

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



**AIR FORCE POLICY DIRECTIVE 36-9**

**31 OCTOBER 2011**  
**Certify Current, 14 March 2016**  
**Personnel**

**SENIOR EXECUTIVE RESOURCE  
MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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(Lt Gen Darrell D. Jones)

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This Directive implements DoD Directive 1403.1, *The Senior Executive Service and Equivalent Level Positions and Personnel*; DoD Directive 1400.35, *Defense Civilian Intelligence Personnel System*; DoD Instruction 1403.2, *Reduction in Force in the Senior Executive Service (SES)*; DoD 1403.03 *The Career Lifecycle Management of the Senior Executive Service Leaders Within the Department of Defense*. Senior civilian executives are integral members of the Air Force's leadership and management team. This Directive sets the policies which govern how to recruit, develop, and sustain a high quality cadre of senior civilian executives. These policies apply to all Air Force organizations and personnel except the Air National Guard. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route the AF Form 847 from the field through appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>.

**SUMMARY OF CHANGES**

This revision updated the chair and alternate chair information for the Executive Resources Board (ERB). It included the Defense Intelligence Senior Executive Service (DISES), Defense Intelligence Senior Level (DISL), and Highly Qualified Expert (HQE) positions in the ERB process. It deleted Attachment 1 (MEASURING AND DISPLAYING COMPLIANCE WITH POLICY), Figure A1.1 (Sample Metric of SES Members Filling Validated Positions) and Figure A1.2 (Sample Metric of SES Members Filling Unvalidated Positions). And it updated the office

titles of the Deputy Chief of Staff, Manpower and Personnel and the Air Force Senior Executive Management Office.

**1. Headquarters, United States Air Force will manage all senior civilian executives through an ERB, chaired by the Administrative Assistant to the Secretary of the Air Force.** The Assistant Deputy Chief of Staff for Manpower, Personnel and Services will serve as the alternate Chair.

1.1. The ERB will establish guidance and procedures for executive resource management and recommend to the Secretary of the Air Force all position and personnel actions for United States Air Force Senior Executive Service (SES), Scientific and Professional (ST), and Senior Level (SL), DISES, DISL, and HQE Positions.

1.2. Actions requiring ERB approval include allocation review, position establishment, appointments, reassignments, pay-level adjustments, sabbaticals, removals, adverse actions, and reductions in force.

**2. The Air Force considers SES responsibilities equivalent to general officer responsibilities.** SES members report to a general officer, an SES member, or higher authority unless an exception is approved by the Secretary of the Air Force.

**3. The Air Force will review and authorize SES position requirements annually.**

**4. This directive establishes the following responsibilities and authorities:**

4.1. The Secretary of the Air Force is responsible for the Air Force SES, ST, SL, DISES, DISL, and HQE program and has established the ERB to manage the program. The Secretary of the Air Force retains authority to waive ERB management policies and to alter any action of the ERB, in conformance with governing law and directives.

4.2. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) is responsible for execution of ERB procedures and programs and management of their implementation. The Director, Air Force Senior Executive Management Office (AF/DPS) will act on behalf of the AF/A1 on a day-to-day basis.

4.3. Major command commanders and equivalent Secretariat and Air Staff officials are responsible for supervision of Air Force senior executives assigned to their organizations and for administrative actions inherent to management of senior executives.

4.4. Actions to be approved outside the Air Force; e.g., at the Office of the Secretary of Defense or the Office of Personnel Management, will be requested through the ERB Executive Secretariat.

**5. These policies apply to all Air Force organizations and personnel except the Air National Guard.** This policy also applies to non-Air Force organizations and personnel for which the Air Force is Executive Agent, unless exempted by mutual agreement.

**6. This policy interfaces with AFI 36-901, *Air Force Senior Executive Resources*.**

Michael B. Donley  
Secretary of the Air Force

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

AFI 36-901, *Air Force Senior Executive Resources*, July 25, 1994

AFMAN 33-363, *Management of Records*, March 1, 2008

DoD Directive 1403.1, *The Senior Executive Service and Equivalent Level Positions and Personnel*, December 1, 2003

DoD Directive 1403.03, *The Career Lifecycle Management of the Senior Executive Service Leaders Within the Department of Defense*, October 25, 2007

DoD Directive 1400.35, *Defense Civilian Intelligence Personnel System*, September 24, 2007

DoD Instruction 1403.2, *Reduction in Force in the Senior Executive Service (SES)*, February 1, 1991

***Adopted Form***

AF Form 847, *Recommendation for Change of Publication*.

***Abbreviations and Acronyms***

**AF/A1**—Deputy Chief of Staff, Manpower, Personnel and Services

**AF/DPS**—Air Force Senior Executive Management

**DISES**—Defense Intelligence Senior Executive Service

**DISL**—Defense Intelligence Senior Level

**ERB**—Executive Resources Board

**HQE**—Highly Qualified Expert

**SES**—Senior Executive Service

**ST**—Scientific and Professional

**SL**—Senior Level