

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

**HEADQUARTERS MISSION
DIRECTIVE 1-3**

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Special Management

**OFFICE OF THE SECRETARY OF THE
AIR FORCE DIRECTOR OF STAFF**



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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. Consistent with 10 U.S.C. §9014, and as documented by this Headquarters Air Force Mission Directive (HAFMD), the Office of the Secretary of the Air Force Director of Staff (SAF/DS) is established as part of the Secretariat. The SAF/DS has overall responsibility for day-to-day administration of the Secretariat and integration for 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/DS prepares policies for 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/DS reports to the SecAF, 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/DS is accountable to the SecAF for results achieved within the policy and program domains assigned by this HAFMD.

2.2. The SAF/DS and the Office of the SAF/DS work in cooperation with the Headquarters U.S. Air Force Director of Staff (AF/DS), Office of the Chief of Space Operations Director of Staff (SF/DS), and their respective offices, as well as other Headquarters Department of the Air Force (HAF) organizations, which are responsible, pursuant to Chapters 903, 905, and 908 of Title 10 (10 U.S.C. §§ 9013-9024, §§ 9031-9040, and §§ 9081-9084), for assisting the SecAF in carrying out his/her responsibilities.

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

3.1. Advising and directly assisting the SecAF, Under Secretary of the Air Force (USecAF), and other Secretariat officials.

3.2. Driving the integration of the Military Services positions into DAF policy and strategy.

3.3. Providing military and civilian personnel and resource management support for the immediate offices of the SecAF and USecAF.

3.4. Correspondence and task management support for the DAF.

3.4.1. Providing guidance and direction to establish consistent formats, procedures, and other related standards for administrative (non-operational) correspondence preparation, processing, and control.

3.4.2. Synchronizing and managing tasks and coordinating actions assigned to or generated within the HAF, in conjunction with AF/DS and SF/DS, to ensure timely completion.

3.5. Planning, coordinating, and executing protocol activities in support of the SecAF, Chief of Staff of the Air Force, Chief of Space Operations, USecAF, Vice Chief of Staff of the Air Force, Vice Chief of Space Operations, Chief Master Sergeant of the Air Force, Chief Master Sergeant of the Space Force, SAF/DS, AF/DS, and the SF/DS (collectively referred to as the Top 11).

4. Delegations of SecAF Authority and Assignments of Responsibility. [Attachment 1](#) lists delegated authorities and responsibilities assigned by SecAF to SAF/DS. The authorities delegated/responsibilities assigned to the SAF/DS by this HAFMD may generally be re-delegated or reassigned to other DAF officials unless re-delegation is expressly prohibited by the attached delegation or by controlling law, regulation, or Department of Defense (DoD) issuance. While the SAF/DS may re-delegate 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 re-delegation of authority/assignment of responsibility shall not be effective unless it is in writing, has been reviewed by the Office of the DAF General Counsel, and is signed by SAF/DS. Any person re-delegating authority in accordance with this HAFMD may further restrict or condition the authority or responsibility being re-delegated or re-assigned.

5. Notifications to Congress. No re-delegation of authority/assignment of responsibility under this HAFMD 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 re-delegations are not inconsistent with the terms of this HAFMD unless superseded by a new re-delegation or assignment.

FRANK KENDALL
Secretary of the Air Force

Attachment 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITY/
ASSIGNMENTS OF RESPONSIBILITY TO THE OFFICE OF THE SECRETARY OF
THE AIR FORCE DIRECTOR OF STAFF**

A1.1. Responsibility for ensuring DAF compliance and authority to prescribe procedures related to flying 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*.

A1.2. Authority related to the approval of design, use, and modification of positional flags and DAF specific Senior Executive Service and Presidentially appointed, Senate confirmed officials' flags, approving the award of replica flags for departing DAF officials, and establishing guidance for displaying Office of the Secretary of Defense flags, as assigned and delegated to the SecAF pursuant to DoDI 1005.15, *DoD Civilian Flags*.

A1.3. Responsibility for ensuring DAF compliance and authority to prescribe procedures necessary to implement DoD policies pertaining to Correspondence and Task Management System (CATMS) actions; and authority related to participating and decision-making in Washington Headquarters Services working groups, as assigned to the SecAF pursuant to DoDI 5045.01, *Implementation of the Correspondence and Task Management System (CATMS)*.

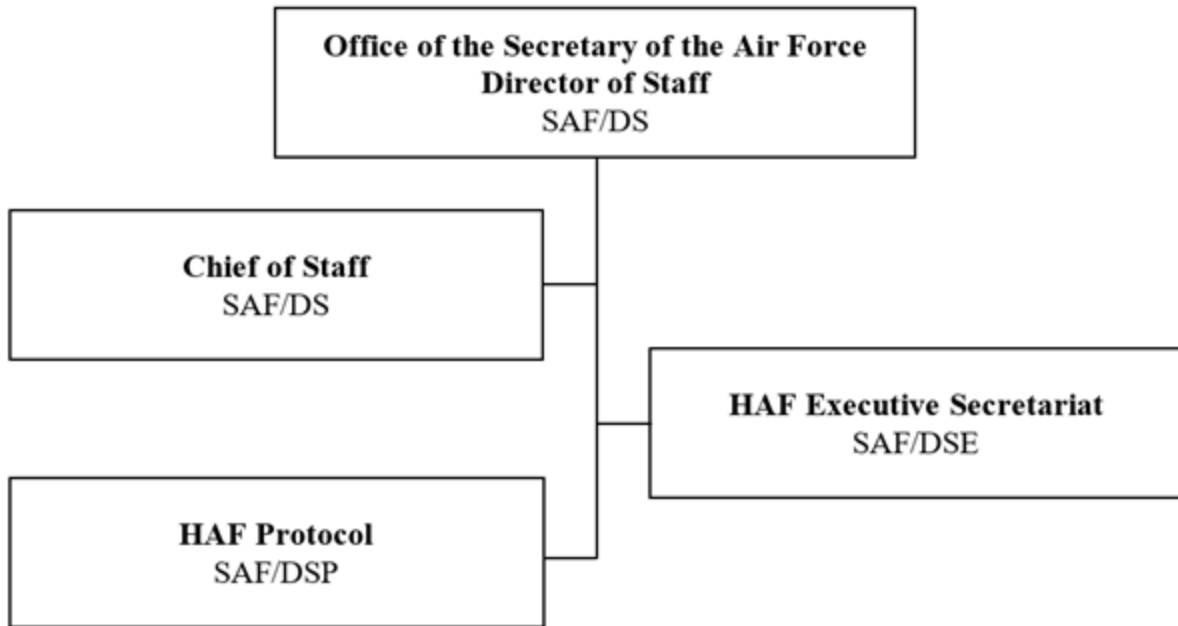
A1.4. Authority related to correspondence management functions for the DAF and to prescribe procedures for use of official letterhead stationery and subordinate office designators, as assigned and delegated to the SecAF pursuant to DoDM 5110.04, Volume 1, *Manual for Written Material: Correspondence Management*.

A1.5. Responsibility for ensuring DAF compliance and authority to prescribe procedures related to correspondence, as assigned and delegated to the SecAF pursuant to DoDM 5110.04, Volume 2, *Manual for Written Material: Examples and Reference Material*.

Attachment 2

OFFICE OF THE SECRETARY OF THE AIR FORCE DIRECTOR OF STAFF

Figure A2.1. Office of The Secretary of The Air Force Director of Staff.



A2.1. The Office of the Secretary of the Air Force Director of Staff (SAF/DS) is responsible for the overall supervision of all matters pertaining to integrating Military Services positions into Departmental policies and strategy, providing military and civilian personnel and resource management support to the immediate offices of the SecAF and USecAF, correspondence and task management support to the DAF, and planning, coordinating, and executing protocol activities in support of the Top 11.

A2.2. Subordinate offices include:

A2.2.1. Chief of Staff (SAF/DS). The SAF/DS Chief of Staff (CoS) provides human resource, knowledge, publications, and records management activities and other supporting services for the immediate offices of the SecAF, USecAF, and SAF/DS. The CoS advocates for SAF/DS programs and policies and oversees the execution of select special management projects for the SecAF, USecAF, and SAF/DS. The CoS represents the SAF/DS or SAF/DS Deputy Director of Staff to other HAF organizations and high-level officials.

A2.2.1.1. Advises, assists, and supports SAF/DS on the purposeful use of communication to advance the organization’s mission, using a variety of forms, in a collaborative, credible, and consistent manner integrated across the HAF that reflects SecAF and USecAF intent and guidance and facilitates decision-making.

A2.2.1.2. Coordinates for a general officer host to provide military funeral honors with funeral escort at Arlington National Cemetery for eligible individuals, in accordance with the family's wishes and sensitivities to the extent permitted by DoD and DAF guidance, and within the customs, courtesies, and traditions of the U.S. Air Force and U.S. Space Force.

A2.2.1.3. Supports the SAF/DS Deputy Director of Staff as chair of the HAF Continuity of Operations (COOP) Deputies' Committee, ensuring Secretariat organizations are aligned with the HAF in the execution of COOP responsibilities.

A2.2.2. **HAF Executive Secretariat (SAF/DSE).** SAF/DSE provides focused, accurate, and timely correspondence support to SecAF, USecAF, and other HAF organizations. SAF/DSE provides and publishes guidance, training, metrics, suspense and status reports, and insight to improve correspondence and task management processes.

A2.2.2.1. Serves as the air and space component correspondence management office for the DoD. Synchronizes and reviews staff actions with the Executive Secretary of the DoD, AF/DS and SF/DS, HAF Principal Officials (2-Letter, Level 2, and equivalent), and their staff.

A2.2.2.2. Represents the DAF in Washington Headquarters Services CATMS working groups to address issues concerning the processing of correspondence actions within the Department and reviews, advises, and recommends upgrades or enhancements to the task management system, as needed.

A2.2.3. **HAF Protocol (SAF/DSP).** SAF/DSP plans, coordinates, and executes official ceremonies, conferences, social engagements, and special events hosted or sponsored by the Top 11. SAF/DSP provides guidance, training, and assistance to all DAF organizations on enterprise and installation-level protocol matters.

A2.2.3.1. Supports the Top 11's international engagements, in conjunction with the offices of the Deputy Under Secretary of the Air Force for International Affairs (SAF/IA), within the National Capital Region, to include foreign counterpart engagements, calls, and events.

A2.2.3.2. Implements protocol policies based on pre-established objectives, to include requirements for precedence, honors, ceremonies, conferences, official social functions, hosting distinguished visitors, flags, special events, and funding.

A2.2.3.3. Facilitates requests to support visiting Air Force and Space Force general officers to the National Capital Region on official business. Provides appropriate workspace and short-term use general purpose vehicle parking clearances at the Pentagon.