

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

HAF MISSION DIRECTIVE 1-56

28 JANUARY 2016



**DEPUTY CHIEF OF STAFF
STRATEGIC PLANS AND REQUIREMENTS**

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(Lt Gen James M. Holmes)

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SUMMARY OF CHANGES.

This revised mission directive reflects the transfer of responsibilities associated with the 1 October 2014 Headquarters Air Force (HAF) reorganization and realignment toward AF/A5/8 initial operating capability (IOC). It substitutes all references to the *Deputy Chief of Staff of the Air Force (DCS), Strategic Plans and Programs (AF/A8)* with the *DCS, Strategic Plans and Requirements (AF/A5/8)*.

Attachment 1 of this publication delineates the authorities and responsibilities delegated to AF/A5/8 by the Secretary of the Air Force (SecAF), including the transfer of five delegated authorities reassigned from the former AF/A3/5. These include authorities associated with Department of Defense (DoD) Directive (DoDD) 2000.19E, *Joint Improvised Explosive Device Defeat Organization (JIEDDO)*; DoD Instruction (DoDI) 3000.04, *DoD Munitions Requirements Process (MRP)*; DoDD 3222.04, *Electronic Warfare (EW) Policy*; DoDD 5101.14, *DoD Executive Agent and Single Manager for Military Ground-Based Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (CREW) Technology*; and DoDD 5105.20, *Defense Representation, United States Mission to the North Atlantic Treaty Organization (USNATO) and Europe*. DoDI C-2005.01, *Freedom of Navigation (FON) Program (U) marked as Confidential* responsibility has been transferred to AF/A10.

Attachment 2 of this publication outlines the revised organizational structure, including the roles and responsibilities of subordinate AF/A5/8 Directorates.

1. Mission. The AF/A5/8, pursuant to 10 USC §§ 8031-38, and as documented by paragraph 4.4.3 of AFMD-1 *Headquarters Air Force*, and this Headquarters Air Force (HAF) Mission Directive, assists the Secretary of the Air Force (SecAF), other Secretariat offices and Chief of Staff of the Air Force (CSAF) in carrying out the formulation and execution of the Air Force Strategy, Air Force Strategic Master Plan (SMP), 30-year Resource Allocation Plan (RAP), and Campaign Support Plan (CSP); directing Air Force-wide activities associated with strategic planning, concept development, wargaming, operational capability requirements design and documentation, posture planning for military standardization and interoperability, long-range resource allocation, and support to DoD-led strategy formulation, review and execution; and in support of Air Force-wide strategy planning and requirements activities, preparing policy, guidance, and procedures for SecAF approval. The SecAF retains ultimate responsibility for all policies related to the Department of the Air Force. Within his/her areas of responsibility, the AF/A5/8 prepares policies for approval and issues official guidance/procedures, to ensure implementation of those policies. The AF/A5/8 also assists the CSAF in his/her role, pursuant to 10 USC § 151, as a member of the Joint Chiefs of Staff (JCS).

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

2.1. The AF/A5/8 reports directly to the CSAF, but provides support to the SecAF, the Under Secretary of the Air Force (USecAF), the CSAF, and other Secretariat and Air Staff offices. The Secretary of the Air Force may re-delegate authority/assignment of responsibility to the AF/A5/8, but the SecAF, through the CSAF and, as appropriate, Assistant Secretaries of the Air Force, retains ultimate responsibility for all matters affecting the responsibilities identified in Paragraph 1.

2.2. The AF/A5/8 is part of the Air Staff and as such works closely with other HAF offices to assist the SecAF and the CSAF in carrying out his or her responsibilities. The AF/A5/8 and the Office of the AF/A5/8 work in cooperation with other HAF officials and their respective offices, which are responsible, pursuant to Chapters 803 and 805 of Title 10 (10 USC §§ 8013-8023 and §§ 8031-8038), for assisting the SecAF and the CSAF in carrying out his or her responsibilities.

3. Responsibilities. The AF/A5/8 is specifically responsible for:

3.1. Developing and managing the process for institutionalized strategy development, long-range strategic planning and resource allocation, and capability requirements development; generating and articulating a coherent strategy for the Air Force; and clearly articulating the contributions of air, space, and cyberspace power to joint operations.

3.2. Exercising close coordination with senior leadership and planning staffs across the DoD, Air Force (Major Commands (MAJCOMs), Field Operating Agencies, etc.), National Guard Bureau (NGB), and Air Force Reserve (AFR), ensuring their input is considered in the

strategy and planning process.

3.3. Implementing the Air Force vision through strategic planning direction, such as the periodic revision and publication of the Air Force Strategic Environment Assessment (AFSEA), the Air Force Strategy, SMP, and 30-year RAP.

3.4. Producing and distributing Strategic Planning Guidance (SPG) to ensure the SMP objectives are implemented across all Air Force Service Core Functions; assessing plans for alignment with strategic direction and progress against SMP objectives.

3.5. Developing and submitting Air Force Plan to Program Guidance (PPG) to provide direction on Air Force Program Objective Memorandum (POM) development; supporting the office of the Assistance Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) to defend the POM and the President's Budget.

3.6. Serving as the HAF lead for developing, validating, approving, and prioritizing operational capability requirements; accomplishing capability and modification prioritization and initial planning through all acquisition milestones; representing Air Force equities by participating in the development of Joint capability requirements.

3.7. Leading Total Force initiatives on behalf of the SecAF.

3.8. Supporting the development of Office of the Secretary of Defense (OSD) and Joint Staff strategic planning guidance and the development of defense planning scenarios.

3.9. Supporting the OSD Support to Strategic Analysis (SSA) process and other directed OSD and Joint Staff led studies.

3.10. Leading the Air Force's *Title 10* Service wargaming enterprise, including support and coordination with DoD-wide wargaming.

3.11. Leading Air Force concept development and experimentation, and providing input to Joint Concept Development and Implementation.

3.12. Providing oversight for capabilities-based assessments in the development of Air Force operational capability requirements throughout the life cycle of the program, concept, or mission area.

3.13. Developing and integrating operational strategies, concepts, and organization, capability requirements, risk assessments, policies and planning (to include capabilities-based planning) in support of DoD-wide efforts to employ air, space, and cyberspace forces and capabilities.

3.14. Performing Air Force mission needs analysis and preparing capability reviews, risk assessment policy and guidance, and Air Force CSPs in support of joint warfighting concepts development.

3.15. Leading Air and Space Interoperability Council Force input and managing experimentation efforts.

3.16. Assisting Core Function Leads (CFL) in integrating and evaluating Air Force Core Function Support Plans (CFSP).

3.17. Advising Air Force leadership on global defense posture initiatives.

3.18. Supporting MAJCOM/FOA/DRU commanders in developing, managing, and monitoring continual evaluation.

4. Delegations of Authority/Assignment of Responsibility: Attachment 1 lists delegated authorities and assigned responsibilities to the AF/A5/8. The authorities delegated /responsibilities assigned to the AF/A5/8 by this HAF Mission Directive may generally be re-delegated to other Department of the Air Force officials unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation, or DoD issuance. While the authorities are delegated/responsibilities assigned to the AF/A5/8, the exercise of the authorities remain subject to the oversight and control of the SecAF, any Assistant Secretary of the Air Force having oversight, and the CSAF. Any re-delegation of authority/assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authorities in accordance with this Directive may further restrict or condition the authority being re-delegated.

5. Continuation of Prior Re-Delegations of Authority/Assignments of Responsibility: Re-delegations of authorities and responsibilities made prior to the date of issuance of this HAF Mission Directive remain effective insofar as such re-delegations are not inconsistent with the terms of this HAF Mission Directive, unless superseded by new issuances.

DEBORAH L. JAMES
Secretary of the Air Force

Attachments:

1. Delegations of Authority/Assignments of Responsibility for AF/A5/8
2. Organizational Chart/Three-Letter Responsibilities

ATTACHMENT 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE
AUTHORITIES/ASSIGNMENT OF RESPONSIBILITIES****TO THE****DEPUTY CHIEF OF STAFF, STRATEGIC PLANS AND REQUIREMENTS**

A1.1. Authority relating to the implementation of total force policies, delegated to the SecAF pursuant to DoDD 1200.17, *Managing the Reserve Components as an Operational Force*.

A1.2. Responsibility relating to the Joint Improvised Explosive Device Defeat Organization (JIEDDO) as delegated to the Secretary of the Air Force, pursuant to DoDD 2000.19E, *Joint Improvised Explosive Device Defeat Organization (JIEDDO)*.

A1.3. Responsibility relating to the Munitions Requirements Process as delegated to the Secretary of the Air Force, pursuant to DoDI 3000.04, *DoD Munitions Requirements Process (MRP)*.

A1.4. Authority relating to maintaining capabilities and tracking Service capacities and proficiencies to meet CCDR IW-related requirements and related activities, as delegated to the Secretary of the Air Force pursuant to DoDD 3000.07, *Irregular Warfare*.

A1.5. Responsibility relating to electronic warfare capabilities and related activities as delegated to the Secretary of the Air Force, pursuant to DoDD 3222.04, *Electronic Warfare (EW) Policy*.

A1.6. Authority relating to performing duties assigned to the Secretary of the Air Force as the DoD Executive Agent for Military Aerospace Vehicle Designation and Naming, as delegated to the Secretary of the Air Force pursuant to DoDD 4120.15E, *Designating and Naming Military Aerospace Vehicles*.

A1.7. Responsibility relating to performing duties as a Combatant Command Support Agent (CCSA) for DoD-identified commands and related activities, as delegated to the Secretary of the Air Force pursuant to DoDD 5100.03, *Support of the Headquarters of Combatant and Subordinate Unified Commands*.

A1.8. Responsibility relating to coordinating with JIEDDO, the DoD Executive Agent for Military Ground-Based CREW Technology, and the Single Manager and related activities as delegated to the Secretary of the Air Force, pursuant to DoDD 5101.14, *DoD Executive Agent and Single Manager for Military Ground-Based Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (CREW) Technology*.

A1.9. Responsibility relating to defense representation for the U.S. Mission to the North Atlantic Treaty Organization (NATO) and Europe as delegated to the Secretary of the Air Force, pursuant to DoDD 5105.20, *Defense Representation, United States Mission to the North Atlantic Treaty Organization (USNATO) and Europe*.

A1.10. Responsibility relating to the coordinating with and providing identified data to the Director of Cost Assessment and Program Evaluation, delegated to the Secretary of the Air Force pursuant to DoDD 5105.84, *Director of Cost Assessment and Program Evaluation (DCAPE)*.

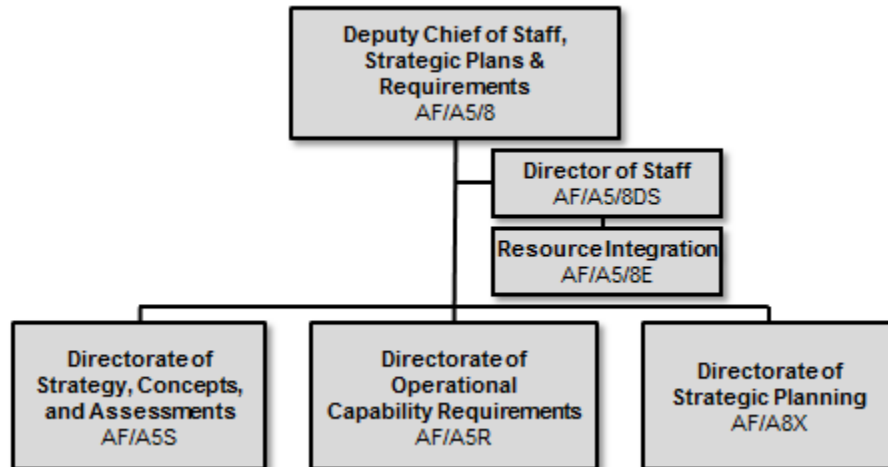
A1.11. Responsibility relating to coordinating with the ASD (SO/LIC), as delegated to the Secretary of the Air Force pursuant to DoDD 5111.10, *Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC))*.

A1.12. Responsibility relating to coordinating with the ASD (SO/LIC) and related activities, as delegated to the Secretary of the Air Force pursuant to DoDD 5111.18, *Assistant Secretary of Defense for Global Strategic Affairs (ASD(GSA))*.

A1.13. Authority relating to the planning in Planning, Programming, Budgeting and Execution Process, delegated to the Secretary of the Air Force, pursuant to DoDD 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*.

Attachment 2

**DEPUTY CHIEF OF STAFF
STRATEGIC PLANS AND REQUIREMENTS
(AF/A5/8)**



A2.1. The DCS, Strategic Plans and Requirements is responsible for the overall supervision of all matters pertaining to of Air Force strategy, planning, resource allocation, operational capability requirements development, global defense posture development, military standardization and interoperability, security cooperation planning, and assessments in support of National Military Strategy. The AF/A5/8 mission is to lead, integrate, and execute the Air Force's strategy, planning and requirements efforts ensuring responsive and effective Global Vigilance, Global Reach, and Global Power for America.

A2.2. Three-letter subordinate offices include:

A2.2.1. Director of Staff (AF/A5/8DS). AF/A5/8DS is responsible for providing integration, coordination, and oversight of all internal and external communications and staff tasks related to the DCS, Strategic Plans and Requirements mission including Congressional engagements, testimony, and responses to inquiries. AF/A5/8DS coordinates, facilitates and manages peripheral tasks, duties and functions as directed by AF/A5/8 and provides oversight of the Resource Integration Division (AF/A5/8E).

A2.2.1.1. Resource Integration Division (AF/A5/8E). AF/A5/8E is responsible for providing recommendations and implementation of AF/A5/8 leadership decisions regarding effective use of personnel, facilities, and funds; supporting the professional and administrative needs of AF/A5/8's military, civilian, and contractor personnel. AF/A5/8E functions include:

A2.2.1.2. Providing security, unit readiness and deployment functions, manpower, military and civilian personnel management, and serving as the point of contact for all organizational structure changes within the DCS.

A2.2.1.3. Providing resource management for financial policies/procedures, establishing

spending priorities for the DCS, obtaining required resources, preparing financial plans, providing contract funds oversight, and accomplishing fiscal year close-out.

A2.2.1.4. Providing contract administration and oversight of all AF/A5/8 contracts.

A2.2.1.5. Providing information technology support for the DCS to include front-line user assistance, managing network accounts, knowledge management operations, and design and maintenance of DCS websites.

A2.2.1.6. Providing a Unit Reserve Coordinator that liaises with 11 WG Functional Support Staff, Air Force District of Washington (AFDW), and the Air Force Reserve Readiness and Integration Organization (RIO DET 7) for the Military Personnel Appropriations (MPA) program, and overseeing Air Force Reserve Component personnel utilization by the DCS.

A2.2.1.7. Managing the DCS facilities program and representing the DCS as a member of the HAF Space Coordination, Reallocation, and Utilization Board.

A2.2.2. Directorate of Strategy, Concepts, and Assessment (AF/A5S). AF/A5S is responsible for all matters pertaining to strategy, wargaming, concept development, and assessment. AF/A5S develops and synchronizes Air Force Strategy and the SMP to inform the Air Force long-range planning and programming process; leads Air Force transformation by developing, exploring, and advocating concepts that enable Joint/Combined force employment; and directly supports CSAF in his/her role as member of JCS. AF/A5S provides quick-turn strategic studies informed by leading-edge information from across the USAF, allied air forces, think tanks, academia, and the joint community. Additionally, evaluating progress and reporting findings to provide strategic insights to senior leaders on a predictable cycle. AF/A5S executes *Title 10* wargames to explore current and future issues impacting doctrine, force structure, and concepts; acts as the Air Force focal point for Air-Sea Battle concept development, and executes Trilateral (France-United Kingdom-US) Strategic Initiative on behalf of CSAF. AF/A5S also coordinates Air Force-wide concept development and experimentation (CDE) and serves as senior Air Force representative to the Joint Staff for coordinating joint CDE. The Strategy, Concepts and Assessments Directorate consists of five divisions: Strategy Division (A5SS), Concepts Division (A5SC), Assessments Division (A5SM), Wargaming Division (A5SW), and Strategic Studies Group (A5SG). AF/A5S functions include:

A2.2.2.1. Developing the vision, strategies, concepts, and strategic plans for all future Air Force activities.

A2.2.2.2. Articulating the Air Force position on strategic planning issues before the JCS, OSD, and the National Security Council to include the Joint Assessments, National Military Strategy, Chairman's Risk Assessment, Defense Planning Guidance (DPG), Defense Strategy Review, and the National Security Strategy.

A2.2.2.3. Providing and implementing strategic planning guidance by developing Air

Force Strategy, the Air Force SMP, and its associated annexes.

A2.2.2.4. Exploring and documenting the long-term future strategic and operational environment.

A2.2.2.5. Advocating Air Force positions through various DoD documents and forums, including the Long-Term Comprehensive Strategies program and the Global Posture Governance Structure.

A2.2.2.6. Coordinating Air Force participation, product development, preparation meetings, and post-meeting documentation in the Deputy's Management Action Group (DMAG), the Senior Steering Group, the Secretary's Leadership Council (SLC), and the Chairman's Strategic Seminar Series (SSS). Providing strategic insights to the SSA process, serving as Air Force lead for SSA Summary View development process, and supporting AF/A9 in development of Macro View, Detailed View, Analytic Baselines, and other studies.

A2.2.2.7. Preparing SecAF, USecAF, CSAF, Vice Chief of Staff of the Air Force (VCSAF), and AF/A5/8 for Chairman of the JCS Tank (for items under the purview of the Joint Requirements Oversight Council), and other senior leader forums, ensuring a consolidated Air Staff position is presented to appropriate study leads, facilitating Air Force compliance with study milestones, ensuring Air Force equities are addressed correctly and consistently, and keeping Air Force leadership informed of study progress and significant issues.

A2.2.2.8. Serving as the HAF lead developer, coordinator, and synchronizer for Asia Pacific strategy, guidance, planning, research, and analysis through the Asia-Pacific Cell. AF/A5S acts as the HAF lead for the Asia-Pacific Advisory group, chairing both the Senior Steering Group and the Council of Colonels.

A2.2.2.9. Assessing alignment and consistency of Air Force planning products, processes, and subordinate plans against external and internal strategic guidance.

A2.2.3. Directorate of Operational Capability Requirements (AF/A5R). AF/A5R is responsible for matters pertaining to the full range of operational capability development. AF/A5R provides advocacy for approved/validated operational requirements resulting from capability gaps/shortfalls identified by the Strategy, Planning, and Programming Process (SP3), provides expertise on the Joint Capabilities Integration and Development System (JCIDS), and serves as the central point of contact for coordination of JCIDS documents. On behalf of AF/A5/8, AF/A5R directs and ensures appropriate chairmanship of the Air Force Requirements Oversight Council (AFROC) and Air Force Requirements Review Group (AFRRG). AF/A5R serves as the Air Force chair of the Joint Capabilities Board, prepares the VCSAF for the Joint Requirements Oversight Council, and provides oversight to the Office of Aerospace Studies (OAS), a named activity, located at Kirtland AFB, NM. The Operational Capability Requirements Directorate consists of seven divisions and one named activity: Requirements Integration Division (A5R-P), Force Application Division (A5R-C),

Electronic Warfare Division (A5RE), Command and Control, Intelligence, Surveillance, and Reconnaissance (C2ISR) Division (A5RI), Cyber Division (A5RK), Mobility, Personnel Recovery, and Special Operations Requirements Division (A5RM), Space Division (A5RS), and the Air Force OAS. AF/A5R functions include:

A2.2.3.1. Integrating activities to link strategy, planning, programming, and acquisition processes with the requirements process. AF/A5R ensures Air Force requirements are developed and assessed based on operational risk, balancing cost, capability and schedule, assists in cross-core function integration and guides framework for the capability development section of Core Function Support Plans (CFSP), and serves as the Air Force OPR for the JCIDS process.

A2.2.3.2. Establishing Air Force requirements policy and developing positions on Air Force and joint capability requirements in support of JCIDS, serving as secretariat for the AFROC and the AFRRG for development, staffing and validation of Air Force requirements, and integrating capability development activities from capability gap identification to capability delivery. Providing the HAF a prioritized capability gap list to inform CFSP development in support of SP3.

A2.2.3.3. Facilitating alignment and execution of all lines of effort, including gap analysis, science and technology (S&T), studies, wargaming, experimentation, development planning (DP), requirements development, acquisition strategies, and investment strategies, as required to mitigate capability gaps and provide capability to future warfighters.

A2.2.3.4. Representing AF/A5/8 on the Air Force Group, S&T Group, AF Capability Development Working Group (CDWG), and preparing AF/A5/8 leadership for participation in the Air Force Board and Council, as well as the Special Programs Review Group and Special Access Required (SAR) Programs Oversight Committee (SPOC).

A2.2.3.5. When directed by CSAF to establish an enterprise-wide Capability Collaboration Team (CCT), organizing, supporting, and developing guidance for execution of CCTs and acting as the secretariat of the CCT.

A2.2.3.6. Providing analytical support to Air Force operational capability requirements to synchronize planning, acquisition, and programming processes through the OAS. Providing analytical advice and quality assessments directly to the AFROC and MAJCOMs.

A2.2.3.7. Providing operational risk assessment and portfolio management in support of Air Force and joint senior leadership preparation for JROCs. Providing operational interface and subject matter expertise to support the PPBE process, the Joint Staff, OSD, and Congress. Ensuring requirements are achieved through persistent warfighter engagement, timely interaction with the acquisition community, and an in-depth understanding of the testing processes.

A2.2.3.8. Developing capabilities and program requirements for Force Application (FA), Nuclear Deterrence, Global Precision Attack, and Protection, and integrating FA and

Protection across the Air Force and joint requirements processes. Establishing Air Force requirements for air-to-air missiles, conventional munitions and associated consumables through the Tactical Air Missile Program and Non-nuclear Consumables Annual Analysis (NCAA), fulfilling Air Force reporting requirements for the DoD Munitions Requirements Process.

A2.2.3.9. Serving as Air Force lead for managing EW and Counter-Improvised Explosive Device (C-IED) capabilities, including Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) and managing EW and C-IED requirements within JCIDS.

A2.2.3.10. Serving as Air Force lead for C2ISR, Nuclear Command, Control and Communication requirements and Battlespace Awareness and Command, Control, Communications and Computers/Cyber Functional Capabilities Boards (FCB).

A2.2.3.11. Serving as Air Force lead for Cyber requirements and Cyber JCIDS. Assisting with Air Force-wide Capabilities Development Process and effects-based capabilities functional solution analysis.

A2.2.3.12. Serving as Air Force lead for mobility, personnel recovery, and special operations input into the JCIDS. Assisting with Air Force-wide Capabilities Development Process and effects-based capabilities functional solution analysis.

A2.2.3.13. Managing day-to-day requirements development for Space Force Enhancement, Space Support, Space Situational Awareness and Space Control portfolios, encompassing both on-orbit and associated ground systems.

A2.2.3.14. Serving as Air Force lead for JCIDS analytic studies and efforts, focusing primarily on Capabilities Based Assessments (CBA), preparation for Materiel Development Decision and Analysis of Alternatives. Leading mission impacts requirements development analyses, efforts, and studies across all Air Force core functions, cross-functional issues, and the JCIDS. Supporting the Air Force Materiel Command standardized cost/capability analysis process (including training development) and identifying processes, tools, and training to improve operational cost/capability trades for the requirements and acquisition communities. Serving as the Air Force focal point for tracking projected CBAs, AoAs, and other requirements analyses.

A2.2.4. Directorate of Planning (AF/A8X). AF/A8X is responsible for developing, integrating, and recommending strategic planning options to SecAF and the CSAF, to meet worldwide air, space, and cyber requirements. AF/A8X develops alternative courses of action (COAs) including options for force development, conducts enterprise affordability analyses, and provides guidance for capability development including key cost and performance parameters for major investments. AF/A8X implements Air Force Strategy through resource allocation integration and strategic planning efforts to produce the Air Force 30-year RAP, reviews and assesses service/joint global defense posture issues, combatant command operations and posture plans, manages the development of interoperability standards, and engages with international partners in support of strategic goals. AF/A8X develops operations policy and guidance for planning, execution, and

assessment in support of combatant command (CCMD) steady-state campaign plans and leads the development of the Air Force CSP, in coordination with SAF/IA, to include commander Air Force Forces (COMAFFOR) CSPs. AF/A8X coordinates HAF activities and works with MAJCOMs, the NGB, and the AFR to develop initiatives that leverage the Total Force concept and directly supports CSAF in his/her role as member of the JCS. The Planning Directorate consists of eight divisions: Planning Integration Division (A8XP), Space and Cyber Superiority Division (A8XS), Global Mobility Division (A8XM), Combat Forces Division (A8XC), Nuclear Deterrence Operations Division (A8XN), C2 & Global ISR Division (A8XV), Regional Plans and Posture Division (A8XX), and Total Force Integration Division (A8XF). AF/A8X functions include:

A2.2.4.1. Developing prioritized planning choices to secure enterprise-wide decisions from the CSAF and SecAF, ensuring strategy-based resource allocation as part of the SP3 process.

A2.2.4.2. Guiding development of CFSPs, including the Risk Assessment Framework and the associated enterprise-wide integration of planning force proposals.

A2.2.4.3. Publishing and maintaining AFPD 90-11, *Strategy, Planning, and Programming Process*, and AFI 90-1101, *Strategic Planning System Elements*, and overseeing the preparation, direction, and tasking of the SPG.

A2.2.4.4. Advocating Air Force positions through various DoD documents and forums, such as the DPG.

A2.2.4.5. Authoring the PPG, to inform the POM build and explain planning intent of the RAP.

A2.2.4.6. Analyzing the impact of long-range resource allocation decisions and force structure requirements on major acquisition programs and assessing viability of these programs to meet requirements and provide sufficient war fighting capabilities.

A2.2.4.7. Functioning as the HAF OPR for all matters pertaining to formulating, directing, and amending long-range resource allocation plans.

A2.2.4.8. Supporting the development of OSD and joint strategic planning guidance, and mid- and far-term defense planning scenarios, by recommending feasible objectives and operating concepts; developing alternative COAs including options for force development.

A2.2.4.9. Conducting enterprise-wide affordability analyses and providing guidance for capability development, including key cost and performance parameters for major investments.

A2.2.4.10. Serving as the Air Force OPR for CSPs in coordination with SAF/IA and security cooperation planning and execution; leading Air Force efforts to mitigate

operational risk through security cooperation activities. Serving as the Air Force lead for the review of CCMD operations and posture plans as a member of the Joint Planning and Execution Community.

A2.2.4.11. Reviewing NATO operations plans.

A2.2.4.12. Serving as the HAF sponsor for the Joint Air Operations Planning Course conducted at the LeMay Center for Doctrine Development and Education.

A2.2.4.13. Serving as the HAF OPR for joint and coalition operation planning and security cooperation doctrine.

A2.2.4.14. Supporting AF/A5S membership in the Global Posture Executive Council; serving as the Air Force lead for the Global Posture Integration Team.

A2.2.4.15. Serving as the Air Force lead for the biennial NATO Defense Planning Survey, global posture issue team in support of Presidential Budget Request, Quadrennial Defense Review.

A2.2.4.16. Serving as the Air Force Senior National Representative on the Five-Power Future Air Capabilities working group; serving as the Air Force representative on the US-Canada Permanent Joint Board on Defense and the US-Canada Military Cooperation Committee; and serving as the United States National Director to the Air and Space Interoperability Council (ASIC). Hosting the ASIC Management Committee.

A2.2.4.17. AF/A8X has signature authority for ASIC and NATO Military Committee Air Standardization Board (MCASB) documents, and appointing Heads of Delegation to both ASIC and MCASB working groups.

A2.2.4.18. Providing strategic options for the optimal Total Force capabilities mix to meet current and future Air Force requirements, and providing recommendations to policy, legislation, personnel, force structure and organizational changes required to maximize effectiveness, affordability, efficiency, capability and readiness of the Total Force including Active Duty, Air Force Reserve and Air National Guard forces.

A2.2.4.19. Integrating capabilities across functional areas to eliminate redundancy and inform prioritized planning choices and budget decisions.