

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



**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 1-62**

29 NOVEMBER 2018

**HEADQUARTERS AIR FORCE
DIRECTOR OF STAFF**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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Certified by: HAF/DS
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SUMMARY OF CHANGES:

This document is new and must be completely reviewed.

1. Mission. The Secretary of the Air Force pursuant to Title 10 United States Code §§ 8013-8016, may establish offices and officials within the Secretariat to assist the Secretary in carrying out his/her responsibilities. Pursuant to the authority contained in 10 USC §§ 8014, the Headquarters Air Force Director of Staff is established as part of the Secretariat. The Headquarters Air Force (HAF) Director of the Staff (DS) provides staff support to the Secretary and Undersecretary of the Air Force, the Chief and Vice Chief of Staff of the Air Force, and other principal officials of HAF.s. The Secretary of the Air Force retains ultimate responsibility for all policies related to the Department of the Air Force. Within his/her areas of responsibility, the HAF/DS prepares policies for approval and issues official guidance via official Air Force publications to ensure implementation of those policies.

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 the Air Staff offices perform their Department of the Air Force functions subject to the authority, direction and control of the Secretary of the Air Force.

2.1. The HAF/DS reports to the Secretary of the Air Force, serves as an agent of the Secretary within assigned policy and program domains, and provide guidance, direction, and

oversight for matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets within his/her area of responsibility. The HAF/DS is accountable to the Secretary and the Chief of Staff for results achieved within the policy and program domains assigned by this Directive.

2.2. The HAF/DS and the Office of the Director of Staff will work in cooperation with other Headquarters Air Force organizations, which are responsible, pursuant to Chapters 803 and 805 of Title 10 (10 USC §§ 8013-8018 and §§ 8031-8038) for assisting the Secretary of the Air Force in carrying out his/her responsibilities.

3. Responsibilities.

3.1. The HAF/DS is specifically responsible for the following:

3.1.1. Providing guidance for integrating and synchronizing policies, plans, positions, procedures, and cross-functional issues for HAF. Ensuring that the staff effectively coordinates across HAF, Major Commands (MAJCOMs), FOAs, and with the Joint Staff, other Services, and the Office of the Secretary of Defense (OSD).

3.1.2. Interacting with OSD, Joint Staff, Department of State and other US government agencies on correspondence and tasking issues pertinent to the HAF.

3.1.3. Collaborating with and supporting SAF/AA with the organization and administration of the HAF staff, and establishing guidelines for the resolution of problem areas.

3.1.4. Supervising the dissemination, coordination, and monitoring of tasks from the SecAF, CSAF, Under Secretary of the Air Force (USecAF), VCSAF, and the Joint Staff. Acting as the executive secretariat liaison between HAF and the OSD.

3.1.5. Providing administrative services for the offices of the Secretary through the Headquarters Air Force Executive Secretariat (HAF/ES) by developing and implementing Command Section correspondence policy, providing quality control, and monitoring suspenses. Ensuring staff compliance with specific administrative procedures and due dates, monitoring incoming official correspondence and redirecting paper flow as necessary.

3.1.6. Synchronizing and reviewing HAF staff actions to ensure support for the SecAF and CSAF's vision and goals.

3.1.7. Developing, implementing, and reviewing plans, programs and policies for managing the HAF.

3.1.8. Directing the implementation of SecAF and CSAF-approved changes in the structure and composition of HAF and subordinate offices and activities.

3.1.9. Planning, coordinating, executing, and supervising Air Force protocol activities in support of the SecAF, CSAF, USecAF, VCSAF, and Chief Master Sergeant of the Air Force (CMSAF).

3.1.10. Planning, coordinating, executing, and supervising key forums led by SecAF, CSAF, USecAF, VCSAF, and CMSAF, including the attendance and agenda for those forums. Forums include, but may not be limited to: CSAF's Senior Commanders' Conferences (CORONAs), Senior Statesmen (retired 4-star) Symposium, Leadership

Forum (retired 1, 2, and 3-star), CSAF Civic Leaders Group, HAF staff meetings, Air Force Councils, and other Air Force senior leadership executive forums.

3.1.11. Coordinating with the Director of the Joint Staff (DJS) and other services' Directors of Staff: Navy Director of Staff, Director of the Army Staff and Director of the Marine Corps Staff.

4. Delegations of Authority/Assignment of Responsibility: Attachment 1 lists delegated authorities and assigned responsibilities to the HAF/DS. The authorities delegated/responsibilities assigned to the HAF/DS by this HAF Mission Directive may generally be re-delegated unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation, or Department of Defense Issuance. While the HAF/DS may re-delegate authorities to other Department of Air Force officials, he/she will ultimately be responsible to the Secretary of the Air Force for all matters related to coordinating, collaborating, and driving Air Force priorities through taskings as directed by the Secretary and Chief of Staff of the Air Force. Any re-delegation of authority/assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authority in accordance with the HAF Mission Directive may further restrict or condition the authority/assigned responsibility being re-delegated.

5. Notification to Congress: No re-delegation of authority/assigned responsibility under this HAF Mission Directive below the level of a Deputy Assistant Secretary or three-letter/digit office shall include authority to provide notification or reports to Congress.

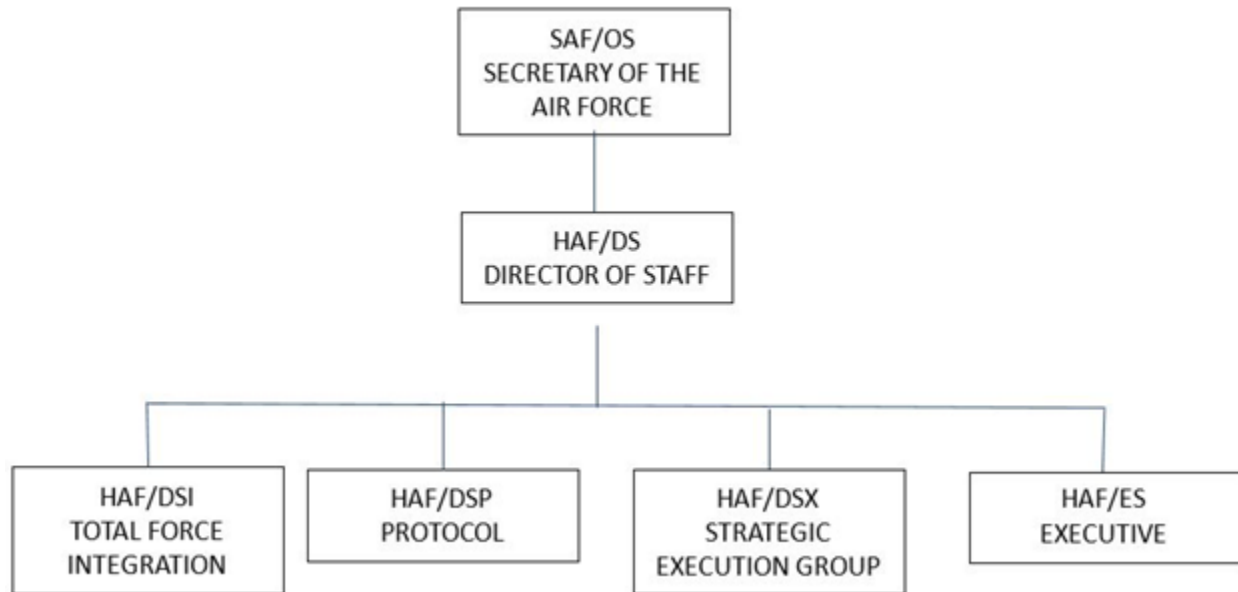
HEATHER WILSON
Secretary of the Air Force

ATTACHMENT 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITY/ASSIGNMENT
OF RESPONSIBILITY TO THE DIRECTOR OF STAFF (HAF/DS)**

A1.1. Responsibility relating to tasking other two-letter/digit offices on Headquarters Air Force staff, as well as the Major Commands (MAJCOMs).

ATTACHMENT 2

HEADQUARTERS AIR FORCE DIRECTOR OF STAFF (HAF/DS)



A2.1. The Headquarters Air Force Director of Staff (HAF/DS) is responsible for the overall supervision for all matters related to integrating and synchronizing policies, plans, positions, procedures, and cross-functional issues for HAF, interacting with OSD, Joint Staff, Department of State and other US government agencies on correspondence and tasking issues, planning, coordinating, executing, and supervising Air Force protocol activities, Planning, coordinating, executing, and supervising key forums, and ensuring Total Force actions are integrated across the HAF.

A2.2. Three letter subordinate offices include:

A2.2.1. Total Force Integration (HAF/DSI). HAF/DSI is responsible for initiating Total Force policy refinement efforts across the Air Force and facilitating Total Force Associations management. Partnering and shaping multi-component analytics across Air Force enterprise. Examples include, but are not limited to, significant efforts such as adaptive analyses which provide the foundation for the Aircrew Crisis Task Force, Zero-Based Review, Air Force Crisis Action Team (AFCAT) Readiness Review, Air Force Warfighter Integration Center, and Strategy Plan Program Budget Execute (SPPBE). Assessing health of Total Force Associations for feedback into the Total Force Integration process, and identifying lessons learned and best practices from health assessments. Coordinating equitable and appropriate resourcing of the Total Force to meet validated and prioritized requirements.

A2.2.2. Protocol (HAF/DSP). HAF/DSP is responsible for orchestrating protocol ceremonies, events, and conferences for SecAF, CSAF, USecAF, VCSAF, HAF/DS, and the CMSAF. Planning, designing, and implementing specific protocol policies based on pre-established goals to include: requirements for precedence, honors, ceremonies, flags, special events, visiting dignitaries, conferences, meetings, socials, and funding. Instructing at the

Protocol Fundamentals Course, Maxwell Air Force Base, AL. Developing and providing protocol training programs to specific requirements for various Air Force leadership. Coordinating general officer host for active duty and general officer funerals and providing protocol support to high-level funerals. Overseeing details for visiting Air Force general officers to the Pentagon. Provides appropriate office space, administrative, and computer support. Working with protocol offices in the National Capital Region (NCR) to include OSD, Joint Staff, Sister Services, Military District of Washington (MDW), and the Air Force District of Washington (AFDW). Provides protocol support at joint events. Providing protocol advice and guidance across the Air Force to members of the HAF, MAJCOMs, Wings, and Units. Developing and maintaining a Protocol intranet site to provide a “one-stop-shop” for information on Protocol events, policies, products, training, resources, etc.

A2.2.3. Strategic Execution Group (HAF/DSX). HAF/DSX is responsible for planning, organizing, aligning, and executing strategic leader conferences and executive forums in which the SecAF, CSAF, USecAF, VCSAF, or HAF/DS are hosts, sponsors, or primary participants including, but not limited to: CSAF’s Senior Commanders’ Conferences (CORONAs), Senior Statesmen Symposium (retired 4-stars), MAJCOM/CD Bundle, Wing Commanders Call, CSAF Civic Leaders Group, HAF Staff meetings, Air Force Councils, and other Air Force senior leadership executive forums. Develops, coordinates, and synchronizes conference and forum topics, content, and participants. Works with briefers and stakeholders to ensure content and table top exercises align with SecAF and CSAF strategic intent and Air Force priorities. Tracks conference outcomes and supports coordination of tasks. Plans, coordinates, and executes event logistics in conjunction with the host base or venue. Coordinates and supports HAF Staff meetings and Air Force Council meetings.

A2.2.4. Executive Secretariat (HAF/ES). HAF/ES is responsible for providing focused, accurate, and timely correspondence support to senior Air Force leadership and the HAF staff. Serving as tasking authority for SecAF, USecAF, CSAF, VCSAF, and HAF/DS. Interfacing with OSD, MAJCOMs, the Director of the Air National Guard (NGB/CF) on workflow matters, and managing the primary task workflow across the HAF. Providing metrics and feedback to senior Air Force leadership with respect to task workflow.