

Under Consulting Services change Mandatory Advisory Studies to Management Advisory Studies

Managing Civilian Positions

The 82nd Force Support Squadron, Manpower and Organization Flight is tasked under AFI 38-201, Determining Manpower Requirements to be involved in the management of civilian positions. Civilian positions are a result of workforce mix or budgetary decisions. They balance mission needs with economy and efficiency of operations. Civilian positions are not military essential but may be inherently governmental or exempt commercial activities. (See DoDI 1100.22 for guidelines on determining workforce mix.) Civilian positions may exist in commercial activities because they are determined by a study or determined for in house cost effectiveness

.In accordance with AFI 36-129, *Civilian Personnel Management and Administration*, the Wing Commander/civilian equivalent (or designated representative) chairs the base level Human Capital Resource Management Board, which includes functional managers, and representatives from Civilian Personnel, Financial Management and Force Support Manpower and Organization Flight. MAJCOM A1Ms likewise as an advising member support the Human Capital Resource Management Board at the MAJCOM level.

The servicing manpower activity is a member of the corporate board, and will assist with managing civilian positions on the Unit Manpower Document. In accordance with AFI 36-129, the servicing manpower activity will:

- Coordinate manpower change actions that affect funded civilian positions with the servicing civilian personnel activity.
- Review new and revised position descriptions for consistency with the position's Air Force specialty and skill level, function, organizational placement, and any other position-defining attribute.
- Work with supervisors and servicing civilian personnel activities to resolve disparities between position descriptions and position requirements.

Position Description Review.

- Servicing manpower activity will work with servicing civilian activities to review position descriptions.
- Verify position descriptions do not include inferred work, assumed work, or work done by existing contracts. Directed work defines manpower requirements. Do not use civilian position descriptions to capture work not otherwise directed to the unit by higher headquarters directives.
- Verify the occupational series and duties are consistent with the position's Air Force specialty and skill level.

Overhire and Reimbursable Civilian Positions.

- Overhire civilian positions are short-term solutions to short-term seasonal, cyclical, or surge workload requirements. Overhires are not to resolve chronic staffing shortfalls. Pursue permanent solutions if anticipating overhire requirements to last more than two years. They will not be validated and approved to replace or compensate for unfunded manpower requirements on the unit manpower document for long periods. Establish overhire positions in the Manpower Programming and Execution System when requirement lasts more than 1 year and set the position's "through date" for no more than 24 fiscal quarters. Review all overhire requirements every year and update the Manpower Programming and Execution System.
- Reimbursable civilian requirements are funded by non-Air Force sources (e.g., foreign military sales or service agreements). The requirement duration is often undetermined. Manpower positions are established in the Manpower Programming and Execution System with an indefinite "through date." Reimbursable requirements are reviewed annually and the Manpower Programming and Execution System is updated as needed.
- Normally, over-hires will only be approved for the following purposes:
 - Performance of seasonal workload, which exceeds allocated manpower capabilities and impairs direct mission accomplishment. Examples of such workloads are AFROTC summer camp, snow removal, grass cutting, etc. Such workloads are programmable because of the nature of the work involved and requests should be processed as far in advance as possible.
 - Accomplishment of emergency workloads, which are beyond the control of the local commander/functional manager. Examples of such workloads are fire damage, storm damage, maternity leave, etc. Peak workloads that were accounted for during development of manpower standards for a given functional area are not considered as emergency workloads for purposes of over-hire.

Civilian Grades.

- Civilian grades are a result of the classification process.
- The classified grade is both the required and authorized grade.
- Positions classified with incremental grades reflect the highest target grade in the Manpower Programming and Execution System.
- Required and authorized grades for civilian positions without a position description use code "TBD."