

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

AIR FORCE POLICY DIRECTIVE 90-10

27 SEPTEMBER 2019

Special Management

TOTAL FORCE INTEGRATION



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering

RELEASABILITY: There are no releasability restrictions on this publication

OPR: HAF/DS

Certified by: HAF/CC
(General David L. Goldfein)

Pages: 8

In conjunction with Air Force Policy Directive 10-3, *Operational Utilization of the Air Reserve Component Forces*, this Air Force Policy Directive implements Department of Defense Directive 1200.17, *Managing the Reserve Components as an Operational Force*, and is consistent with Headquarters Air Force Mission Directive 1-62, *Headquarters Air Force Director of Staff*. This publication applies to the Total Force, including all civilian employees and uniformed members of the Regular Air Force, the Air Force Reserve and the Air National Guard, as well as the Civil Air Patrol when conducting missions as the official Air Force Auxiliary. It establishes Air Force policy for addressing Total Force Integration activities. As such, the terms Total Force Integration (TFI) and Total Force Integration Proposal (TFIP) are encouraged to be used as acronyms.

Refer recommended changes and questions about this publication to the Office of Primary Responsibility using Air Force Form 847, *Recommendation for Change of Publication*. Route Air Force Forms 847 from the field through appropriate functional chains of command. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. This version of Air Force Policy Directive 90-10 implements the current Department of Defense Directive 1200.17, Managing the Reserve Components as an Operational Force, and provides enduring policy guidance for addressing Total Force Integration activities.

1. Overview.

1.1. Each component of the Total Force offers unique capabilities and strengths. Air Force leadership is committed to taking full advantage of these capabilities by pursuing and developing innovative methods to optimize Force structure through Total Force Integration. Integration of the Total Force is imperative; the Air Force must evolve how it organizes, trains, equips, and employs the Total Force in order to continue to meet national security requirements. Commanders and leaders at all levels must actively seek innovative ways to leverage the Total Force by pursuing creative, results-oriented, analytically-grounded initiatives while remaining within current restrictions imposed by law.

1.2. Integration initiatives should strengthen Air Force organizational structures by leveraging and protecting the unique strengths of each component. Some of these strengths include mutual access to resource capacity, beneficial relations with state and local stakeholders, opportunities for creating efficiencies, availability of experienced Airmen, and the Air Reserve Component's part-time/full-time structure with unique civilian experience. These strengths provide a balance between operational readiness and experience, as well as strategic depth.

1.3. The Air Force maximizes its potential for identifying and implementing Total Force Integration initiatives by developing Airmen who recognize and appreciate the strengths of each component. Air Force personnel internalize Total Force concepts through education, training, and assignment opportunities.

2. Policy. The Air Force shall:

2.1. Support and promote Total Force Integration. Air Force personnel at all levels will continually seek innovative ways to effectively and efficiently integrate missions between components, as well as refine and improve methods of integration. When personnel identify Total Force opportunities of value, leaders will pursue implementation by communicating the initiatives through their chain of command and coordinating with other Air Force entities as required. A Total Force Integration Proposal is a means through which commanders and leaders communicate and coordinate on Total Force Integration initiatives, concerns, proposals, or options.

2.2. Ensure Total Force options are incorporated into the Air Force Corporate Structure. In order to align Total Force goals with Air Force strategic objectives, Major Commands, the Air Reserve Component, and force planners should achieve consensus on Total Force strategies and provide well-informed planning choice submissions to the Air Force Corporate Structure.

2.3. Develop Total Force Airmen. Air Force personnel at all levels must understand the unique capabilities and strengths of the components. Through increased understanding and appreciation of Total Force strengths, personnel function more effectively in Total Force organizations and can recognize opportunities for increased and improved integration. The Air Force will educate personnel on Total Force concepts throughout their careers and provide career development opportunities through assignments in Total Force organizations. Each component's command and leadership opportunities will ensure force development and leadership growth.

2.4. Ensure compliance with statutory obligations. Each component will correctly execute congressional appropriations to comply with Title 31, United States Code, Section 1301.

3. Roles and Responsibilities.

3.1. The Headquarters Air Force Director of Staff (HAF/DS) is the functional manager for Total Force Integration for the Air Force and provides operational oversight and direction for Total Force Integration activities. The Director of Staff establishes governing mechanisms to enhance integration and resolve Total Force Integration initiatives, concerns, proposals, and options. HAF/DS:

3.1.1. Tasks appropriate stakeholders to provide Total Force Integration oversight, analysis, assessment, policy guidance, resourcing input, and direction.

3.1.2. Facilitates Total Force engagement and coordination among the Major Commands, the Air Reserve Components, and Headquarters Air Force entities.

3.1.3. Provides analysis and assessment-derived Total Force Integration input regarding structure, policy, and resourcing matters to force planners and to the Air Force Corporate Structure.

3.1.4. Receives, validates, and tracks Total Force Integration Proposals, and facilitates resolutions in collaboration with the Headquarters Air Force staff and Major Commands.

3.1.5. Ensures Total Force Integration initiatives comply with Department of Defense and Air Force policy.

3.2. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) provides guidance, direction and oversight of the Air Force's Total Force, and oversees the effectiveness of Total Force Integration policies and procedures. SAF/MR reviews personnel legislation and approves policies necessary for Total Force Integration and is the focal point for resolving Total Force resourcing issues.

3.3. The Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) provides Total Force Integration guidance, oversight, and direction on all matters pertaining to Total Force Integration related funding. SAF/FM also provides Total Force Integration guidance, oversight, and direction on matters pertaining to analysis of costs and benefits.

3.4. The Assistant Secretary of the Air Force for Installations, Environment, and Energy (SAF/IE) provides Total Force Integration guidance, oversight, and direction on all matters pertaining to installations (including strategic basing), environment, and energy.

3.5. The Deputy Chief of Staff, Manpower, Personnel, and Services (AF/A1), serves as the focal point for Air Force human capital management policy development. AF/A1 is responsible for developing, coordinating, and executing manpower and personnel legislation and policies necessary for Total Force Integration, and is the focal point for resolving Total Force personnel policy issues.

3.6. The Deputy Chief of Staff, Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations (AF/A2/6), provides Total Force Integration guidance, oversight, and direction on all matters pertaining to intelligence, surveillance, reconnaissance and cyber effects.

3.7. The Deputy Chief of Staff, Operations (AF/A3), is responsible for enhancing Air Force operations capability through Total Force Integration. AF/A3 also manages Air Reserve Component operational utilization requirements and the Involuntary Mobilization.

3.8. The Deputy Chief of Staff, Logistics, Engineering, and Force Protection (AF/A4), provides guidance, oversight, and direction on Total Force Integration initiatives affecting installation support, logistics, engineering, and force protection.

3.9. The Deputy Chief of Staff, Strategy, Integration and Requirements (AF/A5), provides guidance, oversight, and direction on incorporation of Total Force Integration into strategy concepts, capability design, requirements, and force design.

3.10. The Deputy Chief of Staff, Plans and Programs (AF/A8), provides guidance, oversight, and direction on the promotion of Total Force Integration in the resource allocation process.

3.11. The Director, Studies, Analyses and Assessments (AF/A9), provides analytical insight regarding Total Force Integration initiatives, concerns, proposals, and options that are under consideration, and ensures measures of merit are applied as appropriate.

3.12. The Deputy Chief of Staff, Strategic Deterrence and Nuclear Integration (AF/A10), provides Total Force Integration guidance, oversight, direction, and advocacy on all matters pertaining to the Air Force nuclear enterprise and Countering Weapons of Mass Destruction missions.

3.13. AF/JA is the focal point for legal guidance, advice, and direction regarding Total Force Integration legal matters and activities. AF/JA collaborates with SAF/GC when advising on issues regarding novel questions, system changes, authorities, funding, and proposed legislation.

3.14. The Surgeon General of the Air Force (AF/SG) provides Total Force Integration guidance, oversight, and direction on policy of medical services regarding medical qualification of personnel in the Air Reserve Component supporting operations with the Regular Air Force.

3.15. The Chief, Air Force Reserve (AF/RE), coordinates with Headquarters Air Force offices and Major Commands regarding Total Force Integration activities, policy and priorities regarding the Air Force Reserve.

3.16. The Director, Air National Guard (NGB/CF), coordinates with Headquarters Air Force offices and Major Commands regarding Total Force Integration activities and policy regarding the Air National Guard. NGB/CF also ensures proper coordination with The Adjutants General.

3.17. Major Commands manage Total Force Integration for their commands. Major Commands collaborate with Headquarters Air Force, the Air Reserve Component, force planners, and other Major Commands, as appropriate, to determine appropriate component utilization and force-mix options for both established and emerging missions. Major Commands develop Total Force Integration Proposals that include measures of merit. Major Commands provide Total Force Integration guidance to their subordinate organizations and may delegate signatory authority as appropriate and where authorized. Major Commands incorporate analytically-derived Total Force options into decision-making processes that inform all phases of the Strategy, Planning, Programming, Budgeting, and Execution Process.

MATTHEW P. DONOVAN
Acting Secretary of the Air Force

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

Air Force Policy Directive 10-3, *Operational Utilization of the Air Reserve Component Forces*, 29 November 2017

Department of Defense Directive 1200.17, *Managing the Reserve Components as an Operational Force*, 29 October 2008

Headquarters Air Force Mission Directive 1-62, *Headquarters Air Force Director of Staff*, 29 November 2018

Air Force Manual 33-363, *Management of Records*, 01 March 2008

Title 31, United States Code, Section 1301

Adopted Forms

Air Form 847, *Recommendation for Change of Publication*, 21 July 2016

Abbreviations and Acronyms

TFI—Total Force Integration

TFIP—Total Force Integration Proposals

Terms

Air Force Auxiliary—The Title 10 status of the volunteer Civil Air Patrol when Civil Air Patrol is performing Air Force-assigned missions in support of federal agencies, including the Air Force.

Air Force Corporate Structure—Embodies the corporate review process for the Headquarters Air Force. It does not replace the functional staff but, rather, enhances it by allowing time-critical or time-limited functional reviews at the appropriate levels. The deliberative components of the Corporate Structure are the Air Force Council, the Air Force Board, the Air Force Group, and the thirteen Mission and Mission Support Panels. This structure increases management effectiveness and improves cross-functional decision-making by providing a forum in which senior Air Force leadership can apply their collective judgment, experience, and analysis to major programs, objectives, and issues. This process balances programs among mission areas, between force structure and support, and between readiness, modernization, and transformation. Additionally, this process ensures the Air Force program is capabilities-based and supports the Joint warfighter.

Air National Guard—That part of the organized militia of the several United States and territories, Puerto Rico, and the District of Columbia, active and inactive, that is an Air Force; is trained, and has its officers appointed, under the sixteenth clause of section 8, article I, of the Constitution; is organized, armed, and equipped wholly or partly at federal expense; and is federally recognized.

Air Force Reserve—A component of the Air Force constituted to provide a reserve for active duty. It includes all members of the Air Reserve Component who are not members of the Air National Guard of the United States.

Air Reserve Component—The Air Reserve Component of the Air Force consists of the Air National Guard and the Air Force Reserve.

Civil Air Patrol—A component of the Air Force's Total Force when conducting Air Force assigned missions as the official Air Force Auxiliary.

Strategy, Planning, Programming, Budgeting, and Execution—Process that guides the Air Force alignment of resources to requirements while responding to policy and fiscal constraints from the Department of Defense. Consists of five distinct, but overlapping phases: Strategy, Planning, Programming, Budgeting, and Execution.

Total Force—Includes the Regular Air Force, Air National Guard, Air Force Reserve, civilian workforce, and Civil Air Patrol when conducting missions for the Air Force as the official Air Force Auxiliary.

Total Force Integration—The deliberate combination of personnel, processes or equipment from two or more components of the Total Force to gain efficiency and effectiveness in support of the Air Force mission.

Total Force Integration Proposals—Initiatives, concerns, proposals, or options with the potential to benefit the Total Force through increased or enhanced integration. Total Force Integration Proposals may be initiated at any echelon of the Air Force, or by Congressional inquiry, legislation, or the President's Budget. Total Force Integration Proposals are analyzed, validated, tracked, adjudicated, and resolved via formal processes facilitated by the Headquarters Air Force staff.