

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

**AIR FORCE INSTRUCTION 36-8101**

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**Personnel**

**TOTAL FORCE HUMAN RESOURCE  
MANAGEMENT (HRM) DOMAIN  
GOVERNANCE**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction establishes Air Force (AF) policies and procedures for the oversight, management, and execution of the Total Force (TF) Human Resource Management (HRM) Enterprise Domain. It implements Air Force Policy Directive (AFPD) 36-81, TF HRM Domain Governance; AFPD 90-1, Policy Formulation; AFPD 90-10, TF Integration Policy; and AFPD 90-11, Strategic Planning System as they pertain to the AF HRM Domain. Compliance is mandatory for all military and civilian personnel, members of the Air Force Reserve (AFR) and Air National Guard (ANG), contractors and consultants (when contract performance supports the AF), and non-DoD U.S. Government Agencies whose personnel, by mutual agreement, require support from or conduct operational activity with the AF. In collaboration with the Chief of Air Force Reserve (HQ USAF/RE), the Director of the Air National Guard (NGB/CF), and the Deputy Chief of Staff for Manpower, Personnel, and Services (HQ USAF/A1), the Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR) develops HRM policy for the TF HRM Governance. This Air Force Instruction (AFI) may be supplemented at any level; all MAJCOM-level supplements must be approved by the HRM 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 the AF Form 847 from the field through the functional chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the AF Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>.

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**1. Purpose and Overview.**

1.1. This instruction prescribes policies, responsibilities, relationships and integration points within the TF HRM Domain. The HRM Domain comprises the organizations, systems, strategies and policies that produce and sustain the Air Force’s investment in human capital (military and civilian Airmen). HRM Domain Governance is the cross-component, integrated governing capability to administer the TF HRM Domain for the Regular Air Force (RegAF), Air Force Reserve (AFR), and Air National Guard (ANG). This governance serves to enable a single integrated TF HRM Domain voice to the Air Force Corporate Structure (AFCS) and the Air Force Core Function Lead Integrators (CFLIs), and MAJCOMs.

1.2. This instruction establishes a standard governance structure for TF HRM Enterprise and Human Capital Strategies and oversight of the HRM Domain. It specifies authorities, roles, and responsibilities to govern, integrate, and ensure effective coordination among TF components and stakeholders.

1.3. This instruction describes the processes and relationships within the enterprise governing framework to ensure TF HRM strategies, policies, systems, processes, and structures are developed and implemented by various organizations. These processes and relationships support stronger connections among TF components and functional area leaders while increasing efficiency and effectiveness.

1.4. Working within their respective authorities and responsibilities, TF component chiefs and HRM leaders will collaborate to align HRM Domain strategy, integrate policy development and execution, align resource planning and programming, and create synergy around other areas affecting the TF HRM Domain. Where the HRM Governance is a collaborative effort among three component organizations, TF component equities and authorities must be acknowledged and addressed in decision making. Such component authorities, where permissible, should be executed under the authority of the TF HRM Governance, where such collaboration serves to promote efficiency and preclude unnecessary duplication of effort by the other components (e.g. publishing an AF Instruction, AF Reserve Instruction, and an ANG Instruction for similar policies). The purpose of the TF HRM governance is to:

- 1.4.1. Improve consistency of TF HRM services to Airmen and families across all components.
- 1.4.2. Eliminate unnecessary overlap and duplication in HRM management among components.
- 1.4.3. Improve integration and collaboration among components to better develop and execute HRM capabilities across the Total Force.
- 1.4.4. Improve capabilities across all components through TF HR solutions.
- 1.4.5. Transform the principal values and focus of TF HRM from transactional services to strategic partnerships with Airmen, families, and TF leaders.

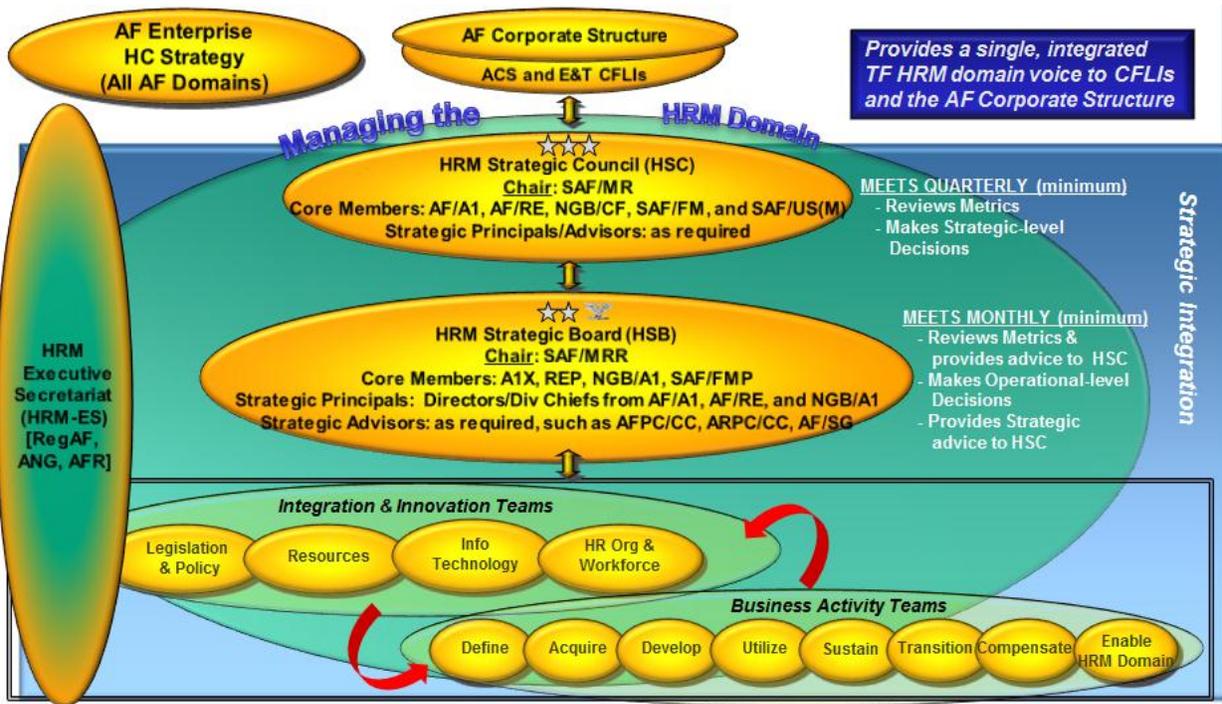
## **2. Total Force HRM Governance Framework.**

2.1. The TF HRM Governance framework provides a means to bring together multiple organizations and senior leaders from across the HRM Domain to discuss strategic and operational HRM issues, address common strategy, governance, and policy issues and align resources across the domain (**Figure 1**). This collaboration is intended to facilitate TF HR solutions to Air Force operational challenges.

2.2. Oversight of the HRM Domain is provided through two primary decision-making bodies, the HRM Strategic Council (HSC) and HRM Strategic Board (HSB). They are chartered by the Principal Deputy Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) to provide an integrated TF perspective for HRM strategy, policy, planning, and programming. The business of the HSC and HSB require the active participation and engagement of designated principals. Substitute representatives may attend HSC and HSB meetings in lieu of principals on a case by case basis, but only with prior approval from the appropriate chair. Substitute representatives will be empowered to make decisions on behalf of their principal. Comprised of senior leaders from the SAF/MR, SAF/FM, AF/A1, AF/RE, and NGB/CF staffs, the HSC and HSB oversee cross-component teams to effect change across the Total Force. Other regular attendees for HSC and HSB meetings include the HRM Executive Secretariat Staff for meeting support and issue briefers as required by the meeting agenda. HSC and HSB duties include:

- 2.2.1. Identifying and resolving critical TF HRM issues that must be addressed as a part of fulfilling AF strategic and operational needs.
- 2.2.2. Harmonizing HRM policy and processes in a timely manner to effect change.
- 2.2.3. Selecting and prioritizing TF HRM high priority efforts that will be the delivery focus for AF strategic and operational needs.
- 2.2.4. Providing oversight for TF HRM investments (e.g. programs, projects, initiatives, and including information technology).
- 2.2.5. Providing a single “corporate voice” for TF HRM strategic efforts and communications to the Air Force Corporate Structure.
- 2.2.6. Reporting ongoing status and milestone achievements to the SecAF regarding TF HRM issues.

Figure 1. Total Force Human Resource Management Governance.



2.3. **The Human Resource Management Strategic Council (HSC)** is chaired by the Principal Deputy Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR) and consists of core members and strategic principals. Core members include SAF/MR, SAF/FM, SAF/US(M), AF/A1, AF/RE, and NGB/CF and participate in all HSC activities. HSC Strategic Principals and Advisors participate as determined by the agenda and called by the chair. Principal and Advisory membership differs only in the level of participation where participation by Strategic Principals are expected to be greater. These members will be identified in advance of HSC meetings and are permitted attendance for specified HSC sessions. Each core member may elect to invite one high-level subject matter expert to the HSC with prior approval from the HSC Chair. The HSC shall:

2.3.1. Provide a unified TF perspective on HRM Domain policy issues to the Department of Defense, Executive agencies, and other external organizations.

2.3.2. Oversee human capital and quality of life sustainment issues for the RegAF, AFR, and ANG. HSC members periodically review progress of HRM Domain strategic objectives and initiatives through a deliberate strategy management methodology and approve strategic planning, programming, budgeting, and execution decisions.

2.3.3. Serve as the HRM Domain executive steering group for strategy management and serves as the governance link between the Air Force Strategic Planning and Programming, CFLIs, and internal designated OPRs for HRM Domain strategic objectives.

2.3.4. Serve as SAF/MR, AF/A1, AF/RE, NGB/CF, SAF/FM and SAF/US(M) two-letter coordination authority for any HRM policy.

2.3.5. Convenes at least quarterly, to review progress of ongoing initiatives, assess performance of the HRM Domain, and make planning, resourcing and policy decisions. Additional meetings may be held at the direction of the Chair and business may be conducted in person or through electronic means. Resolution of issues and recommendations are achieved through consensus of core members in attendance. If issues of significant disagreement cannot be satisfactorily reconciled by the membership of the HSC, SAF/MR may elect to elevate the issue to the SecAF for decision.

**2.4. The Human Resource Management Strategic Board (HSB)** is chaired by the Deputy Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MRR) and consists of core members and strategic principals. Core members include SAF/MRR, SAF/FMP, AF/A1X, AF/REP, and NGB/A1. Strategic Principals are HQ AF/A1 Director-level, AF/REP and NGB/A1 Division Chief-level, and HRM Field Operating Agency (FOA) Commanders (AFPC/CC, ARPC/CC, AFPOA Director). HSB Strategic Principals and Advisors participate as determined by the agenda and called by the chair. These members will be identified in advance of HSB meetings and will be permitted attendance for specified HSB sessions. Each core member may invite one high-level subject matter expert to the HSB, with prior approval from the HSB Chair. The HSB shall:

2.4.1. Implement strategic direction from the HSC and provide strategic recommendations to the HSC.

2.4.2. Serve as the policy implementation board to the HSC and be responsible for integration of IT requirements

2.4.3. Recommend allocation of resources across the HRM Domain.

2.4.4. Periodically reviews progress of HRM Domain strategic objectives and initiatives through a deliberate strategy management methodology and recommend strategic planning, programming, budgeting, and execution decisions for HSC consideration and approval.

2.4.5. Serves as the governance link between Business Activity Teams (BATs), Integration and Innovation (I & I) teams, component HR governance, and the HSC.

2.4.6. Serves as SAF/MR, AF/A1, AF/RE, NGB/CF, SAF/FM three-letter coordination authority for any HRM Domain policy.

2.4.7. Convenes at least monthly, to review progress of ongoing initiatives, assess performance of the HRM Domain, and make planning, resourcing and policy decisions. Additional meetings may be held at the direction of the Chair and business may be conducted in person or through electronic means. Resolution of issues and recommendations are achieved through consensus of core members in attendance. Issues of significant disagreement that cannot be reconciled by the membership of the HSB will be elevated to the HSC for decision.

**3. The HRM Executive Secretariat (ES).** The HRM Executive Secretariat (ES) is a permanent office comprised of TF Airmen who operate under operational authority of SAF/MRR, as the HSB Chair, to administer the TF HRM Governance process. The HRM ES is the designated OPR for managing all HSC and HSB business, to include building the agenda, logistics, scheduling, recording of minutes and action items, and tracking follow-up issues.

Requests for member substitution should be sent to the HRM ES for coordination with the appropriate chair. The HRM ES also assists the HSC and HSB with data collection, analytical support, project/change management, and solution development capability. The HRM ES shall:

- 3.1. Forward HSC and HSB meeting minutes to each core member for review and approval within set standards to ensure accuracy in documentation. Core members may elect to designate staff to review minutes on their behalf. The HRM ES publishes and distributes meeting minutes for access following comment adjudication.
- 3.2. Facilitate the planning and oversight of actions requiring decisions by the HSC and HSB.
- 3.3. Assist with project controls implementation, including updating forecasts, performing weekly analysis, and assisting with the implementation of work plan changes.
- 3.4. Provide administrative support, to include preparation of communications and official correspondence.
- 3.5. Coordinate component comments for senior level briefings, taskings and reports.
- 3.6. Serve as the focal point for all incoming issues presented to the HSC and HSB. With exception for core members and principals, no issue should be briefed to the HSC or HSB without prior coordination with the HRM ES.
- 3.7. Serve as final administrative review for presentations meeting the HSC and HSB.
- 3.8. Maintain and schedule all HSC and HSB meetings.
- 3.9. Schedule Rapid Improvement Events (RIE) and Value Stream Analysis (VSA) type events for issues impacting the HRM Domain.
- 3.10. Ensures read-aheads are distributed to HSC and HSB members within the set standards of each.
- 3.11. Maintain archives of all final briefings meeting the HSC and HSB.
- 3.12. Develop briefing templates for HSC and HSB meetings.
- 3.13. Develop communication products for the HSC and HSB. Coordinate communication across HRM Domain projects.
- 3.14. Facilitate progress on projects within the HRM Domain.
- 3.15. Develop project management policies, procedures, templates, and other shared documentation.
- 3.16. Provide tools for compliance with project management standards, policies, procedures, and templates.
- 3.17. Serve as a conduit between HSB, HSC and project teams regarding new or approved initiatives.
- 3.18. Assist in identifying touch points among teams, foster collaboration among affected teams, and track work plans.
- 3.19. Inform governance members on HRM governance processes and issues.

3.20. Advise other Total Force initiatives outside of the HRM domain as required by sharing lessons learned.

**4. HRM Business Activity Teams (BATs).** HRM Business Activity Teams (BATs) are TF teams comprised of policy and business process owners designated by and accountable to the HRM Governance for the proposal and execution of strategic change affecting the HRM Domain. They are responsible for coordinating and integrating cases for change that consider resource and policy implications for approval and oversight by the HRM governance. Once the HRM governance approves a case for change proposal, the BAT oversees implementation and periodically reports progress to the HSB and HSC. Projects affecting business areas within the HRM Domain will be assigned to a BAT for oversight. In cases where change activities cross multiple BATs, the HSB will designate a lead BAT or assign the project to an I&I team. BATs shall be:

- 4.1. Comprised of members representing components with team leaders approved by the HSB.
- 4.2. Responsible for overseeing and reporting on assigned case for change under their respective area of responsibility.
- 4.3. Aligned and assigned to the business activities model for the HRM Domain.

**Figure 2. HRM Domain Business Activity Model (as of July 2013).**

	Define the Force	Acquire Airmen	Develop Airmen	Utilize Airmen	Sustain Airmen	Transition Airmen	Compensate Airmen	Enable AF HRM Enterprise
	Identifying the appropriate manpower and force structure	Bringing the right people into AF service	Building the required KSAs to perform missions and sustain the force into the future	Employing Airmen where and when they are needed	Providing Airmen with what they need to productively stay and serve in the Total Force	Facilitating the movement of Airmen into, out of, and between the Components of the Total Force	Paying and reimbursing Airmen according to their eligibility	Providing the tools, oversight, & support services needed to deliver the entire portfolio of AF HRM capabilities
<b>L1 Activity</b>	<b>Manage Force Requirements &amp; Structure (A1)</b>	<b>Manage Airman Acquisition (A2)</b>	<b>Manage Airman Development (A3)</b>	<b>Manage Airman Utilization (A4)</b>	<b>Manage Airman Sustainment (A5)</b>	<b>Manage Airman Transition (A6)</b>	<b>Manage Airman Compensation (A7)</b>	<b>Manage the AF HRM Domain (A8)</b>
<b>L2 Activity</b>	<ul style="list-style-type: none"> <li>• Determine Requirements (A1.1)</li> <li>• Manage Program Allocation and Control (A1.2)</li> <li>• Manage Organization Structure (A1.3)</li> <li>• Conduct Performance Management (A1.4)</li> </ul>	<ul style="list-style-type: none"> <li>• Perform Recruiting (A2.1)</li> <li>• Perform Accessions (A2.2)</li> <li>• Perform Civilian Staff Acquisition (A2.3)</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Training Programs (A3.1)</li> <li>• Manage Education Programs (A3.2)</li> <li>• Manage Competencies (A3.3)</li> <li>• Conduct Career Management (A3.4)</li> <li>• Manage Classification/ Re-classification Programs (A3.5)</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Assignments (A4.1)</li> <li>• Manage Resource Availability (A4.2)</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Promotions &amp; Demotions (A5.1)</li> <li>• Manage Performance &amp; Fitness (A5.2)</li> <li>• Manage Adverse Actions (A5.3)</li> <li>• Manage Awards &amp; Recognition (A5.4)</li> <li>• Manage Retention, Reenlistment &amp; Extension (A5.5)</li> <li>• Manage HR Information (A5.6)</li> <li>• Manage Benefits &amp; Entitlements (A5.7)</li> <li>• Perform MWR Support (A5.8)</li> <li>• Perform Family Support (A5.9)</li> <li>• Manage Special Programs (A5.10)</li> <li>• Manage HR Information Security (A5.11)</li> <li>• Perform HR Organizational Support (A5.12)</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Retirement, Separation, &amp; Transfer Actions (A6.1)</li> <li>• Manage Disability, Casualty &amp; Mortuary Activities (A6.2)</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Compensation &amp; Reimbursements (A7.1)</li> </ul>	<ul style="list-style-type: none"> <li>• Define AF HRM Governance Structure, Process &amp; Authorities (A8.1)</li> <li>• Develop TF AF HRM Domain Strategic Plans (A8.2)</li> <li>• Manage AF HRM Policy (A8.3)</li> <li>• Provide TF Oversight of Strategic AF HRM Domain Resources &amp; Investments (A8.4)</li> </ul>

4.4. Accountable to the HSB for deliverables.

4.5. Annually evaluate IT systems and services which support their respective business activities to ensure alignment with the HRM Domain strategy, appropriate prioritization of funding, and minimization of redundant capabilities.

4.6. **‘Case for Change’ Process.** The case for change process is intended to balance the consideration of new ideas or the need for corrective action with the resources required to assess and implement changes to current policy, process, or practice. Where HRM capacity is finite, the objective is to ensure effort and resources are spent on those areas deemed the highest priority with the highest returns on investment (ROI).

4.6.1. New initiatives and actions are championed by HSB members, and initially socialized among HSB members, to assess viability and ROI. New initiatives are submitted, justified and assessed using the HRM “case for change” template.

4.6.2. Phase I of the process requires the HSB to make an initial decision to request additional information or forward to HSC for consideration. Phase II of the process requires more in depth analysis of alternatives, return on investment data and recommendations made by the appropriate BAT, after consultation/coordination with the I & I teams.

4.6.3. The HSC makes final decisions on recommended courses of action and prioritizes effort and resources with other initiatives. Following HSC decisions to proceed, BATs develop implementation plans and periodically report progress of execution to the HSB and HSC.

**5. TF HRM Integration and Innovation (I & I) Teams.** TF HRM Integration and Innovation (I & I) Teams are responsible for aligning and deconflicting TF HRM strategies, policies, resource management, and information technology. I & I “areas of focus” operate as integrated teams, providing analyses through “lenses” of horizontal integration to present optimum business recommendations to BATs for HSB review and HSC approval. Team composition will include representation from all components and work in concert with business champions to develop enterprise solutions. Each I& I team shall develop and maintain a Standard Operating Procedure (SOP) that details processes and procedures for integrating team activities with other elements of the HRM Domain. Unless otherwise specified in this instruction, leaders of I & I teams will be determined by the HSB. The following perspective will be included in the I & I Team:

5.1. HRM Resource Management I & I Team. Provides a single HRM perspective on prioritization and strategy for developing the HRM Domain portion of the AF program objective memorandum (POM). Without usurping the authorities of component leaders for planning, programming, budgeting and executing resources, the Resource Management I & I Team members are responsible for synchronizing the HRM fiscal resources of all components to enable effective programming, budgeting, and execution to maximize strategic effects of AF investment in people. This includes deconflicting component initiatives that do not support Total Force objectives and to the greatest extent possible, minimizing component unique initiatives that could otherwise be supported by collaborative effort. The intent for the HRM Domain is to present a mutually supported resourcing strategy to the AF Corporate Structure and the appropriate CFLIs.

5.1.1. The Resource Management I&I team will consist of representatives from each component (RegAF, AFR, ANG) who will develop processes and procedures to build resource recommendations for HSB and HSC decision.

5.1.2. The I & I team will brief the Personnel & Training (P&T) Panel on the HSC resourcing strategy at least annually in advance of the POM build. The I & I team will periodically brief the HSB and HSC on the status of current year budget execution.

5.2. HRM Organization and Workforce Development I & I Team. Oversees the development of RegAF, AFR, ANG HRM Domain organizations and Airmen to provide consistent and seamless HRM services to individual Airmen, families, retirees, and commanders at all levels. The team also ensures effective development of the HRM workforce, to include identifying and institutionalizing professional development to deliver efficient and effective HRM capabilities at all organizational levels.

5.3. Information Technology (IT) I & I Team. Advances in Information technology will continue to provide an increasing percentage of the HRM Domain capability as well as help define the appropriate business models. Sustainment of existing HRM IT capabilities requires balance with continuous efforts to incorporate improved technologies and available resources. The IT I & I team is chartered to oversee the TF HRM investment in technology and develop appropriate strategies for leveraging integration and investment in IT resources. Any new HRM IT investment must be supported by an HSC-approved case for change. Following HSC-approval of the case for change, all action offices must follow HSC approved HRM IT SOP's. The IT I & I Team shall:

5.3.1. Analyze and recommend proposals for IT related business requirements in support of the Total Force HRM Domain, employing the the most cost effective selection methods where applicable and appropriate.

5.3.2. Support the BATs in the annual evaluation of IT systems and services to ensure alignment with the HRM Domain strategy, appropriate prioritization of funding, and minimization of redundant capabilities.

5.3.3. Oversee implementation of approved IT investments within the A1 portfolio and the HRM Domain.

5.3.4. Ensure IT solutions adhere to and align with approved HRM Domain Capabilities depicted in the HRM Enterprise Architecture.

5.4. Policy & Legislation I & I Team. Facilitates, to the greatest extent practicable, the sharing of common HRM policies among all the TF components. The Policy and Legislation team is also responsible for the standardizing processes and procedures for the development of HRM policy. Even where differences in component missions require divergence in policy, integrated policy documents will acknowledge those differences and reflect TF coordination. Likewise, legislative change initiatives affecting HRM policy or resourcing will be coordinated and integrated through the Unified Legislation and Budgeting (ULB) process to ensure the HRM Domain speaks with a unified voice. The HSB and HSC will review ULB initiatives and make recommendations to SAF/MR for decision.

5.4.1. AF/A1X is the designated office to serve as the TF HRM lead coordinator for the ULB process. Components coordinate and vote on all ULB initiatives. AF/A1X ensures

ULB initiatives are vetted with components, and coordinated with the Personnel & Training Panel, AF Board, HSB, and HSC prior to forwarding recommendations to SAF/MR for decision.

5.4.2. All HRM Omnibus initiatives not already considered in the ULB process will be communicated with the HRM Legislative and Policy I & I Team.

**6. TF HRM Strategy.** This instruction establishes the foundational nature of implementing strategy to inform TF HRM Governance decision-making and describes roles of key offices responsible for strategy. In its basic form, TF HRM strategy is a high-level plan with a clear purpose that guides choices made by the TF HRM Governance. TF HRM strategy is derived from and directly supports strategic priorities of component strategies, which in turn support Air Force strategy. A central pillar in the strategic management of human capital is alignment of human capital strategies with Air Force mission, goals, and objectives through analysis, planning, investment, and management of human capital programs. To support Air Force and component strategies, the TF HRM Governance oversees two strategies: the TF HRM Domain Strategy and TF Human Capital Strategy.

6.1. TF HRM Domain Strategy. This is the long term vision of the TF HRM functional community derived from the work of HRM BAT and I & I Teams. This strategy includes performance management to measure the effectiveness and efficiency of HRM efforts to produce the TF objective workforce. The principal audiences for this effort are the HRM Governance and HR professionals to measure progress in developing HR capabilities. Where the ultimate strategic measure of HR success is the achievement of an objective workforce that meets requirements, the Domain Strategy focuses on actions required to develop the capability and capacity to create an objective workforce. The HRM Domain Strategy should be articulated in the Agile Combat Support and Education and Training Core Function Master Plans.

6.1.1. The HSC is responsible for publishing a HRM vision and strategy for the HRM functional community that guides level of effort and resourcing decisions. AF/A1X will serve as lead coordinator with appropriate CFLIs to ensure the coordinated TF HRM Domain Strategy is considered in CFLI planning and programming.

6.2. TF Human Capital Strategy. Where the HRM Domain serves as the Air Force's principal HRM functional capability, Air Force HRM senior leaders are ultimately responsible for enabling the decisions that develop Air Force capabilities to meet combatant commander requirements. The HRM Domain is accountable to the Air Force enterprise for the strategy of creating a workforce that puts the right Airman at the right place and time. This process requires overseeing investments in TF military Airmen assigned to the RegAF, AFR, and ANG balanced with the right civilian expertise. The right TF component balance and military/civilian mix are requirements driven by mission sets assigned to components. The alignment of personnel requirements with mission sets defines the objective workforce which defines the TF requirement to which the HRM Domain acquires and develops Airmen. The process of defining the requirements for the right component balance, force size and mix, and identification of required skills produces the objective force. By assessing the gaps between the objective force and the current force the HRM Domain develops the TF Human Capital Strategy to realize the objective force.

6.2.1. The primary audience for the Human Capital Strategy is TF senior leaders, TF component chiefs, and CFLIs. CFLIs are responsible for the planning and programming for 13 AF core function capabilities. As such, each CFLI should articulate the human capital gaps risks and shortfalls in their Core Function Master Plans.

6.2.2. Resourcing decisions for the TF Human Capital Strategy are made by the AF Corporate Structure and guide HRM Domain priorities. Where contractor personnel provide essential contributions to the AF workforce, the HRM Domain should manage the objective workforce with the intent that contractor contributions provide complimentary capabilities for a reasonable cost.

6.2.3. Where every Air Force capability requires people, the scope of developing a TF Human Capital Strategy extends far beyond the HRM Domain. The AF Corporate Structure serves to approve the apportionment of investment in Airmen. MAJCOM commanders and CFLIs, in concert with subordinate commanders and manpower professionals, are responsible for defining requirements for Airmen that produce Air Force capabilities. Given an objective workforce requirement, the HRM Domain collaborates with functional managers to produce a workforce that meets defined requirements.

**7. TF HRM Integrated Policy Management.** The HRM governance manages the publication approval process for 34-, 36-, and 38-series publications and select 10- and 90-series publications focusing on HRM issues. The HRM governance will also approve appropriate HRM Domain forms using the same process.

7.1. Revisions to SAF/MR, AF/A1, AF/RE and NGB Air Force Mission Directives (AFMDs), along with new and revised HRM Domain Air Force Policy Directives (AFPDs) and publications will be reviewed by the HSB during initial two-letter coordination. The HSB will thoroughly vet publications leading to concurrence from each component, SAF/FMP, and SAF/MRR. The HSB serves to ensure each component is recognized as a “mandatory coordinator” on all publications, including interim changes and guidance memorandums. Mandatory coordination must include AF/JAA and may also include SAF/GC, AFRC/JA, and NGB/JA. Components are responsible for ensuring policy changes are coordinated as required with appropriate HRM Field Operating Agencies (AF Personnel Center, Air Reserve Personnel Center, and AF Personnel Operations Agency) and lead MAJCOMs (Air Force Reserve Command, Air National Guard, and Air Education and Training Command) prior to HSB review.

7.2. HSB recommendations will be presented to the HSC for consideration. Upon final concurrence on publications, SAF/MR (PDAS) is the Certifying Official, and SAF/MR is the Approving Official for all HRM Domain publications. The Secretary of the Air Force is the Approving Official for AFPDs. The Certifying Official and Approving Official authorities will not be further delegated.

7.3. When RegAF, AFR, and ANG HRM Enterprise AFMDs and AFPDs are consolidated, created, or updated, the following statements will be included in the opening paragraph: “In collaboration with the Chief of the Air Force Reserve, (HQ USAF/RE), and the Director of the Air National Guard, (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (HQ USAF/A1) develops personnel policy for [*subject of publication*]. This publication may not be supplemented.”

7.4. When all other Air Force, Air Force Reserve, and Air National Guard HRM Domain publications (AF Instructions, ANG Instructions, AFRC Instructions, AF Guidance Memoranda, etc.) to include Interim Changes (ICs) are consolidated, created or updated, the following statements will be included in the opening paragraph: “In collaboration with the Chief of Air Force Reserve (HQ USAF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel, and Services (HQ USAF/A1) develops personnel policy for [*subject of publication*]. This Air Force publication may be supplemented at any level; MAJCOM-level supplements must be approved by the HSB prior to certification and approval.”

## **8. Responsibilities.**

### **8.1. The Administrative Assistant to the Secretary of the Air Force (SAF/AA) will:**

- 8.1.1. Serve as the Air Force authority for overall policy management and oversight.
- 8.1.2. Support the TF HRM governance through efficient processes for policy development and dissemination.

### **8.2. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) will:**

- 8.2.1. Lead, shape, direct, oversee, and advocate for Air Force activities within the HRM Domain.
- 8.2.2. Provide oversight and direction to the TF management, manpower and workforce management programs, including RegAF, AFR, ANG military, civilian, and contractor.
- 8.2.3. Provide oversight and direction to training, readiness and mobilization policies, plans and programs affecting the Air Force (Regular and Reserve Components) with a strong emphasis on reviewing all policies and programs pertaining to mobilization, demobilization, and accessibility of Air Reserve Components.
- 8.2.4. Provide proactive leadership, shape policy development, and oversee policy execution through the HRM Governance.
- 8.2.5. Provide two-letter representation to chair the HSC and three-letter representation to chair the HSB.
- 8.2.6. Inform the Secretary of the Air Force of HSC activities.

### **8.3. The Assistant Secretary of the Air Force for Acquisition (SAF/AQ) will:**

- 8.3.1. Develop, sustain, and maintain overall responsibility for the HRM acquisition programs and create appropriate guidance and policy.

### **8.4. The Deputy Chief Management Officer (SAF/US(M)) will:**

- 8.4.1. Provide outside perspective on HRM Domain business operations and organization.
- 8.4.2. Provide subject matter expertise and facilitation in improving HRM Domain business processes.
- 8.4.3. Provide two-letter representation to the HSC.

### **8.5. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) will:**

8.5.1. Collaborate with the AF/RE and NGB/CF to develop, manage, and execute HRM Domain policies, plans, and programs with a TF perspective. The HRM team will ensure TF HR readiness to meet operational requirements.

8.5.2. Maintain overall responsibility for the execution of RegAF Manpower, Personnel, and Services programs in concert with the AFR and ANG.

8.5.3. Provide two-letter representation to the HSC and three-letter representation to the HSB.

8.5.4. Provide subject matter expertise and leadership for the I & I Team and BATs described in sections 4.0 through 5.0 to further the objectives of the TF HRM governance.

**8.6. The Chief of the Air Force Reserve (AF/RE) will:**

8.6.1. Collaborate with the AF/A1 and NGB/CF to develop, manage, and execute HRM Domain policies, plans, and programs with a TF perspective. The HRM team will ensure TF HR readiness to meet operational requirements.

8.6.2. Maintain overall responsibility for the execution of AFR Manpower, Personnel, and Services programs in concert with the RegAF and ANG.

8.6.3. Provide two-letter representation to the HSC and three-letter representation to the HSB.

8.6.4. Provide subject matter expertise and leadership for the I & I Teams and BATs described in sections 4.0 through 5.0 to further the objectives of the HRM governance.

**8.7. The Director of the Air National Guard (NGB/CF) will:**

8.7.1. Collaborate with the AF/A1 and AF/RE to develop, manage, and execute HRM Domain policies, plans, and programs with a TF perspective. The HRM team will ensure TF HR readiness to meet operational requirements.

8.7.2. Maintain overall responsibility for the execution of ANG Manpower, Personnel, and Services programs in concert with the RegAF and AFR.

8.7.3. Provide two-letter representation to the HSC and three-letter representation to the HSB.

8.7.4. Provide subject matter expertise and leadership for the I & I Teams and BATs described in sections 4.0 through 5.0 to further the objectives of the HRM governance.

**8.8. HRM Field Operating Agencies (AF Personnel Center, Air Reserve Personnel Center, AF Personnel Operations Agency) will:**

8.8.1. Assist, where needed, in developing and coordinating on policy changes and documentation.

8.8.2. Participate as required in HSB and HSC meetings and activities.

8.8.3. Provide subject matter expertise and analysis, when required, to assist the HRM Governance in decision-making.

8.8.4. Implement HRM Governance direction and approved policies to achieve stated objectives.

8.8.5. Provide three-letter representation to the HSB as required.

**8.9. MAJCOMs will:**

8.9.1. Assist in developing and coordinating on policy changes and documentation.

8.9.2. Participate as required in HSB and HSC meetings and activities.

8.9.3. Provide subject matter expertise and analysis to assist the HRM Governance in decision-making.

8.9.4. Implement HRM governance direction and approved policies to achieve stated objectives.

DANIEL B. GINSBERG  
Assistant Secretary of the Air Force  
(Manpower and Reserve Affairs)

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

**AFPD 36-81**, *Total Force Human Resource Management (HRM) Domain Governance*, 15 November 2013

*Adopted Forms*

**AF Form 847**, *Recommendation for Change of Publication*

*Abbreviations and Acronyms*

**ACS**—Agile Combat Support

**AFMAN**—Air Force Manual

**AFPC**—Air Force Personnel Center

**AFPD**—Air Force Policy Directive

**AFPE**—Air Force Personnel Enterprise

**AFPOA**—Air Force Personnel Operations Agency

**AFRC**—Air Reserve Personnel Center

**BAT**—Business Activity Team

**CFLI**—Core Function Lead Integrator

**CFMP**—Core Function Master Plan

**HRM**—Human Resource Management

**HSB**—Human Resource Management Strategic Board

**HSC**—Human Resource Management Strategic Council

**I & I Team**—Integration & Innovation Team

**MAJCOM**—Major Command

**P & T**—Personnel and Training

**TF**—Total Force

*Terms*

**Airmen**—Uniformed members of the US Air Force (officer or enlisted; regular, reserve, or guard) regardless of rank, component, or specialty and Department of the Air Force civilian employees.

**Chief Human Capital Officer**—A senior official designated to provide strategic management of personnel equities within the Air Force to produce an integrated and unified Personnel Domain. For the Air Force, this responsibility is assigned to SAF/MR.

**HRM Civilian Career Fields**—As the Functional Authority of the HRM career fields, AF/A1 provides oversight and functional advisory services to the 0201 job series (Personnel) and other occupational series employees within the personnel function. The HRM Governance will provide guidance and oversight to ensure employees within the HRM Domain are career broadened and cross-functionally developed, equipped, and sustained to provide TF HRM capabilities. This may include, but is not exclusive of, series 0101, 0201, 0260, 0301, 0301, 0343, 1101, 1701, 1712, 1740, 1750, 0030, 0050, 0185, 0896, and 1410.

**Enterprise Architecture**—A modernization blueprint used by organizations to describe a current and desired future state to transform mission operations. The importance of developing well-defined enterprise architectures is to mitigate perpetuation of ineffective and inefficient actions that burden organizations. Effective use of enterprise architecture is a hallmark of successful organizations and essential to achieving operations and technology environments that maximize institutional mission performance and outcomes. Enterprise architecture is a key mechanism for identifying gaps and redundancies in mission processes. Inherent to enterprise architecture is the creation of proactive policies and structure resulting in convergence which drives organizational and membership behaviors.

**Governance**—The Air Force's ability to serve its members through the rules, processes, and behavior by which interests are articulated, resources are managed, and power is exercised to accomplish its statutory responsibilities. The key to effective governance at any staff level is a representative participatory decision-making process consistently aligned with Air Force core values.

**HRM Domain**—The totality of organizations, people strategy, policies, systems, and processes across the Total Force responsible for the management, development and sustainment of the Total Force population. Every echelon and function chartered to execute some portion of the HRM Domain is included in the enterprise: Secretary of the Air Force, Manpower and Readiness (SAF/MR), AF Reserve (AF/REP), Air National Guard (NGB/A1), Headquarters Air Force Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1), Air Education and Training (AETC), Major Command Personnel Directorates (MAJCOM/A1s), Air Force Personnel Center, Air Reserve Personnel Center, Air Force Personnel Operating Agency (AFPOA), Air Force Mortuary Affairs Office (AFMAO), Force Support Squadrons, HRM elements deployed to provide expeditionary services, Manpower Readiness Squadrons (MRS), Command Support Staffs (CSSs) and Wing Staff agencies that perform personnel support functions (Equal Opportunity offices, Sexual Assault Prevention and Response offices, Protocol Offices).

**Integration**—The identification of risks and interdependencies between functions and processes within the TF HRM Enterprise and the development of managed process solutions to address those risks and interdependencies. It is not integration, but rather it is about integrating the human resource disciplines with the mission to deliver value. It relies on a common view of mission across the disparate risk domains and a common framework from which to operate. The converged approach reaches across people, policies, systems, processes, and technology.

**Oversight**—Authority to monitor, review, inspect, investigate, analyze, evaluate and advise an organization's management, operation, performance, and processes through policy, guidelines, instructions, regulations or other structures to maintain compliance and effectiveness within the National Security construct.

**Total Force**—US Air Force organizations, units, and individuals that provide the capabilities to support the Department of Defense in implementing the national security strategy. Total Force includes Regular Air Force, Air National Guard of the United States, Air Force Reserve military personnel, US Air Force military retired members, US Air Force civilian personnel (including foreign national direct and indirect-hire, as well as non-appropriated fund employees), contractor staff, and host-nation support personnel.

**Total Force Human Resource Management (HRM) Domain**—The broad disciplines across the Total Force associated with developing and caring for the individuals who make up the Total Force, along with military families, wounded warriors, beneficiaries, and next of kin, to provide for mission-ready personnel with capabilities that align with the intent of National Military Strategy, National Defense Strategy, and National Security Strategy. From a headquarters perspective, HRM Domain disciplines include those within Manpower, Personnel, and Services. From an enterprise architecture perspective, HRM Domain disciplines include: Define the Force, Acquire Airmen, Develop Airmen, Utilize Airmen, Sustain Airmen, Transition Airmen, Compensate Airmen, and Enable the Air Force Human Resource Management Enterprise. These disciplines form the eight top-line business activities of the HRM Domain Enterprise Architecture.