

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

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 1-19**

28 APRIL 2017



**DEPUTY UNDER SECRETARY OF THE
AIR FORCE, MANAGEMENT**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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SUMMARY OF CHANGES

This publication supersedes Headquarters Air Force (HAF) Mission Directive (MD) 1-19 dated 3 October 2016. This publication updates the MD to reflect changes in the function of the Deputy Under Secretary of the Air Force (Management) resulting from the Secretary of the Air Force memo, *Delegations of Authority for the Air Force Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) Process*, dated 20 December 2016. It also corrects a critical function inadvertently omitted during the previous publication. These changes include: (1) designating oversight of the development, evaluation, maintenance, and process improvement of SPPBE procedural policy to SAF/MG, and (2) designating SAF/MG as the Requirements Approval Authority (RAA) for HAF support services contracts greater than or equal to \$10 million.

1. Mission. The Secretary of the Air Force (SecAF), pursuant to *Title 10 United States Code* Sections (USC §§) 8013-8016, may establish offices and officials within the Secretariat to assist the Secretary in carrying out his/her responsibilities. As documented by paragraph 4.1.7 of AFMD 1, *Headquarters Air Force*, and this Headquarters Air Force (HAF) mission directive, the Deputy Under Secretary of the Air Force, Management (SAF/MG) is established as part of the Secretariat. The SAF/MG has overall responsibility for developing and implementing Air Force business transformation initiatives, leading the Air Force Office of Business Transformation as its Director of Business Management, and performing duties as the Deputy Chief Management Officer (DCMO) in support of the Under Secretary of the Air Force's overall management of Air

Force business operations as the Air Force's Chief Management Officer. Additionally, SAF/MG performs such additional duties and responsibilities as are assigned by the Under Secretary of the Air Force (USecAF) relating to the management of business operations for the Department of the Air Force. The SecAF retains ultimate responsibility for all policies related to the Department of the Air Force. Within his/her areas of responsibility, the SAF/MG prepares policies for approval and issues official guidance via official AF publications to ensure implementation of those policies.

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

2.1. The SAF/MG reports to the USecAF, serves as an agent of the Secretary within assigned policy and program domains, and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets within his/her area of responsibility. The SAF/MG is accountable to the Secretary for results achieved within the policy and program domains assigned by this directive.

2.2. The SAF/MG and the Office of the SAF/MG work in cooperation with the Administrative Assistant to the Secretary of the Air Force (SAF/AA), Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM), Assistant Secretary of the Air Force for Acquisition (SAF/AQ), General Counsel (SAF/GC), Auditor General (SAF/AG), Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR), Air Force Chief Information Officer (SAF/CIO A6), Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1), Deputy Chief of Staff for Logistics, Engineering, and Force Protection (AF/A4), and Deputy Chief of Staff for Strategic Plans and Programs (AF/A5/8) and their respective offices, as well as other HAF organizations, which are responsible, pursuant to **Chapters 803** and 805 of Title 10 (10 USC §§ 8013-8023 and §§ 8031-8038), for assisting the SecAF in carrying out his/her responsibilities.

3. Responsibilities. SAF/MG is specifically responsible for:

3.1. Serving as the DCMO, and in that capacity, directly supporting the Under Secretary in his/her execution of statutory duties as the Air Force Chief Management Officer (CMO) as defined in 10 USC § 132 note (codifies FY08 Public Law 110-181 § 904(b)).

3.2. Serving as the Director of Business Management and leading the Air Force's Office of Business Transformation in accordance with 10 USC § 2222 note (codifies FY09 Public Law 110-417, § 908) and consistent with Department of Defense (DoD) policies.

3.3. Providing principal support for the Under Secretary of the Air Force's duties as the Air Force pre-certification official for Air Force business systems investment requirements and facilitation of OSD certification and investment spend in accordance with 10 USC § 2222 *Business Transformation Initiatives for the Military Departments* and OSD investment guidance.

3.4. Ensuring defense business systems accountability and modernization in compliance with 10 USC § 2222 and as otherwise described in HAF Mission Directive 1-2, *Under Secretary of the Air Force*.

3.5. Working in close coordination with the OSD DCMO (ODCMO) and Assistant ODCMO, as well as SAF/CIO A6, to identify and exchange information necessary to facilitate execution of DoD business transformation initiatives.

3.6. Serving as an Air Force principal representative on the Defense Business Council chaired by the ODCMO. The SAF/MG is supported in this role by the Air Force Assistant Deputy Chief Management Officer (ADCMO).

3.7. Providing principal support for the Under Secretary's authority relating to implementing DoD Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) 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 CPI/LSS education, training, and certification procedures consistent with DoD-wide guidelines and standards, to include a CPI/LSS award and CPI/LSS in individual employee performance objectives as appropriate; attaining DoD-designated training and project targets; and providing representation to the DoD CPI Senior Steering Committee and its supporting bodies, pursuant to DoD Directive 5010.42, *DoD-Wide Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program*, and DoD Instruction 5010.43, *Implementation and Management of the DoD-Wide Continuous Process Improvement/Lean Six Sigma (CPI/LSS) Program*.

3.8. Certifying that new or updated Air Force Manpower Standards were developed in accordance with directed process re-engineering initiatives.

3.9. Maintaining and providing directions and policy for an enterprise-wide systematic performance improvement program to include providing oversight and management of the Program Action Directive (PAD) and Program Guidance Letter (PGL) process.

3.10. Establishing policies and approving business system investment review and certification processes and procedures. Performing Air Force pre-certification of business systems investment requirements and facilitating OSD certification and investment spend in accordance with 10 USC § 2222 and OSD investment guidance. Coordinating annual business transformation reports to and through ODCMO to include reports to congressional defense committees.

3.11. Chairing and providing the secretariat functions for the Enterprise Senior Working Group (ESWG) chartered by the SecAF, which provides oversight for data systems within the Air Force Business Mission Area (AFBMA) in coordination with SAF/CIO A6 and the information technology (IT) governance executive board to ensure IT investment planning and control are consistent with DoD and AF strategic plans and guidance. Ensuring data systems within AFBMA are enabled by sufficient business process reengineering and executable Doctrine, Organization, Training, Materiel, Logistics, Personnel, and Facilities (DOTMLPF) actions and change management plans in conjunction with development and modernization activities. Coordinating the AFBMA roadmap with SAF/CIO A6 and the IT governance executive board for transitioning business systems into the Joint Information Environment (JIE).

3.12. Chairing and providing the secretariat functions for the Enterprise Process Improvement Council (EPIC) chartered by the USecAF to ensure Air Force strategic goals, change management objectives, and priorities are enabled by ongoing CPI efforts. Providing

recommendations on initiatives to charter, their progress, and approval recommendations for improved processes and related impacts (e.g., manpower standard changes) and enabling alignment of Air Force strategic objectives and SecAF- and CSAF-approved initiatives with joint and national priorities.

3.13. Serving as HAF contract services advocate and Requirements Approval Authority (RAA) for support services contracts greater than or equal to \$10 million, and chairing annual HAF Support Services Requirements Review (SSRR) Boards. Providing secretariat and the support element for the HAF SSRR.

3.14. Providing guidance and oversight of audit recommendation implementation tracking.

4. Delegations of Authority/Assignment of Responsibility. Attachment 1 lists delegated authorities and assigned responsibilities to the SAF/MG. The authorities delegated/responsibilities assigned to the SAF/MG by this HAF mission directive may generally be re-delegated unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation or DoD issuance. While the SAF/MG may re-delegate authorities to other Department of Air Force officials, he/she will ultimately be responsible to the Secretary of the Air Force for all matters listed in paragraph 1 of this publication. Any re-delegation of authority made shall not be effective unless it is in writing. Any person re-delegating authority in accordance with this HAF mission directive may further restrict or condition the authority/responsibility being re-delegated/re-assigned.

5. Notifications to Congress. No re-delegation of authority/assigned responsibility under this HAF mission directive below the level of a Deputy Assistant Secretary or three-letter/digit office shall include authority to provide notifications or reports to Congress.

6. Continuation of Prior Re-Delegations of Authority/Assignments of Responsibility. Re-delegations of authority/assignments of responsibility made prior to the date of issuance of this HAF mission directive remain effective insofar as such re-delegations are not inconsistent with the terms of this HAF mission directive unless superseded by a new re-delegation or assignment of responsibility.

Lisa S. Disbrow
Acting Secretary of the Air Force

ATTACHMENT 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE
AUTHORITY/ASSIGNMENTS OF RESPONSIBILITY TO THE DEPUTY UNDER
SECRETARY OF THE AIR FORCE (MANAGEMENT)**

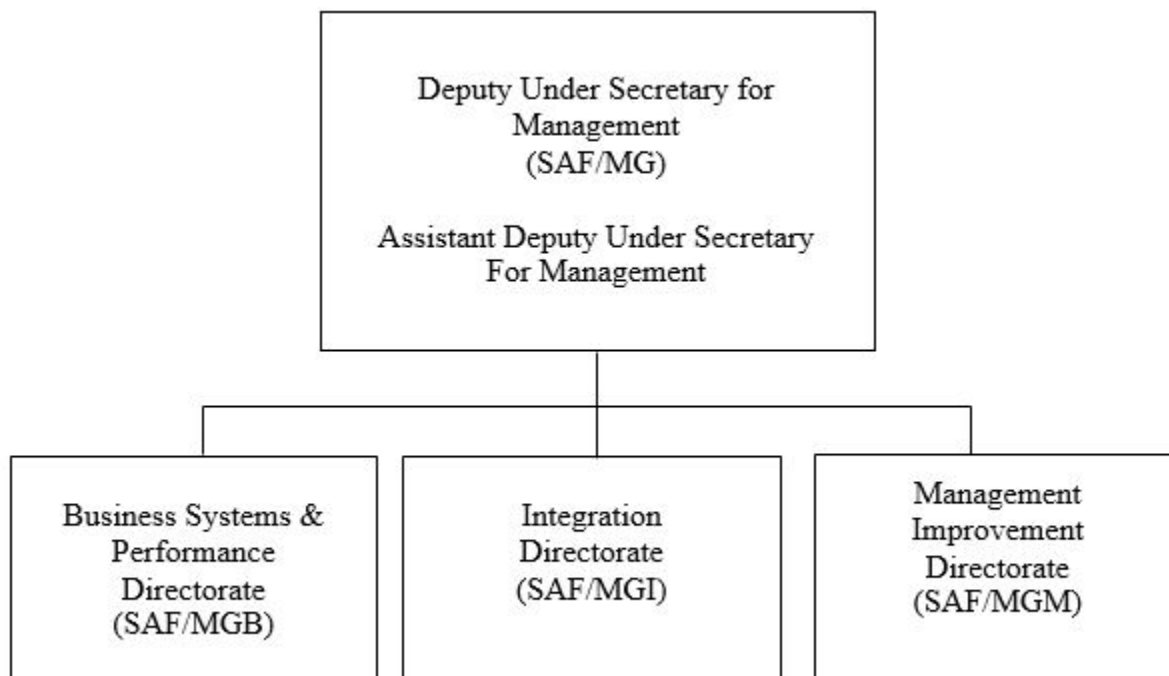
A1.1. Responsibility relating to ensuring compliance and supporting the Under Secretary of the Air Force in his/her establishment of directions and plans for the Business Mission Area (BMA), oversight of systematic performance in the Department's business operations, approval of BMA transformation plans and initiatives, establishment of policies, and approving Investment Review Board processes and procedures and annual reports to the congressional defense committees, consistent with DoD Directive 5105.82, *Department of Defense (DoD) Business Transformation*.

A1.2. Responsibility to serve as the Director of Business Management and lead the Air Force's Office of Business Transformation, as delegated to the Secretary of the Air Force pursuant to 10 USC § 2222 note (codifying FY09 Public Law 110-417, § 908).

A1.3. Responsibility relating to overseeing the development, evaluation, maintenance, and process improvement of Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) procedural policy, pursuant to memorandum *Delegations of Authority for the Air Force Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) Process*, dated 20 December 2016.

ATTACHMENT 2

**ORGANIZATIONAL STRUCTURE OF THE OFFICE OF THE DEPUTY UNDER
SECRETARY OF THE AIR FORCE (MANAGEMENT) (SAF/MG)**



A2.1. The Deputy Under Secretary of the Air Force, Management (SAF/MG) is responsible for the overall supervision of all matters pertaining to Air Force management of business operations. This responsibility includes oversight, management and strategic advocacy of programs designed to improve management and execution processes across the enterprise via employment of continuous process improvement (CPI). SAF/MG carries out enterprise-wide transformation initiatives and associated activities, and oversees implementation of CPI/LSS programs to improve overall effectiveness and efficiency across missions and functions and gain the broadest possible range of organizational improvements. Responsibilities include the formulation, review and execution of strategies, plans, policies, programs and budgets within areas of SAF/MG responsibility, to include Air Force Business Mission Area (BMA) programs and activities. SAF/MG serves as the Air Force Deputy Chief Management Officer and Air Force Business Transformation Officer. The Assistant SAF/MG serves as the Air Force Assistant Deputy Chief Management Officer and the Assistant Air Force Business Transformation Officer.

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

A2.2.1. Business Systems & Performance Directorate (SAF/MGB). Advises, assists and supports the USecAF, the CSAF and all principal civilian and military officials of the Department of the Air Force concerning business systems policies, programs and best practices. Interfaces with OSD Deputy Chief Management Office (ODCMO) staff and Military Departments' Business Transformation staffs on matters involving Air Force BMA interests and compliance with business systems laws, regulations and policies. Provides oversight and technical expertise required to integrate plans, programs, and requirements across the business mission area portfolio. Develops and collaborates on best practices for

mission area capability requirements definition and delivery. Provides secretariat support to the Air Force DCMO in managing business systems governance through the Air Force Enterprise Senior Working Group and supporting Community of Interest (CoI) Coordination Panel. Conducts required coordination of the annual and out-of-cycle Air Force pre-certification of business systems investments through Defense Business Council for OSD certification. Develops and maintains Air Force performance management metrics and reports to Air Force senior officials as well as to the ODCMO for DoD business transformation and performance reporting.

A2.2.2. Integration Directorate (SAF/MGI). Develops, maintains and implements Air Force Program Action Directive/Program Guidance Letter (PAD/PGL) policy, performs day-to-day enterprise-wide PAD/PGL portfolio management and coordinates status across PAD/PGL leads. Provides EPIC Executive Secretariat support. Provides guidance and oversight of audit recommendation implementation tracking. Serves as SAF/MG lead for Air Force corporate strategic planning, programming, budgeting, and execution process and executes SAF/MG's annual budget. Direct support to the Defense Business Council via membership on the ODCMO-chaired Fourth Estate Working Group. Performs Contract Officer Representative (COR) duties for all SAF/MG-managed contract services. Lead for SAF/MG military and civilian personnel actions.

A2.2.3. Management Improvement Directorate (SAF/MGM). Develops and implements Air Force-wide policy and capabilities for CPI, leverages innovation and efficiency ideas (from front-line Airmen innovation to strategic initiatives). Direct technical oversight of the Airmen Powered by Innovation (API) organization administratively housed in the Air Force Manpower Analysis Agency (AFMAA). Advises and assists in accomplishing strategic level CPI projects and related performance improvements. Partners with the Air Force Directorate of Manpower, Organization, and Resources (AF/A1M) and AFMAA to provide oversight to process reengineering activities required for new or updated manpower standards. Develops and implements appropriate education and training procedures from executive leader to CPI/LSS practitioner certification consistent with DoD-wide guidelines and standards. Manages Air Force award programs associated with innovation and CPI. Provides required staff support to the DCMO in his/her role as Headquarters Air Force services contract advocate and chair of the Support Services Requirements Review (SSRR) boards. Collaborates with the Air Force Program Executive Officer for Combat and Mission Support and other Air Force, DoD, and federal sector organizations to eliminate contract redundancies, leverage efficiencies, lessons learned, and best practices for strategic sourcing.