

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**AIR FORCE INSTRUCTION 36-2113**

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***Manpower and Personnel***

***THE FIRST SERGEANT***



**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction sets the policy for management of first sergeants and implements AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*. It applies to all Air Force personnel. This instruction is applicable to RegAF, Air National Guard (ANG) and the Air Force Reserve (AFR). However, selected sections of this publication apply to only specific components as indicated. In collaboration with the Chief of Air Force Reserve and the Director of the Air National Guard, the Deputy Chief of Staff for Manpower, Personnel and Services develops policy for The First Sergeant. This publication may be supplemented at any level; all supplements must be routed to the OPR of this publication for coordination and must be approved by the Human Resource Management Strategic Board (HSB) prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Instruction 33-322, *Records Management Program*, and disposed of in accordance with the Air Force Records Distribution Schedule (RDS). This publication requires the collection and/or maintenance of information protected by the Privacy Act (PA) of 1974. The authorities to collect and or maintain the records prescribed in this publication are Title 10, United States Code Section 8013, and Executive Order 9397. Forms affected by the PA have an appropriate PA statement. System of records notice F036 AF A, Biographical Data and Automated Personnel Management System (November 18, 2004, 69 FR 67550) applies. The authorities to waive wing/unit level requirements in this publication are identified with a Tier T-0, T-1, T-2, T-3 number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with

the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. The USAF First Sergeant Special Duty Manager is the approval authority for exceptions for any part of this publication. Refer to [Attachment 1](#) for a glossary of references and supporting information.

**SUMMARY OF CHANGES**

This document is substantially revised and must be completely reviewed. Major changes included are duties and responsibilities of the first sergeant position, functional manager position, and CCMs. Clarifications to the selection process, 3 year tenure, subsequent tours, and return to career field for RegAF personnel. Air Force Reserve and Air National Guard component specific instructions have been integrated within the applicable subject chapters, and specific component chapters have been deleted. Clarifications to the First Sergeant Academy and addition of continuous development elements have been included. Specific chapters for additional duty first sergeants and First Sergeant Councils have been added.

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## Chapter 1

### INTRODUCTION

#### 1.1. Description of the First Sergeant.

1.1.1. The United States Air Force First Sergeant is an expeditionary leader serving in a time honored special duty position, rich in custom and tradition. The position is critical to the execution of the unit mission. Although the first sergeant does not typically have a specific operational or technical expertise requirement, he or she must thoroughly understand how decisions affect unit performance. The first sergeant primarily supports the mission through interaction, support and management of Airmen and families. The first sergeant works directly for and derives authority from the unit commander, and serves a critical link for the commander within the unit. The first sergeant must ensure the force understands the commander's policies, goals, and objectives and must also ensure support agencies, i.e., security forces, civil engineer, medical facilities, services, etc., are responsive to the needs of unit personnel and their families.

1.1.2. First sergeants respond to the needs of unit members 24 hours a day, 7 days a week, and may at times be required to work long and irregular hours, as well as travel extensively to and from mission destinations (The Joint Travel Regulation, paragraph 2805, authorizes vicinity travel). They must remain vigilant and use the necessary authority to resolve issues that, left unchecked, would adversely impact readiness.

1.1.3. The first sergeant principally leads outside the operational chain of command. As such, first sergeants must be mindful they seldom are the ranking Senior Noncommissioned Officer (SNCO) in the unit, and should balance communication with the organization's leaders while taking the lead in establishing effective communication with all members. Specifically, first sergeants communicate with unit leadership, supervisors and members to ensure equitably is maintained and morale, welfare and health needs for the force are met.

1.1.4. The first sergeant serves as the commander's advisor on personnel programs, enlisted career progression, enlisted Professional Military Education (PME), family needs, financial matters, housing and recognition.

1.1.5. The first sergeant is not a replacement for the chain of command. The first sergeant must ensure leadership, to include superintendents and supervisors, are actively engaged in the interaction, support and management of Airmen and their families through inclusive involvement and communication.

**1.2. Professionalism.** First sergeants are expected to epitomize the highest qualities of Air Force SNCOs. These qualities require the first sergeant to always remain perceptive and credible, and to exemplify the core values of the United States Air Force. First sergeants must be proactive in the performance of their duties, demonstrating initiative, innovation and character. Instances where professionalism comes into question can quickly unravel a unit's morale and ability to accomplish the mission. First sergeants can neither maintain friendships or unprofessional relationships with any member of the unit, which could be perceived as showing or having any particular favoritism to an individual or portion of a unit to include both military and civilian members as outlined in AFI 36-2909. First sergeants must be cognizant of their

actions, to include the mere appearance of impropriety, as it relates to their position, unit and the Air Force.

### **1.3. Relationships with Other Key Leaders.**

1.3.1. Commander. The professional relationship between a first sergeant and commander is often unique and very close. The first sergeant serves as a key advisor to the commander on matters relating to health, morale, welfare, safety, legal, personnel, administrative issues and a variety of other issues. Furthermore, the first sergeant must become intimately familiar with the unit mission to ensure this advice is sound in relation to the operational environment. There will be instances where the commander will expect the first sergeant to act on his or her behalf, and there is a great amount of trust placed in the first sergeant by the commander.

1.3.2. Squadron Superintendent. The first sergeant and superintendent must establish a strong professional relationship and define roles and responsibilities, as these often cross paths. Superintendents are primarily operationally focused, while the first sergeant spends most of his or her time with personnel and related programs. The first sergeant and superintendent must keep each other informed on matters that could affect an Airmen's ability to execute the mission. Superintendents must ensure the first sergeant understands the mission and operations of the unit, and they must work together to ensure the success of the unit.

#### **1.3.3. Wing and Installation Command Chief Master Sergeants (CCM).**

1.3.3.1. In addition to responsibilities and obligations at the unit level, first sergeants work closely with the Wing CCM to prepare the force to execute the Wing and base missions. Furthermore, in several instances there will be more than one CCM on an installation, and the first sergeant will often work with all of them, especially the installation host Wing CCM even if he or she is not the first sergeant's Wing CCM. In all instances, the first sergeant and CCMs are required to build a healthy professional relationship and work together to enhance the installations missions.

1.3.3.2. First Sergeants also participate in a variety of activities that support the total needs of the military community. Due to the first sergeant's role as a unit leader, commanders and CCMs must ensure installation taskings, First Sergeant Council activities, as well as private organization involvement do not result in excessive time away from the unit.

1.3.4. Key Spouse. The first sergeant helps the commander establish and maintain a strong Key Spouse program where applicable. The first sergeant interacts with the key spouse on a regular basis, and serves as the liaison between the key spouse and unit leaders. Specific requirements with relation to the key spouse program are outlined in Chapter 2.

## Chapter 2

### ROLES AND RESPONSIBILITIES

#### 2.1. USAF First Sergeant Special Duty Manager.

2.1.1. Must be a CMSgt, have served honorably as a first sergeant for a minimum of four years and currently eligible to serve in the 8F000 SDI IAW criteria outlined in Chapter 3 of this instruction.

2.1.2. Sets overall policy and guidance for the management of the first sergeant special duty. Works with ARC functional managers who serve as the authority for policy specific to their component.

2.1.3. Establishes eligibility and selection criteria for entry into the first sergeant special duty.

2.1.4. Reviews and validates SDI manning entitlements. Leads and works with Air Staff, HQ AFPC and MAJCOM/component functional managers and manpower offices to ensure Unit Manning Documents (UMD) correctly reflect first sergeant authorizations.

2.1.5. Coordinates with Air and Space Expeditionary Force (AFPC/DPW) on first sergeant Unit Type Codes (UTC) and tasking policy.

2.1.6. Approves/disapproves exceptions to policy prescribed in this AFI, except where indicated for ARC specific policy. Will defer ARC specific exceptions to the appropriate component functional manager.

2.1.7. Establishes training requirements for the first sergeant special duty including initial training and continuous development. ARC functional managers will establish training requirements unique to their specific components, and will identify these needs to the USAF First Sergeant Special Duty Manager. Advises the First Sergeant Academy (FSA) Commandant and ensures first sergeant special duty initiatives, duty requirements and ARC unique training is incorporated into FSA curriculum.

2.1.8. Establishes First Sergeant Management program criteria.

2.1.9. Works with Active Duty MAJCOM/DRU functional managers to alleviate significant manning shortfalls, and will establish policy within assignment guidelines to correct these shortages.

2.1.10. Establishes and maintains a RegAF 8F000 position priority list, by grade, and certifies annually.

2.1.11. Works with the AFR and ANG First Sergeant Functional Managers concerning policy and training requirements.

2.1.12. Reviews and provides updates to the Air Force Enlisted Classifications Directory (AFECD) and Special Category (SPECAT) guide.

2.1.13. Works with Career Field Managers (CFMs) concerning a member's release from and return to their career field. Will ensure CFMs are aware of all members approaching 6 years in the SDI. Will coordinate with CFMs, on a case-by-case basis, on any first sergeants serving beyond 6 years.

2.1.14. Serves as the approval authority for RegAF requests to serve beyond 72 continuous months in the 8F000 SDI.

2.1.15. Serves as the approval authority for RegAF applications for members currently serving in another SDI.

2.1.16. Will identify unique first sergeant positions requiring prior first sergeant experience, and advise AFPC/DPAA2 to ensure proper identification and advertisement.

2.1.17. Will establish and maintain an electronic collaborative forum, and ensure pertinent documents and discussion areas are included.

2.1.18. Will review all trip reports and ensure availability to the field.

## 2.2 AFPC/DPW.

2.2.1. Sources first sergeant AEF Expeditionary Combat Support (ECS) taskings.

2.2.2. Validates MAJCOM/component First Sergeant Functional Manager posturing of first sergeants.

## 2.3. **AFPC First Sergeant Special Duty Assignment FAM.**

2.3.1. The First Sergeant Special Duty Assignment FAM will have a minimum of 3 years' experience in the 8F000 SDI. The First Sergeant Special Duty Assignment FAM will work with the 3S0X1 assigned to support the 8F000 SDI to process RegAF selections, schedule training, assign first sergeants, manage first sergeant tenure and coordinate first sergeant returns to primary or other previously held AFSCs. **Note:** The 8F000 First Sergeant Special Duty Assignment FAM is not a replacement for the AFPC 3S0X1 assigned to support the 8F000 SDI.

2.3.2. Maintains continuous assignment trend analysis on the special duty field. Alerts the USAF First Sergeant Special Duty Manager of indicators that negatively affect first sergeant manpower, academy placement, recruiting and utilization.

2.3.3. Annually validates first sergeant sustainment. Provides the USAF First Sergeant Special Duty Manager with recommendations to implement corrective policy during periods where manning is anticipated to drop below 95% across the Air Force and below 80% at a given installation.

2.3.4. Works with the USAF First Sergeant Special Duty Manager as well as the Classification and Training Branch (AFPC/DPP) to maintain the first sergeant specialty description.

2.3.5. Processes applications and extensions received from the MAJCOM/DRU, and will ensure accuracy of qualifications. Coordinates with the assignment functional manager of the losing CAFSC for new applicants or PAFSC for extensions to gain release of the member for the requested time period. Will notify the applicant and MAJCOM/DRU of the final disposition of the application, and if not released, will identify specific reasons why.

2.3.6. Manages FSA class assignments for new applicants, and notifies the member as well as MAJCOM/DRU functional managers with specific class assignments.

2.3.7. Will establish the appropriate AACs to include the stabilized tour code for CONUS assignments for members graduating the FSA.



2.3.8. Manages the assignment process for all new and experienced first sergeants IAW current Air Force assignment guidelines.

2.3.9. Will identify all first sergeants who will complete 72 months in the specialty and vector them for assignment back to their primary or other secondary AFSC. If a member cannot be vectored in this manner, AFPC/DPAA2 will identify these members for retraining into another career field, or coordinate potential continuation based on AF needs with the USAF First Sergeant Special Duty Manager.

2.3.10. Will coordinate all requests to serve beyond 72 months in the first sergeant special duty with the USAF First Sergeant Special Duty Manager.

2.3.11. Will coordinate exceptions to policy with the USAF First Sergeant Special Duty Manager, and will ensure all documentation is complete prior to coordination.

2.3.12. Must provide manpower projections to the USAF First Sergeant Special Duty Manager on a routine basis to ensure awareness of trends and sustainability.

2.3.13. Will analyze projected vacancies for experience requirements.

2.3.14. Will manage advertisement of unique first sergeant positions.

2.3.15. Adheres to manpower position prioritization guide established by the USAF First Sergeant Special Duty Manager.

2.3.16. Will work with MAJCOM/DRU functional managers concerning manning and distribution of first sergeants within their respective commands. Will analyze, advise and recommend opportunities for improvement during manning shortfalls.

2.3.17. Will identify first sergeants with previous first sergeant experience as directed by the USAF First Sergeant Special Duty Manager.

2.3.18. Will review applicant's records to ensure they have not received a reenlistment bonus under the current enlistment. In cases where a member has completed at least half of their enlistment for which they received the bonus, AFPC/DPAA2 will coordinate a waiver for release.

## **2.4. AF/DPE.**

2.4.1. AF/DPE, Chief Group, manages RegAF Chief Master Sergeant First Sergeant assignments and tenure and coordinates their returns back to their PAFSCs, a previously held AFSC or for a crossflow assignment.

2.4.2. Will identify surplus chief first sergeants, and will consider vectoring surplus chief first sergeants back to the member's PAFSC or a previously held AFSC prior to an assignment cycle.

2.4.3. Will manage the nominative process for the USAF First Sergeant Special Duty Manager and First Sergeant Academy Commandant.

2.4.4. Will manage the assignment and Commander Involved Process (CIP) for all remaining chief first sergeant positions.

2.4.5. Will identify chiefs with first sergeant experience when necessary to fill requirements.

**2.5. HQ AETC.**

2.5.1. HQ AETC/A1A establishes and maintains the training program for the FSA.

2.5.2. Coordinates with HQ USAF/A1P for programming training requirements and resources to support the FSA and manages Education & Training Course Announcements (ETCA).

**2.6. USAF First Sergeant Academy Commandant.**

2.6.1. Must be a CMSgt, have served honorably as a first sergeant for a minimum of 3 years, and currently eligible to serve in the 8F000 SDI IAW criteria outlined in Chapter 3 of this instruction. Members from all three components will be considered for this position.

2.6.1.1. When possible the FSA leadership team (Commandant, Director of Operations, and Director of Educations) should be a representation of total force integration.

2.6.2. Will be thoroughly familiar with the first sergeant special duty for all Air Force components.

2.6.3. Responsible for daily operation of the FSA.

2.6.4. Will ensure curriculum requirements set by the USAF First Sergeant Duty Manager are incorporated into FSA courses.

2.6.5. Responsible for the institutional integrity and accreditation of associated courses assigned to the FSA IAW AETC, AU and CCAF guidance and instruction.

2.6.6. Responsible for all personnel assigned at the FSA to include supervision, mentoring and immediate rater performance reporting; additional raters for ARC performance reports will be vectored to associated component for close-out.

2.6.7. Responsible for maintaining academically and technically qualified directors, curriculum developers, instructors and adjunct corps.

2.6.8. Ensures FSA programs are effectively managed, adjusted and evaluated, utilizing the Instructional System Design (ISD) process, to ensure they meet the needs of all components as identified by the USAF First Sergeant Special Duty Manager, and the Reserve Component Functional Managers, through a U&TW or other interim policy change.

2.6.9. Reviews and approves medical profile exception requests upon recommendation from the MAJCOM/component functional manager.

2.6.10. Works with functional managers to resolve scheduling conflicts.

2.6.11. Reviews all cases of academic deficiencies, disciplinary infractions and standards violations.

2.6.12. Is the final authority for student dismissal or release.

2.6.13. Is the hiring authority for all RegAF FSA instructors, and must be coordinated with concerning ARC instructor hiring.

2.6.14. Must foster the career development of all RegAF, ANG and AFR assigned instructors.

2.6.15. Will provide an annual class schedule to AFPC/DPAA2, NGB/A1FT and AFR/A1.

**2.7. Active Duty MAJCOM Command Chief Master Sergeant** **Note:** The AFDW CCM has overall responsibility for functional management for AF elements not assigned to a MAJCOM or other DRU.

2.7.1. Has overall responsibility for functional management of first sergeants across the command.

**2.8. Active Duty MAJCOM Headquarters First Sergeant.**

2.8.1. Must be a CMSgt, having served as a first sergeant for a minimum of 3 years, and currently eligible to serve in the 8F000 SDI IAW criteria outlined in Chapter 3 of this instruction.

2.8.2. The MAJCOM Headquarters First Sergeant executes MAJCOM 8F000 Functional Management duties delegate by the CCM. The MAJCOM Headquarters First Sergeant serves as the advisor to the MAJCOM CCM on all first sergeant issues.

2.8.3. Serves as the first sergeant to the Airmen of the headquarters as outlined in section 2.12.

2.8.4. Will be thoroughly familiar with the mission(s) and organization of the MAJCOM to include ARC gained units or other utilization of ANG and AFR assets.

2.8.5. Functional management duties.

2.8.5.1. Will be thoroughly familiar with the first sergeant special duty.

2.8.5.2. Will work closely with Wing CCMs on all matters concerning manning and utilization of first sergeants and 8F000 authorizations within the command.

2.8.5.3. Reviews and validates first sergeant applications and extensions, ensuring the accuracy of the application and qualifications of the member. Will not impose more restrictive standards than what is outlined in this instruction.

2.8.5.4. Reviews and validates MAJCOM authorization and proper utilization annually. Works with the USAF First Sergeant Special Duty Manager and AFPC/DPAA2 to ensure first sergeant manpower positions correctly reflect requirements.

2.8.5.5. Reviews/validates AEF blocks semiannually. Coordinates with respective MAJCOM/DPX concerning mobility and contingency taskings. Works with AFPC/DPW to resolve shortfalls within their respective MAJCOMs. **Note:** ANG members see 2.9.10.

2.8.5.6. Notifies AFPC/DPAA2 of anticipated/existing first sergeant surpluses in their command.

2.8.5.7. Use access to data systems to conduct trend analysis on manning and projected vacancies.

2.8.5.8. Will coordinate on all policy changes or exceptions concerning first sergeants or first sergeant authorizations within their MAJCOM.

2.8.5.9. Will monitor manning levels for all command assigned billets, prioritize all positions within the command, and coordinate the MAJCOM/DRU prioritization list with the USAF First Sergeant Special Duty Manager. Will distribute AFPC/DPAA2 assigned allocations in accordance with the MAJCOM priority list.

2.8.5.10. Will coordinate on all inter-command PCA actions.

2.8.6. Based on size of the organization and scope of responsibility, an additional first sergeant in the rank of MSgt may be authorized by the MAJCOM/DRU. The additional first sergeant will work in concert with the Chief first sergeant to divide non-functional management responsibilities, but will be rated by highest level commander of the unit they support.

## **2.9. ANG Component Functional Manager.**

2.9.1. Must be a CMSgt; to apply, must be currently serving as a CMSgt or a SMSgt promotable to CMSgt IAW ANGI 36-2502. Must have served honorably as a first sergeant for a minimum of 3 years, and currently eligible to serve in the 8F000 SDI IAW criteria outlined in Chapter 3 of this instruction.

2.9.2. Will be thoroughly familiar with the mission(s) and organization of the ANG with respect to federal as well as states, territories, and District of Columbia missions. Will also be familiar with RegAF or reserve units gained to or involved in association or as a total force integration structure.

2.9.3. Will be thoroughly familiar with the first sergeant special duty for all three Air Force components.

2.9.4. Assigned under the office of and works closely with the ANG CCM on all matters concerning the manning, utilization and training of first sergeants and 8F000 authorizations within the ANG.

2.9.5. Reviews and validates ANG authorization and proper utilization annually.

2.9.6. Must ensure only the most capable, qualified, and experienced ANG first sergeants are assigned to the FSA, and will coordinate with the FSA Commandant prior to any hiring action.

2.9.7. Works closely with USAF First Sergeant Special Duty Manager concerning policy and training.

2.9.8. Is responsible for policy specific to ANG first sergeants, and will ensure updates to this instruction are forwarded to the OPR. Authorizes exceptions to policy concerning ANG component specific policy in this instruction. Exceptions to policy applicable to all components remains with the USAF First Sergeant Special Duty Manager.

2.9.9. ANG focal point and advisor to the FSA. Provides oversight of FSA courses impacting ANG first sergeant training and development, recommending and directing changes to maintain validity.

2.9.10. Coordinates all mobility and contingency taskings for ANG first sergeants. This includes ECS standalone lines, exercises and shortfalls. Will work with AFPC/DPW to resolve deployment shortfalls.

2.9.11. Will be given access to data systems enabling the ability to conduct trend analysis on manning and projected vacancies.

**2.10. AFR Component Functional Manager.**

2.10.1. Must be a CMSgt; to apply, must be currently serving as a CMSgt or a SMSgt immediately promotable to CMSgt. Must have served honorably as a first sergeant for a minimum of 3 years, and currently eligible to serve in the 8F000 SDI IAW criteria outlined in Chapter 3 of this instruction.

2.10.2. Will be thoroughly familiar with the mission(s) and organization of AFR. Will also be familiar with RegAF and/or ANG units gained to or involved in association as total force integration.

2.10.3. Will be thoroughly familiar with the first sergeant special duty for all three Air Force components.

2.10.4. Assigned under the office of and works closely with the AFR CCM on all matters concerning the manning, utilization and training of first sergeants and 8F000 authorizations within the command.

2.10.5. Reviews and validates AFR authorization and proper utilization annually.

2.10.6. Must ensure only the most capable, qualified and experienced AFR first sergeants are assigned to the FSA, and will coordinate with the FSA Commandant prior to any hiring action.

2.10.7. Works closely with the USAF First Sergeant Special Duty Manager concerning overall first sergeant policy and training.

2.10.8. Is responsible for policy concerning AFR first sergeants, and will ensure updates to this instruction are forwarded to the OPR. Authorizes exceptions to policy concerning AFR component specific policy in this instruction. An exception to policy applicable to all components remains with the USAF First Sergeant Special Duty Manager.

2.10.9. AFR focal point and advisor to the FSA. Provides oversight of FSA courses associated and impacting AFR first sergeant training and development, recommending and directing needed change to maintain validity.

2.10.10. Coordinates all mobility and contingency taskings for AFR first sergeants. Will work with the AFR Force Generation Cell and AEF Center to resolve deployment shortfalls.

2.10.11. Will be given access to data systems enabling the ability to conduct trend analysis on manning and projected vacancies.

**2.11. Wing CCMs.**

2.11.1. Host Wing Command Chief Master Sergeant.

2.11.1.1. Serves as installation functional manager for all first sergeants assigned to the installation, or to geographically separated units supported by the installation. May appoint the senior 8F000 first sergeant to assist with first sergeant functional management. Note: ARC CCMs serve as the functional manager for first sergeants for their specific component, even if they are a tenant Wing on an installation. State CCMs/SELs exercise general supervision over the first sergeant program and serve as functional managers for GSUs within their state, territory or district.

2.11.1.1.1. Responsible for coordinating with unit commanders for initial and rotational assignments for first sergeants. **(T-1)**. RegAF first sergeants should be considered for rotation between the 18-24 month points unless serving in a specific unit controlled tour. SMSgt first sergeants should not be rotated out of a valid E8 billet unless there is a valid E8 billet available. ARC Airmen are normally considered for rotation at the 36-48 month point.

2.11.1.1.2. Coordinates with tenant CCMs on first sergeant assignments. Will coordinate with MAJCOM/DRU and AFPC/DPAA2 concerning inter-command PCA moves. **(T-2)**.

2.11.1.1.3. Reviews and validates UMD monthly. ARC CCMs will review/validate quarterly. **(T-1)**.

2.11.1.1.4. Tracks manning, deployment, tenure and assignment data for all first sergeants. **(T-1)**.

2.11.1.1.5. Notifies parent MAJCOM/component First Sergeant Functional Manager of anticipated/existing first sergeant surpluses or significant shortfalls on the base. **Note:** Will notify AFDW CCM for AF Element units not assigned to a MAJCOM. **(T-1)**.

2.11.1.1.6. Ensure first sergeants with DAFSC 8F000 are loaded against an AEF indicator that matches the posturing of their assigned unit or are postured as an institutional force. Ensure 8F000 AEF posturing is reflected in ART and/or MilPDS. Ensure first sergeants are ready to fill deployment taskings and coordinate deployment issues with the respective MAJCOM/DRU or component functional manager. **(T-1)**.

2.11.1.1.7. Will ensure a First Sergeant Council is convened IAW Chapter 8 of this instruction. Will attend First Sergeant Council meetings and will work with tenant Wing CCMs to ensure the council is effective in meeting the needs of the installation.

2.11.1.1.8. Will ensure all individual and First Sergeant Council training is identified, developed and documented. **(T-2)**.

2.11.1.1.9. Ensure installation first sergeants have completed required trip reports IAW 2.11.3.5. **(T-3)**.

2.11.1.2. Personally interview first sergeant candidates within their specific Wing (tenant Wing CCMs will interview their respective candidates) to determine their eligibility in accordance with Chapter 3 and ensures the application process is completed IAW Chapter 4 of this instruction. **(T-1)**.

2.11.1.3. Schedule additional duty first sergeants serving more than 30 days to attend an Additional Duty First Sergeant Seminar. **(T-2)**.

2.11.1.4. Works with tenant CCMs, commanders and superintendents to develop first sergeants.

2.11.2. Tenant Wing CCMs (applies to blended units only for ARC units).

2.11.2.1. Must identify surpluses or shortfalls to the parent MAJCOM and host Wing CCM. Works with host Wing CCM (installation functional manager) concerning all first

sergeants assigned to their respective Wing or assigned geographically separated units. **(T-1)**.

2.11.2.2. Personally interview first sergeant candidates within their specific Wing to determine their eligibility in accordance with Chapter 3 and ensures the application process is completed IAW Chapter 4 of this instruction. **(T-1)**.

2.11.2.3. Inform host Wing CCM of the need for additional duty first sergeants to attend an Additional Duty First Sergeant Seminar. **(T-1)**.

2.11.2.4. Will work with host Wing CCMs to develop first sergeants.

2.11.2.5. Will attend First Sergeant Council meetings and work with the host Wing CCM to ensure it is an effective council IAW Chapter 8 of this instruction.

2.11.3. Deployed Command Chief Master Sergeant.

2.11.3.1. Will work with deployed commanders and superintendents to ensure each unit's needs, with respect to assigned first sergeants, are met. **(T-1)**.

2.11.3.2. Notifies AFPC/DPW on potential shortfalls or surplus situations. **(T-1)**.

2.11.3.3. Works with home station CCMs concerning issues with deployed first sergeants, including, but not limited to discipline, emergencies and career counseling. **Note:** Issues concerning ANG members must be coordinated with the Air National Guard Readiness Center/201st Mission Support Squadron prior to any action.

2.11.3.4. Will ensure a First Sergeant Council is convened IAW Chapter 8 of this instruction. Will attend First Sergeant Council meetings and will work with tenant Wing CCMs to ensure the council is effective in meeting the needs of the installation, combatant commanders and enlisted force.

2.11.3.5. Ensures first sergeants complete a trip report prior to departing contingency location. Will provide an electronic copy of the trip report to the home station CCM, the MAJCOM/component functional manager and to the USAF First Sergeant Special Duty Manager. **(T-3)**.

## **2.12. First Sergeants.**

2.12.1. Must exemplify and be thoroughly familiar with military standards outlined in AFI 1-1, AFI 36-2618 and the Air Force Core Values as well as other pertinent instructions.

2.12.2. Will work directly for the unit commander, no lower than the squadron level. First Sergeants assigned at a Group or other higher level will be rated by that level commander, but will work for each squadron commander under their responsibility, and must adapt to the needs of each commander. If assigned to a multiple first sergeant unit, will work for the squadron commander, but focus on the specific area of responsibility assigned by the commander. **(T-2)**.

2.12.3. Will be intimately familiar with the unit(s) mission(s) and understand how the unit operates.

2.12.4. Will strive to know all Airmen within the responsibility area, and stay attuned to their needs. Must remain vigilant for, and move to resolve, issues that, left unchecked, would adversely impact readiness. Helps Airmen adapt to the military environment and adjust to the

organization and duty assignments. Monitors unit sponsorship programs and conducts in-briefing for newly assigned personnel.

2.12.5. First sergeants on active duty or in status must be available to respond 24 hours a day. Will designate a trained and commander approved acting first sergeant during absences. **(T-1). Note:** Traditional ARC first sergeants must develop/coordinate a response plan with full-time unit personnel during periods the unit first sergeant is not in a duty status.

2.12.6. Will serve as a key advisor to the commander on all matters concerning enlisted Airmen, and will advise the commander on any other subjects as the commander deems appropriate. **(T-1).** Assists the commander in preparation and execution of unit training and information programs (e.g. commander's call). Attends staff meetings.

2.12.7. Will be reasonably available for Airmen to seek counseling, mentoring and advice. **(T-1). Note:** This does not direct a first sergeant to remain in his/her office.

2.12.8. Will not be assigned significant additional duties. Temporary assignment of duties may be accomplished to avert mission failure.

2.12.9. Operates outside the operational chain of command, and will not rate other members.

2.12.10. Where applicable, will have a regular presence in the dormitory and/or single first term community housing. Will have a presence in the dormitory campus area, conduct morale visits, room inspections and be attune to the quality of life needs of dorm occupants. Will work with dormitory/housing management to ensure a quality and orderly environment. Will address housing concerns, ensure personnel are expeditiously housed, accounted for and issues or conditions which have the potential to negatively impact readiness are resolved. Will participate in the Quarters Improvement Committee. **(T-3).**

2.12.11. Will understand civilian personnel policy and labor laws if civilian employees are assigned to the unit.

2.12.12. Will participate in First Sergeant Council activities. Exceptions will be for mission related needs of the unit, and absences will be coordinated with the host Wing CCM. **Note:** This does not include activities of any private organization.

2.12.13. Will perform quality reviews on enlisted performance reports, awards, decorations, promotions, classifications, quality control, and disciplinary actions.

2.12.14. Will take the lead to ensure proper administration of nonjudicial and judicial actions concerning enlisted Airmen or as directed by the commander. **(T-3).**

2.12.15. Must engage in a personal fitness routine; maintain fitness standards IAW AFI 36-2905.

2.12.16. Will maintain personal readiness and work closely with the UDM to ensure all unit members are prepared to deploy. Upon arrival at a deployed location, the first sergeant must render the necessary leadership to provide and sustain a mission-ready enlisted force for the commander. **(T-1).**

2.12.17. Will engage installation support agencies and serve as a liaison for the commander and unit members. Must quickly become familiar with all support agencies upon arrival according to Atch 2 of this instruction, and strive to understand local policy to include administrative, personnel, services and legal. **(T-1).**



2.12.18. Will develop a professional relationship and work with unit superintendents on matters concerning the welfare and readiness of the unit. Will work with fellow SNCOs and supervisors to ensure discipline is equitably maintained and the health, esprit de corps, discipline, mentoring and welfare of the enlisted force are met. Provide leadership and guidance to supervisors and members enabling them to resolve problems or complaints at the lowest level. Coordinate the resolution of complex problems with the supervisor, member, commander and appropriate base agencies. Ensure training is provided on matters of leadership, customs and courtesies, dress and personal appearance, self-discipline, adherence to standards, drill and ceremony and safety. Supports and promotes profession military education activities. Corrects conduct prejudicial to good order and discipline. **(T-1)**.

2.12.19. Will be a viable part of the leadership team.

2.12.20. Will develop a continuity program to ensure those fulfilling the duties of the unit first sergeant will be successful. **(T-1)**. Furthermore, will provide adequate insight when turning over responsibility to a replacement first sergeant to include, but not limited to, a complete unit tour, organizational chart overview, mission brief, contact information for agencies and leadership and current projects/programs/issues.

2.12.21. Charged with mentorship and counseling of NCOs who demonstrate the ability to serve as a USAF first sergeant, and provide a recommendation to the commander.

2.12.22. Will rely on the First Sergeant Council for advice during critical moments or unique situations, especially for situations a first sergeant has not experienced.

2.12.23. Will work with the unit(s) Key Spouse where applicable, and strive to ensure the commander's program is successful. The first sergeant serves as the liaison between the Key Spouse and unit, and will support the Key Spouse's efforts to enhance unit readiness. The first sergeant is charged to serve as the primary point of contact for the Key Spouse, the link between the commander and Key Spouse, assists with recruiting/selecting Key Spouses, meets with Key Spouses regularly, assists with administrative and logistical support and will provide access to updated rosters.

2.12.24. Will be directly available for needs of family members. **(T-1)**.

2.12.25. Will work with peers to ensure clear roles and lines of responsibility when assigned to multiple first sergeant units and to ensure efforts are complementary. **(T-1)**.

2.12.26. Will be familiar with, and exercise Comprehensive Airman Fitness principles.

## Chapter 3

### ELIGIBILITY CRITERIA

**3.1. Criteria.** Basic duties, responsibilities and qualifications for the first sergeant specialty are directed by this instruction, AFI 36-2101, *Classifying Military Personnel*, AFI 36-2618, *The Enlisted Force Structure*, ANGI 36-101, *Active Guard Reserve Program*, ANGI 36-2101, *Assignments within the Air National Guard*, ANGI 36-2502, *ANG Promotion of Airmen*, TPR 303, *Federal Technician Regulation* and the *Air Force Enlisted Classification Directory (AFECD)*.

### 3.2. Minimum Qualifications.

3.2.1. MSgt and MSgt selects may be considered for first sergeant special duty. Active duty and AFR MSgt and MSgt selects must be an approved candidate on their component's respective developmental special duty nomination list. MSgt selects will not attend the FSA until they assume the rank of MSgt. AFR and ANG members must be in the grade of MSgt or eligible for immediate promotion to MSgt to apply.

3.2.1.1. ANG members who are MSgt or TSgt promotable to MSgt by the close of the vacancy announcement IAW ANGI 36-2502 must be promoted immediately upon selection and subsequent assignment to the position. As a condition of promotion under the retraining program, the member must sign the following statement; "I agree to attend the FSA within 12 months of my assignment as first sergeant and remain in the position for a minimum of 3 years. Failure to complete this requirement will result in my removal from the first sergeant position and immediate demotion."

3.2.1.2. ANG fulltime personnel seeking first sergeant candidacy will not use this SDI for promotion purposes, as they must already be in the grade equivalency level, per ANGI 36-2101 and TPR 303.

3.2.2. Must have or be able to attain 36 months of retainability.

3.2.3. Must have overall EPR rating of 5 and/or have "Exceeded Some" expectations and/or "Exceeded Most" expectations on the last three performance reports. No referral reports in the past 3 years.

3.2.4. Must speak distinctly and without speech impediments.

3.2.5. Candidates must have a minimum physical profile of PULHES 333231 and not have an Assignment Limitation Code (ALC) of C-3.

3.2.6. Must not have, nor bear the appearance of personal, marital or family problems that detract from the member's ability to effectively serve as a first sergeant.

3.2.7. Must be financially stable.

3.2.8. Must be highly motivated and capable of fulfilling the role of the first sergeant as prescribed in Chapter 2 of this instruction.

3.2.9. Must have demonstrated exceptional leadership and managerial skills.

3.2.10. The applicant's physical appearance and military image in all uniform combinations must meet the highest standards expected only of the most dedicated professional SNCO.

Tattoo placement, size and nature will be evaluated. Appropriate military image in uniform is paramount. Must meet or exceed AFI 36-2903 standards. Waivers for conditions that detract from outstanding personal appearance will not be considered.

3.2.11. Must never have been convicted by a general, special, or summary courts-martial. Not have received non-judicial punishment under the Uniform Code of Military Justice in the past 3 years.

3.2.12. Must have never been convicted or adversely adjudicated by a civilian court for sexual related offenses, drug related offenses, larceny/theft/fraud, assault, domestic/child abuse related offenses or be repeat offenders of lesser offenses than those listed.

3.2.13. No convictions by a civilian court except for minor traffic violations.

3.2.14. No record of disciplinary action [LOC, LOA, LOR, Art 15] for engaging in an unprofessional or inappropriate relationship as defined in AFI 36-2909, documented failures to exercise sound leadership principals, or for any sexual related offenses, drug related offenses, larceny/theft/fraud, assault, domestic/child abuse related offenses or be repeat offenders of lesser offenses than those listed.

3.2.15. Must meet Air Force standard of good physical health and meet or exceed Air Force physical fitness standards IAW AFI 36-2905.

3.2.15.1. For initial application, the member must have scored 80 or above on last two fitness tests, or 90 or above on most recent fitness test, no failure on any portion within the last 12 months or exemptions from any component. **Note:** No current PT exemptions; except deployment and/or pregnancy. Deployed members will have a current complete assessment prior to attending the FSA.

3.2.15.2. The member must have a current fitness assessment valid through the graduation date of the in-residence portion of the FSA, and it must be a complete assessment with all components with the overall score meeting minimum standards as outlined in paragraph 3.2.13.1.

3.2.16. Must have completed the USAF Senior NCO Academy Course. ARC members must immediately enroll in the correspondence course upon selection for first sergeant duty (if not currently enrolled/complete), and must complete the course within 12 months after attending the FSA.

3.2.17. Must possess a Community College of the Air Force degree. ANG members who do not already possess a CCAF must complete this degree within 18 months of completing the FSA.

3.2.18. Must possess a 7 or 9-skill level awarded AFSC. Must not be projected to reach 6 years of non-performance in the awarded AFSC during the initial 3 year tenure as a first sergeant.

3.2.19. Should not be currently serving in a SDI. Exceptions to this require approval from the USAF First Sergeant Special Duty Manager for RegAF members, the ANG First Sergeant Functional Manager for ANG members and the AFR First Sergeant Functional Manager for reserve members.

### **3.3. Maintaining Qualifications.**

3.3.1. Members who have completed training and are currently serving as a first sergeant must continue to meet the above listed qualifications in 3.2.4 through 3.2.14.

3.3.1.1. No overall EPR rating of less than 5 and/or less than “Exceeded Some” expectations. No referral EPR. (N/A for ANG)

3.3.1.2. Will have no more than one unsatisfactory physical fitness assessment while serving in the 8F000 SDI.

3.3.2. Instances where a member fails to maintain these qualifications require mandatory withdrawal from the 8F000 SDI.

## Chapter 4

### INITIAL APPLICATION AND SELECTION PROCEDURES

#### 4.1. Identification of First Sergeant Candidates.

4.1.1. All MSgts, RegAF MSgt selects, and ARC TSgts promotable to MSgt (defined in AFI 36-2502 or ANGI 36-2502) will be considered for first sergeant duty at one or more career points.

##### 4.1.2. RegAF.

4.1.2.1. Candidates will be identified through the developmental special duty nomination process. All SNCOs who meet the eligibility criteria for the 8F000 SDI should be considered. Only members who are identified as a nominee through this process will be considered to serve in this demanding position.

4.1.2.2. The top MSgts and MSgt selects should be nominated. As a minimum, they will be interviewed and evaluated by the unit first sergeant, whose recommendation will be forwarded to the unit commander and Wing CCM. The Wing CCM will forward members who they recommend for inclusion in the developmental special duty nomination process.

4.1.2.3. The AFPC First Sergeant Assignment FAM (AFPC/DPAA2) will work with the USAF First Sergeant Special Duty Manager to establish identification criteria and timelines.

4.1.2.4. Those NCOs selected for first sergeant duty will be required to complete the formal application and screening process prior to final selection and approval as a First Sergeant.

##### 4.1.3. ARC.

4.1.3.1. At a minimum, Wing CCM will conduct an annual Developmental Team panel, in coordination with the associated First Sergeant Council, to identify individuals meeting the criteria in AFI 36-2113 for the first sergeant special duty. A developmental special duty nomination list will be established to be utilized within AFR.

4.1.3.2. Members recommended for the first sergeant special duty will be required to complete the formal application and screening process prior to final selection and approval as a first sergeant.

**4.2. Application Process.** Members identified as a candidate IAW section 4.1 must complete a formal application as outlined below.

##### 4.2.1. RegAF.

4.2.1.1. The first sergeant candidate will complete the special duty application form maintained by AFPC/DPAA2. The application must reach AFPC/DPAA2 within 30 days of identification as a first sergeant candidate. Candidates must fill out their personal information and submit it to their unit first sergeant, along with all required documents, prior to being submitted to the unit commander.

4.2.1.2. The unit commander signs the first sergeant application recertifying that the candidate still meets the requirements outlined in Chapter 3 of this instruction. Refer to the SPECAT Guide for mandatory statement. Include specific justification when recommending disapproval.

4.2.1.3. Wing CCM Interview. The interview should be of appropriate length and depth to assess nominee's understanding of responsibilities, qualifications, motivation, professional appearance, attitude and potential to successfully assume first sergeant duties.

4.2.1.3.1. A member's Wing CCM will review the nominee's records for eligibility and interviews nominee for fitness to serve as a first sergeant.

4.2.1.3.2. If a nominee requires a family care plan IAW 36-2908, the CCM must discuss the time demands with the applicant and the effects on their plan and family care arrangements.

4.2.1.3.3. The CCM determines if a nominee's complete mental, emotional, fitness and personal profile meets the requirements to be selected as a first sergeant.

4.2.1.3.4. The CCM advises the nominee that upon selection, they may be assigned to any first sergeant position they are qualified for, and will discuss the initial 3 year tenure along with the intent for the member to return to their PAFSC at the completion of the tenure. The possibilities of a second tenure as a first sergeant should also be discussed, but emphasized a second tenure will not be granted for the majority of SNCOs serving as first sergeants.

4.2.1.4. Following the interview, the CCM will provide a recommendation on the application. If the CCM determines the nominee is not fit for first sergeant duty, the CCM will personally discuss the specific reason for denial with the nominee, and will notify the nominee and unit commander of the decision in writing.

4.2.1.5. If the member is recommended by the CCM for first sergeant duty, the CCM forwards the electronic application to the Wing commander for endorsement. Once signed, the application is electronically submitted to the respective MAJCOM/DRU First Sergeant Functional Manager.

4.2.1.6. The MAJCOM/DRU First Sergeant Functional Manager will review the accuracy of the application, as well as provide the final approval concerning the qualification of a member to serve as a first sergeant. Disapprovals will be provided in writing explaining the reasons for denial and opportunities for improvement. If approved, the application will be forwarded to AFPC/DPAA2 for action. Copies of the nominee's EPRs and RIP will not be forwarded.

4.2.1.7. AFPC/DPAA2 coordinates AFSC release with the nominee's CAFSC Assignment Functional Area Manager (FAM). (T-1).

4.2.1.7.1. If the CAFSC Assignment FAM recommends non-release, they must first coordinate the specific non-release recommendation with their respective CFM.

4.2.1.7.2. If the CFM concurs with non-release, they must discuss the specific recommendation with the USAF First Sergeant Special Duty Manager to include the

chronic/critical status of their AFSC, specific manning projections, as well as a projected release date.

4.2.1.7.3. Instances where a nominee is not released for first sergeant duty, AFPC/DPAA2 will notify the nominee, Wing CCM, MAJCOM/DRU First Sergeant Functional Manager and the USAF First Sergeant Special Duty Manager with specifics as to why the member was not released.

4.2.1.8. Members who have an assignment in their PAFSC at the time their package reaches AFPC/DPAA2 will be disqualified for entry into the special duty.

4.2.1.9. Members who are currently serving an enlistment where they have received a bonus are not eligible to enter the 8F000 SDI. When a member has served at least half of the enlistment they received a bonus for, they may seek a waiver for release IAW AFI 36-2606, and some recoupment of previous bonuses may occur.

4.2.1.10. AFPC/DPAA2 schedules nominee for the next available FSA class in line with the needs of the Air Force and applicant's availability. **(T-1)**.

4.2.1.10.1. Nominee will normally be identified for 8F000 duty via an assignment notification during a normal assignment cycle.

4.2.1.10.2. When local vacancies exist outside a normal assignment cycle, the Wing CCM will identify the need to the MAJCOM who will work with AFPC/DPAA2 to fill vacancies. Local utilization will be considered first, and if no local candidate is available, any candidate can be considered for an assignment to fill a valid AF need.

4.2.1.10.3. AFPC/DPAA2 will notify the applicant and MAJCOM/DRU First Sergeant Functional Manager of approval, class dates and assignment.

4.2.2. ANG. For ANG candidates and continuity, first sergeant selection procedures will begin 4-5 months prior to appointment to allow a 2-3 month transition period. First sergeant double billeting is not authorized. The incumbent will be removed from the first sergeant UMD position and reassigned to another vacancy/position upon the selection and assignment of a new first sergeant.

4.2.2.1. When a vacancy exists or is anticipated in a first sergeant position, the CCM must ensure the MPF announces the position and discloses the application procedures and submission dates. **(T-2)**.

4.2.2.2. The CCM and MPF will confirm the qualifications of all applicants. The CCM reviews applicant's records for eligibility and determines if the applicant's total profile supports boarding the member. **Note:** The CCM will insure that all TSgt's who are promotable to MSgt, IAW ANGI 36-2502 that are selected for an interview will sign the following statement as a condition of promotion under the retraining program; "I acknowledge I am being selected to fill a First Sergeant position and I am being promoted under the provisions of ANGI 36-2502, paragraph 3.4. Retraining Promotion Program, before attending the FSA. I understand I must attend and successfully complete the FSA within one year of appointment as First Sergeant and remain/successfully serve in the position a minimum of 3 years. My failure to complete this requirement will result in a demotion in accordance with ANGI 36-2503, *Administrative Demotion of Airman.*"

4.2.2.3. For first sergeant positions in the rank of MSgt, the CCM and MPF will schedule applicants to meet the selection board. The board, as a minimum, will consist of the CCM, one unit first sergeant, and a SNCO of equal or higher grade than the applicant. The Wing Human Resource Advisor (HRA) will act as an advisor to the board unless assigned to the board by the CCM. Additionally, per the CCM discretion, a commander from a non-vacant unit may sit on the selection board.

4.2.2.3.1. The selection board conducts a comprehensive interview to assess the applicant's motivation, understanding of responsibilities, attitude, fitness, image and ability to accomplish first sergeant duties. Board questions should be reviewed by the CCM prior to the board convening.

4.2.2.3.2. The selection board must disqualify any applicant who does not meet USAF and ANG standards, with particular emphasis on AFI 36-2903 and AFI 36-2905.

4.2.2.3.3. Based on the results of the selection board, the CCM will prioritize a list of only those individuals who demonstrate the potential to assume the duties of first sergeant. The CCM will then forward the list to the unit commander. The CCM should assist the unit commander in making the final selection.

4.2.2.3.4. The applicant selected by the unit commander from the prioritized list will be awarded DAFSC SDI 8F000 pending completion of the FSA. TSgts who are selected must be promoted immediately upon assuming the position of first sergeant. Over-grades are not authorized.

4.2.2.4. The selection of full-time personnel as first sergeants is governed by provisions in ANGI 36-101, ANGI 36-2101, and TPR 303. AGRs are only authorized to serve as first sergeants in AGR fulltime identified positions in the ANG. Technicians can serve through the ETP process as described in the aforementioned TPR 303 instruction. Fulltime personnel may serve up to a maximum time of 6 years only one time in their careers.

4.2.2.5. First sergeant positions assigned the rank of SMSgt require experience and will be open only to those individuals who currently possess/serve in an 8F000 SDI and are promotable to SMSgt by the close of the announcement. The general application and selection procedures outlined in the ANG First Sergeant Guidance letter are applicable.

4.2.2.5.1. The CCM and MPF will schedule applicants to meet the selection board. The board, as a minimum, will consist of the CCM and at least two SMSgts or CMSgts. The CCM should include the State CCM in the selection board if possible. The Wing HRA will advise the board unless otherwise assigned as a board member.

4.2.2.5.2. The selection board conducts a comprehensive interview to assess the applicant's ability to assume the duties and responsibilities of the grade and position. Continued emphasis on standards as stated in AFI 36-2618 and AFI 36-2905 is also required.

4.2.2.5.3. Based on the results of the selection board, the CCM will prioritize a list of those first sergeants who demonstrate the potential to assume the duties and responsibilities of the grade and position. The CCM will then forward the list to the



Wing/unit commander. The CCM should assist the Wing/unit commander in making the final selection.

4.2.3. AFR. First sergeant selection procedures will begin 4-5 months prior to appointment to allow for a transition period. First sergeant positions may utilize Overage Code 2 for a period of 90 days with an anticipated loss due to retirement, separation, reassignment or relocation; to enhance training and development during turnover within a squadron or Group.

4.2.3.1. When a vacancy exists or is anticipated in a first sergeant position, the CCM must ensure the MPS announces the position and discloses the application procedures and submission dates. **(T-2)**.

4.2.3.2. The CCM and MPS will confirm the qualifications of all applicants IAW AFI 36-2113. The CCM will interview eligible applicants and may ask or allow additional personnel to participate in the interview, but it will not be conducted as a formal board process. The interview should be of appropriate length and depth to assess applicant's understanding of responsibilities, qualifications, motivation, professional appearance, attitude and potential to successfully assume first sergeant duties. The interview will disqualify any applicant who does not meet standards.

4.2.3.3. The CCM advises the candidate that upon selection, they may be assigned to any first sergeant position they are qualified for; however, members must not be assigned to their originating unit during initial placement. At a minimum the CCM will advise the member of the following developmental information:

4.2.3.3.1. Additional periods beyond the mandatory 3 year commitment, in the special duty, are at the discretion of the CCM with approval from the Wing commander or equivalent.

4.2.3.3.2. The maximum period an AFR first sergeant may occupy an 8F000 position within a single unit is 48 months and within the special duty is 84 months from the date assigned. Participation within the special duty past the 84th month, from the date assigned DAFSC 8F000, must be at the recommendation of the CCM for the purpose of development, and approved by the AFR First Sergeant Functional Manager.

4.2.3.3.3. Airmen returning to their original AFSC, at the completion of their first tour, and less than 84 months from the date assigned DAFSC 8F000, will be retained as an overage (Code 4) for up to 2 years. The Airman does not have to return to their originating unit for this rule to apply.

4.2.3.4. Based on the results of the interview, the CCM will prioritize a list of only those individuals who demonstrate the potential to assume the duties of a first sergeant. The CCM, or representative designated by the CCM, is responsible for coordinating with the unit commanders for initial assignments.

4.2.3.5. The nominee who is recommended by the CCM in coordination with the unit commander, and selected by the Wing CC or equivalent will be awarded DAFSC SDI 8F000 pending completion of the FSA. They are not authorized to wear the diamond device until completion of the FSA. Additionally, the applicant selected must have a minimum of 3 years remaining on their current enlistment prior to submitting a training

request for attendance to the FSA. Technical sergeants who are selected must be promoted immediately to master sergeant prior to attending the FSA.

4.2.3.6. First sergeant positions assigned the rank of SMSgt or CMSgt may only be filled by experienced first sergeants. Members must have a minimum of 12 months experience in the SDI from the FSA graduation date to be eligible for SMSgt positions, and 36 months experience as a first sergeant to be eligible for CMSgt first sergeant positions. Additionally, individuals must meet all requirements for promotion IAW AFI 36-2502. The CCM is responsible for coordinating with unit commanders prior to selection and placement. **(T-3)**.

## Chapter 5

### CLASSIFICATION & TRAINING

**5.1. AFSC Award.** CAFSC, DAFSC and PAFSC guidance is outlined in AFI 36-2101 and ANGI 36-2101 for certain ANG personnel. Specific criteria for the 8F000 SDI is as follows.

5.1.1. CAFSC. All members will be awarded the 8F000 SDI as their CAFSC, effective the date they enter formal training (Distance Learning). **Exception:** ANG members who are in a full time status of another AFSC during the week will maintain that CAFSC, but perform duty in the 8F000 SDI while in drill status.

5.1.2. DAFSC. Upon return from the FSA, members must be utilized and assigned as a first sergeant, and loaded into an authorized 8F000 UMD position where their DAFSC is 8F000. Exceptions would be for members who return back to the losing duty station after completing the FSA, and are awaiting PCS to their first 8F000 duty station. ARC members may be loaded in the DAFSC position of 8F000 prior to completing the FSA.

5.1.2.1. ANG AGR members who are full time in another career field, and seek to do first sergeant duty full time must complete a waiver to NGB/CF ANG First Sergeant Functional Manager IAW ANGI 36-101/ANGI 36-2101.

5.1.2.2. ANG members who are in a full time status (i.e. Technicians) of another AFSC during the week will maintain that DAFSC, but perform duty in the 8F000 SDI while in drill status. The full time DAFSC will be different due to their fulltime/DSG position and will be mismatched in the UMD.

5.1.2.3. Personnel who successfully complete the FSA must be assigned to a valid 8F000 UMD position and performing first sergeant duties to be authorized the diamond device (see Chapter 9). Members awaiting PCS to their first 8F000 duty station are not authorized to wear the diamond device while performing duties in their PAFSC.

5.1.3. PAFSC.

5.1.3.1. The member will retain the AFSC they are “most qualified in” as their PAFSC. In most instances, it will be the AFSC from which they are entering the 8F000 SDI.

5.1.3.2. IAW AFI 36-2101 six criteria are utilized to determine the PAFSC and include (in order) skill level, experience, complexity, amount of formal education and training, currency of equipment and desire of the individual.

5.1.3.3. The 8F000 SDI does not have skill levels. The member will retain their 7-skill level from the losing career field for a period of 6 years and the AFSC for a period of 8 years. For ANG members that serve full time in another AFSC (and 8F000 duties in drill status), they will maintain their PAFSC so long as they maintain their proficiency in their full-time position.

**5.2. FSA Attendance.** Members selected for first sergeant duty will be scheduled for the first available class date. AFPC/DPAA2 will schedule RegAF members once a valid requirement is identified. NGB/A1FT, Formal Training Branch, schedules FSA class dates for ANG members. AFR/A1, Formal Schools Branch, schedules FSA class dates for AFR members. AFR and ANG members must attend at the earliest possible opportunity, but no later than 1 year from the date of

assignment. If a member does not complete the FSA within 1 year, he/she must be removed from the first sergeant position and returned to his/her previous AFSC and the projected training cancelled. Note: In the instance that a member has been approved for first sergeant duty, but there are no valid positions to be assigned, the member will not receive a class date until a vacancy is identified.

### 5.3. USAF First Sergeant Academy.

5.3.1. The FSA is a blended learning course combining a period of distance learning, followed by an in-residence portion. Distance learning will be conducted by individual components; however, the in-residence portion may include members from RegAF, ANG and AFR components. The course covers a wide variety of topics including those items identified during the most recent U&TW. Most instruction is conducted with a blend of all components, but a portion is designated for specific instruction on topics unique to each particular component as outlined during the most recent U&TW.

5.3.2. RegAF members approved for first sergeant duty are released from their current duties upon start of the distance learning portion of the FSA. During the distance learning portion of the FSA members in training will be assigned to shadow an 8F000 first sergeant outside the member's current squadron. If no other first sergeants are available, the member may be assigned to their current squadron first sergeant. **Exception:** Members already serving as a full time additional duty first sergeant may continue to do so as long as they are assigned an 8F000 first sergeant during the distance learning portion of the FSA.

5.3.2.1. During this time, the member should complete the required curriculum and utilize the first sergeant they are assigned to help enhance the material. They will also shadow the assigned first sergeant to garner experience.

5.3.2.2. The first sergeant being shadowed will provide feedback to the CCM assessing the ability of the candidate to serve as a first sergeant. If at any time during the shadowing the CCM determines the candidate is not fit for first sergeant duty they will contact the MAJCOM Functional to discuss disenrollment.

5.3.3. ARC members will normally already be assigned to the 8F000 billet, and may be carrying out limited duties as necessary. At the start of the distance learning portion of the course, they will be assigned a current first sergeant as a mentor to facilitate the needs outlined in paragraph 5.3.2.1.

5.3.4. Academic Requirements. Students must meet all academic requirements to include oral, written and practical evaluations. Personnel failing to meet standards may be removed from the course at the discretion of the FSA Commandant IAW established academy policies. Students released may not be reenrolled for six months from the date of release.

5.3.5. Fitness Requirements.

5.3.5.1. Students will be required to take part in a strenuous fitness program to include a variety of physical activities. Students who arrive without the required fitness assessment as outlined in paragraph 3.2.13.2 will be immediately returned to home station at the unit's expense. Rescheduling attendance requires concurrence from the Commandant of the FSA, as well as the USAF First Sergeant Special Duty Manager (for

RegAF members), ANG Functional Manager (for guard members) and AFR Functional Manager (for reserve members).

5.3.5.2. Members who are on a profile are required to coordinate the profile with the Wing CCM, who will coordinate with the MAJCOM/component functional manager prior to the members departure for training to ensure the member can complete all aspects of the course. The FSA Commandant must pre-approve all potential students possessing profiles prior to their departure for training. If it is deemed the member cannot attend training, they will be scheduled in the first class available following the expiration of the profile.

5.3.6. Disciplinary actions. The FSA Commandant will ensure all student disciplinary actions are dealt with in an appropriate manner, and at the commandant's discretion, may release any student who demonstrates substandard conduct. Students released for cause/disciplinary actions may not reapply.

**5.4. Installation Orientation.** Host Wing CCMs will ensure a local orientation checklist is developed specific to the first sergeant position. This checklist is in addition to the normal unit or Wing in-processing checklist, and is to ensure each newly arrived first sergeant becomes quickly familiar with local policies, procedures, and key locations essential to first sergeant duty. **(T-3).**

5.4.1. The checklist will include time with the Wing and host Wing CCM(s) as well as a variety of support agencies across the installation. A sample checklist is provided in Attachment 2.

5.4.2. Local checklists will include OPR and location or contact information for each element. CCMs may add specific items to the checklist to cover installation specific topics not included in referenced attachments. The checklist will be completed within 30 days of assignment, and maintained by the host CCM with council training documents.

**5.5. Continuous Development.** With the unique strategic leadership position of the first sergeant, the host Wing CCMs will ensure first sergeants are provided training and courses that will strengthen their leadership and managerial skills through continuous development. Continuous development is defined under three areas to include education, training and experience. Furthermore, training is applied to both the council as a whole, and each individual.

5.5.1. First Sergeant Council Training. Often there are programs, needs or situations that the council must work on together to support the installation, or equally receive like training. In these instances, training conducted with the council as a whole may be prudent.

5.5.1.1. The host Wing CCM will ensure each council conducts 12 hours as a minimum per year for training, and will also ensure a training schedule is developed. Training for all members of a local council will be tailored to the installation needs, and is intended to enhance the mission(s) and support of the installation, the assigned members and their families, as well as the community. Topics may include emergency management, late breaking programs, deficiencies or other pertinent items. Council training time can be done monthly, quarterly or in one session, and is intended to devote at least an hour a month towards first sergeant development. **(T-3).**

5.5.1.2. The host Wing CCM will ensure each member receives the required training, that it is documented and maintained by the host Wing CCM's office. Development and maintenance of the schedule and documentation, as well as execution of the training schedule may be delegated to a member of the First Sergeant Council, but will have oversight and responsibility of the host Wing CCM. Tenant Wing CCMs will be consulted when developing the schedule and topics, and a resource and example list will be maintained by the USAF First Sergeant Special Duty Manager. **(T-3)**.

5.5.2. Individual development. Individual training will be based on unit mission, unit demographics or individual needs. These development items are not intended as a career path or roadmap, rather as opportunities to enhance the individual's ability to support the mission, Airmen and their families, or address deficiencies the individual may need to strengthen.

5.5.2.1. Training. Training is intended to provide specific skills or explain policy to an individual. Courses may range from word processing tutorials to leadership and management courses. Of note, first sergeants who have civilian employees assigned to their unit should complete an Air Force Civilian Supervisor or equivalent course as outlined by the Civilian Personnel Office for civilian supervisors. **(T-3)**.

5.5.2.2. Education. All RegAF and AFR first sergeants will complete the human resource management CCAF degree within 18 months of entry in to the SDI. **(T-3)**. Additional formal training courses may be necessary for a first sergeant; the commander and CCM should provide guidance on courses needed by an individual. First sergeants should seek additional PME to include in residence and joint opportunities.

5.5.2.3. Experience. First sergeants should be rotated on a regular basis to provide additional experience to enhance their ability as a first sergeant, or as a SNCO back in their PAFSC. Host Wing CCMs are responsible for tracking all first sergeants, and will work to move RegAF first sergeants to other units between 18-24 months in a particular unit unless assigned to a specific controlled tour. **(T-3)**. If the CCM must delay a move beyond 24 months for mission reasons, they will consult with the MAJCOM First Sergeant Functional Manager. **(T-3)**. ARC assignments and rotations are managed by policy from the respective component first sergeant functional managers and through Wing CCMs.

5.5.2.4. The USAF First Sergeant Special Duty Manager will maintain a comprehensive list of training and education opportunities, and will work with each MAJCOM or component First Sergeant Functional Manager as well as CCMs to provide a thorough list of these opportunities, and the list will be accessible by all first sergeants and command chiefs. **(T-3)**.

## **5.6. Additional Duty First Sergeant Symposiums.**

5.6.1. The FSA develops and maintains curriculum for an Additional Duty First Sergeant Symposium for each component. The course is available for each First Sergeant Council to deliver, and contains a standardized collection of curriculum. **(T-3)**. The target audience primarily includes SNCOs who are appointed to serve as the additional duty first sergeant. Other members may attend as well, and could include those who fill in as the acting first sergeant or assistant first sergeant, or other leadership positions requiring the skills taught in

the course. The FSA Commandant is responsible for maintaining a standardized course, and ensuring it is available/supported as needed. **(T-3)**. **Note:** ANG members refer to 7.2.1.1.3. of this AFI for further clarification.

5.6.2. The First Sergeant Council leadership will identify and coordinate the needs of the installation with the Wing CCM(s), and work towards establishing the training necessary for their members. If the installation cannot host a course, or a sudden need arises, the host Wing CCM will work with MAJCOM/DRU Functional Manager to find a location for their members to receive training.

5.6.3. Cross-component symposium attendance.

5.6.3.1. RegAF first sergeants assigned to an ANG or AFR installation or as the first sergeant for a blended or total force unit will attend the additional duty first sergeant symposium for the other component(s) of the members assigned to their unit. **(T-3)**.

5.6.3.2. ANG first sergeants assigned to an AFR or RegAF blended or total force unit, or serving in the absence of the normally assigned component first sergeant for an extended period of time will attend the appropriate additional duty first sergeant symposium for the other component(s) of the members assigned to their unit. **(T-3)**.

5.6.3.3. AFR first sergeants assigned to an ANG or RegAF blended or total force unit, or serving in the absence of the normally assigned component first sergeant for an extended period of time will attend the appropriate additional duty first sergeant symposium for the other component(s) of the members assigned to their unit. **(T-3)**.

## Chapter 6

### FIRST SERGEANT TENURE AND ASSIGNMENT

#### 6.1. Tenure.

6.1.1. Initial first sergeant tenures are for a minimum of 3 years, and total time in the 8F000 SDI should not exceed 6 consecutive years for MSgts and 7 consecutive years SMSgts. First sergeants will maintain qualification standards during their entire tenure as outlined in paragraph 3.3 of this instruction.

6.1.2. RegAF first sergeant special duty tenure is managed by AFPC/DPAA2. AFR and ANG tenures are managed by their respective functional managers.

#### 6.1.3. RegAF.

6.1.3.1. First sergeants have initial first sergeant special duty tenure of 3 years from their graduation date. Host/component Wing CCMs will track tenures for all first sergeant's within their responsibility. **(T-3)**. For the purposes of assignment, AFPC/DPAA2 may extend a first sergeant's tenure upon coordination with the members PAFSC.

6.1.3.2. First sergeants are automatically vectored back to their PAFSC at the end of their initial 3 year tenure. However, 15 months prior to the initial 3 year tenure date, they may request to serve an additional 3 year tenure, or request an extension for a period of 12 or 24 months in the special duty. They will meet with their CCM NLT the 22 month point of their initial tour for continued service options. Any request for continuation beyond 3 years must reach AFPC/DPAA2 NLT 13 months prior to the end of their tenure; late applications will not be accepted.

6.1.3.2.1. Return to previous AFSC. If the first sergeant does not request a subsequent first sergeant tour, they will be identified by AFPC/DPAA2 NLT the 26th month of the member's current tenure for return to their PAFSC or a previously held AFSC. If overseas, members will PCS in their previous AFSC upon DEROS.

6.1.3.2.2. Needs of PAFSC. If member is requested by their PAFSC functional manager to return to their previous held AFSC, they will be identified for return at the 36 month point in the 8F000 SDI, unless extended for assignment purposes in which case they will be identified for return at the end of the controlled assignment. If overseas, members will PCS in their previous AFSC upon DEROS.

6.1.3.3. Request for second tenure. First sergeants who desire to remain a first sergeant for a second consecutive tenure must apply and the application must reach AFPC/DPAA2 NLT 13 months prior to the end of their tenure or at the 13 month point prior to their DEROS if serving in an overseas location. Members will use the extension application maintained by AFPC/DPAA2 and will coordinate using the same process as the initial application. Any level in the routing process may vector the first sergeant back to their PAFSC.

6.1.3.3.1. Members who came from another SDI directly into the 8F000 SDI will not serve a second consecutive tenure. These members will be vectored back by



AFPC/DPAA2 to their PAFSC or previously held AFSC at the completion of their initial tour. These members may apply for a return to the 8F000 SDI at a later date.

6.1.3.3.2. Applications approved by the MAJCOM/DRU First Sergeant Functional Manager will be routed to AFPC/DPAA2 who in turn coordinates continued release from the member's PAFSC.

6.1.3.3.3. Members will be identified for return to their PAFSC by AFPC/DPAA2 upon completion of their second consecutive tenure.

6.1.3.4. Extension. First sergeants may request an extension in the 8F000 special duty, normally in 12 month increments. Other timeframes will be considered to meet the needs of the AF, and coordination will be completed similar to second tour requests.

6.1.3.5. Request to remain in 8F000 SDI beyond 6 years. Unless a member is extended by AFPC/DPAA2 for assignment purposes (not to exceed 7 years), members will be vectored back to their PAFSC or a previously held AFSC at their 6 year point. Retraining will be considered when opportunities in a previous AFSC are not available. All requests for special or extenuating circumstances to remain in the 8F000 SDI beyond 6 consecutive years (or 7 as outlined above) will be considered and require approval by the USAF First Sergeant Special Duty Manager after coordination with the Wing CCM and MAJCOM Functional Manager.

#### 6.1.4. ANG.

6.1.4.1. Term limits for full-time ANG personnel assigned as first sergeants are governed by ANGI 36-101, *AGR Regulation*, ANGI 36-2101, *Assignments within the Air National Guard* and *TPR 303, Federal Technician Regulation* and are to be no less than 3 years and no more than 6 years, one time in their career from the date of FSA graduation. Max time in TPR 303 should indicate max 6 years from Nov 2008 update, per J1 guidance from NGB.

6.1.4.2. ANG Drill Status Guardsmen selected to fill a master sergeant position are limited to a term of no less than 3 years and no more than 6 years from the date of graduation from the FSA. If later selected to fill a SMSgt first sergeant position, a new term of no more than 4 (with caveat) will be incurred based on the date of assignment to that position (not to exceed 8 years); Caveat total time as a SMSgt considered shall include Exceptional Promotion Program (EPP) SMSgt promotions for members who still serve in a MSgt position as listed in para 6.1.4.3, term limit adjustment/over-grades. Thus if an EPP member as described is placed into the SMSgt Wing position, from the date of assignment the time will only increase from the EPP term to one additional year, if not already at the max time of SMSgt rank, for a total of 4 years as a SMSgt in the SDI. Total time for ANG First Sergeants (DSGs) is not to exceed 8 years in the SDI. Example: If EPP promoted and member is at 15 months EPP SMSgt and moves into E8 Wing position, the new time adjust to max of 4 year total SMSgt begins; so 15 months EPP and 33 months remain in E8 position to maximize 4 years as SMSgt, but total time will not exceed 8 years in SDI. Members who remain through length of EPP max term, then promote can only add an additional 1 year period so as not to exceed 4 years SMSgt in SDI.

6.1.4.3. ANG members selected for promotion under the EPP will have their maximum term limit date adjusted to match the EPP over-grade expiration date upon coordination with the ANG First Sergeant functional Manager. Total tenure as an ANG First Sergeant (DSG) still will not go beyond 8 years total SDI time.

6.1.4.4. ANG first sergeant positions are not authorized over-grades except for EPP promotions.

6.1.4.5. ANG Personnel must agree to serve tenure of no less than 36 months from FSA graduation date. If the member was a prior first sergeant, the tenure starts the day of assignment. At the end of a 3 year tour, the hiring authority and Wing command chief will conduct a review of the first sergeant performance. Additional period beyond 3 years is at the discretion and approval of the hiring authority. A Statement of Understanding is to be signed IAW Ch 4.2.2.2 of this AFI.

6.1.4.6. ANG Wing CCMs may utilize involuntary demotion for members who do not complete the necessary 3 years from FSA graduation IAW *ANGI 36-2502 Promotion of Airmen*.

6.1.4.7. ANG first sergeants will work through their Wing/State CCMs and the First Sergeant Functional Manager for a second tour continuance coordination approval.

6.1.4.8. All ANG requests to remain in the 8F000 beyond 6 consecutive years require approval from the ANG Functional Manager & ANG CCM. Term limits for full-time personnel assigned as first sergeants are governed by ANGI 36-2101, *Assignments Within the Air National Guard*. No Drill Status Guard member will go beyond total consecutive tenure of 8 years to include EPP promotions, hard position promotions (Wing headquarters) or any combination thereof.

6.1.4.9. ANG Title 10 First Sergeants may serve beyond 6 years total time and hiring authority determines tenure.

6.1.4.10. ANG First Sergeants applying for statutory tour positions and having not served minimum of 3 years at initial assignment must gain concurrence with ANGFAM prior to submitting applications for said stat tour vacancies.

#### 6.1.5. AFR.

6.1.5.1. First sergeants have initial first sergeant special duty tenure of 3 years from graduation from the FSA. Corresponding Wing CCMs will track tenures for all first sergeant's within their responsibility.

6.1.5.2. First sergeants nearing the completion of their initial 3 year tenure may request to serve further within the special duty. They will meet with their CCM NLT the 22 month point of their initial tour for continued service options.

6.1.5.2.1. Return to previous AFSC as an overage is authorized at the completion of their first tour, but less than 84 months from the date assigned the 8F000 CAFSC. Retention as an overage (Code 4) will be permitted for up to two years from the date removed from the 8F000 position returning to their originating AFSC. If an extension is requested beyond the allotted two year point it will fall under the FY manning policy in effect at the time.

6.1.5.2.2. Needs of PAFSC. If member is requested by their PAFSC functional manager to return to their previous held AFSC, they will be identified for return at the 36 month point in the 8F000 SDI.

6.1.5.3. Additional periods beyond the mandatory 3 year commitment, in the special duty, are at the discretion of the CCM with approval from the WG/CC or equivalent.

6.1.5.3.1. Members who came from another SDI directly into the 8F000 SDI may not serve a second consecutive tenure if the time away from their PAFCS exceeds 84 months.

6.1.5.3.2. The maximum tenure a first sergeant may serve within a single unit is 48 months from the date assigned to the first sergeant position on the unit manning document.

6.1.5.3.3. Participation within the special duty past the 84th month, from the date assigned DAFSC 8F000, must be at the recommendation of the CCM, for the purpose of development, and approved by the AFR Functional Manager.

6.1.5.4. For the purpose of professional development, first sergeants retained, after their initial 3 year commitment, must be rotated prior to their 48th month. If an over-grade is requested during rotation, it will fall under the FY manning policy in effect at the time with a recommendation by the CCM, approval authority, WG/CC or equivalent.

6.1.6. The USAF First Sergeant Special Duty Manager, FSA Commandant, FSA instructors, MAJCOM First Sergeant Functional Managers, the Air National Guard First Sergeant Functional Manager, the Air Force Reserves Command First Sergeant Functional Manager as well as CMSgt first sergeants filling valid CMSgt 8F000 positions may serve beyond 6 years; the hiring authority determines the tenure.

## **6.2. Release from 8F000 SDI.**

6.2.1. Members will automatically be released from the first sergeant special duty at the end of their current tenure, unless a subsequent tenure or extension is approved. ARC members require coordination approval with hiring authority and AFR or ANG Functional Manager.

6.2.2. Early release (30 days or more) for RegAF members from the first sergeant special duty requires approval from the USAF First Sergeant Special Duty Manager upon recommendation from unit leadership and the MAJCOM First Sergeant Functional Manager. The ANG and AFR Functional Managers serve as the final authority for release for their respective components. **Note:** Early release (before PECD) will not be granted for the purpose of promotion testing in the members PAFSC.

6.2.3. Upon release, the member will return to their PAFSC, a previously held AFSC, retrain or (if eligible) retire or separate.

**6.3. Return to 8F000 SDI.** Former first sergeants who possess the 8F000 AFSC and have performed duty within the past 8 years in the SDI (not withdrawn due to substandard duty performance, unacceptable conduct, behavior or cause) may be reutilized as a first sergeant to fill an AF need. If it has been longer than 8 years since performing duty in the SDI, the member should no longer carry the 8F000 AFSC.

6.3.1. RegAF.

6.3.1.1. Voluntary return to the first sergeant special duty. Members, who have previously served honorably in the 8F000 SDI and carry it as a secondary or tertiary AFSC, may request to return and serve as a first sergeant.

6.3.1.1.1. The application process will follow the same process for initial application as outlined in Section 4.2, except paragraph 4.2.1.10. does not apply. Members do not need to complete any additional shadow or temporary experience, and they will not be required to attend the FSA for a second time.

6.3.1.1.2. Once the member is approved and released by their CAFSC, they will be immediately identified for assignment. The member will be looked at to serve in a valid local vacancy in their current grade. If no vacancy exists, the member will be identified for PCS assignment if eligible. If a local vacancy does not exist, and the member is not PCS eligible, the member will not be approved to return to the 8F000 SDI.

6.3.1.1.3. Members who return to the 8F000 SDI will serve a 3 year tenure, and must have retainability to serve the entire tenure. Request for subsequent consecutive tenures for returning members to the SDI will follow guidance for initial tenures as outlined earlier in this chapter. Members will not serve more than 6 consecutive years in the 8F000 SDI (or combination of SDIs), unless approved by the USAF First Sergeant Special Duty Manager.

6.3.1.1.4. AFPC/DPAA2 will notify applicant and Wing CCM of approval and assignment. Instances where a member is not released for reentry into the 8F000 SDI, AFPC/DPAA2 will notify the applicant, Wing CCM and the USAF First Sergeant Special Duty Manager with specifics.

6.3.1.2. Return is based on needs of the Air Force. During SMSgt and/or CMSgt shortfall periods and when directed by the USAF First Sergeant Special Duty Manager, AFPC/DPAA2 and AF/DPE will identify potential returnees to meet the needs of the Air Force. CMSgts who have honorably served a minimum of 3 years in the 8F000 SDI are eligible to compete for nominative or CIP 8F000 CMSgt positions when applicable.

### 6.3.2. ANG.

6.3.2.1. DSG members who have previously served honorably in the 8F000 SDI and carry it as a secondary or tertiary AFSC may request to return and serve as a first sergeant. A formal request must be submitted and routed to the ANG Component Functional Manager with the concurrence of the Wing and state CCM for final approval of returning first sergeants in the ANG. This request is based on the needs of the organization and not the needs of the individual.

6.3.2.2. Members who return to the 8F000 SDI will be governed by guidance in paragraph 6.1.4., ANGI 36-2101, and must have retainability to serve the entire tenure.

### 6.3.3. AFR.

6.3.3.1. Members who have previously served honorably in the 8F000 SDI and carry it as a secondary or tertiary AFSC, may request to return and serve as a first sergeant. A formal application must be submitted to their corresponding CCM for recommendation; with final approval from the WG/CC or equivalent.

6.3.3.2. Members who return to the 8F000 SDI will be governed by guidance in paragraph 6.1.5. and must have retainability to serve the entire tenure.

#### **6.4. Early Withdrawal Procedures.**

6.4.1. Voluntary Withdrawal. Voluntary withdrawal will not be used in-lieu of involuntary withdrawal for substandard duty performance or unacceptable conduct or behavior; for guidance see paragraph 6.4.2.

6.4.1.1. First sergeant duties are both mentally and physically demanding. If circumstances exist that prove it is not in the best interest of the individual or the Air Force to continue duty as a first sergeant, removal or release from the special duty is required.

6.4.1.2. Members selected for assignment may not apply for release in lieu of assignment.

6.4.1.3. First sergeants who need to withdraw for personal/medical reasons must justify the request to their commander by submitting a memorandum for release. Member should update assignment preferences upon submission of request. The commander will endorse the request with a recommendation to the Wing CCM. The Wing CCM will endorse the request to the Wing commander or equivalent. (See Figure 6.1) Note: ARC members will coordinate their requests through their chain of command to the applicable ANG or AFR Component Functional Manager for coordination.

6.4.1.4. The Wing commander or equivalent will consider all of the factors and will approve or disapprove the request.

6.4.1.4.1. For approved requests, the package will be forwarded through the MAJCOM/DRU First Sergeant Functional Manager for coordination with AFPC/DPAA2 for RegAF members. For ARC members, the package will be processed by the respective MPF, with a courtesy copy to the MAJCOM/component First Sergeant Functional Manager, for coordination with the member's PAFSC or previously held AFSC. A copy of all removal actions will be forwarded to the USAF First Sergeant Special Duty Manager.

6.4.1.4.1.1. ARC voluntary withdrawal requests prior to the minimum 3 year tenure being served must route the request to the applicable ANG or AFR Component Functional Manager for final approval. ANG units will be required to provide replacement costs funding for functional non-concurrence responses as per workday guidance from A1/A1D/NGB dated FY13.

6.4.1.4.1.2. If unit requirements do not permit an ARC member to return to a previously awarded AFSC, the member may apply for retraining into a valid requirement. Commanders and CCMs should exercise proper force management principles when reassigning members who voluntarily withdraw from this special duty.

6.4.1.4.2. The member is no longer authorized to wear the diamond nor will they be authorized to receive SDAP effective the date the Wing commander approves the request.

6.4.1.4.3. After coordination with the USAF First Sergeant Special Duty Manager AFPC/DPAA2 will return the withdrawal package to the Wing CCM, through the MAJCOM, for upload in the Case Management System (CMS) to AFPC/DPSICC for final action IAW AFI 36-2101. AFPC/DPAA1 will be included in the CMS coordination. **(T-2)**.

6.4.2. Withdrawal due to Substandard Duty Performance, Unacceptable Conduct or Behavior and Failure to Maintain Qualifications. If a first sergeant's duty performance is unsatisfactory or the first sergeant is considered to be unfit for duty the unit commander, in coordination with the CCM, will recommend to the Wing commander or equivalent if removal is warranted. If a first sergeant fails to maintain qualification IAW paragraphs 3.3 diamond removal is mandatory. **(T-1)**.

6.4.2.1. The unit commander notifies the member in writing of the proposed withdrawal, with justification. Members on active duty or full time status have 3 duty days to request a personal appearance or submit a written statement or documents on their behalf. Traditional guard or reserve members have until the following UTA to submit their request. Member can waive this by endorsement. **(T-2)**. (See Figure 6.4.2.)

6.4.2.2. The request for withdrawal memorandum, along with all information submitted by the member is forwarded to the Wing CCM. The CCM reviews the documentation and provides a recommendation to the Wing commander or equivalent for consideration. Member should be given the opportunity for a personal appearance, if requested. **(T-2)**.

6.4.2.3. The Wing commander or equivalent approves/disapproves the diamond withdrawal.

6.4.2.3.1. The member is no longer authorized to wear the diamond nor will they be authorized to receive SDAP effective the date the Wing commander approves the withdrawal.

6.4.2.3.2. If approved, the member will be immediately reassigned to other duties pending final action. **(T-1)** Note: For ANG Member, the FSS personnel chief will reassign the member to a previously earned AFSC or designated student flight IAW ANGI 36-2101 Assignments Within The ANG.

6.4.2.3.3. Approved withdrawals package will be forwarded through the MAJCOM/DRU First Sergeant Functional Manager for coordination with AFPC/DPAA2 for RegAF members. For ARC members, the package will be processed by the respective MPF, with a courtesy copy to the MAJCOM/component First Sergeant Functional Manager, for coordination with the member's PAFSC or previously held AFSC. A copy of all removal actions will be forwarded to the USAF First Sergeant Special Duty Manager. **(T-2)**.

6.4.2.4. After coordination with the USAF First Sergeant Special Duty Manager AFPC/DPAA2 will return the withdrawal package to the Wing CCM, through the MAJCOM, for upload in the Case Management System (CMS) to AFPC/DPSICC for final action IAW AFI 36-2101. AFPC/DPAA1 will be included in the CMS coordination. **(T-2)**.

6.4.2.4.1. If approved, the member will not continue to hold the 8F000 SDI in any AFSC category to include secondary and tertiary AFSC listings.

6.4.2.5. Withdrawal is not a disciplinary action and will not be used in place of, or as administrative action for substandard duty performance or misconduct. Disciplinary actions should be taken IAW the Uniform Code of Military Justice, State Code of Military Justice and/or appropriate AF or component instructions. Withdrawal action is taken following an incident that negatively impacts the individual's ability to continue as a first sergeant, and does not require disciplinary actions to be complete to initiate the withdrawal process.

**6.5. RegAF Assignment.** MSgt and SMSgt first sergeant assignments are managed by HQ AFPC/DPAA2. AF/DPE assigns CMSgt first sergeants.

6.5.1. Initial assignment. First sergeant applicants who are not utilized locally will receive an assignment based on Air Force needs; AFPC/DPAA2 will manage the assignment process, and subsequent class attendance IAW Chapter 5 of this instruction. Applicants are vulnerable for all locations not identified as needing prior experience to include overseas or remote locations.

6.5.2. Assignment availability. Once a member graduates from the FSA, AFPC/DPAA2 will assign all CONUS first sergeants an AAC 50 with an expiration date 36 months following their FSA graduation. Members in overseas locations will be managed via their DEROS. AFPC/DPAA2 may waive codes to facilitate needs of the Air Force.

6.5.3. Mandatory movers. First sergeants assigned to certain positions may be designated as mandatory movers; this normally includes those assigned to isolated or detached duty locations. AFPC/DPAA2 will assign an AAC 50 to each position identified by the USAF First Sergeant Special Duty Manager to ensure these members are identified for assignment to enhance the well being of the mission as well as the individual.

6.5.4. First sergeants will ordinarily compete for assignments upon approval of their second tour request. Their AAC 50 will be changed by AFPC/DPAA2 to AAC FS with a corresponding expiration date (normally a date 6 years after graduation from the FSA, typically adding 3 years to the overall tenure) upon approval of a second tour. They may compete for assignments any time after being placed on AAC FS as long as they meet PCS eligibility requirements and can obtain the required retainability for the PCS. AFPC/DPAA2 will coordinate/seek early second tour approval for those selected for assignments prior to reaching the second tour application window.

6.5.5. Overseas assignments. First sergeants serving an initial tour in overseas locations for a period of two years or less will automatically be considered for a follow-on assignment as a first sergeant for a period of at least two years CONUS, and will receive an AAC 50 expiring 24 months after arrival at the CONUS location. The member may request another overseas location for the full prescribed tour as an 8F000 if released by their PAFSC. Members selected for an overseas assignment as a first sergeant will serve the entire tour, regardless of tour length, as an 8F000.

6.5.6. CMSgt or CMSgt select first sergeants serving in a surplus status will be identified by AF/DPE for return to the member's PAFSC, a previously held AFSC or for any cross-flow opportunities. Instances where 8F000 manning is over 100% and the member's previous

AFSC is below 100%, AF/DPE will ensure surplus members compete for an assignment in their previous AFSC during the next assignment cycle.

**Figure 6.1. Sample Voluntary SDI Withdrawal Memorandum.**

MEMORANDUM FOR AFPC/DPAA2

FROM: Name and Office Symbol of Member

SUBJECT: Voluntary Withdrawal from the First Sergeant Special Duty (8F000) – (GRADE, NAME)

1. Insert reason for the voluntary withdrawal.
2. Insert contact information (email and telephone).

MEMBERS'S NAME, Rank, USAF  
Position

1st Ind, Members Unit Commander, Voluntary Withdrawal from the First Sergeant Special Duty (8F000), Date

TO: Wing Command Chief

Concur/Non Concur

UNIT COMMANDERS NAME, Rank, USAF  
Position

2nd Ind, Wing Command Chief, Voluntary Withdrawal from the First Sergeant Special Duty (8F000), Date

TO: Wing Commander

Concur/Non Concur

WING COMMAND CHIEF NAME, Rank, USAF  
Position

3rd Ind, Wing Commander, Voluntary Withdrawal from the First Sergeant Special Duty (8F000), Date

TO: MAJCOM Functional Area Manager (FAM)

Approved/Disapproved

WING COMMANDER NAME, Rank, USAF  
Position

4th Ind, MAJCOM FAM, Voluntary Withdrawal from the First Sergeant Special Duty (8F000), Date

TO: AFPC/DPAA1

Concur/Non Concur

MAJCOM FAM NAME, Rank, USAF  
Position



Figure 6.2. Sample Involuntary SDI Withdrawal Memorandum.

<p>MEMORANDUM FOR (Members Name and Grade)</p> <p>FROM: Unit Commander</p> <p>SUBJECT: Involuntary Withdrawal from First Sergeant Special Duty and Removal of the 8F000 SDI - (GRADE, NAME)</p> <p>1. Insert reason for the involuntary withdrawal from First Sergeant Special Duty and removal of the 8F000 SDI</p> <p>2. Insert recommended action and disposition of the member upon removal from First Sergeant Special Duty and removal of the 8F000 SDI.</p> <p>3. <b>PRIVACY ACT.</b> The following information required by the Privacy Act is provided for your information. AUTHORITY: 10 U.S.C. § 8013. PURPOSE: To obtain any comments or documents you desire to submit (on a voluntary basis) for consideration concerning this action. ROUTINE USES: Provides you an opportunity to submit comments or documents for consideration. If provided, the comments and documents you submit become a part of the action. DISCLOSURE: Your written acknowledgment of receipt and signature are mandatory. Any other comment or document you provide is voluntary.</p> <p>4. You will acknowledge receipt and return this letter to me within three (3) duty days of your receipt. Your signature on this document is solely for receipt purposes and is not an admission of guilt. Any comments or documents you wish to be considered concerning this letter must be included with your response. All submitted documents will become part of this record. I will then have three (3) duty days to consider any matters submitted and to advise you of my final decision.</p> <p style="text-align: center;">UNIT COMMANDERS NAME, Rank, USAF Position</p> <p>ACKNOWLEDGEMENT OF RECEIPT by (Members Name and Grade)</p> <p>I acknowledge receipt and understanding of this letter on _____ at _____ hours.</p> <p>I understand that if I intend to submit a statement or other documents in response to this letter, I must do so within three (3) duty days from receipt of this letter, and that such documents will become part of this letter.</p> <p style="text-align: center;">MEMBERS NAME, Rank, USAF Position</p> <p>1st Ind, Member, Involuntary Withdrawal from First Sergeant Special Duty and Removal of the 8F000 SDI, Date</p> <p>TO: Unit Command</p> <p>I have reviewed the allegations contained in this letter. (I am submitting the attached documents in response) (I hereby waive my right to respond).</p> <p style="text-align: center;">MEMBERS NAME, Rank, USAF Position</p>
---

2nd Ind, Unit Commander, Member, Involuntary Withdrawal from First Sergeant Special Duty and Removal of the 8F000 SDI, Date

TO: Member

Member (did) (did not) provide written matters in response to this letter. I have considered all matters submitted for my consideration by the member.

Recommend/Non Recommend Withdrawal from First Sergeant Special Duty and Removal of the 8F000 SDI.

UNIT COMMANDER NAME, Rank, USAF  
Position

ACKNOWLEDGEMENT OF DECISION by (Members Name and Grade)

I acknowledge receipt and understanding of this decision on \_\_\_\_\_ at \_\_\_\_\_ hours.

MEMBERS NAME, Rank, USAF  
Position

3rd Ind, Wing Command Chief, Member, Involuntary Withdrawal from First Sergeant Special Duty and Removal of the 8F000 SDI, Date

TO: Wing Commander

Concur/Non Concur

WING COMMAND CHIEF NAME, Rank, USAF  
Position

4th Ind, Wing Commander, Member, Involuntary Withdrawal from First Sergeant Special Duty and Removal of the 8F000 SDI, Date

TO: MAJCOM Functional Area Manager (FAM)

Approved/Disapproved

WING COMMANDER NAME, Rank, USAF  
Position

5th Ind, MAJCOM FAM, Member, Involuntary Withdrawal from First Sergeant Special Duty and Removal of the 8F000 SDI, Date

TO: AFPC/DPAA1

Concur/Non Concur

MAJCOM FAM NAME, Rank, USAF  
Position

## Chapter 7

### ADDITIONAL DUTY FIRST SERGEANTS

#### 7.1. Philosophy.

7.1.1. Airmen should have a first sergeant they can go to and commanders must have a first sergeant to rely on. For instances with manning shortfalls, or if the unit is not authorized a diamond wearing first sergeant or is otherwise geographically separated, an additional duty first sergeant may be appointed by the unit commander. During periods of absence of an assigned first sergeant, another SNCO should be temporarily assigned this role to ensure the needs of the mission, Airmen and their families are met.

7.1.2. Members assigned additional duty first sergeant responsibilities must be in grades E-7 through E-9. **(T-3)**. E-6s may only be assigned first sergeant responsibilities in those situations where there is neither a first sergeant nor SNCO able to assume additional duty first sergeant responsibilities. Additional duty first sergeants will not list their duty title as 'First Sergeant' on the EPR.

7.1.3. Additional duty first sergeants will uphold the same professional profile and criteria required for diamond wearing first sergeants. They will fully participate with installation first sergeants in base functions and attend First Sergeant Council meetings.

7.1.4. Members serving the role as an additional duty or acting first sergeant for more than 30 accumulated days will attend a FSA Additional Duty First Sergeant Seminar, or MAJCOM/Component First Sergeant Functional Manager approved equivalent as soon as practical after being appointed. **(T-3)**.

#### 7.2. Full Time Additional Duty First Sergeants.

7.2.1. Full time additional duty first sergeants will be appointed in writing by the unit commander, in coordination with the host Wing CCM, in instances where the unit does not have a designated first sergeant either at the unit or higher level. Several factors could cause this situation including a small unit size, 8F000 shortfalls on the installation or during deployments.

##### 7.2.1.1. ANG Additional Duty First Sergeants.

7.2.1.1.1. Additional duty first sergeants within the ANG are authorized based on the needs of the organization. They are still authorized at ST-JFHQ, GSU's and CSTs (Weapons of Mass Destruction Civil Support Teams). Unauthorized use of Additional Duty First Sergeants is prohibited in the ANG. The formal selection process will mirror that of current policy/practice where a vacancy exists as stated in Chapter 4 of this instruction.

7.2.1.1.2. ANG members assigned as additional duty first sergeants must be in the rank of TSgt through SMSgt and uphold the same criteria as stated in Chapter 3 and 4 of this instruction.

7.2.1.1.3. ANG additional duty first sergeants must attend the ANG Additional Duty First Sergeant seminar as soon as practical after appointment. This seminar will be facilitated and managed by the ANG First Sergeant Functional Manager's office.

7.2.1.1.4. Fulltime personnel, i.e. AGRs are authorized to serve in this capacity to support the needs of the mission.

7.2.1.1.5. Additional duty first sergeants are part of the support network within the ANG and as such are to be included in all facets of the Wing's First Sergeant Councils without exception as stated in Chapter 8.2.1 of this instruction.

7.2.1.1.6. Wing/State CCM, as the local functional managers, will control the amount of personnel in this program, not to exceed the authorized number of valid 8F000 first sergeants, i.e. one-to-one ratio per authorized number of first sergeants at that location. Example: If seven first sergeants then no more than seven additional duty first sergeants.

7.2.1.1.7. Personnel serving in this capacity will not be authorized to wear the diamond device or receive the SDAP pay as this is a supporting role and not an assigned authorized 8F000 position as stated in Chapter 9 of this instruction.

7.2.2. The member will not serve in this capacity for more than 12 consecutive months unless there are no other options or will otherwise result in mission degradation, and is approved by the Wing CCM. Additionally, they will not be awarded the CAFSC of 8F000, may not fill an 8F000 manpower position, are not authorized the diamond device and will not receive SDAP. Note: ANG members will coordinate length of this support between Wing/State CCM and component Functional Manager

7.2.3. Airmen assigned the additional duty first sergeant role will attend the applicable component Additional Duty First Sergeant Symposium, preferably before assuming the position.

7.2.4. In essence, this member will serve the exact same role as a diamond wearing first sergeant does for other units, and may serve this capacity in addition to their normal mission requirements. This member must first understand their role as a first sergeant, and how it differs from their ordinary operational role. Additionally, they must understand more will be required of their time, and will be required to serve this capacity 24 hours a day/7 days a week.

7.2.5. The host Wing CCM will assign a diamond wearing first sergeant as a mentor. The additional duty first sergeant must integrate with the local First Sergeant Council as well to ensure they have a diamond wearing first sergeant they can reach at all times.

### **7.3. Acting First Sergeants.**

7.3.1. Acting First Sergeant serve as his/her organizations first sergeant solely during the temporary absence of the first sergeant (i.e., leave, TDY, hospitalization, etc).

7.3.2. Airmen serving the capacity of the acting first sergeant must understand the role similarly described in paragraph 7.2. The individual identified to fill in temporarily must be readily available to respond at any hour, and be trained or given a thorough orientation by the first sergeant.

7.3.3. The assigned first sergeant will provide a thorough and portable continuity guide to the acting first sergeant, and ensure they identify members of the First Sergeant Council the acting first sergeant can call for advice. **(T-3)**.

## Chapter 8

### FIRST SERGEANT COUNCILS

**8.1. Philosophy.** A strong and successful council contributes greatly to the success of the mission and the health and welfare of Airmen and their families. The council will work with host and tenant CCMs to ensure they meet the needs of the base community and all assigned Airmen. The first sergeant is an essential link between the Airmen and base leadership; therefore, membership to the council and meeting attendance is mandatory for all assigned first sergeants.

**8.2. Structure.**

8.2.1. Composition. On active duty installations where multiple Wings or tenants are present, the host Wing CCM will ensure one council is established for the installation and all diamond wearing and additional duty first sergeants are active members. ARC Wings on either a stand alone installation or as a tenant will establish a council for their respective component in a similar fashion. Bases with multiple components will hold joint meetings at least quarterly but are encouraged to meet more when possible. (T-3).

8.2.2. Council leadership. The council is the responsibility of the host Wing CCM, but is generally peer led. Specific positions of responsibility should be established; the chair of the council will be responsible for meeting agenda and scheduling, and will work with all CCMs on the installation to ensure an effective council. Meeting minutes will be recorded, and must be maintained IAW AFI 33-322. The host Wing CCM will ensure leadership positions are filled appropriately, typically through nomination and voting by the members of the council. Members will serve no more than 12 months in their respective position.

8.2.3. Additional positions of responsibility. The CCM may establish additional positions of responsibility to meet the needs of the mission or efforts of the installation. These positions should be kept as a minimum, but may include representation to other organizations such as the Community Action Information Board, Integrated Delivery System or First Term Airman Center, or may be to fill a specific function or role assigned to the council.

8.2.4. Additional guests. The council should invite key leaders from across the installation on a regular basis to both ensure the needs of these organizations are addressed with respect to the duties and responsibilities of a first sergeant, and in turn, ensure these agencies receive feedback from first sergeants concerning their policies, processes and service. The council chair should strive to include a single guest speaker at every meeting, but must exercise flexibility for urgent matters. A variety of agencies should be considered to include those dealing with personnel, medical, legal, services and facilities among others pertinent to the missions of the installation. Certain agencies may regularly attend council meetings, but CCMs and council leadership should ensure their participation is both necessary and complimentary to the efforts of the First Sergeant Council; potential regular attendees include a representative from AFOSI, the Chaplain or the CAA.

8.2.5. Meeting location. The host Wing CCM will ensure the meetings are held in a private meeting location that is easily accessible by all attendees allowing adequate time for extended discussions.

8.2.6. Frequency. As a minimum, RegAF First Sergeant Councils will meet weekly, and ARC First Sergeant Councils will meet monthly. Every attempt should be made to schedule the meetings to accommodate all attendees. **(T-3)**.

8.2.7. Meeting with Wing leadership. All installation CCMs will attend their respective component First Sergeant Council meetings. **(T-3)**. At a minimum, RegAF councils will meet with their host Wing or vice Wing commander on a quarterly basis to ensure the council has a direct dialogue with top leadership to discuss mission and installation related concerns. **(T-3)**. ARC councils will meet with their respective Wing leadership in similar fashion. Additionally, tenant Wing leaders should be included on a rotational basis, either in conjunction with the host Wing, or on a separate basis.

8.2.8. Training. Councils will conduct a minimum of 12 hours of continuous development training annually to include subjects pertinent to the installation. Host Wing CCMs are charged with ensuring an annual training plan is developed, executed, and documented IAW Chapter 5 of this instruction. **(T-3)** Note: ARC CCMs should budget for additional time annually concerning training for their councils, outside the scheduled UTA and annual tour, for developmental/recurrent training..

**8.3. Private Organizations (POs).** First Sergeant Councils are not private organizations, but as a complimentary organization, the non-profit charter associated with a First Sergeant Council is often an important aspect of what first sergeants do to support the installation.

8.3.1. Establishing a non-profit organization. If members of a First Sergeant Council wish to charter a non-profit organization, they must adhere to AFI 34-223. These chartered private organizations (associated with the First Sergeant Council) are defined as self-sustaining special interest groups, set up by people acting exclusively outside the scope of any official capacity as officers, employees or agents of the Federal Government. They operate on Air Force installations with the written consent of the installation commander.

8.3.2. Membership will not be required of the non-profit organization, although the member is required to be part of the First Sergeant Council. Personal and professional participation in POs is governed by DOD 5500.7-R, Joint Ethics Regulation for every member who chooses to participate.

## Chapter 9

### THE FIRST SERGEANT DEVICE & SPECIAL DUTY ASSIGNMENT PAY

#### 9.1. First Sergeant Device.

##### 9.1.1. First Sergeants.

9.1.1.1. Wear of the first sergeant device (diamond) is authorized when the member is awarded the 8F000 CAFSC, is assigned to a valid 8F000 DAFSC position and has completed the FSA. **Note:** Member may not wear the device when double billeted for more than 120 days (60 days at the losing base and 60 days at the gaining base).

9.1.1.2. Graduates returning to the losing base and serving in their primary AFSC awaiting PCS do not fill a valid 8F000 position and will not wear the diamond. With commander approval, CCMs may utilize these individuals to fill 8F000 DAFSC vacancies until PCS and they may wear the diamond.

9.1.1.3. Graduates who return to the losing installation only to out process may wear the diamond.

9.1.1.4. The diamond will be worn according to AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel* while serving as a first sergeant in the 8F000 SDI.

9.1.1.5. Members deployed to serve in non-8F000 positions will not wear the diamond.

9.1.1.6. ANG members who are serving a dual role capacity (technician or AGR) will not wear the diamond during times when they are not serving in the official capacity as a first sergeant.

9.1.2. The USAF First Sergeant Special Duty Manager, FSA Commandant, FSA instructors, MAJCOM Functional Managers, ANG and AFR First Sergeant Functional Managers, as well as the AFPC 8F000 Assignment FAM will wear the first sergeant device.

9.1.3. Additional Duty First Sergeants. Members assigned as additional duty, acting or assistant first sergeants will not wear the diamond.

9.1.4. Retired First Sergeants. Retired members, whose terminal assignment was as a first sergeant, may wear the diamond device in all instances where the wear of the uniform is appropriate, according to AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*. Requests for exceptions to policy for former first sergeants who retire at the same rank they served as a first sergeant, and the entire tenure was honorable, may be considered by the USAF First Sergeant Special Duty Manager.

**9.2. Special Duty Assignment Pay (SDAP).** To receive SDAP, first sergeants must meet all of the following criteria governed by AFI 36-3017, Table 1. Individuals serving in an additional duty, acting or assistant capacity are ineligible for this pay.

9.2.1. Hold the rank of MSgt or higher.

9.2.2. Graduated the FSA and be awarded the CAFSC of 8F000.



9.2.3. Must be serving in an authorized 8F000 DAFSC First Sergeant billet. **Note:** Per AFI 36-3017, Table 1, member may not be double billeted for more than 60 days (30 days at the losing base and 30 days at the gaining base).

## Chapter 10

### MANPOWER & UTILIZATION OF FIRST SERGEANTS

**10.1. Manpower.** First sergeants traditionally serve in one-deep positions across a variety of units whose missions are diverse and most likely not aligned with previous experience. These positions rarely if ever require a technical background aligned with the unit's mission, allowing outside perspective. Air Force units vary greatly in size, and the manpower standard takes into consideration a majority of these units. In some instances units will be too large for one first sergeant; therefore, multiple 8F000 positions may be authorized to one unit, typically a squadron. Occasionally, units will not earn a first sergeant authorization but may need one based on a unique situation. On other occasions, some units will earn a first sergeant authorization but may not need one based on a unique situation. The Air Force Manpower Standard (AFMS) quantifies the manpower required to accomplish the tasks described in this AFI for varying levels of workload for RegAF, AFR and ANG quantify their component manpower required to accomplish the tasks described in this AFI for varying levels of workload.

10.1.1. First sergeants normally serve in units not aligned with their technical background. CCMs should take great care to ensure the right first sergeant is matched with each unit and mission while ensuring a diverse distribution of first sergeants across the installation. RegAF and AFR first sergeants should not be immediately reassigned back to the unit they served in another AFSC as their first assignment out of the FSA.

10.1.2. RegAF and AFR CMSgt positions will be directed by policy for key positions requiring an increased rank. CMSgt first sergeant positions are authorized at MAJCOM/COCOM, designated 8F000 Functional Managers, FSA Commandant position, and the USAF First Sergeant Special Duty Manager only. ANG CMSgt First Sergeant positions beyond the ANG Functional Manager are not authorized.

10.1.3. RegAF SMSgt positions not earned in the AFMS.

10.1.3.1. MAJCOM/DRU/component functional managers (AFDW for AF Elements) will coordinate to identify one SMSgt position at each AF installation. The SMSgt billet should be assigned to the largest unit on the installation, regardless of MAJCOM/DRU affiliation. The SMSgt assigned to the position assists the host CCM with first sergeant functional management and serves as a mentor to all first sergeants assigned to the AF installation.

10.1.3.2. MAJCOM/DRU/component functional manager (AFDW for AF Elements) will identify any additional positions to be designated as SMSgt positions based on unique needs or demographics, and will work with their corresponding manpower offices to justify these positions. Examples include positions at NAF or equivalent levels, joint billets, units serving on a different services installation (not joint bases), and those with increased roles/responsibilities as outlined in the duty description. Copies of all variations will be forwarded to the USAF First Sergeant Special Duty Manager.

10.1.4. Basic Military Training units working directly with trainees are authorized an 8F000 position in the rank of SMSgt. Any additional positions will be based on unique needs or demographics, and will be worked by each MAJCOM/DRU/component functional

manager with their corresponding manpower offices to justify these positions. Copies of all variations will be forwarded to the USAF First Sergeant Special Duty Manager.

10.1.5. Manning. Although an authorization exists, MAJCOMs are required to fund the positions for units within their command. Each MAJCOM should carefully review the requirements of each unit with respect to their first sergeant needs, and ensure a first sergeant is available as appropriate. NGB/A1M will flow their members UMDs to FSS Personnel Chiefs. ANG CCMs should review UMDs periodically to ensure proper force management of their respective council.

10.1.6. First sergeants normally serve in units not aligned with their technical background. CCMs should take great care to ensure the right first sergeant is matched with each unit and mission while ensuring a diverse distribution of first sergeants across the installation. RegAF and AFR first sergeants will not be immediately reassigned back to the unit they served in another AFSC as their first assignment out of the FSA. Note: ANG DSG members go through selection process for SDI duty and may be hired into the unit they have served another PAFSC in. Proper force management must be utilized and provide a path back into the operational environment of affected ANG units. Leadership of gaining/losing units of affected members should take advantage of operational placement for these key individuals and their gained professional experience from the career broadening SDI tour.

**10.2. Organization of Assignment.** Every Airman should have an assigned first sergeant they can rely on with clearly defined areas of responsibility.

10.2.1. Squadron First Sergeant. First sergeants are ordinarily assigned at the squadron level. Based on manning, mission or unique circumstances, first sergeants may be assigned at other levels based on mission requirements.

10.2.2. Group First Sergeant. When assigned to a Group, the first sergeant must work diligently to serve all commanders and Airmen across the entire Group, and only experienced first sergeants should be considered for these roles. The first sergeant will be rated by the Group commander, but must build a relationship of trust with each of the squadron commander's the first sergeant advises. Furthermore, it is imperative the first sergeant works to engage Airmen across the diverse spectrum they serve.

10.2.3. Multiple first sergeants in a unit. Units with large numbers of assigned personnel may be granted more than one first sergeant authorization IAW the AFMS. In these instances, the commander must define each first sergeant's area of responsibility within the unit. Specifically, each first sergeant should have a clear definition of the personnel or flights/sections/areas they serve, and each first sergeant will have the same roles and responsibilities with respect to these defined audiences. Each first sergeant will be rated by the squadron commander. **(T-3)**.

10.2.4. First sergeants for multiple squadrons. Instances where a squadron does not have a first sergeant assigned, or does not have a first sergeant authorization, the CCM may assign first sergeant duties to another squadron level first sergeant after coordination with both squadron commanders. When this occurs, the first sergeant, who is still assigned to another squadron, must engage the other squadron much like a Group or Wing level first sergeant would. However, the first sergeant will be rated by the assigned squadron commander, and will not assume a different duty title.

10.2.5. Advisory roles. CCMs may assign first sergeants as advisors to additional duty or temporary first sergeants of another unit after coordination with both unit commanders. In these instances, the first sergeant will support, advise and mentor the additional duty or temporary first sergeant and may be called upon by the other unit commander for advice. First sergeants must be careful not to undermine the actions or efforts of the additional duty or temporary first sergeant.

10.2.6. Other type organizations. There will be instances where a first sergeant is needed in a unit type not listed above. In these instances, the MAJCOM/DRU/component First Sergeant Functional Manager will be consulted by the Wing and/or state CCM. The MAJCOM/DRU/component First Sergeant Functional Manager will ensure the position and unit of assignment is valid and meets the needs of the mission.

**10.3. Duties.** First sergeants have broad responsibility to include a great many programs, but are primarily focused on how to support the mission of the unit through support of the Airmen and their families. The first sergeant duties and responsibilities are outlined in Chapter 2 of this instruction, and commanders must take great care to not assign duties other than those contained in this AFI, the specialty description in AFECD or according to the Process Oriented Description as outlined in the manpower standard unless absolutely critical to the mission of the unit. For instances dictating the need for a first sergeant to perform unusual tasks, the commander will coordinate the exception with the Wing CCM. **(T-3).**

10.3.1. First sergeants are not permanently assigned additional duties, but may be granted alternate roles to prevent mission degradation. First sergeants may temporarily accomplish these duties as an absolute mission necessity. **(T-2).**

10.3.2. The CCM, as functional manager, may assign first sergeants duties in relation to the First Sergeant Council as necessary to accomplish the mission. **Note:** This does not include involvement with any private organization, and council duties must not interfere with the member's primary responsibility to the unit(s) they are assigned. **(T-3).**

**10.4. Accommodations.** First sergeants must be provided private office accommodations adequate for counseling personnel, preferably collocated with the unit commander in most instances. For units with more than one first sergeant assigned, private office accommodations adequate for counseling personnel will be provided to each first sergeant, located close to the area they serve (ex: an office in the AMU to which they are assigned). Government provided communication devices will be provided. **(T-2).**

**10.5. Security Clearance.** First sergeants must have access to every work center of the unit(s) they are responsible for. The 8F000 position will be identified as requiring the highest security clearance required to gain access to all of the areas within the scope of responsibility for the position. Access to special programs is not required. **(T-2).**

**10.6. Office Symbol.** First sergeants serving at all levels will have the office symbol of "CCF" with no variations, additional characters or substitutions.

**10.7. Rater.** First sergeant's reporting official will be the commander of the highest unit they are assigned to, typically the squadron commander. Members serving as a Group or other higher level first sergeant will be rated by that level commander. A first sergeant will not be assigned to a section commander for rating purposes. The MAJCOM/DRU Headquarters First Sergeant who has been delegated the MAJCOM/DRU Functional Manager duties will be rated by the MAJCOM/DRU CCM and the USAF First Sergeant Special Duty Manager will be rated by the Chief Master Sergeant of the Air Force. **(T-2).**

**10.8. Family Association.** First sergeants will not be assigned to the same unit with his or her own military family members in accordance with AFI 36-2110 and ANGI 36-2101. **(T-2).**

DANIEL R. SITTERLY, SES  
Principal Deputy Assistant Secretary  
(Manpower and Reserve Affairs)

## Attachment 1

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

#### ***References***

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AFI 33-360, *Publications and Forms Management*, 25 September 2013

AFI 34-223, *Private Organizations (PO) Program*, 8 March 2007

AFPD 36-21, *Utilization and Classification of Air Force Military*, 1 April 1998

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AFI 36-2110, *Assignments*, 22 September 2009

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AFI 36-2606, *Reenlistment in the United States Air Force*, 9 May 2011

AFI 36-2618, *The Enlisted Force Structure*, 27 February 2009

AFI 36-2903, *Dress and Personal Appearance of Military Personnel*, 18 July 2011

AFI 36-2905, *Fitness Program*, 21 October 2013

AFI 36-3017, *Special Duty Assignment Pay (SDAP) Program*, 10 June 1994

AFI 36-2254, *Reserve Personnel Training*, 26 May 2010

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ANGI 36-2502, *Promotion of Airmen, Air National Guard*, 17 June 2010

DOD 5500.7-R, *Joint Ethics Regulation (JER)*, 1 August 1993

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*The Air Force Enlisted Classification Directory*, 31 October 2009

#### ***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

#### ***Abbreviations and Acronyms***

**AAC**—Assignment Availability Code

**AD**—Active Duty

**ADAPT**—Alcohol and Drug Abuse, Prevention and Treatment

**ADC**—Area Defense Council

**AEF**—Air Expeditionary Force

**AETC**—Air Education and Training Command  
**AF**—Air Force  
**AFDW**—Air Force District of Washington  
**AFECD**—Air Force Enlisted Classification Directory  
**AFI**—Air Force Instruction  
**AFMAN**—Air Force Manual  
**AFPC**—Air Force Personnel Center  
**AFPD**—Air Force Publishing Directive  
**AFR**—Air Force Reserve Command  
**AFSC**—Air Force Specialty Code  
**AGR**—Active Guard Reserve/Reservist  
**ALC**—Assignment Limitation Code  
**AMU**—Aircraft Maintenance Unit  
**ANG**—Air National Guard  
**ANGRC**—Air National Guard Readiness Center  
**ARC**—Air Reserve Component  
**ARPC**—Air Reserve Personnel Center  
**ASIST**—Applied Suicide Intervention Skills Training  
**BTZ**—Below-The-Zone (promotion program)  
**CAA**—Career Assistance Advisor  
**CAFSC**—Control AFSC  
**CCAF**—Community College of the Air Force  
**CCM**—Command Chief Master Sergeant (title)  
**CDE**—Commander Directed Evaluation  
**CFM**—Career Field Manager  
**CIP**—Commander Involved Process  
**CMSgt**— Chief Master Sergeant  
**CPO**—Civilian Personnel Office  
**CRB**—Central Registry Board  
**DAFSC**—Duty AFSC  
**DEROS**—Date Eligible for Return from Overseas  
**DOD**—Department of Defense

**DSG**—Drill Status Guardsmen  
**ECS**—Expeditionary Combat Support  
**EFAC**—Enlisted Field Advisory Council  
**EFMP**—Exceptional Family Member Program  
**EPP**—Exceptional Promotion Program  
**EPR**—Enlisted Performance Report  
**ETCA**—Education & Training Course Announcements  
**FAM**—Functional Area Manager  
**FSA**—First Sergeant Academy  
**GSU**—Geographically Separated Unit  
**HAWC**—Health And Wellness Center  
**HQ**—Headquarters  
**IADT**—Inactive Duty for Training  
**IAW**—In Accordance With  
**IG**—Inspector General  
**IMT**—Information Management Tool (Formerly AF Form)  
**LOD**—Line Of Duty  
**MAJCOM**—Major Command  
**MCR**—Manpower Change Request  
**MEO**—Military Equal Opportunity  
**MSgt**—Master Sergeant  
**NCO**—Noncommissioned Officer  
**NGB**—National Guard Bureau  
**NJP**—Nonjudicial Punishment  
**NLT**—Not Later Than  
**OPR**—Office of Primary Responsibility  
**OSI**—Office of Special Investigation  
**PA**—Privacy Act  
**PAFSC**—Primary AFSC  
**PCA**—Permanent Change of Assignment  
**PCS**—Permanent Change of Station  
**PFMP**—Personal Financial Management Program



**PME**—Professional Military Education  
**PO**—Private Organization  
**PRU**—Personnel Readiness Unit  
**PT**—Partial Training period  
**PTDY**—Permissive TDY  
**PULHES**—Physical profile serial  
**RegAF**—Regular Air Force (Active Duty)  
**RIP**—Report on Individual Personnel  
**SDI**—Special Duty Identifier  
**SDAP**—Special Duty Assignment Pay  
**SEA**—Senior Enlisted Advisor  
**SEL**—Senior Enlisted Leader  
**SF**—Security Forces  
**SMSgt**—Senior Master Sergeant  
**SNCO**—Senior Noncommissioned Officer  
**SPECAT**—Special Category  
**STEP**—Stripes for Exceptional Performance  
**TDY**—Temporary Duty  
**TSgt**—Technical Sergeant  
**U&TW**—Utilization and Training Workshop  
**UMD**—Unit Manning Document  
**USAF**—United States Air Force  
**UMD**—Unit Manning Documents  
**UTA**—Unit Training Assembly  
**UTC**—Unit Type Code

### *Terms*

**Acting First Sergeant**—A SNCO who does not hold the 8F000 CAFSC, and is who is filling in for the regularly assigned first sergeant. Must be approved by the unit commander. TSgts may fill this position when no other SNCOs are reasonably available.

**Additional Duties**—Defined as duties not described in this AFI, the manpower document containing the 8F000 SDI, or the AFECD.

**Additional Duty First Sergeant**—A SNCO who does not hold the 8F000 CAFSC who is assigned to carry out all the duties and responsibilities of a unit first sergeant on a non-temporary

basis (as defined as 30 consecutive days or more). Must be approved and appointed in writing by the unit commander. TSgts may fill this position when no other SNCOs are available.

**Assistant First Sergeant**—An individual assigned to help the unit first sergeant, most often in an administrative role, and does not take the place of a unit first sergeant. May be filled by any rank, but must meet criteria for the Acting/Additional Duty First Sergeant to fill in place of the unit first sergeant.

**Commander Involved Process (CIP)**—The assignment process conducted by the chief's Group to identify volunteers for a position for the hiring authority to choose from.

**Continuing Education**—Education and training to further develop a first sergeant upon completion of the USAF FSA. All first sergeants are subject to development opportunities, and includes the entire spectrum from graduation to release from the 8F000 SDI.

**Experienced First Sergeants**—Defined as a first sergeant who has completed one 3 year tenure as a first sergeant. Members with at least 2 years experience may be deemed "experienced" by the USAF First Sergeant Special Duty Manager, ANG Component Functional Manager or AFR Component Functional Manager.

**First Sergeant Council**—The collection of first sergeants from across an installation as one forum to support and enhance the mission(s) of the installation, the Airmen and families assigned, as well as the community at large. The council is not a PO, and is designated for official business. Members may form a PO, but must adhere to AFI 34-223 and DOD 5500.7-R.

**First Sergeant Device**—Described as a diamond that is placed between the upper facing and lower facing stripes the SNCO enlisted chevron with the same color as the stripes of the chevron. Members who meet the criteria will wear the chevron only when fulfilling 8F000 SDI duties; once the member is no longer qualified as outlined in this instruction, they may not wear the device.

**First Sergeant Management**—Defined as a program to manage the identification, application, and assignment of MSGts into the First Sergeant Special Duty, as well managing the limited tenure and transition of SNCOs serving as first sergeants back to their PAFSC, former AFSC, new AFSC, separation, or retirement.

**Geographically Separated Units (GSUs)**—For the purposes of this AFI, a GSU is defined as a unit that is separated from the host or main operating base that provides support. The host or main operating base is defined as the base where the member's MPS is located.

**Honorable**—In reference to service as a first sergeant, "honorable" is defined as someone who was not withdrawn from the SDI IAW Chapter 6, or has not received disciplinary action during the tenure as a first sergeant.

**Host Wing Command Chief Master Sergeant**—The command chief for the Wing designated to provide host services to all units on the installation, as well as GSUs the Wing is responsible for. The command chief serves as the functional manager for first sergeants on the installation and serving

**Inter—Command PCA Moves**—Moves between units of different MAJCOMs, FOAs, or DRUs occurring on the same installation. Coordination between MAJCOM Functional Managers and AFPC/DPAA2 is required to complete these types of moves.

**Key Spouse**—The Key Spouse is one or more military spouses formally appointed by the unit commander to serve this role as defined by current guidance. It is part of the unit Key Spouse Program consisting of the Commander, Key Spouse Mentor, First Sergeant, Key Spouse(s), and Airman and Family Readiness Center. Training is conducted by the Airman and Family Readiness Center, and the Key Spouse(s) must be appointed in writing by the unit commander.

**Mandatory Mover**—Defined as an individual who must move to another unit of assignment or return to their PAFSC at the completion of their controlled tour.

**Manpower Authorization**—A position that has been identified as being authorized an 8F000 based on the manpower standard. The authorization does not automatically result in funding or manning.

**Nominative Process**—A process where individuals are nominated by their senior rater regardless of volunteer status and forwarded to the hiring authority for selection.

**Private Organization (PO)**—An organization that is formed among members of a community that does not have an official status. The First Sergeant Council is not by definition a PO, but the members of the council may choose to form a PO which must adhere to AFI 34-223 and DOD 5500.7-R.

**Special Duty**—An assignment outside a normal career field, and most often for a limited period of time. Special duties are uniquely identified within an AFSC or with an SDI.

**Special Duty Assignment Pay (SDAP)**—Pay received on a regular basis by individuals serving unique duty positions and meeting specific qualifications as outlined in AFI 36-3017.

**Stabilized Tour**—A tour at an installation with a minimum time length. Members are not normally subject to PCS, but may PCA while serving on a stabilized tour.

**Tenant Wing Command Chief Master Sergeant**—The CCM for a Wing that is not designated as the host Wing command chief. This individual is not designated as the installation functional manager, but should be involved in all aspects of first sergeants assigned to their Wing.

**Tenure**—The period of time a member serves as a first sergeant. The initial tenure is 3 years, second tenure is 3 years, and additional tenures are defined on a case-by-case basis. Tenures may be extended by a number of months or years.

**Unit**—A unit is any defined Air Force unit and is typically a squadron, Group, Wing, directorate, or center.

**Variiances**—A validated need for a first sergeant authorization not defined in the current 8F000 manpower standard. Variiances are approved at the MAJCOM, FOA, or DRU and documentation must be maintained and reviewed on an annual basis for 8F000 positions.

**Withdrawal**—When a member is removed from the 8F000 SDI, either based on the member's request or by recommendation of the unit commander. Withdrawal is considered "for cause" and disqualifies the member from the AFSC. A member who has their 8F000 SDI withdrawn IAW Chapter 6 of this instruction will not carry the SDI as a secondary or tertiary AFSC.

## Attachment 2

## SAMPLE FIRST SERGEANT ORIENTATION CHECKLIST

Figure A2.1. Sample First Sergeant Orientation Checklist

Name:		Unit:	
Task	Subject/Office and OPR	OPR	Complete
1	CCM Perspective: Meet with Wing CCM - sched: _____ Meet with host Wing CCM (if different) - sched: _____		
2	First Sergeant Council: Introduction to chair & provide FSgt Council contact roster		
3	Command Post: Discuss notification procedures, update personal contact information		
4	Security Forces (SF): establish rapport with key personnel, discuss local procedures and trends and update contact information		
5	Office of Special Investigations (OSI): establish rapport with key personnel, discuss local procedures/trends and update contact information		
6	Confinement: Understand local procedures for assignment of airmen to confinement facilities; locations/contact of all community jails		
7	Dress and Appearance: Familiarize with MAJCOM, local policies, and supplements		
8	Drill Requirements: Familiarize with local reveille, retreat, change of command & other drill		
9	Recognition Ceremonies: Familiarize with local promotion, retirement, award, induction		
10	Suicide Intervention/Applied Suicide Intervention Skills Training (ASIST): Suicide prevention techniques/local resources		
11	Critical Incident Stress Management (CISM): Dealing with traumatic events/CISM team members		
12	Sexual Assault: Awareness and Prevention Understand local procedures for awareness and prevention programs		
13	Article 15/Court Martial: Process and Procedures Understand local policy and procedure for judicial/NJP process		
14	Drug Demand Reduction/inspection testing: Understand local procedure for trusted agent appointment/testing		
15	Military Equal Opportunity (MEO): Establish rapport, receive key personnel briefing		
16	Inspector General (IG): Establish rapport, receive key personnel briefing		
17	Career Assistance Advisor (CAA): Establish rapport, discuss programs, issues and trends		
18	Mortuary Affairs: Establish rapport and receive program overview		
19	Protocol: Establish rapport and discuss services that are available		
20	Chaplain: Establish rapport with unit/installation chaplain, discuss climate/concerns		
21	Family Support Center (Air Force Aid, PFMP, Key Spouse, Readiness NCO, etc): Establish rapport and receive key personnel briefing		
22	Family Advocacy: establish rapport, receive key personnel briefing, discuss EFMP/CRB/domestic violence procedures, roles & responsibilities		
Task	Subject/Office and OPR	OPR	Complete
23	Hospital/Clinic/Tricare: Understand local points of contact, procedures, and concerns		
24	Mental Health Office: Establish Rapport/discuss programs, referral, CDE & contact procedures		
25	Alcohol and Drug Abuse, Prevention and Treatment (ADAPT):		

	Establish rapport, receive key personnel briefing, discuss local issues		
26	Health and Wellness Center (HAWC): Establish rapport, receive key personnel briefing, discuss program/issues		
27	Off-Base Agencies (Red Cross, etc): Understand availability and contact information of local agencies		
28	Judge Advocate (JA): Establish rapport, receive key personnel briefing, discuss procedures/trends		
29	Area Defense Counsel (ADC): Establish rapport, receive key personnel briefing, discuss procedures/trends		
30	PME: Understand availability, eligibility, selection and deferral process for enlisted professional military education		
31	Resource Allocation: Understand use of private organizations, SM&W funds, etc.		
32	Details: Understand base procedures for detail selection, augmentees, etc.		
33	Family Care: Understand Air Force and local policies and procedures for successful implementation of Family Care Plans		
34	Housing/Dormitory: Understand Air Force, MAJCOM and local policy for family and unaccompanied housing		
35	Leave Program: Understand local ordinary/emergency leave, PTDY and pass procedures		
36	Fitness: Understand local facilities to maintain an effective unit fitness program		
37	Recognition Programs: Understand local and MAJCOM awards and recognition programs		
38	Decorations: Understand MAJCOM/local policy for awarding/presenting decorations		
39	EPRs: Understand local procedures for EPRs and Senior Rater Endorsements		
40	Promotions/BTZ/STEP: Understand MAJCOM and local promotion requirements/procedures		
41	Separations: Understand MAJCOM and local procedures for administrative separations		
42	Line of Duty (LOD)/Medical Evaluation Board: Understand procedures for making LOD and MEB process		
43	Contingency/Mobility Operations: establish rapport with UDM/PRU understand installation deployment plan and local procedures		
44	Exercises and Inspections: Understand local inspection requirements/cycle		
45	Civilian Personnel: Understand civilian programs/establish report with CPO		
46	AF Components: Understand aspects/relationship of RegAF, ANG and AFR personnel units/programs on the installation		