

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

**HEADQUARTERS AIR FORCE
MANAGEMENT DIRECTIVE 1-56**



3 DECEMBER 2019

Correction Applied on 23 December 2019

**DEPUTY CHIEF OF STAFF PLANS
AND PROGRAMS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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RELEASABILITY: There are no releasability restrictions on this publication.

OPR: AF/A8

Certified by: AF/A8
(Lt Gen David Nahom)

Supersedes: HAFMD 1-56, January 28, 2016

Pages: 8

SUMMARY OF CHANGES. This document has been substantially revised and needs to be completely reviewed. This revised mission directive reflects the transfer of responsibilities associated with the 9 October 2018 Headquarters Air Force (HAF) reorganization and realignment action. It substitutes all references to the Deputy Chief of Staff of the Air Force (DCS), Strategic Plans and Requirements (AF/A5/8) with the DCS, Plans and Programs (AF/A8) for applicable roles and responsibilities.

Attachment 1 of this publication delineates the authorities and responsibilities delegated to AF/A8 by the Secretary of the Air Force (SecAF). Attachment 2 of this publication outlines the revised organizational structure, including the roles and responsibilities of subordinate AF/A8 Directorates.

1. Mission. The AF/A8 authority resides in 10 USC § 9031-40 of Air Force Mission Directive-1 *Headquarters Air Force*, and this Headquarters Air Force (HAF) Mission Directive. AF/A8 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 30-year Resource Allocation Plan (RAP). The AF/A8 executes long-range resource allocation, develops, directs, and conducts Air Force programming activities necessary to complete the AF Program Objective Memorandum (POM). The SecAF retains ultimate responsibility for all policies related to the Department of the Air Force. Within his/her areas of responsibilities, the AF/A8 prepares policies, guidance, and procedures for SecAF approval, to ensure implementation of those policies. The AF/A8 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 assigned Department of the Air Force functions. They are subject to the authority, direction, and control of the Secretary of the Air Force.

2.1. The AF/A8 reports directly to the CSAF, and 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/A8, 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/A8 is part of the Air Staff and as such works closely with other HAF offices assisting the SecAF and the CSAF in carrying out their responsibilities. AF/A8 works in cooperation with other HAF officials and their respective offices, pursuant to Chapters 903 and 905 of Title 10 (10 USC § 9011-9024 and § 9031-9040), to assist the SecAF and the CSAF in carrying out their responsibilities.

3. Responsibilities. The AF/A8 is specifically responsible for:

3.1. Developing and managing the process for institutionalized resource allocation.

3.1.1. Planning process culminates in an Air Force Resource Allocation Plan projecting 30 years into the future, which is used to develop Plan to Program Guidance (PPG) for the next POM cycle as well as the Air Force Strategic Planning Guidance (SPG) for the following planning cycle.

3.1.2. Developing and providing direction on Air Force Program Objective Memorandum (POM). Integrating, evaluating, and analyzing the Air Force Program across the Future Years Defense Plan (FYDP). Programming all Air Force appropriations and assigned funds.

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-based planning and programming process.

4. Delegations of Authority/Assignment of Responsibility. Attachment 1 of this publication lists the authorities delegated/responsibilities assigned to the AF/A8 by this HAF Mission Directive. They may generally be re-delegated to other Department of the Air Force officials unless re-delegation is expressly prohibited by superseding law, regulation, or DoD issuance. While the authorities are delegated/responsibilities assigned to the AF/A8, 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. (T-1) Any person re-delegating authorities in accordance with this Directive may further restrict or condition the authority being

re-delegated. Attachment 2 outlines the revised organizational structure, including the roles and responsibilities of subordinate AF/A8 Directorates.

BARBARA BARRETT
Secretary of the Air Force

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

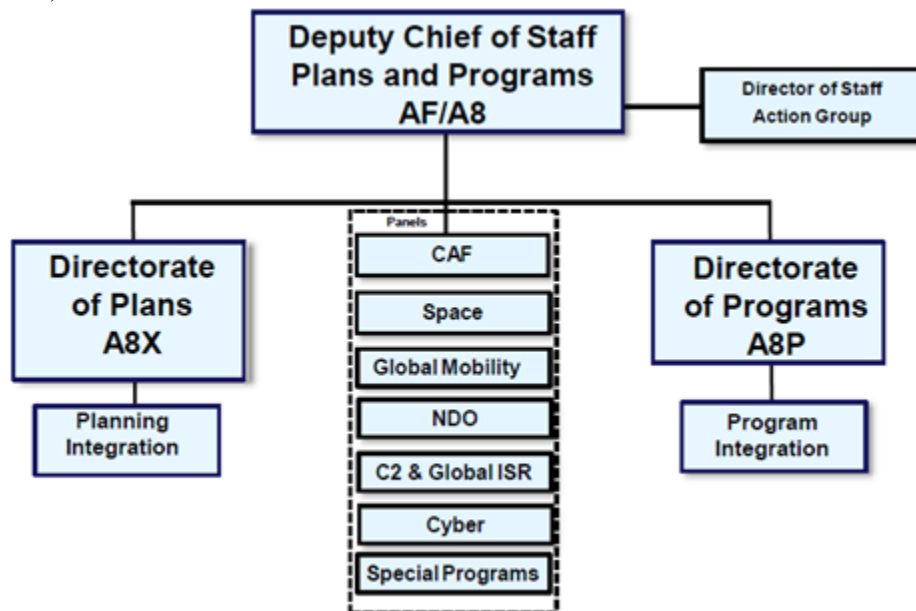
A1.1. Authority to perform duties assigned to the Secretary of the Air Force as the DoD Executive Agent for Military Aerospace Vehicle Designation and Naming, as designated in DoDD 4120.15E, *Designating and Naming Military Aerospace Vehicles*.

A1.2. Responsibility to coordinate with and provide identified data to the Director of Cost Assessment and Program Evaluation, tasked to the Secretary of the Air Force in DoDD 5105.84, Director of Cost Assessment and Program Evaluation (DCAPE).

A1.3. Authority relating to planning in Planning, Programming, Budgeting and Execution Process, tasked to the Secretary of the Air Force, in DoDD 7045.14, The Planning, Programming, Budgeting, and Execution (PPBE) Process.

Attachment 2

DEPUTY CHIEF OF STAFF

PLANS AND PROGRAMS
(AF/A8)**FIGURE A2.1. Organizational Chart**

A2.1. The DCS, Plans and Programs is responsible for the overall supervision of all matters pertaining to Air Force resource allocation planning, integrating, evaluating, and analyzing the Air Force Program across the FYDP and programming all Air Force appropriations and assigned funds. The AF/A8 coordinates with other HAF/SAF DCSs to ensure all Combat and Combat Support equities are represented. AF/A8 serves as a catalyst to innovate, integrate, and implement creative and disruptive technology options derived from mutually beneficial relationships with industry, academia, and non-traditional contributors to effect transformative opportunities for the Air Force, including fostering agile and non-traditional acquisition.

A2.2. Three-letter subordinate offices include:

A2.2.1. Director of Staff (AF/A8E). AF/A8E is responsible for providing integration, coordination, and oversight of all internal and external communications and staff tasks related to the DCS, Plans and Programs mission including Congressional engagements, testimony, and responses to inquiries. AF/A8E coordinates, facilitates, and manages peripheral tasks, duties, and functions. Responsible for providing recommendations and implementation of AF/A8 leadership decisions regarding effective use of personnel, facilities, and funds, supporting the professional and administrative needs of AF/A8's military, civilian, and contractor personnel. AF/A8E functions include:

A2.2.1.1. Coordinating 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.

A2.2.1.2. 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.

A2.2.1.3. Providing contract administration and oversight of all AF/A8 contracts.

A2.2.1.4. 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.

A2.2.1.5. 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 Planning (AF/A8X). AF/A8X is responsible for developing, integrating, and recommending 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 informs decision-making 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. The Planning Directorate consists of eight divisions: Combat Forces Division (A8XC), Cyber Superiority Division (A8XK), Global Mobility Division (A8XM), Nuclear Deterrence Operations Division (A8XN), Planning Integration Division (A8XP), Space Superiority Division (A8XS), C2 & Global Intelligence Surveillance and Reconnaissance Division (A8XV), and Special Programs Division (A8XZ). AF/A8X functions include:

A2.2.2.1. Developing prioritized planning choices to secure enterprise-wide decisions from the CSAF and SecAF. Ensuring strategy-based resource allocation as part of the Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) process.

A2.2.2.2. Advocating Air Force positions through various DoD documents and forums, such as the Defense Planning Guidance (DPG).

A2.2.2.3. Authoring the Plan to Programming Guidance (PPG), to inform the POM build and explain planning intent of the Resource Allocation Plan (RAP) and the Strategic Planning Guidance (SPG) to explain Senior Leader Guidance necessary to inform and build the Resource Allocation Plan.

A2.2.2.4. 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.

A2.2.2.5. Functioning as the HAF Office of Primary Responsibility for all matters pertaining to formulating, directing, and amending long-range resource allocation plans.

A2.2.2.6. Conducting enterprise-wide affordability analyses including key cost parameters, to inform capability development decision-making for major investments.

A2.2.2.7. Serves on the Capability Development Council (CDC), and co-chairs the Strategic Basing Executive Steering Group to ensure coordination between Air Force planning functions and the Air Force strategic basing process.

A2.2.2.8. Establishing Air Force policy for the roles and responsibilities of lead command/agent for all weapon systems, non-weapon systems, and activities.

A2.2.3. Directorate of Programming (AF/A8P). A8P is responsible for all matters pertaining to developing, directing, and conducting Air Force programming activities and consists of two divisions, A8PE, Program Integration and A8PM, Program Panels. AF/A8P is responsible for integrating, evaluating, and analyzing the Air Force Program across the FYDP and programming all Air Force appropriations and assigned funds including option development, option pricing, and maintaining programmatic data structure, process, and systems. Specific responsibilities include:

A2.2.3.1. Developing and submitting the POM for the Air Force FYDP.

A2.2.3.2. Reviewing, developing, and evaluating funding options for the Secretary of the Air Force and Chief of Staff of the Air Force to meet worldwide air, space, and cyberspace requirements while balancing force readiness and sustainability with force modernization.

A2.2.3.3. Analyzing and evaluating programs and force projections for balancing, phasing, and feasibility in relation to known and anticipated availability of resources and higher authority decisions.

A2.2.3.4. Analyzing impacts of programming decisions and force structure requirements on major acquisition programs and in conjunction with AF/A5, AF/A9, and SAF/AQ, assessing the viability of these programs to meet national requirements and to provide warfighting capabilities.

A2.2.3.5. Establishing Air Force policy in coordination with SAF/MG for resource allocation and the SPPBE process.

A2.2.3.6. Coordinating with AF/A5 and other applicable functional organizations on Concept of Operations to ensure coherent capabilities-based programming and efficient/effective resource allocation.

A2.2.3.7. Functioning as the Air Staff Office of Primary Responsibility (OPR) for all matters pertaining to formulating, directing, and amending the Air Force Program to meet worldwide force requirements across the full spectrum of air, space, and cyberspace combat capabilities.

A2.2.3.8. Providing a comprehensive and overall assessment of the total Air Force Program from a programming perspective and coordinating budgeting perspectives with SAF/AQ, SAF/FMB, and AF/A1M.

A2.2.3.9. Preparing program briefings for senior Air Force leadership (Secretary, CSAF and Air Force Corporate Structure) on resource allocation and programmatic issues, defending the Air Force POM/Budget Estimate Submission (BES), analyzing Issue Papers, and accomplishing offset drills as needed.

A2.2.3.10. Chairing the Air Force Group and the Air Force Board for all programming matters and Co-Chairing the Air Force Group/Board for budget formulation and execution. Maintaining the integrity of the Air Force Corporate Process. Providing information and briefings to the Air Force Council for corporate decisions. Providing recommendations from the Corporate Process to the SecAF/CSAF.

A2.2.3.11. Developing annual programming guidance in accordance with fiscal guidance, overarching National Defense guidance, Plan to Program Guidance (PPG), the Air Force Resource Allocation Plan (RAP), design options and Air Force strategic priorities.

A2.2.3.12. Serving as the primary Air Force advocate, functional expert, and advisor to AF/A8 on all programmatic issues, objectives and strategies, and providing program assessments and alternative program options.

A2.2.3.13. Maintaining close working relationships with HAF/SAF functional planners and SAF/FMBP budget counterparts to ensure a smooth transition between all phases of the strategy, design, planning, programming and budgeting process.

A2.2.3.14. Serving as the primary Air Force organization responsible for reviewing and evaluating programmatic and/or Program Decision Memoranda (PDMs) issued by OSD and coordinating the evaluation of Program Budget Decisions (PBDs) and/or PDMs with SAF/FMB.

A2.2.3.15. Assessing the impact RMDs have on Air Force programs and budgets, and recommending reclama/rebuttal actions to the SecAF/CSAF the Air Force Corporate Review Process.

A2.2.3.16. Advising the Air Force Board/SecAF/CSAF on the feasibility of programmatic disconnects and offsets.

A2.2.3.17. Evaluating crosscutting options that generate savings and efficiency across the Air Force to be used as offsets for higher priority requirements.

A2.2.3.18. Providing guidance and direction to the Secretariat, Air Staff, and MAJCOMs for the development of programming options.

A2.2.3.19. Coordinating changes to the Air Force's programming data structure, processes, and systems required submitting Force and Financial Plan data.

A2.2.3.20. Serves on the Capability Development Council (CDC), and co-chairs the Strategic Basing Executive Steering Group to ensure coordination between Air Force planning functions and the Air Force strategic basing process.

A2.2.3.21. Functioning as the Air Staff Office of Primary Responsibility (OPR) for all matters pertaining to the designation of lead command/agent for all weapon systems, non-weapon systems, and activities.