

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

**AIR FORCE RESERVE COMMAND  
MISSION DIRECTIVE 024**



**2 JUNE 2023**

**Mission Directive**

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

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This Mission Directive implements guidance in AFI 38-101, *Manpower and Organization*. It delineates the mission, command relationships, and responsibilities of Organization and Functions of Headquarters Air Force Reserve Command. This Mission Directive applies to individuals assigned to HQ AFRC. It does not apply to Regular Air Force, Space Force, or ANG units. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with IAW AFI 33-322, *Records Management and Information Governance Program*, and disposed of IAW the Air Force Records Information Management System and Records Disposition Schedule. Contact supporting records managers as required. Refer recommended changes and questions about this publication to the OPR using DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. Submit requests for waivers through the chain of command to the publication OPR for non-tiered compliance items. This publication may not be supplemented or further implemented or extended. 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 DAF.

**SUMMARY OF CHANGES**

This document is substantially revised to comply with AFI 38-101, *Manpower and Organization* and removes para 5.2. Force Generation Center.

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**1. HQ AFRC Mission:** HQ AFRC directs efforts to ensure the mission of the Air Force Reserve (AFR) to provide our nation with operational capability, strategic depth and surge capacity whenever needed is met with sustained combat readiness and a full - spectrum of capabilities.

**1.1. Command.** The Commander, Air Force Reserve Command:

1.1.1. Reports directly to the Chief of Staff, United States Air Force.

1.1.2. Exercises administrative control over assigned personnel.

**1.2. Responsibilities.**

1.2.1. Execute commander's responsibilities as outlined in AFI 1-2, *Commanders Responsibilities*, and AFMD 11, *Air Force Reserve Command (AFRC)*.

## 2. Command Section.

**2.1. Deputy Commander.**

**2.1.1. Command.**

2.1.1.1. Reports directly to the Commander, Air Force Reserve Command.

2.1.1.2. Exercises administrative control over assigned personnel.

**2.1.2. Responsibilities.**

2.1.2.1. Serves as principal advisor to the commander in discharging the AFR mission.

2.1.2.2. In the absence of the commander, exercises command jurisdiction over and directs the activities of all units assigned to AFRC in consonance with the commander's responsibility to the Chief of Staff, USAF.

2.1.2.3. Briefs the commander on matters of importance that affect AFRC, its mission, and its public image.

2.1.2.4. Represents the commander at meetings and conferences with HQ USAF and other commands and agencies. Directs and coordinates activities of the headquarters staff, ensuring adherence to command policies and efficient compliance with instructions of the commander.

2.1.2.5. Informs commander on all matters of importance affecting the command.

**2.2. Command Chief Master Sergeant:**

**2.2.1. Command.**

2.2.1.1. Reports directly to the Commander, Air Force Reserve Command.

2.2.1.2. Exercises administrative control over assigned personnel.

**2.2.2. Responsibilities.**

2.2.2.1. Informs commander on all matters of importance affecting the command.

2.2.2.2. Explains commander's policies to AFRC enlisted force.

2.2.2.3. Advises commander and Deputy Commander of specific problems, concerns, and attitudes of enlisted force.

2.2.2.4. Determines the quality of Non-Commissioned Officer leadership, management, and supervision.

2.2.2.5. Reviews Professional Military Education training facilities and advises commander of findings.

2.2.2.6. Represents the commander as required at diverse functions and activities.

2.2.2.7. Acts as MAJCOM functional for the command's 8F, 9E and 9G personnel.

2.2.2.8. Acts as liaison, working issues between MAJCOM CC and the entire command.

2.2.2.9. Acts as a direct conduit between the CMSAF and the MAJCOM.

2.2.2.10. Evaluates the command's approach to enlisted training, professional development, recognition and infrastructure.

2.2.2.11. Establishes and monitors professional development of assigned CMSgts and Command CMSgts (CCMs); manages senior enlisted leader training (e.g., Chief Leadership Course, Keystone, etc.) and develops subordinate CCMs for future positions.

2.2.2.12. Orients new CCMs within their command.

**2.3. Protocol:****2.3.1. Command.**

2.3.1.1. Reports directly to the Director of Staff, Air Force Reserve Command.

2.3.1.2. Exercises administrative control over assigned personnel.

**2.3.2. Responsibilities.**

2.3.2.1. Advises the Commander, Deputy Commander, Director of Staff and Numbered Air Force Commanders on etiquette and protocol intelligence.

2.3.2.2. Plans, coordinates, and orchestrates official visits, receptions, dinners, tours and related protocol support for national and international military, political, and civilian dignitaries visiting the command.

2.3.2.3. Provides guidance/coordination with offices of Department of Defense, Service Departments, Major Commands, NAFs, Wings, and the directorates/special staff at the Command concerning protocol responsibilities and functions.

2.3.2.4. Manages the command's Emergency and Extraordinary Expense Authority.

#### **2.4. Commander's Support Staff:**

##### **2.4.1. Command.**

2.4.1.1. Reports directly to the Commander, Air Force Reserve Command.

2.4.1.2. Delegated authority for military justice and administrative actions by G-Series orders and exercises administrative control over assigned personnel.

2.4.1.3. The First Sergeant remains co-located with the CSS; however, member reports directly to the Air Force Reserve Commander

##### **2.4.2. Responsibilities.**

2.4.2.1. Provides personnel and administrative support to all RegAF and Reserve personnel assigned to HQ AFRC.

2.4.2.2. Performs centralized/consolidated base level functions at the HQ and provides command unique capabilities and support.

2.4.2.3. Assists assigned AFRC units and personnel with mobilization, deployment, and demobilization of individual RegAF, Reserve members, and civilian employees.

2.4.2.4. Responds to the host wing, 78th Air Base Wing, taskings via Crisis Action Team when activated as a Unit Control Center.

#### **2.5. Commander's Action Group:**

##### **2.5.1. Command.**

2.5.1.1. Reports directly to the Commander, Air Force Reserve Command.

2.5.1.2. Exercises administrative control over assigned personnel.

##### **2.5.2. Responsibilities.**

2.5.2.1. Provides direct support to AFRC and AF/RE key leadership positions and designated representatives through the preparation of strategic communication, speeches, testimonies and engagement products to include, but not limited to correspondence, published materials, formal communications (internal or external) and congressional testimonies.

2.5.2.2. Plans, organizes, and executes all AFRC hosted conferences and command level strategic and special events.

2.5.2.3. Provides AFRC focal point for Employer Support of the Guard and Reserve events and related matters.

2.5.2.4. Leads Chief, Air Force Reserve (CAFR) events via MAJCOM engagements to ensure Reserve equities are represented.

#### **2.6. Commanders Special Projects:**

### 2.6.1. Command

2.6.1.1. Reports directly to the Deputy Commander, Air Force Reserve Command.

2.6.1.2. Exercises administrative control over assigned personnel.

### 2.6.2. Responsibilities

2.6.2.1. Provides MAJCOM-level (AFRC) guidance on special projects which require integration and communication across the entire AFR enterprise, staff directorates, and special staff.

2.6.2.2. Provides direct support to AFRC and key leadership positions, directors, and designated command representatives through the performance of enterprise level Continuous Process Improvement and Executive Level Project Management activities.

2.6.2.3. Provides AFRC focal point for Diversity and Inclusion program management activities, events, and related matters.

2.6.2.4. Provides AFRC focal point for Sexual Assault Awareness and Response & Violence Prevention Program Management activities, events, and related matters.

## 2.7. Director of Staff:

### 2.7.1. Command.

2.7.1.1. Reports directly to the Commander, Air Force Reserve Command.

2.7.1.2. Exercises administrative control over assigned personnel.

### 2.7.2. Responsibilities.

2.7.2.1. Participates with the AFRC Commander in the development of AFRC long-range strategies for effective interaction with senior management of other MAJCOMS, Air Force, Space Force, DoD and political leaders on reserve issues, mission requirements, total force integration, and expeditionary competencies (strategic, operational, and tactical) through management of such forums as the Staff-to-Staff MAJCOM engagement program.

2.7.2.2. Manages the Staff-to-Staff MAJCOM/Combatant Command Engagement Program, an initiative that synchronizes, programs and strategic initiatives across the AFR and other USAF MAJCOMs. Also, arbitrates differences that develop between AFRC and other MAJCOMs/DoD agencies.

2.7.2.3. The primary interface for the daily operation and support of the Headquarters for the AFRC/CC to include the stewardship of OBAN 95 and management of Action Officer training.

2.7.2.4. Manages and integrates all activities for the Headquarters in directing and supporting HQ AFRC in completing its mission.

2.7.2.5. Provides oversight of future work environment to include headquarters facilities, plans and approves personnel relocation efforts. Provides routine oversight on efforts that impact, or potentially impact headquarters facilities.

2.7.2.6. Directly interfaces with SAF/AG, SAF/MR and HAF/ES as well as other agencies for collaboration and to ensure MAJCOM equities are represented.

2.7.2.7. Acts as the focal point and represents the headquarters during exercise and real-world scenarios when the host base Crisis Action Team is activated.

2.7.2.8. Oversees the tasking process for AFRC and has responsibility for TMT operation, implementation, and training across the AFR.

2.7.2.9. Provide analysis, guidance and direction over diverse and unique Command programs and issues, results of which often impact well beyond AFRC. In addition, provides guidelines for the resolution of AFRC problem areas.

2.7.2.10. Develops innovative approaches to balance resource considerations and program needs and to comply with changing legislation and economics, world events, new or modified missions and security requirements.

2.7.2.11. Advises CD and CC on action required to resolve critical issues involving AFRC and in turn, AF and national interests. In the absence of both the AFRC Commander and AFRC Deputy Commander, the Director of Staff is delegated final decision authority for all matters in consonance with the commander's responsibility to the Chief of Staff, USAF.

2.7.2.12. Assists in evaluating progress in achieving goals and objectives through the corporate governance and ownership of the Command's standard battle rhythm.

### 3. Directorates.

3.1. **Directorate of Manpower, Personnel and Services (A1):** Develops, directs, and executes AFR manpower, personnel, and services programs, plans, policies, and procedures pertaining to all Reservists as well as active component military and civilian personnel assigned to AFRC.

3.1.1. **Command.** The Director of A1:

3.1.1.1. Reports directly to the Commander, Air Force Reserve Command.

3.1.1.2. Exercises administrative control over assigned personnel.

3.1.2. **Responsibilities.**

3.1.2.1. Executes commander's responsibilities as outlined in AFI 1-2.

3.1.2.2. Provides assistance to subordinate commanders in fulfilling their personnel management responsibilities through interpretation of policies and procedures.

3.1.2.3. Manages AFR Human Capital Management data and functional system requirements and oversees AFR interests in the development of all Human Capital Management information technology systems.

3.1.2.4. Executes management of the Selected Reserve End Strength Program and develops command guidance on Force Support initiatives, equal opportunity, personnel support for contingency operations management and training, personnel services deliver, and Airman and family readiness.

3.1.2.5. Provides force management, force development, education and training and equal opportunity policy recommendations, processes and procedures for the total force across the Selected Reserve (SELRES).

- 3.1.2.6. Oversees command management of the Air Reserve Technician program.
  - 3.1.2.7. Controls the allocation and utilization of all manpower authorizations including active and reserve military, Individual Mobilization Augmentee, civilian, and contract services to meet requirements.
  - 3.1.2.8. Directs the AFRC management engineering and productivity programs.
  - 3.1.2.9. Ensures the most efficient and effective organization structure of AFRC headquarters and units within HQ USAF constraints.
  - 3.1.2.10. Serves as focal point for all human resource information technology-related requirements within a corresponding domain, or group of, AF domains.
  - 3.1.2.11. Responsible for command-level functional management, policy development, and oversight for Reserve prime readiness in base services teams and the Force Support Silver Flag site at Dobbins ARB.
  - 3.1.2.12. Has custodianship and financial management responsibility for AFRC non-appropriated funds.
  - 3.1.2.13. Manages AFR efforts in support of the Office of the Secretary of Defense, Reserve Component Common Personnel Data System.
  - 3.1.2.14. Provides guidance to the AFRC/CC and all subordinate units as it relates to Total Force accountability in association with Air Force Personnel Accountability and Assessment System.
  - 3.1.2.15. Provides guidance and direction as it relates to timely orders production for activations and the benefits associated with those orders.
  - 3.1.2.16. Provides the AFR voice to achieve an integrated Total Force human resource management (TF HRM) perspective to oversee the TF HRM investment in technology and develops approaches for leveraging IT resources.
  - 3.1.2.17. Develops guidance in support of the MAJCOM on all matters relating to Human Capital Management (HCM) enterprise architecture/information technology efforts.
  - 3.1.2.18. Forecasts the AFR military personnel gains and losses and the military grade structure.
  - 3.1.2.19. Prepares data and provides analyses to explain the AFR military personnel appropriations and programs to Headquarters United States Air Force, Office of the Secretary of Defense, and Congressional review authorities.
  - 3.1.2.20. Executes management and oversight of force support functions for the command to include presentation of forces and mission execution, for both unit and Individual Mobilization Augmentee (IMA) programs.
- 3.2. Directorate of Intelligence, Surveillance and Reconnaissance (A2):**
- 3.2.1. **Command.** The Director of A2:
    - 3.2.1.1. Reports directly to the Commander, Air Force Reserve Command.
    - 3.2.1.2. Exercises administrative control over assigned personnel.

### 3.2.2. Responsibilities.

- 3.2.2.1. Executes management and oversight of MAJCOM Intelligence, Surveillance and Reconnaissance (ISR) functions for the Command to include presentation of forces and mission execution for ISR units, operational support to air, cyber and space units, and IMA programs across all AF MAJCOMS, Combatant Commands, National intelligence agencies, and combat support agencies executing Intelligence, Surveillance and Reconnaissance missions.
  - 3.2.2.2. Intelligence, Surveillance and Reconnaissance Career Field Manager, MAJCOM Functional Manager, Functional Area Manager, and Senior Intelligence Officer responsible for effectively organizing, training, equipping, and maintaining readiness oversight of Air Force Reserve Command's Intelligence, Surveillance and Reconnaissance forces.
  - 3.2.2.3. HQ AFRC lead for AFR Intelligence, Surveillance and Reconnaissance programs, budgets, force development, and policy guidance.
  - 3.2.2.4. Maintains oversight and coordination of all Military Intelligence Program and National Intelligence Program requirements, and ensures Intelligence, Surveillance and Reconnaissance related lessons learned are captured via established systems and processes.
  - 3.2.2.5. Promotes total force integration and interoperability of Intelligence, Surveillance and Reconnaissance forces and ensures required Intelligence, Surveillance and Reconnaissance support to AFRC units executing and supporting air, space, and cyber planning and operations.
  - 3.2.2.6. Collects, analyzes, and disseminates tailored intelligence in support of AFRC units, planners and leadership.
  - 3.2.2.7. In coordination with DAF/A2, establishes Production Requirement and Dissemination Management policy and validates unit and force level intelligence requirements IAW current DoD, Unified Command, and MAJCOM operation plans and guidance.
  - 3.2.2.8. Maintains the AFRC Intelligence Oversight Program, and manages, executes, and maintains oversight of unit intelligence Staff Assistance Visit and Unit Effectiveness Inspection programs for AFRC units, in conjunction with the AFRC/IG.
  - 3.2.2.9. Exercises overall management of Sensitive Compartmented Information programs, to include facilities, billets, systems, training and communications for the Command in partnership with AFRC/A1, AFRC/A6, and AFRC/A4.
  - 3.2.2.10. Presents a Combat Ready AFRC ISR Force operating across Air, Space, and Cyberspace that is critical to the fight and integrated to execute the full spectrum of ISR operations in support of Air Force and Joint Combatant Commanders.
- 3.3. **Directorate of Air, Space and Information Operations (A3):** Provides combat ready forces through policy, oversight, and advocacy for Reserve air, space and information operations.

#### 3.3.1. **Command.** The Director of A3:

3.3.1.1. Reports directly to the Commander, Air Force Reserve Command.

3.3.1.2. Exercises administrative control over assigned personnel.

### 3.3.2. Responsibilities.

3.3.2.1. Develops command policy and guidance and executes MAJCOM Standardization and Evaluation duties for all AFRC Combat Air Force and Mobility Air Force aircraft and aircrew IAW AFMAN 11-202V2, *Aircrew Standardization and Evaluation Program*. Provides command oversight of all AFRC Combat Air Force and Mobility Air Force flying operations IAW AFI 90-302, *The Inspection System of the Department of the Air Force*.

3.3.2.2. Manages, directs, and controls all activities of a 24/7/365 command center for the entire MAJCOM.

3.3.2.3. Analyzes, evaluates, implements and executes all Command and Control related operations, exercises and contingencies for the AFRC Commander, Deputy Commander, and Director of Air, Space and Information Operations.

3.3.2.4. Ensures AFRC units are in compliance with all command policy, procedures and guidance for AFRC aircrew training, and standardization and evaluation. Provides coordination with DAF, MAJCOMs, NAFs, and other services and agencies. Ensures fidelity of AFRC readiness reporting and provides command level remarks. Manage unit Designed Operational Capability statements, Unit Manpower Document/Unit Type Code resources, and Programmed Flying Training quotas for AFRC units.

3.3.2.5. Single integrated focal point on strategic nuclear forces employment and sustainment to Joint Staff/STRATCOM/AMC/AFGSC.

3.3.2.6. Provides functional oversight of fixed and mobile Command and Control communications systems to include one continuity of nuclear command, control, and control site for USSTRATCOM.

3.3.2.7. Formally initiates Joint Chiefs of Staff readiness postures and implements required actions. Establishes procedures to immediately advise the AFRC Commander and other key personnel on receipt of execution orders and status changes. Ensures prompt and accurate dissemination of C2 instructions from higher headquarters to HQ senior staff, NAFs, and subordinate units. Directs assigned personnel in the Mission Monitoring phase of all critical flying operations. Reviews, corrects, and provides daily status reports of critical flying activities to CSAF and AFRC/CC. Manages all CP reporting programs. Functions as a Primary Communication Security account.

3.3.2.8. Manages all components of AFR Airfield Operations. Provides functional oversight of Air Reserve bases, Air Reserve Stations, Special Use Airspace and Ranges. Advocates mission requirements and develops policy, clarifies guidance and manages requirements for the functional areas of Air Traffic Control, Airfield Management, Radar-Airfield-Weather Systems, Air Traffic Control Automation and Terminal Instrument Procedures (CONUS and Foreign).

3.3.2.9. Provides policies/procedures, oversight, expert technical guidance, and headquarters support for AFRC's Space Programs. Validates and coordinates operations IT requirements across the command and other MAJCOMS. Procures,

disseminates, and manages operations mobile devices/software across AFRC to ensure aircrew safety of navigation ability and execute the digital transformation initiative.

3.3.2.10. Assists Combatant Commanders in executing their counter drug/counter—narco terrorism programs by: 1) Providing highly trained individual AFR personnel to Combatant Command (CCMD) staffs; and, 2) Providing Reserve services (e.g., airlift, aerial port) as requested. Oversees development of policies and procedures for organizing and deploying Reserve personnel and units in support of counter drug operations worldwide.

3.3.2.11. Manages and analyzes operational data providing the AFRC Commander and senior staff, DAF, Combatant Commanders and other MAJCOMs a current, data-integrated environment and tools to evaluate the readiness and capability of AFRC forces to carry out assigned tasks relating to exercises, contingency operations, and mobilizations.

3.3.2.12. Manages AFRC's use of the Air Force Aviation Resource Management System (ARMS). Responsible for flight management policies and procedures, aviation service, aeronautical ratings, and badges, and Aviation Career Incentive Pay (ACIP)/Hazardous Duty Incentive Pay (HDIP)/Career Enlisted Flyer Incentive Pay (CEFIP)/Aviation Incentive Pay (AVIP)/Career Enlisted Aviation Incentive Pay (CEVIP) matters. Responsible for command policy on flight management issues, to include aircrew disqualification actions, flight evaluation board actions, flight pay issues, flight orders, aeronautical orders, orientation flight policy, the logging of flying hours and training events, and ARM policy. Plans, manages, integrates, and coordinates command supplements to Air Force flight management policies. Develops policy implementation planning strategies and develops guidance to staff functions on implementation activities.

3.3.2.13. Develops, implements, and monitors AFRC flying hour program based on Air Force program guidance as to force structure, primary aircraft authorized, budget, crew ratio, and authorized annual crew hours.

3.3.2.14. Provides Command focal point for AFRC Live-Virtual-Constructive (LVC), Distributed Mission Operations, and simulator programs. Writes/executes the AFRC LVC Enabling Concept and advocates for these programs in the USAF/AFRC corporate processes. Provides leadership, oversight, maintenance and training in AFRC's Special Access Program/Special Access Required missions including Fifth-Generation fighter, Cyber, Space and Remotely Piloted Aircraft and any other highly-classified DoD-directed programs and Program Security/Physical Security for the HQ AFRC/A3 Co-Utilization Special Access Program Facility/Sensitive Compartmented Information Facility and all personnel accessed in these areas.

3.3.2.15. Provides functional oversight of AFR small Unmanned Aircraft Systems (sUAS). Ensures AFRC is in compliance with Federal Aviation Administration and Department of Defense sUAS requirements. Authors command policy, procedures, and guidance for AFRC operations; coordinates policies, procedures and operational direction with DAF, all other MAJCOMs; responsible for advocacy, development, training management, and continuity for AFRC sUAS program.

3.3.2.16. Manages AFR Weather operations to include the congressionally mandated and exclusive hurricane weather reconnaissance mission. Specifically, provides functional oversight of reserve weather flights, operational weather flights, the 53rd Weather Reconnaissance Squadron, and reserve weather personnel. Advocates mission requirements, develops policy, clarifies guidance and manages requirements for both ground and flying weather functions.

3.3.2.17. Executes Air, Space and Information Operations Total Force planning. Coordinates Total Force Initiative/Total Force Association proposals, operational direction and strategic planning with DAF and all other MAJCOMs.

#### **3.4. Directorate of Logistics, Engineering and Force Protection (A4):**

##### **3.4.1. Command.** The Director of A4:

3.4.1.1. Reports directly to the Commander, Air Force Reserve Command.

3.4.1.2. Exercises administrative control over assigned personnel.

##### **3.4.2. Responsibilities.**

3.4.2.1. Delivers and sustains capabilities that enable agile projection of mission generation and installation support to fly, fight, and win globally. Air Force Reserve Command's lead for Agile Combat Support, Mission Generation and Installation Support, Mission Support Group and Maintenance Group missions, and Mission Essential Task Lists.

3.4.2.2. Generates, organizes, trains, and equips Operation Plans (OPLAN)-tasked Agile Combat Support expeditionary and in-garrison forces, including Civil Engineers encompassing Prime Base Engineer Emergency Force Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer capabilities, and staff augmentation planning and design teams, Security Forces, Logistics Readiness, Air Transportation, and Aircraft Maintenance. Manages and develops AFRC Airmen utilized for Air, and Space Expeditionary Force, peacetime, contingency or wartime support.

3.4.2.3. Includes logistics, facility plans, environmental management, real property, materiel management, air transportation, aircraft maintenance and sustainment, emergency response, munitions, support equipment (includes command Weapon System Sustainment and Cost Per Flying Hour programs, unit airborne and non-airborne readiness spares packages, ground transportation, fuels, mobility assets, support agreements and integrated base defense for major weapon systems. Provides right-sized, efficient, sustainable and mission capable facilities and infrastructure at both tenant and host base locations includes Geospatial Information and Services. Facilitates and validates a culture of compliance and Quality Assurance.

3.4.2.4. Provides responsive, flexible full-spectrum installation engineering services. Manages enterprise facility sustainment, restoration, and modernization and facility operations portfolios; to include facility, infrastructure, pavements, and airfields. Prioritize installation projects with an emphasis on mission impact. Manages design and implementation of repair/construction projects. Manages, defends and executes the Command's Military Construction program while ensuring Reserve Total Obligation Authority is adequate for New Mission and Current Mission requirements.

Provide facility support for Sight Activation Task Force pertaining to new missions or beddowns within the command. Provides cyclical assessments for space authorization, mission impact, and facility conditions with the Facility Operations Capability & Utilization Survey teams.

3.4.2.5. Manages the chemical, biological, radiological, and nuclear defense program. Provides AF Reservists guidance, training and funds for chemical, biological, radiological, and nuclear defense protective equipment (Program Element Code [PEC] 55166F) to survive attacks and operate in toxic environments.

3.4.2.6. Coordinates (e.g., budgeting, project selection) Office of the Secretary of Defense sanctioned innovative readiness training program that provides real world training opportunities for service members and units while supporting the needs (e.g., aerial spray, civil engineering, medical) of America's underserved communities.

3.4.2.7. Provides guidance and direction to AFRC sponsored, DoD STARBASE program activities facilitating the delivery of science, technology, engineering, and math programs to middle school students.

### **3.5. Directorate of Strategic Plans, Programs and Requirements (A5/8):**

#### **3.5.1. Command.** The Director of A5/8:

3.5.1.1. Reports directly to the Commander, Air Force Reserve Command.

3.5.1.2. Exercises administrative control over assigned personnel.

#### **3.5.2. Responsibilities.**

3.5.2.1. Provides DAF with War and Mobilization Plans and Policy. Provides global force ready citizen airmen and guardians to operate and defend air, space, cyberspace and special operations capabilities in response to the needs of the combatant commanders via Global Force Management processes, reserve ready forces and capabilities in response to the combatant commanders' requirements via Global Force Management (GFM) processes. Acts as the AFR focal point for GFM, joint operational planning support and analysis for the employment of AFR force pool and capabilities as well as command management of DCAPEs, Unit Type Code (UTC) management, UTC Library, and Mission Essential Tasks. Designated as the Office of Functional Area Manager Oversight.

3.5.2.2. Provides Strategic and Capabilities-Based Planning through the development of AFRC Strategic Plans, input to the AF Strategy, Planning and Programming, input to AF Doctrine and Joint Doctrine, and development of a Roles and Missions Assessment process that supports Total Force Integration. Acts as the AFRC focal point for coordination and support to the AF Wargaming Enterprise and DoD-wide wargaming.

3.5.2.3. Validates requirements for command resources (people, money and equipment) using the AF automated database (Program and Budget Enterprise Service [PBES]), and provides analysis to decision makers for resource allocation based on mission needs.

3.5.2.4. Implements Congressional, Presidential, SecDef, SecAF, CSAF and Chief, Air Force Reserve guidance/initiatives that adjust resources in order to maximize capabilities.

3.5.2.5. Facilitates the modernization of reserve forces by supporting NAF-led Combat Planning Councils, reviewing and validating requirements and preparing and executing a modernization list for all AFRC missions and equipment.

3.5.2.6. Develops AFRC Prioritized Integrated Requirements List, advocating National Guard and Reserve Equipment Appropriation (NGREA) funding allocation, directing NGREA program execution, and providing required annual reports to Congress.

3.5.2.7. Provides the full spectrum of force management, program analysis, basing studies, and resource allocation to lead AFR participation in Total Force-Continuum High Velocity Analyses to determine force mix recommendations for all core functions supported by AFR forces.

3.5.2.8. Program execution and implementation of the National Defense Authorization Act (NDAA) force structure changes, including development of strategic communications to AFRC's personnel to reduce uncertainty at the unit level, and creation of executable plans for short notice implementation.

3.5.2.9. Provides guidance and oversight for Strategic and Operations Planning, Force Allocation, the Strategic Planning Working Group as co-chair with AF/REX, and the AFRC Corporate Structure.

3.5.2.10. Oversees the AFR Basing and Beddown process, basing strategy, and Base Realignment and Closure options to include the development and implementation of command Programming Plans, Programming Messages and Program Action Directives. Manages tracking of Treaties applicable to the Air Force Reserve.

3.5.2.11. AFR OPR responsibility for policy and guidance regarding the use of AFR citizen airmen under Title 10 USC, including procedures for ordering to active duty and managing the force in accordance with DoD policy and law.

3.5.2.12. Develops AFRC input to the Program Objective Memorandum.

3.5.2.13. Collaborates with other MAJCOMs, outside agencies and Headquarters Air Force Staff on all aspects of AFR planning, programming and Lead Commands/Agents interaction and cooperation, and ensure command equities addressed in the National Commission for the Structure of the Air Force Report to Congress are safeguarded.

3.5.2.14. As Chair of the Reserve Corporate Board, partners with AF/RE to ensure objective plan, program and requirement methodologies are used to inform future planning, programming, budgeting, and execution strategies to the maximum extent possible.

3.5.2.15. Provides AFRC decision makers a vehicle to quickly and accurately assess the impact and the risk of proposed allocation, assignment and apportionment.

3.5.2.16. Coordinates international activities with appropriate geographic combatant commands, Department of the Air Force, MAJCOM, Field Commands, and/or

component staffs. Coordinates partner national bed downs and partner nation training activities involving AFRC-controlled bases and airspace.

3.5.2.17. AFRC Foreign Disclosure Officer responsible for authorized disclosures of CMI and CUI in accordance with DAFMAN 16-201, *Department of the Air Force Foreign Disclosure and Technology Transfer Program*, established DAF procedures and Delegation and Disclosure Letters within delegated authorities. Approves or denies visits by foreign representatives to AFRC and subordinate activities. OPR for Military Personnel Exchange Program.

### 3.6. Directorate of Cyberspace and Technology (A6):

#### 3.6.1. Command. The Director of A6:

3.6.1.1. Reports directly to the Commander, Air Force Reserve Command.

3.6.1.2. Assigned as AFR Chief Information Officer.

3.6.1.3. Exercises administrative control over assigned personnel.

#### 3.6.2. Responsibilities.

3.6.2.1. Provides command guidance for and the management of AFRC Information Technology Enterprise Services, AFRC Cyber Protection Teams, Cyber Operations Groups, Cyber Mission Assurance, and Communication and Information plans, programs, and policies.

3.6.2.2. Develops and executes the command's IT and cyber strategies, programs, policies, and procedures.

3.6.2.3. Provides 24-hour network management, reachback support, and defense operations for AFRC enterprise of reserve host bases, geographically separated units, direct reporting units and HQ AFRC.

3.6.2.4. Responsible for enterprise network support, software and license management, enterprise architecture, enterprise information management, IT requisition requirements and acquisition, telecommunications, multimedia services, information assurance, spectrum management, assessment and authorization, personal wireless, and tactical communications for the command.

3.6.2.5. Provides Officer and Enlisted AFSC functional management, career field management and oversight by monitoring personnel programs and equipment for compliance and effectiveness, ensuring problem areas are identified and analyzed to identify the most efficient methods to improve practices, systems, and equipment.

3.6.2.6. Responsible for the organizing, training, and equipping (OT&E) of all AFRC Cyber domain warfighters and units as well as the development and implementation of new missions.

3.6.2.7. Provides customized data views via Shared Data Environment web services for custom and internally developed AFRC applications, as well as formulating Memorandums of Agreement, data interconnect agreements, and software accreditation for the services platform and data connections.

3.6.2.8. Responsible for providing enterprise collaboration services platforms (SharePoint, TMT, TEAMS) as well as internally modified solutions to meet collaboration needs of AFRC.

3.6.2.9. Operates and maintains AFRC's enterprise personnel, readiness, training, and scheduling management web platform providing custom data views affording data driven decisions at all levels.

3.6.2.10. Oversees nation-wide voice and video teleconferencing services at all AFRC locations to include reachback support and configuration management.

3.6.2.11. Provides 24/7 network accessibility and security permitting collaboration and management of all activities detailed herein to include analysis, evaluations, implementation and execution of Command and Control related operations, exercise and contingency planning, and management of all personnel functions.

3.6.2.12. Manages the Freedom of Information Act (FOIA) /Privacy Act Programs. Implements Air Force Policies and programs required by law for public access to Air Force information under FOIA (5 USC 552). Processes received requests, appeals, and creates, edits, assigns and perfects requests.

3.6.2.13. Coordinate, evaluate and assess cyber units' operational capability through the Air Force IG inspection process IAW DAFI 90-302 on a 24-30 Unit Effectiveness Inspection monthly cycle. Use Communicator Identification Management Tool to effectively measure Commander's readiness and risk management in the areas of Cyberspace Support, Defense Logistics Agency, By Law, Risk Management Framework, Command Cyber Readiness Inspection, Vulnerability Management, Computer Security and Administrative Management responsibilities.

3.6.2.14. Functionally ensures AFRC's footprint at the Information Operations Squadron prepares cyber operators for Mission Qualification Training at operational Unit by integrating citizen airmen to conduct Initial Qualification Training which enhances cyberspace capabilities to defend national interest from attack and to create effects in the cyberspace domain to achieve national objectives.

3.6.2.15. Provides command guidance and functional oversight to units operating cyber defensive cyber weapon systems which defend critical cyber resources for national, CCMD and Service capabilities. Ensures ability to interface with Air Operation Centers to establish command and control full-spectrum cyber operations and capabilities in support of Air Force & Joint war-fighting requirements.

3.6.2.16. Provides command guidance and management of electro-magnetic spectrum, Voice Call Sign, Land Mobile Radio, Mobile Satellite Services, Cyberspace Quality Assurance, Communications Security, Emissions Security, and network Assessment and Authorization.

3.6.2.17. Plans, programs, and directs cyber capabilities for the Total Force in order to achieve information dominance.

### **3.7. Directorate of Analyses, Lessons Learned, Continuous Process Improvement, and Innovation (CPI2) (A9):**

3.7.1. **Command.** The Director of A9:

3.7.1.1. Reports directly to the Commander, Air Force Reserve Command.

3.7.1.2. Assigned as AFRC Process Manager (CCO).

3.7.1.3. Exercises administrative control over assigned personnel.

### **3.7.2. Responsibilities.**

3.7.2.1. The office of the command Master Process Officer (MPO) resides in the A9 Directorate.

3.7.2.2. Provides executive level decision support through the application of formal analyses and lessons learned and offers a wide-range of industry recognized problem solving tools and techniques for Process Improvement.

3.7.2.3. Directly interfaces with SAF/MG, DAF/A9, AF/LL and MAJCOMs as well as other agencies in order to collaborate on enterprise-wide studies, analyses, process improvements, and innovations.

3.7.2.4. Serves as the principle directorate in the command for applying operations research analysis tools and techniques for problem - solving and decision support.

3.7.2.5. Provides policy and guidance for CCO functional management responsibilities which are delegated to the A9 Director who executes as a dual-hatted director.

3.7.2.6. Responsible for function and oversight for all Reserve 15A and GS-1515 Operations Research Analysts.

3.7.2.7. Manages the functional community management for all Reserve NAF, ARPC, Wing, and Independent Group Process Managers (CCOs).

## **4. Special Staff:**

### **4.1. Directorate of Financial Management (FM):**

#### **4.1.1. Command.** The Command Comptroller:

4.1.1.1. Reports directly to the Commander, Air Force Reserve Command.

4.1.1.2. Exercises administrative control over assigned personnel.

#### **4.1.2. Responsibilities.**

4.1.2.1. Provides the full spectrum of MAJCOM-level financial, comptroller plans, and budgetary services to all AFR mission elements.

4.1.2.2. Using accurate data and thorough analysis formulates, builds, defends, and executes the funds to power the AFR ensuring the resources are in the right place at the right time to bring our members to the fight.

4.1.2.3. Provides management of comptroller automated systems pertaining to budgeting, budget execution, payroll and travel. Provides policy and guidance to ensure timely and accurate payments to our members.

4.1.2.4. Serves as the Command Audit Focal Point. Ensures timely correction of deficiencies in audit or inspection reports. Delivers audit ready accounting processes, polices and reports.

4.1.2.5. Administers the AFR Management Control Program and prepares the AFR Annual Statement of Assurance required by the Federal Managers Financial Integrity Act.

#### 4.2. **Chaplain:**

4.2.1. **Command.** The Command Chaplain:

4.2.1.1. Reports directly to the Commander, Air Force Reserve Command.

4.2.1.2. Exercises administrative control over assigned personnel.

#### 4.2.2. **Responsibilities.**

4.2.2.1. Advises the commander, MAJCOM Directors, Direct Reporting Units and one GSU (AF/RE, AFRC, and Direct Reporting Units) on spiritual, religious, ethical, moral, and quality of life issues for all Airmen and their families.

4.2.2.2. Serves on the Religious Resolution Team with Public Affairs, Deputy A1 and JA to provide advisement on the First Amendment right of the free exercise of religion for Airmen while balancing the government's prohibition of establishment of religion, serve as Subject Matter Expert for faith group endorsements and requirements for religious accommodation in order that the Command may assess mission impacts to military readiness, unit cohesion, good order and discipline.

4.2.2.3. Oversees and executes AFR Chaplain Corps recruitment and accessions policies and processes with AF/HC, ARPC, AFRC/RS, and AFRS/RSOH.

4.2.2.4. Manages the Total Force Chaplain Candidate Program to provide a pool of best qualified candidates to sustain chaplain pipelines to the Total Force.

4.2.2.5. As CFM for all Cat A and Cat B Chaplain Corps personnel, centrally manage functional manpower, force development, and wartime readiness in collaboration with AFR Wings, RegAF Wings, and RIO/Det 5.

4.2.2.6. Engages, supports, facilitates, and evaluates quality Religious Support Team ministry at Traditional Reserve units.

4.2.2.7. Provides formal education in collaboration with the AF Chaplain Corps College and conducts professional development conferences and training events.

4.2.2.8. Maintains readiness oversight of Chaplains and Religious Affairs Airmen assigned to the Air Force Reserve Command as the Functional Area Manager (FAM).

#### 4.3. **Directorate of Historical Services:**

4.3.1. **Command.** The Command Historian:

4.3.1.1. Reports directly to the Director of Staff, Air Force Reserve Command.

4.3.1.2. Exercises administrative control over assigned personnel.

#### 4.3.2. **Responsibilities.**

4.3.2.1. Captures, preserves, writes, interprets, and disseminates the official record of global AFR operations.

4.3.2.2. Provides classified and unclassified information with historical context to support leadership decision making, enhance organizational learning, and improve combat capability across the AFR.

4.3.2.3. Develops policy and guidance for officer, enlisted and civilian historian career fields; issues directives; and effectively manages, educates, and trains officer and enlisted historians for peacetime and wartime requirements as the Air Force-level Career field Manager. Centrally manages functional manpower, force development, and wartime readiness of IMA historians.

4.3.2.4. Maintains readiness oversight of military and civilian historians assigned to the Air Force Reserve Command as the FAM.

4.3.2.5. Manages the command's physical and digital archives, repositories, and material heritage collections.

4.3.2.6. Educates and inspires Reserve Citizen Airmen and potential recruits with Airpower history and heritage.

#### 4.4. **Inspector General:**

4.4.1. **Command.** The Command Inspector General Director:

4.4.1.1. Reports directly to the Commander, Air Force Reserve Command.

4.4.1.2. Exercises administrative control over assigned personnel.

4.4.2. **Responsibilities.**

4.4.2.1. Selectively manned to sustain the combat capability of AFR through inspections of unit mission effectiveness and compliance with DoD and Air Force guidance.

4.4.2.2. Directs Complaints and Inquiries programs.

4.4.2.3. Responsible for directing all Inspector General Investigations.

4.4.2.4. Formulates policies and procedures to conduct performance/compliance-based inspections to validate the readiness of major units and personnel worldwide to support CCMDs.

#### 4.5. **Directorate of Information Protection:**

4.5.1. **Command.** The Command Information Protection Director:

4.5.1.1. Reports directly to the Director of Staff, Air Force Reserve Command.

4.5.1.2. Exercises administrative control over assigned personnel.

4.5.2. **Responsibilities.**

4.5.2.1. Provides commanders with coordinated, effective, and timely expert advice on protecting information.

4.5.2.2. The Director IP is the principal advisor to the commander and as such formulates, articulates, implements, and executes the commanders' information protection programs.

4.5.2.3. Conducts risk assessments, staff assistance visits and inspections of wing operations.

4.5.2.4. Serves as the Command focal point for interpretation and implementation of policy and issues guidance pertaining to Air Force execution of Enterprise Protection Risk Management and the Information Security, Personnel Security, Industrial Security, Insider Threat, and Controlled Unclassified Information programs.

4.5.2.5. Oversees the Command classification and declassification management program, international pact organization classified information (NATO), AF and AFR security education program as well as Civilian Career management, development, and planning for the 0080 series.

4.5.2.6. Provides a strategic focus for the convergence of information protection activities across the Command.

#### 4.6. **Staff Judge Advocate Office:**

4.6.1. **Command.** The Command Judge Advocate Director:

4.6.1.1. Reports directly to the Commander, Air Force Reserve Command.

4.6.1.2. Exercises administrative control over assigned personnel.

4.6.2. **Responsibilities.**

4.6.2.1. Provides Candid and independent legal counsel support and includes the wide-encompassing practice domains of civil law, military justice and discipline, and operations and international law both laterally across HQ AFRC and vertically through the command, to include six full-time support on-location judge advocates and numerous Traditional Reserve unit embedded Judge Advocates.

#### 4.7. **Directorate of Public Affairs:**

4.7.1. **Command.** The Command Public Affairs Director:

4.7.1.1. Reports directly to the Commander, Air Force Reserve Command.

4.7.1.2. Exercises administrative control over assigned personnel.

4.7.2. **Responsibilities.**

4.7.2.1. Conducts comprehensive, active public affairs programs at all levels of command to provide service members, the public, Congress, and media representatives timely, accurate, and authoritative information contributing to awareness and understanding of the AFR mission and capabilities.

4.7.2.2. Provides commander, staff, and AFRC units public affairs advice and support.

#### 4.8. **Directorate of Safety:**

4.8.1. **Command.** The Command Safety Director:

4.8.1.1. Reports directly to the Commander, Air Force Reserve Command.

4.8.1.2. Exercises administrative control over assigned personnel.

4.8.2. **Responsibilities.**

4.8.2.1. Provides command guidance and management of flight, occupational, and weapons mishap prevention programs for AFRC.

4.8.2.2. Manages the command Risk Management program.

4.8.2.3. Develops and executes programs, policies, and procedures to ensure AFRC implementation of the Air Force Mishap Prevention program.

4.8.2.4. Provides functional oversight for all AFRC Safety personnel.

#### 4.9. **Directorate of Health Services:**

4.9.1. **Command.** The Command Surgeon:

4.9.1.1. Reports directly to the Commander, Air Force Reserve Command.

4.9.1.2. Exercises administrative control over assigned personnel.

4.9.2. **Responsibilities.**

4.9.2.1. Provides ready medical reservists and ensures medically ready reservists by organizing, training, and equipping Reserve medical units and Airmen.

4.9.2.2. Provides MAJCOM level policy and guidance for medical reserve programs and personnel on administration, training, readiness, and career/professional development.

4.9.2.3. Applies Physical Standards for Air Force Reservists.

4.9.2.4. Provides programming and oversight on medical/financial resources for Reserve medical units and medical IMAs.

4.9.2.5. Interfaces with DoD, Air Staff and MAJCOM medical elements.

4.9.2.6. Maintains readiness oversight of Ground Medical Airmen assigned to Air Force Reserve Command.

#### 4.10. **Directorate of Contracting:**

4.10.1. **Command.** The Command Contracting Director:

4.10.1.1. Reports directly to the Director of Staff, Air Force Reserve Command

4.10.1.2. Exercises administrative control over assigned personnel.

4.10.2. **Responsibilities**

4.10.2.1. Serves as the Senior Contracting Official for AFRC. Provides and oversees warrant authority for AFRC.

4.10.2.2. Provides command guidance on acquisition laws, instructions, regulation, policies, and guidance for AFRC. Procures HQ requirements and AFRC-wide strategic requirements. Serves as Functional Liaison with host base contracting office.

4.10.2.3. Develops and executes programs, policies, and procedures to ensure AFRC Contracting complies with all acquisition laws, instructions regulations, policies, and guidance.

4.10.2.4. Provides functional oversight for all AFRC Contracting personnel.

4.10.2.5. Serves as the MAJCOM Competition Advocate and provide guidance and direction to AFRC/CC and all subordinate Wing Competition Advocates.

4.10.2.6. Serves as the MAJCOM Director of Small Business and provides guidance and direction to AFRC/CC and all subordinate Small Business Professionals.

4.10.2.7. Provides guidance and direction to the AFRC/CC, Service Advocate, Service Designated Officials, Contracting Officer Representatives and Contracting Officers as it relates to the Acquisition of Services Program per AFI 63-138, *Acquisition of Services*.

## **5. Direct Reporting Units.**

### **5.1. Air Reserve Personnel Center:**

#### **5.1.1. Command.** The ARPC Commander:

5.1.1.1. Reports directly to the Commander, Air Force Reserve Command.

5.1.1.2. Exercises administrative control over assigned personnel.

#### **5.1.2. Responsibilities.**

5.1.2.1. Establishes, manages, and directs ARPCs Total Force Service Center to provide Total Force Airmen world-wide experts and self-service technologies to conduct efficient personnel transactions, which involve readiness, assignments, appointments, retirements, discharges, separations activities, point credit accounting, entitlements, awards and decorations, performance reports, Secretary of the Air Force-directed Promotion Boards and Reserve Developmental Education Designation Boards.

5.1.2.2. Establishes, manages, and directs the Total Force processes for personnel and financial program management services to IMA and Participating Individual Ready Reserve members.

5.1.2.3. Manages and directs the processing of AF Board for Correction of Military Records cases and Congressional Inquiries responses.

5.1.2.4. Upon orders, manages, and directs the mobilization of the Pre-trained Individual Manpower and Retired Reserve resources.

## **6. Stand Alone Group.**

### **6.1. Air Force Reserve Recruiting Service:**

#### **6.1.1. Command.** The Command Recruiting Service Director:

6.1.1.1. Reports directly to the Commander, Air Force Reserve Command with operational direction to the Air Force Recruiting Services Commander for Total Force Recruitment efforts.

6.1.1.2. Dual-hatted as the 367th Recruiting Group Commander.

6.1.1.3. Exercises administrative control over assigned personnel.

#### **6.2. Responsibilities.**

- 6.2.1. Responsible for recruiting personnel to meet Congressionally authorized SELRES end-strength.
- 6.2.2. Activities include enlisting, appointing, and assigning recruiting applicants to fill vacancies, projected vacancies and authorized overages for unit, IMA, and Active Guard Reserve programs. Shared operational reporting exists under Total Force Association (TFI) construct.
- 6.2.3. Responsible for the operation, training, planning, personnel, budget, advertising, and resources support functions for assigned personnel.
- 6.2.4. Additional stakeholder collaboration now exists under TFI construct.

JOHN P. HEALY, Lt Gen, USAF  
Commander

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

AFI 1-2, *Commander's Responsibilities*, 8 May 2014

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

AFI 38-101, *Manpower and Organization*, 29 August 2019

AFI 63-138, *Acquisition of Services*, 30 September 2019

AFMAN 11-202V2, *Aircrew Standardization and Evaluation Program*, 30 August 2021

DAFI 90-302, *The Inspection System of the Department of the Air Force*, 15 March 2023

DAFMAN 16-201, *Department of the Air Force Foreign Disclosure and Technology Transfer Program*, 19 January 2021

***Prescribed Forms***

None

***Adopted Forms***

DAF Form 847, *Recommendation for Change of Publication*