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Manpower and Organization

COLONEL GRADE ALLOCATION PROCESS

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This instruction implements AFD 38-2, *Manpower*, and AFI 38-201, *Determining Manpower Requirements*. It addresses all colonels under the Defense Officer Personnel Management Act of 1980 (DOPMA) constraint. This instruction provides procedures for the allocation of colonel grades within USAFE. It does not apply to Air National Guard or Air Force Reserve units. Maintain and dispose of records created as a result of prescribed processes in accordance with Air Force Manual (AFMAN) 37-139, *Records Disposition Schedule*.

1. AF Form 81, Colonel Position Description (PD):

1.1. The PD is the basic document used in managing USAFE's core colonel positions. Particular care must be taken to ensure that it is accurate, complete, and adequately describes the duties and responsibilities of the position, as well as its organizational placement. It should also clearly indicate whether there is a GS-15 deputy in the same function. Since the PD is used, in addition to the process described below, to obtain qualified individuals for assignment, its importance is paramount. It should be reviewed periodically and updated when necessary. Organizational realignments and, or changes in duties and responsibilities should be documented with new PDs. Updated PDs will be submitted to the Requirements Branch (HQ USAFE/XPMR), along with an abbreviated Organizational Chart showing the placement of the colonel and one organizational level above and one level below that block.

1.2. AFI 38-201, *Determining Manpower Requirements*, indicates that colonel PDs should be signed by MAJCOM, DRU or FOA Director of Plans, or designated individual, certifying the position as a valid colonel requirement. All PD updates, and PDs accompanying requests for core billet realignment or for new core billets, will be submitted for certification by staff agencies. Responsibilities of HQ USAFE staff elements are:

1.2.1. The Programs, Resources and Organization Branch (HQ USAFE/XPMP) will ensure organizational placement.

1.2.2. HQ USAFE/XPMR will ensure manpower data codes such as AFSC, API, etc. are applicable to the stated mission.

1.2.3. The Officer Special Actions Division (HQ USAFE/DPO) will ensure compliance with applicable military personnel standards.

1.2.4. Functional office will verify that the PD adequately describes the duties and responsibilities of the colonel position.

1.2.5. The Manpower and Organization Division (HQ USAFE/XPM) will sign approved PDs at Section III on the PD.

2. Annual review of Colonel Positions. In the 4th quarter of each year, the Directorate of Plans and Programs (HQ USAFE/XP) will task wings, numbered air forces (NAF), and HQ USAFE directorates to both update existing colonel position descriptions and submit requests for new colonel positions. These inputs will be effective for the following fiscal year, and will include any requirements for new colonel billets. If new colonel requests are received in this annual review, all colonels will be ranked according to the evaluation factors (attachment 2) by the USAFE corporate structure and then forwarded back HQ USAFE/XPM to distribute to the functional offices. HQ USAFE/XPM will assist the functional to determine what changes are needed after the corporate review process. If no additional colonel requests are received the colonel PDs are kept on file until the next annual review.

3. Realignment Requests. Realignment requests include cases where a current colonel core authorization is downgraded and an existing officer authorization is upgraded to colonel. These requests will be considered for approval upon receipt.

3.1. **Wing Realignments.** Use of colonel billets is an "execution year" activity, and wing commanders have authority to determine the best use of available billets to accomplish their missions. Wings submit realignment requests with authorization change request (ACR), PD, organizational chart, wing rank, and Program Element code (PEC) of the proposed position through their Manpower Office to HQ USAFE/XPM. If certification and coordination is given by appropriate functional offices, the request is approved; HQ USAFE/XPMR will adjust their Unit Manpower Document (UMD) accordingly.

3.2. **HQ USAFE Directorate and Staff Offices Realignments.** Directorates submit such requests with ACR, PD, Organizational Chart, and Directorate rank of the proposed position to HQ USAFE/XPM. Upon certification, the request is approved; HQ USAFE/XPMR will adjust the UMD accordingly.

4. New Billet Requests. When a colonel grade is desired and there is no offset. By definition, these requests should rank lower than any existing colonel position owned by the submitting organization.

4.1. **Wings Submission of New Colonel Request.** Wings will submit new colonel requests with proposed PD, organizational chart, ACR and PEC of the proposed position through their Manpower Office to HQ USAFE/XPM. Upon certification, the functional office may source the requirement with an available billet, choose another core billet within the organization as the offset, or negotiate with another functional office for a billet. If the functional office is unable to source the new request, it is forwarded to the USAFE Corporate Structure for final decision using all criteria in attachment 2.

Upon resolution, HQ USAFE/XPM, in coordination with the functional office involved, will adjust the UMD accordingly.

4.2. HQ USAFE Directorate and Staff Officers Requests. Directorates and staff offices will submit requests with proposed PD, ACR, and organizational chart to HQ USAFE/XPM. Upon certification, the USAFE Corporate Structure may recommend sourcing the requirement with an available billet, or choose another core colonel billet to use as the offset. Upon the Commander (USAFE/CC) and Vice Commander (USAFE/CV) decision, HQ USAFE/XPMR will adjust the UMD accordingly.

5. Corporate Structure Process. Upon receipt of an unsourced colonel requirement, as described above, the USAFE Corporate Structure will use the following procedures to make a recommendation for USAFE/CC/CV decision:

5.1. A group of candidate colonel positions will be assembled for consideration as offsets (see paragraph A2.6). The Wing Manpower Office will be responsible for determining a pool of offset candidates for its wing and HQ USAFE/XPM will assemble the pool for HQ. In either case, the pool should (as a minimum) include the lowest 15 percent of the current colonel positions and include at least three times the number of new requests.

5.2. The pool of current PDs will be scored using the attached evaluation criteria (attachment 2).

5.3. Each member of the corporate structure-appointed working group will then score all candidate PDs. The highest candidate PD will be compared to the lowest current PDs to determine if the candidate PD is strong enough to replace the current PD. This process will continue until the candidate and current PDs are considered equal and it would not be beneficial to replace any more current PDs with candidate PDs. Additional information may be used by the USAFE Corporate Structure to determine recommended options for USAFE/CC/CV decision.

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Director Plans and Programs

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

AFPD 38-2, *Manpower*

AFI 38-201, *Determining Manpower Requirements*

Abbreviations and Acronyms

ACR—Authorization Change Request

AFSC—Air Force Specialty Code

API—Aircrew Position Identifier

SAF—Secretary of the Air Force

DOPMA—Defense Officer Personnel Management Act of 1980

FOA—Field Operating Agency

MAJCOM—major command

PD—Position Description

PEC—Program Element Code

UMD—Unit Manpower Document

Attachment 2

EVALUATION FACTORS

A2.1. Instructions. For each factor, determine the level that best matches the entire PD. When all factors have been rated, total the points including those from the Colonel Position Scoring Key (Figure 1). Factors should be scored on the basis of the PD as a whole. Wings and directorates must construct PDs to highlight levels and importance of responsibilities.

Figure A2.1. Colonel Position Scoring Example.

Colonel Position Scoring Key:									
Complexity (Column A): Low = 1 Medium = 2 High = 3			NUMBER OF UNIT AUTHORIZATIONS funded on current UMD (Column B): 1-49 = 1 50-499 = 2 500 and up = 3			ORGANIZATION CONTACT (Column C): Wing and Below = 1 MAJCOM = 2 CINCS&SAF = 3			
POSITION TITLE	GRADE	RGR	A	B	C	D	E	F	
			COMPLEXITY	# OF UNIT AUTHORIZATIONS	ORGANIZATION CONTACT	TOTALS	WEIGHTED MULTIPLICATION FACTOR	SUM	
WING, CC	COL	COL	2	3	2	7	1.6	11.2	
HQ DIRECTOR	COL	COL	3	2	3	8	1.3	10.4	
OPERATIONS GROUP, CC	COL	COL	2	3	2	7	1.3	9.1	
MEDICAL GROUP, CC	COL	COL	1	3	2	6	1.3	7.8	
HQ, DIVISION CHIEF	COL	COL	3				1	7	
HQ DIRECTOR	COL	COL	1				1.3	6.5	
HQ, DIVISION CHIEF	COL	COL	2				1	6	
HQ, DIVISION CHIEF	COL	COL	2				1	6	
OPERATIONS GROUP, CD	COL	LT COL	2				1.3	5.2	
WING JUDGE ADVOCATE	COL	COL	2				1	5	
HQ, DIVISION CHIEF	COL	COL	2				1	5	
MDG NURSE EXECUTIVE	COL	COL	1				1	4	
WING INSPECTOR GENERAL	COL	COL	1	1	2	4	1	4	
SUPPORT GROUP, CD	COL	LTCOL	1	1	1	3	1.3	3.9	

WEIGHTED MULTIPLICATION FACTOR (Column E):
 Wing CC or Vice = 16
 MAJCOM Directors/Staff Officers = 13
 Group Commander = 13
 MAJCOM Division Chief = 10
 MAJCOM FDA = 10
 Wing 2-letter = 1.0
 Squadron Commander = 1.0

Colonel Rankings (Column F). To determine the ranking of colonel authorizations within the command, total the point level awarded for each factor (column A-C), then multiply that total by the multiplication factor (column E) for each position. Positions scored in the lower 15 percentile will compete with the new requirements (column F).

A2.2. Factor 1--Complexity . This factor covers the authorities and management responsibilities exercised in the position on a recurring basis. Carefully review the level of authority, level of required contacts and the job requirements of judgment and decision-making. Points assigned under this factor apply equally to the direction of specialized program management organizations, line functions, staff functions, and operating and support activities.

A2.2.1. Point Levels. One point is awarded if the complexity of authority, contacts and judgment and decision-making are at wing-level and below. Two points are awarded if the complexity is MAJCOM and below. Three points are awarded if the complexity is at SAF level, Combatant Command, and below.

A2.3. Factor 2--Number of Unit Authorizations. This factor assesses the overall importance of the current funded positions in terms of manpower controlled, both within and outside the immediate organization.

A2.3.1. Point Levels:

A2.3.1.1. One point is awarded if the number of authorizations range from 1 to 49.

A2.3.1.2. Two points are awarded if the number of authorizations range from 50 to 499.

A2.3.1.3. Three points are awarded if the number of authorizations exceed 500.

A2.4. Factor 3--Organizational Contact. This factor measures the organizational contact, both horizontally and vertically.

A2.4.1. Point Levels. One point is awarded if the organizational contacts are at wing-level and below. Two points are awarded if the organizational contact is at MAJCOM level. Three points are awarded if the organizational contact is at HQ USAF level and, or combatant command.

A2.5. Weighted Multiplication Factor. This weighted factor measures the relative impact the incumbent has while representing the organization at various functions or events. It includes consideration of the experience and protocol requirements associated with performance at increasing levels of exposure to the media and to contacts within other MAJCOMs and Services.

A2.5.1. Point Levels: Weighted factors are awarded as follows:

Wing Commander or Vice	1.6
MAJCOM Directors and Staff Officers	1.3
Group Commander	1.3
Deputy, Group Commander	1.3
MAJCOM Division Chief	1.0
MAJCOM FOA	1.0
Wing 2-letter	1.0
Squadron Commander	1.0

NOTE: Other categories maybe added as approved by HQ USAFE/XPM.

A2.6. Colonel Rankings. To determine the ranking of colonel authorizations within the command, total the points awarded for each factor, then multiply that total by the weighted factor for each position. Positions scored in the lower 15 percentile will compete with the new requirements.

A2.6.1. Once the USAFE Corporate Structure determines what changes are needed, the results will be sent to HQ USAFE/XPM to update the unit manning documents.