

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

**DEPARTMENT OF THE AIR FORCE
POLICY DIRECTIVE 36-9**



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Personnel

***CIVILIAN SENIOR EXECUTIVE
RESOURCE MANAGEMENT***

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This publication implements Department of Defense (DoD) Directive (DoDD) 1403.1, *Senior Executive Service and Equivalent-Level Positions and Personnel*; Department of Defense Instruction (DoDI) 1403.2, *Reduction in Force in the Senior Executive Service (SES)*; and DoDD 1403.03, *The Career Lifecycle Management of the Senior Executive Service Leaders Within the Department of Defense*, DoDI 1400.25, Volume 920, *Defense Civilian Personnel Management System: Senior Executive Service Performance Management System and Compensation Policy*; Directive-type Memorandum 21-008- – *Senior Level and Scientific and Professional Performance Management System and Compensation*, and *The Career Lifecycle Management of the Senior Executive Service Leaders Within the Department of Defense*. This directive sets policies that guide Department of the Air Force (DAF) recruitment, development, and sustainment of a high-quality cadre of senior civilian executives to include Defense Civilian Intelligence Personnel System Executives. This policy directive applies to all civilian senior executive (CSE) employees and uniformed members of the Regular Air Force, United States Space Force, Air Force Reserve, and Air National Guard. 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. The Assistant Secretary of the Air Force, Manpower and Reserve Affairs develops personnel policy

for senior executive resource management in collaboration with the Deputy Chief of Space Operations for Human Capital (SF/S1), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), the Chief of the Air Force Reserve, and the Director of the Air National Guard. 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 appropriate functional chain of command. This publication may not be supplemented.

SUMMARY OF CHANGES

This document has been substantially revised; users should completely review all sections. Major changes include the reorganization of information included in this directive and the use of “plain language” style writing.

1. Policy:

1.1. Department of the Air Force policy institutes a deliberate, systematic, and predictable approach to management of the career lifecycle of DAF CSEs. The purpose of this policy is to produce the best possible civilian career leadership cadre. This cadre will be one that is fully integrated with other components of DoD executive leadership, general and flag officers, and political leaders.

1.1.1. The DAF’s vision is to manage and develop CSEs throughout their career. These efforts will produce a civilian senior executive workforce that possesses a broad background of skills and experiences.

1.1.2. These management and development efforts will prepare CSEs to lead and support Airmen and Guardians at all levels. These efforts will also meet the continually changing management requirements of the DAF.

1.1.3. Civilian senior executives include members of the SES (career and non-career), members of the Defense Intelligence SES, Scientific and Professional leaders, Senior Level leaders, Defense Intelligence Senior Level leaders and Highly Qualified Experts.

1.2. Department of the Air Force CSE lifecycle management will follow guiding principles:

1.2.1. Executive Management.

1.2.1.1. The DAF career CSE corps shall be a vital part of the DoD executive leadership team, which includes general and flag officers, politically appointed, and non-career senior executives.

1.2.1.2. Civilian senior executives are leaders who exhibit the highest standards of ethical behavior. They view their responsibilities in the context of the larger DAF, DoD enterprise, and public policy. Also, CSEs work effectively across organizational boundaries and functional areas. They shall exhibit enterprise-spanning perspective, strategic vision, and strategic thinking ability, as well as competencies in both joint and DAF institutional matters.

1.2.1.3. Executive management is a critical function of the DAF and must be carefully and deliberately managed. Career CSEs will be guided throughout the career lifecycle

framework (recruitment, selection, development, performance management, succession, sustainment of talent, and separation).

1.2.2. Recruitment. The DAF will recruit and select high-quality candidates for career CSE positions by considering a mix of talent from internal and external sources consistent with Federal law regarding equal opportunity and merit system principles and DoDD 1440.1, *DoD Civilian Equal Employment Opportunity Program*.

1.2.3. Development. Deliberate development, in consultation with supervisors and mentors, will occur through a structured series of well-planned developmental and educational experiences, often including reassignments to more challenging positions. All career executives will be given advance notice of reassignments.

1.2.4. Performance Management. A performance management culture that encourages and rewards creativity, innovation, intelligent risk-taking, and critical thinking will be sustained. The DAF will establish and maintain an executive Performance Review Board that will ensure compliance with statutory, Office of Personnel Management, and DoD authorities for executive performance management and compensation management.

1.2.5. Talent Management. Career SES leadership capability will be sustained to meet mission requirements. Positions will be managed using a comprehensive strategic planning process. Organizational and individual SES capability will be assessed at least annually to understand the competencies available in the career SES corps to meet mission requirements. Talent management planning will balance the needs of the DAF with the personal needs of its senior leadership. The DAF will establish and maintain a Talent Management Board that will provide Talent Management policy and execution recommendations.

1.2.6. Position Management. Career CSE positions shall be managed based on the following principles:

1.2.6.1. Career CSE positions differ in scope, influence, accountability, and impact. The DAF will identify enterprise positions consistent with DoD policies.

1.2.6.2. These positions shall be tiered consistent with DoD guidance to provide transparency and comparability in executive positions and compensation management.

1.3. The DAF will establish and maintain an Executive Resources Board that will ensure compliance with merit staffing principles for new appointments into career CSE positions. The Executive Resources Board also shall provide written recommendations to the appointing authority for these new appointments. The Executive Resources Board will also determine whether to certify to the Office of Personnel Management that Presidential Management Fellows have completed the program.

2. Roles and Responsibilities:

2.1. Unless otherwise delegated, the Secretary of the Air Force is the appointing authority for DAF CSEs. The Secretary of the Air Force charters, establishes, and appoints members to the Executive Resources Board, Talent Management Board, and Performance Review Board.

2.1.1. The Executive Resources Board shall:

- 2.1.1.1. Ensure compliance with merit staffing principles for new appointments into career CSE positions and provide written recommendations to the appointing authority for these new appointments.
- 2.1.1.2. Determine whether to certify to the Office of Personnel Management that Presidential Management Fellows have completed the program.
- 2.1.2. The Performance Review Board shall:
 - 2.1.2.1. Provide recommendations to the appointing authority regarding performance management policies, executive performance appraisals and performance payouts.
 - 2.1.2.2. Strive to ensure transparency of processes which will also serve to assist in the performance management and development of junior executives.
- 2.1.3. The Talent Management Board shall:
 - 2.1.3.1. Use a comprehensive strategic planning process to balance the leadership needs of the DAF with the personal needs of its career members of the SES.
 - 2.1.3.2. At least annually, assess the competencies available within the career SES and provide developmental feedback and/or recommendations.
 - 2.1.3.3. Provide Talent Management policy and execution recommendations.
- 2.2. The Under Secretary of the Air Force is the senior advisor to the SecAF on all CSE matters.
- 2.3. The Assistant Secretary of the Air Force (Manpower and Reserve Affairs) will supervise and execute all personnel programs and matters relating to the career lifecycle of DAF career CSEs.
- 2.4. Major Command, Field Command, Combatant Command commanders, and equivalent Office of the Secretary of the Air Force (known as the Secretariat), Air Staff, and Office of the Chief of Space Operations principal officials will supervise the DAF senior executives assigned to their organizations.

Troy E. Meink
Secretary of the Air Force Manpower and Reserve
Affairs

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

5 United States Code (USC) Section 3393(b), *Career Appointments*

5 USC § 4314(c), *Ratings for Performance Appraisals*

DoDD 1440.1, *DoD Civilian Equal Employment Opportunity (EEO) Program*, 21 May 1987

DoDD 1403.1, *Senior Executive Service and Equivalent-Level Positions and Personnel*, 18 October 1982

DoDD 1403.03, *The Career Lifecycle Management of the Senior Executive Service Leaders Within the Department of Defense*, 25 October 2007

DoDI 1400.25, Volume 920, *Defense Civilian Personnel Management System: Senior Executive Service Performance Management System and Compensation Policy*, 29 March 2017

DoDI 1400.25, Volume 920, *Defense Civilian Personnel Management System: Senior Executive Service Performance Management System and Compensation Policy*, 19 September 2024

DoDI 1400.25, Volume 922, *DoD Civilian Personnel Management System: Employment of Highly Qualified Experts (HQEs)*, 18 January 2017

DoDI 1400.25, Volume 922, *DoD Civilian Personnel Management System: Employment of Highly Qualified Experts (HQEs)*, 3 April 2013

DoDI 1403.2, *Reduction in Force in the Senior Executive Service (SES)*, 1 February 1991

Air Force Instruction 33-322, *Records Management and Information Governance Program*, 23 March 2020

Directive-type Memorandum 21-008, *Senior Level and Scientific and Professional Performance Management System and Compensation*, 26 October 2021

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

CSE—Civilian Senior Executive

DAF—Department of the Air Force

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

OPR—Office of Primary Responsibility

SES—Senior Executive Service

Office Symbols

AF/A1—Deputy Chief of Staff for Manpower, Personnel, and Services

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

SAF/MRL—Department of the Air Force Senior Executive Management Office

SF/S1—Deputy Chief of Space Operations for Personnel

Terms

Executive Resources Board—A board of DAF officials or employees established pursuant to 5 USC § 3393(b), to conduct the merit staffing process for career appointees in the SES and perform such other duties as are prescribed by DoDD 1403.1 and the Secretary of the Air Force.

Performance Review Board—A board of DAF officials or employees established pursuant to 5 USC § 4314(c), to consider the initial performance appraisals of SES members by their supervisors and to make recommendations to the appropriate appointing authority concerning such appraisal and performance awards, as prescribed by DoDD 1403.1.

Talent Management Board—A board of DAF officials or employees established to assess executive talent and development recommendations by their supervisors and assign readiness ratings and develop position slates based on position requirements, executive preferences and competencies and skills.