

Administrative Change to AFI 38-206, *Additional Duty Management*, dated 6 May 2014

OPR: AF/A1MR Manpower Requirements Branch

Signature block Approving Official reference (Page 7) is changed from:

**SAMUEL D. COX, Lieutenant General, USAF
DCS, Manpower, Personnel and Services**

To:

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

21 May 2014

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

AIR FORCE INSTRUCTION 38-206

6 MAY 2014



Manpower and Organization

ADDITIONAL DUTY MANAGEMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: AF/A1MR

Certified by: AF/A1
(Mr. Robert E. Corsi Jr.)

Supersedes: AFI 38-206,
27 December, 2011

Pages: 9

This publication implements Air Force Policy Directive (AFPD) 38-2, *Manpower*. This Air Force Instruction (AFI) applies to all Air Force units and organizations, the Air National Guard (ANG) and the Air Force Reserve (AFR) and provides guidance and procedures pertaining to the management of Air Force-directed additional duties. The goals of this Instruction are to: establish a gatekeeper process to assess Air Force and unit level additional duties; improve management of additional duties; and eliminate non-value-added additional duties. To accomplish these goals this Instruction defines an additional duty, discusses the philosophy of how the Air Force uses and maintains control over additional duties, and establishes the decision flow process commanders/directors must use to document the value, priority, resources assigned and guidance for each additional duty. In collaboration with the Director of the Air National Guard (NGB/CF) and the Chief of Air Force Reserve (AF/RE), the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) develops HRM policy for Total Force Human Resource Management Governance. This Air Force Instruction (AFI) may be supplemented at any level; all MAJCOM supplements must be approved by the HRM Strategic Board (HSB) prior to certification and approval.

Supplements (other than Air National Guard and Air Force Reserve Command) must be routed to Headquarters USAF Manpower, Organization and Resources, Manpower Requirements Division (AF/A1MR) for coordination prior to further staffing. AFI content changes, related to ANG and AFRC, must be approved by the Director of the Air National Guard (NGB/CF) through the ANG Manpower, Organization, and Resources Division (NGB/A1M); or Air Force Reserve Command (AF/RE) through the Air Force Reserve Command Manpower, Organization

and Resources Division (AFRC/A1M), respectively. Requests for waivers must be submitted to the AF/A1MR for consideration and approval. Refer recommended changes and questions about this publication to AF/A1MR using the AF Form 847, Recommendation for Change of Publication; route AF Form 847 through channels to AF/A1MR, 1040 Air Force Pentagon Suite 5B349, Washington, DC 20330-1040 or e-mail: usaf.pentagon.af-a1.mbx.af-a1mr-workflow@mail.mil. 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 Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS). The use of a name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This publication has been revised and it is recommended it be thoroughly reviewed. Major changes include the inclusion of Tier Waiver Authorities as outlined in AFI 33-360, *Publications and Forms Management*, **paragraph 1.9**, and the addition of Air National Guard and Air Force Reserve Command guidance pertaining to the oversight and management of additional duties with the respective commands.

1. Overview.

1.1. Additional Duty Definition. An Air Force-directed additional duty is a task required by federal law, executive order, and/or departmental publication and which is deemed external to the unit's primary mission/duties and not identified as direct or indirect workload. This definition is further clarified to include tasks mandated by a HAF 2-letter and levied upon another HAF 2-letter and its subordinate units. Tasks mandated by a HAF 2-letter that are required throughout a functional community are considered primary duties (i.e., direct workload).

1.2. The list of Air Force-directed additional duties is maintained on the Air Force Additional Duties Review – Saving Airmen's Time SharePoint site; at <https://cs3.eis.af.mil/sites/AF-DP-00-70/default.aspx>.

1.3. Management Philosophy.

1.3.1. Work force reductions and ever-expanding, complex and diverse missions require Air Force leaders, at every level, to re-evaluate their capabilities to achieve the balance between accomplishing the mission and not over stressing their people. This guidance is intended to maximize unit effectiveness and eliminate those activities that unnecessarily drain resources.

1.3.2. All new additional duty proposals at the Air Force-level will be subject to a rigorous “gatekeeper” review. The purpose of the review is to ensure only mission essential, AFI, or higher directive required additional duties are added.

2. Roles and Responsibilities.

2.1. AF/A1 (Gatekeeper):

2.1.1. AF/A1 is the Air Force Additional Duty "Gatekeeper" responsible for the overall process for approval, assignment and delegation of additional duties. AF/A1 shall exercise those responsibilities with an emphasis on guidance, oversight, and liaison with the HAF components. The AF/A1 is responsible for providing guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, policies, programs and budgeting relative to:

2.1.1.1. Development and maintenance of an approved Air Force-directed Additional Duty List.

2.1.1.2. Manpower, budgeting and management of AF-directed additional duties to include the specific placement of additional duties in a functional area; all efforts will be made to improve the process to reduce the cost of additional duties.

2.1.1.3. Establishing guidance outlining the review process to assess new/revised Air Force-directed and unit-level additional duties.

2.1.1.4. Ensure manpower requirements are considered and proper coordination is obtained for each additional duty levied upon other organizations/functions by a HAF 2-letter. In addition, consider manpower requirements to perform the additional duty in the overall manpower allocation for each unit.

2.1.2. The AF/A1 has the authority to convene a cross-functional council, as required, to review current or proposed Air Force-level additional duties.

2.2. AF/A1M will:

2.2.1. Serve as the Gatekeeper's OPR for additional duties.

2.2.2. Establish a process to oversee new AF-directed additional duties. The intent of the process is to ensure cross-functional activities are fully coordinated and agreed upon by the HAF functional leads. Review and coordination is done prior to publication of any new or revised Air Force directive (e.g., AFPD, AFI, AFMAN).

2.2.3. Make recommendation to AF/A1 to concur/non-concur with adding an additional duty to the Air Force-directed Additional Duty List.

2.2.4. Manage and update the master Air Force-directed Additional Duty List.

2.2.5. Determine if a HAF 2-letter request for a new or revised additional duty contains the appropriate rationale and justification to staff accordingly.

2.3. Air Force Personnel Center Manpower Directorate (AFPC/MA) responsibilities are to:

2.3.1. Maintain the Air Force-directed Additional Duty List.

2.3.2. Categorize and credit additional duty workload; i.e., whether the manpower credit for an approved additional duty should be included in applicable Air Force Manpower Standards (AFMS), or the Commanders Support Staff (CSS) manpower standard.

2.3.3. Update the appropriate factor and/or manpower standard as appropriate.

2.3.4. Review new and/or revised official directive Air Force publications for additional duties and identify the manpower impact to AF/A1M. The review will address:

- 2.3.4.1. Does the proposal meet the definition of an additional duty?
- 2.3.4.2. Is the proposal a true new additional duty requirement?
- 2.3.4.3. Is the proposal a revision to a current approved additional duty?
- 2.3.4.4. Is the workload already accounted for in a manpower standard as direct workload?
- 2.3.4.5. Is the workload already credit in the CSS manpower standard?
- 2.3.4.6. Is the workload already accounted for in the applicable AFMS?
- 2.3.4.7. Has sufficient rationale/justification for the proposed additional duty been provided?
- 2.3.4.8. Does the manpower/resource impact estimate, and how it was computed, seem logical?
- 2.3.4.9. Do the estimated training requirements, and how they were computed, seem logical?
- 2.3.4.10. Does the estimate of required resources, and how they were computed, seem logical?
- 2.3.4.11. Have the AFPC/MA recommendations and comments been forward to AF/A1MR?
- 2.3.4.12. Have the recommendations and comments been forwarded to AF/A1 for approval?

2.4. **NGB/A1M responsibilities:**

- 2.4.1. Solely responsible for the accurate quantification of ANG full-time manpower requirements through the development, implementation and management of ANG Manpower Standards (MS).
- 2.4.2. Categorize and credit AFPC/MA-identified additional workload in the applicable ANG manpower standard to support ANG fulltime manpower requirements.
- 2.4.3. Establish a process to oversee new AF-directed additional duties for Guard units. The intent of the process is to ensure cross-functional activities are fully coordinated and agreed upon by NGB/A1M, NGB/CF and HAF functional leads. Review and coordination is done prior to publication of any new or revised ANG directive.

2.5. **AFRC/A1M responsibilities:** The AFR determines its own fulltime manpower requirements and will likewise categorize and credit identified additional workload using the AF Indirect Allowance Factors and AFR Common Reserve Support manpower standard to support AFR fulltime manpower requirements.

2.6. **HAF 2-letters will:**

- 2.6.1. Submit proposed new/revised additional duty workload to AF/A1 through AF/A1M workflow (afa1m.workflow@pentagon.af.mil), and ensure any new or revised publication (e.g., AFRPD, AFI, AFMAN) adheres to the criteria established in this Instruction for review of a new or revised additional duty workload (**Figure A2.1**). New/revised additional duty workload must be approved by AF/A1 before being

incorporated into any new or revised directive. Requests for new or revised additional duties must include:

- 2.6.1.1. Rationale justifying why a new additional duty is mandated.
 - 2.6.1.2. Description of the entire additional duty task(s) in detail.
 - 2.6.1.3. Scope of the additional duty; is it Air Force-wide, MAJCOM, or functionally specific, and what unit and organizational level will perform the additional duty.
 - 2.6.1.4. Documented process improvement efforts incorporated to minimize the manpower impact to tasked organizations.
 - 2.6.1.5. All Air Force publications, or directives, concerning the proposed additional duty, the HAF 2-letter plans to incorporate.
 - 2.6.1.6. Estimated manpower impact (increase or decrease) the additional duty will have on each organizational level (i.e., man-hours per month) and how the impact was determined.
 - 2.6.1.7. Required training requirements (time/frequency) and a description of how, and who, will conduct the training
 - 2.6.1.8. Estimate of any other resources required (i.e., equipment, supplies, material).
 - 2.6.1.9. Documentation that other HAF 2-letter(s) have coordinated/concurred with the new/revised additional duty when a cross-functional tasking impacts their resources/personnel.
- 2.6.2. Include appropriate documentation that AF/A1 has approved the new/revised additional duty as part of the publication process IAW AFI 33-360, *Publications and Forms Management*.
- 2.6.3. Periodically evaluate additional duties tasked to subordinate echelons to ensure they are valid and required; and conduct a review at least annually, or when a unit mission change occurs.

2.7. MAJCOM/FOA/DRU commanders/directors will:

- 2.7.1. Require their unit commanders/directors to periodically re-evaluate MAJCOM and locally directed additional duties to ensure there is 'value added' benefit to performing the duties at their location and whether there is mission impact.
- 2.7.2. Supplement this Instruction as needed, routing through AF/A1M, requests for clarification or implementation proposals specific to their command, and direct execution of additional duties not mandated by higher headquarters.
- 2.7.3. Require their subordinate staffs to periodically evaluate additional duties to ensure they are valid and required; and conduct a review at least annually, or when a unit mission change occurs.

2.8. Wing, group, squadron and other level commanders/directors will:

- 2.8.1. Execute the applicable Air Force-directed additional duties and locally-directed additional duties as deemed necessary based on mission needs, local conditions and resource availability. (T-1).

2.8.2. Re-evaluate MAJCOM and locally-directed additional duties as applicable. (T-1). Commanders and directors must determine there is value added or benefit to performing these duties; and when there is nominal or a negative/debilitating impact to the unit and/or personnel they should consider elevating their concerns/issues to their MAJCOM functional counterpart for resolution. (T-1).

2.8.3. When it is determined the performance of an additional duty is so significant (in terms of the man-hours expended) that it warrants consideration as an approved Air Force-directed additional duty, the unit commander, director, or designated representative, will submit a proposal to their respective MAJCOM counterpart, (T-1), that addresses the following points:

2.8.3.1. Identify and describe the additional duty.

2.8.3.1.1. What is the origin of the duty, or task and how does it affect unit mission and morale?

2.8.3.2. Is the task/duty mandated by an Air Force Instruction?

2.8.3.3. Has specific direction concerning the duty been provided by higher headquarters?

2.8.3.4. Is the duty unique to your base/unit?

2.8.3.5. What resources are required to perform the duty? (Comment on: manning to include skill level and training, time, money, facility, equipment, etc.).

2.8.3.6. Is there an impact if this duty is eliminated? (Comment on: positive, negative, or no effect on unit mission and morale)?

2.8.3.7. Is it a large duty that requires more than one person to accomplish in the unit?

2.8.3.8. Is it mission/time-critical enough to require assignment of a primary and alternate POC?

2.8.3.9. Is the duty valid for your unit? If the duty is not valid, or appropriate for the unit, unit commanders/directors should consider elevating the concern(s) to the respective MAJCOM functional representative IAW paragraph 1.3.2.

3. Overall Additional Duty Review Process.

3.1. Air Force-Level Proposed Additional Duties.

3.1.1. Additional duties must be identified and described in an Air Force publication as defined in AFI 33-360. In the event an additional duty appears to generate a manpower requirement, the sponsoring HAF 2-letter (OPR) will follow the steps in paragraph 2.6. of this Instruction by providing an estimated manpower impact as well as the other required information related to the value and cost of the additional duty requirement, along with a priority value of the new additional duty with respect to all other additional duties sponsored by the 2-letter.

3.1.2. Headquarters Air Force (HAF) 2-letters will use the Gatekeeper Additional Duty Review Process at [Figure A2.1](#) to submit proposed additional duties. Any new or revised publication, as identified in AFI 33-360 having a manpower impact (with respect

to the man-hours required to perform the additional duties), must be identified by the OPR and coordinated with AF/A1M prior to publication. HAF 2-letter (functional managers) are also responsible for appointing functional representatives to assist individuals in the development of standards and factors effected by the additional duty.

3.2. MAJCOM and Locally Proposed Additional Duties.

3.2.1. It is imperative unit commanders and directors understand the importance, value and intent of additional duties so they may place the appropriate emphasis on them. (T-1). It is important to note manpower will not be programmed for additional duty workload without Air Force or higher approval. (T-1).

3.2.2. Documenting the Proposed Additional Duty. Unit commanders and directors must document the proposed additional duty and ensure any impact and/or concern(s) resulting from the additional duty are identified and documented IAW paragraph 2.8.3. (T-1). This is to ensure unit members remain informed and ensures that individuals assigned to perform the task(s)/duties have the necessary training required to perform the task/duty.

3.2.3. Unit commanders/directors must periodically evaluate the performance of additional duties to determine if they are mandated and/or required. (T-1). Are there adequate resources to continue performance? If a duty is not mandated, must it be performed or can it be consolidated with other similar tasks, or should it be subject to higher review? Is it feasible to subdivide the duty between multiple units or locations? The goal should be to minimize the impact upon the unit and personnel to the absolute extent possible by reducing the time and/or resources required. (T-1).

SAMUEL D. COX, Lieutenant General, USAF
DCS, Manpower, Personnel and Services

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 38-2, *Manpower*, 5 February 2013

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

AFMAN 33-363, *Management of Records*, 29 August 2013

Adopted Forms

AF Form 847, *Recommendation for Change of Publications*

Abbreviations and Acronyms

AF—Air Force

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPC/MA—Air Force Personnel Center Manpower Directorate

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

ANG—Air National Guard

HAF—Headquarters Air Force

IAW—In Accordance With

MAJCOM—Major Command

Attachment 2

GATEKEEPER ADDITIONAL DUTY REVIEW PROCESS

Figure A2.1. Gatekeeper Additional Duty Review Process

