

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

**AIR FORCE POLICY DIRECTIVE 36-81**

**15 NOVEMBER 2013**



**Personnel**

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

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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OPR: AF/A1X

Certified by: SAF/MR  
(Mr. Daniel Ginsberg)

Pages: 8

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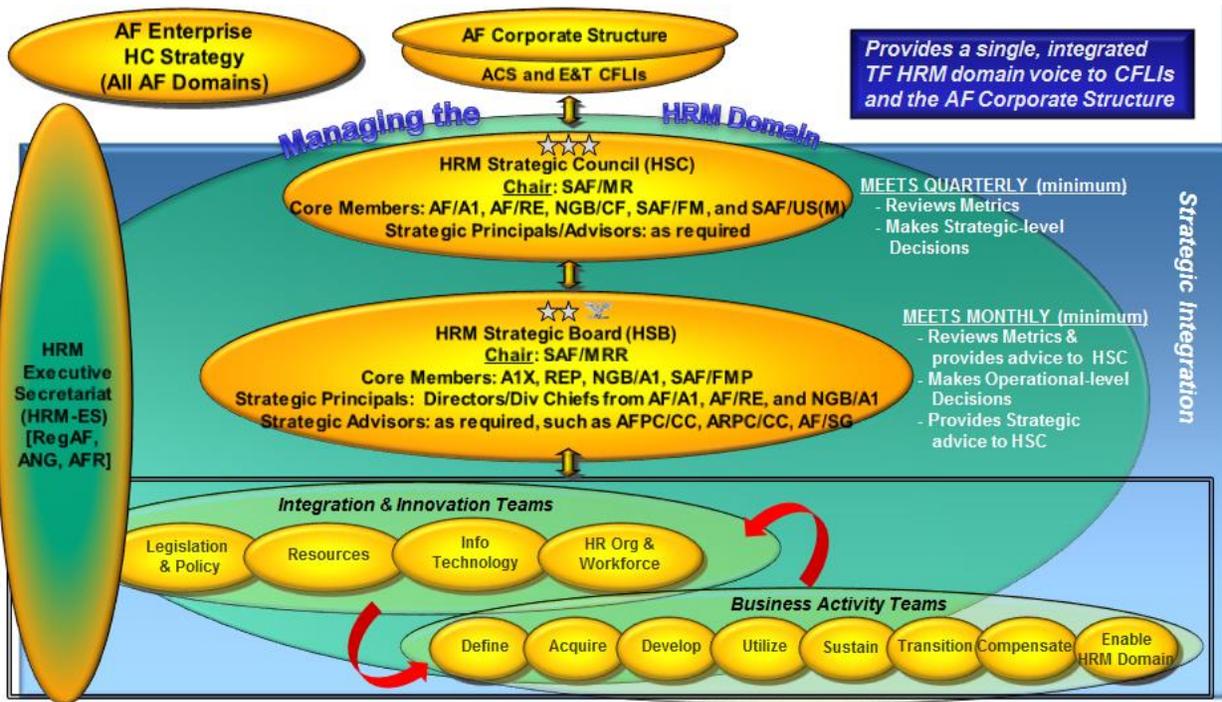
This directive establishes Air Force policy for the collaborative oversight, management and execution of the Total Force (TF) Human Resource Management (HRM) Enterprise domain. This publication applies to all military and civilian (appropriated and non-appropriated) personnel, members of the Regular Air Force (RegAF), Air Force Reserve (AFR), Air National Guard (ANG), contractors and consultants (when contract performance supports the Air Force) and non-Department of Defense (DoD) United States Government agencies whose personnel, by mutual agreement, require support from or conduct operational activity with the Air Force. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the Air Force Form 847, *Recommendation for Change of Publication*; route Air Force Form 847 from the field through functional chain of command. 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). In collaboration with the Chief of the 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), SAF/MR develops policy for TF HRM Domain governance.

## **1. Purpose and Overview.**

1.1. This directive defines TF HRM governance responsibilities, relationships and integration points within the domain. It establishes the processes and relationships within the domain governing framework to ensure TF HRM strategies, policies, systems, processes and organizations are developed and implemented by various organizations. The intent is to foster innovation and integration enabled by connections among component and functional efforts resulting in increased efficiency and effectiveness. The TF HRM governance is the cross-component, integrated capability designed to administer the Air Force HRM domain for the RegAF, AFR and ANG. This governance also provides for a single integrated TF HRM domain voice to the Air Force Corporate Structure (AFCS) and the Air Force Core Function Lead Integrators (CFLI). See Figure 1.1 for governance structure.

1.2. The HRM Governance is a collaborative effort among three legally separate component organizations and is not intended to supplant component functional staffs. It is intended to enhance and provide balance when making HRM domain decisions. The functional staffs continue to conduct functional business and reviews. The HRM Governance increases overall management effectiveness by applying cross-component judgment, experience and analysis. Within the governance, any component may be tasked to serve as the lead agent in representing the HRM Domain while ensuring TF component equities and legal authorities are acknowledged and addressed in decision-making. HRM leaders will collaborate to align HRM domain strategy and integrate policy development and execution, align resource planning and programming, and create synergy around other areas affecting the TF HRM domain. At its best, alignment of strategy enables human capital professionals to become drivers of organizational and operational effectiveness.

Figure 1.1. Total Force Human Resource Management Governance



## 2. Policy. The Air Force shall:

- 2.1. Eliminate unnecessary duplication and optimize standardization, integration and collaboration to better develop and execute HRM capabilities across the TF.
- 2.2. Optimize HRM services to Airmen and families in all components.
- 2.3. Optimize Air Force capabilities across all components through TF HRM solutions.
- 2.4. Provide a single TF HRM domain that fosters integration and innovation to pursue excellence.

## 3. Roles and Responsibilities.

- 3.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) will serve as the approving official for all HRM Domain publications. This authority may be delegated to the Principal Deputy Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR (PDAS)).
- 3.2. SAF/MR (PDAS) serves as the Human Resource Management Strategic Council (HSC) Chair. The Chair is also responsible as the certifying official for HRM Domain publications upon final 2-letter/digit coordination and concurrence. This authority will not be delegated.
- 3.3. The HSC is the senior forum for cross-component consideration of the most critical Air Force HRM issues. This governance provides a means for SAF/MR to exercise "overall supervision of manpower and reserve component affairs for the Department of the Air Force" pursuant to Title 10 USC § 8016.
- 3.4. The HRM Strategic Board (HSB) is chaired by the Deputy Assistant Secretary for Reserve Affairs (SAF/MRR) or designee. This board provides a strategic forum for initial

corporate review and evaluation of HRM issues. The HSB will ensure each component is recognized as a mandatory coordinator on all HRM recommendations that will be presented to the HSC for consideration.

3.5. The HRM Executive Secretariat (HRM-ES) is assigned to SAF/MRR and administers the TF HRM governance process, to include facilitation of the business of the HSC and HSB.

#### **4. Objectives of the HRM Governance.**

4.1. The HRM governance will manage the publication approval process for all 34-Services, 36-Personnel, and 38-Manpower and Organization series publications. All new and revised TF HRM Domain Air Force mission directives (AFMD), Air Force policy directives (AFPD) and publications will be reviewed by the HSB during initial 2-letter/digit coordination. Ensure direction for review of HRM Domain AFMD review is in accordance with Air Force instruction (AFI) 10-101, *Format and Content of Air Force Mission Directives*.

4.2. When RegAF, AFR and ANG HRM Domain AFMDs/AFPDs 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 publication may not be supplemented.”

4.3. When all other Air Force, AFR and ANG HRM Domain publications (AFIs, ANG instructions, Air Force Reserve Command instructions, Air Force guidance memorandas, etc.) to include interim changes (IC) 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.”

4.4. This policy establishes the foundational structure for implementing strategy to inform decision-making influenced by Total Force HRM governance. (TF Integrated HRM Domain Strategic Alignment and Deployment).

4.5. An objective of the TF HRM governance is to transform the principal values and focus of Air Force HR from transactional services to strategic partnerships.

4.6. The HRM Domain is defined as the strategies, policies, systems, processes and organizations that produce and sustain the Air Force’s investment in human capital, impacting the TF human capital strategy. The HRM Domain hierarchical model of business activities is depicted in Figure 4.1.

4.7. While working within their respective authorities and responsibilities, all component Chiefs (RegAF, AFR and ANG), governance body members, integration teams, business activity teams and functional and project leads will collaborate on HRM domain strategy alignment, policy integration, planning and programming and other areas impacting the TF HRM domain. The TF HRM Governance process will foster integration and innovation to ensure TF component equities are acknowledged and addressed in decision-making without

usurping component Chiefs’ legal authorities. The ultimate goal of the HRM Governance is to provide a cross-component perspective on all key TF HRM issues, cut across barriers to improve the corporate decision-making process and provide a TF perspective on HRM issues entering the AFCS for resourcing.

**Figure 4.1. Human Resource Management Domain Architecture Model**

	Define the Force	Acquire Airmen	Develop Airmen	Utilize Airmen	Sustain Airmen	Transition Airmen	Compensate Airmen	Enable AF HRM Enterprise
<b>Capability</b>	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>

## **5. TF HRM Governance Framework.**

**5.1. There are four HRM Integration and Innovation (I & I) areas of focus (Figure 1. 1)** that when integrated, provide the means for the HRM domain to produce the objective TF. AF/A1X, NGB/A1X and AF/REPX are responsible for overseeing the integration of TF HRM business utilizing I & I teams. Team composition will include representation from all components to develop domain solution recommendations and impacts to the Business Activity Team (BAT). The I & I areas of focus include:

5.1.1. Resources I & I Team provides an integrated TF HRM perspective based on strategic planning that synchronizes programming, budgeting and execution to maximize the strategic effects of the HRM domain.

5.1.2. Legislation and Policy I & I Team provides an integrated TF HRM perspective that ensures uniformity across HRM policies to the greatest extent practicable. Components will collaborate on HR policy decisions and documents. The TF HRM Governance will resolve points of divergence.

5.1.3. Information Technology (IT) I & I Team provides an integrated TF HRM perspective to oversee the TF HRM investment in technology and develops approaches for leveraging IT resources.

5.1.4. Human Resources (HR) Organization and Workforce I & I Team provides an integrated TF HRM perspective that ensures HRM domain organizations provide seamless services and HRM workforce development.

5.2. There are eight HRM BATs. As depicted in Figure 4.1, these areas of focus represent top-line “Level 0” activities within the HRM Domain Architecture. Team composition will include representation from all components to develop domain solutions.

Eric K. Fanning  
Acting Secretary of the Air Force

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

10 USC § 8016: *Assistant Secretaries of the Air Force*

AFMAN 33-363, Management of Records, 8 Mar 2008

AFI 10-101, Format and Content of AF Mission Directives, 12 February 2003

AFI 33-360, *Publications and Forms Management*, 7 February 2013

***Adopted forms***

AF Form 847, Recommendation for Change of Publication

***Terms***

**Air Force Human Resource Management (HRM) Domain**— The broad disciplines across the Total Force associated with developing and caring for Airmen, including military and civilian (appropriated and non-appropriated) and their families to ensure mission-ready personnel with capabilities that align with the intent of National Military Strategy, National Defense Strategy and National Security Strategy. Human Resource Management 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 Domain. These disciplines form the eight top-line (Level 0) business activities of the HRM Domain Architecture.

**Core Function Lead Integrator (CFLI)**— The principal Service core function (SCF) integrator and principal advocate to represent the SCF position to DoD, senior leadership, and the AFCS. The CFLIs will assess the health of each functional, identify and prioritize capability needs and gaps, develop capability development plans and advocate for capability needs. The CFLI establishes a strategy for long-term development and maturation of their SCF through requirements development, submission of Core Function Master Plan (CFMP), and submission of inputs to the Program Objective Memorandum (POM) per headquarters Air Force (HAF) guidance.

**HRM Domain Publications**— These are any publications in the Air Force, AFR and ANG TF HR Domain to include, but not limited to, Air Force mission directives (AFMD), Air Force policy directives (AFPD), Air Force manuals (AFMAN), Air Force instructions (AFI), Air National Guard instructions (ANGI), Air Force Reserve Command instructions (AFRCI), Air Force guidance memoranda (AFGM) and Air Force policy memoranda (AFPM) to include interim changes (IC).

**HRM Integration and Innovation (I & I) Teams**— There are four HRM I & I areas of focus that when combined provide the means for the HRM domain to produce the objective Total Force. AF/A1X, NGB/A1X and AF/REPX are responsible for overseeing the integration of TF HRM business utilizing I & I teams. Team composition will include representation from all components to develop domain solutions.

**HRM Strategic Board (HSB)**— Provides strategic oversight and direction to the enterprise and provides strategic recommendations to the HSC; chaired by SAF/MRR or designee.

**HRM Strategic Council (HSC)**— Provides executive senior level oversight and decision making authority for an integrated Total Force HRM Domain-wide strategy, planning, policy and programming capability. The HSC is chaired by the Principal Deputy Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR (PDAS)) or designee.