

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

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 1-2**



6 MARCH 2018

Special Management

UNDER SECRETARY OF THE AIR FORCE

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SUMMARY OF CHANGES

This revision incorporates changes pertaining to Chief Management Officer responsibilities contained in §908 of the Fiscal Year 2009 National Defense Authorization Act and §1072 of the Fiscal Year 2010 National Defense Authorization Act, organizational changes pertaining to the Offices of the Under Secretary of the Air Force and the Assistant Secretary of the Air Force (Acquisition). Other revisions include the removal of Deputy Under Secretary of the Air Force (Space Programs) as a direct report to the Under Secretary of the Air Force, the renaming and addition of the Office of the Administrative Assistant (SAF/AA) as a direct report to the Under Secretary of the Air Force, and the addition of assigned duty for the Under Secretary of the Air Force as the advisor to the Secretary of the Air Force for senior personnel matters.

1. Mission . The Under Secretary of the Air Force position is established within the Office of the Secretary of the Air Force by Title 10 United States Code §8015. The Under Secretary of the Air Force, subject to the direction and control of the Secretary of the Air Force, (1) exercises the full authority of the Secretary (except as limited by law, regulation, Office of the Secretary of Defense, or Secretary of the Air Force restrictions) in all affairs of the Department of the Air Force and relationships and transactions with Congress and other governmental and non-governmental organizations and individuals; (2) develops, oversees, and executes programs enabling the United States Air Force to exploit, integrate, and control air, space, and cyberspace to protect and defend the nation and its global interests from peace through war; (3) as the Chief Management Officer, effectively and efficiently manages Air Force business operations and

directs and oversees the activities of the Deputy Under Secretary of the Air Force (Management) (SAF/MG)/Deputy Chief Management Officer in carrying out Air Force business transformation initiatives; (4) in accordance with the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD (AT&L)) memorandum, *Implementing Executive Order* 13514, 12 April 2010, the Under Secretary of the Air Force is designated as the Senior Sustainability Officer of the Air Force to oversee sustainability plans and performance for the Department. When the position of the Secretary of the Air Force is vacant, the Under Secretary of the Air Force is the acting Secretary of the Air Force. The organizational structure of the Office of the Under Secretary of the Air Force (SAF/US) is depicted in Attachment 2.

2. Organizational Relationships. The Secretary of the Air Force exercises authority through a civilian Under Secretary, civilian Assistant Secretaries, and the Chief of Staff, but retains immediate supervision of activities that involve vital relationships with Congress, the Secretary of Defense, other governmental officials, and the public. The Under Secretary of the Air Force reports directly to the Secretary of the Air Force. The Under Secretary of the Air Force direct reports include: the Office of the Administrative Assistant (SAF/AA), Deputy Under Secretary of the Air Force (International Affairs) (SAF/IA); Director, Air Force Small Business Programs (SAF/SB), and the Deputy Under Secretary of the Air Force (Management) (SAF/MG)/Deputy Chief Management Officer. Other key relationships of the office are with Office of the Secretary of Defense, Unified Commands, Joint Staff, intelligence community, defense agencies, other military departments, and the Headquarters Air Force staff. As the Air Force's Chief Management Officer, the Under Secretary of the Air Force works in close coordination with the Department of Defense's Chief Management Officer and Deputy Chief Management Officer, as well as the Air Force's Deputy Chief Management Officer (SAF/MG) to identify and exchange information necessary to facilitate execution of Department of Defense business transformation initiatives.

3. Responsibilities. The Under Secretary of the Air Force, subject to the direction and control of the Secretary of the Air Force, exercises the full authority of the Secretary (except as limited by law and regulation, or restrictions of Office of the Secretary of Defense or Secretary of the Air Force) in all affairs of the Department of the Air Force and relationships and transactions with Congress and other governmental and non-governmental organizations and individuals. Specifically, the Under Secretary of the Air Force shall:

3.1. Co-chair the Air Force Council with the Vice Chief of Staff of the Air Force. The Air Force Council is the senior forum for cross-functional consideration of the most critical Air Force issues. The Air Force Council reviews and evaluates Air Force objectives, policies, plans, programs, budgets, and studies to make timely recommendations to the Secretary of the Air Force and Chief of Staff of the Air Force.

3.2. Serve as the advisor to the Secretary of the Air Force for senior personnel matters. When requested by the Under Secretary of the Air Force, the Office of the Administrative Assistant (SAF/AA), Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), and Assistant Secretary of the Air Force, Manpower and Reserve Affairs (SAF/MR) will assist the Under Secretary of the Air Force with duties as the advisor to the Secretary of the Air Force for military and civilian senior personnel matters. As the advisor to the Secretary of the Air Force for senior personnel matters, the Undersecretary of the Air Force is delegated authority to and is responsible for:

3.2.1. Advising the Secretary of the Air Force and providing counsel to the Secretary of the Air Force on duty assignments, executive management plans, and wage/grade changes for all Air Force Senior Executive Service (SES) and Defense Intelligence Senior Executive members.

3.2.2. Appointing, reassigning, and detailing all Senior Level, Scientific and Professional, Defense Intelligence Senior Level, and Intergovernmental Personnel Act positions within the Air Force, to include acting on matters forwarded by the Executive Resources Board for Secretarial action following Air Force senior executive merit staffing processes.

3.2.3. Appointing, reassigning, and detailing all Tier 1 and Tier 2 Senior Executive Service and Defense Intelligence Senior Executive Service members, to include acting on slates developed by the Air Force Talent Management Board and upon matters forwarded by the Executive Resources Board for Secretarial action following Air Force senior executive merit staffing processes. The authority to appoint, reassign, and detail Tier 3 members of the Senior Executive Service and Defense Intelligence Senior Executive Service is not included in this delegation of authority and is retained by the Secretary of the Air Force.

3.3. Serve as the Air Force Chief Management Officer with primary management responsibilities for Air Force business operations. The purpose of the Air Force Chief Management Officer is to move the Air Force to more efficient and effective business practices, on par with leading-edge global practices and productivity levels. Key responsibilities of the Chief Management Officer include:

3.3.1. Direct and oversee activities of the Deputy Under Secretary of the Air Force (Management) (SAF/MG).

3.3.2. Continue actions required to implement financial and cost management improvements to increase effectiveness in Air Force stewardship and accountability of taxpayer dollars entrusted to the Air Force.

3.3.3. Direct Air Force-wide reform initiatives to achieve high-value changes across business operations and reinvest the savings from these reforms into areas of increased force lethality and readiness.

3.3.4. Equip the Air Force workforce with enterprise Information Technology services and productivity enhancements leveraged as industry standards in the most advanced commercial businesses and able to quickly and efficiently move from the marketplace to the workplace.

3.3.5. Direct investment in leading-edge data management to leverage Air Force data as a critical resource to increase warfighting, informational, and decisional superiority while seeking parallel operational and business efficiencies.

3.3.6. Accomplish requisite determinations as the appropriate approval official for covered defense business system of the Air Force, as required by 10 U.S.C. §2222.

3.3.6.1. In accordance with United States Code Title 10 §2222, develop and implement a comprehensive business transformation plan with measurable

- performance goals and objectives to achieve an integrated management system for Air Force business operations.
- 3.3.6.2. In accordance with United States Code Title 10 §2222, comply with all applicable law, including Federal accounting, financial management, and reporting requirements; routinely produce timely, accurate, and reliable business and financial information for management purposes; integrate budget, accounting, and program information and systems; and provide for the systematic measurement of performance, including the ability to produce timely, relevant, and reliable cost information.
- 3.3.6.3. In accordance with Office of the Secretary of Defense Deputy Chief Management Officer memorandum, *Defense Business Systems Investment Management Process Guidance*, dated 26 April 2017, represent the Air Force on the Defense Business Council and the Investment Review Board.
- 3.3.7. Ensure Air Force compliance with Defense Business Systems Investment Guidance as assigned to the Air Force and its Chief Management Officer pursuant to Office of the Secretary of Defense Deputy Chief Management Officer memorandum, *Defense Business Systems Investment Management Process Guidance*, dated 26 April 2017.
- 3.3.8. Serve as a member of the Defense Business Council and the Investment Review Board, in accordance with 10 U.S.C. §2222, Office of the Secretary of Defense Deputy Chief Management Officer memorandum, *Defense Business Systems Investment Management Process Guidance*, dated 26 April 2017, and the Defense Business Council Charter, dated December 10, 2014.
- 3.4. Serve as the Senior Sustainability Official of the Air Force, responsible for overseeing the establishment of sustainability performance goals and objectives; approving the Department's sustainability plans; managing policy, strategy, international relations, and interagency relations that pertain to or impact on sustainability; and serving as the primary interface to the Office of the Secretary of Defense for sustainability matters.
- 3.5. Serve as the Secretary of the Air Force representative to Department of Defense's Senior Governance Councils (e.g., the Deputy's Management Action Group), as required.
- 3.6. Serve as a member of the Defense Human Resource Board.
- 3.7. Serve as a member of the Air Force Nuclear Oversight Board, in accordance with the Secretary of the Air Force memorandum, *Charter for the Air Force Nuclear Oversight Board*, 26 November 2008.
- 3.8. Serve as a member of the Special Access Program Oversight Committee, in accordance with Department of Defense Directive 5205.07, 1 July 2010.
- 3.9. Direct and oversee activities of the Office of the Administrative Assistant (SAF/AA).
- 3.10. Direct and oversee activities of Deputy Under Secretary of the Air Force (International Affairs) (SAF/IA).
- 3.11. Direct and oversee activities of the Director, Air Force Small Business Programs (SAF/SB); to include:

3.11.1. Ensuring appropriate advice, coordination, and assistance is provided to other principal military and civilian officials of the Department of the Air Force in matters relating to the Small Business Program; and

3.11.2. Ensuring SAF/SB appropriately implements and executes functions and duties pertaining to small businesses, as prescribed by 10 U.S.C. §8024, and 15 U.S.C. §644.

3.12. Direct and oversee activities of the Deputy Under Secretary of the Air Force (Management) (SAF/MG).

4. Delegations of Authority/Assignment of Responsibility. Attachment 1 lists authorities delegated and assignments of responsibility to the Under Secretary of the Air Force. The authority delegated to the Under Secretary of the Air Force by this Headquarters Air Force Mission Directive may be re-delegated, unless re-delegation is expressly prohibited by the Secretary of the Air Force, attached delegation or superseding law, regulation, or Department of Defense issuance. While the Under Secretary of the Air Force may re-delegate authority to other Department of Air Force officials, he or she will ultimately be responsible to the Secretary of the Air Force for all delegations of authority or assigned responsibilities. Any re-delegation of authorities/responsibilities shall not be effective unless explicitly established in writing. Any principal member re-delegating authority in accordance with this Headquarters Air Force Mission Directive may further restrict or condition the authority being re-delegated.

5. Notifications to Congress. No re-delegation of authority/assigned responsibility under this Headquarters Air Force Mission Directive below the level of Deputy Assistant Secretary or three-letter/digit office shall include authority to provide notifications or reports to Congress.

6. Revocation of Secretary of the Air Force Order. No additional Under Secretary of the Air Force orders have been revoked.

Heather Wilson
Secretary of the Air Force

ATTACHMENT 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE
AUTHORITIES/ASSIGNMENT OF RESPONSIBILITY TO THE UNDER SECRETARY
OF THE AIR FORCE**

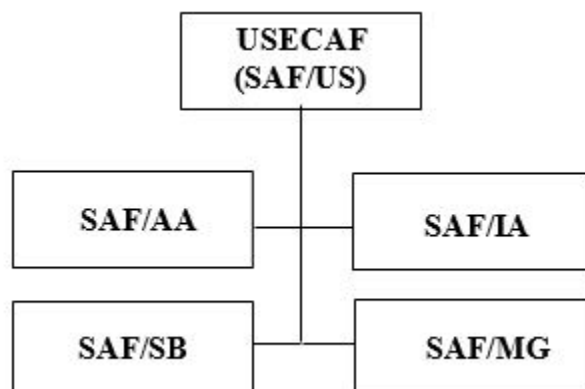
A1.1. Authority relating to duties as the Chief Management Officer pursuant to Title 10 United States Code §2222 and subsequent amendments.

A1.2. Authority relating to duties as the Senior Sustainability Officer of the Air Force pursuant to Executive Order 13514, *Federal Leadership in Environmental, Energy and Economic Performance*, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD (AT&L)) memorandum, *Implementing Executive Order 13514*, 10 April 2010, and Secretary of the Air Force memorandum, *Appointment of Air Force Senior Sustainability Official and Department of Defense Sustainability Council Representative*, 18 May 2010 to include overseeing the establishment of sustainability performance goals and objectives, approving the Air Force's sustainability plans, managing matters related to sustainability, such as planning, policy, strategy, international relations, interagency relations, and serving as the primary interface to Office of the Secretary of Defense for sustainability matters. Serves as the Air Force representative to the Department of Defense Senior Sustainability Council pursuant to Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD (AT&L)) memorandum, *Implementing Executive Order 13514*, 12 April 2010 and Secretary of the Air Force memorandum, *Appointment of Air Force Senior Sustainability Official and Department of Defense Sustainability Council Representative*, 18 May 2010.

A1.3. Authority relating to duties as a member of Senior Governance Councils pursuant to Department of Defense Directive 5105.79, *Department of Defense Senior Governance Councils*.

A1.4. Authority relating to implementing Department of Defense Continuous Process Improvement /Lean Six Sigma programs, policies, and procedures within the Air Force to improve overall effectiveness and efficiency across missions and functions to gain the broadest possible range of organizational improvements; developing and implementing appropriate education and training procedures and promoting Continuous Process Improvement/Lean Six Sigma career development opportunities to include offering a Continuous Process Improvement/Lean Six Sigma award and performance objective initiative as appropriate; establishing Continuous Process Improvement/Lean Six Sigma education, training, and certification procedures consistent with Department of Defense-wide guidelines and standards and including Continuous Process Improvement/Lean Six Sigma in individual employee performance objectives as appropriate; attaining Department of Defense-designated training and project targets; and providing representation to the Department of Defense Continuous Process Improvement Senior Steering Committee and its supporting bodies, pursuant to Department of Defense Directive 5010.42, *Department of Defense- Wide Continuous Process Improvement/Lean Six Sigma Program*, and Department of Defense Instruction 5010.43, *Implementation and Management of the Department of Defense-Wide Continuous Process Improvement/Lean Six Sigma Program*.

ATTACHMENT 2

ORGANIZATIONAL STRUCTURE OF THE OFFICE OF THE UNDER SECRETARY
OF THE AIR FORCE**A2.1. Offices subordinate to the Under Secretary of the Air Force include:**

A2.1.1. Office of the Administrative Assistant (SAF/AA). The Office of the Administrative Assistant (SAF/AA) subject to the direction and control of the Under Secretary of the Air Force. In accordance with Headquarters Air Force Mission Directive 1-6, the Office of the Administrative Assistant (SAF/AA) has overall responsibility for providing administrative continuity and managing support activities for the Secretary of the Air Force, Headquarters Air Force (HAF), and supported Field Operating Agencies (FOA) and elements; departmental programs involving policy, publishing/publications, security enterprise to include information, personnel and industrial security and committee management for the Department of the Air Force. The Secretary of the Air Force and Under Secretary of the Air Force retain ultimate responsibility for all policies related to the Department of the Air Force. Within designated areas of responsibility, the Office of the Administrative Assistant (SAF/AA) prepares policies for approval and issues official guidance/procedures via official Air Force publications to ensure implementation of those policies.

A2.1.2. Deputy Under Secretary of the Air Force (International Affairs) (SAF/IA). The Deputy Under Secretary of the Air Force (International Affairs) is subject to the direction and control of Under Secretary of the Air Force. In accordance with Headquarters Air Force Mission Directive 1-16, the Deputy Under Secretary of the Air Force (International Affairs) supports the Under Secretary of the Air Force by providing policy oversight and guidance to international programs supporting national security objectives through politico-military affairs, security assistance programs, technology and information disclosure, education and training, cooperative research and development, and attaché affairs.

A2.1.3. Director, Air Force Small Business Programs (SAF/SB). The Director of Air Force Small Business Programs is subject to the direction and control of Under Secretary of the Air Force. In accordance with Headquarters Air Force Mission Directive 1-30, the Director of Air Force Small Business Programs leads the Air Force in directing, managing, and overseeing the Air Force Small Business Program to ensure maximum practicable small business opportunities in Air Force acquisition. The Director of Air Force Small Business

Programs prepares policy, initiates processes, advocates small business strategies in the requirements and acquisition process, and conducts outreach to promote small business strategies to meet Air Force mission needs and priorities

A2.1.4. Deputy Under Secretary of the Air Force (Management) (SAF/MG) /Deputy Chief Management Officer. Office of the Deputy Under Secretary of the Air Force (Management) and the Deputy Chief Management Officer is subject to the direction and control of Under Secretary of the Air Force. In accordance with Headquarters Air Force Mission Directive 1-19, Office of the Deputy Under Secretary of the Air Force (Management) and the Deputy Chief Management Officer exercises assigned duties and authorities relating to the management of business operations for the Air Force. The Deputy Chief Management Officer manages the Air Force Office of Business Transformation, carrying out enterprise-wide business transformation initiatives and associated activities, and overseeing implementation of Continuous Process Improvement/Lean Sigma Six programs to improve overall effectiveness and efficiency across missions and functions to gain the broadest possible range of organizational improvements. As a minimum those initiatives and activities will include:

A2.1.4.1. Development and implementation of a comprehensive business transformation plan with measureable performance goals and objectives to achieve an integrated management system for Air Force business operations;

A2.1.4.2. Development and implementation of a well-defined enterprise-wide systems architecture and transition plan encompassing end-to-end business processes;

A2.1.4.3. Ensuring appropriate defense business system rules and policies are upheld throughout business system acquisition and modernization efforts;

A2.1.4.4. Providing an annual follow-up report to Congress as to the status of Air Force business transformation initiatives;

A2.1.4.5. Development and implementation of Continuous Process Improvement/Lean Six Sigma policies;

A2.1.4.6. Development and implementation of Continuous Process Improvement/Lean Six Sigma education, training, and certification procedures;

A2.1.4.7. Accomplishing such other initiatives and business transformation activities as the Secretary of the Air Force or Under Secretary of the Air Force determine are appropriate.