BY ORDER OF THE SECRETARY OF THE AIR FORCE

HEADQUARTERS MISSION DIRECTIVE 1-32

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Special Management

DEPUTY CHIEF OF STAFF OF THE AIR FORCE MANPOWER, PERSONNEL, AND SERVICES

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SUMMARY OF CHANGES: This publication has been revised to update the responsibilities and procedural changes in the AF/A1 communities.

1. Mission. The Deputy Chief of Staff of the Air Force for Manpower, Personnel, and Services (AF/A1), pursuant to *Title 10 United States Code, Sections 9031-9038*, and as documented by paragraph 4.3 of Air Force Mission Directive 1, *Headquarters Air Force*, and this Headquarters Air Force Mission Directive, assists the Secretary of the Air Force, other Secretariat offices, and the Chief of Staff of the Air Force in carrying out the manpower, personnel, and services functions for the Department of the Air Force. The Secretary of the Air Force retains ultimate responsibility for all policies related to the Department of the Air Force. Within his/her areas of responsibility, the AF/A1 prepares policies for approval and issues guidance/procedures via official Air Force publications to ensure implementation of those policies. The AF/A1 also assists the Chief of Staff of the Air Force in his/her role, pursuant to *Title 10 United States Code, Section 151*, as a member of the Joint Chiefs of Staff.

2. Organizational Relationships. The Secretary of the Air Force is responsible for, and has all legal authority necessary to conduct, the affairs of the Department of the Air Force. The Secretariat, the Chief of Staff of the Air Force, and Air Staff offices perform their Department of the Air Force functions subject to the authority, direction, and control of the Secretary of the Air Force.



2.1. **The AF/A1** reports directly to the Chief of Staff of the Air Force, but provides support to the Secretary of the Air Force, the Under Secretary of the Air Force, other Secretariat offices, and other Air Staff offices. The Secretary of the Air Force may re-delegate authority/re-assign responsibility to the AF/A1, but the Secretary of the Air Force, through the Chief of Staff of the Air Force and, as appropriate, Assistant Secretaries of the Air Force, retains ultimate responsibility for all matters listed in Attachment 1 and as otherwise delegated to the AF/A1 as provided in Headquarters Air Force Mission Directive 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR)*, and its corresponding Addenda.

2.2. **The AF/A1** is part of the Air Staff and as such works closely with other Headquarters Air Force offices to assist the Secretary of the Air Force and the Chief of Staff of the Air Force in carrying out their responsibilities. The AF/A1 works in cooperation with SAF/MR, the Chief of the Air Force Reserve (AF/RE), the Director of the Air National Guard (NGB/CF), and their respective offices, which are responsible, pursuant to Chapters 903 and 905 of *Title 10 United States Code, Sections 9013-9023 and Sections 9031-9038*, for assisting the Secretary of the Air Force and the Chief of Staff of the Air Force in carrying out their responsibilities.

2.2.1. Pursuant to Headquarters Operating Instruction 90-1, *Headquarters Air Force Mission Directives and Department of Defense Issuances Program*, two or more Headquarters Air Force two-letter organizations with responsibilities in the same functional area are encouraged to develop "standard operating procedures" that set forth procedures enabling covered organizations to fulfill and carry out their respective missions, roles, and responsibilities. Any standard operating procedures having been entered into between the AF/A1 and SAF/MR are included at Attachment 3 of this Headquarters Air Force Mission Directive.

2.3. **Reporting to the AF/A1** are three Field Operating Agencies: Air Force Mortuary Affairs Operations, Air Force Personnel Center, and Air Force Manpower Analysis Agency, whose missions are documented in Air Force Mission Directives 16, 37, and 41, respectively. The AF/A1 also oversees the Air Force Personnel Operations Activity.

3. Responsibilities. The AF/A1 is specifically responsible for:

3.1. Developing and administering policies for identification and adjustment of Air Force Manpower, Personnel, and Services requirements as an integral element of the Strategy, Planning, Programming, Budgeting, and Execution process. Championing, in collaboration with the Office of the Secretary of Defense, the Secretary of the Air Force, the Chief of the Air Force Reserve (AF/RE), and the Director of the Air National Guard (NGB/CF), the Air Force manpower and end-strength requirements before Congress and other review bodies.

3.2. Developing personnel policies, guidance, programs, and legislative initiatives as well as providing coordination on departmental publications to meet strategic objectives for military and civilian accessions, recruiting, assignments, benefits, career development, joint talent development, compensation, development (education, training, and experience), military leave, performance management, mentoring, recognition, retention, separation, retirement, workforce shaping, diversity and inclusion, Integrated Disability Evaluation System, family care, and Wounded Warrior Program.

3.3. Identifying and developing methods for improving force quality, discipline, leadership, and management.

3.4. Planning, developing, and implementing tools to shape and develop the Total Force.

3.5. Planning, developing, and implementing all aspects of Total Force sustainment to include: family matters, resilience programs, quality of work/life initiatives, military dress and appearance, fitness program, commanders' programs, civilian personnel regionalization, employee and labor relations, Air Force uniform program, Air Force recognition program, and rated force management.

3.6. Managing the assignment and development of Air Force general officers, members of the Senior Executive Service (SES), colonels, and chief master sergeants. Serving as assistant to the Under Secretary of the Air Force in advising the Secretary of the Air Force on military and civilian senior personnel matters in accordance with Headquarters Mission Directive 1-2, *Under Secretary of the Air Force*.

3.7. Making recommendations to the Chief of Staff of the Air Force on Air Force Services' corporate direction and broad policies to ensure a balanced program for the entire Air Force community. Providing operational oversight and liaison for Defense Commissary Agency and Army and Air Force Exchange Service to include representation on the Commissary Board of Directors and Army and Air Force Exchange Service Board of Directors.

3.8. Overseeing Air Force Mortuary Affairs Operations, the Department of Defense's primary Mortuary Affairs program and port mortuary facility. In partnership with all Military Services and on the behalf of the Secretary of the Air Force, Air Force Mortuary Affairs Operations operates and maintains a port-of-entry within the continental United States in support of all the Military Services and serves as the Department of Defense component with operational oversight of the Dignified Transfer Process and related Media Access Policy.

3.9. Administering the Armed Forces Entertainment program in support of the Secretary of the Air Force's role as the Department of Defense Executive Agent for Armed Forces Entertainment, providing quality, live entertainment to military and family members overseas; liaising with the United Service Organizations concerning the entertainment of United States Armed Forces overseas.

3.10. Managing and obligating military personnel appropriated funds and non-appropriated funds.

3.11. Identifying requirements and developing personnel systems for the administration of Air Force Manpower, Personnel, and Services.

3.12. Serving as a focal point for administrative oversight and support for the United States Air Force Academy.

3.13. Providing Headquarters Air Force support to Air Education and Training Command and subordinate units (e.g. Air Force Recruiting Service and Jeanne M. Holm Officer Accession and Citizen Development Center) as well as all accession programs for military and civilian personnel resources.

3.14. Developing and implementing organizational policy for the Total Force.

3.15. Developing and implementing Total Force manpower policy and guidance for all strategic sourcing initiatives.

3.16. Developing and implementing Total Force manpower policy and program control for all manpower resources and requirements including ceilings associated with Management Headquarters, Headquarters Support Activities, and Joint Commands and organizations.

3.17. Establishing and disseminating plans and procedures governing the Total Force manpower requirements determination process and effective use of manpower resources and associated grades; administering the Air Force Effects-Based Management Program.

3.18. Developing and programming manpower assessments for manpower and organization actions directed by the Air Force Corporate Process.

3.19. Serving as the Air Staff focal point for performance planning and articulating Air Force activities to the Office of the Secretary of Defense and Congress.

3.20. Serving as lead for developing Air Force Personnel Strategic Plans with review and coordination by SAF/MR, Air Force Reserve Directorate of Personnel (AF/REP), and Air National Guard Directorate of Manpower, Personnel, and Services (NGB/A1).

3.21. Compiling, acquiring resources for, and executing an integrated strategic research agenda for the Headquarters Air Force Manpower, Personnel, and Services community.

3.22. Serving as the Manpower, Personnel, and Services "process owner" within the Air Force Smart Operations for the 21st Century and Commander's Integrated Process Team governance structure.

3.23. Serving as the Department of Defense Executive Agent for Defense Language Institute; English Language Center; Language, Regional Expertise and Culture programs supporting all Military Services, and the Defense Security Cooperation Agency.

3.24. Serving as the focal point for organizing, training, and equipping Agile Combat Support Manpower, Personnel, Services, Education and Training, Diversity and Inclusion, and Airman and Family Readiness capabilities in support of wartime and contingency operations.

3.25. Serving as focal point for readiness policies and analysis support for the Air Force Enterprise.

3.26. Planning, developing, resourcing and implementing all aspects of diversity outreach and initiatives to sustain a highly qualified diverse and inclusive Total Force, and providing recommendations for policy and program changes to SAF/MR.

3.27. Planning, developing, and implementing all aspects of Equal Opportunity programs and providing recommendations for policy and program changes to SAF/MR.

3.28. Serving as the Director of Equal Employment Opportunity pursuant to 29 Code of Federal Regulations 1614.102, tasked with overseeing policy implementation and management matters intended to provide an equal opportunity to succeed to every member of the workforce and to prohibit unlawful discrimination, including unlawful discrimination based on race, color, religion, national origin, sex (to include sexual orientation), age, and, in the case of civilian employees, disabling conditions, and to create a working environment

free from the aforementioned discrimination as well as sexual harassment and or assaults; hostile work environment, and/or retaliation against protected whistleblowers.

3.29. Issuing decisions regarding discrimination complaints, to include ordering necessary corrective measures to resolve complaints and promote equal opportunity.

3.30. Developing Force Management policy and strategy and synchronizing implementation with Force Management Doctrine implementation to ensure consistency.

3.31. Overseeing development, integration, and resourcing of Information Technology systems supporting Human Resource Management programs and processes, including the Air Force Integrated Personnel and Pay System.

3.32. Managing and supporting Military Post Offices on Air Force installations, and otherwise supporting Military Post Offices that service Airmen where required by interservice agreements.

4. Delegations of Authority/Assignment of Responsibility: Attachment 1 and Addendum A to Headquarters Air Force Mission Directive 1-24, Assistant Secretary of the Air Force (Manpower and Reserve Affairs), list delegated authorities and assigned responsibilities to the AF/A1. To the extent delegated duties to AF/A1 in this Mission Directive are duplicative of duties delegated only to SAF/MR in HAF MD 1-24, and cannot otherwise be harmonized, then the duplicative delegations made in this Mission Directive control. The authorities delegated/responsibilities assigned to the AF/A1 by this Headquarters Air Force Mission Directive and by SAF/MR in Headquarters Air Force Mission Directive 1-24 and its Addenda may generally be re-delegated to other Department of the Air Force officials unless re-delegation is expressly prohibited by the attached delegation, the terms of Addendum A to HAF MD 1-24, superseding law, regulation, Department of Defense issuance or other competent legal authority. While the authorities are delegated and responsibilities assigned to the AF/A1, the exercise of the authorities and responsibilities remains subject to the oversight and control of the Secretary of the Air Force, any Assistant Secretary of the Air Force having oversight, and the Chief of Staff of the Air Force. Any re-delegation of authority and assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authorities in accordance with this Directive may further restrict or condition the authority being re-delegated.

5. Continuation of Prior Re-Delegations of Authority/Assignments of Responsibility: Redelegations of authorities/assignments of responsibility made prior to the date of issuance of this Headquarters Air Force Mission Directive remain effective insofar as such re-delegations are not inconsistent with the terms of this Headquarters Mission Directive, unless superseded by new issuances.

> MATTHEW P. DONOVAN Acting Secretary of the Air Force

ATTACHMENT 1

DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITY/ ASSIGNMENTS OF RESPONSIBILITY TO THE DEPUTY CHIEF OF STAFF, MANPOWER, PERSONNEL, AND SERVICES

A1.1. Authority relating to the military postal system as delegated to the Secretary of the Air Force pursuant to Department of Defense Instruction 4525.09, *Military Postal Service (MPS)*.

A1.2. Responsibility for ensuring Air Force compliance with Department of Defense policies and guidance on the Military Postal Service (MPS) and Official Mail Program (OMP), as assigned to the Secretary of the Air Force in Department of Defense Directive 5101.11E, *DoD Executive Agent for the Military Postal Service (MPS) and Official Mail Program (OMP)*.

A1.3. Authority relating to diversity and diversity management within the Air Force as delegated to the Secretary of the Air Force pursuant to Department of Defense Directive 1020.02E, *Diversity Management and Equal Opportunity in the DoD*.

A1.4. Authority relating to the military equal opportunity program as delegated to the Secretary of the Air Force pursuant to Department of Defense Directive 1350.2, *Department of Defense Military Equal Opportunity (MEO) Program*.

A1.5. Authority relating to civilian equal employment opportunity programs as delegated to the Secretary of the Air Force pursuant to Department of Defense Directive 1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Program.*

A1.6. Authority and responsibilities relating to Equal Employment Opportunity (EEO) program as assigned to the Air Force "agency" and including that assigned to the Secretary of the Air Force as the "head of the agency" and "agency head" pursuant to 29 CFR 1614.102.

ATTACHMENT 2

DEPUTY CHIEF OF STAFF OF THE AIR FORCE, MANPOWER, PERSONNEL, AND SERVICES (AF/A1) ORGANIZATIONS AND FUNCTIONS



A2.1. The Office of the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) is responsible for the overall supervision of all matters pertaining to Air Force military and civilian Personnel, Manpower, and Services activities.

A2.2. Three-letter subordinate offices include:

A2.2.1. **AF/A1 Action Group (AF/A1I).** AF/A1I provides independent analytical support directly to AF/A1 on all issues affecting Air Force members and their families. Acts as AF/A1 liaison to the Secretariat, Air Staff, and external agencies. Provides interface between congressional staffers, military legislative liaison officers, and AF/A1 through conferences, orientations, and meetings. Serves as AF/A1 focal point for all AF/A1 trip planning (to include all high-level engagements), briefings (to include CORONA) and interviews, and authors all AF/A1 presentations and speeches. Prepares AF/A1 for all media interviews. Orchestrates AF/A1 preparations for the Secretary of the Air Force, Chief of Staff of the Air Force, Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Chief Master Sergeant of the Air Force, and AF/A1 testimony to include authoring the AF/A1 posture statement and any other written statements from AF/A1 to Congress. Manages strategic communications and AF/A1 special projects.

A2.2.2. **Talent Management Innovation Cell (AF/A1H).** AF/A1H leads initiatives to develop Air Force-level policy and procedures across the talent management life cycle (e.g. talent acquisition, development, utilization, evaluation, compensation, retention, and transition). Conducts research and forms analysis teams to develop or adapt best-practices and identify innovative solutions to current and future human resource challenges. Synchronizes efforts across Headquarters Air Force staff and prepares AF/A1 for senior-level decision forums, congressional testimonies and other engagements. Develops proposals, Air

Force-wide implementation plans, and shapes public affairs messaging campaigns for the Secretary of the Air Force, Chief of Staff of the Air Force, and AF/A1 on talent management initiatives.

A2.2.3. **Directorate of Senior Leader Management (AF/A1L).** AF/A1L assists the Under Secretary of the Air Force in advising the Secretary of the Air Force on military and civilian senior personnel matters in accordance with Headquarters Mission Directive 1-2, *Under Secretary of the Air Force*, and serves as the focal point in management and development of general officers (GO), members of the Senior Executive Service (SES) and Civilian Strategic Leader Program (CSLP), colonels, and chief master sergeants. Specific programs and policies which this office is responsible for include the following: analysis of Air Force and joint requirements to optimally assign and develop Air Force senior leaders; development of policies and plans; and administration of a wide range of programs to access, train, support, develop, and utilize senior leaders.

A2.2.4. Directorate of Civilian Force Management (AF/A1C) . AF/A1C develops and establishes force management policies for civilian personnel assigned to Regular Air Force, Air Force Reserve, and Air National Guard organizations in coordination with their AF/RE and ANG counterparts throughout the talent management cycle to include: recruitment, hiring, placement, management, workforce shaping, evaluation, performance management, readiness, skills, separation and retirement of the Air Force's human capital. The directorate oversees expeditionary civilian workforce, work-year management, strategic workforce planning, and implementation and sustainment of all civilian personnel systems; demonstration projects; and civilian initiatives. AF/A1C serves as the liaison with the Chief, National Guard Bureau for development of policy for Dual Status Technicians and collaborates with Headquarters Air Force Reserve for development of policy for Air Reserve Technicians. AF/A1C implements Office of Personnel Management and Department of Defense policies relating to classification; compensation; benefits; entitlements; leave management; official travel; performance management; work/life; labor relations; employee relations; deployment of civilians; interns; mass transit; suitability; priority placement; awards and recognition; human resources internal evaluation and assessment; Air Reserve Technician policy; and non-appropriated fund employee management.

A2.2.5. **Directorate of Force Development (AF/A1D).** AF/A1D is responsible for developing Total Force Airmen through its developmental education, career mentorship strategies, and Language, Regional Expertise and Culture programs by delivering to commanders the knowledge, skills, and attributes Airmen need to succeed in the mission and their careers. AF/A1D supports efforts to strengthen values-based professional development and uses the Institutional Competency Model to define leadership attributes required for Airmen to become innovative leaders capable of executing Air Force missions. The directorate advances education, training, and development guidelines aligned with objective, measurable outcomes. These outcomes are used to shape the knowledge, skills, and expectations of Total Force Airmen through a continuum of learning.

A2.2.5.1. **AF/A1D** provides career development mentorship strategies for the Total Force and cultivates the professional developmental framework for the nuclear enterprise. AF/A1D is accountable for the following specific programs and policies: Total Force Development (Civilian, Officer, and Enlisted); Development Teams (policy and

processes); voluntary education; and Continuum of Learning Information Technology programs and software applications synchronization.

A2.2.5.2. **AF/A1D** exercises Headquarters Air Force oversight for the Air Force Profession of Arms Center of Excellence. AF/A1D operationalizes force development through Competency Assessments, Academic and Skills Development Programs. AF/A1D oversees Language, Regional Expertise and Culture Programs role to foster regional expertise and foreign language capability. The directorate's responsibilities also include Department of Defense Executive Agent duties for the Defense English Language Program and the Defense Language Institute English Language Center (DLIELC).

A2.2.5.3. AF/A1D develops overall strategy to improve Air Force service culture through diversity and inclusion initiatives for our Regular Air Force, Air National Guard, Air Force Reserve, and civilian personnel. It includes creating sustainable change while integrating diversity and inclusion-focused leadership with operational, functional and talent management strategies and processes. AF/A1D provides trusted counsel to senior leaders of the service on the best practices that exist throughout industry and government in producing transformational change in the culture. AF/A1D works with service data collectors and other analysis entities to evaluate the qualitative and quantitative data from different accession sources, communities, career fields, racial/ethnic/gender demographics, education levels, workplace atmospheres, and other factors on the ability to attract, recruit, develop, and retain high-quality Airmen.

A2.2.6. **Directorate of Manpower, Organization and Resources (AF/A1M).** AF/A1M is responsible for defining Air Force manpower requirements and managing corporate Air Force Manpower and Personnel programming and resource distribution for the Total Force. AF/A1M ensures corporate Air Force manpower requirements link mission capabilities to programmed resources and is responsible for the following specific programs and policies: Capabilities Determination; Strategic Sourcing; Wartime Requirements; Organization Development; Budget Development; End Strength Management; civilian work year management; workforce mix policy; resource management and program development; Student, Transient, and Personnel Holdee Program account management; and Special Access Programs.

A2.2.7. **Directorate of Military Force Management Policy (AF/A1P).** AF/A1P is responsible for developing objectives, performing analysis, and developing military force management policies to effectively shape and balance the Air Force's Total Force (Regular Air Force, Air National Guard, and Air Force Reserve). Specific programs, analysis, and policies for which AF/A1P is responsible include the following: Total Force Management (Enlisted and Officer); Recruiting; Accessions; Assignments; Retirement and Separations; Reenlistments; Military Disability Evaluations; Military Promotions/Evaluations/Fitness; Rated and Joint Officer Management; Classification; military compensation; military leave, travel reimbursements and related allowances; Enterprise readiness analysis; personnel elements of mobilization plans; Air Force Uniform Program; Air Force Recognition Program; Office of Functional Area Manager Oversite-Personnel (OFAMO-P); and Officer Development and Commissioning Programs in support of the United States Air Force Academy and the Jeanne M. Holm Officer Accessions and Citizen Development Center. Conducts special studies in support of all AF/A1 directorate missions. Serves as Executive

Secretary to the United States Air Force Academy Board of Visitors and ensures the Board complies with the Federal Advisory Committee Act and the Freedom of Information Act. Acts as Headquarters Air Force's primary focal point for operational support to and oversight of United States Air Force Academy's mission.

A2.2.8. **Directorate of Plans and Integration** (**AF/A1X**) . Strategic Plans and Systems Integrations is responsible for ensuring AF/A1's strategic goals are effectively aligned with the President's Management Agenda, the Office of the Secretary of Defense's Defense Planning Guidance, and the Air Force's Annual Planning and Programming Guidance. To accomplish this mission, AF/A1X articulates Air Force Personnel priorities in the Air Force Strategic Plan and Agile Combat Support and Education and Training Core Function Support Plans and ensures they are integrated with and drive AF/A1 legislative, programming, budgeting, and policy development activities.

A2.2.8.1. **AF/A1X** is responsible for the following specific programs and policies: AF/A1 information technology planning, programming, and development to include the Air Force Integrated Pay and Personnel System and Personnel Delivery Services Transformation (Program Integration, Total Force Process Design/Redesign, Organizational Transformation, and Total Force Service Centers); System Requirements; development of Personnel Strategic Plans, Doctrine, and Legislation; Performance Management; facilitating the integration and implementation of Headquarters Air Force Policy and Chief Information Officer Support Division initiatives; Base Realignment and Closure Commission data collection and analysis.

A2.2.8.2. **AF/A1X** ensures optimal financial management within the AF/A1 portfolio by planning, allocating, monitoring and executing year-of-execution funding resources across the AF/A1 portfolio with the capability to effectively meet constantly changing requirements and transformation initiatives; develops and supports resource allocation strategies for Air Force and Defense Health Program Total Obligation Authorities through the Air Force Corporate Structure Programs to the President's Budget Decisions; provides programming oversight and analysis for Total Force accessions, initial and technical training, professional development, base operating support, personnel, and an array of Air Education and Training Command, Headquarters Air Force, Air Force District of Washington, and the United States Air Force Academy support programs.

A2.2.8.3. **AF/A1X** is responsible for management of the Enlisted Force Support (3FXXX), Officer Force Support (38F) career fields, and functional management of all AF/A1 Civilian Occupation Series. Serves as the focal point for Air Force-wide postal operations and funding. AF/A1X also plans, programs, and resources the readiness programs for AF/A1 Agile Combat Support capabilities in support of garrison and expeditionary requirements for combatant commanders and civilian authorities; leads and manages the integrated AF/A1 crisis action operational response staff in support of the Secretary of the Air Force and the Chief of Staff of the Air Force.

A2.2.8.4. **AF/A1X** provides executive support to the AF/A1 by overseeing the Managers' Internal Control Program, the Self-Assessment Program, and completion of corrective actions for external and internal audits, inspections, and assessments; monitors security and safety programs; maintains unit-level records; ensures personnel accountability; manages AF/A1 contracts and Military Personnel Appropriation mandays;

oversees facilities and the purchase of supplies and equipment for the AF/A1 front office. Additionally, A1X is responsible for the Manpower and Personnel actions within the AF/A1, to include: organizational change requests, manpower change requests, Unit Manpower Document, authorization and assignment management, personnel in/out-processing actions, unit deployment management, fitness, Drug Demand Reduction Program, promotion management and annual evaluation management for over 400 military and civilian personnel.

A2.2.9. Directorate of Services (AF/A1S). AF/A1S serves as a principal advisor to the Secretary of the Air Force, Chief of Staff of the Air Force, and members of Congress for the Air Force Services program, and provides advice and counsel to major commands on programs under their jurisdiction. AF/A1S provides the Services business strategic direction and advocates for necessary appropriated resources; issues fiscal and operational policy for all Services programs and activities; makes recommendations to the Chief of Staff of the Air Force on morale, welfare, and recreation, and non-appropriated funds corporate direction and broad policies to ensure a balanced program for the entire Air Force community; ensures adequate resources and training are available to sustain wartime readiness posture of personnel; and establishes and maintains proper oversight of programmatic administration worldwide. AF/A1S is responsible for the following specific programs and operational policies: lodging, food service, fitness, child development and youth, golf, clubs, libraries, Airman and Family Readiness, military child education, honor guard, Air Force Mortuary Affairs Operations, Fisher House, base restaurants, protocol, Air Force Survivor Assistance, non-appropriated funds, Non-appropriated Fund Instrumentality Program operations and personnel, and a wide spectrum of recreation activities. AF/A1S also performs duties in support of the Secretary of the Air Force's role as the Department of Defense Executive Agent for Armed Forces Entertainment supporting all military services; provides quality, live entertainment to military and family members overseas; liaises with the United Service Organizations concerning the entertainment of United States Armed Forces overseas.

A2.2.10. **Directorate of Integrated Resilience (A1Z).** AF/A1Z is responsible for contributing to mission readiness through Air Force-wide policy and program oversight for violence prevention and response (e.g. Air Force Sexual Assault Prevention and Response Program, Air Force Suicide Prevention Program, and the Comprehensive Airman Fitness Program). This includes developing and implementing strategic-level standards, policies, programs (e.g., training), research and analysis. AF/A1Z also serves as the executive agent for the Air Force Community Action Board and the Community Action Team.

A2.2.11. **Directorate of Equal Opportunity (A1Q).** AF/A1Q is responsible for developing equal opportunity and human relations policy. Specific programs and policies for which AF/A1Q is responsible include the following: Military and Civilian Equal Opportunity Programs; Military Equal Opportunity Career Field Management (3F4X1; Affirmative Employment and Special Emphasis Programs; diversity management; policy on free exercise of religion in the Air Force; and liaison to the Defense Equal Opportunity Management Institute (DEOMI).

ATTACHMENT 3

STANDARD OPERATING PROCEDURES FOR THE ASSISTANT SECRETARY OF THE AIR FORCE (MANPOWER AND RESERVE AFFAIRS) AND THE DEPUTY CHIEF OF STAFF, MANPOWER, PERSONNEL, AND SERVICES

A3.1. These standard operating procedures apply to individuals assigned to SAF/MR and AF/A1 who are responsible for developing policy, managing programs, and preparing guidance on approved policies and plans. These procedures are intended to facilitate staff actions and functions between SAF/MR and AF/A1 while increasing operating effectiveness and efficiency.

A3.1.1. Subject to the standard operating procedures that follow, a general description of the flow of work between SAF/MR and AF/A1 is:

A3.1.1.1. AF/A1 in collaboration with the Chief, Air Force Reserve and the Director, Air National Guard, develops policies for Total Force Human Resource Management Domain and submits to SAF/MR for coordination and concurrence prior to Secretary of the Air Force approval and publication;

A3.1.2. AF/A1 in collaboration with the Chief, Air Force Reserve and the Director, Air National Guard, develops Air Force Instructions for Total Force Human Resource Management Domain and submits to SAF/MR for coordination and concurrence prior to AF/A1 publication;

A3.1.3. AF/A1 develops strategic plans and submits them to SAF/MR for coordination and concurrence prior to AF/A1 implementation;

A3.1.4. AF/A1 prepares formal responses and reports, and submits them to the SAF/MR for coordination prior to submittal to the Secretary of the Air Force, Office of the Secretary of Defense, Congress or organizations outside of the Air Force.

A3.1.5. AF/A1 executes approved policies and guidance, Air Force instructions, and strategic plans, providing additional guidance to the field as necessary; and,

A3.1.6. AF/A1 monitors the effectiveness of Air Force Manpower, Personnel, and Services programs, and routinely updates SAF/MR. Additionally, AF/A1 and SAF/MR will jointly establish performance measures or indicators that signal when conditions require the notification and involvement of SAF/MR to fulfill inherent policy oversight responsibilities.

A3.2. AF/A1 Support of the Chief of Staff in his Role as a Member of the Joint Chiefs of Staff. AF/A1 will act independently of SAF/MR when AF/A1 is providing support to the Air Force Chief of Staff or Vice Chief of Staff in their roles as members of the Joint Chiefs of Staff, including the Joint Requirements Oversight Council. To the extent not inconsistent with the direction of the Chief of Staff or the Vice Chief of Staff, AF/A1 will keep SAF/MR informed of significant matters in these areas.

A3.3. SAF/MR Responsibility to the Secretary of the Air Force. SAF/MR retains Secretarial oversight responsibility for all aspects of the Regular Air Force, Civilian Personnel, Reserve and Auxiliary Component Affairs concerning Manpower, Personnel, and Services activities.

A3.4. Conditions for AF/A1 to Exercise SAF/MR Re-Delegated Secretarial Authorities/Re-Assigned Secretarial Responsibilities. AF/A1 is authorized to exercise such re-delegated authorities and thereby act on the Secretary of the Air Force's or SAF/MR's behalf when such action:

A3.4.1. Implements or supports the Program Objectives Memorandum and President's Budget;

A3.4.2. Implements an order or revised policy direction from the Secretary of the Air Force;

A3.4.3. Provides a clear, unambiguous, quantitative link to the Manpower, Personnel, and Services Strategic Plan, and/or aligns program resources with its goals and objectives;

A3.4.4. Has been delegated to AF/A1 to deal with specific Manpower and Personnel matters (i.e. speaking, making decisions, and acting on behalf of the Air Force);

A3.4.5. Excluding formal reports, provides data, analyses, information papers, etc., to the Office of the Secretary of Defense or congressional staff in support of established policies, programs, requests for status updates, or other initiatives that have been vetted through the Air Force Corporate Structure or other appropriate decision process; e.g. senior leader forum or fully coordinated staff package. AF/A1 will provide SAF/MR a copy of all materials submitted to the Office of the Secretary of Defense or congressional staffs.

A3.5. Conditions Requiring SAF/MR Involvement. SAF/MR review and coordination is required prior to implementing any policy, plan, and program when one or more of the following situations or conditions apply:

A3.5.1. Involves a disagreement among the components of the Air Force Total Force on a policy over which SAF/MR has authority;

A3.5.2. Drives un-programmed or budgeted resource demands to the federal government that require Air Force Corporate Structure consideration and/or an annual reprogramming action at the Air Force Group or above;

A3.5.3. Involves a controversial issue that will cause, or is likely to cause, significant reactions among senior Administration officials, members of Congress or key staff, the public, or the press;

A3.5.4. Drives broad cultural changes crossing many Air Force functions that will take concerted, coordinated action over several years to achieve;

A3.5.5. Involves an assessment of a program, falling within the portfolio of SAF/MR, that suggests a significant problem, or an out-of-tolerance condition in performance measurements or indicators established in policy directives and/or Air Force Instructions requiring Secretary of the Air Force, Office of the Secretary of Defense, or congressional attention;

A3.5.6. An official report being submitted to the Secretary of the Air Force, Office of the Secretary of Defense, or Congress;

A3.5.7. Involves a change or perceived erosion of Air Force support for a key Secretary of the Air Force or Administration agenda item about which the principal speaks; likewise for a senior member of Congress or a member of a congressional committee with significant focus on national defense-related issues (such as Armed Services, Appropriations, Ways and Means, or Veterans Affairs).

A3.6. Conditions Requiring SAF/MR Approval of AF/A1 Actions. SAF/MR approval is required prior to implementing any policy, plan, program, practice or activity when one or more of the following situations or conditions apply:

A3.6.1. Involves process changes affecting the oversight roles or abilities of the Air Force Secretariat, Office of the Secretary of Defense, other (non-Air Force) Administration officials, or Congress;

A3.6.2. Involves a statute, Executive Order, Air Force or Department of Defense policy that requires Secretary of the Air Force review, coordination, and/or implementation. Air Force policy requires all Special Disclosure Forms 106 to be signed by SAF/MR for Department of Defense Issuances falling within his purview;

A3.6.3. Involves new policies or initiatives proposed by Office of the Secretary of Defense officials, congressional staff, or the Air Force that would result in significant changes to Air Force personnel management practices or programs and their outcomes;

A3.6.4. Involves decisions relating to SAF/MR operations, to include personnel assignments, temporary duty and supply resource, and contract or research support.

A3.7. Revisions to Standard Operating Procedures. These operating procedures may be reviewed and revised as deemed necessary by the Secretary of the Air Force. SAF/MR or AF/A1 may also initiate a revision in consultation with AF/A1 or SAF/MR, respectively. Offices of primary responsibility must follow revision procedures as mandated in Headquarters Operating Instruction 90-1 *Headquarters Air Force Mission Directives and Department of Defense Issuances Program.*

SHON J. MANASCO Assistant Secretary (Manpower and Reserve Affairs) BRIAN T. KELLY Lieutenant General, USAF DCS, Manpower, Personnel and Services