This pamphlet documents the basic organization and functions of the Secretary of the Air Force, and the Air Staff (Command Codes 0N and 24). Selected Named Activities providing worldwide support (Command Code 25) are also included in the designated chapters. However, they do not perform Management Headquarters duties.

Throughout this pamphlet, responsibility is assigned to certain offices who have primary responsibility and others who have collateral responsibility for a given function. The office of primary responsibility (OPR) is responsible for tasks that are a part of the mission (or its assigned function), no matter how many other offices are involved. That OPR represents the total Air Staff on the matter. An office of collateral responsibility (OCR) assists the OPR in carrying out its assigned function.

Two more terms are important for the reader to understand. They are focal point (FP) and point of contact (POC). There is only one FP on the Air Staff per program. This is usually a top-level office designated by the Chief of Staff to monitor the status of a given program. It is a single element, usually within a deputate (director or equivalent) designated to coordinate action on that program within that organizational element. Point of contact is a person who is the primary source of knowledge on a particular subject for his or her Air Staff element. This person is usually the action officer on a specific program for his or her Air Staff element. There are numerous points of contact on the Air Staff per program. They usually are the "right-people-to-know" in coordinating matters of Air Staff interest.

Organizational change requests must include chartbook updates before they can be implemented.

Promptly submit changes to this pamphlet to HQ 11 WG/XPMR.

★SUMMARY OF REVISIONS

This revision changes publication AFPAM 38-102, 1 October 1999. It documents organization changes affecting the Secretary of the Air Force, the Air Staff, and Named Activities. Changes include updates to organization structures and roles and responsibilities. It updates the index and the glossary of terms. A ★ indicates revisions from the previous edition.
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PART I

SECRETARIAT
1.1. The Secretary of the Air Force (SAF/OS).

1.1.1. The Secretary of the Air Force (SECAF), under Title 10, United States Code, Chapter 801, Section 8013, is responsible for and has the authority necessary to conduct all affairs of the Department of the Air Force to include supervision of space programs. Subject to the Secretary’s direction and control, the Under Secretary and the Assistant Secretaries are authorized to act for and with the authority of the SECAF on any matters within the areas assigned. This authority extends not only to actions within the Department of the Air Force, but also to relationships and transactions with the Congress and other government and non-government organizations and persons.

1.1.2. Officers and officials of the Air Force will report to the Under Secretary and the Assistant Secretaries regarding matters within their cognizance.

1.1.3. Under Title 10, United States Code, Chapter 801, Section 8017, if the Secretary is absent, the Under Secretary will perform the duties of the Secretary; if the Secretary and Under Secretary are absent, the Assistant Secretaries in order of their length of service will perform the duties of the Secretary.

1.2. The Under Secretary of the Air Force (SAF/US). As the principal assistant to the SECAF, the Under Secretary acts with full authority of the Secretary on all affairs of the Department.
Chapter 2

ADMINISTRATIVE ASSISTANT
(SAF/AA)

2.1. The Administrative Assistant (SAF/AA). The Administrative Assistant:

2.1.1. Manages and administers the Office of the Secretary of the Air Force (OSAF). Provides advisory services on departmental management and administrative matters. Assures administrative continuity during changes of top officials in the Office of the Secretary. Performs various functions and special projects involving matters in the Department as directed by the Secretary. Conducts studies, inquiries and surveys in response to the needs of the Secretary and principal assistants.

2.1.2. As the Senior Security Official for the Air Force, provides oversight and broad direction and guidance over all matters pertaining to the formulation, review, and execution of plans, policies and programs relative to information, personnel and industrial security and security investigative programs.

2.1.3. Serves as the Secretariat focal point (FP) for anti-terrorism policy guidance and oversight.
2.1.4. Develops and executes uniform policy concerning the security of Special Access Programs (SAPs). Develops Air Force standards for SAPs. Evaluates program effectiveness through annual inspections or as directed by the Secretary of Defense. Provides advisory assistance to SAP managers in developing security plans prior to program approval by the Secretary of the Air Force (SECAF). Acts as the single FP for coordination of external oversight activities by the Department of Defense (DoD), the General Accounting Office (GAO), Congress and other agencies as required by direction of the Secretary or Under Secretary.

2.1.5. Administers the contingency funds of the SECAF.

2.1.6. Controls the SECAF Order System.

2.1.7. Provides a FP for consolidating and dispensing Air Force responses or inputs on certain reports for the White House, Secretary of Defense, and other Federal agencies.

2.1.8. Provides custody and control over use of the Air Force Seal and other authentication devices.

2.1.9. Adjudicates miscellaneous claims against the Air Force including those under the Military Claims Act and announces the decision for the SECAF.

2.1.10. Serves as the final appeal authority on the adjudication of security clearances for Air Force personnel.

2.1.11. Provides security services for the Office of the Secretary including advisory services on departmental security matters.

2.1.12. As the representative of the Secretary, serves on various boards and committees, such as the Air Force Council, the HQ USAF Financial Oversight Working Group (FOWG), the Pentagon Renovation Executive Committee, and the Office of the Secretary of Defense (OSD) Space Committee.

2.1.13. Approves medical designations for the Secretary.

2.1.14. Provides management-level services for the Office of the Secretary involving: manpower and organization, military and civilian personnel, Senior Executive Service matters, and employment of experts and consultants.

2.1.15. Administers unit orderly room, leave accounting, parking control, building pass, and other administrative support services for the Office of the Secretary.

2.1.16. Serves as the FP regarding the assignment of Air Force personnel outside DoD.

2.1.17. Recommends and maintains appropriate official gifts and mementos for use by the Secretary and Under Secretary, and the Assistant Secretaries, when they are acting on behalf of the Secretary.

2.1.18. Reviews and approves requests from individuals assigned or employed by a Secretariat office to retain, for Air Force use, gifts of more than minimal value from foreign governments. Also provides guidance to Headquarters Air Force Personnel Center (HQ AFPC) when questions arise concerning such gifts.

2.1.19. Develops and maintains the continuity of operations plan for the Office of the Secretary.

2.1.20. Manages the Air Force Executive Dining Room functions and facilities.

2.1.21. Is responsible for assisting the Secretariat in obtaining supplies, services, telecommunications, and construction support.

2.1.22. Represents the Secretariat in working with OSD and other Government agencies on administrative programs.
2.1.23. Serves as FP for the Air Force committee management program including approval and processing of appointments of committee members.

2.1.24. Is responsible for the planning, programming, and budgeting requirements for the Secretariat. Acts as the principal advisor to the Secretary in the resource allocation process. Serves as Secretariat FP on all HQ USAF Program Action Directives (PADs).

2.2. Civilian Personnel Division (SAF/AAA). The Civilian Personnel Division:

2.2.1. Manages the civilian personnel support functions and actions pertaining to personnel assigned to the Secretariat to include authorizing, validating, analyzing and tracking civilian personnel actions.

2.2.2. Provides guidance to senior management in connection with the establishment of new positions, details, reassignments, realignments, fills, etc.

2.2.3. Manages the Secretariat’s civilian training budget to include validating and approving requests for training and ensuring requirements are job related and support mission needs.

2.2.4. Manages and performs quality control relative to civilian appraisals for the Secretariat. Includes the dissemination of guidance, establishing points of contact, validating performance plans, and tracking award bogies.

2.2.5. Manages the manpower, organizational, and administrative functions and actions pertaining to the Secretariat and its Field Operating Agencies. Identifies, proposes, and devises new organizational structures, realignment of functions, or otherwise finding solutions to management problems arising out of changes in work which have an impact on jobs and employees.

2.2.6. Executes oversight responsibility for the Secretariat’s civilian awards programs.

2.2.7. Acts as focal point for analyzing and resolving problems involving civilian pay matters (discrepancies in salary, locality pay, retirement balances, thrift savings plan contributions, and life and health insurance problems).

2.2.8. Manages and performs the Information Management staff functions which support short term special studies or projects throughout OSD and the Secretariat.

2.2.9. Manages and directs fund raising efforts and emergency appeals supported by HAF in the National Capital Region (NCR). Fund raising includes, but is not limited to the Air Force Assistance Fund (AFAF) and Combined Federal Campaign (CFC).

2.3. Military Personnel Division (SAF/AAP): The Military Personnel Division:

2.3.1. Manages promotion programs and command and PME boards. Responsibilities include validation of senior raters, verifying promotion allocation rates, determining composition of management level review boards, reviewing promotion recommendation forms prior to submission to MAJCOM, scheduling members for testing, verifying eligibility, and issuing test study material.

2.3.2. Provides customer assistance to include processing of applications, requests, and claims (off-duty employment, requests to reside off-base without BAQ, advance pay, personal clothing allowance, etc. Processes reenlistment and promotion/retirement documents and requests for blanket orders and vouchers using the FAST system. Schedules all Physical Health Assessment appointments. Tracks and validates ordinary leave and processes all emergency, advance and excess leave, and permissive temporary duties.
2.3.3. Validates all requisitions, manpower authorizations and other actions as determined by the 2-letter. Monitors/verifies all internal moves of assigned individuals. In/Out processes all military personnel to include issuance of building passes, establishment of computer accounts, transfer of government credit card, and assignment of sponsors.

2.3.4. Manages the Weight Management (WMP) and the Air Force Fitness Programs. Conducts weigh-ins during in/out processing, as well as for individuals selected for career enhancement actions and during annual Ergometry testing. Schedules individuals not meeting standards for medical evaluation and entrance into the WMP. Prepares correspondence for access to the Pentagon Officers Athletic Club.

2.3.5. Manages the Officer Performance Report (OPR) and Enlisted Performance Report (EPR) program for the Secretariat.

2.3.6. Administers the awards and special programs for the Secretariat to include the preparation of all award elements, publication of orders, and preparation of awards packages.

2.4. Directorate of Facilities Support (SAF/AAF). The Directorate of Facilities Support:

2.4.1. Manages all Air Force space in the Pentagon and leased space in the National Capital Region (NCR) occupied by AF agencies.

2.4.2. Provides construction management services to Air Force tenants involved in or affected by the Renovation of the Pentagon. Services include on-site construction inspection, scheduling, site visits, and coordination with OSD, WHS, Pentagon Renovation Staff, US Army Corps of Engineers, designers, leased facility owners, and local authorities.

2.4.3. Provides project and contract management services for systems furniture purchases and reconfigurations, carpet installation and cleaning, drapery installation and cleaning, and freestanding furniture purchases.

2.4.4. Coordinates equipment repairs and service requests for the Secretary of the Air Force, the Under Secretary of the Air Force, the Chief of Staff, the Vice Chief of Staff, the Administrative Assistant to the Secretary of the Air Force (Top 4 + 1) and their subordinate organizations in the Pentagon and NCR.

2.4.5. Monitors and maintains vehicle control for the Secretary of the Air Force and Chief of Staff.

2.4.6. Assists the Secretariat and Command Section with requirements for telecommunication services and equipment, including cellular and administrative telephones, pagers, and telephone calling cards.

2.4.7. Provides supplies/supply services commodity gatekeeper role to review requirements submitted to Defense Supply Services Washington (DSS-W) for processing. Coordinates supply/supply service activities between the Air Force tenants in the NCR and DSS-W.

2.4.8. Provides various executive support requirements designated by the SAF/AA.

2.4.9. Obtains engraving for award plaques, rubber stamps, and office supplies for the Top 4 +1 and their subordinate organizations in the Pentagon and the NCR.

2.5. Directorate of Plans, Programs, and Budget (SAF/AAX). The Directorate of Plans, Programs, and Budget:

2.5.1. Plans, programs and budgets requirements for the Secretariat to include development and defense of program objective memorandum (POM) and budget submissions.

2.5.2. Prepares financial plans.
2.5.3. Works various planning, programming, and budgeting system (PPBS) activities.

2.5.4. Acts as principal advocate for the Secretariat in the resource allocation process.

2.5.5. Represents the Secretariat on the HQ USAF FOWG and the HQ USAF Floor Space Executive Oversight Board for the National Capital Region.

2.5.6. Serves as FP for all HQ USAF PADs involving Secretariat support.

2.5.7. Acts as FP for all matters relating to the Pentagon renovation as it relates to HQ USAF and supported Field Operating Agencies (FOAs) and Direct Reporting Units (DRUs).

2.5.8. Prepares and maintains transition books for Presidential-appointed Secretariat officials.

2.5.9. Establishes guidance for, controls, and publishes Secretary of the Air Force Orders (SAFOs) and Headquarters Publications.

2.6. **Directorate of Security and Special Programs Oversight (SAF/AAZ).** The Directorate of Security and Special Programs Oversight:

2.6.1. Serves as the principal advisor to the Air Force Senior Security Official (SAF/AA) on all matters involving security and investigative programs, special access programs, and sensitive activities. Advises the SECAF and Vice Chief of Staff of the Air Force on these issues.

2.6.2. Coordinates all Congressional, Inspector General, GAO, and other external oversight of USAF security programs.

2.6.3. Is responsible for preparing the annual report to Congress of all special access programs and prepares the Air Force sensitive activities report for presentation to the Secretary of Defense.

2.6.4. Conducts specialized inquiries and sensitive reviews for Air Force senior leadership.

2.6.5. Provides Air Force representation to the Security Policy Board staff.

2.6.7. Conducts annual reviews of effectiveness of Air Force Special Access Programs.

2.6.8. Acts as focal point for treaty issues impacting Special Access Programs.

2.6.9. Acts as focal point for all Air Force security support to the White House.

*2.7. **Air Force Executive Dining Facility (AFEDF).** The Executive Dining Facility provides food and service support to the SECAF and CSAF for special functions for foreign dignitaries, official visitors, and other guests as necessary in the execution of the responsibilities of their respective offices.

2.8. **Air Force Departmental Publishing Office (AFDPO).** The Air Force Departmental Publishing Office:

2.8.1. Develops and implements strategies and procedures to migrate Air Force publishing efforts from a paper-oriented to a digital environment.

2.8.2. Provides consultant service and guidance in planning, developing, implementing, and processing of Air Force departmental publications.
2.8.3. Administers analytical services necessary for the effective and efficient use and management of Departmental Air Force forms.

2.8.4. Provides procurement liaison and contracting services for departmental printing products to the Secretariat, Air Staff, major commands, field operating agencies, and direct reporting units.

2.8.5. Conducts project planning sessions, provides technical assistance and guidance for producing publications and forms, analyzes printing requirements and budgets, and writes printing specifications for printed materials and CD-ROM production.

2.8.6. Provides distribution support to all Air Force activities, worldwide for administrative publications and Air Force, DoD, GSA, VA, OPM, and all other government forms that are prescribed for Air Force use.

2.8.7. Manages the total inventory of administrative publications and forms maintained in the Air Force Publishing Distribution Center. Maintains consolidated Air Force requirements for all administrative publications required and used by Air Force activities. Maintains and updates the AFPDL; produces and maintains the Air Force Publishing Bulletin and four Air Force indexes.

2.9. Air Force Art Program Office (AFAPO). The Art Program Office manages the custodial, curatorial, and exhibition activities and services for the Air Force Art Collection, which consists of over 7,500 original works of art, including oils, acrylics, watercolors, drawings, and sculptures.

2.10. Air Force Central Adjudication Facility (AFCAF). The Central Adjudication Facility:

2.10.1. Grants, denies, and revokes security clearance and Sensitive Compartmented Information (SCI) access eligibility for all Air Force resources and administers due process thereto.

2.10.2. Provides adjudicator and personnel security information systems training.

2.10.3. Functions as the Air Force program management office for the AF SENTINEL KEY (SK) and DoD-wide Joint Personnel Adjudication System (JPAS) programs.

2.10.4. Administers SCI security management services for the Secretary of the Air Force and Chief of Staff of the Air Force, including oversight of the For Cause Discharge program.

2.11. Air Force Declassification Office (AFDO).

2.11.1. Develops, coordinates and oversees implementation of policies and programs relative to the classification, safeguarding, and declassification of National Security Information (NSI) for all permanent and historical Air Force documents (includes Gulf War Illness related documents, mandatory declassification requests (MDRs) and systematic reviews, Freedom of Information Act (FOIA) requests, and high-level directed reports).

2.11.2. Serves as AF focal point for interagency coordination of all Air Force declassification issues within the Federal Government.

2.11.3. Is lead agent for inter-agency and inter-service declassification working groups.
Figure 3.1. Organization Chart for the Auditor General.

3.1. The Auditor General (SAF/AG). The Auditor General is responsible to and acts for the Secretary of the Air Force (SECAF) in performing the Air Force internal audit mission and directing an Air Force-wide internal audit organization. The Auditor General:

3.1.1 Is the head of the Air Force Audit Agency (AFAA).

3.1.2 Establishes the overall program for internal audits within the Air Force in accordance with existing statutes, Comptroller General audit standards, and Department of Defense policies. The internal audit program comprises independent, objective, and constructive reviews and appraisals of the economy, effectiveness, and efficiency with which managerial responsibilities are carried out at all levels of Air Force management.

3.1.3 Advises the SECAF, Under Secretary, Assistant Secretaries, Chief of Staff and Deputy Chiefs of Staff, United States Air Force (USAF), about internal audit and related matters.

3.1.4 Selectively follows up on management actions taken in response to AFAA reports.

3.1.5 Maintains liaison with the General Accounting Office (GAO) and other government audit and inspection agencies concerning audit objectives and plans.

3.1.6 Is authorized direct channels of communications on audit matters with the SECAF, Chief of Staff, and all other Air Force elements.

3.1.7 Is authorized direct channels of communications with Air Staff elements to secure in-house operating support for the AFAA, including financial, logistical, and personnel.
4.1. The Assistant Secretary for Acquisition (SAF/AQ). The Assistant Secretary for Acquisition is responsible for supervision of the Air Force acquisition system. The Assistant Secretary serves as the Air Force Acquisition Executive (AFAE). The Office of the Assistant Secretary ensures the Secretary of the Air Force (SECAF), the Air Force Chief of Staff (CSAF), and the Defense Acquisition Executive (DAE) receive the support required on acquisition matters. SAF/AQ provides the leadership, direction, policy, and resources to acquire superior systems, supplies, and services to accomplish the Air Force mission. General responsibilities include direction, guidance, and supervision over all matters pertaining to the formulation, review, approval and execution of plans, policies, and programs relative to:

4.1.1. Scientific and technology matters. Establishes, maintains, and fosters scientific and technical interchange and working relationships within and among private; quasi-government; US and international organizations; and foreign governments in furthering programs of US and Air Force development interests.

4.1.2. Basic and applied research, exploratory and advanced technology development.

4.1.3. Integration of technology program planning with long range Air Force operational requirements.
4.1.4. Research, development, production, and acquisition of weapons, weapon systems, and defense materiel. Develops programs to meet defined operational needs and requirements for aerospace systems and subsystems necessary to perform military tasks.

4.1.5. Management of systems engineering and integration, manufacturing technology, and industrial facilities, industrial resources and preparedness.

4.1.6. Contracting including Final Acquisition Action Approvals, pricing, contract management, termination of contracts, contract appeals, contractor responsibility, integrity matters, and Contract Adjustment Board matters.

4.1.7. Air Force Competition Advocate Program, including Justification and Approval (J&A) documents, competition goals and plans to increase competition and eliminate barriers, and the annual report to Congress.

4.1.8. International programs and cooperative efforts in research, development, and production. Supports US participation in international research and development (R&D) headquarters and agencies. Develops plans and policies and initiates and implements actions related to cooperative requirements, research, development, and acquisition (RD&A) activities with foreign countries. Supports Air Staff Office of Primary Responsibility (OPR) and AF/XO in weapons standardization and inter-operability through cooperative R&D with the North Atlantic Treaty Organization (NATO) nations.

4.1.9. Coordinating, defending, and approving RD&A activities in nuclear energy.

4.1.10. Space, space programs and space activities, and the interrelations between the Air Force and other Government agencies and departments with space interests.

4.1.11. Command, control, communications, and computer systems, to include delegated source selection authority for Information Systems resources, as defined in Public Law 97-86, DOD Authorization, 1 December 1981.


4.1.13. Management of the funds allocated for acquisition programs within the Research, Development, Test, and Evaluation (RDT&E) Appropriation and those portions of the Aircraft, Missile, and other Procurement Appropriations falling under the purview of this office.

4.1.14. Acquisition logistics including the design, development, and delivery of supportable and sustainable weapon systems and equipment.

4.1.15. Maintaining a continuous and productive relationship with the MAJCOMS through the Mission Area Directors (MADs).

4.1.16. MADs are responsible for programs within their mission areas as assigned by SAF/AQ. They provide policy, direction, resource allocation, and oversight for SAF/AQ. They facilitate the interaction between the AFAE, the Program Executive Officer (PEO), and the DAC. They function as program focal points and conduits for interfaces with Congress, OSD, JCS, other services, Air Staff, MAJCOMs, and foreign governments or international organizations. MADs provide acquisition inputs to the Biennial Programming, Planning, and Budgeting System (PPBS) and are responsible for developing the program budget and identifying reprogramming sources for top-down directed requirements. Mission Area Directorates:
4.1.16.1. Provide advice, counsel and support to the Assistant Secretary of the Air Force for Acquisition. Represent the Secretariat on mission area matters.

4.1.16.2. Formulate the optimum acquisition strategy and overall program plan for investment programs from Milestone I through Milestone III.

4.1.16.3. Provide oversight, guidance and direction to field commanders for investment programs.

4.1.16.4. Assess system and subsystem cost, performance, schedule and risk tradeoffs.

4.1.16.5. Evaluate and defend program budgets to Air Force, OSD, Congress, and other Government agencies as required.

4.1.16.6. Analyze proposed technical approaches to satisfying operational needs and define characteristics for new systems, subsystems, and systems modifications.

4.1.16.7. Coordinate plans, programs and policy with the DOD, Air Staff and other Services related to the acquisition of systems and subsystems.

4.1.16.8. Provide guidance and technical direction to RAND Corp. Project Air Force studies; the Air Force Studies and Analyses Agency on studies affecting mission area programs; and designated system engineering and technical analysis (SETA) contractors.

4.1.16.9. Keep up-to-date with current technology, DOD objectives, operational objectives, advanced system concepts, projects of other Government agencies, current and projected enemy threats, technical and conceptual studies, principles of war, and operational criteria.

4.1.16.10. Provide a focal point for all Congressional matters to include development of SAF/AQ Congressional game plans; preparation of Assistant Secretary and Director testimony, statements and inserts for the record; preparation of posture statement inputs; and other related activities.

4.1.16.11. Serve as the focal point for Public Affairs matters.

4.1.16.12. Serve as the focal point for all systems, munitions, and technology export case reviews.


4.1.16.15. Prepare Program Management Directives (PMDs) on assigned programs.


4.1.16.17. Review Acquisition Program Baseline documents to ensure correlation of requirements, program direction, testing, and budgetary constraints.

4.1.16.18. Analyze Mission Need Statements (MNS) and Operational Requirements Documents (ORD) provided by using commands and technical approaches provided by developing commands, to satisfy mission area operational needs.

4.1.16.19. Participate in international cooperative mission area development and production programs.

4.1.16.20. Monitor basic research and exploratory and advanced development activities to determine potential use for mission area systems and subsystems.
4.1.16.21. There are currently four Mission Area Directorates (MADs):

- MAD for Global Power
- MAD for Global Reach
- MAD for Information Dominance
- MAD for Space and Nuclear Deterrence

4.1.17. Air Force Program Executive Officers (AFPEOs) and the Designated Acquisition Commanders (DACs) maintain continuous insight into all Air Force acquisition programs. The PEOs have been established in the command line between the AFAE and the Program Director for Major and Selected acquisition programs. Each PEO is responsible for a number of mission-related programs which collectively comprise the PEO’s portfolio. For other than Major and Selected programs, the Commanders of AFMC Product Divisions and Air Logistics Centers are specified as Designated Acquisition Commanders (DACs). These DACs are established in a direct reporting line between their subordinate Program Managers and the AFAE. The DAC is responsible to the AFAE for assigned acquisition programs and will perform the same general functions prescribed for a PEO. There are currently six PEOs:

- PEO for Fighters and Bombers
- PEO for Weapons
- PEO for Airlift and Trainers
- PEO for Warning, Surveillance and Control
- PEO for Joint Logistics Systems
- PEO for Space

4.1.17.1. Joint Service Programs such as the Joint Strike Fighter (JSF) and Predator programs will establish memoranda of agreement to describe program oversight, management and organization responsibilities.

4.1.17.2. Ensures cost, schedule and performance aspects of acquisition programs are executed within the acquisition program baseline and in accordance with approved acquisition strategy and applicable DOD 5000 Series Directives and Instructions.

4.1.17.3. Directs the Systems Program Director(s) in all aspects of program execution with emphasis on planning, reporting and preparation for milestone and other program reviews.

4.1.17.4. Ensures program offices remain focused on satisfying the operational requirements. Participates with program offices in establishing and maintaining a continuous dialogue with the users to ensure program execution provides the required system/product.

4.1.17.5. Maintains currency with emerging technologies and assesses their impact on current and future conventional weapon systems for the Air Force.

4.1.17.6. Ensures program offices exercise contracting authorities and responsibilities as prescribed by the contracting rule structure established by the AFAE in the Air Force Federal Acquisition Regulation Supplements (AFFARS). Advises program offices on and approves acquisition strategies.

4.1.17.7. Reviews and approves program documentation (Acquisition Program Baseline, Selected Acquisition Report, Defense Acquisition Executive System Reports, Test and Evaluation Master Plan, Request for Proposals, etc.), presentations for higher authorities and budget execution exercises.

4.1.17.8. Advises the AFAE on resource decisions affecting APB parameters and alternatives that may mitigate the impact of such actions and consults with the AFAE on resource issues during the execution of assigned programs.
4.1.17.9. Approves acquisition strategies consistent with established guidance, direction and policies, and resolves or refers to the AFAE programmatic issues requiring the attention of Air Force corporate management.

4.1.17.10. Ensures the AFAE and acquisition staff are informed of all significant or sensitive problems or issues in sufficient time to influence the outcome.

4.1.17.11. Assists the Air Force Mission Area Director staff in identifying reprogramming sources from within their programs for “top down” directed requirements, and otherwise advises on programming and budgeting matters.

4.1.17.12. Exercises below threshold investment appropriation reprogramming authority for designated major and selected acquisition programs within the portfolio.

4.2 SAF/AQ Staff Group (SAF/AQA). Provides independent recommendations on key acquisition issues that cut across all SAF/AQ organizations for direct use by the Assistant Secretary. Advises and develops policy for the Assistant Secretary on all matters related to over $120 billion of investment in future Air Force weapon systems. Responsible for communication and cooperation between the acquisition staff, the Secretariat staff, and the Air Staff. Prepares positions for the Assistant Secretary and the Principal Deputies in dealing with Congress, senior DOD executives, and corporate Chief Executive Officers (CEO). Interfaces directly with the highest officials of the Air Force and DOD. Conducts special projects and sensitive studies for the Command Section.

4.2.1. SAF/AQ focal point for Congressional interface activities for the AFAE and weapon system acquisition programs. SAF/AQ focal point for SAF/FML, SAF/LL, and the AF posture team.

Figure 4.2. Organization Chart for Directorate of Global Reach Programs (SAF/AQQ):

4.3. Directorate of Global Reach Programs (SAF/AQQ). Mission Area Director for mobility, training, and special operations programs.

4.3.1. Mobility Division (SAF/AQQM).
4.3.1. Manages, monitors, advocates, and provides direction for airlift, tanker, and mobility support programs.

4.3.1.1. Manages, monitors, advocates, and provides direction for airlift, tanker, and mobility support programs.

4.3.1.2. Formulates the acquisition strategy and overall program plan, in conjunction with USTRANSCOM, developing commands and MAJCOMs, for airlift, tanker, and mobility support programs from inception through appropriate major milestones.

4.3.1.3. Leads C-17 Corporate Integrated Process Team (IPT) in support of the Air Force corporate process.

4.3.2. Special Operations Forces (SOF), Special Missions and Training Division (SAF/AQQU).

4.3.2.1. Manages, monitors, advocates, and provides direction for training, special mission (VIP and defensive systems modification) and Special Operations Forces (SOF) programs.

4.3.2.2. Formulates the acquisition strategy and overall program plan, in conjunction with USSOCOM, developing commands and MAJCOMs, for training, special mission, and SOF programs from inception through appropriate major milestones.

4.3.2.3. Leads CV-22 and Future Aircraft Training Systems (FATS) IPTs in support of the Air Force corporate process.

4.3.3. Programs, Budget and Congressional Division (SAF/AQQX).

4.3.3.1. Serves as Mission Support Office and is principal mission area POC for SAF/LL, SAF/FML and SAF/AQX.

4.3.3.2. Coordinates, guides, and integrates SAF/AQQ participation in the PPBS leading to the POM, BES and PB submissions.

4.3.3.3. Serves as directorate focal point for information requests from Members of Congress, personal and professional staff members in both Congress and the White House and other sources such as SAF/PA. Manages preparation of responses to include suspense tracking and format guidance.

4.3.3.4. Identifies congressional requirements in defense committee reports, conference reports and Appropriation and Authorization Bills and tracks progress toward meeting requirements and timelines.

4.3.3.5. Integrates all SAF/AQQ multi-division tasking.
4.4. Directorate of Global Power Programs (SAF/AQP).

4.4.1. Bomber Division (SAF/AQPB).

4.4.1.1. Advises on all conventional issues involving bomber assets and programs.

4.4.1.2. Reviews strategic arms control proposals and advises on implications.

4.5.1.3. Manages, monitors and provides direction to field commands for bomber aircraft from concept exploration through production.

4.4.2. Fighter Division (SAF/AQPF).

4.4.2.1. Manages, monitors, and provides direction to field commands for fighter aircraft from concept exploration through production.

4.4.2.2. Advises on all issues involving fighter assets and programs.
4.4.2.3. Maintains liaison for advanced fighter aircraft technologies, with technology development agencies including National Aeronautics and Space Administration (NASA), Advanced Research Projects Agency (ARPA), U.S. Navy, U.S. Army, aerospace industry contractors, and subordinate Air Force organizations.

4.4.2.4. Monitors fighter aircraft force composition and quality.

**4.4.3. Electronic Combat Division (SAF/AQPE).**

4.4.3.1. Manages, monitors, and provides direction to field commands on electronic combat (EC) programs from inception through production.

4.4.3.2. Provides a Quick Reaction Capability office for electronic warfare programs as required in AFI 63-114, *Rapid Response Process*.

4.4.3.3. Advises on all issues involving electronic combat assets and programs.

**4.4.4. Program Integration and Management Support Division (SAF/AQPM).**

4.4.4.1. Advises Directorate on all congressional, budget and policy matters involving Directorate programs.

4.4.4.2. Serves as Mission Support Office and is principal mission area POC for SAF/LL, SAF/FML, and SAF/AQX.

4.4.4.3. Is POC for all directorate program and budget matters. Coordinates, guides and integrates SAF/AQP participation in the PPBS leading to the Air Force POM, BES, PB, and budget exercises.

4.4.4.4. Prepares position on unfunded requirements and identifies funding sources as required.

4.4.4.5. Serves as Directorate focal point for information requests from Members of Congress, personal and professional staff members in both Congress and the White House and other sources, such as SAF/PA. Manages preparation of responses including suspense tracking and format guidance.

4.4.4.6. Identifies “hooks” in congressional defense committee reports, conference reports and Appropriation and Authorization Bills and tracks progress toward meeting requirements and timelines.

**4.4.5. Theater Air Defense Division (SAF/AQPT).**

4.4.5.1. Manages, monitors, and provides direction to field commands theater air defense, battle management, chem/bio defense, aeromedical, and air base operability programs from inception through production.

4.4.5.2. Coordinates on joint war-fighting concepts.

4.4.5.3. Is the Air Force single focal point for all formal Interservice coordination of the Joint Service Agreement on Chemical Warfare/Chemical-Biological Defense Research Development and Acquisition (JSA CW/CBD RD&A). All formal actions concerning implementation of the JSA are conducted by this Division.

4.4.5.4. Maintains liaison for advanced technologies with technology development agencies, including the Joint Service Review Committee (JSRC), NASA, ARPA, the Department of Energy/Sandia National Laboratory, U.S. Navy, U.S. Army, aerospace industry contractors and subordinate Air Force organizations.

4.4.5.5. Monitors OSD Conventional, NATO Cooperative and Emerging Technologies Initiatives for potential application to Air Force missions and development.

4.4.6. Weapons Division (SAF/AQPW).

4.4.6.1. Provides policy, information, and guidance for R&D and production of air-to-air and air-to-ground weapons including precision-guided stand-off systems and advanced missile technologies.

4.4.6.2. Manages the Aircraft and Stores Compatibility Program (SEEK EAGLE).

4.4.6.3. Chairs, acts as principle U.S. delegate to and supports selected NATO activities.

4.4.6.4. Maintains liaison and coordinates with U.S. allies on air-to-air and air-to-ground weapons and related programs.

4.4.6.5. Advises on all issues involving weapon assets and programs.

4.4.7. AFTADO supports the integration and acquisition of missile defense-related systems that meet the warfighter requirements by interfacing with the Ballistic Missile Defense Office (BMDO) to provide program direction, assist in resource allocation, and monitor execution with the goal of fulfilling Air Force unique missile defense requirements.

Figure 4.4. Directorate of Information Dominance Programs (SAF/AQI).

4.5. Directorate of Information Dominance Programs (SAF/AQI).

4.5.1. Airborne Command and Control (C2) and Radar Division (SAF/AQID).
4.5.1.1. Manages, monitors, formulates acquisition strategy and provides direction to field command for theater and tactical airborne C2, surveillance and battle management from concept exploration through production.

4.5.1.2. Provides technical support for development aspects of related joint tactical airborne C2 (Airborne Warning and Control System (AWACS), Joint Surveillance and Target Attack Radar System (JSTARS)) including other airborne C2, surveillance program elements assigned other Air Staff organizations during production and deployment phases.

4.5.2. **Ground Based Command, Control (C2) and Communications Division (SAF/AQII).**

4.5.2.1. Manages, monitors and provides direction to field commands for theater and tactical C2 and communications, including data links, intelligence and air traffic control and landing programs from concept exploration through production.

4.5.2.2. Provides air traffic control and landing systems development liaison with the Federal Aviation Administration.

4.5.2.3. Reviews, evaluates and coordinates Major Command Automated Data Processing System (ADPS) Plans (MCAPs) and ADPS Master Plans Avionics Modernization Program (AMPs) in assigned areas to make sure that MCAPs and AMPs are consistent.

4.5.2.4. Provides USAF representation to the DOD Position/Navigation Working Group, Military Communications Electronics Board, and the Tri-Service Group on Communications Electronics Equipment (SG4).

4.5.2.5. Develops in conjunction with other Secretariat offices a C4ISR Battle Management Plan.

4.5.2.8. Provides technical support for development aspects of related joint tactical C2 (such as Theater Air Control System Improvement [TACSI], Joint Tactical Information Distribution System [JTIDS], Joint Interoperability of Tactical Command and Control Systems [JINTACCS], HAVE QUICK, Single Channel Ground and Airborne Radio System [SNICGARS]), including other C2, communications, and air traffic control and landing program elements assigned other Air Staff organizations during production and deployment phases.

4.5.3. **Reconnaissance Systems Division (SAF/AQIJ).**

4.5.3.1. Manages, monitors and provides direction for field reconnaissance systems and other systems as assigned from concept exploration through production.

4.5.4. **C4 Systems Integration Division (SAF/AQIK).**

4.5.4.1. The C4 Systems Integration Division is responsible for the direction, planning and programming for assigned programs regarding Air Force acquisition and integration of command, control, communications, and computer (C4) systems into a common operating environment.

4.5.5 **Congressional/Budget & Program Integration Division (SAF/AQIM).**

4.5.5.1 Serves as Mission Support Office and is principal mission area POC for SAF/LL, SAF/FML, and SAF/AQX.

4.5.5.2 Is POC for all directorate program and budget matters. Coordinates, guides and integrates SAF/AQI participation in the PPBS leading to the Air Force POM, BES, PB, and budget exercises.

4.5.5.3 Prepares position on unfunded requirements and identifies funding sources.
4.5.5.4 Serves as directorate focal point for information requests from members of Congress, personal and professional staff members in both Congress and the White House and other sources such as SAF/PA. Manages preparation of responses including suspense tracking and format guidance.

4.5.5.5 Identifies “hooks” in congressional defense committee reports, conference reports and Appropriation and Authorization Bills and tracks progress toward meeting requirements and timelines.

Figure 4.5. Organizational Chart for Directorate of Space and Nuclear Deterrence (SAF/AQS)

4.6. Directorate of Space and Nuclear Deterrence (SAF/AQS).

4.6.1. Advanced Technology Division (SAF/AQSA).

4.6.1.1. Is responsible for the development and acquisition of special access required advanced programs.

4.6.2. NMD & Integration Division (SAF/AQSI).

4.6.2.1 Manages the acquisition, planning, management, evaluation, and programming of programs leading to an Integrated TW/AA architecture. Ensures integration of technological and programmatic aspects of ballistic missile, space, and atmosphere TW/AA mission areas, including sensors, command, control, communications, and intelligence.

4.6.2.2 Reviews and integrates Air Force needs for active defensive measures designed to destroy attacking enemy missiles in the geographical area including all of North America, Alaska, and Hawaii. Advocates leveraging existing systems and infrastructure to the maximum extent possible to provide capability to address a near-term rogue nation threat.

4.6.2.3 Directs the acquisition, planning, management, evaluation, and programming of systems and future technologies leading to numerous space-based systems in support of National defense including Space Based Laser (SBL), Space Based Radar (SBR), and other emerging space-based systems.

4.6.2.4 Coordinates activities with NRO to achieve synergies and reduce duplication between AF and national asset programs. Identifies area of cooperation in technology and space systems.
4.6.2.5 Determines vulnerability/survivability of current and planned space systems. Assesses requirements and plans integration of protective measures/modifications for future space systems. Coordinates with operational commands for development of space control missions and their integration into the AF force structure.

4.6.2.6 Reviews all acquisition, planning, and programming of space and C4I programs which evolve from TENCAP and other Tactical Space Applications programs to support the leveraging of National Space Systems for the warfighter. Maintains liaison with other services and NRO TENCAP programs.

4.6.2.7 Directs funding, technical content, and schedule matters related to strategic communications planning and integration of acquisition programs for the strategic forces, especially the ICBM force. Works closely with OSD, SECAF, Air Staff, JCS, using MAJCOMs, PEO, and SPO to ensure current requirements are being satisfied as well as identifying future needs.

4.6.2.8 Focal point for all funding, technical content and schedule matters related to the fielding of MILSATCOM terminals. Maintains liaison with satellite developers to ensure a coordinated schedule of satellite and terminal deployment, and provides direct interface with ESC, AFSPACECOM, and Air Staff offices to ensure successful program execution.

4.6.3. ICBM & Space Launch Division (SAF/AQSL).

4.6.3.1 Manages, monitors, advocates, and provides direction to field commands for Intercontinental Ballistic Missile (ICBM) modernization, nuclear weapon and Air Force Survivability programs.

4.6.3.2 Advocates operational improvement to current weapon systems and subsystems. As Secretariat Office of Collateral Responsibilities (OCR), maintains cognizance of the status, priority and funding of operational requirements and modifications to ICBM, and Air Force survivability programs.

4.6.3.3 Reviews all acquisition program documentation for survivability requirements on Air Force and joint systems. Provides the co-chairperson for the Nuclear Hardness Steering Group.

4.6.3.4 Supports the SAF/AQ member on the Nuclear Weapons Council Standing Group (NWCSG). Maintains liaison with the other Services, DOD agencies and the DOE for required Nuclear Weapons Council activities.

4.6.3.5 Is responsible for the development and acquisition of programs in the areas of space launch, orbital control and operational space launch and control systems and facilities. Functions similarly for space test programs.

4.6.3.6 Interfaces with NASA and coordinates joint USA/NASA technology efforts.

4.6.3.7 Reviews the R&D efforts of NASA and the Department of Commerce (DOC).

4.6.3.8 Reviews NASA’s launch systems development programs; serves as Point of Contact (POC) for USAF launch system and infrastructure R&D requirements; and coordinates the implementation of Air Force requirements in NASA programs.

4.6.4. Mission Support, Congressional and Budget Affairs Division (SAF/AQSM).

4.6.4.1 Represents the Secretariat on the Space and Nuclear Deterrence Panel for all Air Force Space and ICBM Acquisition Programs with the POM and BES exercises.

4.6.4.2 Prepares budget plans and POM submissions in support of the Air Force program element for the DOD Space Architect office.

4.6.5. Satellite Systems Division (SAF/AQSS).
4.6.5.1. Is responsible for the acquisition and life cycle support of space communication, navigation, environmental (weather) sensing/forecasting, and surveillance systems, associated mission C2 elements.

4.6.5.2. Is responsible for the joint-service Defense Meteorological Satellite Program (DMSP) and NAVSTAR Global Positioning System (GPS) program; acts as executive agent interface for DMSP and GPS with Department of Defense (DOD) agencies; and coordinates the DMSP with the meteorological activities of NASA and the National Oceanic and Atmospheric Administration (NOAA) for the National Polar-orbiting Operational Environmental Satellite System (NPOESS).

4.6.5.3. Serves as the Air Force representative to the Joint Environmental Satellite Coordinating Group (JESCG) for technology and application pertaining to measurements for atmospheric, space oceanographic and terrestrial environments.

4.6.5.4. Interfaces with the National Weather Service and the Federal Aviation Administration and coordinates joint DOD/DOC/DOT (Department of Transportation) weather systems and space-based navigation technology efforts.

4.6.5.5. Serves as DOD executive agent for acquisition for the Air Force Satellite Communications (AFSATCOM) system space, airborne terminal, and network control segments; the Defense Satellite Communications Systems (DSCS) space segment; and the MILSTAR space, control and command post terminal segments (fixed, transportable, and airborne). Represents Air Force at the DSCS Program Office Steering Committee and the OSD Military Satellite Communications (MILSATCOM) Management Review Group (MMRG).

4.6.5.6. Provides acquisition oversight and program direction to USAF Space Based Tactical Warning and Attack Assessment surveillance systems; the Defense Support Program (DSP) and the Space Based Infrared System (SBIRS).

4.7. Special Programs Directorate (SAF/AQL).

4.7.1. Analyzes proposed technical approaches to satisfy operational needs of the Combat Air Forces.

4.7.2. Develops and produces systems and subsystems for Air Force combat aircraft.

4.7.3. Provides acquisition staff technical support for developing systems and subsystems in Concept Exploration, Demonstration/Validation, Engineering and Manufacturing Development, and Production phases of the system life cycle.

4.7.4. Ensures all-source/NOCONTRACT intelligence information is appropriately incorporated into Air Force acquisition programs.

4.7.5. Accomplishes the initial phases of RD&A of promising electronic systems.

4.7.6. Directs advanced technology development programs and monitors new technologies which may resolve operational requirements and/or capitalize on technological opportunities.

4.7.7. Maintains liaison with other services and government departments/agencies to ensure cross-fertilization of advanced technologies and concepts and to explore the potential for joint/cooperation activities.

4.7.8. Reviews and coordinates on system requirements proposed by using commands using advanced technologies or sensitive intelligence.

4.7.9. Manages BIG SAFARI Special Projects.
Figure 4.6. Organizational Chart for the Deputy Assistant Secretary of the Air Force for Contracting (SAF/AQC).

4.8. The Deputy Assistant Secretary (DAS) of the Air Force (Contracting) (SAF/AQC) plans, develops, and implements Air Force-wide contracting policies and procedures. Senior contracting advisor to the Assistant Secretary of the Air Force for Acquisition. Manages approximately 8,500 Air Force military and civilian contracting personnel worldwide. Performs surveillance of MAJCOM/FOA/DRU contracting field activities worldwide. Serves as the Competition Advocate General for the Air Force.


4.8.1.2. Develops, coordinates and maintains the Air Force contracting information technology strategy and the strategy's integration with:
- DOD procurement's Corporate Information Management (CIM) Council.
- Defense Information Systems Agency (DISA).
- Defense Finance and Accounting Service (DFAS).
- AF/SC.
4.8.1.3. Serves as Air Force contracting focal point with AF/SCTT to coordinate Air Force contracting information technology efforts with the overall Air Force Electronic Commerce/Electronic Data Interchange (EC/EDI) strategy.

4.8.1.4. Maintains oversight of the Air Force JOO1 System (DD 350/1057) as part of the Congressionally mandated Federal Procurement Data System for contract reporting.


4.8.1.6. Coordinates and advocates MAJCOM validated Air Force contracting functional, test, performance, and training requirements for the following:

   Electronic Commerce/Electronic Data Interchange (EC/EDI)
   The Federal Acquisition Computer Network (FACNET)
   The Standard Procurement System (SPS)
   The Global Combat Support System - AF (GCSS-AF, i.e., BLSM-II)

4.8.1.7. Communicates requirements to the Standard Systems Group (SSG) for changes to Air Force operational contracting information and contract writing systems as a result of Federal, DOD, and Air Force policy changes and Air Force program directives. Tracks through deployment.

4.8.1.8. Accepts completed work by the SSG and ensures proper billing, payment and funds management under the Defense Base Operating Fund concept.

4.8.1.9. Coordinates and advocates communications and computer infrastructure needs, including funding, to support AF contracting information technology.

4.8.1.10. Coordinates AF contracting information systems data standardization with DOD data standardization.

4.8.1.11. Represents the AF on the Acquisition and Financial Management Working Group for developing policy, process and information systems solutions to unmatched disbursements.

4.8.2. Operational Contracting Division (SAF/AQCO).

4.8.2.1. Plans, develops, and implements Air Force Operational Contracting Policies and Procedures that are unique and specific to operational contracting activities.

4.8.2.2. Develops and implements Contracting Policy for:

   Services.
   Construction.
   Architect and Engineering.
   Simplified Purchases.
   Utilities.
   Leasing and Rental Contracts.
   Transportation.
   Airlift Contracting.
   Environmental Contracting.
   Base Closure Contracting.
   Outsourcing (A-76).
   Privatization (except Depots).
   Non-Appropriated Fund Contracting.
   IMPAC, credit card purchases.
   The Economy Act.
4.8.2.3. Develops policy, procedures, and training necessary for the accomplishment of the worldwide Air Force Contingency Contracting mission.

4.8.2.4. Develops and implements contracting policy regarding labor laws such as Davis Bacon Act, Service Contract Act and the Walsh Healey Act.

4.8.2.5. Serves as focal point for the following:

- Procurement Management Reviews.
- Contracting Awards Program.
- Purchase from People Who are Blind or Severely Disabled.
- Structure and functions of a contracting squadron in the objective wing.
- Functional requirements for automated capabilities.


4.8.2.7. Conducts Annual Squadron Commander’s Course.

4.8.3. Contract Policy Division (SAF/AQCP). The Contract Policy Division as the Secretariat OPR:

4.8.3.1. Develops, coordinates and integrates Air Force contracting policy, including the establishment of objectives, plans and implementing procedures (with the exception of certain policies unique to Operational Contracting, assigned to AQCO).

4.8.3.2. Develops, coordinates and advocates the Air Force positions on proposed new and revised contracting policy at the DAR Council for publication in the FAR and the DoD Supplement.

4.8.3.3. Coordinates and integrates the publication of Air Force contracting policy including the issuance of new and revised AFFARS and Air Force Acquisition Circulars (AFACs). Maintains clause control.

4.8.3.4. Assists DoD and other Federal agencies in developing and implementing contracting policies and procedures. Represents the Air Force on the following FAR/DAR Committees: Contract Placement; Pricing; Cost Principles; Contract Administration; Government Property and Plant Clearance; Contract Finance; Commercial Products and Practices; Cost Accounting Standards; Leasing; Information Resources.

4.8.3.5. Maintains oversight of Air Force elements of the FAR System including MAJCOM Supplements and buying activity implementation. Assists subordinate contracting organizations in the interpretation and implementation of contracting policy at the FAR, DFARS and AFFARS level.

4.8.3.6. Supports other Divisions in the review of class deviations to the FAR and DFARS and processes and advocates class deviations to the DAR Council. Maintains data bases of policy issues associated with class deviations. Assists in the review and evaluation of waivers being processed in accordance with FAR or DFARS provisions.


4.8.3.9. Represents the Air Force to Defense Finance and Accounting Service (DFAS) for contract payment and contract accounting policy issues. Principal contracting policy office with responsibility to interface with the Financial Management Organization on contract funding issues.

4.8.3.10. Establishes the Air Force contracting position for overarching Defense policy (e.g. DOD Directive 5000.1 and DOD Instruction 5000.2.).

4.8.3.11. Assists/supports the development, evaluation and changes to content of the assigned policy areas for contracting acquisition courses.

4.8.3.12. Develops and integrates Air Force aircraft “out-leasing” policy and procedures, and manages the lease approval process.

4.8.4. Programs Division (SAF/AQCS).

4.8.4.1 Provides business strategy and contracting support for major system acquisition and sustainment programs to AFPEOs and DACs and contract liaison on behalf of SAF/AQC with AFPEOs, DACs, SAF/AQ, USD(A&T)/DDP, SAF/AQ 3-letters and divisions, MAJCOMs, and field activities.

4.8.4.2. Provides a single entry point for reviewing, processing, facilitating, and acquiring Secretarial approval for acquisition documents including Acquisition Plans, Justifications and Approvals, Determinations and Findings, Source Selection Delegations and Plans, Multiyear Approvals, Indemnification Requests, Warranty Approvals, Conflict of Interest Waivers, Special Termination Cost Clause Approvals, and FAR/DFARS/AFFARS Deviations associated with program execution.

4.8.4.3. Serves as the SAF/AQC focal point for integrating acquisition and logistics efforts relating to:

- Depot Privatization.
- Lean Logistics.
- Modification/Overhaul Programs.
- Program Depot Maintenance.
- Spare Parts Acquisition and Breakout.

4.8.4.4. Monitors contracting matters involving Foreign Military Sales on specific programs.

4.8.4.5. Manages the Air Force Competition and Commercial Advocacy programs.

4.8.4.5.1. Challenges barriers to the acquisition of commercial items and promotes full and open competition in the procurement of property and services by the Air Force.

4.8.4.5.2. Reviews the commercial and competition practices of the Air Force.

4.8.4.5.3. Identifies and reports to the Assistant Secretary of the Air Force (Acquisition) (ASAF(A)) on:

4.8.4.5.3.1. Opportunities and actions taken to increase the acquisition of commercial items and achieve full and open competition in the procurement activities of the Air Force.

4.8.4.5.3.2. Any condition or action which has the effect of unnecessarily restricting competition and acquisition of commercial items in the procurement actions of the Air Force, and

4.8.4.5.3.3. New initiatives required to increase acquisition of commercial items and competition.

4.8.4.5.4. Prepares and transmits to the ASAF (Acquisition) an annual activities report for the Competition Advocate General under Section 20 of the OFPP Act (41 U.S.C. 418).
4.8.4.5.5. Recommends to ASAF (Acquisition) goals and plans for increasing competition on a fiscal year basis.

4.8.4.5.6. Conducts Annual Competition Advocate conference and award program.

4.8.4.6. For the DAS (Contracting), this office:

4.8.4.6.1. Represents and advises SAF/AQC on senior-level acquisition strategy and source selection boards.

4.8.4.6.2. Researches, interprets and comments on business and contract policy for specific application to programs.

4.8.4.6.3. Provides technical and management direction for structuring, processing and revising acquisition plans/SAMPs, solicitations, model contracts for the acquisition and modification of systems, sustainment initiatives, and other acquisition documents.

4.8.4.6.4. Provides contracting guidance for weapon systems warranties and product performance agreements.

4.8.5. Contract Support Division (SAF/AQCX).

4.8.5.1. Manages both the civilian and the military career programs for contracting personnel. Represents Air Force on DOD and Air Force Career Management Boards.

4.8.5.2. Prepares the Air Force position to the General Accounting Office on contractor protests against contract awards.

4.8.5.3. Prepares the Air Force position on claims for contract adjustments (PL 85-804) and processes the file to the Air Force Contract Adjustment Board.

4.8.5.4. Develops Air Force position on proposed legislation affecting contracting policies and procedures.

4.8.5.6. Develops and processes to the Secretary of the Air Force legislative proposals affecting contracting policies and procedures.

4.8.5.7. Prepares the Air Force responses to White House, Congressional and Secretariat inquiries involving Air Force contracting matters.

4.8.5.8. Serves as focal point for contracting related Congressional inserts.

4.8.5.9. Acts as the focal point for the Air Force for Contracting organization, manpower and personnel issues.

4.8.5.10. Trains and manages the contracting personnel assigned to the HQ USAF Crisis Action Team (Air Force Operations Support Center) that organizes and coordinates the Air Force Contracting support to an existing crisis.

4.8.5.11. Is Air Force focal point for DOD Procurement Conferences.

4.8.5.12. For the DAS (Contracting) this Division:

4.8.5.12.1. Coordinates positions on contracting issues involving multiple divisions.

4.8.5.12.2. Develops and publishes the Air Force Contracting Newsletter, the Air Force Contracting Summary and miscellaneous personnel listings.

4.8.5.12.3. Coordinates DAS (Contracting) training activities.
4.8.5.12.4. Manages the SAF/AQC Home Page on the Internet to improve productivity of the contracting workforce and to facilitate early industry involvement.

**4.8.6 Director for Total Ownership Cost (SAF/AQCT)**

*4.8.6.1* Plans, directs, develops, integrates and implements a comprehensive program to determine, monitor and reduce ownership costs for all Air Force Programs.

*4.8.6.2* Performs surveillance and maintains continuous oversight into total cost of ownership programs in the Air Force, other services and industry.

*4.8.6.3* Is the principle advisory to the Assistant Secretary of the Air Force (Acquisition) on all matters relating to total cost of ownership.

*4.8.6.4* Reviews and develops acquisition and logistics strategies in coordination with the warfighter and single managers relating to the comprehensive Air Force Total Ownership Cost Program.

*4.8.6.5* Monitors total cost of ownership matters.

  *4.8.6.5.1* Serves as the Air Force acquisition liaison between the Assistant Secretary of the Air Force (Acquisition) (or the designated representative) and the Air Force Secretariat, other Air Forces organizations, other services, OSD, and the Legislative and Executive branches of the U.S. Government on Total Ownership Cost programs.

  *4.8.6.5.2* Insures the Assistant Secretary of the Air Force (Acquisition) and acquisition staffs are informed of all significant or sensitive problems or issues relating to total ownership cost.

  *4.8.6.5.3* Advises the Assistant Secretary of the Air Force (Acquisition) on oversight or policy issues which involve ongoing Total Ownership Cost programs, or as assigned.

*4.8.6.6* Devise and coordinate communication and training programs regarding the Air Force Total Cost of Ownership Program.

  *4.8.6.6.1* Coordinate efforts with Air Force Material Command and other Air Force staff agencies.

*4.8.7.1* AFCIRO defends Air Force interests in applying and interpreting labor law; educating and assisting contracting offices in labor law applicability and providing expertise and guidance to installation commanders, AF contracting personnel and other interested parties on labor standards and labor relation principles, and the containment of cost on service and construction contracts.
4.9. Deputy Assistant Secretary for Management Policy and Program Integration (SAF/AQX).

4.9.1.1. Translates current and future year acquisition requirements into a balanced program that reflects guidance on operational needs, force structure, and funding constraints.

4.9.1.2. Integrates all programs individually managed by other SAF/AQ Directorates to achieve the best Air Force acquisition program mix.

4.9.1.3. Develops and implements plans, policies, and procedures related to Air Force research, development, test and evaluation (RDT&E), missile and aircraft procurement, system acquisition management, budget formulation, program planning, resource allocation, and financial program execution management.

4.9.1.4. Serves as the Director for Air Force Contracted Advisory and Assistance Services (CAAS) and as such directs and is accountable for Department of the Air Force CAAS programs. Establishes and manages CAAS policy and programs, taking action as appropriate to ensure Air Force-wide compliance; ensures the quality of Air Staff CAAS reporting and contract management and budgeting services.


4.9.1.6. Responsible for acquisition professional development, including the direction, coordination, and review of actions mandated by the Defense Acquisition Workforce Improvement Act (DAWIA) and DoD Directives. This is accomplished through development of policies and procedures, supervision and evaluation of field application, programming and budgeting for specialized education and training curricula, and administration of professional certification programs and continuing education.
4.9.1.7. Coordinates effective use of Reserve Component equipment funds in Air Force acquisition programs. Insures Air Force acquisition programs reflect requirements needed to support the Reserve Component. Oversees the SAF/AQ Individual Mobilization Augmentee program.

4.9.1.8. Manages resources to acquire and maintain SAF/AQ’s information technology infrastructure in support of its networks, computer equipment, software, and telecommunications. Provides data and Automated Information System (AIS) security.

4.9.1.9. Manages the Air Force Paperless Acquisition Initiative (PAI) and the development and deployment of SCATS.

4.9.2. Acquisition Management Policy Division (SAF/AQXA).

4.9.2.1. Implements DoD, SAF/AQ and Air Force acquisition management policy by development, update and publication of Air Force policy directives, instructions and SAF/AQ policy memos. This includes, but is not limited to, policy for program management, Integrated Weapon System Management and major AIS. Serves as the Executive Secretariat of the New Policy Review Team.

4.9.2.2. Develops acquisition program reporting policy. Responsible for matters pertaining to Selected Acquisition Reports, Congressional (Nunn/McCurdy) reporting, Defense Acquisition Executive Summary, and the AF Monthly Acquisition Report.

4.9.2.3.Coordinates with AF/LGM and provides advice on weapon system modification policy.

4.9.2.4 Develops and provides implementation plans, guidance and/or policy for OSD and AF acquisition reform initiatives.

4.9.2.5 Responsible for communicating information on existing, revised and new acquisition management policies and acquisition reform initiatives. Manages the SAF/AQ Home Page, publishes News from AFAR, prepares briefings for AQ and other senior AF officials, and distributes policy.

4.9.2.6. Conducts the Acquisition Program Review Board (APRB) to prepare the AFAE for OSD-level review boards.

4.9.2.7. Functions as the Air Force Systems Acquisition Review Council (AFSARC) Secretariat and supports Defense Acquisition Board (DAB) proceedings.


4.9.2.10. Develops and maintains an informational database that lists Air Force ACAT I, II, and III programs, PMDs, PEO portfolio programs, and other SAF/AQ program management data as needed.

4.9.3. Acquisition Career Management & Resources Division (SAF/AQXD).

4.9.3.1. Issues policy on Federal Funded Research and Development Center (FFRDC) matters and is responsible for monitoring and establishing ceilings for members of the technical staff (MTS) for each Air Force-sponsored FFRDC.
4.9.3.2. Develops and promulgates policy for and exercises executive authority over the Air Force-wide CAAS program in order to validate requirements, monitor contract performance, reduce duplications, and optimize the use of CAAS. Performs all CAAS related Planning, Programming and Budgeting System (PPBS) activities.

4.9.3.3. Develops, reviews, and coordinates policy affecting the Air Force acquisition workforce to include contractor resources in addition to organic resources.

4.9.3.4. Develops and administers Air Force Acquisition Professional Development Program (APDP) policies and procedures required by the Defense Acquisition Workforce Improvement Act (DAWIA) and DoD directives.

4.9.3.5. Serve as liaison with the Defense Acquisition University (DAU) for administration of mandatory and assignment specific training.

4.9.3.6. Manages the Air Force certification and waiver processes.

4.9.3.7. Administers/staffs/chairs Advanced Program Management (APM) course, Industrial College of the Armed Forces Senior Acquisition Course (ICAF SAC) and Defense Systems Management College (DSMC) fellowship and Air Force Scholarship boards.

4.9.3.8. Manages DAWIA requirements for Air Force ACAT I and II program managers/deputies. Initiates consultation with OUSD(A&T) for the assignment of all PEOs and ACAT ID Program Directors.


4.9.3.10. Manages the selection process for the Executive Program Manager’s Course and the Program Manager’s Survival Course.

4.9.3.11. Serves as the executive secretary for the Air Force Acquisition Professional Development Council.


4.9.3.14. Acquisition Action Officer School (AAOS). Serves as SAF/AQ focal point for determining needed acquisition courses to be made available to the acquisition community as well as interested Air Staff personnel. Schedules these courses and works with both SAF/AQ and Air Staff in maintaining attendance.

*4.9.4 AQ Operations Support Division (SAF/AQXO). The AQ Operations Support Division:

*4.9.4.1 Provides manpower, personnel, training, information management, executive services and resources support for the Secretary of the Air Force Acquisition Directorate.

*4.9.4.1.1 Responsible for Directorate civilian/military personnel liaison actions, orientation and departure programs, personnel training and efficiency report tracking.

*4.9.4.1.2 Covers response and monitoring of services/support contracts, facilities management, furnishings and IT equipment requirements for the Directorate.

*4.9.4.1.3 Ensures the Directorate leadership receives specialized information management in accordance with executive level responsibilities.
*4.9.4.1.4  Supports Directorate information, security, safety, disaster preparedness programs for all SAF/AQ organizations (includes six AFPEO’s, four Mission Area Directorates, and four Functional Directorates).

*4.9.4.1.5  Provides Senior Enlisted advisor support to all SAF/AQ enlisted personnel.

*4.9.4.1.6  Manages and coordinates all SAF/AQ Management Level Review (MLR) officer promotion processes, through the grade of Colonel, which are chaired by the Assistant Secretary and Principal Deputy. Serves as recorder and officer promotions policy advisor during MLRs.

*4.9.4.1.7  Manages and coordinates all Brigadier General Promotion Board actions for the Assistant Secretary and Principal Deputy. Coordination efforts include the Air Force General Officer Matters Office and HQ AF Materiel Command Directorate of Personnel.

*4.9.4.1.8  Manages and processes all promotion board results regarding officer and enlisted personnel in SAF/AQ. Manages promotion testing scheduling actions for all SAF/AQ enlisted personnel.

*4.9.4.1.9  Manages and coordinates all Return to Fly and MAJCOM commander selection board actions in SAF/AQ.

*4.9.4.1.10  Manages and coordinates all officer and enlisted personnel professional military education (PME) processes in SAF/AQ.

*4.9.4.1.11  Manages, coordinates, and processes the Stripes for Exceptional Performers (STEP) program for SAF/AQ.

*4.9.4.1.12  Manages and processes high-level special duty assignment nominations received from OSD, AF Personnel Center, Office of the SECAF, Office of the Chief of Staff, and DCS/Personnel for SAF/AQ.

*4.9.4.1.13  SAF/AQ focal point for all civilian and military awards, decorations, and recognitions.

4.9.5  Program Integration Division (SAF/AQXR). The Program Integration Division:

4.9.5.1. Evaluates the impact of programmatic and policy changes on Air Force investment programs.

4.9.5.2. Coordinates SAF/AQ participation in the PPBS leading POM, BES and PB submissions

4.9.5.3. Serves as the SAF/AQ focal point for AF/PE and SAF/FM in orchestrating exercise guidance and Program Budget Decision (PBD) packages, and developing an appropriate acquisition response.

4.9.5.4. Prepares SAF/AQ principals for Air Force corporate structure reviews.

4.9.5.5. Prepares documentation supporting POM, BES and PB submissions

4.9.5.6. Chairs the RDT&E Resource Allocation Panel responsible for programming S&T, Test and Evaluation (T&E) infrastructure and Defense Wide Support activities.

4.9.5.7. Chairs the Defense Wide Support Integrated Process Team (IPT) under the RDT&E Panel which support the Air Force Resource Allocation Process.

4.9.5.8. Is the functional manager for the RDT&E, aircraft procurement and missile procurement appropriations.
4.9.5.9. Ensures compliance with statute, Congressional direction and OSD and Air Force policy associated with these appropriations. Works with SAF/FM, AF/LG, other Air Staff offices and MAJCOMs on financial issues involving appropriated funds.

4.9.5.10. Issues program and procurement authorizations (PAs). Monitors and performs analysis and assessments of obligation, expenditure and withhold status for acquisition programs.

4.9.5.11. Serves as the Senior Air Force Automated Data Processing Policy Official.

4.9.5.12. Provides expert assistance, information distribution and training support on the Resource Allocation Process and financial management policies and laws. Assists program element monitors (PEMs) in working those issues with AF/PE, SAF/FM budget analysts, other Air Staff offices, OSD(C) and the Congressional staff.

4.9.5.13. Serves as the SAF/AQ representative on the Operating Budget Review Group (OBRG) and the Investment Budget Review Committee (IBRC).

4.9.6. AFACMO leads, manages and administers all aspects of acquisition career management to assist Air Force military and civilian acquisition professionals supporting the warfighters charged with fulfilling the mission of the Air Force.

Figure 4.8. Organizational Chart for the Deputy Assistant Secretary for Science, Technology and Engineering (SAF/AQR)

4.10 Deputy Assistant Secretary for Science, Technology and Engineering (SAF/AQR). Is principal Air Force member on OSD Defense S&T Advisory Group and Advanced Concepts Technology Demonstrations (ACTD) Breakfast Club, Air Force representative to committees supporting the Defense Manufacturing Council, the National Science and Technology Council (NSTC), the DOD Software Management Review Council, etc. Is Chief Air Force Executive for Standardization serving as the Air Force’s Non-Developmental Item (NDI) Advocate and as the Air Force’s executive officer for the Air Force Departmental Standardization Office and the Military Specification and Standards Reform Program. Serves as the Air Force Software Executive Official responsible for establishing software acquisition and technology insertion policies, standards, and infrastructure improvements.

4.10.1. Systems Engineering Division (SAF/AQRE).

4.10.1.1. Directs Air Force policy development affecting production activities. Reviews acquisition planning and ensures the incorporation of manufacturing, industrial base, quality assurance, and pollution prevention objectives into the program acquisition strategy. Participates in acquisition strategy panels, procurement review panels, etc. as requested/delegated.
4.10.1.2. Develops and establishes quality assurance acquisition policy for design, development, and production to ensure that quality products and services are provided to the user. Assesses the effectiveness of the Air Force Quality Assurance Program in the acquisition process.

4.10.1.3. Establishes policy and support for Air Force industrial productivity and quality improvement initiatives like the Variability Reduction Process and Value Engineering.

4.10.1.4. Develops policy for and directs Air Force planning to establish Government investment strategy for industrial resources. Monitors industrial preparedness planning and actions.


4.10.1.6. Maintains active relationship with industrial officials, associations, other Federal agencies, state and local governments, and academic institutions to obtain participation in, and understanding of, Air Force manufacturing, quality assurance, and industrial pollution prevention policies and programs.

4.10.1.7. Provides the Program Element Monitor (PEM) for the Industrial Preparedness program, Program Element (PE) 0708011F.

4.10.1.8. Is responsible for the Air Force Manufacturing Technology (ManTech) program.

4.10.1.9. Develops policy and directs the management activity for Air Force-owned industrial facilities and equipment.

4.10.1.10. Develops and provides the Air Force position to OSD on direct foreign investment in the U.S., investing mergers, takeovers, and acquisitions.


4.10.1.12. Provides policy support for the management and training of Air Force manpower resources assigned to the manufacturing and quality assurance, and systems planning, research, development, and engineering career areas.

4.10.1.13. Manages the pollution prevention program for the Air Force acquisition community. Develops and establishes policy to ensure acquisitions are manufactured, fielded, and disposed of in an environmentally acceptable manner. Develops guidance on the integration of system safety and the environmental impact assessment process into system engineering functions. Co-chairs (with HQ USAF/LGMM) the HQ Air Force Environmental Protection Committee’s Pollution Prevention Subcommittee. Manages the Ozone Depleting Chemical Waiver Approval process for the Air Force.

4.10.1.14. Is responsible for the Air Force Standardization Program which includes managing for the DOD that portion of the Defense Standardization Program assigned to the Air Force. Develops policy for and directs Air Force planning for achieving the most efficient use of Air Force, DOD, and government (Federal, state, and local) resources (funds, manpower, readiness, time, facilities, and natural resources).

4.10.1.15. Prepares, coordinates, and publishes Air Force software acquisition policy.

4.10.1.16. Provides for software technology transition. Provides the PEM for the Computer Resource Technology Transition Program and the Embedded Software Improvement Program.

4.10.1.17. Reviews and processes Americans for Disability Act (ADA) waivers/exemptions for SAF/AQ.
4.10.1.18. Represents SAF/AQ on a variety of software workgroups, process action teams (PATs), and committees.

4.10.2. **Science and Technology Division (SAF/AQRT).**

4.10.2.1. Is responsible for the Air Force Science and Technology (S&T) Program. Provides Headquarters oversight, and establishes policy and guidance for the S&T Program.

4.10.2.2. Establishes, maintains, and fosters scientific and technical interchange and working relationships within and among DOD, other government agencies, universities, industry, U.S. and international organizations, and foreign governments in furthering Air Force interests.

4.10.2.3. Maintains liaison with other Government agencies and organizations for the Air Force S&T Program.

4.10.2.4. Provides technical guidance and supports the establishment of cooperative international technology programs.

4.10.2.5. Provides technical and programmatic information, guidance, and support to Air Staff organizations, the Secretariat, OSD, Congress, and industry on the S&T Program.

4.10.2.6. Is responsible for planning, programming, budgeting, and coordinating the Air Force S&T Program.

4.10.2.7. Provides Program Management Direction (PMD) for all S&T Advanced Technology Development programs and other selected RDT&E programs.

4.10.2.8. Interfaces with the Air Force Materiel Command on the S&T Program.

4.10.2.9. Provides the PEMs for the S&T Program and other selected RDT&E programs.

4.10.2.10. Chairs the RDT&E Panel and is responsible to the Air Force Board for matters pertaining to the Panel. Develops documentation supporting Program Objective Memorandum (POM), Budget Estimate Submission (BES), and President’s Budget (PB) submissions.

4.10.2.11. Evaluates technology-related munitions and public affairs cases, and other documentation. Reviews and approves these documents for release.
5.1. Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM). The Assistant Secretary:

5.1.1. Pursuant to Title 10, United States Code (U.S.C.), Sections 8014(c)(1), 8016(b)(3), 8022 and 135(c), is responsible for all comptroller and financial management functions, activities, and operations of the Air Force. Serves as the Air Force chief financial officer responsible for providing financial management and analytical services necessary for the effective and efficient use and management of Air Force resources.

5.1.2. Is the focal point (FP) for contact with Congressional Appropriations Committees, Budget Committees, and the Congressional Budget Office. Is the Air Force FP for contact with the Office of Management and Budget (OMB), the General Accounting Office (GAO), and the Department of the Treasury on financial and related matters.

5.1.3. Is responsible for advising and assisting the Secretary of the Air Force (SECAF), the Chief of Staff of the Air Force (CSAF), and all principal civilian and military officials of the Air Force concerning financial management affairs.

5.1.4. Is responsible for direction, guidance, and supervision over all matters pertaining to the formulation, review and execution of plans, policies, and programs relative to:

5.1.4.1. Budgeting.

5.1.4.2. Funds Appropriations.
5.1.4.3. Financial aspects of the planning, programming, and budgeting process.

5.1.4.4. Accounting and finance operations, systems and reporting.

5.1.4.5. Economic analysis.

5.1.4.6. Integrated performance measurement and cost control and reduction.

5.1.4.7. Cost estimating and cost analysis.

5.1.4.8. Cost reporting.

5.1.4.9. Statistical programs and analysis.

5.1.4.10. Military banking, credit union programs, contract financing, and contracts for financial management services.

5.1.4.11. Commercial activities.

5.1.4.12. Financial management for security assistance; appropriations and Foreign Military Sales (FMS) trust fund.

5.1.4.13. Audit liaison and follow-up.


5.1.4.15. Productivity enhancement and measurement.

5.1.4.16. Financial management information and control systems design, enhancement and operation.

5.1.4.17. Short- and long-range financial management planning and wartime planning for comptroller activities.

5.1.4.18. Asset management systems as provided by law.

5.1.4.19. Air Force Congressional Liaison for all budgetary and appropriation matters.

5.1.4.20. Oversight of non-appropriated fund (NAF) financial management, processes and financial statements.

5.1.4.21. Other activities related to effective and efficient management of resources such as financial organizational structure, financial management procedures, career development and training.

5.1.5. Pursuant to 10 U.S.C. 8022(c) and (d), the Assistant Secretary shall maintain a Future-Year Defense Plan (FYDP), which shall be revised annually, describing the activities the Air Force proposes to conduct over the next five fiscal years to improve financial management. The Assistant Secretary shall transmit to the Secretary a report each year on the activities of the Assistant Secretary during the preceding year. Each report shall include a description and analysis of the status of Air Force financial management.

5.1.6. Other responsibilities:

5.1.6.1. The Assistant Secretary is directly responsible to the SECAF.

5.1.6.2. Direct communication is authorized between the Assistant Secretary and the CSAF. The Assistant Secretary provides direct support to the CSAF.
5.1.6.3. Direct channels of communication are authorized between the Assistant Secretary and the Deputy Chiefs of Staff and the Assistant Chiefs of Staff and the Directors.

5.1.6.4. Direct channels of communication are authorized between the Assistant Secretary and Major Commands (MAJCOMs) and Field Operating Agencies (FOAs).

5.1.6.5. The Assistant Secretary is the FP for the Congressional Appropriations Committees, Budget Committees, and Congressional Budget Office.

5.1.6.6. The Assistant Secretary is authorized direct communication with the Office of the Secretary of Defense (OSD), is the Air Force FP to OMB, GAO, and Treasury and is authorized direct communication with these agencies on financial and related matters.

5.2. Executive Services Division (SAF/FME). The Executive Services Division:

5.2.1. Manages administrative support functions for the offices of SAF/FM.

5.2.2. Receives, dispatches, and reviews official correspondence, messages and mail for all of SAF/FM.

5.2.3. Establishes, controls and monitors suspense actions for all correspondence.

5.2.4. Manages the Documentation Management Program, Privacy and Freedom of Information Act Programs, and Information Reporting Requirements.

5.2.5. Initiates and processes personnel actions, manages the performance reports/appraisals and management level promotion recommendation boards.

5.2.6. Manages unit security programs, controlled area keys and access badges.

5.2.7. Prepares and monitors telephone requirements and construction work requests, and controls parking and transportation requests.

5.2.8. Manages supply and equipment accounts.

5.2.9. Manages resources for temporary duty (TDY), civilian overtime, training, and time and attendance records.
5.3. Deputy Assistant Secretary for Budget (SAF/FMB). The Deputy Assistant Secretary for Budget is responsible to SAF/FM for financial oversight and budgetary control of all Air Force appropriations and assigned funds. Manages all matters pertaining to the Air Force budget, including the planning, formulating, reviewing, presenting, justifying and spending of appropriated funds. Serves as the office of primary responsibility (OPR) for selected financial functions for the Security Assistance Program. Specific responsibilities include:

5.3.1. Being primary advisor to SAF/FM on funding, pricing, and executability issues related to the programming and budgeting for all Air Force appropriations (including Air National Guard and Air Force Reserve).

5.3.2. Being primary advisor to SAF/FM, the SECAF, CSAF, and principal military and civilian officials of the Air Force, on program and budget issues, objectives and strategies, and providing budget assessments and alternative funding profiles as they relate to program execution.

5.3.3. Maintaining close working relationships with the programmers to ensure a smooth transition between the programming and budgeting phases of the Planning, Programming, and Budgeting System (PPBS).

5.3.4. Determining the impact of all funding, pricing, and executability issues and decisions affecting the Air Force's Budget Estimate Submission (BES) and the Air Force portion of the President’s Budget (PB).

5.3.5. Chairing the Air Force Board (AFB) for purposes of budget formulation and execution to include the BES, Budget Review Cycle and the PB, which serves as the primary Air Force organization responsible for reviewing and evaluating Program Budget Decisions (PBDs) issued by the Department of Defense (DoD). Assessing the impact PBDs have on Air Force programs and budgets, and recommending reclama/rebuttal actions to the CSAF and the SECAF through the Air Force Council (AFC). Advising the AFC/CSAF/SECAF on program disconnects and offsets, baseline repricing and the results of the investment budget review.

5.3.6. Developing Major Budget Issues (MBIs).

5.3.7. Providing guidance and direction to the Secretariat, Air Staff, and Commands for the development of funding requirements.

5.3.8. Preparing the Air Force budget and developing, coordinating, and submitting the requisite justification material to the OSD, OMB, and the U.S. Congress substantiating the Air Force portion of the PB.
5.3.9. Maintaining and updating the Air Force's Force and Financial Plan (F&FP).

5.3.10. Testifying before Congressional committees.

5.3.11. Determining appropriation applicability and propriety of funds usage.

5.3.12. Providing overall policy guidance in information system requirements and approving and/or coordinating on major information system requirements, policies, interface requirements, and associated matters pertaining to Air Force command and base automated budget systems.

5.3.13. Providing fiscal direction of non-appropriated funds through participation on the Army and Air Force Exchange System (AAFES) Board of Directors; membership on the AAFES Finance Committee; membership on the Air Force Morale, Welfare, and Recreation (MWR) Advisory Board; Chairmanship of the Air Force MWR Finance and Audit Committee; member of the Air Force Aid Society (AFAS) Board of Trustees; and member of the AFAS Executive, Finance, and Audit Committees.

5.3.14. Serving as a member of the US Soldier's and Airmen's Home (USSAH) Board of Trustees, the Air Force Senior Team, and General Officer Review Board.

5.3.15. Performing other Air Force Comptroller management level duties as directed by SAF/FM.

5.4. Directorate of Budget Investment (SAF/FMBI). The Directorate of Budget Investment:

5.4.1. Is responsible for the AF Aircraft Procurement Appropriation, AF Missile Procurement Appropriation, AF Weapons Procurement Appropriation, AF Other Procurement Appropriation, Research, Development, Test and Evaluation Appropriation (RDT&E), AF Military Construction Appropriation (MILCON), Military Family Housing (MFH) Operation and Maintenance and MFH Construction appropriations, Base Realignment and Closure (BRAC) account, and Security Assistance Activities accounts via Foreign Operations appropriations and Foreign Military Sales (FMS) trust fund allocations.

5.4.2. Develops, reviews, analyzes, and assists in the formulation, presentation and defense of the Budge Estimate Submission (BES) before OSD, OMB, and the Congress.

5.4.3. Directs the major reprogramming of funds in conformance with changing priorities and modified program/policy objectives. Prepares justification of reports on reprogramming actions to OSD, OMB, and the Congress.

5.4.4. Develops, supplements and issues exercise guidance or “Call” to all Air Staff and Secretariat involved in resource allocation, including schedule guidance and track progress to meet due dates.

5.4.5. Makes database updates, ensure database integrity, and interface with other functionals throughout the POM, BES, PDM, and PB development.

5.4.6. Collaborates with Air Staff agencies to ensure maximum utilization of available resources and facilitates the relating of investment costs to procured weapon systems, MILCON, MFH, FMS. Evaluates budget execution performance and identifies key programmatic and funding issues.

5.4.7. Participates with the Air Staff in formulation of composite policies and objectives in achieving the best balance between dollar availability among multi-year appropriation and scope of program. Assures consistency of policies between the diversified appropriations and budget activities.

5.4.8. Develops data to aid in the assessment of cost and effectiveness of alternate programs.
5.4.9. Collaborates with Air Staff and Secretariat agencies and Global Reach/Global Power teams to achieve and maintain the proper balance between program levels and available financing. This in-depth analysis includes the Investment Budget Review conducted during mid-year of the budget cycle.

5.4.10. Administers appropriated and apportioned funds to ensure conformance with legal requirements.

5.4.11. Develops policies and implementing procedures to improve the accuracy of estimates and the management of all resources. Provides advice and guidance to Air Force program Executive Office Organizations (AF/PEOs), MAJCOMs, and Air Staff to achieve these aims.

5.4.12. Monitors the execution of approved investment programs to ensure compliance with current directives and priorities. Oversees the development and reporting to OSD of outlays and obligations for Investment, MILCON, MFH, FMS.

5.4.13. Responds to Congressional procurement reductions with counter proposals.

5.4.14. Analyzes and reviews all MAJCOMs, System and Logistic Centers’ financial plans and provides recommendations to the Investment Budget Review Committee (IBRC).

5.4.15. Supports Investment Budget Review Committee evaluation and monitoring Investment, MILCON, MFH trends and disconnects.

5.4.16. Analyzes MAJCOMs/PEOs/Systems Divisions funding requirement and makes funding recommendation.

5.4.17. Prepares Investment, MILCON, and MFH financial section for all trip books for the SECAF, CSAF, and other senior leadership.

5.4.18. Lead financial management of Security Assistance Activities (SAA) which includes five activities:

5.4.18.1. Policy and Procedures: Read, analyze, interpret, promulgate SAA such as Foreign Assistance Act of 1961, as amended (PL 87-195); Arms Control Act of 1976, public laws and statutes, DOD and AF regulation.

5.4.18.2. Budgeting: Formulate, justify and execute the Foreign Military Sales (FMS) Administrative Budget, all foreign training programs to include joint programs and all international military educational and training programs.

5.4.18.3. Financial Advisor for: All International Cooperative Programs, Security Assistance Management Improvement Working Group, Case Management Control System computer system and Program Manager for all AF International activities.

5.4.18.4. Program Management: Serves as focal point for Non Recurring Cost Recoupment on Commercial Sales, reviews and approves non recurring cost recoupment charges, responsible for Quarterly Report of Recoupment Collections to DSAA/COMPT-FMD, computes and approves lease charges of AF equipment for both foreign customers and domestic contractors, approves all tuition rates for AF courses and training teams.

5.4.19. Prepare and issue AF budget guidance on canceled and expired year management of contract upward adjustments in all Investment appropriations.

5.5. **Directorate of Budget and Appropriation Liaison (SAF/FMBL).** The Directorate of Budget and Appropriation Liaison:

5.5.1. Is responsible for Air Force Congressional liaison with the Budget and Appropriations Committees and Congressional Budget Office.
5.5.2. Is responsible for the direct interface with committee members, staff and associate staff and the Congressional Budget Office.

5.5.3. Performs worldwide escort support for member and staff travel to better understand Air Force program and budget requirements.

5.5.4. Responds to direct inquiries from congressional members and staff.

5.5.5. Provides congressional hearing support management. Is responsible for witness assignment, witness statements and logistics for all appropriation and budget hearings.

5.5.6. Develops budget enactment game plans to support programs in the PB.

5.5.7. Manages review of appropriation, authorization and budget committee transcripts. Is responsible for the preparation of inserts and questions for the official hearing record.

5.5.8. Is the Air Force FP for all congressionally mandated reporting requirements.

5.5.9. Serves as SAF/FM FP for all legislative items, DoD legislative proposals, and other congressional activities having budgetary impact.

5.5.10. Serves as the Air Force FP for House Appropriations Committee Surveys and Investigation of Air Force functions and activities.

5.5.11. Performs legislative research for all appropriation and budget matters. Maintains historical files and database of defense-related legislative matters.

5.5.12. Provides budget justification materials to congressional appropriations and budget committees, the Congressional Budget Office, and other legislative related offices to substantiate the PB.

5.6. **Directorate of Budget Management and Execution (SAF/FMBM).** The Directorate of Budget Management and Execution:

5.6.1. Serves as the Air Force Secretariat FP for all matters pertaining to planning, development, formulation, presentation, and substantiation of revolving fund and designated classified program budgets.

5.6.2. Serves as executive agent of SAF/FMB for all Air Force automation activities and the Automated Budget Interactive Data Environment System (ABIDES).

5.6.4. Defines and develops improvements for the data system requirements of the organizations responsible for providing master control and status of appropriated fund availability.

5.6.4. Acts as FP and program manager for the Future Budget System (FBS).

5.6.5. Provides an independent source of checks and balances over the range of SAF/FM financing operations, in addition to providing Air Force Secretariat oversight over revolving fund and classified budget programs.

5.6.6. Is responsible for management of designated apportionments, sub-allocations, and the processes for appropriation distribution to subordinate activities.

5.6.7. Maintains funds management system for issuing allocations or operating budget of apportioned appropriations, as delegated from SAF/FM and provides supervision of the fund distribution process.
5.6.8. Provides analysis of congressional actions, orchestrates the appeal process, and works various fiscal requirements with OSD and OMB.

5.6.9. Prepares Air Force obligation and outlay rate forecasts and negotiates final rates with OSD/OMB. Directs development of, and submits to OSD, obligation and outlay plans for all Air Force appropriations. Prepares analysis of variances from plan.

5.6.10. Manages the Congressional appeal process.

5.6.11. Develops and issues the "Call" for budget estimates.


5.6.13. Transmits the F&FP to OSD, including financial and nonfinancial data in appropriate budgetary detail and the procurement and RDT&E annexes.

5.6.14. Monitors development and presentation to Congress of requests for authorizations and appropriations.

5.6.15. Develops and formulates all Air Force fiscal control policies.

5.6.15.1. Manages the Air Force's fund control system and provides general fiscal control and analysis of Air Force appropriations which govern the signature and release authority for all appropriations executed by the Air Force.

5.6.15.2. Maintains the Base for Reprogrammings. Validates the annual preparation and submission of reports immediately prior to transmittal to OSD. Performs analysis of financing to recommend and approve sources and applications of all reprogramming actions. Performs required financial testing to determine program ability to execute.

5.6.15.4. Validates the semiannual submission of the Report of Programs prior to transmittal to OSD.

5.6.15.4. Reviews, validates, processes for signature, and submits all Air Force requests for warrants to the Department of the Treasury, and the Schedule of Apportionment and Reapportionment to OSD.

5.6.15.5. Maintains liaison and coordination with and represents the Air Force in meetings and conferences with OSD, OMB, Treasury, and GAO, and other federal agencies involving financing and fiscal control issues.

5.6.15.6. Manages lapsed and expired appropriations and any adjustments thereof, and interagency financial transactions.

5.6.16. Is responsible for oversight of designated classified programs and serves as the FP for all budget and accounting activities related to or affecting those programs.

5.6.16.1. Plans and coordinates the presentation and defense of designated classified program budget estimates to Air Force oversight and review groups, DoD, OMB, and the appropriations oversight committees of Congress.

5.6.16.2. Develops, reviews, analyzes classified program budget exhibits and submits budgets for designated programs to the DoD Comptroller.

5.6.16.3. Oversees all aspects of program execution, including financing, reprogramming, accounting and reporting, cost analysis, internal review, and audit.
5.6.16.4. Represents the Air Force Secretariat on various special program oversight review groups.

5.6.16.5. Conducts liaison with Appropriation and Budget committees for assigned programs. Assists with authorization committee oversight as required.

5.6.17. Formulates and establishes budget policies and procedures.

5.6.17.1. Maintains Air Force budget regulations.

5.6.17.2. Provides guidance concerning funding responsibilities, budgeting procedures, and use of funds (propriety) issues.

5.6.17.3. Develops, maintains, and modifies the budget structure to include annual appropriation fund codes, program and project codes, special transaction codes, descriptions, and definitions.

5.6.18. Integrates revolving fund planning, programming, and financial management with the DoD consolidated revolving fund budget. Coordinates revolving fund budget estimates with customer operating budget.

5.6.18.1. Provides primary financial management, fiscal control, and budgetary responsibility for the Air Force Services Business Areas (Depot Maintenance and Information Services) and the Air Force Supply Management Business Area.

5.6.18.2. Develops, reviews, and analyzes the Air Force revolving fund budget submission. Assists the DoD Comptroller with the preparation and analysis of the DoD Defense Business and Operations Fund (DBOF) overview books.

5.6.18.3. Coordinates with Air Staff components to determine the best mix of resources to match DBOF support with operating requirements.

5.6.18.4. Administers appropriated and revolving funds to ensure compliance with all legal requirements. Manages apportioned and non-apportioned divisions of the DBOF with appropriate controls issued to field activities.

5.6.18.5. Develops and implements policies and procedures to improve the accuracy of estimates and the management of DBOF resources. Prepares, coordinates, and issues appropriate guidance to field activities.

5.6.18.6. Monitors the execution of approved operating programs to ensure compliance with current directives, limitations, and priorities. Prepares and reports to DoD the status of DBOF outlays and obligations.

5.6.18.7. Develops budget management information systems necessary to prepare accurate and timely budget exhibits from widely separated activities to facilitate analysis of various DBOF and budget options and to collect data for management assessment of cost, effectiveness, and impacts of alternative budget proposals.

5.6.18.8. Prepares apportionment and operating program requests to obtain release of funds appropriated by Congress for the revolving funds and release of operating program authority.

5.6.18.9. Manages departmental level administrative control of revolving fund operating authorities and appropriated funds.

5.7. Directorate of Budget Operations (SAF/FMBO). The Directorate of Budget Operations and Personnel is responsible for the Operation and Maintenance (O&M), Air Force Appropriation; Military Personnel, Air Force Appropriation; Environmental Restoration Appropriation, and Fish and Wildlife Appropriation.
5.7.1. Develops, reviews, analyzes, and assists in the formulation, presentation and defense of budget estimates before OSD, OMB, and the Congress.

5.7.2. Manages the major reprogramming of funds in conformance with changing priorities and modified program/policy objectives. Prepares justification of reports on reprogramming actions to OSD, OMB, and the Congress.

5.7.3. Collaborates with Air Staff agencies to ensure effective utilization of available resources and to facilitate the relating of operating costs to weapon systems, tasks and missions.

5.7.4. Participates with the Air Staff in formulation of composite policies and objectives in achieving the best balance between dollar availability and scope of program. Assures consistency of policies between the various appropriations and budget activities.

5.7.5. Develops data to aid in the proper assessment of cost and effectiveness of alternate programs.

5.7.6. Collaborates with Air Staff and Secretariat agencies and the Air Force’s Enhanced Corporate Structure to achieve and maintain the proper balance between program level and available financing.

5.7.7. Administers appropriated and apportioned funds to ensure conformance with legal requirements.

5.7.8. Develops policies and implementing procedures to improve the accuracy and credibility of estimates and the management of all resources. Provides advice and guidance to MAJCOMs, FOAs, and the Air Staff to achieve these aims.

5.7.9. Monitors the execution of approved operating programs to ensure compliance with current directives and priorities. Oversees the development and reporting to OSD of outlays and obligations for O&M and Military Personnel appropriations.

5.7.10. Develops distribution of Congressional reductions within the O&M appropriation and between MAJCOMs.

5.7.11. Analyzes and reviews all MAJCOM financial plans and provides recommendations to the Operating Budget Review Committee (OBRC).


5.7.13. Works other inputs from the MAJCOMs to establish proper out-year pricing for O&M baselines.

5.7.14. Analyzes MAJCOM unfunded requirements and makes funding recommendations.

5.7.15. Prepares O&M financial section for all trip books for the SECAF, CSAF, and other senior leadership.

5.7.16. Works with Air Force personnel and manpower programmers to properly develop the strength, man-years and financing for the Military Personnel Appropriation.

5.7.17. Has pecuniary responsibility and ensures all legal and regulatory controls regarding the obligations and/or expenditures of the Military Personnel Account funds are met.

5.7.18. Develops and presents Military Personnel Appropriation trends to analyze current execution. Develops recommendations for efficient resource allocation.

5.7.19. Reprices the Military Personnel Appropriation to properly fund the budget and out-year requirements.
5.7.20. Develops Military Personnel composite and matrix rates used by the Air Force ABIDES cost model and Air Force’s Enhanced Corporate Structure.

5.7.21. Provides fiscal direction of non-appropriated funds through membership on the AAFES Board of Directors and membership on the AAFES Audit Committee.

5.8. **Directorate of Budget Programs (SAF/FMBP).** The Directorate of Budget Programs:

5.8.1. Is responsible for all matters pertaining to the development, formulation, coordination, and presentation of the budget interface with the PPBS.

5.8.2. Serves as the primary Secretariat/Air Staff FP for the DOD Budget Review Cycle.

5.8.3. Manages the F&FP data base and controls adjustments to it during program/budget exercises.

5.8.4. Is Air Force FP for the receipt and dissemination of OSD PBDs to all Secretariat and Air Staff agencies. Monitors acceptances and administers reclama actions. Provides daily status reports to Secretariat, Air Staff and MAJCOMs. Is OPR for PBD-related AFB activities. Prepares the SECAF/CSAF formal MBI briefings to the Defense Resources Board (DRB). Translates final OSD decisions into the Air Force portion of the PB.

5.8.5. Serves as the primary Secretariat/Air Staff FP for the development, coordination, and presentation of the BES.

5.8.6. Is the SAF/FM FP for the Program Review/Issues Cycle. Assists AF issue OPRs as they develop Air Force rebuttals and sensitivities in support of the Air Force Program Objective Memorandum (POM) position. Adjusts the F&FP database for the program Decision Memorandum (PDM).

5.8.7. Is the SAF/FM FP for the POM Cycle. Assists AF/PE functionals and the Air Force’s Enhanced Corporate Structure in the development of the Air Force POM. Translates POM decisions from program guidance sources to the F&FP database for transmission to OSD.

5.8.8. Is the primary SAF/FMB FP for SECAF/CSAF posture hearings before Congress.

5.8.9. Serves as the SAF/FM FP for the PB press conference.

5.8.10. Determines the need for program data pertinent to recurring and special cost and budget estimates. Coordinates review of planning and programming documents and assists in developing program presentations.

5.8.11. Is SAF/FM FP for Air Force fiscal requirements for all appropriations in conjunction with DoD counterdrug activities including AFRES and Air National Guard (ANG) (Title 10 U.S.C.).

5.8.11.1. Monitors and assists in the formulation, preparation, presentation and defense of counterdrug budget estimates before OSD, OMB and Congress. Assists in preparation of Justification Books in support of the PB to OSD and Congress. Assists in obtaining Secretariat and Air Staff action and coordination of Program Management Decisions and PBDs and reclamas thereto if required on counterdrug activities. Oversees the issuance of the "Call" for counterdrug budget estimates and financial plans to MAJCOMs.

5.8.11.2. Oversees all aspects of program execution, including financing, reprogramming, accounting and reporting, cost analysis, internal review, and auditing of counterdrug activities. Maintains current financial status of the program and submits periodic execution reports to OSD. Prepares justification packages for counterdrug reprogramming actions to OSD.
5.8.11.3. Develops counterdrug fiscal policies and implementing procedures to improve the accuracy and credibility of estimates and the effective management of counterdrug resources. Assists MAJCOMs in resolving problems concerning propriety of counterdrug funding. Provides annual counterdrug funding guidance to MAJCOMs and specific appropriation managers.

5.8.11.4. Monitors the development, compilation, and transmission to OSD of the Counterdrug F&FP, including financial and non-financial data in appropriate budgetary detail to ensure OSD-approved Air Force operations are properly funded from DoD accounts. Coordinates review of planning and programming documents and assists in developing program presentation for counterdrug activities.

5.8.11.5. Maintains close working relations with OSD/DEP&S, the Joint Chiefs of Staff (JCS), AF/XO, SAF/MI, AF/RE, NGB/FM, MAJCOMs, and the Panels on counterdrug activities and participates in the AF Counterdrug Working Group.

5.8.12. Prepares briefings and speeches for use by SAF/FM staff in presentations to numerous groups such as Congress, OSD, MAJCOM commanders and staff, as well as various civic and professional organizations.

5.8.13. Is the SAF/FMB FP for graphics support.


5.8.15. Serves as the SAF/FM FP for all JCS issues.

5.8.16. Is the SAF/FMB FP for all program change requests (PCRs) and program action directives (PADs). Staffs draft PCRs for coordination throughout SAF/FMB and tracks exercise adjustments to approved PCRs.

5.8.17. Supervises internal SAF/FMB coordination on all budget information regarding congressional hearings, Budget/Program Fact Papers (BPFPs), congressional testimony and inserts for the Air Force Issues Team.

5.8.18. Is the SAF/FMB FP for contingency cost reporting and crosscutting issues involving multiple appropriations (i.e., Readiness, BRAC, Environmental, MILCON, Special Operations Forces OF, and Defense Health Program (DHP)).

5.8.19. Prepares responses to taskings for CSAF immediate staff for financial trends and analysis.

5.8.20. Serves as the SAF/FMB FP for updates to the Air Force Comptroller magazine and the SAF/FM monthly

Figure 5.3. Organization Chart for the Deputy Assistant Secretary for Cost and Economics.

5.9. Deputy Assistant Secretary for Cost and Economics (SAF/FMC). The Deputy Assistant Secretary for Cost and Economics:
5.9.1. Is the OPR for Air Force cost analysis, economic, and business management policy; Component Cost Analysis (CCA) Program; and acquisition reporting to Congress.

5.9.2. Designs, develops, and presents information to evaluate Air Force performance, control resource use, and conduct research and analysis activities.

5.9.3. Reviews cost, management, financial and economic information to ensure integrity and accuracy.

5.9.4. Provides policy, procedures, technical guidance, and staff assistance for cost, financial and economic analysis procedures Air Force-wide.

5.9.5. Provides cost, financial and economic analysis support to the Secretariat and Air Staff along with policy guidance on inflation and indices.

5.9.6. Administers the Air Force CCA program (10 U.S.C. 2434) to include policy, evaluation, and improvement.

5.9.7. Acts as the FP for SARs for major defense acquisition systems (10 U.S.C. 2432) and Unit Cost breach reporting to Congress in accordance with (IAW) Nunn-McCurdy legislative directives (10 U.S.C. 2433).

5.9.8. Provides management consultant services and encourages commands to develop and apply those methods and techniques needed to improve cost, business management, financial and economic analysis capabilities Air Force-wide.

5.9.9. Provides policy guidance, direction, and support to cost functions throughout the Air Force.

5.9.10. Develops and maintains programs to generate, validate, and crossfeed management improvement ideas throughout the Air Force.

5.9.11. Oversees the implementation of cost and economic analysis information systems architecture through the review, evaluation, validation, and prioritization of proposed management information systems.


5.9.13. Participates in the PPBS process by providing cost reviews on major programs and identifying the impact of inflation on the program and budget.


5.9.15. Provides chairmanship of the Air Force Cost Analysis Improvement Group (CAIG) and interface with the OSD CAIG.

5.9.16. Participates in Source Selection Authority actions as directed by the Air Force Acquisition Executive (AFAE).

5.9.17. Performs financial analyses and oversight of AF/SV activities, AAFES, Defense Commissary Agency, U.S. Soldiers’ and Airmen’s Home, the AFAS and aerospace contractors.

5.9.18. Provides voting membership to various teams in support of the corporate resource allocation process.

5.10. Directorate of Economics and Business Management (SAF/FMCE). The Directorate of Economics and Business Management:

5.10.1. Serves as senior economic and business management advisor to the Assistant Secretary of the Air Force for Financial Management (SAF/FM). Directs quick reaction special studies for SECAF, CSAF, and other offices of the Secretariat and the Air Staff in response to internal, OSD, OMB, and Congressional inquiries. These studies often have significant impact on major Air Force resource allocation decisions.

5.10.2. Represents the Deputate at Senior Executive Service (SES) and general officer level financial meetings within the Air Force, and with the DoD, other Departments within the Executive Branch, and Congressional staff. Advises senior Air Force leadership of the financial and economic consequences of policy and program decisions.

5.10.3. Provides financial and investment analysis to the Chairman of the Morale, Welfare and Recreation (MWR) Investment Subcommittee (SAF/FMC) and to the Chairman of the MWR Finance and Audit Committee (SAF/FMB). Ultimate reporting responsibility extends to the Vice Chief of Staff of the Air Force (AF/CV), Chairman of the MWR Advisory Board. Performs financial oversight of United States Air Force (USAF) Services activities to include the development of performance metrics embodied in financial indicators and standards. Assesses trends to identify potential problem areas requiring management intervention. Reviews status of MWR pension funds from accounting, actuarial, and economic valuation approaches. Develops, approves and promulgates policies, procedures, directives, and instructions for appropriated fund support to the MWR and services (AF/SV) program.

5.10.4. Develops and publishes NAF accounting, budget, financial analysis, disbursing, collecting and reporting policies used by all USAF Services activities. Oversees internal control program (ICP), pursuant to OMB Circular A-123, *Internal Control Systems*, August 4, 1986. Establishes and maintains financial analysis training for AF non-appropriated fund financial analysts (NAFFAs).

5.10.5. Provides financial and investment analysis to the Chairman of the AAFES Investment Committee (SAF/FMB) overseeing a seven billion dollar annual operation.

5.10.6. Directs the USAF economic analysis (EA) program to include developing and disseminating guidance for capital budgeting, lease vs. buy methodology consistent with OMB and Congressional intent. Develops necessary computer-based tools to implement present value analysis of competing alternatives, which typically exhibit differential costs and benefits. Establishes and maintains an EA training program for MAJCOMs and subordinate activities. Areas of particular note include: MAIS, MILCON and MFH, depot maintenance, etc.

5.10.7. Issues inflation guidance used for developing cost estimates, the Future Years Defense Plan (FYDP), and all USAF budget documents (POM, BES, PB) to all USAF active, reserve and guard components. Ensures accurate and timely development of official USAF inflation indices, consistent with OSD (Comptroller) direction.

5.10.8. Develops retrospective and forecast analyses of national and international macroeconomic conditions. Assesses potential impacts to DoD and USAF budget of changing economic conditions; the dynamics of the Congressional budget process; and the Administration's economic initiatives. Specific data for cost estimating and budgeting purposes include foreign exchange and foreign inflation rates.

5.10.9. Assesses impact of USAF program funding on defense industrial and defense technology base, including regional economic impacts of funding decisions for major USAF acquisition programs.

5.10.10. Determines estimates of economic impact of potential base closures and realignments. Performs program review of previous BRAC decisions comparing projected with realized savings and costs.

5.10.11. Determines the financial health of defense contractors as part of the USAF acquisition process. Financial analysis may focus on a single firm or on a contractor team and may include either traditional accounting
approaches to financial statement analysis or contemporary methods such as the economic value added (EVA) approach. Develops and maintains contacts with the investment community to ensure sufficiency and currency of financial analytical approaches.

5.10.12. Promotes adoption of private sector business practices where beneficial to the USAF. Determines "core competencies" of USAF activities and identifies candidate areas for process improvement and outsourcing. Investigates "best practices" from the private sector to benchmark organic support activities. Uses innovative approaches to improve organizational efficiency, e.g., process reengineering, IDEF modeling, activity based costing, functional economic analysis, etc.

5.10.13. Performs cost and operational effectiveness analysis (COEA) for major weapons systems, identifying measures of merit among competing system designs. Develops methodology to rank order alternative designs in deciding whether to proceed with, expand upon, or terminate programs.


5.10.15. Develops and directs USAF policy and procedures for independent review of decisions concerning in-house versus contract operation (IAW OMB Circular A-76, Policies for Acquiring Commercial or Industrial Products and Services Needed by the Government).

5.10.16. Maintains financial management bulletin board which links all FM activities worldwide, providing instant access to USAF databases, factors, and models. As a corollary, provides expert real-time assistance to dial-up users on a wide range of financial management issues. Authorizes access to the defense data network (DDN) and Internet, assuring proper system use and system security.

5.11. Deputy for Management Systems (SAF/FMM). The Deputy for Management Systems:

5.11.1. Is responsible to the highest Air Force level for policies and procedures pertaining to integrated performance measurement, cost control and reduction, economic cost effectiveness analysis, management information and control systems, productivity enhancement and measurement, statistical programs and analysis, cost estimating and cost analysis.

5.11.2. Provides guidance and direction to the Air Staff and Commands for the development and/or implementation of management information and control systems, resource management systems, and associated databases.

5.11.3. Formulates, establishes, and implements policies and procedures for the Air Force Productivity Program including development of productivity enhancement goals and necessary reporting systems.

5.11.4. Is responsible for Air Force integrated performance measurement including cost control and reduction activities to include supervision of Air Force performance measurement activities; C/SCSC; development of new systems and improvements of current systems for cost control and cost reduction; application of "should cost" and related analyses and synthesis techniques to Air Force cost estimating; and Air Force economic cost effectiveness analysis.

5.11.5. Performs or directs analyses and reviews of Air Force operational plans, mobilization plans, programs for foreign aid, and other data upon which financial requirements for resources are based, in order to develop or direct the development of effective management control systems.

5.11.6. Develops policies and procedures and monitors the implementation of Air Force statistical programs including methods of analysis and presentation.
5.11.7. Serves as an advisor to the Assistant Secretary of the Air Force, Financial Management and Comptroller, while appearing before Congressional committees. Serves on such committees and boards as specified by the Assistant Secretary of the Air Force, Financial Management and Comptroller.

5.11.8. Testifies before Congressional committees when requested.

5.11.9. Assures necessary program coordination between the Department of the Air Force, DoD, and other Government agencies.

5.11.10. Accomplishes management studies and special projects as assigned by the Assistant Secretary of

Figure 5.4. Organization Chart for the Deputy Assistant Secretary for Plans, Systems & Analysis.

5.12. Deputy Assistant Secretary for Plans, Systems, and Analysis (SAF/FMP). The Deputy Assistant Secretary for Plans, Systems, and Analysis:

5.12.1. Serves as the primary advisor to the Principal Deputy Assistant Secretary (Financial Management) and the Assistant Secretary of the Air Force, Financial Management and Comptroller, for accounting and finance policy matters related to financial systems, accounting and finance systems, audit liaison, banking and credit union programs, cash management and related financial management and internal control initiatives.

5.12.2. Performs activities related to effective and efficient management of resources such as financial organizational structure, financial management procedures, career development and training. This includes management oversight of financial management systems within the Air Force; providing overall policy, standardization, integration, prioritization, and discipline for comptroller financial systems; and developing policy for system security and integrity. It also includes enhancement and operation as well as short-range and long-range financial management planning and wartime planning for comptroller activities.

5.12.3. Serves as Air Staff FP for comptroller wartime planning to support the needs of field commanders for both contingency and deliberate planning.

5.12.4. Acts as Air Staff FP for comptroller training, providing guidance, direction, and coordination to meet training needs and establishes specialty descriptions, course outlines, and supplemental course requirements.

5.12.5. Serves as the designated Air Force internal control administrator. Directs and manages the Air Force ICP to ensure compliance with the Federal Managers Financial Integrity Act (FMFIA), OMB Circular A-123, Comptroller General standards, and DoD guidance.
5.12.6. Serves as the Air Force cash management official and designated Audit follow-up official. Ensures the effective execution of the Air Force audit follow-up program as directed by OMB Circular A-50, Audit Follow-up, September 29, 1982; and DoDD 7650.3, Follow-up on General Accounting Office, DoD Inspector General, and Internal Audit Reports.

5.12.7. Supports the Financial Management Career Program (FMCP) Policy Council by developing plans, overseeing implementation of programs, and serving as Chairman of the FMCP Policy Council.


5.13. Directorate of Comptroller Support (SAF/FMPC). The Directorate of Comptroller Support develops guidance, oversees implementation, and monitors performance for the following major planning efforts:

5.13.1. Strategic plans which include the objectives and required actions to logically and systematically move the worldwide Comptroller network into a position to fully support the Air Force mission and provide financial management service to the full range of customers.

5.13.2. Organizational structures and relationships which includes examining and recommending modifications taking into consideration the future environment, manpower, technology, systems, and other applicable factors.

5.13.3. Wartime planning that supports the needs of field commanders and provides required financial information to higher authorities over the entire spectrum of conflict.

5.13.4. Contingency operations that directly support the financial management information needs of the Secretariat and Air Staff during crisis situations and during exercises.

5.13.5. Personnel development, training, and education of personnel assigned financial management responsibilities.

5.13.6. Internal information and communication activities of the comptroller by overseeing and arranging for conferences, workshops, executive sessions, seminars, and other group meetings designed to provide a cross flow of information and ideas.


5.13.9. Serves as the Secretariat FP for all pay policy, compensation issues, and matters relating to bank and credit union operations on Air Force installations. Is responsible for policy establishment, direction, interpretation, and guidance over matters pertaining to the formulation and review of financial principles, standards, plans, and programs. Serves as liaison between HQ Defense Finance and Accounting Service (DFAS) and the Air Staff on matters affecting military pay and allowances, retired pay, and travel pay. Provides comments to HQ DFAS on proposed changes to related regulations or policies. Specific responsibilities include:

5.13.10. Implementing policy prescribed by DoD, OMB, Treasury Department, and other authorities. Formulating policy and procedures consistent with higher-level precedents, when necessary, for unique Air Force conditions and operations.

5.13.11. Serving as the Air Force FP relating to financial issues and matter emanating for the DoD Comptroller, DFAS, Treasury Department, and other Federal Government agencies.
5.13.12. Responsibility for internal departmental coordination and communication concerning financial issues within the Air Force Secretariat, Air Staff, MAJCOMs, FOAs, and direct reporting units (DRUs).

5.13.13. Establishing and maintaining relationships with financial institutions, including banks and credit unions, operating on Air Force installations. Approves Air Force directive and instructions which implement DoD policy and Air Force guidance concerning banking and credit union programs.

5.13.14. Ensuring propriety and consistency of cash management programs, including the Prompt Payment Act and reports provided to the DoD Comptroller.

5.13.15. Ensuring propriety and consistency of credit management programs, including debt collection requirements and reports provided to the DoD Comptroller.

5.13.16. Providing policy and oversight concerning the purchase, custody, use, and disposal of U.S. and foreign currencies and military payment certificates. As delegated by DoD and the State Department, arranges for the purchase of foreign currencies.

5.13.17. The delegation by the SECAF, providing policy oversight and approval concerning contract financing policies and procedures, including progress payments, advance payments, guaranteed loans, milestone billing arrangements, deferred payment agreements, and collection of debts relating to contracts.


5.13.19. The delegation by the SECAF, reviewing and approving action concerning relief from liability in relation to loss of funds.


5.13.21. Responsibility for internal departmental coordination and communication for accounting and financial institution issues with the Air Force Secretariat, Air Staff, MAJCOMs, and FOAs.

5.13.22. Prescribing Air Force policies pertaining to accounting systems. Approving, prior to promulgation, Air Force directives and instructions implementing or changing accounting policies.

5.13.23. Approving the policies for the Air Force's accounting system review program to ensure compliance with the FMFIA (Section 4); OMB Circular A-127, Financial Management Systems, July 23, 1993; Comptroller General principles and standards; and DoD directives and regulations. Analyzing and approving the Air Force's Annual Accounting System Assurance Report.

5.13.24. Developing, approving, and promulgating policies, procedures, directives, and instructions for appropriated fund support to the Air Force's Morale, Welfare, Recreation and Services (AF/SV) program.

5.13.25. Reviewing and approving actions on Reports of Violations of the Anti-Deficiency Act and Requests for Approval of Centrally Managed Allotments. Evaluates and recommends actions on fiscal year end certification of appropriation of fund balances.

5.13.26. Supporting the Air Force Secretariat and Air Staff functional areas with accounting policies and procedures relating to actions such as inter-service support agreements, memorandums of agreement or understanding, and other special projects and initiatives.
5.14. **Directorate of Audit Liaison and Follow-up (SAF/FMPF).** The Directorate of Audit Liaison and Follow-up:


5.14.2. Serves as the Air Force FP and liaison for all contacts with the GAO and DoD Inspector General (DoD IG) on audit-related matters. Specifically:

5.14.2.1. Processes all GAO and DoD IG audit announcements to appropriate Air Force Secretariat and Air Staff offices. Ensures the POCs are promptly identified to GAO and DoD IG. Arranges meetings and consultations, as appropriate.

5.14.2.2. Processes all GAO and DoD IG draft and final audit reports to appropriate Air Force offices. Ensures Air Force replies to audit reports are prompt and responsive.

5.14.2.3. Initiates action to resolve GAO and DoD IG access to record problems and other situations relative to audit responses or inquiries. Provides technical assistance to designated action officers, Air Force Secretariat, DoD, and other interested personnel with respect to proposed responses, available options for action, delays in responding, and compliance with guidance.

5.14.3. Operates and maintains the Air Force internal data base management system to track and follow-up on audit recommendations until the completion of management actions. Maintains accurate records on the status of actions throughout the implementation process. Coordinates with the Air Force Audit Agency (AFAA) on the timeliness and responsiveness of management actions. Prepares Air Force input for the DoD IG Semiannual Report to the Congress. Ensures compliance with statutory, OMB, and DoD audit follow-up requirements.

5.14.4. Initiates the resolution process for disagreements between management and audit officials. Elevates disagreements that cannot be settled at lower levels to the Under Secretary for decision. Ensures resolutions of disagreements are in compliance with statutory, OMB, and DoD resolution requirements and are within the required six-month time frame.

5.14.5. Performs periodic analyses of audit recommendations, resolutions, and corrective actions to determine trends and identify system-wide problems.


5.14.7. Serves as the office of primary responsibility (OPR) for audits performed by AFAA, DoD IG, and GAO pertaining to accounting policies.

5.14.8. Resolves disagreements on audit reports that are not settled at lower levels relating to accounting policy, security assistance accounting policy, and appropriated fund policy in support of AF/SV activities.

5.15. **Directorate of Internal Management Control (SAF/FMPI).** The Directorate of Internal Management Control:

5.15.1. Manages the Air Force Internal Management Control (IMC) program to ensure compliance with the FMFIA, OMB Circular A-123, Comptroller General standards, and DoD Guidance.

5.15.2. Is responsible for providing central direction and control of IMC program operations throughout the Air Force.
5.15.3. Prepares the SECAF Annual Statement of Assurance pursuant to the FMFIA, PL 970255, and DoDD 5010.38, *Internal Management Control Program*.

5.15.4. Evaluates Secretariat, Air Staff, and senior commanders’ supporting letters of assurance to determine annual recommendations to the Secretary for disclosing material weaknesses in Air Force administrative and mission operations.

5.15.5. Prepares and annually updates the Air Force Management Control Plan which includes revisions to the inventory of assessable units, assignment of risk ratings, and schedules of vulnerability assessments and internal control reviews.

5.15.6. Maintains the Air Force tracking systems for material weaknesses to include status of corrective action, revisions to corrective milestones, completion dates, and preparation of the mid-year report to the DoD Comptroller.

5.15.7. Develops policy, establishes procedures, and provides program guidance and technical assistance for the operation of the IMC program.

5.15.8. Prescribes Air Force directives, instructions, forms, formats, and changes thereto which implement DoD and Air Force guidance on the IMC program.

5.15.9. Develops training materials and briefings, conducts training workshops, and reviews organizational training programs.

5.15.10. Evaluates and reports on Air Force organizational components compliance and effectiveness of implementation of prescribed policies, procedures, and practices.

5.15.11. Reviews GAO, DoD IG, and AFAA audit reports for findings that indicate potential material IMC weaknesses and coordinates reporting thereon by Air Force organizational components.

5.15.12. Monitors program activities of a network of approximately 50 IMC FPs throughout the reporting Air Force organizational structure.

5.15.13. Represents the Air Force in conferences, meetings, and working groups on internal management control operations, and financial policy issues before the DoD IG, DoD Comptroller, DFAS, GAO, OMB, and AFAA.

5.15.14. Serves as the OPR for audits performed by AFAA, DoD IG, and GAO pertaining to Air Force internal management control issues. Resolves disagreements on audit reports, not settled at lower levels, relating to internal management control policy.

5.15.15. Maintains coordination with other MILDEPTS and DoD components to ensure consistency in the conduct and application of DoD IMC program activities.

5.15.16. Evaluates and recommends action on suggestions and proposals affecting the IMC program.

5.15.17. Serves as the Air Force FP for Congressional inquiries related to internal control and keeps abreast of legislative changes and OMB policies affecting the IMC program.

5.16. **Directorate of Financial Systems Reporting (SAF/FMPS).** The Directorate of Financial Systems Reporting:

5.16.1 Oversees and manages financial systems development, reform and reporting.
5.16.2 Develops requirements and leads development efforts for Air Force wide financial management systems.

5.16.3 Establishes Air Force Policy used to evaluate financial systems. Develop financial statement reporting policy and procedures.

5.16.4 Establishes Air Force policy and procedures to validate financial management systems compliance with appropriate standards. Monitors Financial Management actions related to Chief Information Act.

5.16.5 Establishes Air Force wide policy and procedures on reporting of status of financial management systems compliance.
6.1. **The General Counsel (SAF/GC)**. The General Counsel is the chief legal officer of the Department of the Air Force. Legal opinions issued by SAF/GC are the controlling legal opinions of the Air Force. SAF/GC provides legal advice and assistance to the Office of the Secretary of the Air Force and to the Air Staff consistent with applicable statutes and the Orders of the Secretary on any legal subject. SAF/GC furnishes oversight and direction regarding legal matters within the Air Force. The General Counsel is a member of the Office of the Secretary of the Air Force and reports to the Secretary.

6.1.1. The General Counsel is responsible for providing legal advice and services on the matters identified below and on such other matters as may be assigned by the Secretary.

6.1.1.1. Acquisition programs.

6.1.1.2. Procurement of supplies and services, including research and development.
6.1.1.3. Procurement fraud remedies.
6.1.1.4. State and local tax matters affecting procurements.
6.1.1.5. Information System and Telecommunication Programs.
6.1.1.7. Intellectual property.
6.1.1.8. Antitrust issues.
6.1.1.9. Cable Television.
6.1.1.10. Debarment and suspension of contractors.
6.1.1.11. International agreements affecting the Air Force.
6.1.1.12. Security assistance, including foreign military sales and any other means of providing U.S. defense articles or defense services to foreign governments or international organizations.
6.1.1.13. Civil aviation.
6.1.1.15. Environmental law and pollution prevention.
6.1.1.16. Construction of military public works and industrial facilities.
6.1.1.17. Family housing.
6.1.1.18. Base realignment and disposal.
6.1.1.19. Installations and real property.
6.1.1.20. Occupational health and safety.
6.1.1.22. Civilian personnel and labor-management relations.
6.1.1.23. Equal employment opportunity.
6.1.1.25. Administration and organization of the Air Force, including duties and responsibilities of Air Force officials and delegation of authority.
6.1.1.27. Special education for disabled dependents overseas.
6.1.1.28. Military personnel.
6.1.1.29. Intelligence and counterintelligence, including counter-narcotics programs.

6.1.1.30. Investigations and inquiries.

6.1.1.31. Personnel and information security.

6.1.1.32. Special access programs.

6.1.1.33. National reconnaissance programs.

6.1.1.34. The Air Force Alternative Dispute Resolution Program.

6.1.2. The General Counsel has the authority to direct the resolution or litigation of significant civil and administrative cases.

6.2. The General Counsel also:

6.2.1. Serves as a member of the Air Force Council.

6.2.2. Serves as the Designated Agency Ethics Official.

6.2.3. Serves as the senior member of the Air Force Intelligence Oversight Panel.

6.2.4. Serves as a member of the Air Force Historical Advisory Committee.

6.2.5. Serves as the legal advisor to the Executive Resources Board.

6.2.6. Serves as the President's designee for the government of Wake Island and is responsible for its civil administration in accordance with SAFO 111.2, *Civil Administration of Wake Island*, 19 Jun 72.

6.2.7. Acts as the point of contact (POC) for legal matters between the Air Force and the Department of Defense (DoD) General Counsel, the General Counsels of the other Services, the Department of Justice, and the legal offices of other federal departments and agencies.

6.2.8. Acts as the primary POC with the Office of Special Counsel and oversees Air Force compliance with Special Counsel requests.

6.2.9. Represents the Air Force in dealing with other departments and agencies on matters relating to the negotiation of international agreements.

6.2.10. Acts as the Air Force central POC to monitor the status and ensure prompt coordination of remedies for each significant investigation of fraud or corruption related to procurement activities.

6.2.11. Accepts gifts to the Air Force of personal property and services on behalf of the Secretary.

6.2.12. Provides an Assistant General Counsel to serve as the Air Force Debarring Official for contractor responsibility matters.


6.2.14. Provides a member and an attorney to serve as counsel for the Contract Adjustment Board and the Contract Airlift Rate Adjustment Board.
6.2.15. Provides for Air Force representation on procurement protests before the General Accounting Office.


6.2.17. Provides reviewing officials on cases under the Program Fraud Civil Remedies Act.

6.2.18. Provides the agency-designated counsel responsible for giving advice to all Air Force activities on state and local tax matters affecting Air Force procurements and on the use of nonstandard contract tax provisions.
Chapter 7

DEPUTY UNDER SECRETARY OF THE AIR FORCE INTERNATIONAL AFFAIRS (SAF/IA)

Figure 7.1. Organization Chart for the Deputy Under Secretary for International Affairs.

7.1. The Deputy Under Secretary for International Affairs (SAF/IA). The Deputy Under Secretary for International Affairs is responsible for oversight and advocacy of Air Force international programs and policies. SAF/IA will develop, disseminate and implement policy guidance for the direction, integration and supervision of United States Air Force (USAF) international programs and activities.

7.1.1. SAF/IA advises and supports the Office of the Secretary of the Air Force (OSAF), Office of the Chief of Staff and civilian and military officials of the Department of the Air Force concerning international activities.

7.1.2. SAF/IA is responsible for development and coordination of USAF positions on joint, interdepartmental and interagency non-operational matters.

7.1.3. Specific areas of SAF/IA responsibility include: political-military affairs, security assistance programs, technology and information transfer, disclosure policy and related activities, international cooperative research and development (R&D) efforts, attaché and security assistance officer affairs, officer and civilian exchange programs, professional military education and United States Air Force Academy (USAFA) appointments, coordination of Distinguished Visitor (DV) international travel and foreign dignitary visits to USAF installations.

7.2. Staff Action Group (SAF/IAG). The Staff Action Group provides global international politico-military analysis and advice and staff support to SAF/IA efforts to create, advocate and facilitate USAF policies and programs that support US national security objectives, through international politico-military affairs, foreign military sales, education and training, cooperative research and development, and related endeavors, in concert with US government, foreign and industry partners. SAF/IAG:
7.2.1. Produces SAF/IA’s non division-specific studies, recurring reports, and special projects; assures administrative liaison with the Air Staff and the interagency; and manages the full range of SAF/IA’s human and material resources.

7.2.2. Provides international politico-military affairs analysis and advice to Air Force leaders

7.2.3. Provides international politico-military review of strategy and policy documents

7.2.4. Represents SAF/IA on multidisciplinary boards and committees

7.2.5. Drafts and presents informational briefings and papers

7.2.6. Coordinates USAF participation on international air and trade shows

7.2.7. Functions as a Joint Actions Reader for SAF/IA

Figure 7.2. Policy Directorate (SAF/IAP).

7.3. Policy Directorate (SAF/IAP). The Policy Directorate establishes objective criteria to measure Air Force compliance with national security policy and objectives and evaluates the effectiveness of policy guidance for the direction, integration and supervision of non-operational international programs and activities and evaluates program execution.

7.3.1. Foreign Disclosure and Technology Transfer Division (SAF/IAPD). The Foreign Disclosure and Technology Transfer Division:

7.3.1.1. Issues policies and procedures for the implementation of national disclosure policy.

7.3.1.2. Serves as FP for final decisions for the Air Force on release of information, procedures for foreign access to USAF installations, and the Air Force position on all export license actions.

7.3.2. Armaments Cooperation Division (SAF/IAPQ). The Armaments Cooperation Division:

7.3.2.1. Serves as the FP for Air Force international cooperative R&D and acquisition.
7.3.2.2. Assures coordination of all international cooperative programs with Air Staff and Secretariat offices, other military services, and DoD.

7.3.2.3. Develops plans, policies, and procedures for staffing and approving all cooperative programs with a foreign nation or foreign organization.

7.3.2.4. Negotiates and concludes international cooperative agreements and manages USAF international cooperative programs.

7.3.2.5. Serves as the USAF FP for international cooperative R&D "Nunn Amendment" Programs, the Foreign Comparative Test Program, Defense Data/Information Exchange Programs, Scientist and Engineer Exchange Programs, and R&D Loan Agreements.

7.3.2.6. Manages the Air Force international cooperative R&D program element.

7.3.2.7. Serves as the national executive agent and supports the appointed US National Delegates to the NATO Advisory Group for Aerospace R&D.

7.3.2.8. Serves as the administrative agent and supports the appointed DoD and USAF National Delegates to the Supreme Headquarters Allied Powers Europe (SHAPE) Technical Center (STC) and von Karman Institute.

7.3.2.9. Supervises USAF personnel assigned to the Air Force International Programs Activity, STC, and R&D liaison offices in Bonn, Germany, and London, United Kingdom.


7.3.2.11. Supports USAF representation to DoD-sponsored international armaments cooperation activities associated with the NATO Conference of National Armaments Directors Meetings, US/Japan Systems and Technology Forum, The Technical Cooperation Program, and Defense Technology and Industrial Cooperation Committees with various foreign countries.

7.3.2.12. Manages and conducts the FMS System Acquisition General Officer-level review between SAF/IA and SAF/AQ.

7.3.2.13. Monitors and reports on the FMS system acquisition process to assure the appropriate level of USAF acquisition executive oversight.

7.3.3. Security Assistance and Policy Division (SAF/IAPX). The Security Assistance and Policy Division contributes to the Global Reach-Global Power principle--build U.S. influence--by overseeing international affairs policy, resource management and operations on behalf of the Deputy Under Secretary, International Affairs. Ensures international programs and activities are consistent with national policy, congressional legislation and DoD and Air Force directives and procedures. The Policy Division performs the following functions:

7.3.3.1. Security assistance policy for transportation, Special Defense Assistance Fund (SDAF), reports of discrepancy (ROD), training.

7.3.3.2. SAF/IA resource management--budget, manpower, personnel, automated information systems, internal security.
7.3.3.3. USAF resource management--security assistance administrative funding, cooperative funds, training, inventories, aircraft pricing, legislative initiatives, Freedom of Information Act (FOIA).

7.3.3.4. Security assistance manpower management.

7.3.3.5. Directives management--AF policy directives (AFPD) and instructions (AFI).

7.3.3.6. Case Management Control System (CMCS) program management.

7.3.3.7. Internal Management Control program oversight.

7.3.3.8. FMS document preparation and review.

7.3.3.9. FMS payment scheduling.

7.3.3.10. Case document implementation.

7.3.3.11. USAF and DoD financial systems update.

7.3.3.12. Interagency liaison--Joint Staff, Military Services, DoD, Department of State, United Nations, foreign embassies.

7.3.3.13. Political-military policy development and coordination.

7.3.3.14. Central FP for joint matters.

7.3.3.15. Oversight of international agreements.

7.3.3.16. Preparation for international DV visits and trip books.

7.3.3.17. Oversight of global cooperative/peacekeeping/democratization initiatives, counterdrug operations, arms control/nonproliferation, overseas basing, air show participation.

7.3.4. International Airmen Division (SAF/IAPA). The International Airmen Division:

7.3.4.1. Manages the selection and nomination of Air Force Officers and NCOs assigned to duty in the Defense Attache System (DAS).

7.3.4.2. Provides Washington DC Orientation for Air Force Security Assistance Organization (SAO) personnel.

7.3.4.3. Provides oversight of the AF International Personnel Exchange Program (PEP).

7.3.4.4. Manages the Washington DC portion of the DoD Informational Program for International Military Students (IMS).
7.4. **Regional Affairs Directorate (SAF/IAR).** The Regional Affairs Directorate is the Air Force focal point for the Department of Defense (DoD), Joint Staff, other Military Departments, Department of State and other US Government agencies for matters involving USAF non-operational international interests. The Deputy Chief of Staff, Plans and Operations (USAF/XO) is the USAF FP for matters involving operational interests.

7.4.1 **Europe/NATO/Eurasia Division (SAF/IARE).** The Europe/NATO/Eurasia Division:

7.4.1.1. Serves as focal point for Air Force international matters involving foreign air forces in the Europe/Central Europe regions along with NATO organizations and the former Soviet Union.

7.4.1.2. Reviews and provides policy oversight of Air Force plans, programs, and requirements in the region (described above) involving international affairs.

7.4.1.3. Responsible for developing, coordinating and implementing Air Force politico-military positions in the formulation and execution of US Government and international policy.

7.4.1.4. Implements and manages the security assistance programs for all nations throughout the region.

7.4.1.5. Provides assessments and analysis of politico-military issues for this dynamic and vital region.

7.4.1.6. Serves as focal point for foreign military sales, foreign military financial programs, international military education and training, reciprocal training, professional military education exchanges, sales to industry, leases, and excess defense article transfers.

7.4.1.7. Represents the Air Force in activities designed to enhance US and Air Force access and influence to include military-to-military contacts, joint activities, civil-military initiatives, base rights and access negotiations, status of forces agreements, and mutual support arrangements.

7.4.1.8. Promotes and strengthens relations with regional air forces, particularly on matters such as civil-military relationships, democratic norms, force modernization, sustainment, training, logistics, technology transfer/information disclosure, exchanges and long-range planning.
7.4.1.9. Acts as Air Force regional focal point for interaction and coordination with other uniformed services, the State Department, National Security Council, Office of the Secretary of Defense, the Organization of the Joint Chiefs of Staff, Defense agencies, US European Command and Air Force Major Air Commands.

7.4.1.10. Provides the oversight for international affairs and the management of weapons systems acquisition and logistics support programs with 24 nations, five international organizations, and four major multinational programs.

7.4.1.11. Serves as Air Force focal point for foreign embassies/representatives on matters concerning their air forces.

7.4.2. Americas Division (SAF/IARL). The Americas Division:

7.4.2.1. Serves as the Air Force FP for Air Force international matters involving regional Air Forces worldwide.

7.4.2.2. Provides a regional perspective for international policy decisions involving foreign air forces throughout the Caribbean Basin and Central and South America.

7.4.2.3. Assures coordination of regional international programs with Air Staff and Secretariat offices, other military services, DOD, and State Department agencies.

7.4.2.4. Evaluates regional military needs in consonance with US national objectives and makes recommendations regarding requirements.

7.4.2.5. Through a variety of means, including security assistance programs, works with the country team and the Unified Command structure to build modern, sustainable air forces which fully support the democratic governments of the region.

7.4.2.6. Interacts with senior representatives of each air force to build stronger relationships.

7.4.2.7. Implements national policy in administering counter-narcotics assistance programs with regional air forces and some national police agencies. Works within the structure of regional organizations to foster United States Government (USG) goals in Latin America.

7.4.3. Middle East/Africa Division (SAF/IARM). The Middle East/Africa Division:

7.4.3.1. Serves as FP for Air Force international matters involving foreign air forces throughout the Middle East and Africa, and Southwest Asia.

7.4.3.2. Reviews and provides policy oversight of Air Force plans, programs, and requirements in the region involving international affairs.

7.4.3.3. Implements and manages the security assistance programs for all customer nations throughout the region.

7.4.3.4. Serves as FP for FMS, foreign military financial programs, international military education and training, reciprocal training, professional military education exchanges, sales to industry, leases, and excess defense article transfers.

7.4.3.5. Provides the oversight for international affairs and the management of weapons systems acquisition and logistics support programs with 57 countries.

7.4.4. Pacific Division (SAF/IARP). The Pacific Division:
7.4.4.1. Serves as Air Force FP for Air Force international matters involving foreign air forces in the Asia, Pacific, and Far East regions.

7.4.4.2. Assures coordination of regional international programs with Air Staff and Secretariat offices, other military services, DoD, and State Department agencies.

7.4.4.3. Reviews and serves as policy oversight of Air Force plans, programs, and requirements in the region involving international affairs.

7.4.4.4. Implements and manages the security assistance programs for all allied and friendly nations throughout the region.

7.4.4.5. Serves as FP for FMS, foreign military financial programs, international military education and training, reciprocal training, professional military education exchanges, sales to industry, leases, and excess defense article transfers.

7.4.4.6. Provides the oversight for international affairs and the management of weapons systems acquisition and logistics support programs with 22 countries.

7.4.5. **Saudi Division (SAF/IARS).** The Saudi Division:

7.4.5.1. Serves as FP for Air Force international matters involving the Royal Saudi Air Forces.

7.4.5.2. Reviews and provides policy oversight of Air Force plans, programs, and requirements in Saudi Arabia involving international affairs.

7.4.5.3. Implements and manages the security assistance programs for the Royal Saudi Air Force.

7.4.5.4. Serves as FP for foreign military sales, foreign military financial programs, international military education and training, reciprocal training, professional military education exchanges, sales to industry, leases, and excess defense articles transfers.

7.4.5.5. Provides the oversight for international affairs and the management of weapons systems acquisition and logistics support programs with Saudi Arabia.

7.4.6. **Weapons Division (SAF/IARW).** The Weapons Division:

7.4.6.1. Serves as the USAF FP for decisions to release sensitive classified and unclassified USAF information and technologies to foreign governments and international organizations.

7.4.6.2. Reviews and recommends approval or disapproval of industry requests for commercial licenses to market defense related products to foreign customers.

7.4.6.3. Selects and screens flying and FMS issues that the Secretary of the Air Force (SECAF) (and/or Under Secretary) will discuss with senior foreign air force leadership.

7.4.6.4. Provides oversight and technical expertise needed to integrate Air Force programs and requirements in all areas of international affairs including:

7.4.6.4.1. Defense industrial cooperation.

7.4.6.4.2. International cooperative R&D programs.
7.4.6.4.3. International fuels agreements.

7.4.6.4.4. International programs for emergency aircraft maintenance.

7.4.6.4.5. Mutual support agreements.

7.4.6.4.6. Wartime host nation support programs.

7.4.6.4.7. FMS.

7.4.6.4.8. Other security assistance programs.

7.4.6.5. Develops and promulgates USAF policies, procedures and management guidance for FMS of excess USAF defense article transfers to foreign air forces.

7.4.6.6. Monitors and provides oversight of all weapons system programs which may impact international affairs.
8.1. The Assistant Secretary for Installations, Environment and Logistics (SAF/IE). The Assistant Secretary for Installations, Environment and Logistics is responsible for:

8.1.1. The overall supervision of installations, and environment, safety, and occupational health for the Department of the Air Force.

8.1.2. Providing guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, policies, programs, and budgets relative to:

8.1.2.1. Installations, including comprehensive planning, programming, acquisition, utilization, and disposal of all facilities and utilities (includes family housing, commissaries, base exchanges, MWR, and reserve component facilities); maintenance, repair and operation of all facilities, utilities, and land; base closures and realignments, including force structure basing changes; economic adjustment; air base performance and operability; acquisition and disposal of real estate; and annexation of installations by municipalities.

8.1.2.2. Environment, safety and occupational health to include environmental quality; compliance, impact analysis; waste minimization and management; occupational safety and health; pollution avoidance and hazard abatement; industrial ecology and sustainable development; international environmental activities; natural and cultural resource management; historic preservation, encroachment prevention; range, airspace, and community planning; interagency and intergovernmental coordination; community impact analysis and assistance; disaster preparedness and threat technology analysis in support of air base performance and operability.

8.1.3. Subordinate offices include:

8.1.3.1. Deputy Assistant Secretary for Installations (SAF/IEI).
8.1.3.2. Deputy Assistant Secretary for Environment (SAF/IEE)

8.1.3.3. Deputy Assistant Secretary for Logistics (SAF/IEL)
Chapter 9

INSPECTOR GENERAL
(SAF/IG)

Figure 9.1. Organization Chart for the Inspector General.

9.1. **The Inspector General (SAF/IG).** The Inspector General advises the Secretary of the Air Force (SECAF) and the Chief of Staff of the Air Force (CSAF) on the readiness, economy, efficiency and the state of discipline of the Air Force. Specifically, The Inspector General:

9.1.1. Is directly responsible to the SECAF for inspection, investigation, counterintelligence, complaint, and fraud, waste and abuse (FW&A) programs, portions of the antiterrorism program, as well as the policy, planning and allocation of resources relating thereto.

9.1.2. Makes inquiries into and reports on the discipline, efficiency, and economy of the Air Force and is directly responsible to the CSAF for the evaluation of operational readiness.

9.1.3. Supervises and oversees two Field Operating Agencies (FOAs) - the Air Force Inspection Agency (AFIA) and the Air Force Office of Special Investigations (AFOSI). See AFMDs 27 and 39 for FOA mission statements.

9.2. **Executive Services (SAF/IGE).** The Executive Services office supports The Inspector General in interpreting and implementing administrative policy and managing the security and travel programs for the SAF/IG staff. Specifically, this office:

9.2.1. Is the single point of contact (POC) with the Air Staff and other agencies external to the Air Force for executive services to include administration, personnel and staff support functions.
9.2.2. Provides oversight of the SAF/IG travel budget.

9.2.3. Acts as security manager for the SAF/IG and all directorates and special offices within its staff.

9.3. **Directorate of Inspections (SAF/IGI).** The Directorate of Inspections supports The Inspector General in developing overall policies, planning, and program evaluation for the Air Force Inspection Program. Specifically, this Directorate:

9.3.1. Represents the Inspector General and AFIA on policy, planning, and program evaluation matters for inspections issues at the Air Staff, Secretariat, and Office of the Secretary of Defense (OSD) levels, as well as with the General Accounting Office (GAO), DoD/IG, and other agencies external to the Air Force.

9.3.2. Manages the intelligence oversight program for the Air Staff and Secretariat.

9.3.3. Performs special assignments and provides management and advisory service to The Inspector General, the Air Staff, and Secretariat.

9.3.4. Prepares, coordinates, and recommends changes to the Department of Defense (DoD), Air Force, and IG policy directives relating to inspections.

9.3.5. Prepares, executes and oversees resources plans and programs for accomplishing the inspections portion of the SAF/IG mission to include preparing and coordinating reports and recommended changes to Air Force resource planning and program directives impacting the Inspector General and AFIA.

9.4. **Directorate of Inquiries (SAF/IGQ).** The Inquiries Directorate supports The Inspector General as the focal point for inquiries, complaint and Fraud, Waste and Abuse (FW&A) resolution.

9.4.1. Develops overall policies, procedures and evaluation criteria for the DoD Hotline Referral Program, FW&A Program and personal complaints program within the Air Force.

9.4.2. Establishes and maintains policies related to IG administrative inquiries.

9.4.3. Serves as the single POC with the Secretariat, Air Staff, OSD and Congress (through SAF/LL) on matters relating to complaints, DoD/IG referrals, FW&A and the Air Force Hotline.

9.4.4. Develops policy concerning the processing of the Freedom of Information Act, Privacy Act and official use requests pertaining to The Inspector General administrative inquiries.

9.4.5. Formulates policies, implementation procedures and program evaluation criteria for the USAF complaints, FW&A and administrative inquiries programs.

9.5. **Reserve and Air National Guard (ANG) Advisors (SAF/IGR).** As provided in Title 10, United States Code, Sections 10211, 12301, and 12310, the Reserve and ANG Advisors’ manpower authorizations include specific positions for Air Reserve Component (ARC) Affairs to advise directors of higher staff levels and take part in preparing and managing policies, plans, programs and regulations affecting ARC. Specifically, this office:

9.5.1. Coordinates across the Air Staff and Secretariat on inspection, inquiry, complaint and FW&A issues impacting ARC activities.

9.5.2. Provides advice and/or recommendations to The Inspector General concerning all IG functions that relate to the ANG and Air Force Reserves (AFRES).
9.5.3. Provides ANG and AFRES assistance as required for all special inquiries, reviews and oversights, and all other SAF/IG complaint systems.

9.5.4. Reviews and monitors all ANG and AFRES inspection reports to identify trends, which could degrade overall mission capability and readiness. Recommends corrective actions.

9.5.5. Actively participates in all conferences and seminars conducted by the ANG or AFRES as The Inspector General’s representative.

9.5.6. Attends and participates in the USAF Air Reserve Forces Policy Committee on matters pertaining to SAF/IG activities.

9.5.7. Maintains close contact with the Chiefs of the NGB and AFRES and their staffs.

9.5.8. Conducts sensitive senior officer inquiries of ANG, AFRES and active forces.

9.5.9. Augments and assists in USAF inspection and survey teams in the inspection of ANG and AFRES units.

9.6. Directorate of Senior Officials Inquiries (SAF/IGS). The Directorate of Senior Official Inquiries supports The Inspector General in developing policy on and conducting inquiries of complaints and allegations made against Senior Air Force Officials (Active, Reserve, ANG and Retired in the grade of 07 and above; current and former civilians in grades GS or GM 16 and above; and current and former SES and PAS). Specifically, this Directorate:

9.6.1. Investigates all allegations against all senior Air Force Officials as defined above.

9.6.2. Reviews completed Reports of Investigation for legal sufficiency.

9.6.3. Develops policy, procedures, and evaluation criteria concerning inquiries made against Senior Air Force Officials.

9.6.4. Provides investigation support to general officer promotion and Senate confirmation processes.

9.7. Directorate of Special Investigations (SAF/IGX). The Directorate of Special Investigations supports The Inspector General in developing overall policies, plans, programs, and budgets for the USAF criminal investigative and counterintelligence programs, and portions of the antiterrorism program. Specifically, this Directorate:

9.7.1. Represents The Inspector General and AFOSI on policy, planning, resources allocation, budgeting and program evaluation matters relating to security, criminal investigative and counterintelligence, and portions of the antiterrorism issues at the Air Staff, Secretariat, and OSD levels, as well as with GAO, DoD/IG, and other national law enforcement agencies.

9.7.2. Performs special assignments and provides management and advisory service to The Inspector General, the Air Staff, and Secretariat on matters outlined in the SAF/IG mission.

9.7.3. Develops plans and procedures to implement the USAF Continuity of Operations Plan. Acquires appropriate personnel to support the Air Force Emergency Operations Center and Contingency Support Staff.

9.7.4. Coordinates Special Access Program oversight for the Air Staff and Secretariat with SAF/IGI.

9.7.5. Serves as single POC for AFOSI assistance and briefings to Secretariat, OSD and Air Staff.
9.7.6. Prepares, coordinates and recommends changes to DoD, Air Force, and SAF/IG policy directives relating to criminal investigative, counterintelligence, and portions of the antiterrorism programs.

9.7.7. Monitors and evaluates current program execution and resource usage within AFIA and AFOSI.

9.7.8. Submits the USAF investigative and inspection input to the DoD/IG Semiannual Report to Congress on audit, investigative and inspection activities and to the Congressional Budget Justification Books on the Counterdrug (CD), Security and Investigative Activities (S&IA), Foreign Counterintelligence (FCI), and portions of the Antiterrorism (AT) programs.

9.7.9. Prepares, executes, and oversees resource plans and programs for accomplishing the criminal investigative and counterintelligence portions of the SAF/IG mission to include preparing and coordinating reports and recommended changes to Air Force resource planning and program directives impacting The Inspector General, and AFOSI. Assists SAF/IGI in accomplishing these tasks for AFIA.
Chapter 10

LEGISLATIVE LIAISON
(SAF/LL)

Figure 10.1. Organization Chart for the Directorate of Legislative Liaison.

10.1. Directorate of Legislative Liaison (SAF/LL). The Directorate of Legislative Liaison:

10.1.1. Is subject to the direction of the Secretary of the Air Force (SECAF), and is assigned the authority and responsibility to discharge the duties and functions prescribed here. This authority extends to relationships and transactions with all elements of the Department of the Air Force and other government and nongovernment organizations and persons.

10.1.2. Advises the Secretary and all other principal civilian and military officials of the Department of the Air Force concerning Air Force legislative affairs and Congressional relations.

10.1.3. Except for appropriation matters, the Directorate:
10.1.3.1. Develops, coordinates and supervises the Air Force legislative program.

10.1.3.2. Evaluates and reports legislative matters about the Air Force, including issuing pertinent legislative information to proper Air Force officials and offices.

10.1.3.3. Prepares and coordinates reports, testimony and related statements on legislation with the Office of the Secretary of Defense (OSD), the Office of Management and Budget and the Congress including scheduling and other arrangements for presentation of legislative testimony before Congressional committees.

10.1.3.4. Prepares reports and arranges for presentation of testimony about real estate and construction projects for approval of the Armed Services Committees.

10.1.3.5. Prepares replies to inquiries from Committees of Congress and arranges for presenting testimony at Congressional hearings.

10.1.3.6. Prepares replies to correspondence and inquiries from Members of Congress, the Executive Office of the President and the Office of the Vice President.

10.1.3.7. Releases classified information to the Congress according to policies prescribed by the SECAF.

10.1.3.8. Supervises travel arrangements for Congressional travel designated an official responsibility of the Air Force.

10.1.3.9. Keeps members and committees of Congress advised of Air Force activities within their area of interest.

10.1.3.10. Maintains direct liaison with the Congress, the Executive Office of the President, OSD and other government agencies on matters mentioned above.

10.1.3.11. Manages preparation and support of SECAF and the Chief of Staff of the Air Force (CSAF) annual Congressional testimony.


10.1.3.13. Organizes, directs and monitors the Air Force Staff Posture Team.

Chapter 11

ASSISTANT SECRETARY OF THE AIR FORCE
MANPOWER AND RESERVE AFFAIRS
(SAF/MR)

★ Figure 11.1. Organization Chart for the Assistant Secretary of the Air Force for Manpower and Reserve Affairs.

11.1. The Assistant Secretary for Manpower and Reserve Affairs (SAF/MR). The Assistant Secretary for Manpower and Reserve Affairs is responsible for:

11.1.1. The overall supervision of manpower; military and civilian personnel; Reserve component affairs; environment, safety, and occupational health for the Department of the Air Force.

11.1.2. Providing guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, policies, programs and budgets relative to:

11.1.2.1. Military and civilian personnel to include recruitment, accession, training and development, assignment, utilization, promotion, sustainment, compensation and entitlements and separation; family readiness and support; quality of life; services and morale, welfare and recreation (MWR); commissaries and base exchanges; medical readiness and health care programs and benefits; and drug demand reduction program (drug testing).

11.1.2.2. Manpower management programs and techniques, to include manpower mix and military essential matters.

11.1.2.3. Programs to prohibit unlawful discrimination, to include unlawful discrimination based on race, color, religion, national origin, sex, age, or, in the case of civilian employees, disabling conditions, or sexual orientation, and to create a working environment free from the aforementioned discrimination as well as from sexual harassment.

11.1.2.4. Reserve component affairs, including the Air National Guard and the Air Force Reserve, and Air Force oversight of the Civil Air Patrol.
11.1.2.5. The Secretary of the Air Force Personnel Council and its component boards, to include the Air Force Discharge Review Board, the Air Force Board of Review, the Air Force Personnel Board, the Air Force Physical Disability Appeal Board, the Air Force Decorations Board, the Air Force Clemency and Parole Board, and the Council’s responsibilities with respect to the DoD Civilian/Military Service Review Board.


11.1.2.7. The Air Force Board for Correction of Military Records.

11.1.2.8. Mobilization planning, contingency and crisis management planning to include support for dependent evacuation.

11.1.3. The Assistant Secretary for Manpower and Reserve Affairs serves as a member of the:

11.1.3.1. Air Force Council (AFC).

11.1.3.2. Reserve Forces Policy Board (established by Title 10, United States Code, Chapter 7, Section 175(a)(2)).

11.1.3.3. Per Diem, Travel and Transportation Allowance Committee.


11.1.3.5. Department of Defense (DoD) Council on TQM.

11.1.3.6. DoD Mobilization and Deployment Steering Committee.

11.1.3.7. National Narcotics Border Interdiction System Coordinating Committee.


11.1.4. Subordinate offices include:

11.1.4.1. Deputy Assistant Secretary for Reserve Affairs (SAF/MRR).

11.1.4.2. Deputy Assistant Secretary for Force Management Integration (SAF/MRM).

11.1.4.3. Deputy for Equal Opportunity (SAF/MRE).
12.1. **Directorate of Public Affairs (SAF/PA).** The Directorate of Public Affairs provides trusted counsel to the Secretary of the Air Force, the Chief of Staff and all other principal military and civilian leaders of the Department of the Air Force concerning public affairs activities in order to assist in building public support and achieving the Air Force core competencies. Specifically, this Directorate:

12.1.1. Organizes, trains and equips public affairs forces to execute information and communication strategies of the Air Force.

12.1.2. Provides management headquarters functions (policy and guidance; evaluation; resource allocation; and long-term planning, programming and budgeting) for public affairs, broadcasting and band career fields.

12.1.3. Directs strategic communication to promote the Air Force’s institutional identity and build support for Air Force operations.

12.1.4. Provides two-way communication tools to strengthen morale and readiness.

12.1.5. Works with communities and media to maintain public trust and support.
12.1.6. Develops, coordinates and implements information strategies and readies information forces to achieve global influence and deterrence.

12.1.7. Provides public affairs direction, policy and guidance applicable across the Air Force.

12.2. Air Force Bands Division (SAF/PAB). The Air Force Bands Division:

12.2.1. Develops policy and guidance for AF Bands.

12.2.2. Develops strategic resources plan for AF Bands.

12.2.3. Establishes qualifications and procedures for hiring new band officers and enlisted members.

12.2.4. Recommends to Air Force Personnel Center the assignment of all active duty band members and monitors active duty band personnel strength levels.

12.2.5. Coordinates band performance requests that need DoD approval.

12.2.6. Performs assistance visits to active duty bands.

12.2.7. Develops program doctrine and procedures of common interest to the Army, Navy, and Marine Corps.

12.2.8. Tracks, measures and analyzes results of band missions, products, and services; and provides policy directives as appropriate.

12.3. Internal Information Division (SAF/PAI). The Internal Information Division develops, plans, and implements proactive internal information policies, and strategies in support of Air Force senior leadership via print, electronic and, computer products and programs to provide insight that clarifies the key issues and priorities for the Air Force community. This Division:

12.3.1. Establishes policies and programs to provide timely, accurate, and relevant Air Force and Department of Defense news and information to the Total Air Force community during peace and war.

12.3.2. Interfaces with HQ USAF agencies, field organizations, other Services, and DoD in managing internal information programs and resources.

12.3.3. Interprets and analyzes the news value of events that shape the Air Force, and quickly gathers and disseminates that information via print, electronic and computer products.

12.3.4. Provides Air Force leaders with effective and efficient two-way communication tools to build, maintain, and strengthen morale and readiness, the foundation of all Air Force core competencies.

12.3.5. Establishes policy for the Air Force base newspaper program and Air Force Public Affairs network services providing computer access to internal information products for public affairs offices around the world.

12.3.6. Oversees on-line services for the Air Force public affairs community.

12.3.7. Provides public access to Air Force information through interpersonal and on-line communications.

12.3.8. Develops innovative uses of technology.

12.3.9. Informs Air Force people about leadership’s commitment to them and actions on their behalf.
12.3.10. Directs and conducts programs to educate airmen and other employees about their Air Force, energize airmen to tell the Air Force story, affirm Air Force core values, enhance esprit de corps, and support recruiting and retention.

12.3.11. Provide oversight of certain AFNEWS products and services such as AF On-line News, Image Express, Air Force News Service, PA Guidance Letter, and answers to public queries.

12.4. Media Relations Division (SAF/PAM). The Media Relations Division informs and explains to the American public, primarily through the Pentagon Press Corps and other national and international media, Air Force policies, programs, activities and issues. This Division:


12.4.2. Serves as primary Air Force focal point for contact with national radio and television networks, wire services, national and regional newspapers, magazines and trade journals.

12.4.3. Directs and executes programs to maintain constructive relationships with media.

12.4.4. Maintains a crisis response capability for SAF/PA, to include providing public affairs guidance and support to the Secretariat, the Air Staff, and subordinate units.

12.4.5. Integrates and focuses media relations activities in support of Air Force priority programs, to include preparing information materials and responding to news media queries promptly and accurately.

12.4.6. Oversees legally required community involvement in environmental issues and generates and disseminates environmental messages.

12.4.7. Maintains liaison with the Assistant Secretary of Defense for Public Affairs (ASD/PA) and other federal and non-government agencies in conducting public affairs activities in support of Air Force programs.

12.4.8. Conducts media training for Air Force general officers, top-level civilians, and other spokespersons on an as-required basis.

12.4.9. Serves as focal point and monitor for Freedom of Information Act requests involving the news media.

12.5. National Affairs Division (SAF/PAN). The National Affairs Division coordinates and oversees all activities in support of SAF/PA requirements directly related to telling the Air Force story to the American public and building informed public support for the Air Force. This Division:

12.5.1. Develops, coordinates, and implements tactical communication plans in support of AF strategic communication objectives.

12.5.2. Nurtures relationships with key national audiences in order to stimulate mutual understanding.

12.5.3. Manages the Major Command (MAJCOM) Civic Leader Tour Program, and annual visits to the Pentagon by influential civic leaders from throughout the United States.

12.5.4. Coordinates special community relations events such as open houses, POW/MIA activities, and anniversary celebrations.

12.5.5. Oversees USAF Thunderbirds policy and scheduling as well as other aviation support to public events.
12.5.6. Uses national radio, television networks, wire services, trade journals, book authors, the motion picture industry, and other communication channels to aggressively tell the Air Force story.

12.5.7. Capitalizes on pop culture events and media to reinforce the Air Force identity while determining the appropriateness of using Air Force resources in commercial motion pictures, television programs, documentaries, and defense contractor and commercial promotional presentations.

12.5.8. Provides oversight to field office activities located in New York City, Chicago, and Los Angeles.

**12.6. Resources Division (SAF/PAR).** The Resources Division develops and maintains a deployable public affairs force by planning, organizing, training, equipping, and providing a triad of Band, Broadcasting and Public Affairs professionals ready to meet all challenges across the spectrum of conflict. This Division:

12.6.1. Provides PA policy and guidance to MAJCOMs and field units.

12.6.2. Evaluates career field training performance in contingencies and gathers and disseminates lessons learned to improve PA training.

12.6.3. Directs SAF/PA strategic resources planning, programming, budgeting and allocating resources.

12.6.4. Serves as PA proponent in the AF corporate structure for program elements 91214, 91298, and 88711.

12.6.5. Develops, coordinates, and reviews PA annexes to Air Force operation plans, doctrines, and instructions.

12.6.6. Sets up career field workshops and schedules SAF/PA participation in Air Force, DoD, and Joint Chiefs of Staff exercises.

12.6.7. Develops and manages human resource development programs for the career field development to ensure career advancement, recognition, feedback, and effective leadership.

12.6.8. Interfaces with HQ USAF agencies, field organizations, other Services, and civilian institutions in managing public affairs military and civilian resources.

12.6.9. Advises Director of Public Affairs and AF Public Affairs Council on PA resource requirements and contingency support.

**12.7. Office for Security Review (SAF/PAS).** The Office for Security Review is the sole Air Force agency responsible for security and policy clearance of information proposed for public release through any information medium, including open publication by Congress, except for information required to be released under the Freedom of Information Act and the Privacy Act. This Office:

12.7.1. Advises the Director of Public Affairs and other Air Force civilian and military leaders on security and policy review matters.

12.7.2. Reviews information originated by the Air Force and other Department of Defense components and their contractors to prevent the inadvertent release of classified material and Militarily Critical Technology transfer and to ensure official material conforms to established government policies and programs.

12.7.3. Reviews speeches; scientific, technical, and academic papers; congressional testimony and budgetary documents; advertisements and news releases; and, audio-visual and other multimedia products for public release.

12.7.4. Provides policy, direction, and guidance to commands on management and implementation of the Air Force Security Review Program.
12.8. **Strategic Communication Division (SAF/PAX).** The Strategic Communication Division manages an integrated, strategic communication program for the Air Force. This division:

12.8.1. Oversees the USAF communication Council and the USAF Communication Steering Team.

12.8.2. Develops, implements, and maintains an institutional identity campaign for the Air Force.

12.8.3. Publicizes an annual strategic communication plan and supervises development and publication of tactical communication plans and public affairs guidance on key USAF issues.

12.8.4. Conducts primary research and collects secondary research data for use in planning and evaluating communication efforts.

12.8.5. Oversees the development of Air Force public affairs doctrine.

12.9. **Integrated Marketing Division (SAF/PAY).** The Integrated Marketing Division plans, develops, executes, and evaluates the USAF recruiting and retention marketing and advertising program. This division is responsible for the planning, budgeting, cross-functional coordination, contract oversight, execution and evaluation of national, regional and local marketing and advertising for the Total Force: active duty (non-prior service and prior service), Officer Training School, USAF Reserve Officer Training Corps, the USAF Academy, and the USAF Reserve and the Air National Guard.
Chapter 13

SMALL AND DISADVANTAGED BUSINESS UTILIZATION
(SAF/SB)

Figure 13.1. Organization Chart for the Office of Small and Disadvantaged Business Utilization.

13.1. Director, Office of Small and Disadvantaged Business Utilization (SAF/SB). The Director, Office of Small and Disadvantaged Business Utilization, is responsible for Air Force implementation and execution of the functions and duties required by SAFO119.1 (Oct 1997); PL 95-507 (Small Business Act, as amended); Title 15, United States Code, Section 644, et seq.; Title 10, United States Code, Section 2323; and related legislation. The regulatory authorities are the FAR, DFARS, and AFFARS: Part 19 & 26, 219 and 5319, respectively. The additional directives are AFI 36-2834, AFPD 64-2, and AFI 64-201. The Director reports directly to Under Secretary of the Air Force and directs, manages, and oversees the execution of the US Air Force Small Business (SB) and Historically Black Colleges/Universities and Minority Institutions (HBCU/MI) programs to ensure that a fair proportion of Air Force contracts, grants and other agreements, for products and services, are awarded to SB (Minority-Owned, Women-Owned, Native American-Owned, Veteran-Owned, HUB Zone-Owned, and the Disadvantaged-Owned) and HBCU/MI.

13.1.1. Advises the Secretary, Under Secretary, and, when appropriate, the Chief of Staff on matters pertaining to SB and HBCU/MI.

13.1.2. Consults, on a regular basis with Air Force and Department of Defense acquisition and SB managers, representatives from the Small Business Administration, the Department of Commerce, and other government agencies.

13.1.3. Reviews and assists the Secretary/Under Secretary of the Air Force in formulating and disseminating the Air Force’s small business position and policy when communicating with the Small Business Administration, Department of Commerce, other government agencies and the subordinate commands of the Air Force. Represents the Air Force on these matters with the Department of Defense (DoD), other departments or agencies, and private industry.

13.1.4. Formulates, implements, directs and oversees program planning and reporting to include the (a) adjudication of secretarial appeals; (b) responding to written and verbal inquiries from the Office of the Secretary of Defense and/or the executive and legislative branches of the Federal government; (c) participating in acquisition strategy development and source selection; (d) coordinating Air Force planning efforts and conferences.
with local governments, businesses, and HBCU/MI, nationwide; and (e) conducting on-site and electronic outreach to small businesses and HBCU/MI.

13.1.5. Exercises supervisory authority on these matters over all Air Force Small and Disadvantaged Business Utilization’s Directors and Small Business Specialists (approximately two hundred, Air Force-wide).

13.2. **The Air Force Outreach Program Office (AFOPO).** The Air Force Outreach Program Office identifies trends, performs analyses, develops and implements initiatives that enhance the Air Force’s performance in the area of small business. Responsibilities include providing education and training, assisting in the development of locally based outreach plans, populating PRONet databases with capable suppliers and marketing the outreach program to AF personnel and prime contractors.
Chapter 14

ASSISTANT SECRETARY OF THE AIR FORCE SPACE
PRINCIPAL DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE SPACE
(SAF/SN)

Figure 14.1. Organization Chart for the Assistant Secretary of the Air Force for Space.

14.1. Assistant Secretary of the Air Force for Space (SAF/SN). The Assistant Secretary of the Air Force for Space:

14.1.1. Reviews and coordinates all Air Force space and space-related matters, with principal emphasis on policy direction, oversight, and liaison activities with the Office of the Secretary of Defense, Congress, and external organizations.

14.1.2. Supports the Secretary of the Air Force (SECAF) in the discharge of such responsibilities for the Department of Defense (DoD) space activities as the Secretary of Defense may assign, to include acting on behalf of the SECAF as required.

14.1.3. Ensures comprehensive, integrated planning of Air Force space and space-related activities, to include consideration of their relationships to the activities of other organizations with space responsibilities.

14.1.4. Advises the Secretary and the Chief of Staff on space policies, plans, programs, budgets and operations.

14.1.5. Will not exercise authorities otherwise specifically assigned to the Air Force Acquisition Executive.

14.1.6. Reports to the Secretary of Defense while serving as the Director of the National Reconnaissance Office.

14.1.7. Develops for promulgation by the Secretary, broad goals, policies and related guidance for Air Force space activities that will provide for an integrated Air Force space program.

14.1.8. Maintains cognizance of, and assesses Air Force responsiveness to, National, DoD and Air Force Space Policies. This will include close cooperation with the relevant Air Staff and Secretariat offices.

14.1.9. Develops and maintains a cooperative relationship with DoD and non-DoD organizations with space and space-related responsibilities, with special attention to the needs of other users of Air Force space systems.
14.1.10. Participates in, and coordinates on, major Air Force program decisions and reviews addressing space and space-related efforts.

14.1.11. At the discretion of the Secretary, serves as the Air Force representative to space-related, internal DoD or interagency councils and boards.

14.1.12. Serves as the Air Force focal point (FP) for DoD and interagency matters involving Air Force space interests. This includes interagency memoranda of agreement, as well as Air Force program and policy interactions with the National Aeronautics and Space Administration (NASA) and with Executive departments having responsibilities for commercial space activities.

14.1.13. Formulates, in collaboration with the Assistant Secretary (Acquisition) and the Assistant Secretary (Financial Management), a budget cross-cut for space, in order to assist the Secretary in providing overall supervision of space resources and ensuring an internally consistent and balanced space program.

14.1.14. Advises the Secretary and the Chief of Staff on arms control and treaty matters as they pertain to Air Force space interests.


14.1.16. Conducts other activities directed by the Secretary. Specifically, leads the Top-4 IPT for direction and oversight of space commission recommendation implementation plans.

14.1.17. As the Director, National Reconnaissance Office (NRO), ensures that the United States (US) has the technology and spaceborne and airborne assets needed to acquire intelligence world-wide, including support to such functions as monitoring of arms control agreements, indications and warning and the planning and conduct of military operations.

14.1.17.1. Retains full authority over those Secretariat organizations directly supporting the NRO.

14.1.17.2. Approves all Air Force actions impacting the NRO prior to implementation.

14.1.17.3. Serves as the principal Air Force focus to develop and promote Air Force-NRO partnership and cooperation, and ensures proper integration with the National Reconnaissance Program and the activities of other agencies with space execution responsibilities.

14.2. Principal Deputy Assistant Secretary of the Air Force for Space (SAF/SD). The Principal Deputy Assistant Secretary of the Air Force for Space:

14.2.1. Serves as the Deputy Director of the National Reconnaissance Office and principal advisor to the Assistant Secretary for Space on National Reconnaissance Office related matters.

14.2.2. Performs those duties necessary to the conduct of research and development, acquisition and operation of spaceborne and assigned data collection systems to satisfy the mission of the National Reconnaissance Office.
Figure 14.2. Organization Chart for the Deputy Assistant Secretary for Space Plans and Policy.

14.3. Deputy Assistant Secretary for Space Plans and Policy (SAF/SX). The Deputy Assistant Secretary for Space Plans and Policy:

14.3.1. Serves as principal executive and advisor to the Assistant Secretary of the Air Force for Space in all matters concerning the formulation and execution of national, DoD and Air Force space policy, planning and strategy related to the entire spectrum of Air Force activities.

14.3.2. Ensures Air Force compliance with statutory, national, DoD and Air Force policy and guidance regarding space activities and provides implementing guidance and direction.

14.3.3. Serves as the focal point within the Air Force for the formulation and interpretation of comprehensive, integrated plans and policies for Air Force space activities.

14.3.4. Acts for and serves as a staff resource to the Assistant Secretary for Space for the conduct of his or her overall responsibilities and provides continuity during changes of Administration.

14.3.5. Represents the Air Force in DoD and national space forums and other interagency working groups on space matters.

14.3.6. Represents the Air Force in space-related national and DoD interagency policy development resolving major interagency policy disputes through direct contact and negotiation with senior counterpart officials.

14.3.7. Acts as the office of primary responsibility for policy and planning interaction with NASA to include negotiating Memoranda of Agreement.

14.3.8. Negotiates and coordinates interagency agreements related to Air Force space responsibilities, such as Air Force, Department of Transportation and Department of Commerce agreements on commercial space, Air Force and NASA Headquarters Memoranda of Agreement.

14.3.9. Formulates an integrated Air Force space strategy and ensures comprehensive integrated planning of Air Force space and space-related activities to include relationships to other DoD elements and Executive Branch Agencies with space responsibilities.

14.3.10. Reviews and coordinates on program management directives and long term plans for Air Force space programs.

14.3.11. Provides the Assistant Secretary (Space) with analysis of, and recommendations for changes to, Air Force fiscal and force structure guidance, Program Objective Memorandums and Budget Estimate Submissions relating to space and space-related activities.
14.3.11.1. Serves as a member of the Air Force Board.

14.3.11.2. Serves as an advisor to Special Program Review Group (SPRG).

14.3.11.3. Serves as a member of the NRO Board of Directors.

14.3.12. Maintains liaison with Air Staff and Air Force Secretariat organizations with acquisition and planning, programming, and budgeting system (PPBS) responsibilities for space and space-related matters. Provides independent assessments on space matters.

14.3.13. Acts as the office of primary responsibility for Air Force support to commercial space activities by representing the Air Force to the Department of Transportation and Department of Commerce and at interagency fora. Ensures Air Force compliance with statutory and regulatory requirements of the Commercial Space Transportation Act (Public Law 103-272, Revise, codify and enact without substantive change certain general and permanent laws related to Transportation as subtitles II, III, and V - X of Title 49, United States Code, Transportation, 5 July 1994). Determines action to be taken by Air Force components and issues appropriate policy and direction. Provides an Air Force interface to the commercial space industry.


14.3.15. Advises the Assistant Secretary on the Air Force space implications of arms control and treaty proposals or other international agreements.

14.3.16. As appropriate, participates in Source Selection Advisory Committees, Business Strategy Panels, the National Mission Model Review Group and related organizations addressing major space and space-related programs and activities.

14.3.17. Represents the Air Force in testimony before hearings of Congressional Committees on appropriate space and space-related issues.

14.3.18. Conducts other activities as directed by the Assistant Secretary for Space.
15.1. The Principal Deputy Assistant Secretary of the Air Force for Business and Information Management (CIO-BIM). The AF Chief Information Officer (CIO) has the sole responsibility within the Office of the Secretary of the Air Force and the Air Staff to conduct the function of information technology (IT) management. The Principal Deputy, Assistant Secretary for Business and Information Management organization performs AF CIO responsibilities on a full time basis. These responsibilities include ensuring information technology is acquired and IT resources are managed in a manner that implements the policies and procedures consistent with Clinger-Cohen Act of 1996 and the Paperwork Reduction Act. This includes establishing standards, policies, and processes to enable compliance with this legislation, and lead the AF in leveraging information technology to facilitate transformation.

15.2. Chief Architect Office (CIO-BIM/A). The Chief Architect Office:

15.2.1. Establishes overarching AF Information Technology (IT) Enterprise Architectures and Standards policy and guidance.

15.2.2. Defines and orchestrates the development and sustainment of AF Enterprise Architectures and a common integrated Infrastructure to provide domain-independent mission applications support.

15.2.3. Presides over the AF Enterprise Architect Integration Council to ensure all programs implement DoD IT standards, AF architectural policies, and appropriate commercial practices.
15.2.4. Conducts technical assessments of programs to determine degree of compliance with established DoD standards and policies.

15.2.5. Ensures all AF C2ISR programs implement DoD and AF mandated technical standards, DISA Defense Information Infrastructure (DII) policies and products (e.g., DII COE, DISN networks and services, DMS, PKI, etc.) and applicable/approved commercial IT standards and technologies as contained within the Joint Technical Architecture – AF (JTA-AF).

15.3. Plans and Policy Directorate (CIO-BIM/P). The Plans and Policy Directorate:

15.3.1. Develops and maintains the AF CIO Strategy. Integrates CIO program elements into other Air Force strategies and plans.

15.3.2. Provides policies to ensure information management and technology (IT) resources are planned, acquired, and managed IAW current legislation, Executive Orders, Department of Defense policies, and Air Force strategic needs. Primary areas include information strategic planning, architecture, IT capital investment, business process improvement/reengineering, information assurance, and metrics.

15.3.3. Develops and maintains policies for information management to include knowledge management, records management, FOIA, privacy issues, and data standards and management.

15.3.4. Integrates CIO requirements into Air Force functional policies.

15.3.5. Responsible for conducting periodic CIO policy compliance reviews.

15.3.6. Monitors and initiates Air Force comments on proposed information management and technology legislation, Administration, and Department of Defense policies and strategic plans.

15.3.7. Represents the Air Force at Department of Defense and Interagency forums concerning CIO policy and strategic planning functions.

15.3.8. Prepares selected reports for Department of Defense and Congress. Provides input to Air Force Congressional testimony as required.

15.4. Resources and Analysis Directorate (CIO-BIM/R). The Resources and Analysis Directorate:

15.4.1. Advises the CIO and AF Corporate Structure regarding IT budget/investment priorities established by the AF CIO Executive Committee and the CIO Management Board.

15.4.2. Reviews/conducts crosscutting analysis of IT expenditures, and approves IT Budget and POM exhibits.

15.4.3. Conducts performance management strategic planning and establishes policy, process, and procedures for measuring progress towards accomplishing AF information technology/transformation initiatives.

15.4.4. Serves as the Secretariat for the Air Force Chief Information Officer.

15.5. HAF CIO (CIO-BIM/H). The HAF CIO:

15.5.1. Assists HAF organizations with IT requirements development

15.5.2. Advises and assists headquarters AF organizations in developing business cases, performing BPR and benchmarking, and identifying cross-functional requirements.
15.5.3. Develops and maintains the planning context for HAF IT improvements

15.5.4. Develops a HAF IT capital investment plan

15.5.5. Tracks and coordinates IT investments.

15.5.6. Develops and applies HAF IT standards and helps establish IT performance measures.

15.5.7. Develops HAF infrastructure and common applications budget and POM exhibits (in conjunction with AFPCA).

15.5.8. Provides secretariat support for ITMB/ITMB WG

15.5.9. Facilitates ITMB/ITMB WG review of existing IT systems.

15.6. Enterprise Requirements, Integration, and Reengineering Directorate (CIO-BIM/B). The Enterprise Requirements, Integration, and Reengineering Directorate:

15.6.1. Provides guidance and expertise to electronically-enable (e-enable) AF processes and functions.

15.6.2. Provides oversight of AF Integration Framework development effort.

15.6.3. Assists MAJCOMs and functional managers through process reengineering and system modernization efforts.

15.6.4. Identifies investment prioritization criteria and helps prioritize projects across the AF.

15.6.5. Benchmarks processes with industry and other agencies. Assists AF owners in leveraging these lessons learned before making significant IT investments.

15.6.6. Provides techniques and tools to assist customers with re-engineering efforts.

15.6.7. Supports DoD Defense Reform activities.

15.6.8. Oversees implementation and oversight of Clinger-Cohen Act policy within AF.

15.6.9. Monitors and makes recommendations on industry trends and advises on technical solutions and transformation initiatives.

15.6.10. Provides HAF oversight of the AF Portal implementation, manages content and configuration control processes, and performs Designated Approval Authority function.
PART II

AIR STAFF
Chapter 16

CHIEF OF STAFF
(AF/CC)

Figure 16.1. Organization Chart for the Chief of Staff of the Air Force.

16.1. **Chief of Staff (AF/CC).** The Chief:

16.1.1. Is a member of the Joint Chiefs of Staff and the Armed Forces Policy Council. As a member of the Joint Chiefs of Staff, he is one of the principal military advisors to the President, the National Security Council, and the Secretary of Defense; he is the principal military advisor and executive to the Secretary of the Air Force on activities of the Air Force.

16.1.2. Presides over the Air Staff and supervises members and organizations of the Air Force as the Secretary of the Air Force determines, consistent with full operational command assigned to commanders of unified combatant commands.

16.1.3. Is directly responsible to the Secretary of the Air Force for the efficiency of the Air Force and its preparedness for military operations. Advises the Secretary on the plans and recommendations of the Air Staff and acts as the Secretary’s agent in carrying them out.

16.1.4. Supervises the administration of Air Force personnel assigned to unified organizations and unified combatant commands. Provides support to forces assigned to these organizations and commands as directed by the Secretary of Defense.

16.1.5. Supervises the following activities when responsibility for them has been assigned to the Air Force by the Secretary of Defense: Any supply or service activity common to more than one military department; the development and operational use of new weapons systems; and the performance of such functions as may be transferred from other departments or agencies of the Department of Defense.

16.1.6. Performs other duties as are assigned by the President.

16.2. **Vice Chief of Staff (AF/CV).** The Vice Chief:

16.2.1. Assists the Chief of Staff.
16.2.2. Under the delegated authority from the Chief of Staff, supervises the Air Force consistent with policy guidance and statutory limitations.

16.2.3. If the Chief of Staff is absent, disabled, or if the office is vacant, exercises the authority and performs the duties of the Chief of Staff.

16.2.4. Is Chairman of the Air Force Council.

16.3. Assistant Vice Chief of Staff (AF/CVA). The Assistant Vice Chief:

16.3.1. Assists the Chief of Staff and the Vice Chief of Staff.

16.3.2. Assists in developing, implementing, and reviewing plans, programs and policies, in the overall direction of the Air Force.

16.3.3. Generally, supervises the organization and administration of the Air Staff, and provides administrative services for the offices of the Secretary.

16.3.4. Arbitrates differences that develop between Air Staff agencies, and between those agencies and field commands. Provides guidelines for the resolution of problem areas.

16.3.5. Serves as member of the Air Force Council; Chairman in AF/CV’s absence.

16.3.6. Serves as accreditation authority for foreign air attaché corps in Washington. Principal USAF representative officer to attaché corps functions.

16.3.7. Serves as Chairman, Communications Computer Systems Requirement Board.

16.3.8. Is a member of the Scientific Advisory Board Steering Committee.

16.3.9. Serves as Co-Chairman of the Environmental Protection Committee.

16.4. Chief Master Sergeant of the Air Force (AF/CCC). The Chief Master Sergeant of the Air Force:

16.4.1. Advises and assists the Chief of Staff and the Secretary of the Air Force on matters concerning Air Force enlisted members.


16.5. Chief of Staff of the Air Force (CSAF) Operations Group (CCX). The CSAF Operations Group:

16.5.1. Assists the Chief, Vice Chief, and Assistant Vice Chief of Staff in developing ideas, policies and concepts spanning the full range of Air Force and joint operational issues.

16.5.2. Assists the Chief, Vice Chief, and Assistant Vice Chief of Staff in presenting Air Force policies and positions to civic, military and other professional groups.

16.5.3. Assists the Chief, Vice Chief, and Assistant Vice Chief of Staff in preparing speeches, Congressional testimony, statements and articles.
16.5.4. Conducts special projects and advises the senior leadership on Air Force doctrine, policy, structure, and operations.

16.5.5. Interfaces with the Air Staff, Secretariat, Joint Staff and Office of the Secretary of Defense (OSD) on top priority programs.

16.5.6. Assists the Air Staff by providing background information and ideas to ensure policy and position statements reflect senior leadership guidance.
Chapter 17
VICE CHIEF OF STAFF AND ASSISTANT VICE CHIEF OF STAFF
(AF/CV)

Figure 17.1. Organization Chart for the Vice Chief of Staff and the Assistant Vice Chief of Staff of the Air Force.

17.1. Executive Services Division (HAF/ES). The Executive Services Division manages and directs the administrative support functions for the offices of the Secretary of the Air Force (SECAF) and Headquarters United States Air Force (HQ USAF) Command Section (AF/CC, CV, and CVA). Specifically, this Division:

17.1.1. Develops and implements policy and technical guidance for the Secretariat and Air Staff governing the preparation and processing of correspondence for signature, approval, coordination or information of the principal Secretariat offices and the Command Section.

17.1.2. Performs quality control to ensure that the staff complies with specified administrative procedures and directives as they apply to correspondence preparation for Secretariat and Command Section action.

17.1.3. Is the administrative liaison between Air Staff, Secretariat, and the Office of the Secretary of Defense (OSD).

17.1.4. Is responsible for the routing and referral of correspondence and messages to the appropriate Secretariat or Air Staff office for action or information.

17.1.5. Establishes and controls Secretariat and Command Section suspense actions on all correspondence.

17.1.6. Receives and dispatches official correspondence and messages (both classified and unclassified) and mail (including certified and registered) for the offices of the SECAF and the HQ USAF Command Section.

17.1.7. Tracks the status of cases through the signature and approval process within the Command Section and the Secretariat.

17.1.8. Provides Deputy Chief of Staff/Assistant Chief of Staff (DCS/ACS) staff offices with a daily list of suspense cases being monitored for the Secretariat (SAF) and the Command Section.
17.1.9. Prepares a correspondence signature and approval log for SAF/OS officials and HQ USAF Command Section.


17.1.11. Researches/retrieves documents for the Secretariat and Command Section which have processed through for action; cases controlled may be stored in the office or at the Washington National Records Center.

17.1.12. Is the official Customer Account Representative (CAR) for publications and forms for the Command Section.

17.1.13. Performs top secret and North Atlantic Treaty Organization (NATO) control officer functions for the Command Section.

17.1.14. Performs internal and external courier service for the Secretariat and the Command Section.

17.1.15. Is the Command Section’s security manager.

17.1.16. Performs supply management functions for Command Section.

17.1.17. Serves as the focal point (FP) for Command Section administrative actions and special projects. Provides support services and performs special projects for AF/CC, AF/CV, and AF/CVA.

17.1.18. Serves as member of the Communications-Computer Systems Requirements Board (CSRB) working group for the Command Section and performs system analyses for Command section offices.

17.1.19. Manages the travel and overtime budgets for the Command Section.

17.1.20. Manages the automated administrative management system for the Secretariat and Command Section.

17.1.21. Serves as liaison between Command Section officials and the Air Force Pentagon Communications Agency (AFPCA) on automation.

17.1.22. Provides orderly room support.

17.1.23. Manages the officer review boards for AF/CC, AF/CV and AF/CVA management levels.

17.1.24. Manages Parking Control Program for the Command Section.


17.1.26. Serves as the facilities/space manager.

17.2. **Foreign Liaison Division (AF/CVA).** The Foreign Liaison Division is the Department of the Air Force’s official liaison with representatives of foreign governments and international organizations.

17.2.1. This Division:

17.2.1.1. Coordinates all matters related to international affairs within the HQ USAF Command Section.

17.2.1.2. Develops policy governing the relationships between USAF and representatives of foreign countries.
17.2.1.3. Serves as USAF's primary liaison to service attaches accredited to the Department of the Air Force.

17.2.2. Specifically, as the office of primary responsibility (OPR), this Division:

17.2.2.1. Manages the accreditation and farewell process for foreign air attaches.

17.2.2.2. Develops, plans and executes the SECAF and Chief of Staff of the Air Force (CSAF) foreign counterpart visit programs. Manages and disburses USAF contingency funds which support these programs and CSAF's foreign travel. Arranges tours of the US and USAF facilities for accredited air attaches.

17.2.2.3. Acts as executive agent for visits sponsored by the Secretary of Defense; Chairman, Joint Chiefs of Staff (JCS); and other OSD and Joint Staff offices as directed.

17.2.2.4. Arranges protocol functions involving distinguished foreign nationals, both visiting and resident in Washington. Schedules, coordinates, and monitors all office calls by foreign visitors to the HQ USAF Command Section. Compiles and/or coordinates visit books prepared for these office calls.

17.2.2.5. Compiles and publishes the Handbook for Service Attaches Accredited to the Department of the Air Force.

17.2.2.6. Manages issues pertaining to reciprocity matters involving US and foreign attaches. Represents the Air Force in the Department of Defense (DoD) reciprocal actions working group (RAWG) which addresses attache reciprocity.

17.2.2.7. Authorizes USAF identification and privilege cards to appropriate air attaches and members of foreign air forces serving on official duty in the Washington area.

17.2.2.8. Coordinates requests for flights in USAF aircraft by foreign military members.

17.2.2.9. Authorizes US air attaches to fly in foreign air force aircraft.

17.2.2.10. Approves awards of USAF aeronautical badges to foreign nationals.

17.2.2.11. Initiates and processes awards to visiting chiefs of foreign air forces and departing air attaches.

17.2.2.12. Provides USAF protocol guidance to foreign missions to the United States.

17.2.2.13. Provides Air Staff, major commands (MAJCOMs), and subordinate units protocol guidance pertaining to foreign officials visiting the United States.

17.2.2.14. Monitors USAF attendance at foreign official functions in the Washington area to ensure that USAF policy and interests are adequately represented.

17.2.2.15. Prepares CSAF's congratulatory messages to foreign air chiefs.

17.2.2.16. Provides a representative to the Air Force Attache Selection Panel.

17.2.2.17. Manages and maintains CSAF's gift locker for distinguished foreign visitors and CSAF's hosts during his foreign travel.

17.2.2.18. Coordinates on all requests for expenditures of HQ USAF Operations and Maintenance (O&M) money and contingency funds to support foreign visitors to the US.
17.3. **Special Air Missions (AF/CVAM).** Special Air Missions (SAM) manages the worldwide SAM airlift of the President, Vice President, Cabinet, Congress and other dignitaries of the United States government and other governments. Specifically, SAM:

17.3.1. Advises the Office of the Vice Chief of Staff and all SAM users on executive air transportation policies and procedures. Recommends the proper actions or courses.

17.3.2. Controls scheduling of the SAM fleet. Analyzes airlift requirements, priorities, and aircraft availability and develops VIP airlift schedules. Tasks the proper unit(s).

17.3.3. Is the Air Staff point of contact (POC) with the White House Military Office concerning Air Force support.

17.3.4. Works directly with the Offices of the Secretary of Defense, Secretary of State, JCS, and the Services to arrange their SAM support.

17.3.5. Works directly with executive offices of the federal agencies to arrange their Air Force support requirements.

17.3.6. Coordinates with the DoD and Air Force field commands for additional VIP airlift.

17.3.7. Establishes and is responsible for Air Force policy and procedures governing the support of Presidential flights and White House directed missions.

17.3.8. Represents the Air Force on White House surveys of prospective Presidential visit sites.

17.3.9. Manages the Air Force Presidential Advance Agent program. Selects, trains, and directs the activities of 50 field agents.

17.3.10. Coordinates with the Commander, 89th Military Airlift Group (SAM), on aircraft maintenance schedules, operational schedules and policies, protocol requirements, and logistical matters. Plans or coordinates activities related to the SAM fleet; that is, Project Rivet King, modifications, and special projects.

17.3.11. Is the validator for all non-Air Force travel requests for Air Mobility Command (AMC) operational airlift. Also serves as the office responsible for validating operational airlift missions that require extremely urgent or emergency priorities.

17.3.12. Maintains an around-the-clock response capability.

17.4. **Air Force Protocol Office (AF/CVAP).** The Air Force Protocol Office is responsible for assisting Air Force general officers and their staff visiting the Washington, DC area and for arranging and coordinating domestic protocol actions of direct interest to the offices of the SECAF and Chief of Staff, USAF. Specifically, this Office:

17.4.1. Plans, coordinates, and manages protocol functions, award, retirement and other ceremonies for SECAF, CSAF, SAF/US, CV, and CVA.

17.4.2. Is the Air Force POC for Medal of Honor ceremonies, and assists with other military funerals.

17.4.3. Maintains domestic protocol liaison with national organizations.

17.4.4. Provides guidance on Air Force customs and domestic protocol to Secretariat, Air Staff and subordinate units.
17.4.5. Is FP for Air Force general officers visiting the Washington area; provides administrative support as required, to include billeting and vehicle reservations and office call arrangements.

17.4.6. Provides daily, the visiting generals report to SAF, AF/CC, CV, CVA, AF/XO, and AF/DP, and the projected general officer temporary duty (TDY) visits to the Washington, DC area roster to AF/CC.

17.4.7. Coordinates visiting general’s itinerary with Andrews AFB and Bolling AFB Protocol Offices and, if the visitor is a commander-in-chief (CINC), with JCS Protocol.

17.4.8. Publishes annually the Roster of General Officers in the Washington, DC area and the Nickname Roster.

17.4.9. Researches and answers all inquiries from the field on Protocol matters.

17.5. **Air Force Executive Review Secretariat (AF/CVS).** The Director of the Air Force Executive Review Secretariat provides administrative and executive support to the Air Force Council (AFC), chaired by the Vice Chief of Staff. Specifically, the Executive Review Secretariat:

17.5.1. Establishes procedures for the operation of the AFC to include scheduling briefings, coordinating activities among the functional staff, and monitoring presentation requirements.

17.5.2. Reviews topics for suitability.

17.5.3. Maintains records, performs analyses, and makes staff inquiries for the AFC chairperson to improve his effectiveness.

17.5.4. Assists sponsors and action officers.

17.5.5. Prepares and distributes background data for all participants.

17.5.6. Prepares and controls the distribution of meeting reports and background material provided by sponsors and responses to recommendations.

17.5.7. Maintains files that include meeting reports, briefing and background material and responses to recommendations.

17.5.8. Monitors follow-up actions resulting from AFC recommendations and SECAF directives.

17.5.9. Is the FP for planning, organizing, and coordinating Chief of Staff’s Commanders Conferences (CORONAs).

17.5.10. Coordinates and approves requests for use of the HQ USAF Conference Center at Andrews AFB, Maryland.

17.5.11. Is the FP for planning, organizing, and coordinating Chief of Staff Senior Statesmen Symposiums.

17.5.12. Serves as Executive Secretary to the Air Force’s Defense Management Report Executive Group.

17.5.13. Is the FP for planning, organizing, and coordinating Chief of Staff Leadership Forum.

17.6. **The Air Force Council (AFC).** The AFC is the Headquarters, United States Air Force corporate review body. The Council provides a forum for senior Air Force officials to apply their collective judgement and experience to major programs, policies, and plans. Only military or civilian DoD personnel assigned to the Air Staff or Office of the SECAF may serve as Council members. The Council reviews issues and makes
recommendations to the Chief of Staff and SECAF, and their designated subordinates. In addition to serving in an advisory capacity, the Council provides expeditious DCS-level coordination on major, urgent, and complex issues to ensure Air Force plans and programs comply with National, Office of the Secretary of Defense, and Air Force objectives. Topics brought before the Council should be limited to important matters requiring corporate review. The Council states its findings as recommendations and may provide options on complex issues to focus the decision authorities on available choices. These recommendations do not supersede the decision authority or responsibility of functional staff officials.

17.6.1. The AFC may refer matters to the functional staff at Assistant Secretary/DCS level for study, review, or action.

17.6.2. Specifically, AFC reviews, evaluates, and makes recommendations under the following broad categories:

17.6.2.1. Enemy strengths and capabilities substantially affecting the Air Force mission and force structure.

17.6.2.2. Air Force concepts, objectives, and tasks, and their consistency with national objectives and policies, joint concepts, plans, forces, and service support responsibilities.

17.6.2.3. Resources required to implement Air Force programs, the impact of resource shortages, and proposed priorities for resource allocation.

17.6.2.4. Required operational capabilities and specific systems, major operational support equipment, and advanced engineering development needed to perform Air Force tasks in the future.

17.6.2.5. Major technological developments, new weapon systems, major programs and budget submissions and revisions, and delays in attaining objectives or capabilities.

17.6.2.6. Any major proposal that may contribute toward, or obstacles that may impede, achievement of Air Force objectives.
Membership

<table>
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<th>Position</th>
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<tr>
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<tr>
<td>Assistant Vice Chief of Staff</td>
<td>AF/CVA</td>
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<tr>
<td>Administrative Assistant</td>
<td>SAF/AA</td>
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<tr>
<td>Assistant Secretary, Acquisition</td>
<td>SAF/AQ</td>
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<tr>
<td>Assistant Secretary, Financial Management and Comptroller</td>
<td>SAF/FM</td>
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<td>General Counsel</td>
<td>SAF/GC</td>
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<tr>
<td>Deputy Under Secretary for International Affairs</td>
<td>SAF/IA</td>
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<td>The Inspector General</td>
<td>SAF/IG</td>
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<tr>
<td>Director, Legislative Liaison</td>
<td>SAF/LL</td>
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<tr>
<td>Assistant Secretary, Manpower, Reserve Affairs, Installations, and Environment</td>
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<td>Assistant Secretary, Space</td>
<td>SAF/SN</td>
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<td>Deputy Chief of Staff, Personnel</td>
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<td>The Judge Advocate General</td>
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<td>Chief of Air Force Reserve</td>
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<td>Director, Test and Evaluation</td>
<td>AF/TE</td>
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<td>Director, Air National Guard</td>
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18.1. **The Deputy Chief of Staff/Installations & Logistics (AF/IL):** Trains, organizes, and equips personnel for Air Force Logistics, Civil Engineering, and Services missions and objectives. Ensures Agile Logistics, sustainment, and readiness through planning, programming, and budgeting. Supports annexes to war plans supporting National Command Authority, Joint Staff, & MAJCOMs. Establishes weapon systems policy and performance.

18.1.1. Directs worldwide management of Air Force combat engineering, services, and logistics support.

18.1.2. Determines Air Force logistics requirements, directs budget submission preparation, and provides justification through all review levels.

18.1.3. Directs strategic war planning, programming, and budgeting.

18.1.4. Formulates Air Force programs, policy, and procedures for weapon systems to include civil engineers, services, supply, maintenance, transportation, and logistics plans.

18.1.5. Provides direct oversight of weapons acquisition process through joint Army/Navy/Air Force general officer review groups.

18.1.6. Oversees the Air Force infrastructure, building and facilities planning, programming, and budgeting.

18.1.7. Oversees the formulation, funding, and implementation of Quality of Life initiatives.
18.1.8. Deals directly with the Secretary and Chief of Staff of the Air Force, the offices of Secretariat and Air Staff, Office of the Secretary of Defense (OSD), Assistant and Deputy Assistant Secretaries, key Joint Chiefs of Staff (JCS) Directors, presidential appointees, and Major Command (MAJCOM) commanders.


18.1.10. Has a manpower authorization under Title 10, United States Code, Section 10301, for an Assistant for Reserve Affairs. The Assistant for RA assists and advises the DCS and Directors, and administers/prepares policies, plans, programs, and regulations affecting Air Force Reserve personnel assigned to the DCS. The Assistant for RA manages the Reserve Affairs support office (AF/ILR) and also provides staff support to the SAF/MR, Air Reserves Forces Policy Committee (ARFPC). Has a manpower authorization for a general officer Mobilization Assistant.

18.2. Executive Services (AF/ILA): Executive Services manages the following functions for the deputate:

18.2.1. Information Management/Administration. The Information Management Section manages the information management, administration, and security support functions for the DCS. This section:

18.2.1.1. Receives and dispatches official correspondence (both classified and unclassified) and mail (including services such as certified, registered, federal express, etc.).

18.2.1.2. Manages, controls and monitors suspense actions from the AF Secretariat, CSAF Command Section, Deputy Chief of Staff, and Executive Services Office on all correspondence going to or from six Air Staff directorates.

18.2.1.3. Manages internal distribution of classified and unclassified correspondence, to include tasking, coordinating, and quality standardization for staff actions.

18.2.1.4. Tracks the status of taskers through the signature and approval process within the deputate and directorates.

18.2.1.5. Manages deputate Records Management Program including guidance to functional area records managers, Privacy and Freedom of Information Acts monitoring, and preparation of annual reports.

18.2.1.6. Researches/retrieves documents for the deputate which have processed through for action; cases controlled may be stored in the office or at the Washington National Records Center.

18.2.1.7. Serves as Information Report Requirements Manager.

18.2.1.8. Manages leave accounting program for the entire deputate totaling over 350 personnel.

18.2.1.9. Serves as the focal point (FP) for all incoming correspondence and special reports; e.g., audits, General Accounting Office (GAO), and DODIG.

18.2.1.10. Is the official deputate Customer Account Representative (CAR) for publications and forms distribution; establishes requirements, processes requisitions, and oversees library maintenance.

18.2.1.11. Serves as deputate Publications and Forms Manager; oversees development, review, and maintenance of deputate publications and forms to include publication indexes and record sets. Provides guidance for electronic publications and forms on the internet.
18.2.1.12. Manages the deputate Parking Control Program.

18.2.1.13. Authenticates DoD/Pentagon building passes for IL and DP personnel.

18.2.1.14. Manages and monitors issuance of Metro passes.

18.2.1.15. Serves as Suggestion Program Monitor.

18.2.1.16. Performs deputate NATO and Top Secret control officer functions.


18.2.1.18. Monitors security policy and declassification review of classified documents.

18.2.1.19. Manages and monitors the Sentinel Key Security Clearance Information Program; screens submission of security clearance packages to include initial requests, upgrade actions, and periodic reinvestigations.

18.2.1.20. Monitors and conducts semiannual security self-inspection program.

18.2.1.21. Manages the SCI Billet Management Program.

18.2.1.22. Conducts security inprocessing of newly assigned personnel and security outprocessing for departing personnel.

18.2.1.23. Serves as deputate Telephone Control Officer.

18.2.1.24. Performs supply management functions for the DCS; oversees acquisition of supplies and equipment, and maintains accountability for items listed on AF/IL Customer Account/Customer Receipt Listing (CA/CRL).

18.2.1.25. Manages the deputate Government Travel Credit Card Program.

18.2.1.26. Manages, maintains, and controls the Joint Airlift Logistics Information System (JALIS) Military Airlift program for the deputate.

18.2.1.27. Manages and schedules deputate Video Teleconference Facility and conference room.

18.2.2. Military Personnel. The Military Personnel Section is the point of contact (POC) for all manpower and personnel matters impacting military personnel assigned or attached to AF/IL. This section:

18.2.2.1. Ensures supervisors and members adhere to all policies and directives governing the management of Air Force military personnel.

18.2.2.2. Directly contacts the Air Force Personnel Center (AFPC), MAJCOM headquarters, and field units to identify and requisition military personnel to be assigned to AF/IL.

18.2.2.3. Staffs changes to the military personnel and manpower data systems; POC for all organizational structure changes within AF/IL and all FOAs under AF/IL.

18.2.2.4. Deputate liaison with Military Personnel Flight (MPF) for all personnel actions including assignments, enlistments, duty information changes, retirements, Air Staff tour curtailments and extensions, decorations, officer evaluation reviews (OERs), enlisted performance reviews (EPRs), unit strength documentation and reporting.
special actions, and sponsor program. Receives and distributes all documentation pertaining to the above actions for military personnel assigned or attached; includes Individual Mobilization Augmentee Program.

18.2.2.5. Controls and coordinates all military manpower actions affecting the Unit Manpower Document (UMD) and Unit Personnel Management Roster (UPMR).

18.2.2.6. Is the OPR/EPR and award/decoration suspense control/tracking point.

18.2.2.7. Is responsible for unit in-processing of newly arrived military personnel and outprocessing departing military members.

18.2.2.8. Conducts management level review boards for promotions and Professional Military Education (Officer and Enlisted).

18.2.2.9. Coordinates AF/IL nominations for MAJCOM and AFPC return-to-fly and squadron commander boards.

18.2.2.10. Manages/monitors enlisted training programs (PME, OJT) and Weighted Airmen Promotion System (WAPS) test scheduling and notification.

18.2.2.11. Manages appointment system for dental, immunization, and physical exam programs.

18.2.2.12. Is the deputate POC for MILPDS and PC III.

18.2.2.13. Manages the Dependent Care Program.

18.2.2.14. Manages and monitors the Air Force Ergometry Test Program; conducts training. Manages the Weight Control Program.

18.2.2.15. Manages the Air Force Urinalysis and Drug Testing Program.

18.2.2.16. Oversees management of Air Staff and Unit Level Quarterly Awards programs.

18.2.3. Civilian Personnel. The Civilian Personnel Section is the point of contact (POC) for all manpower and personnel matters impacting civilian personnel assigned or attached to AF/IL. This section:

18.2.3.1. Ensures supervisors and members adhere to all policies and directives governing the management of Air Force civilian personnel.

18.2.3.2. Directly contacts the Air Force Personnel Center, Civilian Personnel Office (CPO), and field units to identify and requisition civilian personnel to be assigned to AF/IL.

18.2.3.3. Staffs changes to the civilian personnel and manpower data systems; POC for all organizational structure changes with AF/IL and all FOAs under AF/IL.

18.2.3.4. Is the deputate liaison with Civilian Personnel Office (CPO) for preparing, submitting, and monitoring all civilian personnel actions including hires, high grade allocation, senior executive service employee actions, review of Position Descriptions, resignations, leave without pay, realignments, and promotions.

18.2.3.5. Conducts special manpower and personnel related studies for the AF/IL and directors. Responds to taskers that are civilian personnel and manpower related.

18.2.3.6. Conducts annual civilian appraisal and performance plan reviews.
18.2.3.7. Conducts management level civilian incentive award boards.

18.2.3.8. Manages civilian training program.

18.2.3.9. Audits the Civilian Personnel Position and Employee Control File.

18.2.3.10. Maintains unit information records on all civilian employees.

18.2.3.11. Manages civilian summer hire, holiday hire, and stay-in-school programs.

18.2.3.12. Manages Logistics Civilian Career Enhancement Program (LCCEP) and Career Broadening Program.

18.2.3.13. Serves as the AF/IL focal point for civilian personnel actions including overtime allotments, time and attendance, classification and training, strength, and manpower review.

18.2.3.14. Is responsible for unit in-processing of newly arrived civilian personnel and outprocessing departing civilian personnel.

18.2.3.15. Manages Defense Civilian Payroll System (DCPS).

18.2.3.16. Oversees Thrift Savings Plan and Civilian Health Insurance.

18.2.3.17. Controls and coordinates all civilian manpower actions affecting the Unit Manpower Document (UMD).

18.2.3.18. Maintains civilian training program; serves as civilian personnel liaison point of contact.

18.2.3.19. Develops, implements, and administers internal civilian personnel policy, programs, and procedures for the DCS and six directorates.

18.2.4. Financial Advisor.

18.2.4.1. Manages temporary duty travel, training, and supply budgets for AF/IL and six directorates.

18.2.4.2. Manages Federal Automated System for Travel (FAST).

18.2.4.3. Coordinates the development and implements the deputate’s travel and training Financial Plans and associated Program Objective Memorandum (POM).

18.2.5. Computer Support.

18.2.5.1. Develops, implements, and administers internal policy, programs, and procedures for office automation. Performs information system security management.

18.2.5.2. Collects IL requirements and manages the allocation of automated data processing (ADP) equipment and training. Provides technical service and represents IL at the Communications-Computer Systems Services Board (CCSB).

18.2.5.3. Provides daily help desk support to the IL staff. Performs system administration and programming support as required for on-going programs.

18.2.5.4. Administers all web-based information and is the Webmaster for IL.
18.2.5.5. Ensures that all workcenters have the proper updated version of software available to effectively perform their action officers duties. Develop and implement innovative and state of the art information technology throughout the directorate.

18.2.6. Contracting Officer’s Technical Representative.

18.2.6.1. Serves as the single point of contact and policy expert for all aspects of AF/IL contracted studies.

18.2.6.2. Writes and/or coordinates performance criteria and requirements into concise, efficient, and easily managed Statements of Work.

18.2.6.3. Establishes contracting priorities and optimal use of resources.

18.2.6.4. Resource advisor for the IL Studies Program Element Code and cost center.

18.2.6.5. Secretariat for the Studies Program Review Committee Working Group (SPRCWG).

Figure 18.2. Organization Chart for The Civil Engineer

18.3. The Office of The Civil Engineer (AF/ILE): Is responsible to the DCS, Installations and Logistics, and the Chief of Staff of the AF (CSAF) for supporting the major commands (MAJCOMs) and installation commanders in carrying out the AF mission. Specifically, AF/ILE provides the following functions to support commanders with the policies, authorities, resources and technical support they require in the areas of Installation

18.3.1. Focuses on providing the resources and functions necessary for:

18.3.1.1. **DEFINING POLICY** - Planning and goal setting for programs, acquiring authority, setting standards, determining schedules and processes, and developing investment/resource rules.

18.3.1.2. **ESTABLISHING REQUIREMENTS AND OBTAINING RESOURCES** - Validating requirements, setting priorities, building programs/budgets, and making resource distributions.

18.3.1.3. **CONDUCTING OVERSIGHT** - Ensuring policy compliance and managing program goals and shortfalls.

18.3.1.4. **INTERGOVERNMENTAL, DEPARTMENT OF DEFENSE (DoD), AND AF DEALINGS** - Ensuring policy requirements, oversight, and special projects are coordinated with the proper agencies.

18.3.1.5 Has a manpower authorization for a general officer Mobilization Assistant.

NOTE: Reserve Forces. Under Title 10, United States Code, Section 10301, manpower authorizations include specific positions for Air Reserve Forces Affairs to assist divisions or higher levels in preparing and administering policies, plans, programs and regulations affecting Air Reserve Forces. Statutory Tour Reservists are authorized under USC Title 10, Section 10211.

**Figure 18.3. Organization Chart for the Engineering Division**

18.3.2. **Engineering Division (AF/ILEC)**. The Engineering Division as a team provides for the following:

18.3.2.1. Interprets public law and DoD instructions to develop and implement the AF policy directive for all capital investment programs except the military family housing (MFH) program and oversees all related AF instructions.

18.3.2.2. Plans, programs, advocates, distributes resources and provides oversight for the AF military construction (MILCON), non-appropriated fund (NAF), efficient facility initiative (EFI) and other capital investment programs.

18.3.2.3. Coordinates capital investment projects, which require inter-agency approval such as defense access roads, defense schools, medical, foreign military sales, special access, defense fuels, and energy conservation.
18.3.2.4. Monitors special programs such as the Japanese facilities improvement program (JFIP), Korean host-nation construction programs, the North Atlantic Treaty Organization (NATO) infrastructure program, and the payment-in-kind (PIK) program in Europe.

18.3.2.5. Initiates and compiles proposed MILCON legislation for Congressional consideration.

18.3.2.6. The following branches fall under the purview of ILEC:

18.3.2.6.1. **The Program Development Branch (ILECD):**

18.3.2.6.1.1. Develops capital investment strategies consistent with Congressional guidance and Office of the Secretary of Defense (OSD) direction.

18.3.2.6.1.2. Validates MAJCOM capital investment project requirements and cost estimates.

18.3.2.6.1.3. Advocates for capital investment projects through program objective memorandum (POM) development, future year defense plan (FYDP) presentation, MILCON integrated process team deliberations, AF corporate structure meetings, program budget decision (PBD) process, and Congressional hearings. Chairs the MILCON IPT for the Installation Support Panel.

18.3.2.6.1.4. Prepares MILCON justification books for the budget estimate submission (BES) and president’s budget (PB). Prepares MILCON inserts for the Congressional records and prepares appeals to committee mark-ups during the Congressional review process.

18.3.2.6.1.5. Distributes planning, design, and construction funds for unspecified minor construction, and energy conservation investment programs.

18.3.2.6.2. **The Program Management Branch (ILECM):**

18.3.2.6.2.1. Distributes planning, design, and construction funds.

18.3.2.6.2.2. Oversees the execution of capital investment. Interfaces with design/construction agents and other federal agencies to develop associated policies, practices, and process improvement initiatives.

18.3.2.6.2.3. Develops and administers policy for the programming, design, and construction database—Automated Civil Engineering System (ACES).

18.3.2.6.2.4. Prepares Congressional notifications and requests for reprogramming required by Title 10 USC for MILCON projects. Responds to Congressional and OSD reporting requirements and inquiries concerning capital investment programs.

18.3.2.6.2.5. Represents Air Force Engineering and Construction on professional and corporate societies, associations, and councils.
18.3.3. Technical Services Division (AF/ILEE). The Technical Services Division as a team provides the following:

18.3.3.1. Administrative support to the HQ USAF Civil Engineer Directorate.

18.3.3.2. Specialized communication and interconnectivity resources.

18.3.3.3. The following branches fall under the purview of ILEE:

18.3.3.3.1. Graphics Support Branch (AF/ILEEG).

18.3.3.3.1.1. Provides graphic presentation services for the ILE staff to include creation and maintenance of a web site.

18.3.3.3.1.2. Develops, coordinates and implements ILE newcomers briefing and orientation.

18.3.3.3.1.3. Oversees the management of the ILE Award Program.

18.3.3.3.1.4. Oversees all ILE calls.

18.3.3.3.2. Information Management Branch (AF/ILEES).

18.3.3.3.2.1. Manages military and civilian personnel functions:

18.3.3.3.2.2. Provides guidance and assistance to the ILE staff on military personnel assignments, separations, promotions, awards and decorations, career progression, and training.

18.3.3.3.2.3. Provides guidance and assistance to the ILE staff on civilian personnel procedures and processes. Monitors civilian personnel actions including training, appraisals and awards.

18.3.3.3.2.4. Oversees the budget and manages the supply account for ILE.

18.3.3.3.2.5. Provides administrative support for assigned individual mobilization augmentees (IMAs). Budgets for and monitors execution of man-day accounts and processes orders.

18.3.3.3.2.6. Operates the suspense tracking system, performs mail distribution and creates daily read files.
18.3.3.2.7. Manages the information and personnel security program. Serves as the TOP SECRET control officer.

18.3.3.2.8. Manages the ILE space program. Processes all requests for maintenance and repairs. Processes all requests for contract-provided space for all meeting requirements.

18.3.3.2.9. Develops, implements, and administers internal ILE policy and procedures for services such as leave, temporary duty (TDY), office procedures, office security and suspense tracking.

18.3.3.2.10. Budgets, advocates and manages the TDY, supply, contract and training accounts.

18.3.3.2.11. Liaison with 11th Wing offices, which provide services for the ILE staff to include, building passes, parking permits and metro fare cards.

18.3.3.3. Computer Support Branch (AF/ILEET).

18.3.3.3.1. Develops, implements, and administers internal policy, programs, and procedures for office automation.

18.3.3.3.2. Collects ILE requirements and manages the allocation of automated data processing (ADP) equipment and training. Represents ILE requirements at the Communications-Computer Systems Services Board (CCSB).

18.3.3.3.3. Ensures the Standard System Center at Maxwell AFB, Gunter Annex, provides the programming assistance required by field units. Provides daily help desk support to the ILE staff. Performs system administration and programming support as required for on-going programs.

18.3.3.3.4. Establishes and maintains computer connectivity with offices in the Secretariat, CSAF, Army Corps of Engineers, the worldwide network of AF civil engineering organizations including Field Operating Agencies, and the internet.

18.3.3.3.5. Administers the Mail and NT Architecture / Standard Integrated Desktop (MANTA/SID) system for ILE, to include installation, test, diagnostics, and participates in management support meetings and new product development.

18.3.3.3.6. Supports SIPRNET connectivity and resources for assigned users.

Figure 18.5. Organization Chart for the Housing Division

18.3.4. Housing Division (AF/ILEH). The Housing Division as a team provides for the following:
18.3.4.1. Interprets public law and DoD instructions for military family housing (MFH), unaccompanied personnel housing (UPH) and furnishings management (FM). Develops and coordinates operational/fiscal policy initiatives and changes for these programs.

18.3.4.2. Develops MFH and UPH acquisition and improvement requirements. Validates AF priority listing of requirements justified by surveys, economic analyses, and feasibility studies. Advocates for and monitors resources to support MFH and UPH programs.

18.3.4.3. Monitors MAJCOM execution of MFH and UPH programs and projects to ensure customers are receiving quality services according to established policy. Assists MAJCOMs in overcoming MFH and UPH program execution problems.

18.3.4.4. Coordinates implementation of Department of Housing and Urban Development programs which affect MFH and UPH programs.

18.3.4.5. Analyzes and prepares AF positions on proposed and final housing legislation and regulations. Prepares Congressional hearings and responds to Congressional inquiries and OSD/SAF questions.

18.3.4.6. Participated in OSD/GAO studies, program reviews, and audits associated with housing, dormitories, GOQ and furnishings programs.

18.3.4.7. The following branches fall under the purview of ILEH:

18.3.4.7.1. The Program Development Branch (ILEHD):

18.3.4.7.1.1. Validates and supports MFH projects submitted by MAJCOMs requiring higher headquarters approval for inclusion in the President’s budget.

18.3.4.7.1.2. Inputs the MFH program into the AF planning process including submissions to financial plans, Defense Planning Guidance, and the AF POM. Chairs the housing IPT for the Installation Support Panel.

18.3.4.7.1.3. Develops, justifies, and presents the annual MFH budget to OSD, Office of Management and Budget (OMB), and Congressional committees. Prepares inserts for the record on MFH matters arising during presentation of the MFH budget and prepares appeals to committee mark-ups during the Congressional budget process.

18.3.4.7.1.4. Provides Military Family Housing Design, Dormitory Design and Housing Community Plan guidance.

18.3.4.7.1.5. Validates and supports UPH projects submitted by MAJCOMs requiring higher headquarters approval for inclusion in the President’s budget.

18.3.4.7.1.6. Manages development and publishing of the AF Family Housing Master Plan, Dormitory Master Plan, and General Officer Quarter Master Plan.

18.3.4.7.2. The Housing Operations Branch (ILEHO):

18.3.4.7.2.1. Plans, programs, and advocates for MFH O&M funds in the POM, BES, PB, and Financial Plan processes. Prepares MFH O&M justification books for the budget estimate submission (BES) and president’s budget (PB).

18.3.4.7.2.2. Serves as the functional manager of allowance standards 414 and 106.
18.3.4.7.2.3. Defines housing and furnishings standards. Determines which services to provide to the AF military community and characterizes the facilities needed.

18.3.4.7.2.4. Facilitates approval of domestic and foreign, regular and high cost leases requiring OSD support and Congressional approval.

18.3.4.7.2.5. Processes requests to OSD to establish special command positions.

18.3.4.7.2.6. Develops, coordinates and disseminates Air Force policy and guidance for operations and maintenance of MFH, UPH and general officer quarters (GOQs).

18.3.4.7.2.7. Develops and monitors MFH and UPH assignment policy.

18.3.4.7.2.8. Provides oversight of housing management automation acquisition and implementation

18.3.4.7.2.9. Monitors congressional thresholds on maintenance expenditures in MFH. Reports to Congress on above-threshold situations for GOQs and non-GOQs.

18.3.4.7.2.10. Oversees the MFH O&M account, managing obligation of eight distinct accounts at ten MAJCOMs. Ensures congressional intent, OSD policy and regulations, and Air Force policy are implemented.

18.3.4.7.2.11. Provides oversight of CSAF Quarters management.

18.3.4.7.2.12. Manages housing management career issues, development, training and certification.

18.3.4.7.2.13. Facilitates base housing Referral and Relocation Office’s efforts to obtain adequate off-base housing for DoD personnel and their families through programs such as Housing Set-Aside and Home Owners Assistance programs.

18.3.4.7.3. **The Housing Program Management Branch (ILEHM):**

18.3.4.7.3.1. Distributes planning, design, and construction funds. Ensures congressional intent, OSD policy and regulations, and Air Force policy are implemented.

18.3.4.7.3.2. Oversees execution of MFH MILCON and housing privatization programs to facilitate MAJCOMs achieving AF housing privatization milestones. Assists AFCEE and MAJCOMs with obtaining HQ USAF and OSD project coordination, approvals and resources.

18.3.4.7.3.3. Interfaces with MAJCOMs and AFCEE to develop and implement MFH MILCON and privatization policies, guidance, practices, and process improvement initiatives. Ensures compliance with AF policy and guidance.

18.3.4.7.3.4. Prepares Congressional notification and requests for reprogramming required by Title 10 USC for MILCON and privatization projects. Responds to Congressional and OSD reporting requirements and inquiries concerning MFH investment programs.

18.3.4.7.3.5. Reviews contractor claims involving MFH projects. Provides litigation reports and summary briefs for the Office of the AF Judge Advocate General. Prepares or reviews proposed private relief bill legislation for contractor claims.

18.3.4.7.3.6. Manages the Air Force minor improvement program.
18.3.5. **Resources Division (AF/ILER):** The Resources Division as a team provides for the following:

18.3.5.1. Plans, programs, and budgets Real Property Maintenance Activities (RPMA) program, which includes Sustainment, Restoration and Modernization (SRM) Operation and Maintenance (O&M); Real Property Services (RPS); and Demolition. Also responsible for the Base Operating Support (BOS) Program. Both RPMA and BOS are multi-billion dollar programs.

18.3.5.2. The following branches fall under the purview of ILER:

### 18.3.5.2.1 Program Management Branch (ILERM):

18.3.5.2.1.1 Develops and justifies the annual AF RPMA program for presentation to Secretariat (SAF), DoD, OMB and Congress.

18.3.5.2.1.2. Manages Planning, Programming, Budgeting System (PPBS) actions on RPMA (POM/APOM, BES, PB, FINPLAN, Execution) and monitors fiscal baseline and other fiscal activities (ABIDES).

18.3.5.2.1.3. Chairs the RPMA IPT; advocates and defends the RPMA Program through the IPT and Panel process. Develops program requirements and ensures they are fully justified. Develops strategy and provides direction and guidance to MAJCOMs in conjunction with Defense Planning Guidance and AF Planning and Programming Guidance.

18.3.5.2.1.4. Reviews and fully assesses MAJCOM financial plans and execution reports briefed through the Operating Budget Review Committee (OBRC) on RPMA issues. Provides unfunded requirements reports in rank order to SAF/FM.

18.3.5.2.1.5. Validates facility requirements portion of natural disaster, emergency repair and contingency reprogramming actions prior to presentation to the SAF, OSD, OMB and Congress.

18.3.5.2.1.6. Within the AF corporate structure, maintains oversight of, and validates and reports on, all AF BOS O&M funding (approximately $2.5 billion per year). Works closely with wide range of Air Staff functional experts relating to BOS requirements to include services, transportation, security forces, logistics plans, supply, personnel, chaplain, and judge advocate.

18.3.5.2.1.7. Develops and justifies the annual AF BOS program for presentation to SAF, DoD, OMB and Congress.

18.3.5.2.1.8. Manages Planning, Programming, Budgeting System (PPBS) actions on BOS (POM/APOM, BES, PB, FINPLAN, Execution) and monitors fiscal baseline and other fiscal activities (ABIDES).
18.3.5.2.1. Chairs the RPMA IPT; advocates and defends the RPMA Program through the IPT and Panel process. Advocates and defends the BOS Program through the IPT and the Panel process. Develops program requirements and ensures they are fully justified. Develops strategy and provides direction and guidance to MAJCOMs in conjunction with Defense Planning Guidance and AF Planning and Programming Guidance.

18.3.5.2.10. Reviews and fully assesses MAJCOM financial plans and execution reports briefed through the Operating Budget Review Committee for BOS related issues. Provides unfunded requirements reports in rank order to SAF/FM.

18.3.5.2.2. Policy and Analysis Branch (ILERP)

18.3.5.2.2.1. Develops and implements AF policy on planning, programming, budgeting and executing maintenance, repair and minor construction projects for real property using funds available for O&M. Prepares project documentation for Secretariat approval and congressional notification as required by public law.

18.3.5.2.2.2. Develops and implements policy for planning, programming, budgeting and executing real property services and facilities demolition.

18.3.5.2.2.3. Reviews legislative proposals and reports for impact on RPMA. Prepares responses to congressional inquiries on SRM (O&M) activities.

18.3.5.2.2.4. Provides management and oversight of congressional and OSD program increases.

18.3.5.2.2.5. Manages AF Quality of Life Enhancement (QOLE) program. Establishes and updates AF policy, issues project call, distributes and monitors obligation of available funds, consolidates and analyzes MAJCOM information and reports.

18.3.5.2.2.6. Manages AF Facilities Demolition program. Prepares project call, analyzes MAJCOM reports and consolidates to OSD, prepares background papers and answers inquiries, represents AF on DOD Demolition Working Group.

18.3.5.2.2.7. Manages funds for lease/disposal of real property (K1/K2 funds). Recommends funds distribution to MAJCOMs.
Figure 18.7. Organization Chart for the Programs Division

![Organization Chart for the Programs Division](image)

18.3.6. Programs Division (AF/ILEP): The Programs Division as a team provides for the following:

18.3.6.1. Develops, coordinates and integrates civil engineering (CE) policies, plans, programs and budgets (appropriated and non-appropriated). The division also validates an annual budget to support the AF physical plant, all resources for CE readiness activities, real property sustainment, restoration and modernization, base operating support, military construction, family housing, outsourcing and privatization, and environmental programs to support the AF mission. They are the focal point for all Congressional actions involving civil engineer programs, long range planning, basing issues, environmental impact analysis, base comprehensive planning and real property inventory management.

18.3.6.2. The following branches fall under the purview of ILEP:

18.3.6.2.1. The Programs and Analysis Branch (ILEPA):

18.3.6.2.1.1. Coordinates all ILE planning, programming and budgeting issues and activities.

18.3.6.2.1.2. Develops program options for all major programs advocated and allocated by ILE.

18.3.6.2.1.3. Manages all AF corporate structure representation and ILE inputs. Directs the development of ILE program documentation: POM, PDR exhibits, PDMs, PBDs, budget estimate submittals and President’s budget submittals.

18.3.6.2.1.4. Administers the Installation Support Panel and seven integrated process teams.

18.3.6.2.1.5. Manages development and implementation of program management methodologies. Establishes and monitors metrics and develops investment models to help justify AF budgets.

18.3.6.2.1.6. Coordinates with AF/XPP and SAF/FMB on all activities and issues concerned with maintaining ILE programs and budget data. This includes data on Sustainment, Restoration and Modernization (SRM), Real Property Services (RPS); military construction (MILCON); military family housing (MFH); base realignment and closure/efficient facility initiatives (BRAC/EFI); environmental; air base performance; and base operating support (BOS).

18.3.6.2.1.7. Conducts analysis and presents program alternatives/investment strategies

18.3.6.2.1.8. Prepares IL and ILE for the AF Council and Budget Review Board and represents ILE in the absence of The Civil Engineer.

18.3.6.2.1.9. Serves as the focal point for all program change requests (PCRs) that affect ILE.

18.3.6.2.2. Bases and Units Branch (AF/ILEPB).
18.3.6.2.2.1. Through a corporate process, provides analysis of basing options to CSAF for beddown of new weapons systems, realignments and unit moves, and non-AF organizations requesting beddown on AF real property.

18.3.6.2.2.2. Is the Air Force focal point for DoD Host Nation Notification Process.

18.3.6.2.2.3. Develops policy and procedures for survey and beddown of units at CONUS and Overseas AF installations (AFPD 10-5, AFI 10-503).

18.3.6.2.2.4. Is the OPR for the USAF Program Installations, Units & Priorities Document (AFI 18-403).

18.3.6.2.2.5. Issues monthly Schedule of Changes report and movement directives for all AF units.

18.3.6.2.2.6. Maintains Base Fact Sheets detailing major units, force structure, manpower authorizations and announced actions.

18.3.6.2.2.7. Prepares Air Force major/minor installation report.

18.3.6.2.2.8. Develops policy and procedures for Program Action Directives (PADs) and Programming Plans (PPlans) (AFI 10-501) and serves as the focal point for all program change requests (PCRs), program management directives (PMDs), program management reviews (PMRs), Mission Needs Statements (MNSs), Operations Requirements Documents (ORDs), and Organizational Change Requests (OCRs) that affect ILE.

18.3.6.2.2.9. Provides information on AF installations for special studies and projects relating to base use, closures, and realignments.

18.3.6.2.2.10. Provides Air Staff basing oversight on MAJCOM basing issues.

18.3.6.2.2.11. Provides information on AF installations for special studies and projects relating to base use, closures, and realignments.

18.3.6.2.2.12. Manages the AF Environmental Impact Analysis Process (EIAP) compliance program (AFI 32-7061).

18.3.6.2.2.13. Develops policy and guidance for the Base Comprehensive Planning Program and installation land use planning (AFI 32-7062).

18.3.6.2.2.14. Develops policy and guidance for the Air Installation Compatible Use Zone (AICUZ) program. (AFI 32-7063, DoDI 4185.59) Promotes installation and local community participation in OSD Joint Land Use (JLUS) planning initiatives.

18.3.6.2.2.15. Manages environmental planning program issues, including: AF range and airspace force structure realignments, base closures, weapons system beddowns, encroachment, and AF/civil aviation airfield joint use.

18.3.6.2.2.16. Develops policy and guidance on noise and sonic boom models, and noise impact assessment for the airfield and range environment in coordination with the Army and Navy.

18.3.6.2.2.17. Develops policy and guidance for the real estate inventory database. Maintains the Air Staff real property inventory database.

18.3.6.2.3. **The Plans and Policy Branch (ILEPP):**
18.3.6.2.3.1. Develops, coordinates and disseminates CE planning and programming policies, procedures and guidance for the MAJCOMs, other Air Staff and Secretariat agencies, other Services, the Joint Staff, and OSD.

18.3.6.2.3.2. Coordinates all Congressional inquiries and legislative liaison activities concerning CE related programs and issues with AF/IL, SAF/LL and SAF/FM. Integrates legislative game plan with ILE game plan. Tracks and analyzes congressional marks against the recommended program.

18.3.6.2.3.3. Directs and coordinates ILE responses to DoD Inspector General (IG), General Accounting Office (GAO), Defense Reform Initiative (DRI) and AF Audit Agency audits.

18.3.6.2.3.4. Single point of contact for all ILE-related joint matters.

18.3.6.2.3.5. Develops and recommends long-range and strategic plans to guide CE activities in support of AF missions and people. Develops and publishes the CE Annual Report.

18.3.6.2.3.5. Develops and maintains CE doctrine. Reviews and contributes functional content to AF and joint service doctrine for engineer operations.

18.3.6.2.3.6. Clearinghouse for all trip book inputs for the Civil Engineer, other senior AF staff and Congressional staffers.

18.3.6.2.3.7. Administers process improvement efforts for the ILE staff.

18.3.6.2.3.8. Ensures Chief Financial Officer (CFO) compliance is incorporated into the CE automated system.

18.3.6.2.3.9. Directs and coordinates the annual management controls report of assurance.

18.3.6.2.3.10. Builds CE Air Force Capability Investment Strategy (AFCIS).

**Figure 18.8. Organization Chart for the Environmental Division**

![Environmental Division Organization Chart](chart.png)

18.3.7. **Environmental Division (AF/ILEV):** The Environmental Division as a team provides for the following:

18.3.7.1. The Environmental Division is responsible for worldwide Air Force policy, budget oversight, and execution of all aspects of environmental programs for the Air Force, including environmental cleanup, environmental compliance, pollution prevention, and the conservation of natural and cultural resources.

18.3.7.2. The following branches fall under the purview of ILEV:
18.3.7.2.1. The Program Integration Branch (ILEVA):

18.3.7.2.1.1. Establishes and maintains AF policy and guidance for the environmental programming and budgeting process at the Air Staff and MAJCOMs.

18.3.7.2.1.2. Represents AF environmental programs to the Air Force Corporate Structure as Chair of the environmental IPT to the Installations Support Panel.

18.3.7.2.1.3. Is responsible for developing and responding to inquiries regarding AF environmental programming and budget documentation such as POM exhibits, PDMs, PBDs, budget estimate, PB submittals and reports to Congress. Compiles and analyzes budget data.

18.3.7.2.1.4. Directs, manages, and coordinates division responses to Congressional, OSD, SAF, HQ USAF, MAJCOM and other inquiries/tasks. Prepares remarks for Congressional hearings.

18.3.7.2.1.5. Directs and establishes AF environmental policy for environmental liabilities in compliance with the Chief Financial Officer Act of 1990. Prepares environmental liabilities input for AF Annual Financial Statement.

18.3.7.2.2. The Environmental Quality Branch (ILEVQ):

18.3.7.2.2.1. Develops AF policy and guidance, advocates requirements, obtains resources, and provides the oversight necessary to achieve and sustain compliance with federal, state, local, and AF environmental laws and directives.

18.3.7.2.2.2. Provides program management of air quality issues (National Ambient Air Quality Standards, Hazardous Air Pollutants, Ozone Depletion Substances, Conformity and Risk Management Plans, global climate, and radon mitigation) regulated by the Clean Air Act and its amendments.

18.3.7.2.2.3. Provides AF program management of water quality issues including domestic, stormwater and industrial wastewater, fire training facilities, drinking water quality, and source water protection.

18.3.7.2.2.4. Provides AF program management of Resource Conservation and Recovery Act (RCRA) issues including hazardous waste management plans, disposal, permits/agreements, conforming storage, and Defense Logistics Agency (DLA)/Defense Reutilization and Marketing Service (DRMS) interface. Manages the AF corrective actions program and develops community right-to-know and emergency response actions for hazardous waste.

18.3.7.2.2.5. Provides oversight of pollution prevention programs within systems acquisition, existing weapon systems maintenance and installation management processes. Focuses research and development technology efforts to improve pollution prevention in these areas. Oversees programs to promote non-hazardous materials, solid waste recycling and reuse.

18.3.7.2.2.6. Provides comprehensive compliance tracking and reporting using automated systems and semi-annual AF environmental quality status briefings to OSD.

18.3.7.2.2.7. Administers the AF Environment, Safety, and Occupational Health Committee and leads the Interservice Environmental Education Review Board (ISEERB).

18.3.7.2.2.8. Provides AF program management. Ensures ACES-EM efforts integrate with the overall Automated Civil Engineering System.
18.3.7.2.9. Manages AF natural and cultural resources programs (endangered species, fish and wildlife, forestry, grazing and croplands, wetlands, historic preservation and archaeology).

18.3.7.2.3. **The Restoration Branch (ILEVR):**

18.3.7.2.3.1. Establishes AF policy and guidance, obtains resources for execution of the assessment/cleanup processes at contaminated sites in the US and overseas US possessions and territories. Coordinates policies with DUSD(I&E), SAF/IEE, Army, Navy, DLA, and the Environmental Protection Agency.

18.3.7.2.3.2. Manages cleanup projects by reviewing MAJCOM submissions, preparing budget submissions, providing OSD with semi-annual progress reviews, managing the AF Restoration Information Management System database, and tracking site funding and cleanup status.

18.3.7.2.3.3. Develops and tracks measures of merit for cleanup progress and success. Provides required information to DUSD(I&E) for annual Defense Environmental Restoration Program Report to Congress.

18.3.7.2.3.4. Accomplishes interservice and interagency coordination. Serves as program management focal point for negotiations of agreements/orders with state and federal regulatory agencies.

**Figure 18.9. Organization Chart for the Readiness and Installation Support Division**

18.3.8. **The Readiness and Installation Support Division (AF/ILEX):** The Readiness and Installation Support Division as a team provides for the following:

18.3.8.1. Responsible for the military preparedness and warfighting capability of military engineers, firefighters, readiness, and explosive ordnance disposal personnel. Establishes policy for the productivity and business practices of the installation engineering workforce. Responsible for nuclear, biological, and chemical (NBC) passive defense training and operations for all AF personnel. Responsible for developing all NBC passive defense requirements. Provides the Air Force representation to the Joint NBC Defense Board’s Joint Service Integration Group. Develops guidance and advocates resources for civil engineering training, education, vehicle, equipment, and supply programs and civil engineer information systems. Responsible for enterprise-wide information systems such as GeoBase and Installation Data Warehouse. Responsible for coordinating geospatial information services and requirements in support of the civil engineer mission. Responsible for civil engineering strategic sourcing, utility privatization, energy and civil engineer and installation excellence award programs. Responsible for the civil engineer reengineering program, organization structure and manpower/career field policy.

18.3.8.2. The following branches fall under the purview of ILEX:

18.3.8.2.1. **The Installation Support Branch (ILEXO):**
18.3.8.2.1.1. Advocates requirements for engineering technical training, graduate education and continuing education programs. Manages the corporate process for major program changes.

18.3.8.2.1.2. Develops policy for the CE awards program.

18.3.8.2.1.3. Serves as focal point for Joint Engineer Education Working Group, including Joint Engineer Training Development.

18.3.8.2.1.4. Develops, manages and executes Air Force policy and guidance, obtains resources and provides oversight for the Air Force Installation Excellence Program.

18.3.8.2.1.5. Develops Air Force policy and guidance, obtains resources and provides oversight for the Air Force Facility Energy Program.

18.3.8.2.1.6. Develops and establishes policy, validates and advocates requirements, and provides oversight to achieve and sustain compliance with federal, state, local, and AF competitive sourcing and utilities privatization directives.

18.3.8.2.1.7. Provides legislative and regulatory review. Prepares for Congressional hearings and responds to OSD and SAF questions on facility competitive sourcing and utilities privatization.

18.3.8.2.1.8. Formulates, develops, coordinates and issues policy, programming efforts, operational and fiscal policy initiatives and policy changes for Competitive Sourcing (CS) and Utilities Privatization (UP).

18.3.8.2.1.9. Reviews the CS and UP program submissions into the Air Force planning process including submissions to the Force and Financial Plan, Defense Planning Guidance, and the Air Force POM.

18.3.8.2.1.10. Develops, justifies, and supports the Resources (ILER) and Programs Divisions (ILEP) in presenting the annual CS and UP budget items to OSD, Office of Management and Budget (OMB), and congressional committees.

18.3.8.2.1.11. Represents the Air Force on civil engineer CS and UP issues to Air Staff, OSD, and Congress. Prepares inserts for the record on CS and UP matters arising during presentation of the budget, and prepares appeals to committee mark-ups during the congressional budget process.

18.3.8.2.1.12. Coordinates total force mix policy as the baseline for sourcing and force planning due to CS and UP.

18.3.8.2.1.13. Develops CS and UP policy implementing Executive Orders, JCS, DoD, International, AF, and National Security directives; and provides guidance and management for all Air Force CS and UP operational programs.

18.3.8.2.1.14. Monitors MAJCOM execution of CS and UP programs and assists MAJCOMs in overcoming program execution problems.

18.3.8.2.2. The Readiness Branch (ILEXR):

18.3.8.2.2.1. Develops firefighter policy, advocates requirements, obtains resources and provides oversight as necessary for firefighter training, equipment and vehicles.

18.3.8.2.2.2. Develops policy and provides oversight of the AF explosive ordnance disposal (EOD) program. Provides the AF action officer for the DoD EOD Program Board and the NATO EOD Working Party.
18.3.8.2.2.3. Develops priorities, policy, and guidance for the AF Weapons of Mass Destruction (WMD), Consequence Management, and NBC Passive Defense programs. Serves as the Civil Engineer's agents for the Counter Proliferation Integrated Process Team (CPIPT), Passive Defense Working Group (PDWG), and the NBC Defense Panel.

18.3.8.2.2.4. Responsible for military preparedness and warfighting capability. Develops CE Contingency/warfighting policy/goals/plans/objectives, to include the role of air bases in the warfare system and force protection. Chairs the Air Base Performance (ABP) Integrated Process Team (IPT) on Joint and AF NBC. Provides supervisory functions for the Branch.

18.3.8.2.2.5. Manages all civil engineer readiness modernization program including EOD, Fire, and Environmental assets.

18.3.8.2.2.6. Develops CE readiness plans; participates in development of Service roles/missions/responsibilities with Army/Navy/JCS. Reviews and updates Joint war plans, contingency ops/exercises, readiness assessments, and global command and control systems/functions.

18.3.8.2.2.7. Develops CE advanced readiness programs and establishes associated priorities, policy, and guidance to implement them.

18.3.8.2.2.8. Develops Air Force policy for the nuclear, biological, and chemical defense (NBC) defense program. The AF Executive Agent for the Joint Service Integration Group (JSIG), AF RADIAC Working Group, and the Readiness Working Group.

18.3.8.2.2.9. Performs duties as Crisis Action Team (CAT) representative. On call 24 hrs daily and responds to all contingency initiatives and maintain training levels to support all initiatives.

18.3.8.2.2.10. Develops Joint NBC planning, doctrine and training documents for all NBC equipment. Provides Air Staff Civil Engineer review for all Joint NBC Defense technical documents. Initiates and defends budget submittals to support NBC programs.

18.3.8.2.2.11. Develops Joint Doctrine publications review and implement guidance for Air Force readiness; develops and analyzes Air Force engineer metrics; develops strategic modeling and simulation for QDR requirements.

18.3.8.2.2.12. Performs duties as HQ USAF/ILE Staff Duty Officer. Responsible for on call 24 hours a day, 7 days a week to respond to contingencies, natural disasters, death notifications, and emergencies. Each ILEXR action officer is required to perform staff duties once every 6 months.

18.3.8.2.3. The Expeditionary Engineering Branch (ILEXX).

18.3.8.2.3.1. Develops CE contingency/warfighting policy/goals/plans/objectives to include the role of air bases in the warfare system and force protection. Defines CE total force mix policy as the baseline for sourcing and force planning.

18.3.8.2.3.2. Develops associated priorities, policy and guidance for CE Prime Base Engineer Emergency Force (BEEF) and Rapid Engineering Deployable, Heavy Operational Repair Squadron, Engineer (RED HORSE) programs. Advocates for required resources through ABP IPT.

18.3.8.2.3.3. Manages all civil engineer readiness modernization programs including Prime BEEF, BARE BASE and RED HORSE assets.
18.3.8.2.3.4. Develops CE readiness plans; participates in development of Service roles/missions/responsibilities with Army/Navy/JCS. Reviews and updates Joint war plans, contingency ops/exercises, readiness assessments, and global command and control systems/functions.

18.3.8.2.3.5. Develops CE advanced readiness programs and establishes associated priorities, policy, and guidance to implement them.

18.3.8.2.3.6. Advocates resources for combat support program elements (PEs). Chairs ABP IPT under Installation Support Panel. Review, integrate, and prioritize resources for combat support PEs for Active/Reserve/ANG/RED HORSE/Prime BEEF teams, Force Protection/Anti-Terrorism, NBC Defense, and CE readiness modernization.

18.3.8.2.3.7. Establishes policy for Critical Infrastructure Program (CIP). Initiates identification, assessment, protection and real-time monitoring of cyber and physical mission critical infrastructures essential to the execution of the National Military Strategy to the AF/IL (CIP). Chairs the AF/IL CIP Working Group and Public Works Working Group, AF representative to the DoD Public Works Working Group, and the Executive Secretary to the AF/IL CIP Executive Steering Group.

18.3.8.2.3.8. Performs duties as Crisis Action Team (CAT) representative. On call 24 hrs daily and responds to all contingency initiatives and maintain training levels to support all initiatives.

18.3.8.2.3.9. Develops and participates in Joint (CJCS), AF, and Title 10 NEO exercises and war games, readiness assessments, and global command and control systems/functions.

18.3.8.2.3.10. Develops policy for civil engineer force structure supporting Air Expeditionary Force requirements. Organizes and validate Unit Type Code (UTC), modular/flexible structures, to meet both major theater war (MTW) and steady state requirements.

18.3.8.2.3.11. Chairs AF CE panels under the following CE Corporate Board: Prime BEEF/Contingency Training Panel, RED HORSE Panel, Fire Protection Panel, and the Board of Director (BOD) Panel.

18.3.8.2.3.12. Develops Joint Doctrine publications review and implement guidance for Air Force readiness; develop and analyze Air Force engineer metrics; develop strategic modeling and simulation for quadrennial defense review (QDR) requirements.

18.3.8.2.3.13. Provides JCS Exercise support for Focused Logistic Wargames (FLOW). On alternate years provide support to Dynamic Commitment, etc.

18.3.8.2.3.14. Provides contingency support for small-scale contingencies and natural disasters in the Air Force Combat Support Center (CSC). Provides continuity of essential installations and logistics functions during emergencies

18.3.8.2.3.15. Performs duties as HQ USAF/ILE Staff Duty Officer. Responsible for on call 24 hours a day, 7 days a week to respond to contingencies, natural disasters, death notifications, and emergencies. Each ILEXX action officer is required to perform staff duties once every 6 months.

18.3.8.2.4. Information Systems Integration Branch (ILEXI)

18.3.8.2.4.1. Develops, manages and advocates policy, guidance, and resources for Civil Engineer information systems such as the Automated Civil Engineer System (ACES).

18.3.8.2.4.2. Responsible for ensuring existing and planned information management processes are effectively implemented to satisfy CE mission essential tasks in support of both garrison and expeditionary basing operations.
18.3.8.2.4.3. Represents Civil Engineer interests on the AF/IL Information System IPT.

18.3.8.2.4.4. Serves as Air Staff focal point for coordinating efforts of HQ AFCESA and HQ AFCEE regarding information systems charged to the responsibility of AF/ILE.

18.3.8.2.4.5. Oversees enterprise-wide information system initiatives as directed by ILE, such as the USAF GeoBase Program and the Installation Data Warehouse.

18.3.8.2.4.6. Focal point in ILE for interfacing with the AF CIO and Global Combat Support System (GCSS) Integration Framework processes.

18.3.8.2.4.7. Responsible for coordinating geospatial information and services requirements in support of the Civil Engineer mission.

Figure 18.10. Organization Chart for the Directorate of Maintenance.

18.4. Directorate of Maintenance (AF/ILM). The Directorate of Maintenance:

18.4.1. Develops and implements Air Force policy and planning for all facets of aircraft maintenance (base and depot), communications-electronic equipment maintenance, missiles (tactical and strategic), munitions (conventional and nuclear), space systems logistics support, and support equipment (SE) in support of assigned weapon systems.

18.4.2. Establishes maintenance policy pertaining to the Air Force Agile Logistics.

18.4.3. Establishes maintenance policies for personnel and manpower training issues.

18.4.4. Is responsible for logistics matters associated with arms control treaties and force structure modifications. Primary logistics interface with MAJCOMs in supporting State Department directed actions in support of diplomatic agreements.
18.4.5. Serves as logistics FP on the Air Staff for Nuclear Weapons Council Standing Committee matters as directed by the Assistant to the Secretary of Defense for Nuclear Matters (ATSD/NCB). Provides central direction and guidance to MAJCOMs and Field Operating Agencies (FOAs) on all matters relating to these functions in support of worldwide Air Force operations.

18.4.6. Develops and monitors cooperative military agreements and wartime host nations support for the lines of communications that augment and support contingency deployment of U.S. Forces.

18.4.7. Under 10 U.S.C. 1021, a manpower authorization is included for an Air National Guard Affairs advisor who assists in actions affecting logistics support of Air Reserve Forces. Maintains close liaison with the National Guard Bureau (NGB), AFRC, MAJCOMs, and other Headquarters United States Air Force (HQ USAF) agencies to ensure effective support of Air Reserve Force requirements. Serves as NGB representative on the Resource Allocation Process. Sits on SECAF AFR Forces Policy Committee.

18.4.8. Sponsors the System Executive Management Report (SEMR) for the Chief of Staff of the Air Force (CSAF) for weapon systems and provides oversight to the weapon system master planning process.

18.4.9. **Maintenance Management Division (AF/ILMM).** The Maintenance Management Division:

18.4.9.1. As Air Staff office of primary responsibility (OPR), this Division:

18.4.9.1.1. Establishes maintenance management policies and concepts for the Air Force to ensure required degrees of readiness and effectiveness are maintained (includes policy relative to maintenance of Communication Electronics Systems).

18.4.9.1.2. Ensures required readiness and mission effectiveness are maintained.

18.4.9.1.3. Establishes maintenance management policies and criteria for depot maintenance workloading, interservicing, posture planning manpower, and facilities.

18.4.9.1.4. Establishes policy for specialized maintenance programs such as:

18.4.9.1.4.1. Oil Analysis Program (OAP).

18.4.9.1.4.2. Corrosion Control.

18.4.9.1.4.3. Non-destructive inspection (NDI).

18.4.9.1.4.4. Metrology/Calibration.

18.4.9.1.4.5. Aircraft Battle Damage Repair programs (ABDR).

18.4.9.1.4.6. Painting and markings for aircraft and equipment.

18.4.9.1.4.7. Maintenance data documentation (MDD).

18.4.9.1.4.8. Flight Safety Critical Aircraft Part (FSCAP) program.

18.4.9.1.4.9. Establishes policy for the Air Force modification program.

18.4.9.1.4.10. Establishes policy on the FCC program and aircrew egress and escape systems.

18.4.9.1.5. Establishes maintenance policy necessary for Air Force implementation of
Integrated Logistics Support (ILS) to include:

18.4.9.1.5.1. Interim Contract Support (ICS).

18.4.9.1.5.2. Contractor Logistics Support (CLS).

18.4.9.1.6. Establishes policy pertaining to use of Engineering and Technical Services. Provides programs surveillance over the worldwide Engineering and Technical Services Program, i.e., Air Force and Contractor Engineering and Technical Services (AFETS and CETS).

18.4.9.1.7. Establishes policy pertaining to Air Force maintenance awards and manages those award programs.

18.4.9.1.8. Serves as the functional manager for all field and depot level maintenance management information systems and co-chairs the all MAJCOM Core Automated Maintenance System (CAMS) and the Reliability and Maintainability Information System (REMIS) Control Boards.

18.4.9.1.8.1. Serves as the lead using MAJCOM for development of the Integrated Maintenance Data Systems (IMDS) and Joint Computer-aided Acquisition and Logistics Support (JCALS).


18.4.9.1.10. Serves as the functional manager for aircraft maintenance officers and enlisted career fields in aircraft and communication-electronics (C-E) maintenance. Establishes training policy for those career fields and chairs Maintenance Training Advisory Groups (MATAGs).

18.4.9.1.11. Establishes and manages technical order management policy and chairs the Centralized Technical Order Management (CTOM) Committee.

18.4.9.1.12. Serves as the program element monitor (PEM) for development efforts involving common Support Equipment (SE).


18.4.9.1.14. Participates in the development and review of policy and procedures for the Acquisition Professional Development Program (APDP). Serves as IL functional manager for APDP acquisition logistics certification.

18.4.9.1.15. As Air Staff office of collateral responsibility (OCR), this Division:

18.4.9.1.15.1. Participates in joint operational planning activities, providing the maintenance perspective and coordinates on and evaluates operational plans.

18.4.9.1.15.2. Coordinates on Command maintenance organizational structure waiver requests.

18.4.9.1.15.3. Evaluates new operational concepts.

18.4.9.1.15.4. Coordinates on and evaluates policy, plans, and management actions involving computer/software resources.

18.4.9.1.15.5. Participates in joint operational planning activities, providing the Agile Logistics perspectives.

18.4.9.1.15.6. Coordinates on issues from other logistics functional disciplines which impact Agile Logistics to include supply issues such as stock funding, readiness spares, and transportation issues such as shipment processing, funding, etc.
18.4.9.1.15.7. Evaluates and coordinates with the sister Services, MAJCOMs, and other functional areas on policies which could impact Agile Logistics.

18.4.9.1.15.8. Reviews MNSs and ORDs for impact on maintenance policy and programs.

18.4.9.2. For the Deputy Chief of Staff (DCS), this Division:

18.4.9.2.1. Serves as AF Maintenance functional OPR for Base Realignment and Closure.

18.4.9.2.2. Serves as AF Maintenance functional environmental manager. Develops Maintenance environmental policy.

18.4.9.2.3. Serves as AF Maintenance representative to the Department of Defense (DoD) Pollution Prevention Committee.

18.4.9.2.4. Serves as the single POC for initiatives involving maintenance management concepts for aircraft, C-E, or related support systems.

18.4.9.2.5. Serves as member of Air Standardization Coordinating Committee Working Party and as the U.S. representative to the North Atlantic Treaty Organization (NATO) Cross-Servicing Working Party.


18.4.9.2.7. Serves as FP for Defense Depot Maintenance Council (DDMC) meetings.

18.4.9.2.8. Serves as FP for Logistics Reform Senior Steering Group (LRSSG) meetings.

18.4.9.3. For the Directorate, this Division:

18.4.9.3.1. Provides representation to the Joint Cross Service Group - Depot Maintenance.

18.4.10. Munitions and Missiles Division (AF/ILMW). The Munitions, Missiles, and Space Plans and Policy Division:

18.4.10.1. As Air Staff OPR, this Division:

18.4.10.1.1. Establishes maintenance/logistics management policies and concepts for non-nuclear munitions, nuclear weapons/warheads, tactical and strategic missiles, associated aircraft systems munitions handling equipment, non-nuclear Munitions Product Assurance Program, and all segments of space systems (i.e., space, launch, control, user).

18.4.10.1.2. Directs implementation of DoD and Air Force policy requirements/criteria for custody and accountability of non-nuclear munitions and nuclear weapons/warheads.

18.4.10.1.3. Establishes maintenance policy for support of space systems

18.4.10.1.4. Provides guidance on logistics movement of nuclear weapon-warheads.
18.4.10.1.5. Establishes policy for and provides guidance on producing, modifying, and distributing aircraft installed nuclear weapon aircraft monitor and control systems and other nuclear weapon release, ground handling, test, and training equipment.

18.4.10.1.6. Establishes policy for and provides guidance on emergency destruction, disablement, and evacuation of nuclear weapons.

18.4.10.1.7. Establishes policy for Air Force Nuclear Ordnance Controlled Materials (NOCM) and non-nuclear munitions operations.


18.4.10.1.9. Establishes policy for and provides guidance on non-nuclear munitions distribution, storage, and WRM prepositioning storage in concert with AF/ILSR.

18.4.10.1.10. Establishes policy for Tanks, Launcher, Racks, Adapters, and Pylon (TLRAP) distribution, storage, and WRM positioning.

18.4.10.1.11. Establishes Air Force requirements for munitions stockpile data and transaction reporting.

18.4.10.1.12. Establishes policy for and provides guidance on the Combat Ammunition System (CAS), the management information system for Air Force conventional munitions.

18.4.10.1.13. Provides munitions commodity management (conventional and nuclear) policy and procedures.

18.4.10.1.14. Establishes policy and provides guidance on logistics support of space systems including space lift vehicles, satellites, control segments, users equipment, and associated infrastructure elements.

18.4.10.1.15. Serves as the logistics weapon system manager for Air Force space systems and associated infrastructure.

18.4.10.1.16. Defends funding for space system logistic requirements at resource allocation team meetings and budget hearings.

18.4.10.1.17. Provides guidance on space system SEMR process and supportability review for systems in acquisition.

18.4.10.1.18. Serves as Space Logistics Program Manager on all assigned space programs, and is liaison with Air Force Space Command, Air Force Materiel Command, and logistics agencies in OSD, the Secretariat, NASA, and other Services on Space logistics matters.

18.4.10.1.19. Establishes policy and provides guidance for implementation of the Environmental Protection Agency’s (EPA) Military Munitions Rule.

18.4.10.1.20. Co-chairs the Munitions/Maintenance Advisory Group.

18.4.10.1.21. Serves as the Career Field Functional Managers for the 2W and 2M Enlisted and 21M Officer Career Fields.

18.4.10.2. As Air Staff OCR, this Division:
18.4.10.2.1. Develops, approves, and implements the Air Force role in Air Force/Department of Energy Memorandums of Agreement relating to logistics support of nuclear programs.

18.4.10.2.2. Establishes policy for and provides guidance on logistics support of Air Force strategic and tactical missiles.

18.4.10.2.3. Provides Air Staff oversight for the following:

18.4.10.2.3.1. Federal Supply Classes 11 (Nuclear Ordnance) and 13 (Ammunitions and Explosives) munitions allowance and expenditure directives.

18.4.10.2.3.2. The security, safety and inspection policies and programs that affect munitions logistics.

18.4.10.2.3.3. Nuclear Stockpile Memorandum.

18.4.10.2.3.4. Nuclear Weapon Allocation Paper and Nuclear Weapon Deployment Papers.

18.4.10.2.3.5. Serves as Air Staff Focal Point (FP) for munitions logistics matters pertaining to the CFE talks.

18.4.10.3. For the DCS, this Division:

18.4.10.3.1. Serves as the munitions, missiles and space functional manager for logistics and maintenance policies, manning standards, career field descriptions, recruitment policies, and formal training objectives affecting the officer and enlisted force.

18.4.10.3.2. Serves as Logistics Program Manager for assigned weapons and weapon systems in development and acquisition. Provides logistics guidance and oversees development to ensure newly assigned systems are logistically supported and adequately tested for reliability and maintainability.

18.4.10.3.3. Establishes Air Force policy for retention of excess munitions assets.

18.4.10.3.4. Provides advisor to the DoD Nuclear Weapons Council Safety and Standing Committee on Air Force nuclear weapon logistics issues.

18.4.10.3.5. Serves as the ICBM logistics representative to the START Treaty Task Force. Provides logistics guidance and oversees treaty development to ensure ICBM compliance procedures and taskings are logistically supportable in concert with AF/ILXX.

18.4.10.3.6. Serves as the Air Staff logistics FP for Ground Launched Cruise Missile Policies and Procedures.

18.4.10.3.7. Provides nuclear/non-nuclear action officers on specific SAR programs.

18.4.10.4. For the Directorate, this Division:

18.4.10.4.1. Provides oversight for the following:

18.4.10.4.1.1. The Air Force Personnel Reliability Program.

18.4.10.4.1.2. The retaliatory and defensive chemical warfare programs.

18.4.10.4.1.3. The AF Nuclear Surety Inspection Program.

18.4.10.4.1.3. Provides consultant services to OSD, JCS, NCC and other Services, and Air Staff panels, boards, working groups, and other agencies on missile and munitions logistics and EOD.
18.4.10.4.2. Represents the Directorate on:

18.4.10.4.2.1. Space Superiority Panel.

18.4.10.4.2.2. Information Management Panel.

18.4.10.5. Other responsibilities:

18.4.10.5.1. Participates in Non-nuclear Munitions Safety Board activities, Seek Eagle Program reviews, Nuclear Weapon Project Officer Groups, Logistics Assessment Reviews, Joint Ordnance Commander’s Group, Operational and Environmental Executive Steering Committee for Munitions (OEESC) concerning munitions. Air Force Quality Assurance Council meetings on munitions, and the DoD Ammunition Requirements and Development Committee activities.


18.4.10.5.3. Assists in developing policy for safety and security directives pertaining to nuclear and non-nuclear munitions.

18.4.11. Weapon Systems Division (AF/ILMY). The Weapon Systems Division:

18.4.11.1. As the Air Staff OPR, this Division:

18.4.11.1.1. Reviews, recommend changes, and coordinates on Mission Needs Statements (MNS) and Operational Requirements Documents (ORD) applicable to systems assigned to the Division.

18.4.11.1.2. Serves as a member of the Acquisition Policy Review Team.

18.4.11.1.3. Reviews and coordinates on acquisition programmatic documents including program management directives (PMD) and other acquisition program information to ensure maintenance planning factors have been adequately addressed in the program.

18.4.11.1.4. Reviews and coordinates on non-acquisition related programmatic documents such as Program Change Requests (PCR), Program Budget Decisions (PBD), and beddown plan changes to ensure maintenance factors are fully assessed.

18.4.11.1.5. Provides the primary logistics inputs to acquisition managers regarding the impact of acquisition policy and decisions on supportability for assigned systems.

18.4.11.1.6. Serves as the primary DCS/Installations and Logistics focal point for acquisition logistics applicable to assigned systems. In liaison with SAF/AQ, assesses impact of acquisition policies on logistics policies and processes. Serves as FP for Product Support Executive Board ballots and initiatives, PEO/SYCOM and Single Manager conferences.

18.4.11.1.7. Appointed as ILM representative to short-term and long-standing weapon system IPTs.

18.4.11.1.8. Panel member of the Air Superiority, Power Projection, Information Dominance, RTDE Panel and Global Mobility Panels. Advocates for maintenance and sustainment-related issues applicable to aircraft, avionics, electronic countermeasures (ECM) and related support equipment. Interfaces with AF/XP, AF/XO PEMS, AFPEO Action Officers, and MAJCOMs.

18.4.11.1.9. Defends funding for weapon system logistics requirements at budget hearings and reviews, and as IL representative to mission and mission support panels.

18.4.11.1.10. Provides logistical support for aircraft, propulsion systems, avionics, and ECM.

18.4.11.1.11. Provides oversight to the Weapon System Master Planning process.

18.4.11.1.13. Provides weapon system assessments/logistics inputs to the Joint Monthly Readiness Review and Senior Readiness Oversight Council for the maintenance directorate.

18.4.11.1.14. Serves as FP in providing guidance and assistance to MAJCOMs, Air Staff, JCS, DoD, and other federal agencies regarding technical and logistics issues in support of Air Force Weapon Systems assigned to the Division.

18.4.11.1.15. Establishes maintenance policy for Air Force Propulsion Systems to ensure required mission readiness and maintenance effectiveness are maintained.

18.4.11.1.16. Prepares the IL senior leadership for meetings, briefings, and testimony on weapon systems for related maintenance/sustainment issues.

18.4.11.2. As Air Staff OCR, this Division:

18.4.11.2.1. Reviews and coordinates on acquisition programmatic documents including program management directives (PMDs) and other acquisition program information to ensure maintenance planning factors have been adequately addressed in the program.

18.4.11.2.2. Reviews and coordinates on non-acquisition related programmatic documents such as Program Change Requests (PCR), Program Budget Decisions (PBD), and beddown plan changes to ensure maintenance factors are fully assessed.

18.4.11.3. For the DCS, this Division:

18.4.11.3.1 Supports U.S. Customs in resolving logistics problems involving systems used on drug interdiction aircraft.

18.4.11.3.2. Provides support for Special Air Mission (SAM), air attaches, military group, and Military Assistance Advisory Group (MAAG) aircraft.

18.4.11.3.3. Reviews aircraft accidents and incidents, and monitors corrective actions.

18.4.11.3.4. Receives Mission Needs Statements (MNS) and Operational Requirements Documents (ORD) from AF/XORD and distributes the documents to appropriate IL Directorates for review, comment, and coordination.

18.4.11.3.5. Supports DCS for Installations and Logistics in areas defined in AFI 10-703 (Electronic Warfare Integrated Reprogramming).

18.4.11.4. For the Directorate, this Division:

18.4.11.4.1. Coordinates with Deputy Undersecretary of the Air Force (International Affairs) to resolve support deficiencies for the sales or transfer of aircraft or subsystems.

18.4.11.4.2. Provides representation on the International Programming Team in order to ensure that activity in the transfer or sale of Air Force equipment or technology will not adversely impact Air Force capability.

18.4.11.4.3 Coordinates with MAJCOMs, and provides final approval authority for, AF Forms 1067s and T-1 modifications, which involve a change (permanent or temporary) of aircraft configuration.

18.4.11.4.4. Coordinates with Air Force Materiel Command and operational MAJCOMS on Aerospace Maintenance and Regeneration Center (AMARC) aircraft or subsystems issues, providing final approval authority for issues affecting aircraft configuration.
18.5. **Directorate of Supply (AF/ILS).** The Directorate of Supply:

18.5.1. Develops and directs logistics fiscal programs and procedures to support the Air Force.

18.5.2. Manages all logistics budget programs in the aircraft (3010) and missiles (3020) appropriations and selected aspects of the operations and maintenance (3000) appropriation (MFP VII, civilian pay, TDY, supplies, etc.). Also manages the Supply Management and Depot Maintenance activity groups of the Air Force Working Capital Fund (AFWCF). Serves as functional appropriation manager for Other Procurement, Air Force (OPAF/3080) and Procurement of Ammunition, Air Force (PAAF/3011).

18.5.3. Develops Air Force logistics resource requirements, advocates the logistics program in the Program Objective Memorandum and justifies and defends logistics budget requests through OSD and Congressional review.

18.5.4. Develops Air Force logistics budget/program strategies, provides a single POC for logistics budget program policies and procedures, and assists in the development of concepts/programs to improve capability assessment and the programming system.

18.5.5. Reviews and coordinates on munitions inventory issues, allocations, releasability of technology, and Foreign Military Sales cases.

18.5.6. Establishes supply policies, plans, and initiatives to support Air Force active and reserve forces for peacetime and wartime operations. Policies include spares and equipment requirements determination; spares acquisition and provisioning of spares and repair parts; and receipt, storage, issue, distribution, reutilization, redistribution, and disposal of Air Force materiel.

18.5.7. Directs development and maintenance of standard automated retail and wholesale supply systems and related information management systems.
18.5.8. Establishes policy, provides guidance and maintains surveillance over procurement, distribution, storage, quality control, inventory, and accountability for petroleum, cryogenics, and missile propellants.

18.5.9. Serves as the single POC for the energy program, fuels contingency plans, and fuels operating budget. Serves as a member of the Defense Energy Policy Council.

18.5.10. Provides in-house logistics analysis capability to the Directorate, the DCS, and the Air Staff.

18.5.11. Assists in the formulation and coordination of AF/IL congressional game plan.

18.5.12. Directs the Logistics Panel in the Air Force Corporate Structure. Recommends allocation of Total Obligational Authority (TOA) assigned to the Logistics Panel. Develops logistics programming and resource options; assesses logistics readiness and sustainability impacts of AF/IL, Air Force Group, Air Force Council, CSAF, and SECAF decisions; and maintains configuration control of the Logistics Panel’s portion of the USAF program database ABIDES (Automated Budget Interactive Data Environment System).

18.5.13. Chairs the Air Force Supply Executive Board (AFSEB) and the Supply Management Activity Group General Officer Steering Group (SMAG GOSG). Member of the Air Force IL/LG MAJCOM Conference.


18.5.15 **Resources and Congressional Division (ILSE).**

18.5.15.1. Installations and Logistics lead for congressional and budgetary matters. Monitors all IL congressional and legislative liaison activities and ensures timely, complete, accurate and consistent responses to SAF/LL and SAF/FM taskings.

18.5.15.2. Conducts in-depth research and analysis on all bill and report language to assess the impact on IL programs.

18.5.15.3. Prepares senior AF leaders for congressional testimonies and hearings. Prepares senior AF leaders for congressional testimonies and hearings addressing IL issues; acts as the central integration office for formulating written responses to congressional inquiries.

18.5.15.4. Provides logistics oversight to the Air Staff by representing the IL within the corporate structure. Develops, coordinates and integrates IL policies, plans, programs and budgets (appropriated and non-appropriated) and provides corporate structure representation for all IL inputs.

18.5.15.5. Directs the development of IL program documentation: POM, POM exhibits, PDMs, PBDs, budget estimate submittals and President’s budget submittals.

18.5.16 **Supply/Fuels Policy & Procedures Division (AF/ILSP).** The Supply/Fuels Policy & Procedures Division:

18.5.16.1. As Air Staff OPR, this Division:

18.5.16.1.1. Establishes supply policies, plans, and initiatives to support Air Force active and reserve forces for peacetime and wartime operations.

18.5.16.1.2. Directs functional requirements development/maintenance of standard automated wholesale/retail supply systems and related information management systems.
18.5.16.1.3. Establishes policy governing spares and equipment requirements determination, procurement, stockage policy, allocations, distribution, repair cycle management, quality control, inventory, retention, reutilization, reclamation, disposal, and pipeline metrics and performance, and the weapon system support program.

18.5.16.1.4. Establishes policy, provides guidance and maintains surveillance over procurement, distribution, storage, quality control, inventory, and accountability for petroleum, cryogenics, and missile propellants.

18.5.16.1.5. Manages energy programs including conservation, security, and alternative vehicle fuels.

18.5.16.1.6. Incorporates Hazardous Materials Management Process (HMMP) requirements into supply processes through policies, procedures, and training.

18.5.16.1.7. Advocates funding required to execute supply HMMP responsibilities.

18.5.16.1.8. Establishes policy and provides guidance to the field pertaining to Reports of Survey (ROS) for Air Force property and provides the Air Force focal point for ROS Air Force-wide.

18.5.16.2. As Air Staff focal point, this Division:

18.5.16.2.1. Represents the Air Force on the joint DoD study groups pertaining to supply and distribution studies.

18.5.16.2.2. Develops the Air Force Energy Plan.

18.5.16.2.3. Develops the Air Force position on joint actions involving petroleum matters.

18.5.16.2.4. Establishes policy for reuse or disposition of personal property resulting from realignment or closure of Air Force installations.

18.5.16.2.5. Performs liaison with Secretariat (SAF), OSD, JCS, Defense Logistics Agency (DLA), General Services Administration (GSA), and other DoD and Federal agencies on supply/fuels policies, plans, and programs.

18.5.16.2.6. Develops the Air Force position on the Memorandum of Understanding between the DoD and Department of Energy (DOE) for the disposal of low-level radioactive waste (LLRW).

18.5.16.3. For the DCS, this Division:

18.5.16.3.1. Develops supply and fuels guidance for the Air Force War Planning Process, reviews time-phased force deployment lists and coordinates unit type code changes.

18.5.16.3.2. Serves as the OPR for the supply and fuels supportability of contingency and war plans and related reporting of status.

18.5.16.3.3. Serves as the single POC for all supply and fuels manpower studies and standards development.

18.5.16.3.4. Initiates, reviews and coordinates supply and fuels officer and airmen training and classification actions.

18.5.16.3.5. Develops and directs implementation of supply program initiatives designed to improve supply system readiness in support of wartime missions.

18.5.16.3.7. Directly supports the Air Force Special Assistant for Energy and the Energy Conservation Task Group.

18.5.16.3.8. Represents the Air Force on energy matters dealing with Deputy Under Secretary of Defense for Logistics (DUSD(Logistics)), the Department of Energy, and other Government agencies.

18.5.16.3.9. Develops and justifies operating program and budget estimates for the Fuels Division of the Air Force Stock Fund.

18.5.16.3.10. Represents the Air Force in dealing with DUSD(Logistics) on matters pertaining to spares management, cataloging (the Federal Catalog System), and inventory management/disposal (the DoD Inventory Reduction Plan).

18.5.16.3.11. Manages the supply and fuels awards programs.

18.5.16.3.12. Serves as the AF/IL representative to the USAF Radioisotope Committee (RIC).

18.5.16.3.13. Serves as the Air Force representative to the DoD Clothing Standardization Working Group.

18.5.16.3.14. Prepares replies to White House, Congressional and GAO inquiries related to assigned programs.

18.5.16.3.15. Develops and justifies funding for Logistics Information Systems (LIS), such as Air Force Equipment Management System (AFEMS), Fuels Automated Management System (FAMS), Standard Base Supply System (SBSS) and Weapon System Management Information System (WSMIS).

18.5.16.3.16. Manages Logistics Program Directives (LPD) for LIS.

18.5.16.3.17. Manages the Air Force Equipment Management System (AFEMS).

18.5.16.3.18. Provides Air Force representation to the DoD Shelf-Life (S-L) Committee.

18.5.16.3.19. Provides Air Force representation to the DoD Supply Discrepancy Reports (SDR) Reports of Discrepancies (RODS) Committee.

18.5.16.3.20. Monitors the Air Force Zero Overpricing Program (ZOP) and provides policy guidance applicable to the program.

18.5.16.4. For the Directorate, this Division:


18.5.16.4.2. Develops supply policy and initiatives supporting the Air Force Pollution Prevention Program, Hazardous Abatement Program, and Waste Minimization/Material Substitution Program.

18.5.16.4.3. Assists in establishing supply policy for the Security Assistance Program.

18.5.16.4.4. Serves as an advisor to AF/ILS and for the Memorandum of Understanding between the Air Force and the Army and Air Force Exchange Service (AAFES) regarding operation of the clothing sales stores by AAFES.
18.5.16.4.5. Serves as a technical advisor to the Air Force Uniform Board.

18.5.16.4.6. Serves as advisor to the DoD Materiel Management Board.

18.5.16.4.7. Serves as advisor to the Logistics CIM Advisory Group (LCAG).

18.5.16.4.8. Chairs Weapon System Management Information System Steering Committee.

18.5.16.4.9. Chairs Air Force Supply Executive Board (AFSEB) in the absence of the AF Director of Supply.


18.5.16.4.11. Chairs the Air Force Equipment Policy Working Group (AFEPWG).

18.5.16.4.12. Provides oversight and guidance to the AFEMS Program.

18.5.16.4.13. Chairs Fuels Management Steering Group (FMSG).


18.5.16.4.15. Chairs the Air Force Supply Chiefs Advisory Board.

18.5.16.4.16. Co-Chairs Air Force JP-8+100 CONUS Conversion Planning Board.


18.5.16.4.18. Chairs Air Force Fuels Management Improvement Working Group. Provides program development oversight/guidance.

18.5.16.4.19. Co-chairs the DoD Fuels Automated System (FAS) Configuration Control Board (CCB)


**18.5.17. Combat Support Division (AF/ILSR).** The Combat Support Division:

18.5.17.1. As Air Staff OPR, this Division:

18.5.17.1.1. Is the Other Procurement Air Force (OPAF/3080) and Procurement of Ammunition Air Force (PAAF/3011) Functional Appropriation Manager (including modifications) for each of the following budget programs:

18.5.17.1.1.1. OPAF

18.5.17.1.1.2. PAAF, to include ammunition, rockets, launchers, cartridges, bombs, countermeasures, ground and EOD munitions, fuzes, weapons, and test sets.

18.5.17.1.1.2.1. Munitions and Related Equipment (BP 3500)

18.5.17.1.1.1. Vehicular Equipment (BP 8200).

18.5.17.1.1.2. Electronics and Telecommunications Equipment (BP 8300).
18.5.17.1.1.3. Other Base Maintenance and Support Equipment (BP 8400).

18.5.17.1.1.4. Spares And Repair Parts (BP 8600).

18.5.17.1.2. Is the budget program manager within the Aircraft Procurement Air Force Appropriation (APAF/3010) for:

18.5.17.1.2.1. Aircraft Common Support Equipment (BP1200).

18.5.17.1.2.2. War Consumables (BP1700).

18.5.17.1.3. Is the budget program manager within the Missile Procurement Air Force Appropriation (MPAF/3020) for Missile Replacement Equipment (BP2200).

18.5.17.1.4. Is responsible for overall surveillance and control of these programs as well as development and integration of program cost information, production schedules, and funds availability necessary for program execution.

18.5.17.1.5. Serves as PEM for the following Program Elements (PEs):

18.5.17.1.5.1. PE 78009F, First Destination Transportation.

18.5.17.1.5.2. PE 72831F, Replacement Vehicle Equipment.

18.5.17.1.5.3. PE 72832F, Base Maintenance and Support Equipment.

18.5.17.1.5.4. PE 28031F, WRM - Equipment/Secondary Items.

18.5.17.1.6. Accomplishes the following major responsibilities for the OPAF and PAAF Appropriations, budget programs 1200, 1700 and 2200, as well as for assigned program elements:

18.5.17.1.6.1. Prepares, presents, and defends these programs through the Air Staff structure, OSD, OMB, and the Congress during the entire Planning, Programming, and Budgeting cycle. Prepares, presents, and defends requirements for Air National Guard and Air Force Reserve equipment as submitted on the Combined National Guard and Reserve Summary (P-1R Exhibit).

18.5.17.1.6.2. Evaluates and realigns current and future resource requirements into a balanced and defensible program based on published guidance, force structure, funding constraints, and needs of field elements.

18.5.17.1.6.3. Develops, controls, assembles, and submits cost data inputs for all Air Staff budget exercises and updates the Air Force’s Force and Financial Plan.

18.5.17.1.6.4. Prepares, coordinates, and submits budget estimates to OSD, OMB and the Congress. For OPAF and PAAF, prepares and publishes the President’s Budget Committee Staff Procurement Backup Book.

18.5.17.1.6.5. Prepares formal statements, support material, and fact sheets related to these budget programs for use by principal witnesses in their presentations to Congressional committees. Prepares witnesses for hearings. Serves as a backup witness, as required. Writes Congressional appeals. Responds to questions for the record and prepares inserts. Edits hearing transcripts.

18.5.17.1.6.6. Develops applicable portions of the Air Force Program Objective Memorandum and related annexes. Responds to OSD issue papers.
18.5.17.1.6.7. Reviews and coordinates on Secretary of Defense (SECDEF) and SECAF/CSAF Annual Statements to the Congress for all assigned programs. Reviews and provides comments in support of the Secretariat and CSAF testimony to Congress or Issue Papers.

18.5.17.1.6.8. Prepares formal statements, briefings, backup material, and fact sheets for presentation or submission for assigned programs throughout the PPBS process.

18.5.17.1.6.9. Develops, advocates, and defends resource requirements within assigned programs throughout the PPBS.

18.5.17.1.6.10. Monitors execution of the OPAF, PAAF, BP1200, BP1700 and BP2200 Materiel Procurement Programs in consonance with OSD targets to measure program progress and adjusts program funding as necessary to ensure timely execution of funds.

18.5.17.1.6.11. Establishes policies and procedures to ensure timely preparation and submission of MAJCOM and FOA funding requirements for OPAF, PAAF, BP1200, BP1700 and BP2200.

18.5.17.1.6.12. Reviews and coordinates on program cost data submitted in support of Selected Acquisition Report programs as appropriate.

18.5.17.1.6.13. Acts as the functional manager for procurement of common support equipment (CSE) program after a technical solution that meets user requirements has been approved for production by the user and implementing command. Also serves as the logistics FP for the Air Force Cost Analysis Improvements Group (AFCAIG) CSE cost model.


18.5.17.1.6.15. Reviews and coordinates applicable PMDs for logistics guidance and funding.


18.5.17.1.8. Serves as the FP for coordination with the Single Manager for Conventional Ammunition on the formulation of the Quad-Service Integrated Conventional Ammunition Procurement Plan (ICAPP) and various ammunition production base planning documents. Participates in Joint SMCA-Air Force program reviews.

18.5.17.1.9. Provides Air Force oversight of allocations and requirements procedures for all munitions in Federal Supply Classification Group 13 (ammunition and explosives) as well as the production and delivery of non-nuclear munitions. Co-chairs the annual munitions allocation conference and the annual munitions Global Asset Positioning Conference. Approves or delegates approval of out-of-cycle allocation requests.

18.5.17.1.10. Monitors the status of Standard Air Munitions Packages (STAMP) and Standard Tanks, Racks, Adapters, and Pylons Packages (STRAPP). Coordinates on requirements, reviews status and recommends suitable substitutes when primary items are not available.

18.5.17.1.11. Serves as the budget program manager for the Tanks, Racks, Adapters, and Pylons (TRAP) program (to include missile launchers). Assists in the review and development of war reserve requirements. Ensures that these requirements are programmed within BP1700. Coordinates with AF/XO and AFMC in compiling the TRAP allocation.

18.5.17.1.12. FP/PEM for all Bare Base programs. Coordinates with HQ Air Combat Command (Bare Base lead command) as well as Combat Air Forces on Harvest Falcon/Eagle and Fuels Mobility SE. Manages central
procurement funds for all Air Force Bare Base equipment buys as well as MAJCOM Operations & Maintenance (O&M), Military Construction (MILCON) and Military Personnel (MILPER) funding for Bare Base. Develops and updates PMD 2054 for Mobility Equipment applicable to sustainment of fielded Air Force Bare Base systems.

18.5.17.1.13. Manages the Air Force Afloat Prepositioning Ship Program to include ship leasing negotiations with Military Sealift Command.

18.5.17.1.14. Controls vehicle authorization and inventory.

18.5.17.1.14.1. Serves as Air Staff OPR for AS012 and MAJCOM Priority Buy Program, Foreign Buy Programs, alternate fuel vehicles, and the armored vehicle program; OPR for GAO, Air Force Audit Agency (AFAA), and Inspector General (IG) reports pertaining to vehicle requirements.

18.5.17.1.14.2. Maintains oversight of vehicle authorization ceilings and adjustments thereto; advises MAJCOMs on resolving vehicle shortages and allocation problems; represents the Air Staff on the Joint Services Procurement Coordinating Committee; assists program monitors with determining requirements; ensures Program Element (PE) requirements are coordinated with and validated by MAJCOMs; validates WRM vehicle requirements; and implements vehicle requirements procedures in DoDI 4500.36R; CFR 41; and AFPD 24-3, Operation, Maintenance, and Use of Transportation Vehicles and Equipment.

18.5.17.1.14.3. Implements vehicle loans and exchanges with other military services.

18.5.17.1.14.4. Works with AFOSI, OSD, JCS, and the Department of State to source appropriate armored cars to meet worldwide force protection/anti-terrorism requirements.

18.5.17.1.14.5. Monitors the Congressional ceiling on passenger carrying vehicle procurement.

18.5.17.2. For the DCS, this Division:

18.5.17.2.1. Develops policies and procedures for programming and budgeting equipment and logistics materiel needed to meet approved force requirements.

18.5.17.2.2. Develops status reports and briefings on all matters related to the budget programs and program elements managed by the Division.

18.5.17.2.3. Advises AF/IL on justification and execution of all assigned programs.

18.5.17.2.4. Issues instructions to field echelons covering any and all matters within, or relating to, the jurisdiction of the program manager.

18.5.17.2.5. Responds to Congressional, GAO, DoD/Air Force IG and AFAA inquiries and reviews.

18.5.17.2.6. Processes and issues procurement authorizations to MAJCOMs and FOAs. Prepares accompanying program execution guidance. Processes and issues reprogramming documents.

18.5.17.2.7. Develops reclamas to OSD Program Budget Decisions and briefs the Air Force Board.

18.5.17.2.8. Assists in the formulation and coordination of the AF/IL POC for the preparation and processing of reports to Congress and is the AF/IL representative for prioritization of appeal issues in response to Congressional actions.
18.5.17.2.9. Serves as the logistics member of the Air Staff Posture Team and serves as the AF/IL POC for preparation, processing and coordination of Budget Program Issue Papers and Posture Hearing Issue Papers to the Air Force Issues Team in the Office of the Secretary of the Air Force (SAF/LLX).

18.5.17.2.10. Assists in the formulation and coordination of the AF/IL Congressional game plan. Coordinates the preparation of Posture Hearing Issue Papers to the Air Force Issues Team and other key study materials for the Office of Legislative Liaison in SAF/LL.

18.5.17.2.11. Coordinates the preparation of opening statements for AF witnesses before Congress and processes inserts for the record for Congressional testimony. Disseminates Congressional inquiries to appropriate OPRs and follows up to ensure suspenses are met.

18.5.17.3. For the Directorate, this Division:

18.5.17.3.1. Provides representation to the Air Staff Productivity committee. Also provides representation to the Air Force Logistics Panel and the Communications/Information Panel.

18.5.17.3.2. Prepares munitions inventory, production and distribution data for use in sustainability models, Commander-in-Chief’s (CINC’s) Preparedness Assessment Reports, and other relevant documents.

18.5.17.3.3. Reviews and coordinates on pertinent documents related to logistics support (ILS plans, Program Management Plans, Program Change Requests (PCRs) etc.), Joint System Operational Requirements (JSOR) documents, Mission Need Statements and Operational Requirements Documents for all assigned programs.

18.5.17.3.4. Reviews and authorizes the release of conventional munitions from stock or production for security assistance cases and the War Reserve Support Allies (WRSA) program. Coordinates release with appropriate Air Staff offices and MAJCOMs.

18.5.17.3.5. Authors the following publications:

18.5.17.3.5.1. AFI 23-205, *Managing the Procurement Material Program* (co-author with SAF/AQX).

18.5.17.3.5.2. AFI 21-208, *Munitions Forecast, Allocation, and Buy Budget Processes*.

18.5.17.3.5.3. AFI 23-107, *Tanks, Racks, Adapters and Pylons*.

18.5.18. *Aircraft and Missiles Support Division (AF/ILSY)*. The Aircraft and Missiles Support Division:

18.5.18.1. As Air Staff OPR, this Division:

18.5.18.1.1. Exercises management responsibility for selected investment materiel within Aircraft Procurement (3010), Missile Procurement (3020), selected aspects of the Operations and Maintenance (3000) appropriation, and the Supply Management and Depot Maintenance Activity Groups of the AF Working Capital Fund.

18.5.18.1.1.1. Included in Appropriation 3010 and 3020 are the management of replenishment spares (BP 1500/BP2500).

18.5.18.1.2. Performs functional management responsibilities for selected logistics O&M programs including:

18.5.18.1.2.1. AFMC MFP VII, including validation of AFMC civilian manpower.

18.5.18.1.2.2. PEM responsibilities for various elements including AFMC ADP, Second Destination Transportation, AFMC Depot Maintenance, and Logistics Operations.
18.5.18.1.2.3. Sustaining Engineering.

18.5.18.1.2.4. Contractor Logistics Support (CLS).

18.5.18.1.3. Serves as the overall Air Force Working Capital Fund functional manager responsible for both operating costs and appropriated fund operations.

18.5.18.1.4. Assists in the defense of requirements/costs relative to Depot Maintenance, Supply Management, and Information Services activity groups.

18.5.18.1.5. Accomplishes the following major responsibilities for each of the above programs:

18.5.18.1.5.1. Develops, advocates, and defends logistics requirements within assigned programs throughout the PPBS process.

18.5.18.1.5.2. Prepares formal statements, briefings, backup material, and fact sheets in support of assigned programs throughout the PPBS process.

18.5.18.1.5.3. Prepares narrative justification for assigned programs to support:

18.5.18.1.5.3.1. Proposed new weapon system or end item programs.

18.5.18.1.5.3.2. Revisions to force structure or operational objectives.

18.5.18.1.5.3.3. JCS proposed/approved programs (e.g., Calendar Year Objective Force, etc.).

18.5.18.1.5.3.4. POM, Budget Estimate Submission (BES), and the President’s Budget (PB).

18.5.18.1.5.3.5. Special studies requested by Congressional, OMB, OSD, and Air Staff agencies.

18.5.18.1.6. Evaluates and aligns current and future resource requirements into a balanced program based on published guidance, force structure, funding constraints, and needs of operating commands.

18.5.18.1.7. Assists in the development and validation of cost factors utilized in the pricing of resource requirements for Air Staff budget exercises and updates of the Force and Financial Plan (F&FP).

18.5.18.2. For the DCS, this Division:

18.5.18.2.1. Provides weapon systems cost estimates, validation of funding in Sustainment Executive Management Reports, and performs selected reviews for assigned programs.

18.5.18.2.2. Issues Procurement Authorization (PA) for assigned programs.

18.5.18.2.3. Develops reclamas/appeals to actions taken by review and approval agencies (OSD/OMB/Congress).

18.5.18.2.4. Issues instructions to field echelons covering any and all matters within, or relating to, the jurisdiction of the program manager.

18.5.18.2.5. Develops status reports and briefings on any and all matters within the jurisdiction of the program manager.

18.5.18.2.6. Maintains cognizance over management policies concerned with provisioning techniques, computation methodology, and procedures for predicting utilization and consumption of spares inventory.
18.5.18.2.7. Monitors wholesale and retail supply systems, and budget and financial accounting policies and procedures related to assigned budget programs.

18.5.18.2.8. Advises AF/IL on justification and execution of assigned programs.

18.5.18.2.9. Prepares replies to White House, Congressional and GAO inquiries related to assigned programs.

18.5.18.2.10. Provides backup witnesses to Congressional hearings, as required.


18.5.18.2.12. Develops, maintains, and operates logistics capability assessment models in support of the Planning, Programming, and Budgeting System (PPBS) which translate selected funding and inventory levels into projected weapon system capabilities.

18.5.18.2.13. Integrates logistics inputs to the Program Objective Memorandum (POM) in coordination with AF/ILSR, other AF/IL organizations and Headquarters Air Force Materiel Command (HQ AFMC). Prepares logistics availability and sustainability documentation. Ensures a coordinated response to logistics issues in the program/budget reviews. Coordinates AF/ILS and AFMC inputs to ensure sound defense of logistics programs.

18.5.18.2.14. Assesses the sustainability of Air Force weapon systems given the spares procurement and repair funding programmed for the Future Years Defense Program (FYDP). Documents the logistics sustainability posture for the USAF POM.

18.5.18.2.15. Serves as the FP in the OSD Program and Budget reviews for receiving, tracking, and coordinating responses to logistics management, program, and budget issues. Attends budget review meetings with AF/ILS and ensures that logistics issues which surface are identified and properly coordinated. Prepares logistics principals on the Air Force Group, the Air Force Board, the Air Force Council and other high-level Air Staff operational and strategic bodies on matters impacting logistics.

18.5.18.2.16. Provides in-house logistics analysis capability to the Directorate, the DCS, and the Air Staff to help define and refine requirements and defend logistics investments by tying them to increased combat capability.

18.5.18.2.17. Provides technical expertise and assistance to several projects and programs, such as Mission Area Analysis assessments, Weapon System Management Information Systems (WSMIS) assessments, Aircraft Availability Targets, etc.

18.5.18.2.18. Analyzes and recommends improvements to logistics requirements computation, allocation, and distribution systems. In coordination with AF/XO, develops operational goals (i.e., aircraft availability) for logistics systems. Evaluates logistics impacts of changes to the USAF Wartime Flying Program, determining their logistics feasibility.

18.5.18.2.19. As a member of the OPS-LOG Working Group, develops methods to improve Air Force logistics availability to support operational requirements. Resolves contradictory policy/guidance between the operational and logistics communities concerning spare parts requirements determination.

18.5.18.2.20. Represents the DCS on the AFDW/11TH Wing Financial Oversight Group.

18.5.18.2.21. Provides the Logistics Panel Chairperson and Logistics Panel support staff.

18.5.18.3. For the Directorate, this Division:
18.5.18.3.1. Provides representation in various Program Agencies Activities.

18.5.18.3.2. Provides representation on Operating Budget Review Group (OBRG) and the AF Cost Analysis Improvement Group.

18.5.18.3.3. Serves as PEM for various program element codes.

18.5.18.3.4. Provides representatives to various corporate resource allocation Panels.

18.5.18.3.5. Provides functional representatives to the DoD Financial Management Steering Group.

18.5.18.3.6. Conducts analyses and recommends policy and system improvement to the Logistics Requirements Computation, Allocation and Distribution System. Develops operational targets for selected logistics programs.

18.5.18.3.7. Serves as FP for modeling and simulating inventory management policies and their impacts on both peacetime and wartime capability.

**Figure 18.12. Organization Chart for the Directorate of Transportation.**

**18.6. Directorate of Transportation (AF/ILT).** The Directorate of Transportation:

18.6.1. Is the Air Staff OPR for transportation doctrine.

18.6.2. Functions as Air Staff OPR for Air Force transportation matters, including movement of Air Force-sponsored passengers, patients, personal property and cargo by all modes including commercial carriers. Acts as FP for customs and border clearance requirements, DoD-owned or controlled airlift and sealift matters, commercial transportation carriers, motor vehicles, materials handling equipment and transportation services.

18.6.3. Provides guidance and direction to Air Force activities on transportation plans, policies and programs. Develops matters and policies concerning hazardous material movement and strategic mobility using airlift, surface or sealift assets.

18.6.3.1. Air Force focal point for civil and foreign programs that augment DoD airlift capability.

18.6.3.2. Enforces criteria for establishment of AF-sponsored common user airlift channels.

18.6.3.3. Develops and refines aerial port force and other functional manpower requirements for wartime and contingencies.

18.6.4. Coordinates with other DoD and government agencies, including the Military Traffic Management Command (MTMC), Military Sealift Command (MSC), United States Transportation Command (USTRANSCOM), the Defense Logistics Agency (DLA), the Joint Staff, Office of the Assistant Deputy Undersecretary of Defense (Transportation Policy), Department of Agriculture, Department of the Treasury,
Department of Transportation, Environmental Protection Agency (EPA) and GSA on Air Force transportation, customs and border clearance and safety matters.

18.6.5. Maintains DoD 4500.36R which promulgates vehicle operation, maintenance and acquisition public laws, GSA and Department of Transportation (DOT) requirements, group/mass transportation requirements and the annual submission to OSD of the Agency Report of Motor Vehicle Data, IRCN-GSA-AN.

18.6.6. Serves as Air Force OPR for Congressional, GAO, Auditor, IG and White House inquiries relating to the following transportation issues: personal property shipment and storage, cargo and passenger movement, vehicles and equipment use and management policies.

18.6.7. Evaluates emerging technology and best business practices for incorporation in future mission operations.

NOTES:
1. Special Authorities: As delegated under Title 10, United States Code, Section 2632, the Director of Transportation is responsible for determining when Government transportation may be provided for personnel, for a fare, between residence and place of work.

2. As the designated representative of the Secretary of the Air Force, grants Secretarial relief of specified Joint Federal Travel Regulation travel and transportation entitlements requiring Secretarial approval.

3. Holds the authority to approve requirements for command and control vehicles for key commanders.

4. As delegated under National Performance Review and the Defense Performance Review, is the Secretary of the Air Force designee responsible for the establishment, operation and direct control of the SAF Express Delivery Reinvention Laboratory.

5. Air Force Executive Agent for DoD-designated Joint Personal Property Shipping Offices (JPPSOs) at San Antonio, TX, Hanscom Field, NH, and Colorado Springs, CO.

6. As provided in Title 10, United States Code, Section 10211, manpower authorizations include a specific position for an Air Reserve Forces advisor to advise the Director of Transportation on items related to the Air Reserve components and to take part in preparing and administering transportation policies, plans, programs and regulations affecting Air Reserve components.

**18.6.7. Combat Readiness Division (AF/ILTR).** The Combat Readiness Division:

18.6.7.1. As Air Staff OPR, this Division:

18.6.7.1.1. Recommends and coordinates policy and procedures concerning strategic deployment using air or sealift assets.

18.6.7.1.1.1. Air Force focal point for airlift support enhancements and modernization initiatives.

18.6.7.1.1.2. Manages Air Force inputs for Mobility Enhancement Fund infrastructure initiatives.

18.6.7.1.2. Develops transportation policy for inclusion in USAF War and Mobilization Plan, Defense Guidance and Joint Strategic Capabilities Plan.

18.6.7.1.3. Provides oversight for functional training policies for active and Reserve transportation personnel.

18.6.7.1.3.1. Manages functional Professional Continuing Education requirements.
18.6.7.1.3.2. Manages functional Advanced Academic Degree requirements

18.6.7.1.3.3. Recommends and coordinates on functional technical training requirements

18.6.7.1.3.4. Chairs functional utilization and training workshop to review and update technical training

18.6.7.1.4. Provides oversight of manpower and organizational studies, experiments and exercises to include development of functional guidance to be used during MAJCOM implementation.

18.6.7.1.5. Chairs the Air Force Transportation Planning Group (AFTPG) which incorporates Base Transportation Aerial Port Force Structure planning.

18.6.7.1.6. Maintains active liaison with Office of the Air Force Reserve, National Guard Bureau, and HQ Air Force Reserve.

18.6.7.1.7. Transportation focal point for Program Budget Decisions.

18.6.7.1.8. Integrates POM submissions and justifications for transportation system funding. Responsible for developing requirements for load planning systems supporting strategic deployments and mobility.

18.6.7.1.9. Develops positions on transportation plans, readiness or aerial port issues related to Congress, Executive Departments, GAO, DOD and Air Force Audit Agency.

18.6.7.1.10. Develops, refines and defends transportation force manpower requirements for wartime contingency plans. Serves as functional area manager responsible for policies and procedures for peacetime and wartime needs in the Deliberate Planning Process. Provides oversight for maintenance and development of Unit Type Codes (UTCs).

18.6.7.1.11. Reviews all joint service and Air Force planning documents to ensure transportation functional needs are met.

18.6.7.1.12. Represents the Director of Transportation, as required, on the following DoD/Joint Services bodies:

18.6.7.1.12.1. Joint Staff’s Joint Transportation Board/Joint Transportation Board Secretariat

18.6.7.1.12.2. Joint Airlift Movement Board and the Joint Surface Movement Board

18.6.7.1.12.3. Global Mobility Panel

18.6.7.12.4. Logistics Panel

18.6.7.12.5. Air Force Education Requirements Board


18.6.7.1.14. Provide oversight for transportation organizational structure, privatization and competitive sourcing initiatives.

18.6.7.1.15. Assures implementation of automated transportation and unit deployment capabilities for ARC forces equivalent to and integrated with active forces.

18.6.7.1.16. Provides for integration of requirements for transportation information systems.
18.6.7.1.17. Reviews information system Mission Need Statements, Operational Requirements Documents, Program Management Documents and other joint requirements documents.

18.6.7.1.18. Provides support to the Express Delivery Reinvention Laboratory (EDRL).

18.6.7.1.18.1. Coordinates with other divisions to identify logistics problems and opportunities to the EDRL for its investigation.

18.6.7.1.18.2. Coordinates with other divisions to propose initiatives for EDRL development and implementation.

18.6.7.1.18.3. Coordinates with other divisions to evaluate EDRL initiative test results for Air Force-wide acceptance, and establishes metrics to measure performance during and following system implementation.

18.6.7.2. As Air Staff OCR, this Division:

18.6.7.2.1. Develops transportation input to logistics support and modernization planning.

18.6.7.2.1.1. Develops transportation strategies in support of Air Force logistics strategies to include development of Agile Combat Support and support of Air Expeditionary Force operations.

18.6.7.2.1.1.1. Leads IL development of theater sustainment and movement strategies with the Army Combined Arms Service Command (CASCOM) to include integration of Air Mobility Express (AMX) and the Battlefield Distribution System. Also includes development of Joint Theater Movement Doctrine and Reception, Staging, Onward Movement and Integration (RSO&I).

18.6.7.2.1.1.2. Contributes to Joint Theater Movement Doctrine

18.6.7.2.2. Provides inputs to the Joint Warfare Capability Assessment, Joint Requirements Oversight Council and Joint Monthly Readiness Review processes.

18.6.7.2.3. Consults with the Director of Transportation’s Air Reserve Forces Advisor on items related to the Air Reserve Components.

18.6.7.2.4. Chairs the Enlisted Transportation Advisory Group (ETAG) which provides a training forum for the senior enlisted transportation community and an avenue for providing advice and counsel to HQ USAF/ILT.

18.6.7.2.5. Takes part in preparing and administering transportation policies, plans programs and regulations affecting Air Reserve Components.

18.6.7.2.6. Transportation focal point for AF/IL Studies Program.

18.6.7.3. For the DCS, this Division:

18.6.7.3.1. Reviews and evaluates the plans of Air Force Major Commands (MAJCOMs), component commands and task forces for compatibility with DoD transportation policy and feasibility.

18.6.7.3.2. Develops the Air Force transportation position on operation of the wartime lines of communication to include development and maintenance of the Logistics Command and Control (C2) Concept of Operations (CONOPs).

18.6.7.3.3. Participates in Joint Exercises, oversees contingency and exercise support and supports Air Force Combat Support Center activities.

18.6.7.3.4. Manages transportation awards program.
18.6.7.3.5. Monitors officer development including officer crossflow program to ensure balanced level of expertise.

18.6.7.3.6. Provides Directorate coordination on OSD and JS documents, including the Global Assessment, Defense Guidance, Joint Strategic Capabilities Plan.

18.6.7.3.7. Plans and organizes annual Air Force Worldwide Transportation Conference.

18.6.7.3.8. Serves as a member of the AF/IL Logistics Information System Integrated Product Team.

18.6.7.3.8.1. In coordination with transportation functional system managers manages transportation system service agreement with HQ Standard Systems Group.

18.6.7.3.8.2. In conjunction with transportation functional managers develops proposals for LIS resource allocation.

18.6.7.3.8.3. Supports Logistics Team throughout budgeting process.

18.6.7.3.9. Oversees functional facility issues

18.6.8. Traffic Management Division (AF/ILTT). The Traffic Management Division:

18.6.8.1. Collaborates on development of Total Asset Visibility (TAV) and In-Transit Visibility (ITV) concepts, and submits Service TAV and ITV requirements to joint agencies and Central Design Activities.

18.6.8.2. Coordinates the establishment of eligibility policy for transportation of all passengers, patients and cargo in DoD-owned or controlled aircraft.


18.6.8.4. Represents the Air Force on the Transportation Coordinators’ Automated Information for Movements System II Configuration Management Board

18.6.8.5. Chairs the Air Force TCAIMS/CMOS functional requirements board.

18.6.8.6. Represents the Air Force on the Joint Passenger Service Advisory Group (PSAG), a forum to identify passenger travel issues and develop solutions to equitably administer travel entitlement and authorizations among the services’ members.

18.6.8.7. Coordinates and validates AMC special assignment airlift missions (SAAM) requests for various Air Staff offices and agencies that do not have airlift validators.

18.6.8.8. Facilitates airlift support provided under foreign military sales (FMS) programs and Presidential determinations.

18.6.8.9. Develops and implements policies and procedures for:

18.6.8.9.1. Submission of cargo airlift requirements for movement of personal property and cargo that may be moved on Air Force-owned and controlled aircraft and the worldwide movement of all Air Force cargo and personal property by commercial air, ocean vessel, rail, truck and barge. Prepares and publishes appropriate Air Force directives.
18.6.8.9.2. Border clearance of all patients, passengers, personal property and cargo on military and commercial contract aircraft and ensures compliance with related laws and regulations of U.S. and foreign governments.

18.6.8.9.3. Management and processing use of ocean vessels to support the annual sealift resupply of Air Force installations.

18.6.8.9.4. Packaging of Air Force material and member’s personal property.

18.6.8.9.5. Laws and regulatory directives governing travel and transportation entitlements for military members and their dependents. Approves/disapproves requests to airlift household goods.

18.6.8.9.6. MSC sealift and MTMC ocean terminal and water port services support.

18.6.8.9.7. Providing input to the Joint Federal Travel Regulations (JFTRs) and the Joint Travel Regulations (JTRs).

18.6.8.10. Serves as board member to the DoD Personal Property Coordinating Council (Military, Industry and Claims).

18.6.8.11. On behalf of the Secretary of the Air Force, approves or disapproves extensions of travel and transportation time limitations for separated Air Force members.

18.6.8.12. Develops guidance to implement JFTR and DoD policies for border clearance and customs requirements established in DoD 5030.49R.


18.6.8.15. Provides Air Staff coordination on issues involving the packaging, handling, marking and movement of hazardous waste.

18.6.8.16. Facilitates the movement, usually airlift, of materials under foreign military sales programs, Presidential determinations and Foreign Assistance Act Section 506a.

18.6.8.17. Represents the Air Force as a member of the following DoD/Joint Service bodies:


18.6.8.17.2. ECEDI Coordinating Committee.

18.6.8.17.3. Armed Forces Pest Management Board.

18.6.8.17.4. Interagency Military Customs Working Group.

18.6.8.17.5. DoD Personal Property Coordinating Council.


18.6.8.17.8. Transportation Operational Personal Property System (TOPS) Steering Committee as delegated to JPPSO, Colorado Springs.
18.6.8.17.9. TOPS Joint Development Team.


18.6.8.17.11. Defense Travel System (DTS) implementation.

18.6.8.18. Develops passenger movement policy for Air Force-sponsored travelers and implements the Joint Travel Regulations (JTRs), Joint Federal Travel Regulations (JFTRs) and DoD directives, memorandum and decisions.

18.6.8.19. Provides Air Force Transportation functional policy guidance on issues pertaining to the development and implementation of the Defense Travel System (DTS).

18.6.8.20. For the DCS, this Division:

18.6.8.20.1. Establishes eligibility policy for aeromedical evacuation on non-DoD patients by military aircraft.

18.6.8.20.2. Coordinates with other Services in developing personal property packaging, shipping, storage policies and procedures consistent with federal and state regulations.

18.6.8.20.3. Serves as the Air Force manager for the DoD Customs Program, retrograde and border clearance programs, established by DoD Directive 4500.9 and DoD Guide 4500.54.

18.6.8.20.4. Renders opinions to the USAF Board for Correction of Military Records. Accomplishes JFTR actions delegated to the division by SAF/MRM.

18.6.8.21. For the Directorate, this Division:

18.6.8.21.1. Acts as focal point for civilian personnel programs

18.6.8.21.2. Responds to Audits and White House and Congressional Inquiries regarding passenger, personal property and cargo movements.

18.6.8.22.3. Advises Director on status of strikes and labor disputes that affect Air Force and DoD transportation operations and responsibilities.

18.6.8.22.4. Develops and coordinates packages to recommend AF/CV approval or disapproval of MAJCOM spouse travel requests.

18.6.9. **Vehicle and Equipment Division (AF/ILTV).** The Vehicle and Equipment Division:

18.6.9.1. As the DoD executive agent, this Division:

18.6.9.1.1. Develops and implements policies for all DoD activities to use when defining operational support requirements for 463L pallets, nets, and tie down equipment. Chairs the biennial Pallet and Net Conference.

18.6.9.1.2. Formulates and is responsible for the implementation of DoD 4500.36R, Management, Acquisition and Use of Motor Vehicles.

18.6.9.1.3. Formulates managerial and technical policy to publish in Technical Orders across the spectrum of inspecting, servicing, processing, maintaining and assessing the vehicle fleet.

18.6.9.2. As the Air Staff OPR, this Division:
18.6.9.2.1. Is responsible for Air Force maintenance and operations policy for appropriated fund motor vehicles, watercraft, and railroad equipment (organic, hired/leased). In this capacity, develops and implements peacetime and wartime policies for the following:

18.6.9.2.1.1. Air Force vehicle fleet maintenance, operation policy, and reporting systems.

18.6.9.2.1.2. Environmental and Energy-Reduction initiatives affecting Air Force vehicles, to include vehicle downsizing/fleet reductions, EPA laws on maintenance shop hazardous waste materials and use of alternate fuels. Coordinates MAJCOM efforts in conjunction with supply fuels and civil engineering in these areas. Represents the Air Force as a member of the DoD Energy Steering Group Committee and the DoD Reformulated Fuels Committee. Chairs Air Force Alternative Fueled Vehicles Working Group.

18.6.9.2.2. Justifies and approves group and mass transportation that uses appropriated-fund vehicles.


18.6.9.2.6. Advises MAJCOMSs on means to resolve vehicle and equipment support problems.

18.6.9.2.7. Serves as OPR in establishing vehicle life expectancies.

18.6.9.2.8. Establishes contingency vehicle shipment/storage policy.

18.6.9.2.9. Develops policies for the Vehicle Control Program through the issuance of AFPD 24-3.

18.6.9.2.10. Serves as Air Force OPR for DoDI 4515.7, Use of Motor Transportation and Scheduled DoD Bus Service in the National Capital Region.

18.6.9.2.11. Develops and provides operation and maintenance policy guidance for Air Force Locomotives and watercraft. Resolves Air Force problems, in conjunction with the other Services and OSD, for overall locomotive and watercraft management.

18.6.9.2.12. Serves as OPR for the Vehicle Management Advisory Group (VMAG) and OCR for the Vehicle Improvement Working Group (VIWG).

18.6.9.2.13. Monitors state-of-the-art vehicle equipment and maintenance technology for possible use in Air Force programs to include direction of the Management and Equipment Evaluation Program.


18.6.9.2.15. Reviews projected routings and re-routings of public highways as it affects Air Force installations.
18.6.9.2.16. Serves as OPR for Vehicle Operations and Maintenance manpower, facilities and spare parts.

18.6.9.2.17. Serves as OPR for contracting of functions related to Vehicle Operations and Maintenance

18.6.9.2.18. Serves as OPR for vehicle data management systems.

18.6.9.2.19. Serves as Air Force OPR for implementation of Federal Ridesharing Program.

18.6.9.2.20. Holds responsibility for the design and development of air cargo containers and handling systems for Air Force Intermodal containers and shelters.

18.6.9.2.21. Serves as enlisted career field manager(s) for AFSC 2T1XX, Vehicle Operations.

18.6.9.2.22. Serves as enlisted career field manager for seven 2T3XX AFSCs within Vehicle Maintenance.

18.6.9.2.23. Chairs and develops Utilization and Training Workshops (U&TW) for AFSCs 2T1XX, Vehicle Operations, and seven 2T3XX Vehicle Maintenance AFSCs.

18.6.9.2.24. Formulates and develops policy and requirements for management, maintenance, and storage of material handling equipment (MHE). Chairs the biennial Worldwide Material Handling Equipment (MHE) Conference.

18.6.9.3. As Air Staff OCR, this Division:

18.6.9.3.1. Reviews and validates requirements and basis of issue (BOI) for Allowance Standard (AS) 019.

18.6.9.3.2. Reviews and validates new vehicle authorization requests which exceed established vehicle authorization controls, ceilings, and/or inventory.

18.6.9.3.3. Provides input and validates requirements of vehicle authorization ceilings and adjustments thereto; advises MAJCOMs on resolving vehicle shortages and allocation problems.

18.6.9.3.4. Provides input and validates requirements for WRM vehicle requirements.

18.6.9.3.5. Advises and validates requirements for vehicle loans and exchanges with other military services.

18.6.9.3.6. Reviews and provides input to Annual Planning and Programming Guidance on vehicle requirements and decentralized vehicle buy instruction.

18.6.9.3.7. Represents AFSCs 2T1XX and 2T3XX and chairs respective functional workshops of the Enlisted Transportation Advisory Group (ETAG).

18.6.9.4. For the Directorate, this Division responds to White House, Congressional, National Transportation Safety Board, General Accounting Office, Inspector General, and Air Force safety inquiries regarding vehicle and equipment management policies and specific inquiries.
Figure 18.13. Organization Chart for the Directorate of Services.

18.7. Directorate of Services (AF/ILV). The Directorate of Services:

18.7.1. Acts as the principal advisor to the Secretary of the Air Force, Air Force Chief of Staff, and members of Congress for Morale, Welfare, Recreation, and Services programs and policy.

18.7.2. Provides advice and counsel to the Major Command commanders on programs under their jurisdiction.

18.7.3. Manages the $2.5 billion Services business that includes the allocation of limited appropriated fund (APF) resources.

18.7.4. Serves as a key member of the Air Force Morale, Welfare and Recreation Advisory Board that formulates Services corporate direction and broad policies to ensure a balanced program for the entire Air Force community.

18.7.5. Establishes and maintains the proper oversight for the administration of Services programs worldwide.

18.7.6. Ensures adequate resources and training are available to sustain the wartime readiness posture of Services personnel.

18.7.7. Resource Management Division (AF/ILVF). The Resource Management Division:

18.7.7.1. Acts as the primary contact to the Defense Finance and Accounting Service (DFAS), the Office of the Secretary for Financial Management, the Air Force Audit Agency (AFAA), the General Accounting Office (GAO), the Air Force Inspector General, and the Air Force Office of Special Investigations (AFOSI).

18.7.7.2. Develops operational policy for the management of both APF and nonappropriated funds (NAF).

18.7.7.3. Interprets Congressional and Secretariat oversight policy and standards for NAF and APF resource management, and provides guidance for Air Force-wide action.

18.7.7.4. Determines sound business practices that will be followed by major command (MAJCOM) and base-level activities. Monitors financial indicators and other key metrics.

18.7.7.5. Manages the Fraud, Waste and Abuse Program.
18.7.7.6. Oversees the NAF capital requirements program.

18.7.7.7. Oversees and monitors both NAF and APF construction.

18.7.7.8. Develops Army and Air Force Exchange Service (AAFES) dividend allocation policy and base/MAJCOM resource allocation.

18.7.7.9. Develops budget submission for the Directorate and represents Services on the Financial Oversight Working Group (FOWG) for determining distribution of Air Staff funds.

18.7.7.10. Provides fiduciary oversight and review of Services programs.

18.7.7.11. Serves as fiduciary point for AFPD 34-2, Managing Nonappropriated Funds.


18.7.7.13. Acts as liaison for financial, facility, and construction matters involving AAFES and Defense Commissary Agency (DeCA).


18.7.7.15. Acts as the liaison to SAF/FM in matters pertaining to NAFFA oversight and APF guidance.

18.7.8. Program Policy Division (AF/ILVP). The Program Policy Division:

18.7.8.1. Develops policy and standards for Air Force fitness and sports, food service, libraries, skills development, outdoor recreation, information, ticket & tours (ITT), lodging, clubs, golf, bowling, aero clubs, marketing, commercial sponsorship, and other Services programs.

18.7.8.2. Oversees studies, analysis and develops long range plans.

18.7.8.3. Interprets Congressional and Secretariat oversight policy and standards for Services’ program issues and provides guidance for Air Force-wide action.

18.7.8.4. Serves as member of DoD policy councils for food service, basic allowance for subsistence (BAS) reform and subsistence in kind (SIK) issues, lodging, libraries, and the Armed Forces Sports Council.

18.7.8.5. Serves as OPR for pertinent Air Force instructions and manuals for lodging, bowling, golf, aero club, fitness and sports, marketing, entertainment, and club programs as they pertain to community service and combat support.

18.7.8.6. Provides oversight for the Hennessy, Innkeeper, and Athlete of the Year awards programs.

18.7.9. Evaluations and Survivor Assistance Division (AF/ILVQ). The Evaluations and Survivor Assistance Division:

18.7.9.1. Serves as the OPR for Services patron use and eligibility.

18.7.9.2. Serves as OPR for the Air Force MWR Advisory Board meetings.
18.7.9.3. Develops private organization policy.

18.7.9.4. Develops long-range strategic plans and doctrine for Services.

18.7.9.5. Integrates Congressional and Secretariat oversight policy and standards for strategic planning and provides guidance for Air Force-wide action.

18.7.9.6. Serves as focal point for Services Congressional matters.

18.7.9.7 Integrates cross-functional issues, executive briefing support, and trip books.

18.7.9.8. Provides oversight and policy development of Air Force Services LeMay, Eubank, flight, activity, and individual award programs.

18.7.9.9. Provides oversight and development of Services metrics and process evaluations to evaluate selected AF policies and standards.

18.7.9.10. Serves as OPR for Services logistics program.

18.7.9.11. Serves as focal point for AAFES and DeCA matters and boards.

18.7.9.12. Serves as single focal point for information and survivor assistance to family members of deceased Air Force members (active duty and civilian), chairs Survivor Crisis Action Team, develops training and materials for Family Liaison Officers and commanders on survivor assistance.

18.7.10. Readiness and Requirements Division (AF/ILVR). The Readiness and Requirements Division:

18.7.10.1. Develops Services policy for readiness and provides oversight and integration of command readiness and warfighting planning efforts.

18.7.10.2. Interprets Congressional and Secretariat oversight policy and standards relating to manpower (military, APF, and NAF), personnel, mortuary affairs, readiness, and education and training and provides guidance for Air Force-wide action.

18.7.10.3. Develops Services organizational structures and alignment policy.

18.7.10.4. Develops policy for and provides oversight of education and training and career progression initiatives for all Services officer, enlisted and civilian personnel.

18.7.10.5. Develops policy for APF and NAF manpower and personnel utilization.

18.7.10.6. Develops policy and provides administrative oversight of the Air Force NAF civilian personnel program.

18.7.10.7. Represents the Air Force on the DoD NAF Personnel Policy Council.

18.7.10.8. Performs studies and analyses for Services readiness and requirements issues, develops long range manpower and personnel plans and develops program action documents (PADs) for Services issues.

18.7.10.9. Acts as Air Force liaison with the DoD Mortuary Affairs Program.

18.7.10.11. Acts as DoD Executive Agent for military funeral honors (MFH) outreach program to include maintaining a public web-site, toll-free contact number for funeral directors to request MFH and the Funeral Directors Information Kit.

18.7.10.12. Maintains a Mass Fatality Reporting Cell (MFRC) to provide status of mass fatality processing following accidents involving DoD personnel and/or assets. Reports are provided to the Joint Staff, OSD, and the military services.

18.7.11. Family Member Programs Division (AF/ILVY). The Family Member Programs Division:

18.7.11.1. Develops policies and procedures for child development centers, family child care, school age programs, youth programs, and community centers.

18.7.11.2. Acts as Air Force liaison with DoD Office of Family Policy and Air Force Aid Society family programs staff.

18.7.11.3. Serves as program element monitor for Air Force child development and Youth programs budget.


18.7.11.5. Conducts studies and analyses related to child development center, family child care, school age program, youth program, and community center programs.

18.7.11.6. Acts a liaison with USDA Child and Adult Food Programs, Boys & Girls Clubs of America, and other Air Force programs serving families including AF Family Advocacy and AF Family Support Centers.

18.7.11.7. Acts as liaison with other federal agencies and civilian organizations in child care and youth development, such as the Head Start Bureau, Department of Education, and others.

18.7.11.8. Coordinates AFSVA and major command initiatives to enhance child development center, family child care, school age program, youth program, and community center programs.

18.7.11.9. Serves as the OPR for AFI 34-248, Child Development Centers, AFI 34-249, Youth Programs, AFI 34-276, Family Child Care Programs and AFI 34-109, Air Force Community Activities Centers.

18.7.11.10. Serves as the Air Force Services point of contact and highest level of technical expertise on issues related to child, youth, and family programs.

18.7.11.11. Coordinates the Air Force Extended Duty Child Care Program that provides backup child care during deployments, contingencies, and national emergencies.

18.7.12. Armed Forces Entertainment Division (AF/ILVPE). The Armed Forces Entertainment Division:

18.7.12.1. Provides quality, live entertainment to military and family members overseas. AFE supports Army, Navy, Marine Corps and Air Force locations to include embassies world-wide.

18.7.12.2. Works directly with the United Service Organizations (USO) to provide entertainment to Armed Forces personnel and their family members stationed overseas.

18.7.12.3. Budgets, funds, and maintains accountability for approved appropriated fund program costs, including travel, lodging and incidentals, for entertainers touring Armed Forces installations overseas; commercial or military air transportation for entertainment units; and salaries and Temporary Duty (TDY) costs for AFE personnel.

18.7.12.4. Provides centralized services for selecting, rejecting, travel processing and scheduling the types of entertainment units approved for overseas tours.
18.8. Directorate of Plans and Integration (AF/ILX).

18.8.1. For the Air Staff, this directorate:

18.8.1.1. Develops and implements Air Force policy and planning for all facets of peacetime, contingency and war planning (including war reserve materiel, deployment, base support planning, industrial mobilization and the logistics portions of the War and Mobilization Plan).

18.8.1.2. Directs coordination and integration of installation and logistics plans, initiatives and programs involving more than one IL directorate.

18.8.1.3. Serves as primary DCS interface with Joint Staff J-4.

18.8.1.4. Develops logistics concepts and USAF logistics and infrastructure doctrine; oversees IL and AF inputs to joint logistics doctrine, training, and exercises.

18.8.1.5. Develops, coordinates, manages and implements all concepts, initiatives and other aspects of doctrinally based AF Agile Combat Support, Joint Vision 2010/Focused Logistics, logistics strategic planning and DCS inputs to the AF Long Range Plan.

18.8.1.6. Is Secretariat for USAF IL/LG MAJCOM Conference, providing guidance to future critical logistics issues as well as oversight of current critical logistics issues.

18.8.1.7. Develops and monitors cooperative military agreements and wartime host nation support for the lines of communications that augment/support contingency operations.

18.8.1.8. Functions as Director, Combat Support Center, Air Force Operations Group (AFOG); provides operational control over logistics elements of AFOG staff and oversees logistics support for contingencies, emergency situations, and exercises.

18.8.1.9. Responsible for issues of resource management, prioritization, coordination system requirements, policy, and regulations related to AF Logistics Information Systems.

18.8.1.10. Career field manager for logistics officers and Log plans officers/enlisted. Serves as Panel Chair for the Logistics Civilian Career Enhancement Program.

18.8.2. For the DCS/IL, this directorate:
18.8.2.1. Serves as Joint Reader focal point.

18.8.2.2. As the Executive Agent for logistics information systems for DCS/IL, responsible for establishing the goals, objectives and implementing schedules to modernize, integrate, and migrate Air Force logistics information systems.

**18.8.3 Information Systems Integration Division (AF/ILXI).**

18.8.3.1. For the Air Staff, this division:

18.8.3.1.1. Supports the development of policy and management oversight for modernization, integration, and migration of AF logistics information systems and applications from current operating environments and platforms for integration into the GCSS compliant Defense Information Infrastructure, and Common Operating Environment.

18.8.3.1.2. Chairs the Air Staff GCSS planners’ board, which oversees modernization and integration of all combat information systems into the GCSS/DII/COE.

18.8.3.1.3. Supports the development of policy and management oversight for modernization, integration, and migration of AF combat support information systems and applications from current operating environments and platforms for integration into the GCSS compliant Defense Information Infrastructure, and Common Operating Environment (DII/COE).

18.8.3.1.4. Advocates in the Joint arena for prioritization of AF applications and/or databases that are recommended for GCSS integration.

18.8.3.1.5. Develops baseline and timeline for current AF Information System strategies to support migration to the GCSS-AF DII/COE.

18.8.3.1.6. Coordinates requirements of Combat Support Automated Information System (AIS) associated programs (hardware, software, infrastructure, and data) for cohesive implementation of GCSS-AF.

18.8.3.1.7. Assists the Director, Plans and Integration, in the oversight and direction of the sustainment of Logistics Information Systems (LIS), the development and execution of migration plans of legacy systems to GCSS, and the insertion of smart cart technology and other automated information technology into the business operations of the Installations and Logistics community.

18.8.3.1.8. Is the Air Force focal point for logistics data standardization.

18.8.3.2. For the DCS/IL, this division:

18.8.3.2.1. Plans, programs, and budgets the resources required to support the modernization and migration of Air Force logistics information systems.

18.8.3.2.2. Develops policy and guidance for the logistics business systems corporate strategy including a shared data environment, and interoperable logistics information systems running together on a common operating environment.

18.8.3.2.3. Plans, programs, and budgets the resources required to support the modernization and migration of Air Force logistics information systems.
18.8.3.2.4. Establishes and monitors Service Level Agreements (SLAs) between AF/IL and the Central Design Agencies (CDAs) to document the customer provider responsibilities, the requirements for maintenance, modification and modernization of the logistics information systems, and the cost and schedule for this work.

18.8.3.2.5. Serves as the AF logistics OPR for architecture and infrastructure issues and policy development with OSD, DISA, Agencies, Services, AF/SC and AFCA.

18.8.3.2.6. Works with OSD and other Service and Agency representatives to ensure effective logistics integration in the AIS world throughout the DoD logistics corporate structure.

18.8.3.2.7. Oversees the integration of joint logistics systems development efforts with AF Installations and Logistics Information System (ILIS) modernization and GCSS-AF migration projects.

18.8.3.2.8. Functional advocate for emerging technologies for insertion into current logistics information systems.

18.8.3.2.9. Chairs the MAJCOM LIS Steering Group and Air Staff ILIS IPT and to ensure policies, strategies and issues for logistics information systems are addressed and appropriately represented with stakeholders.

18.8.3.2.10. Sponsors and is the proponent of reengineering logistics business processes in conjunction and in concert with the modernization and integration of logistics information systems.

18.8.4. Strategic Plans Division (AF/ILXS).

18.8.4.1. For the Air Staff, this division:

18.8.4.1.1. Is responsible for developing, coordinating, publishing, and assessing implementation of USAF logistics inputs to the JV 2010 Focused Logistics Roadmap.

18.8.4.1.2. Reviews and develops AF/IL inputs to Joint Publication 4-0, Joint Logistics, all 4-series joint logistics doctrine, TTPs, and AFDDs. Develops and coordinates logistics tasks for the AF Task List in support of JCS Universal Joint Task List program.

18.8.4.1.3. Ensures USAF Combat Support doctrine supports tenets of JV 2010, Focused Logistics. Integrates development of AFDD 2-4, Combat Support, with the entire support community, USAF Doctrine Center, and other AF/joint doctrine documents.

18.8.4.1.4. Develops/coordinates manning and training policy and guidance for the general Logistics Officers, 21LX, career field. Includes identifying funding and student allocation for the Advanced Logistics Officers Course (ALOC), AFIT Logistics Courses (LOG 199, 299, 399, 499), and the US Army Joint Course on Logistics. Develops and coordinates award requirements for the 21LX identifier. Advocate for the 1AMY Advanced Academic Degree requirements.

18.8.4.2. For the DCS/IL, this division:

18.8.4.2.1. Is responsible for integrating all phases of HQ USAF/IL planning (logistics, engineering, and services) for the AF Strategic Plan and the Government Performance and Results Act (GPRA) to include integrating, planning, programming, and budget.

18.8.4.2.2. Develops and integrates, with other Military Services’ logistics staffs and OSD logistics staff, AF objectives and metrics for the DoD Logistics Strategic Plan. Member of DoDLSP Working Group to prepare DoDLSP. Analyzes AF Strategic Plan for logistics impacts. Identify required logistics planning actions. Synthesize AF Strategic Plan inputs with other logistics planning activities.
18.8.4.2.3. Develops, coordinates, and publishes the AF Logistics Support Plan which provides corporate AF/IL objectives, guidance, and policy for implementing the AF Strategic Plan, DoD Logistics Strategic Plan, and AF Modernization Planning.

18.8.4.2.4. Develops, coordinates, and publishes the logistics Mission Support Plan, as part of the AF Logistics Support Plan, which provides corporate logistics priorities for funding Science & Technology projects in support of AF modernization planning efforts.

18.8.4.2.5. Monitors and provides periodic assessments on the accomplishment of DoD and USAF strategic plans.

18.8.4.2.6. Supports DCS/IL at the HQ USAF Planning Board of Directors and formulates funding requirements generated by BOD priority ensuring Strategic Vision is realized.

18.8.4.2.7. Provides oversight of AF logistics planning and support concepts for the 21st Century Expeditionary Aerospace Forces.

18.8.4.2.8. Assists other IL functional communities in the development of support concepts for the 21st Century Expeditionary Aerospace Forces (EAF).

18.8.4.2.9. Serves as the DCS/IL Joint Reader; assigns taskings and gives guidance for all joint matters pertaining to the DCS/IL staff.

18.8.4.2.10. Reviews AF programming actions to ensure logistics considerations are incorporated (e.g., Programming Plans, Change Requests, Action Directives, QDR etc.)

18.8.4.2.11. Carries out DCS/IL responsibilities as Secretariat of the USAF IL/LG MAJCOM Conference, and other conferences as required.

18.8.4.2.12. Assists DCS/IL in developing and maintaining DCS/IL briefings, organizational goals, and objectives.

18.8.4.2.13. Serves as OPR for the Conference of Logistics Directors (COLD) and the Joint Logistics Commanders’ Conference.

18.8.4.2.14. Advises DCS/IL on prioritization of S&T efforts in operational support and integrates functional support S&T requirements to ensure unity of purpose across the spectrum of support requirements.

18.8.4.2.15. Acts as focal point for initiation, justification, and submission of S&T research proposals for operational support within USAF channels; drafts and submits POM inputs to support transition of mature technologies to operational status.

18.8.4.2.16. Acts as DCS/IL manpower OPR. Chairs cross-functional IPT and provides oversight of issues affecting the IL.

18.8.4.2.17. Acts as the IL integrator for creating/implementing policy affecting ACS processes/procedures.

18.8.4.2.18. Directs the Exercise and Wargame Program for DCS/IL. Plans and participates in Joint and Air Force exercises, defining, developing, and testing modeling and simulation requirements.

18.8.4.2.19. Is the Air Force focal point, provides policy, guidance, and coordination of requirements for logistics modeling and simulation.
18.8.4.2.20. Provides Subject Matter Expertise (SME) and liaison to Defense Advanced Research Projects Agency (DARPA) to ensure inclusion of USAF agile logistics tenets, principles, and processes are accurately included in development of proof-of-concept.

18.8.4.2.21. Solicits and consolidates inputs from MAJCOM operational support community to compile suggestions for advanced log science, research, and technology projects. With staff coordination, defines appropriate channel for project submission.

**18.8.5. Contingency Plans and Crisis Action Division (AF/ILXX).**

18.8.5.1. For the Air Staff, this division:

18.8.5.1.1. Directs, operates, and maintains the USAF Combat Support Center (CSC) daily and during contingency operations. Serves as DCS/IL representative at Crisis Action Team activation.

18.8.5.1.2. Provides direct logistics analytical support to CHECKMATE.

18.8.5.1.3. Acts as Logistics Force Packaging (LOGFOR) OPR. Receives, updates, and reviews Logistics Detail (LOGDET) data from Manpower and Equipment Force Packaging (MEFPAK) responsible commands. Responsible for Type Unit Data Report (TYPREP) submission to update the Joint Chiefs of Staff (JCS) Type Unit Characteristic Data (TUCHA) file.

18.8.5.1.4. Manages logistical data for use by CSC personnel during contingency, humanitarian relief, and exercise operations, including Time Phased Force and Deployment Data (TPFDD) reports.

18.8.5.1.5. Develops and coordinates logistics planning and crisis action policy, process definition, automation requirements and developments, and programming requirements
Figure 19.1. Organization Chart for the Deputy Chief of Staff for Personnel.
19.1. Deputy Chief of Staff (DCS) for Personnel (AF/DP). The DCS, Personnel:

19.1.1. Establishes, plans, directs, and supervises policies, programs, and procedures for all Air Force military and civilian personnel activities.

19.1.2. Develops and administers policies for identification and adjustment of Air Force requirements as an integral element of the Planning, Programming and Budgeting System (PPBS). In concert with the Office of the Secretary of Defense (OSD), Secretary of the Air Force and the Reserve Components Chiefs, defends the Air Force manpower requirements before Congress and other review bodies.

19.1.3. Establishes programs and policies for pay, education and training, retention, assignments, separation and career development for civilian and military personnel.

19.1.4. Identifies and develops methods for improving force quality, discipline, leadership and management.

19.1.5. Develops Air Force policy on control of drug and alcohol abuse, equal opportunity and treatment (EOT), and human relations.

19.1.6. Controls and obligates military personnel appropriated funds.

19.1.7. Identifies requirements and develops personnel systems for the administration of Air Force Personnel.

19.1.8. Serves as focal point (FP) for Air Staff interest in the Air Force Reserve Officer Training Corps as well as all accession programs for military and civilian personnel resources.

19.2. Directorate of Civilian Personnel Policy and Personnel Plans (AF/DPC). The Directorate of Civilian Personnel Policy and Personnel Plans:

19.2.1. Is responsible for formulating policy for comprehensive civilian personnel program management to include civilian personnel policies affecting all civilian employees; long range and strategic planning for both USAF military and civilian personnel functions.

19.2.2. Oversees all aspects of human resource development for matters affecting the family lives of Air Force members and their families (such as spouse employment, transition to civilian life, relocation) and equal employment and treatment for all personnel.

19.2.3. Performs full range of technical guidance and oversight. Principal advisor to DCS/Personnel and Air Force Chief of Staff on Air Force civilian personnel matters. Serves as chairman or member on boards and committees at USAF, Department of Defense (DoD), and Federal Government levels as necessary to ensure Air Force interests are represented and protected.

19.3. Civilian Policy Division (AF/DPCC). The Civilian Policy Division:

19.3.1. As Air Staff office of primary responsibility (OPR), this Division:
19.3.1.1. Develops Air Force policy for applying government-wide job grading and classification standards and the principle of equal pay for equal work as required by Title 5, United States Code, Chapter 51.

19.3.1.2. Develops Air Force policy and procedures for position management, to include necessary tracking and reporting of statistical indicators and high grades relating to position management activities.

19.3.1.3. Develops policy guidance and procedures on the Air Force skills coding system.

19.3.1.4. Develops Air Force positions relative to Office of Personnel Management (OPM) job grading and position classification standards and provides interpretive guidance, to include large-scale Air Force-wide studies and development of standardized position descriptions.

19.3.1.5. Provides advisory services to major commands (MAJCOMs) for making exempt/nonexempt status determinations under FLSA.

19.3.1.6. Develops and implements policy relative to AF position classification consistency.

19.3.1.7. Conducts centralized classification for all Civilian Personnel Officers positions.

19.3.1.8. Develops policy and programs for the automation of classification process.

19.3.1.9. Develops policies and programs for an equitable Affirmative Employment Program to include external and internal recruitment and placement.

19.3.1.10. Develops Air Force policy on overseas employment and rotation programs.

19.3.1.11. Develops Air Force policy on employment of foreign nationals in foreign areas.

19.3.1.12. Develops policy and procedures for Air Force Affirmative Employment Plans and Reports, including the Federal Equal Opportunity Recruiting Program (FEORP); installation staffing plans; and monitors command guidance to Air Force installations.

19.3.1.13. Develops and implements civilian personnel policies for civilian career management programs.


19.3.1.15. Serves as civilian personnel member of DoD civilian career management boards to prepare policy and program requirements of DoD-wide career management programs.


19.3.1.17. Develops policy and procedures for re-employment priority programs.

19.3.1.18. Develops cooperative agreements with the Veterans Administration applying to and providing the basis for training veteran employees eligible for allowances, under Title 38, United States Code, Chapters 31 and 30.


19.3.1.20. Develops Air Force policy for applying government-wide qualification standards.

19.3.1.21. Develops policies and programs for out-placement initiatives associated with reductions in force, base closures and major realignments.
19.3.1.22. Develops policies for civilian employees requiring transition into private sector workforce; e.g., DORS, JTPA, etc.

19.3.1.23. Develops Air Force policy and procedures for spouse preference program.

19.3.1.24. Develops policy and standards on civilian annual leave, sick leave, military leave and other administratively excused absences.


19.3.1.26. Develops policy and procedures regarding the health benefits, federal group life insurance and medicare programs.

19.3.1.27. Provides membership to the Board of Directors, Army-Air Force Civilian Welfare Fund.

19.3.1.28. Develops policy and procedures for the civilian performance management system that integrates performance appraisals, General Schedule/Federal Wage System (GS/FWS), within-grade pay increases, GS quality step increases, performance-based cash awards.

19.3.1.29. Develops policy and procedures for effecting performance-based adverse actions.

19.3.1.30. Develops policy and requirements for civilian foreign and nonforeign allowances and differentials. Surveys actual cost data and makes reports to Department of State and OPM.

19.3.1.31. Develops policy and procedures for the entitlement and payment of FWS environmental differential pay.

19.3.1.32. Develops policy and procedures for the entitlement and payment of GS hazard pay.

19.3.1.33. Develops policy, standards, and procedures regarding probationary periods for new employees, supervisors, and managers.

19.3.1.34. Develops policy for civilian duty tours, work hours, overtime work, and holiday observances.

19.3.1.35. Develops policy and procedures for the entitlement and payment of FLSA overtime.

19.3.1.36. Develops policy and procedures for entitlement to grade and pay retention.

19.3.1.37. Develops policy and procedures for lump-sum payments for annual leave.

19.3.1.38. Develops policy and procedures for the allotments and assignments of pay.

19.3.1.39. Develops policy and procedures for the payment of back pay.

19.3.1.40. Develops policy and procedures for the payment of severance pay.

19.3.1.41. Develops policy and procedures on pay administration for General Schedule and FWS employees (e.g., overtime and other premium pay and setting rates of pay).

19.3.1.42. Develops policy and procedures on Dual Pay and Dual Employment.

19.3.1.43. Administers the FWS within the Air Force and represents the Air Force during interdepartmental salary and wage studies.
19.3.1.44. Develops the Air Force policy and procedures pertaining to the pay administration for other pay systems, e.g., demonstration projects.

19.3.1.45. Establishes policy and procedures for the Air Force Performance Review Board.

19.3.1.46. Develops policy and procedures for the civilian promotion appraisal system and managerial assessment appraisals.

19.3.1.47. Develops model performance elements and standards for populous occupations and in conjunction with "Palace Automate."

19.3.1.48. Develops policy and procedures for Civilian Faculty Pay plans to include development and condition of the governing regulation for the legislation.

19.3.1.49. Develops the Air Force position on issues pertaining to foreign national employees’ compensation systems.

19.3.2. For the Directorate, this Division:

19.3.2.1. Serves as Air Force representative on weekly and periodic meetings of the Federal Prevailing Rate Advisory Committee and the DoD Wage Fixing Committee; the Interagency Advisory Group (IAG) Committees on pay and Performance Management; and the DoD Compensation Policy Committee.

19.3.2.2. Serves as the Air Force representative on the IAG Committees of Retirement and Insurance Counselors; Employee Health and Assistance. Represents the Air Force in meetings called by the Federal Retirement Thrift Investment Board.

19.3.2.3. Serves as Air Force representative on the OPM IAG Committee on Position Classification and on the OPM Classification and Consultation Committee.

19.3.2.4. Serves as Air Force representative on the Classification and Compensation Society.

19.3.2.5. Serves as Co-chair of the Air Force Advisory Group for the Civilian Intelligence Personnel Management System (CIPMS) and on the CIPMS Advisory Group.

19.3.2.6. Serves on the OSD Crisis Management Committee.

19.3.2.7. Serves on the Air Force Exercise Team.

19.3.2.8. Serves as Air Force coordinator for the DoD Priority Placement Program (PPP).

19.3.2.9. Serves as the Air Force representative on IAG Committees on Recruiting and Special Personnel Programs, and Staffing.

19.3.2.10. Serves on Military Personnel Readiness Center (MPRC) staff during mobilization exercises.

19.3.2.11. Manages CIPMS and serves on the CIPMS Advisory Group.

19.4. Civilian Entitlements and Benefits Division (AF/DPCE). The Civilian Entitlements and Benefits Division:

19.4.1. As Air Staff OPR, this Division:
19.4.1.1. Develops policy and procedures to administer the Air Force civilian separation incentives program.

19.4.1.2. Reviews incentive requests forwarded by MAJCOMs for compliance with public law, DoD policy, and Air Force guidance; processes requests through AF/DP, AF/CC to SAF/MI for approval; forwards approved requests to MAJCOM with appropriate instructions for implementation at base level.

19.4.1.3. Ensures application of incentives is consistent with use of Voluntary Early Retirement Authority (VERA) and authorizations for reduction-in-force (RIF).

19.4.1.4. Works with financial and resource authorities in SAF/FM and AF/DPPR to ensure that information is available to AF/DPC regarding status of resources and funding levels; advises on the impact on the civilian workforce of funding and resource allocation proposals and decisions.

19.4.1.5. Represents the Air Force in DoD, Office of Management and Budget (OMB), and OPM sponsored civilian work force planning initiatives.

19.4.1.6. Provides input to and coordinates on all plans involving changes in the Air Force civilian work force, including downsizing, relocations, realignments, and movement of functions within, into, or out of Air Force.

19.4.1.7. Serves as initial point of approval/disapproval for requests for Voluntary Early Retirement Authority (VERA). Coordinates requests as appropriate.

19.4.1.8. Serves as initial point of approval/disapproval for requests for RIF authority.

19.4.1.9. Serves as the annex manager for the civilian personnel annex to all HQ USAF program action directives (PADs).

19.4.2. For the Directorate, this Division:

19.4.2.1. Serves as Air Force representative at periodic meetings with DoD to establish policy and procedures for cross-component incentive plans.

19.4.2.2. Reviews and coordinates all AF movement orders involving civilians; determines effects; ensures applicable civilian personnel procedures are undertaken, e.g., RIF, transfer of function (TOF), permanent change of station (PCS), etc.

19.4.2.3. Reviews and coordinates requests from organizations to establish civilian positions for use outside Air Force; e.g., White House, Central Intelligence Agency (CIA), Army/Navy acting as executive agents for Joint programs, etc.

19.4.2.4. Reviews requests for RIF submitted by MAJCOMs; approves/disapproves. Provides reasoning to MAJCOM if request disapproved.

19.5. Human Resources Development Division (AF/DPCH). The Human Resources Development Division:

19.5.1. As Air Staff OPR, this Division:

19.5.1.1. Develops policies and programs to enhance the effectiveness, quality and morale of the civilian force.

19.5.1.2. Develops Substance Abuse Control, Equal Opportunity and Treatment/Human Relations Education (EOT/HRE), Equal Employment Opportunity (EEO), Air Force Family Matters (AFFAM), and Civilian Personnel
Employee Assistance (EAP) policy and program guidance. Coordinates all aspects of the Air Force Drug Testing Program.

19.5.1.3. Serves as OPR for AFPD 36-27, Social Actions; AFI 36-3009, Family Support Center Program; AFPD 36-13, Nondiscrimination in Programs and Activities Assisted or Conducted by the Department of the Air Force; and AFI 36-10, Members’ Marital Status and Activities of their Spouses.

19.5.1.4. Reviews MAJCOM Supplements and directives related to AFFAM, EOT/HRE, SA, EEO and EAP programs to ensure compliance with Air Force and higher-level directives.

19.5.1.5. Plans for future development of programs to include management of substance abuse, family matters, civilian employee assistance, and human relations research and evaluation.

19.5.1.6. Maintains liaison and interfaces with DoD and other services as well as federal and civilian agency counterparts on EOT/HRE, EEO, SA, EAP, and AFFAM.

19.5.1.7. Designs, participates in, and makes presentations at conferences and workshops where appropriate to articulate Air Force policies and procedures with respect to SA, EAP, AFFAM, and EEO, EOT/HRE issues.

19.5.1.8. Visits field units periodically to ensure AFFAM, EOT/HRE, EEO, EAP, and SA programs properly implement Air Force policy.

19.5.1.9. Develops, manages, and reviews AFFAM, SA, EEO, EOT/HRE, and EAP objectives of the USAF Personnel Plan.

19.5.1.10. Sponsors special surveys and training programs in support of program objectives.

19.5.1.11. Coordinates all aspects of the Air Force Military and Civilian Drug Testing and Prevention Program. Chairs the staff level Drug Abuse Screening Coordinating Committee.

19.5.1.12. Studies and identifies family needs, concerns, trends, and demographics.

19.5.1.13. Serves as Air Force liaison for DoD events in support of ethnic observances.


19.5.1.15. Serves as Air Force representative at civilian special interest group national conferences and conventions.

19.5.1.16. Prepares replies to selected Congressional, Inspector General (IG), and high-level inquiries.

19.5.1.17. Develops policies and programs to enhance the effectiveness, quality, and morale of the civilian force.

19.5.1.18. Develops policy, standards and goals for the Civilian Drug and Alcohol Abuse Prevention and Control Program to include the Drug Testing Program.

19.5.1.19. Develops policy and procedures for civilian employee assistance.

19.5.1.20. Develops policy and procedures for civilian wellness/health promotion.

19.5.1.21. Develops policy standards and procedures for civilian Employees Health and Counseling Programs.
19.5.1.22. Develops policy standards and procedures for the civilian Human Immunodeficiency Virus (HIV) Testing Program.

19.5.1.23. Develops guidance for special emphasis programs within the structure of the total Air Force Civilian Affirmative Employment Program.

19.5.1.24. Serves as OPR for the Air Force Counter Drug Demand Reduction Program.

19.5.2. For the DCS, this Division serves as representative on the DoD Biochemical Testing Advisory Committee, DoD DWI Task Force, and DoD Joint Oversight Committee.

19.5.3. For the Directorate, this Division:

19.5.3.1. Reviews and coordinates on morale, welfare and recreational activities as they affect civilian employees.

19.5.3.2. Serves as the Air Force representatives on the IAG; and the Committees of Employee. Health and Assistance and Dependent Care.

19.6. Plans and Requirements Division (AF/DPCX). The Plans and Requirements Division:

19.6.1. Implements, tests and evaluates innovative management programs and demonstration projects. Integrates resource management functions with all other aspects of the personnel management program, with special emphasis on demonstration projects and innovative systems.

19.6.2. Develops policy for DCPDS and support systems, such as PC-III.

19.6.3. Develops civilian and military personnel goals, concepts, policies and doctrines for long-range personnel plans.

19.6.4. Develops, tests and evaluates innovative personnel programs and data systems. Integrates functions with special emphasis on innovative systems.

19.6.5. Develops policy and guidance for special programs to include development of all or selected personnel programs including integration with AF affirmative employment objectives, DoD, government-wide, and similar programs; and military and civilian personnel integration.

19.6.6. Manages military and civilian personnel flight’s structure and manpower for economy and efficiency of operations. Reviews all personnel programs for effective and economic operation. Accomplishes personnel career field functional management.

19.6.7. Designs and tests new personnel programs and conducts research to support strategies.


19.6.9. Develops Air Force administrative systems governing civilian personnel records, supplements OPM guidance for processing personnel actions and oversees both statutory and regulatory compliance.

19.6.10. Manages military and civilian CIM data system development initiatives and projects.

19.6.11. Issues Air Force directives and instructions on basic authorities governing civilian personnel management and administration within the Air Force.


19.6.15. Develops policy and procedures on supervisor records, personnel and position actions.

19.6.16. Serves as liaison for and oversees CIM and data system developments’ initiatives and projects. Represents the Air Force in DoD groups and meetings.

19.6.17. Designs and develops long-range civilian and military planning initiatives which impact on structure and programs.

19.6.18. Establishes civilian and military personnel management goals, objectives and strategies consistent with the USAF Strategic Personnel Plan and the objectives of the Administration.

19.6.19. Represents the Air Force in DoD and OPM sponsored long-range work force planning initiatives.

19.6.20. Serves as the Air Force representative on the IAG Committees.

19.6.21. Serves as the FP for working program economy and efficiency initiatives.

19.6.22. Develops and manages civilian personnel research initiatives.


19.6.24. Reviews all draft 36-series directives and instructions to ensure identified discrepancies are addressed and that OPM, legislative, OMB, etc., directives/guidance are included.

19.6.25. Conducts studies of alternative organizational and functional civilian and military personnel flight configurations; designs and tests civilian personnel functional area prototypes.


19.6.27. Manages the Civilian Air Staff Training (CAST) Program.

19.6.28. Oversees military and civilian personnel career paths.

19.6.29. Serves as the annex manager for the civilian personnel portion of Annex C, Personnel, for all HQ USAF PADs.

19.6.30. Interfaces with General Accounting Office (GAO), IG, and Air Force Audit Agency (AFAA) studies and reports in civilian personnel area.


19.6.32. Develops Air Staff and Secretariat trip book and speech materials.

19.6.33. Coordinates from OPRs speeches for senior directorate officials, including trip/issue books; materials on civilian personnel issues for release to public affairs; and provides security review on materials proposed for public release.
19.6.30. Develops civilian personnel legislative initiatives, develops the Air Force position on proposed legislation within the Administration or under consideration by Congress, and keeps field activities informed on legislative developments involving Federal civilian employment, pay and benefits issues.

19.6.35. Coordinates the Program Decision Memos, the Program Budget Decision Activities and PADs/statement of changes.

19.6.36. Maintains external organizational liaison with professional personnel and management organizations.

19.7. The Issues Team (AF/DPI). The Issues Team:

19.7.1. Provides interface between Congressional staffers, military legislative liaison officers and AF/DP through conferences, orientations and meetings.

19.7.2. Serves as the DP FP for all Congressional activities.

19.7.2.1. Orchestrates AF/DP preparations for the Secretary of the Air Force (SECAF), Chief of Staff of the Air Force (CSAF), SAF/MI, AF/CMS, and AF/DP testimony to include authoring the DP posture statement and any other written statements from DP to Congress.

19.7.2.2. Coordinates DP post hearing activity (review and consolidation of transcripts and inserts for Congressional record).

19.7.2.3. Serves as the DP FP for all activities associated with review of the Authorization Bill to include the mark-up and appeal process.

19.7.3. Orchestrates Congressional staffer orientation for DP.

19.7.4. Acts as AF/DP liaison to the Secretariat, Chief of Staff, Air Staff DCSs and external agencies.

19.7.5. Provides independent analytical support directly to AF/DP on all issues affecting personnel.

19.7.6. Chairs the DP Congressional Working Group which advises DP of Congressional activity impacting Air Force personnel and proposes appropriate dialogue with Congress.

19.7.7. Represents DP as a member of the Air Force Posture Team.

19.7.8. Serves as DP FP for all DP briefings, speeches, and interviews.

19.7.8.1. Authors all DP speeches.

19.7.8.2. Prepares DP for all media interviews.

19.7.9. Prepares DP for all meetings with other service DCS/Personnel and senior OSD personnel managers.

19.7.10. Authors the introduction and serves as the DP FP for the Air Force Association Personnel Policy Statement.

19.7.11. Serves as DP FP for Air Force CORONA conferences.


19.7.13. Serves as the DP FP for integrated Congressional activities; e.g., posture and overview hearing. Develops and monitors legislative proposals.
19.8. Directorate of Personnel Programs, Education and Training (AF/DPP). The Directorate of Personnel Programs, Education and Training:

19.8.1. Is responsible for personnel programs to include personnel procurement, sustainment, separation, promotion, individual training, and education. Included are programs for technical and professional military and academic education; professional continuing education; and education services for the Air Force and other authorized personnel. This Directorate is also responsible for Air Force civilian training and development policy. This includes the following program areas: technical training, academic and professional programs, and managerial and supervisory development. Works with the Air National Guard, the US Air Force Reserve and the Directorate of Civilian Personnel to provide program compatibility, where possible, and mutual support.

19.8.2. Ensures necessary manpower, equipment, operations and maintenance (O&M) training support budgets, legislation, and training devices are provided for training and education programs.

19.8.3. Validates, justifies, and defends personnel and support programs to the Air Staff, OSD, OMB, and Congress. Acts as primary conduit for AETC and United States Air Force Academy (USAFA) input to the Air Force Program Objective Memorandum (POM). Develops strategies to ensure compliance with military end strength and civilian work year guidance.
19.8.4. Establishes the Air Force Uniform Board (AFUB) as directed by the Chief of Staff, the Office of the AFUB Secretariat, and serves as Chairperson of the AFUB. Establishes military dress and appearance policies and acts as HQ USAF FP for uniform clothing proposals.

19.8.5. Air Reserve Components. As provided in Title 10, United States Code, Section 265, manpower authorizations include specific positions for Reserve Affairs to:

19.8.5.1. Assist directors or higher staff levels.

19.8.5.2. Take part in the formulation and administration of policies, plans, programs, and regulations affecting Air National Guard (ANG) and United States Air Force Reserve (USAFR).

19.9. Military Compensation Division (AF/DPPC). The Military Compensation Division:

19.9.1. As Air Staff OPR, this Division:


19.9.1.2. Is OPR for military active force, retiree, and survivor entitlement/compensation issues.

19.9.1.3. Establishes and controls policy concerning incentive and special pays.

19.9.1.4. Establishes personnel policy relating to aviation service, ratings, and flying incentive pay.

19.9.1.5. Develops personnel policies related to institutional entitlements such as medical and dental benefits.

19.9.1.6. Develops Air Force inputs for the Legislative Contingency Account contained in the President’s Budget.

19.9.1.7. Establishes, interprets, and disseminates policies contained in Volume I of the Joint Federal Travel Regulation (JFTR).

19.9.1.8. Represents the Air Force Secretariat and Air Staff on the Military Advisory Panel of the Per Diem, Travel, and Transportation Allowance Committee.

19.9.1.9. Approves/disapproves requests for exceptions to administrative weight restrictions on household goods (unusual cases requiring individual determination) on behalf of the SAF.

19.9.1.10. Responds to White House, Congressional, and IG inquiries and letters to the Chief of Staff and other officials on entitlements statutes and policies.

19.9.1.11. Participates in development of individual surveys and in formulating policy pertaining to the Variable Housing Allowance.

19.9.1.12. Represents the Air Staff in Joint Service/Departmental meetings involving the development of items such as military pay raise mechanism and specific pay and entitlements initiatives.

19.9.1.13. Establishes, interprets, and disseminates policies concerning retirement pay and other retiree and survivor entitlements.

19.9.1.15. Acts as SAF designee to approve waivers for payment of FSA-1 when unusual family circumstances exist.

19.9.1.16. Establishes and controls leave policy.

19.9.1.17. Develops and interprets personnel policies concerning identification cards.


19.9.2. For the DCS, this Division:

19.9.2.1. Is the DP FP for legislation that would affect AF military members and civilian employees.

19.9.2.2. Disseminates to MAJCOMs, Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs), the content and status of entitlements legislation.

19.9.2.3. Reviews and develops the Air Force position on proposed legislation affecting the personnel function.

19.9.2.4. Develops legislative proposals as required to implement Air Force entitlements, compensation, and travel objectives as well as other Air Force goals as directed by the DCS.

19.9.2.5. Maintains liaison with the Directorate of Legislative Liaison (SAF/LL).

19.9.2.6. Maintains liaison with DoD Per Diem, Travel and Transportation Allowance Committee; OSD; and other Services in developing legislation and DoD policy regarding pay, allowance, and travel entitlements.

19.9.2.7. Disseminates policy determinations to MAJCOMs and other Air Staff agencies relative to pay, travel, and transportation entitlements.

19.9.2.8. Acts as DP liaison with Air Force Reserve, National Guard Bureau, and other Air Staff Agencies (e.g., Air Reserve Forces Policy Board) regarding, pay, allowances, and other entitlements for Reserve Components members.

19.9.2.9. Establishes personnel policies relating to diverse areas such as assignment to Unaccompanied Personnel Housing, Leased Housing, and use of base facilities (Commissary, Base Exchange).

19.9.2.10. Establishes Air Staff position and recommendations on pay, entitlements, and flying status policies for the Air Force Board for Correction of Military Records.

19.9.2.11. Provides policy guidance on pay and entitlements to the Air Force Accounting and Finance Center (AFAFC).

19.9.3. For the Directorate, this Division:

19.9.3.1. Serves as the AF/DPP FP during markup and appeal of the Appropriations Bill.

19.9.3.2. Represents AF/DPP’s alternate representative on the Personnel Support Team.

19.10. Education and Training Division (AF/DPPE). The Education and Training Division:

19.10.1. As Air Staff OPR, this Division:
19.10.1.1. Develops policy for officer and enlisted Professional Military Education (PME) programs; Professional Continuing Education programs; Graduate Education programs; USAF civilian employee training, education and development; Education Services; Technical Training programs; and Interservice Training programs.

19.10.1.2. Is responsible for development of military and civilian education and training policy directives.

19.10.1.3. Programs resources for education and training programs which are managed by the Division.

19.10.1.4. Provides Air Force career field management of the following Air Force Specialty Codes (AFSCs) and Special Duty Identifiers (SDIs):

19.10.1.4.1. AFSC 3S2X1, Education & Training.

19.10.1.4.2. 81C0, Instructor.

19.10.1.4.3. 81C0 Training Commander, OTS.

19.10.1.4.4. SDI 8T000, PME Instructor.

19.10.1.4.5. SD 8B000, Military Training Instructor.

19.10.1.4.6. SDI 8B100, Military Training Manager.

19.10.1.5. Initiates and monitors research projects relating to USAF military and civilian training programs such as basic military and technical training, civilian skills and proficiency training, and managerial/supervisory development.

19.10.1.6. Provides functional management and policy oversight of the following military and civilian personnel programs:

19.10.1.6.1. Enlisted Basic Military Training (BMT).

19.10.1.6.2. Officer and Airman Initial Skill and Skill Progression Training.

19.10.1.6.3. Usage of Computer and other Technologies in Education and Training.


19.10.1.6.5. Mandatory civilian training programs.

19.10.1.6.6. Long-Term, Full-time civilian training and development.

19.10.1.6.7. Civilian mid-managerial/supervisory training.


19.10.1.6.9. Civilian Career Program Training and Development.

19.10.1.7. Prepares the Air Force input to the Military Manpower Training Report (MMTR).

19.10.1.8. Manages the Graduate Education Management System (GEMS).

19.10.1.9. FP for the Air Force Education Requirements Board.
19.10.1.10. Acts as Program Element Monitor (PEM) for Recruit Training Units, General Skill Training, Professional Military Education, Other Professional Education, Support of Training Establishment, Training Development, Training Support to Units, Off-Duty/Voluntary Education Program, Veteran’s Educational Assistance Program, Civil Air Patrol-USAF, and Civil Air Patrol Corporation, Operational Headquarters (Tech Trng) and Operational Headquarters (Air University).

19.10.2. As Air Staff FP, this Division:

19.10.2.1. Provides guidance on Officer and Enlisted PME, Professional Continuing Education programs, Graduate Education programs, Education Services programs, USAF civilian education and training, Technical Training Programs, Extension Course Institute, Civil Air Patrol, and the Air University and Air Force Institute of Technology Boards of Visitors, Veterans Administration Education Benefit programs, and DoD Dependent Schools.

19.10.2.2. Develops programming and budget estimates for BMT, specialized skill and functional training programs.

19.10.2.3. Evaluates new training concepts and methodologies.

19.10.2.4. Provides training inputs, advice and assistance to DoD and Joint Chiefs of Staff (JCS) offices considering training resources for the Future Years Defense Plan (FYDP) and POM.

19.10.2.5. Coordinates Air Force participation in Joint/Interservice training programs, the Interservice Training Review Organization (ITRO), Defense Educational and Training Executive Committee (DETEC), and Defense Manpower Data Center (DMDC). Represents the Air Staff on the ITRO Steering Committee.

19.10.2.6. Evaluates and coordinates on Training Development Plans as part of Integrated Logistics Support for new or modified systems.

19.10.2.7. Monitors changes to and developments in various career fields and individual AFSCs to include the Air Force Civilian Personnel Career Programs.


19.10.2.9. Coordinates on Joint PME actions between the Joint Staff, Air Staff, and Service and Joint PME schools.

19.10.2.10. Advises on actions for the Defense Activity for Non-Traditional Education Support (DANTES).

19.10.2.11. Is the Air Force representation on the Military Education coordination Conference Working Group, which works issues involving PME.

19.10.3. For the DCS, this Division:

19.10.3.1. Integrates ANG and USAFR requirements into overall USAF training programs and resource management.

19.10.3.2. Reviews and comments on Program Management Directives and Data Project Directives affecting training and education.

19.10.3.3. Prepares support data for Program Assessment Review/SAF Program Review briefings.

19.10.3.4. Serves as representative to the Environmental Protection Sub-Committee.
19.10.3.5. Serves as functional OPR for conducting the Internal Management Control Program.

19.10.3.6. Serves as liaison for Veterans’ programs for the ANG and USAFR.

19.10.4. For the Directorate, this Division:

19.10.4.1. Reviews policy issues, gathers relevant information, and develops and staffs positions for senior leadership review.

19.10.4.2. Determines requirements for data and reporting procedures to support Air Force education and training programs.

19.10.4.3. Maintains liaison with various education associations, including the Serviceman’s Opportunity Council, American Council on Education, National Accrediting Associations, and others as required.

19.10.4.4. Develops operational policy and monitors the Education Services Career Program.

19.11 **Resources Division (AF/DPPR).** The Resources Division:

19.11.1. As Air Staff OPR, this Division:

19.11.1.1. Provides the Chairperson, POC and Analytical Support for the Personnel and Support Team. As Personnel and Support Team Chief:

19.11.1.1.1. Attends Air Force Council (AFC), Budget Review Group (BRG), Operating Budget Review Group (OBRG), and SECAF/CSAF briefings on Planning and Budgeting issues.

19.11.1.1.2. Provides planning strategy, program and budget review for Air Education and Training Command, Air Force Academy, Air Force Military Personnel Center and various FOAs/DRUs for the Air Force Planning, Programming and Budgeting process.

19.11.1.1.3. Provides updates to the Air Force Force & Financial Plan (F&FP) database system and reviews for accuracy.

19.11.1.2. Prepares and manages the Air Force active military personnel program for the operating, budget and planning years. Prepares the Air Force military personnel program for the FYDP.

19.11.1.3. Reviews and determines requirements for data and reporting procedures for the Air Force active military personnel program. Compares current status to the program, analyzes reasons for deviation, and develops recommended corrective actions.

19.11.1.4. Develops officer, cadet, and airman force management programs for the operating and planning years within established strength and budgetary constraints. Forecasts total strength by grade, gains, losses, reenlistments, number of dependents, overseas strength, terminal leave payments and retirements from the active force for the FYDP.

19.11.1.4.1. Manages the approved end strengths within budgetary limits.

19.11.1.4.2. Plans, analyzes, and monitors actions related to procurement, retention, promotion, separation, and other related personnel actions that have impact on the USAF Force Structure.

19.11.1.4.3. Prepares justification for the active duty force program for submission to Air Staff agencies, OSD and Congressional Committees.
19.11.1.5. Programs the military personnel grade structure and annual officer and airman promotions within end-strength and budget limits. Issues airman promotion selection objectives and monthly officer and airman promotion quotas.

19.11.1.6. Develops officer accession goals for current, budget and out-year programs by major force category; pilot and navigator training, engineers, technical and non-technical, and by resource category: AFROTC, OTS (including Airman Education and Commissioning Program), USAF Academy, recalls, and direct appointments.

19.11.1.7. Submits data related to DoDI 1300.14, Enlisted Personnel Management Planning and Reporting.

19.11.1.8. Programs and manages the Military Personnel Appropriation (MPA) Man-day Program. Makes sure that annual man-day allocations are made to the MAJCOMs, FOAs and other users. Monitors man-day usage and reallocates, as necessary, to support unprogrammed requirements.

19.11.1.9. Develops, justifies, implements, and manages civilian work year models which are used to forecast utilization rates in the PPBS.

19.11.1.10. Develops policy and provides guidance to manage the Air Force civilian work force within funds and approved programs.

19.11.2. As Air Staff FP, this Division responds to inquiries received from Congress, OSD, JCS, Air Staff, and other military and civilian agencies for actual and programmed strength data and is responsible for preparation and distribution of selected strength reports.

19.11.3. For the DCS/Personnel, this Division:

19.11.3.1. Coordinates the development, comment, and processing phases of the annual Air Force Program Objective Memorandum (POM), Secretary of Defense Program Decision Memorandum, Defense and Fiscal Guidance and Issue Books, Budget Estimate Submission and Program Budget Decisions (PBDs). Evaluates all program proposals or decisions for personnel impacts and ensures coordination with other DP agencies.

19.11.3.2. Prepares backup books, briefings and other background data for use by the DP members of the AFC, BRG and OBRG.

19.11.3.3. Provides representation on the OBRG.

19.11.3.4. Assesses the impact of policy changes on officer, enlisted and civilian force programs, and adjusts the programs as necessary.

19.11.3.5. Provides estimates of impacts on the MPA of policy changes and programmatic execution.

19.11.3.6. Develops and implements policy guidance for controlling and adjusting employment and civilian work year utilization within approved funding end strength objectives.


19.11.3.8. Determines and defends Air Force civilian work year requirements within the DoD PPBS and provides guidance on civilian employment policies, practices and procedures in the manpower and funding determination process.

19.11.3.9. Chairs the Personnel Resource Advisory Group (PRAG), supervising PEMs in the development and justification of personnel POM initiatives.
19.11.3.10. Develops, manages and defends work force issues in the Defense Guidance, and subsequent Air Force and DoD reports, testimony, back-up books, and record inserts, on all matters raised through the DoD Authorization and Appropriations process.

19.11.3.11. Represents the Air Force in DoD, OMB, and OPM sponsored civilian work force planning and programming initiatives.

19.11.3.12. Coordinates the Defense Management Review (DMR) and the Program Budget Decision Activities.

19.11.3.13. Represents AF/DP on the Financial Oversight Working Group (FOWG) chartered to advise CSAF and SECAF of resource allocation issues for agencies and programs serviced by HQ 11 WG (OAC-43).


19.11.4. For the Directorate, this Division:

19.11.4.1. Determines the impact that the conversion of military positions to in-service civilian or contract positions will have on officer and enlisted programs.

19.11.4.2. Determines requirements for data and reporting procedures to support the active duty officer and enlisted force programs.

19.11.4.3. Evaluates and staffs all program proposals and decisions for impact on the active duty officer and enlisted force programs.

19.12. Uniform Board Secretariat (AF/DPPU). The Uniform Board Secretariat:

19.12.1. As Air Staff OPR, this Division:

19.12.1.1. Acts as FP for uniform clothing matters including availability, quality and suitability.

19.12.1.2. Is responsible for operation of AFUB Secretariat.

19.12.1.3. Reviews proposals for new or changed uniform clothing items and changes to uniform clothing wear policies for Chief of Staff approval.

19.12.1.4. Ensures a consistent policy on uniform clothing, accessories, insignia, and other items within the AFUB's purview.

19.12.1.5. Responds to inquires received from White House, Congress, OSD, JCS, Air Staff and other military and civilian agencies for uniform clothing and other related items.

19.12.2. For the DCS, this Division:

19.12.2.1. Assesses the impact of policy changes on uniform clothing and related items and on the wear policy.

19.12.2.2. Provides estimates of impacts on the MPA or O&M of policy changes and programmatic execution.

19.12.2.3. Integrates ANG and USAFR requirements into overall uniform clothing and related items introduction or deletion, and changes to wear policies.
19.12.2.4. Obtains SAF and OSD approval for changes to enlisted initial issue clothing bag and replacement allowances.

19.12.2.5. Coordinates all public announcements on AF uniform clothing with appropriate AF and DoD agencies.

19.12.2.6. Prepares the minutes of the AFUB meetings for approval by the Chief of Staff.

19.12.2.7. Includes program management directive (PMD) priority for approval by the Chief of Staff as part of the AFUB minutes. Obtains funds for uniform clothing item development.


19.12.3. For the Directorate, this Division:

19.12.3.1. Reviews and provides recommendations for development of uniform clothing plans and policy implementation.

19.12.3.2. Evaluates and recommends additions or deletions to the enlisted initial issue clothing bag; and civilian clothing allowances for AF personnel and uniform clothing allowances for AF enlisted members.

19.12.3.3. Recommends whether an AF uniform clothing item should be approved as mandatory, optional or special distinctive to the Chief of Staff.

19.12.3.4. Recommends additions or deletions to the Army/Air Force Exchange Service (AAFES) stock assortment of commercially procured items for sale in the MCSS (military clothing sales stores) to the Chief of Staff.

19.12.3.5. Advises AAFES of approved new mandatory, optional, or special distinctive uniform clothing items to be made available for sale in the military clothing sales stores.

19.12.3.6. Approves fit test and wear test plans for testing uniform clothing items approved for development.

19.12.3.7. Programs funds for initial inventory of Defense Personnel Support Center procured items for uniform clothing, insignia, badges, and other accessories.

19.12.3.8. Notifies appropriate AF and DoD agencies of recommendations approved by Chief of Staff that require follow-on actions.

19.12.3.9. Reviews requests for technical waivers or deviations and forwards recommendations for approval or disapproval to the Chief of Staff. Upon receipt of the approved request, notifies the appropriate AF or DoD agency.

19.12.3.10. Coordinates with The Institute of Heraldry to design and develop badges and insignia.

19.12.3.11. Requests cost analyses and milestone schedules be set for uniform development projects, fit tests, wear tests, and studies.

19.12.3.12. Determines development of fielding plan for new uniform clothing items and elimination of old uniform clothing items. This includes insignia, badges, and other accessories.

19.13.1. Is responsible for personnel total force planning (mid-range and near-term) and policy initiatives to ensure Air Force active and reserve forces are provided the skilled personnel to meet USAF operational requirements, world-wide, in both peacetime and wartime, and to ensure effective transition from peacetime to wartime via mobilization.

19.13.2. Serves as the Air Force FP for overall personnel policy and mid- and near-term planning, in coordination with other Deputy Chief of Staff (DCS) Personnel Directorates, the Air Force Military Personnel Center (AFMPC), ANG, and Air Force Reserve (AFRES), who accomplish planning and policy actions within their areas of specific responsibility.

19.13.3. Is the OPR for the Air Force Officer/Enlisted Personnel Short-Range Planning Process. Develops integrated, total force personnel principles, concepts and goals governing the management and utilization of the officer, enlisted, and Air Reserve Forces (ARF) objective force structures. In coordination with ANG/AFRES, develops and implements long-range objectives, mid- and near-term strategies and initiatives which link personnel planning to the programming phase of the USAF PPBS.

19.13.4. Plans, establishes and ensures compliance with policies for the total force to ensure optimum effective management of Air Force active and reserve military personnel resources. These policies include
leadership/management, promotion/demotion, procurement, recruiting and retention, assignment/classification, separations/retirements, and readiness.

19.13.5. Serves as the Air Force FP for formulation of overall mid- and near-term personnel policy through review of the coordination on military policy initiatives of all other DP activities.

19.13.6. Functionally responsible to ensure that, to the extent practical, the Air National Guard and the Air Force Reserve personnel policies are consistent with those established by the Secretary of the Air Force (SECAF).

19.13.7. Serves as the active Air Force voting member on the Reserve Forces Policy Board (RFPB) and the Air Reserve Forces Policy Committee (ARFPC).

19.13.7.1. The RFPB is the OSD level joint service active and reserve, policy board that advises the Secretary of Defense and the Congress on Reserve matters.

19.13.7.2. The ARFPC is the Air Force level policy committee that advises the Secretary of the Air Force on policy matters that affect the Air Reserve Forces.

19.13.7.3. Within AF/DPX, the Section 8021 officers serve as the Air Staff POCs/FPs for the RFPB and ARFPC. They are responsible for developing, assembling and obtaining coordination on the Air Staff positions on agenda items and studies, and monitoring the activities and recommendations made during the meetings.

19.13.7.4. Is the OPR for Air Force personnel readiness planning, readiness budget issues, and for personnel matters during a contingency emergency, or general war. Functions as DP representative on the Air Force Operations Group (AFOG).

19.13.7.5. Serves as the Air Force voting member on the Manpower Accession Policy Steering Committee (MAPSC). The MAPSC is the Office of the Under Secretary of Defense (OUSD) level, joint service policy board that provides recommendations on military personnel selection and classification processing issues to the Under Secretary of Defense (Personnel & Readiness), USD (P&R).

NOTE: ANG/AFRES. As provided in Title 10, United States Code, Sections 265 and 8021, manpower authorizations include specific positions for ANG and USAFR personnel to assist directors or higher staff levels in the preparation, review, and administration of policies, plans, programs and regulations affecting the size, location, organization, distribution, training, mobilization, procurement, funding, and equipping of the Air National Guard of the United States (ANGUS) and the United States Air Force Reserve (USAFR).

19.14. Contingency and Joint Matters Division (AF/DPXC). The Contingency and Joint Matters Division:

19.14.1. As Air Staff OPR, this Division:

19.14.1.1. Is responsible for "READY" program policy.

19.14.1.2. Serves as OPR for the Wartime Training Management (WTM) programs and wartime training planning. Coordinates with AF/DPPE.

19.14.1.3. Develops wartime/contingency/emergency Air Force training policy and guidance in coordination with AF/DPPE.

19.14.1.4. Working with AF/PER and AFOG/PER, develops the total force, including civilians, planning factors and policy for time phase wartime personnel requirements (personnel OPR for WARMAPS).
19.14.1.5. Is the FP on total force mobilization readiness and demobilization of personnel resources. Coordinates with AF/REP, ANGRC/MPX, ARPC/XP, AFOG/PER, AF/XOO and AFMPC/DPMY.


19.14.1.9. Is responsible for responding to OSD or Congressional requests for information on personnel policies and procedures for mobilization, deployment, sustainment and demobilization of total force personnel resources. Coordinates with AF/XOX, AF/XOO, AFMPC/DPMY, ARPC/XP, AFOG/PER, AF/REP, and AF/PE.

19.14.1.10. Provides overall personnel mobilization policy guidance for Individual Mobilization Augmentee (IMA) program and for the management of pretrained individual manpower (PIM). Coordinates with AF/XOX, AFMPC/DPMY, ARPC/XP, AFOG/PER and AF/PER.

19.14.1.11. Is responsible, through close coordination with AF/REP, ARPC/XP, AF/PE and JCS-J1, for the overall management, policy and guidance of the Joint Table of Mobilization Distribution (JTMD) program.

19.14.1.12. Is responsible for repatriation-of-U.S.-noncombatant policy, planning through close coordination with the Department of State (DOS), Department of Health and Human Services (DHHS), Department of Army (DA), the Services and Air Mobility Command (AMC).


19.14.2. For the DCS, this Division:

19.14.2.1. Is the FP for all personnel matters occurring during a contingency, emergency or general war.

19.14.2.2. Functions as DP representative to the AFOG.

19.14.2.2.1. Works through the Crisis Action Team (CAT), in coordination with the DCS and the Air Staff, on procedural and policy changes.

19.14.2.2.2. Monitors Air Force operations and requirements in relation to contingencies and exercises and establishes priorities to meet situational changes.

19.14.2.2.3. Forms liaison with other services’ combat operations battle staffs.

19.14.2.2.4. Advises on aircraft accidents and other actions and emergencies involving personnel. Monitors worldwide situations involving personnel implications. Coordinates with AF/XOO, AFMPC/DPMY and AFOG/PER.

19.14.2.3. Reviews and comments on personnel portions of OSD and JCS planning documents concerning readiness issues. Ensures coordination with responsible Air Staff OPRs.
19.14.2.4. Serves as the DP OPR for the Joint Operations Planning System (JOPS), the Joint Operations Planning and Execution System (JOPES), the Joint Deployment System (JDS), and the Air Force World Wide Military Command and Control System (WWMCCS).

19.14.2.5. Reviews unified, specified and MAJCOM OPlans/CONPlans for consistency with USAF personnel policies. Ensures coordination with responsible Air Staff agencies.

19.14.2.6. Is responsible for and prepares personnel annexes/chapters for USAF war, contingency, disaster, continuity, and exercise plans and planning documents.

19.14.2.7. Develops and publishes the DP Emergency Actions Book (EAB), which establishes concepts of operations and details emergency actions required when transitioning the Air Force personnel community from peacetime to wartime.

19.14.2.8. Responsible for Air Staff active duty personnel background information on personnel issues in the operations briefings presented at the bi-weekly CSAF staff meetings.

19.14.2.9. Monitors readiness issues and current operations events, providing summaries to DP and DPX.

19.14.2.10. Tracks manning requirements in support of contingency operations for the Air Force Emergency Operations Center (AFEOC) and the Organization of the Joint Chiefs of Staff (OJCS) at the alternate sites.

19.14.2.11. Develops Air Force personnel annexes for Air Force exercise plans through coordination; with responsible Air Staff offices, MAJCOMs, AFOG/PER and AFMPC.

19.14.2.12. Establishes procedures for reporting, tracking and providing assistance to DoD and other noncombatants during noncombatant evacuation operations (NEO) in close coordination with DOS, DHHS, JCS, DA, other Services, and AF/XOO, the Air Staff OPR for NEO.


19.14.2.14. Develops and operates the automated applications required to support contingency planning and execution functions (COMPES), through AFOG/PER.

19.14.2.15. Is the FP for contingency, exercise, mobility, mobilization, and wartime matters dealing with personnel.


19.14.2.17. Executes crisis action planning through the AFOG.


19.14.2.20. Ensures the integration of personnel plans within DoD, Joint and the Air Force planning process.

19.14.2.22. Is the Air Staff Personnel OPR for policy, programming and overall development of the Force Augmentation Status and Tracking System (FAST), the Contingency Operations Mobility, Planning and Execution System (COMPES), and other wartime/contingency planning and evacuation systems.

19.14.2.23. Responds to OSD, JCS, Congressional, or other requests for information about personnel matters regarding total force recall, mobilization, deployment, sustainment, and demobilization.


19.14.2.25. Reviews Unified, Specified and MAJCOM OPlans and ConPlans for AF/DP to ensure consistency with USAF Personnel policies and coordination with responsible DCS/P agencies; maintains a library of plans, regulations and other readiness documents.

19.14.2.26. Serves as the AF/DP point of contact with AF/XO and the Joint Staff in filling requirements, developing policies, programs and documents such as the National Military Strategy Document, the Secretary of Defense (SECDEF) Report to Congress and the JCS Chairman’s Posture Statement. Coordinates with other Air Force Personnel agencies and the other Services.

19.14.2.27. Acts as FP for Air Force manning of arms control treaty inspection teams, coordinates with AF/DPC, AFMPC, the On-Site Inspection Agency (OSIA), and other government agencies on identification, training and assignment of team.


19.14.2.29. Serves as FP for DP routing and coordination of actions initiated by the Joint Staff.


19.14.3. For the Directorate, this Division:


19.14.3.2. Serves as the liaison with AFOG/PER for all matters relating to personnel/training readiness.


19.14.3.4. Represents AF/DPX as an advisory member of the Washington Liaison Group, an organization consisting of members of Department of State (DOS), JCS and DoD, to assure the coordination of NEO plans.

19.15. Enlisted Policy Division (DPXE). The Enlisted Policy Division:

19.15.1. As Air Staff OPR, this Division:

19.15.1.1. Develops short-range personnel plans, policies and planning documents, e.g. TOPCAP. Assists in the development of personnel programs affecting the Total Force enlisted force structure.

19.15.1.2. Acts as the FP for all DoD, Joint Staff and Air Force enlisted personnel planning programs, guidance, and documents for consistency, validity, and appropriateness with Air Force enlisted personnel policy objectives.

19.15.1.3. Monitors enlisted action plans/strategies emanating from planning documents and conferences to ensure they are meeting DP goals and objectives.
19.15.1.4. Participates in development of personnel plans and assists in development of personnel programs affecting the Total Force enlisted force structure.

19.15.1.5. Reviews enlisted Air Force specialties to assess Total Force skills interrelationships and Career Progression Group sustainability. Works with ANG/AFRES to ensure program compatibility and mutual support.

19.15.1.6. Acts as OPR for preparation and submission of reports required by DoDI 1300.14, Enlisted Personnel Management Planning and Reporting.

19.15.1.7. Provides personnel planning inputs to Air Staff and DoD agencies on enlisted matters.

19.15.1.8. Develops and obtains approval of enlisted promotion and demotion policies for the active force. Staffs and coordinates ANG and AFRES enlisted promotions and demotion policies to insure consistency with established Air Force policies.

19.15.1.9. Develops and issues separation policy for enlisted personnel. Obtains Secretarial approval of separation programs, guidance, criterion and policies for separating these personnel.

19.15.1.10. Develops and issues Air Force policy on the Enlisted Evaluation System (EES) and correction of airman evaluation reports.

19.15.1.11. Develops, reviews and modifies Air Force policies and procedures for classifying, assigning, retraining, and retiring the enlisted force.


19.15.1.13. Develops policy and plans objectives for the First Sergeant Career Field. Reviews policy and procedures for classifying, assigning, training, retraining and educating First Sergeants. Monitors force structure changes that impact First Sergeant Career Field manpower authorizations. Serves as FP for issues pertaining to First Sergeants.

19.15.1.14. Develops and issues Air Force policy on military standards, utilization and classification, personal affairs, weight program, and awards and decorations affecting the total officer and enlisted force. Works with the ANG/AFRES to ensure mutual support.

19.15.1.15. Serves as Air Staff FP for the Chief of Staff hosted ceremonies and receptions for the Lance P. Sijan Leadership Award and the General and Mrs Jerome F. O’Malley Award. This includes award coordination with AFMPC, billeting arrangements for recipients, escort duties, and publicity.

19.15.1.16. As the PEM for the Air Force PCS budget, develops and oversees PCS requirement for the POM cycle submissions. Also monitors monthly expenditures and execution year monies. Is the Air Staff FP for all Congressional/OSD inquiries pertaining to PCS budget issues.

19.15.1.17. Acts as Air Staff representative for budget matters.

19.15.1.18. Reviews, monitors and evaluates all issues relating to the Armed Services Vocational Aptitude Battery (ASVAB) and enlistment and commissioning qualification examinations such as the Air Force Officer Qualifying Test (AFOQT).

19.15.2. For the DCS, this Division:

19.15.2.1. Monitors force structure changes which impact on personnel or training to ensure that DP concerns are represented in the planning process and develops, in concert with AF/DPP, enlisted strength adjustment programs.
19.15.2.2. Serves as FP on mid- and near-term enlisted force structure issues and develops objective personnel structures for the enlisted Total Force within peacetime, mobilization, and wartime environments. In concert with the Air National Guard and Air Force Reserve, develops personnel structure to aid Reserve Force managers at all levels to ensure an effective personnel program.

19.15.2.3. Serves on the Personnel Evaluation Group which prioritizes enlisted personnel programs for submission in the POM.

19.15.2.4. Serves as FP for all Personnel mid- and near-term policies related to Acquired Immune Deficiency Syndrome (AIDS).

19.15.2.5. Manages and serves as Chairperson of the Enlisted Force Management and Planning Committee.

19.15.3. For the Directorate, this Division:

19.15.3.1. Evaluates and staffs all program proposals and decisions for impact on the active duty enlisted force.

19.15.3.2. Serves as FP on mid- and near-term enlisted force structure programs.

19.15.3.3. Develops issue papers related to Congressional hearings, markups, and committee deliberation pertaining to enlisted force matters.

19.15.3.4. Reviews and ensures that audits, inspection reports, GAO reports and Congressional inquiries on enlisted personnel force structure and management issues involving the active and Air Reserve enlisted forces are accurate and that Air Force responses are consistent with total force policy and objectives.

19.15.3.5. Serves as FP for release of mid- and near-term enlisted inventory projection information.

19.16. Force Management Division (AF/DPXF). The Force Management Division:

19.16.1. As Air Staff OPR, this Division:

19.16.1.1. Develops and issues Air Force total force military personnel standards and policies concerning officer and airmen procurement (includes enlistment and commissioning). Staffs and coordinates officer and airmen procurement policies established by the ANG and AFRES to ensure consistency with the active force policies.

19.16.1.2. Develops and controls overall Air Force military advertising and recruiting program budget through Congressional review (active force only).

19.16.1.3. Prepares the Military Personnel Procurement Resources Report for the Total Force Recruiting Budget.

19.16.1.4. Develops, establishes, and controls enlistment, and commissioning standards for the active force. Staffs and coordinates enlistment, and commissioning standards for the ANG/AFRES to ensure total force compatibility.

19.16.1.5. Establishes accession policy for the active force. Staffs and coordinates ANG and AFRES accession policies to ensure effective utilization when mobilized.


19.16.1.7. Assists AF/DPP in developing annual procurement objectives for minority officer and enlisted accessions (active force only).
19.16.1.8. Develops, updates and issues, by AFSC, a statement of active airman trained personnel requirements (TPR) that identifies projected training and retraining required to maintain the active airman force at manning levels needed to support the Air Force mission.

19.16.1.9. Coordinates all aspects of, and oversees the active officer force TPR. Receives data for RCS: HAF-DPF(A)9368 and RCS: HAF-DPF(A)9370 for current and projected manning.

19.16.1.10. Monitors and coordinates, as appropriate, on actions related to procurement, retention, promotion, separation, and other related personnel actions that may impact on the officer and enlisted forces.

19.16.1.11. Determines Air Force-wide airman retraining requirements by AFSC and develops retraining programs to balance skills.

19.16.1.12. Analyzes and monitors conversion estimates. Conversions of AFSCs are estimated for those specialties involved in indirect conversions based on data provided in classification system change proposals. These conversion estimates are used to aid in determining future requirements in the TPR process and assist all personnel within DPXF in the management of their programs.

19.16.1.13. Manages the active force Selective Reenlistment Bonus (SRB), Enlistment Bonus (EB) and Special Duty Assignments Pay (SDAP) programs to include policy formulation, budgeting, programming, monitoring, and overall reporting. Works with ANG and AFRES staffs to develop all incentive bonus and special pay programs to assure a coordinated, consistent total force program.


19.16.1.15. Establishes Career Airman Reenlistment Reservation System policy. Influences career force entries through by skill allocation of Career Job Reservations (CJR).

19.16.1.16. Manages the Chronic Critical Shortages (CCS) Skills program, to include establishment of policy and designation of skills which meet program criteria for special treatment.

19.16.1.17. Prepares and submits data for the RCS DD-MIL(A) 1616 report (required by DoDI 1304.22, Administration of Enlistment Personnel Bonus and Special Duty Assignment Pay Programs).

19.16.1.18. Manages the Six Year Enlistment Program. Identifies specialties eligible for six-year enlistments based on lengthy training times, course cost or skills eligible for an enlistment bonus (EB).

19.16.1.19. PEM for Air Force Academy, ROTC program, OTS programs, and Airman Education and Commissioning Program. PEM duties include monitoring budget development and execution and defending budget submissions during the Program Budget Decision cycle.

19.16.1.20. Develops and issues Air Force Total force military personnel standards and policies concerning accession, enlistment and reenlistment and coordinates airmen procurement policies established by the ANG and USAFR to insure consistency with the active force policies.


19.16.2. As Air Staff FP, this Division:

19.16.2.2. Serves as FP for all mid- and near-term policy issues related to accession of men, women, and minorities in the Air Force.

19.16.2.3. Monitors and evaluates all matters pertaining to the joint recruiting advertising program and the joint market research program.

19.16.2.4. Monitors attainment of women and minority procurement objectives.

19.16.2.5. Responds to inquiries received from Congress, OSD, JCS, Air Staff, and other military and civilian agencies concerning procurement, accession, training and separation issues.

19.16.3. For the DCS, this Division:

19.16.3.1. Assists AF/DPP with strength reduction programs.

19.16.3.2. Assesses the impact of policy changes on active duty officer and enlisted force programs and adjusts the programs as necessary.

19.16.4. For the Directorate, this Division:

19.16.4.1. Reviews and evaluates accession portions of the Joint Strategic Planning Document, Defense Guidance, and other such documents impacting on accession matters.

19.16.4.2. Serves as member of the Enlisted Force Management and Planning Committee.

19.16.4.3. Develops issue papers related to Congressional hearings, markups, and committee deliberation.

19.16.4.4. As an office of collateral responsibility (OCR), this Division assists the applicable OPR in developing policies that impact career force management.

19.16.4.5. Monitors specialty changes in the Air Force Classification System, current and projected manpower authorizations changes, loss patterns, production reports, and manning levels to make sure impacts on officer and airman resources are identified and necessary adjustments are programmed.

19.16.4.6. Determines the impact that the conversion of military positions to in-service civilian or contract positions will have on officer and enlisted programs.

19.16.4.7. Determines requirements for data and reporting procedures to support the active duty officer and enlisted force programs.

19.16.4.8. Evaluates and staffs all program proposals and decisions for impact on the active duty officer and enlisted force programs.

19.16.4.9. Serves as a member of the Commissioning Education Committee.

19.16.4.10. Chairs the Minority Accessions Working Group (MAWG).

19.16.4.11. With AF/DPP, co-chairs the annual Officer Procurement Conference.

19.17. **Officer Policy Division (AF/DPXO).** The Officer Policy Division:
19.17.1. As Air Staff OPR, this Division:

19.17.1.1. Acts as the Air Force OPR for all officer short-term and intermediate planning activities, including the development of appropriate planning documents, e.g. Total Objective Plan for Line Officers (TOPLINE). Monitors action plans/strategies emanating from planning documents and conferences to ensure they are meeting officer goals. Assists AF/REP & NGB/DP in development of personnel programs affecting the Total Force officer force structure.

19.17.1.2. Reviews DoD, Joint Staff (JS), and Air Force planning, programs, guidance, and documents for consistency, with Air Force officer personnel planning and policy objectives.

19.17.1.3. Acts as OPR for preparation and submission of officer portion of the annual Personnel Plan.

19.17.1.4. Serves as OPR for rated inventory projection process. Assists AF/XOOT in developing undergraduate flying training rates for the POM, Budget Estimate Submission (BES), and the President’s Budget. Includes, if necessary, justification of the undergraduate flying training rates to OSD, Office of management and Budget (OMB), and Congressional staffs.

19.17.1.5. Develops, reviews, and modifies Air Force promotion policies and procedures for the active forces. Staffs and coordinates ANG/AFRES policies and procedures for the promotion of officers to ensure Total Force compatibility. Obtains Secretarial approval of promotion programs, guidance, criterion, policies, and procedures for selecting and promoting officers. Also develops policy regarding frocking and monitors requests to frock personnel.

19.17.1.6. Prepares and submits reports required by DoDI 1320.13, *Defense Officer Promotion Reports (DOPRs) and Procedures*.

19.17.1.7. Develops Air Force policies and procedures concerning Regular Appointments, Indefinite Reserve Status (IRS) and Selective Continuation. Sets Air Force policies for officer Active Duty Service Commitments (ADSC) and Specified Period of Time Contracts (SPTC). Establishes and obtains Secretarial approval of annual programs to meet officer career force requirements.

19.17.1.8. Develops and evaluates legislation pertaining to the promotion of active and ANG and AFRES officers, Regular augmentation, continuation of officers on active duty, separations, separation pay, and women in the Air Force issues.


19.17.1.10. Sets policies and procedures for the officer official photographs.

19.17.1.11. Develops and issues utilization policy for officers, to include Classification policy, assignment policy, and the Officer Professional Development (OPD) program. Obtains Chief of Staff and/or Secretarial approval of utilization programs, guidance, criterion, policies and procedures.

19.17.1.12. Sets assignment policy concerning the Officer Voluntary Assignment System and exchange programs.

19.17.1.13. Develops and issues separation and retirement policy for officers through the grade of colonel. Obtains Secretarial approval of separation/retirement (to include drawdown) programs, guidance, criterion, policies.

19.17.1.14. Sets policy for separation incentive programs (VSI/SSB/early release/Early Retirement) and involuntary separation programs (SERB and RIF).

19.17.1.16. Develops initial objectives/policies for Air Force's diversity program.

19.17.1.17. Advises AF/PE on personnel matters during Officer Requirements Review.

19.17.1.18. Acts as OPR and liaison to Defense Advisory Committee on Women in the Services (DACOWITS) and sets policy for all women in the Air Force.

19.17.2. For the DCS, this Division:

19.17.2.1. Monitors force structure changes which impact on officer management to ensure that DP concerns are represented in the planning process. Coordinates with AF/DPP on actions necessary to adjust personnel programs.

19.17.2.2. Serves as DCS FP on rated and nonrated officer inventory projections and requirements issues and all officer force structure issues. OPR for rated officer utilization policies. Assists AF/XOOT to develop rated management policy.

19.17.2.3. Develops for DCS/Personnel issue papers related to Congressional hearings, markups, and committee deliberation which affect officer management.

19.17.2.4. Develops, in concert with AF/DPP, strength reduction programs.

19.17.2.5. Coordinates on nomination lists and propriety of promotion cases.

19.17.2.6. Serves as FP for the Defense Acquisition Workforce Improvement Act. Overseas position integrity, neutrality, reporting and appraisal review. DP FP for officer acquisition personnel policies.

19.17.2.7. Responsible for the personnel submission during the Officer Requirements Review.

19.17.2.8. Serves as the DCS FP for the Defense Officer Personnel Management Act and alternative future officer management programs and legislation.

19.17.3. For the Directorate, this Division:


19.17.3.2. Reviews Statements of Operational Needs (SONs), Operational Requirements Documents (ORDs), and Statements of Capability (SOCs) concerning the officer force for the Directorate.

19.17.3.3. Reviews and ensures that audits, inspection reports, GAO reports, Public Affairs inquiries, and Congressional inquiries on officer management issues involving the active and Air Reserve Forces are accurate and that Air Force responses are consistent with Total Force policy and objectives.

19.17.3.4. Serves as Directorate OCR for Acquisition Officer Management (SAF/AQ is OPR).

19.18. Executive Services (AF/DPZ). Executive Services:

19.18.1. Monitors the classified and unclassified correspondence control effort for AF/DP to include logging, suspending, distributing, and tracking the status of all actions and correspondence assigned/distributed to the deputate.
19.18.2. Oversees the AF/DP security program to include proper storage, handling, and dissemination of classified material, the maintenance of all SCI related actions, and issuance of parking/property passes.

19.18.3. Controls the AF/DP temporary duty (TDY) budgets, and non-appropriated fund allotments.

19.18.4. Provides all required control actions pertaining to Freedom of Information Act (FOIA) requests for AF/DP.

19.18.5. Serves as the AF/DP FP for civilian personnel actions including overtime allotments, classification and training, strength, and manpower review.

19.18.6. Oversees the acquisition of supplies and equipment, and maintains accountability for items listed on AF/DP account 0030.

19.18.7. Acts as AF/DP FP for military personnel functions to include Personnel Concept III (PC-III), inprocessing/outprocessing, awards, OPR/EPR processing, duty rosters, leave accounting, unit strength, weight/physical fitness programs, and safety program.


19.18.9. Serves as AF/DP FP for all Officer Management Level Evaluation Boards (MLEB).

19.18.10. Acts as AF/DP FP for Management Level (ML) Intermediate Service School and Senior Service School nominations.

19.18.11. Controls and coordinates all manpower actions affecting the Unit Manpower Document (UMD) and UMPR.

19.18.12. Acts as the AF/DP FP for information management programs such as records management, information collections and reports, and official mail distribution.
Chapter 20

CHIEF OF THE CHAPLAIN SERVICE
(AF/HC)

Figure 20.1. Organization Chart for the Chief of Chaplains.

20.1. **Chief of the Chaplain Service (AF/HC).** The Chief of Chaplains is responsible to the Chief of Staff on matters pertaining to the religious, ethical and quality of life concerns of Air Force personnel. The Chief of Chaplains:

20.1.1. Determines requirements and prepares plans, policies, and programs to promote religious and moral welfare throughout the Air Force.

20.1.2. Is the single manager of Air Force chaplains.

20.1.3. Establishes and maintains cooperative relationships with the ecclesiastical endorsing agencies representing the religious denominations of America.

20.1.4. Serves as a member of the Armed Forces Chaplain Board, Office of the Secretary of Defense (OSD), and as liaison officer with the Chiefs of Chaplains of Allied Nations.

20.1.5. Plans, researches, develops and initiates professional program support, financial management and administrative procedures to support Chaplain ministry in the Air Force.


20.1.7. Sponsors the Executive Chapel Management Council which advises the Chief of Chaplains on all matters pertaining to the enlisted Chaplain Service Support personnel.

20.1.8. Is the liaison with the Air Force Personnel Center (AFPC) on all matters pertaining to the utilization of enlisted Chaplain Service personnel including recommendations for assigning Chapel Management Superintendents and other key enlisted personnel.

20.1.9. Provides guidance in training procedures to the Chapel Management School in addition to evaluating procedures and tools to be used in the dual channel Enlisted Specialty Training (EST) program.

20.2. **Personnel, Materiel and Readiness Division (AF/HCP).** The Personnel, Materiel and Readiness Division as Air Staff Office of Primary Responsibility (OPR):
20.2.1. Develops policies, plans, and procedures related to chaplain service personnel.

20.2.2. Serves as member of those advisory and study groups of the Armed Forces Chaplain Board which concern matters of personnel, manpower and reserve affairs.

20.2.3. Prepares requirements, policies, and procedures for chaplain procurement, manpower allocations, promotions, separations, indefinite reserve status, regular Air Force augmentation, and other related actions involving chaplains and enlisted Chaplain Service Support personnel.

20.2.4. Maintains working relationships with ecclesiastical endorsing agencies.

20.2.5. Determines denominational chaplain requirements and procurement policies and programs.

20.2.6. Develops regulations, policies, and procedures for the budget, fiscal, materiel, facility, logistics, and nonappropriated fund support of the Air Force Chaplain Service.

20.2.7. Develops functional criteria for chapel facilities; approves plans and monitors construction; and supervises acquisition, use and disposal of chapel facilities.

20.2.8. Develops plans and policies for materiel development, standardization, requirements, and use.

20.2.9. Is responsible for fiscal, materiel, and facility matters on advisory and study groups of the Armed Forces Chaplain Board.

20.2.10. Manages the Air Force Chaplain Fund and Insurance Program.

20.2.11. Develops policies, regulations, and procedures for local chaplain program financial support and operation of nonappropriated chaplain funds.

20.2.12. Justifies the authorization and suitability of religious facilities and materiel requirements to all review agencies.

20.3. Plans and Programs Division (AF/HCX). The Plans and Programs Division as Air Staff OPR:

20.3.1. Develops policies, regulations, and program guidance for religious worship, sacramental ministrations, pastoral counseling, religious education, moral leadership training, religious missions, spiritual retreats, humanitarian projects, religious cultural activities, audiovisual materials, and chapel organizations. Writes, reviews, and evaluates Air Force regulations and manuals about the chaplain function.

20.3.2. Develops policies for religious education programs and coordinates these policies with other services.

20.3.3. Is a member of advisory and study groups of the Armed Forces Chaplain Board.

20.3.4. Determines policies for professional publications and public relations materials for use in the chaplain program.

20.3.5. Maintains liaison with religious groups for selection of resource persons for conferences and workshops.

20.3.6. Replies to inquiries from White House, Congressional, and Air Staff religious and civic sources.

20.3.7. Develops policies for the chaplain portion of the United States Air Force (USAF) war, readiness and disaster plans.
20.3.8. Coordinates with other services to establish chaplain professional standards.

20.3.9. Develops policies and procedures for USAF Chaplain Historical Program.

20.3.10. Develops all evaluation criteria for chapel program including statistical reports.

20.3.11. Develops policies for continuing education and training of chaplains and chapel management personnel.

20.3.12. Develops policies for training and mobilization of Reserve Forces and Air National Guard Chaplains.
Chapter 21

AIR FORCE HISTORIAN
(AF/HO)

Figure 21.1. Organization Chart for the Air Force Historian

21.1. **Air Force Historian (AF/HO).** The Air Force Historian establishes policy for, directs, and administers the Air Force Historical Program.

21.1.1. The Air Force Historian, as Office of Primary Responsibility (OPR):

21.1.1.1. Establishes policy for and directs the operations necessary to create and preserve a thorough record of Air Force activity.

21.1.1.2. Establishes policy for and directs the establishment and operations of command and other field history programs.

21.1.1.3. Establishes policy for and directs a program for publishing books, monographs, studies, and other works documenting the history of the Air Force and examining the history of air power in general for distribution within the Air Force, to other Government agencies, and to the public.

21.1.1.4. Oversees compilation of the annual history of the Air Staff, preparation of historical monographs and staff studies for the Air Staff, and provision of such other historical services to the Air Staff as needed.

21.1.1.5. Ensures the establishment and efficient operation of an archive to preserve Air Force historical documents and provide research assistance to those researching those documents.

21.1.1.6. Establishes policy for and directs the operations of the Center for Air Force History and the Air Force Historical Research Agency.

21.1.1.7. Establishes policy for and oversees the operations of the oral history, end of tour report, and personal papers programs.

21.1.1.8. Serves as Chairman of the Historian Civilian Career Program.

21.1.1.9. Plans, programs, budgets, and allocates resources for the Office of the Air Force Historian and for program-wide activities.

21.1.1.10. Maintains liaison with the history programs of the other military services, other United States government agencies, and appropriate foreign government agencies.

21.1.1.11. Represents the Air Force at meetings of historical and other learned societies to encourage interest by educational and professional institutions in military aerospace history.
21.1.2. The Air Force Historian, as Office of Collateral Responsibility (OCR):

21.1.2.1. Prepares with HQ USAF/DP policies for managing the enlisted and civilian historians working within the Air Force Historical Program.

21.1.2.2. Prepares with SAF/AAI policies for document disposition to ensure important historical materials are preserved and policies for microfilming and retrieving documents held by the Air Force Historical Program.
Chapter 22

JUDGE ADVOCATE GENERAL
(AF/JA)

★Figure 22.1 Organization Chart of the Judge Advocate General

22.4. Professional Development Division (AF/JAX). The Professional Development Division:

22.4.1. Serves as POC for the Judge Advocate General’s Department with the Air Staff, Air Force Institute of Technology (AFIT), Air Force Military Personnel Center (AFMPC), AETC and AU on Judge Advocate (JA) manpower, and personnel issues.

22.4.2. Responsible for making recommendations directly to The Judge Advocate General regarding the assignment, professional development, and training of 130 judge advocates in the grade of 0-6.

22.4.3. Coordinates on personnel actions between gaining and losing MAJCOMs and assists MAJCOMs in validating manpower requirements and in sequencing of assignments for each gaining/losing office.

22.4.3.1. Coordinates judge advocate assignments with OSD MILPERS; SAF/AA; J-1s of all unified commands with senior judge advocates assigned; and the Air Force Colonel Matters Office including (but not limited to) the assignment and professional development of staff judge advocates (commander-equivalent positions), military judges, trial and defense counsel, and the detailing of judge advocates in support of contingency operations.

22.4.3.2. Serves as The Judge Advocate General’s focal point with the Air Force Colonel Matters Office.

22.4.4. Prepares and presents briefings on judge advocate assignments, professional development, promotions, and a variety of other matters relevant to the Professional Development Division at the annual TJAG (The Judge Advocate General) General Court-Martial Conference; all annual major command staff judge advocate and circuit trial/defense conferences worldwide; and a variety of courses at the Air Force Judge Advocate School (e.g., the Staff Judge Advocate Course and the Judge Advocate Staff Officer Course) and others.

22.4.5. Researches, prepares, produces, as Department POC, all manpower-driven studies, reports, analyses, and other force shaping undertakings (such as the Total Force Assessment, the Total Force Career Field Review, the Management Headquarters Requirements Study etc.)
22.4.6. Provides personnel policy advice to The Judge Advocate General and The Judge Advocate General’s Department and implements personnel policy for 1,300+ judge advocates.

22.4.6.1 Functions as the primary point of contact for actions on promotion boards (e.g., validates Management Eligibility Listings) and the Air Force Intern Program.

22.4.6.2. Compiles, drafts and publishes annually JAG Orders 1 and 2, which specifies the qualifications of TJAGD’s 1300 plus attorneys to perform various roles in the military justice process, including trial and defense counsel, military judge, and missing person’s counsel.

22.4.6.3. Serves as The Judge Advocate General’s point of contact/ interface with DP, SG, MQ, XO, AETC, JCS, OSD, and AFPC for all personnel policy issues.

22.4.7. Manages TJAGD’s manpower authorization issues, including researching, analyzing, and responding to all manner of taskings directed by the Air Force manpower community.

22.4.7.1. Serves as Functional Area Manager (FAM), providing warplanning guidance to TJAGD concerning employment deployment and configuration of JA resources.

22.4.7.2. Determines and prioritizes core processes consistent with available resources and approved levels of service.

22.4.7.3. Reviews functional manpower documents and recommends approval of manpower standards and variances.

22.4.8. Responds to Freedom of Information Act (FOIA) and Privacy Act (PA) requests and Congressional Inquiries. (.01FTEs)

22.4.9. Manages the Judge Advocate General’s Department Awards program, as well as judge advocate nominations for awards external to the Department, including but not limited to awards sponsored by the American Bar Association and the Judge Advocate’s Association.

22.4.10. Serves as OPR for AFI 51-102, The Judge Advocate General’s Department; AFI 51-101, Judge Advocate Accession Program; and AFI 36-2855, Judge Advocate General Awards, and office of collateral responsibility (OCR) for portions of numerous USAF directives pertaining to training, civilian personnel, active duty service commitments, and the judge advocate competitive category.

22.5. Strategic Planning Division (AF/JAP)

22.5.1. Acts as focal point for TJAGD strategic planning program.

22.5.1.1. Examines future military-legal environment scenarios, identifies emerging concepts and demands and defines strategies to meet future legal requirements, including policy and application of advocacy and litigation resources.

22.5.1.2. Manages and advises TJAGD strategic planning team structure consisting of 10-22 major focus area and project teams. Conducts strategic planning conferences and coordinates and implements resulting recommendations and taskings.

22.5.2. Prepares TJAGD Strategic Planning Action Plans.

22.5.2.1. Translates national security, DoD, USAF and other requirements into TJAGD objectives. Studies, researches, and analyzes major TJAGD issues and problems and evaluates and recommends courses of action.
22.5.2.2. Identifies, validates, and prioritizes major TJAGD objectives and allocates responsibility for the accomplishment of associated tasks, and develops plans, procedures, publications, and tools to accomplish TJAGD objectives.

22.5.3. Identifies, formulates, and publishes authoritative guidance for all TJAGD activities.

22.5.4. Promotes efficiencies in management operations, systems, and tools by identifying, compiling, and disseminating “best practices” and encourages Departmental innovation.

22.5.5. Develops, collaborates on, publishes and distributes TJAGD core documents (e.g., TJAGD Vision, Operational Doctrine, JA Full-Spectrum Task List, Fact Sheets, Operations Law Guide).

22.5.6. Maintains historical files for future research affecting all task areas.

22.5.7. Develops and implements media vehicles and tools that enable TJAG and AF/JA offices to communicate directly and immediately throughout TJAGD.

22.5.7.1. Prepares and publishes weekly electronic online news message and disseminates it throughout TJAGD.

22.5.7.2. Prepares and publishes TJAG special communications and disseminates them electronically throughout TJAGD. Produces TJAGD graphics for publications, communications, web sites, and facilities.

22.5.7.3. Prepares, compiles, and disseminates briefings and speeches for TJAG/DJAG.

22.5.7.4. Attends SAF/PA Communications Council and Communications Planning Group meetings.

22.5.8. Provides Conference Planning and Support.

22.5.8.1. Plans and conducts annual worldwide TJAG Colonels’ Orientation for recently promoted JAG colonels.

22.5.8.2. Plans and coordinates agendas for various worldwide TJAG-hosted conferences (i.e., Executive Conferences and 100+ attendee GCM Conferences).

22.5.8.3. Coordinates and sets up and attends TJAG-hosted conferences (i.e., Executive Conferences and 100+ attendee GCM Conferences).

22.5.9. Provides special projects support.

22.5.9.1. Serves as HQ USAF/JA action office for taskings and projects that encompass all HQ USAF/JA offices and performs other special projects as required.
23.1. **Chief and Vice Chief of the National Guard Bureau (NGB-CC & CV).** The National Guard Bureau (NGB) is a Joint bureau of the Department of the Army and the Air Force. The Chief of the National Guard Bureau:

23.1.1. Is the advisor to the Chiefs of Staff for the Departments of the Army and the Air Force on National Guard matters.

23.1.2. Is the channel of communication between the departments concerned and the several States, Territories, Puerto Rico, Guam, the Virgin Islands and the District of Columbia on all matters pertaining to the National Guard, the Army National Guard (ARNG) of the United States and the Air National Guard (ANG) of the United States.

23.1.3. Participates with other Army and Air Force agencies in formulating and developing Department of the Army and Department of the Air Force policies, directives, regulations, and agreements affecting the National Guard, including publication of ARNG and ANG regulations.

23.1.4. Supervises and controls National Guard staff support and Field Operating Agencies (FOAs).

23.1.5. Prepares and justifies estimates of Federal funds necessary to support the National Guard. Administers approved financial programs, established by the departments for the National Guard, and maintains necessary fiscal controls.

23.1.6. Provides administrative functions for the acquisition, supply, maintenance, and accountability of Federal property issued to the National Guard according to departmental policies and regulations, through the United States Property and Fiscal Officer (USPFO) assigned to the National Guard Bureau and stationed in each State, Territory, District of Columbia, Virgin Islands, Guam, and Puerto Rico.

23.1.7. Extends and withdraws Federal recognition of officers and units of the National Guard according to law and standards of the departments.
23.1.8. Maintains the office of record for the Departments of the Army and the Air Force on matters concerning the ARNG and ANG not in active Federal service. Establishes procedures to ensure the maintenance of historical data concerning the organization and operations of the National Guard.

23.1.9. Responsible for matters pertaining to the development, training, readiness, maintenance, security, and mobilization of the National Guard in each State, Territory, Guam, Virgin Islands, and Puerto Rico. Performs other functions as requested by the Secretary of the Army or the Secretary of the Air Force.

23.1.10. Directly responsible for all matters pertaining to the development and maintenance of the ANG of the United States. Operating within established departmental policies, the Chief, NGB, participates with Air Staff agencies in preparing plans and programs for the ANG of the United States.

23.2. **Directorate of Air National Guard (NGB/CF).** The Directorate of Air National Guard:

23.2.1. Develops and administers ANG plans, programs, and budget activities to ensure properly trained and equipped ANG forces are mission ready to meet wartime, contingency, national, and state emergency taskings.

23.2.2. Directs staff activities to ensure full participation in Air Staff program and budget exercises.

23.2.3. Advises the Chief, National Guard Bureau and Chief of Staff of the Air Force (CSAF) on matters affecting ANG.

23.3. **Directorate of Acquisition (NGB/AQ).** The Directorate of Acquisition:

23.3.1. Serves as focal point (FP) for ANG weapons systems and subsystems requirements. Defines modification/operational capabilities requirements for weapon systems and subsystems necessary to perform ANG military tasks.

23.3.2. Serves as FP for ANG and Air Force Reserve (AFRES) Flight Tests. Directs and approves flight testing and developmental activities of the ANG/AFRES Test Center.

23.3.3. Identifies, prepares, and obtains Air Staff validation of Mission Needs Statements (MNSs). In addition, prepares and coordinates Systems Operational Concepts (SOCs) and preliminary SOCs.

23.3.4. Completes research of "off-the-shelf" technology and development efforts for future application for improved weapon systems.

23.3.5. Serves as the NGB primary point of contact (POC) to arrange for technical support through outside analysis agencies and special study groups.

23.3.6. Develops cost versus performance trade-offs for the modification, development and acquisition cycle. Selects proposals and advocates best acquisition to Air Staff.

23.3.7. Analyzes, plans, and aids in programming all aspects of the ANG research, development, and acquisition program to balance operational requirements, force structure, and funding constraints.

23.3.8. Is FP for acquisition of new aircraft and systems for the ANG.

23.4. **Directorate of Civil Engineering (NGB/CE).** The Directorate of Civil Engineering:

23.4.1. Develops and administers ANG Civil Engineering and Services policy and regulations.
23.4.2. Develops and directs the ANG Military Construction Program (MCP), Minor Construction Program, operations and maintenance (O&M), real property, and major and minor repair portions of annual planning, programming, and budgeting activities.

23.4.3. Develops and administers ANG master plans for facility utilization, and minor construction programs. Develops and administers O&M agreements.

23.4.4. Develops ANG Engineering and Services force development programs.

23.4.5. Manages the acquisition, utilization and disposal of ANG Real Property including maintenance, repair, and alteration of this property.

23.4.6. Develops policies, plans and programs on deployment, and training for ANG civil engineering units, ANG fire protection and prevention programs, and aircraft rescue operations.

23.4.7. Develops, monitors, and administers ANG Environmental Protection programs, administers the ANG Energy Investment Program, develops and administers the natural resources program.

23.5. Senior Enlisted Advisor (NGB/CMS). The Senior Enlisted Advisor:

23.5.1. Advises the ANG Director on matters affecting the quality of life, morale, and welfare of the ANG enlisted force.

23.5.2. Provides leadership in the development of programs intended to motivate the enlisted force.

23.5.3. Evaluates the quality of non-commissioned officer (NCO) leadership, management, and supervisory training conducted through Professional Military Education programs.

23.5.4. Acts as ANG Directorate representative at various functions relating to the enlisted force.

23.6 Directorate of Operations (NGB/DO). The Directorate of Operations:

23.6.1. Is responsible for development of operational policy, guidelines, and control of the ANG flying hour program and flying training programs.

23.6.2. Develops and directs policies, plans, and programs for ANG operational training and evaluation, flight simulators and ANG weapon systems.

23.6.3. Evaluates and negotiates with the Federal Aviation Administration (FAA) on proposals and special use airspace requirements for the ANG.

23.6.4. Monitors and develops operations policy for ANG flying unit conversions.

23.6.5. Develops ANG mobility policy in support of wartime tasking.

23.6.6. Plans and programs ANG involvement in unit generation exercises, USAF Command and JCS exercises, and deployments.

23.6.7. Monitors operational support programs for ANG disaster preparedness, chemical warfare, life support, emergency action, Electronic Combat, combat airlift, arresting systems, OPSEC, ranges, support aircraft and Combat Readiness Training Center utilization.

23.7. Directorate of Personnel (NGB/DP). The Directorate of Personnel:
23.7.1. Develops ANG personnel policy.

23.7.2. Develops policies and directs officer and enlisted procurement programs, retention, promotions, separations, recruiting and advertising support, and the ANG Basic Military Training (BMT) program.

23.7.3. Serves as FP for inquiries concerning ANG drill status, fulltime unit support and personnel end strengths.

23.7.4. Develops and defends the ANG personnel requirements portion of budget submissions. Serves as FP concerning resource availability. Allocates and manages personnel funding.

23.7.5. Directs ANG officer and enlisted personnel programs to include procurement, classification, assignment, utilization, sustainment, retention, separations, and retirement. Establishes and manages personnel policy for the ANG military duty personnel program (AGR). Manages ANG incentives and entitlements programs (to include budgeting), establishes eligibility criteria, and allocates funds. Reviews legislative proposals affecting ANG personnel programs and develops ANG positions.

23.7.6. Serves as ANG OPR on long-range personnel plans to include objective force structures. Develops, reviews, and disseminates policy guidance relating to AFR 36 series publications, and serves as ANG liaison to the Air Force Uniform Board. Develops, reviews, and disseminates policy guidance relating to quality force actions. Monitors legislative initiatives and proposals on ANG personnel issues.


23.8.2. Initiates ANG responses to requests for budgetary information from the Office of the Secretary of Defense (OSD), the Air Force Comptroller, and Congress.

23.8.3. Performs cost factor and operations analysis.

23.8.4. Initiates, develops, and administers report control mechanisms to track all appropriations, plans, and programs.

23.8.5. Operates the ANG Multiplexed Information and Computing Service Site (MULTICS).

23.8.6. Supports Program Budget exercises utilizing computer generated data.

23.8.7. Develops and disseminates policies and directives on financial management in the ANG.

23.8.8. Provides policy and technical guidance to the ANG Readiness Center.

23.8.9. Establishes and maintains funding controls in accordance with Congressional Appropriations Acts and OSD, Office of Management and Budget (OMB), and National Guard Bureau policy guidance and directives.

23.8.10. Receives appropriations and allocates funds to the ANG Readiness Center for program execution.

23.8.11. Defends Budget Estimate Submissions to OSD, OMB, and Air Force.


23.8.14. Prepares briefings concerning Congressional proceedings, appropriation status, and program execution status for the ANG.

**23.9 Directorate of Logistics (NGB/LG).** The Directorate of Logistics:

23.9.1. Develops, and justifies program and budget requirements for the Program Objective Memorandum (POM), Future Year Defense Plan (FYDP), Budget Estimate Submission (BES), and the President’s Budget (PB) for ANG logistics programs in aircraft maintenance, supply, and transportation.

23.9.2. Monitors, reviews, and coordinates on Air Force policy and regulations relating to ANG depot maintenance requirements.

23.9.3. Reviews, evaluates, and prepares responses and reclamas to Program Change Proposals (PCPs), Program Decision Memoranda (PDMs), and Defense Management Review Decisions (DMRDs).

23.9.4. Forecasts requirements, develops estimates, prepares financial plans, and provides for integration and allocation of the ANG portion of Air Force centrally managed logistics programs such as Depot Purchased Equipment Maintenance (DPEM), Depot Level Repairables (DLRs), Interim Contractor Support (ICS), and Contractor Logistics Support (CLS).

23.9.5. Represents ANG at Air Force-wide conference and boards on current and long-range depot maintenance workloads and funding requirements.


23.9.7. Represents ANG on the Air Force Cost Analysis Group to formulate flying hour and primary aircraft (PAA) cost factors used to program and budget logistics requirements.

23.9.8. Reviews, analyzes, and interprets JCS and Air Force logistics doctrine, organization, and policy to develop consistent ANG logistics organizations and operations.

23.9.9. Analyzes Air Force and ANG force structure projections and initiates planning actions for ANG logistics requirements.

23.9.10. Acts as FP for ANG logistics participation in the Air Force Long Range Strategic Planning Program. Reviews Long Range Strategic Plan (LRSP) for applicability to the ANG. Publishes supporting plans.

23.9.11. Reviews ANG logistics planning policies, concepts, and guidance to ensure consistency with Department of Defense (DoD) and JCS planning documents to include: DoD Consolidated Guidance (CG), Defense Planning Guidance (DPG), and annexes to the joint Strategic Planning Document (JSPD).

**23.10. Directorate of Command, Control, Communications and Computer Systems (NGB/SC).** The Directorate of Command, Control, Communications and Computer Systems:

23.10.1. Develops policy, provides strategic planning and develops programs for ANG communications-computer systems resources. Monitors assigned program elements.

23.10.2. Manages communications-computer systems resources for combat communications and air traffic control, communications electronics, engineering and installation, and fixed base communications and computer systems.
23.10.3. Develops, manages and directs ANG communications-computer systems architecture, interoperability, interconnectivity, and integration initiatives.

23.10.4. Establishes policies and manages the ANG Communications-Computer Systems Security Program. Promulgates policy and guidance on the control of compromising emissions (TEMPEST). Develops and reviews telecommunications and automatic data processing security surveillance actions to include TEMPEST.

23.10.5. Develops policy for supervision and direction of long-haul, leased communications, and base telecommunications systems.

23.10.6. Provides representation to the USAF Command and Control Information Systems Panel, Support Information Systems Panel, Air Staff Communications-Computer Systems Architecture Steering Committee, and the National Guard Bureau Automation Review Committee.

23.11. **Directorate of the Air Surgeon (NGB/SG).** The Directorate of the Air Surgeon:

23.11.1. Serves as FP for ANG Health Services, aeromedical evacuation, medical facilities, bioenvironmental engineering, environmental health, medical materiel requirements, and physical standards.

23.11.2. Develops policies, plans, and programs for ANG medical services.

23.11.3. Participates in force structure development and long-range planning for the ANG medical unit structure.

23.11.4. Develops ANG manpower and other resource requirements in ANG medical units and participates in the Planning, Programming and Budgeting System (PPBS) process to validate and budget for resource requirements.

23.11.5. Compiles statistical data on ANG medical programs and resources.

23.11.6. Maintains liaison with the USAF Surgeon General.

23.11.7. Reviews USAF and USAF Command directives for applicability to the ANG.

23.11.8. Develops, publishes, and disseminates ANG regulations on medical services policies and procedures.

23.12. **Directorate of Plans and Programs (NGB/XP).** The Directorate of Plans and Programs:

23.12.1. Plans and programs all resource requirements related to the ANG force structure.

23.12.2. Develops ANG wartime tasking, planning, and directed operational capabilities for all ANG units.

23.12.3. Prepares and presents ANG operational programming and budgeting inputs to the PPBS.

23.12.4. Advises the Chief of NGB and the Director of ANG on total quality developments and trends.
Chapter 24

Plans and Programs
(AF/XP)

Figure 24.1. Organization Chart for the Deputy Chief of Staff, Plans and Programs.

Deputy Chief of Staff
Plans and Programs
AF/XP

Information and Systems
AF/XPI

Directorate of Manpower
and Organization
AF/XPM

Directorate of Programs
AF/XPP

Directorate of Strategic Planning
AF/XPX

Resources and Program Analyses Division
AF/XPY

24.1. The Deputy Chief of Staff, Plans and Programs (AF/XP). The Deputy Chief of Staff, Plans and Programs:

24.1.1. Establishes Air Force resource allocation and Planning, Programming, and Budgeting System (PPBS) policy. Functions as the Air Staff Office of Primary Responsibility for all matters pertaining to developing, directing, and conducting Air Force planning and programming activities.

24.1.2. Maintains the integrity of the Corporate Structure process. Provides information and briefings to the corporate structure for corporate decisions. Member of the Air Force Council, Air Force Planning Board of Directors, and Defense Medical Review Committee.

24.1.3. Develops and manages the process for institutionalized long-range strategic planning. Generates a coherent, strategic vision for the Air Force. Articulates this vision and the contributions of air and space power to joint warfighting capabilities.

24.1.4. Exercises close coordination with senior leadership and planning staffs at DoD, Air Force, and MAJCOMs, utilizing their critical expertise, ensuring full and timely input to the long-range/strategic planning process.

24.1.5. Keeps apprised of changing national and international conditions, and assess potential impact on long-range strategy and planning guidance.

24.1.6. Coordinates a modernization planning process that aggressively and objectively evaluates and incorporates future warfighting concepts.

24.1.7. Implements the strategic vision and provides direction for planning and programming through a continuously updated Air Force Strategic Master Plan (AFSMP).

24.1.8. Develops annual planning and programming guidance to support the strategic vision and AFSMP in accordance with overarching national and defense guidance, policy, and objectives.
24.1.9. Reviews, develops, and evaluates proposed options to change the Air Force Program prior to, during, and following periods of major exercises to determine impacts on balance, integration, and mission areas. Develops Program Change Guidance.


24.1.11. Develops and maintains USAF organizational policy for Active and Reserve forces.

24.1.12. Maintains planning, program, manpower and forces data bases, and produces program data documentation for MAJCOMs.

24.1.13. Develops, compiles and submits the USAF POM; Coordinates, and defends the Air Force POM/BES/PB and all related documentation.

24.1.14. Prepares Program briefings for senior Air Force leadership decision-making on resource allocation and all program issues. Provides all technical and administrative support for the Air Force Group and Air Force Board.

24.1.15. Provides an overall and comprehensive assessment of the total Air Force Program from an overall planning, programming, and budgeting perspective. Provides recommendations and information to strengthen the Air Force defense of its programs.

24.1.15.1. Reviews and evaluates impacts caused by changes to the Air Force Program and evaluates historical trends compared with current FYDP (by appropriation, mission panels, etc.).

24.1.15.2. Track areas of recurring external challenges to the Air Force Budget and identifies likely Budget Review and Program Review Issues.

24.1.15.3. Receives and tracks fiscal guidance from OSD. Provides a comparison of fiscal resources (funding and real growth) between the Air Force and other Services.

24.1.15.4. Helps assess the Air Force’s compliance with program guidance provided by OSD and Air Force leadership, and evaluates the programmatic impact of those changes made to the Air Force Program. Performs analysis which assess program capabilities.

24.1.16. Provides Air Force policy and guidance covering all O&P initiatives to include the Commercial Activities Program. Program, tracks, and defends manpower actions related to the O&P and Commercial Activities Programs.

24.1.17. Provides Air Force manpower policy, tracking, and program control for Management Headquarters and Headquarters Support Activities. Defends Air Force Management Headquarters program to OSD and Congress.

24.1.18. Establishes and disseminates plans, policies, and procedures governing the effective and economical use of the total manpower resource and the overall manpower management function.

24.1.0. Supervises the AFCQMI in providing innovative, expert management capabilities to the Air Staff, Air Force functional communities, and major commands to assist them in making intelligent, fact-based decisions that will improve mission effectiveness, resource efficiency and resource savings.

24.1.20. Oversees the development of manpower policy, procedures, and guidance for the development of manpower standards, macro programming tools, and military grades program. Validates wartime and peacetime manpower requirements for both the Air Force and its Reserve Components (RC).
24.1.21. Responsible for programming manpower for initiatives approved by the Air Force Corporate Structure; ensures manpower is consistent with program content and justifies manpower to senior leadership and Congress.

24.1.22. Serves as the Air Staff focal point and articulates Quality Air Force activities to OSD and Congress.

24.2. Information and Systems (AF/XPI). Information and Systems:

24.2.1. As AF/XP OPR for Computer Systems,

24.2.1.1. Administers classified and unclassified local area networks (LAN’s), and provides connectivity with required data bases and other organizations and personnel.

24.2.1.2. Facilitates the definition of and provides advocacy for communications and computer systems requirements, including connectivity, hardware, software systems and computing tools.

24.2.1.3. Develops and maintains a computer systems strategic plan.

24.2.1.4. Assists AF/XP functional users in optimizing utilization of hardware, software and applications.

24.2.1.5. Administers configuration management, inventory management and computer security programs.

24.2.2. As AF/XP OPR for Information Management and Executive Services,

24.2.2.1. Develops and administers the AF/XP Information Management Program.

24.2.2.2. Plans for and manages corporate resources including office supplies, office equipment and furniture, and office space.

24.2.2.3. Administers the AF/XP administrative operating budget; supports the process of defining requirements, programming and allocating resources, and monitoring funds utilization.

24.2.2.4. Provides military and civilian personnel services and manpower management support.

Figure 24.2. Organization Chart for Directorate of Manpower and Organization

24.3. Directorate of Manpower and Organization (AF/XPM): The Directorate of Manpower and Organization

24.3.1. Develops and administers the Air Force manpower program as an integral element of the Planning, Programming, and Budgeting System (PPBS).
24.3.2. Responsible for the programming, justification, and tracking of manpower in the FYDP; ensures consistency with program content and Air Force Corporate Structure decisions.

24.3.3. Establishes and disseminates plans, policies, and procedures governing the effective and economical use of manpower resources and the manpower management program.

24.3.4. Manages the Joint Manpower Program and represents the Directorate on all joint manpower matters.

24.3.5. Develops and maintains USAF organizational policy for active and Air Reserve Forces.

24.3.6. Assists the SECAF and CSAF in developing and executing the policies and strategies for Air Force (QAF) implementation within the United States Air Force.

24.3.7. Manages the Air Force Productivity Program and directs and administers Air Force participation in all capital investment efforts and goals.

24.3.8. Develops and administers policy for the allocation of active military and civilian manpower.

24.3.9. Develops Air Force policy and strategic plan for outsourcing and privatization (O&P) efforts to include the Commercial Activities A-76 Program and implementation of associated OMB, OSD and congressional policies.

24.3.10. Acts as a support witness to senior officials, including the Secretariat, CSAF, and DCS Personnel for testimony before Congress on end strength and O&P issues.

24.3.11. Responsible for the development of manpower policy, procedures, and guidance on manpower standards, macro manpower programming tools, military grades program, and manpower determinants.

24.3.12. Manages all manpower automated data systems at all organizational levels. Directs the preparation of Air Force wartime planning policy and guidance for use of manpower resources.

24.3.13. Directs wartime manpower studies; serves as the Air Force OPR for the OSD Wartime Manpower Planning Systems (WARMAPS).


24.3.15. Establishes policy, tracking and program control for Management Headquarters and Headquarters Support Activities. Defends Air Force Management Headquarters program to OSD and Congress.

24.3.16. Serves as the Manpower Career Field Manager, and chairs the Manpower and Civilian Policy Council.

24.4. Data System (AF/XPMI).

24.4.1. Develops and directs Manpower career field programs and policies pertaining to recruiting, training, strategic planning, data systems and Air Force-wide awards program.

24.4.2. Represents the Directorate on all Combined and joint manpower matters.

24.4.2.1. Programs manpower for initiatives addressed in programming and budgeting exercises that impact on the Combined and Unified Commands, Defense Agencies, Air Force elements and Field Operating Agencies (FOAs).
24.4.2.2. Serves as the Joint Reader on all actions pertaining to Air Force manpower in the Joint Manpower Program.

24.4.2.3. Advocates the Air Force Manpower position in all joint forums and prepares decision memoranda and supporting data for senior leadership for use in Tank deliberations.

24.4.3. Provides Air Force manpower policy, tracking, budgeting, and program control for Management Headquarters and Headquarters Support Activities.

24.4.4. Assists the SECAF and CSAF in developing and executing policies and strategies for Air Force (QAF) education, training, and implementation to include all award programs for SECAF and CSAF

24.4.4.1. Establishes, facilitates, and integrates on-going study efforts on criteria, assessments, best practices, and reengineering.

24.4.4.2. Facilitates the development of Air Force Strategic Plans and ensures alignment of strategic plans at all levels Air Force-wide.

24.4.4.3. Supports HQ USAF QAF implementation efforts with training, education, and consultation.

24.4.4.4. Focal point for Air Force policy on National Performance Review (NPR) matters in support of the President’s government streamlining efforts.

24.4.4.5. Provides guidance and oversees Air Force activities on reinvention initiatives. Works with other military service and government agencies to establish implementation strategies and coordinates responses to Presidential and Congressional reinvention directives.

24.4.5. Controls the Directorate's responsibilities for the vertical peacetime and wartime manpower data systems (Headquarters Air Force Manpower Data System, Command Manpower Data System, Base Manpower Data System, Air Force Manpower Exercise Data System, the Manpower and Personnel (MANPER) module of the Air Force Global Command and Control System (AFGCCS) and the Deliberate and Crisis Action Planning and Execution System (DCAPES)).

24.4.5.1. Provides Manpower policy guidance on the development of an Air Force-wide systems architecture for the Manpower Data System and the Manpower and Personnel Readiness Systems.

24.4.5.2. Establishes systems requirements for manpower data systems and works with system centers on the programming and fielding of these requirements.

24.4.5.3. Serves as program manager for manpower data systems to include program and budget development and tracking.

24.5. **Organization Division (AF/XPMO).** The Organization Division:

24.5.1. Develops Air Force organizational concepts, policies, structure, and implementing guidance.

24.5.2. Establishes policies on application of organizational terminology and nomenclature.

24.5.3. Prepares and evaluates studies on organizational matters.

24.5.4. Evaluates tests of new or modified standard organizational structures and takes appropriate action.

24.5.5. Issues and maintains a permanent file of current organizational action letters.
24.5.6. Coordinates on mission directives for MAJCOMs, FOAs, and DRUs.

24.5.7. Maintains mission directives and organizational materials published by MAJCOMs, FOAs, and DRUs.

24.6. Program Development Division (AF/XPMP). The Program Development Division:

24.6.1. Establishes and disseminates plans, policies, and procedures governing the effective and economical use of the total manpower resource.

24.6.2. Develops and manages the directorate's involvement in the DoD's PPBS.


24.6.4. Programs manpower for initiatives addressed in programming and budgeting exercises by working directly with the appropriate Panels in the Corporate Structure, Integrated Process Teams (IPTs), Program Element Monitors (PEM), and Staff OPRs.

24.6.5. Develops and/or reviews manpower data in planning and programming initiatives by working with the Panels, IPTs, PEMs and Staff OPRs.

24.6.6. Analyzes approved programs to ensure manpower end strength is consistent with approved program content at the program element code level of detail.

24.6.7. Coordinates actions for the Director of Manpower and Organization involving the programming of Air Force manpower that must be presented to higher authorities in the Executive Branch (OSD/OMB) and the Congress.

24.6.8. Directorate OPR for development of all manpower exhibits/tracks used as justification during all phases of the budget development process (POM/BES/PB) and prepares the majority of manpower exhibits/tracks.

24.6.9. Provides representatives to and participates in OMB and OSD hearings during development of the President's Budget.

24.6.10. Allocates manpower in the FYDP to MAJCOMs and FOAs and monitors utilization of the allocated manpower authorizations.

24.6.11. Serves as the directorate focal point for public announcements packages.


24.6.13. Serves as the directorate focal point for Interservice Support Agreements.

24.6.14. Serves as the directorate OPR for all Congressional activities to include answering inquiries, tracking and interpreting manpower implications of Congressional actions, orchestrating/preparing appeals to Congress on manpower and commercial activities issues and preparing and acting as support witness to senior officials for testimony before Congress on end strength related matters.

24.6.16. Provides manpower functional representative to the Air Force Issues Team to ensure manpower implications of proposed OSD actions are considered.

24.7. **Requirements and Utilization Division (AF/XPMR).** The Requirements and Utilization Division:

24.7.1. Establishes policies and evaluates use of active duty/ANG/AFRES military, civilian and contract forms of labor, to include military migration initiatives, to accomplish Air Force missions in peace and in war.

24.7.2. Establishes and disseminates manpower policy, procedures, and guidance, and evaluates performance on the development and use of manpower requirement estimation tools and methods including manpower standards, determinants and estimates, functional process improvement techniques, Logistics Composite Model (LCOM) and other simulation technology, macro manpower programming tools, man-hour availability factors, and military grades allocations.

24.7.3. Develops policy, administers, and evaluates performance of the Air Force Suggestion Program.

24.7.4. Develops policies and procedures, provides direction, secures funding, directs, administers, and evaluates performance of the Air Force Fast Payback Capital Investment Program (FASCAP) and Productivity Investment Fund (PIF) Program, and Air Force participation in SECDEF productivity/suggestion awards programs.

24.7.5. Identifies and publishes lists of those Air Force specialties with substantial military wartime shortfalls (Critical Military Skills) and unsatisfactory overseas-CONUS ratios (Unsatisfactory Rotation Index).

24.7.6. Prepares replies to Congressional, Administration, and private sector inquiries in areas of responsibility.

24.7.7. Conducts review of Individual Mobilization Augmentee (IMA) authorizations and provide policy guidance concerning approval/disapproval of IMA authorization requests.

24.7.8. Prepares replies for inquires from GAO, IG, AFAA, and other audits or studies on areas of responsibility.

24.7.9. Develops Air Force wartime manpower planning policy and guidance and serves as the Air Force office of primary responsibility for all manpower matters during peacetime training and exercises, contingencies, emergencies, or general war.

24.7.10. Provides manpower policy and procedural guidance for, and evaluates performance of: the AF Support Force Sizing (FORSIZE) exercise, Base Level Assessment (BLA) and associated Wartime Manpower Planning Process (including deliberate planning); real world deployments from peace through war, and mobilization requirement documentation for the reserve components; mobilization and deployment exercises; manpower readiness reporting; and manpower command and control system development, maintenance, use, and effectiveness. Member of the Manpower and Personnel Readiness Center (MPRC).

24.7.11. Manages the Air Force Commercial Activities (CA) program. Establishes AF policy and reporting requirements for the CA program, ensuring the accuracy of all statements concerning implications of commercial activities. Acts as Air Force focal point in Congressional interaction in CA related matters including congressional announcements and testimony. Programs manpower to reflect Commercial Activities actions.

24.7.12. Manages Air Force Grades Allocations. Establishes procedures, governing grade requirements determination, estimation of officer and enlisted grades available for allocation, and coordinates with Air Staff functional managers to make allocations among the MAJCOMs.

24.7.13. Manages Air Force Colonels Grades Requirements and Allocations. Reviews requests for Colonel positions for compliance with Colonel and high grade civilian guidelines, consistency with CSAF allocation
guidance, and recommends approval to AF/XP. Periodically updates CSAF allocations to comply with DOPMA and resource management constraints.

24.8. Competitive Sourcing and Privatization Division (AF/XPMS). The Outsourcing and Privatization (O & P) Division:

24.8.1. Proactively manages the overall Air Force O & P Program.


24.8.3. Defines general roles and responsibilities relevant to O & P.

24.8.4. Dual functions as the O & P Division and the O & P Panel.

24.8.5. Conducts O & P Panel meetings bimonthly.

24.8.6. Processes O & P issues through the Corporate Structure.


24.8.8. Ensures all potential O & P opportunities are explored through a systematic process.

24.8.9. Works with AFCQMI and MAJCOMS to develop and maintain an aggressive and effective O & P process for the Air Force.

24.8.10. Identifies and monitors legislative impediments and other O & P constraints.


24.8.12. Serves as the Air Force focal point for receipt and distribution of Department of Defense O & P Funds.

24.8.13. Facilitates the liaison of contracted consultants to support O & P efforts throughout the Air Force.


24.8.15. Tracks and reports O & P Initiatives.
24.9. **Directorate of Programs (AF/XPP):** The Directorate of Programs:

24.9.1. Integrates, evaluates, and analyzes the $75 billion USAF program.

24.9.2. Develops and evaluates options relating to force structure, readiness, sustainability, and modernization for the Secretary of the Air Force and Chief of Staff of the Air Force.

24.9.3. Analyzes and evaluates programs and force projections for balance, phasing, and feasibility in relation to known and anticipated availability of resources and higher authority decisions.

24.9.4. Establishes Air Force resource allocation and Planning, Programming and Budgeting System (PPBS) policy.
24.9.5. Functions as the Air Staff Office of Primary Responsibility (OPR) for all matters pertaining to formulating, directing, and amending Air Force programs.

24.9.6. Provides an overall and comprehensive assessment of the total Air Force Program from both a programming and budgeting perspective. Provides recommendations and information to strengthen the Air Force defense of its programs.

24.9.7. Prepares program briefings for senior Air Force leadership (Air Force Council, CSAF, and Secretariat) decision-making on resource allocation, all program issues, and defense of the AF POM.


24.10. Air Superiority Division (AF/XPPA): The Air Superiority Division:

24.10.1. Provides force programmers for air superiority, theater air defense, and combat search and recovery aircraft (F-24A, F-15A-D, AL-1A, and HH-60G), manned destructive Suppression Of Enemy Air Defenses (SEAD) assets, air-to-air weapons, Combat Air Forces (CAF) training, operational headquarters accounts, training ranges, tactical portion of range improvement program, and strategic defense interceptor training.

24.10.2. Develops and coordinates with the CAF on all matters relating to the development of air superiority fighter and air rescue aircraft force structure recommendations and rationale to support Global Reach-Global Power.

24.10.3. Chairs the Air Superiority Panel as part of the Air Force Corporate Structure.

24.10.4. Provides responses to Congressional, DoD, and JCS requests on air superiority and air rescue issues.

24.10.5. Develops Air Force position on all budget issues relating to Air Superiority.

24.10.6. Coordinates Air Force air superiority fighter and air rescue inputs to JCS documents such as National Military Strategy Document (NMSD) and the Chairman’s Program Assessment (CPA).

24.10.7. Coordinates Air Force Mission Need Statements (MNS) and joint MNS relating to air superiority fighters and air rescue.

24.10.8. Monitors, integrates and evaluates programs for balance, phasing, and feasibility in relation to national resources, strategy, and policy.

24.10.9. Monitors and evaluates the active force structure to ensure coherent resource allocation programming and maximum resource utility in accordance with the PPBS. Considers compatibility with Air Force strategy, policies, concepts, and objectives.

24.10.10. Monitors and evaluates programming actions based on guidance from OSD, Secretariat, and CSAF, and fiscal and force recommendations from the MAJCOMs.

24.10.11. Analyzes impact of programming decision and force structure requirements on major acquisition programs and assesses viability of those programs to meet national requirements and fulfill warfighting capabilities.
24.10.12.  Monitors, integrates, evaluates, and coordinates program change requests, major force issues, and special studies to provide force structure impacts and changes.

24.10.13.  Prepares studies on force modernization in applicable aerospace vehicle programs. Identifies implications, recommends modernization actions and replacement policies. Provides guidance and assumptions in preparing projections, program cycles, and exercises.

24.10.14.  Acts as POC, along with Power Projection, for developing general purpose forces section of Secretary of Defense (SECDEF), JCS Chairman, and the Secretary of the Air Force (SECAF) and Chief of Staff of the Air Force (CSAF) Annual Posture and Defense Reports.

24.10.15.  Serves as POC, along with Power Projection, for preparing inputs to and monitoring Defense Planning Guidance (DPG), combat force structure related sections.

24.10.16.  Provides membership and combat forces structure expertise for DCS on all Air Force, Joint and DoD study groups, part-time, full-time, and ad hoc, as necessary.

24.10.17.  Functions as FP for all matters relating to air superiority forces planning, programming, and budgeting.

24.10.18.  Assesses and makes recommendations on the operational impact of foreign military sales and national disclosure issues.

24.11.  Program Integration Division (AF/XPPE): The Program Integration Division:

24.11.1.  Develops and produces the USAF POM and submits to OSD.

24.11.2.  Develops the Air Force response to the OSD draft POM Preparation Instructions (PPI) from Air Staff/Secretariat inputs and provides direction to the Air Staff for complying with the final PPI.

24.11.3.  Develops and publishes POM Preparation Instructions to the MAJCOMs, Field Operating Agencies (FOAs), Direct Reporting Units (DRUs), and staff.

24.11.4.  Provides staff direction on the policy and concept for developing the POM and directing Air Staff Program Exercises.

24.11.5.  Directs preparation of the Air Force response to the Programming Guidance section of the SECDEF Defense Planning Guidance (DPG) and ensures the Air Force program meets DPG requirements.

24.11.6.  Publishes exercise guidance for Air Staff coordination and execution.

24.11.7.  Administers XPP participation in deliberations and review of Program Budget Decisions (PBDs) during the budget cycle.

24.11.8.  Conducts analysis of the programming process to ensure the most advantageous use of modern computer technology to improve management of the resource allocation process, and defines requirements for new software support for the exercise process.

24.11.9.  Executive Secretariat for the Air Force Group (AFG), the initial agency for the Air Force Enhanced Corporate Structure (ECS). Schedules and supports the organization charged with providing the first level of integrated review and evaluation of Air Force programs and special issues.
24.11.10. Executive Secretariat for the Air Force Board (AFB), the intermediate agency for the Enhanced Corporate Structure (ECS). Schedules and supports this general officer-level body charged with reviewing Air Force issues and providing recommendations to Air Force senior leadership.

24.11.11. Publishes and controls Program Elements (PEs) and maintains the Air Force Program Element database.


24.11.14. Manages, controls, develops and integrates all SECAF-approved program changes to the AF Force and Financial Plan (F&FP) database.

24.11.15. Creates and relays program change guidance to SAF/FM to update the F&FP Data Base.

24.11.16. Manages and controls the Zero Balanced Transfer (ZBT) process.

24.11.17. Controls, establishes, and maintains liaison with the Manpower Data System (MDS) to facilitate the flow of manpower program options to the F&FP Data Base.

24.11.18. Develops program guidance for USAF Aerospace Vehicles and Flying Hour Program. Develops, publishes, and distributes the USAF Program Document PA, Volumes I and II.


24.11.21. Manages the collection, processing, and distribution of monthly/quarterly reports for Aerospace Vehicle inventory.

24.11.22. Controls and manages the USAF Priority System for resource management and serves as Executive Secretary for the Priority Review Working Group (PRWG).

24.11.23. Manages the annual review of AF precedence ratings with the PRWG.

24.11.24. Develops, publishes, and distributes the Priorities section of the USAF Program Document: Installations, Units and Priorities.

24.11.25. Determines and assigns, or coordinates assignment of, DoD Force Activity Designators and AF Precedence Ratings for all AF Programs and Units.


24.11.27. Develops the Administrative Plan for preparation of all program documents published IAW AFI 16-501, *Control and Documentation of Air Force Programs*. 
24.11.28. Serves as the Directorate focal point for all Congressional budget authorization, appropriation, and other defense related activities.

24.11.29. Provides responses to Congressional and public inquiries regarding historical data for aircraft inventories, attrition, and age data.

24.11.30. Serves as a member of the Air Force Posture Team.


24.11.32. Coordinates preparation of Budget Issue/Fact Papers for SECAF/CSAF testimony and meetings with key Congressional staff members.

24.11.33. Provides day-to-day interface with JCS/J-8 concerning all programmatic matters.

24.11.30. Tasks/consolidates Congressional inserts for the record.

24.11.35. Assesses the SECDEF's Annual Report to Congress (Defense Report) from a programmatic perspective.

24.11.36. Assists Director in preparing for other service and OSD counterpart meetings.

24.11.37. Manages coordination on JCS matters for the Directorate and serves as the joint reader.

24.11.38. Reviews draft DPG, Joint Strategic Capabilities Plan (JSCP), and the Chairman’s Program Assessment


24.11.40. Serves as XPP focal point for issues relating to Joint Requirements Oversight Council (JROC) meetings and advises Director on their content.

24.11.41. Maintains and controls programmatic and budgetary database for all special access programs.

24.11.42. Co-chairs the Special Program Review Group.

24.11.43. Performs resource programming for special access programs for the SECAF, CSAF, OSD, and the Joint Staff.

24.11.44. Manages the AF Program Change Request (PCR) process.

24.11.45. Forecasts aircraft attrition to program aircraft losses and estimates attrition reserves required for procurement buys.

24.11.46. Manages active and inactive inventory of USAF aircraft, missiles, drones, and Remotely Piloted Vehicles (RPVs).

24.11.47. Develops, modernizes, manages and provides program development and presentation software tools for MAJCOM/FOA/DRU and HQ USAF use.

24.11.48. Provides training for all USAF users of program development and presentation software tools.

24.11.49. Develops and conducts educational briefings for Air Staff, Secretariat, MAJCOM, and other DoD personnel several times each year concerning the PPBS and Air Staff involvement in it.
24.11.50. Develops and conducts briefings on the Air Force’s role in the PPBS for professional military education (PME) courses.

24.11.51. Develops and maintains programming policies and decision-making briefings for Air Force leadership.

24.11.52. Prepares briefings and special presentations on the PPBS process, current program, and associated topics.

24.11.53. Develops and provides specialized PPBS Programming Action Officer Workshop Training across the Air Force.

24.11.54. Prepares, in conjunction with SAF/LL and SAF/PA, the annual announcement of force structure changes for CSAF/SECAF use with Congress. Following SAF/LL approval, prepares and releases a message to the field, declassifying the force structure changes.

24. 12. Information Dominance Division (AF/XPPI): The Information Dominance Division:

24.12.1. Serves as the AF/XP POC for programs under the Information Dominance Panel. Provides AF/XP linkage to Program Element Monitors (PEMs) and Integrated Process Teams (IPTs) related to the Information Superiority Core Competency.

24.12.2. Chairs the Information Dominance Panel as part of the Air Force Corporate Structure, supporting the development of the AF Program.

24.12.3. Supports the PEMs/IPTs in preparing fiscal and force options to meet programmatic guidance.

24.12.4. Evaluates, integrates, coordinates, and analyzes Information Superiority programs from development of MAJCOM POMs through all budgetary exercises, culminating in the submission of the PB to Congress.

24.12.5. Monitors, integrates and evaluates Information Superiority programs for balance, phasing, and feasibility in relation to national resources, strategy, and policy.

24.12.6. Monitors and evaluates the active force structure to ensure coherent resource allocation programming and maximum resource utility in accordance with the PPBS.


24.12.8. Monitors and reviews appropriate current and programmed USAF aerospace vehicle programs to include inventory, command assignment, and distribution of vehicles and resources.

24.12.9. Monitors procurement, modification, and attrition of aerospace forces/systems with regard to potential programmatic requirements. Analyzes impact of changes.

24.12.10. Develops, with other staff agencies, written USAF positions in response to programming/budgeting initiatives.

24.12.11. Develops, coordinates, and briefs Program Change Requests (PCRs) for Information Dominance programs, as required.

24.12.12. Reviews mission need statements (MNS), system operational requirements documents (ORDs), and Program Management Directives (PMDs) related to Information Dominance programs.
24.12.13. Serves as AF/XP POC for Information Dominance programs supporting active, ANG and AFR forces in Major Force Programs I, II, III, IV, and V.

24.12.14. Serves as AF/XP POC for USAF portions of the National Foreign Intelligence Program (NFIP), Tactical Intelligence and Related Activities (TIARA), Defense Airborne Reconnaissance Program (DARP).

24.13. **Mission Support Division (AF/XPPL):** The Mission Support Division:

24.13.1. Provides analysis of mission support panel resource proposals for use by the XP, XPP, and Deputy XPP in Corporate Structure deliberations.

24.13.2. Provides panel POCs for the Installation Support, Logistics, RDT&E, Personnel & Training, and Communications & Information Panels.

24.13.3. Acts as force programmers for all training and test aircraft.

24.13.4. Manages the excess aircraft disposition program for HQ USAF.

24.13.5. Develops and Briefs mission Support program change request options through the AF Corporate Structure.

24.13.6. Reviews all AF ORDs, MNSs, PMDs, and Joint documents for implications in acquisition and other mission support areas.

24.13.7. Assesses impact of Congressional actions on the AF program.

24.13.8. Maintains CSAF’s Unfunded Priorities List

24.13.9. Acts as DCS focal point for acquisition reform and acquisition policy reviews.

24.13.10. Serves as DCS focal point for programming issues related to the Defense Health Program.

24.13.11. Functions as Directorate focal point for Base Realignment and Closure activities.

24.14. **Global Mobility Division (AF/XPPM):** The Global Mobility Division:

24.14.1. Chairs the Global Mobility Panel of the Air Force Corporate Structure; as executive agent, oversees all functions of the Panel (core members and stakeholders), to include convening panel meetings, coordinating/distributing information, and maintaining points of contact lists.

24.14.2. Provides Air Staff interface with AMC and AFSOC Headquarters in developing and presenting the MAJCOM POMs. Develops and presents the Mobility and SOF Programs to the Air Force Corporate Structure.

24.14.3. Assures adequate resources are programmed/budgeted for the following forces: Strategic, Theater, Operational Support, and Special Air Mission airlift; Air Refueling; Aeromedical Evacuation; weather service; special operations forces; hereafter, referred to collectively as mobility and SOF.


24.14.6. Serves as focal point to coordinate all mobility and SOF issues with Program Element Monitors (PEMs), acquisition program managers, functional directors, other panels, MAJCOMs, Joint Staff, and other agencies during the POM, BES, PB, and IBRC/OBRC.

24.14.7. Develops force structure, rationale, and other inputs to planning documents that support POM/Budget and Future Years Defense Plan (FYDP) development.


24.14.9. Prepares and coordinates on fact books and backup material for use by Senior Air Force officials during Congressional hearings and testimony.

24.14.10. Develops the Air Staff and DoD position on proposed Congressional legislation, inquiries, and requests for information regarding mobility and SOF issues.

24.14.11. Develops and/or coordinates on Program Change Requests (PCRs) and PBD Reclamas affecting mobility and SOF programs and force structure.


24.14.13. Coordinates on enhancement and modernization initiatives based on evaluation of changing threat, requirements, and resources.

24.14.14. Programs current and outyear mobility and SOF aerospace vehicle programs to include inventory, command assignment, and distribution of vehicles and resources using Programs Data System (PDS) and force tabs.

24.14.15. Monitors development and implementation of mobility and SOF roadmaps, master plans, and studies conducted regarding USAF aerospace vehicle forces/systems.

24.14.16. Prepares and coordinates all documentation for mobility and SOF issues under AF corporate review; ensures proper execution of corporate decisions, to include staffing decision packages and coordinating database adjustments.

24.14.17. Coordinates mobility and SOF exhibits and narratives for inclusion into USAF program and budget submissions to OSD and Congress.

24.14.18. Monitors procurement, modification, and attrition of aerospace forces/systems with regard to potential programmatic requirements. Evaluates impact of changes.


24.15. Power Projection Division (AF/XPPP): The Power Projection Division:

24.15.1. Functions as the Air Staff OPR for meeting worldwide operational fighter and bomber requirements with resources, and balancing force readiness and sustainability with force modernization.

24.15.2. Serves as Air Staff POC for developing executable programs to meet worldwide force requirements across the full spectrum of Air Force combat capabilities.

24.15.3. Monitors, integrates and evaluates programs for balance, phasing, and feasibility in relation to national resources, strategy, and policy.
24.15.4. Monitors and evaluates the active force structure to ensure coherent resource allocation programming and maximum resource utility in accordance with the PPBS.

24.15.5. Monitors and evaluates programming actions based on guidance from OSD, Secretariat, and CSAF, and fiscal and force recommendations from the MAJCOMs.

24.15.6. Analyzes impact of programming decision and force structure requirements on major acquisition programs and assesses viability of those programs to meet national requirements and fulfill warfighting capabilities.

24.15.7. Analyzes mix of forces and systems and evaluates program projections for balance, phasing, and feasibility in relation to known and anticipated availability of resources and OSD decisions. Considers compatibility with Air Force strategy, policies, concepts, and objectives.

24.15.8. Monitors, integrates and evaluates program change requests, major force issues, and special studies to provide force structure impacts and changes.

24.15.9. Provides the Air Staff operations monitors for fighter and conventional bomber aircraft (A-10, F-15, F-16, F-117, F-111, B-52, B-1, and B-2), Combat Air Forces (CAF) training, operational headquarters accounts, training ranges, tactical portion of range improvement program, and strategic defense interceptor training.

24.15.10. Develops fighter and conventional bomber force structure recommendations and rationale to support Global Reach-Global Power.

24.15.11. Coordinates Air Force and joint MNS relating to conventional weapons and general-purpose fighter/bomber forces.

24.15.12. Functions as FP for all matters relating to general purpose forces and non-strategic nuclear forces planning, programming, and budgeting.

24.15.13. Maintains day-to-day close working relationships with divisions in SAF/AQ, AF/PE, AF/LG, AF/IN, and MAJCOMs on matters relating to fighter, bomber, and air rescue forces.

24.15.14. Provides recommended positions and rationale regarding fighter, bomber, and air rescue forces to DCS, Directorate, and Deputy Directorate for deliberation on Air Force Council, Operating Budget Review Group (OBRG), and Budget Review Committee (BRC).

24.15.15. Requests studies on matters relating to general purpose forces and fighter and bomber forces sizing and concept of operations.

24.16. Space Superiority Division (AF/XPPS). The Space Superiority Division:

24.16.1. Develops and articulates inputs to and positions on Air Force and higher level requirements, objectives, strategies, plans, and policies for structuring and employing space and nuclear force systems to meet national security requirements.

24.16.2. Monitors and evaluates programming actions based on guidance from OSD, Secretariat, and CSAF, and fiscal and force recommendations from the MAJCOMs.

24.16.3. Analyzes impact of programming decisions and force structure requirements on major acquisition programs and assesses viability of those programs to meet national requirements and fulfill warfighting capabilities.
24.16.4. Interfaces with OSD, the Office of Management and Budget, and other agencies on issues relating to aerospace vehicle assets/systems. Interfaces directly with OSD on force issues.

24.16.5. Develops, with other staff agencies, written USAF positions in response to programming/budgeting initiatives.

24.16.6. Develops Air Staff positions regarding space and nuclear forces of other Services and allies.

24.16.7. Takes part in Joint Staff, OSD, and Air Force studies on space systems and offensive nuclear weapons employment as applicable.

24.16.8. Chairs and serves as the focal point for the Space Superiority Panel.

24.16.9. Builds the Space and Nuclear Deterrence portion of the Air Force POM.

24.16.10. Works various funding exercises throughout the year, including the BES and the President’s Budget (PB).

24.16.11. Identifies forces and programs for current and future military space systems. Determines concepts, roles, and missions for space and nuclear forces.

24.16.12. Monitors, integrates and evaluates program change requests, major force issues, and special studies to provide force structure impacts and changes.

24.16.13. Develops implementation plans for Air Force-wide space force architectures and writes Program Action Directives (PADs) for major Air Force space units and organizational changes.

24.16.14. Participates in ad hoc activities related to aerospace vehicle forces/systems with Air Force MAJCOMs, other Air Force directorates, and other agencies as required.

24.16.15. Serves as principal Air Staff liaison to HQ AFSPC for operational space and missile issues.

24.16.16. Develops force structure recommendations and rationale for the USAF Planning Force POM, planning documents supporting the POM, and joint planning system documents to include the Integrated Strategic Defense Concept Plan, the DPG and the Joint Military Net Assessment.

24.16.17. Represents AF/XP on matters regarding operational space and nuclear forces, and on committees, panels, and working groups that address the integration of these systems to achieve operational objectives.

24.16.18. Monitors the status of space and nuclear systems both operationally and in development.

24.16.19. Coordinates with other Air Staff elements, other service staffs, and National agencies on matters relating to force structure, development and acquisition, tasking, and distribution of space and nuclear forces.

24.16.20. Reviews mission need statements and system operational requirements documents related to space and nuclear weapons programs.


24.16.22. Describes operations, capabilities, resources, issues, Air Force positions, and limitations for current and future space and nuclear forces.

24.16.23. Programs special activities and interfaces with appropriate National and Service organizations.

24.16.24. Interfaces with the aerospace community to ensure appropriate consideration of space-based solutions and application of aerospace defense technology to space systems.
24.17. **Directorate of Strategic Planning (AF/XPX).** The Directorate of Strategic Planning:

24.17.1. Is responsible for developing strategies, concepts and plans for all future Air Force activities, with special emphasis on long range strategic planning as an input to Air Force programming activities.

24.17.2. Develops and articulates the Air Force position on strategic planning issues before the Joint Chiefs of Staff and National Security council.

24.17.3. Develops concepts, policies and strategies for structuring and using future air and space forces to meet national security objectives.

24.17.4. Is the Air Staff proponent for strategic long range planning, future air and space concepts and capabilities, and future wargaming activities.

24.17.5. Is OPR for the Air Force planning system which prepares the CSAF and Secretary of the Air Force (SECAF) for planning issues and conveys their vision of the Air Force to every echelon.

24.17.6. Develops policy and strategy guidance for the development of long range plans and future force structures.


24.17.8.1. Develops strategic environmental assessment (technological, economic and political) and strategic priorities.
24.17.8.2. Develops and defines future air and space power concepts.

24.17.8.3. Integrates Air Force planning activities.

24.17.8.4. Interfaces with other agencies' planning activities and long range study efforts.

24.18. **Future Concept Development Division (AF/XPXC).** The Future Concept Development Division:

24.18.1. As Air Staff OPR, this Division:

24.18.2. Establishes and manages programs to conceive of potential new weapon systems. Maintains a catalogue of future systems.

24.18.3. Establishes and manages programs to generate new operational concepts. Develops and maintains a catalogue of future operational concepts.

24.18.4. Acts as the Air Staff entry point for introducing future concepts into the Air Force Strategic Master Plan.

24.18.5. Acts as the focal point for continuous interchange of ideas between the Air Force, Service schools and academies, civilian academic research communities and industry that influence the development of future concepts and forces structures.


24.18.7. Develops and maintains the database and configuration control of the Air Force Long Range Planning Tool, a strategic evaluation tool used by senior Air Force leadership.

24.18.8. Acts as the DCS focal point for mid- and long-range wargaming.


24.18.10. Develops and maintains a description of future operating environments and the context for future warfare evaluation.

24.18.11. For the DCS:

24.18.11.1. Acts as the division focal point for Battle Labs, ACTDs, and ATDs.

24.18.12.1 For the Directorate, this Division is the:

24.18.12.2 Directorate OPR for outreach to industry.

24.18.12.3 Representative for OSD Net Assessment RMA Wargames and is the OPR for budget.

24.19. **Long-Range Plans Division (AF/XPXP).** The Long-Range Plans Division:

24.19.1 As Air Staff OPR, this Division:

24.19.2 Develops and writes the Air Force Strategic Master Plan.

24.19.3. Acts as the Executive Agent for the Air Force Planning Board of Directors.

24.19.5. Interfaces with other Services, the joint community, OSD, and allied planners to ensure continuity with external planning initiatives.


24.19.9 For the DCS:


24.20 **Strategy and Policy Division (XPXS).** The Strategy and Policy Division:

24.20.1 Develops and define Air Force strategy and policy, air power theory, and core competencies.

24.20.2 Manages strategy portion of the long-range planning process.

24.20.3 Serves as the focal point for development of Air Force strategic vision.

24.20.4. Serves as the focal point for developing front end guidance to long range planning process.

24.20.5. Serves as Air Staff focal point for development of future air and space power theory.

24.20.6. Develops the future regional strategies in coordination with AF/XOOX and SAF/IA.

24.20.7. Develops future regional strategies regarding counter-proliferation of weapons of mass destruction in conjunction with SAF/IA, XOOX, and XON.

24.20.8. Develops future regional strategies regarding presence and peace operations in coordination with AF/XOCD.


24.20.10. Serves as Air Staff OPR to:

24.20.11. Develop and advocates Air Force positions on JSPS issues.


24.20.17. Develop and advocate Air Force position on national security policy.

24.20.18. Develops asymmetric vulnerability assessments.

24.20.19. Serves as Directorate OPR for liaison with academic and research institutions.


24.21. **Resource and Program Analyses Division (AF/XPY).** The Resource and Program Analyses Division

24.21.1. Provides analysis and evaluation for the following areas:

24.21.2. Infrastructure to include facility requirements, consolidation and repair activities, Base Closure efforts, Outsourcing and Privatization costs and impacts.

24.21.3. Operations and Support to include maintenance, operations, logistics and rated management issues.

24.21.4. Investment to include science and technology, development, procurement, Advanced Technology Demonstrations (ATD), Advanced Concept Technology Demonstrators (ACTD) and modification programs.

24.21.5. Performs Analysis of Alternative (AOA) and provides affordability assessments to support Acquisition milestone decisions.

24.21.6. Supports Acquisition Program Executive Officer (PEO) Portfolio reviews.

24.21.7. Databases supplied by OSD including Defense Program Projection (DPP) and Force Acquisition Cost System (FACS).


24.21.10. Analyzes resources associated with program changes. Develops force structure and resource relationships.

24.21.11. Assigns program elements to the appropriate Corporate Air Force Panels. Also assigns Defense Mission Codes (DMCs), Mission Category Codes (MCCs) and infrastructure codes to panels.


24.21.13. Publishes the Air Force guide to Program analysis for AF/XP.

24.21.14. Coordinates Mission Area Plans (MAPs) to ensure integration into the FYDP.

24.21.15. Analyzes historical budget trends to include outlay and obligation rates and provides fiscal guidance analyses for AF/XP.

24.21.16. Works with Corporate AF Panel members to provide analysis and develop options on resource allocation activities and issues.

24.21.17. Performs system analyses of the Air Force resource allocation process as assigned by AF/XP.
24.21.18. Performs analyses of Special Access Programs as required.

24.21.19. Sponsors research projects for PME students/Rand Fellows as required.

24.21.20. Provides analytical support to SAF/FM during Summer Budget Review of Air Force programs.

24.21.21. Reviews program office funding execution and obligation to identify excess resources.

24.21.22. Ensures consistency between operational requirements and funding.

24.21.23. Coordinates with other AF/XP directorates and divisions on forces, manpower and budget issues.


24.21.27. Provides analysis of impacts driven by congressional authorization and appropriation bill decisions.

24.21.28. Supports reclama activities.


24.21.28.2. Develops metrics in conjunction with MAJCOMs and Air Staff to ensure that cost, schedule and performance measures of merit allow the Air Force to acquire the most capability in a constrained resource environment. Publishes Air Force Program Assessment, an analysis of the most recent POM compared to Defense Guidance to identify mission capability short falls.

24.21.28.3. Performs end-to-end architecture analysis to ensure systems and functions support the warfighter’s need.
Chapter 25

CHIEF OF AIR FORCE RESERVE (AF/RE)

Figure 25.1. Organization Chart for the Chief of the Air Force Reserve.
25.1. **Chief of Air Force Reserve (AF/RE).** The Chief of Air Force Reserve is the principal advisor to the Chief of Staff on Air Reserve matters and is responsible for developing and directing plans, policies, programs, and procedures for managing reserve activities in the Air Force. Serves as Commander, Air Force Reserve and is responsible for over 82,000 people.

25.1.1. Maintains joint responsibility with the National Guard Bureau as coequal staff agencies, each responsible to the Chief of Staff for a single reserve component. As there is no single office responsible for Reserve Forces, matters pertaining to both reserve components must become the joint responsibility of the National Guard Bureau and the Office of Air Force Reserve.

25.1.2. The Staff of this Office:

25.1.2.1. Assists the Chief of Air Force Reserve in realizing his vision for the Air Force Reserve. Maintains a quality, customer-oriented relationship with Congress, Office of the Secretary of Defense (OSD), Joint Chiefs of Staff (JCS), the Services, and other US and foreign agencies working in conjunction with the Chief of Air Force Reserve or his deputy. Facilitates timely and accurate communications to/from the Chief of Air Force Reserve.

25.1.2.2. Is responsible for the administration of the Chief of Air Force Reserve office. Duties include: quality control of all correspondence flowing into/out of the Office; control and editing of material ranging from routine staff actions and performance reports to sensitive general officer communications; writing correspondence for general officer signature; and tracking decisions and issues involving United States Air Force Reserve (USAFR) programming and operational activities.

25.2. **Executive Support Division (AF/REA).** The Executive Support Division manages administrative support functions for the offices of AF/RE. Specifically, this Division:

25.2.1. Performs quality control to ensure that the staff complies with specified administrative procedures and directives as they apply to correspondence preparation for Command Section actions.

25.2.2. Is responsible for the routing and referral of correspondence and messages to the appropriate office for action or information.

25.2.3. Establishes, controls, and monitors suspense actions on all correspondence.

25.2.4. Receives and dispatches official correspondence and messages (both classified and unclassified) and mail (including certified and registered).

25.2.5. Is responsible for unit personnel functions to include: in-processing/out-processing, military awards and decorations, officer performance report (OPR) and enlisted performance report (EPR) processing, duty title changes, rating official changes, military leave accounting, unit strength documentation, weight control/fitness program, civilian appraisals, time and attendance, computer training, and the summer hire program.

25.2.6. Is the agency Security Manager. Manages the Sensitive Compartmented Information billets.

25.2.7. Performs the supply management functions for AF/RE. Maintains accountability for all assigned equipment; serial and automatic data processing (ADP).

25.2.8. Manages the AF/RE Copier Program. Budgets, approves, provides maintenance, and monitors all copier usage.

25.2.9. Reviews and processes all requests for telephone service.
25.2.10. Reviews and processes all requests for space services; painting, construction, electrical work, carpet replacement, purchase of office furniture and office renovations.

25.2.11. Is the official Customer Account Representative (CAR) for publications and forms for AF/RE.

25.2.12. Serves as the focal point (FP) for all special projects, e.g., Air Force Aid Society, Combined Federal Campaign and Air Force Association.

Figure 25.2. Organization Chart for the Directorate of Comptroller.

![Organization Chart for the Directorate of Comptroller](image)

25.3. **Directorate of Comptroller (AF/REC).** The Director and Command Comptroller is the principal financial management officer on Air Force Reserve matters and is responsible for developing and directing the plans, policies, programs and procedures, as well as managing and executing the total Air Force Reserve fiscal activities. The individual is responsible for Air Force Reserve Budget of over $2,200,000,000. The incumbent of the position simultaneously serves as the HQ USAF/REC, ARPC, and AFRES Comptroller. Specifically, the Directorate of Comptroller:

25.3.1. As Air Staff Office of Primary Responsibility (OPR):

25.3.1.1. Develops the USAFR budget incorporating guidance and directives received from the Congress, Office of Management and Budget (OMB), OSD, and the Air Staff.

25.3.1.2. Presents and defends USAFR budget requests before Air Staff, OSD, OMB, and Congressional review authorities.

25.3.1.3. Controls USAFR appropriated funds and allocates funds to operating offices.

25.3.1.4. Establishes financial management policies and procedures for all USAFR appropriated funds to include determinations on the proper use of funds.
25.3.1.5. Reviews, establishes, represents, and provides liaison on financial matters, accounting and entitlements for the USAFR to other Air Staff activities, the Defense Finance and Accounting Service (DFAS), and the Air National Guard (ANG).

25.3.1.6. Establishes USAFR policies and procedures for the Internal Management Control Program and prepares the USAFR Annual Statement of Assurance required by the Federal Manager’s Financial Integrity Act (FMFIA).

25.3.2. As Air Staff point of contact (POC), this Directorate:

25.3.2.1. Develops, maintains, and presents analysis and evaluation of Air Force Reserve performance regarding programmed objectives.

25.3.2.2. Develops cost models for evaluating program initiatives and assessing impact of program and force structure changes.

25.3.2.3. Exercises technical supervision over the USAFR budget segment of the Department of Defense (DoD) Future Year Defense Program.

25.3.2.4. Forecasts financial requirements in response to the Program Objective Memorandum (POM) and Program Decision Memorandum (PDM) exercises.

25.3.2.5. Develops and submits requests for supplemental appropriations and reprogramming actions.

25.3.2.6. Represents the USAFR on financial matters with the General Accounting Office (GAO), Office of the Secretary of Defense (Inspector General), Auditor General of the Air Force (SAF/AG), and Treasury.

25.3.2.7. Provides USAFR inputs for Per Diem, Travel, and Transportation Allowances Committee actions.

25.3.3. For the Chief of Air Force Reserve, this Directorate:

25.3.3.1. Assists the AF/RE staff and operating offices on financial resources matters.

25.3.3.2. Establishes, supervises, and implements Air Force Reserve financial programs according to Air Force Financial Management Comptroller policies and Air Force Reserve programs and objectives.

25.3.3.3. Issues calls for estimates, financial guidance, and other data essential to budget planning.

25.3.3.4. Acts as FP on all OSD Program Budget Decisions (PBDs) which affect the Air Force Reserve; prepares all appeals.

25.3.3.5. Establishes and maintains review and evaluation procedures on all budget authority received and accomplishes reporting requirements established by Air Force Financial Management Comptroller, OSD, OMB, and the Congress.

25.3.3.6. Conducts analysis and prepares special studies on the execution of Air Force Reserve appropriations.

25.3.3.7. Designs, develops, and monitors Air Force Reserve implementation of pay and accounting systems prescribed by USAF.

25.3.3.8. Acts as the USAFR central FP for all GAO, DoD(IG), and SAF/AG audits.

25.4. **Policy Integration Division (AF/REI).** The Policy Integration Division is the policy integration manager for the Chief of Air Force Reserve and is responsible to advise and assist the Chief of Air Force Reserve in carrying
out responsibilities for the overall development of policies and strategic planning for the Office of Air Force Reserve.

25.4.1 As the Air Staff OPR, this office:

25.4.1.1 Develops, coordinates and integrates policy on issues concerning the Air Force Reserve.

25.4.1.2 Assists the Chief of Air Force Reserve in fulfilling statutory responsibility as outlined in Title 10, United States Code to Congress for maintaining and reporting the readiness of Air Force Reserve forces and individuals.

25.4.1.3 Assists the Chief of Air Force Reserve in integrating diverse and competing recommendations into a unified direction for the Air Force Reserve.

25.4.1.4 Reviews and integrates staff program requirements and policies to ensure that Air Force Reserve strategic goals and objectives are consistent with DoD and Service policy.

25.4.1.5 Advises the Chief of Air Force Reserve on strategies for presenting AF programs to OSD, OMB, and the Congress.

25.4.1.6 Prepares material in defense of resources, force structure, and associated funding to the Air Staff, OSD and the Congress to support the mission of the Air Force Reserve and the implementation of policy.

25.4.2 For the Chief of Air Force Reserve, this division:

25.4.2.1 Is responsible for strategic planning and assessing Air Force Reserve roles in changing international defense requirements.

25.4.2.2 Coordinates policy and provides management guidance for integrating USAFR programs to AF/RE, Air Staff, HQ AFRES, ARPC and others.

25.4.2.3 Testifies before Congressional committees or high level interest groups regarding Air Force Reserve issues.

25.4.2.4 Acts as the single Air force Reserve focal point for legislative issues.

25.4.2.5 Interacts with the Department of Defense, Secretariat of the Air Force, Air Force, Congressional Members and staff, Air Force Reserve units, Air Force Association, Reserve Officers Association, other Professional Associations and non-governmental organizations, as required.

25.4.2.6 Monitors the development of Congressional Legislation on Air Force authorization and appropriation actions.

25.4.2.7 Drafts testimony for presentation before Congressional Authorization and Appropriations Committee. Reviews and edits transcripts of Congressional testimony.

25.4.2.8 Responds to all Congressional inquiries to include formal requests from Congressional staffers and requests for more information for inclusion in the Congressional record.

25.4.2.9 Interprets and evaluates Congressional intent as contained in the language of Public Law and Congressional reports.

25.5. Public Affairs Division (AF/REL). The Public Affairs Division:
25.5.1. As Air Staff OPR, this Division:

25.5.1.1. Provides policy guidance to HQ Air Force Reserve (HQ AFRES) and HQ Air Reserve Personnel Center on public affairs plans and programs.

25.5.1.2. Acts as oversight and provides editorial support for the publication of USAFR publications.

25.5.2. As Air Staff POC, this Division monitors Air Force Reserve Public Affairs and Information programs according to SAF/PA policies and objectives and acts as Special Assistant to SAF/PA.

25.5.3. For Chief of Air Force Reserve, this Division:

25.5.3.1. Develops and implements USAFR Public Affairs plans, programs and policies.

25.5.3.2. Maintains liaison with national communications media, civil organizations, Congress, and the National Guard Bureau. Reviews Congressional testimony for clarity and editorial correctness.

25.5.3.3. Acts as OPR for AF/RE on all security review matters assigned by SAF/PAS.

25.5.3.4. Prepares briefings, speeches, and messages for the Chief of Air Force Reserve and his deputy.

25.5.3.5. Distributes policy and guidance to all Senior Air Force Reserve offices through print and electronic means.

25.5.3.6. Provides public affairs guidance and advice to the Chief of Air Force Reserve, his Deputy and Staff.

25.6. Command Surgeon Division (AF/REM). The Command Surgeon Division:

25.6.1. As Air Staff OPR, this Division:

25.6.1.1. Is responsible to AF/RE for oversight of all Air Force Reserve Medical Service (AFRMS) policies, programs, and personnel issues.

25.6.1.2. Establishes AFRMS policy and provides central oversight of HQ AFRES/SG and HQ ARPC/SG in the implementation of AFRMS policies and programs.

25.6.1.3. Oversees development and monitors implementations of HQ AFRES/SG medical unit programs. Coordinates within HQ USAF/RE, HQ USAF/SG, and DoD offices to ensure the following areas are addressed:

25.6.1.3.1. Appropriate manning levels.

25.6.1.3.2. Development of mission statement.

25.6.1.3.3. Logistical mobilization requirements.

25.6.1.3.4. Design and support of training programs to meet defined wartime requirement.

25.6.1.4. Oversees development and monitors implementation of HQ ARPC/SG medical managed programs and coordinates within HQ USAF/RE, with the Air Force Surgeon General and DoD offices to ensure the following areas are addressed:

25.6.1.4.1. Specific programs that use Individual Mobilization Augmentee (IMA) and Pretrained Individual Manpower (PIM) resources.
25.6.1.4.1.1. Urgent manning.

25.6.1.4.1.2. Mobilization procedures.

25.6.1.4.2. Recruitment/retention incentive programs.

25.6.1.5. Coordinates with the Office of the Assistant Secretary of Defense (OASD) Reserve Affairs/Health Affairs, HQ USAF/SG, and major commands (MAJCOMs) to ensure existing and proposed authorizations are driven by wartime requirements.

25.6.1.6. Monitors and staffs recruiting and retention policies related to medical unit and mobilization augmentee personnel.

25.6.1.7. Updates quarterly manpower spreadsheet which reflects status of overall medical program manning (active duty, Reserve, and Guard).

25.6.1.8. Develops and coordinates medical portions of financial plans and budgets within HQ USAF/RE, with the AF/SG, and other DoD offices. Initiates justification for reallocation of resources for medical programs.

25.6.1.9. Reviews and coordinates on DoD studies which have an impact on Air Force Reserve medical programs.

25.6.1.9.1. Monitors study activity to ensure that Reserve medical programs are appropriately represented.

25.6.1.9.2. Facilitates data acquisition by coordinating with and providing appropriate taskings for HQ AFRES/SG and HQ ARPC/SG.

25.6.1.10. Coordinates age and dependency waivers.

25.6.1.11. Coordinates and provides medical expertise in the review of incapacitation/LOD compensation.

25.6.1.12. Facilitates dialogue with other Reserve Component Medical representatives for stating program initiatives, addressing concerns that have an impact on medical mission(s), and exploring areas where resources can be shared.

25.6.1.13. Provides administrative coordination for medical IMAs assigned to HQ USAF/SG.

25.7. **Directorate of Operations and Requirements (AF/REO).** The Directorate of Operations and Requirements:

25.7.1. As Air Staff OPR, this Directorate:

25.7.1.1. Provides for supervision and planning of all Air Force Reserve combat and support units.

25.7.1.2. Develops operational and requirements policy for the Air Force Reserve.

25.7.1.3. Provides coordination assistance and Air Staff liaison for USAFR Security Police and Communications units.

25.7.1.4. Proposes and assesses new Air Force Reserve missions.

25.7.1.5. Develops planning policy for the Air Force Reserve.

25.7.1.6. Monitors and develops policy for Air Force Reserve flight simulator programs for Air Force Reserve weapon systems.

25.7.1.7. Directs and approves the activities of the Air National Guard Air Force Reserve Test Center (AATC) including Operational Test and Evaluation (OT&E), Tactics Development and Evaluation (TD&E), and other assessments.

25.7.1.8. Ensures timely upgrade of Air Force Reserve's Air Combat Command (ACC) and Air Mobility Command (AMC) gained aircraft throughout their life-cycle.

25.7.1.9. Provides Air Force Reserve interface with civilian contractors for potential and approved aircraft and hardware modifications.

25.7.1.10. Identifies "off-the-shelf" technologies to support valid Air Force Reserve requirements.
25.7.1.11. Prepares and coordinates Program Management Directives (PMDs) for Air Force Reserve programs.

25.7.1.12. Serves as Air Force Reserve FP for Air Staff validation of Mission Need Statements (MNS).

25.7.1.13. Directs and performs technical assessments of emerging technologies pertinent to Air Force Reserve Programs.

25.7.1.14. Provides guidance and support throughout the execution of Air Force Reserve programs.

25.7.2. As Air Staff Office of Collateral Responsibility (OCR), this Directorate:

25.7.2.1. Provides coordination assistance and liaison with the Air Staff, gaining commands, and HQ AFRES on all USAFR operational matters, including: assigned weapon systems, counternarcotics, and special operations missions, projects, and associated programs, flight information and directives, airspace use and air traffic control matters, tactical range requirements, and Department of the Air Force and National Military Command and Control Systems interface with the Air Force Reserve.

25.7.2.2. Provides coordination assistance and liaison with the Air Staff, gaining commands, and AFRES on all USAFR operational matters, including: the Joint Strategic Planning System (JSPS) and the Joint Operation Planning and Execution System (JOPES).

25.7.2.3. Provides financial input for requirements programming documents.

25.7.2.4. Provides Air Force representation to the Joint Staff Working Group for Night Vision Devices.

25.7.2.5. Provides input to the Reserve Policy Council, Reserve Officers Association, and Congressional inquiries as required.

25.7.2.6. Assists Air Staff offices with information concerning Air Force Reserve requirements.

25.7.2.7. Provides support to the Air Force Command Post during exercises, operation, and contingencies.

25.7.2.8. Coordinates requirements and development issues with DoD laboratories, Air Logistics Centers, and MAJCOM and Field Operating Agency (FOA) requirements offices.

25.7.2.9. Serves as Air Force Reserve FP for counternarcotics related activities.

25.7.3. As Air Staff POC, this Directorate:

25.7.3.1. Develops and reviews operational planning factors, aircraft use rates, and operational Statements of Need (SONs).


25.7.3.3. Provides USAFR input to the Extended Planning Annex (EPA).

25.7.3.4. Provides USAFR input to the Secretary of Defense (SECDEF) Defense Report, CJCS Posture Statement, and Secretary of the Air Force (SECAF) and Chief of Staff of the Air Force (CSAF) Posture Statement.

25.7.3.5. Participates in the FORSIZE process.
25.7.3.6. Reviews and provides USAFR input to mission area analysis.

25.7.3.7. Reviews OPLANs for impact on USAFR policy.

25.7.3.8. Reviews USAFR input to Air Force and Joint command post exercises, and mobilization and field training exercises when held in conjunction with command post exercises.

25.7.3.9. Participates in the development of USAFR Wartime tasking and deployment basing.

25.7.3.10. Serves as technical liaison to the Resource Allocation Teams.

25.7.3.11. Provides representation on Resource Allocation Teams.

25.7.3.12. Monitors all PMDs.

25.7.3.13. Serves as the Air Force Reserve primary POC to arrange for technical support through outside analysis agencies and special study groups.

25.7.3.14. Responsible for development of Reserve acquisition policies, and integration with active duty acquisition programs.

25.7.3.15. Assists HQ AFRES in developing mission needs statements for Air Force Reserve unique requirements.

25.7.3.16. Serves as Air Force Reserve FP for requirements and acquisitions associated with the Air Force Reserve's 0350 (special appropriations) account.

25.7.4. For Chief of Air Force Reserve, this Directorate:

25.7.4.1. Provides AF/RE members for the Air Force Posture Team and reviews the Air Force Issues Book and Fact Papers for the USAFR.

25.7.4.2. Provides AF/RE members for the following Resource Allocation Teams: Deterrence, Theater OPS/Power Projection, Global Mobility, and Space/C3I.

25.7.4.3. Provides AF/RE members for the Counter Drug Working Team.

25.7.4.4. Develops Continuity of Operations Plan (COP) and performs USAFR Crisis Action Team support for AF/RE.

25.7.4.5. Monitors the USAFR Air Base Operability Program.

25.7.4.6. Reviews impacts of long-range planning actions of force capabilities through the Environmental Protection Agency (EPA), and Joint and Air Force Planning Documents.

25.7.4.7. Provides current operations oversight to AFRES activities.

25.7.4.8. Reviews and monitors the Air Force Reserve Flying Safety Program.

25.7.4.9. Reviews development of Operational Readiness Inspection (ORI) and Management Effectiveness Inspection (MEI) criteria with gaining commands and AFRES.

25.7.4.10. Advises the Chief of Air Force Reserve on the availability and combat readiness of flying and support units.
25.7.4.11. Monitors ORI/MEI dates and results, safety information, Status of Resources and Training System (SORTS) activities, and mobilization planning issues.

25.7.4.12. Represents the Chief at DoD, other military Services, foreign military Services, Air Staff, and MAJCOM requirements meetings.

25.7.4.13. Represents the Chief at F-16 Multi-National Fighter Program (MNFP) activities.

25.7.4.14. FP for all requirements and acquisition activities related to the 0350 account. This includes developing financial strategies, ensuring oversight of aircraft/equipment acquisitions and aircraft modifications managed at HQ AFRES, and integrating Air Force Reserve programs with active duty Air Force and other service programs.

25.7.4.15. Advises the Chief on long-range requirements planning issues.


25.7.4.17. Directs/oversees Air Force Reserves unique tests and evaluations and Air Force Reserve participation in USAF and other military services’ tests and evaluations.

25.7.4.18. Responsible for effective liaison with the F-16 Integrated Weapon System Manager.

25.7.4.19. Responsible for effective liaison with Ogden Air Logistics Center (OO-ALC) on aircraft modification issues.

25.7.4.20. Provides Air Force Reserve interface with Special Missions Operational Test and Evaluation Center (SMOTEC), Air Force Operational Test and Evaluation Center (AFOTEC), and Air Logistics Center (ALCENT).

25.7.4.21. Provides Air Force Reserve interface with Air Staff organizations on matters relating to airlift tactics and training conducted at the Air National Guard Air Force Reserve Tactics and Training Center (AATTC).

25.7.4.22. Responsible for effective liaison with Armstrong Laboratory concerning aircrew training device developments, technological changes and operational applications.
25.8. Directorate of Personnel (AF/REP). The Directorate of Personnel:

25.8.1. As Air Staff OPR, this Directorate:

25.8.1.1. Prepares and manages the USAFR military personnel and training programs and requirements for the operating and budget years. Prepares the USAFR military personnel and training programs in consonance with AF/REX and AF/REC for the USAF Force and Financial Program. Provides the program element monitor (PEM) for reserve personnel appropriate (RPA) for special school tour mandays, IMA and management and USAFR recruiting/recruiter training.

25.8.1.2. Develops rated officer requirements and inventory projections for the Air Force Reserve and programs undergraduate pilot and navigator production objectives based on these projections. Provides the PEM for undergraduate flight training in the Air Force Reserve.

25.8.1.3. Reviews and publishes the monthly USAFR personnel strength reports for OSD and Air Staff.

25.8.1.4. Forecasts the USAFR military personnel gains and losses and the military personnel grade structure. Formulates procurement policies and develops and prepares budgets for enlistment and reenlistment incentives and proficiency pay programs.
25.8.1.5. Prepares data and testimony and provides backup witnesses to defend or explain the Air Force Reserve military personnel appropriations and programs to Air Staff, OSD, and Congressional review authorities.

25.8.1.6. Responds to inquiries received from Congress, OSD, JCS, and Air Staff for actual and programmed personnel strength data.

25.8.1.7. Develops, reviews, and implements personnel plans, policies, and objectives for strengths, administration, and training of Reserve personnel. Coordinates policy issues with OSD staff. Prepares and coordinates with other Air Staff OPRs in developing Reserve portions of Air Force personnel directives.

25.8.1.8. Serves as FP for policies and procedures for mobilization of individual Reservists including IMAs, Individual Ready Reservists, Standby Reservists, and Retired Reservists.

25.8.1.9. Is responsible for responding to DoD requests for Air Force position on Reserve legislation.

25.8.1.10. Is responsible for USAFR recruiting, utilization, promotion, retention, separation, social actions, awards/decorations, entitlements, morale/welfare/recreation (MW), education and training (i.e., PME, UNT, UPT, technical/aircrew), personnel data systems and strength accounting, school and special tour mandays, rated management, and Air Reserve Technician (ART) policies, plans, and programs.

25.8.1.11. In conjunction with AF/DP, responsible for assignment of USAFR generals. Responsible for operation of Initial Brigadier General Screening Board (IBGSB). Assigns USAFR colonels to brigadier general officer positions in coordination with the gaining and losing agency, and AF/DP. Selects USAFR general officers for membership on Statutory Committee and Boards (SAF, ARFPC, and OSD Reserve Forces Policy Board (RFPB)). Monitors participation, personnel actions, mandays tours, special needs, and retirements on USAFR general officers.

25.8.1.12. Is responsible for centralized management of all USAFR colonels. Is the FP in AF/RE with AFMPC colonel’s group on personnel actions affecting active force colonels assigned to AF/RE, HQ AFRES, and Numbered Air Forces (Reserve), and all Reserve Promotion Board membership requirements by requesting nominees from Air Staff, MAJCOMs, and FOAs.

25.8.1.13. Provides staff management technical advice, personnel policy, and implementing directives in all USAFR Statutory Tour Programs authorized under Title 10, United States Codes, Sections 8021, 265, and 678. Responsible for staffing program and assignment priorities to provide qualified officers for Statutory Tour Officer positions in OASD, Office of the Joint Chiefs of Staff (OJCS), Air Staff, MAJCOMs and FOAs. Is the FP in Air Staff on Statutory Tour Program and provides staff management, development, implementation, and continuing direction for the Statutory Tour Airman Programs.

25.8.2. For Chief of Air Force Reserve, this Directorate:

25.8.2.1. Prepares the military personnel strength input for the USAFR budget and operating programs for HQ AFRES (units) and MAJCOMs (individuals).

25.8.2.2. Monitors undergraduate flight training and manday training.

25.8.2.3. Monitors training and personnel strength activities at HQ AFRES and the ARPC; stays aware of the overall posture of the USAFR and prepares necessary reports.

25.8.2.4. Reviews inactive duty Air Force Reserve Officer Promotion Board recommendations.

25.8.2.5. Monitors Air Force Reserve plans, policies, and procedures for the Air Reserve Forces Policy Council (ARFPC), and the RFPB.
25.8.2.6. Investigates and answers Congressional, Presidential, and other high level inquiries pertaining to personnel practices and policy in the Air Force Reserve.

25.8.2.7. Analyzes and responds to audit, functional management inspection, and other studies and reports pertaining to USAFR personnel and training matters.


25.8.2.9. Reviews and makes recommendations on nominations of USAF Colonels for assignment in the Air Force Reserve.

Figure 25.5. Organization Chart for the Directorate of Programs and Resources.

25.9. Directorate of Programs and Resources (AF/REX). The Directorate of Programs and Resources:

25.9.1. As Air Staff OPR, this Directorate:

25.9.1.1. Provides guidance and direction to AF/RE elements in preparing and presenting program exercises during the Planning, Programming, and Budgeting System (PPBS).

25.9.1.2. Prepares plans and policies for Air Force Reserve logistics activities to include depot maintenance, aircraft spares support, equipment requirements, and transportation functions.

25.9.1.3. Develops Air Force Reserve flying hour programs.

25.9.1.4. Evaluates proposed new missions and roles for the Air Force Reserve.

25.9.1.5. Develops Air Force Reserve manpower requirements to support current and proposed systems and programs.

25.9.1.6. Develops Air Force Reserve Depot Programmed Equipment Maintenance requirements for support of weapons systems and equipment.
25.9.2. As Air Staff POC, this Directorate:

25.9.2.1. Provides USAFR input data to Air Force Reserve management studies including RAND Corporation and others.

25.9.2.2. Provides Reserve expertise to the Air Staff, AFRES, ARPC, and numbered Air Forces (Reserve) to implement the Total Force Policy.

25.9.2.3. Assists the Air Staff in all activities for the construction and maintenance of Air Force Reserve facilities.

25.9.2.4. Analyses facilities for use by Air Force Reserve, other DoD components, or civil operations. Develops necessary support agreements for military or civilian use of facilities at civilian and military airfield installations with Air Force Reserve missions.

25.9.2.5. Coordinates major logistics plans and policy matters with the Air Staff, HQ AFRES, and major commands.

25.9.2.6. Accomplishes all AF/RE manpower and organization actions. Monitors mission and function statements for AF/RE activities of AFPAM 38-102, Department of the Air Force Organization and Functions (Chartbook).

25.9.2.7. Evaluates proposed reserve unit manpower documents of gaining commands. Makes sure that manpower authorizations are adequate in number, grade, and skills to perform assigned missions.

25.9.2.8. Helps to develop Air Force Reserve Manpower and Organization programs by providing proposed Air Reserve Technician and civilian authorizations, Operations and Maintenance Hearing Exhibits, and impact statements. Monitors active duty military authorizations allocated to the Air Force Reserve.

25.9.2.9. Interfaces with other agencies on Reserve forces issues. Coordinates programmed Reserve unit actions and beddown of these forces. Analyzes the proposed forces and systems and evaluates program projections for balance, phasing, and feasibility.

25.9.2.10. Coordinates Air Force Reserve membership on Air Staff teams and committees.

25.9.2.11. Coordinates and responds to inquiries received from Congress, OSD, JCS, and Air Staff on Reserve force program changes.

25.9.3. For Chief of Air Force Reserve, this Directorate:

25.9.3.1. Provides AF/RE member of the Air Force Group.

25.9.3.2. Prepares or helps in specialized studies, articles, correspondence, speeches, and briefings for Reserve programming and manpower matters. Provides testimony for Congressional hearings and posture statements on the Air Force Reserve.

25.9.3.3. Monitors Air Force Reserve civil engineering programs to make sure they comply with legislative, OSD, OMB, and Air Force guidance limits.

25.9.3.4. Monitors civil engineering programs in the Congressional authorization and appropriation phase to make sure that Air Force Reserve requirements are included.

25.9.3.5. Monitors and assists in establishing USAFR Statutory Tour authorizations.
25.9.3.6. Reviews manpower and organizational changes for AF/RE activities and provides input to Air Staff OPR.

25.9.3.7. Periodically updates the Operations and Maintenance (O&M) budget financial data for Depot Maintenance Industrial Fund, supplies, equipment, and aviation fuel for Air Force Reserve.

25.9.3.8. Maintains liaison with Air Staff and HQ AFRES force structure plans, logistics plans, supply, transportation, maintenance, procurement, and program offices of primary responsibility.

25.9.3.9. Prepares manpower-related reports, planning and programming factors, and studies concerning the USAFR.

25.9.3.10. Reviews and monitors Air Staff organizational policies, doctrines, procedures, and planned action including USAF Programming Documents to determine impact on the Air Force Reserve.

25.9.3.11. Helps develop Reserve operational planning factors and flying hour use rates.

25.9.3.12. Assists in preparing planning guidance for activation, inactivation, and moves of USAFR units.

25.9.3.13. Analyzes and prepares AF/RE input for the Base Realignment and Closure Office. Maintains liaison with the Air Staff and HQ AFRES in the realignment and closure process.
26.1. USAF Scientific Advisory Board (AF/SB). The United States Air Force (USAF) Scientific Advisory Board:

26.1.1. Provides independent advice to the Secretary of the Air Force and the Chief of Staff on scientific matters of interest to the Air Force and acts in a solely advisory capacity for:

26.1.1.1. Reviewing and evaluating long-range plans for research and development, and advises on the adequacy of the Air Force program.

26.1.1.2. Recommending unusually promising scientific developments for selective Air Force emphasis, and new scientific discoveries or techniques for practical application to weapon or support systems.

26.1.1.3. Making studies aimed at improving the effectiveness of the Air Force research and development program.

26.1.1.4. Serving as a pool of expert advisors, either as individuals or in groups, to Air Force activities.

26.1.2. Consists of non-federally employed civilian scientists and engineers who are appointed/reappointed annually with the approval of the Chief of Staff, Secretary of the Air Force, and the Secretary of Defense.

26.1.3. Assistance requests are forwarded by Air Force activities through the Military Director, who is the Principal Deputy Assistant Secretary/ Acquisition (SAF/AQ). The requests are subject to approval by a Steering Committee consisting of the Board Chairperson and Vice Chairperson, the Military Director, the Assistant Secretary of the Air Force for Acquisition, Assistant Vice Chief of Staff of the Air Force, and the Air Force Chief Scientist.

26.1.4. Reports their findings and recommendations directly to the Secretary and the Chief of Staff. The Military Director monitors the implementation of Air Force actions taken in response to Board activities.
Chapter 27

DEPUTY CHIEF OF STAFF
COMMAND, CONTROL, COMMUNICATIONS,
AND COMPUTERS
(AF/SC)

“Under Revision”
28.1. **Chief of Safety (AF/SE).** The Chief of Safety is responsible to the Chief of Staff for the development and implementation of safety and nuclear surety policy, plans, and programs. The overall goal of these policies, plans, and programs is to conserve Air Force resources through proactive mishap prevention efforts consistent with operational requirements.

28.2. **Ground Safety and Nuclear Surety Division (AF/SEC).** The Ground Safety and Nuclear Surety Division is responsible to the Chief of Safety for the formation of ground safety and nuclear surety policy, the execution of plans, and the establishment of programs to implement Air Force safety policies and plans. The division also provides instructions for field level programs and feedback to the Chief of Safety on the effectiveness of mishap prevention efforts.

28.3. **Flight and Munitions Safety Division (AF/SEP).** The Flight Munitions Safety Division is responsible to the Chief of Safety for the formation of flight and munitions safety policy, the execution of plans, and the establishment of programs to implement Air Force safety policies and plans. The division also provides instructions for field level programs and feedback to the Chief of Safety on the effectiveness of mishap prevention efforts.
Figure 29.1. Organization Chart for the Air Force Surgeon General
29.1. **Surgeon General (AF/SG).** The Surgeon General:

29.1.1. Carries out the mission of the Air Force Medical Service (AFMS) to rapidly expand, mobilize, and deploy medical personnel, equipment, and supplies for contingency operations worldwide. To ensure maximum wartime readiness, the Medical Service develops, manages, and operates a comprehensive, cost effective community-based health care system. The health care system promotes the health, safety, and morale of Air Force people by providing or arranging for timely, high quality health care for active duty members, their families, and other beneficiaries.

29.1.2. Heads the AFMS and serves as the medical staff advisor to the Secretary and Chief of Staff of the Air Force. The Surgeon General is the:

29.1.2.1. Advisor to the Assistant Secretary of Defense for Health Affairs on United States Air Force (USAF) health and medical matters.

29.1.2.2. Air Staff Office of Primary Responsibility (OPR) for health matters of Air Force personnel.

29.1.2.3. Office responsible for health and health care policies, resources, and readiness and directs two Air Force Field Operating Agencies, the Air Force Medical Operations Agency, and Air Force Medical Support Agency.
29.2. **Directorate of Medical Force Management (AF/SGC).** The Directorate of Medical Force Management is responsible to the Surgeon General for all policies and programs impacting Air Force Medical Service personnel (including civilian, officer and enlisted personnel), their professional development, education, training, and career progression requirements. This Directorate is largely composed of staff matrixed from other directorates within the Surgeon General’s Office.

29.2.1. For the Air Staff, this Directorate:

29.2.1.1. Provides Medical Force Management research, analysis, and advisory services for AF and SECAF decision-making on management policies, functional matters, and major programs affecting the AFMS.

29.2.1.2. Is responsible for medical personnel career development, career monitoring, development of professional education, and development of training requirements to support Air Force policy.

29.2.2. For the Surgeon General, this Directorate:
29.2.2.1. Provides guidance concerning AFMS personnel to include recruiting, accession, promotions, education, training and utilization.

29.2.2.2. Represents the Surgeon General on subjects dealing with medical and dental personnel at national and international levels. Maintains liaison with counterparts in Army, Navy, Veterans Administration and Health and Human Services.

29.2.2.3. Participates in the processes of developing manpower standards and allocation of personnel resources.

29.2.2.4. Provides professional guidance to AF/SGI on inquiries from members of Congress, civilian agencies or individuals and other sources.

29.3. Medical Services Corps Force Management Division (AF/SGCA). The Medical Services Corps Force Management Division carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Medical Services Corps. (Staff in this division report to the Deputy Surgeon General.)

29.3.1. The Division formulates policies and develops programs for the Surgeon General relative to the management of the Medical Services Corps (MSC) specialties and to oversee the professional development of officers in healthcare administration.

29.3.2. For the Air Staff, this Division:

29.3.2.1. Determines professional standards for the MSC. With Headquarters Air Force Personnel Center, determines eligibility, professional qualification, and suitability of candidate selection and appointment in the Regular Air Force.

29.3.3. For the Surgeon General, this Division:

29.3.3.1. Provides professional assistance on matters unique to specialties and personnel of the MSC.

29.3.3.2. Acts as coordinator, facilitator, and conduit for information flow from MSC Associate Corps Chiefs.

29.4. Biomedical Sciences Corps Force Management Division (AF/SGCB). The Biomedical Sciences Corps Force Management Division carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Biomedical Sciences Corps.

29.4.1. The Division formulates policies and develops programs for the Surgeon General relative to the management of the seventeen Biomedical Sciences Corps (BSC) specialties and to oversee the professional development of officers in the environmental health and allied clinical disciplines.

29.4.2. For the Air Staff, this Division:

29.4.2.1. Determines professional standards for the BSC. With Headquarters Air Force Personnel Center, determines eligibility, professional qualification, and suitability of candidate selection and appointment in the Regular Air Force.

29.4.3. For the Surgeon General, this Division:

29.4.3.1. Provides professional assistance on matters unique to specialties and personnel of the BSC.

29.4.3.2. Acts as coordinator, facilitator, and conduit for information flow from BSC Associate Corps Chiefs.
29.5. **Dental Corps Force Management Division (AF/SGCD).** The Dental Corps Force Management Division carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Dental Corps. (Staff is matrixed from AF/SGD.)

29.5.1. The Division formulates policies and develops programs for the Surgeon General relative to the management of the Dental Corps (DC) and to oversee the professional development of officers in the dental sciences.

29.5.2. For the Air Staff, this Division:

29.5.2.1. Determines professional standards for the DC. With Headquarters Air Force Personnel Center, determines eligibility, professional qualification, and suitability of candidate selection and appointment in the Regular Air Force.

29.5.3. For the Surgeon General, this Division:

29.5.3.1. Provides professional assistance on matters unique to specialties and personnel of the DC.

29.5.3.2. Acts as coordinator, facilitator, and conduit for information flow from the Dental Corps

29.6. **Enlisted Force Management Division (AF/SGCE).** The Enlisted Force Management Division carries out the missions of the Directorate of Medical Force Management (SGC), and is specifically tailored to meet the needs of the AFMS enlisted members.

29.6.1. For the Air Staff and for the Surgeon General, this Division:

29.6.1.1. Manages Air Force Medical Service Enlisted Career fields for 32 medical enlisted AF specialty codes.

29.6.1.2. Develops and provides managerial oversight for trained personnel requirements and selective reenlistment bonuses impacting 22,000 medical enlisted personnel.

29.6.1.3. Provides professional guidance to AF/SGI on inquiries from members of Congress, civilian agencies or individuals and other sources.

29.7. **Medical Corps Force Management Division (AF/SGCM).** The Medical Corps Force Management Division carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Medical Corps. (Staff in this division report to the Deputy Surgeon General.)

29.7.1. The Division formulates policies and develops programs for the Surgeon General relative to the management of the Medical Corps (MC) specialties and to oversee the professional development of physician officers.

29.7.2. For the Air Staff, this Division:

29.7.2.1. Determines professional standards for the MC. With Headquarters Air Force Personnel Center, determines eligibility, professional qualification, and suitability of candidate selection and appointment in the Regular Air Force.

29.7.3. For the Surgeon General, this Division:

29.7.3.1. Provides professional assistance on matters unique to specialties and personnel of the MC.
29.8. Nurse Corps Force Management Division (AF/SGCN). The Nurse Corps Force Management Division carries out the missions of the Directorate of Medical Force Management (SGC), specifically tailored to meet the needs of the Nurse Corps. (Staff is matrixed from AF/SGN.)

29.8.1. The Division develops, deploys, and evaluates policy and develops programs for the Surgeon General relative to the management of the Nurse Corps (NC) and to oversee the professional development of 14 nurse officer AFSCs and nursing enlisted personnel in the 4N0XX career field including five sub-specialties.

29.8.2. For the Air Staff, this Division:


29.8.3. For the Surgeon General, this Division:

29.8.3.1. Provides professional assistance on nursing policy, standards, and personnel requirements.

29.8.3.2. Acts as coordinator, facilitator, and conduit for information flow from the Nurse Corps.

29.9. Assistant Surgeon General, Dental Services (AF/SGD). The Assistant Surgeon General, Dental Services is responsible to the Surgeon General for dental policies, standards, and requirements for personnel use, training and equipment, and for technical supervision of administrative and professional activities. Special authority for Services is DoD Directive 6010.4, Dependent’s Medical Care. It prescribes the extent of dental treatment allowed military dependents. DoD Directive 6015.5, Joint Use of Military Health and Medical Facilities and Services, prescribes optimum joint use of military health and medical facilities and services.

29.9.1. For the Air Staff, this Directorate:

29.9.1.1. Is responsible for dental career development and monitoring, and the development of professional education and career progression requirements to support Air Force policy.

29.9.1.2. Determines professional standards for the Air Force Dental Corps (DC). With HQ AFMPC/DPMM, determines eligibility, professional qualifications, and suitability of candidate selection and appointment in the Regular Air Force Dental Corps.

29.9.2. For the Surgeon General, this Directorate:

29.9.2.1. Develops and monitors dental programs and policies; coordinates dental, clinical, administrative, and training activities to give maximum support to the medical and Air Force missions.

29.9.2.2. Determines and monitors dental physical standards for active duty personnel, applicants for commissions, flight training, Air Force Academy, and special assignments or projects imposing unusual physical demands.

29.9.2.3. Works closely with external health agencies to make the greatest use of the Nation’s dental resources. Maintains liaison with Dental Services of the Army, Navy, Veterans Administration, and Health and Human Services.

29.9.2.4. Represents the Surgeon General at national and international levels on subjects dealing with dental management matters.
29.9.2.5. Evaluates patient management and control practices and develops administrative and technical procedures.

29.9.2.6. Develops and monitors the Air Force civilian and military dental consultant program; provides professional guidance and monitors the development of Air Force dental residency and postgraduate programs.

29.9.2.7. Maintains liaison with dental schools and coordinates Air Force dental officer procurement. Provides guidance to HQ AFMPC/DPMM for the selection of persons to take part in dental residency programs.

29.9.2.8. Determines USAF dental personnel requirements for training, staffing, and special missions. Computes dental specialist requirements.

29.9.2.9. Analyzes dental service reports to determine dental mission accomplishment including effective and economic utilization of professional resources.

29.9.2.10. Coordinates and recommends dental projects for investigation by the USAF Dental Investigation Service.

29.9.2.11. Evaluates newly developed dental equipment and supply items and recommends on suitability for stock listing and procurement.

29.9.2.12. Develops or recommends standard clinical criteria and designs for construction and equipage. Reviews plans for dental facility rehabilitation and new construction and makes recommendations.

29.9.2.13. Monitors the dental facility and dental laboratory accreditation programs for the Air Force.


29.9.2.15. Provides professional guidance to AF/SGI on inquiries from members of Congress, civilian agencies, or individuals, and other sources.

29.9.2.16. Maintains liaison with other Air Force and government agencies on legislative matters.

29.10. **Executive Services (AF/SGE).** Executive Services oversees the following administrative support functions for the Surgeon General organization:

29.10.1. Director of Staff for Surgeon General’s Office.

29.10.2. Executive Officer to Surgeon General

29.10.2.1. Acts as Surgeon General “Shadow” in senior level meetings. Records notes and taskings, later converting into action items for Surgeon General staff.

29.10.2.2. Serves as administrative liaison between the Surgeon General's office, the offices of the Air Staff, and the Office of the Assistant Secretary of Defense for Health Affairs.

29.10.2.3. Ensures the staff provides quality advance input for all Surgeon General events, especially for meetings, briefings, Congressional testimony, speeches, and field visits.

29.10.2.4. Manages the military air support request program for Surgeon General assigned general officers.

29.10.2.5. Ensures air and ground travel are efficient and billeting arrangements are completed according to plan.

29.10.2.6. Provides guidance, direction, and interpretation of the Surgeon General’s policies to staff.
29.10.2.7. Prepares briefing, presentations and executive summaries for the Surgeon General.

29.10.2.8. Executes Surgeon General’s schedule.

29.10.3. Oversees protocol activities for the Surgeon General.

29.10.4. Acts as protocol coordinator outside the local area when traveling with the Surgeon General.

29.10.5. Transports General Officers to and from official functions.

29.10.6. Provides personnel and orderly room services to assigned and attached military and civilian personnel.

29.10.6.1. Receives and distributes correspondence, messages, and other mail received from Air Staff offices, the Secretariat, Major Commands, and external agencies and organizations.

29.10.6.2. Performs courier and transportation services for the Surgeon General.

29.10.6.3. Completes supply management functions.

29.10.6.4. Serves as the customer account representative for the Surgeon General.

29.10.6.5. Maintains the Surgeon General's documentation management program.

29.10.6.6. Responsible for and maintaining Surgeon General’s Inprocessing and Orientation programs.

29.10.6.7. Responsible for Sponsor Program, Cycle Ergometry, Awards and Decorations, Gov’t Travel Card, Leave Program and PC-III Program.

29.11. **Surgeon General Operations Group (AF/SGG).** The Surgeon General Operations Group:

29.11.1. Commander, Squadron Section. Oversees all HQ Staff personnel actions, including promotion boards, EPRs, OPRs, assignments, disciplinary actions, etc.

29.11.2. First Sergeant, Squadron Section. Responsible for good order and discipline, morale and welfare of all enlisted members at Surgeon General’s office.

29.11.3. Conducts Surgeon General policy and program analysis, provides comments and formulates recommended positions.

29.11.4. Provides executive level issue research and concept development. Prepares summary of findings and consolidates into completed tasking packages.

29.11.5. Resource Manager. Responsible for Surgeon General’s budget, to include the TDY, FAST, and IMPAC programs.

29.11.6. Facility Manager. Performs facility management functions (lights, heating, safety, and space utilization).

29.11.7. Establishes, controls, and monitors all suspense actions on correspondence received by the Office of the Surgeon General.

29.11.7.1. Performs quality control of staff actions ensuring compliance with regulations and office instructions on correspondence preparation.
29.11.8. Manages the video teleconferencing and information management support programs.

29.11.9. Coordinates and presides over decoration, promotion, and retirement ceremonies within the Surgeon General office.

29.11.10. Manages office machines (color printers, copier, telefax, etc).

29.11.11. Prepares Surgeon General executive correspondence.

29.11.12. Provides specialized graphics, audio and visual support to the executive staff. Researches, drafts, prints and reproduces graphical products for informational briefings and official ceremonies.

29.11.13. Manages all internal and external Surgeon General telephone and staff member rosters.


29.11.15. Manages the Surgeon General’s meetings, to include the morning General Officer meeting, NOVA, Hollywood Squares, etc.

29.12. Directorate of Medical Information and Inquiries (AF/SGI), (also known as Directorate of Congressional and Public Affairs) The Directorate of Medical Information and Inquiries:

29.12.1. Serves as advocate for Air Force Medical Service (AFMS) for mission, vision, personnel, beneficiaries, successes, and requirements.

29.12.2. Integrates congressional liaison, public affairs, and history functions for comprehensive public outreach.

29.12.3. Plans Surgeon General’s (SG’s) legislative strategy.

29.12.4. Arranges SG and SG staff visits and briefings to members of Congress, senators, and/or respective staffers.

29.12.5. Monitors and assists with congressional reports.

29.12.6. Provides liaison with congressional research and investigative agencies.


29.12.8. Prepares SG witness statements to communicate status of AFMS to Congress.

29.12.9. Prepares skull books to prepare SG on major committee issues.

29.12.10. Coordinates skull preparatory sessions.

29.12.11. Prepares responses to questions and inserts for record.


29.12.13. Writes and edits skull slides for Secretary of Air Force (SECAF), Air Force Chief of Staff (CSAF), and Air Force Vice Chief of Staff skull sessions (VCSAF).

29.12.15. Prepares issues papers for SECAF, CSAF, and VCSAF visits with Congress members and senators.

29.12.16. Provides and reviews input for testimony and Air Force and Department of Defense annual reports to Congress.


29.12.18. Prepares answers to White House, congressional, and other high-level inquiries.


29.12.20. Prepares replies to inquiries with required coordination and staff summary sheet, as needed.


29.12.22. Serves in an Advisory capacity to base and MAJCOM Public Affairs.

29.12.23. Conducts interface with advocacy groups.


29.12.26. Provides public affairs guidance and training to SG staff members.

29.12.27. Conducts security and policy review.


29.12.29. Writes annual history of SG office.

29.12.30. Interviews former SGs on their careers.

29.12.31. Archives and histories and interviews.

29.12.32. Conducts internal and external history queries.

29.12.33. Prepares background history papers and studies for SG.

29.12.34. Presents papers to external history forums.
29.13. **Assistant Surgeon General, Medical Programs and Resources (AF/SGM).** The Assistant Surgeon General, Medical Programs and Resources formulates policies and develops programs relating to strategic management, health facilities, medical information systems, medical logistics, management of financial and manpower resources, personnel and training matters, and Air Force managed health care activities in support of the AFMS.

29.14. **Health Benefits and Policy Division (AF/SGMA).** The Health Benefits and Policy Division:

29.14.1. For the Air Staff, this Division:

Command Champion, Patient Administration, Pharmacy, Population Health, Primary Care Manager By Name, Private Sector Panel, Quality of Life, Special Needs Network, Supplemental Care, TRICARE for Life, TRICARE Education, TRICARE Plus, TRICARE Prime, TRICARE Senior Prime, TRICARE Senior Supplement, Uniformed Services Family Health Plan, and Veterans Affairs.

29.14.1.2. Provides policy guidance to liaison staff located at the TRICARE Management Activity Aurora and Great Lakes.

29.14.1.3. Serves as focal point (FP) on all medical entitlement issues and policies between the Air Force and other military medical departments and agencies of DoD and the Veterans Health Administration.

29.14.1.4. Interprets, advises, and develops policy on all DoD Uniformed Services health benefits programs entitlement issues for TRICARE and the direct military medical care program.

29.14.1.5. Evaluates and recommends individual and group requests for Secretary of the Air Force designee status for receiving authorization for medical care in Air Force facilities.

29.14.1.6. Reviews and makes recommendations on appeals concerning benefit coverage and access to care submitted by beneficiaries.


29.14.1.8. Evaluates suggestions concerning medical activities that affect health care policies and programs to ensure suggestions supporting health care objectives are adopted.


29.14.1.10. Performs analysis of access to care and medical services utilization within MTF and TRICARE programs, and enrollment in MTF-based TRICARE programs.

29.14.2. For the Surgeon General, this Division:

29.14.2.1. Interprets Uniformed Services Health Benefits Program directives and initiates Air Force changes to the same. As the Air Force coordinator for TRICARE activities, develops and distributes Air Force guidance to ensure maximum benefits for Air Force retired and dependent personnel.

29.14.2.2. Participates in and contributes to Office of the Secretary of Defense (OSD) health care policy development efforts and interprets OSD program guidance to develop AF/SG implementation strategies.

29.14.2.3. Develops and coordinates, in conjunction with AF/SGI, legislative proposals pertaining to medical operations and the health care delivery system.

29.14.2.4. Coordinates changes in services and prepares responses for the Surgeon General regarding clinical service curtailments, openings, and closures.

29.14.2.5. Develops Surgeon General policy for and contributes to development of interservice support agreements requiring Surgeon General action.

29.14.2.7. Develops initiatives and policy on alternate health care delivery systems including the Partnership program, health care contracting, federal health care sharing, health maintenance organizations, preferred provider organizations, and others.


29.14.2.9. Performs economic analysis in regards to medical service utilization within MTF and TRICARE programs.

29.14.2.10. Provides analytical support on TRICARE and MTF utilization.

29.15. Financial Management Division (AF/SGMC). The Financial Management Division:

29.15.1. For the Air Staff, this Division:

29.15.1.1 Reviews and analyzes Air Force Medical Service (AFMS) medical expenses and workload data and establishes cost standards and factors. Extracts and interprets data in response to DoD and higher headquarters’ requests for information. Evaluates and interprets medical accounting data and recommends changes to medical accounting systems.

29.15.1.2. Develops Air Force policies and procedures associated with medical resource management operations.

29.15.1.3. Serves as alternate member of the Air Force Group. Supports AFMS Corporate Structure Panels/Medical Annual Planning and Programming Guidance (MAPPG).

29.15.1.3.1. Supports the Vice Chiefs’ Lunches with OSD/P&R (formerly Defense Medical Oversight Committee) and TANK.

29.15.1.4. Monitors the medical program element input to the Defense Health Program (DHP) appropriation budget and Program Objective Memorandum (POM). Prepares briefings and writes testimony for presentation to DoD Health Affairs, DoD Comptroller, OSD/Program Analysis and Evaluation (PA&E), and the Congress.

29.15.1.5. Provides support to OSD(C) and other DoD offices in support of accrual Financing.

29.15.1.6. Reviews, coordinates and monitors all General Accounting Office (GAO), DoD Inspector General, and Air Force Audit Agency audits and reports on matters pertaining to the Air Force Medical Service.

29.15.1.7. Develops policies and procedures for:

29.15.1.7.1. Implementation of the Air Force Medical Service (AFMS) resource management system

29.15.1.7.2. Health care of Air Force active duty personnel and other beneficiaries from civilian sources.

29.15.1.7.3. Transportation of eligible dependents to obtain medical care outside the U.S. Establishes procedures for payment of such services.

29.15.1.7.4. Develops Air Force policies and procedures associated with the DoD Medical Expense and Performance Reporting System (MEPRS) for medical treatment facilities (MTFs).

29.15.1.7.5. Develops AF policies and procedures associated with the third party collection (TPC) program and the medical service account (MSA) program, to include subsistence accounting. Develops reimbursement rate data for health care services in conjunction with the establishment of DoD rates.
29.15.1.7.6. Develops AF policies and procedures associated with the Supplemental Care/AD Claims and Purchased Care programs

29.15.1.7.7. Develops policy and procedures for AFMS Data Quality Program, and Internal Management Control Program

29.15.1.8. Serves as primary member on the Personnel Support Team.

29.15.1.9. Monitors the accomplishment of projected patient workloads for budgetary, manpower, and construction purposes.

29.15.1.10. Reviews and monitors all General Accounting Office (GAO), DoD Inspector General (DoD/IG), and Air Force Audit Agency (AFAA) reports and matters pertaining to the Air Force Medical Service.

29.15.2. For the Surgeon General, this Division:

29.15.2.1. Develops Air Force Medical Service (AFMS) budget estimates and financial plans.

29.15.2.2. Monitors the financial execution of various specific Air Force Medical Service (AFMS) programs (e.g., aeromedical evacuation, training, initial outfitting, other procurement) including PE 28038, Contingency HP, War Reserve Material (WRM) Procurement, Operations and Maintenance (O&M), Perform/coordinate Resource Activities with 11th Wing -- ABSS, MIPRS, Form 9’s, manage Microbas and Mapper programs.

29.15.2.3. Develops and coordinates, defends, represents the Air Force Medical Service (AFMS) input to the AF and DHP Program Objective Memorandum (POM) and Future Years Defense Plan (FYDP), Program Decision Memorandum (PDM), and summer review.

29.15.2.4. Provides Air Force Medical Service (AFMS) programming input to the DOD/ AF planning, programming, and budgeting system (PPBS).

29.15.2.5. Manages the Coast Guard billing program for reimbursement of medical services provided by the Air Force Medical Service (AFMS).

29.15.2.6. Develops and conducts an annual training symposium for Medical Resource Managers worldwide.

29.15.2.7. Provides analytical and program evaluation assistance to the TRICARE Management Activity (TMA), Air Force TRICARE Lead Agents, MAICOMs, and medical treatment facilities (MTFs) for managed care support contracts and CHAMPUS budget execution.

29.15.2.8. Coordinates Air Force Medical Service (AFMS) issues concerning the functionality and implementation of DoD-standard medical information systems.

29.15.2.9. Develops and conducts an annual training symposium for medical resource managers worldwide.

29.15.2.10. Provides technical support for information systems to monitor the financial execution of MAJCOM and Medical Treatment Facility (MTF) programs.

29.15.2.11. Provides internal program analysis and evaluation of private sector and direct care performance data, supporting efforts of measurement and comparison in order to assist in decision making capabilities related to financial requirements, programming activities, investment opportunities and service closures.

29.15.2.12. Develops policies and procedures relative to the Cost Center Management, Internal Inspection, and Methods Improvement and other resource management programs in USAF medical treatment facilities.
29.16. Health Facilities Division (AF/SGMF). The Health Facilities Division:

29.16.1. For the Surgeon General, the Division:

29.16.1.1. Represents the Air Force Surgeon General in all matters concerning planning, programming, design, and construction of medical and dental treatment facilities.

29.16.1.2. Programs resources and provides oversight for the Air Force Medical Military Construction Program.

29.16.1.3. Programs, prepares and staffs Future Years Defense Plan (FYDP) documentation to the TRICARE Management Activity for submission into the Program Objective Memorandum.

29.16.1.4. Advocates for medical military construction projects through the Program Objective Memorandum development, Future Year Defense Plan presentation, Program Budget Decision process, and Congressional hearings.

29.16.1.5. Conducts required health care and space planning actions associated with medical military construction projects.

29.16.1.6. Assists in developing Department of Defense medical space planning criteria.

29.16.1.7. Develops medical equipment program for the Air Force medical Military Construction Program.

29.16.1.8. Oversees all functional and medical technical aspects of medical military construction projects during design and construction.

29.16.1.9. Acts as the design/construction agent for the Department of Defense medical Military Construction Program in the United Kingdom.

29.16.1.10. Chairs Air Force Medical Service Base Operating Support Panel responsible for planning, programming, and budgeting of all Operations and Maintenance and Military Construction Programs to support physical operations of Air Force medical facilities.

29.16.1.10.1. Directs Program Element Managers and major command Surgeon Generals in developing strategies, options, and positions for the Air Force Surgeon General on real property management, real property services, initial outfitting, base communications, base operations, visual information systems, and military construction.

29.16.1.11. Provides consultant services to major command surgeons, medical group commanders, and Lead Agents for strategic planning, programming, maintenance, repair, minor construction, facility space utilization, code compliance, statements of conditions, sustainment, initial outfitting, and life cycle management.

29.16.1.11.1. Conducts and/or coordinates on-site evaluations of medical treatment facilities’ functionality and infrastructure.

29.16.1.12. Provides support in the development and execution of real property and building maintenance projects.

29.17. Medical Information Systems Division (AF/SGMI). The Medical Information Systems Division provides customers with the necessary policies, strategies, and operational assistance necessary to leverage technology in support of the Air Force Medical Service.

29.17.1. For the Air Staff, the Division:
29.17.1.1. Serves as the focal point for all enterprise-wide information technology plans, programs, policies, and resources.

29.17.1.2. Advises Major Commands and Air Staff directorates on information technology and information management system research, development, design, test, evaluation, acquisition, deployment, implementation, sustainment, modernization and security from a life-cycle perspective.

29.17.1.3. Coordinates on Tri-Service IM/IT policies and procedures, and works with other DoD agencies on medical information system issues.

29.17.1.4. Advocates SG/SC partnership ensuring alignment of AFMS information systems objectives with line AF line directives.

29.17.1.5. Establishes and revises the medical information systems manpower standard.

29.17.1.6. Provides financial guidance for budgeting and execution of major funding programs. Examples are:

29.17.1.6.1. CHCS;

29.17.1.6.2. CHCSII;

29.17.1.6.3. Central PC Buy;

29.17.1.7. Defines functional requirements for AFMS developed information systems.

29.17.2. For the Surgeon General, this Division:

29.17.2.1. Formulates policies and develops plans and programs to provide peacetime and wartime information technology for the Air Force Medical Service.

29.17.2.2. Formulates and develops programs related to information technology sustainment to include:

29.17.2.2.1. Medical Informatics;

29.17.2.2.2. Information System Design;

29.17.2.2.3. Knowledge Management;

29.17.2.2.4. Information Assurance.

29.17.2.3. Represents AFMS interests on matters relating to development of DoD Medical Information Systems.

29.17.2.4. Represents the Surgeon General on Tri-Service and Air Force line committees, panels, and groups on issues concerning medical information technology. Examples are:

29.17.2.4.1. Air Force CIO Executive Committee;

29.17.2.4.2. Military Health System Information Management Proponent Subcommittee;

29.17.2.4.3. Military Health System Program Review Board;

29.17.2.4.4. Air Force Medical Service Group & Board (Corporate Structure).
29.18. **Medical Logistics Division (AF/SGML).** The Medical Logistics Division provides customers with the policies, strategies, tactics, and operational assistance necessary to ensure logistics excellence in support of the Air Force Medical Service.

29.18.1. For the Air Staff, the Division:

29.18.1.1. Serves as the focal point for all medical logistics issues and policies.

29.18.1.2. Advises Major Commands and medical logistics activities on medical materiel and equipment management; biomedical equipment repair and vehicle control; and; facility management and medical contracting.

29.18.1.3. Coordinates on Tri-Service policy and procedures, and works with other DoD agencies on medical logistics doctrine issues.


29.18.1.5. Establishes and proliferates the medical logistics manpower standard.

29.18.1.6. Provides financial guidance for budgeting and execution of major fund programs. Examples are:

29.18.1.6.1. Real Property Maintenance Activity (RPMA);

29.18.1.6.2. Real Property Services (RPS);

29.18.1.6.3. Other Procurement (OP);

29.18.1.6.4. Medical Dental Division of the Air Force Working Capital Fund;

29.18.1.6.5. WRM funds for new readiness assemblies and sustainment of existing assemblies.

29.18.1.7. Centrally purchases, and administers contracts for the AFMS.


29.18.1.9. Oversees a partnership with the Veterans Affairs Special Services (VASS) to provide a competitive option for acquisition of products and services required by Medical Treatment Facilities.


29.18.2. For the Surgeon General, this Division:

29.18.2.1. Formulates policy and develops plans and programs to provide peacetime and wartime medical logistics for the Air Force Medical Service.

29.18.2.2. Formulates and develops programs related to medical logistics sustainment of Air Force Medical Service force packages to include:

29.18.2.2.1. Contingency and exercise support;

29.18.2.2.2. Readiness plans and programs;
29.18.2.3 Centrally managed and deferred procurement;

29.18.2.4 Allowance standards.

29.18.2.3 Represents AFMS interests on matters relating to development of DoD medical logistics Automated Information Systems.

29.18.2.4 Represents the Surgeon General on Tri-Service committees, panels, and groups on issues concerning medical logistics. Examples are:

29.18.2.4.1 Medical Logistics Proponent Subcommittee;

29.18.2.4.2 Integrated Medical Logistics Group;

29.18.2.4.3 Health Industry Federal Advisory Council.

29.19. Medical Manpower Division (AF/SGMM). The Medical Manpower Division:

29.19.1. For the Air Staff, this Division:

29.19.1.1. Serves as Air Force Medical Service focal point for base closure and realignment activities.

29.19.1.2. Initiates and monitors all transactions involving the allocation/reallocation of medical manpower authorizations and requirements worldwide. [Unit Manning Document (UMD), Special Programs, Career Progression Guidance, Colonel Core Requirements, Integrated Forecast Board (IFB), General Officer Grades]

29.19.1.3. Develops and conducts an annual medical manpower training symposium as part of the Resource Management Symposium for major command (MAJCOM) resource managers and Medical Treatment Facility (MTF) manpower and organization personnel.

29.19.1.4. Conducts annual Staff Assistance Visits (SAV) to MAJCOMs with MAJCOM medical manpower and MAJCOM XP representatives.

29.19.1.5. Develops and publishes the Listing of U.S. Air Force Fixed Medical Treatment Facilities which documents the authorized operating bed capacity of Air Force medical treatment facilities.


29.19.2. For the Surgeon General, this Division:

29.19.2.1. Formulates policy and develops plans and programs relating to the management of medical manpower resources in support of the Air Force Medical Service worldwide.

29.19.2.2. Develops Medical Strategic Planning via manpower input into the Medical Annual Planning and Programming Guidance (MAPPG).

29.19.2.3. Manages Medical Competitive Sourcing and Privatization (CS&P) Initiatives and A-76 Studies.

29.19.2.4. Provides Systems Analysis via the Medical Requirements Toolbox (MRT) and Directed Requirements reviews. Oversees the developmental process of all Air Force Medical Service (AFMS) manpower determinants to include additives, exclusions or deviations to basic determinants as well as wartime medical manpower requirements.
29.19.2.5. Maintains the Medical Force Sizing Model (MFSM), determines the Total Operation Readiness Requirement (TORR), and provides support and analysis to the bi-annual Medical Resourcing Letter (MRL).

29.19.2.6. Manages all medical manpower initiatives through the PPBS including Budget Estimate Submission (BES) Inputs, Program Objective Memorandum (POM) Inputs and Amended Program Objective Memorandum (APOM) Inputs.

29.19.2.7. Provides policy guidance and direction to the Air Force Medical Service in determining medical manpower requirements for all medical treatment facilities.

29.19.2.8. Manages the annual allocation of officer and enlisted grades for medical specialties.

29.19.2.9. Manages AFMS Organizational Structure [Field Operating Agency (FOA), reviews, Management Headquarters reviews, Objective Medical Group (OMG), Medical Treatment Facility (MTF) consolidation initiatives].

29.19.2.10. Manages, tracks, and reorganizes Special Program Authorizations (SPA) for the AFMS on a continuous basis. Prepares and tracks all authorization change requests for these positions.

29.19.2.11. Provides manpower information input to the AFMS Corporate Structure through membership on all nine AFMS Panels.

29.19.2.12. Provides pertinent manpower data for Congressional testimony to support the effectiveness of the Air Force Medical Service.

29.20. Strategic Management Division (AF/SGMR). The Strategic Management Division:

29.20.1 Acts as the integration focal point of the Air Force Medical Service (AFMS) strategic planning and programming efforts.

29.20.2 Advises and assists the SG and the AFMS Corporate Structure, the AFMS Group, Board, and Council, in executing and improving strategic planning and programming.

29.20.3 For the Air Staff, this Division:

29.20.3.1 Acts as the AFMS interface with the AF Modernization Office (AF/XPXP)

29.20.3.2. Develops and produces the AFMS Strategic Plan

29.20.4. For the Surgeon General, this Division:

29.20.4.1. Manages the medical strategic management program office to include support of the AFMS Corporate Structure (AFMS Group, Board, and Council).

29.20.4.2. Integrates activities with MAJCOM/SG Planners.

29.20.4.3. Integrates Medical Annual Planning and Programming Guidance (MAPPG) and subsequent POM/APOM processes.

29.20.4.4. Facilitates requirements identification and integration.

29.20.4.5. Provides support to the POM Process
29.20.4.6. Conducts Studies and Analyses.

29.20.4.7. Manages the Air Force Medical Applications Model (AFMAM) program Management

29.10.4.8. Develops and sustains the AFMS Modernization Web Page

29.21. Human Resources Division (AF/SGMW). The Human Resources Division:

29.21.1. For the Air Staff, this Division:

29.21.1.1. Develops and monitors Air Force Medical Service special pay programs.


29.21.1.3. Reviews enlisted Air Force Medical Service skill projection and training programs.

29.21.1.4. Reviews, approves and/or initiates Air Force Medical Service officer and enlisted training programs.

29.21.1.5. Provides policy guidance for medical interservice Training Review Organization (ITRO) activities.

29.21.1.6. Determines Air Force Medical Service force structure and staffing models.

29.21.1.7. Provides guidance for Air Force Medical Service promotion plan and selection boards.

29.21.1.8. Monitors Air Force Medical Service procurement, retention, and separation programs.

29.21.1.9. Provides guidance for officer and enlisted performance evaluation program.

29.21.1.10. Monitors Air Force Medical Service civilian personnel matters.

29.21.1.11. Reviews, approves, and monitors the USAF Medical Education Program Document.

29.21.1.12. Implements appropriate DoD special pay directives.

29.21.2. For the Surgeon General, this Division:


29.21.2.2. Maintains active liaison with DoD, Air Force, and other service agencies regarding inter-service health professional requirements.

29.21.2.3. Develops requirements and support data for medical special pay programs.

29.21.2.4. Monitors officer promotion programs. Reviews and coordinates on policy and procedures for Air Force Medical Service promotion boards.

29.21.2.5. Establishes policy and procedures for procuring manpower requirements to meet authorized force levels. Reviews and regulates annual officer volunteer goals. Monitors and controls officer gains from all accession programs. Serves as the OPR for all Air Force Medical Service procurement, retention, and separation policies.

29.21.2.6. Interprets Air Force policy regarding the officer and enlisted effectiveness reporting systems.
29.21.2.7. Maintains working relationships with military and civilian agencies regarding utilization and staffing of Air Force Medical Service civilian positions. Serves as the point of contact (POC) regarding award of special pay to civilian medical officers.

29.21.2.8. Develops policies, plans, and programs to implement the USAF Medical Education Program Document in support of the education and training of all officers and airmen of the Air Force Medical Service.

29.21.2.9. Monitors Air Force Medical Service education and training programs. Responsible for maintaining active liaison with DoD, civilian Air Force, and other service agencies concerning medical education programs.

29.21.2.10. Represents the Air Force Medical Service on the Health Care Committee of the ITRO to review all medical training conducted by the three Services for the purpose of ascertaining the feasibility of consolidation.

29.21.2.11. Makes appropriate recommendations for approval by the Tri-Service Surgeons General and ultimate direction by the ITRO Executive Board.

29.21.2.12. Coordinates and evaluates Air Force Medical Service officer and enlisted training courses and programs.

29.21.2.12.1. Reviews medical service officer and enlisted training programs.

29.21.2.12.2. Monitors policy for selection of officer and airmen for entry into training programs.

29.21.2.12.3. Develops and maintains baseline training data to support Congressional, DoD, and Air Force data requirements.

29.22. Assistant Surgeon General, Nursing Services (AF/SGN). The Assistant Surgeon General, Nursing Services, is provided for in Title 10, United States Code, Section 265. The Assistant Surgeon General, Nursing Services:

29.22.1. Develops, deploys and evaluates policies, programs, and instructions for nurse officers in 14 AFSCs and nursing enlisted personnel in the 4N0XX career field including five sub-specialties in the areas of:

29.22.1.1. Force structure.

29.22.1.2. Career development.

29.22.1.3. Education and training.

29.22.1.4. Nursing medical readiness.

29.22.1.5. Nursing Standards of Practice and Standards of Care.


29.22.1.7. Nursing informatics.

29.22.2. For the Air Staff, this Directorate:

29.22.2.1. Is responsible for nurse officer and nursing service enlisted personnel career development, career monitoring, and the development of professional education and career progression requirements to support Air Force policy.
29.22.2. Determines professional standards for the nurse officer and nursing service enlisted personnel. With HQ AFMPC/DPMM, determines eligibility, professional qualifications, and suitability of candidate selection and appointment in the Regular Air Force Nurse Corps.

29.22.3. For the Surgeon General, this Directorate:

29.22.3.1. Provides professional assistance on nursing policy, standards, and personnel requirements.

29.22.3.2. Develops policies, programs, and procedures for administration and professional development of nursing service personnel.

29.22.3.3. Provides guidance concerning the selection, education, training, qualifications, and utilization of nursing service personnel.

29.22.3.4. Provides nursing expertise to medical malpractice reviews, medical incident investigations, and congressional inquiries.

29.22.3.5. Represents the Surgeon General at national and international levels. These contacts include the American Nurses Association, the National League for Nursing, the Army Nurse Corps, the Navy Nurse Corps, the U.S. Public Health Service, the Veterans Administration, the American Red Cross, the Defense Advisory Committee on women in the Services, the Senior Women of the Alliance, the North Atlantic Treaty Organization and national and international agencies dealing with the profession of nursing.

29.22.3.6. Is the Air Force representative to: Advisory Council to Uniformed Services University of Health Sciences (USUHS) Graduate School of Nursing, Executive Board of Tri-Service Nursing research, Joint Commission on Accreditation of Healthcare Organizations’ Professional and Technical Advisory Committee for Ambulatory Care Standards, and the Federal Nursing Service Council.

29.22.3.7. Monitors and maintains the Surgeon General Nursing Consultant program.

29.23. **Assistant Surgeon General, Medical Readiness and Science & Technology (AF/SGX).** The Assistant Surgeon General, Medical Readiness and Science & Technology is directly responsible for all of the Air Force Medical Service Readiness activities, advances in medical technologies, human and animal research, aeromedical research and development and clinical investigations programs.

29.24. **Assistant Surgeon General, Medical Operations (AF/SGZ).** The Assistant Surgeon General, Medical Operations facilitates the execution of procedures, processes, and programs in aerospace medicine, preventive health, clinical healthcare, research and biometrics to enhance force readiness and build healthy communities throughout the Air Force.
Chapter 30

CHIEF SCIENTIST
(AF/ST)

Figure 30.1. Organization Chart for the Chief Scientist.

Chief Scientist
AF/ST

30.1. Chief Scientist (AF/ST). The Chief Scientist:

30.1.1. Is chief scientific advisor to the Chief of Staff and other Air Force leaders. Provides independent evaluations and objective advice across a broad range of subjects, basing recommendations primarily on technical merit. Identifies and analyzes technical issues and brings them to the attention of Air Force leaders as appropriate.

30.1.2. Works with the Air Force Scientific Advisory Board (SAB) to define studies and select candidates for membership and chairperson. Is a member of the Steering Committee. Co-chairs the SAB’s annual quality review of the Air Force Research Laboratory (AFRL). Attends SAB meetings and study groups as appropriate.

30.1.3. Looks after the health of the Air Force in-house technical enterprise. Routinely interacts with AFMC/CC, Product Center commanders, the SAF/AQ Military Deputy, the AFRL commander, SAF/AQR, and others. Interacts with other services and the Office of the Secretary of Defense (OSD) on issues affecting the in-house technical enterprise.

30.1.4. Serves as the focal point for Air Force technical leaders. Convenes and chairs semi-annual meetings of the chief scientists and senior scientists of AFRL technical directorates, as well as the technical directors from test centers, major commands, battle laboratories, and others as appropriate. Is responsible for the AF S&T award program.

30.1.5. Is a principal representative of the Air Force to the civilian scientific and engineering community and to the public at large.
Chapter 31

TEST AND EVALUATION

(AF/TE)

★ Figure 31.1 Organization Chart for the Directorate of Test and Evaluations.

31.1 Directorate of Test and Evaluation (AF/TE) As an Air Staff Director:

31.1.1 Is the Chief T&E advisor to Air Force leadership and is responsible to the Chief of Staff of the Air Force (CSAF) for establishing Air Force T&E policy, determining the adequacy of T&E resources required to support weapon system development, and resolving developmental and operational test programmatic issues.

31.1.2 Advises the CSAF and Secretary on the T&E process, developmental T&E (DT&E) including contractor T&E, operational T&E (OT&E), and Live Fire Test (LFT) and is the sole focal point for Air Force T&E matters.

31.1.3 Maintains a good working relationship with the Office of the Secretary of Defense (OSD), Office of Director, Operational Test and Evaluation (DOT&E), and the Assistant Secretary of the Air Force (SAF/AQ). The Director also maintains a close liaison with the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), Deputy Director for Developmental Test and Evaluation (DT&E), and the other services and defense T&E agencies.

31.1.4 Acts as the final review authority and signatory for Test and Evaluation Master Plans (TEMP) prior to Air Force Acquisition Executive (AFAE) approval and signature. Approves Air Force operational assessment (OA) and operational test (OT) plans prior to submission to OSD.

31.1.5 Reviews and prepares release of T&E reports outside the Air Force and assures test results are available to decision-makers in a timely manner.

31.1.6 Is the AF representative to the Defense Test and Training Steering Group (DTTSG).

31.1.7 Chairs the AF T&E Investment Committee.

31.1.8 Co-chairs with AF/XOI the Air Staff Foreign Materiel Program Committee (FMPC) to provide FMP management oversight. Other members include representatives from SAF/AQ and Financial Management (FM) and Air Force/TE/Operations/Intelligence/Programs.
31.1.9 Co-Chairs the Air Force Range Investment Council (AFRIC) with AF/XOOR and coordinates investment between functional communities.

31.1.10 Chairs the Air Force T&E Investment Committee (TIC).

31.1.11 Is the AF representative to the Joint Test and Evaluation Group.

31.1.12 Serves as a member of the Cost and Operational Effectiveness Analysis (COEA) Users’ Group.

31.1.13 Serves as a member of the AF Acquisition Professional Development Council.

31.1.14 Serves as a member of the Budget Review Group.

31.1.15 Serves as a member of the AF Corporate Board.

31.1.16 Serves as a member of the T&E Executive Agent Board of Directors Executive Secretariat.

31.1.17 Serves as a member of the Air Force Council.

31.2 Policy and Programs Division (AF/TEP) as an Air Staff Division:


31.2.2 Oversees all Air Force test activities in support of acquisition, monitors Congressional legislation and actions for T&E impacts, and is the Air Force OPR for the OSD-sponsored Joint Test and Evaluation (JT&E) Program.

31.2.3 Maintains a cadre of test and evaluation experts that monitor every Acquisition Category (ACAT) I/II program and any other programs on congressional or DOT&E oversight. Provides daily inputs to the Air Staff on program status as related to testing and evaluation in order to provide a level of confidence that programs are maturing with acceptable test results and quantifiable risks.

31.2.4 Reviews Mission Need Statements (MNS), Program Management Directives (PMD), Operational Requirements Documents (ORD), and Test and Evaluation Master Plans (TEMP) for proper T&E taskings and responsibilities and attends Test Planning Working Group (TPWG) meetings for selected major programs.

31.2.5 Acts as the crucial Air Staff link to the field operating agencies’ policy for testing conducted by the Major Commands (MAJCOM), Air Force Operational Test and Evaluation Center (AFOTEC), and Air Force Materiel Command (AFMC).

31.2.6 Maintains close working relationships with the OSD DOT&E and provides Air Force positions and opinions on live fire and realistic operational testing of new and legacy systems.

31.2.7 Sponsors T&E briefings to Air Force and OSD decision-makers. Assures the views of the Air Force T&E community are made to acquisition decision makers and advises the Air Force Acquisition Executive (and others) on T&E matters relating to the development and acquisition of Air Force systems.

31.2.8 Provides key presence of T&E expertise to the Air Force Requirements Oversight Council (AFROC), Air Force Panels, and various acquisition strategy panels supporting the Secretary of the Air Force and the Air Staff Corporate Structure.
31.2.9 Reviews and coordinates T&E inputs to Congressional Data Sheets and OSD/DOT&E’s annual Report to Congress.

31.3. **Resources Division (AF/TER) The Resources Division:**

31.3.1 As Air Staff OPR, this Division:

31.3.1.1 Formulates the acquisition strategy and overall program plan for T&E resources in conjunction with developing and using commands.

31.3.1.2 Administers the Test Investment Planning and Programming (TIPP) process and AF T&E Modernization Planning Process.

31.3.1.3 Advocates the best acquisition approach for T&E resources to the Air Force Secretariat, Air Staff, OSD, and Congress.

31.3.1.4 Oversees the Air Force test infrastructure and ensures that adequate facilities are available to support the Air Force T&E activities.

31.3.1.5 Performs all Program Element Monitor (PEM) responsibilities for the following T&E infrastructure and support program elements (PE):

31.3.1.5.1 PE 27426 - Air Force Operational Test and Evaluation Center (AFOTEC)

31.3.1.5.2 PE 28015 - Combat Development

31.3.1.5.3 PE 64256 - Threat Simulator Development

31.3.1.5.4 PE 64759 - Major T&E Investment

31.3.1.5.5 PE 65712 - Initial Operational Test and Evaluation (IOT&E)

31.3.1.5.6 PE 65807 - Test and Evaluation Support

31.3.1.5.7 Develops AF/TE inputs for the Air Force Planning and Programming Guidance (APPG).

31.3.1.6 Promulgates Air Force T&E Resources Policy and is OPR for:

31.3.1.6.1 AFI 99-111, Test Infrastructure

31.3.1.6.2 AF T&E Mission Support Plan

31.3.1.6.3 AFMAN 99-109, Test Resource Planning

31.3.1.7 Serves as a member of the AF Enhanced Corporate Structure which supports the Air Force Planning, Programming and Budgeting System (PPBS) process. This includes membership in the AF Group and appropriate Integrated Process Teams (IPTs) and Research, Development and Test and Evaluation (RDT&E) panel.

31.3.2 For the Directorate, this Division:

31.3.2.1 Provides representation to the following working groups:
31.3.2.1.1 Defense Test and Training Steering Group
31.3.2.1.2 Central Test and Evaluation Investment Program and its related subgroups
31.3.2.1.3 OSD Test Investment Coordinating Committee (OTICC)
31.3.2.1.3 Base Realignment and Closure.
31.3.2.1.4 Air Force and T&E Joint Cross-Service Group.
31.3.2.1.5 Joint Test and Training Range Roadmap.
31.3.2.2 Develops policy for the use of existing Air Force Major Range and Test Facilities Base (MRTFB) and investment in new capabilities.
31.3.2.3 Recommend approval of requests for contractor use of Air Force test facilities and ranges.
31.3.2.4 Serves as functional manager of T&E functional area within the Acquisition Personnel Development Program.
31.3.2.5 Serves as a member of the Executive Secretariat of T&E Executive Agency Board of Directors (BoD).
31.3.3 Other Responsibilities:
31.3.3.1 Assures that an adequate assessment of the T&E infrastructure is available to acquisition decision makers.
31.3.3.2 Advises the AFAE on T&E resource matters relating to the development and acquisition of Air Force systems.

31.4 Special Programs Division (AF/TEZ) The Special Programs Division:
31.4.1 As Air Staff OPR, this Division:
31.4.1.1 Provides leadership, direction, policy and resources to ensure Air Force Foreign Materiel and Classified Test programs meet documented warfighter requirements.
31.4.1.2 Provides management and oversight of the lifecycle process for acquisition and exploitation of foreign aerospace related weapon systems and components. Acts as the single Air Force point of contact for all foreign materiel related activities.
31.4.1.3 In coordination with AF/XOI, provides policy and oversight of the Air Force foreign materiel process and formalizes staffing of foreign materiel issues. Codifies all Air Force Instructions and related manuals on the FMP.
31.4.1.5 Accomplishes all planning, programming, and budgeting system (PPBS) activities for the foreign materiel life cycle process within AF/TE. Supports AF/XOI in PPBS activities related to foreign materiel acquisition and exploitation funded through the General Defense Intelligence Program (GDIP).
31.4.1.6 Directs FMP execution to satisfy needs of operations, acquisition, T&E, and Scientific and Technical Intelligence communities in support of warfighter requirements.

31.4.1.7 Staffs all foreign materiel acquisition procured through commercial channels. Supports AF/XOI oversight on government-to-government initiatives and efforts using intelligence methods and sources.

31.4.1.9 Recommends convening of the Air Staff Foreign Materiel Program Board (FMPB) in response to critical FMP issues. The FMPB is chaired by AF/CV with representatives from SAF/AQ/FM and AF/XO/XP.

31.4.1.10 Represents the Air Force in multi-service foreign materiel agreements. Approves all disclosures and invitations by DoD agencies that obligate the Air Force to support multiservice foreign materiel requirements.

31.4.1.11 Advises AF/XOI on multinational foreign materiel agreements. Provides input to AF/XOI prior to approval of disclosures and invitations by DoD agencies that obligate the Air Force to support multinational foreign materiel requirements.

31.4.1.12 Responds to congressional inquiries on non-GDIP related issues regarding FMP funding and execution.

31.4.1.13 Assists SAF/PA and OASD (PA) responding to FMP related media inquiries.

31.4.1.14 Performs PPBS, Program Element Monitor, and other Air Staff functions for AFMC and AFOTEC infrastructure programs supporting classified advanced system test activity. Ensures adequate resources are available to support test requirements generated by MAJCOMs, research and development activities, and intelligence agencies.

31.4.1.15 Represents AF/TE on the Special Programs Review Group (SPRG) overseeing all Air Force Special Access Programs.

31.4.1.16 Supports Air Force initiatives to integrate existing and emerging space and information operations test capabilities into an integrated aerospace range to support the full spectrum of test, training and exercise activities.
32.1. Deputy Chief of Staff, Air and Space Operations (AF/XO). The Deputy Chief of Staff for Air and Space Operations:

32.1.1. Is responsible to the Chief of Staff for developing Air Force positions on strategy, policy, and objectives, and for preparing and implementing plans and operations.

32.1.2. Is responsible for justifying these plans and operations before the proper elements of the Department of Defense (DoD) and other government agencies.

32.1.3. Is the office of primary responsibility (OPR) for unilateral and joint war planning, operational training and readiness, command, control and communications, politico-military planning, and development of Air Force Doctrine and long-range plans for the employment of air and space of both active and reserve Air Forces.

32.1.4. Is responsible for planning and monitoring all matters pertaining to the United States Air Force (USAF) force structure development. Determines tasks that the Air Force must perform in light of threat, defense, and military strategy. Analyzes missions likely to be attained within anticipated resource limits.

32.1.5. Assists the Chief of Staff in providing operationally ready forces in response to the needs of the unified and specified command.
32.1.6. Prepares operational concepts and doctrine for employing air and space weapon systems, and directs the Air Force Operations Group (AFOG).

32.1.7. Within the resource limits, ensures development and management of worldwide command, control and communications systems support for National Command Authorities (NCA) and Air Force requirements.

32.1.8. Primarily responsible for formulating Air Staff positions on matters under consideration by the Joint Chiefs of Staff (JCS) and National Security Council (NSC), and is single point of contact (POC) in Headquarters United States Air Force (HQ USAF) for JCS and NSC related matters.

32.1.9. Is responsible for establishing policy for the Air Force operational requirements process. Supports major command (MAJCOM) requirements development and evaluation, mission need and modification prioritization, and initial planning through acquisition milestone I.

32.1.10. Develops and implements weather concepts, doctrines, policies, plan and programs and integration and interoperability standards to ensure effective weather support for the US Air Force, Army, JCS, selected Unifies and Specified Commands, National Programs, and other agencies as directed by the Chief of Staff of the Air Force (CSAF).

32.1.11. Is responsible to the Chief of Staff for policy, planning, programming, resource allocation, and program evaluation to ensure information dominance in peace, crisis and war.

32.1.12. Responsible to the Secretary of the Air Force, the Chief of Staff, the Air Staff, and as required, Air Force commands with intelligence regarding military threats to the security of the United States and its allies. This intelligence supports USAF planning and programming activities.

32.1.13. Is responsible for establishing Air Force policy and Strategy on nuclear weapon systems and other weapons of mass destruction.


32.1.15. Develops Air Force nuclear operations, planning, evaluation and training guidance.

32.1.16. Supports MAJCOM treaty implementation/compliance and nuclear force operations.

32.1.17. Ensures the safety and surety of the Air Force nuclear stockpile.

32.1.18. Focal point for Air Staff dealings with the Joint Staff and for other joint matters.
32.2. Directorate of Command and Control (AF/XOC). The Directorate of Command and Control (C2) ensures the proper application of aerospace power in all facets of military operations:

32.2.1. Supports development of C2 processes, integration and employment, and oversees theater battle management systems and integration of C2 & ISR.

32.2.2. Supports the warfighter in all Air Force & Joint service Modeling & Simulation (M&S) efforts.

32.2.3. Oversees AF Experimentation, key AF and Joint exercises, and mid-term Title 10 wargames.

32.2.4. Modeling & Simulation Policy Division (AF/XOCA). The Modeling & Simulation Policy Division has the following areas of responsibility:

32.2.4.1. Policy, guidance and oversight of Air Force Modeling & Simulation (M&S) efforts in standardization, integration, funding plans, model transition and development schedules.

32.2.4.2. Chairing the Data and Model Management Steering Group. Joint Modeling and Simulation System (JMASS) requirements, documentation, advocacy, and funding plan.

32.2.4.3. Air Staff point of contact for program information on the following:

32.2.4.3.1. Joint Simulation System (JSIMS) and National Air and Space (Warfare) Model (NASM); Joint Warfare System (JWARS) and NASM/AN; AF Suite of Models (AFSOM); Air Warfare Simulation (AWSIM); AWSIM/Reengineered (AWSIM/R); Aggregate Level Simulation Protocol (ALSP); Air Force Modeling & Simulation Training Toolkit (AFMSTT); Air Force Standard Analysis Toolkit (AFSAT).

32.2.4.4. In the area of legacy model transition: Supports warfighter’s needs for a common, updated training confederation of models for wargaming and exercises and establishes a legacy transition plan.

32.2.4.4.1. Designates a standard “toolkit” of models to be used in the acquisition and testing Process.
32.2.4.4.2. Writes and updates JMASS supporting documentation, including Mission Needs Statements (MNSs), Operational Requirements Documents (ORDs), development schedule, funding plan, and Memorandums of Agreement (MOAs).

32.2.4.4.3. Develops plans to implement the CSAF’s vision of Distributed Mission Training.

32.2.4.4.4. Coordinate with AF Agency for Modeling & Simulation (AFAMS) to ensure adequate support is provided to JSIMS, NASM, and JWARS programs.

32.2.4.4.5. Provides the Executive Secretary to the AF-EXCIMS and the Modeling & Simulation General Officer Steering Group (GOSG), chairs the M&S IPT and supports XOC in preparation for the AFROC.

32.2.4.4.6. Policy, guidance, and oversight for model management; verification/validation & accreditation; standard architectures; data and database management; modeling, simulation, and analysis repositories; analysis models; computer simulation advanced connectivity.

32.2.4.5. Command and Control Employment Division (AF/XOCE). The Command and Control (C2) Employment Division ensures the Joint Forces Air Component Commander (JFACC) and all JFACC operations supporting functions are trained and equipped to integrate and execute the full spectrum of joint, combined, and coalition air operations.

32.2.5.1. Oversee all aspects of the currently fielded C2 structure, consisting primarily of the Theater Air Control System (TACS), with a major focus on Air Operations Center (AOC) and its associated functions, processes, systems, and training.

32.2.5.2. Serves as “clearinghouse” for current C2 issues - links current fielded C2 systems to Air Staff processes and is the single Air Staff point of contact for MAJCOMs, NAFs, and C2 operators to raise issues or make recommendations regarding the employment of C2.

32.2.5.3. Functional Manager for all TACS elements - AOC, Airborne Warning and Control System (AWACS), Airborne Battlefield Command & Control Center, Joint STARS, CRC/CRE, OA-10, Air Support Operations Center, and Theater Air Control Parties.

32.2.5.4. Serves as functional manager for the following Air Force Specialty Codes (AFSCs): Battle Managers (13BX), Aerospace Control & Warning System (1C5XX), OA-10 Pilot (1IXY.Z), Air Liaison Officer/ASOC Fighter Duty Officers (1IXX-U), Tactical Air C2 (1C4XX).

32.2.5.5. Air Staff POC for Counter Drug (CD) Operations (PPBS, President’s National Drug Control Strategy, etc.).

32.2.5.6. Provides operational oversight of 16 AF CD Project Codes including AWACS Ops, CRC/CRE Ops, Tethered Aerostat Radar System Ops.

32.2.5.7. Command and Control Intelligence, Surveillance and Reconnaissance (C2ISR) Integration Team (AF/XOCI). Provides Air Force policy, guidance & oversight for C2ISR concepts of operations, architectures and employment. Acts as the primary advocate of C2ISR as a force multiplier and integrator of aerospace combat power and System of Systems.

32.2.5.7.1. Develops a seamless conduit between Air Staff and the Aerospace C2ISR Center (AC2ISRC) for concepts, policy and applications.

32.2.5.7.2. Concepts and Policy Branch
32.2.5.7. Ensures and advocates a common view of C2ISR aerospace employment across the Joint, AF and MAJCOM level and examines organizational structures and supporting C2 infrastructure.

32.2.5.8. Oversees C2 & ISR AFIs, CONOPS development, C2ISR Strategic Planning & Roadmaps.

32.2.5.9. Works C2ISR & Expeditionary Aerospace Force (EAF) integration.

32.2.5.10. Works AFFOR, Air Operations Center (AOC), Support Operations Center (SOC) Baselining & Processes.

32.2.5.11. C2ISR Implementation Branch

32.2.5.11.1. Oversees the development and implementation of aerospace control systems and concepts.

32.2.5.11.2. Works C2ISR support to Aerospace Expeditionary Force implementation/employment.

32.2.5.11.3. Coordinates, validates and updates Warfighting Operational Architectures.

32.2.5.11.4. Coordinates, develops and updates Distributed/Reachback operational issues.

32.2.5.11.5. Coordinates and organizes C2ISR O-6 & General Officer Steering Group forums.

32.2.5.11.6. Resources and Requirements Division (AF/XOCP). The Resources and Requirements Division facilitates oversight and advocacy for resourcing of C2 systems, M&S tools and programs, and key AF mid-term war games, experiments and exercises in the Planning, Programming and Budget System (PPBS).

32.2.5.12. Programming:

32.2.5.13. Integrated Process Team (IPT) Chiefs for Modeling & Simulation (M&S) and Theater Battle Management (TBM).

32.2.5.14. Programming oversight for model management; verification/validation & accreditation; standard architectures; data and database management; modeling, simulation, and analysis depositories; analysis models; computer simulation advanced connectivity.

32.2.5.15. Program Element Monitors for Joint Expeditionary Force Experiment (JEFX) and Aerospace C2ISR Center and AF Modeling & Simulation.

32.2.5.16. Budgeting (M&S only) - Prepare and execute Financial Plans and End-of-Year Fallout Requirements.

32.2.5.17. XOC Directorate Resources

32.2.5.17.1. Local Area Network, facilities, and telephone support.

32.2.5.17.2. Contractor administration oversight and support.

32.2.5.17.3. Directorate Information Management.

32.2.6. War gaming and Experimentation Division (AF/XOCW). The War gaming and Experimentation Division has the following areas of responsibility:

32.2.6.1. War games
32.2.6.1.1. Provide HQ USAF policy, guidance, oversight and execution of the Air Force’s mid term Title X war game, Global Engagement.

32.2.6.1.2. Explore aerospace concepts and operations in support of Joint warfare, identify/develop insights and concepts for study and analysis, incorporate insights and concepts into other Air Force and Service war games.

32.2.6.1.3. Advocate aerospace power by integrating HQ USAF support of other-Service mid-term Title X war games such as the Navy’s Global.

32.2.6.1.4. OPR for AFI 10-233, Conduct of Key War games

32.2.6.2. Experimentation

32.2.6.2.1. Provide policy, guidance and oversight of AF Experimentation and AF support of USJFCOMM/J9’s Joint Experimentation process.

32.2.6.2.2. Support extending to Joint Expeditionary Force Experiment (JEFX)

32.2.6.2.3. OPR for AF Policy Directive 10-23, Air Force Experimentation

32.2.6.3. Exercises

32.2.6.3.1. Provide policy, guidance and oversight of AF participation I key exercises, typically Joint C2 exercises, which traditionally have impacts on Service doctrine, roles and missions.

32.2.6.3.2. These include the large annual Joint exercises Roving Sands and Ulchi Focus Lens.

32.2.6.3.3. OPR for AFI 10-230, Conduct of Key Exercises and Experiments.

32.2.6.3.4. Chairs the AF Exercise/Experiment Coordination Team (AFECT) and consolidate updates to the AF Key Exercise and War games Events Schedule.

32.2.7. Air Force Agency for Modeling and Simulation (AFAMS). AFAMS is a field operating agency (FOA) that reports to the Directorate of Command and Control and provides Modeling and Simulation (M&S) support to Air Force, Joint and combined activities. AFAMS has the following areas of responsibility:

32.2.7.1. Implements Air Force, Joint and DoD M&S Policy and standards.

32.2.7.2. Coordinates and manages major M&S programs and initiatives.

32.2.7.3. Supports corporate Air Force M&S operations.
32.3 Directorate of Executive Support (AF/XOE). The Directorate of Executive Support manages the following functions for the DCS:
32.3.1 Administration and security.
32.3.2 Personnel and manpower issues and actions.
32.3.3 Graphics arts support.
32.3.4 Comptroller responsibilities.
32.3.5 Information technology.
32.3.6 Floor space/facilities management.
32.3.7 Supplies/Equipment support.
32.3.8 Contractor support.
32.3.9.1 Serves as the single point of contact for all organizational structure changes within the DCS and FOAs.
32.3.9.2 Functions as liaison with 11WG Military Personnel Flight for: assignments, enlistment, tour extensions, duty information changes, separation/retirements, decorations, officer/enlisted evaluation performance reports, sponsor program, and performs all in/out-processing.
32.3.9.3 Manages the DCS’ military promotion programs. Oversees the Management Level Review (MLR) boards. Prepares associated promotion release products and information.
32.3.9.4 Manages the manpower program including Unit Manning Document (UMD) and Unit Personnel Management Roster (UMPR) and associated actions/changes.
32.3.9.5 Responsible for the DCS’ military evaluation program. Maintains a suspense system and associated database. Processes requests for corrections to military records.
32.3.9.6 Oversees the military Awards and Decorations program. Establishes policy on deputate awards and decorations program management and quarterly/annual awards.
32.3.9.7. Coordinates the DCS’ nominations for MAJCOM and Headquarters Air Force Personnel Center (HQ AFPC) return-to-fly and squadron commander boards.

32.3.9.8. Manages the Personnel Security Clearance program, including monitoring the Automated Security Clearance Approval System (ASCAS) Roster and screening security paperwork submitted for clearances.

32.3.9.9. Functions as the DCS’ Security Manager. Develops and publishes security directives, monitors and controls all security matters, and briefs and trains division security monitors. Conducts indoctrination’s and debriefings and inspects training programs.

32.3.9.10. Manages the DCS Family Care Plan program.

32.3.9.11. Manages the Weight and Cycle Ergometry programs.

32.3.9.12. Manages Sensitive Compartmented Information (SCI) accesses billets.

32.3.9.13. Manages the Mandatory Declassification Review program, responsible for coordination Top Secret/Secret documents with host agencies.

32.3.9.14. Responsible for all outgoing and incoming distribution for the entire DCS. Manages the Accountable/Registered Mail program.

32.3.9.15. Manages the Voting Assistance Program for the DCS.

32.3.9.16. Manages the DCS’ Training program. Processes requests for training and acts as the liaison with the 11WG MPF for PME and all training matters.

32.3.9.17. Administers the DCS Contingency TDY program in coordination with 11WG/DPX (Readiness office).

32.3.9.18. Maintains the NATO Subregistry/NATO Access Program for the DCS. Processes, logs, and distributes all incoming NATO material from the Central U.S. Registry. Conducts indoctrination’s to four different levels of NATO access.

32.3.9.19. Manages the Functional Area Records Management (FARM) program. Works with the installation Records Manager to ensure the DCS file technicians are trained and performs staff assistance visits every other year to all the organizations in the DCS.

32.3.9.20. Manages the Dental Appointment and Immunizations programs for the DCS.

32.3.9.21. Trusted Agent for the Drug Demand Reduction Program (DDRP).

32.3.9.22. Oversees the DoD/Contractor Building Badge program and manages the Parking Pass program for the DCS.

32.3.9.23. Performs as Customer Account Representative (CAR).

32.3.10. Graphics Arts Division (AF/XOEG). The Graphics Arts Division provides full-service professional visual information design and products for the DCS and as directed by the DCS provides support for special requirements of the CSAF, SECAF, JCS and DoD. During contingency and emergency operations XOSG provides dedicated graphics support to the Air Force Operations Group (AFOG).

32.3.10.1. Serves as Visual Information advisor to the DCS; plans, develops, coordinates and presents policies, procedures and guidance on visual information matters. Develops and maintains the Air Force Operations visual vocabulary.
32.3.10.2. Maintains lines of communication and coordinates with Air Force and DoD visual information centers and when required, other Federal agencies. Serves as DCS representative to the Air Force Visual Information Technology Board.

32.3.10.3. Supports AF decision-makers in communicating ideas through visual media and collaborates with AF planners to conceptualize ideas and policies, by creating original design and artwork to illustrate new concepts and initiatives, for dissemination to upper-level government officials and the media.

32.3.10.4. Researches, evaluates and develops procedures to exploit new graphics technologies and products. Responsible for unique, unprecedented taskings and products. Develops products for DCS organizational needs and for intramural office management needs.

32.3.10.5. Designs, creates, and produces displays, exhibits, pre-press masters, presentations, Web page artwork, video and animation clips, original illustrations and compositions, visualizations, typesetting, TV boards and other briefing products as needed.

32.3.11. Contractual Management Division (AF/XOEK). The Contractual Management Division manages contract support for the DCS.

32.3.11.1. Acts as Contracting Officer Representative for the DCS’ centrally managed support contracts.

32.3.11.2. Provides training on interaction with contractors and administration of contracts.

32.3.11.3. Develops policies and procedures for obtaining and using contractor support.

32.3.11.4. Provides review of contract statements of work (SOWs).

32.3.12. Civilian Liaison (AF/XOEL). The Civilian Liaison manages the civilian manpower and personnel matters for the DCS.

32.3.12.1. Conducts annual civilian appraisal and performance plan reviews.

32.3.12.2. Conducts management level civilian incentive award boards.

32.3.12.3. Provides quality control of civilian time sheets.

32.3.12.4. Manages civilian training program.
32.3.12.3. Audits the civilian position and employee control file.
32.3.12.4. Maintains unit information records on all civilian employees.
32.3.12.5. Primary member of civilian special emphasis program committees.
32.3.12.6. Manages civilian summer hire, holiday hire, and stay-in-school programs.

32.3.13. Resources and Information Technology Division (AF/XOER). The Resources and Information Technology Division manages the budget, facilities/moves, information technology programs, and supplies/equipment for the DCS.

32.3.13.1. Responsible for all financial activities and comptrollership functions for the DCS budget. Advises AF/XO, AF/AXO, AF/XOS and the Resource Oversight Council (ROC) on all financial and resource matters.

32.3.13.2. Executes and discharges all delegated financial and resource management responsibilities vested in the DCS.
32.3.13.3. Supports the identification of funded and unfunded requirements. Collects, consolidates and submits funding requirements for DCS approval and prepares submissions for forwarding to 11 WG, FOWG, SAF/AA, SAF/FMB, CSAF and SECAF.

32.3.13.4. Consolidates and coordinates DCS budget submissions, including FINPLAN, POM, Budget Execution Review (BER), and other AF/XO-wide submissions for the AF/XO. Conducts DCS execution review in preparation for BER exercise. Monitors commitments, obligations, and expenditures and updates AF/XO and the ROC. Coordinates drafting of spend plans; certifies validity of Outstanding Commitments, Unliquidated Obligations and Negative Accrued Expenditures Paid; reports on the status of contract funding.

32.3.13.5. Serves as chair of Financial Working Group, composed of all Directorate Resource Advisors (RAs). Coordinates and tasks RAs for DCS goal accomplishment. Serves as the recorder for the Resource Oversight Council, composed of AF/XO Directors and chaired by AF/AXO.

32.3.13.6. Coordinates Management Control responsibilities, reviews and follows-up for DCS and prepares draft of DCS Annual Statement of Assurance pursuant to the Federal Managers’ Financial Integrity Act of 1982 (31 USC 3512).

32.3.13.7. Oversees the analysis, design, development, and maintenance of the automated processing systems for the DCS, along with all local area network and network set-up and processing. Reviews and authenticates all command, control, communication and computer requirements documents.

32.3.13.7.1. Develops methodologies and projects that support computerized systems.

32.3.13.7.2. Develops policy and provides strategic planning and program resources for the DCS communications-computer systems. Develops and defends the DCS communications-computer systems portion of the PPBS.

32.3.13.7.3. Acts as the DCS’s office of primary responsibility (OPR) on policy and implementation of computer hardware, software and applications that support and provide services to operational activities.

32.3.13.7.4. Acts as the DCS’s stakeholder in the HAF 2002 comprehensive review of Air Staff information technology (IT) programs.

32.3.13.7.5. Provides recommendations for representation to the Air Staff Communications-Computer Systems Architecture Steering Committee. Provides representation for DCS to the Air Staff Communications-Computer Services Board (CCSB).

32.3.13.7.6. Acts as DCS point of contact for the Air Force Pentagon Communication Agency, the Mail and NT Architecture Project and the Defense Messaging System.

32.3.13.8. Directs and administers the acquisition, allocation, and management of all Air Force owned or leased space for the DCS.

32.3.13.8.1. Works space actions under the direction of the Facilities Executive Oversight Board (EOB) and the Pentagon Renovation and Planning Office (PR&PO) along with the 11WG Space Board and other Air Force Pentagon and leased facility office renovation issues not associated with the PR&PO.

32.3.13.8.2. Provides all logistic, training and education support, equipment inventory, acquisition, and supply support for the DCS. Maintains accountability of equipment and credit cards; and monitors and controls accounts of expenditures.

32.3.14. Directors’ Support Division (AF/XOES). The Directors’ Support Division provides information management and general support the DCS Directors and their staffs.
32.3.14.1. Manages, controls and monitors the suspense of correspondence from the Secretariat, Command Section, DCS and Directorates.

32.3.14.2. Preparation of Directors and deputies’ daily read files and monitors subsequent follow-up actions for division level responses.

32.3.14.3. Manages the acquisition and installation of all telephone communications and request for service requirements for the DCS.

32.3.14.4. Manages the leave program for the DCS.

32.3.14.5. Augments front office support (secretarial duties, executive officer duties).

32.3.14.6. Assists in the orchestration of promotion, award, decoration, and retirement ceremonies.

32.3.14.7. Provides escort duties for distinguished visitors.

32.3.14.8. Manages following for Directors and their staff:

32.3.14.8.1. Internal distribution of correspondence.

32.3.14.8.2. Equipment Accounts.

32.3.14.8.3. Documentation Management Program.


32.3.14.9. Provides following services for Directors and their staff:

32.3.14.9.1. Facsimile and copier service.

32.3.14.9.2. Computer/software support.

32.3.14.9.3. Orders and obtains general office supplies.

32.3.14.9.4. Record Manager.

32.3.14.10. Provides general administrative support (answering phone calls, pick-up/deliver newspapers, publications and forms, equipment maintenance for front office, carpet cleaning, broken equipment, and turn-in equipment).

32.3.14.11. Manages the following DCS-wide programs:

32.3.14.11.1. FASTravel Program.

32.3.14.11.2. IDEAS Program.


32.3.14.11.4. SCATS Program Manager.

32.3.14.11.5. Freedom of Information Action Manager.
32.3.14.11.6. Telephone Control Officer.

32.3.14.11.7. Information Manager Resource Manager.

32.3.14.11.8. Workgroup Administration Manager.

32.3.14.11.9. GAO/AFAA Audit Program.

32.3.14.11.10. Crisis Action Team (CAT) augmentees.

Figure 32.4. Organization Chart for the Director of Security Forces

32.4. Director of Security Forces (AF/XOF). The Director of Security Forces establishes policy for, directs, and administers Air Force Security Forces programs and directs policies for the Field Operating Agency: Air Force Security Forces Center (AFSFC). The Director of Security Forces as the office of primary responsibility (OPR):

32.4.1. Develops policy and issues guidance for wartime and peacetime environments that relates to new and existing programs for the protection of Air Force resources and weapons systems; air base defense; combat arms training and maintenance; police services; a uniform system for classifying, declassifying, and protecting national security information; and plans, programs and budgets for security forces resources.

32.4.2. Reviews and evaluates plans and programs approved and directed by the Secretary of the Air Force and the Chief of Staff. These include protecting nuclear resources; defending air bases; securing Air Force resources; developing protective systems; directing unit reporting systems; managing security forces personnel, training, and equipment programs; directing the safeguarding of classified information, classification management, security education, personnel security, and industrial security programs.

32.4.3. Directs AFSFC to implement and staff regulatory guidance for Air Force-wide implementation and to maintain a center of functional expertise for all security forces mission areas.

32.4.4. Information Security Division (AF/XOFI). The Information Security Division as Air Staff OPR:

32.4.5. Develops policy and issues guidance on matters pertaining to information, personnel, and industrial security programs; Air Force classification management program; technology and acquisition system security program; and international pact organization classified information.

32.4.6. Develops measures to evaluate the effectiveness of the Air Force information, personnel, and industrial security programs and technology and acquisition system security program.
32.4.7. Serves as the Air Force representative on Interagency Committees that establish national level policy for security countermeasures involving physical security of classified information, personnel security, information security, industrial security, and security education programs.


32.4.9. Force Protection and Operations Division (AF/XOFP). The Force Protection and Operations Division as Air Staff OPR:

32.4.10. Develops policy and issues guidance on matters pertaining to force protection, nuclear security, weapons systems security, physical security, police services, antiterrorism, counterdrug programs, confinement, DOD Military Working Dog program, and security forces and combat arms training.

32.4.11. Develops tactics, techniques, and procedures to effectively counter threats and provide full-dimensional protection against acts of terrorism, theft, sabotage, criminal activity, and other forms of ground attack directed at Air Force personnel, installations, and resources.

32.4.12. Serves as the Air Force representative for DOD and joint service matters on law enforcement, nuclear and non-nuclear security, antiterrorism, force protection, and counterdrug programs.

32.4.13. Insures Force Protection issues are considered in all aspects of AEF Rotational requirements working with the AEF Center and other Air Staff Agencies.

32.4.14. Plans, Policy and Programs Division (AF/XOFX). The Plans, Policy and Programs Division as Air Staff OPR:

32.4.15. Develops security force programs, and manages resource allocation of security force manpower, organizations, future force structure, military construction, and equipment.

32.4.16. Serves as program element monitor (PEM) for air base ground defense, antiterrorism/force protection, ground training munitions, base physical security systems, and SF management information systems. Participates as a functional representative in the Air Force planning, programming and budgeting cycle and AF Corporate Structure.

32.4.17. Maintains manpower/equipment resource allocation priorities for security force functions.

32.4.18. Manages active AF and reserve resource allocation of small arms, and ground WRM and training munitions. Validates MAJCOM munitions requirements and allocates ground munitions to MAJCOMs.

32.4.19. Serves as the Air Force representative in DoD and joint service matters on the research, development, test and evaluation (RDT&E) of physical security equipment.

NOTE: Reserve Forces. Under Title 10, United States Code, Section 265, a manpower authorization is included for initiating and monitoring matters of the Air National Guard, Air Force Reserve, and Individual Mobilization Augmentee program as they pertain to security police activities.
32.5. Director, Intelligence, Surveillance and Reconnaissance (AF/XOI). The Director, Intelligence, Surveillance and Reconnaissance (ISR):

32.5.1. Is responsible to the Chief of Staff and Deputy Chief of Staff for Air and Space Operations for policy, planning, programming, resource allocation and program evaluation to ensure information dominance in peace, crisis and war. Responsible to the Secretary of the Air Force, the Chief of Staff, the Deputy Chief of Staff of Air and Space Operations, the Air Staff and as required, Air Force commands for providing intelligence regarding military threats to the security of the United States and its allies. This intelligence supports USAF planning and programming activities. As such, AF/XOI:

32.5.1.1. Participates in preparation of Joint and National Intelligence Estimates.

32.5.1.2. Prepares policies and provisions of Air Staff guidance for developing and operating USAF offensive and defensive information warfare systems and intelligence collection, processing, exploitation, production and dissemination systems worldwide.

32.5.1.3. Manages or coordinates programming and budgetary matters for Air Force ISR and segments of Air Force information warfare.

32.5.1.4. Assures that Air Force intelligence components comply with Executive Order 12333 U.S. Intelligence Activities; National Security Council intelligence directives; Director of Central Intelligence directives; Department of Defense (DoD) directives and U.S. public laws.

32.5.1.5. Is observer to the National Foreign Intelligence Board and representative to the Military Intelligence Board.
32.5.1.6. Represents U.S., DoD and USAF intelligence interests on international, national, departmental, interagency or command and Air Force committees, boards, panels and study groups.

32.5.1.7. Monitors the development, procurement and management of intelligence systems and equipment and the conduct of related research, development and test and evaluation activities.

32.5.1.8. Provides staff guidance and review services for substantive scientific and technical intelligence activities.

32.5.1.9. Interprets and implements national-level directives concerning security and utilization of sensitive compartmented information.

32.5.1.10. Serves as Air Force FP for Geospatial Information to include Mapping, Charting and Geodesy (MC&G) and Target Materials policy matters.

32.5.2. Intelligence Community Affairs Group (AF/XOI-G). The AF/XOI Intelligence Community Affairs Group:

32.5.2.1. Coordinates O-6 contingency manning support with Senior Intelligence Officers (SIOs) and the Personnel Community.

32.5.2.2. Coordinates with SIOs and Personnel Community for the most effective distribution of senior intelligence personnel among key intelligence positions.

32.5.2.3. Acts as the Air Force FP for intelligence matters related to the Joint Chiefs of Staff (JCS), National Foreign Intelligence Council (NFIB), Military Intelligence Board (MIB) and the Intelligence Community Principals’ and Deputies’ Committees.

32.5.2.4. Manages Air Force Intelligence participation for all Intelligence Community meetings (e.g., MIB, NFIB, etc.) to include preparing the Director, AF/XOI (or his representative), debriefing and follow-up actions.

32.5.2.5. Serves as the Air Force Intelligence FP for JCS and National Security Council matters to include preparation of CSAF, OPSDEP and DEPOPSDEP for JCS deliberations participation.

32.5.2.6. Evaluates all joint actions being addressed within the Air Staff; determines extent of intelligence interest or participation and assigns AF/XOI OPR responsibility.

32.5.3. Electronic Warfare Division (AF/XOIE): The Electronic Warfare Division:

32.5.3.1. Communicates the strategic vision of Air Force Electronic Warfare (EW) and oversees development, dissemination and implementation of the subsequent long-range plans for the mission, organization, systems and functions of AF EW.

32.5.3.2. Evaluates the AF EW mission, organization, functions, plans, infrastructure, systems and architectures for responsiveness to and satisfaction of, Air Force and Joint requirements.

32.5.3.3. Develops, communicates and oversees USAF electronic warfare capabilities, including threat review, policy, doctrine, investment strategies, force structure development and sustainment.

32.5.3.4. Advocates EW policies, doctrine, programming, strategic planning, operational use and resource allocation.

32.5.3.5. Ensures the ability of the Air Force to successfully respond now and in the future to electronic threats.
32.5.3.6. Conducts planning for AF EW mission, organization, systems and functions.

32.5.3.7. Advises senior Air Force leaders on decisions impacting EW employment, support systems, operational deployments and acquisition/investment strategies. Keeps Air Force senior leadership informed on EW issues and maintains Joint Staff liaison.

32.5.3.8. Responds to congressional and OSD queries on programmatic and mission issues.

32.5.3.9. Oversees Program Element Monitors assigned to AF/XOIE responsible for preparing the Air Force portions of the GDIP and CCP Congressional Budget Justification Books (CJB) and the JMIP and TIARA Congressional Justification Books (CJB).

32.5.4. EW Planning, Programming and Doctrine Branch: The EW Planning, Programming and Doctrine Branch:

32.5.4.1. Ensures EW requirements, independently and as a part of Information Warfare (IW) and special access program (SAP) assets, are planned, programmed and budgeted for use by warfighting commanders.

32.5.4.2. Ensures EW asset planning, programming and budgeting, independently and as a part of IW and SAP assets, are consistent and complementary, representing a balanced response to current and anticipated mission needs and threats in coordination with other capabilities and investments.

32.5.4.3. Defends EW PE budgets against cuts and champions initiatives to gain additional funding for improved capabilities.

32.5.4.4. Ensures EW mission needs are articulated in OSD, JCS and USAF force development and employment guidance.

32.5.4.5. Documents, articulates and advocates AF EW mission requirements within the Air Force Corporate Structure. Provides representation on the IW and EW IPTs and the EW Technical Planning Integrated Product Team (TPIPT). Advocates ACTDs, ATD and other technology initiatives.

32.5.4.6. Reviews, evaluates and recommends changes regarding EW issues in OPplans, Doctrine, National Military Strategy, Annual Programming and Planning Guidance (APPG) and other formal planning documents.

32.5.4.7. Actively engages the Acquisition community to ensure they have adequate guidance concerning current and future Operational EW requirements.

32.5.5. EW Operations Branch: The EW Operations Branch:

32.5.5.1 Develops operational initiatives and concepts for conducting the EW mission to include AEF operations.

32.5.5.1. Develops operational initiatives and concepts for EW platforms to include, but not limited to, EC-30H COMPASS CALL, F-16 C/J, EA-6B, UAVs and others, to include application of lethal and non-lethal SEAD and associated jammers, weapons, etc.

32.5.5.2. Engages and resolves joint EW operational issues.

32.5.5.3. Ensures real-time combat assessment and battle damage assessment information impacting EW mission planning and execution is routed to commanders in the field, labs, parametric database managers and others supporting EW operations.
32.5.5.4. Evaluates innovative EW concepts and plans and operational demonstrations of the concepts and recommends policy, programming, budgeting, organizational, training (including tactics, techniques and procedures) and equipping actions.

32.5.5.5. Acts as USAF FP to leverage and integrate technologies and SAPs to accomplish SEAD.

32.5.6. Aircraft Survivability Branch: The Aircraft Survivability Branch:

32.5.6.1. Develops operational initiatives and concepts for conducting the EW mission to include AEF operations.

32.5.6.2. Develops operational initiatives and concepts for EW platforms to include but not limited to bombers, large-body transport aircraft, special operations aircraft and others not directly engaged in the lethal and non-lethal SEAD.

32.5.6.3. Ensures real-time combat assessment and battle damage assessment information impacting EW mission planning and execution is routed to commanders in the field, labs, parametric database managers and others supporting EW operations.

32.5.6.4. Evaluates innovative EW concepts and plans and operational demonstrations of the concepts and recommends policy, programming, budgeting, organizational, training (including tactics, techniques and procedures) and equipping actions.

32.5.6.5. Maintains an integrated EW Roadmap for long-term investment across the spectrum of conflict and for all aircraft.

32.5.6.6. Identifies and resolves cross-MAJCOM EW deficiencies; advocates EW self-protection systems to decrease risks caused by threats in the electronic spectrum.

32.5.6.7. Monitors and coordinates low observable (LO) technology throughout the joint and Air Force agencies.

32.5.7. EW Integration Branch: The EW Integration Branch:

32.5.7.1. Addresses AF EW issues in the joint community, Commander’s in Chief, OSD and other organizations.

32.5.7.2. Assists Air Staff EW requirements FPs and liaisons to document, articulate and advocate Air Force mission requirements with the Joint Staff, OSD, other Services and Congress. Acts as Air Staff lead for EW in the Information Operations Joint Warfighting Capabilities Assessment (IWCA) and Joint Requirements Oversight Council (JROC) studies concerning EW.

32.5.7.3. Coordinates EW mission capabilities and requirements with a variety of external sources of decisions and information. Ensures data is available from ISR, C2, IW, Space, ELINT, TMD, NIMA, Defense Airborne Reconnaissance Program (DARP) and various parametric databases for use in planned or ongoing operations. Ensures information gathered in the course of operational employment is communicated back to supporting organizations. Coordinates representation of EW in TBM core systems.

32.5.7.4. Reviews and recommends use of modeling and simulation to inform decision-makers on current EW force mix.

32.5.8. Operations Support Branch: The Operations Support Branch:

32.5.8.1. Provides oversight of EW military and civilian career field management, including recruiting, training, assignments and career development. Monitors manpower and personnel strengths.
32.5.8.2. Manages deployment planning policy, UTC development and OPlan CONOPS. Prepares and maintains the EW portions of the Air Force War and Mobilization Plan (WMP). Serves as AF FM for EW participation in Joint Operation Planning and Execution System (JOPES) Contingency Operation Mobility Planning and Execution System (COMPES) and Global Command and Control System (GCCS).

32.5.8.3. Assesses and recommends improvements to aircrew and support staff EW training. Serves as AF FM for EW in exercises. Manages EW awards programs.

32.5.8.4. Reviews and reports status of EW facilities, infrastructure, database management and dissemination. Creates EW range utilization programs. Recommends action to sustain ranges, instrumentation and other facilities to improve EW exercises and training.

32.5.8.5. Assesses capabilities and performance of EW assets as reported in Status of Resources and Training System (SORTS), Senior Executive Management Review (SEMR), Joint Monthly Readiness Review (JMRR), Global Mobility Forces Program (GMFP) and other readiness reporting systems. Reviews exercise and contingency after action reports. Assesses Air Force Research and Development (R&D) and Information Warfare Battelab (IWB) initiatives for emerging trends applicable to EW. Also monitors evolving future threat assessments. Recommends corrective/anticipatory action.

32.5.8.6. Synchronizes EW expertise into and across the Air Staff.

32.5.9. Non-U.S. Issues Branch: The Non-U.S. Issues Branch:

32.5.9.1. Reviews and recommends approval on requests for Foreign Military Sales of EW equipment.

32.5.9.2. Monitors EW technology transfer requests.

32.5.9.3. Requests purchases be made in the course of Foreign Military Acquisition (FMA) program.

32.5.9.4. Monitors development of studies conducted under the Foreign Military Exploitation (FME) program and manages dissemination of studies/information to support Air Force EW capability development and sustainment.

32.5.9.5. Assesses coalition EW interoperability issues and recommends courses of action to accommodate effective and timely participation in coalition operations.

32.5.10. Associate Director for Intelligence (AF/XOII). The Associate Director for Intelligence:

32.5.10.1 Communicates the strategic vision of Air Force Intelligence and oversees the development, issuance and implementation of the subsequent long-range plans for the mission, organization, systems and functions of Air Force Intelligence.

32.5.10.2 Evaluates the Air Force Intelligence mission, organization, functions, plans, infrastructure, systems and architectures for responsiveness to and satisfaction of, Air Force and Joint requirements.

32.5.10.3 Conducts planning for Air Force Intelligence mission, organization, systems and functions.

32.5.10.4 Oversees Program Element Monitors assigned to AF/XOII responsible for preparing the Air Force portions of the GDIP and CCP Congressional Budget Justification Books (CJB) and the JMIP and TIARA Congressional Justification Books (CJB).

32.5.11. Applications & Production Division (AF/XOIIA). The Applications & Production Division:

32.5.11.1. Establishes policy for service specific (Air Force) intelligence production.
32.5.11.2. Establishes policy for Air Force participation in defense intelligence production.

32.5.11.3. Establishes policy for intelligence support to weapons systems.

32.5.11.4. Establishes policy for the foreign materiel program (FMP).

32.5.11.5. Develops and oversees policy for Air Force Intelligence support to and use of modeling and simulation.

32.5.11.6. FP for International Programs for AF/XOI.

32.5.11.7. Primary liaison to SAF/IA for intelligence issues.

32.5.11.8. Serves as Air Force Designated Intelligence Disclosure Officer (DIDO) for Director of Central Intelligence (DCI).

32.5.11.9. Develops policy and provides oversight to the Air Force Intelligence FP for Open Source Information Services (OSIS).

32.5.11.10. Develops, reviews and oversees policy for all matters involving Air Force intelligence production in support of Defense intelligence production and Service applications at force planning and execution levels.

32.5.11.11. Monitors, coordinates and provides policy guidance on and serves as program manager for General Military Intelligence (GMI) and Scientific and Technical Intelligence (S&TI). Oversees planning and programming of production resources to satisfy warfighting acquisition and policy-maker needs.

32.5.11.12. Reviews and validates DoD-level production policy for consistency with Air Force intelligence policy and requirements.

32.5.11.13. Develops and oversees policy relating to database development and production.

32.5.11.14. Responsible for functional matters and serves as Air Force representative to the Production Council Meetings (PCM).

32.5.11.15. Responsible for functional matters and prepares AF/XOII for Defense Intelligence Producer Council (DIPC) meetings and National Intelligence Production Board (NIPB) meetings. Prepares correspondence and responds to queries from the Intelligence Community relative to Air Force positions for the DIPC and NIPB.

32.5.11.16. Coordinates on policy on and for foreign intelligence training.

32.5.11.17. Makes recommendations on the release of intelligence training material to foreign governments.

32.5.11.18. Negotiates and provides guidance on establishment of Air Force intelligence exchanges with foreign air forces.

32.5.11.19. Serves as the FP for Air Staff review and coordination of Air Force intelligence contacts and agreements with foreign governments and international organizations.

32.5.11.20. Staffs Air Force SIGINT, IMINT, Technical/MASINT, HUMINT and EC support agreements and memoranda of understanding with foreign governments and other U.S. agencies.

32.5.11.21. Develops policy and coordinates on foreign intelligence relationships and assistance programs.

32.5.11.22. FP for review and coordination of Air Force collateral intelligence contacts and agreements with foreign governments and international organizations.
32.5.11.23. Develops and oversees policy regarding all matters concerned with Air Force Intelligence production in weapon systems acquisition (IWSM) and Force Modernization (IFM).

32.5.11.24. Ensures appropriate S&TI (technical assessment) planning for incoming foreign materiel assets.

32.5.11.25. Acts as the FMP point of contact for issues regarding FMAs requiring intelligence sources and methods.

32.5.11.26. Initiates and coordinates releasability requests for distribution of data to foreign partners.

32.5.11.27. Oversees the initiation and coordination of production requests for FMP products.

32.5.11.28. Oversees the maintenance and updates of INTELINK for FME products.

32.5.11.29. Oversees the maintenance and updates of FMP databases for inventory, acquisition, exploitation, ongoing projects and reports.

32.5.11.30. Obtains, advocates, defends and monitors for FMP funding from the General Defense Intelligence Program (GDIP). Monitors, advocates, approves expenditures of AF/XOI FMA funds.

32.5.11.31. Determines and reports NAIC executability on exploitation.

32.5.11.32. Oversees development of FMP annual plans and exploitation “gains” reports.

32.5.11.33. Member of Exploitation Data Interchange Partnership (EDIP).

32.5.11.34. Member of the Air Staff Foreign Materiel Program Committee.

32.5.11.35. Serves as AF Executive Agent for Threat Modeling Development.

32.5.11.36. AF/XOI FP for Distributed Mission Training.

32.5.11.37. AF/XOI FP for Air Force Intelligence History Project.

32.5.11.38. Advocates AF intelligence and information warfare functionalities in OSD, Joint and AF modeling and simulation programs including Joint Simulation System (JSIMS), Joint Warfare Simulation (JWARS), Joint Modeling and Simulation System (JMASS) and the Joint Command and Control Warfare Simulation System (JCCWSS).

32.5.11.39. AF/XOI FP for participation in AF modeling and simulation (M&S) oversight groups and activities including AF Modeling, Simulation and Analysis (MS&A) Caucus, AF MS&A Working Group and the various subordinate Steering Groups and Tiger Teams.

32.5.11.40. AF FP for participation in DIA-sponsored intelligence modeling and simulation (M&S) oversight groups and activities including Senior Steering Group, Defense Intelligence M&S Committee and subordinate IPTs.

32.5.12. Information Operations Force Development & ISR Plans Division (AF/XOIIIF). The IO Force Development and ISR Plans Division:

32.5.12.1. Reviews and coordinates plans and policies to assess impact on Air Force intelligence roles and responsibilities and articulates AF/XOI requirements, objectives, and policies therein.
32.5.12.2. Establishes policy for and manages the Air Force Intelligence Oversight Program.

32.5.12.3. Identifies AF/XOI requirements for and monitors progress on research by RAND and like activities on high interest Information Operations areas or topics.

32.5.12.4. Serves as AF/XO FP for intelligence manpower resource issues and service technical reviews of joint manpower programs (JMP).

32.5.12.5. Prepares the Information Operations input to the Air Force Strategic Plan and associated vision and concept papers.

32.5.12.6. Serves as FM for Air Force ISR contingency planning and readiness, to include preparing the ISR input to the USAF War & Mobilization Plan and the ISR segment of the Air Force Joint Monthly Readiness Review.

32.5.12.7. Serves as AF/XOI FP for integrating Air Force Information Operations planning and programming activities, to include developing the AF/XOI input to the APPG.

32.5.12.8. Serves as AF/XOI FP on Air Force requirements development and validation.

32.5.12.9. Identifies and prioritizes those future weapon systems requiring intelligence support plans (ISPs).

32.5.12.10. Provides oversight on all doctrinal issues affecting Air Force Intelligence. Reviews and evaluates all Joint and Air Force doctrine for consistency and appropriate application of intelligence doctrine.

32.5.12.11. Serves as Air Force Intelligence FM for all intelligence training and personnel issues.


32.5.12.13. Develops and oversees policy for the utilization, management and career development of USAF active duty and reserve component officer, enlisted and civilian personnel assigned to intelligence organizations and activities.

32.5.12.14. Develops and oversees policy for AFSC awarding, foreign language and intelligence training, training systems and education requirements and programs for all USAF intelligence personnel. Reviews and evaluates appropriate DoD, Joint and Service training and education programs for consistency with Air Force Intelligence training and education policies and requirements.

32.5.12.15. Represents USAF intelligence on Intelligence Community and DoD Civilian Intelligence Working Groups evaluating and developing concepts, objectives, policy, plans and guidance pertaining to civilian issues.


32.5.12.17. Develops and coordinates policy for USAF Foreign Language Program and the USAF Area Specialist Program. Manages these programs for USAF.

32.5.12.18. Develops cryptologic and general military intelligence training policy, course development and oversight.

32.5.12.19. Coordinates with and assists SIOs and makes policy input to the personnel community on the selection, assignment, sustainment and career development of all USAF intelligence military personnel.

32.5.12.20. Administers the worldwide USAF Intelligence Awards Program.
32.5.12.21. Validates and coordinates advanced academic degree, professional military education and other intelligence-related education requirements.

32. 5.13. Resources Division (AF/XOIIR). The Resources Division:

32.5.13.1. Serves as the AF/XOI FP for all matters pertaining to programming, budgeting and execution of ISR and selected information warfare and electronic warfare resources Funded in the Air Force Program Objective Memorandum (POM).

32.5.13.2. Serves as the HQ Air Force FP for all matters pertaining to programming, budgeting and execution of Air Force ISR and information operations resources funded within the various General Defense Intelligence Program (GDIP) and Consolidated Cryptologic Program (CCP) elements of the NFIP.

32.5.13.3. Via matrix management, oversees and consolidates the activities of all Program Element Monitors assigned to AF/XOI. Requires close coordination with related AF/XOR and SAF/AQ resource managers.

32.5.13.4. Intelligence FP within the Air Force Corporate Structure. Serves as AF/XOI representative on the Air Force Group, Investment Budget Review Committee and Operating Budge Review Committee. Chairs and conducts the activities of the NFIP panel. Ensures the AF/XO Board and Council representatives are scheduled and prepared.

32.5.13.5. Serves as the HQ Air Force FP for the Joint Military Intelligence Program and the Tactical Intelligence and Related Activities (TIARA) resource aggregation.

32.5.13.6. FP for coordinating the Air Force portions of the GDIP and CCP Congressional Budget Justification Books (CJB) and the JMIP and TIARA Congressional Justification Books (CJB).

32.5.13.7. Serves as the primary HQ Air Force interface for intelligence resource matters with the intelligence Community Management Staff (CMS), the NFIP program managers; Unified Commands; and USAF major commands/field operating agencies.

32.5.13.8. Serves as HQ Air Force FP developing policy for operation and oversight of the Air Force Intelligence Contingency Fund (ICF).

32.5.13.9. Serves as the AF/XOI POC for General Accounting Office, DOD/IG, AF/IG and Air Force Audit Agency audits and studies.

32.5.13.10. AF/XOI FP for Congressional matters related to intelligence activities.

32.5.13.11. FP for preparing and executing the AF/XOI directorate budget.

32. 5.14. Intelligence Security (AF/XOII-S). The Intelligence Security:


32.5.14.2. FM for the Special Security Office (SSO) System.

32.5.14.3. Articulates, advocates and coordinates Air force SCI and collateral intelligence security policy, downgrading initiatives and various other substantive issues and requirements with national-level authorities.

32.5.14.4. Validates/Advocates funding for SSOs.
32.5.14.5. Freedom of Information Act (FOIA) FP.

32. 5.15.  Deputy for Surveillance and Reconnaissance Systems (AF/XOIR). The Deputy for Surveillance and Reconnaissance Systems:

32.5.15.1. Serves as the Air Force FM for all intelligence, reconnaissance, surveillance, collection, processing, analysis, exploitation, dissemination and application systems.

32.5.15.2. Serves as the Air Force policy FP for space-related ISR matters and activities.

32.5.15.3. Oversees Program Element Monitors assigned to AF/XOIR responsible for preparing the Air Force portions of the GDIP and CCP Congressional Budget Justification Books (CJB) and the JMIP and TIARA Congressional Justification Books (CJB).

32. 5.16.  Surveillance, Reconnaissance & Collections Division (AF/XOIRC). The Surveillance, Reconnaissance & Collections Division:

32.5.16.1. FM for Air Force airborne (manned and unmanned), reconnaissance and surveillance collection systems.

32.5.16.2. Manned airborne collection systems include RC-135 (RIVET JOINT, COMBAT SENT, COBRA BALL), U-2 and its various data link architectures (LOS, SENIOR SPAN, SENIOR SPUR, Extended Tether Program), WC-135, SENIOR SCOUT, podded Tactical Airborne Reconnaissance System (TARS), SCATHE VIEW and any future/follow-on systems.

32.5.16.3. Unmanned airborne collection systems include PREDATOR, GLOBAL HAWK, DARK STAR, associated UAV ground control elements and any future/follow-on systems.

32.5.16.4. Develops, coordinates and oversees policy and guidance for all Air Force airborne surveillance and reconnaissance collection systems to include Imagery Intelligence (IMINT), Signals Intelligence (SIGINT) and Measurement and Signals Intelligence (MASINT).

32.5.16.5. Coordinates with ANG on Guard collections assets (SCATHE VIEW, SENIOR SCOUT, TARS, etc.).

32.5.16.6. Coordinates with outside agencies (OSD, Joint Staff, NRO, NSA, other services, etc.) on operational/functional issues concerning current and future Air Force Surveillance and Reconnaissance collection systems.

32.5.16.7. Works closely with appropriate organizations and commands (e.g., ACC, AIA, SPACECOM, etc.) to identify and prioritize requirements for Air Force surveillance and reconnaissance collection systems.

32.5.16.8. Prepares briefings, information papers and background information for use in congressional testimony and OSD and joint service deliberations involving national systems or special reconnaissance programs.

32. 5.17.  Intelligence, Surveillance and Reconnaissance Battle Management Division (AF/XOIRB). The ISR Battle Management Division:

32.5.17.1. Provides USAF policy, guidance and oversight for C2ISR concepts of operations, architectures and employment.

32.5.17.2. Primary Air Staff interface with the Aerospace Command and Control, Intelligence, Surveillance and Reconnaissance Center (AC2ISR).
32.5.17.3. Primary Air Force advocate for integration of C2 and ISR capabilities. Ensures C2 and ISR systems and architectures are integrated to provide maximum advantage in obtaining Information Superiority.

32.5.17.4. Assists in guiding Air Force Information Operations doctrine development and ensures ISR capabilities and responsibilities are adequately stated in the joint and Air Force doctrine programs. Reviews Air Force and joint doctrine, AFI’s, CONOPS, architectures and TTPs to ensure C2 and ISR integration.

32.5.17.5. Oversees policy and doctrine development for the Air Operations Center (AOC), elements of the Tactical Air Control System (TACS) and ISR systems, to ensure full C2ISR integration.

32.5.17.6. Reviews AC2ISRC and MAJCOM POM development and submission for proper integration of C2ISR issues.

32.5.17.7. Reviews development of C2ISR capability to support the Expeditionary Air Force structure.

32.5.17.8. Reviews acquisition programs and systems development, specifically MNS, ORD, CRD and ACTD strategy, for C2ISR integration equities.

32.5.17.9. Monitors Air Force experimentation and exercises to ensure development of C2ISR capabilities are integrated and optimized.

32.5.17.10. Reviews development of C2 and ISR technology to ensure it brings an integrated capability to bear on Air Force operations.

32.5.17.11. Represents C2ISR Integration issues at defense-wide (OSD, national agency) and Joint Staff forums.

32.5.17.12. Ensures distributed Command and Control and distributed ISR system tasking, processing, exploitation and dissemination (TPED) capabilities are planned and programmed.

32.5.17.13. Serves as Air Staff FP for Air Force ISR modernization planning, including representing AF/XOI on the Air Force ISR Mission Area Team.

32.5.17.14. Serves as FM for Air Force intelligence participation in HQ USAF exercises, mobilization, deployment and continuity of operations.

32.5.18. Space and National Systems Division (AF/XOIRN). The Space and National Systems Division:

32.5.18.1. Serves as the Air Force policy interface with national-level intelligence collection agencies.

32.5.18.2. Develops, coordinates and oversees Air Force policy for all National intelligence collection systems to include Signals Intelligence (SIGINT), Measurement and Signatures Intelligence (MASINT), and Human Source Intelligence (HUMINT).

32.5.18.3.Interfaces with CIA, DIA, CMO, DHS, NSA, NRO, NIMA, OSD, and other Service staffs on appropriate collection, exploitation and dissemination matters.

32.5.18.4. In conjunction with AF/XOOR, develops, coordinates and oversees Air Force policy for Tactical Exploitation of National Capabilities (TENCAP) related to ISR issues.

32.5.18.5. Represents and articulates AF ISR interests at national, joint Service, and DoD working groups and at committees that plan and implement AF ISR architectures.

32.5.18.6. Represents AF/XO on Defense Space Reconnaissance Program (DSRP), Joint Tactical Exploitation of National Systems (JTENS), MERIT oversight panels and on committees, teams and working groups which
interface with other Service Staffs and national agencies on matters relating to tactical exploitation of space and special reconnaissance systems support to Air Force missions.

32.5.18.7. Develops, coordinates, and oversees Air Force intelligence Service Cryptologic Element (SCE) policy.

32.5.18.8. Works closely with appropriate organizations and commands (e.g., ACC, AC2ISRC, AIA, AFSPC, etc.) to identify and prioritize requirements for national collection systems.

32.5.18.9. Coordinates development of functionally related ISR technology to ensure compliance with established architectures, policies and plans.

32.5.18.10. Evaluates on-going and planned intelligence systems to ensure they are optimized for interoperability and integration with other intelligence systems and with the overall C4ISR architecture.

32.5.18.11. Performs cross-program and cross-discipline analysis of intelligence systems; recommends employment concepts, priorities, and trade-offs for intelligence systems.

32.5.18.12. Functional manager for ground collection systems including COBRA JUDY, COBRA GEMINI, COBRA SHOE, COBRA DANE, CREEK CHART, GREY STAR, Unattended Ground Sensors and any future/follow-on systems.

32.5.18.13. Manages the effort to operationalize MASINT, including developing and applying tactical MASINT capabilities in direct support of the JFACC.

32.5.18.14. Functional manager for space collection systems ensures that emerging ISR space capabilities are driven by operational intelligence needs and are integrated into the ISR infrastructure.

32.5.19. Surveillance & Reconnaissance Systems Integration Division (AF/XOIRY). The Surveillance & Reconnaissance Systems Integration Division:

32.5.19.1. FM for all AF ground stations, which perform intelligence information processing exploitation and dissemination.

32.5.19.2. Provides policy and guidance for commercial imagery and imagery systems.

32.5.19.3. Develops, coordinates and oversees policy for intelligence processing and dissemination systems.

32.5.19.4. Coordinates intelligence-related communications policy to ensure a seamless flow of intelligence data.

32.5.19.5. Coordinates development of technology solutions and ensures compliance with established architectures, plans and policies.

32.5.19.6. Interfaces with CIA, DIA, NSA, NRO, OSD, NIMA, CMO and other service staffs on appropriate collection, data processing, exploitation/analysis and dissemination matters.

32.5.19.7. Serves as the Air Force representative to Air Staff, DoD and Intelligence Community, policy working groups, committees and boards for issues such as interoperability standards and releasability for future intelligence systems.

32.5.19.8. Assists in ensuring specific collection and exploitation programs interface with other Air Force intelligence activities.

32.5.19.9. Evaluates ongoing and planned intelligence systems to ensure they are optimized for interoperability and integration with other intelligence systems and with the overall command, control and communications network.
32.5.19.10. Performs cross-program and cross-discipline analysis of intelligence systems; recommends employment concepts, priorities and trade-offs for intelligence systems.

32. 5.20. Deputy Director for Information Warfare (AF/XOIW). The Deputy Director for Information Warfare:

32.5.20.1. Serves as the FP for all matters pertaining to offensive (Psychological Operations, Military Deception, Physical Attack, Information Attack) and defensive (Information Assurance, Operational Security, Counterintelligence, Counter-PSYOP, Electronic Protection and Counterdeception) Information Warfare (IW).

32.5.20.2. Serves as the FM for and develops and oversees policy regarding, intelligence support to IW.

32.5.20.3. Develops and coordinates Air Force positions on IW issues.

32.5.20.4. Develops the doctrine in conjunction with the Air Force Doctrine Center and strategic vision for Air Force IW.

32.5.20.5. Serves as the primary staff advisor on IW to the CSAF and the SECAF.

32.5.20.6. With SAF/GC, ensure that Air Force IW programs and operations are conducted in accordance with U.S. and international law.

32.5.20.7. Advocates and defends funding for Air Force IW programs within the Air Force corporate structure.

32.5.20.8. Serves as the single point of contact on the Air Staff for OSD, the Joint Staff, NSA, DIA, CIA, NRO, DISA, NIPC and other agencies in IW matters.

32.5.20.9. Oversees intelligence planning and programming activities for IW mission areas.

32.5.20.10. Oversees development of programming and budget estimates for IW.

32.5.20.11. Ensures that IW capabilities are seamlessly integrated into the set of warfighting capabilities available for employment by combat commanders.

32.5.20.12. Evaluates current and developmental IW systems, concepts and tactics to ensure they are optimized for interoperability and integration with other Air Force weapons systems.

32.5.20.13. Represents AF/XOI, AF/XO and CSAF on Air force, Joint, OSD and other Intelligence Community working groups, committees and boards dealing with IW.

32.5.20.14. Manages intelligence support to IW-related Air Force special access programs.

32.5.20.15. Serves as the Air Force FP for Special Technical Operations (STO) issues.

32.5.20.16. Works with AF/XOIE to integrate IW capabilities and tactics with electronic warfare capabilities to provide full-spectrum protection to Air Force aircrews and aircraft.

32.5.20.17. Oversees Program Element Monitors assigned to AF/XOIW responsible for preparing the Air Force portions of the GDIP and CCP Congressional Budget Justification Books (CBJB) and the JMIP and TIARA Congressional Justification Books (CJB).
32.6. Directorate of Joint Matters (AF/XOJ). The Directorate of Joint Matters:

32.6.1. Develops and articulates the Air Force position on issues before the Joint Chiefs of Staff, Joint Requirements Oversight Council (JROC) and National Security Council. Ensures the AF speaks with a single voice in joint deliberations.

32.6.2. Prepares CSAF, CV, OPSDEP, and DEPOPSDEP to participate in JCS and JROC meetings and deliberations.

32.6.3. Acts as JROC back-up flag officer to act in absence of AF/CV.

32.6.4. Acts as Dep Ops Dep back-up flag officer to act in absence of AXO.

32.6.5. Acts as AF representative to JROC Review Board (JRB).

32.6.6. Joint and NSC Matters Division (AF/XOJP). The Joint Matters Division:

32.6.6.1. Formulates the Air Staff position on JCS and NSC matters.

32.6.6.2. Prepares the CSAF and his principal agents for JCS and NSC deliberations.

32.6.6.3. Conducts final review of Air Staff recommendations on papers under JCS consideration, accumulates Air Staff views on matters under formal consideration by JCS and approves Air Staff submissions to the Joint Staff.

32.6.6.4. Represents the Air Force at planners’ meetings conducted by the Joint Staff.

32.6.6.5. Exercises final review authority on JCS and NSC issues not addressed by the JCS or Operations Deputies.

32.6.6.6. Provides guidance on administrative requirements for processing Chairman Joint Chiefs of Staff (CJCS) Instruction 5711.01 reports and other JCS actions which require Air Force coordination.

32.6.6.7. Assembles all briefing materials and agenda packages used by Air Force principals during JCS meetings.

32.6.6.8. Supervises Air Staff briefings and debriefings on all JCS meetings.

32.6.6.9. Distributes and assigns all action on JCS, NSC, and Joint Staff documents.

32.6.6.10. Has authority to release JCS documents to Air Force organizations worldwide.

32.6.6.11. Responsible for Air Staff operating instructions used in dealing with Joint and NSC matters.
32.6.6.12. Monitors implementation of JCS directives.

32.6.7. JROC/Issues & Action Division (AF/XOJR).

32.6.7.1 USAF Secretariat for the Joint Requirements Oversight Council.

32.6.7.2. Prepares and articulates AF views.

32.6.7.3. Prepares CV for the JROC.

32.6.7.4. Coordinates with and assists MAJCOMs on Air Force briefings presented to the JROC.

32.6.7.5. Coordinates proposed Air Force positions on JROC/Joint Warfighting Capabilities Assessment (JWCA) issues for CV, CC, and SECAF approval.

32.6.7.6. Organizes meetings, as required, to gather consensus and develop proposed Air Force positions.

32.6.7.7. Coordinates with other services, agencies, and Joint Staff to fully develop issues to be presented to the JROC.

32.6.7.7.1. Prepares XOJR for Pre-JROC.

32.6.7.7.2. Develops senses of other Service/Joint Staff sensitivities during pre-JROC.

32.6.7.7.3. Prepare XOJ for JROC Review Board.

32.6.7.7.4. Pre-briefs XOJ and CV for JROC meetings.

32.6.7.7.5. Prepares CC for JCS/JROC offsites.

32.6.7.8. Represents Air Force in JWCA process.

32.6.7.8.1. Coordinates AF presence and expertise availability for JWCA meetings and sub-panels.

32.6.7.8.2. Represents, and coordinates AF position at JWCA meetings.

32.6.7.8.3. Identifies, tracks, and coordinates AF position on JWCA issues for XOI, XO and CV prior to semi-annual CINC trips.

32.6.7.9. Performs miscellaneous duties.

32.6.7.9.1. Serves as key interface between Air Force and the Joint Staff on all joint requirements issues.

32.6.7.9.2. Makes recommendation’s to CV on final AF input/coordination on CPA/CPR.

32.6.7.9.3. Prepares and coordinates AF position on all joint aspects of the operational requirements process (DOD 5000, MOP 77, etc).

32.6.7.9.4. Provides monthly summary of all JROC issues to the XO for distribution to MAJCOM/NAF CCs.

32.6.7.9.5. Interfaces with XOR and XOR divisions to provide feedback from JRB/JROC.
32.6.7.9.6. Maintains JROC memorandums and correspondence for the AF.

32.6.7.9.7. Monitors suspense/track requirements-related JROCM/JROCSM taskings.

32.6.7.9.8. Coordinates, maintains, and distributes the AF JROC schedule for XOJ, XO, and CV.

Figure 32.7. Organization Chart for the Director of Nuclear and Counterproliferation

32.7. Directorate of Nuclear and Counterproliferation (AF/XON). The Directorate of Nuclear and Counterproliferation:

32.7.1. Is responsible for establishing Air Force policy and strategy on nuclear weapon systems, other weapons of mass destruction, and counterproliferation.

32.7.2. Is responsible for managing all aspects of the Air Force arms control process, including negotiations support, policy formulation, implementation, compliance, education and training, and overall budgeting.

32.7.3. Develops Air Force nuclear operations, planning, evaluation and training guidance.

32.7.4. Supports MAJCOM treaty implementation/compliance and nuclear force operations.

32.7.5. Ensures the safety and surety of the Air Force nuclear stockpile.

32.7.6. Serves as principle to Nuclear Weapons Council Standing and Safety Committee (NWCSSC).

32.7.7. Operations Division (AF/XONO). The Operations Division:

32.7.7.1. As Air Staff OPR:

32.7.7.1.1. Is the HQ USAF focal point for day-to-day operation of USAF CONUS and theater-based nuclear forces (i.e., Intercontinental Ballistic Missiles (ICBM), and bomber delivered nuclear cruise missiles (ACM/ALCM) and gravity weapons).

32.7.7.1.2. Develops operational guidance and organizational relationships for nuclear forces.

32.7.7.1.3. Develops and articulates inputs to, and positions on, Air Force and higher level requirements, objectives, and plans for structuring, budgeting, and employing nuclear forces and related C4I systems to meet national security requirements. This includes, but is not limited to, the USAF POM and supporting documentation.
such as the Integrated Strategic Defense Concept Plan, the Defense Planning Guidance, and the Joint Military Net Assessment.

32.7.7.1.4. Develops and communicates to the Joint Staff, the Air Staff position on nuclear planning guidance included in the Nuclear Supplement to the Joint Strategic Capabilities Plan, CJCSI 3110.04A.

32.7.7.1.5. Evaluates and assesses operational requirements documents against current and future operational needs.

32.7.7.1.6. Interfaces with other services and agencies involved in space, C4I, and strategic systems development to ensure operational requirements and concepts are incorporated.

32.7.7.1.7. Develops Air Staff positions pertaining to nuclear and C4I forces of other services and allies.

32.7.7.1.8. Develops position on nuclear force structure plans and/or plan executions. Air Staff interface with Air Combat Command, Air Mobility Command, Air Force Space Command, USAFE, PACAF, USSPACECOM, and USSTRATCOM on all nuclear and nuclear C4I force issues.

32.7.7.1.9. Responsible for assessing war-fighting impact of POM deliberations.

32.7.7.1.10. Serves as the focal point for the Nuclear Deterrence Integrated Product Team. Validates financial requirements for related program elements. Ensures all programs are funded at the proper levels and determines validity of new requirements.

32.7.7.1.11. Builds the Nuclear Deterrence portion of the Air Force POM and works various funding exercises throughout the year, including the BES, the President's Budget (PB) and the Amended Budget Estimate Submission (ABES).

32.7.7.1.12. Develops position on all Joint, OSD, and Air Staff matters regarding nuclear warhead requirements, stockpile plans, nuclear weapons safety, security, command and control, and survivability.

32.7.7.1.13. Serves as SIOP advisor to the Chief of Staff. Develops and communicates to the Joint Staff the position on SIOPs in work or in force. Formulates position on applicability and feasibility of individual SIOP planning options.

32.7.7.1.14. Serves as representative to the SECDEF's Nuclear Planning Working Group when Service representation is requested by the Chairman, Joint Chiefs of Staff (CJCS) and OSD/ISP co-chairs. Takes part in Joint Staff, OSD, and Air Force studies on nuclear weapons employment as applicable.

32.7.7.1.15. Provides program oversight for ICBMs (Minuteman and Peacekeeper); Air Launched Cruise Missile (ALCM or AGM-86B); Advanced Cruise Missile (ACM or AGM-129); the Airborne Launch Control System; UH-1N helicopters; nuclear weapons support; strategic offensive training; strategic operational headquarters; and strategic mission evaluation activity.

32.7.7.1.16. Advocates Air Force nuclear weapon systems SIOP accuracy and reliability planning factors for JCS approval.

32.7.7.1.17. Monitors strategic aspects of USAF nuclear operations and processes nuclear safety rules including attendant Operational Plan Data Document change approval.

32.7.7.1.18. Responsible for deactivation and future use of deactivated ICBMs.

32.7.7.1.19. Serves as focal point for nuclear targeting and nuclear targeting databases.
32.7.7.1.20. Assists NWCA with developing Air Force positions on the nuclear weapons stockpile.

32.7.7.1.21. Administers Air Force SIOP-ESI access program. Develops policy for implementation throughout all nuclear-tasked MAJCOMs. Coordinates on JCS actions regarding safeguarding the SIOP and individual access to SIOP-ESI information.

32.7.7.1.22. Serves as representative on the JCS Red Planning Board. Assists in the development of the Red Integrated Strategic Offensive Plan (RISOP).

32.7.7.1.23. Serves as Air Force functional manager for the 13SX (Space and Missile Operations) career field. Air Staff focal point for review of space and missile operations summary portion of AFPD 36-21, Utilization and Classification of Air Force Military Personnel.

32.7.7.1.24. Serves as principal Air Staff liaison to HQ AFSPACECOM for operational missile issues, and to HQ ACC for operational nuclear cruise missile and gravity bomb issues.

32.7.7.1.25. Determines status of nuclear systems both operationally and in development.

32.7.7.1.26. Represents AF/XO on matters regarding operational nuclear forces & supporting C4I systems, and on committees, panels, and working groups that address the integration of these systems to achieve operational objectives.

32.7.7.1.27. Analyzes current and future strategic weapon system capabilities.

32.7.7.1.28. Provides operational perspective on strategic matters.

32.7.7.1.29. Processes JCS papers dealing with all operational aspects of Nuclear forces. Provides assistance to action or briefing officers on JCS papers and directives.

32.7.7.1.30. Prepares and reviews Congressional hearing and testimony on operational capabilities and posture of nuclear forces.

32.7.7.1.31. Develops papers on issues, positions, or recommendations concerning Nuclear Forces and related C4I systems and resource allocation.

32.7.7.1.32. Provides representation in actions involving modification of ICBMs and air launched missiles.

32.7.7.1.33. Develops papers on problems, positions, or recommendations for current and future nuclear forces and war plans, and coordinates on national SIOP and regional war plans.

32.7.7.1.34. Coordinates on all nuclear munitions-related matters to include providing expertise on nuclear munitions safety, security, and survivability.

32.7.7.1.35. Prepares senior Air Force leaders for JCS "Tank" sessions on the SIOP, RISOP or other related nuclear planning issues.

32.7.7.1.36. Reviews mission needs statements and system operational requirements documents related to nuclear weapons and related C4I programs.

32.7.7.1.37. Reviews and prepares nuclear force structure briefings, papers, and background information for use in Congressional testimony and OSD, Joint Service, and Air Staff Board deliberations.

32.7.8. National Security Policy Division (AF/XONP).
32.7.8.1. As Air Staff OPR, this Division prepares the Air Force position on politico-military and national security issues related to the Former Soviet Union (FSU), and represents the Air Force in JCS, NSC, and interagency deliberations on those issues.

32.7.8.2. Is responsible for relationships and negotiations regarding arms control with the FSU.

32.7.8.3. Develops the Air Force positions and policy pertaining to: START Treaty; Intermediate Range Nuclear Forces Treaty; Anti-Ballistic Missile Treaty; plus future nuclear arms reduction and weapons of mass destruction treaties and agreements.

32.7.8.4. Formulates the Air Force position on issues before the Standing Consultative Commission and Joint Compliance and Inspection Commission.

32.7.8.5. Develops positions, reviews compliance, and represents the Air Force on the Prevention of Incidents On and Over the High Seas Agreement.

32.7.8.6. Formulates the Air Force position for the Peaceful Nuclear Explosions Treaty.

32.7.8.7. Formulates the Air Force position on the fissile material negotiations.

32.7.8.8. Represents the Air Force in Joint Staff, OASD/ISP, State Department and interagency negotiations as U.S. Government positions are developed on other arms control matters between the U.S. and FSU.

32.7.8.9. Represents the Air Force, as required, on DoD Compliance Review Group. Provides reports on arms control compliance to USD (A&T).

32.7.8.10. Is the Air Force OPR for developing Air Force positions on politico-military and national security issues related to all multilateral arms control negotiations.

32.7.8.11. Develops Air Force policy and positions on the Comprehensive Test Ban Treaty.

32.7.8.12. Represents the Air Force on all matters pertaining to the 1994 Vienna Document.


32.7.8.15. Supports deliberations on the Treaty on Conventional Armed Forces in Europe.

32.7.8.16. Develops Air Force policy and positions on the Open Skies Treaty and supports treaty deliberations.


32.7.8.18. Supports deliberations on the Conference on Disarmament.

32.7.8.19. Develops Air Force positions on certain conventional weapons conventions dealing with landmines and lasers.

32.7.8.20. Supports deliberations on the WASENAAR agreement (follow-on to COCOM).
32.7.8.21. Is OPR for directorate for Air Force policy on verification of, and compliance with, arms control agreements. Air Staff interface with all MAJCOMs, USSPACECOM, USSTRATCOM, OSIA, DSWA, National Labs, etc., on arms control negotiations and treaty compliance issues.

32.7.8.22. Is OPR for Air Staff on international negotiations with military impact.

32.7.8.23. Reviews deliberations and provides Air Force position on various agreements and treaties to include: UN Military Staff Committee; UN First Committee; UN Special Session on Disarmament; NonProliferation Treaty; Transparency in Armaments; Global Exchange of Military Information; and the Korean Joint Declaration for a Non-Nuclear Peninsula.

32.7.8.24. Is directorate focal point for Arms Control Impact Statements.

32.7.8.25. Develops and/or reviews Air Force and other agency policy on chemical and biological warfare.

32.7.8.26. Develops and/or reviews Air Force space policy, space agreements, and space law related to arms control agreements and treaties.

32.7.8.27. Provides Air Force policy implications on international law (Law of War, Law of the Sea, Space Law, etc.).

32.7.8.28. As Air Staff focal point, this Division monitors developments of interest to the Air Force for regional matters dealing with U.S. policy in the Polar areas.

32.7.8.29. Provides treaty interpretation and assessment for Air Force components and Air Force level arms control training and education.

32.7.8.30. Provides theater nuclear and non-nuclear support related to arms control issues.

32.7.8.31. Provides Air Force policy and positions on Anti-Personnel Landmines.

32.7.8.32. Air Staff focal point for support to the USAFA Institute for National Strategic Studies.

32.7.8.33. Informs and advises senior leadership on arms control, nuclear policy, and counterproliferation issues.

32.7.8.34. Develops and/or reviews emerging warfare and future arms control concepts.

32.7.8.35. Develops and/or reviews impacts of special weapons technologies.

32.7.8.36. Establishes nuclear, nonproliferation, deterrence, and offense/defense integration strategies.

32.7.8.37. Responsible for weapons of mass destruction analyses.

32.7.8.38. Responsible for the annual AF Counter-Chemical/Biological Warfare Roadmap

32.7.8.39. Is Air Force OPR for policy and positions on Missile Technology Control Regime.

32.7.8.40. Develops Air Force Counterproliferation (CP) policy and planning and reviews related policy from other agencies.

32.7.8.41. Responsible for the AF CP Master Plan.

32.7.8.42. Leads the Air Force CP Integrated Process Team (IPT).
32.7.8.43. Lead support for Air Force senior leadership on the CP Council and the Joint NBC Defense Panel.

32.7.8.44. Represents the Air Force on the J5-led Deterrence and CP JWCA.

32.7.8.45. Represents the Air Force on the OSD-led CP Program Review Committee.

32.7.8.46. Interfaces with the OSD/ISP office of CP Assessment and Response.

32.7.8.47. Interfaces with the National Defense University Center for CP Research and the Air University Counterproliferation Center.

32.7.8.48. Provides policy and treaty oversight to space operations issues.

32.7.8.49. Provides policy and treaty oversight to the Hard and Deeply Buried Target Defeat Capability IPT.

32.7.8.50. Provides policy and treaty oversight to the Agent Defeat development program.

32.7.8.51. Responsible for the transition of CP Advanced Concept Technology Demonstration (ACTD) deliverables to the Air Force.

32.7.8.52. Develops Air Force positions on Nuclear Weapon Free Zone negotiations.

32.7.8.53. Develops Air Force positions on the implications of Information Warfare related to arms control.

32.7.8.54. Answers Congressional requests related to program element funding, treaty impacts on Air Force operations, counterproliferation policy, and other national security issues.

32.7.8.55. Is the resource manager of DoD arms control funding for the Air Force and the Air Force Counterproliferation program element.

32.7.8.56. Works various funding issues throughout the year related to the arms control and counterproliferation program elements, to include the BES, the President’s Budget, and the Amended Budget Estimate Submission.

32.7.8.57. Provides interface to answer congressional related questions on the program elements.

32.7.8.58. Is the Contract Officer Technical Representative for the program elements.


32.7.8.60. Air Force is the DoD executive agent for the Foreign Clearance Guide.

32.7.8.61. Is the Air Force OPR for the Special Weapons Overflight Guide.


32.7.8.63. Coordinates Air Force Foreign Operating/Military Rights.

32.7.8.64. Coordinates USAF general officer overseas travel requests.

32.7.8.65. Assigned as Air Force liaison with State and DoD for obtaining special area clearances.

32.7.8.66. Develops Air Force positions and reviews civil-military policies concerning international civil aviation.
32.7.8.67. Develops Air Force policy on aircraft and airspace sovereignty issues.

32.7.8.68. As Air Force focal point, responsible for policy on, and payment of, fees relating to air navigation, landing, and parking.

**Figure 32.8. Organization Chart for Director of Operations and Training**

![Organization Chart for Director of Operations and Training](chart.png)

32.8. Directorate of Operations and Training (AF/XOO). The Directorate of Operations and Training:

32.8.1. Air Force focal point for Personnel Recovery issues and policy.


32.8.3. Manages Air Force Combat Operations Group. Collects, processes, analyzes and communicates information to: enable senior leaders and supported commanders to maintain situational awareness of ongoing Air Force worldwide activities; facilitate timely, responsive, and effective decision-making by senior AF leaders; provide sound policy/guidance to Air Force units, serve and support the CSAF as member of the JCS with a responsive integrated Crisis Action Team.

32.8.4. Assesses and monitors the readiness of all weapons systems and 2,600 + units in the Air Force. Acts as focal point for developing and implementing predictive readiness metrics for the Air Force and development, coordination, and implementation of Air Force policy supporting the Secretary of Defense’s (SECDEF) Global
Military Force Policy (GMFP). Establishes policy on Air Force Readiness and the procedures Air Force units use to report unit-level readiness through the Status of Resources and Training System (SORTS). Develops and articulates Air Force position on readiness and readiness funding for SECAF & CSAF Posture Hearing and Budget Hearing testimony before Congress and annual POM and Program reviews.

32.8.5. Reviews and assesses combat capability associated with course of action development in support to Senior Air Force leadership and warfighting components. Researches and assesses potential areas of conflict to develop possible AF resource application requirements. Prepares and promotes emerging operational concepts in support of operational and logistic warfighting concepts. Provides operational expertise and reachback support to the NAFs and component commander staffs during contingency exercises.

32.8.6. Directs development of coordinated AF position and inputs on civil aviation (transportation, air traffic, avionics, and airspace) plans/programs/legislation/regs/etc. Formulates and implements policies that are consistent with statutory obligations to maximize availability of Air Force airfields for civil aircraft operations while maintaining a viable environment for military operations. Focal point for all civil aircraft use of Air Force airfields worldwide. Coordinates, prioritizes, deconflicts military traffic entering FAA system during times of wartime ops, exercises, humanitarian ops, disaster relief, contingencies, etc. Focal point for all military ops/communications using the Air Traffic Control National Airspace System.

32.8.7. Implements and oversees Air Force Special Access Program as executive agent for CSAF and SECAF.

32.8.8. Provides all aspects of Survival Instructor, Pararescue, and Life Support career field management. Assists in the preparation, coordination and execution of contingency/war plans, doctrine, and operational matters involving the USAF. Develops and reviews long-term force structure for active and reserve Air Force Personnel Recovery forces in support of operational requirements. Monitors readiness and sustainability, recommends actions and monitors contingency employment. Monitors and validates requirements on all planning, programming, and budgeting matters concerning AF Personnel Recovery Forces.

32.8.9. Provides headquarters guidance and policy relating to USAF training ranges. Develop policies, positions, and action plans related to munitions, readiness, and the environment. Provides headquarters guidance and policy relating to USAF owned and utilized airspace. Directs, monitors, and reports on the execution of funds appropriated for ATCALS. Advises Air Staff and outside agencies on status and impact of proposals to PPBS on ranges and training. Prepares POM, APOM, and BES inputs on ranges and training. Prepares and reviews environmental documents.

32.8.10. Coordinates AFSOF requirements and resources for USAF Planning Force and Planning Guide, POM, the FYDP, the Planning Estimate, and the Special Operations Roadmap and Master Plan. Provides reports, studies, and force structure concerning AFSOF, Foreign Internal Defense (FID), Low Intensity Conflict (LIC), Military Operations Other than War (MOOTW), and related special access programs. Oversees all personnel parachuting in the Air Force. Manages real-time worldwide operational support and oversight of a highly classified special access program providing a unique capability to the NCA and the Combat Commander. Coordinates, implements, and is the critical NCA focal point for USAF Counter-Terrorism (CT) planning, movement, assets recovery. Recommends actions and monitors contingency employment of USAF resources. Assists in the preparation, coordination and execution of contingency/war plans, doctrine, and operational matters involving the USAF.


32.8.12. Air Force Associate Directorate of Operations for Civil Aviation (AF/XOO-CA). The Air Force Associate Directorate of Operations for Civil Aviation Division:
32.8.12.1. Direct, guide and supervise the formulation, review, approval and execution of plans, policy and programs for federal aviation to support the warfighter.

32.8.12.2. Provides interface between the, Department of Defense, Department of Transportation, Federal Aviation Administration, the International Civil Aviation Organization and the aviation industry on matters of transportation, airworthiness certification, air traffic control, airspace management, international aviation and the airlift services contract.

32.8.12.3. DoD Policy Board on Federal Aviation (PBFA) - The single point of contact within the Department of Defense that manages the overall relationship between the DoD and FAA on matters related to air traffic control, joint use and military airports airspace management and system modernization, joint acquisition and federal/international aviation.

32.8.12.4. As the Executive Director, manages and guides the working groups as they navigate through issues effecting the DoD’s air operations.

32.8.12.5. Serves as focal point for all matters concerning International Civil Aviation Organization (ICAO).

32.8.12.6. Serves as the National Air Space System Program requirements office (NASPRO).

32.8.12.7. Is DoD’s liaison to the FAA for joint DoD/FAA procurements for Air Traffic Control and Air Space management.

32.8.12.8. Provides daily interface and coordination with the FAA on National Airspace matters, including requirements formulation and functions as the DoD NAS focal point for system interoperability and modernization.


32.8.12.10. Coordinating body and communication conduit for the services to advance their voice in all areas of international aviation.

32.8.12.11. Air Traffic Services Cell (ATSC) at the FAA Air Traffic Control System Command Center (ATCSCC) in Herndon, VA.

32.8.12.12. Insures DoD’s requirements are met for the expeditious movement of air traffic within, arriving and departing the National Airspace System during times of war, contingency, and major exercises.

32.8.12.13. Coordinates and provides responses to congressional inquiries associated with low-flying aircraft disturbances.

32.8.12.14. Lead for President Clinton’s Central European Regional Airspace Initiative (RAI) (USD/P sponsored).

32.8.12.15. Lead for the Air Sovereignty Operations Center (ASOC) program for central Europe.

32.8.12.16. Lead for RAI in Mexico.

32.8.12.17. Single point of contact for DoD’s Airspace Master Plan.

32.8.12.18. Develops and maintains a military services consolidated and coordinated DoD airspace master plan that defines, validates, and supports future airspace requirements.


32.8.12.21. Supports AMC’s management of Civil Reserve Air Fleet (CRAF) to include safety (FAA & NTSB), insurance (FAA), certification (FAA) and Acquisition strategy (Industry).

32.8.12.22. OPR for DODD 5030.19 DoD Responsibilities on Federal Aviation and National Airspace System Matters, as well as Executive Order 11161 (DoD/FAA wartime relationship).


32.8.12.24. Facilitates Memorandum of Understanding Between the Department of Transportation/Federal Aviation Administration and the DoD/Coast Guard for services related to type, production, airworthiness certification, operations, and maintenance of aircraft and related systems.

32.8.13. Checkmate Division (AF/XOOC). The Checkmate Division:

32.8.13.1. As Air Staff OPR, this Division:

32.8.13.1.1. Assesses and enhances airpowers planning and employment concepts, processes, and capabilities and develops timely air employment options.

32.8.13.1.2. Assesses current warfighting capabilities of the U.S. and its allies versus potential enemies. Analyzes and assesses potential conflict situations throughout the world. An unbiased assessment will reflect the applicable political, diplomatic, economic, and military constraints and restraints, but will remain unbiased and unconstrained by administrative policy and programs. Identifies current operational and logistical warfighting concepts, strategies, shortfalls, and requirements.

32.8.13.1.3. Provides a non-attribution forum for airpower employment discussions with senior military and civilian leaders. Provides the data and sounding board for CSAF and AF/XO concerns and ideas.

32.8.13.1.4. Analyzes specific airpower employment and campaign planning issues at the direction of CSAF and AF/XO.

32.8.13.1.5. Provides operationally based expertise, advice, and inputs to wargaming activities.

32.8.13.1.6. Provides operational expertise and analysis in support of OSD and the Office of the Joint Chiefs of Staff (OJCS) Net Assessments. This includes:

32.8.13.1.6.1. Participating as Air Force representatives on Net Assessment groups and subgroups.

32.8.13.1.6.2. Coordinating with other Air Staff agencies to provide data for Net Assessment efforts.

32.8.13.1.6.3. Analyzing OJCS analytical models for validity, fidelity, and completeness in presenting the contributions of Air Force systems.

32.8.13.1.6.4. Conducts assessments of both friendly and enemy combat capabilities to identify, develop, and analyze Air Force warfighting mission objectives and options.

32.8.13.1.6.5. Provides operational expertise to the developers of hardware/software supporting the operational/simulated planning and employment of joint airpower.
32.8.13.1.6.6. Conducts analysis of the current and projected U.S. Air Forces to accomplish required missions. Air Force senior leaders may use the assessments for programmatic decisions and to identify major factors which limit our combat capabilities and the impact of various programs on these limiting factors.

32.8.13.1.6.7. Provides critical ‘reachback’ link between warfighters in the field, and the robust political, diplomatic, military, and technological infrastructure available for their support.

32.8.13.2. For the DCS, this Division:

32.8.13.2.1. Upon direction, conducts specific airpower employment analyses and discussions with senior military and civilian leaders.

32.8.13.2.2. Coordinates on operational issues and warfighting needs that impact capabilities and readiness while avoiding program advocacy.

32.8.13.2.3. Provides operationally based rationale to program managers for supporting specific wargaming efforts funded by the Air Force.

32.8.13.2.4. Provides operationally based expertise, advice, and inputs to wargaming activities (JCS and Commanders-in-Chief (CINCs) Conference War Games/Global War Games).

32.8.13.2.5. Provides assessments of air campaign plans and capabilities through subjective assessments and a computer-based decision support system that helps identify mission objectives/tasks/targets, mission capabilities, limiting factors, and mission support needs.

32.8.13.2.6. Supports the development of USAF Planning Series documents with analyses reflecting mission objectives, priorities, capabilities, and limiting factors.

32.8.13.3. Other Responsibilities:

32.8.13.3.1. Maintains liaison with intelligence agencies to ensure current information is applied to friendly and threat analyses.

32.8.13.3.2. Maintains liaison across the Air Staff, as well as with U.S. Army, Navy, Marines, and JCS to ensure current joint capabilities are reflected in plans and analyses.

32.8.13.3.3. Participates in field observations to assist analysis of ongoing operations.

32.8.13.3.4. On request from regional CINCs, provides deployed operational expertise to assist in air campaign planning development and analysis for both real world contingencies and exercise simulations.

32.8.13.3.5. Provides operational assistance to National Defense University (NDU), Army War College, Air University, and Naval War College in the development of PME training programs, warfighting scenarios, and air campaign planning strategy.

32.8.13.3.6. Provides specific study briefings and discussions on request to agencies outside the Air Staff.

32.8.13.3.7. Maintains liaisons with wargaming agencies, centers and new groups within DoD, including other services, to provide operational expertise for employing airpower.

32.8.14. Special Management Division (AF/XOOM). The Special Management Division:

32.8.14.1. Represents the Secretary of the Air Force and Chief of Staff of the Air Force as executive agent for support of several special access programs (SAPs).
32.8.14.2. Develops policy for HQ USAF and Air Force MAJCOM support of National Command Authority directed special access programs.

32.8.14.3. Provides policy to OSD and Joint Staff oversight personnel.

32.8.14.4. Coordinates with the Joint Staff and OSD on Air Force capabilities to support SAPs and to ensure Air Force equities are maintained.

32.8.14.5. Represents HQ USAF at meetings with DoD and non-DoD agencies to develop sensitive support for SAPs.

32.8.14.6. Provides direction to all USAF MAJCOMs to ensure compliance with security and special access program directives.

32.8.14.7. Provides staff assistance visits to USAF MAJCOMs to ensure compliance with security and special access program directives.

32.8.15. For the Deputy Chief of Staff (DCS), this Division:

32.8.15.1. Provides oversight of special access programs to ensure Air Force interests are maintained and activities are conducted within security guidelines, and DoD and Air Force regulations.

32.8.15.2. Prepares and coordinates packages for planning and executing special access programs.

32.8.15.3. Provides classified briefings to SECAF, CSAF, and Senior Staff Officers on planned and current activities.

32.8.15.4. Represents AF/XOO at meetings with DoD and JCS oversight personnel.


32.8.16.1. The Air Force Operations Group is made up of six separate divisions, the Command, Control and Communications (C3) division, the Current Operations Division, the CSAF Presentation Division, the Aerial Events Division, the Weather Operations Division, and the Command, Control, Communications and Computers Systems (C4) Division.

32.8.16.2. The Air Force Operations Watch Division: Monitors USAF operations and worldwide events around the clock, seven days a week.

32.8.16.3. Communicates directly with the Secretary of the Air Force (SECAF), Chief of Staff of the Air Force (CSAF), and National Military Command Center (NMCC) on sensitive issues of immediate importance.

32.8.16.4. In wartime emergencies, directs HQ USAF Emergency Action Procedures (EAP).

32.8.16.5. Coordinates directly with NMCC on critical issues of national security.

32.8.16.6. Collects, consolidates, produces, and distributes a daily operations summary (OPSUM) to SECAF, CSAF, and 95 key Pentagon offices.

32.8.16.7. Receives and processes Operational Reports (OPREP-3/Events/ Incidents Reports), Open Skies Treaty Reports, and Strategic Arms Reduction Talks (START) Treaty Reports.
32.8.16.8. Collects vital data and performs thorough research for CSAF Briefing Team.

32.8.16.9. Processes daily EAPs to ensure valid and effective command and control system.

32.8.16.10. Provides validation for Joint Air Logistics Information System (JALIS) to support all DCS, Air and Space Operations (XO) and DCS, Test and Evaluation (TE) personnel desiring transportation via the Operational Support Airlift System (OSA).

32.8.16.11. Directs Joint Emergency Evaluation Evacuation Plan (JEEP) exercises to ensure safe helicopter airlift support for key senior Pentagon personnel.


32.8.16.13. Provides material for the CSAF Presentation Division’s daily operations briefing, “cards” on questions or special issues, and trip book inputs.

32.8.16.14. Reviews SITREPS, Air Tasking Orders, general message traffic, and products found on classified and unclassified web pages for applicable information on Air Force operational issues.

32.8.16.15. Formulates the Air Force position to the Joint Staff and other DoD organizations on JCS actions relating to crisis management and the deployment and redeployment of all Air Force and DoD assets.

32.8.16.16. Serves as the Air Force point of contact for OSD, Joint Staff, CINCs, Services, and other DoD agencies for worldwide deployments in response to regional crises and/or contingency responses to include humanitarian relief operations and non-combatant evacuations.

32.8.16.17. Focal point for the Air Force on compartmented plans, assessment, and courses of action for current and planned worldwide operations.

32.8.16.18. CSAF Presentation Division:

32.8.16.18.1. Develops and presents daily operations briefings for the AF/XO, VCSAF, CSAF and SECAF to include contingency and crisis operations.

32.8.16.18.2. Selects, designs, and develops the most efficient way to present daily briefing.

32.8.16.18.3. Monitors, analyses and researches national and international events to ensure accurate, timely information is presented to senior leaders on issues involving all aspects of Air Force operations.

32.8.16.18.4. Coordinates briefing schedule and prepares briefing books.

32.8.16.18.5. Develops and presents briefings on Air Force Operations to visiting dignitaries, congressional delegations and foreign chiefs of staff.

32.8.16.18.6. Supports visiting briefing teams for the “Warrior Briefing” Program. Provides graphics support, coordinates briefing schedules, and helps ensure overall quality of the presentation. Publishes messages to MAJCOMs informing them of the program and providing guidance for proposing briefings.

32.8.16.18.7. Provides graphics expertise to a wide variety of customers in the Air Force Operations Group, to include expertise in large screen projection systems and associated hardware.

32.8.16.18.8. Responsible for disseminating the daily operations/intelligence briefing worldwide via the classified Internet.


32.8.16.19.2. Develops and coordinates the Emergency Action Procedures of the Chief of Staff, (EAP- CSAF).

32.8.16.19.3. Provides Air Force representation on issues involving Military Support to Civil Authorities and the Director of Military Support (DOMS).

32.8.16.19.4. Provides for the initial and recurring training of Air Force Operations Center Operations Watch Team personnel. In addition, a standardization and evaluation program is provided to assess areas that require additional training and ensure Watch Team members meet standards.

32.8.16.19.5. Provides Phase I and Phase II Crisis Action Team (CAT) training for the members of the Air Staff that perform duties on the CAT floor during crisis or contingency operations. Develops training plans and coordinates training dates. Provides support to ensure the CAT floor is ready for immediate use by ensuring proper supplies are available, CAT position books are updated, STU-III phones are functional, and the latest CAT recall rosters are available to the Watch Teams in the event of an “after-hours” activation of the CAT.

32.8.16.19.6. Weather Operations Division: provides the White House, SECDEF, Chairman JCS, Service Secretaries, Congressional Offices and Service Chiefs, weather forecasts and climatological information in support of local area and travel needs.

32.8.16.19.6.1. Provides all Washington DC area flag officers and civilian equivalents weather forecasts and climatological information in support of local area and travel needs.

32.8.16.19.6.2. Provides daily weather information for the CSAF operations briefing and the Air Force operations summary.

32.8.16.19.6.3. Responds to JCS, Air Force, Army, Navy, and Marine requests for weather forecasts and climatological information in support of ongoing operations and contingency needs. Includes daily weather information provided to the White House, National Military Command Center (J3), National Military Joint Intelligence Center (J2), Army Corps of Engineers, Army Soldier Systems Command and the Army Operations Center.

32.8.16.19.6.4. Monitors worldwide tropical weather and earthquake and volcano activity.

32.8.16.19.6.5. Serves as Air Force Weather Component on the Air Force Crisis Action Team. Directs flight weather support for the President’s travel to and from Camp David Presidential Retreat.


32.8.16.19.6.7. Provides weather and climatological information in support of Presidential Inauguration activities.

32.8.16.19.6.8. Provides daily worldwide operational weather briefings to Air Force Director of Weather, AF/XOW, and conducts liaison duties with Operational Weather Squadrons, Unified Commands, and Field Operating Agencies.
32.8.17. Command, Control, Communications and Computers (C4) Division: supports the Global Command and Control System (GCCS) Air Force Command and Control Network (AFC2N), TS3, Manages the AFOG Local Area Network (LAN), Automated Data Processing (ADP), and Audio-Visual (AV) systems.

32.8.17.1. Provides automated capabilities and supports the CAT during contingencies, crises, and exercises.

32.8.17.2. Is responsible for providing Air Force senior leadership, Air Force Crisis Action Team, and Air Force Operations Center with Situation awareness system tools, communication/automation system access and Air Operations Center functionality.

32.8.17.3. Provides Air Force representation to the Global Command and Control System Readiness Applications Working Group.


32.8.17.5. Provides AF/XOO representation to the Global Command and Control System Common Operational Picture Working Group.

32.8.17.6. Coordinates with the Single Agency Manager, Pentagon Information Technology Service to manage the GCCS, AFC2N, and supporting LANs within the AFOG.

32.8.17.7. Maintains domain name server, mail server, and component software to provide AFOG LAN access to the Secret Internet Protocol Router Network (SIPRNET) and web browser technology.


32.8.17.9. Supports secure video teleconferencing system when required and will manage future AFOG teleconferencing.

32.8.17.10. Aerial Events Division serves as the AF/XOO program manager for funeral/memorial flyovers and the aerial events program.

32.8.17.11. Establishes and implements policy and guidance for Air Force participation in aerial events.

32.8.17.12. Coordinates with SAF/PA on the operational feasibility of air assets supporting requests for exceptions to SAF/PA policy for community relations events.

32.8.17.13. Coordinates the AF/XOO approval process for air show participation plans of leased USAF aircraft to non-government organizations.


32.8.18. Personnel Recovery Division (AF/XOOP)


32.8.18.2. Develops and reviews long-term force structure for active and reserve Air Force Personnel Recovery forces in support of operational requirements.
32.8.18.3. Coordinates with using command agencies regarding force structure issues, including reviews of force objectives and structure through conferences and briefings.

32.8.18.4. Monitors and validates requirements on all planning, programming, and budgeting matters concerning AF Personnel Recovery Forces.

32.8.18.5. Coordinates program management direction for modifications and acquisition programs related to AF Personnel Recovery Forces.

32.8.18.6. Prepares and coordinates budget reclama actions on program budget decisions and program change requests pertaining to AF Personnel Recovery Forces.

32.8.18.7. Coordinates AF Personnel Recovery force structure objectives based upon changing threat, requirements and resources for USAF Planning Force and Planning Guide, POM, the FYDP, the Planning Estimate, and the Personnel Recovery Roadmap and Master Plan.

32.8.18.8. Acts as Air Staff focal point for Combat Survivor Evader Locator Programs.

32.8.18.9. Ensures USAF personnel are identified and adequately trained for survival and resistance in captivity, and in E&E doctrine, methods, tactics, and techniques.

32.8.18.10. Establishes Service requirements for development, testing, modifying and issuing escape and evasion aids.

32.8.18.11. Ensures the functions and responsibilities related to Code of Conduct training are carried out.

32.8.18.12. Works with appropriate USAF organizations and offices to decide and resolve the status of personnel listed as missing in action (MIA).

32.8.18.13. Provides all aspects of AFSC 1T2X1, Paraesue, career field management

32.8.18.14. Provides all aspects of AFSC 1T0X1, Survival Instructor, career field management

32.8.18.15. Provides all aspects of AFSC 1T1X1, Life Support, career field management

32.8.18.16. Recommends actions and monitors contingency employment of USAF resources. Assists in the preparation, coordination and execution of contingency war plans, doctrine and operational matter involving the USAF.

32.8.18.17. Provides USAF support and SECDEF directed oversight and security guidance for certain special and limited access programs and projects.

32.8.18.18. Support the DoD EA for PR and establish clear, direct and expeditious lines of communication between DoD and USSOCOM action offices and EA action offices and the ASD (ISA) on policy matters for PR.

32.8.18.19. Monitors readiness and sustainability, recommends actions and monitors contingency employment, assists in the preparation, coordination and execution of contingency/war plans and operational matters, reviews deficiencies limiting Personnel Recovery’s operational effectiveness and recommends corrective action, provides Air Staff action for joint operational matters, provides daily expertise and guidance on PR fixed-wing and rotary assets.

32.8.18.20. Reviews and comments on Mission Need Statements (MNS), Operational Requirements Documents (ORD), and Joint Service Operational Requirements that pertain to AF Personnel Recovery Forces.
32.8.18.21. Ensure that sufficient PR capabilities (facilities, equipment, training, and personnel, etc) are developed, programmed, and budgeted to accommodate the PR requirements of the AF and the combatant commands. Provides results of AF inspections regarding PR matters to the ASD (ISA) to the Air Force chain.

32.8.18.22. Coordinates the AF Personnel Recovery portion of the CSAF Annual Posture statement.

32.8.18.23. Develops positions, facts books, briefs and backup material for congressional hearings, testimony, legislation, inquires, and request for information concerning AF Personnel Recovery Forces.

32.8.18.24. Provides POC for Congressional, joint service matters, and Air Staff projects, reports, studies, and force structure concerning AF PRF, Low Intensity Conflict (LIC), Military Operations Other than War (MOOTW), and related special access programs.

32.8.19. Ranges & Airspace Division (AF/XOOR). The Ranges and Airspace Division:

32.8.19.1. Develops policy and programs resources for airspace management, air traffic control, and navigation systems.

32.8.19.2. Develops policy and guidance for functional areas of airspace management, air traffic control, navigation systems, airfield management, base operations, and general operations.

32.8.19.3. Develop air traffic control and airspace management policy.

32.8.19.4. Advocates studies, equipment, and related systems, to enable effective USAF airspace management.

32.8.19.5. Develops policy guidance concerning use of FAA, host nation, or USAF operated ATCALS.

32.8.19.6. Is Program Element Monitor for PE 35114F (ATCALS), PE35126 (R-2508) and PE 63860(JPALS), PE27428 (Air Warfare Center - Nellis Range Complex), and 27604 (Readiness Training Ranges, O&M). Advocates ATCALS programs and validates the USAF ATCALS Plan (prepared by the USAF Flight Standards Agency (AFFSA)).

32.8.19.7. Validates the Air Force input to the CJCS Master Navigation Plan and the Federal Radionavigation Plan developed by the HQ AFFSA.

32.8.19.8. Is Air Staff policy-level POC for flight standards regulations for which the HQ AFFSA is the office of primary responsibility (OPR).

32.8.19.9. For the Deputy Chief of Staff (DCS):

32.8.19.9.1. Is the single POC for policy on acquisition, disposition, and use of continental United States (CONUS) air-to-ground and ground-to-ground ranges, special use airspace and other airspace reserved for military use.

32.8.19.9.2. Reviews and approves range technical agreements.

32.8.19.9.3. Manages development of new CONUS ranges and expansion of existing ranges.

32.8.19.9.4. Monitors legislative activity regarding functional areas and provides input to SAF/LL.

32.8.19.9.5. Prepares proposed responses to congressional inquiries or media queries for appropriate processing by SAF/LL or SAF/PA.

32.8.20. Special Operations Division (AF/XOOS). The Special Operations Division:
32.8.20.1. Air Staff OPR:

32.8.20.1.1. Is the principal POC and manager of Air Force Special Operations Forces (AFSOF).

32.8.20.1.2. Develops and reviews long term force structure for Active and Reserve Air Force general purpose forces in support of special operations requirements.

32.8.20.1.3. Coordinates AFSOF force structure objectives based upon changing threat, requirements and resources for USAF Planning Force and Planning Guide, POM, the FYDP, the Planning Estimate, and the Special Operations Roadmap and Master Plan.

32.8.20.1.4. Provides staff actions on initiatives affecting AFSOF organization, training, and equipment.

32.8.20.1.5. Monitors the readiness and sustainability of AFSOF. Reviews deficiencies that limit operational effectiveness and recommends corrective actions.

32.8.20.1.6. Recommends actions and monitors contingency employment of AFSOF resources.

32.8.20.1.7. Provides Air Staff Action for OSD, Congressional and joint operational matters affecting Air Force Special Operations Forces.

32.8.20.1.8. Provides guidance and expertise in AFSOF fixed wing and rotary wing aircraft.

32.8.20.1.9. Develops, coordinates and executes compartmented military plans which directly support theater CINC contingency and AF operations worldwide.

32.8.20.1.10. Represents the Secretary of the Air Force and Chief of Staff of the Air Force as executive agent for support of several special access programs (SAPs).

32.8.20.1.11. Develops policy for HQ USAF and Air Force MAJCOM support of National Command Authority directed compartmented activities.

32.8.20.1.12. Represents HQ USAF at meetings with DoD and non-DoD agencies to develop air support for sensitive NCA directed activities.

32.8.20.1.13. Provides direction and assistance visits to all USAF MAJCOMs to ensure compliance with security and special access program directives.

32.8.20.1.14. Assists in the preparation, coordination and execution of contingency/war plans, doctrine, and operational matters involving AFSOF.

32.8.20.1.15. Provides USAF support and SECAF directed oversight and security guidance for certain special and limited access programs and projects.


32.8.20.1.17. Primary member of the AF Global Mobility Panel for resource allocation.

32.8.20.2. For the DCS:
32.8.20.2.1. Monitors and validates requirements on all planning, programming and budgeting matters concerning AFSOF.

32.8.20.2.2. Coordinates program management directions for modifications and acquisition programs related to AFSOF.

32.8.20.2.3. Prepares and coordinates budget reclama actions on program budget decisions and program change requests pertaining to AFSOF.

32.8.20.2.4. Provides POC for Congressional, joint service matters, and Air Staff projects, reports, studies, and force structure concerning AFSOF, Foreign Internal Defense (FID), Low Intensity Conflict (LIC), Operations Other than War (OOTW), and related special access programs.

32.8.20.2.5. Reviews and comments on MNS, Operational Requirement Documents (ORD), and Joint Service Operational Requirements that pertain to AFSOF.

32.8.20.2.6. Coordinates the AFSOF portion of the CSAF Annual Posture statement.

32.8.20.2.7. Other responsibilities:

32.8.20.2.7.1. Coordinates with using commands and agencies regarding force structure issues, including reviews of force objectives and structure through conferences and briefings.

32.8.20.2.7.2. Develops positions, fact books, briefs and backup material for Congressional hearings, testimony, legislation, inquiries, and request for information concerning AFSOF.

32.8.21. Operational Training Division (AF/XOOT). The Operational Training Division:

32.8.21.1. Aircrew Management Branch:

32.8.21.1.1. Consolidates and verifies total Pilot, Navigator and Air Battle Manager absorption capacity and directs distribution of Specialized Undergraduate Pilot Training (SUPT), Joint Specialized Undergraduate Navigator Training (JSUNT), Undergraduate Air Battle Manager Training (UAT) graduates, and prior qualified pilots for major weapon system training.


32.8.21.1.3. Develops and staffs changes to Undergraduate Flying Training (UFT) production rates as appropriate to meet MAJCOM absorption requirements.

32.8.21.1.4. Analyzes proposed changes to Air Force rated/enlisted aircrew requirements, AETC IP requirement mix, and makes recommendations for rated prioritization if inventory does not meet requirements.

32.8.21.1.5. Establishes policy and guidance for rated/enlisted aircrew career fields.

32.8.21.1.6. Develops and coordinates active and Air Reserve Component (ARC) policy on aircrew management issues.


32.8.21.1.8. Compiles and analyzes aircrew force structure data on USAF and Air Reserve Force experience, manning, and readiness criteria.
32.8.21.1.9. Addresses aircrew retention initiatives.

32.8.21.1.10. Consolidates and verifies enlisted aircrew Trained Personnel Requirements (TPR) with AF/DPFF.

32.8.21.1.11. Plans, organizes, and conducts Air Force-wide Enlisted Aircrew Management Conference (EAMC) and publishes EAMC document.


32.8.21.1.13. OPR for Outstanding Enlisted Aircrew Member of the Year Award.


32.8.21.1.15. Programs AF budget for nonrated hazardous duty incentive pays based on authorized crew compositions listed in AFI 65-503.

32.8.21.1.16. Receive and process requests from FOAs, DRUs and Joint Agencies for new aircrew authorizations and changes to existing aircrew authorizations, along with rationale.

32.8.21.1.17. Approval authority for all nonrated requests for aircrew prefixes.


32.8.21.1.19. Responsible for conversion/coordination of 158 MAJCOM flying publications to AFIs.


32.8.21.1.22. Establishes policy and provides guidance for aviation service.


32.8.21.1.25. Provides direction and guidance for aviation service, revalidation of aeronautical orders, and appeals through the Air Force Board of Correction of Military Records.

32.8.21.1.26. HQ USAF manager of the Cheney Award, Mackay Trophy, Gray Eagle Award, Stinson Award and the Aviator Valor Award.

32.8.21.1.27. Collects and distributes actual Hours per Crew per Month (HCM) and Sorties per Crew per Month (SCM) information.
32.8.21.2. Space Operations & Training Branch:

32.8.21.2.1. Manages the Space and Missile Operations Career Field, 13SX and the Space Systems Operations Career Field, 1C6XX.

32.8.21.2.2. Determines rate/distribution of annual undergraduate production.

32.8.21.2.3. Formulates 13SX production, under/over production contingency, manning, and retention policy.

32.8.21.2.4. Liaison for ANG/RES 13SX training issues.

32.8.21.2.5. Establish procedures for managing space and missile operations resources and guidance that applies to administering space and missile operations management, crew training, and crew evaluation programs.

32.8.21.2.6. Initial development, changes, updates, and rewrites of: AFI 11-202 Vols 1, 2, and 3

32.8.21.2.7. Program Element Monitor for Undergraduate Space and Missile Training and other advanced Space and Missile Officer training programs.

32.8.21.2.8. Responsible for advocating Total Obligation Authority dollars during the Program Objective Memorandum (POM), Budget Estimate Submission and the Program Budget Decision cycles.

32.8.21.2.9. Develops and executes a Space and Missile Training CONOPS that ties training requirements to the POM; provides the discipline to consolidate and approve formal training requests; puts focus on corporate review with provisions for out-of-cycle requests.

32.8.21.3. Training Branch:


32.8.21.3.2. AF OPR for the Crew Resource Management (CRM) Program and AFI 11-290, Cockpit/Crew Resource Management Training Program.

32.8.21.3.3. Develops AFPAM 36-2211, Guide for Management of Air Force Training Systems. Insures system-training plans are developed for each weapon system. Reviews all systems training plans for compliance with AF policy and recommends AF/XOO approval. Shares responsibility with AF/XOM to provide documentation for and responses to Congressional and OSD questions concerning the integration of simulation and flying hours.

32.8.21.3.4. Reviews and comments on Program Management Directive (PMD) affecting training.

32.8.21.3.5. Develops and executes a Training CONOPS that ties training requirements to the POM; provides the discipline to consolidate and approve formal training requests; puts focus on corporate review with provisions for out-of-cycle requests.

32.8.21.4. Flying Hours:

32.8.21.4.1. Manages active Air Force flying hours. Works with force programmers/PEMs to tailor flying hour programs up/down with force structure changes. Coordinates on PCRs to ensure flying hour adjustments are consistent.

32.8.21.4.3. Provides support material for senior leadership’s congressional testimony.


32.8.21.4.5. Works justification for contingency supplemental hours for MAJCOMs; tracks execution of all contingency operations by MDS/Command/Contingency.

32.8.21.4.6. Serves as XO POC for PBDs and Congressional inquiries concerning flying hours.

32.8.21.4.7. Serves as interface between Air Staff/OSD/OMB Congress and MAJCOMs on OPTEMPO issues; Air Force “keeper” of programmed HCM (recalculated after each exercise).

32.8.21.4.8. Manages execution of the flying hour program: verifies MAJCOM quarterly execution reports, works movement of flying hours between MAJCOMs and BACs (coordinate with SAF/FMBOM), works MAJCOM out-of-cycle program adjustment requests.

32.8.21.4.9. Repository for all historical flying hour data for OSD, OMB, GAO, and Congressional inquiries.

32.8.21.4.10. Researches/answers any/all questions from all sources relating to the Air Force Flying Hour Program.

32.8.21.4.11. OPR for AFPD 11-1, Flying Hour Program, and AFI 11-101, Management Reports on the Flying Hour Program.

32.8.22. Exercise Branch:

32.8.22.1. As Air Staff OPR;
32.8.22.1. The Air Force Operational Readiness Division is made up of three branches: Policy and Issues Branch, Readiness Systems Branch, and Information Management Branch. The Air Force Operational Readiness Division collects, processes, analyzes, and communicates readiness information to enable senior leaders and supported commanders to maintain situational awareness of readiness issues, initiatives, and innovations.

32.8.22.2. Policy and Issues Branch:

32.8.22.2.1. Policy and Issues Branch collects, analyzes, processes, and publishes politically and time sensitive reports and briefings on readiness policy, issues, initiatives, and innovations. Guides and shapes the definition and development of readiness policies, issues, and assessments through the Chairman of the Joint Chiefs of Staff Joint Readiness System in coordination with Office of the Secretary of Defense (OSD), Joint Chiefs of Staff, and Air Staff. Prepares Secretary of the Air Force, Chief of Staff of the Air Force (CSAF), Vice Chief of Staff of the Air Force, and Director of Operations and Training (XO) for congressional testimonies on readiness. Monitors readiness to ensure the Air Force is able to support the National Military Strategy.

32.8.22.2.2. Reviews Operations and Personnel Tempo (TEMPO) statistics interfaces with all MAJCOMs, and monitors impact of stressed people and weapon systems on readiness.

32.8.22.2.3. Authors Readiness Issue Papers to discuss historical trends, current status, and future challenges. Serves as a primer for readiness related Congressional Hearings.

32.8.22.2.4. Prepares quarterly Status of Resources and Training System (SORTS) briefing that tracks readiness of 9600+ Air Force units for CSAF.

32.8.22.2.5. Addresses Readiness issues in the Operations & Maintenance (O&M) budget and acts as Air Force advocate to OSD for O&M budget.

32.8.22.2.6. Continually monitors leading indicators in logistics, personnel, OSD, and joint databases to assess Air Force readiness.

32.8.22.2.7. Prepares XO for Joint Monthly Readiness Review (JMRR) and develops briefing on Air Force readiness presented to VCJCS. Interfaces with AF Planners, Major Weapon System Managers, and J-3 (Readiness) to prepare AF/XO for this broad assessment of Air Force readiness to fight across the spectrum of war. JMRR is the core program in the Chairman’s Readiness System chaired by the VCJCS.

32.8.22.2.8. Prepares CSAF for Senior Readiness Oversight Council (SROC) meeting and quarterly briefing presented to DEPSECDEF. Interfaces with OSD and J-3 (Readiness) to develop Air Force position on JMRR and other significant readiness topics presented at this executive committee of the Office of the Secretary of Defense.

32.8.22.2.9. Is the Air Force representative to Joint Warfighting Capabilities Assessments (JWCA) Readiness sub-group assessing and identifying opportunities to improve warfighting effectiveness.

32.8.22.2.10. Is the Air Force representative to OSD Readiness Working Group (RWG), the primary DoD forum for raising, discussing, and recommending solutions to readiness issues.

32.8.22.2.11. Is the Air Force POC for Global Military Force Policy (GMFP). Interfaces with AF Planner, Major Weapon System Managers, and J-3 (Readiness) to manage the Air Force’s 16 Low Density/High Demand (LD/HD) assets within TEMPO framework.

32.8.22.2.12. Is the Congressional Readiness Interface for Quarterly Readiness Report to Congress.

32.8.22.2.13. Prepares Responses to Readiness Related Congressional Inquiries.
32.8.22.2.14. Reviews Readiness Chapter in the Secretary Defense’s Annual Report to the President and the Congress.

32.8.23. Readiness Systems Branch:

32.8.23.1. Establishes policies, guidelines, and directives for Status of Resources and Training System (SORTS) reporting.

32.8.23.2. Monitors status and ensures accuracy and integrity of Air Force SORTS reporting.

32.8.23.3. Serves as OPR and develops policy and provides guidance for AFI 10-210, Status of Resources and Training System (SORTS).

32.8.23.4. OPR for policy and coordination of unit Designed Operational Capability (DOC) statements.

32.8.23.5. Maintains a historical database of SORTS information for analysis and dissemination.

32.8.23.6. Develops and maintains automation applications for unit SORTS report message production, error correction, and format compliance.

32.8.23.7. Makes SORTS data and analysis available to Congressional inquiry, Congressional Budget Office, DoD Inspector General, and other authorized parties.

32.8.23.8. Provides monthly SORTS history database updates to GAO for readiness analysis.

32.8.23.9. Provides OSD Office of Reserve Affairs SORTS data for readiness analysis.

32.8.23.10. Provides bimonthly standard SORTS reports and briefs to the Headquarters Air Force senior leadership.

32.8.23.11. Recommends Air Force policy and coordinates on supplemental directives for SORTS reporting for the Air Force Major Commands (MAJCOMs), Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs).

32.8.23.12. Interfaces with Joint Staff Readiness personnel and the Defense Information Systems Agency (DISA) in implementing JCS readiness reporting policy through AF policies and instructions.

32.8.24. Information Management Branch:

32.8.24.1. Provides division administrative support, tracking, and documentation.

32.8.24.2. Provides information management functions for the CSAF-directed Readiness Integrated Process Team.

32.8.24.3. Provides supervision for Crisis Action Team administrative support during exercises and contingencies, and war.

32.8.24.4. Manages administrative processing procedures for receipt, suspense, and distribution of correspondence.

32.8.24.4.1. Air Staff focal point for regional issues for chemical/biological, joint training, electronic warfare, theater nuclear forces and exercises.

32.8.24.4.2. Provides Air Staff position for DOD Air Defense Working Group and NATO panels on Air Defense Philosophy (PADP) and Weapons (PADW).
32.8.24.4.3. Serves as Air Staff focal point for USAF operational issues involving UN Peace Support Operations (PSO).
32.8.24.4.4. Serves as Air Staff focal point for USAF issues involving MOOTW and assists with smaller scale contingencies planning.

32.8.24.4.5. As AF/XO focal point, provides operational assessment on security assistance and disclosure issues to the Air Staff.

Figure 32.9. Organization Chart for Director of Operational Requirements

32.9. Directorate of Operational Requirements (AF/XOR). The Directorate of Operational Requirements:

32.9.1. Establishes policy for the Air Force operational requirement process.
32.9.2. Ensures a strategy-to-task bridge between USAF long-range Vision, Extended Planning Annex, and program acquisition.
32.9.3. Primary XO interface with corporate structure at the Panel, Group, and Board level.
32.9.4. Supports MAJCOM modernization planning process, mission needs analysis, and analysis of alternatives assessments.
32.9.5. Directs Air Force requirements development and initial acquisition program planning through Milestone I.
32.9.6. Chairs and directs the Air Force Requirements Oversight Council. Responsible for the approval of all USAF Mission Need Statements and Operational Requirements Documents.
32.9.7. Briefs Air Force leadership on priority and status of outstanding Air Force requirements.
32.9.8. As USAF spokesman for AF requirements, maintains liaison with science and technology communities including labs, Scientific Advisory Board, and Defense Scientific Boards.

32.9.9. Supervises special access programs requirements for the AF/XO.

32.9.10. Articulates operational concepts, needs and requirements for internal and external consideration.

32.9.11. Battelabs Integration Division (AF/XORB).

32.9.11.1. The division supports the Board of Directors by providing policy guidance for our emerging battle labs (through the owning MAJCOM) where we would explore demonstrating new systems, CONOPS and procedures for possible fielding.

32.9.12. Combat Forces Division (AF/XORC)

32.9.12.1. As Air Staff OPR:

32.9.12.1.1. Provides the Air Staff operations monitors for fighter and conventional bomber aircraft (A-10, F-15, F-16, F-117, F-111, B-52, B-1, B-2, and HH-60G), Combat Air Forces (CAF) training, operational headquarters accounts, training ranges, tactical portion of range improvement program, and strategic defense interceptor training.

32.9.12.1.2. Develops strategy-to-task roadmaps for each conventional combat mission area.

32.9.12.2. As Air Staff focal point, this Division:

32.9.12.2.1. Provides employment expertise on fighters, conventional bombers and air rescue issues.

32.9.12.2.2. Provides responses to Congressional inquiries and to DoD staff on fighter, conventional bomber, and air rescue.

32.9.12.2.3. Coordinates Air Force fighter, conventional bomber, and air rescue inputs to JCS documents such as National Military Strategy Document (NMSD) and the Chairman’s Program Assessment (CPA).

32.9.12.2.4. Coordinates on all matters relating to development of fighter and bomber future requirements.

32.9.12.2.5. Single POC for operational issues relating to aircraft combat identification systems. Serves as USAF representative to the Military NATO Commanders’ Working Group on Identification.


32.9.12.2.7. Reviews MAJCOM and Commander-in-Chief (CINC) fighter, conventional bomber, and air rescue forces recommendations to NMSD for the USAF Risk Evaluation Force.

32.9.12.2.8. Coordinates Air Force Mission Need Statements (MNS) and joint MNS relating to general purpose fighter, bomber, and air rescue.

32.9.12.2.9. Develops positions in response to Congressional and JCS inquiries and requests for briefings, information, etc., concerning general purpose forces and combat forces planning issues.

32.9.13. Requirements Management Division (AF/XORD).
32.9.13.1. For the Air Staff, this Division:


32.9.13.1.2. Develops and implements policies and procedures for identifying, processing, and approving Air Force operational needs and requirements through Mission Need Statements (MNSs) and Operational Requirements Documents (ORDs).

32.9.13.1.3. Serves as the office of record for requirements documents and monitors actions on the documents throughout the staffing process.

32.9.13.1.4. Monitors progress and activity of documents throughout the requirements process.

32.9.13.1.5. Maintains the Air Force Requirements Library which consists of Air Force Requirements Documents, AF Form 1067s (Modification Forms), CINCs Integrated Priority Lists (IPLs), Joint Requirements Oversight Council (JROC) Memorandums, requirements oriented legislative language, other Service requirements documents and certain acquisition program-related documentation.

32.9.13.1.6. Conducts annual review of MNSs and ORDs. Prepares a status report for distribution to MAJCOMs, FOAs, and Air Staff and SAF agencies.

32.9.13.1.7. Assigns a HQ USAF OPR for each MNS and ORD undergoing review, comment, validation, or approval.

32.9.13.1.8. Harmonizes Air Force needs with other Services and ensures other Services’ requirements documents receive applicable Air Force functional review to identify common areas of interest and to prevent duplication of effort.

32.9.13.1.9. Controls and issues document numbers for HQ USAF-developed MNSs and ORDs.

32.9.13.1.10. Provides industry with electronic access to an unclassified summary of recently approved MNSs and ORDs through the Internet System.

32.9.13.1.11. Provides Air Staff access to all requirements documents in the Electronic Air Force Requirements Library.

32.9.13.1.12. Reviews all MNSs and ORDs for compliance with DoD 5000 series and Air Force directives.


32.9.13.1.14. Provides an instructor to teach the content of the “Air Staff Perspective” block of instruction during the AFIT SYS-111 course.

32.9.13.1.15. Trains Air Staff Action Officers who require in-depth knowledge of their role in the requirements process.

32.9.13.2. For the DCS, this Division:

32.9.13.2.1. Serves as central XO POC for providing support to the Air Force Long Range Planning and Mission Area Planning efforts.
32.9.13.2.2. Coordinates Air Force support to the Defense Science Board and the USAF Scientific Advisory Board.
32.9.13.2.3. Provides representation on committees and working groups on matters of requirements policy, management, procedures, and external interfaces.
32.9.13.2.4. Manages the XOR Homepage.
32.9.13.2.5. When necessary, represents XOR at Acquisition Strategy Panels.
32.9.13.2.6. Is the OPR for all matters concerning the Air Force Requirements Oversight Council (AFROC).
32.9.13.2.7. Interfaces with AF/XOJR to link AFROC and JROC actions.
32.9.13.2.8. Schedules briefings for the AFROC on AF issues and as a precursor to JROC review.
32.9.13.2.9. Coordinates with MAJCOMs on Air Force briefings for the AFROC.
32.9.13.2.10. Assisting users in preparing briefings to be presented to the AFROC.
32.9.13.2.11. Reviews briefings and provides comments prior to the AFROC.
32.9.13.2.12. Performs administrative duties for the AFROC.
32.9.14.1. Coordinates and performs activities between/with XOR and other directorates, i.e. XO, XP, AQ which are not specifically associated with any one division, i.e.: BoD, Long Range Planning, Joint issues.
32.9.14.3. Performed requirements development for selected electronic warfare systems.
32.9.15. Global Air Navigation and Safety (XOR-GANS)
32.9.15.1. Advocates Global Air Traffic Management (GATM) requirements throughout DoD and international aviation regulatory agencies.
32.9.15.2. Represent DoD with FAA, RTCA, and ICAO on matters impacting the AF.
32.9.15.3. Program advocacy and Program Element Monitor for Global Air Traffic Management (GATM) during planning, programming and budgeting system (PPBS).
32.9.15.4. Compiles, collect, service GATM funding and schedule data for presentation to AF, industry and Congress.
32.9.15.5. Compile GATM funding profiles for OMB/OSD/JROC/AFROC Review.
32.9.16. Command and Control Requirements Division (AF/XORI).
32.9.16.1. As Air Staff OPR:
32.9.16.1.1. Reviews and evaluates operational requirements documents for adequacy of content and evaluates concepts and doctrine for selected ground, airborne and space C2 systems.
32.9.16.1.2. Provides consolidated Air Staff comments on draft requirements documents associated with C2 mission needs.

32.9.16.1.3. Obtains HQ USAF approval for MAJCOM validated contingency mission need statements and operational requirements documents.

32.9.16.1.4. Prepares Program Management Directives for concept studies of approved C2 operational mission need statements.

32.9.16.1.5. Identifies appropriate Air Staff offices to prepare multicommand validated mission need statements for C2 and functions as OCR in the preparation.

32.9.16.1.6. Acts as requirements advocate for C2 documents undergoing review, comment, or validation/approval.

32.9.16.1.7. Distributes approved Cost and Operational Effectiveness Analysis (COEA) to appropriate SAF and HQ USAF organizations.

32.9.16.1.8. Acts as Program Element Monitor (PEM) for:

32.9.16.1.8.1. ICBM Radars (BMEWS).

32.9.16.1.8.2. SLBM Radars (PAVE PAWS).

32.9.16.1.8.3. ABCCC.

32.9.16.1.8.4. Wild Weasel.

32.9.16.1.8.5. Overseas Air Weapons Controller

32.9.16.1.8.6. ITW/AA Certification and Testing

32.9.16.1.8.7. ITW/AA Systems Training


32.9.16.1.8.9. The Ballistic Missile Tactical Warning and Attack Assessment (TW/AA) System.


32.9.16.1.8.11. The Space Defense Interface Network.


32.9.16.1.8.13. TW/AA Interface Network.


32.9.16.1.8.15. EC-130 Compass Call.

32.9.16.1.8.16. E-3 Airborne Warning and Control System (AWACS).

32.9.16.1.8.18. Interfaces with other services and agencies involved in C2 systems development to make sure operational requirements and concepts are incorporated.

32.9.16.1.8.19. Develops and articulates the Air Force inputs to and position on Air Force and higher level C2 requirements, objectives, strategies, plans, and policies for structuring and employing space and air forces to meet national security requirements.

32.9.16.1.8.20. Participates in development of OSD issue papers and proposes Air Staff positions.

32.9.16.2. Other responsibilities:

32.9.16.2.1. Harmonizes Air Force C2 mission needs and requirements with other service counterparts.

32.9.16.2.2. Ensures other services’ C2 requirements documents receive appropriate Air Force functional review.

32.9.16.2.3. Participates on concept action groups of study teams formed to manage C2 mission concept studies.

32.9.16.2.4. Represents AF/XO on committees, panels, and working groups that work the requirements for C2.

32.9.16.2.5. Provides representation on various ad hoc groups dealing with C2 programs.

32.9.16.2.6. Prepares briefings, papers, and background information for use in congressional testimony and OSD, Joint Service and Air Staff Board deliberations.

32.9.16.2.7. Coordinates with other functional Air Staff elements responsible for C2 system development and acquisition to make sure that identified operational needs are considered by these activities.

32.9.16.2.8. Develops force structure recommendations and rationale for the USAF Planning Force POM, planning documents supporting the POM, and joint planning system documents.

32.9.16.2.9. Provides briefings describing current C2 operations, capabilities, resources and limitations.

32.9.16.2.10. Reviews and provides Air Staff inputs to USAF position on C2 related policy, doctrine, strategy, and objectives.

32.9.16.2.11. Interfaces with the aerospace community to ensure appropriate consideration of space-based solutions and application of aerospace technology to C2 systems.

32.9.16.2.12. Supports AFROC on C2 issues.

32.9.17. Global Mobility and Special Division (AF/XORM).

32.9.17.1. As Air Staff OPR:

32.9.17.1.1. Provides consolidated Air Staff comments on draft requirements documents, major enhancement initiatives, and major modernization initiatives associated with mobility, special operations, and mission needs.

32.9.17.1.2. Reviews requirements related to the following forces: Strategic, Theater, Operational Support, and Special Air Mission airlift; Air Refueling; Aeromedical Evacuation; hereafter, referred to collectively as mobility.

32.9.17.1.3. Validates requirements and is the focal point for future issues concerning mobility forces.

32.9.17.1.4. Develops the Air Force position/options mobility issues for senior Air Force and DoD leadership.
32.9.17.1.5. Participates in development of mobility roadmaps.

32.9.17.1.6. Provides future requirement impact affecting:

32.9.17.1.6.1. Search and Rescue Satellite-aided Tracking (SARSET) and combat rescue programs.

32.9.17.1.7. Provides mobility expertise during exercises and real-world crises in support of the Crisis Action Team on a 24-hour basis when required.


32.9.17.1.9. Coordinates staff actions on initiatives affecting AFSOF and SOCOM requirements.

32.9.17.1.10. Coordinates on all matters relating to development of future mobility force requirements.

32.9.17.1.11. Provides future requirements expertise on airlift, special operation, and aircraft.

32.9.17.1.12. Obtains HQ USAF approval for MAJCOM-validated global mobility, special operations, and force protection mission need statements and operational requirement documents.

32.9.17.1.13. Prepares Program Management Directives for concept studies of approved mobility and special operations operational mission need statements.

32.9.17.1.14. Identifies appropriate Air Staff offices to prepare multicommand validated mission need statements for mobility, special operations; functions as OCR in document preparation.

32.9.17.1.15. Processes requests for documentation waivers or exemptions submitted for small mobility, and special operations operational programs.

32.9.17.1.16. Acts as requirements advocate for all mobility and special operations mission-related documents undergoing review, comment, or validation/approval.

32.9.17.1.17. Distributes approved mobility, and special operations Cost and Operational Effectiveness Analysis (COEA) to appropriate SAF and HQ USAF organizations.

32.9.17.1.18. Provides the Air Staff program element monitor (PEM) or requirements advocate for aircraft (i.e., C-130, VC-X, C-141, C-5), KC-10 and KC-135 tanker aircraft.

32.9.17.1.19. AF/XOR PEM responsibilities include:

32.9.17.1.19.1. Maintaining program data required for program documentation, including Congressional and OSD reports.

32.9.17.1.19.2. Responding to programmatic and Congressional questions concerning requirement, funding, or modifications (AF/XOJR is overall OPR for modifications).

32.9.17.1.19.3. Interfacing with MAJCOMs on the implications of Planning, Programming, and Budgeting System (PPBS) action on assigned program elements (PEs).

32.9.17.1.19.4. Coordinating on all change control sheets that impact the PE.
32.9.17.1.19.5. Providing impacts and options to resource allocation teams.

32.9.17.1.19.6. Maintaining close working relationship with the AF/XO PE operational program counterpart officers in AF/XOJ and AF/XOO.

32.9.17.2. As Air Staff focal point:

32.9.17.2.1. Harmonizes Air Force mobility mission needs and requirements with other Service counterparts.

32.9.17.2.2. Ensures other services’ mobility requirements documents receive appropriate Air Force functional review.

32.9.17.2.3. Participates in concept action groups or study teams formed to manage mobility mission concept studies, if required.

32.9.17.2.4. Provides colonel to sit on the Mobility Resource Allocation Team.

32.9.17.2.5. Provides colonel who may serve as alternate team member (to Special Operations Division Chief) on the Power Projection Resource Allocation Team.

32.9.17.3. For the Directorate:

32.9.17.3.1. Monitors the mobility and special operations portions of the Air Force Road Map.

32.9.17.3.2. Participates in JCS deliberations concerning Program Change Requests (PCRs) from Air Force MAJCOMs and other services.

32.9.17.3.3. Coordinates the mobility portion of the CSAF Annual Posture Statement.


32.9.17.3.5. Monitors and validates requirements matters concerning AFSOF.

32.9.17.3.6. Reviews and coordinates mobility related MNSs, ORDs, TEMPS and other requirements documents.

32.9.17.3.7. Reviews and comments on MNS, Operational Requirement Documents (ORD), and Joint Service Operational Requirements that pertain to AFSOF.

32.9.17.3.8. Coordinates the AFSOF portion of the CSAF Annual Posture statement.

32.9.17.3.9. Prepares and coordinates budget reclaim actions on PBDs and Program Change Requests (PCRs) pertaining to mobility force structure and AFSOF.

32.9.17.3.10. Monitors development of mobility, and special operations master plans.

32.9.17.3.11. Is the primary requirements interface with the Air Mobility Command and Air Force Special Operations Command.

32.9.17.3.12. Other responsibilities:

32.9.17.3.12.1. Coordinates with using commands and agencies regarding future mobility force requirement issues.
32.9.17.3.12.2. Assists AF/XOOS preparing and coordinating Fact Books and backup material for use by Senior Air Force officials during Congressional hearings and testimony on future mobility force requirements.

32.9.17.3.12.3. Assists the development of positions in response to Congressional inquiries and requests for information concerning mobility forces.

32.9.17.3.12.4. Coordinates with using commands and agencies regarding mobility and training requirements issues.

32.9.17.3.12.5. With the assistance of the Special Operations Division (AF/XOOS), Directorate of Forces monitors special operations requirements issues.

32.9.17.3.12.6. Coordinates on mobility, special operations, and objectives and inputs to Joint Strategic Planning System and PPBS documents.

32.9.18. Program Integration Division (AF/XORP).

32.9.18.1. The DCS focal point for matters relating to the Air Force corporate structure, the resource allocation process (programs and budgeting), congressional activities, and issues; serves as the focal point for all congressional and PPBS matters dealing with plans and operations. This Deputate is responsible for the following:

32.9.18.1.1. Serves as the focal point for issues related to XO involvement in the programming and budgeting phases of the PPBS.

32.9.18.1.2. Develops and coordinates the XO position on Air Force corporate actions related to these issues.

32.9.18.1.3. Prebriefs USAF principals on the issues for Air Force corporate actions.

32.9.18.1.4. Provides liaison with the Air Force Executive Review Secretariat staff (AF/CVS).

32.9.18.1.5. Serves as focal point for activities related to the programming phase of PPBS. Advises the DCS and directors on the Defense Resources Board (DRB) issues during the OSD Program Review.

32.9.18.1.6. Serves as focal point for activities related to the Budgeting Phase of PPBS.

32.9.18.1.7. Advises the DCS and directors on issues during the budgeting phase of PPBS including budget review activities.

32.9.18.1.8. Provides the primary DCS representative to the Investment Budget Review Committee (IBRC), and Operating Budget Review Committee (OBRC).

32.9.18.1.9. Serves as the DCS focal point for Congressional budget, authorization, and appropriation and other Defense-related activities. Provides liaison with SAF/LL and SAF/FMB.

32.9.18.1.10. Represents the DCS on the Air Staff Posture Team.

32.9.18.1.11. Serves as the focal point for plans and operations inputs to the SECAF/CSAF annual Posture Statement.

32.9.18.1.12. Advises the DCS and directors on issues that arise during POM development, budget repricing, and OSD review.
32.9.18.1.13. Manages the preparation of AF/XO principals for participation in Air Force Council (AFC), Air Force Board (AFB), IBRC, and OBRC.

32.9.18.1.14. Prepares and distributes meeting schedules for these groups (to include DCS general officer representation at the meetings).

32.9.18.1.15. Assigns action for preparation of DCS principals for these meetings.

32.9.18.1.16. Arranges prebriefs and debriefs of representatives.

32.9.18.1.17. Conducts final review of preparation materials and makes recommendations on matters under review by the above groups.

32.9.18.1.18. Coordinates AF/XO staff participation in program review activities.

32.9.18.1.19. Manages coordination of the Air Force position on DRB issues and "out-of-court" settlements during the program review.

32.9.18.1.20. Trains DCS personnel (program element monitors (PEMs) and team representatives) on programming and budgeting procedures.

32.9.18.1.21. Gathers, interprets, analyzes, and distributes resource allocation information to the DCS, directors, and their staffs.

32.9.19. Congressional Matters:


32.9.19.2. Coordinates preparation of Fact Issue Papers for SECAF/C SAF testimony and meetings with key Congress members/staff members.

32.9.19.3. Provides liaison to the Air Force Issues Team (AF/CVAZ).

32.9.19.4. Serves as the focal point for all AF/XO Congressional witness requirements.

32.9.19.5. Assists in preparing and coordinating witness statements.

32.9.19.6. Coordinates preparation (skull session) of DCS witnesses.

32.9.19.7. Attends hearings dealing with plans and operations issues.

32.9.19.8. Coordinates and processes transcripts and "inserts for the record" from hearings.


32.9.19.10. Coordinates preparation of appeals for restoration of funds or modification of Congress.

32.9.19.11. Manages preparation of Budget/Program Fact Papers that provide the Air Force view on Congressional budget actions.


32.9.19.13. Tasks action on Congressional and White House inquiries and information requests referred to the DCS and approves responses.
32.9.19.14. Coordinates and supports visits and briefings to/with Congressional members and/or staff.

32.9.19.15. Gathers, interprets, analyzes and distributes Defense-related Congressional information to the DCS, directors and staff.

32.9.19.16. Conducts training sessions for AF/XO personnel on Congress and Congressional activities.

32.9.20. Space and Reconnaissance Division (AF/XORR).

32.9.20.1. As Air Staff OPR:

32.9.20.1.1. Validates SWC developed Tactical Impact Statements to ensure the operational capability of future national systems enhances USAF warfighting capability.

32.9.20.1.2. Acts as HQ USAF focal point for identification/validation of requirements for development/employment of National systems and special reconnaissance programs in support of aerospace power.

32.9.20.1.3. Acts as O & M Functional Manager for development programs directed at USAF tactical exploitation of national systems and special reconnaissance programs.

32.9.20.1.4. Represents AF/XO, in coordination with AF/XOI, on the Defense Reconnaissance support Program (DRSP), Airborne Reconnaissance Support Program (ARSP), and Military Exploitation of Reconnaissance and Intelligence Technologies (MERIT) oversight panels.

32.9.20.1.5. Interfaces with other services and National agencies involved in national systems to ensure USAF operational requirements and concepts are incorporated and funded.

32.9.20.1.6. Represents AF/XO on committees, teams, and working groups that interface with other service staffs and National agencies on matters relating to the tactical exploitation of future space and special reconnaissance systems.

32.9.20.1.7. Develops operational policy and organizational relationships for space systems, and related organizations and units.

32.9.20.1.8. Develops and articulates inputs to and positions on Air Force and higher level requirements, objectives, strategies, plans, and policies for structuring and employing space forces to meet national security requirements.

32.9.20.1.9. Develops Air Staff positions regarding space forces of other services and allies.

32.9.20.1.10. Serves as the focal point for the Space Superiority Panel. Validates financial requirements for related program elements. Ensures all programs are funded at the proper levels and determines validity of new.

32.9.20.1.11. Determines future concepts, roles, and missions for space forces.

32.9.20.1.12. Interfaces with other services and agencies involved in space and airborne reconnaissance to ensure operational requirements and concepts are incorporated.

32.9.20.1.13. Identifies forces and programs for current and future military manned and unmanned space systems. Develops operational policy, objectives, strategy, plans, and performance measures for military space systems.

32.9.20.1.14. Responsible for publishing and updating Air Force Policy Directives (AFPDs) for space. Conducts Air Staff coordination for MAJCOM-developed Air Force Instructions (AFIs) which implement AFPDs.
32.9.20.1.15. Serves as principal Air Staff liaison to HQ AFSPACECOM for operational space and missile issues.

32.9.20.1.16. Manages and oversees space special project activities.

32.9.20.1.17. Represents AF/XO on matters regarding operational space and nuclear forces and C4I systems, and on committees, panels, and working groups that address the integration of these systems to achieve operational objectives.

32.9.20.1.18. Processes JCS papers dealing with all operational aspects of space forces. Provides assistance to action or briefing officers on JCS papers and directives.

32.9.20.1.19. Prepares and reviews Congressional hearing and testimony on operational capabilities and posture of current and future space forces.

32.9.20.2. Other responsibilities:

32.9.20.2.1. Oversees contracted advance development and proof of concept efforts in coordination with MAJCOMs.

32.9.20.2.2. Assists SAF/AQ fulfilling Congressional direction for a HQ USAF office to interface with the Defense Support Program Office to ensure the Tactical Applications of National Capabilities (TENCAP) and airborne reconnaissance programs. Supports MAJCOM TENCAP activities and initiatives.

32.9.20.2.3. Prepares briefings, information papers, and background information for use in Congressional testimony and for OSD and joint service deliberations involving future national systems or special reconnaissance programs.

32.9.20.2.4. Develops recommendations and rationale for use in the USAF Planning Force POM, planning documents supporting the POM, and joint planning system documents to include the Integrated Strategic Defense Concept Plan, the Defense Planning Guidance (DPG), and Joint Military Net Assessment.

32.9.20.2.5. Conducts studies or analyses of operational and future space and/or special reconnaissance systems to determine capabilities/limitations in order to advance accurate definition of USAF requirements.

32.9.20.2.6. Interfaces with the aerospace military and industrial community to maintain currency on emerging technologies applicable to national systems and special reconnaissance capabilities.

32.9.20.2.7. Develops positions and performs staff actions related to TW/AA, space surveillance, spacelift, navigation, satellite control, and offensive and defensive counterspace systems and programs.

32.9.20.2.8. Coordinates with other Air Staff elements, and other service staffs, and National agencies on matters relating to space.

32.9.20.2.9. Provides briefings describing current space operations, capabilities, resources, and limitations.

32.9.20.2.10. Reviews and provides input to USAF position on space and space-related strategic defense policy, doctrine, strategy and objectives, including international negotiations and treaties governing the use of space, space-related, and TW/AA systems.

32.9.20.2.11. Provides operations inputs for disarmament proposals affecting space forces.

32.9.20.2.12. Maintains close liaison with MAJCOMs to develop, deploy and exercise receipt/exploitation prototype test beds to maximize space systems responsiveness to the tactical commander; assists the MAJCOMs in
analysis and programmatic actions to facilitate interim and production capabilities within the formal Air Force structure.

32.9.20.2.13. Develops papers in concert with XP on issues, positions, or recommendations concerning Space systems and resource allocation.

32.9.20.2.14. Develops papers on problems, positions, or recommendations for current and future space and nuclear forces, and future airborne recce forces.

32.9.20.2.15. Reviews mission need statements and system operational requirements documents related to space and airborne reconnaissance programs.

32.9.20.2.16. Provides Air Force representation on space and space-related activities to interagency groups and acts as principal Air Staff interface with NASA.

32.9.20.2.17. Reviews and prepares briefings, papers, and background information for use in Congressional testimony and OSD, Joint Service, and Air Staff Board deliberations.

32.9.20.2.18. Coordinates with other functional Air Staff elements responsible for force structuring, space system development and acquisition, tasking, and distribution to make sure that identified operational needs are considered by these activities.

32.9.20.2.19. Monitors special activities and interfaces with appropriate National and Service intelligence organizations.

32.9.20.2.20. Advises appropriate XO Directorates on space and space-related matters.

32.9.20.2.21. Interfaces with the aerospace community to ensure appropriate consideration of space-based solutions and application of aerospace defense technology to space systems.

32.9.21. Missile Defense Division (XORT)

32.9.21.1. Focal Point for USAF participation in missile defense.

32.9.21.2. Responds to Real World Contingencies on TAMD Issues.

32.9.21.3. Acts as AF focal point and operations monitor for National Missile Defense operational requirements.

32.9.21.4. Acts as AF focal point and operations monitor for Airborne Laser operational requirements.

32.9.21.5. Supports Air Staff Program Element Monitor for Theater Missile Defense programs and issues.

32.9.21.6. Develops, advocates, documents and monitors operational requirements relating to Theater Air Defense Intelligence System.

32.9.22. Weapons Division (AF/XORW).

32.9.22.1. As Air Staff OPR:

32.9.22.1.1. Integrates Air Force conventional short, mid and long-range munition requirements, resource planning and operational initiatives.
32.9.22.1.2. Develops Air Staff position on JCS and OSD actions concerning War Reserve Material (WRM) munitions requirements.

32.9.22.1.3. Prepares Nonnuclear Consumables Annual Analysis (NCAA) that provides logic, rationale, and factors used in determining WRM requirements for Nonnuclear munitions and associated combat consumables.

32.9.22.1.4. Determines all WRM conventional munitions (including missiles) requirements for Air Force general purpose and SOF forces. Validates WRM requirements for Standard Air Munitions Packages (STAMP) and Standard Tank, Rack, Adapter, and Pylon Packages (STRAPP) in support of USAF mobility program. Determines War Reserve Stocks for Allies (WRSA) munitions requirements.

32.9.22.1.5. Sponsors annual Munitions Working Group for major commands to review NCAA planning factors and methodologies.

32.9.22.1.6. Sponsors annual major command Theater Working Groups to compute all WRM requirements for munitions and components.

32.9.22.1.7. Provides the Program Element Monitor (PEM) for procurement of training and manpowered WRM munitions.

32.9.22.1.8. In coordination with SAF/AQPW, develops the Air Force Tactical Air-to-Air Missile Master Plan, which describes ongoing and future air-to-air missile programs.

32.9.22.1.9. Allocates air-to-air missiles to air component commands.

32.9.22.1.10. In coordination with AF/LGSP, develops the Air Force Theater Munitions Program (TMP) document which uses NCAA, training, and test requirements to allocate air-to-surface munitions to major commands.

32.9.22.1.11. In conjunction with AF/LGXX, develops tank, rack, adapter, and pylon (TRAP) Allocation Program (TAP) document, which describes TRAP requirements and allocations.


32.9.22.1.13. Coordinates release of Air Force Attrition Database and Weapons Effectiveness Database developed and maintained by ASC/XRYM, Eglin AFB, and FL.

32.9.22.1.14. Provides munitions expertise to the Contingency Support Staff and USAF Emergency Operations Center.

32.9.22.2. For the DCS:

32.9.22.2.1. Develops responses/briefings to inquiries from Congress, GAO, OMB, OSD, and OSD Conventional Systems Committee for information on WRM munitions issues.

32.9.22.2.2. Is POC for preparing inputs to and monitoring DPG for weapons related sections.

32.9.22.2.3. Attends annual 3080 appropriation Buy and Budget Review.

32.9.22.2.4. Is POC for JCS actions pertaining to weapons issues and weapons requirements/procurement.

32.9.22.2.5. Presents the DCS priorities on budget decisions pertaining to USAF munitions programs.

32.9.22.2.6. Acts as the focal point for munitions expertise within the DCS as well as outside agencies.
32.9.22.3. Other responsibilities:

32.9.22.3.1. Helps develop and monitor Defense Planning Questionnaire in areas relating to munitions.

32.9.22.3.2. Develops conventional munitions and other planning factors for USAF War and Mobilization Plan (WMP).

32.9.22.3.3. Provides advice and coordinates on Air Force Nonnuclear ordnance development and acquisition programs.

32.9.22.3.4. Assists in various analyses for all tactical mission areas. Provides the conventional munitions planning expertise for mission area planning on close air support, interdiction, and counter-air.

32.9.22.3.5. Provides advice and coordinates conventional munitions programs related to Foreign Military Sales.

32.9.22.3.6. Participates in Air Force, JCS, OSD and other studies involving conventional munitions.

32.9.22.3.7. Reviews and provides input on all conventional munitions MNSs and development of all weapons-related Mission Need Statements.

32.9.22.3.8. Provides briefings and other source material on munitions related subjects for presentation to government officials at all levels.

32.9.22.3.9. Supports the requirements process as outlined in AFPD 10-6 for all conventional and advanced technology weapons (air-to-air, air-to-surface, and surface-to-surface).

32.9.22.3.10. Supports Defense Acquisition Board (DAB) activities for weapons programs.

32.9.22.3.11. Monitors all pre-milestone 0 research and development efforts for potential weapons programs.

32.9.22.3.12. Provides the Air Staff program element monitor (PEM) or requirements advocate for WRM Ammunition, CALCM, HAVE NAP, HARPOON, MAVERICK, Munitions Training Items, Hard and Deeply Buried Targets, Non-lethal Weapons, Joint Air-to-Surface Missile, Joint Stand-Off Missile, Agent Defeat Weapon, Sensor Fuzed Weapon, Joint Direct Attack Munitions, Wind Corrected Munitions Dispenser

32.9.22.4. AF/XOR PEM responsibilities include:

32.9.22.4.1. Maintaining program data required for program documentation, including Congressional and OSD reports.

32.9.22.4.2. Responding to programmatic and Congressional questions concerning requirements, funding, or modifications.

32.9.22.4.3. Interfacing with major commands (MAJCOMs) on the implications of PPBS action on assigned program elements (PEs).

32.9.22.5. For the DCS:

32.9.22.5.1. Monitors and coordinates requirements for weapons program in conjunction with applicable Air Staff, Air Force Secretariat, and Joint Staff offices.

32.9.22.5.2. Prepares and reviews congressional hearings and testimony on all requirement aspects of weapons programs.
32.9.22.5.3. Supports the Global Reach-Global Power resource allocation teams during preparation of the POM.

32.9.22.6. For the Directorate:

32.9.22.6.1. Prepares and reviews the nuclear deterrence inputs to the Chairman’s Program Assessment (CPA) and Joint Strategic Planning Document (JSPD).

32.9.22.6.2. Processes Program Budget Decisions (PBDs) and Program Decision Memorandums (PDMs) affecting weapons programs.

32.9.22.6.3. Assists in developing Air Staff positions for the CPA and Defense Guidance (DG).

32.9.22.6.4. Focal point for nuclear deterrence force structure funding information used by the Air Staff in Strategic Arms Reduction Talks (START) proposals affecting the United States Air Force (USAF) force structure.

32.9.22.6.5. Monitors OSD’s preparation of issue papers during the Program/Summer Review and develops appropriate USAF positions.

32.9.22.7. Other Responsibilities:

32.9.22.7.1. Participates in ad hoc nuclear deterrence committees and working groups with MAJCOMs, Headquarters United States Air Force (HQ USAF) directorates and OSD elements.

32.9.22.7.2. Participates in ad hoc committees and working groups for Air Force and joint weapons development programs.
32.10. Directorate of Space Operations & Integration (AF/XOS)

32.10.1. Creates, advocates, and facilitates space operations, space launch operations, modernization, ranges and infrastructure, space control and offensive and defense counter-space systems and activities. The XOS also manages guides integration of space capabilities into USAF, joint, and coalition operational warfare.

32.10.2. Develops operational policy and guidance for Air Force space activities.

32.10.3. Serves as the focal point within the DCS/ Air & Space Operations for space operations issues, policy and advocacy.

32.10.4. Provides HQ USAF space operational expertise and oversight and act to further integrate air and space operations within all Air Force activities.

32.10.5. Manage weapons system program elements and provides space operational interface to Planning Programming and Budgeting System activities.

32.10.6. Responsible for, but not limited to:

32.10.6.1. Developing space operational policy guidance.

32.10.6.2. Serving as a single focal point of contact for space operations issues.

32.10.6.3. Representing the Air Force on joint, OSD, and interagency space issues and forums.

32.10.6.4. Further integrating space operations into combat aerospace force.

32.10.6.5. Further integrating space capabilities into joint, national, and allied operations.

32.10.6.6. Ensuring Air Force doctrine on space operations guides requirements, policies, plans, programs and strategies.

32.10.7. The Space Operational Division (AF/Xoso).
32.10.7.1. Provide the Air Staff single point of contact for expertise on specific satellites and space systems.

32.10.7.2. Develops policy and guidance and provides oversight and space operations expertise within HAF to ensure space operations support current and planned combat aerospace forces.

32.10.7.3. Addresses current space operational and force enhancement issues and provide situational awareness to Air Force senior leadership on current space operations and space systems.

32.10.7.4. Supports to Air Force, other Services, and US agencies requiring space systems support, information or access.

32.10.7.5. Responsible for the MILSATCOM, defense Meteorology Satellite Program (DMSP), Defense Support Program (DSP), navigation and other PEM.

32.10.7.6. Further, XOSO will be responsible for, but not limited to:

32.10.7.6.1. Status, readiness, and operations summary of all space blue order of battle.

32.10.7.6.2. Satellite operations and Air Force Satellite Control Network (AFSCN) support.

32.10.7.6.3. Navigation, DMSP, Satellite Communications (SATCOM), DSP operations.

32.10.7.6.4. Daily space operations issues.

32.10.7.6.5. Space operations training.

32.10.7.6.6. Space crew management.

32.10.7.6.7. Total force daily space operations issues.

32.10.7.6.8. Space-based and ground-based warning.

32.10.8. The Space Ranges and Infrastructure Division, (AF XOSR)

32.10.8.1. Lead for all operational aspects of U.S. spacelift, launch and space range, and satellite control network capabilities to include status, plans, and activities.

32.10.8.2. Develop operational policy and guidance and provide oversight and expertise within HAF to ensure Air Force spacelift, range, and satellite control network activities support the full range of launch requirements.

32.10.8.3. Advises the Air Force Council, CSAF and SecAF on launch and satellite control network control programs.

32.10.8.4. Provides situational awareness to Air Force senior leadership on current launch operations and systems status and development.

32.10.8.5. Provides support to Air Force, other Service, government, and civilian agencies as well as private companies requiring spacelift, range, and satellite control network resources, information, or access.

32.10.8.6. Works with XOOR and AF/TE to fully integrate air and space ranges within the Air Staff.

32.10.8.7. Manages spacelift, space launch range, satellite control network and other associated PEMs to ensure operational requirements are met.
32.10.8.8. Prepares and presents spacelift and ranges budget and decision packages to all levels of AF, OSD, OMB and Congress. The division coordinates, with National, DoD, civil, and commercial agencies for spacelift and satellite operations support, operational requirement, joint opportunities, and memorandums of agreement.

32.10.8.9. XOSR is responsible for, but not limited to:

32.10.8.9.1. Heritage Systems.

32.10.8.9.2. Evolved Expandable Launch Vehicle integration into operations.

32.10.8.9.3. Space range operations and support.

32.10.8.9.4. Current space launch operations issues.

32.10.8.9.5. Range interfaces.

32.10.9. Space Integration and Space Operations Policy Division (AF/XOSI)

32.10.9.1. Responsible for program integration and space operations policy.

32.10.9.2. Develops and implements operational policies and concepts, doctrine, plans, programs and integration and interoperability standards to ensure effective space operations and better integration of Air Force space in joint, national, allied and other operations.

32.10.9.3. Ensures normalized space operations compliant air operations structures, processes and procedures.

32.10.9.4. Advocates for development of systems to apply combat force and support from space and the migration of force application to space.

32.10.9.5. Observes, advises and participates in exercise planning to advocate inclusion of space capabilities as well as work special USAF projects, program and inquiries from external agencies.

32.10.9.6. Plans for the proper long-term role of XOS within the Air Staff.

32.10.9.7. Responsible for, but not limited to:

32.10.9.7.1. Aerospace integration.

32.10.9.7.2. Space personnel career and leadership development.

32.10.9.7.3. NRO-USAF integration.

32.10.9.7.4. Space operations policy.

32.10.9.7.5. Allied integration.

32.10.9.7.6. Operational programming interface.

32.10.9.7.7. USAF TENCAP, MERIT, and other related issues.

32.10.9.7.8. Integration of Reserve and Air National Guard forces into space operations.

32.10.9.7.9. Space Warfare Center, Weapons School, Air Operations Center issues.
32.10.7.10. QDR and Congressional space operational issues.

32.10.10. Space Control Division (AF XOSC)

32.10.10.1. Provides the Air Staff a single point of contact for information on all aspects of space control capabilities, status, plans, and activities.

32.10.10.2. Develops policy and guidance and provides oversight and space control expertise within HQ USAF.

32.10.10.3. Advocates for development of space control capabilities, permissive rules of engagement, and to eliminate unnecessary security over-classification and compartmentalization.

32.10.10.4. Observes, advises and participates in exercise planning to advocate inclusion of space control capabilities.

32.10.10.5. Examines electronic warfare interfaces to space, work issues involving special AF projects, and programs and assesses the probability and impact of foreign space control capabilities against U.S. and allied space systems.

32.10.10.6. Performs the following activities:

32.10.10.6.1. Advocates for development of space control capabilities for Space Situational Awareness (SSA), Defensive Counterspace (DCS), and Offensive Counterspace (OCS).

32.10.10.6.2. Provides expertise in SSA to include current space surveillance network, potential space-based solutions, requirement and cost drivers, national systems and intelligence community interfaces.

32.10.10.6.3. Provides expertise in DCS to include current space system protection and satellite control, current and projected space threat, DCS concepts of operation, threat detection/attack reporting alternatives, requirements and cost drivers, and survivability technologies.

32.10.10.6.4. Provides expertise in OCS to include current and project space threat and space order of battle, OCS concepts of operation, potential architects and concepts, requirements and cost drivers, command and control, security and policy issues, national system considerations, and supporting technologies.

32.10.10.6.5. Provides subject matter expertise to develop CONOPS with AFSPC and support development of space control requirements through participation in Analyses of Alternatives (AoA), and the CSOC and JROC processes.

32.10.10.6.6. Includes PEMs for Space Control and Spacetrack program elements. Advocates, builds, defends annual budget through the requirements, acquisition, and PPBS process. Drafts and coordinates Program Management Directives (PMD) for applicable programs.

32.10.10.6.7. Develops and advocates appropriate security guidelines and rules of engagement for space control capabilities.

32.10.10.6.8. Advises and participates in exercise and operations planning to advocate inclusion of space control capabilities and obtain necessary coordination.

32.10.10.6.9. Assesses potential impact of foreign space control capabilities against U.S. and allied space systems and recommends appropriate defensive measures.
32.10.10.6.10. Examines intelligence and electronic warfare applications and interfaces to space control. Works to improve synergy with intelligence community resources to enhance space situational awareness (SSA) and complement traditional space surveillance products.

32.10.10.6.11. Develops requirements, operational policy, and coordinated approaches to an integrated air/space/IO range with applications for space control test, evaluation, exercises and training.

32.10.10.6.12. Reviews and/or drafts Air Force and joint doctrine pertaining to space control. Ensures that space control CONOPS are consistent with overarching USAF CONOPS, requirements, policy and doctrine.

32.10.10.6.13. Reviews and recommends changes to Air Force and DoD operational policies pertaining to space control. Identifies gaps in policy or doctrine and drafts recommended changes or supplements.

32.10.10.6.14. Coordinates with OSD, Joint Staff, intelligence community, other HAF elements, MAJCOMs, interagency partners, and others on space control matters.

32.10.10.6.15. Works issues involving special USAF projects.

32.10.10.6.16. Conducts special studies, coordinates recommendations, develops action plan, and organizes HQ USAF structures to oversee implementation of the recommendations.

32.10.10.6.17. Develops analysis plans, performs operational assessments, and develops issue papers, white papers, and other products for the Quadrennial Defense Review (QDR), AF Science Advisory Board studies, Defense Science Board studies, AFSAA studies, and Title X wargame assessments.
32.11. Directorate of Weather (AF/XOW). The Directorate of Weather:

32.11.1. Develops doctrine, policy, requirements, and standards for weather support to the Air Force, Army, designated unified commands, and national programs.

32.11.2. Evaluates weather support effectiveness.

32.11.3. Plans, programs, and budgets for weather resources; manages the $500 million per year weather program.

32.11.4. Directs the 1,100-person Air Force Weather Agency (AFWA) Field Operation Agency (FOA).

32.11.5. Functional manager for the enlisted, officer, and civilian weather career fields.

32.11.6. Lead 14 IPTs to develop and execute reengineering solutions to both long and short-term problems to ensure effective and efficient weather operations in support of AF, Army, SOF, National Programs, joint and coalition operations.

32.11.7. Leads effort to build common operating policies and procedures between the services, and other government agencies (e.g., DOC, DOT, NASA, and OFCM).

32.11.8. Maintains AFW Today Home Page for field awareness of reengineering actions.

32.11.9. Develops and implements mid- and long-range plans for the organization, equipment, manpower, and technology necessary to meet future USAF and Army weather requirements. Air Force advocates for weather requirements.
32.11.10. Advises directorate staff and MAJCOM functional managers regarding career field, manpower, personnel utilization, training, operations policy and procedures, and technology acquisition issues.

32.11.11. Plans, programs, and budgets for USAF resources and manages execution of the USAF weather program.

32.11.12. Interfaces with the other services, DoD, other Federal Departments, and international organizations concerning coordination, cooperation, and standardization/interoperability of weather services.

32.11.13. Directs and provides oversight for weather support to National and Special Access Required (SAR) programs.


32.11.15. Interfaces with the Department of the Army concerning operational weather support to Army forces.

32.11.16. Policy Division (AF/XOWP) The Policy Division:

32.11.16.1. Establishes and interprets Air Force policy and doctrine in support of and in coordination with the JCS, unified and specified commands, the Air Force and Army commands, and other agencies (e.g., FAA, NWS, NOAA, OFCM, and NASA).

32.11.16.2. Develops USAF weather operations policy and procedures to ensure effective and efficient weather operations in support of AF, Army, SOF, National Programs, joint, and coalition operations.

32.11.16.3. Develops Air Force instructions on weather support policy.

32.11.16.4. Ensures AF weather operations agree with DoD and joint guidance; service roles and missions; and interagency agreements.

32.11.16.5. Coordinate on basic Air Force doctrine.

32.11.16.6. Formulates and coordinates on joint and basic policy and doctrine for weather operations.

32.11.16.7. Coordinates with the Air Force Doctrine Center, Army Navy, and Marines on joint doctrine and related matters.

32.11.16.8. Lead agent for Joint Pub 3-59, METOC.

32.11.16.9. Review, comment on and coordinate Joint-level doctrine documents within XO.

32.11.16.10. Assesses DoD directives, joint publications, and interservice/interagency weather support agreements to ensure consistency with service roles and missions.

32.11.16.11. Develop weather and space environment operations policy and doctrine for joint operations.

32.11.16.12. Supervises Navy-Air force cooperative agreements and suspense’s.

32.11.16.13. Develops wartime tasking guidance and policy for the weather functional area.

32.11.16.15. Ensures AF weather operations agree with DoD and joint guidance; service roles and missions; and interagency agreements.

32.11.16.16. Establishes AF deliberate and contingency/crisis action planning policy for the weather and space environmental functional area in support of there JCS, unified commands, and AF and Army commands.

32.11.16.17. Develops basic AF doctrine and apportionment for resources in the War and Mobilization Plan, Volume 3, Part 2, and/or the Expeditionary Air Force Construct, and manages AF weather worldwide deployment capability packages.

32.11.16.18. Validate AFW’s UTC availability list. Review OPLAN TPFDDs for proper force mix during the force requirements determination stages to ensure weather UTCs are being properly used and tasked.

32.11.16.19. Continuity of Operations-Department of the Air Force (COOP-DAF) Emergency Planning Coordinator: Prepare and maintain AF/XOW’s COOP plan and COOP program continuity book. Ensure AF/XOW manpower authorizations assigned against each unit manpower document (UMD) adequately fulfill HQ USAF functional requirements for a relocated or reconstituted HQ USAF. Train tasked personnel on COOP-DAF and AF/XOW COOP plan. Maintain AF/XOW specific workspaces, files databases, and equipment at the AFEOC.

32.11.16.20. Coordinates the wartime tasking of Air National Guard weather flights and AFRES individual mobilization augments.

32.11.16.21. International Weather Policy: Develop policies for foreign nations to use to request USAF weather services and data to ensure effective and efficient weather operations in support of joint and coalition operations. Coordinate with SAF/IAD, legal office, Public Affairs, and other HQ USAF offices, on release of AFW data, weather services and information. Attend International (NATO, Canadian-US (CANUS)) meetings on meteorology. Prepares presentations for international meeting on meteorology.

32.11.16.22. Develop and recommend AFW positions to US chair to international meetings (NATO, CANUS).

32.11.16.23. Congressional and Government Agency Inquiries: Develop and coordinate replies to quick turn around, high priority Congressional, State Department, and other agency tasks.

32.11.16.24. Manages annual weather awards programs.

32.11.16.25. Serves as the policy focal point and works policy related issues for the following:

32.11.16.26. Use of standard Air Force meteorological equipment in support of Air Force, Army, Special operations, national programs, and joint and coalition operations.

32.11.16.27. Use of the automated weather observing system.

32.11.16.28. Requirements for Next Generation Weather Radar system.

32.11.16.29. Post-Milestone 1 acquisition programs.

32.11.16.30. Oversight of AF Instructions on weather support.

32.11.16.31. Metrics program to evaluate of AF Weather, including the performance of fixed and tactical weather sensing equipment.

32.11.16.32. Military Aircrew Information Service.
32.11.16.33. Develops, in coordination with HQ DA (DAMI-POB) all operational weather support policy related to, or potentially impact the Active and Reserve Component Army, including support from Aerospace Expedition Forces.

32.11.16.34. Leads the AF effort to develop AR 115-10/AFJI 15-157, Weather Support for the U.S. Army.

32.11.16.35. Provides functional guidance to the Weather Branch of the Operations, Plans, and Programs Directorate, National Guard Bureau (NGB).

32.11.16.36. Provides functional guidance to the USAF Reserve Individual Mobilization Augmentee Weather Program.

32.11.16.37. Develop in coordination with HQ DA (DAMI-POB) and the U.S. Army Intelligence Center all tactical weather support doctrine related to, or potentially impacting the Active and Reserve Component Army.

32.11.16.38. Leads the AF effort to develop FM 30-81/AFJPAM 15-127, Weather Support for Army Tactical Operations.

32.11.16.39. Directs effort to ensure systems interoperability of the Army’s Integrated Meteorological System with Air Force equipment and support concepts, and consistency with AFW procedures, policy, and doctrine.

32.11.16.40. Develops and coordinates support to operational and contingency/crisis planning.

32.11.16.41. Establishes and directs AF readiness (Status of Resources and Training System SORTS) policy and reporting procedures for the weather and space environmental support functional area.

32.11.16.42. Validates AF weather and space environment concepts of operations for CINC OPLAN.

32.11.16.43. Functional manager for HQ USAF directed exercises.

32.11.16.44. Augments the AF Crisis Action Team and the Site R team to resolve equipment and manpower issues and reallocate taskings between MAJCOMs as deployments unfold.

32.11.16.45. Establishes deliberate/execution planning policy and guidance for inclusions of weather resources in war and contingency plans.

32.11.16.46. Review AFW wartime operational requirements to ensure UTC configurations and mission capabilities support wartime tasking.

32.11.16.47. Represents the AF on the Office of the Federal Coordinator for Meteorological Services and Supporting Research Committee for Basic Services and oversees activities of subordinate working groups.

32.11.16.48. Develops weather and space environmental support policy and doctrine in support of the DOD On-site Inspection Agency (OSIA).

32.11.16.49. Validates and coordinates weather requirements for OSIA enforcement of treaties between the US and foreign countries.

32.11.16.50. USSAF focal point with the AFRES, NGB, Army, and major commands on policy issues related to weather operations.

32.11.17. Resources Division (AF/XOWR).

32.11.17.1. Conduct mid and long-range manpower and organization planning.
32.11.17.2. Accomplishes the following management of the enlisted, officer, and civilian weather career fields. Grants waivers for entry, award, or retention of weather AFSC.

32.11.17.3. Oversees the functional management of the enlisted, officer, and civilian weather career fields.

32.11.17.4. Oversees the training of the enlisted, officer, and civilian weather.

32.11.17.5. Works with AF/DP to establish Trained Personnel Requirements for the weather career field.

32.11.17.6. Responsible for conducting the Utilization and Training Workshops for the weather career field.

32.11.17.7. Serves as HQ USAF focal point to Air Education and Training Command (AETC) concerning weather training requirements.

32.11.17.8. Manages advanced academic degree requirements—represents weather advanced degree requirements to the Air Force Education Review Board.

32.11.17.9. Serves as liaison to Air Force Academy on weather undergraduate education requirements.

32.11.17.10. Manages force structure requirements for the weather career field.

32.11.17.11. Determines overarching manpower requirements that affects entire weather career field supporting AF, Army, FAA, NASA, CIA, NS, Unified/Specified Commands, NCA, NAVY, JCS, and SecAF National Programs and operations.

32.11.17.12. Serves as functional manager for development and currency for Air Force Manpower Standards for weather organizational structures, personnel incentives, grade allocations, weather assignment process, and special manning points.

32.11.17.13. Works with AF/XP to validate manpower-programming transactions.

32.11.17.14. Directs and coordinates all AFW FOA and cross-MAJCOM manpower transfers.

32.11.17.15. Responsible for overall weather career field sustainability and force and organizational structure. Oversees officer and enlisted accession rates, and initiates actions to attain accession quotas.

32.11.17.16. Interfaces with AF/XP to work enlisted grade allocations for weather career field.

32.11.17.17. Interfaces with AF/XP to determine and validate force structure requirements.

32.11.17.18. Develops policy and procedures for MAJCOM weather compliance with implementation of Air Staff CS&P guidance to ensure effective and efficient use of AF resources.

32.11.17.19. Accomplishes the following programming responsibilities:

32.11.17.20. Lead AF PEM responding to HQ USAF (Information Superiority Panel, AF Group, AF Board, AF Council, and SECAF in development of POM, BES, and PB) and OSD issues and questions concerning development, procurement, and sustainment for funding Air Force and Army weather support systems under PE 35111 to ensure standardized and maximized weather resources.

32.11.17.21. IPT chief to the Information Superiority Panel, AF Group, AF Board, AF Council, and SECAF in development of POM, BES, and PB for PE 35117, PE 35111, PE 53112, and PE 53124. Advocates and defends weather funding to panel meetings relative to all PPBS exercises. Coordinates with IPT member PEMs on
organizing, preparing, and providing detailed program reviews to IS Panel; ensures the AF Weather total force requirements are met.

32.11.17.22. Participates in Air Force Weather Agency Program Management Integrated Product Teams. AF/XO Focal Point for Program Management (IWSM) Program.

32.11.17.23. Serves as program element monitor (PEM) for acquisition of Air Force standard weather and space environmental support systems—planning and programming for Air Force standard weather and space environmental support systems.

32.11.17.24. Serves as PEM for AFW operations and maintenance planning and programming for AFW resources.

32.11.17.25. Serves as PEM for AFW communications.

32.11.17.26. Coordinates and advocates funding and manpower for weather/NOTAMS communications.

32.11.17.27. Monitors execution year and budget year AFW financial actions.

32.11.17.28. Respond to the HQ USAF Information Superiority Panel, AF Group, AF Board, AF Council, and SECAF in development of the AF Program Objective (POM), Budget Estimate Submissions (BES), and the President’s Budget (PB).

32.11.17.29. Serves as focal point for all weather budgetary issues for the Information Superiority Panel.

32.11.17.30. Coordinates and integrates MAJCOMs’ activities in program management for AF standard weather systems, military pay, and operations and maintenance funding.

32.11.17.31. Interfaces with congressional staff and federal agencies on budgetary issues.

32.11.17.32. Reviews, submits, defends AFWA unfunded requirements, and advocates for MAJCOM unfunded to SAF during the BER, IBRC, and OBRC reviews.

32.11.17.33. Interacts with HQ USAF/IL on acquisition and logistics resource issues involving Air Force standard weather and space environmental support system acquisitions.

32.11.17.34. Interacts with HQ AWS, the Sacramento Air Logistics Center, ESC, Space and Missile Systems Center, and system a program officer concerning major program logistics issues.

32.11.18. Plans and Division (AF/XOWX)

32.11.18.1. Develops plans identifying mission objectives for weather and space environmental support, required operational support capabilities, and strategies to achieve objectives.

32.11.18.2. Directs weather force structure planning, operational support concept, and architecture development, and weather capability roadmap formulation.

32.11.18.3. Develops strategic air and space weather plans linking national military strategy and Air Force and Army mission objectives with programming and budgeting actions.

32.11.18.4. Ensures Joint, AF, and MAJCOM documents addresses weather support requirements and weather impacts to new systems.
32.11.18.5. Develops Air Force Weather policy covering the exploitation of global weather information to achieve information dominance.

32.11.18.6. Directs the application and translation of information into revolutionary applications for the warfighter and the integration of information with the global awareness, including real time information to the cockpit.

32.11.18.7. Develops joint interoperability plans to ensure integrated support to joint operations.

32.11.18.8. Works with counterparts in developing plans and programs to identify and predict the affects of the space environments on weapons systems.

32.11.18.9. Develops concepts and identifies objectives for mission tailored applications of space environmental weather impact.

32.11.18.10. Develops Air Force space weather doctrine and strategy for DoD space operations, National Programs, and intelligence agencies, integrated with the AF strategic planning process.

32.11.18.11. Integrates air and space data collection, analysis, forecasting, tailored products, and communication architecture programs into coherent framework.

32.11.18.12. Air Staff weather focal point for Mission Need Statements and Operational Requirements Documents and ensures Joint, AF, and MAJCOM documents address weather support requirements and weather impacts to new systems.

32.11.18.13. Manages the Air Force Weather Functional Area Plan which maps the 25-year plan for modernization of global forecast production centers, base-level units and tactical forces.

32.11.18.14. Manages requirement process and documentation for Air Force weather developmental programs.

32.11.18.15. Evaluates AF strategic planning requirements and plans and directs acquisition.

32.11.18.16. Ensures these centralized facilities have resources and technology to continuously receive and process all worldwide air and space weather data and to generate operationally tailored ground, aviation, and space products to support AF, Army Unified commands and National Programs.

32.11.18.17. Oversees functions of the DoD Executive Agent for Air and Space Modeling and Simulation to ensure weather effects and processes are included in all DoD M&S efforts. Oversees AF weather support to development of new Joint M&S Programs. Identifies and fields the environmental M&S software needed to ensure environmental effects are fully accounted for in current and future M&S software.

32.11.18.18. Monitors acquisition programs to Milestone 1.

32.11.18.19. Directs planning for quick-turn transition of viable technology.

32.11.18.20. Evaluates research and technology developed by Air Force and national laboratories, universities, government agencies, and contractors.

32.11.18.21. Ensures leading-edge technology is leveraged or transitioned into AF operations.

32.11.18.22. Develops policy, programs, and concepts to exploit and apply weather technology and R&D to the overall AF strategic planning process.

32.11.18.23. Ensures AFW technical requirements are prioritized, consistent with AF needs.
32.11.18.24. Coordinates AFW and Air Force Material Command efforts to develop technology plans.

32.11.18.25. Develops operational concepts, employment/development strategies, and manages AF requirements for the joint DoD/DoC/NASA National Polar-orbiting Operational Environmental Satellite System (NPOESS) Program, the Defense Meteorological Satellite Program (DMSP), and other weather satellite programs.

32.11.18.26. Ensures that real-time worldwide data collection, processing, and production of tailored products for the warfighter evolve to support new weapon systems and changing military strategy.

32.11.18.27. Manages development of AF acquisition programs for centralized operational computer processing facilities and base/post fixed and tactical combat weather systems to provide support Army and AF ground and air operations worldwide.

32.11.18.28. Coordinates with AF/SC on AF-wide requirements for weather communication architectures, data management objectives, and connectivity to command and control systems.

32.11.18.29. Develops and manages Mission Need Statements (MNS) and Operational Requirements Division (ORDs) for base/post and tactical combat weather systems to provide responsive and durable systems to support Army and AF ground and operation worldwide.

32.11.18.30. Lead on Air Force/Army/Navy effort to transition services’ data processing architectures to a single future joint system.

32.11.18.31. Interfaces with other Federal government agencies, the Office of the Secretary of Defense, the Joint Staff, the military departments, and international organizations, concerning weather and space environmental support planning.

32.11.18.32. Directs cooperative initiatives supporting National Programs to identify opportunities to obtain weather information from non-traditional sources.

32.11.18.33. Leads AFW’s Y2K planning. Identifies over 100 weather system’s Y2K sensitivities, and helps plan end-to-end tests of weather systems. Presents status reports to AF and DoD Y2K representatives.

32.11.18.34. Directs AFW’s participation in major AF programs, e.g. RAF. Ensures documentation of AFW concerns in policy documents and procedures. Communicates program principles to field units and advocates their issues to Air Staff organizations.

32.11.18.35. Provides Air Staff oversight, from a functional perspective, for personnel supporting new technology programs (ABL, JSTARS, etc), ensuring previously undefined weather sensitive are identified and plans made to meet these sensitive are on-track.
32.12. Directorate of Plans (AF/XOX) The Directorate of Plans

32.12.1. Responsible for operational strategy and doctrine, operational politico-military analysis, and war and mobilization planning for the Air Staff. Air Force focal point for developing and integrating operational strategies, operational concepts, policies, and plans to support the warfighters employment of aerospace power and the Expeditionary Aerospace Force (EAF). Harmonizes Air Force participation in the Joint and Regional War and Mobilization Planning communities, operator and warfighter talks with Allies and other services.

32.12.2. When tasked, develops and articulates the Air Force position on issues before the Joint Chiefs of Staff and the National Security Council. Develops policies, strategies and objectives for structuring and using aerospace forces to meet national security objectives. Operational proponent for long-range planning, concepts and doctrine, unilateral and joint war planning, special operations mission definition and measurement, and aerospace capabilities. Formulates new initiatives. Prepares operational inputs to the Air Force Strategic Plan on policy and strategy-related force structure proposals.

32.12.3. Is the XO focal point for AF CONOPS 2020, JT CONOPS, and the AF CONOPS website. Provides consolidated XO inputs the Air Force Strategic Plan for Assessment of Risk and impact of surge operations on the Air Force in concert with current and short-range operational evaluations by AF/XOO. The XO lead for the Deliberate/Crisis Action Planning and Execution Segment (DCAPES), the Air Force Strategic Planning System and Unit Type Code (UTC) oversight.

32.12.4. Develops regional and national plans and policies to meet Air Force component of US National military strategies and objectives

32.12.5. Strategy, Concepts, and Doctrine Division (AF/XOXS)

32.12.6. Serves as the Air Staff’s operational strategy think tank, advocating the proper role for aerospace power worldwide. Serves as the critical operator voice linking AF CONOPS to Air Force strategy, plans, and programming functions. Responsible for developing policy and guidance for the Air Force on Expeditionary Aerospace Forces (EAFs).

32.12.7. Manages the AF CONOPS website and is a member of the XO CONOPS Impact Response Team (CIRT) Working Group.
32.12.8. Supports XO time-sensitive taskings with regard to linking AF CONOPS to other HAF concepts, programs and briefings.

32.12.9. Develops briefings, white papers, and think pieces from an operational perspective on topics of critical importance to Air Force senior leadership.


32.12.11. Is the HAF focal point for Joint Strategic Planning System (JSPS) and liaison with AF/XOJ for JCS Program Assessment, Joint Military Net Assessment and strategy review efforts.

32.12.12. Prepares inputs to and reviews the Secretary of Defense (SECDEF) Annual Report to the President and Congress.

32.12.13. Contributes AF CONOPS and EAF inputs to the annual Posture Statement and other operational inputs to congressional reports, as directed.

32.12.14. Serves as the HAF point of contact for Joint Doctrine and Allied Joint Publications.

32.12.15. Serves as the XO office of primary responsibility for annual Warfighter Talks and Capstone preparation.

32.12.16. Is the XO Liaison for School of Advanced Airpower Studies (SAAS), Advanced Warfighting Schools (AWS) and Joint Doctrine Air Campaign Course (JDACC).

32.12.17. XO lead for Quadrennial Defense Review (QDR) and all related activities.

32.12.18. XO focal point for EAF concepts and outreach program.


32.12.19.1. Provides the best wartime and contingency planning policies, guidance, and systems to the Air Force. Responsible for supporting expeditionary war planning, execution processes and resolution of mobilization issues. Ensures the above is consistent with Air Force strategic direction, long-range planning, and the joint planning architecture and implementation of the Expeditionary Aerospace Force.

32.12.19.2. Responsible for Air Staff positions on mobility and deployment issues for deliberate and crisis action planning. Manages programs, maintains and develops documents in the joint and interagency environment in support of the Joint Strategic Planning System (JSPS). Executes strategic planning responsibilities and provides military advice to the National Command Authority (NCA). Provides formal input through Air Staff coordination as OPR for the Contingency Planning Guidance (CPG) and the Joint Strategic Capabilities Plan (JSCP) to feed the Planning, Programming, and Budget System (PPBS).

32.12.19.3. Is the Air Force office responsible for the CPG, a document issued annually by the SECDEF. The SECDEF provides guidance on contingency planning through the CPG that prioritizes regional objectives and directs the development of theater engagement plans. The content of the CPG is reflected in the JSCP.

32.12.19.4. Serves, as the Air Force voice for the JSCP, which provides the strategic direction, required to focus the deliberate planning efforts of the combatant commanders. It is the link between strategic planning accomplished through the JSPS and joint operation planning conducted through the Joint Operational Planning and Execution System (JOPES). XOXW provides inputs to Joint Staff regarding JSCP force apportionment tables that are incorporated into the JSCP. Facilitates resolution of issues related to apportionment of forces. Air Force representative at the Joint Deliberate Planning conferences.
32.12.19.5. Designated as the owner of the War and Mobilization Plan (WMP) System. Air Force taskings are pulled from the JSCP and manipulated in the WMP system. WMP initiates and coordinates the development, compilation, analysis, revision, and publication of the War Mobilization Plans, Volumes 1 through 5, and Readiness Spares Packages (RSP). Specifically:

32.12.19.5.1. **WMP-1: Air Force War and Mobilization Plan.** Describes how the Air Force supports the JSCP.

32.12.19.5.2. **WMP-2: Index of Air Force Plans.** Provides an index of all plans produced by the Air Staff, MAJCOM and component levels.

32.12.19.5.3. **WMP-3:** Segregated into three parts by functional area:

32.12.19.5.3.1. **Part-1: Combat Forces.** Apportions all aviation assets to the CINCs, down to the wing level, in accordance with the JSCP.

32.12.19.5.3.2. **Part-2: Support Forces.** Provides all forces in support of the CINCs and aviation assets.

32.12.19.5.3.3. **Part-3: Unit Type Codes (UTC).** Provides codes identifying particular capability.

32.12.19.5.4. **WMP-4: Wartime Aircraft Activity.** Identifies programming and wartime capabilities factors for each particular aircraft design. Used to determine sortie rates.

32.12.19.5.5. **WMP-5: Wartime Planning Factors.** Provides wartime logistical planning factors used by the CINCs.

32.12.19.6. Reviews and verifies the Readiness Spares Packages (RSP), the document within the WMP system that authorizes spares for aviation units and provides flying hour computation for aviation forces.

32.12.19.7. Maintains the Core UTC package (CUP) database within the WMP system. The Core UTC package concept is a methodology to improve the overall combat capability of the Air Force allowing units to plan, train and exercise with the command structure that will be deployed to their planned wartime location.

32.12.19.8. Responsible for the Air Force Worldwide UTC Availability System (AFWUS) database; containing over 33,000 records on every AF UTC available for use in deliberate and steady state planning.

32.12.19.9. Reviews and verifies availability of major combat forces in MAJCOM generated Time Phased Force and Deployment Data (TPFDDs) developed to support operation plans, concept plans and Total Force Assessment (TFA).

32.12.19.10. Develops and advocates the Air Force position for the *Forces for Unified Commands*, which reflects the peacetime assignment of forces to Unified commanders. The tables in the document indicate the corresponding numbers of associated primary authorized aircraft and equipment where appropriate.

32.12.19.11. Sponsors Air Force Component sourcing conferences for the sourcing of all Air Force records for upcoming Joint TPFDD conferences (Forces, Logistics, and Transportation conferences).


32.12.19.14. Serves as the Air Staff focal point for the AEF planning process. Interfaces with the AEF Center (AEFC) regarding UTC efforts, coordination with the AEFC on AEF sourcing conferences, Functional Area
Manager (FAM) interface and the relationship between the AEFs and OPLAN guidance. XO contact for AEFC liaison personnel.

32.12.19.15. Provides guidance to the Air Force planning community by publishing AFMAN 10-401, *Operational Plan and Concept Plan Development and Implementation.* This manual is the Air Force “Planners Bible,” incorporating information on UTC development, FAM responsibilities, and all functional area planning guidelines.


32.12.19.18. Provides contingency Air Force war planning and mobilization Presidential Reserve Call-up (PRC) support and augmentation for the Air Force Crisis Action Team (CAT). Supplements Continuity of Operations (COOP) activities. Provides necessary personnel for alternate site manning along with detailed description of duties and responsibilities.

32.12.19.19. Chairs the Contingency Operations Mobility Planning and Execution System (COMPES) Configuration Control Board (CCB). Leads the Air Staff deployment of functional areas of operations, logistics, manpower and personnel in requirement definition/selection, upgrades, maintenance and sustainment of COMPES. Chairs quarterly boards and calls ad-hoc CCB meetings to address system upgrades, testing of new versions and fielding new patches. Is responsible for configuration management and database administration of portions of the overall system.

32.12.19.20. Serves as the Air Force representative on Joint automated information planning and execution groups to include the Joint Operational Planning and Execution System (JOPES) User Advisory Group (UAG), Force Projection Working Group; also serves as a representative to the Joint Force Projection Automated Information System Requirements Office (JFPAISRO). Represents and advocates for Air Force interests on software structure, interfaces, testing and fielding of Joint planning and execution systems such JOPES, Joint Forces Requirements Generator (JFRG-II), and the Type Unit Characteristics (TUCHA) working group.

32.12.19.21. Serves as the Air Staff focal point for the Deliberate/Crisis Action Planning and Execution System (DCAPES). Air Staff advocate for DCAPES to the Joint Staff and Defense Information Systems Agency for interoperability issues regarding development and fielding of the segments. Leads the DCAPES Forces User Advisor Group, the operations community voice for development and requirements issues for compliance with the Air Force deployment and Joint Deployment Process.

32.12.19.22. Provides Air Staff an Operations focal point for Global Command and Control System (GC CCS) war planning and execution systems aspects. Acts as the JOPES functional manager for the Air Staff, approving requests for access and system administrating operations specific applications such as the War Mobilization Planning system.

32.12.19.23. Is the Air Staff functional point of contact for the Contingency Wartime Planners Course (CWPC); reviews and revises the curriculum annually and ensures sufficient quotas are allocated through the AF education review board.

32.12.19.24. Responsible for the management of the R-prefix and Special Employment Indicator (SEI). The R-Prefix and SEIs provide a means for tracking personnel training requirements and war planning trained/experienced personnel.


32.12.19.28. WMP System.


32.12.19.32. Maintains Core UTC package database.

32.12.19.33. Reviews and verifies availability of major combat forces in MAJCOM generated Time Phased Force and Deployment Data (TPFDDs) developed to support joint operation plans and Total Force Assessment (TFA).


32.12.19.35. Provides contingency Air Force war planning support and augmentation for the AFOC-CAT.

32.12.19.36. Serves as the AF/XO representative on the COMPES/DCAPES Configuration Control Board.

32.12.19.37. Serves as the AF/XO representative on the COMPES/DCAPES Interface Control Working Group (ICWG).


32.12.20. Regional Plans and Issues Division (AF/XOXX). The Regional Plans and Issues Division:


32.12.20.2. Develops Air Staff position on CINC planning initiatives. In concert with the Directorate of Operations and Training (AF/XOO), assesses deployment orders and/or requests for support to evaluate Air Force impact and supportability.

32.12.20.3. Serves as the HAF focal point for review of regional crisis action and deliberate war plans of DoD unified commands. Assess plans for adequacy, feasibility and acceptability. Reviews other joint, bilateral and multilateral war plans.

32.12.20.5. Assesses impact of formal alliances and regional country plans and programs on USAF mission capabilities and commitments.

32.12.20.6. Develops short- and mid-range assessments (think pieces) of the regional security environment and potential impact on the USAF.

32.12.20.7. Serves as Assistant Air Force Member of the US-Canada Permanent Joint Board on Defense (PJBD), Air Force Member of US-Canada Military Cooperation Committee (MCC), and military secretary of US-Canada Air Defense Responsibilities Sharing Working Group.

32.12.20.8. Develops Air Force position and represents Air Staff on matters regarding command arrangements and missions for unified, specified, component and combined regional commands (to include NATO military organizations).

32.12.20.9. Serves as the HAF lead for Operator-to-Operator and Airman-to-Airman Talks programs with foreign air forces. Contributes to development and execution of CSAF Counterpart Visit program.

32.12.20.10. Keeps senior Air Force leaders informed on regional issues and events that may impact Air Force operations.

32.12.20.11. Prepares CSAF, AF/XO, and AF/AXO for JCS "Tank" sessions involving regional operational issues.

32.12.20.12. Provides regional plans and issues expertise to crisis action team during contingency/crisis operations.

32.12.20.13. Accompanies senior Air Force leaders, as regional experts, on worldwide visits.

32.12.20.14. Provides Air Staff position and leads Air Staff participation in CINC’s Theater Engagement Plan (TEP) development and review, and other TEP-related activities.

32.12.20.15. In concert with AF/XOJ, provides Air Staff position on regional operational issues to both the Joint Staff and interagency organizations.

32.12.20.16. Represents the Air Staff on a variety of OSD- and Joint Staff-led working groups focused on regional security issues and force structure studies.

32.12.20.17. Prepares the CSAF and other senior leaders for semiannual CINC’s Conferences and regional air chiefs’ conferences (e.g. Pacific/Middle East, Conjefer, and NATO conferences).

32.12.20.18. Attends regional USAF air attaché and MILGROUP conferences.

32.12.20.19. Serves as the HAF focal point for:


32.12.20.19.2. USAF operational issues involving UN Peace Support Operations (PSO).

32.12.20.19.3. USAF policy and issues related to Small Scale Contingencies.
32.12.20.19.4. Operational assessment of security assistance and disclosure issues.

32.12.20.19.5. Air attaché selection and review process.

32.12.20.19.6. Development of information and travel books in support of USAF senior leader interaction with foreign officials and international travel.


32.12.20.20. Contributes to development of regional study topics for the Institute for National Security Studies (INSS) at the USAF Academy.

DAN G. JENSEN
Director, Plans and Programs
Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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<td>Enlistment Bonus</td>
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<td>Electronic Commerce/Electronic Data Interface</td>
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<td>EURO-NATO Joint Jet Pilot Training Working Group</td>
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<td>EPS</td>
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EQ  Environmental Quality
ES  Environmental Subsystem
ESC Electronic Security Command
ESE-BISS  Electronic Security Equipment - Base and Installation Security System
ESIP Embedded Software Improvement Program
EST  Enlisted Specialty Training
ETACCS European Theater Air Command and Control System
ETAG Enlisted Transportation Advisory Group
EVA Economic Value Added
EW  Electronic Warfare
EWIR Electronic Warfare Integrated Reprogramming
EWP Emergency War Plans
E&I Engineering and Installation
FAA Federal Aviation Administration
FACNET Federal Acquisition Computer Network
FACS Force Acquisition Cost System
FAM Fuels Automated Management
FAR Federal Acquisition Regulation
FASCAP Fast Payback Capital Investment Program
FAST Force Augmentation Status and Tracking System
FATS Future Aircraft Training System
FBS Future Budget System
FCFEC Fuels Career Field Enhancement Conference
FCT Foreign Comparative Test
FEORP Federal Equal Opportunity Recruiting Program
FEWS Follow-On Early Warning System
FFRDC Federal Funded Research and Development Center
FINPLAN Financial Plan
FIPS Fact Issue Papers
FLEP Funded Legal Education Program
FLITE Federal Legal Information Through Electronics
FMFIA Federal Manager’s Financial Integrity Act
FMI Functional Management Inspection
FMO Foreign Materiel Office
FMP Foreign Materiel Program
FMPB Foreign Materiel Program Board
FMS Foreign Military Sales
FMMSG Fuels Management Steering Group
FMWG Functional Management Working Group
FOA Field Operating Agency
FOFA Follow-On Forces Attack
FOIA Freedom of Information Act
FORSIZE USAF Force Sizing Exercise
FOWG Financial Oversight Working Group
FP Focal Point
FSA Family Separation Allowance
FW&A Fraud, Waste and Abuse
FYDP Future Years Defense Plan
F&FP Force & Financial Plan
GA Global Assessment
GAO General Accounting Office
GC3A Global C3 Systems Assessment
GDIP General Defense Intelligence Program
GDIPP General Defense Intelligence Proposed Program
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<td>GPS</td>
<td>Global Positioning System</td>
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<td>GR-GP</td>
<td>Global Reach-Global Power</td>
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<td>GS</td>
<td>General Schedule</td>
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<td>General Services Administration</td>
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<td>Headquarters Air Force Manpower Data System</td>
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<td>High Frequency</td>
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<td>Health Manpower Information System</td>
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<td>Headquarters</td>
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<td>Human Intelligence</td>
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<td>Industrial College of the Armed Forces Senior Acquisition Course</td>
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<td>Internal Control Program</td>
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<td>Interface Control Working Group</td>
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<td>Intelligence Data Handling Systems</td>
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<td>Intelligence Force Issues Committee</td>
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<td>Inspector General</td>
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<td>IIICEP</td>
<td>Interagency and Intergovernmental Coordination of Environmental Planning</td>
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<td>IJMS</td>
<td>Interim Joint Tactical Information Message System</td>
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<td>ILS</td>
<td>Integrated Logistics Support</td>
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<td>Information Management</td>
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<td>Individual Mobilization Augmentee</td>
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<td>Internal Management Controls</td>
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<td>Intelligence Management Coordination Group</td>
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<td>International Military Education and Training</td>
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<td>Interservice Training Review Organization</td>
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</table>
JA  Judge Advocate  
JAMB  Joint Airlift Movement Board  
JCALS  Joint Computer-Aided Acquisition and Life Cycle Support  
JCLIC  Joint Compliance and Inspection Commission  
JCS  Joint Chiefs of Staff  
JDS  Joint Deployment System  
JEDMICS  Joint Engineering Data Management Information Control System  
JEPP  Joint Emergency Evacuation Plan  
JESCG  Joint Environmental Satellite Coordinating Group  
JFIP  Japanese Facilities Improvement Program  
JFTR  Joint Federal Travel Regulation  
JIMPP  Joint Industrial Mobilization Planning Process  
JINTACCS  Joint Interoperability of Tactical Command and Control System  
JLB  Joint Logistics Board  
JLC  Joint Logistics Council  
JMNS  Joint Mission Need Statements  
JMPAB  Joint Materiel Priorities and Allocation Board  
JOPES  Joint Operation Planning and Execution System  
JOPESREP  JOPES Reporting System  
JOPS  Joint Operation Planning System  
JOSG  JTIDS Message Standard Working Group  
JPAM  Joint Program Assessment Memorandum  
JRMB  Joint Requirements Management Board  
JROC  Joint Requirements Oversight Council  
JS  Joint Staff  
JSA  Joint Service Agreement  
JSCP  Joint Strategic Capabilities Plan  
JSF  Joint Strike Fighter  
JSMB  Joint Surface Movement Board  
JSOR  Joint System Operational Requirements  
JSPD  Joint Strategic Planning Document  
JSPS  Joint Strategic Planning System  
JSR  Joint Strategic Review  
JSRC  Joint Service Review Committee  
JSTARS  Joint Surveillance and Target Attack Radar System  
JT&E  Joint Test and Evaluation  
JTFP  Joint Tactical Fusion Program  
JTIDS  Joint Tactical Information Distribution System  
JTMD  Joint Table of Mobilization Distribution  
JTR  Joint Travel Regulations  
JWCA  Joint Warfighting Capability Assessment  
LAN  Local Area Network  
LCCEP  Logistics Civilian Career Enhancement Program  
LCMS  Logistics Capability Measurement System  
LCOM  Logistics Composite Model  
LFT  Live Fire Test  
LIC  Low Intensity Conflict  
LLRW  Low-Level Radioactive Waste  
LL.M  Master of Laws  
LOAC  Law of Armed Conflict  
LOGFOR  Logistics Forces  
LOGRAMS  Logistics Application of Automated Marking and Reading Symbols  
LRC  Logistics Readiness Center  
LTDP  Long-Term Defense Program
MAA Mission Area Analysis
MAAG Military Assistance Advisory Group
MAD Mission Area Director
MAIS Major Automated Information System
MAJCOM Major Command
MANFOR Manpower Forces
MANREQ Wartime Manpower Requirements Exercise
MANTECH Manufacturing Technology
MAP Mission Area Plan
MAPSC Manpower Accession Policy Steering Committee
MAR Monthly Acquisition Report
MASINT Measurement and Signature Intelligence
MATAGS Maintenance Training Advisory Groups
MAWG Minority Accessions Working Group
MBI Major Budget Issue
MCAPs Major Command Automated Data Processing System Plans
MCC Mission Category Code
MCEB Military Communications-Electronics Board
MCP Military Construction Program
MCSS Military Clothing Sales Stores
MC&G Mapping, Charting and Geodesy
MDS Manpower Data System
MEDNEEDS Necessity Evaluation and Economic Documentation System
MEFPAK Manpower and Equipment Forces Packaging System
MEI Management Effectiveness Inspection
MEPRS DoD Medical Expenses and Performance Reporting System
MERIT Military Exploitation of Reconnaissance and Intelligence Technologies
MFH Military Family Housing
MFP Major Force Program
MIB Military Intelligence Board
MILCON Military Construction
MILDEPTS Military Departments
MILPERS Military Personnel
MILSATCOM Military Satellite Communications
MILSPETS Military Standard Petroleum System
MILTA Microcircuitry Technology in Logistics Applications
MIS Management Information Systems
ML Management Level
MLEB Management Level Evaluation Boards
MLR Management Level Review
MMRG Military Satellite Communications (MILSATCOM) Management Review Group
MMTR Military Manpower Training Report
MNFP Multi-National Fighter Program
MNS Mission Need Statement
MOP Memorandum of Policy
MOU Memorandum of Understanding
MPA Military Personnel Appropriation
MPET Manpower, Personnel, Education, and Training
MPF Military Personnel Flight
MPRC Military Personnel Readiness Center
MRTFB Major Range and Test Facilities Base
MSC Air Force Medical Service Corps
MSC Military Sealift Command
MSEL Master Scenario Events List
<table>
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<tr>
<th>Abbreviation</th>
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<td>Planning Input for POM Development</td>
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<td>PJBD</td>
<td>Permanent Joint Board on Defense PM Program Manpower</td>
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<td>Program Management Directive</td>
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<td>Program Management Responsibility Transfer</td>
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<td>Program Objective Memorandum</td>
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<td>POW/MIA</td>
<td>Prisoner of War/Missing in Action</td>
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<td>PPBS</td>
<td>Planning, Programming and Budgeting System</td>
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<td>POM Preparation Instructions</td>
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<td>PPLANS</td>
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<td>Priority Placement Program</td>
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<td>Periodic Review</td>
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<td>Priorities Review Group</td>
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<td>Primary Care for the Uniformed Services</td>
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<td>Research, Development, Test and Evaluation</td>
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<td>Research, Development, and Acquisition</td>
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<td>Reconnaissance Equipment and Materials</td>
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<td>Remotely Piloted Vehicle</td>
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<td>RSI</td>
<td>Rationalization, Standardization, Interoperability</td>
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<td>SAF Program Assessment and Reviews</td>
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<td>SARSAT</td>
<td>Search and Rescue Satellite</td>
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<td>Acronym</td>
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<td>SATCOM</td>
<td>Satellite Communication</td>
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<td>Space Based Infrared System</td>
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<td>Space Based Laser</td>
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<td>SBR</td>
<td>Space Based Radar</td>
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<td>Suspense Control Automated Tracking System</td>
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<td>Special Duty Identifier</td>
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<td>Survival, Evasion, Resistance and Escape</td>
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<td>Systems Engineering and Technical Analysis</td>
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<td>Supreme Headquarters Allied Powers Europe (NATO)</td>
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<td>Single Integrated Operation Plan</td>
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