COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This Headquarters Operating Instruction (HOI) implements Department of the Air Force (DAF) Manual 36-142, *Civilian Career Field Management and Centrally-Managed Programs* and Department of the Air Force Instruction (DAFI) 36-129, *Civilian Personnel Management and Administration.* This instruction is applicable to all personnel assigned to a HAF organization (Office of the Secretary of the Air Force (known as the Secretariat), the Air Staff and the Office of the Chief of Space Operations (known as the Space Staff) to include associated Field Operating Agencies (FOA). This HOI establishes the HAF Civilian Employment Cost Management Committee (CECMC) and implements policies to manage and align the HAF civilian resources: mission priorities; civilian pay; work year execution; and the recruitment and retention of high-caliber DAF civilians. This publication does not apply to the Air National Guard and the Air Force Reserve. Send recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*. 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.

Chapter 1

CECMC OVERVIEW

1.1. Overview. The HAF CECMC will review and adjudicate civilian manpower growth requests and prioritize manpower requirements for resource consideration and strategic level decisions. The HAF CECMC executes its role within an environment of fluctuating budgets and emerging missions (generally levied without resources), and reduced funding offsets with occasional manpower increases. This instruction establishes operating procedures to economically execute HAF civilian employment within funding and manpower realities.

1.1.1. In accordance with DAFI 36-129, *Civilian Personnel Management and Administration*, the HAF CECMC is a corporate board vehicle to effectively utilize civilian resources to accomplish assigned, mission-related work within a given civilian pay budget.

1.1.2. References to the HAF include the Secretariat, the Air Staff and the Office of the Chief of Space Operations (Space Staff). Two-Letters (2-Ltrs) include the Secretariat, the Air Staff, and associated FOAs. Level Two (L2) includes the Space Staff.

1.2. Manpower and Human Resources. The Civilian Personnel Services Division (SAF/AARC), Human Capital Liaison Division (SAF/AARL), and the Manpower Division (SAF/AARM) administer manpower and human resource services for HAF civilians. Manpower actions and human resources are administered to civilians validated on the HAF Unit Manpower Document (UMD). Organizations that consist of the HAF UMD can be found in **Attachment 2.**

1.3. Budget and Civilian Pay. The Civilian Pay Division (SAF/AARP) and Financial Analysis and Execution Division (SAF/AARA) administer budget and funding services for the HAF civilians. The Air Force Reserve Command administers civilian pay for the Office of Air Force Reserve (AF/RE). The HAF civilian pay portfolio consists of HAF 2-Ltrs (excluding AF/RE) within the DAF Operation and Maintenance (O&M) appropriation 57*3400, L2s within the Space Operations appropriation 57*3410. Organizations that consist of the HAF civilian pay portfolio can be found in **Attachment 2.**

1.3.1. Space Staff funding is sourced from the Space Operations appropriation 57*3410. SAF/AARP manages Space Staff employee civilian pay. SAF/AARA manages Space Staff non-pay budgets. Space Staff manpower and human resource actions are serviced by the SAF/AARM and SAF/AARC, respectively.

1.3.2. Chief of the Air Force Reserve (AF/RE) funding is sourced from the Air Force Reserve appropriation 57*3740. AF/RE civilian pay is managed by the Air Force Reserve Command. AF/RE manpower and human resource actions are serviced by the SAF/AAR manpower and human resource divisions.

1.4. Applicability. This instruction details the operating procedures necessary to execute the civilian pay, full-time equivalents (FTE), and mission priorities. This instruction covers but is not limited to overhires and civilian hiring; recruitment, relocation, and retention incentives (3Rs); special needs pay setting authority; overtime and compensatory time (OT/CT); locally funded civilian permanent change of station (PCS) moves; temporary hiring freezes; and employment of students, summer hires and other special hires. Civilian updates will be reviewed by the CECMC, to include manpower programing and trends, civilian pay and FTE execution, civilian employment plan, civilian policy updates, performance management, and as-needed topics.

1.5. Membership.

1.5.1. Chair. The Administrative Assistant to the Secretary of the Air Force (SAF/AA) will chair the HAF CECMC. In accordance with DAFI 36-129, *Civilian Personnel Management and Administration*, SAF/AA has appointing authority for all non-executive positions on the HAF and Space Staff. The SAF/AA maintains the ability to override a CECMC membership vote.

1.5.2. Execution. The Director, Resources Management (SAF/AAR) will functionally support the HAF CECMC.

1.5.3. Membership. Each HAF Principal Official will designate a member who should be senior grade (O-6, GS-15, or equivalent). If the member is not present, the organization may vote by proxy or by an attendee (O-5, GS-14, or equivalent). The designee(s) should be familiar with the programs and resource requirements of the organization represented.

1.5.4. Frequency. Third Wednesday of each fiscal year quarter. Monthly updates and off-cycle requests will occur as-needed.

Chapter 2

CIVILIAN OVERHIRES AND CIVILIAN HIRING

2.1. Overhires. In accordance with AFI 38-101, *Manpower and Organization*, overhire civilian positions are short-term solutions to short-term seasonal, cyclical, or surge workload requirements. Overhires are not to resolve chronic staffing shortfalls. Overhire approval is limited to special project or temporary mission requirements in which a newly-hired civilian is placed on a time-limited appointment. Reasons for a civilian overhire should be based on documented mission critical workload, such as new mission, short-notice mission requirements, or early recruitment for manpower resources already programmed. Availability of funds for civilian pay is a significant limiting factor in the civilian overhire approval process. Short-term overhires funded against valid authorizations do not require the CECMC approval, provided the following conditions are met:

2.1.1. Facilitate advanced hiring for a projected vacancy, or manpower already programmed, but not yet effective (i.e., bridge over hiring), provided such hire does not result in an overlap of civilians of more than 30 days and future positions are not filled more than 30 days prior to the programmed effective date. Any period in excess of 30 days will follow the overhire process.

2.1.2. Incumbent of a permanent authorization is absent due to extended Leave Without Pay (LWOP) or Absent – Uniform Service, provided the appointment is temporary or term with an end date matching the length of the incumbent's LWOP or military orders, or long-term/full-time training when the employee is placed on Central Salary and will not return to the organization.

2.2. Overhire Requirements. Overhires for the purpose of accomplishing workload such as non-recurring mission requirements or special projects must be approved by the CECMC. Organizations should pursue permanent solutions if anticipating overhire requirements to last more than two years. Overhires will not be validated and approved to replace or compensate for unfunded manpower requirements on the unit manpower document in excess of two years without additional CECMC consideration. Permanent civilian authorizations must either be re-purposed to use for the overhire or funded internally from non-pay execution funds. If a vacant position is repurposed, organizations must submit a Manpower Change Request, as applicable, where the UMD requires an update. If the organization's non-pay dollars are the funding source, organizations must realign the funds to the HAF civilian pay portfolio.

2.2.1. SAF/AARP will determine overhire costs by calculating employees' actual salary and forecasted price escalation per Air Force indices.

2.2.2. Organizations will provide SAF/AAR the non-pay line of accounting (LOA) to fund overhires. This includes all overhires regardless of type or grade (e.g., General Schedule, Civilian Acquisition Workforce Personnel Demonstration, Defense Civilian Intelligence Personnel, Senior Executive Service, Highly Qualified Expert).

2.3. Overhire Approval . If an organization does not have sufficient funding, then requests for SAF/AAR to fund an overhire will be approved by the CECMC. The CECMC will review the HAF civilian pay budget execution and determine funding availability to support the overhire. Approval is required prior to submitting a fill request to the local civilian personnel office.

2.4. Overhire Process. Requests for approval must include the following:

2.4.1. Detailed justification.

2.4.2. Length of time required.

2.4.3. Proposed grade, series, and program element code (PEC).

2.4.4. Impact on mission, if disapproved.

2.4.5. Actions taken to accommodate/prioritize workload using existing resources.

2.4.6. Whether an Individual Mobilization Augmentee, Military Personnel Appropriation man-day tour, existing authorized active-duty military manpower, civilian overtime/compensatory time, or credit hours were considered.

2.4.7. Identify the offset to cover the overhire. Provide either the manpower authorization to be repurposed for the overhire length or the non-pay LOA. If neither an offset nor non-pay source of funds is available include a statement requesting both approval and funding.

2.4.8. Identify whether the organization has previously submitted a manpower option in the Program Objective Memorandum (POM). Executing the UMD ahead of an approved POM or President's Budget is considered an "early execution." Funding for overhires is provided during the programmed year of execution. Funding to early execute is sourced from either the losing organization's budget or applicable organization's non-pay budget.

2.4.9. Validate authorized-to-assigned and justify whether funded vacant position can be repurposed.

2.4.10. Verify the UMD and Defense Civilian Personnel Data System align and employees are assigned to correct position numbers and PEC.

2.4.11. Verify employees are not in surplus (i.e., employees on positions identified for reduction yet not matched to a valid vacancy) or permanent overhires (i.e., employees assigned against non-funded authorizations). If "surplus" employee is justified to support new mission requirement, then employee should be assigned workload in direct support.

2.4.12. Validate the overhire does not exceed the Civilian Employment Plan allocation.

2.4.13. Explain all actions taken to internally resolve manpower shortfall.

2.5. Overhire Requirements: Overhire Program deliverables are located on the SAF/AARM SharePoint: **https://usaf.dps.mil/sites/saf-aa/AAR/Manpower/SitePages/Home.aspx**

2.6. Overhire Justifications. Overhire requests are determined as follows: 1) CECMC's priorities; 2) Civilian pay and non-pay budgets; and 3) funded UMD authorizations. Funding availability is a significant limitation in the approval process. In instances where the temporary workload generating the overhire requirement exceeds the initial approved period, a subsequent overhire package requesting an extension must be submitted within six months prior to the original overhire termination date. CECMC priorities are based on current year fiscal environment (e.g., operational imperatives, management initiatives, reductions, HAF reorganization, sequestration, the Office of the Secretary of Defense directives).

2.7. Hiring Procedures. Civilian hiring actions will be conducted within applicable civilian personnel regulations and policies.

2.7.1. Officials will conduct hiring actions in accordance with the Merit Systems Principles.

2.7.2. Personnel actions shall be submitted as soon as the impending vacancy becomes known to minimize the time an authorization remains vacant.

2.7.2.1. Position Descriptions (or equivalent, e.g., position requirement documents) shall be reviewed and updated by the supervisor and submitted accurately according to classification guidelines before requesting a fill action. Position Descriptions must be submitted in accordance with guidelines for classification purposes before requesting a fill action.

2.7.2.2. Organizations will identify accurate position coding to match the UMD (i.e., position number, organization structure code, personnel accounting symbol code).

2.7.2.3. To ensure civilians are assigned to valid UMD position numbers, personnel records require review. Invalid position numbers are not authorized and will be removed.

Chapter 3

LOCALLY FUNDED PERMANENT CHANGE OF STATION (PCS) AND RECRUITMENT, RELOCATION, AND RETENTION INCENTIVES (3R)

3.1. PCS Funding. Civilian PCS moves are funded using one of two methods. The first and preferred method is centrally funded through the Air Force Personnel Center (AFPC) when career field specific positions are identified as centrally managed. The second method is funded within individual organization's non-pay execution funds (i.e., locally funded PCS). Decisions to fund civilian PCS costs must be made in advance of recruitment and listed accordingly in the vacancy announcement.

3.1.1. Organizations must first inquire whether AFPC will fund the PCS prior to offering the benefit to the employee. According to DAFMAN 36-142, *Civilian Career Field Management and Centrally Managed Programs*, each career field will have a pre-approved list of centrally managed positions. PCS funding must be included in the vacancy announcement.

3.1.2. Organizations may use funds for PCS costs out of their respective non-pay execution budgets.

3.1.3. If an organization does not have sufficient funding, then requests for SAF/AAR to fund non-centrally managed positions will be approved by the CECMC. Locally-funded PCS moves are not recommended.

3.2. Recruitment, Relocation, and Retention incentives (3R).

3.2.1. Applicable 3R incentives, for employees assigned to central salary, are approved and funded by the AFPC. 3R incentives are usually limited to career field team force renewal programs (i.e., Pathway Interns, Premier College Intern Program, Palace Acquire, Copper Cap).

3.2.2. An organization may fund 3Rs using non-pay execution funds. 3R requests must be fully justified and submitted to SAF/AAR for approval. If an organization does not have sufficient funding, then requests for SAR/AAR to fund 3R incentives will be approved by the CECMC.

3.3. 3R Request Requirements. 3R request deliverables are located on the SAF/AAR Human Resources SharePoint: **https://usaf.dps.mil/sites/saf-aa/AAR/HR/SitePages/Home.aspx**.

Chapter 4

SUMMER HIRE EMPLOYMENT

4.1. Student and Summer Hires. Student and summer hires are organizationally funded unless fiscal year budgets and funding are available for centralized funding. Data-calls are distributed around January/February timeframe via the Enterprise Task Management Software Solution. Student and summer hires are centrally managed based on fiscal year budgets and funding availability. SAF/AAR will provide analysis and recommendations on fiscal limitations or viability to determine whether students and summer hires are funded by the HAF civilian pay portfolio.

4.2. Student Employment Process. Student employment requests shall include the following information:

    4.2.1. Requesting organization.

    4.2.2. Occupational series and grade level requested.

    4.2.3. Detailed description of duties.

    4.2.4. Impact on mission if requested hiring is disapproved.

    4.2.5. Resources for reimbursement.

4.3. Summer Hire Funding. Student or summer hire requests shall be approved contingent upon availability of funds. The HAF civilian pay budget availability is a significant factor in the approval process. Organizations may be required to fund from a non-pay source.

4.4. Summer Hire Extensions. In unique circumstances, students may be employed year-round, either on a part-time or full-time basis. Depending on FTE execution and if in accordance with civilian personnel policy, the CECMC may approve extensions.

4.5. Temporary Students. Summer hires will not be converted to permanent employment unless a vacant funded authorization is utilized.

Chapter 5

OVERTIME (OT) AND COMPENSATORY TIME (CT)

5.1. Usage Rates. SAF/AAR will brief the CECMC on OT usage rates and aged CT per organization. The HAF dollars are considered available until the CECMC determines otherwise due to budgetary constraints, at which time each organization will be notified to cease OT and monitor CT until further notice.

5.1.1. According to DoDI1400.25V610_DAFI36-152, *Hours of Work and Holiday Observances*, and DoDI1400.25V550_DAFI36-808, *Pay Administration*, employees are required to obtain approval from the overtime authorizing official before work is performed.

5.1.2. The premium request available within an automated time and attendance application (e.g., Automated Time and Attendance Production System (ATAAPS)) will be utilized to request overtime. In cases where an employee does not have access to an automated time and attendance application, the supervisor will sign and maintain a copy of AF Form 428, *Request for Overtime, Holiday Premium Pay and Compensatory Time*.

5.2. Supervisor Roles. Supervisors are responsible for managing civilian OT/CT. First-level supervisors shall pre-approve OT/CT utilized during peak/surge workload, as opposed to routine or non-emergency work that can be prioritized, adjusted, or deferred within normal duty hours. Second-level and third-level supervisors shall review OT/CT quarterly.

5.3. Emergency Waivers. The method for pre-approving OT/CT is first-level supervisors to approve/certify projected OT/CT via ATAAPS. In emergency situations, supervisors may verbally approve for OT/CT and document with a signed form on the next business day. OT/CT cannot be entered into the approved payroll system without supporting written authorization (e.g., Premium Request in ATAAPS).

5.3.1. OT/CT exceeding the biweekly or annual pay limitations require a waiver prior to the employee working OT/CT hours. Waivers may only be approved when the duties performed were based on mission critical needs or an exigency of service. Waivers are not approved for regular/routine workload.

5.3.2. Organizations will submit waiver requests to SAF/AAR for approval via instructions located on the SAF/AAR Human Resource SharePoint: **https://usaf.dps.mil/sites/saf-aa/AAR/HR/SitePages/Home.aspx**.

5.4. Earning OT/CT. Supervisors of Fair Labor Standards Act exempt employees shall approve the earning of CT in lieu of OT if employee's basic pay rate exceeds the GS-10, Step 10 rate. Supervisors of FLSA non-exempt employees may approve the earning of CT in lieu of OT only if authorized by the employee.

5.5. Using CT. Supervisors must ensure employees are afforded every opportunity to use earned CT prior to the 26th pay period the hours were worked; otherwise, the CT will convert to pay at the OT earned rate. Supervisors may direct non-bargaining unit employees to use earned CT instead of annual leave. CT must be used in a timely manner. Semi-annually, each organization should analyze their OT/CT usage rates, focusing on efforts to manage OT and expend CT prior to the 26th pay period the hours were earned. SAF/AARP will provide the OT/CT usage rates. Additionally, timekeepers can pull OT/CT reports through ATAAPS.

5.6. Bargaining Obligations. Before approving or disapproving OT/CT for bargaining unit employees, organizations must fulfill or review their collective bargaining obligations.

Chapter 6

CIVILIAN HIRING FREEZE OR LIMITATIONS

6.1. Hiring Freeze or Limitations. The HAF CECMC may institute a hiring freeze or hiring limitation due to civilian pay funding or FTE constraints. Prior to instituting, SAF/AA, in coordination with the Secretary of the Air Force, Chief of Staff of the Air Force, and the Chief of Space Operations, will notify affected organizations across the HAF.

6.1.1. Hiring freeze durations are contingent upon financial constraints. If implemented, organizations will submit exceptions to civilian hiring freeze or limitation requests to the CECMC, through SAF/AAR for approval. Exceptions will be approved according to the CECMC priorities in coordination with the requestor and SAF/AA.

6.1.2. Templates are located on the SAF/AAR Human Resource SharePoint: **https://usaf.dps.mil/sites/saf-aa/AAR/HR/SitePages/Home.aspx**.

ANTHONY P. REARDON, SES, DAF
Administrative Assistant

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DoDI 1400.25V610 DAFI 36-152, *Hours of Work and Holiday Observance*, 6 April 2023

DoDI 1400.25V550 DAFI 36-808, *Pay Administration*, 12 August 2021

DoDI 4000.19, *Support Agreements*, 16 December 2020

DAFI 36-129, *Civilian Personnel Management and Administration,* 6 April 2023

AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements*, 18 October 2013

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI 38-101, *Manpower and Organization*, 29 August 2019

DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs*,

4 October 2022

HOI 33-3, *Correspondence Preparation, Control, and Tracking*, 26 August 2022

Office of Personnel Management Operating Manuel, *The Guide to Personnel Recordkeeping*, 1 Jun 2011 – opm.gov/feddata/recguide2011.pdf

Office of Management and Budget (OMB) Circular A-11, *Preparation, Submission, and Execution of the Budget,* August 2022 – whitehouse.gov/wp-content/upLOAds/2018/06/a11.pdf

U.S. Office of Personnel Management, *General Schedule Qualifications Operating Manuel*, May 2022 – **https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/general-schedule-qualifications-operating-manual.pdf**

Prescribed Forms

None

Adopted Forms

AF Form 428, *Request for Premium Pay*

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

3R—Recruitment, Relocation, and Retention

ATAAPS—Automated Time and Attendance Production System

CECMC—Civilian Employment Cost Management Committee

CT—Compensatory Time

FOA—Field Operating Agency

FTE—Full-Time Equivalent

HAF—Headquarters Department of the Air Force

HOI—Headquarters Operating Instruction

L2—Level 2 (USSF)

LOA—Line of Accounting

LWOP—Leave Without Pay

O&M—Operation and Maintenance

OT—Overtime

UMD—Unit Manpower Document

Office Symbols

SAF/AAR—Resource Management Directorate

SAF/AARA—Financial Analysis and Execution Division

SAF/AARC—Civilian Personnel Services Division

SAF/AARL—Human Capital Liaison Division

SAF/AARM—Manpower Division

SAF/AARP—Civilian Pay Division

Terms

Air Staff—The Air Staff consists of the Chief of Staff, Vice Chief of Staff, Deputy Chiefs of Staff, Surgeon General, Judge Advocate General, Chief of the Air Force Reserve, and other officials as may be established by law or as the Secretary of the Air Force designates.

Department of the Air Force—One of three military departments in the DoD organized under the Secretary of the Air Force. It operates under the authority, direction, and control of the Secretary of Defense. The Department is composed of air, space, and cyberspace forces, both combat and support, not otherwise assigned. The Department's military services are the U.S. Air Force (USAF) and the U.S. Space Force (USSF).

Headquarters Department of the Air Force—The executive part of the Department of the Air Force consisting of the Office of the Secretary of the Air Force (Secretariat), Air Staff, and the Office of the Chief of Space Operations (Space Staff).

HAF Portfolio—Includes all HAF organizations, centrally-managed programs, Air Force Elements, Space Force Elements, and associated Field Operating Agencies.

Principal Official—The head of the office or other entity (2-Letter, Level 2, or equivalent) established by law or as established or designated by the Secretary of the Air Force responsible for advising or assisting the Secretary of the Air Force in carrying out his/her responsibilities and performing such functions as delegated or assigned.

Attachment 2

HEADQUARTERS DEPARTMENT OF THE AIR FORCE CIVILIAN PAY PORTFOLIO AND MANPOWER ORGANIZATIONS

Organization	TITLE
SAF/AA	Administrative Assistant
SAF/AG	Auditor General
SAF/AQ	Assistant Secretary of the Air Force for Acquisition, Technology, & Logistics
SAF/CA	Principal Cyber Advisor
SAF/CN	Chief Information Officer
SAF/DI	Director, Diversity and Inclusion
SAF/DS	Office of the Secretary of the Air Force Director of Staff
SAF/FM	Assistant Secretary of the Air Force for Financial Management & Comptroller
SAF/IA	Deputy Under Secretary for International Affairs
SAF/IE	Assistant Secretary of the Air Force for Installations, Environment and Energy
SAF/IG	Inspector General of the DAF
SAF/GC	General Counsel of the DAF
SAF/LL	Director of Legislative Liaison
SAF/MG	Deputy Under Secretary for Management
SAF/MR	Assistant Secretary of the Air Force for Manpower and Reserve Affairs
SAF/OS	Immediate Office of the Secretary of the Air Force
SAF/PA	Director of Public Affairs
SAF/SA	Director, DAF Studies and Analyses
SAF/SB	Director of Small Business
SAF/SQ	Assistant Secretary of the Air Force for Space Acquisition and Integration
SAF/US	Under Secretary of the Air Force
AF/A1	Deputy Chief of Staff, Manpower, Personnel, & Services
AF/A2/6	Deputy Chief of Staff, Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations
AF/A3	Deputy Chief of Staff, Operations
AF/A4	Deputy Chief of Staff, Logistics, Engineering, and Force Protection
AF/A5/7	Deputy Chief of Staff, Air Force Futures
AF/A8	Deputy Chief of Staff, Plans and Programs
AF/A10	Air Force Deputy Chief of Staff, Strategic Deterrence and Nuclear Integration
AF/CC	Chief of Staff
AF/CV	Vice Chief of Staff
AF/DS	Headquarters U.S. Air Force Director of Staff
AF/HC	Chief of Chaplains
AF/HO	History and Museums Policies and Programs
AF/IO	F-35 Integration Office

AF/JA	Judge Advocate General
AF/RE	Chief of Air Force Reserve
AF/SE	Chief of Safety
AF/SG	Surgeon General
AF/ST	Chief Scientist
AF/TE	Test and Evaluation
SF/COO	Deputy Chief of Space Operations for Operations, Cyber, and Nuclear
SF/S5/8	Deputy Chief of Space Operations for Strategy, Plans, Programs, and Requirements
SF/CTIO	Deputy Chief of Space Operations for Technology and Innovation
SF/DS	Office of the Chief of Space Operations Director of Staff
SF/S1	Deputy Chief of Space Operations for Human Capital
SF/S2	Deputy Chief of Space Operations for Intelligence
SF/CSO	Chief of Space Operations
SF/VCSO	Vice Chief of Space Operations

FOA Title	Parent Two-letter(s)
Air Force Audit Agency (AFAA)	SAF/AG
Air Force Agency for Modeling and Simulation (AFAMS)	AF/A3
Air Force Cost Analysis Agency (AFCAA)	SAF/FM
Air Force Element (AFELM)	AF/A1, AF/A3, SAF/AA
Air Force Flight Standards Agency (AFFSA)	AF/A3
Air Force Historical Research Agency (AFHRA)	AF/HO
Air Force Inspection Agency (AFIA)	SAF/IG
Air Force Legal Operations Agency (AFLOA)	AF/JA
Air Force Manpower Analysis Agency (AFMAA)	AF/A1
Air Force Mortuary Affairs Operations (AFMAO)	AF/A1
Air Force Medical Readiness Agency (AFMRA)	AF/SG
Air Force Office of Special Investigations (AFOSI)	SAF/IG
Air Force Orientation Group (AFOG)	AF/A3
Air Force Personnel Center (AFPC)	AF/A1
Air Force Program Executive Office (AFPEO)	SAF/AQ
Air Force Public Affairs Agency (AFPAA)	SAF/PA
Department of the Air Force Rapid Capabilities Office (DAF RCO)	SAF/AQ
Air Force Review Boards Agency (AFRBA)	SAF/MR
Air Force Safety Center (AFSEC)	AF/SE
Central Salary Account (CSA)	AF/A1
Department of Defense Cyber Crime Center (DC3)	SAF/IG
National Air and Space Intelligence Center (NASIC)	AF/A2/6