

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

**AIR FORCE POLICY DIRECTIVE 36-5**

**1 JUNE 2015**



**Personnel**

**CIVILIAN PERSONNEL RESOURCE  
MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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OPR: AF/A1C

Certified by: SAF/MR  
(Mr. Daniel R. Sitterly)

Pages: 4

Supersedes: AFD 36-5, 30 November  
1993

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This policy directive implements the requirements of Title 5, United States Code, as it pertains to the civilian personnel of the Department of the Air Force. It implements and complies with DoDD 1400.25, *DoD Civilian Personnel Management System*; DoDD 1400.31 *Mobilization Management of the DoD Civilian Work Force*; and DoDD 1404.10 *Emergency-Essential (E-E) DoD US Citizen Employees*. This directive establishes the basic policies for implementing, controlling, and assessing civilian personnel programs. It applies to Air Force Title 5 and Title 10 civilian employees, Air Force Reserve employees, and Air National Guard employees. It does not apply to Title 32 Air National Guard technicians.

In collaboration with the Chief of Air Force Reserve, (AF/RE), and the Director of the Air National Guard, (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops personnel policy for civilian personnel resource management. This publication may not be supplemented. Refer recommended changes and questions about this directive to the Office of Primary Responsibility (OPR) using Air Force (AF) Form 847, Recommendation for Change of Publication. Ensure that 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).

## ***SUMMARY OF CHANGES***

This revision incorporates established roles and responsibility of SAF/MR, clarifies requirements for AF civilian employment plans, updates organizational office symbols, and removes policy concerning use of occupational skill codes.

### **1. Overview**

1.1. Effective management of civilian personnel resources within the budget is critical for sustaining air and space forces to support national security objectives. This Directive establishes policies for effective management and mobilization of civilian resources.

1.2. The Air Force shall ensure that civilian resources are managed without unlawful discrimination because of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability, genetic information, or prior equal employment opportunity (EEO) activity.

### **2. Policy**

2.1. The Air Force will manage its civilian personnel to ensure a sufficient number of qualified employees are available to meet worldwide mission requirements during periods of national emergency, mobilization, war, military crisis, or other contingency.

2.2. In managing civilian personnel resources, the Air Force will stay within its civilian pay budget by balancing economy and efficiency of operations; position structures, skills, and career paths; employee development and motivation; and recruitment and retention of competent personnel.

2.3. The Air Force supports the principle of equal pay for substantially equal work through proper, timely, and accurate classification of positions; and timely address position classification appeals.

2.4. The Air Force will measure compliance with civilian human resource management policies by reviewing execution of civilian resources against annual civilian employment plans (CEP) and by measuring classification accuracy and the ability to meet mission requirements during periods of national emergency.

2.5. Air Force managers are responsible for developing plans to execute civilian pay dollars and work years, for implementing those plans, and for making appropriate adjustments to those plans as changes in funding and employment needs occur.

2.6. Air Force managers, normally first-line supervisors, are responsible for the correct identification of duties and responsibilities which are written into position descriptions and for ensuring that those are the duties actually accomplished by employees. Position descriptions establish required qualifications for positions and resulting salaries.

### **3. Roles and Responsibilities**

3.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) serves as an agent of the Secretary and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing civilian personnel management.

3.2. The Deputy Chief of Staff, Manpower, Personnel, and Services (AF/A1), and the Assistant Secretary of the Air Force, Financial Management and Comptroller, (SAF/FM) jointly develop, defend, and coordinate civilian personnel funding and utilization; allocate manpower resources; and forecast, execute, and adjust civilian personnel budgets in conjunction with the Secretary of Defense and the Office of Management and Budget.

3.3. The Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) develops, coordinates, and executes civilian personnel policy and approves essential procedural guidance for the management of the civilian personnel resource management programs.

Deborah Lee James  
Secretary of the Air Force

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

5 USC, Chapter 51, *Classification*, Sections 5101 through 5115)

5 USC, Chapter 53, *Pay Rates and Systems*, Sections 5301 through 5392

DoDD 1200.7 *Screening the Ready Reserve* April 6, 1984

DoDD 1400.31 *Mobilization Management of the DoD Civilian Work Force*, September 9, 1986

DoDI 1400.25, *Civilian Personnel Management System: Classification Program*, Vol. 511, March 31, 2010

DoDI 1400.32 *Mobilization Preparedness Planning for DoD US Citizen Civilian Work Force*, January 15, 1987

DoDD 1404.10 *Emergency-Essential (E-E) DoD US Citizen Employees*, April 10, 1992

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

AFMAN 33-36, *Management of Records*, March 1, 2008

***Prescribed Forms***

None

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*, September 22, 2009

***Abbreviations and Acronyms***

**CEP**—Civilian Employment Plan

**EEO**—Equal Employment Opportunity

**DoD**—Department of Defense

**DoDD**—Department of Defense Directive

**DoDI**—Department of Defense Instruction