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Personnel

**SENIOR EXECUTIVE RESOURCE
MANAGEMENT**

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- 1.** Senior civilian executives are integral members of the Air Force's leadership and management team. This directive sets the policies which govern how to acquire, develop, and sustain a high quality cadre of senior civilian executives.
- 2.** The Air Force will manage senior civilian executives at Headquarters, United States Air Force (HQUSAF) level through an Executive Resources Board (ERB), chaired by the Under Secretary of the Air Force. The Vice Chief of Staff will serve as the alternate Chair.
 - 2.1.** The ERB will establish management policies and procedures for executive resource management and approve all position and personnel actions for United States Air Force Senior Executive Service (SES), Scientific and Professional (ST), and Senior Level (SL) positions.
 - 2.2.** Actions requiring ERB approval include position establishments, appointments, reassignments, pay-level adjustments, sabbaticals, removals, adverse actions, and reductions in force.
- 3.** The Air Force considers SES responsibilities equivalent to general officer responsibilities. Normally, SES positions will report to a general officer, an SES member, or higher authority.
- 4.** The Air Force annually will review and authorize SES position requirements.
- 5.** This directive establishes the following responsibilities and authorities:
 - 5.1.** The Secretary of the Air Force is responsible for the Air Force SES, ST, and SL Program and has established the ERB to manage the program. The Secretary of the Air Force retains authority to waive ERB management policies and to alter any action of the ERB, in conformance with governing law and directives.
 - 5.2.** The Deputy Chief of Staff, Personnel (HQ USAF/DP) is responsible for execution of ERB procedures and programs and management of their implementation. The Chief, Air Force Office of Senior Executive Matters (AFDPS) will act on behalf of the DP on a day-to-day basis.

5.3. Major command commanders and equivalent Secretariat and Air Staff officials are responsible for supervision of Air Force senior executives assigned to their organizations and for administrative actions inherent to management of senior executives.

5.4. Actions to be approved outside the Air Force; e.g., at the Office of the Secretary of Defense or the Office of Personnel Management, will be requested through the ERB Executive Secretariat.

6. These policies apply to all Air Force organizations and personnel except the Air National Guard. This policy also applies to non-Air Force organizations and personnel for which the Air Force is Executive Agent, unless exempted by mutual agreement.

7. This directive implements Title 5, United States Code (current edition); Title 5, Code of Federal Regulations (current edition); Federal Personnel Manual, Supplement 920-1, *Operations Handbook for the Senior Executive Service* (current edition); and *Federal Personnel Manual*, Chapter 319, Senior Level and Scientific and Professional Positions and Employment (current edition); DoD Directive 1403.1, *The Senior Executive Service and Equivalent Level Positions and Personnel*, October 18, 1982; and DoD Instruction 1403.2, *Reduction in Force in the Senior Executive Service (SES)*, February 1, 1991.

8. This policy interfaces with AFI 36-901, *Air Force Senior Executive Resources* (formerly AFRs 40-2 and 40-920).

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Attachment 1

MEASURING AND DISPLAYING COMPLIANCE WITH POLICY

A1.1. Compliance with senior executive resource management policy will be assessed by measuring validated SES positions and SES members filling validated positions as a percentage of the total Air Force SES allocation, and the number of SES members in unvalidated positions at the end of the fiscal year (**Figure A1.1.** and **Figure A1.2.**). The measurement will be charted and compared over a period of time to identify trends.

Figure A1.1. Sample Metric of SES Members Filling Validated Positions.

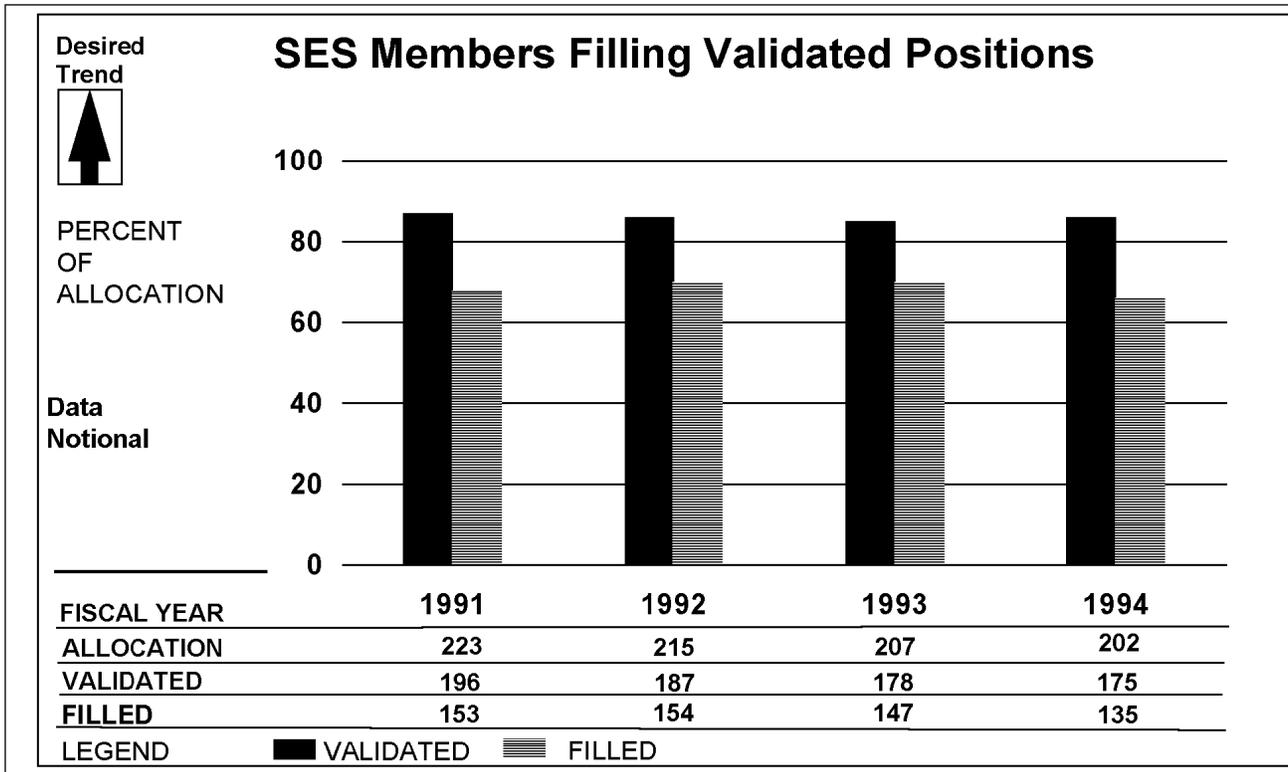


Figure A1.2. Sample Metric of SES Members Filling Unvalidated Positions.

