

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

**HAF MISSION DIRECTIVE 1-54**

**8 SEPTEMBER 2015**

***DEPUTY CHIEF OF STAFF,  
OPERATIONS***



**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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**SUMMARY OF CHANGES**

This publication revision reflects transfer of responsibilities due to Headquarters Air Force reorganization. Six delegated authorities are reassigned to AF/A5/8: DoDD 2000.19E, *Joint Improvised Explosive Device Defeat Organization (JIEDDO)*, DoDI S-2005.01, *Freedom of Navigation (FON) Program (U)*, DoDI 3000.04, *DoD Munitions Requirements Process (MRP)*, DoDD 3000.07, *Irregular Warfare*, DoDD 3222.4, *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, IC 1*, and DoDD 5105.20, *Defense Representation, United States Mission to the North Atlantic Treaty Organization (USNATO) and Europe*. Seven delegated authorizes are reassigned to AF/A10: DoDI 2060.03, *Application of the National Security Exclusion to the Agreements Between the United States of America and the International Atomic Energy Agency for the Application of Safeguards in the United States of America*, DoDD 2060.1, *Implementation of, and Compliance with, Arms Control Agreements*, DoDD 2060.02, *Department of Defense (DoD) Combating Weapons of Mass Destruction (WMD) Policy*, DoDI 3150.09, *The Chemical, Biological, Radiological, and Nuclear (CBRN) Survivability Policy*, DoDD 4500.54E, *DoD Foreign Clearance Program (FCP)*, DoDD 5105.62, *Defense Threat Reduction Agency (DTRA)*, DoDD 5134.08, *Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs (ASD(NCB))*, DoDD 5160.05E, *Roles and Responsibilities Associated with the Chemical and Biological Defense (CBD) Program (CBDP)*, DoDD 5210.88, *Safeguarding Biological Select Agents and Toxins (BSAT)*, and DoDI 5210.89, *Minimum Security Standards for Safeguarding Biological Select Agents and Toxins*.

Additionally, delegated responsibilities included in DoDI 6200.03, *Public Health Emergency Management within the Department of Defense* and DoDI 6440.03, *DoD Laboratory Network (DLN)*, are reassigned to AF/SG to better align inherent responsibilities.

**1. Mission.** The Deputy Chief of Staff (DCS) of the Air Force (AF) for Operations (AF/A3), pursuant to Title 10 United States Code (USC) §§ 8031-8038, and as documented by paragraph 4.3.3 of Air Force Mission Directive (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 the Chief of Staff of the Air Force (CSAF) in carrying out air, space, and cyberspace operations by establishing and overseeing policy to organize, train, and equip those forces for the Department of the Air Force (DAF). The SecAF retains ultimate responsibility for all policies related to the DAF. Within his/her areas of responsibility, the AF/A3 prepares policies for approval and issues official guidance/procedures, via official AF publications, to ensure implementation of those policies. The AF/A3 also assists the CSAF in his/her role, pursuant to Title 10 USC § 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/A3 reports directly to the CSAF but provides support to the SecAF, the Under Secretary of the Air Force, other Secretariat offices, and other Air Staff offices. The SecAF may re-delegate authority/assignment of responsibility to the AF/A3, but the SecAF, through the CSAF and, as appropriate, Assistant Secretaries of the AF, retains ultimate responsibility for all matters listed in Attachment 1 of this publication.

2.2. The AF/A3 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/A3 and the Office of the AF/A3 work in cooperation with the Vice Chief of Staff of the Air Force (VCSAF), Assistant Secretaries of the AF, the DCSs, and their respective offices, which are responsible, pursuant to Chapters 803 and 805 of Title 10 USC §§ 8013-8023 and §§ 8031-8038, for assisting the SecAF and the CSAF in carrying out his or her responsibilities.

2.3. Reporting to the AF/A3 are the following agencies: Air Force Operations Group (AFOG), a field operating agency (FOA) whose mission is documented in AFMD 23; the Air Force Flight Standards Agency (AFFSA), a FOA whose mission is documented in AFMD 27; and the Air Force Agency for Modeling and Simulation (AFAMS), a FOA whose mission is documented in AFMD 56.

**3. Responsibilities.** The AF/A3 is specifically responsible for:

3.1. Providing policy, guidance, and oversight for air, space, and cyberspace operations, training, and sourcing of AF capabilities and personnel to support joint operations, and representing AF operations to Department of Defense (DoD) and other government agencies.

3.1.1. Overseeing personnel development and training in support of air, space, and cyberspace operations.

3.1.2. All matters pertaining to rated and non-rated aircrew management.

3.1.3. Developing, planning, and implementing policy to support air, space, and cyberspace operations, training, and testing activities.

3.1.4. Assisting the CSAF in providing and allocating operationally ready air, space, and cyberspace forces and capabilities in response to the needs of the combatant commanders via Global Force Management (GFM) processes.

3.1.5. Overseeing policy, planning, programming, resource allocation, and program evaluation to ensure readiness of air, space, and cyberspace forces in peace, crisis, and war.

3.1.6. Developing policy, guidance, and standards and oversees planning, programming, budgeting, and resource allocation for effective weather and climate support to the AF, Army, JCS, designated Unified and Specified Combatant Commands, National Programs, and other agencies as directed by the CSAF.

3.1.7. Representing the AF, developing and executing policy on matters relating to civil aviation to include serving as DoD Lead Service Office for Implementation of the NextGen Air Transportation System.

3.1.8. Developing policy, guidance, requirements, programming and standards for effective Notice to Airmen (NOTAM) support to the AF, Army, Navy, Marines, JCS, designated Unified and Specified Combatant Command, National Programs, and other civil agencies as directed. Maintaining the DoD NOTAMS Lead Service Office.

3.1.9. Developing policy and standards for AF Modeling and Simulation; Live, Virtual and Constructive (LVC) Foundations (oversight/governance, architecture, environments, cybersecurity, workforce development, fiscal discipline), LVC interoperability standards, training systems/devices and distributed operational training. Acts as the Lead Integrator for LVC and serves as the lead for centrally managed oversight of LVC efforts across Major Commands (MAJCOM).

3.1.10. Overseeing the AF Flying Hour Program to include planning, programming, and execution.

3.1.11. Formulating AF policy, interagency agreements, and coordinating provision of AF centric support for OSD directed programs.

3.2. Providing HAF support for employment of airpower.

3.2.1. Acting as the AF focal point for joint operational planning support and analysis for the employment of AF capabilities, as well as for Adaptive Planning and Execution overview and policy framework actions, Joint Operational Planning and Execution System Information Technology/Time Phased Force and Deployment Data planning, and GFM.

3.2.2. Leading AF efforts relating to joint force command and control, including but not limited to global strike, integrated air and missile defense, strategic attack, counterair, air interdiction, close air support, and space and cyberspace operations, and coordinating these actions with the other Services, the combatant commands, and United States (US) Government organizations.

3.2.3. Directing AFOG activities in support of the CSAF responsibilities as a member of the JCS, including (to the extent that such action does not impair the independence of the CSAF in the performance of his duties as a member of the JCS) informing the SecAF regarding military advice rendered by members of the JCS on matters affecting the DAF, and other duties as directed by the SecAF.

3.2.4. Organizing, manning, and directing the AF Crisis Action Team to support CSAF and SecAF decision making and developing coherent AF actions in coordination with the Joint Staff (JS), Office of the Secretary of Defense (OSD), combatant commands, and AF MAJCOMs.

3.2.5. Developing AF guidance regarding utilization of Air Reserve Component members under Title 10.

3.3. Enhancing AF operations capability through joint, interagency, coalition, and total force integration and interoperability.

3.3.1. Overseeing AF training and exercise programs and supporting joint/coalition training and exercising.

3.3.2. Leading inter-service warfighting talks and managing the HAF Operator Engagement Talks program.

3.3.3. Global prioritization and allocation of AF training and education capacity to international partners.

3.4. Serving as the HAF office of primary responsibility (OPR) for operational National Security Council (NSC) issues including, but not limited to:

3.4.1. Formulating AF positions on matters under consideration by the JCS and National Security Council (NSC) and acting as single point of contact in the HAF for JCS and NSC related matters.

3.4.2. Reviewing doctrine related to operational NSC activities.

**4. Delegations of Authority/Assignment of Responsibility.** Attachment 1 lists delegated authorities and assigned responsibilities of the AF/A3. The authorities delegated and responsibilities assigned to the AF/A3 by this HAF 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 are delegated/responsibilities assigned to the AF/A3, the exercise of the authorities/responsibilities remains subject to the oversight and control of the SecAF, any Assistant Secretary 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 authority/assignments of responsibility made prior to the date of issuance of this HAF Mission Directive remain effective insofar as such re-delegations are not inconsistent with the terms of this HAF Mission Directive, unless superseded by new issuances.

Deborah Lee James  
Secretary of the Air Force

Attachments:

1. Delegations of SecAF Authorities/Assignment of Responsibilities to the AF/A3
2. AF/A3 Organizational Chart/Three-Letter Responsibilities

## ATTACHMENT 1

### DELEGATIONS OF SECAF AUTHORITIES/ASSIGNMENT OF RESPONSIBILITIES TO THE AF/A3

A1.1. Responsibility relating to policies and procedures for the activation, mobilization, and demobilization of the reserve components as delegated to the SecAF, pursuant to DoDD 1235.10, *Activation, Mobilization, and Demobilization of the Ready Reserve, IC 1*.

A1.2. Responsibility relating to policies and procedures for the activation, mobilization, and demobilization of the reserve components as delegated to the SecAF, pursuant to DoDI 1235.12, *Accessing the Reserve Components (RC), IC 1*.

A1.3. Responsibility relating to providing training as delegated to the SecAF, pursuant to DoDI 1300.21, *Code of Conduct (CoC) Training and Education*, DoDI 1300.23, *Isolated Personnel Training for DoD Civilian and Contractors*, and DoDD 1300.7, *Training and Education To Support the Code of Conduct (CoC)*.

A1.4. Responsibility relating to supporting the urban training facility proposal evaluation and certification process as delegated to the SecAF, pursuant to DoDI 1322.27, *DoD Urban Training Facilities*.

A1.5. Responsibility relating to AF training off federal property in the US or its territories, including aviation forces operating in conjunction with ground forces as directed by the SecAF, pursuant to DoDI 1322.28, *Realistic Military Training (RMT) Off Federal Real Property, IC-2*.

A1.6. Responsibility relating to civil affairs operations as delegated to the SecAF, pursuant to DoDD 2000.13, *Civil Affairs*.

A1.7. Responsibility relating to consulting with the Chairman of the JCS on matters pertaining to Combat Support Agencies as delegated to the SecAF, pursuant to DoDD 3000.06, *Combat Support Agencies (CSAs)*.

A1.8. Responsibility relating to Balanced Survivability Assessments as delegated to the SecAF, pursuant to DoDI O-3000.08, *Balanced Survivability Assessments (BSAs), IC 1*, marked as FOUO.

A1.9. Responsibility relating to personnel recovery and reintegration, as delegated to the SecAF pursuant to DoDD 3002.01, *Personnel Recovery in the Department of Defense, IC 1* and DoDI 3002.03, *DoD Personnel Recovery – Reintegration of Recovered Personnel*.

A1.10. Responsibility relating to the training, developing and equipping for Non-conventional Assisted Recovery (NAR) as delegated to the SecAF, pursuant to DoDI 3002.04, *DoD Personnel Recovery - Non-conventional Assisted Recovery (NAR)*.

A1.11. Responsibility relating to DoD Support to Civil Search and Rescue activities, including designation of key experts, as delegated to the SecAF, pursuant to DoDI 3003.01, *DoD Support to Civil Search and Rescue (SAR)*.

A1.12. Responsibility relating to emergency evacuation and crisis-related operations for the National Capital Region as delegated to the SecAF, pursuant to DoDD 3020.26, *Department of Defense Continuity Programs*.

A1.13. Responsibility relating to identifying, prioritizing, and protecting the Defense Critical Infrastructure (DCI), by establishing, resourcing, and executing an organizational program supporting the Defense Critical Infrastructure Program (DCIP) and by monitoring and reporting all relevant DCIP-related data on threats, hazards, vulnerabilities, and related trends as delegated to the SecAF, pursuant to DoDD 3020.40, *DoD Policy and Responsibilities for Critical Infrastructure, IC 2*.

A1.14. Responsibility relating to Defense Continuity Plan Development as delegated to the SecAF, pursuant to DoDI 3020.42, *Defense Continuity Plan Development*.

A1.15. Responsibility relating to emergency management on the Pentagon facility as delegated to the SecAF, pursuant to DoDI O-3020.43, *Emergency Management and Incident Command on the Pentagon Facilities*), marked as FOUO.

A1.16. Responsibility relating to establishing, resourcing, and executing an organizational program for matters pertaining to DCI risk; establishing annual DCIP training and exercise resource requirements as delegated to the SecAF, pursuant to DoDI 3020.45, *Defense Critical Infrastructure Program (DCIP) Management*.

A1.17. Responsibility relating to participation in the National Exercise Program as delegated to the SecAF, pursuant to DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*.

A1.18. Responsibility relating to support of military emergency preparedness liaison officer programs delegated to the SecAF, pursuant to DoDI 3025.16, *Defense Emergency Preparedness Liaison Officer (EPLO) Programs*.

A1.19. Responsibility relating to establishing the necessary policies and procedures to ensure appropriate personnel are trained to execute Defense Support of Civil Authorities plans as directed by the Secretary of Defense, as delegated to the SecAF, pursuant to DoDD 3025.18, *Defense Support of Civil Authorities (DSCA), IC 1*.

A1.20. Responsibility relating to AF support to civil authorities or qualifying entities for special events as delegated to the SecAF, pursuant to DoDI 3025.20, *Defense Support of Special Events*.

A1.21. Responsibility relating to AF support to civilian law enforcement agencies, while recognizing and conforming to the legal limitations on involvement in civilian law enforcement activities as delegated to the SecAF, pursuant to DoDI 3025.21, *Defense Support of Civilian*

*Law Enforcement Agencies.*

A1.22. Responsibility relating to organizing, training and equipping forces necessary to support the US Strategic Command's (USSTRATCOM) Laser Clearinghouse and the alternate Laser Clearinghouse as delegated to the SecAF, pursuant to O-DoDI 3100.11, *Illumination of Objects in Space by Lasers*, marked as FOUO.

A1.23. Responsibility relating to national security space transportation including launch and orbital operations and support for national test and evaluation operations of launch vehicles as delegated to the SecAF, pursuant to DoDI 3100.12, *Space Support*.

A1.24. Responsibility relating to organizing, training and equipping forces necessary to carry out the space force application mission area as delegated to the SecAF, pursuant to DoDI S-3100.13, *Space Force Application* (U), marked as Secret.

A1.25. Responsibility relating to providing Global Space Mission Operations as delegated to the SecAF, pursuant to DoDI S-3100.14, *Space Force Enhancement* (U), marked as Secret.

A1.26. Responsibility relating to leading the systems integration of the Space Surveillance Network to support its transition to providing space situational awareness; organizing, training, and equipping forces for the space control mission area as well as integrating capabilities with space control activities into all facets of AF strategy, doctrine, education, training, exercises, and operations of US military forces as delegated to the SecAF, pursuant to DoDI S-3100.15, *Space Control* (U), marked as Secret.

A1.27. Responsibility relating to developing and implementing plans, partnerships, and risk management to sustain access and operational use of the live training and test domain as delegated to the SecAF, pursuant to DoDD 3200.15, *Sustaining Access to the Live Training and Test Domain*.

A1.28. Responsibility relating to planning, programing, and administering range clearance programs as delegated to the SecAF, pursuant to DoDI 3200.16, *Operational Range Clearance* (ORC).

A1.29. Responsibility relating to joint military diving technology and training as delegated to the SecAF, pursuant to DoDI 3224.04, *Single Manager Responsibility for Joint Service Military Diving Technology and Training* (MDT&T).

A1.30. Responsibility relating to establishing procedures within the AF and with other Agencies regarding the use of DoD launch property and launch services by the private sector, as delegated to the SecAF, pursuant to DoDD 3230.3, *DoD Support for Commercial Space Launch Activities, IC 1*.

A1.31. Responsibility relating to overt Military Information Support Operations (MISO) conducted by the military services in peacetime and in contingencies short of declared war as delegated to the SecAF, pursuant to DoDD S-3321.1, *Overt Psychological Operations*



*Conducted by the Military Services in Peacetime and in Contingencies Short of Declared War (U)*, marked as Secret.

A1.32. Responsibility relating to information operations as delegated to the SecAF, pursuant to DoDD 3600.01, *Information Operations (IO)*.

A1.33. Responsibility relating to information operation security classification guidance as delegated to the SecAF, pursuant to DoDI O-3600.02, *Information Operation (IO) Security Classification Guidance (U)*, marked as FOUO.

A1.34. Responsibility relating to military deception as delegated to the SecAF, pursuant to DoDI S-3604.01, *(U) Department of Defense Military Deception*, marked as Secret.

A1.35. Responsibility relating to information operations career force as delegated to the SecAF, pursuant to DoDI 3608.11, *Information Operations Career Force*.

A1.36. Responsibility relating to joint information operations education as delegated to the SecAF, pursuant to DoDI 3608.12, *Joint Information Operations (IO) Education, IC 1*.

A1.37. Responsibility relating to implementation of the Civil Reserve Air Fleet Commercial Access to Military Installations program, as delegated to the SecAF, pursuant to DoDI 4500.55, *Civil Reserve Air Fleet (CRAF), Carrier Commercial Access to Military Installations for Non-DoD Operations*.

A1.38. Responsibility delegated to the SecAF, pursuant to DoDI S-4515.17, *Gate Keeper (U)*, marked as Secret.

A1.39. Responsibility relating to ensuring compliance with the use of international airspace by U.S. military aircraft and firings over the high seas, as delegated to the SecAF, pursuant to DoDI 4540.01, *Use of International Airspace by U.S. Military Aircraft and for Missile and Projectile Firings*.

A1.40. Responsibility relating to the use and management of operational ranges within the U.S. as delegated to the SecAF, pursuant to DoDD 4715.11, *Environmental and Explosives Safety Management on Operational Ranges Within the United States*.

A1.41. Responsibility relating to use and management of operational ranges located outside the U.S. as delegated to the SecAF, pursuant to DoDD 4715.12, *Environmental and Explosives Safety Management on Operational Ranges Outside the United States*.

A1.42. Responsibility relating to operational range assessments as delegated to the SecAF, pursuant to DoDI 4715.14, *Operational Range Assessments*.

A1.43. Responsibility relating to Modeling and Simulation (M&S) programs, acting as the DoD Executive Agent for M&S of the Air and Space Natural Environment (ASNE); providing visibility and access to AF M&S programs and activities by maximizing commonality, reuse,

interoperability, efficiencies, and effectiveness; and supporting the development of tools and services for DoD Community Specified Models and Simulations, pursuant to DoDD 5000.59, *DoD Modeling and Simulation (M&S) Management*

A1.44. Responsibility relating to providing guidance to ensure functional verification, validation, and accreditation (VV&A) of models, simulation, and associated data is performed and documented, delegated to the SecAF in DoDI 5000.61, *DoD Modeling and Simulation (M&S) Verification, Validation, and Accreditation (VV&A)*.

A1.45. Responsibility relating to providing guidance to ensure the development and maintenance of discovery metadata on key M&S assets ensuring visibility and reuse; advises USD (AT&L), in concert with SAF/AQ and AF/A9, on M&S capabilities and uses across the AF, as delegated to the SecAF, pursuant to DoDI 5000.70, *Management of DoD Modeling and Simulation (M&S) Activities, IC 1*.

A1.46. Responsibility relating to standardizing military terminology as delegated to the SecAF, pursuant to DoDI 5025.12, *Standardization of Military and Associated Terminology*.

A1.47. Responsibility relating to sourcing and supporting the DoD Policy Board on Federal Aviation (PBFA) Executive Director and Secretariat, and responsibility relating to providing personnel for the DoD's Air Traffic Service Cell in partnership with the FAA's-System Operations Security, at the Air Traffic Control System Command Center for current operations and national contingencies as delegated to the SecAF, pursuant to DoDD 5030.19, *DoD Responsibilities on Federal Aviation*.

A1.48. Responsibility relating to controlling Federal Air Navigation Aids in AF areas as appropriate and required, as delegated to the SecAF, pursuant to DoDI 5030.36, *Emergency Security Control of Air Traffic (ESCAT)*.

A1.49. Responsibility relating to special mariner warnings as delegated to the SecAF, pursuant to DoDI 5030.57, *Special Warnings to Mariners*.

A1.50. Responsibility delegated to the SecAF, pursuant to DoDD S-5100.44, *Defense and National Leadership Command Capability (DNLCC) (U)*, marked as Secret.

A1.51. Responsibility relating to AF response to foreign disasters as delegated to the SecAF, pursuant to DoDD 5100.46, *Foreign Disaster Relief (FDR)*.

A1.52. Authority relating to coordinating with the Director of Pentagon Force Protection Agency (PFPA) on matters relating to PFPA operations and functions as delegated to the SecAF, pursuant to DoDD 5105.68, *Pentagon Force Protection Agency (PFPA)*.

A1.53. Responsibility relating to providing weather and other support at the Raven Rock Mountain Complex (RRMC) and providing, in turn, an RRMC Commander to the White House Services Director as delegated to the SecAF, pursuant to DoDI 5110.11, *Raven Rock Mountain Complex (RRMC)*, marked as FOUO.

A1.54. Responsibility relating to assisting the Director of Net Assessment as delegated to the SecAF, pursuant to DoDD 5111.11, *Director of Net Assessment*.

A1.55. Responsibility relating to joint deployment and redeployment processes and changes as delegated to the SecAF, pursuant to DoDI 5158.05, *Joint Deployment Process Owner*.

A1.56. Responsibility relating to the DoD operations security program as delegated to the SecAF, pursuant to DoDD 5205.02E, *DoD Operations Security (OPSEC) Program*.

A1.57. Authority relating to establishing a Defense Sensitive Support Office (DSSO), providing procedures to coordinate Defense Sensitive Service (DSS) requests, reviewing AF DSS proposals, forwarding DSS requirements to the Director, DSS Activity Office, and restricting DSS information to essential personnel, as delegated to the SecAF, pursuant to DoDD S-5210.36, *Provision of DoD Sensitive Support to DoD Components and Other Departments and Agencies of the US Government (U)*, marked as Secret.

A1.58. Authority relating to low observable and counter low observable programs as delegated to the SecAF, pursuant to DoDI S-5230.28, *Low Observable (LO) and Counter Low Observable (CLO) Programs (U)*, marked as Secret.

A1.59. Responsibility relating to standardizing medical regulating and patient movement as delegated to the SecAF, pursuant to DoDI 6000.11, *Patient Movement (PM)*.

A1.60. Responsibility relating to the Readiness Reporting System as delegated to the SecAF, pursuant to DoDD 7730.65, *Department of Defense Readiness Reporting System (DRRS)* and DoDI 7730.66, *Guidance for the Defense Readiness Reporting System (DRRS)*.

A1.61. Responsibility relating to serving as the DoD Executive Agent for DoD Computer Forensics Lab and DoD Computer Investigations Training Program, establishing component-level Computer Network Defense services, and complying with operational direction of Commander, USSTRATCOM, pursuant to DoDD O-8530.1, *Computer Network Defense (CND)*, marked as FOUO.

A1.62. Responsibility relating to Communications Security monitoring and Information Assurance readiness testing as delegated to the SecAF, pursuant to DoDI 8560.01, *Communications Security (COMSEC) Monitoring and Information Assurance (IA) Readiness Testing*.

A1.63. Responsibility relating to providing atmospheric and space weather support to US Army combat operations pursuant to AR 115-10/AFI 15-157 (IP), *Weather Support for the U.S. Army*; CJCSI 3810.01, *Meteorological and Oceanographic Operations*; and DoDI 5100.73, *Major DoD Headquarters Activities*.

A1.64. Responsibility relating to preparing DoD Pentagon Reservation occupants for emergencies as delegated to the SecAF, pursuant to Administrative Instruction (AI) 111,

*Component Emergency Response on the Pentagon Reservation.*

A1.65. Responsibility as the DoD lead agency for Next Generation Weather Radar (NEXRAD) program, pursuant to tri-agency agreement with DoD, Department of Commerce and Department of Transportation, *Interagency Operation of the Weather Surveillance Radar-1988, Doppler (WSR-88D)*, 24 March 2008.

A1.66. Responsibility relating to cooperation and leveraging of atmospheric and space weather resources as the AF lead representative to the National Oceanic and Atmospheric Administration (NOAA), pursuant to CSAF memorandum, *Appointment of Air Force Deputy to NOAA*.

A1.67. Responsibility/authority relating to Civil Air Patrol activities and programs as delegated to the SecAF, pursuant to Title 10 USC, § 9442-9444 and 9446-9448.

A1.68. Responsibility relating to security force assistance as delegated to the SecAF, pursuant to DoDI 5000.68, *Security Force Assistance (SFA)*.

A1.69. Responsibility relating to expeditionary readiness program, pursuant to AFI 36-2201, *Air Force Training Program, IC 3*, Chapter 8, which will be superseded by the Air Force Guidance Memorandum for Expeditionary Readiness.

A1.70. Responsibility relating to ballistic missile defense planning and operations as delegated to the SecAF pursuant to DoDD 5134.09, *Missile Defense Agency*.

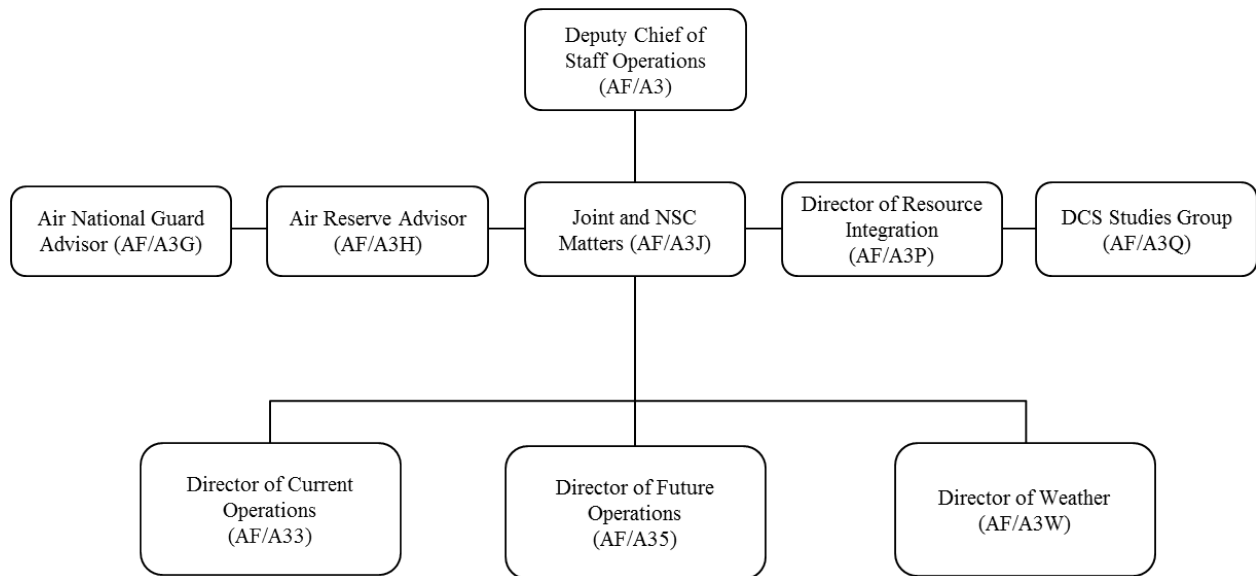
A1.71. Responsibility relating to conduct of operations in the Antarctic Area as delegated to the Secretary of the Air Force, pursuant to DoDD 5101.16, *DoD Executive Agent (EA) for Support to the National Science Foundation (NSF) Division of Polar Programs (PLR)*.

A1.72. Responsibility relating to Stability Operations as delegated to the Secretary of the Air Force, pursuant to DoDI 3000.05, *Stability Operations*.

A1.73. Responsibility relating to Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs as delegated to the Secretary of the Air Force, pursuant to DoDD 5111.13, *Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs*.

## ATTACHMENT 2

## AF/A3 ORGANIZATIONAL CHART/THREE-LETTER RESPONSIBILITIES



A2.1. AF/A3 is responsible for the overall supervision of all matters pertaining to the AF defining and advancing U.S. airpower from concept to capability, providing coherence in operational requirements, sourcing, policies, plans, programs, and support to Airmen and the joint force. AF/A3 provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets within its area of responsibility.

A2.2. AF/A3 Directorates and other subordinate offices include:

A2.2.1. Director of Current Operations (AF/A33). AF/A33 is responsible for matters pertaining to policy and oversight of operational readiness; flying hours; counter narcotics; homeland defense; modeling and simulation; LVC; leads operational planning, strategic analysis, and monitoring for combat and contingency operations and exercises. Provides Air Expeditionary Force policy and procedures for the AF. Provides airpower expertise supporting the CSAF, AF/A3 and NAF/Air Component Commanders and Staffs, focused on near-term operational planning challenges. Supports the JS and Combatant Commanders as the AF OPR for providing and allocating operationally ready air, space, and cyberspace forces and capabilities in response to the needs of the combatant commanders via Global Force Management (GFM) processes. AF office of primary responsibility for policy and guidance regarding the use of Air Reserve Component members under Title 10 USC, including procedures for ordering to active duty and managing the reserve components in accordance with DoD policy and law. Directs two FOAs: the AFOG and the AFAMS.

2.2.1.1. Deputy Director of Current Operations (AF/DA33) is designated as the Authorizing Official for LVC Cybersecurity in accordance with DoDI 8510.01, *Risk Management Framework (RMF) for DoD Information Technology (IT)*.

A2.2.2. Director of Future Operations (AF/A35). AF/A35 is responsible for matters pertaining to rated and non-rated aircrew management; special operations; personnel recovery; close air support combat air forces; ranges; airspace; civil aviation; defense support to civil authorities; critical infrastructure protection; flying training; operational training; security force assistance; air advising; C2; integrated air and missile defense; information operations; and mobility air forces. AF/A35 is also responsible for career field management of rated and non-rated aircrew; special operations; personnel recovery; airfield management; represents A3 efforts within the AF Corporate Structure, and directs one FOA: the AFFSA

A2.2.2.1. AF/A35 shares responsibility with SAF/CIO A6 for providing policy, guidance and oversight for cyberspace operations through a matrixed staff activity, ensuring operational requirements are considered in all decisions affecting cyberspace activities. AF/AA35C is responsible for matters pertaining to cyberspace operations. Advocates for cyberspace operations policy, doctrine and guidance. Advises SecAF and CSAF on cyberspace operations issues. Develops and assesses cyberspace command and control (C2) and weapon system employment concepts. Ensures strategy, policy, doctrine and guidance for cyberspace operations are fully integrated into AF, Joint, combatant command, coalition and national combat and contingency operations, plans and exercises. Assists in the development of requirements and standards to organize, train, and equip AF cyberspace operations forces to provide capabilities integrated with, and enabling, Air and Space power projection. Assists in and provides operational requirements that guide the development and management of AF cyberspace operations forces.

A2.2.2.2. AF/A35 is responsible for matters pertaining to space operations. Develops standards to organize, train, and equip AF space forces. Oversees the development and management of space professionals. Advocates for changes to space policy, doctrine and guidance. Advises SecAF and CSAF on operational space issues. Develops and assesses space C2 and employment concepts. Ensures operational integration of space strategy, policy, doctrine and guidance into AF, Joint, combatant command, coalition and national combat and contingency operations, plans and exercises. Leads space-related OET events and relevant space working groups with foreign military and government organizations. Assists in providing operational requirements that guide the development and management of AF space forces.

A2.2.2.3. AF/A35 shares responsibility with SAF/IA for providing policy, guidance and oversight for security force assistance operations, ensuring operational requirements are considered in all decisions affecting security force assistance activities. Oversees the development and management of security force assistance professionals. As security force assistance activity manager ensures operational integration of security force assistance strategy, policy, doctrine and guidance into AF, Joint, combatant command, coalition and national combat and contingency operations, plans and exercises across the air, space, cyberspace domains including ISR, both standard and non-standard equipment required to conduct security force assistance related activities on tactical and operational levels. Assists in providing operational requirements that guide the development and management

of AF security force assistance forces.”

A2.2.2.4. AF/A35 is responsible for matters pertaining to expeditionary readiness training within the HAF as the expeditionary readiness senior authority and oversees the expeditionary readiness committee chair. Issues and oversees training policy and guidance to meet AF deployment readiness requirements and establishes policy for developing and publishing of Program Requirements Documents and Program Guidance Letter specific to Expeditionary Readiness Training. Conducts, with AETC/A3Q, an annual review of Combatant Commanders’ training requirements. Validates and recommends establishment, sustainment and resourcing of deployment readiness requirements.

A2.2.3. Air National Guard Staff Assistant (HAF/A3-SA). AF/A3-SA is the part-time ANG general officer responsible for advising the AF/A3 on all Air National Guard matters. Acts as liaison between AF/A3 staff and the Director, Air National Guard. Assists AF/A3 in the development of broad Air Force policies and long-range objectives, in the formulation of plans and operations in the implementation thereof, and in the justification of these plans and operations before appropriate elements of the Department of Defense and other government agencies. Responsible for assisting AF/A3 in developing the Air Force contributions to national military strategy and Air Force dialogue within the international/national security policy arenas. Provides input for AF/A3 in support of SECAF in his role as member of the Joint Chiefs of Staff. Advises and assists on Air National Guard policies, relations and functions. Advises on Air National Guard activities and mobilization plans, maintaining liaison with Air National Guard activities at all levels. Performs staff visits and attends conferences, seminars, and meetings, as required by AF/A3.

A2.2.3.1. Air National Guard Advisor (AF/A3G). AF/A3G is the full time Air National Guard officer responsible for advising the AF/A3 on all Air National Guard matters. Acts as liaison between AF/A3 staff and the Air National Guard Readiness Center.

A2.2.4. Air Force Reserve Mobilization Assistant (HAF/A3-MA). AF/A3-MA is the part-time Reserve general officer responsible for advising the AF/A3 on all Air Force Reserve matters. Acts as liaison between AF/A3 staff and the Chief of Air Force Reserve. Assists AF/A3 in the development of broad Air Force policies and long-range objectives, in the formulation of plans and operations in the implementation thereof, and in the justification of these plans and operations before appropriate elements of the Department of Defense and other government agencies. Responsible for assisting AF/A3 in developing the Air Force contributions to national military strategy and Air Force dialogue within the international/national security policy arenas. Provides input for AF/A3 in support of SECAF in his role as member of the Joint Chiefs of Staff. Advises and assists on Reserve community policies, relations and functions. Advises on Reserve activities and mobilization plans, maintaining liaison with Reserve activities at all levels. Responsible to monitor management of the Individual Mobilization Augmentee program with the DCS. Performs staff visits and attends conferences, seminars, and meetings, as required by AF/A3.

A2.2.4.1. Air Force Reserve Advisor (AF/A3H). AF/A3H is the full-time Air Force

Reserve officer responsible for advising the AF/A3 on all AF Reserve matters. Acts as liaison between AF/A3 staff, HAF, other Air Staff AGR representatives and the Office of Air Force Reserve (AF/RE).

A2.2.5. Director of Joint and NSC Matters (AF/A3J). AF/A3J is responsible for preparing CSAF, OpsDep, and DepOpsDep recommendations on all items under JCS consideration, (except those items under the purview of the Joint Requirements Oversight Council), including formal JCS meetings, known as Tank sessions. Through the Joint Actions Control Office (JACO), functions as the administrative manager of all correspondence between the JS and HAF on joint matters. The JACO is the single point of contact responsible for receiving all joint actions, determining the AF action required, assigning the action to the appropriate Air Staff office and ensuring the task is completed by the required JS suspense date. The JACO also serves as the official AF repository and library for all joint actions processed through the office. As the first line of authority on the Service staff, AF Planners represent the CSAF, OPSDEP, and DEPOPSDEP and are accredited to provide the final AF position to the JS on joint actions. AF Planners and the JACO have the authority to task across the AF to assign subject matter experts to provide the most timely, accurate, and fully coordinated response possible.

A2.2.6. Director of Resource Integration (AF/A3P). AF/A3P is responsible for recommending and implementing AF/A3 leadership decisions regarding effective use of personnel, facilities, and funds. Supports the professional and administrative needs of AF/A3's military, civilian, and contractor personnel. Leads AF/A3's Capability Resource Team (CRT) and Program Budget Review Group/Board processes. Manages all communications and tasks of the DCS, to include preparing and supervising preparation of briefings, speeches, and conference research material to aid articulating AF/A3's positions on air, space, and cyberspace issues. Liaises with SecAF and CSAF action groups on issues affecting AF/A3 staff; advises AF/A3 on issues and actions affecting current and future air, space, and cyberspace operations.

A2.2.7. Director, DCS Studies Group (AF/A3Q). AF/A3Q is the operational lead for the SECAF and Deputy Chief of Staff for Operations and Readiness to support programs that protect critical AF technologies, capabilities and tactics. A3Q will support the Combatant and MAJCOM Commanders' needs to maintain the strategic advantage for the joint warfighter and protect AF equities by conducting studies across a variety of technical and military operational issues.

A2.2.8. Director of Weather (AF/A3W). AF/A3W is responsible for strategic planning and policy for atmospheric and space weather and climate operations. Develops policy, requirements and standards to organize, train and equip weather forces. Manages resource allocation and provides planning, programming and budgeting oversight and advocacy for AF weather throughout the AF Corporate Structure process. Serves as AF primary representative to other governmental and international agencies on all issues regarding atmospheric and space weather matters. Provides policy and guidance for weather operations in support of AF and Army operations and liaises with HQ US Army on weather support requirements for Army operations. Executes career field management duties for



the weather functional as defined by applicable AF instructions and directives. Provides subject matter expertise to the AF Requirements Oversight Council in support of the Joint Capabilities Integration and Development System (JCIDS). Advises SECAF and CSAF on atmospheric and space weather and climate matters. Acts as the DoD executive agent for modeling and simulation of the Air and Space Natural Environment.