

**BY ORDER OF THE COMMANDER
AIR FORCE RESERVE COMMAND**

**AIR FORCE RESERVE COMMAND
MISSION DIRECTIVE 1124**

31 AUGUST 2011



**ORGANIZATION AND FUNCTIONS OF
HEADQUARTERS AIR FORCE RESERVE
COMMAND**

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: HQ AFRC/A1MP

Certified by: HQ AFRC/DS
(Mr. William C. Redmond, SES)

Supersedes: AFRCMD1124,
12 August 2003

Pages: 9

This mission directive prescribes the organization and functions of Headquarters Air Force Reserve Command (AFRC).

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 (IAW) Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims/cfm>.

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 Form 847s from the field through the appropriate functional chain of command.

SUMMARY OF CHANGES

This publication is significantly revised and must be completely reviewed. This revision updates the Headquarters AFRC Mission Statement and updates the staff structure to the “A-staff” structure.

1. AFRCMD 1124 Policy:

1.1. This mission directive reflects the approved organization structure and functional descriptions for the headquarters.

1.2. Reorganization will not be accomplished for the purpose of change, organizational enhancement, or enrichment of assigned personnel. Organizational changes must be based on valid mission requirements that can be substantiated by AFI 38-101 (Air Force Organization).

1.3. Staff activities for which USAF has provided standard organization structure in AFI 38-101 or approved HQ USAF Program Action Directives (PADs) must be organized as prescribed. Deviations from the headquarters structure require HQ USAF/A1MO approval. Requests for deviation must contain the information specified in AFI 38-101, chapter 5.

1.4. AFRC directors of staff and heads of special staff agencies are responsible for the actual organization and management of all elements of their respective staff agencies as authorized in this mission directive.

1.5. The Directorate of Manpower, Personnel and Services, A1, is the office of primary responsibility on matters concerning the organization and functions within HQ AFRC.

2. Procedures:

2.1. The organization of a staff agency into subordinate elements (for example, directorate, division, and branch) is based on both the number of personnel authorized and the level and scope of assigned functional responsibilities.

2.2. Each directorate and head of special staff agency must ensure compliance with procedures.

2.2.1. Maintain a simplified organization without unnecessary echelons of supervision.

2.2.2. Eliminate organizational and functional fragmentation; for example, identical or similar Work performed by two or more activities within the unit.

2.2.3. Continuously review functions within area of responsibility for essentiality to mission Requirements.

2.3. Send requests for organizational and/or functional element changes to HQ AFRC/A1MP for evaluation, approval, and processing. As a minimum, the reorganization package must contain the items outlined below:

2.3.1. Submit request to A1MP stating why the reorganization is necessary.

2.3.2. Provide an excel spreadsheet with the proposed changes along with current and proposed organization charts.

2.3.3. Include the proposed functional statement (in brief and concise language, present tense, restricted to major functions or programs of the activity) for each organizational element affected by the reorganization.

2.3.4. Submit an AFRC Form106, Manpower Change Request (MCR), to A1MP.

2.3.5. Include Request for Personnel Action (RPA) and position description/core document for all federal civilian employees (Title 5 and Air Reserve Technicians (ARTs)) where there is a new workload and/or grade impact.

2.4. HQ AFRC/A1M will take action to staff requests requiring AFRC/CV approval.

3. Structure:

3.1. HQ AFRC is organized under the directorate and special staff agency structure. Approved staff agencies with appropriate titles are identified herein.

3.2. Organizational elements are preceded by office symbols. The office symbols identify the organizational element to which manpower authorizations are allocated and allow the approved organizational structure to be depicted in the unit manpower document.

4. Headquarters AFRC Mission. Direct Air Force Reserve efforts to ensure sustained combat readiness and full-spectrum capability.

5. Organization by Directorate/Staff Office:

5.1. **CC AFRC COMMANDER.** Exercises command of AFRC in fulfilling its mission as directed by Chief of Staff, United States Air Force.

5.2. **CV VICE COMMANDER.** Serves as principal advisor to the commander in discharging the AFRC mission. In the absence of the commander, exercises command jurisdiction over and directs the activities of all units assigned to AFRC in consonance with the commander's responsibility to the Chief of Staff, USAF. Briefs the commander on matters of importance that affect the AFRC, its mission, and its public image. Represents the commander at meetings and conferences with HQ USAF and other commands and agencies. Directs and coordinates activities of the headquarters staff, ensuring adherence to command policies and efficient compliance with instructions of the commander. Informs commander on all matters of importance affecting the command.

5.3. **CCC COMMAND CHIEF MASTER SERGEANT.** Explains commander's policies to AFRC enlisted force. Advises commander and vice commander of specific problems, concerns, and attitudes of enlisted force. Determines the quality of NCO leadership, management, and supervision. Evaluates Professional Military Education training facilities and advises commander of findings. Represents the commander as required at diverse functions and activities. Acts as MAJCOM functional for the command's 8F, 9E and 9G personnel. Acts as liaison working issues between MAJCOM CC and the entire command. Acts as a direct conduit between the CMSAF and the MAJCOM. Evaluates the command's approach to enlisted training, professional development, recognition and infrastructure. Establishes and monitors professional development of assigned CMSgts and CCMs; manages senior enlisted leader training (i.e. CCL, Keystone, etc.) and develops subordinate CCMs for future positions. Orients new CCMs within their command.

5.4. **DIRECTOR OF STAFF (DS).** The Director of Staff is the commander's primary interface with the staff for the daily operation and support of the Headquarters. HQ AFRC/DS manages and integrates all activities for the Headquarters in directing and supporting the Air Force's second largest MAJCOM in completing its mission.

5.5. **A1 DIRECTORATE OF MANPOWER, PERSONNEL AND SERVICES.** Develops, directs, and executes command manpower, personnel and services programs, plans, policies, and procedures pertaining to all military and civilian personnel assigned to AFRC in support of the command mission. Provides assistance to subordinate commanders in fulfilling their personnel management responsibilities through interpretation of policies and procedures. Manages AFRC personnel data and functional system requirements and oversees the AFR interests in the development and deployment of the Air Force Integrated Personnel and Pay System (AFIPPS). Executes management of the

SELRES End Strength Program and develops command guidance on Force Support Squadron (FSS) initiatives, Equal Opportunity, Personnel Support for Contingency Operations (PERSCO) management and training, Personnel Services Delivery Transformation (PSD-T), and Airman and Family Readiness. Provides guidance for the development and delivery of leadership education and professional development courses and tailored events to support and enhance AFRC effectiveness via the Professional Development Center (PDC). Provides force management and development policy recommendations, processes and procedures. Oversees command management of Air Reserve Technicians (ART) and assigned Colonels. Controls the allocation and utilization of all manpower authorizations including active and reserve military, IMA, civilian, and contract services to meet peacetime and wartime requirements. Directs the AFRC Management Engineering and Productivity programs. Ensures the most efficient and effective organization structure of AFRC headquarters and units within HQ USAF constraints. Develops policy, guidance, and career management of AGRs that provide full-time support in the administration, organization, recruitment, training, and support of the AFR. Responsible for command-level management, policy development, and oversight for 39 Reserve Prime Readiness in Base Services (RIBS) teams, 10 base-level Services operations, and the Force Support Combat Training site at Dobbins ARB. Has custodianship and financial management responsibility for AFRC non-appropriated funds. Directly impacts Reserve quality of life and wartime sustainment capability.

5.6. A2 DIRECTORATE OF INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE (ISR). The AFRC/A2 ISR Directorate presents an Air Force Reserve Command ISR Force critical to the fight, fully mission capable, and integrated to execute the full spectrum of ISR operations in support of Air Force and Joint Combatant Commanders. AFRC/A2 executes management and oversight of MAJCOM ISR functions for the Command to include presentation of forces and mission execution. AFRC/A2 members, both unit and IMA, operate across all AF MAJCOMs/Agencies, COCOMs, and National Intelligence Agencies/Combat Support Agencies executing ISR missions. AFRC/A2 is the ISR Functional Area Manager (FAM) and senior intelligence officer (SIO) responsible for effectively organizing, training, equipping (OT&E), and maintaining readiness oversight of Air Force Reserve Command ISR forces.

5.6.1. AFRC/A2 is the HQ AFRC lead for AFRC ISR programs, budgets, force development, and policy guidance, and ISR operations oversight. AFRC/A2 maintains oversight and coordination on all Military Intelligence Program (MIP) and National Intelligence Program (NIP) requirements, and ensures ISR-related lessons learned are captured via established systems and processes. AFRC/A2 analyzes and advocates command, directorate, and subordinate unit intelligence manpower, systems, facilities, and other resource issues and actions. AFRC/A2 promotes total force integration and interoperability of ISR forces and ensures required ISR support to AFRC units executing and supporting air, space, and cyber planning and operations.

5.6.2. AFRC/A2 collects, analyzes and disseminates tailored intelligence in support of AFRC units, planners and leadership. In coordination with HAF/A2 and AF ISR Agency, establishes Production Requirement (PR) and Dissemination Management policy and validates unit and force level intelligence requirements IAW current DoD, Unified Command, and MAJCOM guidance. AFRC/A2 maintains the AFRC

Intelligence Oversight Program, and manages, executes, and maintains oversight of unit intelligence Staff Assistance Visit (SAV) and Unit Compliance Inspection (UCI) programs for AFRC units, in conjunction with the AFRC/IG. AFRC/A2 oversees ISR Enterprise Forces and associated dwell periods to ensure readiness for future missions.

5.6.3. AFRC/A2 exercises overall management of Sensitive Compartmented Information (SCI) programs, to include facilities, billets, systems, training and communications for the Command in partnership with AFRC/A1, AFRC/A6, and AFRC/A7.

5.7. A3 DIRECTORATE OF AIR, SPACE, AND INFORMATION OPERATIONS. Develops command guidance on air, space and information operations; command and control; aircrew training; flight standards; requirements; crisis action team; air and space expeditionary force (AEF) and other deployments; airfield operations; weather; airspace management; counterdrug support; contingency operations and exercises for 74 AFRC flying squadrons, with more than 1800 aircrews and 380 aircraft gained by 9 different major commands to fulfill AFRC commitments supporting national objectives.

5.8. A4 DIRECTORATE OF LOGISTICS. Develops, directs, and executes plans, policies, programs and procedures to manage logistics for all Air Force Reserve Command units. This involves logistics plans, material management and distribution, aerial port and aircraft maintenance for major weapon systems, aircraft, and Reservists/civilians gained by active duty commands for Air and Space Expeditionary Force, peacetime, contingency or wartime support.

5.9. A5A8 DIRECTORATE OF STRATEGIC PLANS, PROGRAMS AND REQUIREMENTS. Prepares War and Mobilization Plans to support COCOMs through contingency, wartime, and adaptive planning by managing Unit Type Codes (UTC), designing Operational Capability Statements, posturing AFRC forces through UTC Tempo Bands, and providing Reserve Functional Manpower Oversight. In addition, A5A8 provides Strategic and Capabilities-Based Planning through the development of AFRC Strategic Plans, input to AF Doctrine and QDR, and development of a Roles and Missions Assessment process that supports Total Force Integration. A5A8 validates requirements for command resources (people, money and equipment) using the AF automated database (ABIDES), and provides analysis to decision makers for resource allocation based on mission needs. A5A8 implements Congressional, Presidential, SecDef, SECAF, CSAF, and Chief, Air Force Reserve guidance/initiatives that adjust resources in order to maximize capabilities. Finally, A5A8 facilitates the modernization of reserve forces by supporting NAF-led Combat Planning Councils, reviewing and validating requirements and preparing and executing a modernization list for all AFRC missions and equipment.

5.10. A6 DIRECTORATE OF COMMUNICATIONS AND INFORMATION. Provides command guidance for and the management of AFRC Information Technology (IT). A6 acts as the Chief Information Officer for AFRC and develops and executes plans, programs, policy, and procedures for all AFRC communications and information (C&I) functions. Provides 24-hour network management, reachback support, and defense operations for AFRC enterprise of 13 reserve host bases, geographically separated units, and HQ AFRC. Responsible for enterprise network support, software and license management, enterprise architecture, enterprise information management, IT requisition requirements and acquisition, telecommunications, multimedia services, information assurance, air traffic

control and landing system (ATCALs) equipment, personal wireless, and tactical communications for the command. Responsible for functional oversight of all AFR C&I personnel. Provides Officer and Enlisted AFSC functional management, career field management and oversight. Responsible for the organization, training and equipment of all AFRC Comm and Cyber units as well as the development and implementation of new missions.

5.11. A7 DIRECTORATE OF INSTALLATIONS AND MISSION SUPPORT. Air Force Reserve Command lead for Expeditionary Combat Support, Installation Support, and in-garrison Mission Support Group mission areas. Generates, organizes, trains, and equips OPLAN tasked Agile Combat Support expeditionary forces. Provides and directs command civil engineer programs and resources affecting 10 primary and 56 tenant locations with a \$7B plant replacement value, annual \$120M military construction, \$200M Facility Sustainment and Modernization and \$250M operating budgets. Provides and directs expeditionary and in-garrison security forces. Directs and executes acquisition policy, programs, and resources affecting major command enterprise level and installation level acquisition strategies.

5.12. A9 (CCO) DIRECTORATE OF ANALYSES, LESSONS LEARNED AND AFSSO21. Provides executive level decision support through the application of formal analyses and lessons learned (A9), and also offers a wide-range of industry recognized problem solving tools and techniques for Process Improvement (AFSSO21). Directly interfaces with SAF/USM, HAF/A9, and nine lead MAJCOMS as well as other agencies in order to promulgate efficiencies across the DoD, Air Force and AFR. Serves as the principle directorate within the AF Reserve for applying modeling, simulation and optimization techniques. CCO functional management responsibilities are delegated to the A9 Director who executes as a dual-hatted Directorate.

5.13. FM FINANCIAL MANAGEMENT AND COMPTROLLER. Provides the full spectrum of MAJCOM-level financial, comptroller plans, and budgetary services to all AFRC mission elements. Directs the actions of approximately 577 comptroller personnel supporting over 693 diverse reserve units. Formulates, justifies, and executes annual operations and maintenance programs exceeding \$3 billion, reserve personnel funds exceeding \$1.6 billion and other special appropriations exceeding \$480 million for equipment and other specialized requirements to support readiness.

5.14. HC CHAPLAIN. Advises the commander on religious, ethical, and quality of life issues. Supports, evaluates, and facilitates quality chaplain ministries at AFRC units through staff visits, quality assessments, policy guidance, reports, conferences, training opportunities, and crossfeed; manages functional manpower and personnel matters, education and professional development, and ensures force readiness.

5.15. HO DIRECTORATE OF HISTORICAL SERVICES. Advises the commander and senior staff and develops and provides command guidance and policies to manage historical services for the Air Force Reserve Command. Provides classified and unclassified historical background information and data to support commanders and staffs at all levels. Functionally manages AFRC historians, ensuring readiness, histories completion, and force development and management, and deployment requirements. Responsible for collecting and managing the command's archives; AFRC Heritage Hall; lineage and honors statements

and emblems; National Museum of the United States Air Force loaned aerospace vehicles and historical artifacts; and AF Art program loaned art work. Educates command members, the Air Force, and the public at large on the history of the Air Force Reserve. Responsible for writing AFRC's MAJCOM-level official history requirement.

5.16. **IG INSPECTOR GENERAL.** Selectively manned to sustain the combat capability of AFRC through inspections of unit mission effectiveness and compliance with DoD and Air Force guidance. Directs Complaints and Inquiries programs. Formulates policies and procedures to conduct performance/compliance-based inspections to validate the readiness of 44 major units and 76,000 personnel worldwide to support gaining major commands and combatant commanders.

5.17. **IP INFORMATION PROTECTION.** Provides commanders with coordinated, effective and timely expert advice on protecting information. The Director of Information Protection is the principal advisor to the commander and as such formulates, articulates, implements and executes the commanders' information protection programs. The IP staff inclusive of matrix IP functions and personnel conduct risk assessments, staff assistance visits and inspections of wing operations. The IP program provides for the protection of information; prevents unauthorized disclosure of sensitive and classified information; mitigates damage and severity of unauthorized disclosures; prevents or eliminates IP deficiencies; de-conflict processes; and resolves problems.

5.18. **JA JUDGE ADVOCATE.** Provides candid and independent legal counsel to the commander and full spectrum legal services to the Command and the Warfighter.

5.19. **PA PUBLIC AFFAIRS.** Conducts comprehensive, active Public Affairs programs at all levels of command to provide service members, the public, Congress, and media representatives timely, accurate, and authoritative information contributing to awareness and understanding of the AFRC mission and capabilities. Provides commander, staff, and AFRC units public affairs advice and support.

5.20. **SE SAFETY.** Provides command guidance and management of flight, ground, and weapons mishap prevention programs for AFRC. Manages the command Risk Management (RM) program. Develops and executes programs, policies, and procedures to ensure AFRC implementation of the Air Force Mishap Prevention program. Provides functional oversight for all AFRC Safety personnel.

5.21. **RS RECRUITING SERVICE.** Responsible for recruiting sufficient personnel to man AFRC to 100 percent of congressionally funded Selected Reserve end-strength requirements. Activities include enlisting, appointing, and assigning recruiting applicants to fill vacancies, projected vacancies and authorized overages for unit, Individual Mobilization Augmentee and Active Guard Reserve programs. Responsible for the operation, training, planning, personnel, budget, advertising, and resources support functions for over 400 assigned personnel. AFRC Recruiting Service Commander also serves as director on AFRC/CC staff.

5.22. **SG SURGEON** provides ready medical reservists and medically ready reservists. Conducts MAJCOM level policy development for administration, training and readiness for medical reserve programs and medical training requirements for Aero-medical Evacuation (AE) programs. Provides programming and oversight on medical/financial resources for 84

Reserve medical units and medical IMAs. Manages health service support and medical standards for 67,000 reservists. Interfaces with DOD, Air Staff and MAJCOM medical elements.

CHARLES E. STENNER, Jr. Lt General, USAFR
Commander

Attachment 1 ORGANIZATION OF HQ AFRC

