

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

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 1-42**

27 APRIL 2021



CHIEF OF AIR FORCE RESERVE

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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SUMMARY OF CHANGES

Minor administrative changes were made to this mission directive.

1. Mission. The Chief of Air Force Reserve (AF/RE), pursuant to Chapter 905 of Title 10 (10 United States Code (U.S.C.) §§ 9031-9040), and as documented by paragraph 4.3.6. of Air Force Mission Directive 1, *Headquarters Air Force*, and this Headquarters Air Force Mission Directive (HAFMD), assists the Secretary of the Air Force (SecAF), other Secretariat offices, and the Chief of Staff of the Air Force (CSAF) in carrying out the programs relating to the Office of Air Force Reserve (AF/RE) matters and Air Force Reserve Command (AFRC) for the Department of the Air Force (DAF). The SecAF will retain ultimate responsibility for all policies related to the DAF. Within their areas of responsibility, the AF/RE prepares policies for approval and issues guidance/procedures, via official Air Force publications, to ensure implementation of those policies. The AF/RE also assists the CSAF and the Chief of Space Operations (CSO) in their roles as members of the Joint Chiefs of Staff pursuant to 10 U.S.C. § 151, as amended by Pub. L. 116-92, Section 953. 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.

2. Organizational Relationships. The SecAF is responsible for, and has all legal authority necessary to conduct, the affairs of the DAF. The Secretariat, the CSAF, the CSO, and Air Staff offices perform their DAF functions subject to the authority, direction, and control of the SecAF.

2.1. The AF/RE reports directly to the CSAF, but provides support to the SecAF, the Under Secretary of the AF, other Secretariat offices, the CSO, and other Air Staff offices. The SecAF may re-delegate authority/assign responsibilities to AF/RE, but the SecAF, through the CSAF and, as appropriate, Assistant Secretaries of the AF, retains ultimate responsibility for all matters listed in [Attachment 1](#) of this HAFMD.

2.2. The AF/RE is part of the Air Staff, and as such works closely with other Headquarters Air Force (HAF) offices to assist the SecAF and the CSAF in carrying out their responsibilities. The AF/RE and the office of the AF/RE work in cooperation with the Assistant Secretary of the AF, Manpower and Reserve Affairs (SAF/MR), and their respective offices, which are responsible, pursuant to Chapters 903 and 905 of Title 10 (10 U.S.C. §§ 9011-9024 and §§ 9031-9040), for assisting the SecAF and the CSAF in carrying out their responsibilities. In addition to the close relationship with SAF/MR, AF/RE collaborates with the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1), Chief Human Capital Officer, Space Forces (SF/CHCO), and the Director of the Air National Guard (NGB/CF) on Human Resource Domain policies and processes that pertain to or in any way impact the Air Force Reserve (AFR).

2.2.1. Pursuant to Headquarters Operating Instruction (HOI) 90-1, *Headquarters Air Force Mission Directives and Department of Defense Issuance Program*, two or more HAF two-letter organizations, Field Operating Agencies, or Direct Reporting Units with responsibilities in the same functional area are encouraged to develop “standard operating procedures” that set forth procedures enabling covered organizations to fulfill and carry out their respective missions, roles, and responsibilities.

2.2.2. Any standard operating procedures having been entered into between AF/RE and SAF/MR are included at [Attachment 3](#) of this HAF Mission Directive (HAFMD).

3. Responsibilities. AF/RE is specifically responsible for:

3.1. Preparing, justifying, and executing the personnel, operations and maintenance, and construction budgets for the AFR to include responsibility as the director and functional manager of appropriations made for the AFR in those budget areas.

3.2. Developing, managing, and implementing the Full-Time Support program, a DoD directed personnel program, for the AFR.

3.3. Providing an annual report to the Secretary of Defense on the state of the AFR and the ability of the AFR to meet its missions. The annual report shall be prepared in conjunction with the CSAF.

3.4. Optimizing the management of AFR capital and systems to fully support AF missions and/or those it supports for DoD.

4. Delegations of Authority/Assignments of Responsibility. There are no delegations or assignments to AF/RE, as shown in [Attachment 1](#). HAFMD 1-24, Addendum A, *Redelegation of Authorities HAFMD 1-24, Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, lists delegated authorities to SAF/MR that are re-delegated to AF/RE. The authorities delegated/responsibilities assigned to the AF/RE by HAFMD 1-24, Addendum A, may generally be re-delegated to other Department of the Air Force officials unless re-delegation is expressly prohibited by HAFMD 1-24, Addendum A, delegation or superseding law, regulation, or DoD Issuance. While the authorities are delegated responsibilities assigned to AF/RE, the exercise of the authorities/responsibilities remain subject to the oversight and control of the SecAF, any Assistant Secretary of the Air Force having oversight and the Chief of the Air Force. Any re-delegation of authority/assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authority in accordance with this Directive may further restrict or condition the authority being re-delegated.

5. Continuation of Prior Re-Delegations of Authority/Assignment of Responsibility. Re-delegations of authorities/assignments of responsibilities made prior to the date of issuance of this HAFMD remain effective insofar as such re-delegations/assignments of responsibilities are not inconsistent with the terms of this HAFMD, unless superseded by new issuances.

JOHN P. ROTH
Acting Secretary of the Air Force

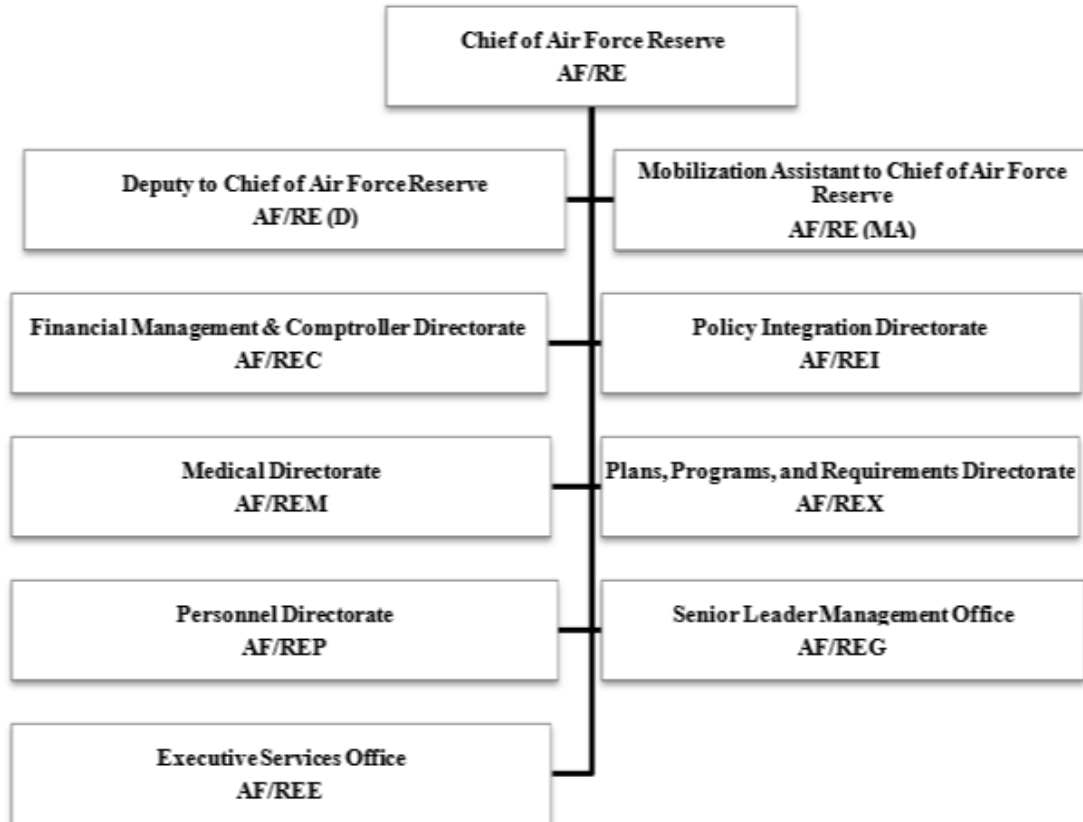
ATTACHMENT 1
DELEGATIONS OF SECRETARY OF THE AIR FORCE
AUTHORITIES/ASSIGNMENTS OF RESPONSIBILITY
TO
THE CHIEF OF AIR FORCE RESERVE

No re-delegations of Secretary of the Air Force authority or re-assignments of Secretary of the Air Force responsibility other than the re-delegations from SAF/MR to AF/RE in HAFMD1-24, Addendum A, exist at this time.

ATTACHMENT 2

OFFICE OF THE CHIEF OF AIR FORCE RESERVE (AF/RE)

Figure A2.1. Office of the Chief of Air Force Reserve.



A2.1. AF/RE is responsible for the overall supervision of all matters pertaining to the AFR Component.

A2.1.1. Deputy to the AF/RE. The Deputy is responsible for matters pertaining to assisting AF/RE in realizing their vision for the AFR. Maintains a quality, customer oriented relationship with HAF staff, Office of the Secretary of Defense (OSD), JCS, other branches of Service, other U.S. and foreign agencies, and Congress working in conjunction with AF/RE. Facilitates timely and accurate communications to/from AF/RE.

A2.1.2. The Mobilization Assistant (MA) to AF/RE augments AF/RE in the performance of their duties. The MA also performs special studies and analysis, and in time of mobilization of AF/RE, fulfills all duties and responsibilities bestowed on that position.

A2.2. Three-letter/digit subordinate offices include:

A2.2.1. Directorate of Financial Management & Comptroller (AF/REC). AF/REC is responsible for providing financial advice to AF/RE on AFR matters. The Comptroller provides guidance to the AFRC Financial Management Directorate (AFRC/FM), exercising control over matters concerning budget and funding, accounting and finance, internal controls,

management and cost analysis, as well as audit-related matters associated with the worldwide mission of the AFR. The Directorate's mission is to ensure adequate financial resources from planning through execution. AF/REC provides final approval authority on all funds allocations and policy oversight and guidance for all finance and accounting activities. Provides direct, authoritative assistance and analysis on legislative, judicial and administrative interpretations related to budget issues of national scope. Develops and advises on financial policies, asset accounting, and cash flow analysis of financial databases for management and operational decisions and other designated comptroller activities.

A2.2.1.1. Develops the AFR budget incorporating guidance and directives received from the HAF, OSD, Office of Management and Budget (OMB), and Congress.

A2.2.1.2. Prepares, presents, and defends AFR budget requests before HAF, OSD, OMB and congressional review authorities.

A2.2.1.3. Controls AFR appropriated funds and allocates funds to operating offices.

A2.2.1.4. Establishes financial management guidance and procedures for all AFR appropriated funds to include determinations on the proper use of funds and approval of upward adjustments of prior-year financial execution.

A2.2.1.5. Reviews, establishes, represents, and provides AFR liaison on financial matters, accounting and entitlements to other Air Staff activities, the Defense Finance and Accounting Service, the Air Force Accounting and Finance Office and the Air National Guard (ANG).

A2.2.1.6. Administers the AFR Management Control Program and prepares the AFR annual Statement of Assurance required by the Federal Manager's Financial Integrity Act.

A2.2.1.7. Exercises technical supervision over the AFR segment of the DoD Budget.

A2.2.1.8. Forecasts AFR financial requirements in response to all Program Budget Review activities.

A2.2.1.9. Acts as AFR focal point on all budget related issues within Resource Management Decisions.

A2.2.1.10. Issues calls to AF/RE staff and AFRC/FM for estimates and other budget planning data.

A2.2.1.11. Develops and submits AFR requests for supplemental appropriations and reprogramming actions through SAF/FMB Financial Management Budget Directorate.

A2.2.1.12. Serves as the AFR central focal point for audits from the Government Accountability Office, the DoD Inspector General, and the Air Force Audit Agency audits.

A2.2.1.13. Coordinates on financial system development and implementation and financial management modernization and transformation issues affecting the AFR.

A2.2.1.14. Provides guidance to AF/RE and assists AF/RE staff and operating offices on financial resources matters.

A2.2.1.15. Develops, establishes, reviews and implements AFR financial programs according to AF Financial Management policies and AFR programs and objectives.

A2.2.1.16. Conducts analysis and prepares special studies on the execution of AFR appropriations.

A2.2.1.17. Monitors appropriation, distribution, and execution status of various, special interest, Office of the Assistant Secretary of Defense for Reserve Affairs managed programs such as STARBASE IRR, and the Counter-Drug efforts accomplished by the AFR.

A2.2.1.18. Manages the AF/RE portion of the DoD Government Travel Card Program.

A2.2.2. Directorate of Policy Integration (AF/REI). AF/REI is responsible for matters pertaining to policy integration for AF/RE and is responsible for advising and assisting AF/RE in carrying out responsibilities for the overall development of policies and planning for the AF/RE.

A2.2.2.1. Develops, coordinates and integrates policy and provides guidance on legislative issues concerning the AFR.

A2.2.2.2. Acts as the single focal point for legislative issues.

A2.2.2.3. Reviews and integrates staff program requirements and policies to ensure that AFR strategic goals and objectives are consistent with DoD and Service policy.

A2.2.2.4. Assists AF/RE in fulfilling statutory responsibility to Congress, as outlined in Title 10 U.S.C., for maintaining and reporting the readiness of AFR forces and individuals with the assistance of other AF/RE directorates.

A2.2.2.5. Assists AF/RE in integrating diverse and competing recommendations into a unified, prioritized position for the AFR.

A2.2.2.6. Integrates AF/RE staff inputs and with the assistance of other AF/RE directorates, prepares material in defense of resources, force structure, and associated funding for Congress.

A2.2.2.7. Submits and justifies proposed legislation through AF and OSD to be included in Defense Authorization and Appropriations bills, through the Omnibus and Unified Legislation and Budgeting processes.

A2.2.2.8. Prioritizes legislative initiatives and top AFR issues, and tracks relevant legislation.

A2.2.2.9. Provides representation on the AF Posture team to prepare SecAF, Under SecAF (USecAF), CSAF, CSO, Vice CSAF (VCSAF), Vice CSO (VCSO) Chief Master Sergeant of the Air Force (CMSAF), Chief Master Sergeant of the Space Force (CMSSF), and AF/RE for testimony to the Congress.

A2.2.2.10. Drafts testimony for presentation before Congressional Authorization and Appropriations Committees.

A2.2.2.11. Prepares and delivers both formal and informal presentations to Congressional members and staffers, high-level interest groups and government officials, and professional associations regarding AFR issues.

A2.2.2.12. Interprets Congressional intent as contained in the language of Public Law and Congressional reports.

A2.2.2.13. Interacts with the DoD, SecAF, HAF, Congressional members and staff, AFRC units, Reserve Officers Association, and other professional associations and non-governmental organizations, as required.

A2.2.2.14. Responds in coordination with Legislative Liaison (SAF/LL), to all Congressional and high-level inquiries to include formal requests from the White House and Congressional members and their staffs.

A2.2.2.15. Administers AFRC's Congressional Outreach Program.

A2.2.2.16. Interfaces directly with the AF Issues Team, CSAF Operations Group and the ANG Director's Office to exchange information and to maintain continuity between the policies and public statements of all three service components.

A2.2.2.17. Advises AF/RE and other organizations on all Military Construction (MILCON), real property maintenance, environmental, and Civil Engineer (CE) readiness and services issues.

A2.2.2.17.1. Provides testimony for Congressional hearings and posture statements on the AFR. Monitors CE programs for compliance with legislative, OSD, OMB and AF guidance.

A2.2.2.17.2. Provides installation and MILCON information to Congressional staffs and delegations through AF and AFR legislative liaison personnel.

A2.2.2.17.3. Acts as lead for the AFR for Airport Joint Use Agreements, Nuclear, Biological and Chemical readiness, and Rapid Engineer Deployable Heavy Operational Repair Squadron Engineers (RED HORSE) and Prime Base Engineer Expeditionary Force (Prime BEEF) units. Primary focal point for all AFR services issues.

A2.2.3. Medical Directorate (AF/REM). AF/REM is responsible for developing policy, plans, programs and strategy to support the Air Force Reserve (AFR) Medical Service (AFRMS) and the AFR. AF/REM serves as a principle advisor to the Chief of Air Force Reserve and acts as the focal point on the Air Staff for medical issues affecting the AFR.

A2.2.3.1. Provides oversight of guidance for AFRMS and AFR Aeromedical Evacuation (AE) programs and personnel. Coordinates with AFRC AE (AFRC/A3MA) in its implementation of AFR AE policies.

A2.2.3.2. Coordinates with the Office of the Assistant Secretary of Defense for Reserve Affairs and the Office of the Assistant Secretary of Defense for Health Affairs, AF/SG, and major commands (MAJCOMs) to ensure existing and proposed authorizations are driven by wartime requirements.

A2.2.3.3. Coordinates and actively participates with Task Forces, other Secretariat offices and organizations to ensure AFR representation for all policies and legislative bills pertaining to medical care affecting the AFR.

A2.2.3.4. Monitors and staffs recruiting and retention policies related to medical unit and Individual Mobilization Augmentee personnel. Serves as a key member on OSD level working groups for medical recruitment and retention policies.

A2.2.3.5. Develops and coordinates medical portions of financial plans and budgets within AF/RE, with the AF/SG, and with other DoD offices. Serves as Program Element Monitor for AE units, Reserve Medical Units, Individual Mobilization Augmentees, and Health Professions Scholarship Program.

A2.2.3.6. Analyzes, formulates and justifies programs and budgets.

A2.2.3.7. Coordinates policies affecting Reserve medical personnel and programs with AFRC/SG, AF/SG, Air Force Reserve Readiness Management Group Detachment 15, AF/REX, Air Reserve Personnel Center, and Air Force Institute of Technology.

A2.2.3.8. Coordinates, researches and provides medical expertise on all medical processes/policies involving incapacitation pay, medical orders/entitlements, line of duty (LOD) determinations, and Integrated Disability Evaluation System (IDES) benefits.

A2.2.3.9. In conjunction with AF/REI and SAF/MR initiates legislative proposals and changes in legislation affecting key medical/healthcare policies/benefits including researching laws and DoD directives. Writes/revises AFR medical guidance and instructions, generates and reviews Unified Legislation and Budgeting and National Defense Authorization Act proposals.

A2.2.3.10. Investigates and prepares responses to Congress pertaining to constituent inquiries regarding medical and dental care/entitlements and benefits.

A2.2.3.11. On behalf of AF/RE and in collaboration with AF/REI, provides immediate response/medical expertise to the CSAF and SecAF regarding high-level interest inquiries that involve medical issues.

A2.2.3.12. Identifies and tracks medical trends within the AFR community and proposes appropriate changes in policy, process and legislature as needed to enhance continuity of care and delivery/receipt of entitlements.

A2.2.3.13. Facilitates dialogues with other Reserve Component Medical representatives for developing program initiatives, addressing concerns that have an impact on medical mission(s), and exploring areas where resources might be shared.

A2.2.3.14. Monitors AFRC programs related to medical entitlements for compliance with legislative, OSD, OMB and AF guidance.

A2.2.3.15. Reviews and coordinates on Department of Defense (DoD) studies that have an impact on AFR medical programs.

A2.2.3.16. Facilitates comprehensive AFR representation and input on DoD and AF taskers; provides appropriate taskings to AFRC/SG; integrates staff input from AF/RE, AF/SG, AFRC/SG, SAF/MR, Air Force Medical Operations Agency, A1 and other services as needed.

A2.2.3.17. Develops and updates AF/RE plans for programs, in collaboration with AF/A3/5 Operations, Plans and Requirements, and RE Directors, related to the well-being of AFR members.

A2.2.4. Directorate of Plans, Programs, and Requirements (AF/REX). AF/REX is responsible for matters pertaining to formulating resource guidance; providing program direction for managing AFR resources; and developing, defining, advocating, and integrating operational capabilities requirements with AF/RE doctrine, plans, programs, and policies to enhance total AF, Joint, and combined air, space and cyber capabilities. AF/REX develops force structure proposals, to include aircraft, flying hours, and manpower for AF/RE and advises other Air Staff Directorates, Secretariat Offices and Lead MAJCOMS on these proposals. AF/REX develops policy, strategy and funding justification for installation support and logistics programs. AF/REX integrates AFR requirements into the AF Program Objective Memorandum (POM) and integrates and evaluates requirements across the Future Years Defense Program (FYDP). AF/REX provides execution analysis and oversight of program elements and resource categories, including funding, equipment and manpower. AF/REX is also the primary advisor to the AF/RE, and Air Staff and Secretariat Offices on the AF POM, Base Realignment and Closure, and Total Force Enterprise (TFE). AF/REX develops the AFR strategic vision, long-range direction, and assessment of future concept developments. Additionally, AF/REX advises and coordinates with AF/RE, AFRC, and other staffs to advocate for AFR equities in AF and Joint strategic planning decisions.

A2.2.4.1. Establishes AFR resource allocation and Strategic Planning, Programming, Budgeting and Execution guidance. Functions as the Air Staff Office of Primary Responsibility (OPR) for all matters pertaining to developing, directing, and conducting AFR programming activities.

A2.2.4.2. Maintains the integrity of the AF Corporate Structure (AFCS) process within RE. Provides information and briefings to the corporate structure for corporate decisions. Member of the AF Group, and alternate member to the AF Board.

A2.2.4.3. Exercises close coordination with senior leadership and planning staffs at DoD, AF, and MAJCOMs, utilizing their critical expertise, ensuring full and timely input to the strategic planning process.

A2.2.4.4. Reviews and evaluates impacts caused by changes to the AFR Program and evaluates historical trends compared with current FYDP (by appropriation, mission panels, and service core functions).

A2.2.4.5. Reviews, develops, and evaluates funding options for the AF/RE to meet worldwide air, space, and cyber requirements and balance force readiness and sustainability with force modernization.

A2.2.4.6. Analyzes and evaluates programs and force projections for balance, phasing, and feasibility in relation to known and anticipated availability of resources and higher authority decisions.

A2.2.4.7. Analyzes impact of programming decisions and force structure requirements on major AFR acquisition programs and assesses viability of AFR programs to meet national requirements and to provide warfighting capabilities.

A2.2.4.8. Coordinates with Task Forces and other Air Staff and Secretariat Offices and organizations to ensure coherent AFR capabilities-based programming and efficient/effective resource allocation.

A2.2.4.9. Functions as the OPR for all matters pertaining to formulating, directing, and amending the AFR Program to meet worldwide force requirements across the full spectrum of air, space, and cyber combat capabilities.

A2.2.4.10. Prepares AFR program briefings for senior AF leadership (AFCS, CSAF, and Secretary) decision-making on resource allocation, program issues, and defense of the combined AF POM.

A2.2.4.11. Synchronizes total force priorities in partnership with the Deputy Chief of Staff, Strategic Plans and Programs TFE office (AF/A8XF). Ensures the total force review process advocates for AFR goals, objectives, and priorities. Articulates the AFR position on Total Force Integration (initiatives to HAF and advocates AFR positions on Defense Planning Guidance, Transformation Planning Guidance, Annual Planning and Programming Guidance, Strategic Planning Studies Group and other national security policies.

A2.2.4.12. Develops and administers the AFR manpower program as an integral element of the Planning, Programming, Budgeting, and Execution.

A2.2.4.13. Responsible for the programming, justification, and tracking of AFR manpower in the FYDP; ensures consistency with program content and AFCS decisions.

A2.2.4.14. Establishes and disseminates plans, policies, and procedures governing the effective and economical use of AFR manpower resources and the manpower management program.

A2.2.4.15. Manages the AFR Joint Manpower Program and represents the AF/RE on joint, unified and agency manpower matters.

A2.2.4.16. Develops policies, procedures, concepts and guidance on AFR organizational structures and nomenclature.

A2.2.4.17. Develops and administers policy for the allocation of AFR and civilian manpower.

A2.2.4.18. Provides program management for the AFR Strategic Sourcing Program to include Commercial Activities (A-76) and Core Competencies, Inherently Governmental/Commercial Activities and Federal Activities Inventory Reform Act inventories, as well as FYDP programming of manpower to reflect strategic sourcing actions.

A2.2.4.19. Provides oversight for AFR Competitive Sourcing & Pricing Funds Management.

A2.2.4.20. Responsible for the development of manpower procedures, and guidance on manpower standards, macro manpower programming tools, military grades program, and manpower determinants.

A2.2.4.21. Serves as the AFR manpower advisor to the AF Group, AF Board, and AF Council.

A2.2.4.22. Establishes guidance, tracking and program control for Management Headquarters and Headquarters Support Activities. Defends AFR Management Headquarters program.

A2.2.4.23. Establishes AFR requirements for manpower data systems.

A2.2.4.24. Acts as focal point for AFR operational issues and requirements.

A2.2.4.24.1. Integrates AFR capabilities within the AFCS via panel membership and interfaces with concepts of operation champions.

A2.2.4.24.2. Provides weapons system and area expertise to the corporate POM process in close coordination with their HAF and AFRC counterparts.

A2.2.4.25. Develops and reviews operational policy as it applies to long-range planning actions to identify potential impact on force readiness and capabilities, and recommends courses of action to AF/RE for implementation.

A2.2.4.25.1. Serves as AFR single point of contact for Air and Space Expeditionary Force (AEF) operational issues and war planning to include mobilization, demobilization and Crisis Action Team (CAT) actions and issues.

A2.2.4.25.2. Responsible for establishing both CAT support (from within the AF/RE staff) and the AF/RE Continuity of Operations Plan.

A2.2.4.25.3. In coordination with AFRC, is responsible for developing AFR's role in the Homeland Security mission to include security force requirements.

A2.2.4.26. Defines, advocates and integrates the modernization and sustainment of AFR weapon systems and capabilities.

A2.2.4.26.1. Serves as the AF focal point for AFR operational requirements issues. Supports the AFRC requirements process through oversight and monitoring requirements development and evaluation, mission need analysis, program management and funding execution.

A2.2.4.26.2. Integrates validated AFR requirements to the AFCS, OSD and Congress through advocacy briefings, monitoring AFRC-led studies and analyses, technology insertion, training initiatives, and long range planning.

A2.2.4.26.3. Facilitates the planning, resourcing, and integration of AFR modernization requirements as part of the Total Force, while pursuing cost-effective solutions to maximize limited modernization funding.

A2.2.4.26.4. Monitors and provides oversight to the AFR requirements process in accordance with applicable AF policy and guidance.

A2.2.4.27. Provides strategy and funding justification for AFR's annual installation support and logistics programs.

A2.2.4.27.1. Develops POM budget strategy for all installation and logistics programs.

A2.2.4.27.2. Advises AF/RE and other organization on all MILCON, real property maintenance, environmental, as well as CE, Security Forces and Services readiness. Monitors these programs for compliance with legislative, OSD, OMB and AF guidance.

- A2.2.4.27.3. Coordinates manpower requirements for AF Specialty Codes in the CE, contracting, services, aircraft maintenance, supply, logistic plans, transportation, aerial port functions, and various other specialties.
- A2.2.4.27.4. Coordinates with AF/A4 Logistics, Engineering, and Force Protection, OSD, JCS, AFRC and MAJCOMs on AF/A4 and AF/A4C Air Force Civil Engineer issues.
- A2.2.4.27.5. Analyzes and provides program and budgetary assistance on AFR Real Property programs including sustainment, restoration, and modernization, Real Property services, and demolition.
- A2.2.4.27.6. Coordinates policies and budget requirements for environmental compliance, conservation and pollution prevention programs. Reports and advises on the AFR environmental restoration program.
- A2.2.4.27.7. Provides installation and MILCON information to Congressional staff and delegations through AF and AFR legislative liaison personnel.
- A2.2.4.28. Serves as AFR liaison to the Air Force Warfighting Integration Capability within AF/A5A. Bridges AFR integration matters for the Air Force Warfighting Integration Capability (AFWIC), primarily with AFWIC's Functional Integration Directorate (FID) and provides expertise in Reserve capabilities, help facilitate Reserve force employment decisions, and provide subject matter expertise.
- A2.2.4.29. Develops, advances, and sustains the AFR strategic direction based upon guidance and approval from the Chief of Air Force Reserve. Identifies potential areas for change. Coordinates with AF/RE and AFRC staffs to develop AFR vision, mission, and priorities.
- A2.2.4.30. Reviews strategic documents (e.g., National Security Strategy, National Defense Strategy, National Military Strategy, Air Force Strategy, etc.) to evaluate and synthesize impacts to existing and future AFR policy, plans, and programs.
- A2.2.4.31. Coordinates with AF/RE staff to serve as the focal point for articulating the AFR position on national security and policy, generating a coherent, strategic AFR vision and narrative.
- A2.2.4.32. Develops the AFR Strategic Planning Guidance to align resources to requirements, based on the anticipated future operational environment, providing the intent, direction, and weighted effort for AFR planning.
- A2.2.4.33. Liaises with AF/A5SS to communicate AFR equities to AF and ensure integration of Total Force concepts.
- A2.2.4.34. Develops, in coordination with AFRC Commander's Action Group, Executive Steering Group (ESG) topics and framing questions, ensuring proper strategic scope and impact of matters raised, and advises AFRC Deputy Commander during ESG pre-briefs.

A2.2.5. Directorate of Personnel (AF/REP). AF/REP is responsible for providing the AFR Human Capital Management (HCM) enterprise and the Total Force (TF) with perspectives and information that ensure integrated strategy, policy management, resource management and oversight across the HCM domain. Also, responsible for AFR advocacy and Total Force integration related to the Total Force Human Resource Management (HRM) Domain governance. AF/REP influences the TF centralization, standardization and integration of HR laws, policies, business processes, structures and information technologies.

A2.2.5.1. Develops guidance in support of AF/RE on all matters relating to human resource strategic planning and oversight, AF/A1 total force transformation and integration/enterprise efforts, HCM enterprise architecture/information technology efforts, and all HRM Domain life cycle activities (officer and enlisted reserve accessions, force development, developmental education, promotions, evaluations, retirement, separation, commissioning, recruiting, retention, equal opportunity, benefits, entitlements, compensation, quality of life and family issues). Interprets and makes policy recommendations concerning force structure including but not limited to: accessions, promotions, separations, retirements, end-strength, and retention.

A2.2.5.2. Coordinates with OSD and SAF/MR, and collaborates with AF/A1 and NGB/CF, in development of policies involving the HRM Domain.

A2.2.5.3. Serves as Program Element Monitor for all AFR Personnel and Training Program Elements to include recruiting, recruit advertising, and special pay and bonus programs. Manages AFR military personnel and training programs and requirements for the operating and budget years (Personnel and Training) Panel. Provides Program Element Monitor for Reserve Personnel Appropriations for special and school tour man-days Individual Mobilization Augmentees, Unit, and management of AFR recruiting/recruiter training. Coordinates with HQ Air Reserve Personnel Center and HQ Readiness and Integration Organization for all Individual Mobilization Augmentee matters to include budget, assignments, developmental education and promotion selection, retention, and end strength.

A2.2.5.4. In conjunction with AF/REI, initiates legislative proposals and changes in legislation affecting key personnel policies and programs, including researching laws and DoD directives. Writes/revises AFR human resource guidance and instructions.

A2.2.5.5. Facilitates staffing of personnel policies and initiatives from subordinate headquarters.

A2.2.5.6. Prepares the military personnel strength input for the AFR budget and operating programs for AFRC (units), MAJCOMs (individuals) and headquarters organizations; coordinates with AF/REX on out year programming.

A2.2.5.7. Develops officer and enlisted requirements, inventory projections and end strength reporting.

A2.2.5.8. Forecasts the AFR military personnel gains and losses and the military personnel grade structure. Formulates procurement policies and develops and prepares budgets for enlistment/reenlistment incentives.

A2.2.5.9. Prepares data and provides analyses to explain the AFR military personnel appropriations and programs to HAF, OSD, and Congressional review authorities.

A2.2.5.10. Manages AFR HCM data and functional system requirements and oversees AFR interests in the development and deployment of all HCM information technology systems.

A2.2.5.11. Develops, reviews, and implements personnel plans, policies, and objectives for strengths, personnel management, and training of Reserve personnel. Coordinates policy issues with OSD staff. Prepares and coordinates with other HAF Office of Primary Responsibility's in developing Reserve portions of AF personnel directives.

A2.2.5.12. Monitors AFR personnel plans, policies, and procedures for policymaking bodies.

A2.2.5.13. Responsible for current operations personnel wartime planning to include force accountability, Personnel Tempo, war plan development, mobilization policy, and mobilized resource accounting.

A2.2.5.14. Chairs and facilitates the AFR Human Capital Management Leadership Team. Responsible for the development and currency of the HCM domain governance and rules of engagement for the enterprise.

A2.2.5.15. Develops (in collaboration with the AFR HCM enterprise) an integrated AFR HCM Strategy and Oversight of SecAF-directed HRM projects.

A2.2.5.16. Collaborates and coordinates with the AFR HCM Enterprise on TF transformation, career field/organization design issues facilitating AFR's "one voice" position.

A2.2.5.17. Evaluates emerging concepts and provides strategic analysis/direction related to personnel matters; provides quick turn analysis as required.

A2.2.6. Senior Leader Management Office (AF/REG). AF/REG is responsible for matters pertaining to supporting AF/RE in accessing, developing, sustaining, and utilizing a force of AFR General Officers (GOs) and line Colonel Individual Mobilization Augmentees who provide the leadership, resource management, and strategic planning for AFR assets. The office provides coordinated and complementary career utilization and development for AFR GOs and Colonels assigned to GO positions enabling the Total Force to optimize the inherent strengths of each talent pool for building a senior leader objective force that will meet current and future institutional requirements.

A2.2.6.1. Initiates, coordinates and tracks the assignment of AFR GOs and select Chief Master Sergeants(CMSgts), as well as colonels assigned to GO billets and Senior Master Sergeants assigned to CMSgt billets.

A2.2.6.2. Responsible for all personnel actions to include promotions, retirements, training and force development of GOs and colonels assigned to GO billets. Responsible for force development of select CMSgts and Senior Master Sergeants assigned to CMSgt billets.

A2.2.6.3. Provides personnel policy implementation and central management of all AFR officers in GO positions and key CMSgt positions.

A2.2.6.4. Responsible for all actions regarding the Reserve Brigadier General Qualification Board to include memorandum of intent coordination, board preparation and SecAF approval of the results.

A2.2.6.5. Responsible for all pre- and post-board actions concerning the AFR Brigadier and Major General Vacancy Promotion Boards.

A2.2.6.6. Nominates to SecAF for approval AFR GOs for membership on Statutory Committees and Boards, Air Reserve Forces Policy Council and the OSD Reserve Forces Policy Board.

A2.2.6.7. Identifies and screens senior officers for participation on select reserve and active duty promotion, special selection and developmental education boards.

A2.2.7. Executive Services Office (AF/REE). AF/REE is comprised of two Divisions: Personnel Actions and Resource Management, and is responsible for the following:

A2.2.7.1. Matters pertaining to quality control of correspondence in/out of AF/RE.

A2.2.7.2. Control and editing of material ranging from routine staff actions and performance reports to sensitive GO communications.

A2.2.7.3. Composition of correspondence for GO signature.

A2.2.7.4. AF/RE manning to include military, civilian and reserve assignment actions.

A2.2.7.5. Reviewing and processing all AF/RE Civilian Personnel actions pertaining to pay, time and attendance, and appraisals.

A2.2.7.6. Responding to Air Force District of Washington for all data calls produced by the accounting and supply systems.

A2.2.7.7. Managing and procuring Military Personnel Appropriation days for AF/RE personnel.

A2.2.7.8. Managing AF/RE Individual Mobilization Augmentees to ensure accuracy of assigned positions, proper leveling, training, and personnel actions.

A2.2.7.9. Acting as primary contact for deploying personnel; consolidating deployment/redeployment training and processing; initiating pre- and post-deployment accountability tracking; coordinating Yellow Ribbon support for returning Reservists.

ATTACHMENT 3

STANDARD OPERATING PROCEDURES FOR THE ASSISTANT SECRETARY OF THE AIR FORCE (MANPOWER AND RESERVE AFFAIRS) AND THE CHIEF OF AIR FORCE RESERVE

A3.1. These standard operating procedures apply to individuals assigned to SAF/MR and AF/RE who are responsible for developing policy, managing programs, and preparing guidance on approved policies and plans. These procedures are intended to facilitate staff actions and functions between SAF/MR and AF/RE while increasing operating effectiveness and efficiency.

A3.2. Subject to the standard operating procedures that follow, a general description of the flow of work between SAF/MR and AF/RE is:

A3.2.1. AF/A1 in collaboration with AF/RE and NGB/CF develops policies for Total Force Human Resource Management Domain and submits them to SAF/MR for coordination and concurrence prior to SecAF approval.

A3.2.2. AF/A1 in collaboration with AF/RE and NGB/CF develops AF Instructions for Total Force Human Resource Management Domain and submits them to SAF/MR for coordination and concurrence prior to publication;

A3.2.3. AF/RE executes approved policies and guidance, AF instructions, and strategic plans, providing additional guidance to the field as necessary.

A3.2.4. AF/RE monitors the effectiveness of AF/RE programs, and routinely updates SAF/MR.

A3.2.5. Additionally, AF/RE and SAF/MR will jointly establish performance measures which will serve as indicators as to when AF/RE is to notify SAF/MR (if required). This will be when conditions and measurement parameter signal an issue or initiative requires the involvement of SAF/MR to fulfill inherent policy oversight responsibilities.

A3.3. AF/RE Support of the Chief of Staff and Chief of Space Operations in their Roles as a Members of the Joint Chiefs: AF/RE will act independently of SAF/MR when AF/RE is providing support to the Air Force Chief of Staff or Chief of Space Operations in their roles as members of the Joint Chiefs of Staff, including the Joint Requirements Oversight Council. To the extent not inconsistent with the direction of the Chief of Staff or the Chief of Space Operations, AF/RE will keep SAF/MR informed of significant matters in these areas.

A3.4. SAF/MR Responsibility to the Secretary of the Air Force: SAF/MR retains Secretarial oversight responsibility for all aspects of Air Force Reserve Programs.

A3.5. Conditions for AF/RE to Exercise Delegated Secretarial Authorities. AF/RE is authorized to act on the SecAF or MR's behalf when such action:

A3.5.1. Implements or supports the POM and President's Budget.

A3.5.2. Implements an order or revised policy direction from the Secretary of the Air Force.

A3.5.3. Provides a clear, unambiguous, quantitative link to the AF/RE Strategic Plan and/or aligns program resources with its goals and objectives.

A3.5.4. Implements authorities delegated to RE to deal with specific AF Reserve matters (i.e., speaking, making decision, acting on behalf of the Air Force Reserve).

A3.5.5. Excluding formal reports, provides data, analyses, information papers, etc., to OSD or congressional staff in support of established policies, programs, or other initiatives that have been vetted through the Air Force Corporate Structure, or other appropriate decision process; e.g. senior leader forum or fully coordinated staff package; AF/RE will provide SAF/MR a copy of all materials submitted to OSD or Congress.

A3.6. Conditions Requiring SAF/MR Involvement. SAF/MR review and concurrence are required prior to implementing any policy, plan, program or submittal of a report outside the Air Force when one or more of the following situations or conditions apply:

A3.6.1. Involves a disagreement among the components of the Air Force Total Force on a policy over which SAF/MR has authority.

A3.6.2. Drives un-programmed or budgeted resource demands to the federal government that requires AF Corporate Structure consideration and/or an annual reprogramming action.

A3.6.3. Involves a controversial issue that will cause, or is likely to cause, significant reactions among senior Administration officials, Members of Congress or key staff, the public, or the press.

A3.6.4. Drives broad cultural changes crossing many Air Force functions that will require concerted coordinated action over several years to achieve.

A3.6.5. Involves an assessment of a program, falling within the portfolio of SAF/MR, which suggests a significant problem or out of tolerance condition in a performance measurement established in policy directives and/or AF Instructions requiring SecAF, OSD, or Congressional attention.

A3.7. Conditions Requiring SAF/MR Approval of AF/RE Actions. SAF/MR approval is required prior to implementing any policy, plan, program, practice or activity when one or more of the following situations or conditions apply:

A3.7.1. An official report being submitted to SecAF, OSD or Congress.

A3.7.2. Involves a change or perceived erosion of Air Force support for a key Secretary of the Air Force or Administration agenda item about which the Principal speaks; likewise for a senior Member of Congress or a member of a congressional committee with significant focus on national defense-related issues (such as Armed Services, Appropriations, Ways and Means, or Veterans Affairs).

A3.7.3. Involves process changes affecting the oversight roles or abilities of the Air Force Secretariat, Office of the Secretary of Defense, other (non-Air Force) Administration officials, or the Congress.

A3.7.4. Involves a Statute, Executive Order, or DOD policy that requires Secretary of the Air Force review, coordination, and/or implementation. DoD policy requires all DD Forms 106, *Department of Defense Issuances Program Coordination Initiation*, must be signed by SAF/MR (a Senate confirmed position).

A3.7.5. Involves new policies or initiatives proposed by OSD officials, congressional staff, or Air Force that would result in significant changes to Air Force Reserve related practices or programs and their outcomes.

A3.7.6. Involves decisions relating to SAF/MR operations, to include personnel assignments, and contract or research support.

A3.8. Revisions to Standard Operating Procedures. These operating procedures may be reviewed and revised as deemed necessary by the Secretary of the Air Force. SAF/MR or AF/RE may also initiate a revision in consultation with AF/RE or SAF/MR, respectively. OPRs must follow revision procedures as mandated in HOI 90-1.

JOHN A. FEDRIGO
Acting Assistant Secretary
(Manpower and Reserve Affairs)

RICHARD W. SCOBEE
LIEUTENANT GENERAL, USAF
Chief, Air Force Reserve