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Personnel

TOTAL FORCE DEVELOPMENT

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The purpose of this Directive is to provide key leadership policies for managing human resource and career field development at the tactical, operational, and strategic levels through Total Force Development. The goal is to better prepare our total force -- active duty, Air Reserve Component (ARC), and the Air Force civilian workforce -- to successfully lead and accomplish rapidly evolving global missions, while fulfilling airmen's personal and professional expectations to the greatest extent possible consistent with mission accomplishment.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

This directive is renamed from *Military Force Management* to *Total Force Development* and includes the following changes: HQ USAF/DPX replaced with AF/DPL; a separate purpose statement; paragraphs **1-12**. updated; **Attachment 1** deleted and Attachment 2 and Attachment 3 re-designated as **Attachment 1**.

- 1.** The Air Force will develop and maintain a capabilities-based manpower requirements system that captures sustained and surge billet requirements and is comprised of the appropriate force mix (AD/ARC/CIV) of the Air Force Core Competencies to produce a diverse, flexible and responsive force capable of succeeding in a global environment.
- 2.** The Air Force will synchronize and integrate planning, programming, budgeting, legislative, and policymaking activities within a corporate structure and through force development plans that are executed to maximize return on our investment in our people.
- 3.** The Air Force will develop, manage, and sustain a total force that is inclusive of all military members and civilian employees and provides an opportunity to serve and excel, maintains promotion opportunity, and balances depth and breadth of experiences to Air Force requirements.
 - 3.1.** Create an inclusive culture that reflects and leverages the talents and diversity of the citizenry we serve; producing asymmetric advantage for maximizing combat capability.

- 3.2. Equip leaders with the skills, knowledge, experience, and cultural competencies to lead and develop inclusive teams at every level of operation.
4. The Air Force will develop, manage, and sustain a total force that provides military members an opportunity to serve in Joint Duty Assignments in accordance with the Goldwater-Nichols DoD Reorganization Act of 1986 and Title 10, U.S.C. Armed Forces.
5. The Air Force will develop plans that establish the basic criteria, objectives, characteristics, and configuration of the Total Force, while complying with Air Force end-strengths and grade ceiling authorizations as established by Congress for each fiscal year.
6. The AF will comply with the Defense Officer Personnel Management Act (DOPMA), and other legal requirements and DoD directives and instructions regarding management of its officers and enlisted members to include setting separation and retirement points, and establishing officer and enlisted career expectations and progression in the Air Force. The Air Force will comply with Title 5 United States Code (USC), other legal requirements, and DoD directives and instructions regarding management of its civilian employees.
7. The Air Reserve Component will comply with the Reserve Officer Personnel Management Act (ROPMA), and other legal requirements and DoD directives and instructions regarding appointments, promotions, separations, and retirements.
8. The Air Force will use tests to aid in making selection, classification, and enlisted promotion decisions, ensuring a diverse, flexible, and responsive enlisted force.
9. Surveys will be used to evaluate personnel and training policies and programs and to suggest areas of improvement.
10. The Air Force will provide policy direction and guidance for the maintenance and disposition of personnel records, and develop procedures for entering and extracting information from personnel data systems.
11. This directive establishes the following responsibilities and authorities:
 - 11.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) provides strategic personnel policy concepts and oversight for manpower and military members and civilian employees as described in Air Force Policy Directive 90-1, *Policy Formulation*, paragraph 5.2. Therefore, SAF/MR approval is required before this document (AFPD 36-26) is revised, rescinded, or reissued.
 - 11.2. The Deputy Chief of Staff, Personnel (AF/DP)
 - 11.2.1. Is responsible for operational day-to-day personnel policy management and oversight of the Air Force's Force Development programs and for interface with the Office of the Secretary of Defense staff concerning development of the Department of Defense (DoD) policy and legislative initiatives.

11.2.2. Is responsible for ensuring all Air Force-wide Force Development issues are resolved considering an institutional perspective.

11.2.3. Will establish policies and procedures for effective Force Development of USAF military members and civilian employees.

11.2.4. Will ensure, to the maximum extent practical, Force Development policies and procedures are established in accordance with force development doctrine and are uniformly implemented (including officer, enlisted, civilian) throughout the Total Force.

11.3. The Air Force Senior Leadership Management Office (AFSLMO) will provide Air Force senior leader requirements and associated analytical data.

11.4. The Air Force Personnel Center (AFPC) is responsible for the day-to-day operation of appropriate Force Development programs, including assignment of military members and civilian employees to developmental education and to fill Air Force requirements.

11.5. The Air Reserve Personnel Center (ARPC) is the Personnel Service Center for the Air Reserve Component. ARPC's systems, processes, historical data, and knowledge management files provide a major role in shaping future initiatives such as TFD. ARPC's future role in TFD will be critical to ensure Total Force success.

11.6. The Air National Guard Directorate of Diversity, Personnel and Training (ANG/DP) is responsible for interfacing with the Air Force in establishing personnel policy, management and oversight of the ANG's Force Development programs. ANG/DP is also responsible for the day-to-day operation of ANG Force Development programs.

11.7. The Functional Authorities (FA) (normally functional Deputy Chiefs of Staff, Assistant Secretaries, or respective Directorates) will establish, to the extent necessary for effective development of military members and civilian employees in the career field, Force Development procedures/processes unique to their career area in accordance with doctrine and AF/DP overall program direction. FAs also have the authority to coordinate policy, provide oversight, and develop FD programs.

11.8. The Director, Air National Guard (NGB/CF) coordinates policy, provides oversight, and develops Force Development programs for Air National Guard members.

11.9. The Chief, Air Force Reserve (AF/RE) coordinates policy, provides oversight, and develops Force Development programs for Air Force Reserve members.

11.10. Major commands (MAJCOM) are responsible for operating specific Force Development programs within their commands.

11.11. Commanders are responsible for understanding, disseminating, and accomplishing applicable Force Development program elements at their local level.

12. See [Attachment 1](#) for DoD and related guidance implemented by this directive, as well as publications and related guidance that interface with this directive.

JAMES G. ROCHE
Secretary of the Air Force

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References*****IMPLEMENTED POLICY AND RELATED GUIDANCE**

DoD Directive 1205.18, *Full-Time Support (FTS) to the Reserve Components*, May 25, 2000

DoD Directive 1235.10, *Activation, Mobilization, and Demobilization of the Ready Reserve*, July 1, 1995

DoD Directive 1235.11, *Management of Individual Mobilization Augmentees (IMAs)*, May 6, 1996

DoD Directive 1300.19, *DoD Joint Officer Management Program*, September 9, 1997

DoD Instruction 1300.20, *DoD Joint Officer Management Program Procedures*, December 20, 1996

DoD Directive 1304.20, *Enlisted Personnel Management System*, December 19, 1984

DoD Directive 1315.7, *Military Personnel Assignments*, January 9, 1987

DoD Directive 1352.1, *Management and Mobilization of Regular and Reserve Retired Military Members*, March 2, 1990

DoD Directive 1400.25, *DoD Civilian Personnel Management System*, November 25, 1996

Goldwater-Nichols Act, Pub. L. No. 99-433, 100 Stat. 1013 (codified as amended at 10 U.S.C. § 164).

INTERFACING GUIDANCE

AFI 36-601, *Air Force Civilian Career Program Management*, 25 July 1994

AFI 36-2611, *Officer Professional Development* (Formerly AFP 36-13), 1 April 1996

AFI 36-2617, *Air Reserve Forces Policy Committee and Major Command Air Reserve Force Policy and Advisory Councils* (Formerly AFR 45-9), 28 July 1994

AFI 36-2618, *The Enlisted Force Structure* (Formerly AFR 39-6), 1 April 1999

AFPD 90-1, *Policy Formulation*, 1 September 1998