

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

HAF MISSION DIRECTIVE 1-58

7 MAY 2015



**DIRECTOR
AIR FORCE STUDIES, ANALYSES
AND ASSESSMENTS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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SUMMARY OF CHANGES

This revision incorporates changes resulting from a Headquarters Air Force (HAF) reorganization. Specifically, it incorporates AF/A9's new role as Executive Agent for RAND Project Air Force (PAF) and removes all references to lessons learned, in accordance with the transfer of that mission set to the Curtis E. Lemay Center for Doctrine Development and Education. This revision also removes all references to wargame support and support for international modeling and simulation efforts. A statement was added clarifying AF/A9's responsibility to ensure analytically relevant data is captured and retained. Additionally, the organizational chart and directorate responsibilities in attachment 2 were updated to reflect internal restructuring. Finally, this revision incorporates minor administrative and structural changes to improve clarity and readability.

1. Mission: The Director, Air Force Studies, Analyses and Assessments (AF/A9), pursuant to 10 U.S.C. §§ 8031-8038, and as authorized by paragraph 4.3.7 of AFMD 1, *Headquarters Air Force*, and this Headquarters Air Force Mission Directive, assists the Secretary of the Air Force (SecAF), other Secretariat offices, and the Chief of Staff of the Air Force (CSAF), in leading, carrying out, reviewing, and ensuring the analytic integrity of studies, analyses and assessments across air, space, and cyberspace domains. The AF/A9 represents both the SecAF and CSAF in senior analytic venues as the Air Force (AF) chief analyst, and he/she serves as a member of the Air Force Corporate Structure (AFCS) and the Air Force Council. The SecAF retains ultimate responsibility for all policies related to the Department of the Air Force (DAF). Within his/her areas of responsibility, the AF/A9 prepares policies for approval and issues official guidance, procedures, compliance items, and directed actions to ensure implementation of those policies.

The AF/A9 also assists the CSAF in his/her role, pursuant to 10 U.S.C. § 151, as a member of the Joint Chiefs of Staff (JCS).

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

2.1. The AF/A9 reports directly to the CSAF, but provides support to the SecAF, the Under Secretary of the Air Force (USecAF), other Secretariat offices, the CSAF, and other Air Staff offices. The SecAF may delegate authorities/assigned responsibilities to the AF/A9, but the SecAF, through the CSAF and, as appropriate, assistant secretaries of the AF, retains ultimate responsibility for all matters affecting AF participation in studies, analyses and assessments.

2.2. The AF/A9 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 their responsibilities. The AF/A9 and the office of the AF/A9 work in cooperation with assistant secretaries of the AF, deputy chiefs of staff and their respective offices, as well as other Air Staff components that are responsible, pursuant to Chapters 803 and 805 of Title 10 (10 U.S.C. §§ 8014-8023 and 8031-8038), for assisting the SecAF and the CSAF in carrying out their responsibilities.

2.2.1. Pursuant to HOI 90-1, two or more HAF two-letter organizations, with responsibilities in the same functional area are encouraged to develop “standard operating procedures (SOP)” that set forth procedures enabling covered organizations to fulfill and carry out their respective missions, roles, and responsibilities. There are no SOPs between AF/A9 and any other HAF organizations listed under this mission directive.

2.3. As of the issuance date of this mission directive there are no Field Operating Agencies (FOA) and/or direct reporting units (DRU) reporting to the AF/A9.

3. Responsibilities: The AF/A9 is specifically responsible for:

3.1. Providing AF senior leadership with independent, objective, and relevant analytic-based insights and assessments to inform decisions on force structure, operational issues, agile combat support, investment and modernization, resource allocations, AF contributions to Joint capabilities, strategy, and proposed programs or concepts.

3.2. Providing studies and analyses that inform strategic planning, operational requirements, modernization and recapitalization of systems and programs, and the Planning, Programming, Budgeting, and Execution (PPBE) process.

3.3. Advising the SecAF and CSAF on the strengths and weaknesses of both internally-led (other HAF, major command (MAJCOM), AF centers, etc.) and externally-led (Office of the Secretary of Defense (OSD), Federally Funded Research and Development Centers (FFRDC), Joint, agency, etc.) studies, analyses and assessments that affect current and future AF operations, plans, and programs. Emphasis will be on ensuring analytic/technical

integrity for AF leadership's development of force structure-related positions and engagement in multi-domain deliberations.

3.4. Advising and supporting the AFCS evaluation of force structure requirements through analytic review of capability, capacity, and risk. Emphasis will be on sharpening the warfighter's edge, illuminating emerging DoD issues, and fireproofing capability and resource investment positions.

3.5. In partnership with functional/operational leads, leading the AF analytic participation in major departmental efforts like the Quadrennial Defense Review (QDR), operational availability studies, other joint and program review mandated studies, program budget review studies, warfighting reach-back, current and future force structure assessments, Air Expeditionary Force (AEF) studies, and other advisory roles.

3.6. Leading and/or partnering with appropriate organizations to conduct timely studies, analyses and assessments to inform AF leaders and Combatant Commanders regarding the current and near-term application and effects of air, space, and cyberspace power and the AF's readiness to execute operational plans, alternative courses of action, and sustainment for reconstitution.

3.7. Leading and/or partnering with appropriate organizations across the AF to establish and enforce policies, processes, and protocols for the capture, retention, and access to data needed to produce credible studies, analyses and assessments.

3.8. Providing policy, guidance, procedures, compliance items, and directed actions for AF/A9 functions across the AF. Serving as HAF lead agent for all analytic-related policies, processes, and methodologies to support AFCS and PPBE programs.

3.9. Synchronizing analysis foundations across the AF and serving as leader of the AF analytic community and related functional organizations.

3.10. Representing AF analyses in executive and senior-level boards, panels, steering groups, advisory bodies, and other analytic-related venues. Ensuring analytic-related venues and representation are commensurate with counterparts from other DoD components, OSD, Joint Staff, and related governmental, nongovernmental, and international analytic organizations.

3.10.1. Serving as chair of the Air Force Institute of Technology (AFIT) Center for Operational Analysis Advisory Board.

3.10.2. Providing government oversight as AF sponsor for the Military Operations Research Society (MORS) in cooperation with principals from the other Services, OSD, and Department of Homeland Security (DHS).

3.10.3. Serving as chair of the Studies Governance Board (SGB).

3.11. Working in concert with Deputy Chief of Staff, Operations (AF/A3) and Assistant Secretary of the Air Force for Acquisition (SAF/AQ) as the tri-chair responsible for AF Modeling & Simulation (M&S) decision support tools.

3.11.1. Providing leadership for and coordinating overall AF policy on analytic and decision support M&S tools and methodologies.

3.11.2. Developing, assessing, and/or validating analytical models and tools to support AF analyses and AF roles in Joint analyses and establishing policy for and configuration oversight of the Air Force Standard Analysis Toolkit (AFSAT).

3.11.3. Serving as the AF representative to the DoD M&S Steering Committee, other analysis policy and governance boards, and to appropriate Joint and national technical working groups.

3.12. Guiding development of joint, cross-Service, cross-DoD, and multi-domain strategic analysis roadmaps and capabilities in areas of emerging significance.

3.13. Serving as the principal AF leader providing oversight and representation to DoD Support for Strategic Analysis (SSA) activities through the 3-Star Stakeholder Group, the SSA Steering Committee, the Joint Data System, other DoD analytic oversight organizations, and other senior DoD analytic groups.

3.14. Developing and maintaining a “ready knowledge base” for studies, analyses, models, and data and ensuring the AF analytic community develops and coordinates standardized data and study baselines.

3.15. Managing the AF Studies Registry Program (SRP) and its supporting processes. Coordinates with the AF Scientific Advisory Board, AF Studies Board, and others to avoid duplication of effort.

3.16. Serving as Executive Agent for RAND PAF, the AF's FFRDC for studies and analyses.

3.17. Leading AF operations research analyst force development, career field management, and employment through policy and guidance oversight of the AF analytic community and by serving as:

3.17.1. Functional advocate for AF military and civilian operations research analyst professionals and the AF analytic community.

3.17.2. Principal advisor to the Scientist and Engineer (S&E) Functional Authority (SAF/AQ) in coordination with the S&E Functional Manager (SAF/AQR) and the S&E Career Field Manager (SAF/AQH).

3.17.3. Principal member of the AF Scientist and Engineer Advisory Council (SEAC), the AF Science, Technology, Engineering, and Mathematics Advisory Council (STEMAC), and the Air Force Scientific Advisory Panel (AFSAP).

3.17.4. HAF Functional Area Manager (FAM) for combat analyst deployment and exercise requirements.

4. Delegations of Authority: Attachment 1 lists delegated authorities/assigned responsibilities to the AF/A9. The authorities delegated/responsibilities assigned to the AF/A9 by this mission directive may generally be re-delegated to other DAF officials unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation, or DoD issuance. While the authorities listed in Attachment 1 are delegated to the AF/A9, and responsibilities listed there are assigned to the AF/A9, the exercise of the authorities remains subject to the oversight and control of the SecAF, the USecAF, and the CSAF. Any re-delegation of authority shall not be effective unless it is in writing. Any person re-delegating authorities/responsibilities assigned in accordance with this mission directive may further restrict or condition the authority being re-delegated.

5. Continuation of Prior Re-Delegations of Authority/Assignment of Responsibilities: Re-delegations of authorities/assignments of responsibility made prior to the date of issuance of this mission directive remain effective insofar as such re-delegations are not inconsistent with the terms of this mission directive, unless superseded by new issuances.

Deborah Lee James
Secretary of the Air Force

Attachments:

1. Delegations of Authority/Assignments of Responsibility for AF/A9
2. Organizational Chart/Three-Letter Responsibilities

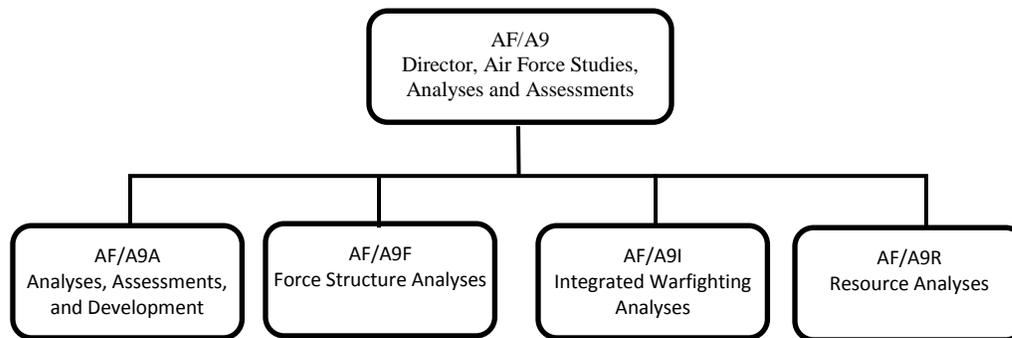
ATTACHMENT 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITIES
TO THE
DIRECTOR, AIR FORCE STUDIES, ANALYSES AND ASSESSMENTS
(AF/A9)**

A1.1. Responsibility relating to Air Force support to strategic analyses as assigned to the Secretary of the Air Force pursuant to DoD Directive 8260.05, *Support for Strategic Analysis (SSA)*.

A1.2. Responsibility assigned to the Secretary of the Air Force pursuant to DoD Instruction 8260.2, *Implementation of Data Collection, Development, and Management for Strategic Analyses*.

ATTACHMENT 2

DIRECTOR, AIR FORCE STUDIES, ANALYSES AND ASSESSMENTS (AF/A9)



A2.1. The AF/A9 is responsible for the overall oversight of all matters pertaining to AF studies, analyses and assessments. AF/A9 provides AF-wide policy and guidance and initiates actions that ensure comprehensive, defensible studies and analyses that underpin warfighting and force capability assessments. AF/A9 analytically informs resource allocation decisions by the SecAF and the CSAF and informs AF leadership responses to emerging issues and external studies. AF/A9 establishes and maintains AF analytic M&S enterprise policies to include analytic baseline scenarios, models, and databases. The AF/A9 is the AF chief analyst and serves as the principal AF leader for support for strategic analyses, representing the AF and its senior leadership at Joint, DoD, non-government, national, and international analytic forums. AF/A9 also guides force development for AF military and civilian analysts.

A2.1.1. Deputy Directors. A Tier 2 Senior Executive Service (SES) principal deputy and an O-6 military deputy represent the AF/A9 in various forums and decision making bodies and assist the AF/A9 in shaping issues that enable the AF/A9 to execute its mission. Duties include oversight of functional areas assigned to AF/A9 3-letter directorates, functionally aligned senior technical advisors, and principal liaisons. AF/A9 Deputy Directors also provide representation along with the Director, Air Force Legislative Liaison (SAF/LL), and other HAF 2-letters for congressionally-directed reports and other congressional exchanges.

A2.1.2. Technical Director. A Senior Leader (SL) is responsible as Technical Director for matters pertaining to identifying scientific, analytic, and technically-based policies, processes, and methodologies necessary to support national security and military strategy evaluations, as well as providing senior-level technical assessment advice to AF/A9. The Technical Director serves as the senior technical advisor for all AF/A9 analyses and evaluates developments in science, technology, and testing for inclusion in analytical methods and tools by interfacing with experts throughout the DoD, other government agencies, and coalition analysis organizations. The Technical Director shapes and guards the technical and operations research quality of analyses for senior leadership decisions. He/she represents the directorate as a participating member of various high-level standing and ad hoc OSD, Joint, Service, and AF related advisory groups and ensures that AF issues and analysis

methodologies are accurately and successfully represented across the AF analytic community. Additionally, the Technical Director provides executive oversight for RAND PAF on behalf of AF/A9 as the Executive Agent.

A2.1.3. Executive Support and Resource Management. Responsible for A9 military and civilian personnel support, programming and budget activities, information technology support, and physical and collateral security oversight. Also serves as Program Element Monitor (PEM) for 91226F program element and represents AF/A9 at the HAF Program and Budget Review Group.

A2.2. Subordinate offices include:

A2.2.1. Analyses, Assessments, and Development (AF/A9A). AF/A9A is the office of the Air Force Chief Analyst and is responsible for i) leading AF operations research analyst (61A/GS-1515) force development, career field management, and employment through policy and guidance oversight and advocacy with the scientist and engineer functional authority, functional manager, and career field manager; ii) providing timely and defensible analyses, assessments, and assessment methodologies for current operations, emerging issues, risk determination, and AFCS support; iii) ensuring the AF maintains an Operational Assessment (OA) capability by managing the combat analyst program, sponsoring the Operations Assessment Working Group, determining and delivering methodologies and tools to the OA community, and facilitating reach-back analytic support; and iv) assisting the AF/A9 with providing effective governance of the AF Analytic Enterprise via policy, oversight, and outreach activities. The Chief Analyst also serves as the senior military mentor for 61A officers and their supervisors.

A2.2.2. Force Structure Analyses (AF/A9F). AF/A9F is responsible for matters pertaining to performing independent campaign and mission-level analyses of key planned and programmed force structures. AF/A9F provides the SecAF, CSAF, and senior Air Staff leaders with analytic insights into execution of the National Military Strategy, engagement analyses, and evaluations of force structure alternatives, including Special-Access Program capabilities, to inform decisions affecting long-range planning, critical operational concepts, courses of action, tactics, and acquisition issues. AF/A9F specializes in campaign and mission analyses to evaluate the Air Force Service Core Functions. AF/A9F assesses future capabilities, force optimization, future operational effectiveness, requirements, plans, strategies, and tactics in direct support of the AF contributions to Joint analysis efforts.

A2.2.3. Integrated Warfighting Analyses (AF/A9I). AF/A9I specializes in Joint Campaign and Command and Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) analyses within the operational domains of air, space, and cyberspace. A9I assesses capabilities, operational effectiveness, requirements, plans, strategies, and tactics for air, space, and cyberspace forces in direct support of the AF contributions to Joint analytic efforts. AF/A9I is responsible for ensuring assumptions, scenarios, and tools used for Joint analyses accurately represent AF equities. A9I leads AF participation in Joint studies spanning the full spectrum of AF and Joint issues. AF/A9I integrates and coordinates requirements, methods, and data for Joint models and Joint

analytical data and synchronizes and coordinates those foundational structures among the AF analytic community. AF/A9I serves as AF/A9's primary agent supporting AF roles and responsibilities in DoD Support for Strategic Analysis activities as per AFI 90-1602, *Data Collection, Development, and Management in Support of Strategic Analysis, and the Analytic Agenda*, and in support of strategic analysis per DoDD 8260.05, *Support for Strategic Analysis*. AF/A9I is responsible for representing the AF with DoD-level M&S organizations, informing/advising the AF/A9 Technical Director on AF policy regarding these forums, and performing functions associated with decision support M&S policy and AFSAT management. In addition, A9I supports management and execution of the AF SRP.

A2.2.4. Resource Analyses (AF/A9R). AF/A9R is responsible for matters pertaining to enhancing senior AF leaders' resource allocation decision-making by adding clarity and understanding to the linkages between force structures that provide desired capabilities and the resources required to train, equip, and sustain those force structures, including the ramifications of corporate AF decisions. AF/A9R provides analyses of manpower and force structure resource balance across component, command, panel, and functional areas; develops studies that examine resource trends and impacts over time; conducts return on investment analyses; conducts resource investments to capabilities optimizations; and ensures analyses assess Total Air Force program and Total Force issues. AF/A9R assesses infrastructure linkages to the modernization plan in support of AF long range planning. AF/A9R conducts studies to provide insight on specific force structure alternatives in support of annual AF Program Objective Memorandum (POM) development. AF/A9R also focuses in the development of resource analysis frameworks for emerging issues of significance to the AF such as, Total Force Enterprise (TFE), strategic basing, operational energy, remotely piloted aircraft, and other significant initiatives.