

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

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 2-3**



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Special Management

**DEPUTY CHIEF OF SPACE
OPERATIONS FOR HUMAN CAPITAL**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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1. Mission. The Deputy Chief of Space Operations for Human Capital, SF/S1, pursuant to sections 9013-9024 and 9081-9084 of Title 10, United States Code (USC), and this Headquarters Air Force Mission Directive (HAFMD), assists the Secretary of the Air Force (SecAF), other Secretariat offices, and the Chief of Space Operations (CSO) by developing programs and processes for the recruitment, employment, organization, professional development, and retention of personnel to meet Department of the Air Force (DAF) and United States Space Force (USSF) manpower requirements. The SecAF retains ultimate responsibility for all policies related to the DAF. The SF/S1 is informally referred to as the Chief Human Capital Officer (CHCO). Within his/her/their areas of responsibility, the SF/S1 prepares policies for approval and issues guidance/procedures, via official DAF publications, to ensure implementation of those policies. The SF/S1 also assists the CSO in his/her role, pursuant to Sections 151 and 9082, Title 10, United States Code, as a member of the Joint Chiefs of Staff.

SUMMARY OF CHANGES

This interim change supersedes HAFMD 2-3, 21 December 2023, Corrective Action, 20 February 2024. Updated paragraphs are in compliance with the President's Executive Order (EO) 14151, *Ending Radical And Wasteful Government DEI Programs and Preferencing*, and EO 14168, *Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government*.

Paragraph 1 is being modified to remove “his/her/their areas of responsibility” to “the scope of their responsibilities,”

Paragraph 3.2 is being modified to remove “Diversity, Equity, Inclusion, and Accessibility;”

Paragraph 3.20 is being modified to remove “Integrating Diversity and Inclusion efforts across the USSF by developing outreach strategy, advocating for under-represented groups, designing policy, and championing initiatives to increase participation across all demographic groups in career and professional development programs.”

Paragraph A2.2.7 is being modified to remove “and diversity, equity, inclusion, and accessibility (DEIA).”

2. Organizational Relationships. The SecAF is responsible for, and has all legal authority necessary to conduct the affairs of the DAF. The Secretariat, the CSO, the Deputy Chiefs of Space Operations, and their respective staff offices perform their DAF functions subject to the authority, direction and control of the SecAF. Entities that comprise the Office of the Chief of Space Operations (OCSO) are informally referred to as the Space Staff.

2.1. The SF/S1 reports directly to the CSO, but provides support to the SecAF, the Under Secretary of the Air Force (USecAF), other Secretariat offices, and other Space Staff offices. The SF/S1 may coordinate with Air Staff offices. The SecAF may re-delegate authority/assign responsibility to the SF/S1, but the SecAF, through the CSO and, as appropriate, Assistant Secretaries of the Air Force, retains ultimate responsibility for all matters as delegated to the SF/S1 in Headquarters Air Force Mission Directive 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs) (SAF/MR)*, and its corresponding Addenda.

2.2. The SF/S1 works in cooperation with the Assistant Secretaries and Deputy Under Secretaries of the Air Force, Space Staff Principals, and their respective offices, and as appropriate, the Deputy Chiefs of Staff of the Air Force and their offices, which are responsible, pursuant to 10 USC §§ 9013- 9024, §§ 9031-9040, and §§ 9081-9084, for assisting the SecAF and CSO in carrying out their responsibilities.

2.2.1. Pursuant to Headquarters Operating Instruction 90-1, *Headquarters Air Force Mission Directives and Department of Defense Issuances Program*, two or more HAF 2-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. Currently, the SF/S1 has not entered into any standard operating procedures; however any future standard operating procedures between the SF/S1 and other HAF 2-letter organizations will be included in **Attachment 3** of this publication.

3. Responsibilities. The SF/S1 (CHCO) is responsible for:

3.1. Developing and administering policies for identification and adjustment of USSF Manpower and Personnel requirements as an integral element of the Strategy, Planning, Programming, Budgeting, and Execution process. In collaboration with the Office of the Secretary of Defense (OSD) and the SecAF, championing the USSF manpower and end-strength requirements before Congress and other review bodies.

3.2. Developing USSF personnel policies, guidance, programs, and legislative initiatives as well as providing coordination on departmental publications to meet strategic objectives for military and civilian accessions; recruiting; assignments; benefits; joint talent development; compensation; career development (education, training, and experience); leave; performance management; promotions; mentoring; recognition; military dress and personal appearance; uniforms; fitness; retention; separation; retirement; workforce shaping; interservice transfers; Diversity, Equity, Inclusion, and Accessibility; integrated resilience; care solutions; and violence prevention. These areas generally fall under SF/S1Q.

3.3. Deliberately directing and overseeing the assignment and development of USSF senior leaders: general officers (O-7 through O-10), colonels (O-6), chief master sergeants (E-9), and senior master sergeants (E-8). Assisting USecAF in advising the SecAF on military and, in coordination with SAF/MR, civilian senior leader personnel matters (Senior Executive Service) in accordance with HAFMD 1-2, Under Secretary of the Air Force.

3.4. Identifying and developing methods for improving force quality, discipline, leadership, and management.

3.5. Planning, developing, and implementing personnel policies to shape and develop the USSF.

3.6. Developing and providing input to DAF on personnel policies, guidance, programs, and legislative initiatives as well as providing coordination on departmental publications to meet USSF strategic objectives of force sustainment to include: family matters, resilience programs, quality of work/life initiatives, commanders' programs, civilian personnel.

3.7. Managing and obligating funds from the Military Personnel, Space Force appropriation, as required.

3.8. Identifying requirements for USSF personnel systems and supporting those requirements by advocating for the inclusion of the requirements in DAF systems and, when required, developing USSF specific personnel systems.

3.9. Managing and supporting USSF officer and enlisted accessions.

3.10. Developing and implementing organizational policy for the USSF.

3.11. Developing and implementing manpower policy and program control for all personnel and manpower resources and requirements including ceilings associated with Management Headquarters, Headquarters Support Activities, and Joint Commands and organizations.

3.12. Establishing and disseminating plans and procedures governing the manpower requirements determination process and effective use of manpower resources and associated grades.

3.13. Developing and programming manpower assessments for manpower and organization actions directed by the USSF Corporate Process.

3.14. Articulating USSF Manpower and Personnel activities to the OSD and Congress.

3.15. Serving as lead for developing USSF Personnel Strategic Plans with review and coordination by SAF/MR, Air Force Reserve Directorate of Personnel (AF/RE), and National Guard Bureau Space Operations Directorate of Manpower and Personnel (NGB/CF)

- 3.16. Acquiring and compiling resources for, and executing an integrated strategic research agenda for the USSF Manpower and Personnel community and providing input to the DAF Manpower and Personnel community.
- 3.17. Serving as the Manpower and Personnel “process owner” within the USSF governance structures.
- 3.18. Serving as a focal point for Human Capital-related readiness policies for the USSF.
- 3.19. Developing, coordinating, and setting key performance indicators and talent management goals reflective of the diverse nation served by the USSF.
- 3.20. Integrating Diversity and Inclusion efforts across the USSF by developing outreach strategy, advocating for under-represented groups, designing policy, and championing initiatives to increase participation across all demographic groups in career and professional development programs.
- 3.21. Providing input to DAF planning, developing, and implementing policy and program oversight for USSF violence prevention and response (e.g., Sexual Assault Prevention and Response Program, Suicide Prevention Program).
- 3.22. Developing Force Management and Force Development policy and strategy to ensure consistency across the USSF.
- 3.23. Coordinating development, integration, and resourcing of Information Technology systems supporting Human Resource Management programs and processes with the Deputy Chief of Space Operations for Technology and Innovation (SF/CTIO), DAF Chief Data and Artificial Intelligence Officer (SAF/CND), and the Deputy Chief of Staff of the Air Force for Manpower, Personnel and Services (AF/A1).
- 3.24. Collaborating with the Air Force Personnel Center (AFPC), USSF Enterprise Talent Management (S1/ETM), and Air Force Recruiting Service to expedite the recruitment and assignment of high-quality military and civilian personnel to fill positions within the USSF.
- 3.25. Supporting manpower requirements, allocations, and personnel assignments for Special Access Programs.

4. Delegations of Authority/Assignment of Responsibility. Delegations of authority and assignments of responsibility to the SF/S1 will be added to HAFMD 1-24, Assistant Secretary of the Air Force (Manpower and Reserve Affairs), Addendum A. The authorities delegated/responsibilities assigned to the SF/S1 by this mission directive may generally be re-delegated to other DAF officials, unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation, or Department of Defense (DoD) issuance, or other competent legal authority. While the authorities are delegated and responsibilities are assigned to the SF/S1, the exercise of the authorities/responsibilities remain subject to the oversight and control of the SecAF, any Assistant Secretary of the Air Force having oversight, and the CSO. Re-delegation of authority/assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authorities 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-delegation of authority/assignments of responsibility made prior to the date of issuance of this HAFMD remain effective insofar as such re-delegations are consistent with the terms of this HAFMD, unless superseded by new issuances.

TROY E. MEINK
Secretary of the Air Force

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

DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITY/ ASSIGNMENTS OF RESPONSIBILITY

TO THE

DEPUTY CHIEF OF SPACE OPERATIONS FOR HUMAN CAPITAL (SF/S1)

Delegations of authority and assignments of responsibility to the SF/S1 will be added to HAFMD 1-24, Assistant Secretary of the Air Force (Manpower and Reserve Affairs), Addendum A.

Attachment 2

SF/S1, DEPUTY CHIEF OF SPACE OPERATIONS FOR HUMAN CAPITAL (CHCO)

A2.1. SF/S1, Deputy Chief of Space Operations for Human Capital (CHCO) , is responsible for providing professional assistance for all matters pertaining to the USSF military, civilian personnel and manpower activities. Coordinates with USSF field commands and across the Space Staff to identify gaps in functional and technical knowledge, and experience, developing initiatives to improve talent and talent management across the human capital lifecycle.

A2.2. Subordinate offices include:

A2.2.1. Analysis and Systems (SF/S1A) Directorate. SF/S1A provides all Human Resource-related analysis. Leads USSF efforts related to all digital and information technology supporting the entire human capital management lifecycle. Defines and develops strategies to enable more efficient, effective, data-driven decision-making.

A2.2.2. Civilian Policy and Management (SF/S1C) Directorate. SF/S1C is responsible for matters pertaining to the policy and programs for managing civilian personnel in the USSF and measuring their effectiveness. This office provides guidance on programs throughout the talent management lifecycle to include: end-to-end recruitment, suitability and fitness determinations, hiring, placement, management, workforce shaping, evaluation, performance management, readiness, skills, separation and retirement of the USSF civilians. Additionally, SF/S1C will coordinate with the Space Staff, ETMO, Field Commands and Direct Reporting Units to identify gaps in functional and technical knowledge and experience and develop initiatives to improve identification and recruitment of talent.

A2.2.3. Force Development (SF/S1D) Directorate. SF/S1D is responsible for matters pertaining to the training, education, and leader development of military and civilian personnel to include developing education, training, and leader development policies; recommending investments in training, education, and development; and driving the development of learning programs to enable personnel to grow professionally.

A2.2.4. Senior Leader Management (SF/S1L) Directorate. SF/S1L develops policy and executes programs for managing senior leaders. The office provides guidance on programs regarding recruitment, accession, retention, promotions, joint duty, reenlistment, separation, and retirement of senior leaders. In addition, SF/S1L coordinates performance and talent management processes for general officers (O-7 through O-10), colonels (O-6) and senior enlisted (E-8 through E-9). Additionally, SF/S1L serves as a liaison with SAF/MRL on Senior Executive Service (SES) matters.

A2.2.5. Manpower (SF/S1M) Directorate. SF/S1M is responsible for matters pertaining to conducting strategic workforce planning, including informing force allocation projections. This office coordinates with SF/S5/8 to ensure Program Objective Memorandum (POM) resource allocation is aligned with the USSF Human Capital Strategy. SF/S1M is responsible for organization change process, civilian work-year management, and end-strength management.

A2.2.6. Military Policy and Management (SF/S1P) Directorate. SF/S1P develops policy and executes programs for managing military Guardians, providing guidance on recruitment, accessions, retention, promotions, assignments, joint duty, reenlistments, evaluations, awards

and decorations, uniforms, compensation, interservice transfers, career intermission program, line of duty determinations, separations, and retirements of military personnel. In coordination with SF/S1M, SF/S1P manages USSF end-strength and the associated Force Management programs to affect career field sustainability, consistent with grade ceilings as appropriate. This office is also responsible for policy development impacting military recruiting plans to address future talent needs and resolving potential talent gaps, managing the end-to-end recruiting and accession process for military personnel.

A2.2.7. Quality of Life & Resilience (SF/S1Q) Directorate. SF/S1Q is responsible for matters pertaining to Guardian quality of life, resilience, culture, and diversity, equity, inclusion, and accessibility (DEIA). SF/S1Q develops and delivers policies, products and strategies to shape Guardian culture and norms, measuring and continuously improving the organizational and Guardian experience. SF/S1Q is the USSF liaison to quality of life and resiliency program service providers throughout DAF and DoD. SF/S1Q maximizes Guardian resiliency and quality of life by providing USSF advocacy on policies and programs and through development and implementation of strategic-level standards, policies, programs (e.g., training), research, and analysis.

A2.2.8. Enterprise Talent Management (SF/ETM). The ETM is a Space Force Service Wide Element reporting directly to SF/S1. ETM executes S1 policies consisting of, but not limited to, assignments, interservice transfers, organizational change processing/workforce design, civilian hiring (AcqDemo), competency management, development and command/SML/ML/SEL talent management boards, Human Resources Information Technology (HR IT) system management, and engagement with Guardians at all levels. The ETM performs data analysis on ETM-led boarded processes, such as development, command/SML/ML/SEL, and Polaris talent management boards. The ETM manages the USSF MilPERS PCS budget as well as its own execution budget. Finally, the ETM collaborates with AFPC on a variety of personnel programs, such as officer and enlisted promotions, joint officer management, evaluations, awards, assessments, surveys, and HR IT requirements, where applicable.