

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

**AIR FORCE MATERIEL COMMAND
INSTRUCTION 90-1601**



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Special Management

**AFMC ANALYTIC ROLES AND
REPONSIBILITIES**

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1. Background. The SECAF provided authority to evaluate the analytical capacity of DAF organizations, especially regarding operations research & systems analysis and modeling & simulation and recommend steps to strengthen this capacity as needed. Program Action Directive 22-03 “Analytic Organization Implementation” executes the PAD 22-03 directive to improve, strengthen, and establish independent analytic organizations within the MAJCOMs to help ensure decision dominance at every stage of the fight and improve warfighting through directed support to MAJCOM Commanders’ priority missions. It will have the dual benefit of reinforcing these analyst career fields by strengthening MAJCOM A9s and providing new opportunities for career advancement. Subsequent MAJCOM Programming Plans (PPlans) authorize and implement the

analytic organizational structures. AFMC's PPlan, developed with HQ AFMC/A9A and the six AFMC Centers, satisfies the intent of this initiative, including the necessary manpower movements to adequately man each respective analytic structure. This document outlines the roles and responsibilities required to execute the PPlan.

2. Roles and Responsibilities. While the general parameters outlined below serve as guidance, the AFMC Chief Analyst shall work with the AFMC Air Force Analytic Community (AFAC) Steering Group (SG) (reference [section 2.3](#)) to adjust roles and responsibilities outlined herein based upon the needs of the organization and the mission. Reasons for deviation from this guidance can include, but are not limited to, shifts in work priorities, synergies gained through work process efficiencies, and work assigned that is not included in this AFMCI.

2.1. AFMC Studies and Analyses (HQ AFMC/A9A). Serves as the lead analytic organization for the command and houses the AFMC Chief Analyst (HQ AFMC/A9A Division Chief) and all 15A and Scientist & Engineer (S&E) 1515 positions in Headquarters Air Force Materiel Command (HQ AFMC). This office provides matrixed support to functionals, 2-Ltrs, and Centers as the mission dictates.

2.1.1. AFMC Chief Analyst. Represents the Command's interests with SAF/SA and the DAF Analytic Steering Group. Chairs and collaborates with Center Chief Analysts (CCAs) on the AFMC AFAC SG (reference [section 2.3](#)) focusing on Command-wide human capital development and analytic strategy. The AFMC Chief Analyst serves as the functional manager for all AFMC 15A positions and will organize an annual prioritization of 15A positions for input into AFPC Vulnerable to Move List cycles. The AFMC Chief Analyst is also the functional advisor for HQ AFMC S&E 1515 positions. The functional advisory role means that while HQ AFMC/EN maintains functional management of S&E 1515 positions, the AFMC Chief Analyst should be consulted as an advisor for decisions involving S&E 1515s (reference AFMCI 36-2645, *Senior Functional Roles and Responsibilities*).

2.1.2. AFMC Study Call Process. This process is governed by AFMCI 61-103, *AFMC Process for Providing Strategic Study Topics to External Study Boards*. AFMC Studies and Analyses is the process owner and administers the program on behalf of AFMC/CD.

2.1.3. AFMC Analytic Annual Awards. Collects and boards AFMC Analytic Annual Award nominations to select command-level winners and command nominees to compete at the Air Force level.

2.1.4. AFMC Analytic Annual Report. Collects, coordinates, consolidates, and edits inputs to the AFMC Analytic Annual Report and is responsible for its distribution.

2.1.5. AFMC Quarterly Analytic Report (QAR). Collects, coordinates, and consolidates inputs to the AFMC QAR and other HHQ analytic reporting as required.

2.2. AFMC Centers. Creates and maintains a Center Analytic Organization in charge of coordinating analyses and providing for the professional and career development of the Center level 15As and S&E 1515s. Centers will also appoint a Center Chief Analyst (CCA) and a Center Senior Functional (CSF) with the duties as described in paragraph [2.2.2](#) and [2.2.3](#) below. The Center Senior Functional and the Center Chief Analyst roles and responsibilities can be assigned to a single individual or two individuals.

2.2.1. **Center Analytic Organization.** Serves as the center level organization in charge of coordinating analytics and executing the professional and career development vision established in the AFMC Air Force Analytic Community (AFAC) Steering Group (reference **section 2.3**) for the Center level 15As and S&E 1515s. The Center Analytic Organization will ideally house the Center Chief Analyst.

2.2.2. **Center Chief Analyst (CCA).** Serves as a principal member of the AFMC AFAC SG (reference **section 2.3**) representing the interests of Center level analysts and analytic organizations. The principal members of the AFMC AFAC SG should serve as advisors to hiring authorities upon vacancy of a Center Chief Analyst position.

2.2.2.1. **Center Study Call Process.** Collects, coordinates, and prioritizes Center Strategic Study Call submissions IAW AFMCI 61-103, *AFMC Process for Providing Strategic Study Topics to External Study Boards*.

2.2.2.2. **Center Analytic Annual Awards.** Coordinates with the CSF on all Center Analytic Awards.

2.2.2.3. **AFMC Annual Analytic Report.** Collects, coordinates, and consolidates Center level inputs to the AFMC Annual Analytic Report.

2.2.2.4. **AFMC Quarterly Analytic Report (QAR).** Collects, coordinates, and consolidates Center level inputs to the AFMC QAR and other HHQ analytic reporting.

2.2.2.5. **Reporting HAF/SAF Level Analytic Requests.** For analytic requests that do not come through TMT from HQ AFMC/A9A or HQ AFMC/A5/8/9, ensure the HQ AFMC lead analytic organization is informed of acceptance of analytic requests from higher headquarters (HAF or SAF). This can be accomplished via email to the AFMC Chief Analyst or to the HQ AFMC/A9A workflow (afmc.a9a.work@us.af.mil).

2.2.3. **Center Senior Functional (CSF).** Serves as the senior functional manager for the Center level 15As and the functional advisor of the S&E 1515s (reference AFMCI 36-2645, *Senior Functional Roles and Responsibilities*). Serves as a principal member of the AFMC AFAC SG (reference **section 2.3**) representing the interests of Center level analysts and analytic organizations regarding force development.

2.2.3.1. **Center Analytic Annual Awards.** Collects and boards Center Analytic Annual Award nominations for Center level winners and for nominees to compete at the MAJCOM level. Ensures coordination of awards with the CCA. The CSF shall serve as a board member of AFMC-wide Analytic Annual Award selection committee or designate an appropriate alternate.

2.3. **AFMC Air Force Analytic Community (AFAC) Steering Group (SG).** The AFMC AFAC comprises all operations research analysts, data scientists, and members of organizations that perform analytical functions for AFMC. The AFMC AFAC Steering Group consists of the AFMC Chief Analyst, the Center Chief Analysts, and the Center Chief Functionals (as applicable) who provide governance and leadership over the AFMC analytic community. Other senior leaders may be invited to participate in the SG at the discretion of the AFMC Chief Analyst, as required. The purpose of the AFMC AFAC SG is to:

2.3.1. Identify, recommend, and support education, training, and tools that promote the development of AFMC analytic community members.

2.3.2. Identify, recommend, and support career progression guidance for AFMC analytic community members.

2.3.3. Identify, recommend, and support policies and activities (e.g., best practices) that improve AFMC's ability to deliver credible, relevant, timely, objective, and compelling studies, analyses, and assessments.

2.3.4. Enable collaboration and communications between the various organizations comprising AFMC, the broader Air Force Analytic Community, and the Air Force's data and artificial intelligence efforts.

2.3.5. Serves as the central point of contact for AFMC to request and champion the evaluation, accreditation and approval for analytic software and data access required by operations research analysts, data scientists, and members of organizations that perform analytical functions for AFMC.

2.4. **Development Team.** AFMC AFAC SG will appoint a representative to the DAF 15A Development Team. Ideally this will be the most senior military 15A in AFMC. The DAF 15A Development Team representative shall consult with the AFMC Chief Analyst (15A functional manager) prior to attending Development Team meetings.

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

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

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

AFMCI 36-2645, *Senior Functional Roles and Responsibilities*, 7 May 2019, currently under revision

AFMCI 61-103, *AFMC Process for Providing Strategic Study Topics to External Study Boards*, 1 October 2020

DAFPD 90-16, *Studies and Analysis*, 16 March 2023

Abbreviations and Acronyms

AFAC—Air Force Analytic Community

AFPC—Air Force Personnel Center

AFMC/CD—Air Force Materiel Command Deputy Commander

CCA—Center Chief Analyst

CSF—Center Senior Functional

PPlan—Programming Plan

QAR—Quarterly Activity Report

SG—Steering Group

S&E—Scientist and Engineer

Office Symbols

HQ AFMC/A5/8/9—Strategic Plans, Programs, Requirements and Analyses Directorate

HQ AFMC/A9A—HQ AFMC A5/8/9 Studies and Analyses Division

HQ AFMC/EN—Directorate of Engineering

SAF/SA—Office of the Secretary of the Air Force/Studies and Analysis

Terms

Functional Advisory—The functional advisory role means that while other functional communities, such as EN or LG, may maintain functional management of S&E 1515 positions, the designated person in this AFMCI above (AFMC Chief Analyst or the Center Chief Analysts) should be consulted as an advisor on matters effecting personnel assigned to organizations within their respective Centers to include, but not limited to, decisions regarding authorization management, workforce recruiting, and hiring actions.