

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

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

**23 OCTOBER 2020**

***Personnel***

**TOTAL FORCE HUMAN RESOURCE  
MANAGEMENT GOVERNANCE**



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This Air Force Policy Directive, consistent with Headquarters Air Force Mission Directive 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, establishes Department of the Air Force policy for the collaborative management and execution of the Total Force Human Resource Management. This publication applies to the Total Force, including all military and civilian personnel, members of the Regular Air Force, the United States Space Force, the Air Force Reserve and the Air National Guard. In collaboration with the Director of Personnel and Logistics for the United States Space Force, 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 Air Force Form 847, *Recommendation for Change of Publication*. Route Air Force 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 substantially revised and must be completely reviewed. Major changes include removal of the Human Resource Management Governance figure, removal of the Human

Resource Management Domain Architecture Model, and removal of Integrations and Innovation Teams and Business Activity Teams. This publication refocuses Human Resource Management policy guidance to better address Total Force integration activities across the Total Force Human Resource Management Enterprise.

## **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 Department of the Air Force in human capital. It integrates the Active and Reserve Components (Guard and Reserve) of the Air and Space Forces, 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, Deputy Chief of Space Operations for Personnel and Logistics Services, 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 Department of the Air Force corporate structure.

3.1.4. Serve as certifying and approving official for all Human Resource Management publications across the Department of the Air Force upon receiving final 2-letter/digit coordination. Delegation authority to Deputy Assistant Secretary for Force Management Integration 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 Integration 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. Deliver personnel policies supporting Total Force Human Resource Management.

BARBARA M. BARRETT  
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

#### *Adopted forms*

AF Form 847, *Recommendation for Change of Publication*

#### *Terms*

**AF Human Resource Management**—The broad disciplines across the Total Force associated with developing and caring for Airmen, 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 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, Department of the Air Force 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 Integration 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.