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Personnel



AETC SQUADRON COMMANDERS' BOARDS AND HIRING PROCEDURES

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AETC 36-21, *Utilization and Classification of Air Force Military Personnel*, and outlines and establishes policy, procedures, areas of responsibilities, and an events timeline for all AETC squadron commanders' boards. It applies to all personnel involved with nominations, the board process, selection, and protocol. Maintenance and disposition of records created as a result of processes prescribed in this publication will be in accordance with AFMAN 37-139, *Records Disposition Schedule*. This publication does not apply to the Air National Guard (ANG) or Air Force Reserve Command (AFRC). Attachment 1 contains a glossary of references and supporting information.

SUMMARY OF REVISIONS

The information in this instruction has been substantially revised and must be completely reviewed.

1. Purpose. The selection of squadron commanders in AETC is important business. Our goal is to give commanders at all levels the tools to choose from the best talent available.

1.1. The HAWK Board convenes biannually to identify candidates for projected vacancies in flying squadron commander billets, operational support squadron commander billets, chiefs of safety, and other requirements as directed by AETC/CC. (Candidates may also be selected as operations officers based on projected future command vacancies.) Boards normally convene each April and October.

1.2. The AETC Recruiting and Training Squadron Commanders' Board convenes annually to identify candidates for projected vacancies in recruiting squadron (RS) and training squadron (TRS) commander billets.

2. HAWK Board Participants:

2.1. The commander of 19 AF acts as HAWK Board president on behalf of AETC/CC, and is a nonvoting member of the board.

2.2. The vice commander of 19 AF attends as a voting board member. Other board members include wing commanders, or the designated representative of each organization in AETC that has a rated

squadron commander billet, the 336 TRG/CC, and the 479 FTG. The 81 TRW is excused from providing a rated officer.

2.3. Other organizations may be added to the membership or identified as nonvoting technical advisors when approved by 19 AF/CC. Staff requests thru HQ AETC/DPAOD.

3. Recruiting and Training Squadron Commander Board Participants:

3.1. The commanders of 2d Air Force (2 AF), Air University (AU) and Air Force Recruiting Service (AFRS) are board members, and will serve as board president on a rotating basis. All are voting members.

3.2. The commanders of the 17th, 37th, 81st, and 82d TRW, commanders of the Air Force Officer Accession and Training School (AFOATS), and Squadron Officer College (SOC) attend as voting members.

3.3. The commandant of Air Command and Staff College (ACSC), and the commander 336th Training Group (336 TRG) attend as voting board members when there is a projected vacancy in their respective organizations.

4. Board Participation:

4.1. The HQ AETC/ADO serves on both HAWK and recruiting/training boards as a voting member.

4.2. Designated board members not available to attend the board will request approval to allow a qualified officer from their organization to participate on their behalf. Substitutions will be in the grade of colonel or above. Requests will be endorsed by senior rater and forwarded to HQ AETC/DPAOD, who will forward to the appropriate board president for approval.

5. Board Records. Board records will be composed of the Officer Command Selection Record Group, a computerized brief, and an AF Form 3849, **PME/AFIT/RTFB Officer Worksheet**, completed specifically for the board.

6. Nomination Packages:

6.1. Candidates may be submitted by AETC wing commanders or higher, and by wing commanders (equivalents or higher ranking officials) from other commands. Candidates should be consolidated and submitted as one package per senior rater. For an individual serving in a staff capacity, the nomination package will be reviewed and endorsed by the personnel function (DP or J-1), and the respective staff director or civilian equivalent in the nominee's chain of command will endorse and submit the nomination package.

6.2. Forward nomination packages to HQ AETC/DPAOD, 1850 1st Street West, Suite 1, Randolph AFB TX 78150-4308, in accordance with the timeline provided in paragraph 13. Failure to submit nominations by the published suspense date will be presumed as a negative input.

6.3. Nomination packages will consist of:

6.3.1. AF Form 10A, **Personnel Information File, Record of Performance, Officer Command Selection Record Group (Folder)**. Non-AETC candidate nominations should be in a two-section record jacket.

6.3.2. AF Form 3849. Prepared on each candidate by the wing commander. This document is filed in section I of the nominee's board record. Officers may indicate their type of squadron and location preferences on their AF Form 3849. However, officers meeting the Recruiting and Training Squadron Commanders' Boards are subject to assignment to either type of squadron. Officers should understand they are volunteers to command at any location.

6.3.3. A complete copy of the command record group on each nominee (non-AETC nominees only). These performance reports are filed in section II of the nominee's board record.

6.3.4. Copy of AF Form 942, **Record of Evaluation** (HAWK board only). This document is placed in section I of the nominee's board record.

6.4. Provide the names and social security numbers (SSN) of nominees already assigned to AETC to HQ AETC/DPSPR no later than 20 days prior to the board to allow for pulling and screening of these command records.

7. Board Location. All AETC squadron commander boards will convene in the HQ AETC Command Conference Center (building 905). If the command conference center is not available, HQ AETC/DPAOD will identify an alternate location on Randolph AFB with the board president's approval.

8. Board Support:

8.1. HQ AETC/DP's Assignment Division (HQ AETC/DPA) is the office of primary responsibility for all AETC squadron commanders' boards.

8.2. HQ AETC/DPAOD is responsible for determining projected command vacancies, announcing the board, processing nominations, administering the board, and announcing candidates.

8.3. HQ AETC/DPAOD is responsible for making copies of command records (for nominees assigned to AETC) and for destroying these duplicate records at the conclusion of the board.

9. Identifying Quotas:

9.1. HQ AETC/DPAOD will identify projected assignment vacancies for board consideration.

9.2. Normally, two eligible officers will be selected for each projected vacancy. For example, if eight positions are expected to open, 16 candidates will be selected. If the board president decides to adjust this ratio, he/she will do so before record scoring begins.

9.3. Based on mission requirements, the board president may dictate that specific qualifications are necessary for a specific number of candidates. For example, on a HAWK Board, a certain number of helicopter pilots may be required. Also, a support squadron vacancy may require an officer who holds the 36PX Air Force specialty code (AFSC). The board president will identify special requirements to all board members before record scoring begins.

9.3.1. HQ AETC/DO will identify special requirements for the Air Force Occupational Measurement Squadron (AFOMS) commander billet to the board president. The board president will provide these special requirements to all board members before record scoring begins.

10. Scoring:

10.1. HQ AETC/DPAOD will provide covers and score sheets on all nominees to ensure each board member has an opportunity to review and score each record.

10.2. Scoring will be based on a scale from 6.0 to 10.0 in half-point increments.

10.3. Board members will review all records presented to the board.

10.4. In the event board members' ratings result in a split score that impacts candidate selections, the board members responsible for those scores will rescore the record to resolve the split. The board president will determine split criteria.

10.5. In the event of a tie impacting candidate selection, all board members will rescore the affected records to resolve the tie.

10.6. Selects will be rank-ordered and a cut-off line drawn at the predetermined quota (see paragraph 9.2). Should a vacancy exist within a specific category (for example, helicopter pilots) and the pool of qualified officers is below the allowed quota, the board president may bring forward the first qualified nonselect to meet the requirement. In such a situation, the quality and reflective score of the eligible officer should be considered prior to selection.

11. Eligibility:

11.1. All eligible officers must:

11.1.1. For HAWK Boards, be in the grade of lieutenant colonel or have a line number to lieutenant colonel, and not be in the primary zone for promotion to colonel if a promotion board will convene in the first year of command tenure.

11.1.2. For Recruiting and Training Squadron Commanders' Boards, be a major select or be in the grade of major or lieutenant colonel, and not be in the primary zone for promotion to colonel if a promotion board will convene in the first year of command tenure.

11.1.3. For all boards, must not have applied for separation or retirement.

11.1.4. If rated, and currently in a joint billet, must have served 22 months (to the day) prior to departing for flying squadron command. Support officers or rated officers selected for nonflying command, currently serving in a joint billet, must serve 24 months (to the day) prior to departing for squadron command.

11.1.5. Candidates must be available to assume command in the window of assignment selection. Date eligible for return from overseas (DEROS), and time on station are not board eligibility limiters; however, they factor into the assignment process.

11.1.6. For HAWK Boards only, have not previously commanded an operational squadron. Exceptions will be submitted by the nominating official to the board president for approval by the nomination suspense date.

11.2. For HAWK Boards, eligible rated officers must have flown within the last 5 years from the board date. Nonrated officers holding an AFSC of 13MX, 14NX, 15WX, and 21AX are eligible for operational support squadron billets.

11.3. Candidates for Recruiting and Training Squadron Commanders' Boards must be released by their career field functional manager for duty in Air Force specialty codes 20C0, 30C0, C83R0, or 91C0, as appropriate for the projected vacancies. HQ AETC/DPAOD will coordinate with AFPC for release prior to meeting the board.

11.4. Only Line of the Air Force officers are eligible for RS and TRS Commanders' positions. Rated officers may be nominated for RS and TRS Commanders' positions; however, the likelihood of them being released by HQ AFPC is minimal due to the rated officer shortage and positions being nonrated. The major command (MAJCOM) and HQ AFPC will review nominees on a case-by-case basis. Selection of rated candidates will be determined according to AETC Rated Prioritization Plan execution.

12. Disclosure of Board Proceedings, Findings, or Results. The score given any particular record is privileged information and may not be disclosed. There is no prohibition of disclosing information on the overall numbers considered, the manner in which the board was organized, the general procedures followed, or the number and grade of its membership. Board results may not be released until after AETC/CC has approved and released the corresponding board candidate message.

13. Timeline:

- 13.1. Ninety days prior to the board, HQ AETC/DPAOD will confirm the board location.
- 13.2. Ninety days prior to Recruiting and Training Squadron Command Boards, HQ AETC/DPAOD will transmit a message Air Force-wide announcing board, and applicable suspense dates. Since HAWK boards meet biannual, the announcement message will go out 60 days prior to the board.
- 13.3. The suspense date for nominations will be 30 days prior to the board. Nominations must be complete as defined in paragraph 4, and mailed in time for receipt by the established suspense date.
- 13.4. Prior to the board, HQ AETC/DPA will personally brief the board process to the board president.
- 13.5. Board results are confirmed by the board president, then approved and released by AETC/CC.

14. Hiring Process:

- 14.1. HQ AETC/DPA will assist wing and group commanders to fill projected vacancies in all AETC squadrons, and other requirements as directed by AETC/CC. AFPC central selection boards, MAJCOM selection boards, and direct hires will be utilized to help commanders choose from the best talent available.
- 14.2. HQ AETC/DPA will coordinate all squadron commander assignments with the corresponding AFPC functional manager. Optimal placement in meeting Air Force needs is the prime objective.
- 14.3. Wing and group commanders can direct hire a candidate from any MAJCOM or AFPC functional approved squadron commanders' list (example of direct hire request is at Attachment 2). The process must be initiated by the wing commander or equivalent (senior rater) endorsed by the AFRS/CC, AU/CC, or NAF/CC, and forwarded to AETC/DPA. AETC/DPA will coordinate the assignment through AFPC, and gaining and losing MAJCOM (see hiring process flowchart at Attachment 3).
 - 14.3.1. For rated officers, direct hires can only be made against projected vacant flying squadron commander (C-prefix), and chief of safety billets. Additionally, an entitlement with the appropriate AFSC must exist in the unit (for example, if the requester desires to direct hire a fighter pilot, then the unit must have a fighter pilot authorization and entitlement). The direct hire process does not apply to detachments, flights, centers, and staffs regardless if the position has a C-prefix.
 - 14.3.2. Wing and group commanders will take into account the long lead time required to ensure a rated officer is ready to assume command of a flying squadron. Send bids and game plans through 19 AF/CC as early as possible to ensure required training, and assignment coordination is completed.
- 14.4. The spring HAWK Board commanders list is used to fill projected vacancies the following October through March. The fall HAWK Board commanders list is used to fill projected vacancies the following April through September. Wing and group commanders can lock in candidates in these time frames by putting a request in writing to AETC/DPA.
- 14.5. Upon release of the AETC Recruiting and Training Squadron Commanders' Board candidate message, HQ AETC/DPAOD will facilitate matching of candidates using a bidding process. To ensure equitable distribution of candidates 2 AF, 19 AF, AU, and AFRS will take the following steps:
 - 14.5.1. List projected unit commander vacancies, and rank/grade requirement.
 - 14.5.2. Forward list of vacancies with bids for each vacancy (up to 5 officers each) to HQ AETC/DPAOD. The number of rated officers available for bid and match will be dependent on AETC and AU standing with the Rated Prioritization Plan.
 - 14.5.3. HQ AETC/DP will work with AFRS/CC, AU/CC, and NAF/CC to resolve bidding conflicts. If resolution cannot be reached, AETC/CV will arbitrate the matter.

14.6. In rare cases, wing commanders may hire candidates not listed on any squadron command list. Hiring authorities will forward requests through the AFRS/CC, AU/CC, or NAF/CC for approval to HQ AETC/DPA. HQ AETC/DPA will forward requests to AETC/CC for approval (see hiring process flowchart at Attachment 3).

14.7. New commanders will attend the AETC Squadron Commanders' Course prior to their change of command. AETC/CV may waive this requirement, but the new commander will attend within three months of assuming command.

14.7.1. Even if the new commander has attended another MAJCOM's course, he/she must still attend the AETC Squadron Commanders' Course (example of squadron commanders' course waiver request is at Attachment 4).

15. Command Tour Length:

15.1. To give commanders the opportunity to make their mark and prove themselves in command, the standard command tour length will be a minimum of 2 years (plus or minus 60 days). Contracting squadrons will have a standard 3-year tour (plus or minus 60 days).

15.2. If wing or equivalent commanders desire to move commanders early or extend them, forward a request through the AFRS/CC, AU/CC, or NAF/CC to HQ AETC/DPA. HQ AETC/DPA will forward to AETC/CV for approval/disapproval (example of command tour waiver request is at Attachment 5). Joint flying squadron command positions that rotate with sister services, or NATO countries on less than a 2-year basis do not require an AETC/CV approved waiver.

16. Forms Adopted. AF Form 10A, AF Form 942, and AF Form 3849.

FRED K. WALL, Colonel, USAF
Director of Personnel

5 Attachments

1. GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION
2. DIRECT HIRE REQUEST MEMORANDUM FORMAT
3. HIRING PROCESS FLOWCHART
4. SQUADRON COMMANDER COURSE WAIVER MEMORANDUM FORMAT
5. COMMAND TOUR WAIVER REQUEST FORMAT

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*
AFMAN 37-139, *Records Disposition Schedule*

Abbreviations and Acronyms

ACSC—Air Command and Staff College
AF—Air Force
AFOATS—Air Force Officer Accession and Training Schools
AFOMS—Air Force Occupational Measurement Squadron
AFRS—Air Force Recruiting Services
AFSC—Air Force specialty code
AU—Air University
DEROS—Date eligible to return from overseas
MAJCOM—major command
RS—recruiting squadron
SOC—Squadron Officer College
SSN—social security number
TRG—training group
TRS—training squadron
TRW—training wing

Attachment 2

DIRECT HIRE REQUEST MEMORANDUM FORMAT

MEMORANDUM FOR HQ AETC/DP (date)

FROM: (Wing/CC) (prepared by Group/CC)

SUBJECT: Squadron Commander Hire Request (Sample)

Request to hire Lt Col Tom Jones, SSN: 111-11-1111, as the next commander of the 33rd Student Squadron at Maxwell AFB, AL, position number: xxx, PAS code: xxx. The change of command is tentatively scheduled for 30 Jun 02. Lt Col Jones was selected as a candidate from the AETC Recruiting and Training Commander Board. The current commander, Lt Col John Smith, will PCS to the Pentagon in Jun 02. (Any additional information.) Thank you for your favorable consideration of this request.

As a minimum include:

- Rank, Name, SSN of individual requested.
- Unit to fill.
- Projected change of command date.
- Loss information of current Sq/CC.
- Candidate list on which member was selected.

* AETC/CC is approval authority for members not identified on any candidate list (direct hire).

- If member was not identified on any candidate list include statement "All candidate lists were exhausted."
- Be prepared to answer specific questions from AETC/CV or CC why any remaining candidates (specifically on AETC candidate lists) are not compatible/appropriate.

(Wing/CC)

1st Ind, (NAF/CC)

(date)

MEMORANDUM FOR HQ AETC/DP

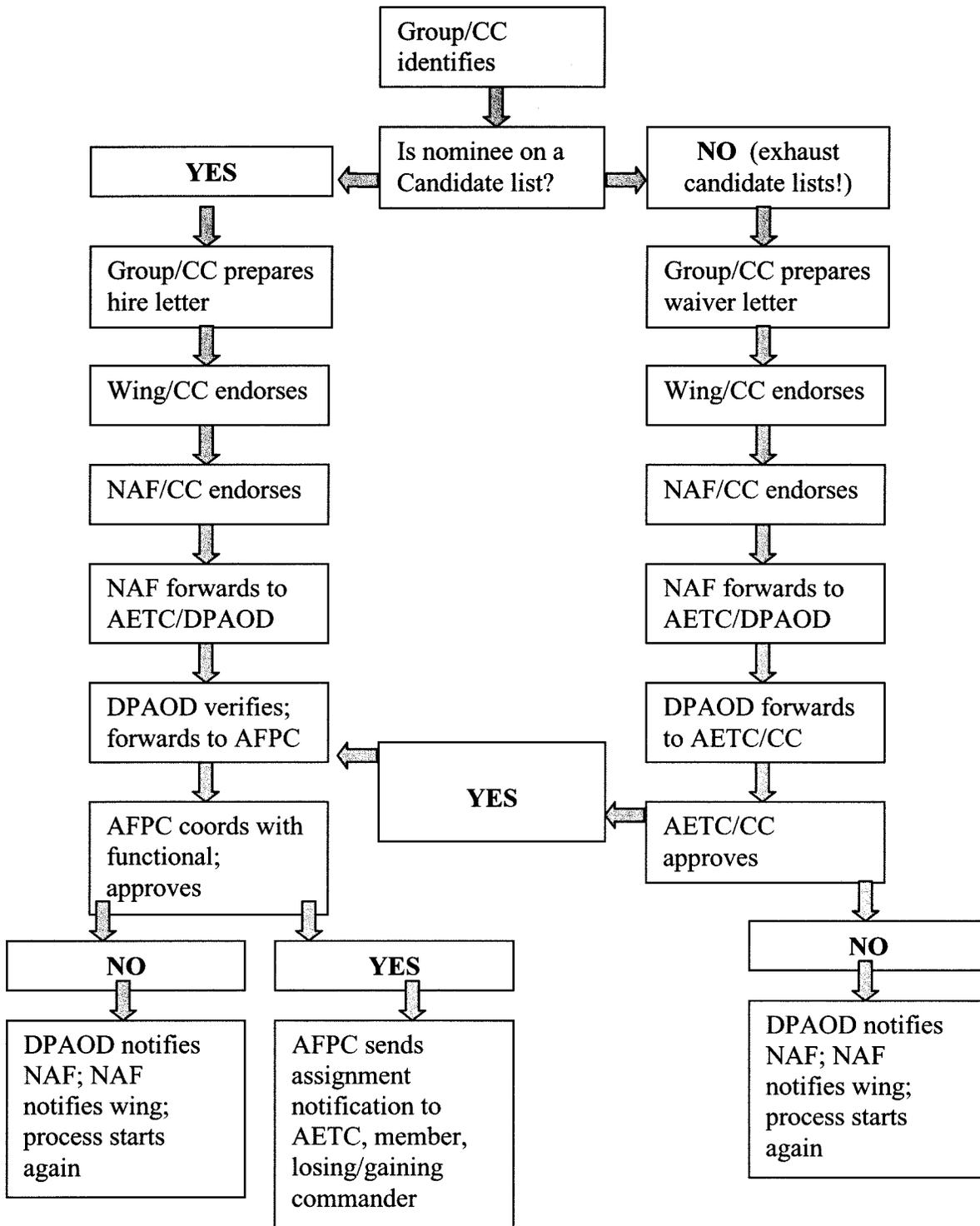
Concur/nonconcur.

(NAF/CC)

Forward to AETC/DPAOD (ensure letter is signed; email scanned letter, or fax to DSN 487-4719). For direct hires DPAOD will staff to CC for approval/disapproval. DPAOD will notify NAF of approval/disapproval.

Attachment 3

HIRING PROCESS FLOWCHART



Attachment 4

SQUADRON COMMANDER COURSE WAIVER REQUEST MEMORANDUM FORMAT

MEMORANDUM FOR HQ AETC/DP

(date)

FROM: (Wing/CC) (prepared by Group/CC)

SUBJECT: Waiver Request for Lt Col Tom Jones (Sample)

1. Request approval to waive the requirement for Lt Col Tom Jones, SSN: 111-11-1111, to attend the AETC Squadron Commanders Course prior to assuming command of the 33rd Student Squadron at Maxwell AFB. The only course scheduled prior to the change of command is the 17-25 Jun 03 course. Six months ago Lt Col Jones purchased nonrefundable/nontransferable airline tickets, and a hotel package to Las Vegas, Nevada for himself and his family, and the travel dates are 15-20 Jun 03.

2. The change of command for the 33 SS is scheduled for 30 Jun 03. Lt Col Jones will be scheduled for the next available course, 12-20 Aug 03. Thank you for your favorable consideration of this request.

As a minimum include:

- Rank, Name, SSN of individual requested.

- Unit to fill.

- Projected Change of Command date.

- Loss information of current Sq/CC (to include departure date/RNLTD).

- Events precluding attendance (for example, short notice assignment: assignment worked today with RNLTD in 2 months, no course before RNLTD; previous [significant] commitment during timeframe of only available course, etc.).

(Wing/CC)

1st Ind, (NAF/CC)

(date)

MEMORANDUM FOR HQ AETC/DP

Recommend approval/disapproval.

(NAF/CC)

Forward to AETC/DPAOD (ensure letter is signed; email scanned letter, or fax to DSN 487-4719). DPAOD will staff to CV for approval/disapproval. DPAOD will notify NAF of approval/disapproval.

Attachment 5

COMMAND TOUR WAIVER REQUEST FORMAT

MEMORANDUM FOR HQ AETC/DP (date)

FROM: (Wing/CC) (prepared by Group/CC)

SUBJECT: Command Tour Waiver Request for Lt Col Tom Jones (Sample)

1. Request approval for Lt Col Tom Jones, SSN: 111-11-1111, to relinquish command of the 1st Training Squadron, Maxwell AFB, AL prior to (later than) the minimum standard command tour length of 2 years (3 for contracting). Lt Col Jones has been selected to be the 19th SPTG Deputy Commander at Nellis AFB, NV with a tentative 5 Oct 03 reporting date.
2. Lt Col John Smith has been selected to replace Lt Col Jones as the 1 TRS Commander. The change of command for the 1 TRS is tentatively scheduled for 30 Sep 03. Lt Col Smith has a confirmed seat for the 12-16 Aug 02 AETC Squadron Commanders Course. (Any other pertinent information.) Thank you for your favorable consideration of this request.

Per AETC/CV as a minimum the letter should contain:

- Requested rotation date for sitting commander.
- Number of months (curtailment/extension) requested waived.
- Outgoing action for sitting commander (retire/DOS/terminal leave start; PCS location, RNLTD, or training enroute, etc).
- History of Sq/CCs – Current sitting CC and previous 2 CCs; Rank/Name; from/to dates.
- Incoming Sq/CC info – Name, RNLTD, Change of Command date, AETC SQ/CC course date (if available).

(Wing/CC)

1st Ind, (NAF/CC) (date)

MEMORANDUM FOR HQ AETC/DP

Recommend approval/disapproval.

(NAF/CC)

Forward to AETC/DPAOD (ensure letter is signed; email scanned letter, or fax to DSN 487-4719). DPAOD will staff to CV for approval/disapproval. DPAOD will notify NAF of approval/disapproval.