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Manpower and Organization

AIR FORCE ORGANIZATION

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This instruction implements AFPD 38-1, *Organization*. It describes the objectives and principles of Air Force organization. It prescribes various levels and standard structures for organizations, and it outlines procedures for establishing and modifying organizations.

SUMMARY OF REVISIONS

This revision incorporates Interim Change IC 2003-01. This change adds new guidance under paragraph **5.2.8.** concerning resource factors associated with Organization Change Requests.

[The new text is added under the existing question on resources in the OCR question list. The current text is shown in italics.]

Chapter 1— AIR FORCE ORGANIZATION OBJECTIVES, PRINCIPLES, AND RESPONSIBILITIES **5**

1.1. Organization Objectives. 5

1.2. Organization Principles. 5

1.3. Responsibilities Assigned: 5

Chapter 2— STANDARD LEVELS OF AIR FORCE ORGANIZATION AND ASSOCIATED TERMS **7**

2.1. Organizational Entities. 7

2.2. Standard Levels of Air Force Organization. 8

Figure 2.1. Organizational Schemes. 9

2.3. Standard Elements of Air Force Organization. 11

Chapter 3— STANDARD ORGANIZATIONS **13**

3.1. Organization Structure. 13

3.2. Standard Numbered Air Force (NAF). 13

3.3. Standard Wing. 14

Figure 3.1. Standard Numbered Air Force Structure. 17

Figure 3.2. “Global Power” Numbered Air Force Structure. 17

Figure 3.3. Space/Missile Numbered Air Force Structure. 17

Figure 3.4. "Global Reach" Numbered Air Force Structure. 18

Figure 3.5. Wing Structure. 18

Figure 3.6. Wing Structure for Strategic Airlift/Refueling Wings. 19

Figure 3.7. Wing Staff Structure. 19

Figure 3.8. Comptroller Squadron Structure. 20

Figure 3.9. Operations Group Structure. 21

Figure 3.10. Operations Support Squadron Structure. 21

Figure 3.11. Operations Squadron Structure. 23

Figure 3.12. Operations Squadron Structure for Air Mobility Command Squadrons. 24

Figure 3.13. Operations Squadron Structure for Space Launch Squadrons. 25

Figure 3.14. Operations Squadron Structure for Missile Squadrons. 25

Figure 3.15. Operations Squadron Structure for Space Operations and Space Warning Squadrons. 26

Figure 3.16. Logistics Group Structure. 27

Figure 3.17. Logistics Support Squadron Structure. 27

Figure 3.18. Maintenance Squadron Structure. 28

Figure 3.19. Maintenance Squadron Structure for Missile Organizations. 29

Figure 3.20. Equipment Maintenance Squadron Structure. 30

Figure 3.21. Component Repair Squadron Structure. 30

Figure 3.22. Supply Squadron Structure. 31

Figure 3.23. Transportation Squadron Structure. 32

Figure 3.24. Contracting Squadron Structure. 33

Figure 3.25. Support Group Structure. 33

Figure 3.26. Mission Support Squadron Structure. 34

Figure 3.27. Security Forces Squadron Structure. 35
Figure 3.28. Civil Engineer Squadron Structure. 36
Figure 3.29. Services Squadron Structure. 38
Figure 3.30. Communications Squadron Structure. 40
Figure 3.31. Medical Group Structure. 41
Figure 3.32. Medical Support Squadron Structure. 42
Figure 3.33. Medical Operations Squadron Structure. 44
Figure 3.34. Aerospace Medicine Squadron Structure. 46
Figure 3.35. Dental Squadron Structure. 48
Figure 3.36. Aeromedical-Dental Squadron Structure. 49
Figure 3.37. Diagnostics and Therapeutics Squadron Structure. 50
Figure 3.38. Surgical Operations Squadron Structure. 51

Chapter 4— TERMINOLOGY AND PROCEDURES FOR ORGANIZATION ACTIONS 52
4.1. Organization Actions. 52
4.2. Organization Terminology: 52
4.3. Organization Procedures. 53

Chapter 5— ORGANIZATION CHANGES 58
5.1. Staff Element. 58
5.2. Organization Change Request. 58
5.3. Testing New Organizations. 59

Chapter 6— ORGANIZATION DOCUMENTATION 60
6.1. Implementation Authority. 60
6.2. Distribution Requirements. 61
6.3. Air Force Organization Charts. 61
Figure 6.1. Sample DAF/XPM Letter--Constitute and Assign for Activation. 62
Figure 6.2. Sample DAF/XPM Letter--Reconstitute and Assign for Activation. 63
Figure 6.3. Sample DAF/XPM Letter--Redesignation. 64
Figure 6.4. Sample DAF/XPM Letter--Inactivation. 65
Figure 6.5. Sample Special Order--Activate. 66

Figure 6.6. Sample Special Order--Redesignate. 67

Figure 6.7. Sample Special Order--Inactivate. 68

Figure 6.8. Sample Special Order--Reassign. 69

Figure 6.9. Sample Special Order--Attach. 70

Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION 71

Attachment 2—INTERIM CHANGE 2003-01 TO AFI 38-101, AIR FORCE ORGANIZATION 73

Chapter 1

AIR FORCE ORGANIZATION OBJECTIVES, PRINCIPLES, AND RESPONSIBILITIES

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

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

1.2.1. **Emphasis on Wartime Tasks.** Organizations must be structured to accomplish wartime tasks without reorganizing.

1.2.2. **Functional Grouping.** Organizations have these characteristics: 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.

1.2.3. **Lean Organizational Structures.** Organizations must encourage rapid decision making, so they should be **flat** structures without intermediate levels, unless mission requirements cannot otherwise be met. When used, intermediate organizations will consist of tactical functions only, without a full range of staff functions. Organizational levels that exist only to review and transmit information or tasking should be eliminated. Both the number of supervisors and the number of internal subdivisions within organizations should be designed to minimize layers and maximize worker-to-supervisor ratios.

1.2.4. **Skip-Echelon Structure.** Major commands (MAJCOM) sit on top of a skip-echelon staffing structure. MAJCOMs, wings, and squadrons possess the full range of staff functions needed to perform required tasks; numbered air forces (NAF), 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.

1.2.5. **Standard Levels.** The Air Force uses the standard levels described in **Chapter 2** to design organizations. Establish organizations at the lowest level required to successfully accomplish the primary mission. Factors such as scope of responsibility, span of control and functional grouping of related missions/activities are the predominant factors that determine organizational kind. The sizes of organizations shown in **Chapter 2** are only a guide to promote standardization.

1.3. Responsibilities Assigned:

1.3.1. Headquarters US Air Force (HQ USAF) and the commands work toward meeting Air Force organizational goals. The Director of Manpower, Organization, and Quality (HQ USAF/XPM) is responsible for leading and monitoring progress. HQ USAF functional chiefs give assistance in their functional areas.

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

1.3.3. MAJCOMs, field operating agencies (FOA), and direct reporting units (DRU), must follow the organizational procedures and standard structures described herein. A MAJCOM, FOA, or DRU must have HQ USAF/XPM approval to deviate from a standard structure and to activate, redesignate, or inactivate units.

1.3.4. Individual unit commanders must use the standard organizational structures found in this instruction. If a unit's unique mission or location requires a different structure, a waiver to the standard structure can be obtained using the organizational change procedures found in **Chapter 5**.

Chapter 2

STANDARD LEVELS OF AIR FORCE ORGANIZATION AND ASSOCIATED TERMS

2.1. Organizational Entities. The Air Force is comprised of establishments, units, and nonunits.

2.1.1. **Establishment.** An organizational entity consisting of a headquarters unit and its subordinate units. The name of the establishment is in the name of the headquarters unit. For example, Air Mobility Command (AMC) is an establishment; HQ AMC is its headquarters. Subordinate units are assigned to the establishment and not to the headquarters unit.

2.1.1.1. A group with subordinate squadrons is generally the lowest-level establishment. Lower-level establishments are assigned to higher-level ones; for example: groups to wings, wings to NAFs, NAFs to MAJCOMs, MAJCOMs to HQ USAF. This arrangement (units reporting to establishments, subordinate establishments to superior ones) sets up the chain of command, through which all control and accountability flow.

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

2.1.2. **Unit.** A military organization constituted by directives issued by HQ USAF. A unit is either named or numbered.

2.1.2.1. A unit helps provide for an unbroken chain of command since military personnel must be assigned to a unit at all times. Each unit having military members must have an officer designated as its commander. While civilians in a unit may hold supervisory positions and provide work direction, they cannot assume military command.

2.1.2.2. The following terms apply to a unit:

2.1.2.2.1. **Active Unit.** A major command (MAJCOM), field operating agency (FOA), or direct reporting unit (DRU) constituted and activated by Headquarters US Air Force (HQ USAF); or a subordinate unit constituted by HQ USAF, assigned to a MAJCOM, FOA, or DRU and activated by special order.

2.1.2.2.2. **Inactive Unit.** A unit constituted by Headquarters US Air Force but not yet activated or a unit constituted, activated, and subsequently, inactivated.

2.1.2.2.3. **Disbanded Unit.** A unit whose legal authority for existence is withdrawn by Headquarters US Air Force. Its designation is retired and preserved in historical records.

2.1.2.2.4. **Parent Unit.** An organization that directly administers units, detachments, or operating locations assigned to it.

2.1.2.2.5. **Provisional Unit.** A temporary unit organized to perform a specific task.

2.1.2.2.6. **Attached Unit.** 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. It is still assigned to the parent unit.

2.1.2.2.7. **Detached Unit.** A unit serving away from its organization of assignment. It may function independently, or may be attached to another organization.

2.1.2.2.8. **Primary Subordinate Unit.** A unit that performs part or all of the primary mission of the organization to which it is assigned. The unit reports to the commander of the parent organization and has full authority to execute its assigned mission.

2.1.3. **Nonunit.** An organizational entity that is not constituted by Headquarters US Air Force as a unit.

2.1.3.1. The following terms apply to a nonunit:

2.1.3.1.1. **Named Activity.** A part of a unit whose mission can be identified better by assigning it a definitive name (for example, the **Civil Engineer and Services School** is part of a unit, the Air Force Institute of Technology). Headquarters US Air Force is responsible for administrative control of named activities and authorizes them by issuing DAF/XPM letters.

2.1.3.1.2. **Detachment.** Part of a unit that is separated geographically from its parent unit. Although not a unit for organizational purposes, if a commissioned officer is assigned and appointed on orders as a commander, the commander has nonjudicial punishment authority under the Uniform Code of Military Justice (UCMJ) unless withheld by superior competent authority.

2.1.3.1.3. **Operating Location.** Part of a unit that is separated geographically from its parent unit. 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 UCMJ.

2.1.3.1.4. **Squadron Section.** A function responsible for the administrative control of all members assigned to a unit. A squadron section is created by appointing a squadron section commander on special orders. Squadron sections will be established with the office symbol "CCQ" and office title "Orderly Room". A squadron section commander has nonjudicial punishment authority under the UCMJ unless withheld by superior competent authority. ***NOTE:*** If the unit commander terminates the administrative command authority of the squadron section commander, the squadron section reverts to unit administration and the individual in charge becomes its chief.

2.1.3.1.5. **Air Force Element.** The nomenclature used to account for manpower authorizations and to identify Air Force personnel on duty with organizations outside the Air Force. Although not a unit for organizational purposes, an element may function as a unit if so designated and a commissioned officer eligible to command either assumes command or is appointed on orders as commander. An element commander appointed on special orders has nonjudicial punishment authority under the UCMJ unless withheld by superior competent authority.

2.2. Standard Levels of Air Force Organization. The following standard levels of organization are used in structuring and designating Air Force units:

2.2.1. **Headquarters US Air Force (HQ USAF).** The senior headquarters of the Air Force, consisting of two major entities: 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.

2.2.2. **Major Command (MAJCOM).** A major subdivision of the Air Force, directly subordinate to Headquarters US Air Force. MAJCOM headquarters are management headquarters and thus have the

full range of functional staff. MAJCOMs, in turn, may be subdivided according to either of the organizational schemes shown in **Figure 2.1.** The levels are in descending order and represent levels of assignment. For example, a group may be assigned to any organization listed above it, but a group may not be assigned to another group or to a squadron. The terms below Center represent internal staff structure and are not units as defined in paragraph **2.1.2.**

Figure 2.1. Organizational Schemes.

Major Command	Major Command
Numbered Air Force	Center
Wing	
Group	Directorate*
Squadron	Division
Flight	Branch
	Section

* Limited use

2.2.3. **Direct Reporting Unit (DRU).** A subdivision of the Air Force, directly subordinate to the Chief of Staff, US Air Force. A DRU performs a mission that does not fit into any of the MAJCOMs. A DRU has many of the same administrative and organizational responsibilities as a MAJCOM.

2.2.3.1. **Major Command Direct Reporting Unit (MAJCOM DRU).** DRU also applies to a subdivision of a MAJCOM. A MAJCOM DRU reports directly to the MAJCOM commander and performs a mission that does not fit into any of the MAJCOM's primary subordinate units.

2.2.4. **Field Operating Agency (FOA).** A subdivision of the Air Force, directly subordinate to a Headquarters US Air Force functional manager. An FOA performs field activities beyond the scope of any of the major commands. The activities are specialized or associated with an Air Force-wide mission, and do not include functions performed in management headquarters, unless specifically directed by a DoD authority. ***NOTE:*** Organization policy for Major Commands (MAJCOM) also applies to the large Air Force FOAs that are structured along MAJCOM lines, i.e., Air Intelligence Agency (AIA).

2.2.4.1. **Major Command (MAJCOM) Field Operating Agency (FOA).** FOA also applies to a subdivision of a MAJCOM. A MAJCOM FOA reports directly to a MAJCOM functional manager and performs specialized field activities beyond the scope of any of the MAJCOM's primary subordinate units. The activities are specialized and are associated with MAJCOM or theater-wide missions that transcend the scope of routine wing functions. FOA activities do not include functions performed in management headquarters unless specifically directed by DoD authority.

2.2.5. **Numbered Air Force (NAF).** A level of command directly under a MAJCOM. NAFs are tactical echelons that provide operational leadership and supervision. They are not management headquarters and do not have complete functional staffs. Many NAFs are responsible for MAJCOM operations in a specific geographic region or theater of operations. The number of persons assigned to a NAF headquarters varies from case to case, but should not exceed 99 manpower authorizations

without an approved waiver from HQ USAF/XPM. A NAF is assigned subordinate units, such as wings, groups, and squadrons.

2.2.6. **Wing.** A level of command below the numbered Air Force or higher headquarters. A wing has a distinct mission with significant scope. It is responsible for maintaining the installation or has several squadrons in more than one dependent group. A wing has approximately 1,000 to 5,000 persons. A wing may be either an operational wing, an air base wing, or a specialized mission wing.

2.2.6.1. **Operational Wing.** A wing that has an operations group and related operational mission activity assigned to it. When an operational wing performs the primary mission of the base, it usually maintains and operates the base. In addition, an operational wing is capable of self-support in functional areas like maintenance, supply, and munitions, as needed. When an operational wing is a tenant organization, the host command provides it with varying degrees of base and logistics support.

2.2.6.2. **Air Base Wing.** A wing that performs a support rather than an operational mission. It maintains and operates a base. An air base wing often provides functional support to a major command (MAJCOM) headquarters.

2.2.6.3. **Specialized Mission Wing.** A wing that performs a specialized mission and usually does not have aircraft or missiles assigned to it. For example, intelligence wing, training wing, and so on. This wing may be either a host wing or a tenant wing, depending on whether it maintains and operates the base.

2.2.7. **Group.** A level of command below the wing. Like the numbered Air Force, it is a tactical echelon without significant staff support. A group usually has two or more subordinate units. A group has approximately 500 to 2,000 persons. (For groups and squadrons, the term “persons” generally refers to appropriated, funded manpower authorizations. Other types of stable workforce positions such as nonappropriated fund personnel may be considered in group and squadron population totals when there are significant oversight responsibilities.)

2.2.7.1. **Dependent Group.** A dependent group is a mission, logistics, support, medical, or large functional unit (e.g., communications). Such groups may possess small supporting staff elements, such as standardization and evaluation or quality control, that are organized as sections. They may also contain specialized flights such as a rescue flight or operations support aircraft flight.

2.2.7.2. **Independent Group.** 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.

2.2.8. **Squadron.** The basic unit in the Air Force. 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 transportation squadron. Squadrons vary in size according to responsibility. A squadron has approximately 50 to 750 persons. When squadron population exceeds 700 manpower authorizations, commands may establish two squadrons. Functional squadrons will employ the 7-series numbering convention in these instances; i.e., “XX” and “7XX” Squadrons.

2.2.9. **Flight.** If internal subdivision is required, a flight may consist of sections, then elements. A flight may be either a numbered flight, named flight, alpha flight, or a functional flight.

2.2.9.1. **Numbered/Named Flight.** The lowest level unit in the Air Force. A numbered or named flight primarily incorporates smaller elements into an organized unit which is established by a

DAF/XPM letter. Its administrative characteristics, such as strength reporting, are like those of a squadron.

2.2.9.2. **Alpha Flight.** Part of a squadron (usually a mission squadron) and composed of several elements performing identical missions. Because an alpha flight is not a unit, it is not subject to unit reporting.

2.2.9.3. **Functional Flight.** Usually part of a squadron and composed of elements performing specific missions. Because a functional flight is not a unit, it is not subject to unit reporting.

2.2.10. **Center.** A named unit that performs a specialized mission. A primary characteristic is that it performs most of its mission within a large complex at one location; for example, air logistics centers and test centers. Usually, it has only a few subordinate units.

2.2.11. **Laboratory.** An organization that performs a research or advanced development mission.

2.2.12. **Region.** A term sometimes used when organization is geographic.

2.3. Standard Elements of Air Force Organization. The following terms describe the organizational elements within command and staff functions.

2.3.1. **Command:**

2.3.1.1. **Commander.** An officer who occupies a position of command pursuant to orders of appointment or by assumption of command according to AFI 51-604, *Appointment to and Assumption of Command*. This designation is used in all Air Force units except:

2.3.1.1.1. US Air Force Academy, which is commanded by a superintendent.

2.3.1.1.2. School organizations, which are commanded by commandants.

2.3.1.2. **Vice Commander.** An officer who shares a commander's duties and acts for the commander during the commander's absence. If command is properly assumed or appointed under the provisions of AFI 51-604, a vice commander may exercise all command authority. This designation is used at major command through wing level only.

2.3.1.3. **Installation Commander.** The host unit commander. This individual discharges the duties directed by US statutes or Air Force directives to be performed by the installation commander.

2.3.1.4. **Deputy Commander.** An officer who shares the commander’s duties and acts for the commander during the commander’s absence. If command is properly assumed or appointed under AFI 51-604, a deputy commander may exercise all command authority. This designation is used at group level.

2.3.2. **Staff:**

2.3.2.1. **Chief of Staff (CSAF).** Title held only by the Chief of Staff, US Air Force.

2.3.2.2. **Deputy Chief of Staff (DCS).** An officer who oversees a major portion of the Air Staff and who reports directly to the Chief of Staff. A DCS supervises the activities of directorates and field operating agencies.

2.3.2.3. **Director of Staff (DS)** A staff element reporting directly to the MAJCOM Vice Commander. The function oversees executive services, orderly room, and command section activities.

2.3.2.4. **Directorate.** A staff element at Headquarters US Air Force or major command level. This is a decision making level which performs a range of related staff functions. Normally, a directorate supervises the activities of divisions and field operating agencies.

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

2.3.2.5. **Division.** Normally aligned as a staff element in Headquarters US Air Force, major command, numbered 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., Services Divisions).

2.3.2.6. **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 exceeds 1:10. If further subdivision of a branch is required, a team-leader approach is the preferred arrangement.

Chapter 3

STANDARD ORGANIZATIONS

3.1. Organization Structure. This chapter prescribes standard organizational structures for use to the lowest level shown. Illustrative figures include approved organizational titles (**Figure 3.1.** through **Figure 3.38.**). Organization structures are illustrated to the lowest mandatory levels. HQ USAF and MAJCOM functional managers and Manpower and Organization focal points are authorized to develop standard organization structures below the mandatory level. Paragraph **3.3.2.** and the figures also reflect standard office symbols as established under AFMAN 37-127, *Air Force Standard Office Symbols*.

3.1.1. **Organizational Variations.** Each figure depicts a standard organizational structure for a particular unit or function. HQ USAF/XPM must approve any variations from standard structure. Variations from standard structures should have a clear, overriding purpose that has easily recognizable and defensible organizational and cost benefits. Commands submit variation requests as described in **Chapter 5** of this instruction when a standard function does not exist at a location, when functions are combined due to small size, or when units are responsible for activities not accounted for in standard structures.

3.1.2. **Functions and Responsibilities.** Each figure depicts the standard organizational structure and lists 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.

3.2. Standard Numbered Air Force (NAF). The NAF is a tactical echelon directly under an operational MAJCOM (**Figure 3.1.**-**Figure 3.4.**). NAFs are structured to perform an operational or warfighting mission, often oriented to a specific geographic region. An NAF is assigned operational units, such as wings, groups, and squadrons.

3.2.1. The operational focus of the NAF ensures the readiness of assigned forces; prepares forces for deployment and employment; plans for beddown of forces; and exercises operational control of assigned forces. The NAFs consist of operational and support divisions reporting directly to a NAF Commander (**Figure 3.1.**). These divisions are an integral part of the NAF structure and are not assigned forces. Often, the NAF commander can anticipate assignment as Air Force component commander; i.e., Air Force Forces (AFFOR) commander, or Joint Task Force commander for contingency operations. Assigned forces include Air Operations, Air Intelligence, Air Communications, Combat Communications, and specialized heavy engineering (RED HORSE) groups/squadrons. A specialized staff, charged with integrating and optimizing assigned forces, works directly for the NAF commander. Assigned functions include Safety, Standardization and Evaluation, Staff Judge Advocate, and Inspector General (**Figure 3.2.**). Similar structures apply to the space and missile NAFs to enhance generation of forces for supported combatant commands (**Figure 3.3.**).

3.2.1.1. Air Mobility Command, because of its airlift generation mission, has adopted the Air Mobility Operations Group (AMOG), a “global reach” organization directly subordinate to the NAF Commander. The AMOG is designed to support airlift requirements in conventional and austere environments (**Figure 3.4.**).

3.3. Standard Wing. The standard wing (**Figure 3.5.** and **Figure 3.6.**) 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, logistics, support, and medical) with related functions and disciplines aligned under the appropriate group. Generally, only the wing staff and the four group commanders report directly to the wing commander. Thus, 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 special mission wings).

3.3.1. **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 (see AFI 38-201, *Determining Manpower Requirements*.

3.3.2. **Wing Staff Organization.** Wing staff functions report to the wing commander (**Figure 3.7.**). A wing staff function may be referred to as an **office**, for example: a **public affairs office**, or a **manpower and quality office**. The senior staff member is referred to as the **chief**. Wing staff personnel are attached to the mission support squadron for administrative and UCMJ purposes.

3.3.2.1. **Public Affairs (PA).** Builds and maintains support for the Air Force through effective communication. Focal point for interaction with the public. Advises commanders in areas of public interaction and command information. Plans, develops, and executes strategies and activities to obtain informed public support on issues impacting Air Force needs and missions. Directs media relations, internal information, and community relations activities. Provides security review of official information for public release.

3.3.2.2. **Safety (SE).** Advises commanders and supervisors on safety requirements and issues and manages wing USAF mishap prevention program to help preserve vital resources and enhance mission capability.

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

3.3.2.4. **Staff Judge Advocate (JA).** Advises wing and subordinate 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 issues. Acts as Air Force liaison with Federal, state and local legal authorities. Advises commanders and staffs on international law matters. Drafts and reviews operation and exercise contingency plans for compliance with the law of armed conflict.

3.3.2.5. **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. There is only one command post on each installation unless otherwise approved under AFI 10-207, *Command and Control*.

3.3.2.6. **Chaplain (HC).** Provides for the free exercise of religion in support of mission requirements through worship, liturgies, rites, religious observances, counseling and spiritual nurture, visitation, pastoral care, and religious education. Provides advice to commanders and staff on religious, ethical, moral, morale, and quality of life matters.

3.3.2.7. **Manpower and Quality (MQ).** Provides manpower management services and evaluations, management advisory services, wartime manpower support, quality fundamentals education, facilitation of process improvement teams, application of process improvement tools and techniques, whole system optimization, development and implementation of performance measures, and application of reengineering efforts. Manages wing level productivity and suggestion programs and base manpower data system.

3.3.2.8. **Plans (XP).** Combines operations and logistics plans. Develops operations plans, administers support agreements, and evaluates exercises. Focal point for wing deployment exercises, deployment planning, and execution. Coordinates base support planning. Provides and directs war reserve materiel management. ***NOTE:*** Air Combat Command (ACC), Air Force Special Operations Command (AFSOC), Pacific Air Forces (PACAF), and United States Air Forces (USAFE) are authorized a variation to perform operations and logistics plans functions in the operations support squadron and logistics support squadron, respectively, to accommodate their deployment missions.

3.3.2.9. **Social Actions (SA).** Assists commanders at all levels to conduct programs for equal opportunity and treatment and human relations education to improve mission effectiveness. Administers complaint program and human relations program and conducts human relations climate assessment.

3.3.2.10. **Inspector General (IG).** Plans, directs, conducts, and monitors inspector general programs. Implements the Air Force's Inspection System; Complaints Program; and Fraud, Waste, and Abuse (FWA) Programs.

3.3.3. **Comptroller (FM).** 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 (DFAS) (**Figure 3.8.**).

3.3.4. **Operations Group:**

3.3.4.1. The operations group operates and maintains primary mission equipment (**Figure 3.9.**).

3.3.4.2. Standardization and evaluation, loading standardization and quality assurance will be separate staff elements.

3.3.5. **Logistics Group:**

3.3.5.1. The logistics group supports the primary mission with materiel, resources, and data. This includes supply, transportation, contracting, maintenance training, intermediate level maintenance, and various logistics data products (**Figure 3.16.**).

3.3.5.2. Normally, the logistics group has one maintenance squadron. If the result is a maintenance squadron with over 700 authorizations, a request for an additional maintenance squadron may be submitted to HQ USAF/XPM.

3.3.5.3. Quality assurance will be a separate staff element.

3.3.6. **Support Group.** The support group provides base support and services (**Figure 3.25.**).

3.3.6.1. **Noncommissioned Officer (NCO) Academy.** At overseas locations with an NCO academy, the academy will be a functional flight assigned to the support group commander. CONUS academies are aligned under Air Education and Training Command (AETC). An NCO academy will be named after its host base and established as a named activity; an example is the **Lackland NCO Academy**.

3.3.7. **Medical Group.** See **Figure 3.31.** for a standard medical group structure.

Figure 3.1. Standard Numbered Air Force Structure.

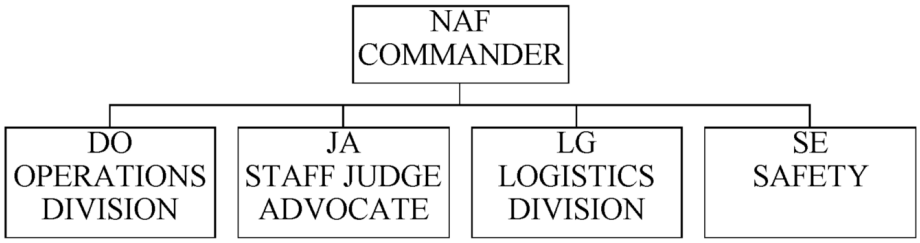


Figure 3.2. "Global Power" Numbered Air Force Structure.

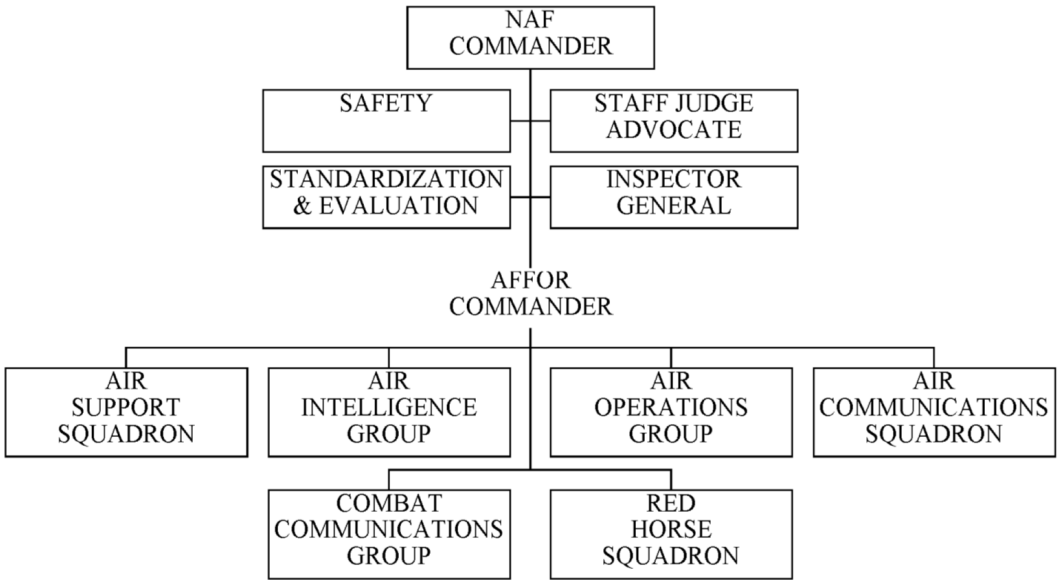


Figure 3.3. Space/Missile Numbered Air Force Structure.

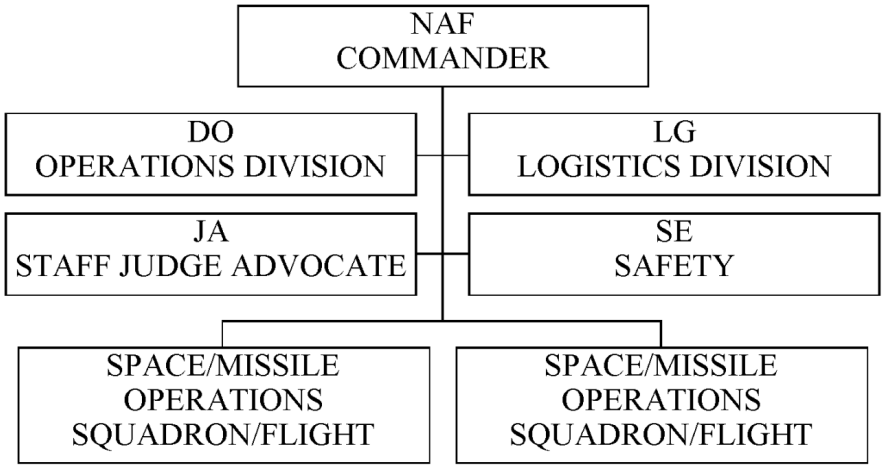


Figure 3.4. "Global Reach" Numbered Air Force Structure.

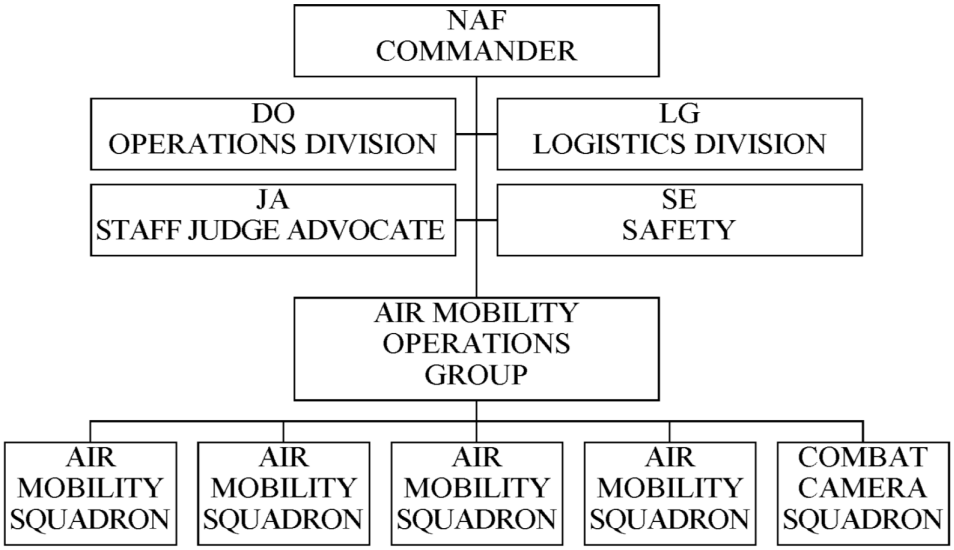


Figure 3.5. Wing Structure.

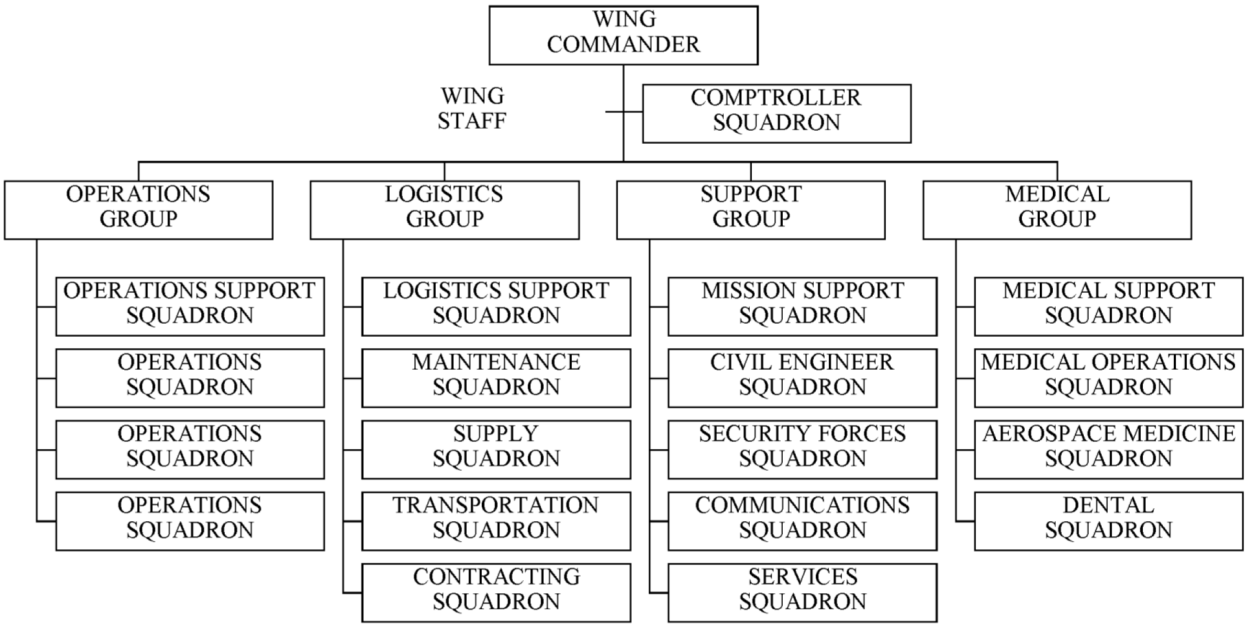


Figure 3.6. Wing Structure for Strategic Airlift/Refueling Wings.

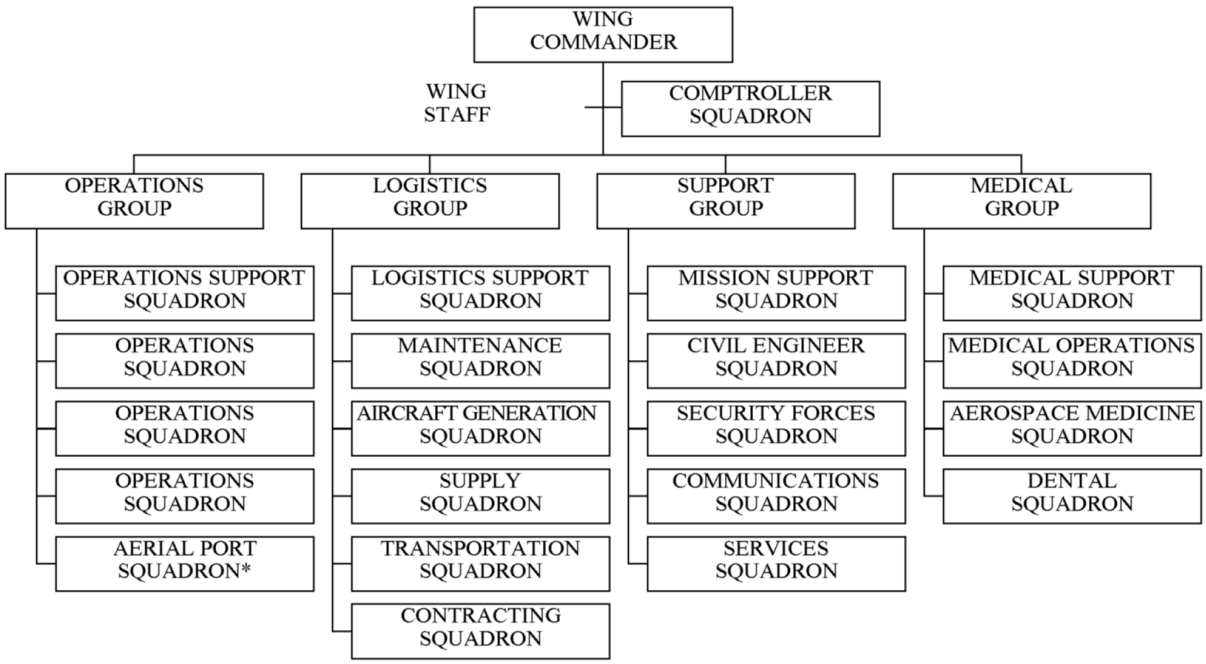


Figure 3.7. Wing Staff Structure.

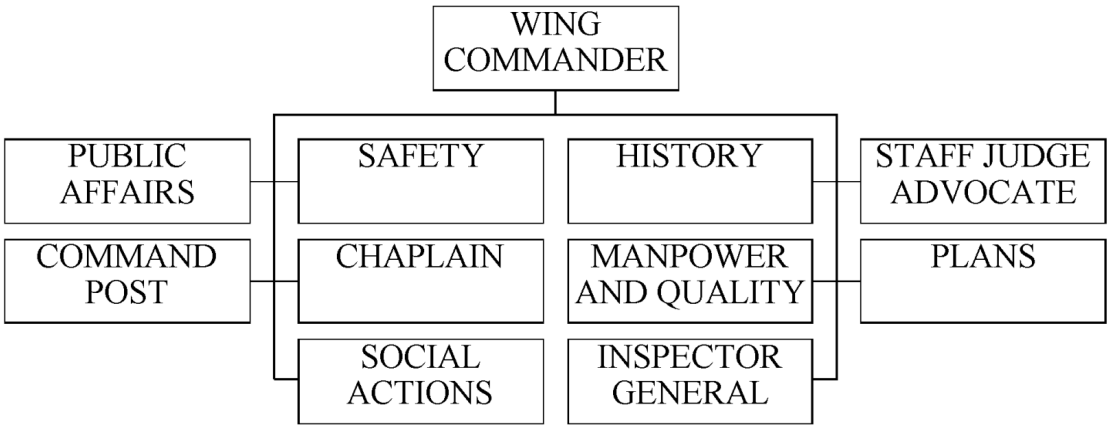
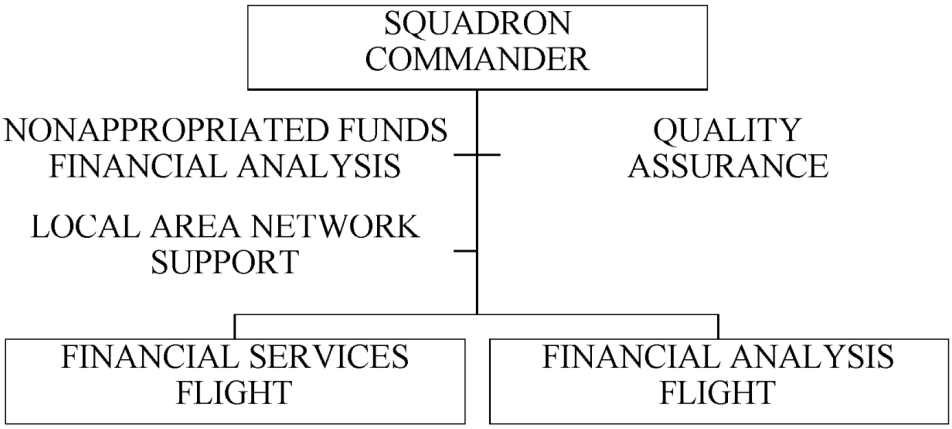


Figure 3.8. Comptroller Squadron Structure.



Comptroller Squadron (FM) Functions and Responsibilities:

Nonappropriated Funds Financial Analysis (FMN). Provides financial management oversight and analysis of Morale, Welfare, Recreation and Services (MWRS) programs and activities on the base. Supports the installation commander, the Comptroller, and MWRS management.

Quality Assurance (FMQ). Develops and maintains a viable 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.

Local Area Network Support (FME). Installs, configures, administers, and provides for the maintenance of squadron computer systems and equipment.

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.

Financial Services Flight (FMF). Provides accounting liaison, customer service, and customer support functions. Accounting liaison includes accounting support for host and tenant unit commanders in the execution of funding authorities and liaison service among units, vendors and DFAS. 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 TDY and emergency leave orders and performs follow-up on outstanding orders and advances. Customer service provides pay and travel counter service for all personnel. Performs in and out processing for PCS, separations, and retirements including travel claims. Manages debt programs, dependency determinations and recertification of entitlements. Customer support processes documents to update pay, allowance, leave, allotment, and tax information. Computes and audits TDY 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 3.9. Operations Group Structure.

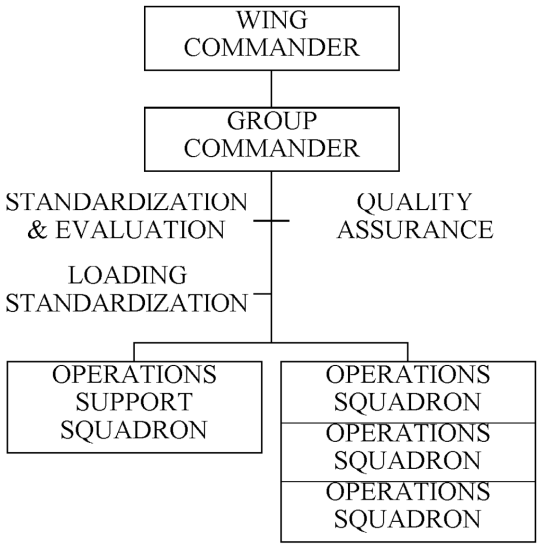
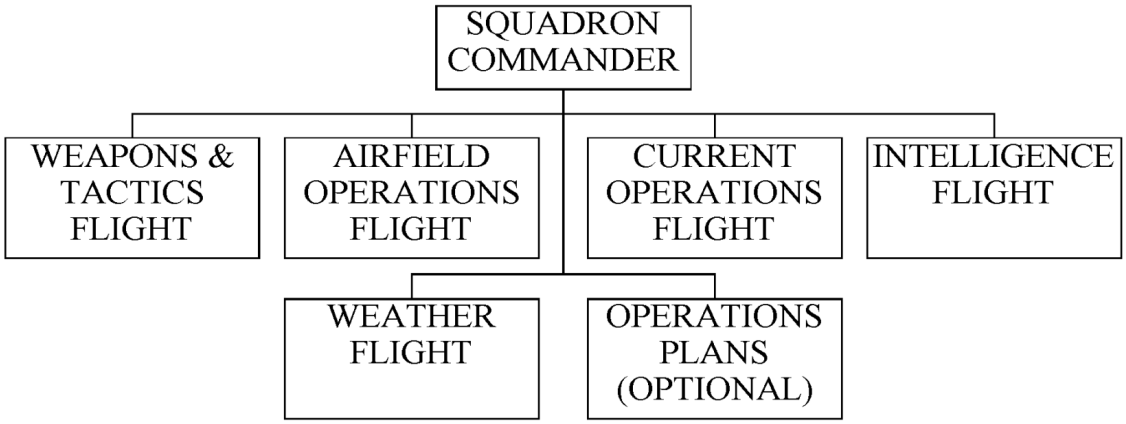


Figure 3.10. Operations Support Squadron Structure.



Operations Support Squadron (OS) Functions and Responsibilities:

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.

Airfield Operations Flight (OSA). Provides airfield management and air traffic operations services to the base flying wing transient and civil users. These services can include control tower, radar operations, and base operations functions.

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

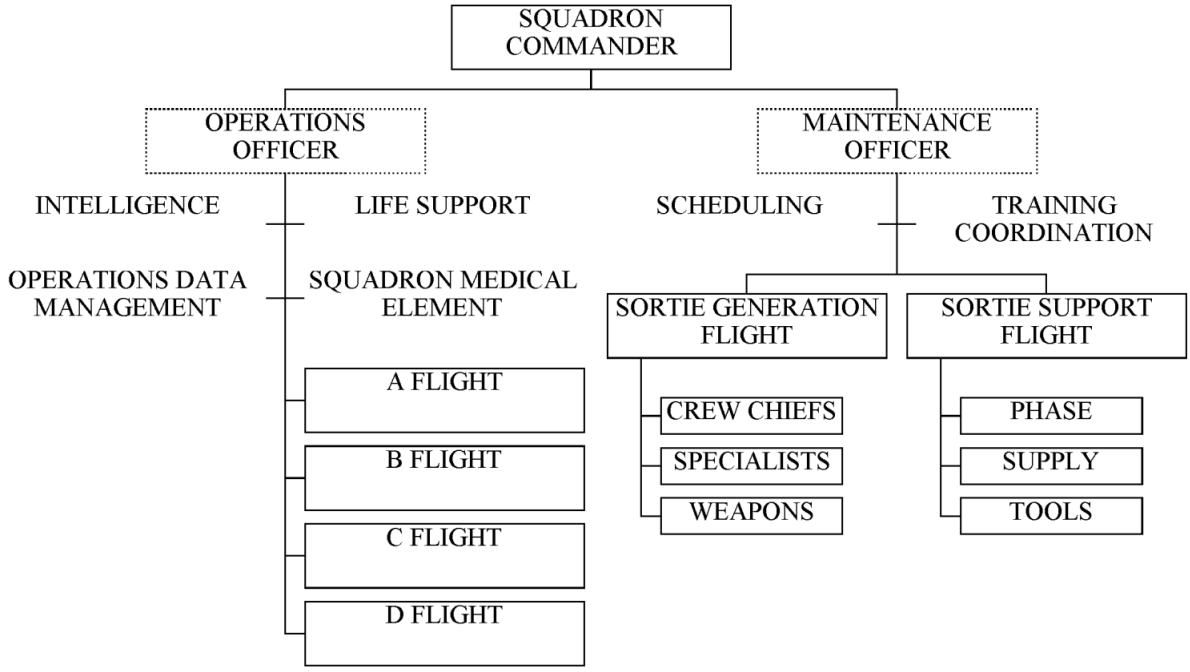
maintenance analysis data base. *NOTE:* Maintenance analysis and data base management activities can be consolidated in either the Current Operations Flight in the Operations Support Squadron or the Logistics Operations Flight of the Logistics Support Squadron, at the discretion of the MAJCOM.

Intelligence Flight (IN). Provides intelligence support during all phases of conflict. Trains aircrew and prepares the wing for wartime missions. Provides intelligence tailored to specific aircrew and weapon system requirements. Provides threat assessments and assists combat aircrews in applying intelligence to successfully accomplish combat missions.

Weather Flight (OSW). Provides weather services for all operations on base, all activities supported by the base, and 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 DoD data bases to support DoD operations worldwide. Provides tailored weather input to satisfy specific combat operations and weapon system requirements.

Operations Plans Flight (OSX) (Optional). ACC, AFSOC, PACAF, and USAFE are authorized a variation to perform operations plans functions in the Operations Support Squadron to accommodate their deployment missions.

Figure 3.11. Operations Squadron Structure.

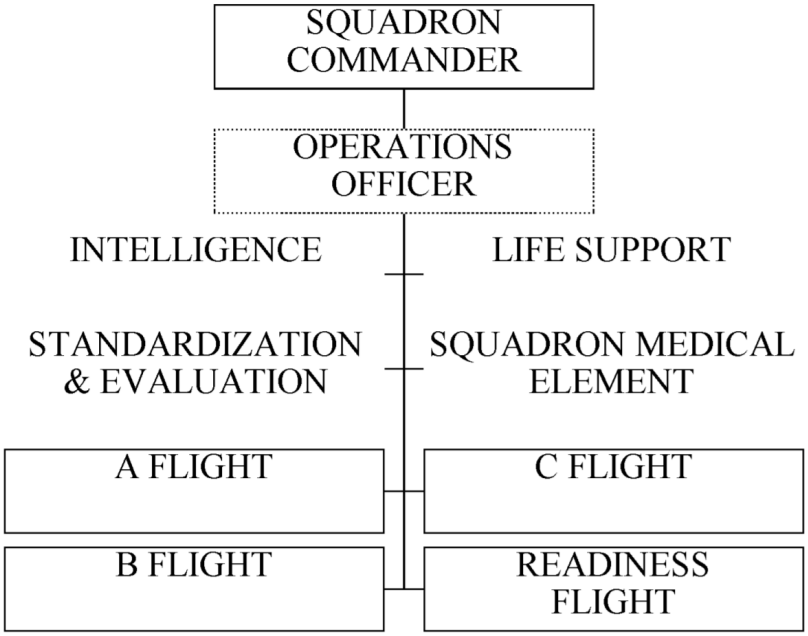


Organizational Variations. Intelligence functions found in the squadron may be combined with the intelligence function in the Operations Support Squadron. For large aircraft, the Phase function may be placed within the Maintenance Support Flight of the Maintenance Squadron.

Sortie Generation Flight (MAO). Launches, recovers, and services aircraft along with minor scheduled inspections, corrosion control, cleaning, ground handling, on-equipment repair, and component removal and replacement necessary to return aircraft to operating activity.

Sortie Support Flight (MAF). Performs phase and isochronal aircraft inspections; accomplishes organizational-level maintenance, issues and stores alternate mission equipment and selected non-powered aerospace ground equipment. Operates tool crib and performs supply liaison duties.

Figure 3.12. Operations Squadron Structure for Air Mobility Command Squadrons.



Standardization and Evaluation (DOV). Evaluates squadron functional mission performance.

Readiness Flight. Conducts squadron-wide training, scheduling and operations data management functions.

Figure 3.13. Operations Squadron Structure for Space Launch Squadrons.

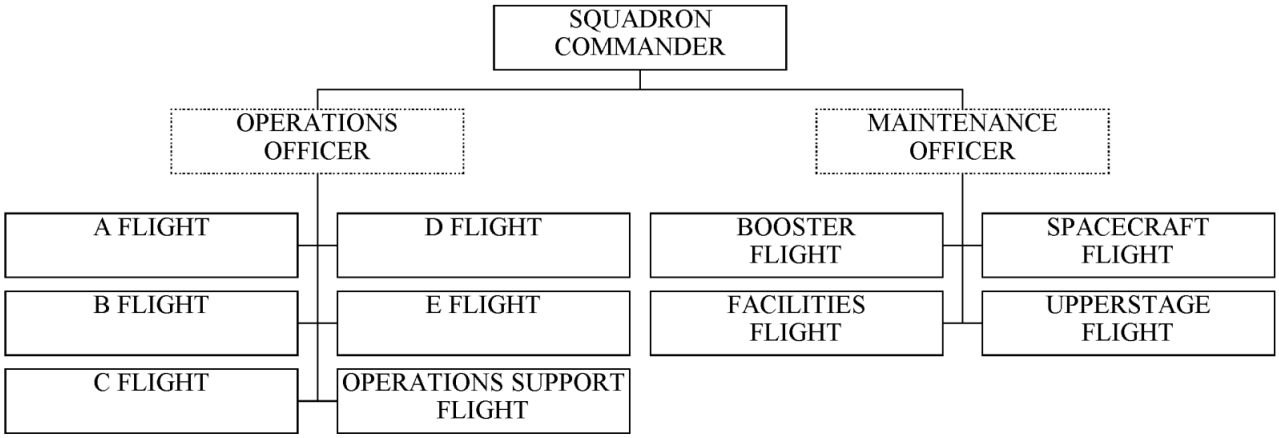


Figure 3.14. Operations Squadron Structure for Missile Squadrons.

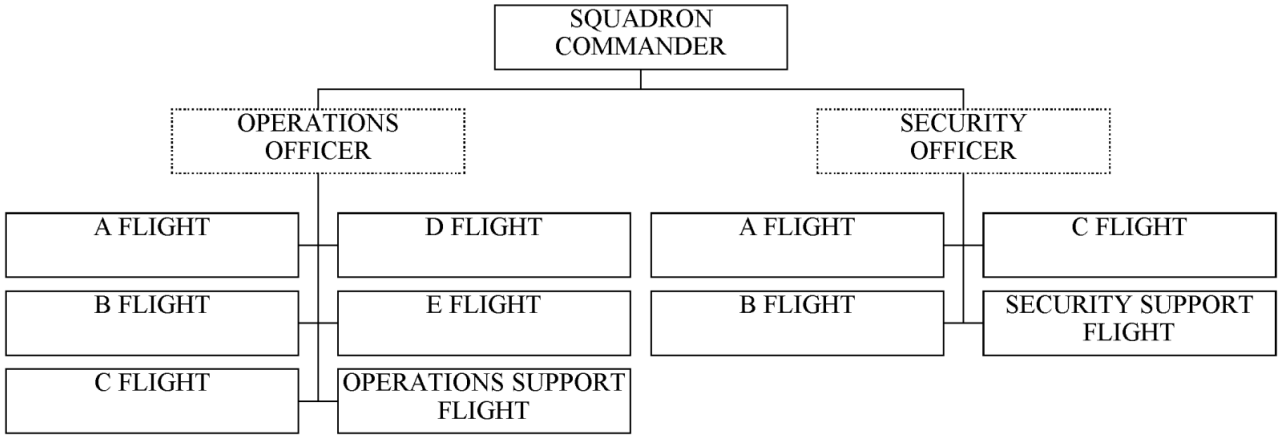
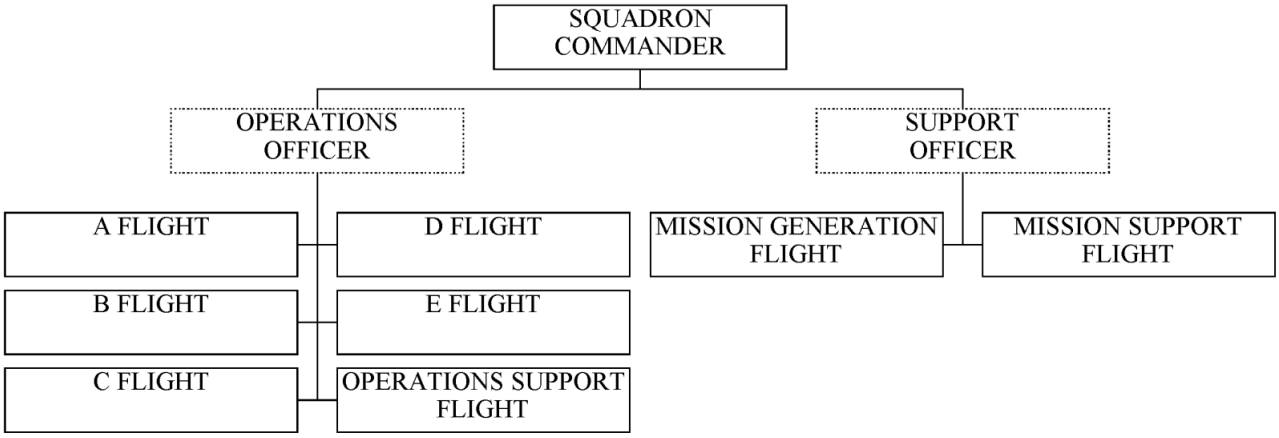


Figure 3.15. Operations Squadron Structure for Space Operations and Space Warning Squadrons.



NOTE: Geographically separated units (GSU) add special staff functions as necessary (i.e., chaplain, comptroller, safety, and social actions)

Figure 3.16. Logistics Group Structure.

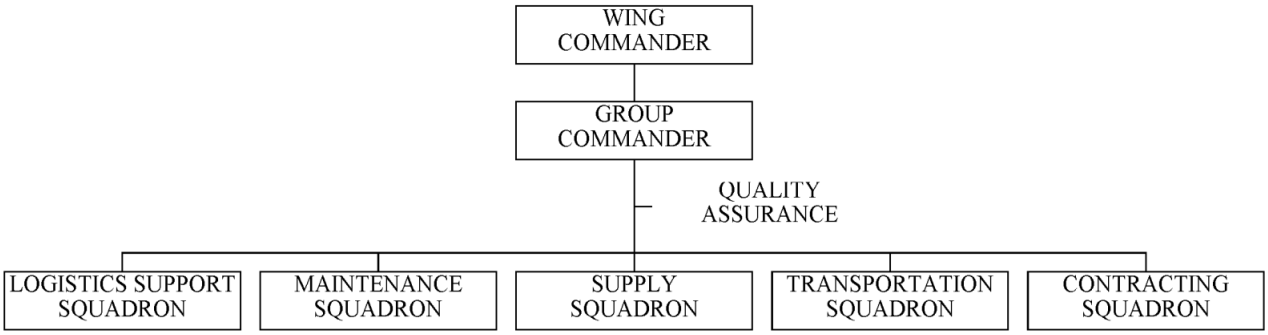
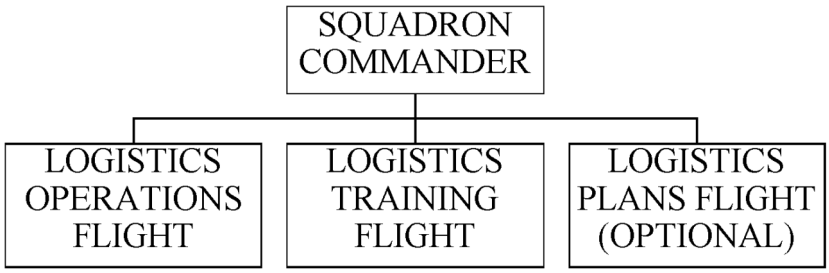


Figure 3.17. Logistics Support Squadron Structure.



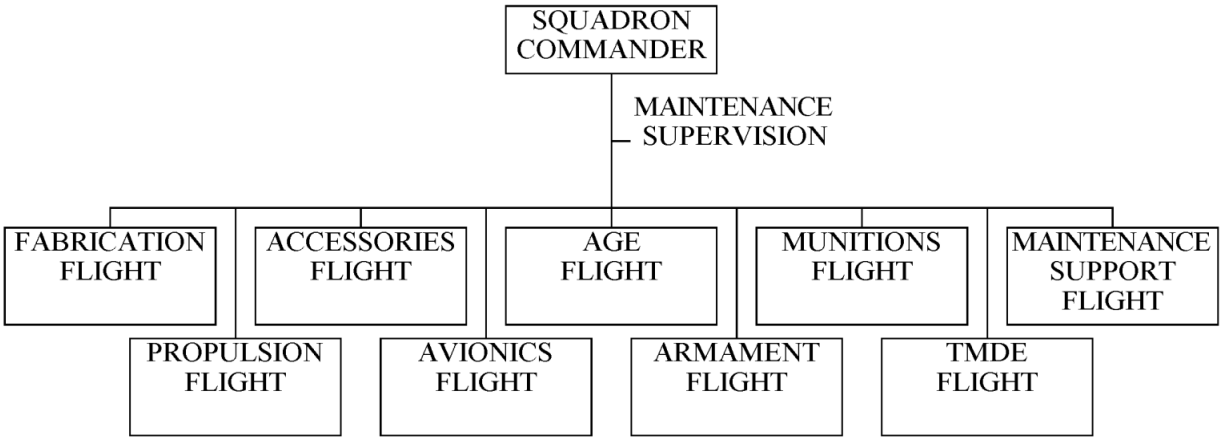
Logistics Support Squadron (LGL) Functions and Responsibilities:

Logistics Operations Flight (LGLO). For the Logistics Group, performs engine management, coordinates logistics group input to flying schedules, performs analysis, acts as supply liaison, directs combat plans and programs, and manages the wing maintenance analysis data base. *NOTE:* Maintenance analysis and data base management activities can be consolidated in either the Current Operations Flight in the Operations Support Squadron or the Logistics Operations Flight in the Logistics Support Squadron, at the discretion of the MAJCOM.

Logistics Training Flight (LGLT). Directs, monitors, and schedules training for all wing maintenance personnel. Provides Air Force engineering technical services.

Logistics Plans Flight (LGLX) (Optional). Provides and directs War Reserve Materiel management. Focal point for base deployment exercises, deployment planning, and execution. Coordinates base support planning. Point of contact for support agreements. ACC, AFSOC, PACAF, and USAFE are authorized a variation to perform logistics plans functions in the Logistics Support Squadron to accommodate their deployment missions.

Figure 3.18. Maintenance Squadron Structure.



Maintenance Squadron Organizational Variations. If a squadron exceeds 700 authorizations, commands may establish two squadrons. If two maintenance squadrons are needed, they must be designated **Equipment Maintenance Squadron** (**Figure 3.20.**) and **Component Repair Squadron** (**Figure 3.21.**).

Maintenance Squadron (LGM) Functions and Responsibilities. Squadron functions include:

Maintenance Supervision. Overall management and supervision of daily maintenance activities.

Fabrication Flight (LGMF). Performs inspection and repair of aircraft-associated survival equipment; inspection, repair, and fabrication of aircraft components; non-destructive inspection of aircraft and components; and aircraft structural repair.

Accessories Flight (LGMC). Performs off-equipment maintenance on pneudralic systems, aircraft and support equipment electrical systems, batteries, and environmental systems. Maintains aircraft fuel and egress systems.

Avionics Flight (LGMV). Performs diagnostic and off-equipment maintenance on communication-navigation, electronic warfare, guidance control, airborne photographic and sensor systems, and repairs Type 4 precision measurement equipment.

Aerospace Ground Equipment (AGE) Flight (LGMG). Performs inspections, maintenance, pickup and delivery, and time compliance technical orders of AGE. Stores or prepares AGE for shipment.

Armament Flight (LGMR). Performs off-equipment maintenance of weapons release systems, guns, munitions racks, adapters, pylons, and launchers.

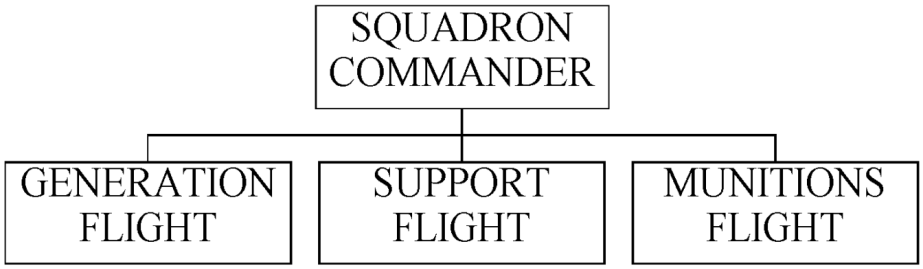
Maintenance Support Flight (LGMT). Services transient aircraft, performs repair and reclamation (large component repair), and builds up and services wheels and tires.

Munitions Flight (LGMW). 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.

Propulsion Flight (LGMP). Performs off-equipment inspection, repair, maintenance, and testing of engines and associated engine support equipment.

Test Measurement Diagnostics Equipment (TMDE) Flight (LGMD). Performs on-site or in-laboratory testing, repair, and calibration of precision measurement equipment.

Figure 3.19. Maintenance Squadron Structure for Missile Organizations.



Maintenance Squadron Functions and Responsibilities for Missile Organizations:

Generation Flight (LGMN). Generates and maintains assigned Inter-continental Ballistic Missile (ICBM) forces. Performs electronic, electro-mechanical, security, and electrical system repair and troubleshooting, and coding of the ICBM weapon system. Performs on-site repair of launch facility and missile alert facility power and environmental systems. Removes, installs, transports, and stores Minuteman aerospace vehicle equipment and missiles.

Support Flight (LGMS). Performs off-equipment maintenance on environmental, power generation, pneumatic, and hydraulic systems associated with the ICBM weapon system. Centrally stores, issues, inspects, and repairs ICBM support equipment and special purpose vehicles.

Munitions Flight (LGMW). Manages and maintains conventional munitions, nuclear weapons, reentry vehicles and systems, training shapes, training munitions, and associated support equipment.

Figure 3.20. Equipment Maintenance Squadron Structure.

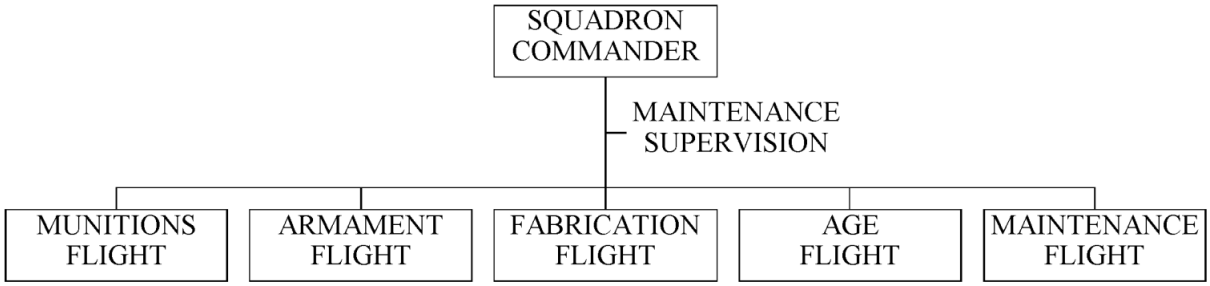


Figure 3.21. Component Repair Squadron Structure.

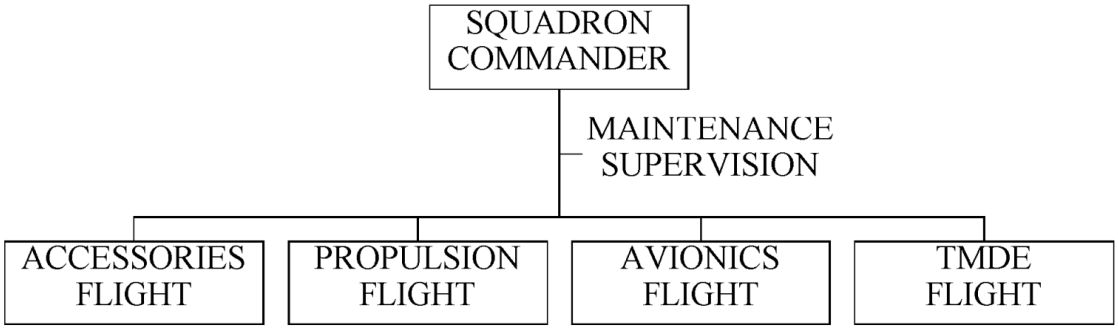
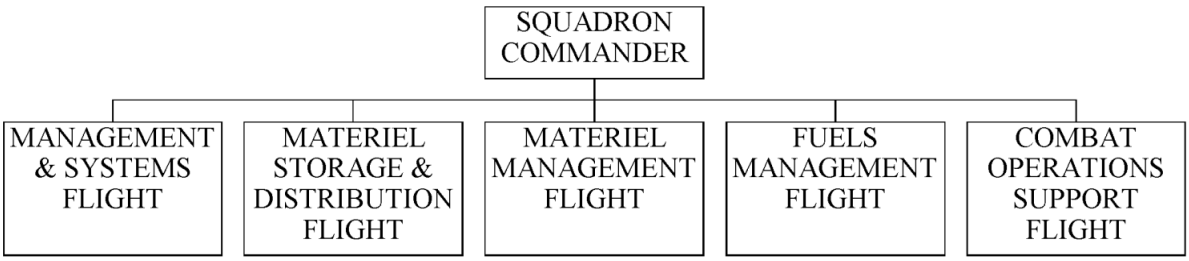


Figure 3.22. Supply Squadron Structure.



Supply Squadron (LGS) Functions and Responsibilities:

Management and Systems Flight (LGSP). Provides procedural, system, and analytical support. Monitors the Defense Business Operating Fund (DBOF) and the Air Force Stock Fund Operating Programs. Provides customer training, manages the squadron training program, and is the office of responsibility for inventory and document control. Provides Standard Base Supply System (SBSS) computer system support for host supply accounts and satellites.

Materiel Storage and Distribution Flight (LGSD). Requisitions, receives, stocks, stores, inventories, issues, inspects, delivers, and accounts for supplies and equipment. Supports environmental compliance related to receipt, storage, issue, and monitoring of hazardous materiel and products and hazardous waste disposal.

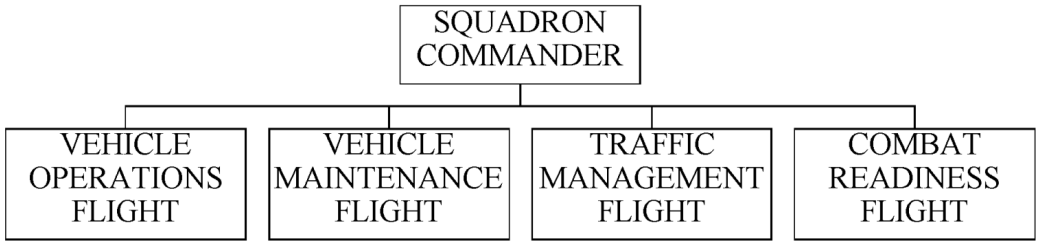
Materiel Management Flight (LGSM). Manages equipment records and performs and monitors standard requisitioning processes under the Uniform Materiel Movement and Issue Priority System (UMMIPS). Provides general and administrative inventory and customer support for administrative, housekeeping, tools, individual equipment, and mobility products. Supports DoD materiel management efforts by providing visibility of equipment items using the SBSS and the Air Force Equipment Management System (AFEMS).

Fuels Management Flight (LGSF). Requisitions, receives, stocks, stores, issues, inspects, delivers, and accounts for aviation and ground fuels products, cryogenic fluids, missile propellants, demineralized water, and water alcohol. Responsible for fuels training, mobility, quality, and laboratory analysis. Supports environmental compliance processes related to the safe handling and disposal of petroleum products.

Combat Operations Support Flight (LGSC). Requisitions, stocks, stores, issues, inspects, inventories, delivers, ships, and accounts for inventory-supporting operations functions. Utilizes the Mission Capable (MICAP) Asset Sourcing System (MASS) for obtaining mission-limiting and other high priority material requirements. Implements DoD policy for visibility of reparable parts inventory. Implements Lean Logistics processes by expediting movement of reparable inventory. Accounts for and provides Readiness Spares Package (RSP) and mobility support to in-place sustaining and deploying forces.

Organization Variations. The Materiel Management Flight may be eliminated when one or more functions under the flight have been regionalized, outsourced, or privatized. In addition, this flight may be eliminated when other initiatives reduce the number of positions to a level where the overhead costs outweigh the benefits of maintaining a separate flight. Finally, this flight may be eliminated when the overall squadron population, excluding the Fuels Management Flight, is less than 150 and preservation of five flights is deemed to be impractical. The Combat Operations Support Flight can be eliminated when the host wing does not support a flying mission.

Figure 3.23. Transportation Squadron Structure.



Transportation Squadron (LGT) Functions and Responsibilities:

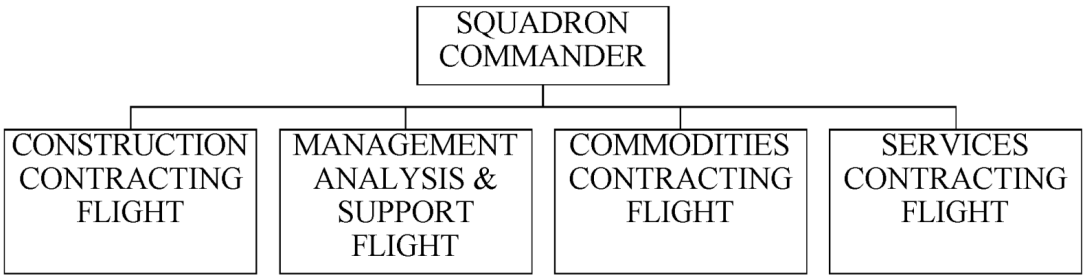
Vehicle Operations Flight (LGTO). Operates vehicles and maintains a central dispatch operation in support of the base mission; manages registered equipment and maintains vehicle fleet records; performs operator care on vehicles; manages the vehicle licensing and qualification program; and manages the vehicle control program.

Vehicle Maintenance Flight (LGTM). Maintains and inspects registered and non-registered vehicles and equipment; performs maintenance support; manages the contractor-operated parts store/contractor-operated parts depot/blanket purchase agreement (COPARS/COPADS/BPA) or similar functions.

Traffic Management Flight (LGTT). Provides a full range of services in the movement of personnel and their property, packing and crating services, movement of inbound and outbound surface and air freight, and the operation of the base air passenger terminal.

Combat Readiness Flight (LGTR). Coordinates resources, capabilities of assigned transportation activities, and designated augmentees. Integrates them into the wing's operation. Plans and executes the base and unit mobility and reception plan. Trains personnel for deployment. Performs staff assistance visits to ensure readiness. Manages various resource programs.

Figure 3.24. Contracting Squadron Structure.



Contracting Squadron (LGC) Functions and Responsibilities. The Contracting Squadron awards and manages purchase orders and contracts for services, commodities, architectural and engineering services, and construction. Key management programs include the Competition Advocate Program, Small Business Program and the Quality Assurance Evaluation Program.

Construction Contracting Flight (LGCC). Purchases and administers construction purchase orders and contracts. Contracting support includes Architectural and Engineering services contracts and Simplified Acquisition of Base Civil Engineer Requirements (SABER).

Management Analysis and Support Flight (LGCW). Manages contracting information systems and networks and obtains, validates, and analyzes data to create reports and provide management analysis of trends. Provides squadron administrative, technical, and support functions.

Commodities Contracting Flight (LGCS). Purchases and administers commodity purchase orders and contracts. Manages decentralized programs to include the Government Purchase Card Program, imprest funds, and blanket purchase agreements.

Services Contracting Flight (LGCV). Purchases and administers services purchase orders and contracts. Contracting support includes contract repair services and service blanket purchase agreements. Performs Office of Management and Budget (OMB) Circular A-76 cost comparisons and acquisitions.

Organization Variations. Contracting squadrons with significant workload in acquisition and services contracts may form a specialized contracting flight (LGCX) within the contracting squadron. MAJCOMs will submit requests to establish a specialized contracting flight to HQ USAF/XPM under this instruction.

Figure 3.25. Support Group Structure.

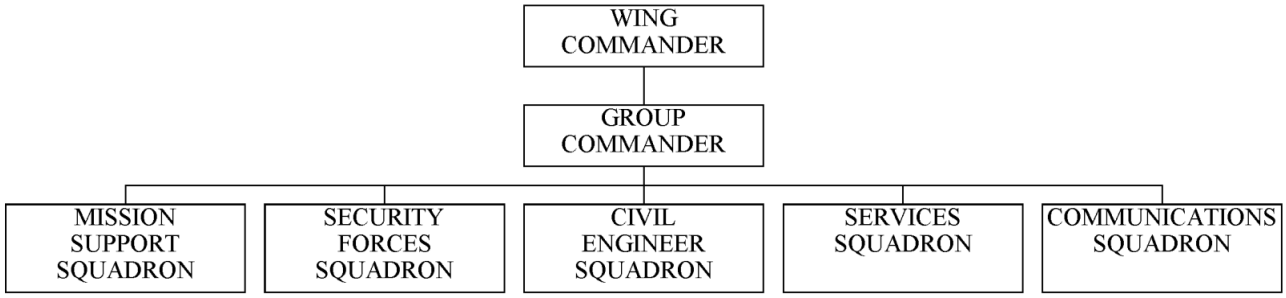
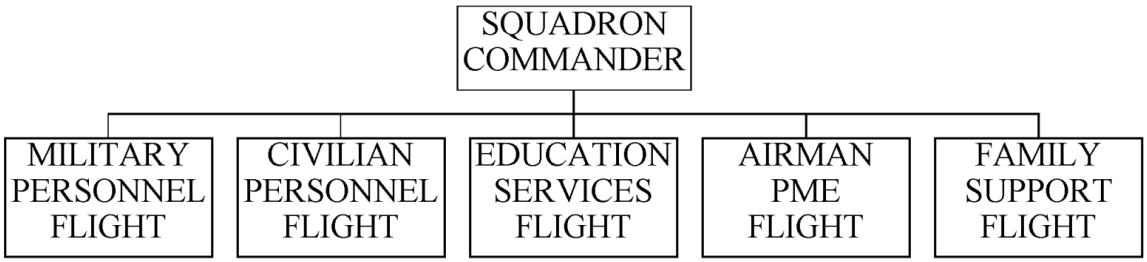


Figure 3.26. Mission Support Squadron Structure.



Mission Support Squadron (MS) Functions and Responsibilities:

Military Personnel Flight (DPM). Provides military personnel support to commanders, military members, and their families. Manages the military work force through readiness programs, personnel relocation actions, personnel employment programs, career enhancement activities, and maintenance of military member information.

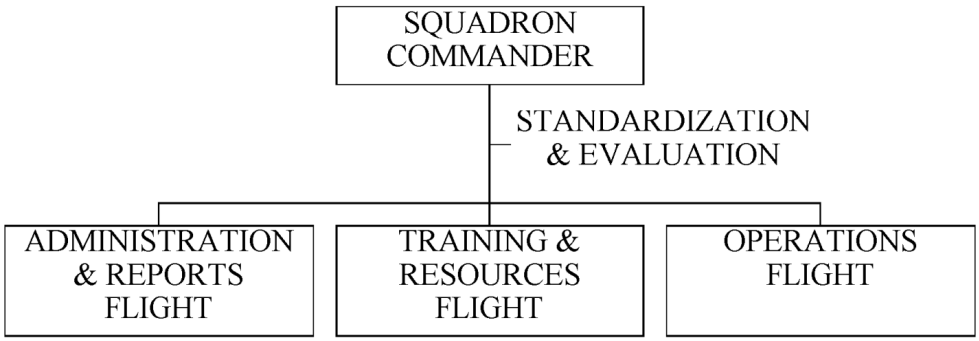
Civilian Personnel Flight (DPC). Provides appropriated fund civilian personnel advice and administrative support to commanders, supervisors, employees, and applicants. Manages civilian workforce through affirmative employment, labor and employee relations, classification, employee development, and resource management programs.

Education Services Flight (DPE). Provides educational opportunities in support of mission readiness, professional and personal development, quality retention, and recruitment. Defines goals and objectives; assesses planning process; oversees and procures college and university programs; manages tuition assistance, counseling, and testing services.

Airman Professional Military Education (PME) Flight (DPN). Provides professional military education to students to prepare for future leadership roles. Airman Leadership School (ALS) manages all aspects of operations including instruction, evaluation, counseling of students, and information management support of students and faculty.

Family Support Flight (DPF). Provides information and referral counseling, leadership consultation, base family action plans, and assistance programs including Relocation and Transition Assistance Programs. Serves as central point of information, referral, and programs that benefit families. Supports leadership to meet family needs.

Figure 3.27. Security Forces Squadron Structure.



Security Forces Squadron (SF) Functions and Responsibilities:

Standardization and Evaluation (SFV). Evaluates Security Forces functional mission performance.

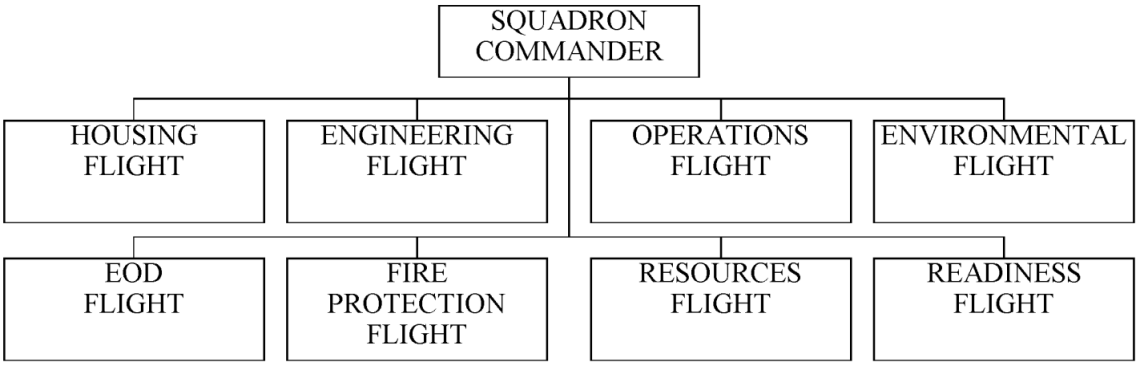
Administration and Reports Flight (SFA). Provides plans functions for the Security Forces unit. Provides pass and registration, reports and analysis, and information security functions for the wing.

Training and Resources Flight (SFT). Provides arms and equipment and administers unit training and military working dog programs for the Security Forces unit. Provides small arms training and maintenance for the wing.

Operations Flight (SFO). Provides law enforcement, weapons system security, confinement, and investigative functions for the wing.

Organization Variations. Security Program Protection Flight (SFP) authorized in AFMC only.

Figure 3.28. Civil Engineer Squadron Structure.



Civil Engineer Squadron (CE) Functions and Responsibilities:

Housing Flight (CEH). Provides all permanent party personnel adequate government housing when available, or assists with locating adequate off-base housing through referral services. Provides and manages furnishings where authorized and manages all aspects of the housing program.

Engineering Flight (CEC). Provides for cradle-to-grave technical design and construction surveillance of operations and maintenance projects by contract. Performs base community and comprehensive planning and programs.

Operations Flight (CEO). Operates, maintains, repairs, and constructs installation real property using in-house military and civilian work force and recurring and nonrecurring service contracts. Flight contains the Material Acquisition, Facility Maintenance, Infrastructure Support, and Heavy Repair Elements.

Environmental Flight (CEV). Oversees cleanup of hazardous waste sites, assists the base commander with compliance with environmental laws, conducts pollution prevention programs, conducts planning per the National Environmental Policy Act, and builds and manages programs for natural and cultural resources. *NOTE*: An organizational variation is authorized; i.e., an Environmental Management function may be aligned under the wing commander (or center commander in AFMC) with the office symbol "EM." MAJCOMs will submit requests to implement this variation to HQ USAF/XPM according to this instruction.

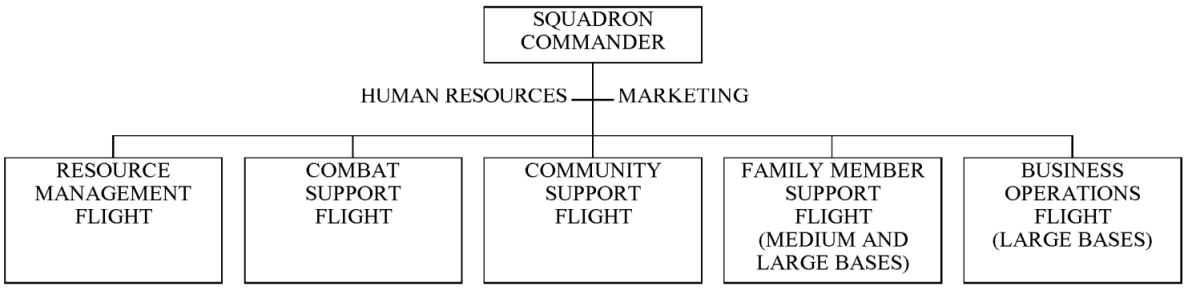
Explosive Ordnance Disposal (EOD) Flight (CED). Provides for the protection of people, resources, and the environment from the effects of hazardous explosive, chemical, biological, incendiary, and nuclear ordnance. Defeats criminal and terrorist explosive devices. Locates, identifies, disarms, and neutralizes explosive hazards.

Fire Protection Flight (CEF). Provides dedicated resources to fully protect life, resources, and the environment from the unfavorable outcomes of fires, natural disasters, and hazardous materials incidents while ensuring mission continuity during war and peace.

Resources Flight (CER). Plans, develops, submits, and maintains the civil engineer financial programs and financial management systems. Operates and maintains the Work Information Management System. Provides human resources plans and analyses. Provides and manages all activities relating to real property accountability and reporting, to include acquisition and disposal of real property assets.

Readiness Flight (CEX). Provides contingency support services and prepares the squadron during natural disasters, major accidents, war, and other base emergencies. Provides planning, program management, and training for integrated wing readiness plans, wing disaster preparedness, and civil engineer readiness.

Figure 3.29. Services Squadron Structure.



Large bases have the five flight structure shown above. Large CONUS bases support assigned military populations above 5,000 (includes Air Force plus other U.S. military services). Bases in PACAF and USAFE with an assigned military population above 1,000, that are designated as remote and isolated according to AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation and Nonappropriated Fund*, and have programmatic justification may be designated as large.

Medium bases have a four-flight structure, with Business Operations Flight functions merged into the Community Support Flight. Medium bases are CONUS bases with an assigned military population from 1,000 to 5,000 and overseas bases with an assigned military population up to 5,000 that are not otherwise designated as large bases.

Small bases have a three-flight structure which merges Family Member Support Flight and Business Operations Flight functions into the Community Support Flight. Small bases are CONUS bases with an assigned military population below 1,000.

Services Squadron (SV) Functions and Responsibilities:

Human Resources (SVH). Provides nonappropriated fund personnel management and squadron-wide education and training. MAJCOMs may approve separating Education and Training.

Marketing (SVK). Provides marketing and publicity for Services activities.

Resource Management Flight (SVF). Provides appropriated and nonappropriated fund financial advice to Services managers and computer support to Services personnel. Maintains appropriated fund equipment control and accountability for Services. Provides oversight to private organizations on base.

Combat Support Flight (SVM). Provides readiness planning, mortuary services, base honor guard, transient lodging, and food service operations. Provides fitness activities, library information programs, and linen and laundry support to all authorized personnel.

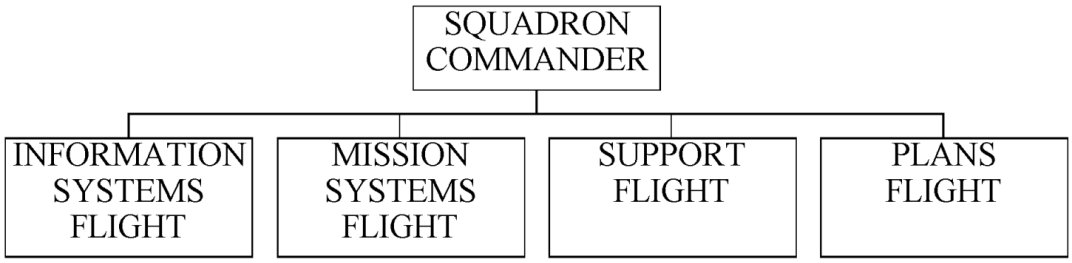
Community Support Flight (SVR). Provides recreational activities such as skills development, outdoor recreation activities, and recreation equipment checkout to authorized personnel.

Family Member Support Flight (SVY). Provides child development and youth programs on base. Provides family member support programs through Community Centers to all authorized personnel.

Business Operations Flight (SVB). Provides food, beverage, and entertainment programs through club operations, bowling activities, and golf facilities, as well as retail operations and special interest clubs such as aero clubs, rod and gun clubs, etc.

Organization Variations. Services divisions may be established as a staff function in the support group. To establish the division as a staff function, a civilian must be in charge and the Services function must not be committed as a unit to a wartime mission or to fill a mobility requirement. Internal organization remains the same whether Services is a division or a squadron. MAJCOMs will submit requests to establish services as a division vice a squadron to HQ USAF/XPM/ILV according to this instruction.

Figure 3.30. Communications Squadron Structure.



Communications Squadron (SC) Functions and Responsibilities:

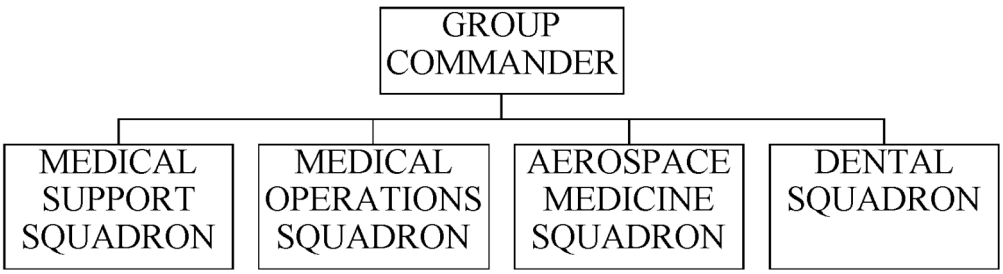
Information Systems Flight (SCB). Provides network control center, including a help desk, network management, small computer support, job control, telecommunications messaging center, and information protection. Also provides administrative communications, records management, and customer training to include network and applications and software training.

Mission Systems Fight (SCM). Provides technical and systems support for wing communications and computer systems including ground radio (including land mobile radio, cellular phones, and frequency management), telephone switching, airfield, and secure communications maintenance. Includes quality and materiel control.

Support Flight (SCS). Provides visual information services (including graphics, photographic, and video support) and publishing services (including forms management).

Plans Flight (SCX). Manages activities related to base level Command, Control, Communications, and Computers (C4) systems planning: plans support, including mobility/deployment planning, strategic planning, and requirements analysis; implementation, including architectures, integration, direction, and standards; resources, including budgeting and billing; and human resources, including agreements and contract management.

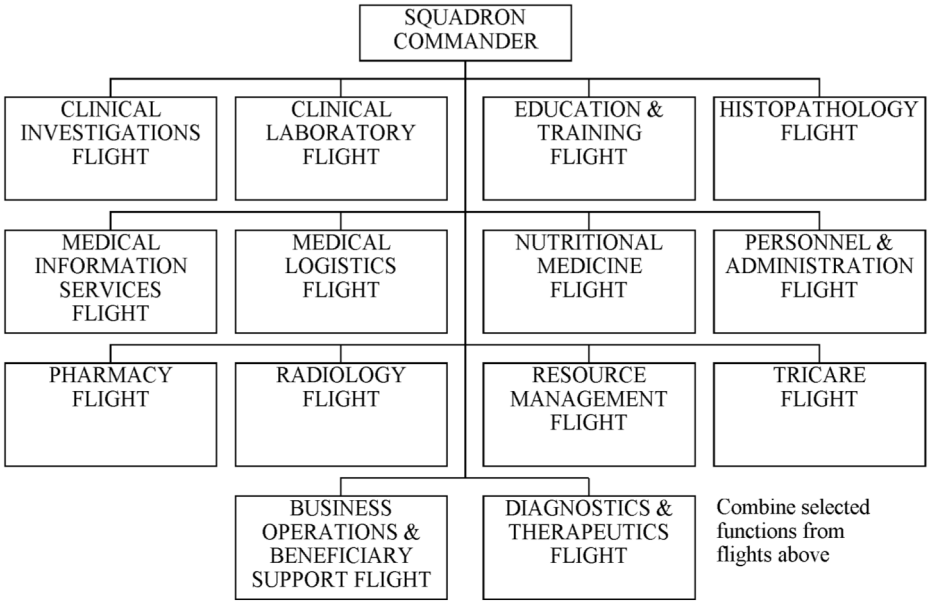
Figure 3.31. Medical Group Structure.



Organizational Variations. Variations are authorized for medical groups with two, three, five or six squadrons based on group size and mission. Medical groups with less than 300 manpower authorizations will have two or three squadrons, including Medical Operations and Medical Support Squadrons and, if required due to special mission requirements, one of the following squadrons: Aerospace Medicine, Dental, or Aeromedical-Dental. Medical groups over 600 authorizations may have a Surgical Operations Squadron if required due to mission requirements. Medical groups over 1000 authorizations may also have a Diagnostics and Therapeutics Squadron, if required. **Figure 3.32.-Figure 3.38.** depict the authorized squadron and flight variations. MAJCOMs may approve changes to a squadron's internal flight configuration that are IAW **Figure 3.32.-Figure 3.38.**. MAJCOMs must notify HQ USAF/XPMO and HQ USAF/SGMM of these changes through a notification memo, including organization charts showing the previous and new structures for the affected squadrons down to flight level. MAJCOMs submit requests for all other changes (including actions involving activations, inactivations, redesignations or variances) to HQ USAF/XPMO under this instruction. Medical Squadrons are authorized at small locations and consist of the following flights: Medical Support; Medical Operations; Aerospace Medicine; and Dental.

NOTE: The medical group structures do not apply to the Air Reserve Components.

Figure 3.32. Medical Support Squadron Structure.



Flights shown are options available. Composition of units will depend on the mission and clinical capability of the medical treatment facility. Individual units will not have all flights.

Medical Support Squadron (SGS) Functions and Responsibilities:

Clinical Investigations Flight (SGSE). Performs formally approved inquiries into clinical health problems and activities that enhance teaching.

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

Education and Training Flight (SGSF). Provides oversight for formal medical education and training programs. Limited to medical groups with at least three formal programs and an average annual student flow of at least 35 students.

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

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

Medical Logistics Flight (SGSL). Provides materiel, facilities, equipment, maintenance, and services, and manages war reserve materiel and transportation for the medical mission. Responsible for management of DBOF assets and programs.

Nutritional Medicine Flight (SGSD). Provides dietetic services for patients and staff, including food production and service activities, clinical nutrition management services, nutrition education, subsistence management, and cost accounting.

Personnel and Administration Flight (SGSO). Provides and arranges for the personnel and administrative needs for the medical group.

Pharmacy Flight (SGSP). Receives and fills prescriptions. Monitors patients for drug interactions and incompatibilities. Provides patient and provider education and performs drug use evaluations.

Radiology Flight (SGSX). Accomplishes, records, interprets, and stores radiographs, scans, fluoroscopy, and ultrasounds. May perform angiograms, biopsies, and myelograms.

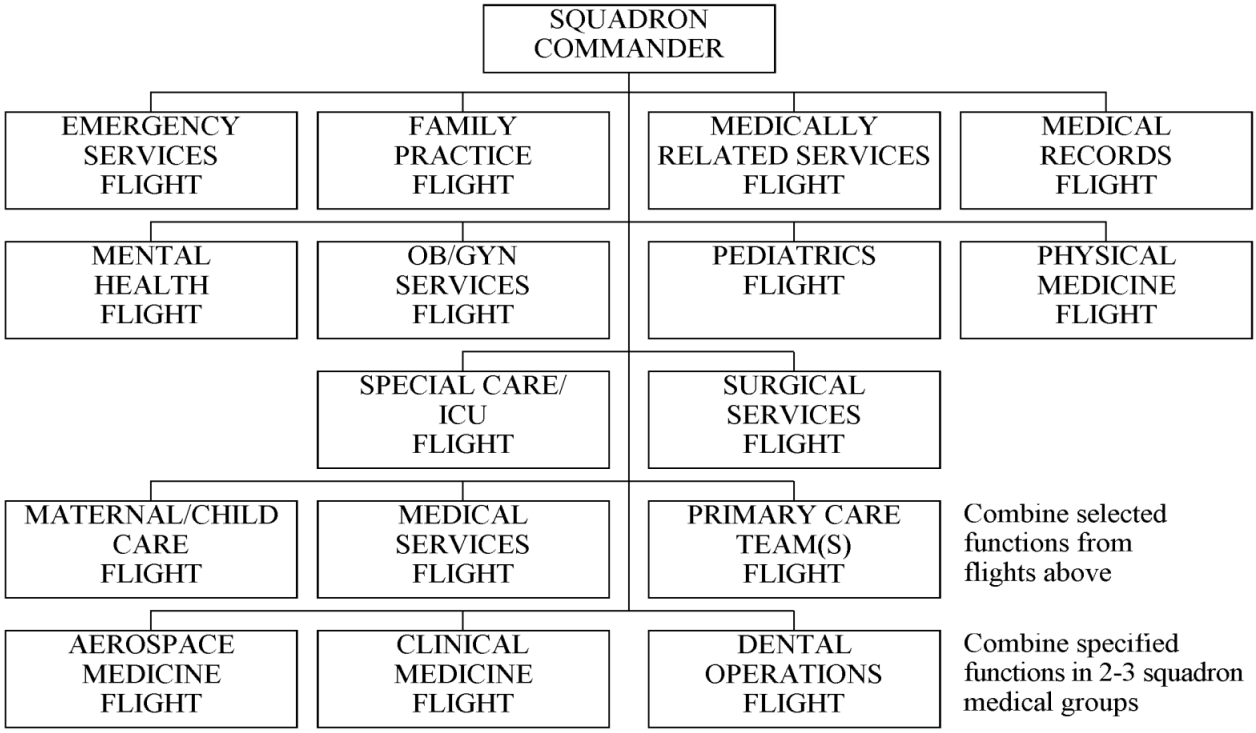
Resource Management Flight (SGSR). Plans, programs, allocates, and accounts for manpower and funds. Performs billing and collecting, data analysis, workload accounting, and other related functions.

TRICARE Flight (SGST). Plans, develops, and implements the managed care program to include beneficiary and provider services, analysis and utilization management, the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS), and interaction with the regional managed care program (TRICARE).

Business Operations and Beneficiary Support Flight (SGSB). This flight combines the functions of the Resource Management and TRICARE flights.

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 the following flights: Clinical Laboratory; Histopathology; Nutritional Medicine; Pharmacy; and Radiology.

Figure 3.33. Medical Operations Squadron Structure.



Flights shown are options available. Composition of units will depend on the mission and clinical capability of the medical treatment facility. Individual units will not have all flights.

Medical Operations Squadron (SGO) Functions and Responsibilities:

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

Family Practice Flight (SGOL). 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.

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

Medical Records Flight (SGOX). Provides clinically-related administrative functions.

Mental Health Flight (SGOH). May include psychiatry, clinical psychology, clinical social work, inpatient nursing units, substance abuse counseling, drug demand reduction program, specialized treatment functions (alcohol and drug rehabilitation), and family advocacy.

OB/GYN Services Flight (SGOG). Provides routine and specialized obstetrical and gynecological (OB/GYN) services in both the ambulatory and inpatient settings.

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

Physical Medicine Flight (SGOY). Evaluates and manages acute and chronic conditions to reduce pain and restore function. Functions may include occupational therapy, physical therapy, and rehabilitation medicine.

Special Care/ICU (Intensive Care Unit) Flight (SGOI). Treats patients whose conditions require intensified, comprehensive observation, and care.

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

Maternal/Child Care Flight (SGOB). This flight combines the functions of the OB/GYN Services and Pediatrics flights.

Medical Services Flight (SGOM). This flight combines selected functions to provide comprehensive, specialized, nonsurgical care to patients. May include functions from the following flights: Emergency Services, Family Practice, Mental Health, OB/GYN Services, Pediatrics, Physical Medicine, and Primary Care Team(s).

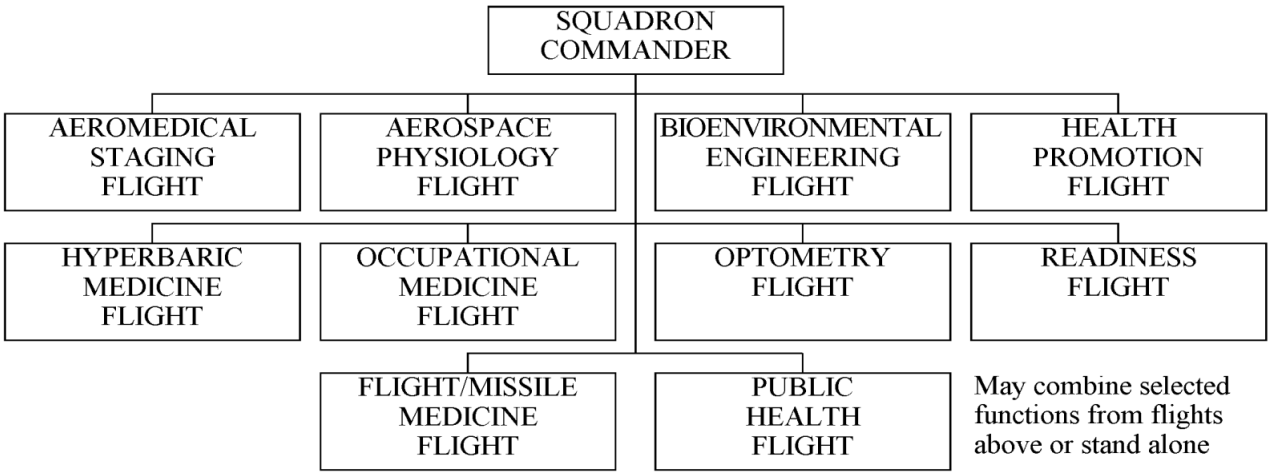
Primary Care Team(s) Flight (SGOP). Provides for the delivery of basic, comprehensive primary care services for all ages. Clinical services include the management of acute and chronic health problems, disease prevention activities, screening, counseling, patient education, health risk assessment, continuity, and coordination of care. May include functions from the following flights: Family Practice, Pediatrics, Mental Health, and OB/GYN Services.

Aerospace Medicine Flight (SGOA). This flight is used in two or three squadron medical groups that do not have an Aerospace Medicine or Aeromedical-Dental Squadron. It performs the functional mission of an Aerospace Medicine Squadron.

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 the following flights: Family Practice; Mental Health; OB/GYN Services; Pediatrics; Physical Medicine; and Primary Care Team(s).

Dental Operations Flight (SGOD). This flight is used in two or three squadron medical groups that do not have a Dental or Aeromedical-Dental Squadron. It performs the functional mission of a Dental Squadron.

Figure 3.34. Aerospace Medicine Squadron Structure.



Flights shown are options available. Composition of units will depend on the mission and clinical capability of the medical treatment facility. Individual units may not have all flights.

Aerospace Medicine Squadron (SGP) Functions and Responsibilities:

Aeromedical Staging Flight (SGPW). Receives, shelters, processes, and provides care to patients who enter, travel in, or leave the aeromedical evacuation system.

Aerospace Physiology Flight (SGPT). Provides aerospace physiology and human performance enhancement training and support functions.

Bioenvironmental Engineering Flight (SGPB). Anticipates, recognizes, evaluates, and controls chemical, physical, radiological, and biological threats to human health. Ensures regulatory compliance in occupational and community environments.

Health Promotion Flight (SGPZ). Provides programs that encourage healthy lifestyles, e.g., tobacco product non-use, exercise and fitness, nutrition, stress management, cardio-vascular disease prevention, and substance abuse education. Manages Health and Wellness Centers.

Hyperbaric Medicine Flight (SGPH). Provides care and training for decompression sickness, carbon monoxide poisoning, and gas gangrene.

Occupational Medicine Flight (SGPO). Provides preventive care and consultation on occupational illnesses and injuries.

Optometry Flight (SGPE). Provides comprehensive eye care for DoD health care beneficiaries.

Readiness Flight (SGPR). Ensures medical elements are organized, trained, and equipped to respond to any operational contingency.

Flight/Missile Medicine Flight (SGPF). Provides primary care to flying and special operational duty personnel and their families. Determines fitness for flight and special operational duties. Supports the wing's life support and flying safety programs. The functions from the following flights above may be combined into this flight: Hyperbaric Medicine; Occupational Medicine; Optometry; and Readiness.

Public Health Flight (SGPM). Provides preventive population-based public health programs. Includes epidemiological services, food safety, and immunizations. The functions from the Health Promotion Flight may be combined into this flight.

Figure 3.35. Dental Squadron Structure.

Flights shown are options available. Composition of units will depend on the mission and clinical capability of the medical treatment facility. Individual units will not have all flights.

Dental Squadron (SGD) Functions and Responsibilities:

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.

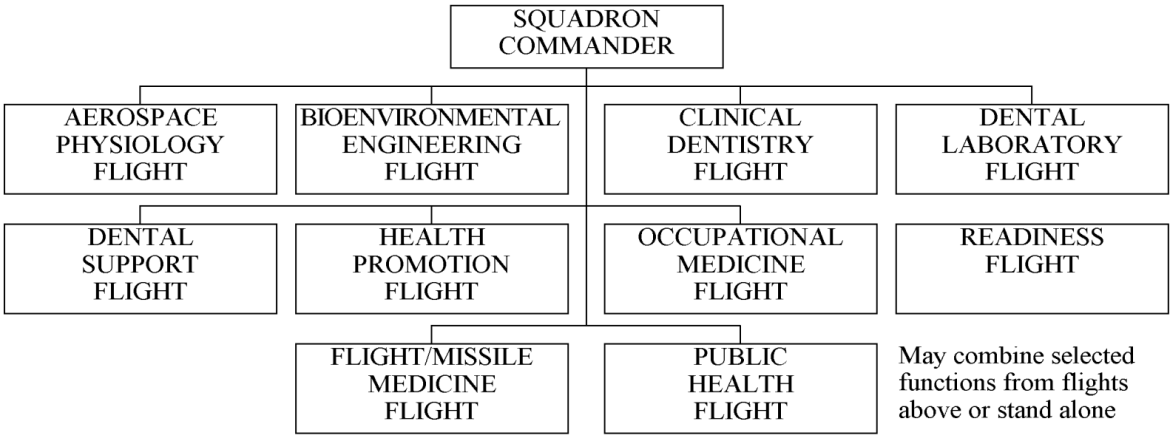
Clinical Dentistry Flight (SGDD). Provides diagnostic and preventive services and delivers comprehensive dental treatment.

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

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

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 3.36. Aeromedical-Dental Squadron Structure.



Flights shown are options available. Composition of units will depend on the mission and clinical capability of the medical treatment facility. Individual units may not have all flights.

The Aeromedical-Dental Squadron is an optional squadron for medical groups with less than 300 authorizations that have large capabilities in the affected areas.

Aeromedical-Dental Squadron (SGG) Functions and Responsibilities:

Aerospace Physiology Flight (SGGT). See Aerospace Medicine Squadron.

Bioenvironmental Engineering Flight (SGGB). See Aerospace Medicine Squadron.

Clinical Dentistry Flight (SGGD). See Dental Squadron.

Dental Laboratory Flight (SGGL). See Dental Squadron.

Dental Support Flight (SGGS). See Dental Squadron.

Health Promotion Flight (SGGZ). See Aerospace Medicine Squadron.

Occupational Medicine Flight (SGGO). See Aerospace Medicine Squadron.

Readiness Flight (SGGR). See Aerospace Medicine Squadron.

Flight/Missile Medicine Flight (SGGF). See Aerospace Medicine Squadron.

Public Health Flight (SGGM). See Aerospace Medicine Squadron.

Figure 3.37. Diagnostics and Therapeutics Squadron Structure.

Flights shown are options available. Composition of units will depend on the mission and clinical capability of the medical treatment facility. Individual units may not have all flights.

The Diagnostics and Therapeutics Squadron is an optional squadron for medical groups with over 1,000 authorizations that have large capabilities in the affected areas. When this option is used, the Medical Support Squadron will not have the affected flights.

Diagnostics and Therapeutics Squadron (SGQ) Functions and Responsibilities:

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

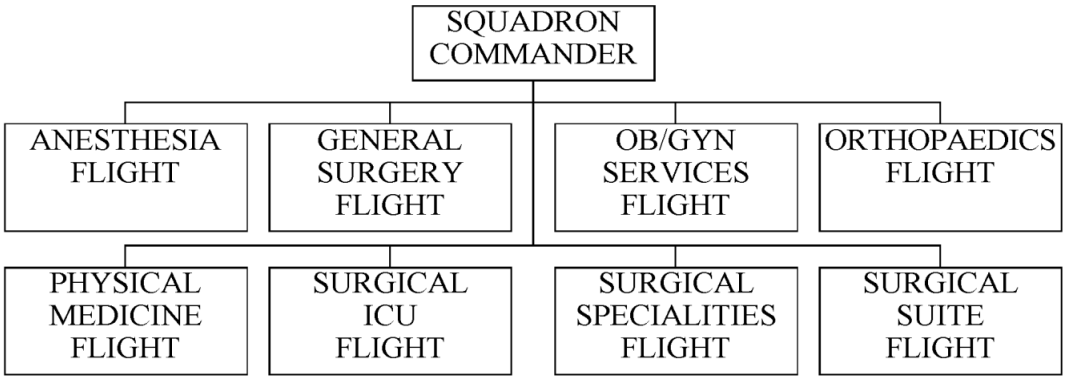
Histopathology Flight (SGQH). See Medical Support Squadron.

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

Pharmacy Flight (SGQP). See Medical Support Squadron.

Radiology Flight (SGQX). See Medical Support Squadron.

Figure 3.38. Surgical Operations Squadron Structure.



The Surgical Operations Squadron is an optional squadron for medical groups with over 600 authorizations that have large surgical capabilities. When this option is used, the Medical Operations Squadron will not have the OB/GYN Services, Physical Medicine, and Surgical Services Flights.

Surgical Operations Squadron (SGC) Functions and Responsibilities:

Anesthesia Flight (SGCJ). Provides pre-operative services, recovery room/post-anesthesia care units, and pain management clinics.

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

OB/GYN Services Flight (SGCG). See Medical Operations Squadron.

Orthopaedics Flight (SGCO). Provides outpatient clinics, brace shops, podiatry services, and inpatient nursing units.

Physical Medicine Flight (SGCP). See Medical Operations Squadron.

Surgical ICU (Intensive Care Unit) Flight (SGCI). Provides treatment of patients who, because of a major surgical procedure, post- or pre-operating conditions, require intensified, comprehensive observation, and care.

Surgical Specialties Flight (SGCX). Provides ophthalmology, orthopaedics, neurosurgery, thoracic surgery, cardiac surgery, urology, vascular surgery, plastic surgery, etc., and related inpatient nursing units.

Surgical Suite Flight (SGCS). Provides services such as ambulatory surgery clinics, operating rooms, anesthesia, post-anesthesia care units, and central sterile supply.

Chapter 4

TERMINOLOGY AND PROCEDURES FOR ORGANIZATION ACTIONS

4.1. Organization Actions. Use the terminology and related procedures outlined in this chapter to make an organization change.

4.2. Organization Terminology:

4.2.1. **Constitute.** Provide the legal authority for a new unit by designating it in a Department of the Air Force (DAF/XPM) letter.

4.2.2. **Disband.** Withdraw the legal authority for a unit. The designation of the unit is retired and preserved in historical records.

4.2.3. **Reconstitute.** Renew legal authorization of a disbanded unit.

4.2.4. **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.

4.2.5. **Inactivate.** End the existence of a unit, detachment of a unit, or provisional unit. An inactive unit retains its lineage, history, and honors, and is available for activation when needed again. Units should be inactivated when their mission ceases to exist and all resources are withdrawn.

4.2.6. **Designate.** Give an official name (or a number and name).

4.2.7. **Redesignate.** Change the name or number.

4.2.8. **Consolidate.** To 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.

4.2.9. **Assign.** Place a unit with an existing military organization.

4.2.10. **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.

4.2.10.1. **Operational Control.** The control exercised by a commander or constituted authority over persons or units to compose forces, to assign tasks, to designate objectives, and to give directions through subordinate commanders for the conduct of operations.

4.2.10.2. **Administrative Control.** Direction or exercise of authority over subordinate or other organizations regarding administrative and other matters not included in the operational mission of the subordinate or other organizations. Examples of administrative control are UCMJ authority, personnel classification, effectiveness reports, granting leaves, and so on.

4.2.10.3. **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.

4.3. Organization Procedures. The following procedures apply to organization entities within the Air Force. Procedures and responsibilities shown below for MAJCOMs also apply to FOAs and DRUs.

4.3.1. **Establishments:**

4.3.1.1. An establishment is automatically created when its headquarters unit is activated.

4.3.1.2. 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.

4.3.1.3. The assignment of any establishment assigns all its components at the same time, unless otherwise specified. For example, when a wing is assigned to an NAF, the command assignment of the wing's groups and squadrons also is to the NAF. The separation of units by location does not affect their assignment to the establishment.

4.3.1.4. Inactivation of a headquarters unit automatically inactivates the establishment. Units assigned to the establishment automatically revert, unless otherwise directed, to the next higher level.

4.3.2. **Units:**

4.3.2.1. HQ USAF issues a DAF/XPM letter to constitute and activate MAJCOMs, FOAs, and DRUs. For a unit subordinate to a MAJCOM, HQ USAF constitutes the unit and assigns it to the command for activation. The MAJCOM will activate and assign the unit by issuing a G-Series Order citing the DAF/XPM letter as authority. A DAF/XPM letter also can authorize a command to redesignate or inactivate a unit. An inactivated unit reverts to the control of HQ USAF. DAF/XPM letters and G-Series Orders follow the formats prescribed in **Chapter 6**.

4.3.2.2. A MAJCOM may reassign a unit unless the unit's assignment is specified in a DAF/XPM letter or by a standard structure prescribed in this instruction.

4.3.2.3. A unit may be reassigned from one MAJCOM to another. In this case, the losing command (after coordinating with the gaining command) requests HQ USAF/XPM approve the reassignment on a date agreed to by both commands. If only unit reassignments are involved, the DAF/XPM letter directs the reassignment of such units and copies are sent to both commands. If reassignment and movement occur at the same time, the movement directive issued per AFI 16-403, *Updating the USAF Program Installations, Units, and Priorities and Movement of Air Force Units,* can also serve as the reassignment directive.

4.3.2.4. The effective date of an organization action (for example, activation, inactivation, or redesignation) is either published in the DAF/XPM letter or in orders issued by the MAJCOM. An action effective on or about a certain date must occur no more than 15 calendar days before or after that date.

4.3.2.5. 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.

4.3.3. **Nonunits:** MAJCOMs have the approval authority to activate detachments and operating locations (OL). MAJCOM Manpower and Organization focal points are required to conduct an annual detachment/OL review to validate the continuing requirement for the activity. HQ USAF/XPM will maintain a metric to measure detachment/OL trends.

4.3.3.1. **Detachments:**

4.3.3.1.1. A MAJCOM 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. ***NOTE:*** Normally, a geographically separated organization is designated an operating location unless on-site command authority is required. Then, it is designated a detachment.

4.3.3.1.2. Detachments are numbered in sequence, beginning with **1**.

4.3.3.1.3. 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.

4.3.3.1.4. The following redesignations cannot be made:

4.3.3.1.4.1. A detachment of one parent unit to a detachment of another parent unit.

4.3.3.1.4.2. A detachment to a unit.

4.3.3.1.4.3. A unit to a detachment.

4.3.3.1.4.4. A detachment to an operating location.

4.3.3.1.4.5. An operating location to a detachment.

4.3.3.1.5. The inactivation of a parent unit automatically inactivates its detachments.

4.3.3.1.6. Detachments are identified on AF Form 1726, **Personnel Accounting Symbol Actions,** according to AFMAN 36-2621, Volume 4, *Personnel Accounting Symbol System Users Manual*.

4.3.3.2. **Operating Location (OL):**

4.3.3.2.1. An OL may be activated by a MAJCOM.

4.3.3.2.2. An OL 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.

4.3.3.2.3. An OL is not a location separated from an installation to which persons are transported to work.

4.3.3.2.4. Guidelines for actions in paragraphs **4.3.3.1.4.** and **4.3.3.1.5.** above regarding detachments also apply to operating location actions.

4.3.3.2.5. Manpower authorizations for an OL are reported with the location where duty is being performed. OLs (including OLs of detachments) are identified on AF Form 1726, according to AFMAN 36-2621, Volume 4.

4.3.3.3. **Coding Personnel Accounting Symbol (PAS) Data**

4.3.3.3.1. The PAS code contains data fields for designating detachments, OLs, and staff elements. The following coding rules apply:

4.3.3.3.2. OLs are designated with a maximum of three alphabetic characters in a four-character field. The first character of the OL field must be zero. The first two characters of the OL field will always be zero for OLs designated with two letters. The first three characters of the OL field will always be zero for OL designations with a single letter (e.g., OL code “000a” for OL-A, OL code “00ZZ” for OL-ZZ, OL code “0ABC” for OL-ABC).

4.3.3.3.3. If the OL is not subordinate to the detachment, the detachment code is designated with zeroes (e.g., detachment code “0000” and OL code “000A” means OL A and parent is not a detachment).

4.3.3.3.4. If the OL is subordinate to the detachment, both fields are designated independently (e.g., detachment code “0001” and OL code “000A” equals OL A of detachment 1).

4.3.3.3.5. Detachment and OL data fields (four characters each) are combined in the personnel system. Therefore, total non-zero characters cannot exceed four characters.

4.3.3.3.5.1. An OL can be up to three characters if the detachment number designation is one digit (1-9).

4.3.3.3.5.2. An OL can be one or two characters if the detachment number designation is two digits (10 through 99).

4.3.3.3.5.3. An OL can be only one character if the detachment number designation is three digits (100 through 999).

4.3.3.3.5.4. An OL cannot be assigned to a detachment numbered greater than 999. If it should become necessary to establish an OL, the detachment must be redesignated using not more than three digits for identification.

4.3.3.3.5.5. The first character of an OL or staff element data field must be alphabetic if used for anything other than an OL (e.g., when establishing a separate PAS for a senior rater).

4.3.3.4. **Unit Administration:**

4.3.3.4.1. A large functional unit is authorized a unit administration function to perform administrative duties.

4.3.3.4.2. A commander of a large unit (squadron or above with over 250 military authorized) may delegate administrative control of all assigned members to a unit administration function by appointing a squadron section commander on special orders. If a section commander is appointed, the unit administration function becomes a squadron section.

4.3.3.4.2.1. If the unit commander terminates the administrative command authority of the squadron section commander, then the squadron section reverts to Unit Administration and the individual in charge becomes its chief.

4.3.3.5. **Air Force Elements:**

4.3.3.5.1. An element may be designated to function as a unit (and commander appointed) by the senior Air Force officer of the unified or specified command or the defense agency or defense field agency which exercises operational control over the element. The Commander, 11th Wing, will exercise such authority over Air Force elements not within such command or agency. The designating officer may attach Air Force members assigned to the command to such elements.

4.3.3.5.2. A commander of an Air Force element may delegate administrative control of its members to a subordinate officer by issuing orders appointing that individual as the Air Force element section commander. A commander of a large, geographically dispersed element may appoint more than one element section commander and will designate which members are attached to each section.

4.3.4. **Provisional Unit:**

4.3.4.1. A provisional unit will be created when a specific organization is required and no organization exists to attach personnel. Provisional units will be organized the same as regular units. Establish provisional organizations at the organization level required to meet mission requirements (i.e., wing, group, squadron). Organize provisional operations, logistics, support, and medical groups under a provisional wing (down to squadron level), as needed. Related functions may be consolidated if more efficient due to size, oversight, or other factors; e.g., supply, transportation, and logistics support functions can be combined into a logistics squadron when the size of the functions do not warrant separate squadrons.

4.3.4.2. A provisional unit is attached rather than assigned to a permanent unit, thereby establishing the necessary command relationship. A provisional unit may be assigned to a higher provisional unit. Provisional units have the following characteristics: temporary in nature and personnel are attached rather than assigned.

4.3.4.3. MAJCOMs request provisional PAS codes using the AF Form 1726. PAS codes will be assigned and registered in the PAS system. MAJCOMs, FOAs and DRUs publish G-series orders for provisional unit actions. The PAS code for provisional units will be represented by an "H" in the fifth digit of the eight digit PAS instead of an "F" (i.e., "EP2CHR9C" vs "EP2CFR9C"). The use of "H" serves two primary purposes: provides distinction between provisional units and regular units; and keeps the provisional PAS code compatible with the joint reporting systems. A G-Series order provides the legal authority for a provisional unit. Document the effective date of the activation and inactivation of a provisional unit according to AFI 84-105, *Organizational Lineage, Honors, and Heraldry.* The owning MAJCOM will report any changes in organizations as required by AFI 84-105.

4.3.4.4. The numerical designation for the provisional units will be a four digit number consisting of an area of responsibility (AOR) assignment number and a 3 digit number between 100-799. For example, at a beddown location in the U.S. European Command (EUCOM) AOR, the nomenclature would be *4201st Air Refueling Wing (Provisional)* with all subordinate support units carrying the same numerical identification.

4.3.4.4.1. Each unified CINC's AOR will be numbered as follows:

U.S. Central Command (CENTCOM)	1
U.S. Atlantic Command (ACOM)	2
North American Aerospace Defense Command (NORAD)	3
U.S. European Command (EUCOM)	4
U.S. Pacific Command (PACOM)	5
U.S. Southern Command (SOUTHCOM)	6
Continental U.S. (CONUS)	7

4.3.4.4.2. In those situations where provisional units are required in the CONUS, and the mission is not air defense, the AOR assignment number will be 7 followed by a 3 digit number between 800-999.

4.3.4.5. Provisional units are temporary and once inactivated, their lineage ceases and may not be revived. Any provisional unit activated using the same nomenclature as a previous provisional unit may not claim the lineage, history, or honors of the previous unit. (***NOTE:*** Additional guidance for use of provisional units during wartime and contingency operations is provided in AFI 38-205, *Managing Wartime and Contingency Manpower*, and AFMAN 10-401, *Operations Plan and Concept Plan Development and Implementation.)*

4.3.4.6. Air Expeditionary Force (AEF) units are a type of provisional unit being tested for support of joint operations such as wartime, contingency, humanitarian, or exercise deployment-type taskings. These units are not restricted to the provisional unit numbering guidelines in paragraph 4.3.3.4.4. Detailed guidelines for AEF units are currently under development and will be incorporated in this instruction when finalized. (*NOTE:* AFI 84-105 provides information on the history and honors aspects of AEF units.)

Chapter 5

ORGANIZATION CHANGES

5.1. Staff Element. MAJCOMs, FOAs, and DRUs and their subordinate units (through their manpower, organization, and quality office) must have HQ USAF/XPM approval to activate, inactivate, or redesignate a unit or to vary from any policy, procedure, or standard organization depicted in this instruction. Also, HQ USAF/XPM will approve all major staff element changes (directorate or equivalent level) to MAJCOM headquarters.

5.1.1. A variation includes any addition, deletion, or merger of functions shown on a standard organization chart.

5.1.2. MAJCOMs, FOAs, and DRUs are required by AFI 84-105 to submit to the Air Force Historical Research Agency a monthly report of any changes in organizations using RCS: HAF-HO(M)7401, *Air Force Organization Status Change Report*.

5.2. Organization Change Request. A request for organization action such as unit activation, inactivation, redesignation, or variation to a standard structure must include a proposed or updated mission directive, and answers to the following questions, as they apply. A request for organization action is not required for units inactivating as a result of an approved force structure action. A request is also not required when organizational impacts have been addressed as part of actions approved under AFI 38-203, *Commercial Activities Program* (see that publication for specific guidance on required information). A MAJCOM, FOA, or DRU, after notifying HQ USAF/XPM, may return a changed organization to a prescribed configuration. HQ USAF/XPM will review organization change requests and, upon approval, direct commands to reflect the action in the RCS: HAF-ILX(M)9227 Report, *Programming Actions Involving Units, Installations, and Unit Equipment.*

5.2.1. *What is the proposed action?* (Be specific: activation, inactivation, nomenclature change, reorganization, or variation request.)

5.2.2. *Why is the action needed?* What are the expected benefits? (Identify 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 span of control are not adequate as justifications.)

5.2.3. *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. Explain manpower changes.)

5.2.4. *How does the structure compare with the standard structure and nomenclature*?

5.2.5. *Are standard data code/data element changes requiring HQ USAF/XPMO action required? If so, explain.* (New named units or numbered units with new nomenclatures (reference AFPD 38-5, *Unit Designations*) will require new Organization Nomenclature codes (ADE OR-265). Provide a short one to two sentence description of the unit mission and, if desired, a preferred three-digit code. Also identify Organization Nomenclature codes which can be retired due to inactivation of unique nomenclatures.)

5.2.6. *What are the potential impacts on other organizations* (base, command, or Air Force-wide)?

5.2.7. *What is the impact of the organization request on unit history?* (Explain designation choices and provide unit histories.)

5.2.8. *What is the cost of the request in terms of dollars and resources? (Document cost in terms of dollars and manpower.* If the action cannot be implemented from within currently programmed MAJCOM, FOA or DRU resources, see paragraph **5.2.8.1.** below.)

5.2.8.1. MAJCOMs, FOAs and DRUs will normally implement actions approved under the Organization Change Request (OCR) process from within their currently programmed resources. In the rare cases when this is not possible, they will submit an initiative for the resources needed to the Air Force Corporate Structure during a budget exercise, following guidance in AFI 16-501, Control and Documentation of Air Force Program. This must be done prior to or concurrent with the OCR submission. HQ USAF/DPM will hold the OCR without action until the resources are approved. HQ USAF/DPM will return the OCR without action if the resource approval does not occur within 30 calendar days of receipt of the OCR. For reconsideration, the MAJCOM, FOA or DRU must resubmit the OCR following approval of the resources.

5.2.9. *If proposing a major unit change, what other similar units in the command are affected? What other similar units in the Air Force or Air Reserve Components are affected?* If the change cannot be applied to similar units, please explain.

5.3. Testing New Organizations. MAJCOMs, FOAs, and DRUs may develop and test new organizations. The purpose of an organization test is to evaluate the new organization's effectiveness under actual working conditions and resolve most common problems before committing affected functions to change. A test involving an organization structure found in this instruction requires HQ USAF/XPM approval. Submit test plans for approval at least 120 calendar days before the proposed start of the test. The test plan should include:

5.3.1. Answers to the questions in paragraph **5.2.**, as they apply.

5.3.2. Dates of the test period (not to exceed 1 year).

5.3.3. After completing the test period, the MAJCOM, FOA, or DRU sends results and recommendations to HQ USAF/XPM. A waiver request is included if a permanent organization change is desired.

Chapter 6

ORGANIZATION DOCUMENTATION

6.1. Implementation Authority. HQ USAF, MAJCOM, FOA, and DRU manpower and organization functions are responsible for publishing the legal and authoritative documents needed to implement organization actions.

6.1.1. **Department of the Air Force (DAF/XPM) Letters.** DAF/XPM letters constitute, reconstitute, disband, consolidate, activate, inactivate, redesignate, assign, and reassign (between commands) Air Force units. DAF/XPM letters serve as authority for MAJCOM, FOA, and DRU unit organization actions. DAF/XPM letters follow the formats outlined in **Figure 6.1.** through **Figure 6.5.**

6.1.1.1. **Effective Date.** The effective date of an organization action is either published in the DAF/XPM letter or in the order issued by a MAJCOM, FOA, or DRU. When a DAF/XPM letter allows the effective date to be **on or about** a certain date, the organization action must occur no more than 15 calendar days before or after that date.

6.1.2. **G-Series Orders.** These orders are published to activate, inactivate, redesignate, assign, and reassign units and detachments subordinate to a MAJCOM, FOA, or DRU; and to attach one unit to another. A MAJCOM, FOA, or DRU manpower and organization function may authenticate and publish G-Series Orders using the formats in **Figure 6.5.** through **Figure 6.9.** In addition, AFI 37-128, *Administrative Orders,* provides general guidelines about orders preparation. (***NOTE:*** Unit moves and movement orders are covered by AFI 16-403.)

6.1.2.1. **Guidelines for G-Series Orders:**

6.1.2.1.1. **Numbering G-Series Orders.** Orders are numbered in sequence starting with number one (for example, GS-1, GS-2, and so on). Begin a new sequence each fiscal year.

6.1.2.1.2. **Effective Date.** The effective date of the action described in the order is the date of the order, unless a different effective date is specified.

6.1.2.1.3. **Distribution.** Send all organizations impacted by the order a copy. Commands are encouraged to develop standard distribution lists. Orders involving medical units must include the Air Force Medical Support Agency on distribution.

6.1.2.2. **G-Series Order Organization Actions:**

6.1.2.2.1. **Activation and Assignment.** Include the title of organization, station, unit or establishment of assignment, effective date, and authority (**Figure 6.5.**).

6.1.2.2.2. **Redesignation.** Include the old and new unit or detachment designation; the station, unit, and establishment of assignment, as applicable; the effective date; and the authority (**Figure 6.6.**). (See paragraph **4.3.3.1.4.** for additional guidance regarding redesignation of detachments.)

6.1.2.2.3. **Inactivation.** Include the designation of organization being inactivated, the station, the effective date, the disposition of personnel and equipment, statement that funds will be disposed of according to Air Force directives, and the authority (**Figure 6.7.**).

6.1.2.2.4. **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 (**Figure 6.8.**).

6.1.2.2.5. **Attachment of One Unit to Another.** Include the unit and MAJCOM to which attached, the effective date of attachment, the purpose of attachment, and the authority (**Figure 6.9.**).

6.2. Distribution Requirements. Each MAJCOM manpower and organization function will ensure HQ USAF/XPMO is on distribution to receive special orders, command organization charts, mission directives, and instructions relating to organizations within their command.

6.3. Air Force Organization Charts. HQ USAF/XPMO maintains organization charts depicting major Air Force units. All levels of Air Force organizations, from HQ USAF to base level units, are included. The charts are shown on the HQ USAF/XPMO web site at **http://www.xp.hq.af.mil/xpm/xpmo/xpmopg.htm**. HQ USAF/XPMO updates these charts approximately once a month. Commands should regularly notify HQ USAF/XPMO of changes which will result in revisions to the charts that are not a result of actions approved under this instruction, e.g., unit moves, reassignments, and changes to depicted staff organizations.

Figure 6.1. Sample DAF/XPM Letter--Constitute and Assign for Activation.

DEPARTMENT OF THE AIR FORCE

HEADQUARTERS UNITED STATES AIR FORCE

WASHINGTON DC 20330-1070

FROM: DAF/XPM 119r 22 January 1998

SUBJECT: Activation of the 12th Supply Squadron

TO: AETC/CC

1. By order of the Secretary of the Air Force, effective the date of this letter, the 12th Supply Squadron is constituted. It is assigned to the Air Education and Training Command for activation on or about 16 April 1998.

2. Take the following actions regarding the above unit.

   a. Issue a G-series order per AFI 38-101, Air Force Organization.

   b. Organize the unit per AFI 38-101.

   c. Prepare or revise mission directives per AFI 10-101, Format and Content of Mission Directives.

3. HQ US Air Force will accomplish any future redesignations or inactivations.

4. Report the 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 6.2. Sample DAF/XPM Letter--Reconstitute and Assign for Activation.

DEPARTMENT OF THE AIR FORCE

HEADQUARTERS UNITED STATES AIR FORCE

WASHINGTON DC 20330-1070

FROM: DAF/XPM 123r 23 December 1997

SUBJECT: Activation of HQ 12th Logistics Group

TO: AETC/CC

1. By order of the Secretary of the Air Force, effective the date of this letter, HQ 12th Maintenance and Supply Group, disbanded 2 October 1945, is reconstituted and redesignated HQ 12th Logistics Group. It is assigned to the Air Education and Training Command for activation on or about 16 April 1998.

2. Take the following actions regarding the above unit.

a. Issue a G-series order per AFI 38-101, Air Force Organization.

b. Organize the unit per AFI 38-101.

c. Prepare or revise mission directives per AFI 10-101, Format and Content of Mission Directives.

3. HQ US Air Force will accomplish any future redesignations or inactivations.

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.

5. 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 6.3. Sample DAF/XPM Letter--Redesignation.

DEPARTMENT OF THE AIR FORCE

HEADQUARTERS UNITED STATES AIR FORCE

WASHINGTON DC 20330-1070

FROM: DAF/XPM 392r 8 July 1998

SUBJECT: Redesignation of the 88th Equipment Maintenance Squadron

TO: AFMC/CC

1. By order of the Secretary of the Air Force, the 88th Equipment Maintenance Squadron will be redesignated the 88th Maintenance Squadron on or about 16 October 1998.

2. The following actions will be taken regarding the above unit.

   a. Issue a G-series order per AFI 38-101, Air Force Organization.

   b. Organize the unit per AFI 38-101.

   c. Prepare or revise mission directives per AFI 10-101, Format and Content of Mission Directives.

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 6.4. Sample DAF/XPM Letter--Inactivation.

DEPARTMENT OF THE AIR FORCE

HEADQUARTERS UNITED STATES AIR FORCE

WASHINGTON DC 20330-1070

FROM: DAF/XPM 420r 18 December 1997

SUBJECT: Inactivation of the 4th Space Warning Squadron

TO: AFSPC/CC

1. By order of the Secretary of the Air Force, the 4th Space Warning Squadron will be inactivated on or about 16 May 1998. Concurrently, 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.

2. Issue a G-series order per AFI 38-101, Air Force Organization.

3. Revise the mission directives per AFI 10-101, Format and Content of Mission Directives.

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 6.5. Sample Special Order--Activate.

DEPARTMENT OF THE AIR FORCE

HEADQUARTERS AIR FORCE MATERIEL COMMAND

WRIGHT-PATTERSON AIR FORCE BASE OHIO 45433-5001

SPECIAL ORDER 1 December 1997

GS-74

The 650th Services Squadron is activated at Edwards AFB, California and assigned to the 650th Air Base Wing on 1 January 1998. Authority: DAF/XPM letter 419r, 16 November 1997, Activation of the 650th Services Squadron, and AFI 38-101.

FOR THE COMMANDER

Figure 6.6. Sample Special Order--Redesignate.

DEPARTMENT OF THE AIR FORCE

HEADQUARTERS AIR FORCE SPACE COMMAND

PETERSON AIR FORCE BASE COLORADO 80914-5001

SPECIAL ORDER 1 March 1998

GS-24

The 50th Satellite Communications Squadron, Falcon AFB, Colorado, is redesignated as the 50th Space Communications Squadron on 6 July 1998 and remains assigned to the 50th Operations Group. Authority: DAF/XPM letter 347r, 30 January 1998, Organization Actions Affecting Certain Air Force Space Command Units, and AFI 38-101.

FOR THE COMMANDER

Figure 6.7. Sample Special Order--Inactivate.

DEPARTMENT OF THE AIR FORCE

HEADQUARTERS AIR EDUCATION AND TRAINING COMMAND

RANDOLPH AIR FORCE BASE TEXAS 78150-5001

SPECIAL ORDER 6 January 1998

GS-7

The 82d Civil Engineer Squadron at Randolph AFB, Texas, will be inactivated on 1 April 1998. Concurrently, unit designation will revert to the control of the Department of the Air Force. The Director of Personnel, 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/XPM letter 409r, 8 December 1997, Organization Actions Affecting Certain Air Education and Training Command Units, and AFI 38-101.

FOR THE COMMANDER

Figure 6.8. Sample Special Order--Reassign.

DEPARTMENT OF THE AIR FORCE

HEADQUARTERS AIR FORCE SPACE COMMAND

PETERSON AIR FORCE BASE COLORADO 80914-5001

SPECIAL ORDER 5 December 1997

GS-8

The 1st Command and Control Squadron, Cheyenne Mountain AS, Colorado, is relieved from its present assignment to the 721st Space Group and is assigned to the 21st Operations Group on 1 January 1998. Authority: AFI 38-101.

FOR THE COMMANDER

Figure 6.9. Sample Special Order--Attach.

DEPARTMENT OF THE AIR FORCE

HEADQUARTERS AIR MOBILITY COMMAND

SCOTT AIR FORCE BASE ILLINOIS 62225-5363

SPECIAL ORDER 23 November 1997

GS-12

The following units will be designated and activated as provisional units at Cairo West, Egypt (APO AE 09867) on 23 December 1997. Units are assigned and attached as indicated. The 1610th Airlift Support Group (ALSG)(P) will be under the operational control of Air Mobility Command. Authority: AFI 38-101.

Unit	Assigned To	Attached To
HQ 1610th Airlift Support Group (Provisional) (ALSG) (P)		21 Air Force
1610th Operations Support Squadron (Provisional)	1610 ALSG(P)	
1610th Logistics Support Squadron (Provisional)	1610 ALSG(P)	
1610th Mission Support Squadron (Provisional)	1610 ALSG(P)	

FOR THE COMMANDER

DUNCAN J. MCNABB, Lt General, USAF
DCS/Plans and Programs

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 10-207, *Command and Control*

AFI 10-401, *Operations Plan and Concept Plan Development and Implementation*

AFMAN 36-2621, Volume 4, *Personnel Accounting Symbol System Users Manual*

AFMAN 37-127, *Air Force Standard Office Symbols*

AFPD 38-1, *Organization*

AFI 38-201, *Determining Manpower Requirements*

AFI 38-203, *Commercial Activities Program*

AFI 38-205, *Managing Wartime and Contingency Manpower*

AFPD 38-5, *Unit Designations*

AFI 16-403, Updating the USAF *Program Installations, Units, and Priorities and Movement of Air Force Units*

AFI 37-128, *Administrative Orders*

AFI 51-604, *Appointment to and Assumption of Command*

AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation and Nonappropriated Fund*

AFI 84-105, *Organizational Lineage, Honors, and Heraldry*

Abbreviations and Acronyms

ACC—Air Combat Command

AFSOC—Air Force Special Operations Command

AGE—Aerospace Ground Equipment

ANG—Air National Guard

C4—Command, Control, Communications, and Computers

DRU—Direct Reporting Unit

FOA—Field Operating Agency

HQ USAF—Headquarters US Air Force

MAJCOM—Major Command

NAF—Numbered Air Force

OL—Operating Location

PACAF—Pacific Air Forces

PME—Professional Military Education

SOC—Schedule of Changes

TMDE—Test Measurement Diagnostics Equipment

USAFE—United States Air Forces in Europe

UCMJ—Uniform Code of Military Justice

Attachment 2

INTERIM CHANGE 2003-01 TO AFI 38-101, AIR FORCE ORGANIZATION

23 DECEMBER 2003

SUMMARY OF REVISIONS

This revision incorporates Interim Change IC 2003-01. This change adds new guidance under paragraph **5.2.8.** concerning resource factors associated with Organization Change Requests.

[The new text is added under the existing question on resources in the OCR question list. The current text is shown in italics.]

5.2.8. *What is the cost of the request in terms of dollars and resources? (Document cost in terms of dollars and manpower.* If the action cannot be implemented from within currently programmed MAJCOM, FOA or DRU resources, see paragraph **5.2.8.1.** below.)

5.2.8.1. MAJCOMs, FOAs and DRUs will normally implement actions approved under the Organization Change Request (OCR) process from within their currently programmed resources. In the rare cases when this is not possible, they will submit an initiative for the resources needed to the Air Force Corporate Structure during a budget exercise, following guidance in AFI 16-501, Control and Documentation of Air Force Program. This must be done prior to or concurrent with the OCR submission. HQ USAF/DPM will hold the OCR without action until the resources are approved. HQ USAF/DPM will return the OCR without action if the resource approval does not occur within 30 calendar days of receipt of the OCR. For reconsideration, the MAJCOM, FOA or DRU must resubmit the OCR following approval of the resources.