

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

**DEPARTMENT OF THE AIR FORCE
POLICY DIRECTIVE 36-81**



5 DECEMBER 2024

Personnel

**TOTAL FORCE HUMAN RESOURCE
MANAGEMENT GOVERNANCE**

COMPLIANCE WITH THIS PULICATION IS MANDATORY

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(Todd Remington, Senior Coordinator)

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This Department of the Air Force (DAF) Policy Directive, consistent with Headquarters Air Force Mission Directive 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, establishes DAF policy for the collaborative management and execution of the Total Force Human Resource Management. This publication applies to civilian employees and uniformed members of the Regular Air Force, the United States Space Force, the Air Force Reserve and the Air National Guard. In collaboration with the Deputy Chief of Space Operations for Human Capital, Chief of the Air Force Reserve, Director of the Air National Guard, and Deputy Chief of Staff for Manpower, Personnel and Services, the Assistant Secretary of the Air Force for Manpower and Reserve Affairs develops policy for Total Force Human Resource Management. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility using the DAF Form 847, *Recommendation for Change of Publication*. Route DAF Forms 847 from the field through the appropriate functional chain of command. This publication may not be supplemented.

SUMMARY OF CHANGES

This document has been revised to reflect minor organizational changes for the United States Space Force and inclusion of Guardians in language.

1. Overview.

1.1. The Total Force Human Resource Management Enterprise is defined as strategies, policies, systems, processes, and organizations which produce and sustain the investment by the DAF in human capital. It integrates the Active and Reserve Components (Guard and Reserve) of the Air Force, the Space Force, as well as the civilian force. The ultimate goal is to provide a cross-component perspective on key human capital issues for informed corporate decisions to improve organizational and operational effectiveness.

1.2. Collaboration efforts across the Total Force Human Resource Management Enterprise involve separate component organizations, with varying authorities and responsibilities. In addressing component equities, without usurping the legal authorities of the individual component Chiefs, this coordinated effort will result in an overarching Human Resource Management strategy to include, where practical, alignment and integration of policy development, resource planning, and programming.

2. Policy.

2.1. The Department of the Air Force will:

2.1.1. Collaborate to develop and deliver personnel policy solutions for department military and civilian personnel in the active and reserve components as well as their family members.

2.1.2. Optimize Air and Space Force human resource capabilities across all components, to the greatest extent practicable.

2.1.3. Establish and charter a formal governance structure, comprised of Human Resource Management Strategic Council and Human Resource Management Strategic Board, in order to synchronize the Total Force Human Resource Management Enterprise and provide a forum to identify and resolve issues, and coordinate major policy initiatives across the Regular Air Force, United States Space Force, Air Force Reserve and Air National Guard. The governance structure will address active component, reserve component, civilian, and family matters.

2.1.4. Ensure coordination on Human Resource Management issues with Total Force implications, to include those issues or policy recommendations identified by other boards, groups, panels, or governance structures.

2.1.5. Ensure membership includes appropriate active and reserve component representation at each level, up to and including the service Principal Deputy Assistant Secretary, Deputy Chief of Staff for Manpower, Personnel, and Services, Deputy Chief of Space Operations for Human Capital, the Deputy Chief of the Air Force Reserve and Deputy Director of the Air National Guard. Cross-component functional leadership inputs on key Human Resource Management issues across the Total Force will improve corporate decision-making and resourcing.

3. Roles and Responsibilities.

3.1. The Assistant Secretary or Principal Deputy Assistant Secretary of the Air Force for Manpower and Reserve Affairs will:

3.1.1. Lead the collaboration, optimization and establishment of human resource policy.

3.1.2. Lead coordination across the Regular Air Force, United States Space Force, Air Force Reserve and Air National Guard on Human Resource Management matters.

3.1.3. Represent Human Resource Management issues in the DAF corporate structure.

3.1.4. Serve as certifying and approving official for all Human Resource Management publications across the DAF upon receiving final 2-letter/digit coordination. Delegation authority to Deputy Assistant Secretary for Force Management may be exercised only in rare instances when the Assistant Secretary or Principal Deputy Assistant Secretary of the Air Force for Manpower and Reserve Affairs are unavailable.

3.2. The Deputy Assistant Secretary for Force Management will:

3.2.1. Lead the collaboration, optimization and establishment of human resource policy at the Deputy Assistant Secretary/Headquarters Air Force/Secretary of the Air Force 3-digit level.

3.2.2. Ensure proper vetting and coordination of issues through the Total Force Human Resource Management Enterprise.

3.2.3. Ensure publications are staffed through the appropriate functional experts across the Regular Air Force, United States Space Force, Air Force Reserve and Air National Guard prior to certification and approval.

3.3. Department of the Air Force, Active and Reserve components will:

3.3.1. Collaborate to promote consistency across the Total Force Human Resource Management Enterprise.

3.3.2. Optimize Air and Space Force human resource capabilities.

3.3.3. Develop personnel policies supporting Total Force Human Resource Management.

FRANK KENDALL
Secretary of the Air Force

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Headquarters Air Force Mission Directive 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, 28 January 2019

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

Prescribed forms

None

Adopted forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

DAF—Department of the Air Force

DAFPD—Department of the Air Force Policy Directive

OPR—Office of Primary Responsibility

Office Symbols

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

SAF/MRM—Deputy Assistant Secretary, Force Management

USSF/S1—United States Space Force, Deputy Chief of Space Operations for Human Capital

Terms

Human Resource Management—The broad disciplines across the Total Force associated with developing and caring for Airmen and Guardians, including military and civilian and their families to ensure mission-ready personnel with capabilities that align with the intent of National Military Strategy, National Defense Strategy and National Security Strategy.

Human Resource Management Enterprise—The strategies, policies, systems, processes, and organizations that produce and sustain the Department of the Air Force's investment in human capital.

Human Resource Management Publications—These are publications in the Air Force, Space Force, Air Force Reserve, and Air National Guard with Total Force implications, to include, but not limited to, DAF mission directives, policy directives, manuals, instructions, guidance memoranda, policy memoranda, Air Force Reserve and Air National Guard instructions, to include interim changes.

Human Resource Management Strategic Board—Provides strategic oversight and direction to the enterprise and provides strategic recommendations to the Human Resource Management Strategic Council; chaired by Deputy Assistant Secretary for Force Management or designee.

Human Resource Management Strategic Council—Provides executive senior level oversight and decision-making authority for an integrated Total Force Human Resource Management strategy, planning, policy, and programming capability. The Human Resource Management Strategic Council is chaired by the Principal Deputy Assistant Secretary of the Air Force for Manpower and Reserve Affairs or designee.