

**BY ORDER OF THE COMMANDER  
AIR FORCE MATERIEL COMMAND**

**AIR FORCE MATERIEL COMMAND  
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**Operations**

**AFMC LEAD COMMAND ROLES AND  
RESPONSIBILITIES**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements DAFPD 10-9, *Lead Command/Lead Agent Designation and Responsibilities for United States Air Force Weapon Systems, Non-Weapon Systems, and Activities* by establishing and providing direction for AFMC Lead Command Roles and Responsibilities. This instruction applies to AFMC Regular Air Force (RegAF). This publication does not apply to the Air National Guard (ANG) and the Air Force Reserve Command (AFRC) and their units. AFMC utilizes a centralized governance and decentralized execution organizational construct to include governance via the AFMC Corporate Structure. AFMC Lead Command roles and responsibilities are described within. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force (AF) Form 847, *Recommendation for Change of Publication*. This publication may be supplemented at any level, but all direct supplements must be routed to the OPR of this publication for coordination before certification and approval. Ensure that all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with the Air Force Records Disposition Schedule which is located in the Air Force Records Information Management System. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor's commander for non-tiered compliance items. Compliance with **Attachment 1** is not mandatory.

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**1. Overview.** DAFPD 10-9, *Lead Command/Lead Agent Designation and Responsibilities for United States Air Force Weapon Systems, Non-Weapon Systems, and Activities* defines Lead Command/Agent roles and responsibilities. AFMC historically has not been an operational MAJCOM with significant Lead Command roles and responsibilities. However, over the past several years new systems have been designated to AFMC as Lead Command with the potential for additional designations in the future.

1.1. **Purpose.** The purpose of this instruction is to define AFMC Lead Command roles and responsibilities to effectively and efficiently govern and execute designated AFMC Lead Command Systems.

1.2. **Definitions.** The following definitions are central to understanding this instruction.

1.2.1. **AFMC Lead Command System.** A weapon system, non-weapon system, or activity that has been designated by AF/A8 to AFMC as Lead Command IAW DAFPD 10-9. For brevity throughout this instruction the term Lead Command System will be used.

1.2.2. **AFMC Lead Command OPR.** The AFMC office responsible for centralized governance of AFMC Lead Command Systems, roles, and responsibilities. (AFMC/A5R).

1.2.3. **AFMC Lead Command System OPR.** The AFMC office responsible for decentralized execution of a designated AFMC Lead Command System. AFMC Lead Command System OPR designations may be made to a HQ AFMC 2-Letter or AFMC Center as directed by the AFMC Corporate Structure. The term Lead Agent is not used for Lead Command designations within AFMC.

1.3. **Scope.** AFMC Lead Command designation is required for weapon systems and combat support systems which provide operational capability and require capability development and/or systems integration and acquisition life cycle management in support of an acquisition program.

1.4. **Organization.** The AFMC Lead Command organizational construct utilizes centralized governance via the AFMC Corporate Structure with decentralized execution of AFMC Lead Command roles and responsibilities by AFMC Lead Command System OPRs.

1.4.1. **Centralized Governance.** The primary role of centralized governance is two-fold: (1) ensures AFMC Lead Command System OPRs are organized, trained, and equipped for decentralized execution, and (2) facilitates oversight of AFMC Lead Command Systems roles and responsibilities via the AFMC Corporate Structure. The AFMC Lead Command OPR (AFMC/A5R) is responsible for centralized governance of all AFMC Lead Command

Systems unless delegated to a Lead Command System OPR by direction from the AFMC Corporate Structure.

1.4.2. Decentralized Execution. The primary role of decentralized execution is advocacy for designated AFMC Lead Command Systems via execution of the AFMC Lead Command System OPR roles and responsibilities defined in **paragraph 3**.

## 2. AFMC Lead Command Roles and Responsibilities.

2.1. **AFMC/CC**. Provides overall direction of AFMC Lead Command roles and responsibilities to include decisions on AFMC Lead Command topics presented to the AFMC Council.

2.2. **AFMC/CD**. Provides decisions on AFMC Lead Command topics presented to the AFMC Board.

2.3. **AFMC/A5/8/9**. Responsible for overall implementation of AFMC Lead Command roles and responsibilities IAW this instruction. Approves AFMC Lead Command topics for presentation to the AFMC Corporate Structure IAW AFMCI 90-601, AFMC Corporate Structure. Provides decisions on AFMC Lead Command topics presented to the AFMC Group.

2.4. **AFMC/A5R**. As the AFMC Lead Command OPR, facilitates oversight of AFMC Lead Command roles and responsibilities via the AFMC Corporate Structure and supports the organization, training, and equipping of AFMC Lead Command System OPRs for decentralized execution.

2.5. **AFMC/A5RR**. Oversees centralized governance, guidance, and assistance to AFMC Lead Command System OPRs IAW this instruction to facilitate decentralized execution of AFMC Lead Command roles and responsibilities. Coordinates with AFMC Group, Board, and Council secretariats to schedule and provide AFMC Lead Command topics to the AFMC Corporate Structure for review and decisions IAW AFMCI 90-601. In addition, as the AFMC Operational Capability Requirements OPR, provides guidance and assistance to AFMC Lead Command System OPRs for Air Force operational capability requirements IAW AFI 10-601, Operational Capability Requirements Documentation and Validation.

2.6. **AFMC/A5RE**. Provides guidance and assistance to AFMC Lead Command System OPRs for AFMC Integrated Capability Development (CD) to include coordination with Air Force Futures.

2.7. **AFMC/A5/8P**. Provides guidance and assistance to AFMC Lead Command System OPRs for the HQ AFMC Strategy, Planning, and Programming Process (SP3) IAW the HQ AFMC SP3 Guide.

2.8. **AFMC/A9A**. Provides guidance and assistance to AFMC Lead Command System OPRs for studies and analyses including but not limited to Qualitative Analysis, Capability Based Assessments (CBAs), and Analysis of Alternatives (AoAs).

2.9. **AFMC/A1**. Provides guidance and assistance to the AFMC Lead Command OPR for (1) developing required personnel resource recommendations to support the AFMC Corporate Structure Lead Command Designation review (**paragraph 3.1**), and (2) providing personnel/manpower studies and analyses to assist the AFMC Lead Command OPR in supporting the organization, training, and equipping of AFMC Lead Command System OPRs.

2.10. **AFMC/A2.** Provides intelligence support to AFMC Lead Command System OPRs.

2.11. **AFMC/FM.** Provides guidance and assistance to the AFMC Lead Command OPR for (1) developing required funding resource recommendations to support the AFMC Corporate Structure Lead Command Designation review (**paragraph 3.1**), and (2) funding assessments to assist supporting the organization, training, and equipping of AFMC Lead Command System OPRs.

2.12. **HQ AFMC 2-Letters.** Provides decentralized execution of AFMC Lead Command System OPR roles and responsibilities when designated as an AFMC Lead Command System OPR by the AFMC Corporate Structure. In addition, provides functional Subject Matter Expertise (SME) support as requested to other AFMC Lead Command System OPRs..

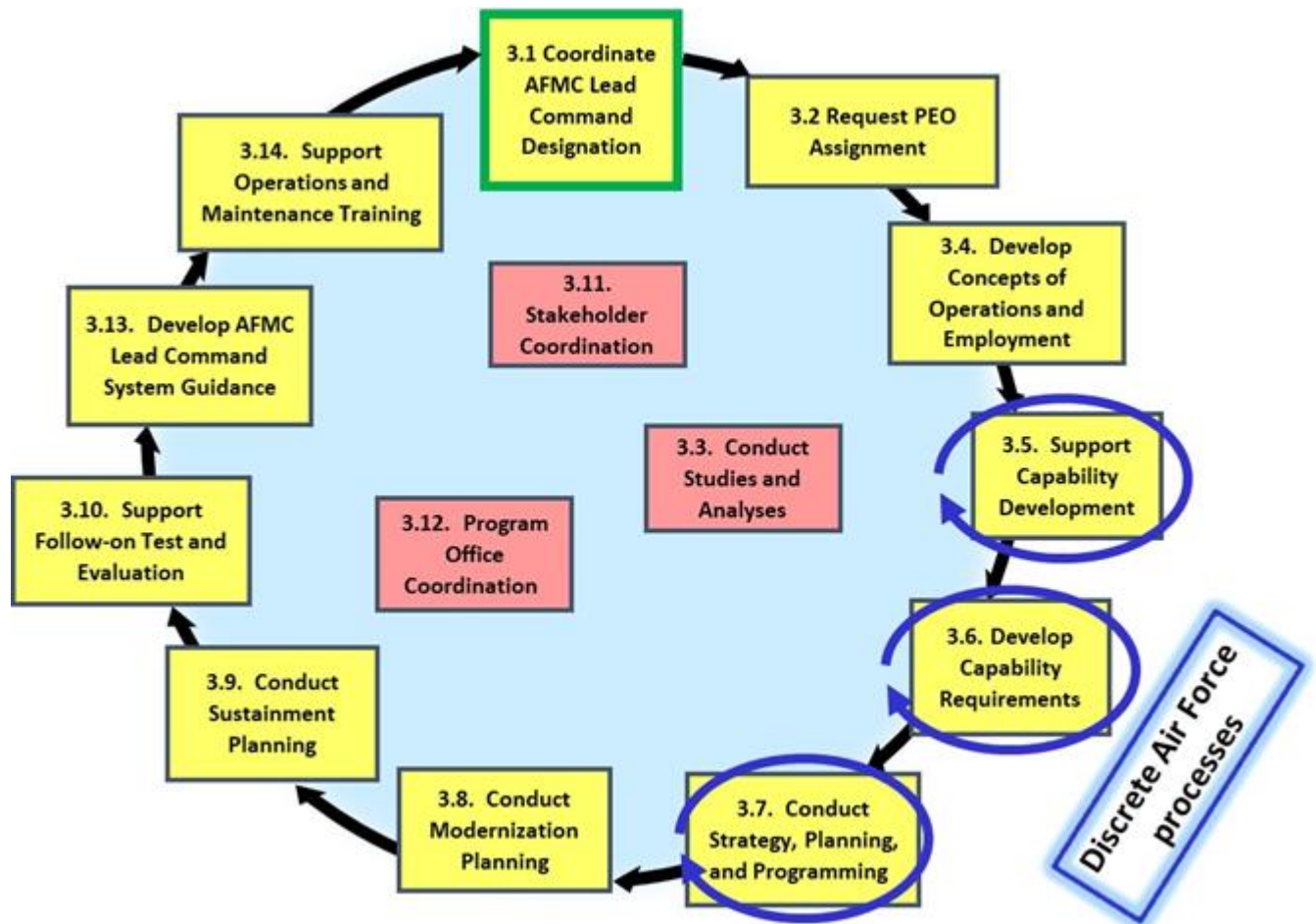
2.13. **AFMC Centers.** Provides decentralized execution of AFMC Lead Command System OPR roles and responsibilities when designated as an AFMC Lead Command System OPR by the AFMC Corporate Structure. In addition, provides functional SME support as requested to other AFMC Lead Command System OPRs. All AFMC Lead Command System OPR taskers will be coordinated through the designated AFMC Center. May also provide acquisition life-cycle management via program office support to AFMC Lead Command System OPRs when designated by the SAF/AQX Program Executive Officer (PEO) Assignment Process.

2.14. **AFMC Lead Command System OPRs.** Advocates for designated AFMC Lead Command Systems IAW DAFPD 10-9 and provides decentralized execution of AFMC Lead Command System OPR roles and responsibilities as defined in **paragraph 3** AFMC Lead Command System OPRs have authority to task AFMC organizations as required to support and accomplish all assigned AFMC Lead Command OPR roles and responsibilities. Provides an annual or as directed update for designated AFMC Lead Command Systems to the AFMC Corporate Structure.

2.15. **AFMC Corporate Structure.** Provides decisions on AFMC Lead Command topics to include initial designation of AFMC Lead Command Systems to an appropriate AFMC Lead Command System OPR and other AFMC Lead Command topics requiring AFMC/CC/CD review. Reviews status of AFMC Lead Command Systems annually or as decided.

**3. AFMC Lead Command System OPR Roles and Responsibilities.** AFMC Lead Command OPR and AFMC Lead Command System OPR roles and responsibilities are defined below and depicted in **Figure 1** Although **Figure 1** shows roles and responsibilities occurring in sequence, many occur in parallel or simultaneously. There are three integral Air Force and AFMC processes with their own schedules and deliverables which are depicted with blue circular arrows. These include AFMC Integrated CD, Air Force Operational Capability Requirements, and the HQ AFMC SP3. Additionally, Stakeholder Coordination, Program Office Coordination, and Studies and Analyses occur on a continual basis as required and are depicted in the center of **Figure 1** All roles and responsibilities are not required for each AFMC Lead Command System as they are situation dependent on the different phases of the acquisition life-cycle.

Figure 1. AFMC Lead Command Roles and Responsibilities.



**3.1. Coordinate AFMC Lead Command Designation.** Designation of a Lead Command System to AFMC is made by AF/A8. The AFMC Corporate Structure reviews the designation request to include recommendations on whether or not to accept the designation, required resources (personnel and funding), and assignment of an AFMC Lead Command System OPR. The AFMC Lead Command System OPR recommendation is normally based on system operators or the most appropriate functional office within a HQ AFMC 2-Letter or AFMC Center. The Lead Command OPR is responsible for developing and staffing AFMC Lead Command Designation recommendations to include presentation to the AFMC Corporate Structure. AFMC organizations requesting an AFMC Lead Command designation can submit requests to the AFMC Lead Command OPR for AFMC Corporate Structure coordination. AF/A8 has final designation authority for all AFMC Lead Command Systems. (OPR: AFMC/A5R / OCRs: AFMC Stakeholders)

**3.2. Request PEO Assignment.** Upon designation of an AFMC Lead Command System, the AFMC Lead Command OPR will request a PEO assignment IAW the SAF/AQX PEO Portfolio Assignment Process. (OPR: AFMC/A5R / OCR: AFMC Lead Command System OPR)

**3.3. Conduct Studies and Analyses.** Lead Command Systems in various phases of the acquisition life-cycle require studies and analyses in support of AFMC Integrated CD, Air

Force Operational Capability Requirements, and the HQ AFMC SP3. This includes but is not limited to Qualitative Analysis, CBAs, and AoAs. Lead Command System OPRs will conduct required studies and analyses for designated AFMC Lead Command Systems with support from AFMC/A9A and the Office of Aerospace Studies (OAS). (OPR: AFMC Lead Command System OPR / OCR: AFMC/A9A)

**3.4. Develop Concepts of Operations (CONOPS) and Concepts of Employment (CONEMPS).** Lead Command System OPRs will develop and maintain appropriate CONOPS and CONEMPS IAW AFI 10-1301, Air Force Doctrine Development for all designated AFMC Lead Command Systems to include Force Structure and Basing requirements. (OPR: AFMC Lead Command System OPR / OCR: AFMC/A3/6)

**3.5. Support Capability Development.** Lead Command System OPRs will support Capability Development activities for designated AFMC Lead Command Systems IAW AF Futures direction and processes. AFMC/A5RE is the OPR for AFMC Integrated CD and will provide guidance and assistance to include required coordination with Air Force Futures and SAF/AQ (OPR: AFMC Lead Command System OPR / OCR: AFMC/A5RE)

**3.6. Develop Capability Requirements.** Lead Command System OPRs will develop operational capability requirements for designated AFMC Lead Command Systems. AFMC/A5RR is the OPR for Air Force operational capability requirements and will provide guidance and assistance to include required coordination with the Air Force Gatekeeper (AFGK) and Air Force Requirements Oversight Council (AFROC) IAW AFI 10-601. (OPR: AFMC Lead Command System OPR / OCRs: AFMC/A5RR, Program Office)

**3.7. Conduct Strategy, Planning, and Programming.** Lead Command System OPRs will advocate for designated AFMC Lead Command Systems IAW the HQ AFMC SP3 Guide. AFMC/A5/8P is the OPR for the HQ AFMC SP3 and will provide guidance and assistance to AFMC Lead Command System OPRs (OPR: AFMC Lead Command System OPR / OCRs: AFMC/A5/8P, Program Office)

**3.8. Conduct Modernization Planning.** Lead Command System OPRs will conduct studies and analyses to support required Lead Command System modernization to include potential modifications and/or recapitalization with analytical support from AFMC/A9A. (OPR: AFMC Lead Command System OPR / OCRs: AFMC/A9A, Program Office)

**3.9. Conduct Sustainment Planning.** Lead Command System OPRs will conduct sustainment planning for designated AFMC Lead Command Systems for all phases of the acquisition life-cycle to include initial beddown requirements. (OPR: AFMC Lead Command System OPR / OCRs: AFMC/A4/10, Program Office)

**3.10. Support Follow-On Test and Evaluation (FOT&E).** Lead Command System OPRs will support FOT&E IAW AFI 99-103, Capabilities-Based Test and Evaluation for designated AFMC Lead Command Systems. (OPR: AFMC Lead Command System OPR / OCR: AFMC/A3/6)

**3.11. Stakeholder Coordination.** Lead Command System OPRs will coordinate with all stakeholders for designated AFMC Lead Command Systems to include but not limited to Using Commands, Combatant Commands (CCMDs), Headquarters Air Force (HAF), and Secretary of the Air Force (SAF). (OPR: AFMC Lead Command System OPR)

3.12. **Program Office Coordination.** Lead Command System OPRs will coordinate with assigned program offices for designated AFMC Lead Command Systems to develop programmatic, technical and contractual requirements to achieve operational capability requirements and provide life-cycle management. (OPR: AFMC Lead Command System OPR / OCR: Program Office)

3.13. **Develop AFMC Lead Command System Guidance.** Lead Command System OPRs will develop guidance for designated AFMC Lead Command Systems to include system-specific Air Force, joint or multi-service publications, tactics, techniques, procedures, and identify minimum essential systems listing items IAW AFI 10-1301. (OPR: AFMC Lead Command System OPR / OCRs: AFMC/A3/6)

3.14. **Support Operations and Maintenance (O&M) Training.** Lead Command System OPRs will support the development of O&M Training for designated AFMC Lead Command Systems to include establishing standards, tasks, and formal training requirements for O&M. (OPR: AFMC Lead Command System OPR / OCRs: AFMC/A3/6, AFMC/A4/10, Program Office)

**4. Delegations.** AFMC Lead Command OPR roles and responsibilities may be delegated to AFMC Lead Command System OPRs if deemed appropriate and approved by the AFMC Corporate Structure.

**5. AFMC Lead Command Designations.** AF/A8 maintains a current listing of all Lead Command/Agent designations on the AF/A8PE SharePoint site located at <https://usaf.dps.mil/sites/10940/a8pe/sitepages/home.aspx>.

KATHRYN J. SOWERS, SES  
Director, Strategic Plans, Programs,  
Requirements and Assessment

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 10-1301, *Air Force Doctrine Development*, 16 May 2019

AFI 10-601, *Operational Capability Requirements Documentation and Validation*, 27 April 2021

AFI 33-322, *Records Management and Information Governance Program*, 28 Jul 2021

AFI 99-103, *Capabilities-Based Test and Evaluation*, 18 November 2019

AFMCI 90-601, *AFMC Corporate Structure*, 19 March 2020

DAFI33-360\_DAFGM2021-01, *Publications and Forms Management*, 21 July 2021

DAFPD 10-9, *Lead Command/Lead Agent Designation and Responsibilities for United States Air Force Weapon Systems, Non-Weapon Systems, and Activities*, 25 May 2021

*HQ AFMC SP3 Guide*, Version 2.0

***Prescribed Forms***

None

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AF**—Air Force

**AFGK**—Air Force Gatekeeper

**AFMAN**—Air Force Manual

**AFMC**—Air Force Materiel Command

**AFRIMS**—Air Force Records Information Management System

**AFROC**—Air Force Requirements Oversight Council

**AoA**—Analysis of Alternatives

**CBA**—Capability Based Assessment

**CCMD**—Combatant Command

**CD**—Capability Development

**CDWG**—Capability Development Working Group

**CONEMPS**—Concepts of Employment

**CONOPS**—Concepts of Operations

**DAFI**—Department of the Air Force Instruction

**ELT**—Executive Leadership Team  
**FOT&E**—Follow-On Test and Evaluation  
**IAW**—In Accordance With  
**MAJCOM**—Major Command  
**O&M**—Operations and Maintenance  
**OAS**—Office of Aerospace Studies  
**OCR**—Office of Collateral Responsibility  
**OPR**—Office of Primary Responsibility  
**PEO**—Program Executive Officer  
**SME**—Subject Matter Expertise  
**SP3**—Strategy, Planning, and Programming Process