively enhance diversity within the executive work force. SES vacancies will be filled through the

reassignment of current SES members or through the competitive recruitment process to provide consideration of all qualified applicants (Atch 3).

2.2.7. Center commanders/headquarters directors are actively involved in the identification of AFMC SES members for reassignment through their knowledge of each individual's capability and personal situation that might preclude the person from moving. Efforts will be made to accommodate personal considerations when identifying SES members for reassignment. However, this approach is not meant to be exclusively a volunteer system. When necessary, senior executives will be reassigned. The primary objective is to put talent where needed in the command without causing undue personal hardship. In the final analysis, mission accomplishment must take precedence.

2.2.8. Center commanders and headquarters directors are redelegated authority to detail an SES member assigned to their organizations for up to 180 days in increments of 120 days or less.

2.6.7. (Added) Top Issues Days. The AFMC commander annually hosts Senior Civilian Top Issues Days, a conference for all AFMC SES, SL and ST members. The session provides the opportunity for the commander, senior staff and the senior civilian leadership to share command views, to discuss common concerns and ideas, and to promote the activities of AFMC executive development initiatives.

2.6.8. (Added) TOP RUNG Program. The TOP RUNG program was created in 1989 as an integrated approach to identify, develop and manage a small cadre of general managers who exhibit the potential to participate in the senior leadership of AFMC. The cadre is composed of civilians at the GS-14 and 15 levels who have agreed to accept assignments in other organizations and locations in order to stimulate professional growth and perspective commensurate with the top leadership of the command. The command will continue to manage the cadre members' executive development until they meet graduation criteria or inclusion in an agency directed process which aspires to comparable executive development.

3.1.1.4. As the AFMC Commander's advisors for science and technology, the AF Research Laboratory Commander or Executive Director will prioritize ST requirements at least annually in conjunction with the Air Force position review. The AF Research Laboratory Commander or Executive Director will also ensure that the ST positions filled are among the command's highest priorities and within the current allocation ceiling.

3.2.1. ST selectees will usually be identified through competitive recruitment procedures open to all qualified applicants (see Atch 3).

3.2.2. SL selectees will usually be identified through competitive recruitment procedures open to all qualified applicants (see Atch 3).

3.3.4. Annually, the center commanders/headquarters directors will review eligible subordinates and propose SL and ST pay adjustments. Nominations will be reviewed by one or more panels of SES members and/or senior Air Force officers representing appropriate organizational, functional and technical perspectives. The panel(s) will recommend increases through the SL/ST-4 pay level for AFMC commander approval. AFMC/CC approved recommendations above SL/ST-4 are subject to ERB approval.

3.5. (Added) **Top Issues Days.** As members of the senior civilian executive force, ST and SL executives participate in AFMC's annual Senior Civilian Top Issues Days as described in paragraph **2.6.8. (Added)** above.

A3.1. **Recruitment Plan.** HQ AFMC/DPK administers the centralized recruitment process for vacant AFMC SES, SL, and ST positions. AFDPS has delegated authority to AFMC to develop, approve and execute the recruitment plans.

A3.4.1.2. Qualifications are evaluated by a screening panel composed of SES, SL and/or ST members and senior Air Force officers. All panel members are chosen for their managerial, functional, or technical expertise relative to the subject vacancy. To ensure consistency in the screening and selection processes, AFMC/CV chairs the Rating and Ranking Panels for all SES and SL vacancies. AFMC/CV may designate a headquarters director to serve as an alternate chair if needed. AFMC/CV approves up to two executives to represent the command who are not currently assigned to the organization where the vacancy is located. The center commander/headquarters director with the vacancy may select up to two representatives from his or her organization. The AF Research Laboratory Commander or Executive Director chairs the screening panel for ST vacancies. AFMC/CV approves the ST screening panel membership which will include a mix of executives with diverse managerial, functional and technical interests to ensure a corporate selection recommendation.

A3.4.1.4. (Added) Following the rating of all applications, the chair determines the need to interview the most qualified group and selects two or more senior civilians/officers, normally from the Rating and Ranking Panel membership, to serve with the chair to conduct interviews. Participation of the vacancy's immediate supervisor in the total screening process is appropriate.

A3.4.2. Recommendations are forwarded to the AFMC Commander as the tentative selecting official.

A3.10.1. AFMC competitive recruiting announcements are normally open to all qualified applicants for 30 days.

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