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**ORGANIZATION AND FUNCTIONS OF  
HEADQUARTERS AIR FORCE RESERVE  
COMMAND**

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This mission directive prescribes the organization and functions of Headquarters Air Force Reserve Command (AFRC).

**SUMMARY OF REVISIONS**

This revision updates the guidance in (paragraphs **1.6.** and **2.3.**). It also updates the mission statements for CCC (paragraph **5.2.**), CE (paragraph **5.4.**), DO (paragraph **5.5.**), FM (paragraph **5.7.**), HO (paragraph **5.9.**), IG (paragraph **5.10.**), JA (paragraph **5.11.**), LG (paragraph **5.12.**), SC (paragraph **5.15.**), SG (paragraph **5.18.**) and XP (paragraph **5.20.**). It also deletes the statement for CVA (previously paragraph **5.4.**) and adds a statement for RS (paragraph **5.14.**). A bar ( | ) indicates revision from the previous edition.

**1. AFRCMD 1124 Policy:**

- 1.1. This mission directive reflects the approved organization structure and functional descriptions for the headquarters.
- 1.2. Reorganization will not be accomplished for the purpose of change, organizational enhancement, or enrichment of assigned personnel. Organizational changes must be based on valid mission requirements that can be substantiated by AFI 38-101 (Air Force Organization).
- 1.3. Staff activities for which USAF has provided standard organization structure in AFI 38-101 must be organized as prescribed. Deviations from the headquarters structure require HQ USAF/REX approval. Requests for deviation must contain the information specified in AFI 38-101, chapter 5.
- 1.4. AFRC directors of staff and heads of special staff agencies are responsible for the actual organization and management of all elements of their respective staff agencies as authorized in this mission directive.
- 1.5. The Directorate of Plans and Programs, XP, is the office of primary responsibility on matters concerning the organization and functions within HQ AFRC.

1.6. After a reorganization is accomplished, further consideration for reorganization within the changed area will be limited for one year from implementation date.  
(Minor changes will be permitted if they have no impact on the organization structure).

## 2. Procedures:

2.1. The organization of a staff agency into subordinate elements (for example, directorate, division, and branch) is based on both the number of personnel authorized and the level and scope of assigned functional responsibilities.

2.2. Each directorate and head of special staff agency must ensure compliance with procedures.

2.2.1. Maintain a simplified organization without unnecessary echelons of supervision.

2.2.2. Eliminate organizational and functional fragmentation; for example, identical or similar work performed by two or more activities within the unit.

2.2.3. Continuously review functions within area of responsibility for essentiality to mission requirements.

2.3. Directorates and heads of special staff agencies will send requests for organizational and/or functional element changes to HQ AFRC/XPM for evaluation, approval, and processing. As a minimum, the reorganization package must contain the items outlined below:

2.3.1. Submit memorandum to XPM stating why the reorganization is necessary.

2.3.2. Provide an excel spreadsheet with the proposed changes. (Upon request, XPMP will provide a baseline Unit Manpower Document (UMD) in reorganization format. The spreadsheet eliminates the requirement for the current and proposed organization charts.)

2.3.3. Include the proposed functional statement (in brief and concise language, present tense, restricted to major functions or programs of the activity) for each organizational element affected by the reorganization.

2.3.4. Include Request for Personnel Action (RPA) and position description/core document for all federal civilian employees (Title 5 and Air Reserve Technicians (ARTs) where there is a new workload and/or grade impact.

2.4. HQ AFRC/XPM will take action to staff requests requiring AFRC/CV approval.

## 3. Structure:

3.1. HQ AFRC is organized under the directorate and special staff agency structure. Approved staff agencies with appropriate titles are identified herein.

3.2. Organizational elements are preceded by office symbols. The office symbols identify the organizational element to which manpower authorizations are allocated and allow the approved organizational structure to be depicted in computerized manpower documents.

**4. Headquarters AFRC Mission.** Performs the Air Force Reserve (AFR) field responsibilities of the Chief of Staff, USAF, within the Continental United States. Provides operational, logistic, comptroller (except military pay), administrative, and personnel support for all AFRC units and individuals assigned or attached to AFRC or its subordinate units.

## 5. Organization by Directorate/Staff Office:

5.1. **CC AFRC COMMANDER.** Exercises command of AFRC in fulfilling its mission as directed by Chief of Staff, United States Air Force.

5.2. **CCC COMMAND CHIEF MASTER SERGEANT.** Advises commander and vice commander on all matters relating to the AFRC reserve and active duty enlisted force. Explains commander's policies to AFRC enlisted force. Advises commander and vice commander of specific problems, concerns, and attitudes of enlisted force. Determines the quality of NCO leadership, management, and supervision. Evaluates Professional Military Education training facilities and advises commander of findings. Represents the commander as required at diverse functions and activities.

5.3. **CV VICE COMMANDER.** Serves as principal advisor to the commander in discharging the AFRC mission. In the absence of the commander, exercises command jurisdiction over and directs the activities of all units assigned to AFRC in consonance with the commander's responsibility to the Chief of Staff, USAF. Briefs the commander on matters of importance that affect the AFRC, its mission, and its public image. Represents the commander at meetings and conferences with HQ USAF and other commands and agencies. Directs and coordinates activities of the headquarters staff, ensuring adherence to command policies and efficient compliance with instructions of the commander. Informs commander on all matters of importance affecting the command. Acts as the commander in the absence of the commander.

5.4. **CE CIVIL ENGINEER.** Provides command civil engineer policies, programs, and resources for approximately 70,000 personnel. Functionally organizes, trains, equips, and provides 43 squadrons comprised of 4,900 engineers, firefighters, EOD and readiness technicians for worldwide contingencies. Manages a set of 13 base and 40 tenant location facility programs with a plant replacement value of \$5.3B and average annual expenditures of \$250M.

5.5. **DO DIRECTORATE OF OPERATIONS.** Develops command guidance on air, space and intelligence operations; command and control; aircrew training; flight standards; requirements; threat working group; crisis action team; air and space expeditionary force (AEF) and other deployments; aerial port operations/training; airfield operations; weather; airspace management; counterdrug support; contingency operations and exercises for 66 AFRC flying units, with more than 1000 aircrews and 470 aircraft gained by 7 different major commands to fulfill AFRC commitments supporting national objectives.

5.6. **DP DIRECTORATE OF PERSONNEL.** Establishes, manages, and directs command personnel programs, plans, policies, and procedures pertaining to all military and civilian personnel assigned to AFRC in support of the command mission. Provides assistance to subordinate commanders in fulfilling their personnel management responsibilities through interpretation of policies and procedures. Directs the translation of the Commander's policies and decisions into plans of action. Directs the administration and management of HQ USAF directed and command unique personnel programs, systems, and activities. Delivers professional and continuing education development programs, provides guidance for the development and delivery of leadership education and training enhancement courses and tailored events, to support and enhance AFRC effectiveness via the Professional Development Center (PDC).

5.7. **FM DIRECTORATE OF FINANCIAL MANAGEMENT AND COMPTROLLER.** Provides the full spectrum of financial and budgetary services to all AFRC mission elements. Directs the actions of approximately 577 comptroller personnel supporting over 693 diverse reserve units. For-

mulates, justifies, and executes operations and maintenance programs exceeding \$2 billion, reserve personnel funds exceeding \$900 million and other special appropriations exceeding \$480 million for equipment and other specialized requirements to support readiness.

5.8. **HC CHAPLAIN.** Advises Commander of AFRC on religious, ethical, and quality of life issues. Supports, evaluates, and facilitates quality chaplain ministries at AFRC units through staff visits, quality assessments, policy guidance, reports, conferences, training opportunities, and crossfeed; manages manpower and personnel matters, education and professional development, and ensures force readiness.

5.9. **HO HISTORY.** The command's only full-time History office prepares periodic histories and special studies, performs research services; supports 40 AFRC unit history programs; manages the lineage and honors and heraldry programs; maintains the command's historical archives; manages the command museum program; and manages the command art program.

5.10. **IG INSPECTOR GENERAL.** Selectively manned MAJCOM agency reporting to the Commander, AFRC. Guarantees America's Global Vigilance, Reach, and Power capabilities by validating the readiness of AFRC to support the gaining major commands and combatant commanders. Conducts inspections and assessments of 44 major units and approximately 70,000 personnel worldwide. Directs command's Complaint and Inquiries Programs.

5.11. **JA JUDGE ADVOCATE.** General counsel to the Chief of AFR and Commander and staff of HQ AFRC, a major command with three numbered air forces (NAFs) and 37 fighter, bomber, tanker, and airlift wings and approximately 70,000 personnel. As the only full-time legal office, provides broad spectrum of legal advice to commanders of over 700 reserve units worldwide. Supervises approximately 200 attorneys and paralegals.

5.12. **LG DIRECTORATE OF LOGISTICS.** Develops, directs, and executes plans, policies, programs, and procedures to manage logistics support for 680 AFR Command units. This involves logistics plans, supply, transportation, contracting, and aircraft maintenance for 13 major weapon systems, 439 aircraft, approximately 70,000 reservists/civilians gained by 9 active duty major commands for Air Expeditionary Force, peacetime contingency, or wartime support.

5.13. **PA PUBLIC AFFAIRS.** Conducts comprehensive, active Public Affairs programs at all levels of command to provide service members, the public, Congress, and media representatives timely, accurate, and authoritative information contributing to awareness and understanding of the AFR mission and capabilities. Provides commander, staff, and AFRC unit public affairs advice and support.

5.14. **(Added) RS RECRUITING SERVICE.** Responsible for recruiting sufficient personnel to man AFRC to 100 percent of congressionally funded Selected Reserve end-strength requirements. Activities include enlisting, appointing, and assigning recruiting applicants to fill vacancies, projected vacancies and authorized overages for unit, Individual Mobilization Augmentee and Active Guard Reserve programs. Responsible for the operation, training, planning, personnel, budget, advertising, and resources support functions for over 400 assigned personnel. AFRC Recruiting Service Commander also serves as director on AFRC/CV staff.

5.15. **SC DIRECTORATE OF COMMUNICATIONS AND INFORMATION.** Provides command guidance for and the management of AFRC Information Technology (IT). SC acts as the Chief Information Officer for AFRC. Develops and executes plans, programs, policy, and procedures for all AFRC communications and information (C&I) functions. Provides 24-hour network management, reachback support, and defense operations for AFRC enterprise of 13 reserve host bases, 3 geograph-

ically separated units, and HQ AFRC. Responsible for enterprise network support, software and license management, enterprise architecture, enterprise information management, publishing, IT requisition requirements and acquisition, telecommunications, multimedia services, information assurance and protection, air traffic control and landing system (ATCALS) equipment, personal wireless, and administrative and tactical communications for the command. Provides program management of IT services. Responsible for functional oversight of all AFR C&I personnel. Manages AFRC C&I Unit Type Code support for AEF, active duty and contingency requirements.

5.16. **SE DIRECTORATE OF SAFETY.** Provides command guidance and management of flight, ground, and weapons mishap prevention programs for the Commander, AFRC. Manages the command Operational Risk Management (ORM) program. Develops and executes programs, policies, and procedures to ensure AFRC implementation of the Air Force Mishap Prevention program. Provides functional oversight for all AFR Safety personnel.

5.17. **SF DIRECTORATE OF SECURITY FORCES.** Exercises command management and oversight over all force protection, combat arms, and security forces activities in AFRC. Establishes and implements policy and procedures to govern security forces peacetime operations and programs, ensures wartime readiness, and maintains liaison with other staff agencies, AFRC NAFs, and Air Staff.

5.18. **SG SURGEON.** Develops policy for the administration, training, and readiness of medical units and provides clinical oversight for aeromedical evacuation programs. Provides programming and oversight of medical professionals and financial resources for 3 Reserve NAFs and 80 Reserve medical units. Manages health service support and medical standards for 60,000 reservists. Interfaces with DoD, Air Staff, and MAJCOM medical elements in plan development and sourcing for AEF rotations and contingency operations.

5.19. **SV DIRECTORATE OF SERVICES.** Responsible for command-level management, policy development, and oversight for approximately 38 Reserve Prime RIBS teams, 11 base-level Services programs, and the services combat training site at Dobbins ARB. Has custodianship and financial management responsibility for all AFRC nonappropriated funds. Has significant impact on Reserve quality of life and wartime sustainment capability.

5.20. **XP DIRECTORATE OF PLANS AND PROGRAMS.** Provides MAJCOM oversight in planning/coordinating/implementing program changes. Manages program objective memorandum (POM)/change requests (PCR); advocates force modernization/modification efforts and funding. Manages over 89,500 manpower positions and 788 units. Oversees strategic/performance planning, sources contingency/deliberate plans. Leverages critical MAJCOM transformational capabilities.

JAMES E. SHERRARD III, Lt General, USAF  
Commander

Attachment 1

HEADQUARTERS AFRC ORGANIZATIONAL CHART

