

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

**DEPARTMENT OF THE AIR FORCE  
INSTRUCTION 38-108**



**18 FEBRUARY 2025**

***Manpower and Organization***

**ADDITIONAL DUTY MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This publication implements Department of the Air Force Policy Directive (DAFPD) 38-1, *Manpower and Organization*. This instruction applies to all civilian employees and uniformed members of the Regular Air Force, United States Space Force (USSF), Air National Guard, and Air Force Reserve. In collaboration with the Deputy Chief of Space Operations for Human Capital, Chief of Air Force Reserve (AF/RE) and the Director of the Air National Guard, the Deputy Chief of Staff for Manpower, Personnel, and Services develops personnel policy for the Department of the Air Force (DAF) Additional Duty Program. This publication defines an additional duty and identifies the roles and responsibilities of those activities/leaders involved with the additional duty process. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all supplements that directly implement this publication must be routed to the office of primary responsibility (OPR) for coordination, and all Major Command (MAJCOM)/Field Command (FLDCOM) level supplements must be approved by the Human Resources Management Strategic Board (HSB) prior to certification and approval. The authorities to waive wing, unit, and delta level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority or alternately to the publication OPR for non-tiered compliance items. See DAF Manual (DAFMAN) 90-161,

*Publishing Processes and Procedures*, for a description of the authorities associated with the tier numbers. Include a copy of any waivers or exceptions issued regarding the publications and forms management requirements found in this publication when submitting products to Air Force Departmental Publishing Office for publishing.

### ***SUMMARY OF CHANGES***

This publication has been revised to include USSF, incorporate previous administrative changes, and update hyperlink to SharePoint site. This publication should be thoroughly reviewed.

## Chapter 1

### OVERVIEW

**1.1. Additional Duties.** A DAF directed additional duty is a task, or a collection of tasks, required by federal law, executive order, or departmental publication, which may or may not directly support the unit's primary mission. These duties augment overall unit mission accomplishment, usually from an administrative or support perspective. DAF additional duties are codified in Departmental, Air Force and Space Force publications which apply to all units and functional areas. This is further clarified to include tasks mandated or delegated by one functional community onto another functional community or organization, including their subordinate units. Duties that are commensurate with a specific position/role within an organization, such as a commander, or other senior level, are not typically considered additional duties as they are inherent to the position. Additional duties are distinct from augmentation requirements or details that are temporary tasks, beyond the responsibility or capability of any one unit.

**1.2. Approved Additional Duties.** A list of DAF directed additional duties can be found at: <https://usaf.dps.mil/sites/10097/A1M/A1MR/SitePages/A1MR---Shared-Forum.aspx>

**1.3. Management Philosophy.** The number of additional duties which do not directly contribute to a unit's mission should be kept to an absolute minimum and eliminated where possible, unless required by law or policy.

## Chapter 2

### ADDITIONAL DUTY MANAGEMENT

#### 2.1. General Guidance.

2.1.1. Additional duties originate from a variety of sources, including federal statutes, federal laws, executive orders, Department wide policy, Air Force instructions, wing, delta, and squadron requirements. The basic philosophy behind additional duties is simple: if they do not “directly add” to the accomplishment of the mission, they should be eliminated, unless they are required by law or policy. MAJCOM, FLDCOM, Numbered Air Force, and local commanders should not impose any new additional duties that do not directly enhance mission accomplishment.

2.1.2. Commanders at all levels must make a concerted effort to effect continuous process improvement in how the DAF conducts business and reduce the excessive demands on their Airmen's and Guardian's time.

## Chapter 3

### ROLES AND RESPONSIBILITIES

**3.1. Assistant Secretary of the Air Force, Manpower and Reserve Affairs (SAF/MR).** Provides oversight and guidance as required for matters pertaining to the governance, review, formulation, and execution of plans, programs, and policies concerning DAF directed Additional Duties and the Additional Duty Program. Serves as the final approval authority for the modification, elimination and/or addition of any DAF directed additional duty.

**3.2. Directorate of Manpower, Organization and Resources (AF/A1M).** Maintains and updates the master Additional Duty List, coordinates change requests for new additional duties and/or the elimination of existing additional duties brought forward by Deputy Chiefs of 2-Ltrs/L2s, and distributes SAF/MR-approved Additional Duty Lists to MAJCOM A1Ms/FLDCOM S1Ms.

**3.3. Air National Guard (NGB/A1) and Air Force Reserve (AFRC/A1M).** Categorizes and credits SAF/MR-approved additional duty workload in their respective manpower standards and/or determinants.

**3.4. Deputy Chiefs of 2-Ltrs/L2s.** Periodically justifies existing, new and/or modified additional duties for SAF/MR approval prior to inclusion in DAF publications.

**3.5. MAJCOM/FLDCOM/FOA/DRU Commander/Director.** Requires commanders/directors to periodically re-evaluate MAJCOM/FLDCOM and/or locally directed additional duties to ensure there is value in requiring the performance/execution of said duty at their location and whether there is mission impact.

**3.6. Wing, Delta, Group, Squadron and Other Level Commanders/Directors.**

3.6.1. Execute the applicable approved additional duties and locally directed additional duties as deemed necessary based on mission needs, local conditions, resource availability, and those required by law or policy. **(T-3)**

3.6.2. Re-evaluate MAJCOM/FLDCOM and locally directed additional duties as applicable. Commanders and directors must determine if there is value added or benefit to performing these duties. **(T-3)** When there is debilitating or greater than minimal negative impact to the unit and/or personnel they should elevate their concerns/issues to their MAJCOM/FLDCOM functional counterpart for resolution.

3.6.3. Commanders must seek waivers at the appropriate authority level when mission needs, local conditions, or resource availability affect the ability to perform these duties. **(T-2)**

3.6.4. Execute additional duties required by law or policy until proper wavier authority is obtained.

GWENDOLYN R. DEFILIPPI  
PTDO Assistant Secretary  
(Manpower & Reserve Affairs)

## Attachment 1

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

#### *References*

DAFPD 38-1, *Manpower and Organization*, 20 February 2024

DAFMAN 90-161, *Publishing Processes and Procedures*, 18 October 2023

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

#### *Prescribed Forms*

None

#### *Adopted Forms*

DAF Form 847, *Recommendation for Change of Publication*

#### *Abbreviations and Acronyms*

**AFI**—Air Force Instruction

**CSAF**—Chief of Staff of the Air Force

**DAF**—Department of the Air Force

**DAFMAN**—Department of the Air Force Manual

**FLDCOM**—Field Command

**HSB**—Human Resources Management Strategic Board

**OPR**—Office of Primary Responsibility

**MAJCOM**—Major Command

**SecAF**—Secretary of the Air Force

**USSF**—United States Space Force

#### *Office Symbols*

**AF/A1M**—Air Force Directorate of Manpower, Organization and Resources

**AF/RE**—Chief of Air Force Reserve

**AFRC/A1M**—Air Force Reserve Command, Manpower

**NGB/A1**—National Guard Bureau, Manpower and Personnel

**SAF/MR**—Assistant Secretary of the Air Force, Manpower and Reserve Affairs

#### *Terms*

**Additional Duty**—A DAF directed additional duty is a task, or a collection of tasks, required by federal law, executive order, or departmental publication, which may or may not directly support the unit's primary mission. These duties augment overall unit mission accomplishment, usually from an administrative or support perspective.