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Personnel

**MANAGING CIVILIAN PERSONNEL
RESOURCES**

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This instruction implements AFPD 36-5, *Civilian Personnel Resource Management*, and AFPD 36-1, *General Civilian Personnel Provisions and Authorities*. It includes instructions for commanders, managers, and financial management specialists who oversee civilian employees. Use this instruction with Air Force 38- and 65-series publications. **Attachment 1** contains a glossary of terms.

SUMMARY OF REVISIONS

This is the first publication of AFI 36-502, substantially revising AFRs 40-312 and 40-112. It updates, clarifies, and streamlines previous guidance on managing civilian personnel resources.

1. Objective. The Air Force needs to manage civilian human resources within budget while balancing:

- Mission needs.
- Operational economy and efficiency.
- Skills and career paths.
- Employee development and motivation.
- Recruitment and retention of competent people.

2. Civilian Resource Management Responsibility. Civilian resource management responsibility is assigned down through the Air Force chain of command from the Secretary of the Air Force to commanders of major commands (MAJCOM) or comparable organizations, to subordinate commanders on down to first-level supervisors. Each manager who employs civilian personnel within the chain of command must manage civilian resources properly and is accountable for their immediate supervision. Managers and supervisors at each level must evaluate their subordinate supervisors on how well they manage their civilian resources and take appropriate action to correct or reward managers' performance.

2.1. All managers and supervisors:

- Match civilian appointments (permanent, term, or temporary) to the projected length of the workload and the available funding. Appoint employees on a temporary basis when execution year dollars are used to fund the position from other than civilian pay. Make sure that employee work schedules accommodate both the employees' needs and the efficient and effective accomplishment of the mission.
- Make sure the Air Force Resource Allocation process approves reprogramming of civilian pay funds prior to committing to long-term resource management plans (decisions that commit resources for more than 2 years). Exercise personnel management authority to minimize adverse impact on the civilian workforce. Track civilian resource costs and take action to ensure successful budget execution.
- Tell the corporate board about surplus funds for redistribution (see paragraph 2.2.).
- Prepare an employment plan for the following fiscal year, not later than March of each year.

2.1.1. Managers and supervisors must set up positions and compensate and reward personnel within their civilian resource budget and in accordance with:

- Applicable authorities.
- Sound management practices.
- The advice and assistance of manpower, comptroller, and personnel specialists.

2.2. MAJCOMs, field operating agencies, direct reporting units, and installation commanders establish a corporate board to make sure that civilian resources are used most efficiently and effectively. The commander or designated representative chairs the board, which includes functional managers and representatives from the civilian personnel, financial management, and manpower communities. The board:

- Reviews civilian resource management operating budget submissions at installation level.
- Periodically reviews employment plans and compares civilian pay expenditures against budgetary targets. Provides managers and supervisors with targets for the civilian resource operating budget, allocates directed adjustments, and redistributes any surplus funds.
- Establishes instructions on civilian resource management for the installation.

2.3. Air Force civilian personnel, financial management personnel, and manpower personnel jointly help managers and supervisors by:

- Developing, defending, and coordinating budgets, funding, utilization, and projections for civilian resources.
- Allocating manpower resources.
- Forecasting, executing, and adjusting civilian pay budgets.
- Advising managers and supervisors on human resource issues.

2.4. Civilian Personnel Flights (CPF) assist managers and supervisors by:

- Helping them plan employment.
- Consolidating installation employment plans not later than March and forwarding them to HQ USAF as required.
- Advising managers on how best to use civilian human resources.

2.4.1. CPFs help determine the costs of position management, personnel administration, and operational requirements, including:

- The costs of recruitment and staffing.
- The kinds of skills available in the local labor market.
- Affirmative employment goals.
- The use of flexible work schedules and appointment types.

2.5. Manpower offices help managers and supervisors by:

- Determining and validating manpower requirements needed to accomplish the mission.
- Processing authorization change requests to the MAJCOMs for validated manpower requirements.
- Advising managers on how best to use manpower resources.

2.6. Financial managers and comptrollers help managers and supervisors by:

- Developing and defending civilian resource budget projections based on programs approved by the corporate board.
- Advising managers on budgeting techniques and practices, on how to execute their civilian resource budget, and on how best to use civilian resource funds.

3. Reporting Requirements. *Civilian Man-Year Cost Management Program Reports* (RCS: HAF-DPC [AR] 7401), is assigned any reports generated by this instruction. This reporting requirement is designated Status Code C-1. Continue reporting during emergency conditions, precedence priority. Submit data requirements assigned this category as prescribed or by any means to ensure arrival on the established due dates.

BILLY J. BOLES, Lt General, USAF
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Attachment 1

GLOSSARY OF TERMS

Terms

Civilian Pay Budget—The total obligation authority comprised of Direct Obligating Authority dollars and earnings from reimbursements.

Civilian Resource Management—The practice of balancing mission needs, operational economy and efficiency, skills and career paths, employee development and motivation, and recruitment and retention of competent people within a civilian pay budget.

Employment Planning—Identifying employment levels and work years needed to accomplish the mission within the civilian pay budget.

Resource Allocation Process—The Air Force corporate approach to planning, programming, and budgeting the resources needed to execute Air Force programs now and for the next 6 years. The process uses six functional teams who develop options and make recommendations to senior leadership.

Civilian Personnel Resources—The dollars allocated to an organization for the purpose of civilian employment.