

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

**AIR FORCE RESERVE COMMAND
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SPECIAL MANAGEMENT

**AIR FORCE RESERVE COMMAND
CORPORATE STRUCTURE**

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This publication implements Air Force Policy Directive 90-6, *Air Force Strategy, Planning, Programming, Budgeting and Execution (SPPBE) Process*. It provides guidance and procedures on corporate decision making throughout the AFRC. It applies to individuals, to AFRC Directors and Chiefs of special staff as well as Numbered Air Forces (NAFs) and HQ Air Reserve Personnel Center (ARPC). This publication does not apply to the Air National Guard (ANG). This publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR listed above using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See Air Force Instructions (AFI) 33-360, *Publications and Forms Management*, Table 1.1 for a description of the authorities associated with the Tier numbers. 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. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with Air Force Records Information Management System, Records Disposition Schedule. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

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1. Overview. Responsible SPPBE processes serves a critical role in for all successful Air Force Reserve Command (AFRC) activities. The AFRC Corporate Structure (AFRCCS) is the AFRC method for executing the SPPBE process by identifying, developing and prioritizing resourcing options to the Commander, AFRC (AFRC/CC), during execution years, budget years and across the Future Years Defense Plan (FYDP) in support of national goals established by the President and captured by the Secretary of Defense. The AFRCCS provides a forum for senior AFRC personnel to apply their collective judgment and experience to inform major programs, command objectives, policy decisions and key multifunctional issues such as strategic planning, resource allocation, resource execution, and force structure.

1.1. Scope. The AFRCCS outlines the workflow, highlighting the responsibilities and levels of review for HQ AFRC.

1.2. Goal. The goal of the AFRCCS is to recommend the best Course of Action (COA) to the Commander for resource decisions.

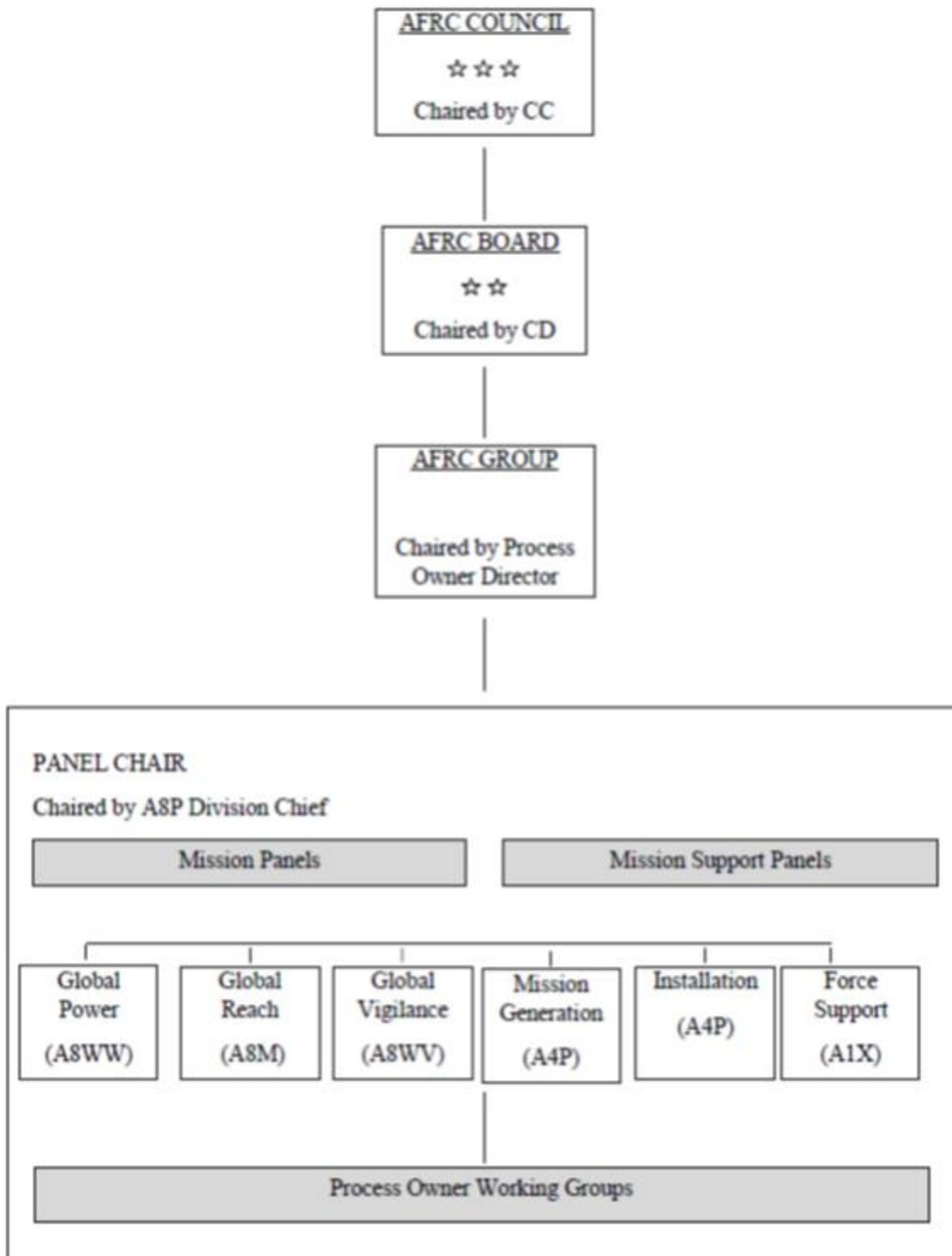
1.3. Structure. Several formal executive organizations comprise the AFRCCS. These organizations are structured to manage various key resource issues and develop command positions. The deliberative components of the AFRCCS are process owner working groups, Mission Panels, Mission Support Panels (represented by panel chairs), the AFRC Group, the AFRC Board and the AFRC Council (see [Figure 1](#)). Command program managers, subject

matter experts (SMEs), Functional Area Managers (FAM) and senior leaders comprise the AFRCCS.

1.4. Process. Issues are sequentially elevated through the corporate structure as illustrated in **Figure 1**, starting at process owner working groups and proceeding through the Panel, Group, Board and Council levels for final AFRC/CC approval. Not all issues are deliberated at the Group, Board or Council level. Final recommendations are determined at each level of review by the Chair. Panel, Group, Board and Councils are conducted in accordance with **Attachment 2 – Attachment 5**.

1.4.1. Out of cycle requests brought forward to AFRC/CC outside of the AFRCCS, which require resources, must be documented via a Record of Decision (ROD) (reference AFRCI 36-103, *Human Capital Resource Management* and AFRC Task Management Tool (TMT) business rules for specifics) and submitted at the next applicable process owner working group meeting.

Figure 1. AFRC Corporate Structure.



2. Responsibilities. Effective and efficient planning and organization coupled with responsibility and accountability at every level is essential to AFRC mission success. AFRC/CC

has overall responsibility for the AFRCCS. The following process owners are responsible for executing the AFRCCS.

2.1. Process owner / Office of Primary Responsibility (OPR). The process owner is the appropriate HQ AFRC Directorate responsible for the issue in discussion during the review (see **Table 1**). For each corporate process, the process owner will:

- 2.1.1. Support policies and procedures governing all operations of the AFRCCS.
- 2.1.2. Establish policies and procedures governing issue/process codified in an approved charter document by the Director of the process working group.
- 2.1.3. Ensure programs, objectives, and issues/process submitted throughout HQ AFRC are consistent with AFRC's strategic priorities.
- 2.1.4. Determine the appropriate timing and flow of activities of their respective process throughout the AFRCCS.
- 2.1.5. Hold recurring working groups (i.e., Program Review, Financial Management Group (FMG), Chief Information Officer (CIO), Human Capital Resource Management (HCRC), etc.) and action officer pre-coordination required for vetting process requests through the AFRCCS.
- 2.1.6. Reserve conference rooms, coordinate meetings and obtain audiovisual support to include video teleconferences.
- 2.1.7. Publish and distribute an agenda, rules of engagement and read-ahead slides at least 48 hours prior to the Group, Board or Council.
- 2.1.8. Own and coordinate action items at the Group, Board and Council level as applicable to completion.
- 2.1.9. Coordinate pre-briefs to the Chairs at least one duty day prior to the Group, Board and Council meetings.
- 2.1.10. Task and respond to action items as required via TMT.
- 2.1.11. Maintain an archive of all corporate activities to include action items, briefings and decisions presented as appropriate.
- 2.1.12. Create appropriate safeguards to ensure pre-decisional information is not released before final approval.
- 2.1.13. Document AFRC/CC decision via AFRC/CC signed Council minutes or, if out of cycle, via a ROD.
- 2.1.14. Develop and distribute meeting minutes NLT 10 business days post meeting.

Table 1. Process Owners (may include but not limited to).

Process :	Process Owner:
Program Objective Memorandum (POM)	A8P
Financial Management Group/Board/Council	FM
Requirements (NGREA)	A5R

CIO	A6X
Service Contract Review	PK
Human Capital Resource Management	A1X
Military Construction (MILCON)	A4C
Strategic Planning	A8X
Environmental, Safety and Occupational Health Council	SE
Facility Sustainment, Restoration & Modernization (FSRM)	A4C

3. Process Owner Working Groups. Process owners are responsible for conducting recurring working groups prior to advancing resourcing issues for panel consideration. Working groups will have a defined charter with a purpose statement, membership, frequency and expected objective that is approved by the Director of the process working group. Working groups serve as a means for issues affecting money, manpower and resourcing to be identified, researched and documented. Specific purposes of working groups include but are not limited to:

3.1. POM: The primary mechanism AFRC uses to submit programming proposals to the Department of Defense. The POM includes an analysis of missions, objectives, alternative methods to accomplish objectives, and allocation of resources. It presents planned activities and the personnel and obligation authority required over a five year period to build, operate and maintain the proposed program. HQ AFRC/A8P provides POM inputs on a yearly basis for submittal to HAF/RE via the AFRCCS.

3.2. Financial Management: The comptroller supports the organization's mission and the Air Force Reserve by providing sound financial management and unbiased decision support to the commander and staff. The comptroller promotes responsible and proper financial management throughout the organization to ensure the economical and efficient use of resources consistent with statutory and regulatory requirements. A corporate organizational approach which combines efforts of the commander and supporting staff is the most effective, efficient way to set priorities for budget execution to ensure dollars are being spent in line with the Commands strategic priorities and to reduce, defer or eliminate programs. To provide this collective resource management action, the respective chairperson convenes the FMG/FMB and FMC to meet at least quarterly. These meetings will establish a plan for program execution including a phased approach by quarter for the fiscal year, funding the highest priority requirements.

3.3. Requirements (NGREA): NGREA is congressionally appropriated, three-year funding that is equivalent to AF 3010/3080 procurement dollars. It is intended as a means for the Guard and Reserve to attain parity with RegAF through key capability upgrades while maintaining force interoperability. It is limited to integration and procurement of existing off-the-shelf solutions. The NAFs and A4/ACS all hold annual Combat Planning Councils (CPCs) which result in a requirements listing from that community. HQ AFRC/A5R creates the command's annual Prioritized Integrated Requirement List (PIRL) from those CPC lists, which is vetted and approved through the AFRCCS. The NGREA annual buy list is influenced by the PIRL, taking into account which of the requirements meet the regulatory restrictions on the use of NGREA.

3.4. CIO: The CIO provides overarching cross-functional advisory support for CIO-related responsibilities, to include IT policies, IT modernization efforts, IT requirements, IT funding, AFR Systems, CIO compliance issues, Architectures, IT Training Strategies, and CIO performance measures. Committee members will provide the perspective of their area of responsibility for CIO-related issues, decisions, and strategies, and will be responsible for ensuring implementation of AFR CIO-related IT, architecture, data, and systems policies and decisions within their area of responsibility.

3.5. Service Contract Reviews: The Service Contract Reviews group is established as a forum for cross-functional advisory support for all service contracts. Forum members will come together to discuss the status of current requirements being worked by AFRC/PKA, current service contract performance and upcoming requirements.

3.6. Human Capital Resource Management: AFRCI 36-103 outlines the Air Force Reserve Command policy for managing overhire positions. Overhire positions are used to accomplish short-term, new or increased mission requirements until permanent positions are provided through the Future Year Defense Program. HQ AFRC, HQ ARPC, FGC staffs and NAFs use AFRC Form 36, *Overhire Request Form*, to request Air Reserve Technicians (ART), AGR, and civilian resources. The invitation to apply (ITA) is pushed quarterly via TMT. NAFs notify subordinate units and provide prioritized listing for review/approval action. The HCRM requests are approved/rejected through the AFRC corporate process.

3.7. MILCON: MILCON is congressionally authorized and appropriated to support construction of specific facility requirements each year. AFRC/A4C conducts an annual exercise to collect MILCON requirements from AFRC Wings and consolidate those requirements into an Integrated Priority List (IPL) from which execution plans are developed for each Fiscal Year of the POM (FYDP). Wing project submissions are prioritized by their Number Air Forces and ranked by AFRC/A4C based on published scoring criteria. AFRC/A4C creates the command's annual MILCON IPL from the scored project list and vets the IPL, along with the proposed MILCON FYDP, through the AFRCCS. The approved FYDP is submitted to the Air Force through RE staff and is published in the President's Budget.

3.8. Strategic Planning: The AFR Strategic Planning Group serves as a future concepts and actions function for the Chief of Air Force Reserve and AFRC/CC. The core group is comprised of AF/REXS, AF/REXA, AFRC/A8PE, and AFRC/A8XP staffs, and includes other ad-hoc or by-name members as directed by AF/REX or AFRC/A5A8. The group concerns itself with strategic issues aimed at the realization of AF3 concepts and AFR strategic priorities. The group is responsible for shepherding solutions to strategic issues through the AFRCCS by ensuring those solutions have a detrimental effect on overall organization performance and readiness. The group exposes various strategic aims of the organization for a shared future for the organization. The group is also responsible for the distribution of resourcing decisions to the appropriate AFRCCS panel or functional area for resourcing, and for interfacing with the Executive Steering Group on changes to the strategic environment.

3.9. Data Management: The AFRC Data Board (DB) serves as a data governance body for the CIO for matters concerning data within the AFRC Domain and AFRC Shared Data Environment (SDE). The AFRC DB establishes data governance, which will enable the

AFRC community to manage data as a corporate asset. This data governance is responsible for the use of data to drive the integration of business processes, information solutions, and performance analytics to produce measurable improvements in business efficiency, combat readiness, and operational effectiveness. This governance makes known each directorate's individual data processes and integrate business processes and data when it benefits decision making for the Command. The enabling environment for Command analysis and analytics is the AFRC SDE. The DB generates and validates requirements for the SDE. Priority data decisions are made by the DB and presented to the AFRCCS as needed for decisions or status update.

3.10. Environmental, Safety and Occupational Health Council (ESOHC): The ESOHC promotes senior leadership involvement and direction to ensure compliance, reduce risk, and continuously improve annually establishes safety goals, measures, objectives, and targets. It enhances ESOH communication to subordinate organizations and serves to identify potential issues beyond our span of control and raises those issues with the next higher level of command.

3.11. Facility Sustainment Repair and Modernization (FSRM): FSRM is a sub-set of AFRC O&M funding used to complete maintenance, repair, modernization and minor construction on facility infrastructure. AFRC/A4C conducts an annual data call to collect FSRM requirements from AFRC Wings and consolidate those requirements into an IPL from which an annual Construction Task Order (CTO) is developed for the budget year. Wing project submissions are reviewed and validated by AFRC/A4C staff, and then ranked based on published scoring criteria. AFRC/A4C creates the command's CTO from the scored project list and coordinates the CTO through the AFRCCS. CTO coordination provides the anticipated allocation of FSRM funding provided by the President's Budget in the year of execution while the IPL identifies additional requirements in the FSRM program. The CTO and IPL provide a mission face to the annual FSRM investment and allows visibility of infrastructure risk associated with funding decisions.

4. Manpower and Financial Management. The AFRCCS relies on AFRC/A1 and AFRC/FM to render objective advice regarding manpower and financial requirements and resource allocation. To this end, AFRC/A1 and AFRC/FM sit as non-voting independent advisors to the AFRCCS at the Group, Board and Council levels.

5. Engine Room. HQ AFRC/A8PE is the AFRC Engine Room. The Engine Room's primary responsibility is enterprise resource planning. The Engine Room provides analyses of AFRCCS activities and determines methods for ensuring effective and efficient management of critical issues. This includes ensuring completeness of cross-functional reviews, providing an analysis of data used and determining appropriate levels for development and presentation to attain desired outcomes.

6. MAJCOM Program Element Manager (MPEM). Air Force Reserve Program Elements (PE) are officially managed by Air Staff Program Element Monitors (PEM) assigned to Headquarters Air Force Reserve (HAF/RE). AFRC complements HAF/RE with a cadre of MPEMs who are assigned to various mission or mission support panels. MPEMs are expected to be SMEs on their programs. MPEMs will be appointed by the Panel chair. Additional responsibilities are outlined in [Attachment 2](#).

7. Training. AFRCCS training is provided annually. Training includes an overview of the instruction, coverage of the SPPBE process, appropriations and the requisite lead times, contacts and AFRC corporate members' duties and responsibilities in association with the AFRCCS.

JAY D. JENSEN, Maj Gen, USAF
Director, Plans, Programs and Requirements

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

AFPD 90-6, *Strategy, Planning, Programming, Budgeting and Execution Process*, 26 June 2019

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

AFI 33-360, *Publications and Forms Management*, 01 December 2015

AFRCI 36-103, *Human Capital Resource Management*,

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AFRC Form 36, *Overhire Request Form*

Abbreviations and Acronyms

AF—Air Force

AFRC—Air Force Reserve Command

AFRCCS—Air Force Reserve Command Corporate Structure

BCM—Board Core Membership

BER—Budget Execution Report

CCM—Council Core Membership

CD—Deputy Commander

CIO—Chief Information Officer

CIOWG—Chief Information Officer Working Group

COA—Course of Action

DQS—Data Quality Service

DS—Director of Staff

FAM—Functional Area Manager

FM—Financial Management

FMDD—Financial Management Data Dictionary

FMB—Financial Management Board

FMG—Financial Management Group

FYDP—Future Years Defense Plan

GCM—Group Core Membership

HAF—Headquarters Air Force

HQ—Headquarters

HQ ARPC—Headquarters Air Reserve Personnel Center

HQ RIO—Headquarters Readiness and Integration Organization

HOI—Headquarters Operating Instruction

MAJCOM—Major Command

MILCON—Military Construction

MPEM—MAJCOM Program Element Monitor

NAF—Numbered Air Force

NGREA—National Guard and Reserve Equipment Appropriation

OPR—Office of Primary Responsibility

PE—Program Element

PEM—Program Element Monitor

POM—Program Objective Memorandum

SME—Subject Matter Expert

SPPBE—Strategy, Planning, Programming, Budgeting, and Execution

RDS—Records Disposition Schedule

RE—Air Force Reserve

ROD—Record of Decision

TMT—Task Management Tool

Attachment 2

PANEL CHAIR PROCESS

A2.1. Panel chair meetings are the entry level of working groups into the AFRCCS. The Panels provide initial data collection and begin the process of planning, identifying requirements, resource allocation, and consideration of other issues prior to the Group level review. Panel chairs are responsible for program elements “derived” from data elements in the key code record by using an Air Staff Codes and Description (ASCAD) table containing the relationship. For example, a “PE” ASCAD table contains the relationship of each PE to its panel, hence this table is used to “look up” the associated data element. Panel Chairs are appointed by AFRC Directors at the Division Chief level. Panel membership includes, at a minimum, representatives from appropriate functional staff elements and AFRC/A1M, FM, A8X, A6X and coordinates selection with appropriate Directorate or personal staff ([Table A2.1](#)).

A2.2. Panels have specific MPEMs and PEs assigned to them. In addition, Panels ensure the resources for AFRC programs are properly allocated and adequately justified to support a valid requirement. Panel Chair members will:

A2.2.1. Attend all Panel Chair level meetings.

A2.2.2. Review and screen resource allocation and other issues covering major AFRC mission and mission support areas.

A2.2.3. Leverage analytical and problem-solving resources to analyze the issues and initiatives, develop/refine business cases, and recommended COA in advance of Group, Board, and Council review, cross-functional vetting, and decision-making.

A2.2.4. Prioritize issues for presentation to the AFRC Group, and determine the initiatives to be submitted, reviewed and prioritized.

A2.2.5. Return a request to the submitter if the projected workload man-hours defined in the request do not warrant additional manpower spaces IAW AF policies. The panel may recommend the submitter pursue alternative solutions if applicable.

A2.2.6. Reject issues tasked to their panel if those issues are not programmatic (requiring either adding or taking resources) in nature and thus are not appropriate to the AFRCCS process, or if they appear to belong to another panel.

A2.3. HQ AFRC/A8P is responsible to coordinate with Panels. A8P will:

A2.3.1. Convene and chair Panel Chair meetings on a regular basis for cross-tell purposes that will provide senior leader guidance, strategies, and methodologies.

A2.3.2. Assign PEs to the AFRCCS panel structure.

A2.3.3. Utilize the Financial Management Data Dictionary (FMDD) published by Data Quality Service (DQS) along with collaboration with FM as the source for PE information.

A2.4. AFRC/A1M will validate the manpower impact of requests submitted to Panels. Quantities will reflect the minimum essential manpower required for effective and economical mission accomplishment utilizing approved manpower standards.

Table A2.1. AFRCCS Members

Member	Global Power	Global Reach	Global Vigilance	Mission Generation	Force Support	Installation
A8WW	CH	AR	AR	CR	AR	AR
A8M	AR	CH	AR	CR	AR	AR
A8WV	AR	AR	CH	CR	AR	AR
A4PR	CR	CR	CR	CH	AR	CH
A1X	AR	AR	AR	AR	CH	AR
A4M	CR	CR	CR	AR	AR	AR
A8X	CR	CR	CR	CR	AR	AR
A1C	AR	AR	AR	AR	AR	AR
A1K	AR	AR	AR	AR	AR	AR
A1M	CR	CR	CR	AR	CR	AR
A2	CR	CR	CR	AR	AR	AR
A2X	CR	CR	CR	AR	AR	AR
A3	CR	CR	CR	AR	AR	AR
A6	AR	AR	CR	AR	AR	AR
A6X	CR	CR	CR	AR	CR	AR
HQ ARPC	AR	AR	AR	AR	AR	AR
FM	CR	CR	CR	AR	CR	AR
NAF	AR	AR	AR	AR	AR	AR
FGC	AR	AR	AR	AR	AR	AR
RS	AR	AR	AR	AR	CR	AR
SG	AR	AR	AR	AR	CR	AR
HAF/RE	AR	AR	AR	AR	AR	AR
Notes:						
CH – Panel chair with responsibility to convene panel meetings as required.						
CR – Core member of Panel with coordination and voting responsibility.						
AR – Member as required with Panel Chair optional coordination responsibility.						

A2.5. MPEMS serve as the MAJCOM focal point and expert for all information concerning his/her PE or program. This includes in-depth knowledge of past, present, and future funding, technical content, and scheduling for those elements/programs in the PE for all appropriations. MPEMS will:

A2.5.1. Routinely coordinates issues with HAF/REX PEMs and FAMs.

A2.5.2. Prepare and coordinate all planning, programming, and budgeting actions for submission to their assigned Panels.

A2.5.3. Prepare preliminary products, such as slides, background papers, and PE portfolio, used by the AFRCCS during the various processes.

A2.5.4. Build comprehensive briefings to include content overlap with other programs when appropriate.

A2.5.5. Assist in preparing and updating various planning, programming, and budgeting documents within the SPPBE process.

A2.5.6. Be responsible for centrally managed programs such as MILCON, Weapon System Sustainment, Cost per Flying Hour, etc.

Attachment 3

GROUP PROCESS

A3.1. The AFRC Group is the second vetting level of the AFRCSS. It provides senior-level resolution of planning, requirements, resource allocation/execution and other issues prior to the Board's review. It is the primary deliberative body for recommended COA.

A3.2. The Group is chaired by the Director requiring a decision supported by relevant process owner (**Figure 1**) as needed for the exercise at hand. The Director determines if issues should be resolved at Group level, forwarded to the Board, or returned to process owner working group for further refinement.

A3.3. Group Core Membership (GCM) consists of Deputy Directors from each HQ AFRC directorate, Vice Commanders from 4 AF, 10 AF, 22 AF, FGC, RS and HQ ARPC (see **Table A3.1**). Attendance by all Panel Chairs is mandatory. MPEM attendance is at the discretion of their respective Panel Chair. Additional personnel may attend the Group meetings at the request of Group members to provide SME, briefing support, amplifying data, etc. HAF/RE Division Chiefs and action officers, such as HAF/RE PEMs, are welcome to help influence and shape the decisions of the Group in an advisory capacity.

A3.3.1. GCM may raise an issue before the Corporate Structure during Group meetings. Normally these should be vetted through the appropriate Panels, but members can propose issues directly for consideration. All lateral coordination should still be completed at the Action Officer/Panel level (to include appropriate AF/RE staff) prior to presentation to the Group. The Group will deliberate the issue and decide if it will be:

A3.3.1.1. Resolved at Group Level with a decision or tasker.

A3.3.1.2. Presented to the Board.

A3.3.1.3. Returned to process owner to have the COA refined prior to presenting to the Board.

A3.4. Each GCM representation will:

A3.4.1. Receive sponsorship from a HQs Director/Chief of Special Staff (i.e., 2-digit) and route agenda items through the appropriate Panel prior to presenting at Group. Agenda items originating from HQ ARPC, FGC, RS and NAFs will be sponsored by their Commander.

A3.4.2. Represent their organization's position at meetings.

A3.4.3. Consider all inputs from mission areas and FAMs when developing options.

A3.4.4. Elect to staff a proposal package at the directorate level in lieu of taking a recommendation to the Board. Dissenting opinions are made part of the package.

A3.4.5. Schedule sufficient time for the Group to conduct a complete and thorough analysis of all details involved in the exercise.

A3.4.6. Following Group deliberations, provide feedback to their respective Board members.

A3.5. Directors, NAFs, FGC, HQ ARPC. Participation across the AFRC is essential to meet the goals of cross-functional decision-making. Directors, NAFs, FGC and HQ ARPC will support and sustain the Panel, Group, Board, and Council structure.

Table A3.1. AFRCCS Membership.

Membership	AFRCCS Group	AFRCCS Board	AFRCCS Council
CC			Chair
CD		Chair	Advisor
Director of Staff	As required	As required	Advisor
CCC	As required	As required	Advisor
A1	Deputy Director	Director	Advisor
A2	Deputy Director	Director	Advisor
A3	Deputy Director	Director	Advisor
A4	Deputy Director	Director	Advisor
A5A8	Deputy Director	Director	Advisor
A6	Deputy Director	Director	Advisor
A9	Deputy Director	Director	Advisor
FM	Deputy Director	Director	Advisor
IG	Deputy Director	Director	
HC	Deputy Director	Director	
HO	Deputy Director	Director	
JA	Deputy Director	Director	
PA	Deputy Director	Director	
SE	Deputy Director	Director	
SG	Deputy Director	Director	
IP	Deputy Director	Director	
PK	Deputy Director	Director	
4 AF	CV or Designee	CC	Advisor
10 AF	CV or Designee	CC	Advisor
22 AF	CV or Designee	CC	Advisor
FGC	CV or Designee	CC	
RS	CV or Designee	CC	
HQ ARPC	CV or Designee	CC	Advisor
RE Staff	As required (advisory role)	As required (advisory role)	As required (advisory role)

Panel Chairs	Advisory Role	Advisory Role	
Process Owner Director	Chair	Advisory Role	Advisory Role

Attachment 4

BOARD PROCESS

A4.1. The AFRCCS Board provides the Deputy Commander COA requiring decisions on resource allocation and other issues. Topics brought before the Board are limited to matters that require corporate consideration and resolution. The Board shapes and refines proposals prior to presentation to the AFRC Council. In addition, the Board has decision-making authority over issues submitted by the AFRC Group.

A4.2. AFRC/CD chairs the Board. The relevant Process Owner (**Table A3.1**) for the exercise at hand briefs the Board.

A4.3. The Process Owner will schedule sufficient time for the Board to conduct business.

A4.4. Board Core Membership (BCM) consists of offices as indicated in **Table A3.1**.

A4.5. Attendance. In addition to BCM, attendance by all Panel Chairs is mandatory. MPEM attendance is at the discretion of their respective Panel Chair. Others attend by invitation of Board members. HAF/RE will help influence and shape the decisions of the Board but only in an advisory capacity.

A4.6. BCM is responsible for keeping their leadership informed of the status of the Board deliberations.

Attachment 5**COUNCIL PROCESS**

A5.1. The AFRC Council is the senior forum for cross-functional consideration of the most critical AFRC issues. The Council meets to review and evaluate AFRC objectives, policies, plans, programs, budgets, and staff actions requiring additional resources, and provides recommendations to the Commander.

A5.2. The AFRC/CC chairs the Council. The relevant Process Owner (**Table A3.1**) for the exercise at hand briefs the Council.

A5.3. The Process Owner will schedule sufficient time for the Council to conduct its business.

A5.4. Council Core Membership (CCM) is restricted as indicated in **Table A3.1**.

A5.5. Other staff General Officers (or General Officer and equivalent selectees) may also attend as requested by the Commander.

A5.6. The Council provides a final Corporate Structure decision by the AFRC/CC.