

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

**HEADQUARTERS DEPARTMENT OF
THE AIR FORCE MISSION DIRECTIVE
1-3**



4 JUNE 2026

Special Management

ADMINISTRATIVE ASSISTANT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: This publication is available for downloading or ordering on the e-Publishing website at www.e-Publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: : SAF/AA

Certified by: SAF/AA

Supersedes: HAFMD1-3, 7 August 2023
HAFMD1-6, 22 December 2014
HAFMD1-19, 28 April 2017

Pages: 12

1. Mission. Pursuant to Title 10 United States Code (U.S.C.) §§ 9013-9016, the Secretary of the Air Force (SecAF) may establish offices and officials within the Office of the Secretary of the Air Force (known as the Secretariat) to assist the SecAF in carrying out his/her responsibilities. Pursuant to 10 U.S.C. § 9018, and as documented by this publication, the Administrative Assistant (SAF/AA) is established as part of the Secretariat. The SAF/AA has overall responsibility for administrative continuity and maximizing efficient business operations of 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 SAF/AA prepares policies for SecAF approval, develops and approves programs, issues guidance via Departmental-level publications, and oversees the implementation and execution of those policies and programs.

2. Organizational Relationships. The SecAF is responsible for, and has all legal authority necessary to conduct, the affairs of the DAF. The Secretariat, the Air Staff, and the Office of the Chief of Space Operations (known as the Space Staff) perform their DAF functions subject to the authority, direction, and control of the SecAF.

2.1. The SAF/AA reports to the Under Secretary of the Air Force (USecAF), serves as an agent of the SecAF within assigned policy and program domains, and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets within his/her area of responsibility. The SAF/AA is accountable to the USecAF for results achieved within the policy and program domains assigned by this publication.

2.2. The SAF/AA and the Office of the SAF/AA work in cooperation with all Headquarters Department of the Air Force (HQ DAF) organizations, which are responsible, pursuant to Chapters 903, 905, and 908 of Title 10 (10 U.S.C. §§ 9013-9025, §§ 9031-9040, and §§ 9081-9085), for assisting the SecAF in carrying out his/her responsibilities.

3. Responsibilities. The SAF/AA is specifically responsible for:

3.1. Serving as the senior career official for the DAF and principal career civilian advisor to SecAF and USecAF. In this role, the SAF/AA is responsible for providing recommendations on Civilian Senior Executive talent management, executive allocations, continuity of institutional knowledge, maintaining awareness concerning the nature and breadth of the Department's activities, and advocating on behalf of the career civilian workforce.

3.2. Assuring the administrative continuity of the SecAF and Secretariat during changes of administration or transition of Presidential appointees and non-career executives.

3.3. Directly supporting the USecAF in his/her roles as both the Chief Management Officer and the senior advisor to SecAF on all civilian personnel matters.

3.4. Performing the functions and duties as first assistant to USecAF pursuant to the Federal Vacancies Reform Act and unless otherwise directed by the President.

3.5. Prioritizing and integrating Military Services positions into DAF policy and strategy.

3.6. Providing oversight and advocacy for the DAF Mission Assurance (MA) program.

3.7. Administering the Emergency and Extraordinary Expense (E&EE) funds of the SecAF.

3.8. Overseeing the development, evaluation, maintenance, and process improvement of Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) procedural policy.

3.9. Monitoring enterprise risk management program and integrating governance activities, including the alignment of Military Services MA efforts.

3.10. Evaluating business operational risks and their potential impact(s) on the effectiveness and efficiency of the associated business process, ensuring they are recorded, prioritized, and communicated through appropriate governance bodies.

3.11. Managing and ensuring readiness and compliance with the Department of Defense (referred to as Department of War (DoW)) Continuity of Operations (COOP) program.

3.12. Establishing guidance and overseeing the development of all publications and forms.

3.13. Overseeing SecAF delegations and redelegations of authority, to include controlling HQ DAF Mission Directives and DoW Issuances program, monitoring DoW Executive Agent assignments and arrangements, and informing SecAF and USecAF of opportunities to improve efficiency and effectiveness.

- 3.14. Providing guidance, direction, and oversight for all matters relating to preparing, submitting, and dispatching official correspondence, to include establishing consistent formats and other related standards for administrative communications.
- 3.15. Monitoring, coordinating, or consolidating DAF responses or inputs on correspondence and reports for the White House, Secretary of Defense (referred to as Secretary of War (SecWar)), Deputy Secretary of War (DepSecWar), Executive Secretary of the DoW, Office of the Secretary of War (OSW)), SecAF, USecAF, and other officials and Federal agencies.
- 3.16. Implementing and managing DAF-supported Federal Advisory Committees (FACs) and Intergovernmental and Intragovernmental Committees.
- 3.17. Developing guidance and providing oversight for Continuous Improvement and Innovation (CI²) implementation and management.
- 3.18. Advising and communicating category management principles and managing common categories of spend and cost ownership to maximize cost savings and cost avoidance.
- 3.19. Implementing policy and oversight requirements for conference sponsorship, hosting, attendance, and related activities to ensure costs are appropriate, necessary, and managed.
- 3.20. Overseeing and establishing guidance and procedures for protocol, displaying flags, and customs and courtesies during official functions.
- 3.21. Providing administrative and management services for the HQ DAF involving organization, manpower, financial management, civilian personnel services, fundraising, executive dining, parking, facilities, gift locker, and workspace allocations and utilization.
- 3.22. Managing and ensuring HQ DAF compliance with information access programs, including records management, Freedom of Information Act (FOIA), and Privacy Act.
- 3.23. Overseeing information resource management and managing and developing guidance for information technology (IT) resource requirements and related standards for the HQ DAF.
- 3.24. Programming, budgeting, financing, and supporting assigned facilities, platforms, or other elements of the National Military Command System (NMCS).
- 3.25. Serving as HQ DAF contract services advocate and Requirements Approval Authority for support services contracts greater than or equal to the simplified acquisition threshold.
- 3.26. Approving or disapproving miscellaneous claims against the DAF including those under the Military Claims Act, the Foreign Claims Act, and the National Guard Claims Act for amounts equal to or greater than \$100,000.
- 3.27. Approving or disapproving claims by members for certain losses of household effects caused by hostile action, in an amount of no more than \$100,000.
- 3.28. Establishing DoW health care eligibility for individuals without a specific statutory entitlement or eligibility.
- 3.29. Providing custody and control of the DAF seal and sole responsibility for approving its use for the authentication or validation of certain documents and records.
- 3.30. Making personnel appointments and certifying documents as directed by SecAF.

3.31. Serving as a point of contact for coordination and representation within the HQ DAF, with OSW, and other Federal agencies on administrative programs and continuity matters.

3.32. Representing the SecAF/USecAF in OSW senior governance forums and other boards and committees, to include the Deputy's Management Action Group (DMAG), MA Executive Steering Group (ESG), and DoW Concessions Committee.

4. Delegations of SecAF Authority and Assignments of Responsibility. **Attachment 1** lists delegated authorities and responsibilities assigned by SecAF to the SAF/AA. The authorities delegated/responsibilities assigned to the SAF/AA by this publication may generally be re-delegated or reassigned to other DAF officials unless redelegation is expressly prohibited by the attached delegation or by controlling law, regulation, or DoW policy. While the SAF/AA may redelegate authorities or reassign responsibilities, he/she will ultimately be responsible to SecAF for all matters listed in Paragraph **1** and **3** of this publication. Any redelegation of authority or reassignment of responsibility shall not be effective unless it is in writing, has been reviewed by both the General Counsel of the DAF (SAF/GC) as chief legal officer and The Judge Advocate General (AF/JA), and is signed by the SAF/AA. Any person redelegating authority in accordance with this publication may further restrict or condition the authority or responsibility being redelegated or reassigned.

5. Notifications to Congress. No redelegation of authority/assignment of responsibility under this publication below the level of a Deputy Assistant Secretary or three-letter/digit office shall include authority to provide notifications or reports to Congress.

6. 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 publication remain effective insofar as such redelegations are not inconsistent with the terms of this publication unless superseded by a new redelegation or assignment.

Troy E. Meink
Secretary of the Air Force

Attachment 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE
AUTHORITY/ASSIGNMENTS OF RESPONSIBILITY TO THE ADMINISTRATIVE
ASSISTANT**

A1.1. Authority to administer the oath of office to HQ DAF individuals as required by 5 U.S.C. § 3331, *Oath of Office*, or any other oath required by law in connection with employment in the executive branch. The authority to administer the oath of office to Presidentially appointed, Senate-confirmed (PAS) officials may be further delegated no lower than a career Senior Executive Service (SES) member.

A1.2. Authority to prescribe procedures for the acceptance, retention, or disposition of gifts and decorations other than real property to DAF employees from foreign governments, as directed in 5 U.S.C. § 7342, *Receipt and Disposition of Foreign Gifts and Decorations*.

A1.3. Authority as the custodian of the DAF Seal and responsibility for approving the use of its impression on official Departmental documents and records, as provided for in 10 U.S.C. § 9012, *Department of the Air Force: Seal*.

A1.4. Responsibility and authority relating to the integration of risk management practices, as assigned to the SecAF pursuant to OMB Circular No. A-123, *Management's Responsibility for Internal Control*.

A1.5. Responsibility as the Category Management Accountable Official (CMAO) and authority relating to implementing category management in the DAF and to represent the DAF at the OMB Category Management Leadership Council (CMLC) and the DMAG or Defense Business Council and related sub-committees, as assigned and delegated to the SecAF pursuant to OMB M-17-22, *Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce*, and consistent with Under Secretary of Defense for Acquisition and Sustainment and Director of Administration and Management Memorandum, October 26, 2022, *Category Management Roles and Responsibilities*.

A1.6. Authority and responsibility as the designated coordinating official and to interface with the Executive Secretary of the DoW, as delegated and assigned to the SecAF pursuant to DoDI 1000.17, *Detail of DoD Personnel to Duty Outside the Department of Defense*.

A1.7. Responsibility for ensuring DAF compliance and authority to prescribe procedures relating to displaying the national flag at half-staff, as assigned and delegated to the SecAF pursuant to DoDI 1005.06, *Display of the National Flag at Half-Staff*.

A1.8. Authority relating to positional flags and DAF specific SES and PAS officials' flags, approving the award of replicas for departing officials, and establishing guidance for displaying flags, as assigned and delegated to the SecAF pursuant to DoDI 1005.15, *DoD Civilian Flags*.

A1.9. Responsibility as the Component Continuity Coordinator and authority to designate and oversee a Component Program Manager and Reconstitution Program Manager, as assigned and delegated to the SecAF pursuant to DoDI 3020.26, *DoD Continuity Policy*.

A1.10. Authority and responsibility as the Mission Assurance (MA) lead, as assigned and delegated to the SecAF pursuant to DoDD 3020.40, *Mission Assurance (MA)*. Responsibility and authority relating to executing an organizational program for MA is assigned and delegated

to the Deputy Chief of Staff for Operations (AF/A3) via HQ DAF Mission Directive 1-54; relating to U.S. Space Force MA is assigned and delegated to the Deputy Chief of Space Operations for Operations (SF/S3/4/7) via HQ DAF Mission Directive 2-5.

A1.11. Authority and responsibility as the senior official to manage, oversee, and ensure readiness and compliance of the Component continuity program, as assigned to the SecAF pursuant to DoDI 3020.42, *Defense Continuity Plan Development*.

A1.12. Responsibility relating to participating and supporting the National Exercise Program, as assigned to the SecAF pursuant to DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*.

A1.13. Authority to act as USecAF when the position of USecAF is vacant or the USecAF dies, resigns, or is otherwise unable to perform the functions and duties of the office, pursuant to DoDD 3020.04, *Order of Succession Pursuant to Executive Order 13963 and the Federal Vacancies Reform Act of 1998*, and unless otherwise directed by the President under 5 U.S.C. § 3345, et. seq. This authority may not be further delegated.

A1.14. Authority and responsibility relating to assigned systems and other NMCS elements, as delegated and assigned to the SecAF pursuant to DoDD-S 3710.01, *(U) National Leadership Command Capability (NLCC)*, as further delineated by CJCSI 3280.01F, *(U) National Military Command System*. Responsibility and authority relating to nuclear command, control, and communications (NC3) elements is assigned and delegated to the Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (AF/A10) via HQ DAF Mission Directive 1-60.

A1.15. Authority and responsibility to administer and operate an Executive Dining Facility (EDF) located in the Pentagon and to represent the Department in the Pentagon EDF Committee, as assigned to the SecAF pursuant to DoDI 5000.24, *Pentagon Executive Dining Facilities*.

A1.16. Authority and responsibility relating to enterprise risk management program and related reporting and governance structure to evaluate internal controls over reporting for business operations (ICOR-O), as assigned and delegated to the SecAF pursuant to DoDI 5010.40, *DoD Enterprise Risk Management and Risk Management and Internal Control Program*.

A1.17. Authority and responsibility relating to DoW Issuances and to serve as the primary Issuance Focal Point, as assigned and delegated to the SecAF pursuant to DoWI 5025.01, *DoW Issuances Program*. This authority may not be further delegated.

A1.18. Responsibility relating to plain language, ensuring compliance with Plain Writing Act of 2010, and as the DAF plain language contact and representative on the DoW Plain Language Committee, as assigned to SecAF pursuant to DoDI 5025.13, *DoD Plain Language Program*.

A1.19. Responsibility relating to the processing of requests and payments for above standard services in Washington Headquarters Services (WHS)-owned and -delegated DoW-leased facilities, as assigned to the SecAF pursuant to DoDI 5030.60, *Reimbursable Project Work Authorization (Above Standard Orders) Procedures for Washington Headquarters Services-Owned and Delegated Leased Facilities*.

A1.20. Responsibility for ensuring DAF compliance and authority to prescribe procedures necessary to implement DoW policies pertaining to Correspondence and Task Management System (CATMS) actions; and authority relating to participating and decision-making in WHS

working groups, as assigned to the SecAF pursuant to DoDI 5045.01, *Implementation of the Correspondence and Task Management System (CATMS)*.

A1.21. Authority and responsibility relating to the administration of DoW- and DAF-supported Committees as delegated and assigned to the SecAF, pursuant to DoDI 5105.04, *Department of Defense Federal Advisory Committee Management Program*. This authority may be further delegated no lower than a three-star general officer or civilian equivalent. No one to whom this authority is delegated may serve in any capacity on any Committee in question.

A1.22. Authority relating to the establishment and management of committees, as delegated to the SecAF pursuant to DoDI 5105.18, *DoD Intergovernmental and Intragovernmental Committee Management Program*. This authority may be further delegated no lower than a three-star general officer or civilian equivalent.

A1.23. Authority and responsibility to coordinate with the Director of Administration and Management (DA&M) on all matters under SAF/AA's purview relating to the authorities, responsibilities, and functions assigned to the DA&M, as assigned to the SecAF pursuant to DoDD 5105.53, *Director of Administration and Management (DA&M)*.

A1.24. Authority and responsibility to serve as the senior career official for SecAF and USecAF and as the Transition Assistance Coordinator (TAC) as required during a Presidential election cycle or for the departure of senior officials and related duties, as delegated and assigned to the SecAF pursuant to DoDD 5105.76, *Planning for Presidential Transitions and the Transition of Political Appointees and Other Officials*.

A1.25. Authority and responsibility to coordinate with the Director of WHS, who also serves as the Deputy DA&M, on all matters under SAF/AA's purview relating to WHS operations, functions, acquisition, responsibilities, and execution, as delegated and assigned to the SecAF pursuant to DoDD 5110.04, *Washington Headquarters Services (WHS)*.

A1.26. Responsibility as the Component Correspondence Management Office (CCMO) and authority relating to correspondence management functions for the DAF and to prescribe procedures for use of official letterhead stationery and subordinate office designators, as assigned and delegated to the SecAF pursuant to DoDM 5110.04, Volume 1, *Manual for Written Material: Correspondence Management*.

A1.27. Responsibility for ensuring DAF compliance and authority to prescribe procedures relating to correspondence, as assigned and delegated to the SecAF pursuant to DoDM 5110.04, Volume 2, *Manual for Written Material: Examples and Reference Material*.

A1.28. Authority to approve business class travel for a disability or special need, as delegated to the SecAF pursuant to *The Joint Travel Regulations (JTR)*. Authority relating to other premium class travel may be redelegated by the Deputy Chief of Staff for Logistics, Engineering, and Force Protection (AF/A4) to SAF/AA, pursuant to AF/A4 HQ DAF Mission Directive 1-38. The authority to approve premium class travel for a disability or special need may be further delegated no lower than a two-star general officer or civilian equivalent.

A1.29. Authority as the National Capital Region (NCR) space coordinator and responsibilities relating to managing internal administrative space matters and liaison to WHS to report underutilized space available for other organizations to share, as assigned to the SecAF pursuant

to DoDI 5305.5, *Space Management Procedures for the National Capital Region and Washington Headquarters Services-Serviced Components*.

A1.30. Authority and responsibility relating to claims against the DAF or the responsibility of the DAF, as delegated and assigned to the SecAF pursuant to DoDI 5515.08, *Assignment of Claims Responsibility*. Authority and responsibility relating to settling claims up to \$100,000 and publishing regulations is assigned to AF/JA via HQ DAF Mission Directive 1-14.

A1.31. Authority to approve medical designee status, as delegated to the SecAF pursuant to DoDI 6025.23, *Health Care Eligibility Under the Secretarial Designee (SECDES) Program and Related Special Authorities*. All other responsibility is assigned to the Surgeon General of the Air Force (AF/SG) via HQ DAF Mission Directive 1-48.

A1.32. Authority relating to E&EE including official representation funds, as delegated to the SecAF pursuant to 10 U.S.C. § 127, *Emergency and Extraordinary Expenses* and consistent with DoDI 7250.13, *Use of Appropriated Funds for Official Representation Purposes*.

A1.33. Authority as the Component Forms Management Officer (FMO) and responsibility relating to forms management and representing the DAF to the DoW FMO, as delegated and assigned to the SecAF pursuant to DoDI 7750.07, *DoD Forms Management Program*.

A1.34. Authority and responsibility relating to life cycle management of forms creation, distribution, use, review, revisions, and cancellations within the DAF, as delegated and assigned to the SecAF pursuant to DoDM 7750.08, *DoD Forms Management Program Procedures*.

A1.35. Responsibility relating to administering and managing the parking program on the Pentagon Reservation and authority to serve as the Component Parking Representative (CPR) and to appoint Division Representatives (DR), as delegated and assigned to the SecAF pursuant to Administrative Instruction 88, *Pentagon Reservation Vehicle Parking Program*.

A1.36. Authority and responsibility to grant the entry of authorized fire inspectors into DAF-controlled or occupied space at reasonable times, to ensure conditions are promptly corrected or incorporated into the appropriate WHS facility hazard abatement plan, and to ensure fire safety representatives are assigned and trained, as assigned to the SecAF pursuant to Administrative Instruction 112, *Washington Headquarters Services Fire Regulations (WHSFR)*.

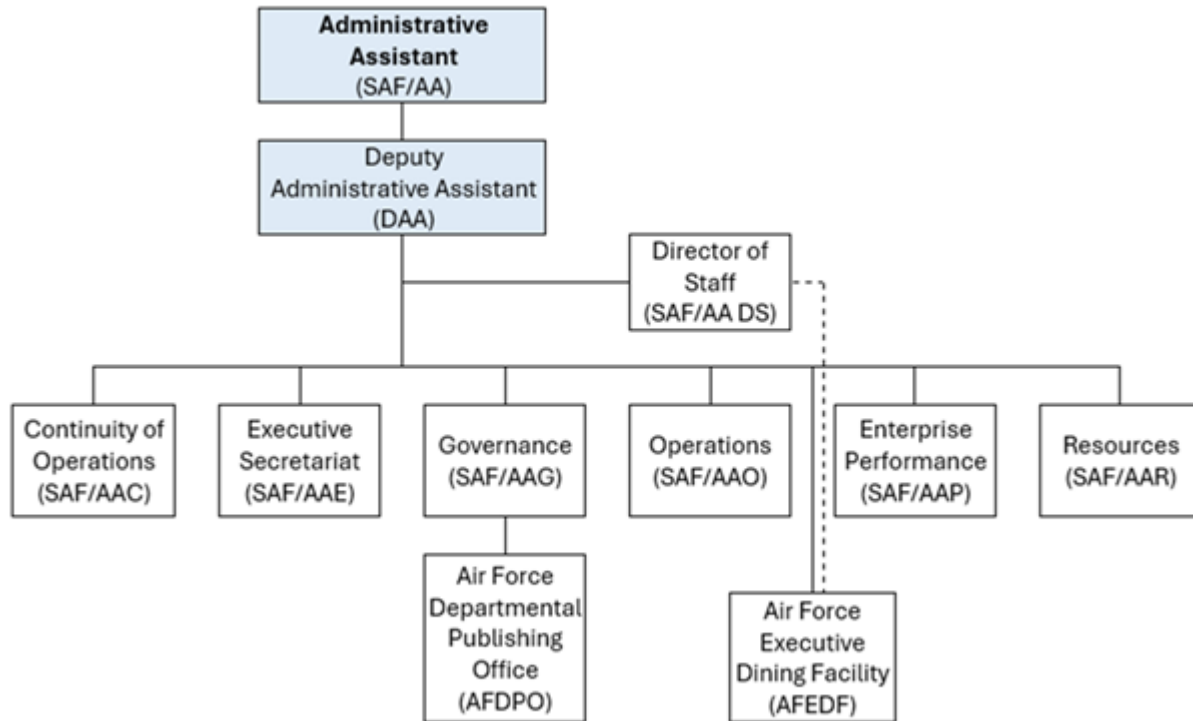
A1.37. Responsibility as the senior civilian representative to the DoW Concessions Committee and authority to designate a Service member at the O-6 level or above to serve on the committee, as assigned to SecAF pursuant to Administrative Instruction 115, *DoD Concessions Committee*.

A1.38. Authority relating to the control of alcoholic beverages for DAF-assigned space on the Pentagon Reservation and in WHS-leased space within the NCR and responsibility to ensure compliance with WHS procedures, as delegated to the SecAF pursuant to 32 C.F.R. § 234.11, *Alcoholic Beverages and Controlled Substances*, 41 C.F.R. § 102-74.405 *What is the policy concerning the use of alcoholic beverages?*, and Director, WHS Memorandum, August 21, 2025, *Control of Alcoholic Beverages on the Pentagon Reservation and in Leased Facilities in the National Capital Region*. This authority may be further delegated no lower than a three-star general officer or civilian equivalent.

Attachment 2

OFFICE OF THE ADMINISTRATIVE ASSISTANT

Table A2.1. Office of the Administrative Assistant.



A2.1. The Administrative Assistant (SAF/AA). The SAF/AA is responsible for the overall supervision of all matters pertaining to supporting USecAF as the Chief Management Officer, SPPBE procedural policy, prioritizing and integrating Military Services positions into DAF policy, continuity of institutional knowledge and the orderly transition of senior leaders, DAF MA program oversight, business reform, governance activities, enterprise risk management, COOP program, delegations of SecAF authority, DoW Executive Agent assignments, DAF-sponsored FAC program, Secretarial designee program, CI^2 program and integrating Lean Six Sigma principles, category management, conference cost management, correspondence management, publications and forms, protocol policy, E&EE funds, claims against the DAF, point of contact for administrative and continuity matters, direct administrative and financial support for the HQ DAF including civilian personnel services, information and IT resource oversight, facilities, executive dining, implementation of Records Management, FOIA, and Privacy Act programs, resourcing assigned elements of the NMCS, and matters pertaining to the use of the DAF seal.

A2.2. The Deputy Administrative Assistant (DAA). The DAA assists the SAF/AA in carrying out his/her responsibilities and supervises the daily activities of the office. The DAA promotes SAF/AA programs, oversees special projects for SecAF/USecAF and the SAF/AA, and advises on the purposeful use of communications to advance the organization's mission and facilitate decision-making. The DAA represents SAF/AA in high-level meetings when delegated, chairs the HQ DAF COOP Deputies' Committee, and manages the HQ DAF reconstitution program.

A2.3. Subordinate officials and offices include:

A2.3.1. Director of Staff (SAF/AA DS). The SAF/AA Director of Staff (DS) facilitates the business processes of the organization, enables action officers to succeed, and manages the programming, budgeting, and execution for SAF/AA. SAF/AA DS controls correspondence referred to or generated by SAF/AA, oversees the HQ DAF Awards program, executes special management projects, and provides security management and other support for SAF/AA. SAF/AA DS bridges information sharing across the HQ DAF and advises the SAF/AA and DAA on HQ DAF organizational and management policy matters. This includes providing DAF-wide guidance for correspondence and establishing related standards. SAF/AA DS also provides supervision of the Air Force Executive Dining Facility (AFEDF). The Director, AFEDF operates a dining venue that provides a private area for senior leaders to dine, conduct official business, and host special functions. The AFEDF, through the SAF/AA or DAA, controls invite-only membership and maintains a current charter for its operations.

A2.3.2. Continuity of Operations (SAF/AAC). The Director SAF/AAC is the DAF Continuity Program Manager, responsible for the day-to-day execution and management of the DAF's continuity program, acting on behalf of the SAF/AA. SAF/AAC oversees the development, coordination, and retention of continuity plans, including the identification of mission essential functions, managing orders of succession and delegations of authority, and ensuring continuity facilities and communication systems are operational. In addition, SAF/AAC plans and conducts HQ DAF continuity training and exercises and is responsible for preparing all documentation and evidence required for the annual program certification.

A2.3.3. Executive Secretariat (SAF/AAE). The Director SAF/AAE leads the DAF Correspondence Management Office, responsible for processing all official written materials addressed to the DAF and for SecWar, DepSecWar, Executive Secretary of the DoW, SecAF, or USecAF consideration, and for ensuring those official written materials adhere to established standards for clarity and formatting. SAF/AAE develops, oversees, and continuously improves upon HQ DAF task management processes, provides guidance on HQ DAF writing style and the proper use of templates to maintain professional and effective communication, and provides data-driven analysis and reporting to inform the life-cycle management and modernization of the task management system and related policies.

A2.3.4. Governance (SAF/AAG). The Director SAF/AAG assists the SAF/AA and DAA in supporting USecAF in his/her role as the Chief Management Officer. SAF/AAG oversees the SPPBE process, manages and provides executive support to key governance bodies, integrates governance activities to foster collaboration and ensure strategic alignment, supports the enterprise risk management (ERM) program, administers the Federal Advisory Committee Act (FACA) program, and manages the DAF protocol program. SAF/AAG is responsible for the DAF's policy framework, including the Program Action Directive and Program Guidance Letter (PAD/PGL) process, as well as overseeing publications and forms through the Director,

Air Force Departmental Publishing Office (AFDPO). AFDPO also oversees the DoW Issuances program and maintains the official record of all responsibilities assigned and authorities delegated by SecAF, including reassignments and redelegations. SAF/AAG also implements records management, FOIA, and Privacy Act programs for the HQ DAF.

A2.3.5. Operations (SAF/AAO). The Director SAF/AAO manages all facilities and logistics support services for DAF personnel occupying government-owned and leased facilities in the NCR, excluding military installations. SAF/AAO manages facility operations, maintenance, space allocation, civil engineer projects, and Sensitive Compartmented Information Facility (SCIF) construction, as well as furniture procurement and interior design. Additionally, SAF/AAO is the DAF liaison with WHS for all facility and logistics matters (excluding military installations), provides locksmith and badging services, and administers the parking program, the Airman and Guardian's Hall, and official fundraising campaigns in the NCR.

A2.3.6. Enterprise Performance (SAF/AAP). The Director SAF/AAP assists the SAF/AA and DAA in supporting USecAF in his/her role as the Chief Management Officer. SAF/AAP advocates for acquisition best practices and sustainability by overseeing the Category Management program and optimizing contracts to influence spending decisions. In addition, SAF/AAP manages the DAF CI² program, to include training and certification for Continuous Process Improvement and Lean Six Sigma (CPI/LSS) and associated awards program. SAF/AAP also manages performance and reform efforts and monitors progress, assisting the USecAF improve effectiveness and efficiency across the DAF.

A2.3.7. Resources (SAF/AAR). The Director SAF/AAR is responsible for administering E&EE funds and managing the financial, manpower, information, and civilian personnel resources of the HQ DAF and its subordinate Field Operating Agencies (FOAs), centrally managed programs, outside DoW agencies, and other U.S. Air Force and U.S. Space Force elements (collectively referred to as the HQ DAF portfolio).

A2.3.7.1. SAF/AAR manages all financial and manpower resource requirements for the HQ DAF portfolio. This includes overseeing the Program Objective Memorandum (POM) submission and managing the day-to-day programming, budgeting, and execution processes, including for the immediate offices of the SecAF (SAF/OS), Chief of Staff of the Air Force (AF/CC, AF/CV, AF/CCC), Chief of Space Operations (SF/CSO, SF/VCSO, SF/CCC), and USecAF (SAF/US). SAF/AAR provides comprehensive civilian personnel services for the HQ DAF portfolio, to include recruitment, employee relations, workforce planning, and exercising special hiring authorities and incentives. Additionally, SAF/AAR is the HQ DAF lead for active duty operational support man-day program, liaises with WHS on personnel issues, and provides liaison support to HQ DAF organizations with fewer than 100 civilian personnel.

A2.3.7.2. SAF/AAR is also responsible for the program management of IT initiatives across the HQ DAF, and functions as the servicing communications activity and authority. SAF/AAR supports SecAF as the responsible agent for assigned elements of the NMCS, establishes common IT requirements, advocates for and provides resources, and interfaces with IT service providers to ensure successful delivery of capabilities. Key duties also involve developing IT-related memorandums of agreement or understanding, establishing service-level agreements (SLAs), advising on cybersecurity risk management, and overseeing HQ DAF information resource management strategy, IT asset management and acquisition, IT project management, and monitoring performance metrics.