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SECRETARY OF THE AIR FORCE**

**HEADQUARTERS MISSION
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SUMMARY OF CHANGES

This publication has been revised to account for the establishment of the United States Space Force and clarification of responsibilities of the Director of Public Affairs, the SAF/PA, with regard to the service and its senior leaders.

1. Mission. The Secretary of the Air Force (SecAF), pursuant to 10 USC § 9013-9016, may establish offices and officials within the Secretariat to assist the Secretary in carrying out their responsibilities. As documented by paragraph 4.2.7. of AFMD 1, Headquarters Air Force and this Headquarters Air Force Mission Directive (HAF MD), the Director of Public Affairs (SAF/PA) is established as part of the Secretariat. The SAF/PA has overall responsibility for public affairs activities for the Department of the Air Force (DAF). The SecAF retains ultimate responsibility for all policies related to the DAF. Within their areas of responsibility, the SAF/PA prepares policies for approval and issues official guidance and procedures via official DAF publications to ensure implementation of those policies.

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

2.1. The SAF/PA reports to the SecAF, serves as an agent of the Secretary 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 their area of responsibility. The SAF/PA is accountable to the Secretary for results achieved within the policy and program domains assigned by this Directive.

2.2. The SAF/PA is part of the Secretariat and as such, works closely with other Secretariat, Air Staff and Space Staff offices to assist the SecAF in carrying out their responsibilities. The SAF/PA and the Office of the SAF/PA work in cooperation with other DAF organizations, which are responsible pursuant to **Chapters 903** and **905** of Title 10 (10 USC §§ 9013-9023 and §§ 9031-9038), for assisting the SecAF in carrying out their responsibilities.

2.3. Reporting to the SAF/PA is one Field Operating Agency, the Air Force Public Affairs Agency (AFPAA), whose responsibilities are assigned in AFMD 28.

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

3.1. Planning, supervising, organizing, conducting, evaluating, and assessing the impact of public affairs operations. These operations communicate timely, truthful, accurate, and credible information about DAF activities to internal and external military and civilian, domestic, and international audiences.

3.2. Developing and implementing SecAF, CSAF, and CSO communication strategies and plans and managing the Department's corporate communication planning process.

3.3. Providing direction, guidance and oversight for public affairs operations across the DAF. This includes implementing processes and procedures that synchronize and integrate the communication activities of Air Force and Space Force organizations and personnel. These efforts ensure information from official sources is accurate, consistent with DAF policy, and aligned with SecAF, CSAF, and CSO communication strategies and plans.

3.4. Delivering candid, timely, and trusted counsel to Air Force and Space Force leaders on the communication implications of key decisions and impacts to the ability of the Air Force and Space Force to carry out their respective vision, mission, and priorities.

3.5. Organizing, training, and equipping public affairs forces to achieve global influence and deterrence by executing public affairs operations for the DAF, combatant commanders, and other Department of Defense (DOD) organizations.

3.6. Working with journalists, academia, opinion leaders, business leaders, and state and local government officials to continually maintain and enhance public trust and support of the Air Force and Space Force.

3.7. Enhancing the resiliency, morale, and readiness of the Department's personnel by communicating the Department's key themes and messages.

3.8. Planning, budgeting, advocating, and defending public affairs and visual information program requirements necessary for accomplishing DAF and DoD missions through the Strategy, Planning, Programming, Budgeting, and Execution process.

3.9. Ensuring consistent, superior performance among the Department's public affairs forces by providing collaborative communication tools and methodologies.

3.10. Providing other management headquarters functions for public affairs activities, to include program review and evaluation and resource distribution and allocation.

3.11. Maintaining a central visual information management office.

3.12. Organizing, training, and equipping of ground- and aircrew-qualified and equipped combat camera personnel to provide highly responsive imagery acquisition, processing, and transmission capabilities. These capabilities support DAF and DoD's operational and planning requirements during wartime operations, worldwide crises, contingencies, and joint exercises.

3.13. Managing and operating Air Force and Space Force social media sites.

4. Delegations of Authority/Assignment of Responsibility: **Attachment 1** lists delegated authorities/assignments of responsibility to the SAF/PA. The authorities/delegated responsibilities assigned by this HAF MD may generally be re-delegated unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation, or DoD issuance. While the SAF/PA may re-delegate authorities to other DAF officials, he or she will ultimately be responsible to the SecAF for all matters relating to public affairs activities. Any re-delegation of authority/re-assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authority/re-assigning responsibility in accordance with this HAF MD may further restrict or condition the authority/responsibility being re-delegated/re-assigned.

5. Notifications to Congress: No re-delegation of authority/assigned responsibility under this HAF MD 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: HAF MD 1-28, 10 December 2015, is hereby superseded. Re-delegations of authorities/assignments of responsibility made pursuant to that HAF MD prior to the date of issuance of this HAF MD, however, remain effective insofar as such re-delegations are not inconsistent with the terms of this HAF MD, or unless superseded by a new re-delegation.

Attachments:

1. Delegations of Authority/Assignment of Responsibility to the SAF/PA
2. Organizational Chart/Three-Letter Responsibilities

JOHN P. ROTH, EX-IV, Brigadier, General
Acting Secretary of the Air Force

ATTACHMENT 1

**DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITY/
ASSIGNMENTS OF RESPONSIBILITY TO THE SAF/PA**

A1.1. Authority relating to DoD newspapers, magazines, and civilian enterprise publications as delegated to the Secretary of the Air Force pursuant to Department of Defense Instruction (DoDI) 5120.04, *DoD Newspapers, Magazines, Guides, and Installation Maps*.

A1.2. Authority relating to the Stars and Stripes Newspapers as delegated to the Secretary of the Air Force pursuant to *DoDD 5122.11, Stars and Stripes (S&S) Newspapers and Business Operations*.

A1.3. Authority relating to the position of the Assistant Secretary of Defense for Public Affairs as delegated to the Secretary of the Air Force pursuant to *DoDD 5122.05, Assistant to the Secretary of Defense for Public Affairs (ATSD(PA))*.

A1.4. Authority relating to the use of military carriers for public affairs purposes as delegated to the Secretary of the Air Force pursuant to DoDI 5122.08, *Use of DoD Transportation Assets for Public Affairs Purposes* and in accordance with Chapter 2.2, DoDI 4515.13, *Air Transportation Eligibility*. Re-delegation of the authority to approve the use of military carriers for non-local travel for those other than news media representatives may not be lower than Commanders of Air Force Major Commands or the Space Force Deputy Commander.

A1.5. Authority relating to DoD public affairs and visual information education and training as delegated to the Secretary of the Air Force pursuant to *DoDI 5160.48, DoD Public Affairs and Visual Information (PA&VI) Education and Training (E&T)*.

A1.6. Authority relating to the release of information to the public in the event of nuclear accidents or significant incidents as delegated to the Secretary of the Air Force pursuant to *DoDI 5230.16, Nuclear-Radiological Incident Public Affairs (PA) Guidance*.

A1.7. Authority relating to the security and policy review of DoD information intended for public release as delegated to the Secretary of the Air Force pursuant to *DoDI 5230.29, Security and Policy Review of DoD Information for Public Release*.

A1.8. Authority relating to the security and policy review process for the clearance of official DoD information proposed for official public release as delegated to the Secretary of the Air Force pursuant to *DoDI 5230.09, Clearance of DoD Information for Public Release*.

A1.9. Authority relating to public affairs operations as delegated to the Secretary of the Air Force pursuant to *DoDI 5400.13, Public Affairs (PA) Operations*.

A1.10. Authority relating to the conduct of public affairs programs in support of joint, combined and unilateral military operations as delegated to the Secretary of the Air Force pursuant to DoDI 5400.14, *Procedures for Joint Public Affairs Operations*.

A1.11. Authority relating to the development of proposed public affairs guidance as given to the Secretary of the Air Force pursuant to DoDI 5405.03, *Development, Submission, and Approval of Proposed Public Affairs Guidance (PPAG)*.

A1.12. Authority relating to the release of information concerning military personnel or equipment involved in accidents as delegated to the Secretary of the Air Force pursuant to DoDI

5410.01, *Release of Information Concerning Accidents Involving Military Personnel or Equipment or Concerning Senior Personnel.*

A1.13. Authority relating to DoD public affairs assistance to non-government, non-entertainment-oriented print and electronic media as given to the Secretary of the Air Force pursuant to DoDI 5410.15, *DoD Public Affairs Assistance to Non-Government, Non-Entertainment-Oriented Print and Electronic Media.*

A1.14. Authority relating to DoD assistance to non-government, entertainment-oriented motion picture, television, and video productions as delegated to the Secretary of the Air Force pursuant to DoDI 5410.16, *DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Productions.*

A1.15. Authority relating to public affairs community relations activities and programs throughout the DoD as delegated to the Secretary of the Air Force pursuant to DoDD 5410.18, *Public Affairs Community Relations Policy* and DoDI 5410.19, *Public Affairs Community Relations Policy Implementation.*

A1.16. Authority relating to public affairs relations with business and non-governmental organizations representing business as given to the Secretary of the Air Force pursuant to DoDI 5410.20, *Public Affairs Relations with For-Profit Businesses and Business Industry Organizations.*

A1.17. Authority relating to visual information productions as delegated to the Secretary of the Air Force pursuant to DoDI 5040.07, *Visual Information (VI) Productions.*

A1.18. Authority relating to visual information as delegated to the Secretary of the Air Force pursuant to DoDI 5040.02, *Visual Information (VI).*

A1.19. Authority relating to American Forces Radio and Television Service as delegated to the Secretary of the Air Force pursuant to DoDI 5120.20, *American Forces Radio and Television Service (AFRTS).*

A1.20. Authority relating to branding and trademark licensing as delegated to the Secretary of the Air Force pursuant to DoDD 5535.09, *DoD Branding and Trademark Licensing Program.*

A1.21. Authority to accept gifts to benefit Air Force Bands as delegated to the Secretary of the Air Force pursuant to 10 U.S.C. § 974(d) and in accordance with DAFPD 51-5, *Administrative Law, Gifts, And Command Relationships.*

A1.22. Authority relating to branding and trademark licensing as delegated to the Secretary of the Air Force pursuant to DoDD 5535.09, *DoD Branding and Trademark Licensing Program.*

A1.23. Authority relating to the Defense Media Activity (DMA) as delegated to the Secretary of the Air Force pursuant to Department of Defense Directive (DoDD) 5105.74, *Defense Media Activity (DMA).*

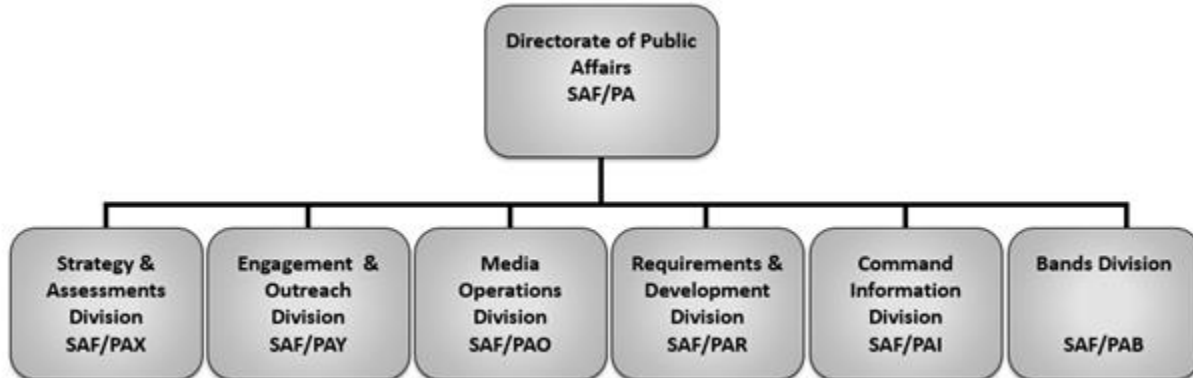
A1.24. Authority relating to the DMA as delegated to the Secretary of the Air Force pursuant to Department of Defense Directive (DoDD) 5105.74, *Defense Media Activity (DMA).*

A1.25. Authority relating to branding and trademark licensing as delegated to the Secretary of the Air Force pursuant to DoDD 5535.09, *DoD Branding and Trademark Licensing Program.*

ATTACHMENT 2

SAF/PA ORGANIZATIONAL CHART/THREE-LETTER RESPONSIBILITIES

Figure A2.1. SAF/PA Organizational Chart/Three-Letter Responsibilities.



A2.1. The SAF/PA is responsible for the overall supervision of all matters pertaining to the planning, development, integration, synchronization, and assessment of Air Force communication efforts, supporting the objectives and obligations of the SecAF, the CSAF, and CSO as they relate to the dissemination of public information. He or she advises the SECAF, CSAF, CSO and senior leaders within the DAF on public affairs operations. The SAF/PA plans, executes, and assesses the impact of communication strategies to inform the public and other key stakeholders of issues related to DAF personnel, resources and missions; oversees worldwide public affairs force management, development and readiness; and directs public engagement, media operations and command information programs. The SAF/PA office includes a small staff support element that manages tasking processes, administrative and personnel actions, security and policy review, records management and planning, programming, budgeting and execution activity for the directorate.

A2.2. Three-letter/digit subordinate offices include:

A2.2.1. Strategy and Assessments (SAF/PAX). SAF/PAX is responsible for developing, facilitating, supervising, evaluating, and assessing the impact of SecAF, CSAF, and CSO communication strategies and public affairs activities for the DAF. SAF/PAX establishes communication objectives based on Air Force and Space Force priorities, develops associated communication plans, and integrates and synchronizes communication efforts designed to support the Department's senior leaders, 2-letter organizations and major and field command communication efforts. SAF/PAX conducts research of the communication environment to establish a baseline for long-term and mid-term communication planning. SAF/PAX provides communication advice and planning support regarding Air Force and Space Force communication priorities, issues and initiatives. SAF/PAX supports awareness of the current communication environment, assesses and evaluates the effectiveness of communication products, processes and programs, and recommends appropriate actions and adaptations to future plans and operations. In support of the deliberate communication planning process, SAF/PAX manages the Communication Integration Group and supporting working bodies. Along with SAF/PAO, SAF/PAX co-leads integrated, cross-functional issue

teams to develop proactive engagement options in support of rapid responses to emerging opportunities or crisis events.

A2.2.2. Engagement and Outreach Division (SAF/PAY). SAF/PAY is responsible for developing and executing public engagement and outreach programs to build sustained public understanding, trust and support for DAF personnel and missions, to include oversight of service community engagement policies. SAF/PAY recommends, coordinates and supports Air Force and Space Force speakers, aviation, bands and other assets appearing at key public events. The division manages the public flyover and national speakers programs and is the public affairs liaison to the Air and Space Recruiting Service. The division also manages civic leader engagements, increasing awareness and understanding of the Air Force and Space Force among influential individuals at the national, state and local levels through community leader visits and various national civic leader orientation programs. SAF/PAY is responsible for opinion leader engagement for senior Air Force, Space Force, and joint leaders. In conjunction with the Air Force Entertainment Liaison Office in Los Angeles, SAF/PAY reviews and recommends opportunities to increase public awareness of the Department's personnel and capabilities through the U.S. motion picture and television industry and orchestrates placement in IMAX and documentary films. SAF/PAY also improves national opinion leaders' understanding of Air Force and Space Force programs and issues by facilitating conversations between senior service officials and think tanks, academic organizations and major defense or security policy analysts.

A2.2.3. Media Operations Division (SAF/PAO). SAF/PAO is responsible for providing information to the public (national and international) on Air Force and Space Force policies, programs, activities and issues through independent and DoD media. The division runs the Press Desk, which is the Department's primary point of contact with national radio and television networks, web-based news organizations, wire services, national and regional newspapers, magazines and trade journals. Press Desk operations are supported by teams that specialize in tracking, identifying and responding to emerging issues of media interest in specific mission areas established by the current Air Force and Space Force strategies. SAF/PAO teams recommend media operations courses of action to Air Force and Space Force leadership; provide public affairs guidance to the field; arrange media interviews with key leaders; and provide pre-interview training or other media relations support. In conjunction with the New York City field office, the division works with major newspapers, magazines, television programs and other media outlets on long-term projects highlighting Air Force and Space Force personnel and missions. SAF/PAO also coordinates policies, programs, activities and issues with SAF/PAI for dissemination through command information print, broadcast, imagery and web-based products to all members of the Department and to the DMA.

A2.2.4. Requirements and Development Division (SAF/PAR). SAF/PAR is responsible for developing the vision for future public affairs capabilities, creating plans to realize those future capabilities and providing leadership to the public affairs career field for effectively developing and executing those capabilities. SAF/PAR establishes, manages and oversees force development and management, training programs and educational curricula for public affairs forces; advocates for public affairs equities in the development of DoD, joint and service directives and doctrine; integrates public affairs capabilities into operational planning

and execution guidance; reviews joint and service deployment requirements; and develops policies and programs that ensure the expeditionary readiness of public affairs forces.

A2.2.5. Command Information Division (SAF/PAI). SAF/PAI is responsible for providing information to all Airmen and Space Professionals on Air Force and Space Force policies, programs, activities and issues through DAF and DoD media. The division develops and coordinates service-level policy for command information, social media, public web, trademark and licensing and visual information, to include combat camera. Additionally, SAF/PAI provides video production, social media and other command information support for DAF senior leaders and operates the Pentagon News Bureau to ensure the dissemination of Air Force and Space Force senior leader messages to all DAF personnel. SAF/PAI chairs the public affairs equipment review panel and is the program element manager for the public affairs 3080 account. It oversees the Air Force public affairs flying program and is responsible for the DAF Media contest and the visual information production awards. SAF/PAI is also the SAF/PA liaison to the DMA for all strategic themes and messages and the look and feel of Air Force and Space Force products produced by the DMA for the services. Finally, the division represents SAF/PA at the Defense Visual Information Steering Group, the DoD Public Web Steering Committee, the DMA Joint Assignment Desk, and the Joint Combat Camera Planning Group.

A2.2.6. Bands Division (SAF/PAB). SAF/PAB manages all aspects of program policy and guidance, officer and enlisted manpower requirements, advertising, accessions and assignments for active duty Air Force bands. SAF/PAB oversees Air Force band AEF posturing, sourcing and in-theater capability utilization, to include Air Force band support of the Joint Forces Headquarters State Funeral Plan. SAF/PAB recommends and coordinates band involvement in events of international importance, appearances at sporting events and nationally televised broadcasts. The division oversees total force development in coordination with the Chief of ANG Bands to include the Career Field Education and Training Plan. The division sets band recording policy, advises SAF/PA on the use of music in Air Force video and audio products and has oversight on band websites and social media platforms. It coordinates band equipment allowance standards and ceremonial uniform and facility requirements. In addition, SAF/PAB collects, stores, analyzes and organizes relevant mission data for report to senior leaders and answers band- related public, Congressional and White House inquiries.