This revision incorporates changes resulting from a Headquarters Air Force (HAF) reorganization. Specifically, it incorporates the new role assigned to the AF/A9, as Air Force Chief Analytics Officer (CAO) over policy and conduct of advanced data analytics in the Air Force. It also addresses functional relationships of the AF/A9 with the Air Force Chief Information Officer (CIO) and the Air Force Chief Data Officer (CDO). 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.

What these changes do not reflect is the standup of the U. S. Space Force and AF/A9’s relationship with the SF Chief Technology and Innovation Office (CTIO/S9). The relationships of AF/A9 responsibilities, CTIO/S9 responsibilities, and joint or shared responsibilities will be reflected in the next HAFMD 1-58 revision to be released prior to Hqs USSF IOC. As such, the roles and responsibilities in this MD identified as “AF” should be read as A9’s AF roles and responsibilities and not DAF roles and responsibilities.

1. Mission. The AF/A9, pursuant to Title 10 United States Code (U.S.C.) sections §§ 9031-9040, and as documented by paragraph 4.3.7 of Air Force Missions Directive-1 (AFMD-1), Headquarters Air Force (HAF), and this Headquarters Air Force Mission Directive (HAFMD), 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 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/A9 prepares policies for approval and issues guidance/procedures via official Air Force publications to ensure implementation of those policies. The AF/A9 also assists the CSAF in his/her role, pursuant to 10 United States Code Section 151, as a member of the Joint Chiefs of Staff.

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, and other Air Staff offices. The SecAF may re-delegate authority/assign responsibility to the AF/A9, 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/A9 is part of the Air Staff and as such works closely with other HAF offices to assist the SecAF and CSAF in carrying out their responsibilities. The AF/A9 and the Office of the AF/A9 work in cooperation with the assistant secretaries of the AF, deputy chiefs of staff of the AF, and their respective offices, which are responsible, pursuant to chapters 903 and 905 of Title 10 (10 U.S.C. sections §§ 9013-9024 and §§ 9031-9040), for assisting the SecAF and CSAF in carrying out their responsibilities. Pursuant to Headquarters Operating Instruction (HOI) 90-1, Headquarters Air Force Mission Directive – Delegations of Authority and Assignment of Responsibilities, two or more HAF two-letter organizations with responsibilities in the same functional area are encouraged to develop “standard operating procedures” that set forth procedures enabling covered organizations to fulfill and carry out their respective missions, roles, and responsibilities.

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

3.1. Providing AF senior leadership, together with other AF analytic organizations, 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, and AF contributions to joint capabilities, strategy, and proposed programs or concepts.

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

3.1.2. Advising the SecAF and CSAF on the strengths and weaknesses of both internally-led (e.g., HAF directorates, major commands, AF centers) and externally-led (e.g., Office of the Secretary of Defense, joint, agencies, federally funded research and development centers) 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.

3.1.3. As a member of the Air Force Corporate Structure (AFCS) and the Air Force Council, providing advice and support to 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 Department of Defense (DoD) issues, and fireproofing AF capability and resource investment positions.

3.2. In partnership with functional/operational leads, leading the AF analytic participation in major departmental efforts like the national defense strategy reviews, joint military net assessment, annual joint assessments, joint combat capability assessments, and chairman’s risk assessments. The AF/A9 also leads or supports other joint and program review-mandated studies, program budget review studies, warfighting reach-back support, current and future force structure assessments, Air Expeditionary Force studies, and other advisory roles.

3.3. Leading and/or partnering with appropriate organizations to conduct timely studies, analyses and assessments, including AF Net Assessment, to inform AF leaders and Combatant Commanders regarding the current and near-term application and effects of air, space, and cyberspace power; the AF’s readiness to execute operational plans, alternative courses of action, and sustainment for reconstitution; and the AF’s planning and investment decisions for capability development.

3.4. As Air Force Chief Analytics Officer, partnering with the AF Chief Data Officer, the AF Deputy Chief Information Officer, and other appropriate executives and organizations across the Department of the Air Force to establish and enforce policies, processes, and protocols for effective data analytics across the AF.

3.4.1. Providing analytic-related policies, processes, and methodologies to support the AFCS and SPPBE process.

3.4.2. Leading development and oversight of guidance, procedures, and compliance items for analytic functions across the AF.

3.4.3. Pursuant to 5 U.S.C. chapter § 312, supporting the Air Force’s strategic plan development with emphasis on the methods and analytical approaches that may be used to develop evidence to support policymaking and address any challenges to developing evidence to support policymaking, including any statutory or other restrictions to accessing relevant data.

3.5. As the Air Force Statistical Official, providing advice to DoD and DAF senior leaders on statistical policy, techniques, and procedures.


3.5.2. As required, serving as a member of the Advisory Committee on Data for Evidence Building to review, analyze, and make recommendations on how to promote the use of Federal data for evidence building.

3.6. Chairing the AF Analytic Community Steering Group, synchronizing analysis foundations across the AF, and serving as leader of the AF analytic community and related functional organizations.

3.7. Providing leadership for working groups and teams (e.g., Operations Assessment Working Group), when established by the AF Analytic Community Steering Group.

3.8. In collaboration with functional analytic communities (e.g., Financial Management, Manpower, Intelligence, AFWIC), 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, Office of the Secretary of Defense, Joint Staff, and related governmental, nongovernmental, and international analytic organizations. AF/A9 is:

3.8.1. Chair of the Air Force Institute of Technology Center for Operational Analysis Advisory Board.

3.8.2. The AF Military Operations Research Society sponsor in cooperation with principals from the other Services, Office of the Secretary of Defense, and Department of Homeland Security.

3.8.3. Member of the AF Scientist and Engineer Advisory Council, the AF Science, Technology, Engineering, and Mathematics Advisory Council, and the Air Force Scientific Advisory Panel.

3.9. Working in concert with designated AF two-letter organization and other relevant AF leaders on the Modeling and Simulation Executive Steering Group (AF M&S ESG), serving as the ESG member responsible for guiding issues related to AF decision support modeling and simulation.

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

3.9.2. Developing, assessing, and/or validating analytical models and tools to support AF analyses and AF roles in joint analyses. Establishing policy for and configuration oversight of both the Air Force Standard Analysis Toolkit (AFSAT) and the Preferred Software List (PSL) for decision support analysts and assessors.

3.9.3. Serving as the AF representative to the DoD Modeling and Simulation Steering Committee (DMSCO), other analysis policy and governance boards, and appropriate joint and national technical working groups.

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

3.11. Serving as the principal AF leader providing oversight and representation to activities of the DoD Defense Planning Analytic Community (or its successor) through the Defense Planning Analytic Community leadership, the Joint Data System, and other appropriate DoD analytic oversight and senior DoD analytic groups.

3.12. Developing and maintaining a ready knowledge base for studies, analyses, models, and analysis and assessment-related data. In accordance with CDO-developed data standards and analytical best practices, ensuring the AF analytic community appropriately coordinates and documents study methodologies and archives input and output data as well as analytical findings in appropriate knowledge management systems. Overseeing development of efficient processes for managing and transitioning data to information to knowledge through AF analyses and assessments.

3.13. Managing the AF Studies Registry Program and its supporting processes. Coordinating with the AF Scientific Advisory Board, AF Studies Board, Defense Science Board, and others to avoid duplication of effort.
3.14. Serving as AF lead for RAND Project AIR FORCE, the AF’s federally funded research and development center for studies and analyses.

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

3.15.1. Functional authority for military Operation Research Analysts (61A) and functional advisor to SAF/AQR for civilian occupational series 1515 (Operations Research) within the Science and Engineering career field.

3.15.1.1. Functional manager for military Operation Research Analysts (61A) and functional advisor to SAF/AQR for civilian occupational series 1515 (Operations Research) within the Science and Engineering career field.

3.15.1.2. Career field manager for military Operation Research Analysts (61A) and career field advisor to SAF/AQH for civilian occupational series 1515 (Operations Research) within the Science and Engineering career field.

3.15.2. AF Functional Area Manager for combat analyst deployment and exercise requirements.

4. Delegations of Authority/Assignment of Responsibility: Attachment 1 lists delegated authorities and responsibilities assigned to the AF/A9. The authorities delegated/responsibilities assigned to the AF/A9 by this HAFMD 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/responsibilities remain subject to the oversight and control of the SecAF, the USecAF, and the CSAF. Any re-delegation of authority of responsibility made shall not be effective unless it is in writing. Any person re-delegating authorities/assignment in accordance with this HAFMD 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 HAFMD remain effective insofar as such re-delegations are not inconsistent with the terms of this HAFMD, unless superseded by new issuances.

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

BARBARA M. BARRETT
Secretary of the Air Force
ATTACHMENT 1

DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITY /
ASSIGNMENTS OF RESPONSIBILITY TO THE DIRECTOR, AIR FORCE STUDIES,
ANALYSES AND ASSESSMENTS

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).
A2.1. AF/A9, together with functional analytic communities (e.g., Financial Management, Manpower, Intelligence, AFWIC), is responsible for analytic-based decision support processes for matters pertaining to AF studies, analyses and assessments. This responsibility includes policy and guidance development and initiates actions that ensure comprehensive, defendable studies and analyses that underpin warfighting and force capability assessments. AF/A9, in collaboration with other AF analysis communities, analytically informs resource allocation decisions by the Secretary of the Air Force (SecAF) and the Chief of Staff of the Air Force (CSAF) and informs AF leadership responses to emerging issues and external studies. AF/A9 establishes and maintains AF analytic modeling and simulation (M&S) enterprise policies to include analytic baseline scenarios, models, and databases. The AF/A9 serves as the principal AF leader for support for strategic analyses, representing the AF and its senior leadership at joint, Department of Defense (DoD), non-government, national, and international analytic forums. AF/A9 also guides force development for AF military and civilian analysts.

A2.1.1. Principal Deputy Director. A Tier 2 Senior Executive Service (SES) principal deputy represents the AF/A9 in various forums and decision-making bodies and assists the AF/A9 in shaping issues that enable AF/A9 to execute its mission. Duties include oversight of functional areas assigned to AF/A9 two-letter directorates, functionally aligned senior technical advisors, and principal liaisons. AF/A9 Principal Deputy Director also provides representation along with the Director, Air Force Legislative Liaison (SAF/LL), and other Headquarters Air Force two-letters for congressionally-directed reports and other congressional exchanges. The Principal Deputy Director serves as the 61A career field functional manager.

A2.1.2. Military Deputy Director. An O-6 military deputy represents the AF/A9 in various forums and decision-making bodies and assists the AF/A9 in shaping issues that enable AF/A9 to execute its mission. Duties include oversight of functional areas assigned to AF/A9 three-letter directorates, functionally aligned senior technical advisors, and principal liaisons. The Military Deputy Director serves as the senior military advisor with primary management and assignment oversight of all AF/A9 military personnel.
A2.1.3. Technical Director. A Senior Leader (SL) is responsible as Technical Director for identifying scientific, analytic, and technically-based policies, processes, and methodologies in support of national security and military strategy evaluations. The Technical Director:

A2.1.3.1. Provides senior-level technical assessment advice to AF/A9 and serves as the senior technical advisor for all AF/A9 analyses. This senior leader 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.

A2.1.3.2. 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 Office of the Secretary of Defense, joint, service, and AF-related advisory groups and ensures that AF issues and analysis methodologies are accurately and successfully represented across the AF and joint analytic community. Additionally, the Technical Director provides executive oversight for RAND Project AIR FORCE in support of the AF/A9 role as the AF lead.

A2.1.4. Director of Staff. AF/A9DS is responsible for A9 civilian personnel support, programming and budget activities, information technology support, and physical and collateral security oversight. Also serves as Program Element Monitor 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. As the AF Chief Analyst, AF/A9A is responsible for executing AF/A9 responsibilities as AF operations research analyst (61A) Career Field Manager and advising the civilian 1515-series Career Field Manager on Science and Engineering GS-1515 career field management. AF/A9A also provides policy and guidance, oversight and advocacy for the AF Analytic Community.

A2.2.1.1. The AF/A9A is the Air Force focal point for AF operations research analyst workforce development. AF/A9A is also responsible for the Air Force analyst Initial Skills Training program. Additionally the Chief Analyst serves as the senior military mentor for 61A officers, AF GS-1515 Science and Engineering operations research analyst civilians, and their supervisors; and manages the Air Force analysis awards program. The AF Chief Analyst also executes AF/A9 responsibility to ensure the AF maintains an operational assessment capability. In this role he or she manages the combat analyst program and assists the AF/A9 with providing effective governance of the AF Analytic Enterprise via policy, oversight, and outreach activities.

A2.2.1.2. AF/A9A provides timely and defensible analyses, assessments, and assessment methodologies for current operations, emerging issues, risk determination, and Air Force Corporate Structure support. A9A performs functions associated with decision support M&S policy, and with management of the AF Standard Analysis Toolkit and the Preferred Software List of analytic tools. AF/A9A represents the AF with DoD-level M&S organizations and informing/advising the AF/A9 Technical Director on AF policy regarding these forums. In addition, A9A supports management and execution of the AF
Studies Registry Program, and project management for RAND Project AIR FORCE support of Air Force research and development.

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.

A2.2.2.1. 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.

A2.2.2.2. 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 analyses, and in command and control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) analyses within the operational domains of air, space, and cyberspace.

A2.2.3.1. AF/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. 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.

A2.2.3.2. 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 supporting DoD strategic analysis activities directed in DoDD8260.05, Support for Strategic Analysis (SSA). AF/A9I also leads collaborative AF participation with competitive area assessments to inform the planning process and Program Objective Memorandum (POM) development.

A2.2.4. Resource Analyses (AF/A9R). AF/A9R is responsible for enhancing senior AF leaders’ understanding of manpower, infrastructure, readiness, and life-cycle sustainment issues.

A2.2.4.1. AF/A9R provides analyses of manpower and force structure resource balance across component, command, panel, and functional areas. It develops studies that examine resource trends and impacts over time. A9R also conducts return on investment analyses and ensures analyses assess Total Air Force program and Total Force issues. A2.2.4.2. AF/A9R assesses infrastructure linkages to the modernization plan in support of AF long range planning. AF/A9R conducts studies and analyses to provide insights on specific force structure and sustainment alternatives in support of annual AF 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 initiatives.