

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

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 1-58**



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Special Management

***DIRECTOR, DEPARTMENT OF THE
AIR FORCE STUDIES AND ANALYSIS***

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This revision implements Department of the Air Force (DAF) Program Guidance Letter 22-01, *Establishment of the Secretariat Office of the Director, Department of the Air Force Studies and Analysis*, dated 23 June 2022. It includes significant changes due to a Headquarters Air Force (HAF) reorganization redesignating the Office of the Director, Studies, Analyses, and Assessments as the Office of the Director, DAF Studies and Analysis to serve as the DAF operations research and systems analysis organization to inform enterprise-level decisions. The new office includes an expansion of mission to conduct enterprise-level space analysis and inclusion of the DAF Chief Modeling and Simulation Officer. The revision also updates references to federal law and Department of Defense (DoD) directives and instructions, includes new delegations of authority, and revises the internal organizational structure.

1. Mission. The Secretary of the Air Force (SecAF), pursuant to Title 10 United States Code Sections 9011-9024, may establish offices and officials within the Secretariat to assist the Secretary in carrying out his/her responsibilities. As documented by **Paragraph 4.1** of Air Force Mission Directive-1, *Headquarters Air Force*, and this Headquarters Air Force Mission Directive (HAFMD), the Director, DAF Studies and Analysis (SAF/SA) is established as part of the Secretariat. The SAF/SA has overall responsibility for: leading, conducting, reviewing, and ensuring the analytic integrity of studies and analysis across air, space, and cyberspace domains to inform enterprise-level decisions for the DAF; serving as focal point for DAF modeling, simulation, and analysis (MS&A) equities for Congress, Office of the Secretary of Defense, Joint Staff, Combatant Commands, Services, and United States allies and partners; and providing leadership, policy, guidance, integration, and support for the DAF's MS&A communities. 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 SAF/SA prepares policies for approval and issues official guidance via official Department of the 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, Chief of Staff of the Air Force, Chief of Space Operations, Air Staff, and Office of the Chief of Space Operations (informally referred to as the Space Staff) 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 SAF/SA reports to the Secretary of the Air Force, 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 his/her area of responsibility. The SAF/SA is accountable to the Secretary for results achieved within the policy and program domains assigned by this Directive.

2.2. The SAF/SA and the Office of the SAF/SA work in cooperation with the Chief of Staff of the Air Force (CSAF), Chief of Space Operations (CSO), Vice Chief of Staff of the Air Force, Vice Chief of Space Operations, the Under Secretary of the Air Force, the Assistant Secretaries of the Air Force, and their respective offices, as well as other Headquarters Air Force organizations, which are responsible, pursuant to Chapters **903**, **905**, and **908** of Title 10 United States Code (Sections 9011-9024, 9031-9040, and 9081-9084), for assisting the Secretary of the Air Force in carrying out his/her responsibilities.

2.2.1. Pursuant to Headquarters Operating Instruction 90-1, *Headquarters Air Force Mission Directives and Department of the Defense Issuances Programs*, two or more HAF two-letter/digit 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. The SAF/SA has not entered into any Standard Operating Procedures and will initiate them as necessary.

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

3.1. Leading defensible DAF studies, analyses, and assessments across air, space, and cyberspace to inform enterprise-level decisions for the DAF.

3.1.1. Providing the SecAF, CSAF, and CSO, together with other DAF analytic organizations, timely, credible, unbiased, and innovative analysis to help make smart and defensible decisions on future force structure, risk, strategic and operational issues, agile combat support, investment and modernization, resource allocations, and United States Air Force (USAF) and United States Space Force (USSF) contributions to joint capabilities, strategy, and proposed programs or concepts.

3.1.2. Leading DAF air and space analysis at mission and campaign levels in support of future joint warfare.

3.2. Serving as focal point for DAF MS&A equities for Congress, Office of the Secretary of Defense, Joint Staff, Combatant Commands, Services, industry, academia, and United States allies and partners.

3.2.1. Leading the DAF analytic participation in major DoD efforts in partnership with functional and operational leads and ensuring analytic-related forums and representation are commensurate with counterparts from other DoD components, Office of the Secretary of Defense, Joint Staff, and related governmental, nongovernmental, and international analytic organizations.

3.2.2. Serving as the DAF Military Operations Research Society sponsor in cooperation with principals from the other Services, Office of the Secretary of Defense, and Department of Homeland Security.

3.2.3. Guiding development of joint, cross-Service, DoD, and multi-domain strategic analysis roadmaps and capabilities in areas of emerging significance.

3.2.4. Advising the SecAF, CSAF, and CSO on the strengths and weaknesses of external (e.g., Office of the Secretary of Defense, joint, agency) studies and analysis that affect current and future DAF operations, plans, and programs.

3.3. Leading strategic integration of MS&A across the Secretariat, Air Staff, and Space Staff, specifically, and across the DAF in coordination with major commands, and field commands, direct reporting units, and field operating agencies.

3.3.1. Leading and enabling DAF studies and analysis that inform decision-making bodies and governance forums for the Secretariat, Air Staff, and Space Staff, and serving as member of those bodies and forums, as they support the Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) process. Analytic insights will enable data- and resource-informed DAF evaluation of future force design, strategic planning, operational requirements, modernization and recapitalization of systems and programs and enable prioritization of DAF science and technology efforts.

3.3.2. Advising the SecAF, CSAF, and CSO on the strengths and weaknesses of internal DAF studies and analysis that affect current and future DAF operations, plans, and programs.

- 3.3.3. Representing DAF analyses in executive and senior-level boards, panels, steering groups, advisory bodies, and other analytic-related forums in collaboration with functional analytic communities (e.g., Financial Management, Manpower, and Intelligence).
 - 3.3.4. Serving as a member of the Department of the Air Force Scientist and Engineer Advisory Council; the Department of the Air Force Science, Technology, Engineering, and Mathematics Advisory Council; and the Department of the Air Force Scientific Advisory Panel.
 - 3.3.5. Serving as DAF lead for RAND Project AIR FORCE, the DAF's federally funded research and development center for studies and analyses.
 - 3.3.6. Synchronizing the DAF Analytic Community through DAF Analytic Priorities to minimize duplication of effort and maximize analytic impact.
 - 3.3.7. Serving as Chair of the Executive Analytic Sync and of the Analytic Forum to support discussion of top DAF, USAF and USSF analytic priorities among senior leaders, and communicating strategic DAF Analytic Priorities to members.
- 3.4. Providing career field leadership, policy, guidance, oversight, training, and equipping for the DAF's MS&A communities so they can provide timely insights to commanders.
- 3.4.1. Operating as Functional Authority for military Operations Research Analysts (15A) and serving as a chartered member of SAF/AQ's Science and Engineering Functional Advisory Council for civilian occupational series 1515 (Operations Research) and related series, such as 1520 (Mathematics), 1530 (Statistics), and 1560 (Data Science) within the Science and Engineering career field, providing oversight for overall talent management including force renewal, force development, and force management.
 - 3.4.2. Chairing the DAF Analytic Community Steering Group, synchronizing analysis foundations across the DAF, and serving as leader of the DAF Analytic Community and related functional organizations to deliver the technical and human capital that supports analytics across the USAF, USSF, DAF, and DoD.
 - 3.4.3. As DAF Chief Analytics Officer, partnering with the DAF Chief Data and Artificial Intelligence Officer and other appropriate executives and organizations across the DAF to establish and uphold policies, processes, and protocols for effective data analytics and robust MS&A in the DAF.
 - 3.4.4. Supporting the Chief Data and Artificial Intelligence Officer with analysis requirements for DAF data platforms and tools.
 - 3.4.5. Serving as the Chair of the Air Force Institute of Technology Center for Operational Analysis Advisory Board.
 - 3.4.6. As directed by the SecAF, CSAF, or CSO, supporting current operations for major commands and field commands while synchronizing analytic action across the DAF.
- 3.5. Executing the duties and responsibilities of the DAF Chief Modeling and Simulation Officer to oversee the development, implementation, propagation, and enforcement of modeling and simulation (M&S) policies, guidance, rules, and standards to effectively synchronize USAF and USSF investments in M&S from an enterprise perspective.

3.5.1. Supervising and resourcing the DAF Chief Modeling and Simulation Officer who is responsible for oversight of the DAF M&S Enterprise which includes, but is not limited to, M&S for decision support, support to acquisition, force development, force design, test and evaluation, and operational training and test infrastructure.

3.5.2. Serving as the functional advocate for M&S decision support programs and initiatives.

4. Delegations of Authority and Assignments of Responsibility. Attachment 1 lists delegated authorities and assigned responsibilities to the SAF/SA. The authorities delegated and responsibilities assigned to the SAF/SA by this HAFMD 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/SA may re-delegate authorities to other DAF officials, the SAF/SA will ultimately be responsible to the SecAF for all matters listed in Paragraph 1 of this publication. Any re-delegation of authority or reassignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authority or reassigning responsibility in accordance with this HAFMD may further restrict or condition the authority or responsibility being re-delegated or reassigned.

5. Notifications to Congress. No re-delegation of authority or reassignment 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 and Assignments of Responsibility. Re-delegations of authority and assignments of responsibility made prior to the date of issuance of this HAFMD 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 DIRECTOR, DEPARTMENT OF THE
AIR FORCE STUDIES AND ANALYSIS**

A1.1. Responsibility relating to Department of the Air Force support to strategic analysis as assigned to the SecAF pursuant to DoD Directive 8260.05, *Support for Strategic Analysis (SSA)*.

A1.2. Responsibility relating to M&S programs to include providing visibility and access to DAF M&S programs and activities by maximizing commonality, reuse, interoperability, efficiencies, and effectiveness; and supporting the development of tools and services for DoD Community Specified Models and Simulations, pursuant to DoDD 5000.59, *DoD Modeling and Simulation (M&S) Management*.

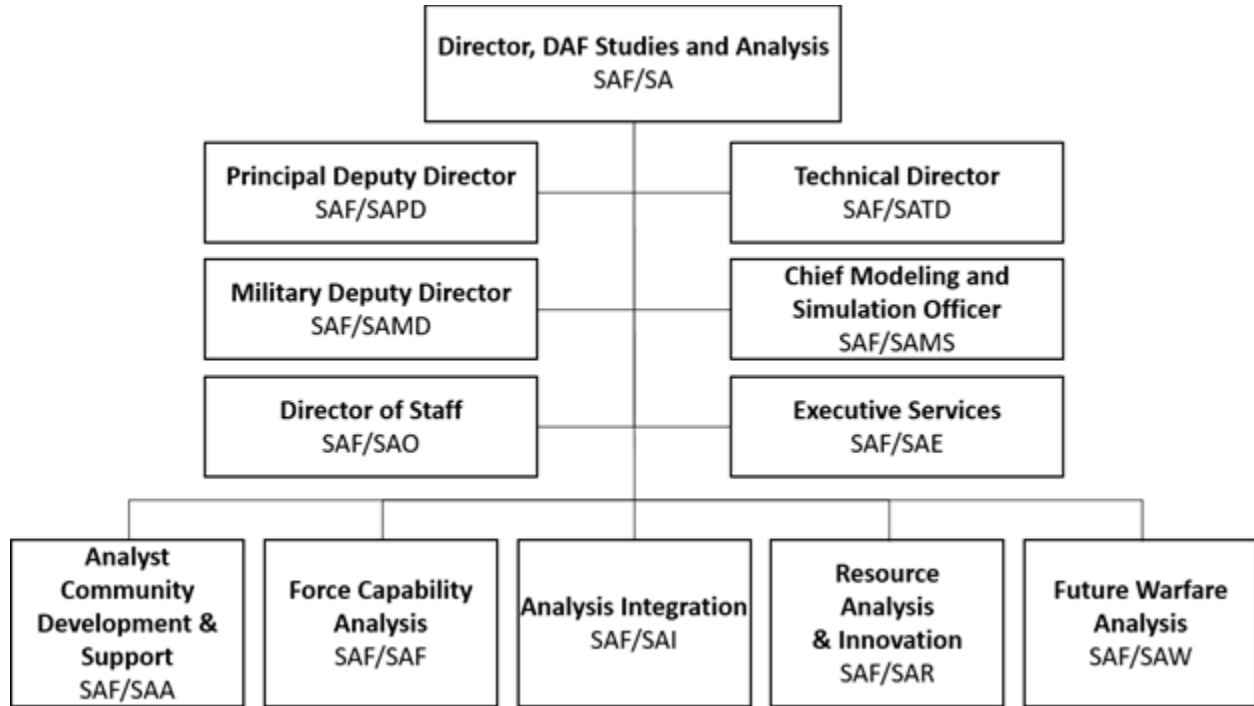
A1.3. Responsibility relating to providing guidance to ensure functional verification, validation, and accreditation of models, simulation, and associated data is performed and documented, delegated to the SecAF in DoDI 5000.61, *DoD Modeling and Simulation (M&S) Verification, Validation, and Accreditation (VV&A)*.

A1.4. Responsibility relating to providing guidance to ensure the development and maintenance of discovery metadata on key M&S assets ensuring visibility and reuse; advises the Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E)) on M&S capabilities and uses across the DAF, as delegated to the SecAF, pursuant to DoDI 5000.70, *Management of DoD Modeling and Simulation (M&S) Activities*.

Attachment 2

DIRECTOR, DEPARTMENT OF THE AIR FORCE STUDIES AND ANALYSIS

Figure A2.1. Organization Chart for SAF/SA.



A2.1. The Director, DAF Studies and Analysis (SAF/SA) has overall responsibility for leading, conducting, reviewing, and ensuring the analytic integrity of studies and analyses across air, space, and cyberspace domains to inform enterprise-level decisions for the DAF; serving as focal point for DAF analysis and M&S equities for Congress, Office of the Secretary of Defense, Joint Staff, Combatant Commands, Services, and United States allies and partners; and providing leadership, policy, guidance, integration, and support for the DAF’s analytic and M&S communities.

A2.1.1. The Principal Deputy Director (SAF/SAPD) assists the Director with all assigned responsibilities for the DAF, represents the SAF/SA in various forums and decision-making bodies, and assists the SAF/SA in shaping issues that enable mission execution. Duties include oversight of functional areas assigned to SAF/SA three-letter directorates and principal liaisons. SAF/SA Principal Deputy Director also provides representation along with the Director, Legislative Liaison (SAF/LL), and other Headquarters Air Force two-letters and level two offices for congressionally directed reports and other congressional exchanges.

A2.1.2. **The Military Deputy Director (SAF/SAMD)** represents the SAF/SA in various forums and decision-making bodies and assists the SAF/SA in shaping issues that enable mission execution. Duties include oversight of functional areas assigned to SAF/SA three-letter directorates and principal liaisons. The Military Deputy Director serves as the senior military advisor with primary management and assignment oversight of all SAF/SA military personnel.

A2.1.3. **The Technical Director (SAF/SATD)** provides senior-level technical advice to the SAF/SA and is responsible for identifying scientific, analytic, and technically-based policies, processes, and methodologies for modeling, simulation, and analysis for decision support across the DAF Analytic Community. Additionally, the Technical Director is responsible for scanning, selecting, research and development, and sustainment of MS&A tools used by SAF/SA and across the DAF Analytic Enterprise. The Technical Director:

A2.1.3.1. Represents the SAF/SA as a participating member of various high-level standing and ad hoc Office of the Secretary of Defense, joint, service, and DAF-related advisory groups and ensures DAF issues and analysis methodologies are accurately and successfully represented across the DAF and joint analytic communities.

A2.1.3.2. Provides functional oversight of subordinate offices' technical directors through the Technical Director Board, comprised of subordinate office technical directors, to provide technical oversight and improve the quality of major analytic studies produced by SAF/SA.

A2.1.3.3. Serves as the 15A career field Functional Manager.

A2.1.3.4. Provides executive oversight for RAND Project AIR FORCE in support of the SAF/SA role as the DAF lead.

A2.1.3.5. Leads the SAF/SA Technical Director Team comprised of subordinate offices' technical directors, with tasking authority to execute SAF/SA decision support MS&A responsibilities, to include: analytic and knowledge management; review, selection, research, and development of MS&A tools and participation in M&S governance forums.

A2.1.4. **The DAF Chief Modeling and Simulation Officer (SAF/SAMS)** serves as the DAF M&S executive, on behalf of SAF/SA. Oversees the development, implementation, propagation, and enforcement of M&S policies, guidance, rules, and standards. Coordinates DoD and Joint Staff M&S issuances as lead for DAF M&S policy and guidance. Promotes commonality, re-use, interoperability, exportability, scalability, modularity, efficiency, and effectiveness of M&S capabilities across the DAF. Facilitates implementation of best practices across the DAF via training, working groups, and access to M&S related knowledge and resources. Expands M&S capabilities to enhance execution of core DAF missions.

A2.1.4.1. Serves as lead for coordination of enterprise DAF M&S activities with the other services, Joint Staff, Office of the Secretary of Defense, multi-national partners, industry, and academia. Serves as the DAF Secretariat executive-level representative to the DoD Modeling and Simulation Enterprise. Serves as the Chair for the DAF M&S Steering Committee. Ensures M&S requirements are included in analysis, training, intelligence, test and evaluation, and acquisition and experimentation policies, including those addressing joint and multi-national programs.

A2.1.4.2. Serves as the DAF representative to the USD(R&E)-sponsored DoD Modeling and Simulation Enterprise Community of Practice Working Group.

A2.1.4.3. Coordinates with the SAF/SA Technical Director Team on decision support MS&A policy and requirements.

A2.1.5. **The Director of Staff (SAF/SAO)** is responsible for civilian personnel support, programming and budgeting activities, information technology support, and physical and collateral security oversight. SAF/SAO also serves as Program Element Monitor for 91226F program element and represents SAF/SA at the HAF Program and Budget Review Group. The Director of Staff also supports the SAF/SA staff through administrative processes and task management, prioritization, and tracking.

A2.1.6. **Executive Services (SAF/SAE)** are responsible for performing the information management activities for the civilian senior employees' immediate offices (SAF/SA, SAF/SAPD, SAF/SATD, and SAF/SAMS) and assisting in protecting resources assigned. SAF/SAE manages the principals' calendars, assists in the performance of their executive functions, and supports the execution of Senior Rater and Functional Authority responsibilities. As part of information management, SAF/SAE will maintain the directorate strategic calendars, manage principal records, and quality check reports for timeliness, accuracy, and appropriate coordination. Additionally, SAF/SAE assists with civilian senior employees performance management, financial reporting, expense reimbursement, and the creation of civilian senior employees temporary duty orders via the Defense Travel System. SAF/SAE is responsible to manage the schedule and physical maintenance of the Director's meeting rooms. Finally, SAF/SAE will perform other tasks, as necessary, to manage internal and external executive correspondence and convey principals' direction to SAF/SA staff.

A2.2. Three-letter subordinate offices include:

A2.2.1. **Analytic Community Development and Support (SAF/SAA)** serves as the DAF military operations research analyst (15A) Career Field Manager, advises the civilian 1515-series Career Field Manager on Science and Engineering GS-1515 (Operations Research), 1520 (Mathematics), 1530 (Statistics), 1560 (Data Science), and other related career fields on personnel management, and executes Functional Area Manager responsibilities for combat analyst deployment and exercise requirements. The SAF/SAA Director is the Chief Analyst of the Air Force. SAF/SAA provides policy and guidance, oversight and advocacy for the DAF Analytic Community. SAF/SAA also provides administrative support to SAF/SAMS.

A2.2.1.1. SAF/SAA is the focal point for USAF and USSF operations research analyst workforce development. SAF/SAA is also responsible for the Air Force analyst Initial Skills Training program. Additionally, the Chief Analyst and the SAF/SATD work together to serve as senior mentors to 15A officers, DAF Science and Engineering civilians (GS-1515, 1420, 1530, and 1560), and their supervisors; and manage the Department of the Air Force analysis awards program. The Chief Analyst also executes SAF/SA responsibility to ensure the DAF maintains an operational assessment capability (see AFTTP 3-2.87, *Multi-Service Tactics, Techniques, and Procedures for Operation Assessment*). In this role SAF/SAA manages the combat analyst program and assists the SAF/SA with providing effective governance of the DAF Analytic Enterprise via policy, oversight, and outreach activities.

A2.2.1.2. SAF/SAA manages policy and governance structure for decision support M&S, develops analysis and assessment frameworks and methodologies, and manages of the DAF Standard Analysis Toolkit and the Preferred Capabilities List of analytic tools. SAF/SAA also advises the SAF/SATD and SAF/SAMS on decision support M&S policy.

A2.2.2. **Force Capability Analysis (SAF/SAF)** is responsible for matters pertaining to performing independent multi-domain, mission-level analyses of key planned and programmed force structures and related capabilities.

A2.2.2.1. SAF/SAF provides the SecAF, CSAF, CSO, and senior Air Staff and Space Staff leaders with analytic insights into execution of the National Military Strategy, engagement analyses, and evaluations of force structure alternatives, including special-access program capabilities, to inform decisions affecting long-range planning, critical operational concepts, courses of action, tactics, and acquisition issues in air, space and cyberspace.

A2.2.2.2. SAF/SAF specializes in mission analyses to evaluate the Department of the Air Force capability development. SAF/SAF assesses future capabilities, force optimization, future operational effectiveness, requirements, plans, strategies, and tactics in direct support of the USAF and USSF contributions to joint analysis efforts in air, space, and cyberspace.

A2.2.3. **Analysis Integration (SAF/SAI)** acts as SAF/SA's liaison to the SecAF, CSAF, and CSO staffs on analytic requirements. To accomplish this, SAF/SAI plans, coordinates, synthesizes, and facilitates the communication of SAF/SA, DAF Analytic Community, and federally funded research and development center analytic insights into the DAF SPPBE processes. SAF/SAI coordinates with Secretariat staff and Office of the Secretary of Defense forums on analytic issues related to DAF SPPBE processes. SAF/SAI participates in processes that set the DAF Analytic Priorities and, as necessary, partners with DAF Analytic Community members on the creation and communication of those priorities. SAF/SAI works with the Deputy Chief of Space Operations for Technology and Innovation (SF/CTIO) S9 to facilitate integration and collaboration between SAF/SA and the Space Staff, USSF, and USSF related analytic agencies such as the Space Operations Command and Space Warfighting Analysis Center.

A2.2.4. **Resource Analysis and Innovation (SAF/SAR)** is responsible for enhancing senior DAF leaders' understanding of manpower, infrastructure, readiness, and life-cycle sustainment issues. Furthermore, SAF/SAR is responsible for developing and implementing new and innovative analytic techniques to create competitive advantage.

A2.2.4.1. SAF/SAR provides analyses of manpower and force structure resource balance across component, command, panel, and functional areas. SAF/SAR develops studies that examine resource trends and impacts over time. SAF/SAR also conducts tradespace and trend analyses ensuring analyses include Total Force program and Total Force issues.

A2.2.4.2. SAF/SAR assesses infrastructure linkages to the modernization plan in support of DAF long range planning. SAF/SAR conducts studies and analyses to provide insights on specific force structure and sustainment alternatives and develops resource analysis frameworks for emerging issues of significance to the DAF, such as Total Force, strategic basing, operational energy, remotely piloted aircraft, and other initiatives. SAF/SAR develops and employs sophisticated techniques and tools, such as machine learning and natural language processing, to discover deeper insights, make predictions, and generate recommendations.

A2.2.5. Future Warfare Analysis (SAF/SAW) investigates and learns about USAF and USSF contributions to future joint operations at the theater-level of warfare focusing on projecting military power and achieving national defense objectives. The directorate communicates relevant and rigorous analytic insights to DAF and DoD decision-makers on future force capabilities and capacity, risks, and vulnerabilities.

A2.2.5.1. SAF/SAW is the DAF's lead organization for joint campaign studies and analysis, providing insights on future forces, munitions usage, concepts of operations, integrated efforts as part of the Joint Force, and potential adversary interference across all domains of warfare including special-access program capabilities. The directorate leads DAF participation in developing future warfare scenarios and modeling data for and in joint analytic studies spanning the full spectrum of air and space issues.

A2.2.5.2. SAF/SAW examines theater-level issues regarding logistics, mobility, and deployment of forces in future warfighting scenarios. The directorate investigates contested movement of forces into conflict zones and the operation of airbases and space assets under adversary interference.

A2.2.5.3. SAF/SAW serves as SAF/SA's primary agent supporting DAF roles and responsibilities in supporting DoD strategic analysis activities directed in DoDD8260.05, *Support for Strategic Analysis (SSA)*.