

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



**HEADQUARTERS MISSION
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Special Management

CHIEF OF CHAPLAINS

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1. Mission. The Chief of Chaplains (AF/HC), pursuant to Title 10 United States Code (USC) Sections 9031-9040, and as documented by paragraph 4.3 of Air Force Mission Directive 1, *Headquarters Air Force (HAF)*, and this Headquarters Air Force Mission Directive (HAFMD), assists the Secretary of the Air Force (SecAF), other Secretariat offices, the Chief of Staff of the Air Force (CSAF), and the Chief of Space Operations (CSO) by providing religious accommodation, spiritual fitness, and leadership advisement for the Department of the Air Force (DAF). The SecAF retains ultimate responsibility for all policies related to the DAF. Within his/her assigned responsibilities, the AF/HC prepares policies for approval and issues guidance/procedures, via official DAF publications, to ensure implementation of those policies. The AF/HC also assists the CSAF and CSO in their roles, pursuant to 10 USC Section § 151, as members of the Joint Chiefs of Staff.

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

2.1. The AF/HC reports directly to the CSAF but provides support to the SecAF, the Under Secretary of the Air Force (USecAF), other Secretariat offices, the CSAF, CSO, and other Air Staff and Office of the Chief of Space Operations (informally known as Space Staff) offices. The SecAF may re-delegate authority/assign responsibility to the AF/HC, but the SecAF, through the CSAF and, as appropriate, Assistant Secretaries of the Air Force, retains ultimate responsibility for all matters listed in [Attachment 2](#) of this publication.

2.2. The AF/HC is part of the Air Staff and as such works closely with other DAF offices to assist the SecAF, the USecAF, the CSAF, and the CSO in carrying out their responsibilities. The AF/HC and the Office of the AF/HC work in cooperation with the other officials and their respective offices, which are responsible, pursuant to Chapters 903 and 905 of Title 10 (10 USC §§ 9011-9024 and §§ 9031-9040), for assisting the SecAF, the CSAF, and the CSO in carrying out their responsibilities.

2.2.1. Pursuant to Headquarters Operating Instruction (HOI) 90-1, *Headquarters Air Force Mission Directives and Department of Defense Issuances Program*, two or more Headquarters Air Force two-letter organizations with responsibilities in the same functional area are encouraged to develop “standard operating procedures” that set forth procedures enabling covered organizations to fulfill and carry out their respective missions, roles, and responsibilities. Any standard operating procedures having been entered into between the Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR) and AF/HC are included at [Attachment 2](#) of this publication.

3. Responsibilities. Responsibilities of AF/HC three-letter subordinate offices are found in [Attachment 1](#) of this publication. The AF/HC is specifically responsible for:

3.1. Providing religious accommodation, spiritual fitness, and leadership advisement, ensuring all Airmen, Guardians, and their families have opportunities to exercise their constitutional, statutory right to the free exercise of religion consistent with Department of Defense (DoD) policy.

3.2. Leading the Department of the Air Force Chaplains Corps Council in accomplishing the AF/HC mission.

3.3. Managing the education, training, and development of Air Force chaplains and Religious Affairs Airmen.

3.4. Providing programs and resource support for the Air Force Chaplain Corps in accomplishing its mission.

3.5. Serving as a member of the Armed Forces Chaplains Board, providing advice to the Secretary of Defense on matters regarding religion.

3.6. Advising the SecAF, USecAF, CSAF, CSO and Directorates on matters regarding religion, spirituality and ethical and moral principles.

3.7. Liaising with the Chiefs of Chaplains of allied nations.

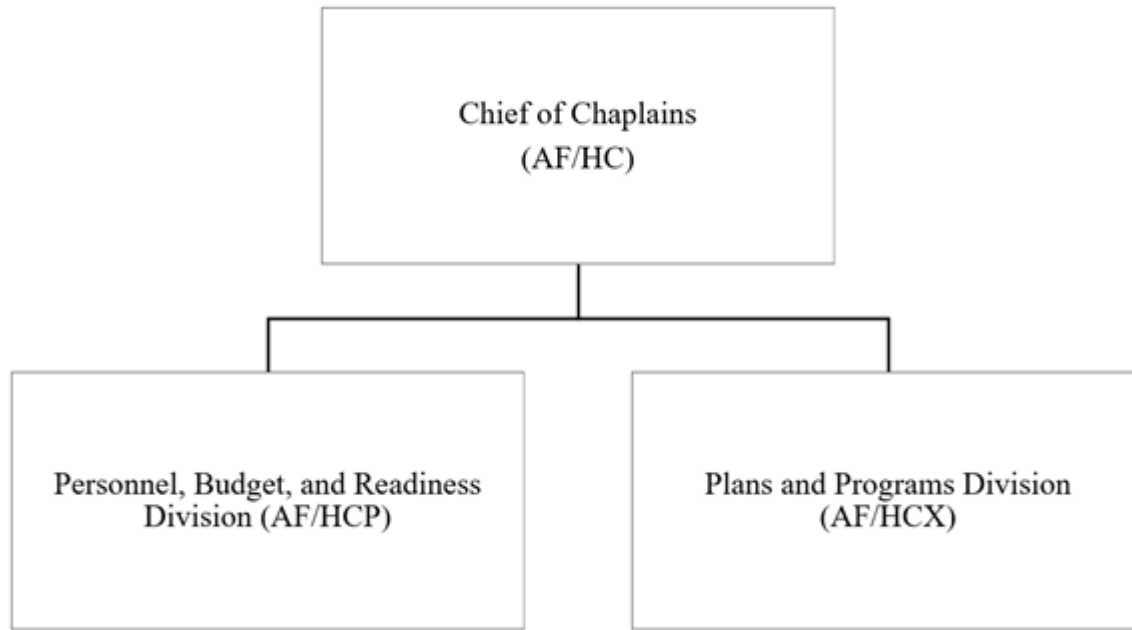
3.8. Establishing and maintaining cooperative relationships with the ecclesiastical endorsing agencies representing the religious organizations of the United States of America.

3.9. Ensuring each Air Force chaplain provides religious accommodation, spiritual fitness, and leadership advisement within their assigned areas of responsibility.

4. Delegations of Authority/Assignment of Responsibility: HAF MD 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, Attachment 1 lists authorities delegated from the SecAF to SAF/MR. Attachment 6 to HAF MD 1-24 provides specific re-delegations of authority/re-assignments of such responsibility from SAF/MR to AF/HC. Standard Operating Procedures describing such re-delegations/re-assignments are included at [Attachment 2](#) of this publication.

5. 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 Headquarters Air Force Mission Directive remain effective insofar as such re-delegations are not inconsistent with the terms of this Headquarters Air Force Mission Directive, unless superseded by new issuances.

FRANK KENDALL
Secretary of the Air Force

Attachment 1**AIR FORCE CHIEF OF CHAPLAINS****Figure A1.1. Air Force Chief of Chaplains AF/HC.**

A1.1. The Chief of Chaplains (AF/HC)—AF/HC is responsible for the overall supervision of all matters pertaining to the free exercise of religion and spiritual support of Department of the Air Force personnel, including direction and oversight for all religious and ethical policies and programs. The AF/HC serves as a member of the Armed Forces Chaplains Board of the Office of the Secretary of Defense, liaises with the Chiefs of Chaplains of allied nations, and establishes and maintains cooperative relationships with the ecclesiastical endorsing agencies representing the religious organizations of the United States.

A1.2. Three-letter subordinate offices include—A1.2.1. Personnel, Budget, and Readiness Division (AF/HCP). Is responsible for developing guidance, plans, and procedures affecting the strategic development and management of Chaplain Corps personnel, readiness, and reserve affairs. Develops and submits functional-wide, long-range plans, policies and programming actions for Chaplain Corps resources at all levels. Develops instructions and guidance pertaining to resourcing, manpower, appropriated funds (APF), and Chapel Tithes and Offering Funds (CTOF).

A1.2.1.1. The Chaplain (52RX) Air Force Career Field Manager (AFCFM) provides functional oversight for total force development and serves as liaison between AF/HC and the AF Colonels' Group (AF/DPO) for colonels' assignments and other personnel matters. Provides functional oversight of the Air Force Personnel Center, Chaplain Force Development Branch (HQ AFPC/DP2H) and Chaplain Recruiting (HQ AFRS/RSOH) for recruiting, accessions, and assignments issues. Facilitates functional guidance on all aspects of career field education and

training in coordination with AETC/HC, Air University (AU), Second Air Force, Air Force Institute of Technology (AFIT), and the Chaplain Corps College. Collaborates with AF/A1P to develop the Officer and Enlisted Accession Program Guidance Letters (PGLs). Initiates changes to the 52RX specialty description, to include entry and/or retention requirements, with AF/A1P.

A1.2.1.2. The Religious Affairs (5R0X1) AFCFM provides functional oversight for total force development and serves as the liaison between AF/HC and the Air Force Chiefs' Group (AF/A1LE) for Chief Master Sergeant assignments and other personnel matters. Manages manpower and personnel actions to ensure effective utilization of Religious Affairs Airmen. Provides functional guidance on all aspects of career field education and training in coordination with AETC/HC, Second Air Force, AU, AFIT, Chaplain Corps College, and Major Command/Field Command/Direct Reporting Unit Functional Managers (FMs) to ensure implementation of 5R0X1 training programs. Chairs the Religious Affairs Functional Advisory Council to establish the 5R0X1 Enlisted Development Team, Religious Affairs Utilization and Training Workshops, and Specialty Training Requirements Team. Collaborates with AF/A1P to develop the Technical Training and Enlisted PGL quotas. Initiates changes to 5R0X1 specialty description, to include entry and/or retention requirements, with AF/A1P.

A1.2.2. Plans and Programs Division (AF/HCX). Is responsible for development and execution of the AF/HC strategic plan and associated lines of effort in order to execute AF/HC priorities. Serves as primary point of contact for strategic communication development and dissemination, and facilitates the Chaplain Corps functional update. Develops policies, procedures, instructions, and program guidance in support of religious accommodation, spiritual fitness, and leadership advisement. Oversees the collection and analysis of AF/HC statistics. Manages the Chaplain Corps history program. Develops instructions for and manages the AF/HC awards program. Develops policies, procedures and guidance for religious accommodation and coordinates on behalf of AF/HC on religious accommodation requests requiring DAF headquarters response. Coordinates on all publications and policy pertaining to religion or spiritual care. Coordinates on Congressional inquiries and responses by the SecAF, the CSAF and the CSO on matters pertaining to the free exercise of religion or spiritual fitness of DAF personnel.

Attachment 2

STANDARD OPERATING PROCEDURES

A2.1. Nothing in this document will infringe upon the traditional personal and confidential relationship between an individual Air Force Chaplain Corps member and a DAF member.

A2.1.1. These standard operating procedures (SOPs) apply to individuals assigned to SAF/MR or AF/HC who are responsible for developing policy, managing programs, and preparing guidance. These procedures are intended to facilitate staff actions and functions between SAF/MR and AF/HC while increasing operating effectiveness and efficiency. Subject to the standard operating procedures that follow, a general description of the flow of work between SAF/MR and AF/HC is:

A2.1.1.1. AF/HC serves the religious needs and provides spiritual care for individual DAF members based upon the tenets and beliefs of the members' individual religions without SAF/MR oversight of those tenets of beliefs;

A2.1.2. AF/HC develops policies and submits them to SAF/MR for coordination and concurrence prior to SecAF approval, if the policies relate to the human capital portfolio;

A2.1.3. AF/HC develops Department of the Air Force Instructions and submits them to SAF/MR for coordination prior to AF/HC publication;

A2.1.4. AF/HC develops strategic plans and submits them to SAF/MR for coordination and concurrence prior to AF/HC implementation;

A2.1.5. AF/HC prepares formal responses and reports, and submits them to SAF/MR for coordination and concurrence prior to submittal to the SecAF, OSD, Congress, or organizations outside of the Department of the Air Force. **Note:** This policy is not intended for routine Congressional inquiries on behalf of constituents (SAF/LL);

A2.1.6. AF/HC executes approved policies and guidance, Department of the Air Force Instructions, and strategic plans, providing additional guidance to the field as necessary;

A2.1.7. AF/HC monitors the effectiveness of AF/HC programs, and routinely updates SAF/MR. Additionally, AF/HC and SAF/MR will jointly establish performance measurements. AF/HC will notify SAF/MR when conditions and measurement parameters signal an issue or when an initiative requires the involvement of SAF/MR to fulfill inherent policy oversight responsibility.

A2.2. AF/HC support of the CSAF and the CSO in their roles as a member of the Joint Chiefs: AF/HC will act independently of SAF/MR when AF/HC is providing support to the CSAF, the Vice Chief of Staff of the Air Force, the CSO, or the Vice Chief of Space Operations in their roles as members of the Joint Chiefs of Staff, including the Joint Requirements Oversight Council. To the extent not inconsistent with the direction of the CSAF, the Vice Chief of Staff of the Air Force, the CSO, or the Vice Chief of Space Operations, AF/HC will keep SAF/MR informed of significant matters in these areas.

A2.3. SAF/MR responsibility to the Secretary of the Air Force. SAF/MR retains Secretarial oversight responsibility for all aspects of the DAF Regular, Reserve, and Auxiliary Component Affairs affecting Air Force Chaplain Corps policies and programs.

A2.4. Conditions for AF/HC to exercise SAF/MR re-delegated secretarial authorities/re-assigned secretarial responsibilities. AF/HC is authorized to exercise such re-delegated authorities and thereby act on the SecAF's or SAF/MR's behalf when such action:

A2.4.1. Administers approved programs designed to meet the religious needs and spiritual care of the Department of the Air Force members;

A2.4.2. Implements or supports the Program Objective Memorandum and President's Budget;

A2.4.3. Implements an order or revised policy direction from the SecAF;

A2.4.4. Provides a clear, unambiguous, quantitative link to approved strategic plans, and/or aligns program resources with approved goals and objectives;

A2.4.5. Deals with specific Chaplain Corps-related matters (i.e. speaking, making decisions, and acting on behalf of the DAF);

A2.4.6. Excluding formal reports, provides data, analyses, information papers, etc., to OSD or congressional staff in support of established policies, programs, requests for status updates, or other initiatives that have been vetted through the DAF Corporate Structure, or other appropriate decision process; e.g., senior leader forum or fully coordinated staff package. AF/HC will provide SAF/MR a copy of all materials submitted to OSD or congressional staffs;

A2.5. Conditions requiring SAF/MR involvement. SAF/MR review and coordination is required prior to implementing any policy, plan, and program when such implementation:

A2.5.1. Involves a disagreement among the components of the DAF Total Force on a policy over which SAF/MR has authority;

A2.5.2. Drives un-programmed or budgeted resource demands to the federal government that require DAF Corporate Structure consideration and/or an annual reprogramming action at the DAF Group or above;

A2.5.3. Involves a controversial issue that will cause, or is likely to cause, significant reactions among senior Administration officials, members of Congress or key staff, the public, or the press;

A2.5.4. Drives broad cultural changes crossing many DAF functions that will take concerted, coordinated action over several years to achieve;

A2.5.5. Involves an assessment of a program, falling within the portfolio of SAF/MR, that suggests a significant problem, or an out of tolerance condition in performance measurements or indicators established in policy directives and/or DAF Instructions requiring SecAF, OSD, or Congressional attention;

A2.5.6. Involves an official report being submitted to SecAF, OSD or Congress;

A2.5.7. Involves a change or perceived erosion of DAF support for a key Secretary of the Air Force or Administration agenda item about which the Principal speaks; likewise for a senior member of Congress or a member of a congressional committee with significant focus on national defense-related issues (such as Armed Services, Appropriations, Ways and Means, or Veterans Affairs).

A2.6. Conditions requiring SAF/MR approval of AF/HC actions. SAF/MR approval is required prior to implementing any policy, plan, program, practice or activity when such implementation:

A2.6.1. Involves process changes affecting the oversight roles or abilities of the DAF Secretariat, Office of the SecDef, other (non-DAF) Administration officials, or Congress;

A2.6.2. Involves a Statute, Executive Order, DAF or DoD policy that requires Secretary of the Air Force review, coordination, and/or implementation. DAF policy requires all SD Forms 106 to be signed by SAF/MR for DoD issuances falling within their purview;

A2.6.3. Involves new policies or initiatives proposed by OSD officials, congressional staff, or DAF that would result in significant changes to DAF personnel management practices or programs and their outcomes.

A2.7. Revisions to Standard Operating Procedures. These operating procedures may be reviewed and revised as deemed necessary by the SecAF. SAF/MR or AF/HC may also initiate a revision in consultation with AF/HC or SAF/MR, respectively. OPRs must follow revision procedures as mandated in HOI 90-1, *Headquarters Air Force Mission Directives and Department of Defense Issuances Program*.

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Chief of Chaplains