COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This directive implements Department of Defense Directive (DoDD) 1100.4, *Guidance for Manpower Management*; Department of Defense Instruction (DoDI) 1100.22, *Policy and Procedures for Determining Workforce Mix*; DoDI 1235.11*, Management of Individual Mobilization Augmentees (IMAs)*; DoDI 7730.64, *Automated Extracts of Manpower and Unit Organizational Element Files*, and is consistent with DoDD 5105.83, *National Guard Joint Force Headquarters-State (NG JFHQs-State)*; Department of the Air Force Policy Directive (DAFPD) 36-81, *Total Force Human Resource Management Governance*; Air Force Policy Directive (AFPD) 90-6, *Air Force Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) Process*. This publication applies to all civilian employees and uniformed members of the Regular Air Force, the Air Force Reserve, the Air National Guard, and the United States Space Force (USSF). It also applies to management of Department of Air Force manpower in support of Federal, Defense, and Joint activities in absence of a DoDD, DoDI, Joint Publication, or Memorandum of Agreement prescribing manpower requirement validation and Service end strength management policy and procedures. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 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 Department of the Air Force (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 substantially revised and needs to be completely reviewed. Major changes include changes in terminology, applicability to the USSF and redesignation of the preceding policy directive as a DAFPD.

Section 1. Manpower.

1. Overview.

1.1. Manpower is a critical resource that enables a combat capable and ready force to carry out National Defense Strategy (NDS) objectives. These objectives are accomplished through efficient allocation of manpower resources organized and employed to provide required effectiveness and combat power to successfully execute units' assigned missions. Accordingly, risk mitigation takes precedence over cost savings when necessary to maintain appropriate control of Government operations and missions.

1.2. To support NDS objectives, Department of Air Force (DAF) units must successfully accomplish assigned missions using optimal levels of Total Force manpower resources that are consistent with the President's Budget as enacted by Congress. Total Force manpower requirements will be analytically derived and consistent with approved program intents and objectives. Manpower is an effective mix of military forces, Department of Defense civilians, and contracted services to ensure equitable and responsive mobilization and employment of combat capability.

1.3. Programmed manpower is a large part of the annual DAF budget approved by the Congress. The Congress controls manpower levels by appropriating military end strengths, funding the civilian workforce, establishing grade distributions for certain military resources, and directing human capital resources and programs through legislation each year.

2. Policy. The DAF will:

2.1. Program military and civilian manpower resources in accordance with validated manpower requirements and within fiscal limits and acceptable levels of risk identified in Department of Defense and DAF planning and programming guidance.

2.2. Allocate military and civilian manpower resources (end strength, specialties, and grades) to maintain ready forces and accomplish defense missions in priority order, and commensurate with available resources and Congressional constraints.

2.3. Accomplish assigned missions with the least costly mix of personnel (i.e., military, civilian and contracted services) consistent with military requirements and other needs of the DAF.

2.4. Issue implementing guidance to determine manpower management and the appropriate workforce mix.

2.5. Establish policies and procedures to define analytically based manpower requirements, develop defensible budgets, and allocate manpower resources across the Active and Air Reserve Components in a manner promoting efficient resource use and maximum combat capability.

2.6. Maintain a Global Force Management-Data Initiative compliant database to record Total Force manpower requirements, Future Years Defense Program execution, and authorized organization.

3. Roles and Responsibilities.

3.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) serves as an agent of the Secretary of the Air Force and provides guidance, direction, and oversight for the formulation, review, and execution of plans, policies, programs, and budgets addressing manpower and Regular Air Force operational support programs.

3.2. The Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) in collaboration with the Chief of Air Force Reserve (AF/RE) and the Director, Air National Guard (NGB/CF), will:

3.2.1. Develop, coordinate, and execute Total Force Air Force manpower management policies and workforce design procedural guidance for defining, managing, programming, and budgeting of Air Force manpower requirements and end strength.

3.2.2. Provide manpower requirement and resource support for the SPPBE process.

3.2.3. Maintain the authoritative databases for human capital requirements and resources, the Manpower Programming and Execution System (MPES) and Global Force Management-Data Initiative compliance for the DAF.

3.3. The Deputy Chief of Space Operations for Human Capital (SF/S1) will:

3.3.1. Develop and implement USSF organization and manpower policy and guidance governing the manpower requirements determination process, effective use of manpower resources and associated grades.

3.3.2. Develop and administer policies for identification and adjustment of USSF manpower requirements as an integral element of the SPPBE process.

3.3.3. Identify requirements for USSF talent management systems and supporting those requirements by advocating for the inclusion of the requirements in DAF systems and, when required, developing USSF specific talent management systems.

Section 2. Organization.

4. Overview. Organization is a critical and elemental function of the DAF. It is foundational to how all operations are carried out in accomplishment of NDS objectives.

5. Policy. The Department will structure organizations to:

5.1. Promote efficient and effective operations, optimize personnel utilization, and maintain a high level of productivity and morale.

5.2. Make the best use of available resources. This requires simple, streamlined structures designed for seamless transition from peace to war.

5.3. Have the following characteristics:

5.3.1. Mission Orientation. Organizations will have a reason to exist and be designed to achieve the outcome defined in the applicable mission directive. Unit nomenclatures will reflect the assigned mission.

5.3.2. Unambiguous Command. Organizational structures will provide a clear chain of command running from the President to the most junior Airman and Guardian.

5.3.3. Decentralization. Design organizations so lower echelons can achieve objectives without needing continuous control from above.

5.3.4. Agility. Structure organizations so personnel can recognize problems, find solutions, make decisions, and implement them quickly.

5.3.5. Flexibility. Organizations should be capable of adapting rapidly to changing external circumstances.

5.3.6. Simplicity. Organizational structure should be as plain and straightforward as possible because complexity often inhibits rather than facilitates organizational effectiveness.

5.3.7. Standardization. Organizations with like responsibilities will have similar organizational structures and like nomenclature. Organizations use standard organization titles when possible.

5.4. Heritage is an essential element in unit prestige, pride, and morale. It is necessary to preserve those units with the richest heritage by keeping them in active status when possible.

6. **Roles and Responsibilities.**

6.1. The Secretary of the Air Force is responsible for organizing the Department under the authority granted in Title 10 United States Code (USC) Section 9013, *Secretary of the Air Force*.

6.2. Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) will:

6.2.1. Discharge organization responsibilities under the direction of the Secretary and the Chief of Staff of the Air Force. The Vice Chief of Staff assists the Chief of Staff.

6.2.2. Provide oversight and advocacy of United States Air Force (USAF) organization policies and procedures.

6.2.3. Designate USAF organizations.

6.2.4. Exercise control over the configuration of all organizational structures from major command headquarters down to flights at base level.

6.2.5. Review all proposals to designate USAF units, certifying compliance with guidelines, and providing or obtaining approval for any exceptions.

6.3. Deputy Chief of Space Operations for Human Capital (SF/S1) will:

6.3.1. Discharge organization responsibilities under the direction of the Secretary and the Chief of Space Operations.

6.3.2. Provide oversight and advocacy of USSF organization policies and procedures.

6.3.3. Designate USSF organizations.

6.3.4. Exercise control over the configuration of all organizational structures of field commands and their subordinate units.

6.4. The Air Force Historical Research Agency maintains heritage information on Air Force and Space Force units to assist in ensuring units with the richest heritage are activated and maintained.

Section 3. Mission Directives.

7. Overview. It is essential to communicate a unit's mission and responsibilities to its commander and people so they can focus their efforts on their role in accomplishing NDS objectives.

8. Policy.

8.1. Major headquarters activities will have mission directives.

8.2. Headquarters Air Force (HAF) and each Service will issue guidance and administer independent mission directive processes specific to their needs.

8.3. Publish all mission directives on the DAF e-Publishing website.

9. Roles and Responsibilities.

9.1. The Administrative Assistant to the Secretary of the Air Force (SAF/AA) will administer the HAF mission directive program. Will identify HAF-level OPRs for HAF staff mission directives.

9.2. AF/A1 will administer the USAF mission directive program. Will identify HAF certifying and approving officials for Air Force Mission Directives for each USAF major command, direct reporting unit, and field operating agency.

9.3. SF/S1 will administer the USSF mission directive program.

FRANK KENDALL
Secretary of the Air Force

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

10 USC § 9013, *Secretary of the Air Force*

DoDD 1100.4, *Guidance for Manpower Management*, 12 February 2005

DoDI 1100.22, *Policy and Procedures for Determining Workforce Mix*, 12 April 2010

DoDI 1235.11, *Management of Individual Mobilization Augmentees (IMAs)*, 10 July 2015

DoDI 5105.83, *National Guard Joint Force Headquarters-State (NG JFHQs-State),* 5 January 2011

DoDI 7730.64, *Automated Extracts of Manpower and Unit Organizational Element Files*, 11 December 2004

DAFPD 36-81, *Total Force Human Resource Management Governance*, 23 October 2020

DAFPD 84-1, *Department of the Air Force History and Heritage Management*, 26 July 2021

AFPD 90-6, *Air Force Strategy, Planning, Programming, Budgeting and Execution (SPPBE) Process*, 26 June 2019

AFI 33-322, *Records Management and Information Governance Program*, 28 July 2021

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFPD—Air Force Policy Directive

DAF—Department of the Air Force

DAFPD—Department of the Air Force Policy Directive

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

GFM-DI—Global Force Management Data Initiative

HAF—Headquarters Air Force

IMA—Individual Mobilization Augmentee

MPES—Manpower Programming and Execution System

NDS—National Defense Strategy

NG JFHQs—State—National Guard Joint Force Headquarters-State

OPR—Office of Primary Responsibility

SPPBE—Strategy, Planning, Programming, Budgeting, and Execution

USC—United States Code

USSF—United States Space Force

Office Symbols

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

AF/A1M—Director/Directorate of Manpower Organization, and Resources

AF/RE—Chief of Air Force Reserve

NGB/CF—Director, Air National Guard

SAF/AA—Administrative Assistant to the Secretary of the Air Force

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

SF/S1—Deputy Chief of Space Operations for Human Capital

Terms

Mission Directive—Mission directives provide general guidance about an organization's mission and communicate the unit's mission and responsibilities to the Commander, unit personnel and others. Mission directives describe what an organization does, not how it does it, and are at the executive level.

Unit Nomenclature—The unit's name which is composed of, at a minimum, the organization kind and type to reflect the assigned overall unit's mission. A unit number is a numeric designation added to separately identify like Kind/Type units.