

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

**HEADQUARTERS DEPARTMENT OF
THE AIR FORCE MISSION DIRECTIVE
1-2**



10 JULY 2026

Special Management

**UNDER SECRETARY OF THE AIR
FORCE**

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SUMMARY OF CHANGES

This revision incorporates changes pertaining to the establishment of the United States Space Force in the National Defense Authorization Act for Fiscal Year 2020. Other revisions include movement of additional offices in the Office of the Secretary of the Air Force as direct reports to the Under Secretary of the Air Force, the revocation of several executive orders, charters, and directive memorandum impacting roles of the Under Secretary of the Air Force.

1. Mission . The Under Secretary of the Air Force (USecAF) position is established within the Office of the Secretary of the Air Force by Title 10 United States Code §9015. Subject to the authority, direction, and control of the Secretary of the Air Force (SecAF), (1) performs such duties and exercise such powers as the SecAF may prescribe; (2) develop, oversees the development and execution of policies and programs enabling the United States Air Force and United States Space Force to fulfill the Secretary of the Air Force's responsibilities under Title 10 United States Code §9013, including organizing, training and equipping air, space, and cyberspace forces to meet current and future combatant command requirements; (3) pursuant to Section 904(b) of Public Law 110-181, as the Chief Management Officer, effectively and efficiently manages the Department of the Air Force business operations and in carrying out Department of the Air Force business transformation initiatives. If the Secretary of the Air Force dies, resigns, is removed from office, is absent, is disabled, or is otherwise unable to perform the functions and duties of the office, the Under Secretary of the Air Force acts or performs the duties of the Secretary of the Air Force until the President directs another person to act or perform those duties or until the absence

or disability ceases. The organizational structure of the Office of the Under Secretary of the Air Force (SAF/US) is depicted in [Attachment 2](#). Those offices listed in A2.2. are subordinate to, and will directly report to, Under Secretary of the Air Force on all matters not contrary to law or policy. Any matter requiring Secretary of the Air Force action under controlling law, regulation, or Department of War policy will be forwarded through Under Secretary of the Air Force to Secretary of the Air Force for action.

2. Organizational Relationships. The Secretary of the Air Force exercises authority through a civilian Under Secretary, civilian Assistant Secretaries, the Chief of Staff of the Air Force and the Chief of Space Operations, but retains immediate supervision of activities that involve vital relationships with Congress, the Secretary of War, other governmental officials, and the public. The Under Secretary of the Air Force reports directly to the Secretary of the Air Force. Other key relationships of the office are with Office of the Secretary of War, Unified Commands, Joint Staff, intelligence community, defense agencies, other military departments, and the Headquarters Department of the Air Force staff. As the Department of the Air Force's Chief Management Officer, the Under Secretary of the Air Force is supported by the Administrative Assistant (SAF/AA) and the Chief Information Officer (SAF/CN) to identify and exchange information necessary to facilitate execution of Department of War business transformation initiatives. During periods in which the position of Under Secretary of the Air Force is vacated and no first assistant is named nor an official to perform the duties of the Under Secretary of the Air Force, all principal officials reporting to the Under Secretary will temporarily report to the Secretary of the Air Force. Upon the Under Secretary position having a named official, reporting will be restored to the Under Secretary of the Air Force.

3. Responsibilities. The Under Secretary of the Air Force, subject to the direction and control of the Secretary of the Air Force, exercises the full authority of the Secretary (except as limited by law and regulation, or restrictions of Office of the Secretary of War or Secretary of the Air Force) in all affairs of the Department of the Air Force and relationships and transactions with Congress and other governmental and non-governmental organizations and individuals. The Under Secretary of the Air Force shall promptly and fully inform the Secretary of the Air Force regarding significant matters involving or affecting the Department of the Air Force. Specifically, the Under Secretary of the Air Force shall:

3.1. Chair the Department of the Air Force Council. The Department of the Air Force Council serves as an authoritative body, integrating and advancing the priorities of the Secretary of the Air Force and Department of the Air Force leadership. The Council serves as the Department of the Air Force's principal governance body for management actions affecting the Department of the Air Force enterprise, to include overseeing Department of the Air Force core functions; prioritizing and solving issues that have strategic/policy, management, and resource implications; and providing an enterprise decision support model supported by data, functional expertise, and business acumen.

3.2. Serve as an advisor to the Secretary of the Air Force for all personnel matters. When requested by the Under Secretary of the Air Force, the Assistant Secretary of the Air Force, Manpower and Reserve Affairs (SAF/MR), the Administrative Assistant to the Secretary of the Air Force (SAF/AA), Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), and the Deputy Chief of Space Operations for Human Capital (SF/S1) will assist the Under Secretary of the Air Force with duties as an advisor to the Secretary of the Air Force for military and civilian all personnel matters. As an advisor to the Secretary of the Air Force for

senior personnel matters, the Under Secretary of the Air Force is delegated authority to and is responsible for:

3.2.1. Advising the Secretary of the Air Force and providing counsel to the Secretary of the Air Force on duty assignments, executive management plans, and wage/grade changes for all Department of the Air Force Civilian Senior Executives (members of the SES (career and non-career), members of the Defense Intelligence SES, Scientific and Professional leaders, Senior Level leaders, Defense Intelligence Senior Level leaders and Highly Qualified Experts).

3.2.2. Appointing, reassigning, and detailing all Civilian Senior Executives and Intergovernmental Personnel Act positions within the Department of the Air Force, to include acting on matters forwarded by the Executive Resources Board for Secretarial action following senior executive merit staffing processes.

3.2.3. Appointing, reassigning, and detailing all Tier 1 and Tier 2 Senior Executive Service and Defense Intelligence Senior Executive Service members, to include acting on slates developed by the Department of the Air Force Talent Management Board and upon matters forwarded by the Executive Resources Board for Secretarial action following Air Force senior executive merit staffing processes. The authority to appoint, reassign, and detail Tier 3 members of the Senior Executive Service and Defense Intelligence Senior Executive Service is not included in this delegation of authority and is retained by the Secretary of the Air Force.

3.3. Serve as the Department of the Air Force Chief Management Officer with primary management responsibilities for Department of the Air Force business operations. The purpose of the Department of the Air Force Chief Management Officer is to move the Department to more efficient and effective business practices, on par with leading-edge global practices and productivity levels. Key responsibilities of the Chief Management Officer include:

3.3.1. Implement financial and cost management improvements to increase effectiveness in Air Force and Space Force stewardship and accountability of taxpayer dollars entrusted to the Air Force and Space Force.

3.3.2. Direct Department of the Air Force-wide reform initiatives to achieve high-value changes across business operations and reinvest the savings from these reforms into areas of increased force lethality and readiness.

3.3.3. Equip the Department of the Air Force workforce with enterprise Information Technology services and productivity enhancements leveraged as industry standards in the most advanced commercial businesses and able to quickly and efficiently move from the marketplace to the workplace.

3.3.4. Direct investment in leading-edge data management to leverage Department of the Air Force data as a critical resource to increase warfighting, informational, and decisional superiority while seeking parallel operational and business efficiencies.

3.3.5. Accomplish requisite determinations as the appropriate approval official for covered defense business systems of the Department of the Air Force, as required by Title 10 United States Code §2222.

- 3.3.5.1. Develop and implement a comprehensive business transformation plan with measurable performance goals and objectives to achieve an integrated management system for Department of the Air Force business operations, in accordance with Title 10 United States Code §2222.
- 3.3.5.2. Comply with all applicable law, including Federal accounting, financial management, and reporting requirements; routinely produce timely, accurate, and reliable business and financial information for management purposes; integrate budget, accounting, and program information and systems; and provide for the systematic measurement of performance, including the ability to produce timely, relevant, and reliable cost information, in accordance with Title 10 United States Code §2222.
- 3.3.6. Ensure Department of the Air Force compliance with current Defense Business Systems investment and management guidance issued by the Office of the Secretary of War, including guidance from the Department of War Chief Information Officer and the Under Secretary of War for Acquisition and Sustainment.
- 3.3.7. Serve as the Department of the Air Force Chief Management Officer, along with the Department of the Air Force Chief Information Officer, on the Defense Business Council, co-chaired by the Department of War Chief Information Officer and the Department of War Performance Improvement Officer, and its associated investment review boards.
- 3.4. Serve as the Secretary of the Air Force representative to Department of War's Senior Governance Councils (e.g., the Deputy's Management Action Group), as required.
- 3.5. Serve as a member of the Defense Human Resource Board.
- 3.6. Serve as a member of the Special Access Program Oversight Committee, in accordance with Department of Defense Directive 5205.07, *Special Access Program Policy*.
- 3.7. Serve as a member of the Space Acquisition Council, in accordance with Title 10 United States Code §9021.
- 3.8. Ensure Department of the Air Force compliance with assigned Department of War responsibilities for Mission Partner Environment.

4. Delegations of Secretary of the Air Force Authority and Assignments of Responsibility. **Attachment 1** lists delegated authorities and responsibilities assigned by the Secretary of the Air Force to the Under Secretary of the Air Force. The authorities delegated/responsibilities assigned to the Under Secretary of the Air Force by this publication may generally be re-delegated or reassigned to other Department of the Air Force officials unless redelegation is expressly prohibited by the attached delegation or by controlling law, regulation, or Department of War policy. While the Under Secretary of the Air Force may redelegate authorities or reassign responsibilities, he/she will ultimately be responsible to Secretary of the Air Force 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 Department of the Air Force (SAF/GC) as chief legal officer and The Judge Advocate General (AF/JA), and is signed by the Under Secretary of the Air Force. 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 re-delegation of authority/assigned responsibility under this Headquarters Department of the Air Force Mission Directive below the level of 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
AUTHORITIES/ASSIGNMENT OF RESPONSIBILITY TO THE UNDER SECRETARY
OF THE AIR FORCE**

A1.1. Authority relating to duties as the Chief Management Officer pursuant to Title 10 United States Code §2222, Title 10 United States Code §132a, and subsequent amendments.

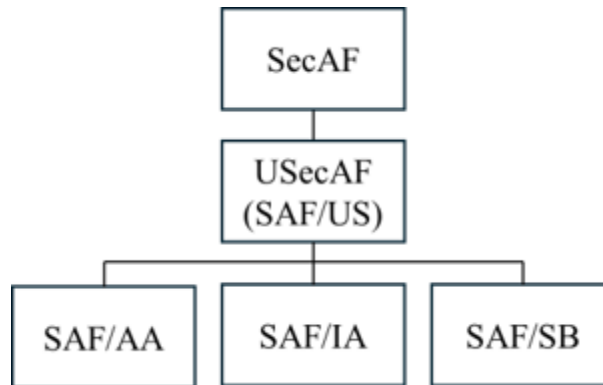
A1.2. Authority relating to duties as a member of Senior Governance Councils pursuant to Department of Defense Directive 5105.79, *Department of Defense Senior Governance Framework*.

A1.3. Authority relating to implementing Department of Defense Continuous Process Improvement/Lean Six Sigma programs, policies, and procedures within the Department of the Air Force to improve overall effectiveness and efficiency across missions and functions to gain the broadest possible range of organizational improvements; developing and implementing appropriate education and training procedures and promoting Continuous Process Improvement/Lean Six Sigma career development opportunities to include offering a Continuous Process Improvement/Lean Six Sigma award and performance objective initiative as appropriate; establishing Continuous Process Improvement/Lean Six Sigma education, training, and certification procedures consistent with Department of Defense-wide guidelines and standards and including Continuous Process Improvement/Lean Six Sigma in individual employee performance objectives as appropriate; attaining Department of Defense-designated training and project targets; and providing representation to the Department of Defense Continuous Process Improvement Senior Steering Committee and its supporting bodies, pursuant to Department of Defense Directive 5010.42, *DoD-Wide Continuous Process Improvement(CPI)/Lean Six Sigma Program(LSS)*, and Department of Defense Instruction 5010.43, *Implementation and Management of the Department of Defense-Wide Continuous Process Improvement/Lean Six Sigma (CPI/LSS) Program*.

Attachment 2

ORGANIZATIONAL STRUCTURE OF THE OFFICE OF THE UNDER SECRETARY
OF THE AIR FORCE

Table A2.1. Organizational Structure Of The Office Of The Under Secretary Of The Air Force



A2.1. The Under Secretary of the Air Force (SAF/US). The USecAF is responsible for chairing the Department of the Air Force Council, serving as the advisor to the Secretary of the Air Force for senior personnel matters, serving as the Department of the Air Force Chief Management Officer, and serving as the Secretary of the Air Force representative to Department of War's Senior Governance Councils.

A2.2. Offices subordinate to the Under Secretary of the Air Force include:

A2.2.1. Administrative Assistant (SAF/AA). SAF/AA has overall responsibility for administrative continuity and maximizing the efficient business operations of the Department of the Air Force. The general responsibilities and authorities of SAF/AA are outlined in Headquarters Department of the Air Force Mission Directive 1-3, *Administrative Assistant*

A2.2.2. Deputy Under Secretary of the Air Force for International Affairs (SAF/IA). SAF/IA has overall responsibility for synchronizing security cooperation activities across the Department of the Air Force and overseeing foreign military sales, developing international agreements, and managing the Department's foreign disclosure and technology transfer policies. The general responsibilities and authorities of SAF/IA are outlined in Headquarters Department of the Air Force Mission Directive 1-16, *Deputy Under Secretary of the Air Force, International Affairs*.

A2.2.3. Director of Small Business Programs (SAF/SB). SAF/SB is responsible for developing and managing the Department of the Air Force's Small Business Programs, ensuring that small businesses have a maximum practicable opportunity to participate in DAF acquisitions and assistance transactions. The general responsibilities and authorities of SAF/SB are outlined in Headquarters Department of the Air Force Mission Directive 1-30, *Director, Small Business Programs*.